



CITY OF FORT LAUDERDALE, FL | FY 2024

# ADOPTED BUDGET



# 2024



**CITY OF FORT LAUDERDALE**

# **FY 2024 Adopted Budget**

## **CITY COMMISSION**

**Dean J. Trantalis**  
Mayor

**Pam Beasley-Pittman**  
Vice Mayor/Commissioner - District 3

**John C. Herbst**  
Commissioner - District 1

**Steven Glassman**  
Commissioner - District 2

**Warren Sturman**  
Commissioner - District 4

**Greg Chavarria**  
City Manager

**D'Wayne M. Spence**  
Interim City Attorney

**Patrick Reilly**  
City Auditor

**David R. Soloman**  
City Clerk



# FORT LAUDERDALE CITY COMMISSION



Warren Sturman  
Commissioner, District IV

Steven Glassman  
Commissioner, District II

Dean J. Trantalis  
Mayor

Pam Beasley-Pittman  
Vice Mayor, District III

John C. Herbst  
Commissioner, District I



CITY OF FORT LAUDERDALE

# Executive Strategy Team

**Greg Chavarria**  
City Manager

**Anthony Fajardo**  
Assistant City Manager

**Susan Grant, CPA**  
Assistant City Manager

**Christopher Cooper**  
Director of Development Services

**Linda Short**  
Director of Finance

**Stephen Gollan**  
Fire Chief

**Rufus James**  
Director of Fort Lauderdale Executive Airport

**Jerome Post**  
Director of Human Resources

**Tamecka McKay**  
Director of Information Technology Services

**Laura A. Reece**  
Director of Office of Management and Budget

**Phillip Thornburg**  
Director of Parks and Recreation

**Patrick Lynn**  
Police Chief

**Daphnee Sainvil**  
Division Manager of Public Affairs

**Alan Dodd**  
Director of Public Works

**Ashley Doussard**  
Manager of Strategic Communications

**Ben Rogers**  
Director of Transportation and Mobility



# Acknowledgments

## CITY MANAGER

Greg Chavarria

## OFFICE OF MANAGEMENT AND BUDGET

### Budget/CIP and Grants Division

Laura A. Reece, Director

Yvette Matthews, Assistant Director

Parth Patel, Assistant Budget Manager

Charmaine Crawford, Senior Assistant to the Director

Michael Dudley, Principal Budget and Management Analyst

Tamiaka McGibbon, Principal Budget and Management Analyst

Keith Farrell, Principal Budget and Management Analyst

Robin Wolf, Budget and Management Analyst

Danielle Murray, Budget and Management Analyst

Laura McCoy, Budget and Management Analyst

### Structural Innovation Division

Aricka Johnson, Structural Innovation Manager

Michael Kam, Principal Budget and Management Analyst

Richard Morris Jr, Senior Management Analyst

Jamie Connelly, Senior Management Analyst

Matthew Carreno, Management Analyst

Donna Samuda, Senior Administrative Assistant

## FINANCE DEPARTMENT

### STRATEGIC COMMUNICATIONS

#### BUDGET COORDINATORS/LIAISONS

City Attorney's Office, Jolene Chism

City Auditor's Office, Angela Mahecha

City Clerk's Office, David Soloman

City Commission's Office, Doris Deneke

City Manager's Office, Danielle Murray

Community Redevelopment Agency, Vanessa Martin

Development Services Department, Juan Rodriguez and Aukela Holloway

Finance Department, Jason Boutilier

Fire Rescue Department, Paul Vanden Berge

Human Resources Department, Barbara Smith and Matthew Cobb

Information Technology Services, Valerie Florestal

Parks and Recreation Department, Vedasha Roopnarine

Police Department, Dr. Kenneth Campbell

Public Works Department, Kymberly Holcombe and Martha Romero

Transportation and Mobility Department, Onesi Girona

**Special recognition to the Budget Advisory Board, the Revenue Estimating Conference Committee, the Community Investment Plan Project Review Team, City Manager's Office, and the many other staff members throughout each department for their invaluable efforts and assistance during the budget development process and in the preparation of this document.**

# Table of Contents

## Introduction

Vision Statement	
Distinguished Budget Presentation Award	
Triple Crown Award	
Reader's Guide	
Venice of America   The City of Fort Lauderdale	
City of Fort Lauderdale Organization Chart	
City of Fort Lauderdale Advisory Board/Committees	
Alignment of the Strategic Plan and the Budget	

## Budget in Brief

City Manager's FY 2024 Adopted Budget Message	
FY 2024 Adopted All Funds Budget Summary	
FY 2023 Adopted All Funds Budget Summary	
Personnel Complement	
Changes to Personnel Complement	
FY 2024 - FY 2028 Community Investment Plan (CIP)	
Introduction and Overview	
CIP Prioritization Criteria and Scoring Matrix	
FY 2024 CIP Impact on Operating Budget	
FY 2024 - FY 2028 CIP by Funding Source	

## Budget Overview

The Annual Budget Process	
Budget Overview	
Budget Development Process	
Budget Calendar	
Budgetary Basis	
Financial Integrity Principles and Policies	
Financial Policies	
Budget Fund Structure	
Fund Descriptions	
Fund Highlights	
Department Highlights - Key Changes and Funding Enhancements	
Funding to Support External Organizations	
Special Events and Public Space Activation	
Property Tax Millage Summary	
FY 2024 Adopted Millage Rate and Fire Assessment Fee Comparison	
Combined Water and Sewer Bill Survey	

## Long Range Financial Plans

City of Fort Lauderdale Financial Forecast	
General Fund - Financial Forecast	
Other Funds - Financial Forecast	

## Financials

Introduction and Overview	
All Funds Revenue Summary	
All Funds Expenditure Summary	
All Funds Summary	
General Fund Revenue Summary	
General Fund Expenditure Summary	
General Fund	
General Fund Transfers	
Affordable Housing Trust Fund	
Airport Fund	
American Rescue Plan Act Fund	

## Financials - continued

i	Arts and Science District Garage Fund	103
ii	Beach Business Improvement District Fund	104
iii	Building Funds	105
v	Cemetery Perpetual Care Fund	106
vi	Cemetery System Fund	107
xxi	Central Regional Wastewater System Fund	108
xxii	Central Services Fund (Information Technology Services)	109
xxiii	City Property and Casualty Insurance Fund	110
	Community Redevelopment Agency Central City Area Fund	111
	Community Redevelopment Agency Central City Business Incentives Fund	112
	Community Redevelopment Agency NW Progresso Flagler Heights Area Fund	113
2	Community Redevelopment Agency NW Progresso Flagler Heights Business Incentives Fund	114
4	Housing and Community Development Grants Fund	115
7	Nuisance Abatement Fund	116
8	Parking System Fund	117
	Parks Bond Fund	118
11	Police Confiscation Funds	119
13	Project Management Fund	120
15	Sanitation Fund	121
17	School Crossing Guards Fund	122
	Self-Insured Health Benefits Fund	123
	State Housing Improvement Program (SHIP) Fund	124
33	Stormwater Fund	125
34	Sunrise Key Safe Neighborhood District Fund	126
35	Unified Customer Service Fund	127
36	Vehicle Rental (Fleet) Fund	128
37	Water and Sewer Fund	129
38	Long-Term Debt Obligations	130
39		
43	<u>Department Budgets</u>	
44	Charter Offices and Department Descriptions	139
46	Charter Offices	
52	City Attorney's Office	141
56	City Auditor's Office	145
58	City Clerk's Office	149
60	Office of the Mayor and City Commission	153
61	City Manager's Office	157
62	Other General Government	182
	Sunrise Key	183
	Community Redevelopment Agency	185
65	Other General Government Community Redevelopment Agency Administration	189
66	Development Services	191
79	Finance	209
	Fire Rescue	221
	Human Resources	229
89	Information Technology Services	239
91	Office of Management and Budget	251
92	Parks and Recreation	259
93	Police	279
95	Public Works	293
96	Transportation and Mobility	321
97		
99	<u>Appendix</u>	
100	Glossary of Terms	333
101	Abbreviations and Acronyms	338
102		

# INTRODUCTION





## VISION STATEMENT

# **FAST FORWARD FORT LAUDERDALE**



*Our City, Our Vision 2035*



### **WE ARE CONNECTED.**

We move seamlessly and easily through a safe transportation system where the pedestrian is first.



### **WE ARE READY.**

We are a resilient and safe coastal community.



### **WE ARE COMMUNITY.**

We are a neighborhood of neighborhoods.



### **WE ARE HERE.**

We are an urban center and a vacationland in the heart of South Florida.



### **WE ARE PROSPEROUS.**

We are a subtropical City, an urban laboratory for education and business.



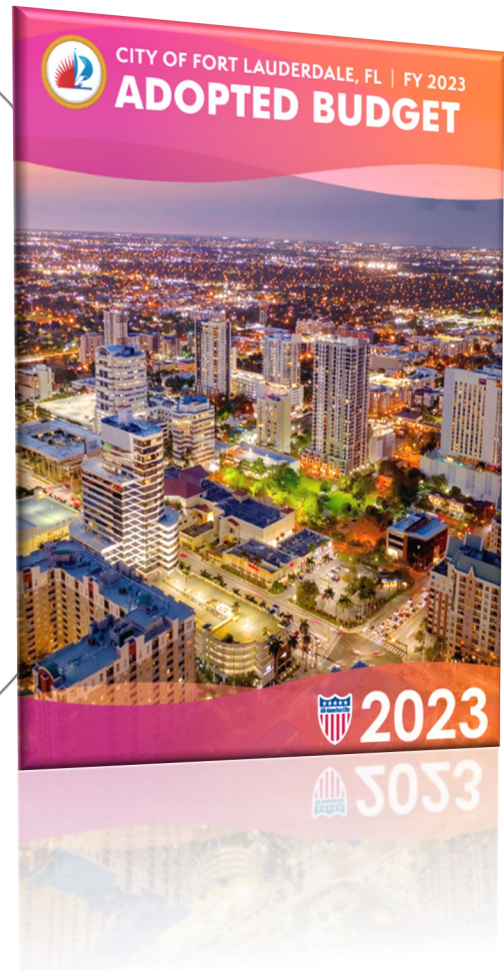
### **WE ARE UNITED.**

We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

**We are Fort Lauderdale, a community of choice.**

**We are the City you never want to leave.**

# Distinguished Budget Presentation Award



The Government Finance Officers Association (GFOA) of the United States and Canada presented the award of Distinguished Budget Presentation to the City of Fort Lauderdale, Florida for its annual budget for the fiscal year beginning October 1, 2022.

To receive this award, a governmental unit must publish a budget document that meets stringent program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This is the 39<sup>th</sup> consecutive year that the City of Fort Lauderdale has received this distinguished and notable award.

# Triple Crown Award



The Government Finance Officers Association (GFOA) of the United States and Canada has awarded the City of Fort Lauderdale with the Triple Crown, a significant distinction in quality of governmental financial reporting, transparency, and financial accountability.

GFOA's Triple Crown recognizes governments who have received GFOA's **Certificate of Achievement for Excellence in Financial Reporting, Popular Annual Financial Reporting Award**, and the **Distinguished Budget Presentation Award**. Earning the Triple Crown is among the highest honors in government finance.

The City of Fort Lauderdale is among 317 government entities nationwide and one of three cities in Broward County, Florida receiving the Triple Crown amongst winners announced in September 2022. This marks the second time the City has been awarded this title, which is a whole-of-government effort and exemplifies our pledge to protecting the public trust in our stewardship of tax dollars.

# Reader's Guide

This budget book presents the City of Fort Lauderdale Fiscal Year (FY) 2024 Adopted Budget, and it consists of seven (7) major sections: Introduction, Budget in Brief, Budget Overview, Long Range Financial Plans, Financials, Department Budgets, and Appendix.

We've made every effort to design this book in an accessible and transparent manner, but we understand how difficult it can be to find what you are looking for in such a complex document. To make your search easier, we have provided several tools to help you get what you need. A combination of charts, graphs, and narratives are used to clarify and enhance data as well as a Glossary of commonly used Terms and Acronyms.

**Introduction** - This section includes our Vision Statement and provides the reader with general information and background on the City's history, demographics, and economic context, as well as organizational charts for Citywide units and advisory boards/committees. An overview of the Integration of the Strategic Plan and the Budget along with the *Fast Forward Fort Lauderdale 2035* Vision Plan are also included in this section.

**Budget in Brief** – This section contains the City Manager's Message for the FY 2024 Adopted Budget. The City Manager's budget message provides highlights of the budget's development, new initiatives, current and future challenges, and any fee changes recommended for the coming year. This section also includes the FY 2024 Adopted All Funds Budget and FY 2024 Personnel Complement.

**Budget Overview** - This section provides key components that make up the FY 2024 Adopted Budget. It contains information about the budget process, the strategic plan to support the City's vision, budgetary and financial policies that guided the adopted budget, program enhancement highlights for each department, and overviews of each fund. It also provides a comparison of population and millage rates to other municipalities.

**Long Range Financial Plans** - This section outlines the City's approach to long-range financial planning. The City develops 10-year financial forecast schedules for key funds, which are updated on an annual basis to assess the City's projected financial condition. Long-range financial planning enables management to strategically plan for long-term financial sustainability.

**Financials** - This section contains detailed revenues and expenditures for the General Fund and all other operating funds. Financial schedules in this section provide a comparison of the FY 2022 Actuals, FY 2023 Adopted Budget, FY 2023 Estimate, and FY 2024 Adopted Budget. This section also provides the debt service requirements for all funds.

**Department Budgets** - This section provides an overview of each department including an organizational chart, a description of the core services, key performance measures, and a three-year financial comparison, which includes the FY 2024 Adopted Budget. Key performance measures and benchmarking are provided as an ongoing tool to measure the efficiencies and effectiveness of each department.

**Appendix** - This section also includes a glossary of commonly used terminology and acronyms.

**Check Us Out Online!** - To access the FY 2024 Adopted Budget and prior-year budgets, go to [www.fortlauderdale.gov/budget](http://www.fortlauderdale.gov/budget) or scan the QR code below.



# VENICE OF AMERICA

---

## THE CITY OF FORT LAUDERDALE



*Elected officials from left to right: Warren Sturman, Steven Glassman, Dean J. Trantalis, Pamela Beasley-Pittman, and John C. Herbst.*

### 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 neighbors, 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. To view the City's complete vision plan, Fast Forward Fort Lauderdale 2035, please visit [www.fortlauderdale.gov/vision](http://www.fortlauderdale.gov/vision).

### CITY ADMINISTRATION

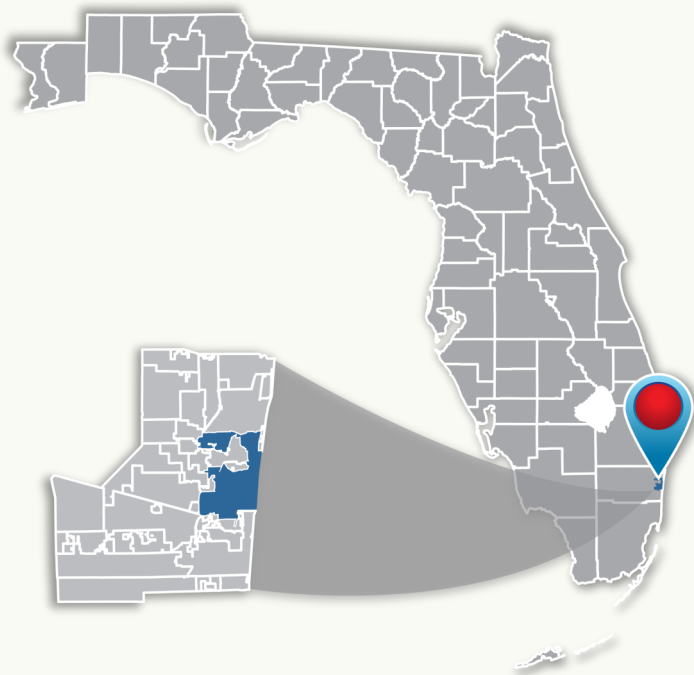
The City of Fort Lauderdale has been operating under a Commission-Manager form of government since 1925. The City Commission is comprised of the Mayor, who is elected at-large, and four (4) Commissioners, who are elected in non-partisan district races. Elections are slated to occur every four years and each elected official is eligible to serve three consecutive four-year terms. The next election is scheduled for November 2024.

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. Greg Chavarria, Fort Lauderdale's current City Manager, began serving in July 2022.

The City of Fort Lauderdale's organizational structure is comprised of the offices of the City Commission, City Manager, City Attorney, City Auditor, and City Clerk, along with the following ten departments: Development Services, Finance, Fire Rescue, Human Resources, Information Technology Services, Office of Management and Budget, Parks and Recreation, Police, Public Works, and Transportation and Mobility. The City employs a workforce of approximately 2,800 full-time employees. Six bargaining units represent a substantial number of employees, including: Fraternal Order of Police (FOP) - Police Officers and Sergeants, FOP - Police Lieutenants and Captains, International Association of Firefighters (IAFF) - Rank and File, IAFF - Battalion Chiefs, International Brotherhood of Teamsters Local 769, and the Federation of Public Employees (Professional and Supervisory).



*Southside Fire Station in 1933*



## THE CITY YOU NEVER WANT TO LEAVE

The City of Fort Lauderdale is a warm and welcoming community famous for its beaches, arts, culture, and outdoor events. Fort Lauderdale is an outstanding place to live, work, and play. There is dining and shopping on Las Olas Boulevard, gondola rides on the canals, beautifully landscaped beachfront promenades, luxury hotels, historical districts, and mansions and yachts along Millionaires Row.

Other attractions, such as the Arts and Entertainment District and the Riverwalk, make Fort Lauderdale a premier destination for people of all ages. The City is just a short drive away from America’s Everglades, the largest subtropical wilderness in the United States. All of this truly makes Fort Lauderdale the city you never want to leave.

## HISTORY

The Fort Lauderdale area was known as the “New River Settlement” prior to the 20th century. The introduction of the Florida East Coast Railroads in the mid-1890s initiated organized development in the area. The City of Fort Lauderdale was incorporated in 1911 and in 1915, was designated the county seat of the newly formed Broward County. The first census after the City’s incorporation, the 1920 census, documented a population of 2,065.

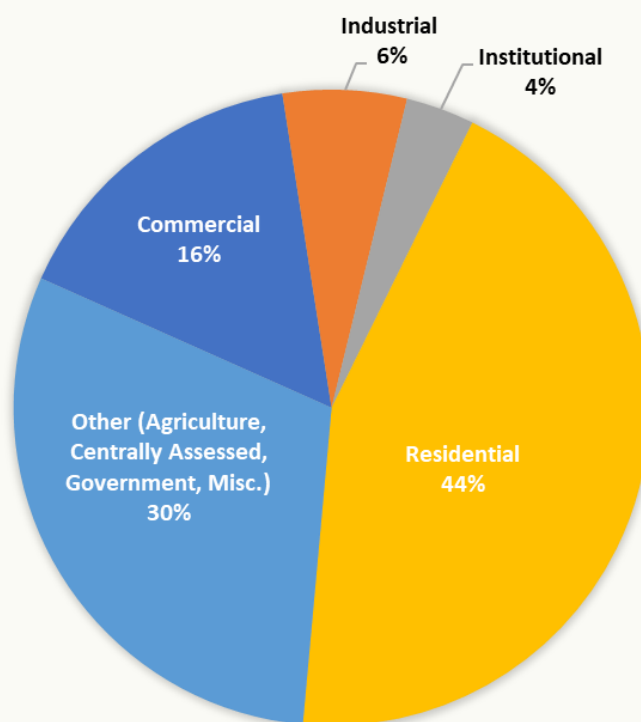
Fort Lauderdale’s first considerable development began in the 1920s amidst the Florida land boom. Fort Lauderdale became a major United States Naval Base during World War II. After the war ended, service members returned to the area and, in earnest, an enormous population explosion began.

Today, the City of Fort Lauderdale is known as a major yachting capital, one of the nation’s most popular tourist destinations, and the center of a metropolitan area with more than 13 million visitors annually.

## OUR CITY AT A GLANCE

The City of Fort Lauderdale is perpetually growing and evolving. The following section will provide you with a snapshot of the City as it exists today, as well as illustrate historical trends over the past few decades. Although the trends are presented separately, the interactions between them influence the direction of the City’s future. These constantly changing trends and demographics greatly influence the types and costs of governmental services provided to our neighbors.

## EXISTING LAND USE



Source: City of Fort Lauderdale, Geographic Information System (GIS) Division

# RECREATION



- 815 Acres of Park
- 62 Athletic Fields
- 37 Basketball Courts
- 13 Boat/Kayak Launches
- 118 Boat Slips
- 8 Conservation Sites
- 5 Dog Parks
- 31 Fitness Trails
- 7 Gymnasiums
- 165 Miles of Navigable Waterways
- 7 Miles of Public Beach
- 9 Municipal Swimming Pools
- 105 Parks
- 49 Playgrounds
- 50 Tennis Courts
- 44 Water Frontage Sites

# INFRASTRUCTURE



## TRANSPORTATION AND PARKING

- 17 B-Cycle Bike Share Stations
- 175 Bus Shelters
- 2 Bus Stations
- 10,823 City Maintained Parking Spaces
- 5 City Parking Garages
- 31 City Parking Lots
- 1 Executive Airport
- 1 Helistop
- 63 Miles of Bike Lanes
- 425 Miles of Sidewalks
- 809 Miles of Streets
- 3 Railroad Stations
- 773 Transit Bus Stations
- 8 Water Trolley Stops

## WATER AND SEWER

- 1 Deep Well Injection Site
- 6,897 Fire Hydrants
- 598 Miles of Sanitary Sewers
- 189 Miles of Storm Drainage
- 784 Miles of Water Mains
- 2 Raw Water Well Fields
- 190 Stormwater and Wastewater Pumping Stations
- 1 Wastewater Treatment Plant
- 2 Water Treatment Plants

## BUILDINGS AND LAND USE

- 4 Cemeteries
- 53 City Bridges
- 135 City Buildings
- 12 Fire Stations

## AREA SPORTS



## ACCESSIBILITY

Fort Lauderdale is located less than an hour from the Miami and Palm Beach International Airports and offers convenient access to international markets including Africa, Latin America, the Caribbean, Canada, Europe, and the Pacific Rim. Downtown Fort Lauderdale is located within three (3) miles of Port Everglades, the Fort Lauderdale/Hollywood International Airport, I-95, I-595, the Amtrak Railway, the Tri-Rail commuter train, and the Brightline.



### MAJOR ROADWAYS

- I-95, I-595, I-75, Florida Turnpike, and US-1

### RAILWAY SYSTEMS

- Freight Carriers, Florida East Coast (FEC) Railroad; CSX Transportation, Amtrak; Tri-Rail, and Brightline

### MAJOR AIRPORTS

- Fort Lauderdale / Hollywood International Airport (FLL), Fort Lauderdale Executive Airport (FXE)

### PORTS

- Port Everglades

## EDUCATION AND HEALTHCARE

### COLLEGES/UNIVERSITIES

- Barry University
- Broward College
- City College of Fort Lauderdale
- Florida Atlantic University
- Keiser University
- Nova Southeastern University

### VOCATIONAL / TECHNICAL

- Atlantic & McFatter Technical Centers
- Florida Ocean Sciences Institute
- Lingua Language Center
- Sheridan Technical Center

### PUBLIC HOSPITAL AUTHORITY

- Broward Health Medical Center

### ACUTE CARE HOSPITALS

- Holy Cross Hospital
- Kindred Hospital South Florida





# A DESIRABLE CITY FOR A SUCCESSFUL BUSINESS

## LARGEST PRIVATE EMPLOYERS—RANKED BY EMPLOYEES

COMPANY	ESTIMATED EMPLOYEES	TYPE OF BUSINESS
AutoNation	2,469	Automotive
Citrix	1,640	Telecommunication
Kemet Corporation	1,000	Manufacturing
Rick Case Automotive Group	968	Automotive
SDI International	800	Management Services
Zimmerman	781	Advertising
Convey Health Solutions	597	Pharmacies

Source: Greater Fort Lauderdale Alliance's Economic Sourcebook and Market Profile 2024

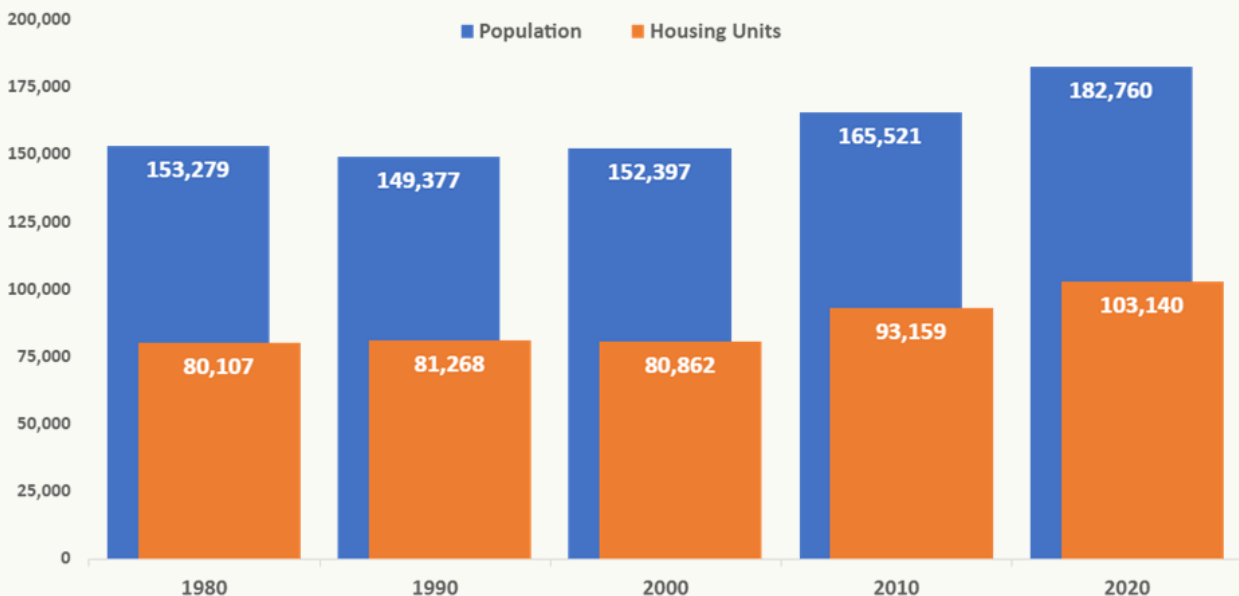
## DEMOGRAPHIC TRENDS

Demographic trends strongly influence the City of Fort Lauderdale's budget. Changing demographics impact the cost of governmental services as well as tax revenues. The following information is based on the most recent data available at the time of publication.

### POPULATION AND HOUSING

Some of the strongest demographic influences on the City's expenditures and revenues are those associated with the growth in total population and housing units. From 1980 to 2020, the City grew by approximately 29,481 residents (19% increase) and added 23,033 additional housing units (29% increase). Many City programs, such as fire prevention, transit, and water and sewer are impacted by the number of housing units. Other programs, such as recreation and police staffing are impacted more by the growth of the population.

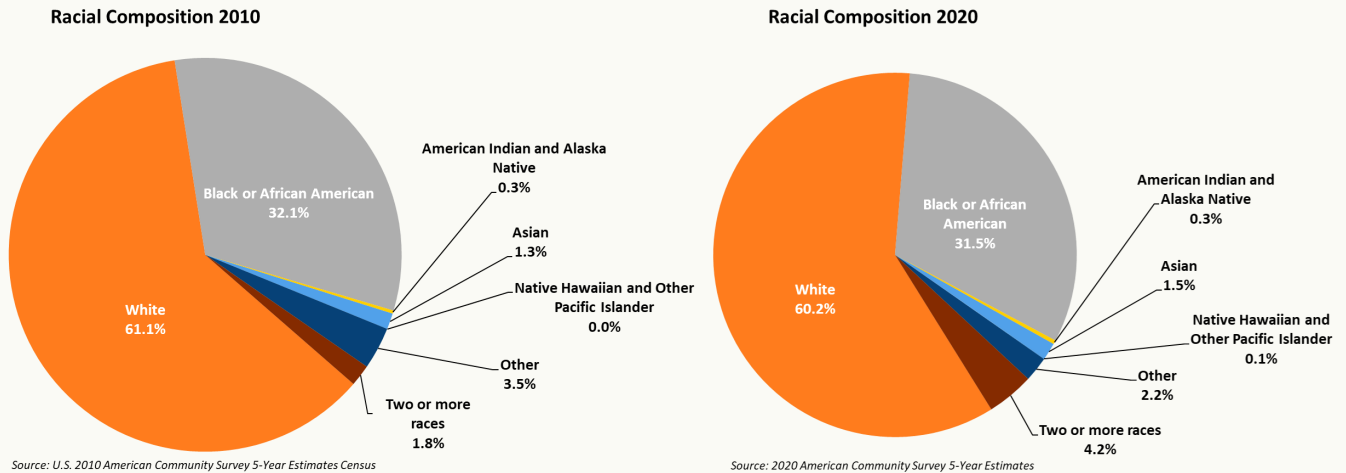
**Population and Housing Units**  
City of Fort Lauderdale  
2000 - 2020



Sources: 1980, 1990, 2000, 2010, and 2020 U.S. Decennial Census

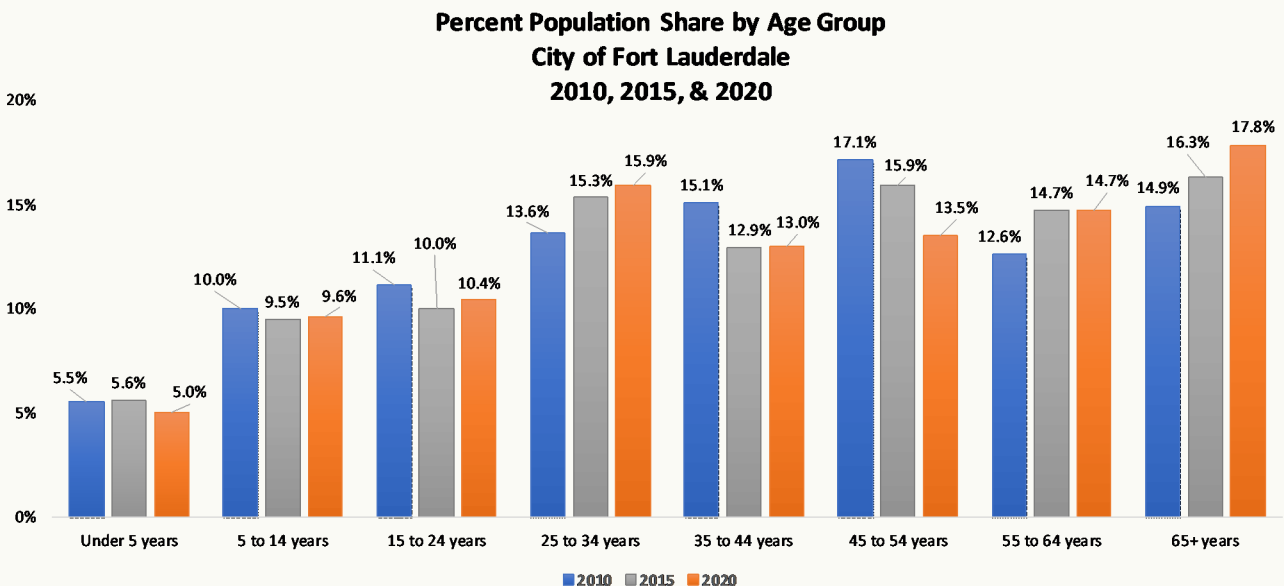
## CULTURAL DIVERSITY

As the City has matured and its population has grown, the City of Fort Lauderdale has become more diverse. The past censuses have shown increased racial, ethnic, and cultural diversity among residents. In 2010, racial minorities comprised 38.9% of Fort Lauderdale’s population; in 2020, minorities made up 39.8% of the City’s population. As the City’s population diversifies, the City strives to expand programming to celebrate the increased cultural diversity and enhance services to accommodate residents that speak a language other than English.



## POPULATION AGE DISTRIBUTION

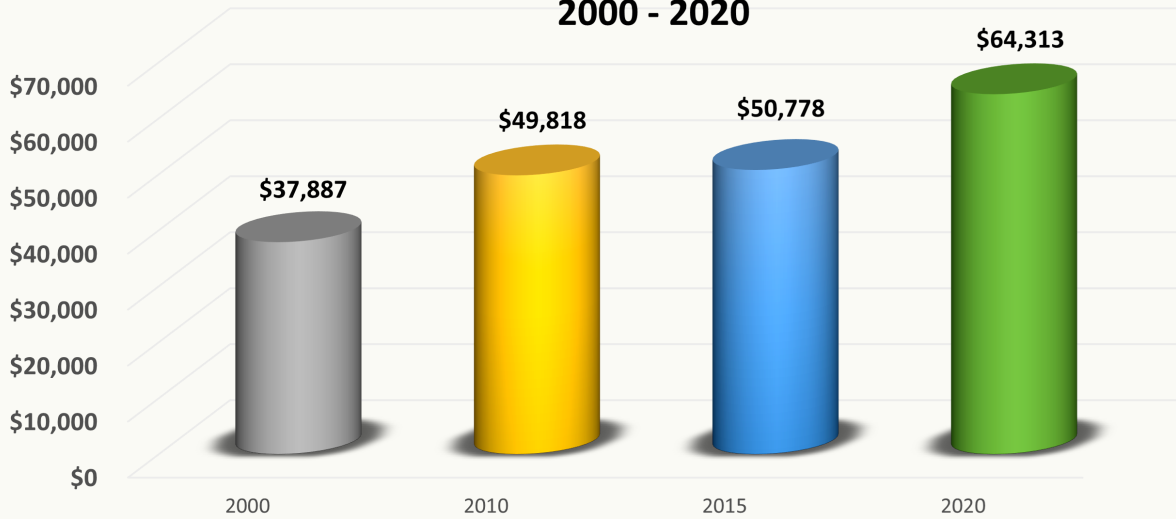
The population of the City of Fort Lauderdale has grown older in the last ten years. Since 2010, the percentage of adults 65 years and older grew from 14.9% to 17.8%. A 3% increase is commensurate with national trends, but the share of adults over the age of 65 in Fort Lauderdale still exceeds the national average of 16%. In the last decade, Fort Lauderdale also increased its share of young professionals – people aged 25 to 34. Since 2010, the number of young professionals grew by 2.3% (13.6% to 15.9%), while nationally, young professional grew by only 0.7%. In the last decade, Fort Lauderdale saw a 1.6% decrease in its percentage of children and youth – people under the age of 24 – mirroring national trends. Another notable decrease was in the number of adults aged 35 to 54 years, where the share dropped by 5.7%, while nationally, the decrease was limited to 3.2%.



# HOUSEHOLD INCOME

Fort Lauderdale’s median household income increased by 70% from \$37,887 in 2000 to \$64,313 in 2020. Income growth does not directly impact the City’s tax revenues because Florida does not tax incomes. However, tax revenues are indirectly impacted by higher incomes because they improve the purchasing power of local residents, leading to an increase in local economic prosperity and property improvements.

## Median Household Income City of Fort Lauderdale 2000 - 2020

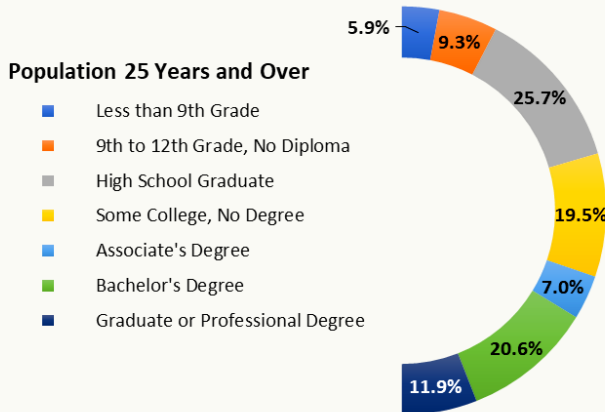


Source: 2000 U.S. Decennial Census; 2010, 2015, and 2020 American Community Survey 5-Year Estimates

# EDUCATION

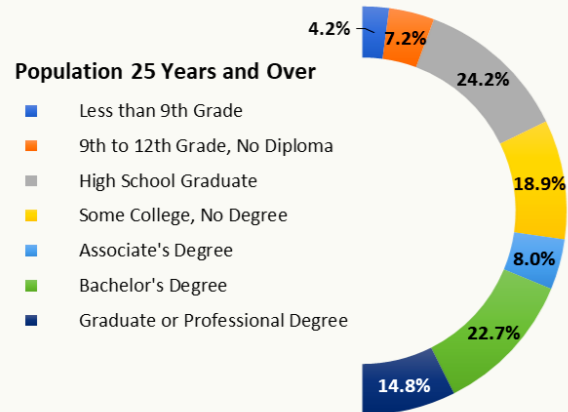
As prominent employers seek out talent to remain competitive in the marketplace, residents within the City of Fort Lauderdale stand ready to meet the challenge. The percentage of the residents with at least some college education increased from 59% in 2010 to 64% in 2020. Most notable is the City’s increasing trend of residents earning post-secondary degrees and certifications, having either completed an Associate’s Degree, Bachelor’s degree, or Graduate/Professional degree, which increased from 40% to 46% over the same period.

## City of Fort Lauderdale 2010 Education Attainment



Source: 2010 American Community Survey 5-Year Estimates

## City of Fort Lauderdale 2020 Education Attainment

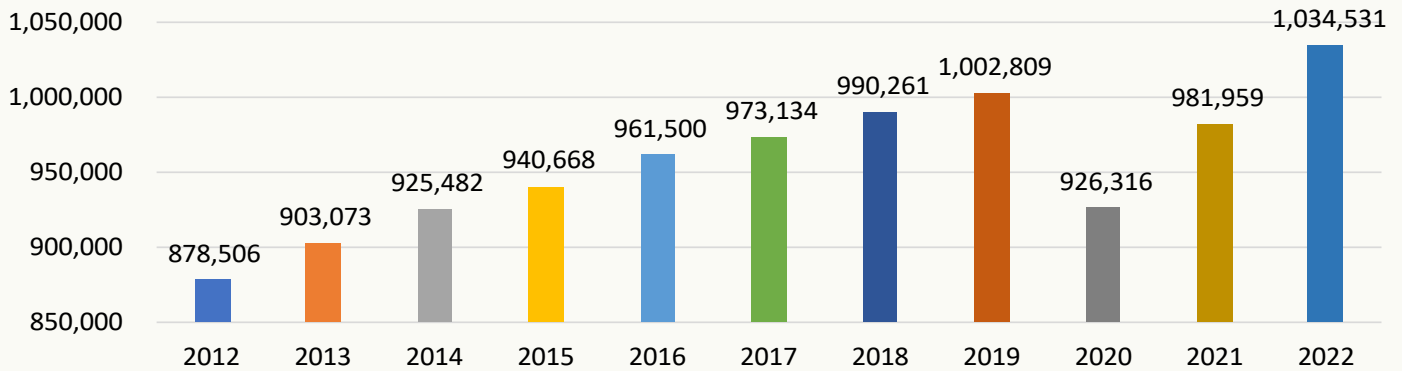


Source: 2020 American Community Survey 5-Year Estimates

## EMPLOYMENT

Employment serves as a gauge on the number of jobs existing in Fort Lauderdale. Growth, in both employment and the number of businesses, generates increased tax revenues and additional expenditures for the City. From the below, employments were steadily increasing over the years until 2020, due to the COVID-19 Pandemic. Since then, job gains have occurred in 2021 and 2022.

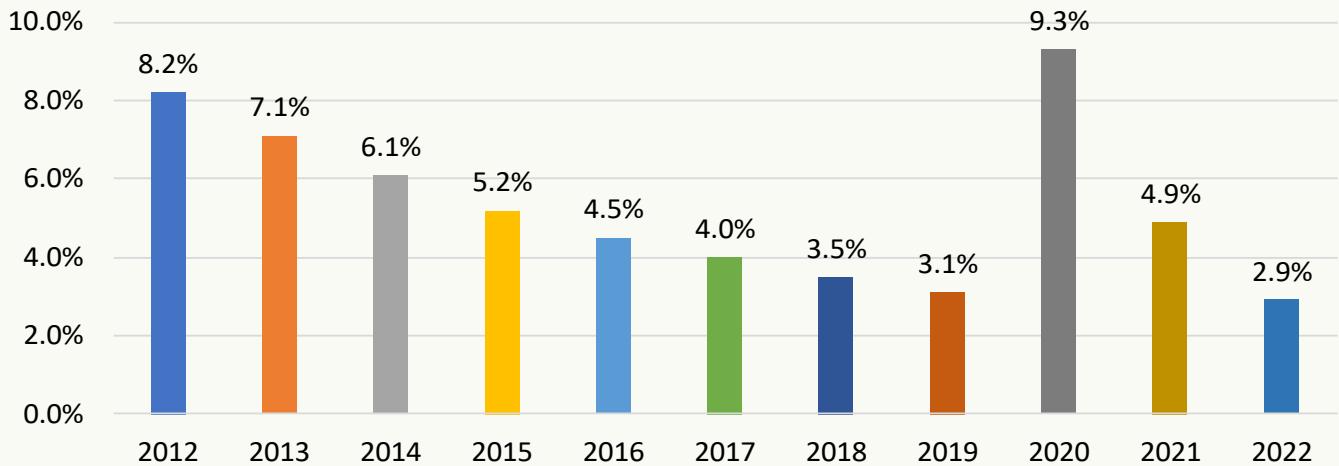
### Employment - Annual Greater Fort Lauderdale 2012 - 2022



Source: U.S. Bureau of Labor Statistics, 'Fort Lauderdale - Pompano Beach - Deerfield Beach Area', annual averages

Unemployment rates in Greater Fort Lauderdale have similarly improved since the Great Recession of 2008, dropping from 8.2% in 2012 to a 3.1% in 2019. The annual average unemployment rate for 2020 — significantly impacted by the COVID-19 Pandemic — jumped to 9.3% but reached a ten year low of 2.9% in 2022.

### Average Annual Unemployment Rates Greater Fort Lauderdale 2012 - 2022



Source: U.S. Bureau of Labor Statistics, 'Fort Lauderdale - Pompano Beach - Deerfield Beach Area', annual averages

# COMMUNITY PROFILE



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 wind through the interior.

Encompassing nearly 36 square miles with a population of over 189,000\* in 2023, Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida.

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

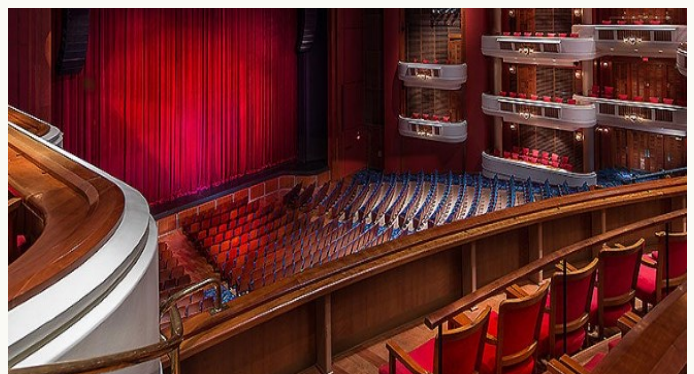
The picturesque Riverwalk serves as the cornerstone of the City's arts, science, cultural, and historic district that

features the Broward Center for the Performing Arts, Museum of Discovery and Science, NSU Art Museum Fort Lauderdale, 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 institutions of higher education.

Through 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. Prospectively, the City looks forward to continuing to build upon its success to meet the challenges of the 21<sup>st</sup> Century and beyond.



*Broward Center for the Performing Arts*

*\*Source: 2023 American Community Survey 1-Year Estimates*



## BUSINESS AND ECONOMIC DEVELOPMENT

The City's robust Public Affairs Division has worked closely with the Greater Fort Lauderdale Alliance and Greater Fort Lauderdale Chamber of Commerce to recruit and retain businesses.

The City of Fort Lauderdale offers a stable, business-friendly government, with a strong base of existing businesses, well-educated labor force, diverse housing options, and excellent quality of life. The City also offers a number of various tax advantages: no state or local personal income tax, no county or city sales tax, no state ad valorem, no franchise or inventory tax, and no gift tax.

This year, the City of Fort Lauderdale is excited to celebrate the following business expansions and relocations, as noted in the Greater Fort Lauderdale Alliance's Economic Sourcebook and Market Profile 2024:

- **Amazon** is a logistics firm/distributor of customer packages from delivery station to the customer's doorsteps. This year, Amazon made a \$40 million capital investment in Fort Lauderdale and added 350 new jobs.
- **Shipmonk** is a strategic logistics partner that includes warehousing, eCommerce fulfillment, and distribution services. This year, Shipmonk made a \$14 million capital investment in Fort Lauderdale and added 200 new jobs.
- **Reveer** specializes in outsourced sales development services for technology companies. This year, Reveer made \$1 million in capital investment

and added 125 new jobs in Fort Lauderdale.

- **Future Tech** is an IT solutions provider that supports leading companies in the aerospace, defense, education, energy, government, healthcare, manufacturing, and retail sectors. This year, Future Tech added 25 new jobs in Fort Lauderdale.
- **West Marine** is a national boating retailer. This year, West Marine made a \$800,000 capital investment and added 225 new jobs.

## MEASURES OF TREMENDOUS SUCCESS

The following are a few recent examples where the City of Fort Lauderdale was nationally ranked:

- In 2023, Fort Lauderdale was ranked No.5, in Niche's "Best Cities to Retire in America."
- In 2022, Fort Lauderdale was ranked No. 7, in Bestplaces.net's "Most Fiscally Fit Cities."
- In 2021 & 2022, Fort Lauderdale was ranked No. 4 for LGBTQ+ Home Buyers by Realtor.com.
- In 2022, Fort Lauderdale received a perfect score in the LGBTQ+ Municipal Equality Index.
- In 2021, Fort Lauderdale was included in Livability's "Top 100 Best Places to Live in America."
- In 2022, Fort Lauderdale was added to the list of top 18-hour Cities by the Urban Land Institute.



## MARINE INDUSTRY

Marine commerce is the leading industry in Greater Fort Lauderdale and Broward County. It accounts for more than 149,000 jobs and an economic impact of \$9.9 billion in Broward County and \$18.5 billion in the South Florida region according to the Marine Industries Association of South Florida.

The annual Fort Lauderdale International Boat Show hosts over 100,000 global visitors with an economic impact of \$1.8 billion annually. With more than 300 miles of waterways, state-of-the-art marinas, and leading marine manufacturing and repair facilities, Fort Lauderdale's Marine Industry remains the Yachting Capital of the World.

## TOURISM INDUSTRY

Tourism is the Greater Fort Lauderdale's second largest industry with the region's pristine beaches, golf courses, fine-dining institutions, culture, arts, and shopping centers that attract visitors from all over the world.

Every year, the City welcomes more than 13 million visitors, who strengthen the economy by spending over \$8 billion per year and help account for more than 180,000 regional jobs. Our hospitality industry has stepped up to the plate, with world-class restaurants that specialize in Florida regional seafood and with more than 560 regional lodging establishments.

## 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 (FXE), three major

railways, highways, convenient ridesharing and carpool options, a mass transit system, water taxis, and community shuttles.

## PORT EVERGLADES

Port Everglades is Florida's number one temperature-controlled cargo port, and one of the world's busiest seaports, generating more than \$33 billion worth of economic activity. Almost 15% of all U.S./Latin America trade passes through Port Everglades, and the port services over 150 locations in 70 countries.

Port Everglades processes more than 1.7 million cruise passengers\* and accounts for approximately one-third of containerized cargo transported to the Caribbean. Port Everglades generates big economic advantages that flow right into our community, making it an economic powerhouse. Annually, the Port supports over 7,000 jobs locally and over 200,000 statewide.

## FORT LAUDERDALE/HOLLYWOOD INTERNATIONAL AIRPORT

The Fort Lauderdale/Hollywood International Airport (FLL) is one of the fastest growing passenger and cargo hubs in the country and is centrally located between Fort Lauderdale and Dania Beach in the heart of Florida's Gold Coast. According to The Greater Fort Lauderdale Alliance, FLL has an annual economic impact of \$37.5 billion.

In 2020, FLL ranked sixth in the U.S. for total passenger traffic recovery and fourth in international traffic recovery, providing service for more than 16 million passengers annually, including nonstop service to 135 destinations in 33 countries.

*\*Source: Port Everglades Waterborne Commerce Chart, FY 2022*



## FORT LAUDERDALE EXECUTIVE AIRPORT

The Fort Lauderdale Executive Airport (FXE) is home to one of the top ten busiest general aviation airports in the nation, providing more than 163,000 take-offs and landings each year. FXE boasts a state-of-the-art, 24-hour Federal Aviation Administration (FAA) Air Traffic Control Tower that monitors more than 450 flights per day. FXE is owned and operated by the City of Fort Lauderdale. A recent Florida Department of Transportation (FDOT) Economic Impact Study identified FXE as an economic engine with job creation at 22,900 jobs, payroll at \$1.2 billion, and an overall economic impact of \$3.9 billion.

The Airport serves as the hub to Fort Lauderdale's Foreign Trade Zone 241, which encourages initiatives to promote development of the industrial airpark, serves businesses engaged in international commerce in the greater Fort Lauderdale area, and maximizes the City's business retention and attraction of emerging industries. The Foreign-Trade Zone allows facilities to defer, reduce, or eliminate customs duties on foreign products.

## DOWNTOWN HELISTOP

The Downtown Fort Lauderdale John Fuhrer Helistop, owned and operated by the City of Fort Lauderdale, is designed to service the community's general aviation and helicopter needs. Situated above the Riverwalk Center Parking Garage, in the heart of Fort Lauderdale's dynamic downtown, the John Fuhrer Helistop operates 24 hours a day, seven days a week, has a maximum landing weight of 11,900 pounds, 46-foot rotor diameter, and is wheelchair accessible by elevator from the lobby level.

The Helistop features a landing area and one helicopter parking position on a 14,500 square-foot elevated platform. A fully furnished lobby with a meeting room provides travelers with a comfortable area to converse and conduct business, along with access to parking and

convenient ground transportation. The Helistop is an outstanding example of the City's progressive approach to downtown revitalization and commitment to providing neighbors with efficient transportation options.

## BRIGHTLINE

Brightline is the only privately funded express passenger rail system in the country, and Florida's only high-speed passenger rail service crossing more than 235 miles. Brightline connects downtown Fort Lauderdale with neighboring cities such as Miami and West Palm Beach, and as far north as Orlando.

Brightline is contributing to an influx of visitors to nearby emerging neighborhoods such as FAT (Fashion, Art, Technology) Village and the MASS (Music, Arts South of Sunset) District, featuring galleries, boutiques, cafes, nightlife, outdoor art, and the downtown Riverwalk Arts & Entertainment District.

## TRI-RAIL

The Tri-Rail is the region's primary commuter rail service, connecting the City of Fort Lauderdale with 17 other local municipalities within Broward, Palm-Beach, and Miami-Dade Counties, all across 73.5 miles of rail. In operation since 1989, Tri-Rail provides 50 weekday trains and services over 3.7 million riders annually.

## SURFACE TRANSPORTATION

An overarching goal of the City is to create a pedestrian-friendly, multi-modal, connected community where neighbors and visitors are able to walk, bike, and use transit or other alternatives to single-occupancy vehicles to get to their many destinations. The growing list of transportation options in Fort Lauderdale includes micromobility and microtransit services, Broward BCycle bike-share, Broward County Transit bus service, LauderGO! Community Shuttle, Water Taxi, and Riverwalk Water Trolley.





## COMPREHENSIVE HEALTH CARE

A comprehensive network of public and private hospitals serve Fort Lauderdale. Among the area's 24 hospitals are nationally recognized leaders in cardiovascular medicine, pediatrics, 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. The City of Fort Lauderdale is home to six major healthcare providers including: Broward Health Imperial Point, Broward Health Medical Center, Holy Cross Hospital, Kindred Hospital South Florida, Florida Medical Center, and the Salah Foundation Children's Hospital at Broward Health.

## EDUCATION

The Broward County Public School District is the sixth largest fully accredited school district in the country. The school district serves 254,000 students in pre-kindergarten through grade 12. Broward County school offers dynamic programs that redefine the scope of education including magnet, international baccalaureate, and dual enrollment programs. Recently the district introduced an enhanced school-linked eLearning platform that can deliver its curriculum to more than 200,000 students.

Fort Lauderdale offers outstanding opportunities for higher education. Accredited school campuses in Broward County include Barry University, Broward College, City College of Fort Lauderdale, Florida Atlantic University, Keiser University, and Nova Southeastern University.

## QUALITY OF LIFE

From the beaches and the exotic Everglades to the winding waterways and chic ease of Las Olas, Fort Lauderdale is a city comfortable with its reputation as a paradise. The average daily temperature is 77°F degrees in the winter and 89°F 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 neighbors, tourists, and business travelers.

The area boasts professional sports teams in football, baseball, basketball, hockey, and soccer. World-class swimming and diving events are hosted at the Fort Lauderdale Aquatic Center. The Aquatic Center is the home of the tallest dive tower in the western hemisphere. Towering at 27 meters, it is the first tower in the world to incorporate diving and high diving for competition in one precast concrete structure.

## DRIVE PINK STADIUM

The Drive Pink (DRV Pink) Stadium, formerly known as Lockhart Stadium, is a 19,100 capacity, 50,000-square foot training center and the current home for David Beckham's Major League Soccer Team, Inter Miami CF. DRV PNK Stadium was built as a public-private partnership between Inter Miami CF and the City of Fort Lauderdale, with the City maintaining property ownership. DRV PNK is also the home of Inter Miami CF's youth academy, a hub for cultivating soccer talent.



## RIVERWALK DISTRICT

The Riverwalk District is a 1.5 mile linear park along downtown Fort Lauderdale’s New River with brick walkways, lush greenery, and pedestrian amenities. The Riverwalk District is primarily maintained by Riverwalk Fort Lauderdale, a nonprofit organization, in partnership with the City, County, and various business associations.

## MUSEUM OF DISCOVERY AND SCIENCE

Since 1977, the Museum of Discovery and Science has provided residents and visitors alike with a state-of-the-art museum of arts, science, and history. Located in Fort Lauderdale’s Arts and Entertainment District, the museum maintains a \$32.6 million dollar facility with more than 119,000 square feet of interactive science exhibits. The museum hosts more than 400,000 visitors annually and is one of South Florida’s premier destinations for arts and culture.

## BROWARD CENTER FOR THE PERFORMING ARTS

The Broward Center for the Performing Arts is internationally recognized as one of the nation’s most visited theaters, hosting more than 600,000 patrons and over 700 performances annually. The Broward Center is home to the Florida Grand Opera, the Miami City Ballet, the Symphony of the Americas, and the Gold Coast Jazz Society. The Broward Center also hosts the largest educational arts program of its kind, providing various programs to more than 90,000 students annually.

## NSU ART MUSEUM FORT LAUDERDALE

NSU Art Museum is a premier destination in the City of Fort Lauderdale for the visual arts. The NSU Museum is

the permanent home to more than 7,500 works of art including avant-garde CoBrA artists, West African art, and collections from the 19th and early 20th Century. The NSU Museum is an 83,000 square foot building, containing 25,000 square feet of exhibition space, a 256-seat auditorium, a museum store, and a café.

## 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.

The City is encouraging redevelopment that protects history and builds on the unique characteristics and distinct identities of our neighborhoods. The City aims to encourage redevelopment that is attractive, compatible with neighborhoods, pedestrian-friendly, and transit-oriented.

## PROPERTY VALUES

The City of Fort Lauderdale experienced an increase of 12.24% in property values between 2022 and 2023. During the same period, Broward County’s property tax base, which includes all municipalities, grew 11.73%. According to the Broward County Property Appraiser, the estimated assessed value of taxable property in the City of Fort Lauderdale as of July 1st, 2023 is \$54.8 billion.



## FORT LAUDERDALE REDEVELOPMENT AGENCY (CRA)

The CRA invests in development projects that promote overall quality of life, creates jobs opportunities for area neighbors, promotes sustainability, promotes public/private partnerships, preserves and expands affordable housing, and enhances the tax increment revenue for redistributions and investments in the district.

The CRA directs redevelopment activity by providing targeted infrastructure improvements, assisting the private sector in property development, and providing business assistance and economic incentives to redevelop blighted commercial and residential properties.

## FIRE RESCUE BOND

Protecting lives and property requires Fire Rescue infrastructure placed at strategic locations. The City of Fort Lauderdale Fire Rescue Bond Program is providing up to \$40 million to build, renovate, and upgrade ten Fire Rescue stations throughout the City to ensure the safety and protection of our residents, businesses and visitors today and in the future.

Fire Rescue responds to approximately 52,000 calls per year and support of the department has continued to be a high priority. Fire Station 13, the last station funded by the bond, is slated to begin construction in FY 2024. The new stations will 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 located within each Fire Station.

## INFRASTRUCTURE BOND

Fort Lauderdale's high credit ratings translate into taxpayer savings of millions of dollars on reduced interest rates for the City's comprehensive plan to invest in

massive water and sewer infrastructure improvements. In January 2018, the City Commission approved the issuance of \$200 million in Series 2018 Bonds to fund additional water and sewer improvements throughout the City. The \$200 million bond issue is earmarked to fast-forward many of the improvements and upgrades identified in this plan.

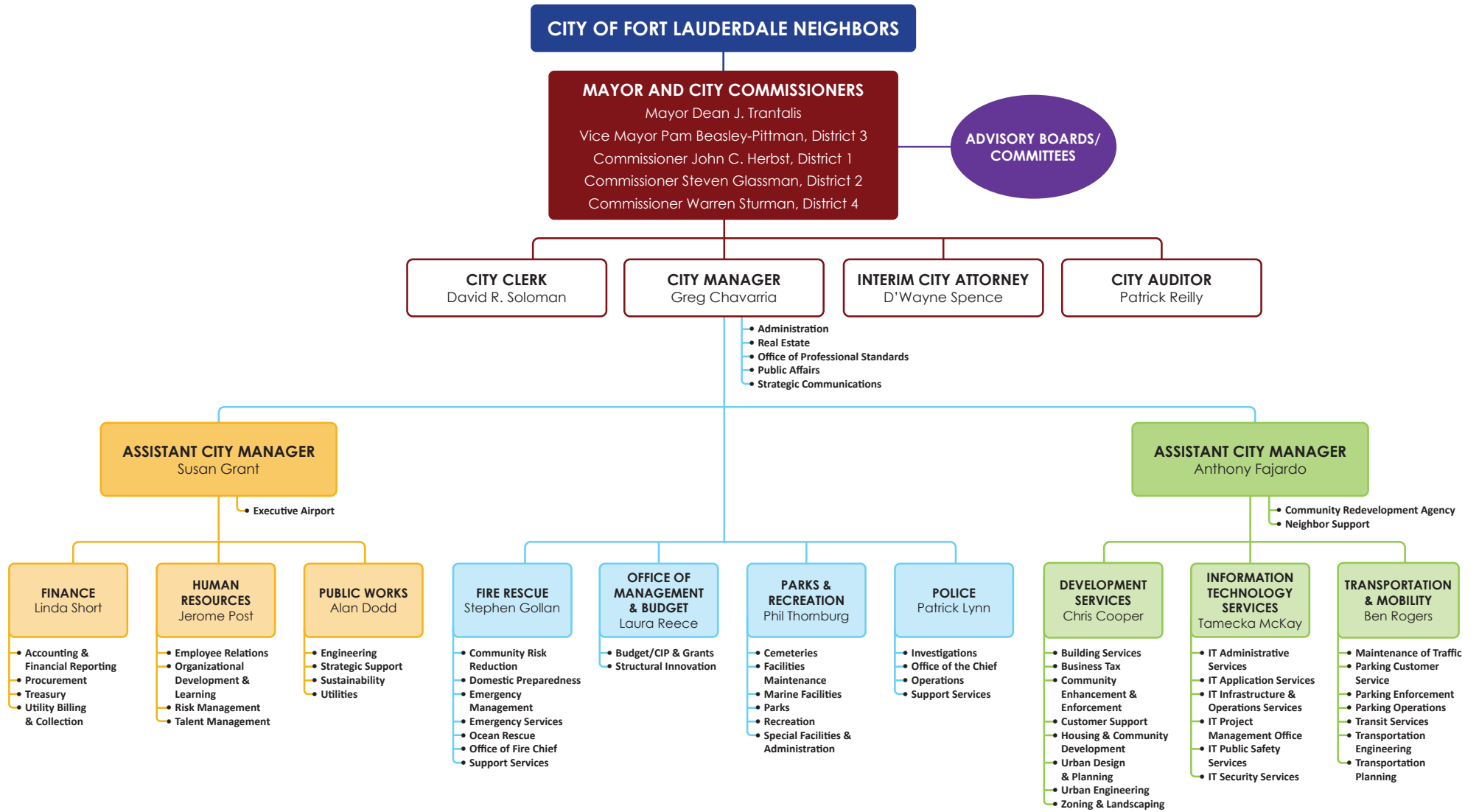
## PUBLIC SAFETY BOND

In March 2019, sixty-three percent of voters approved a public safety bond that allocated up to \$100 million to construct a new police headquarters while maintaining and enhancing the outstanding level of service provided by our Fort Lauderdale Police Department. The new facility will offer a 186,000 square feet, multi-level structure, including a community center, expanded workspace, and integrated state-of-the-art technology.

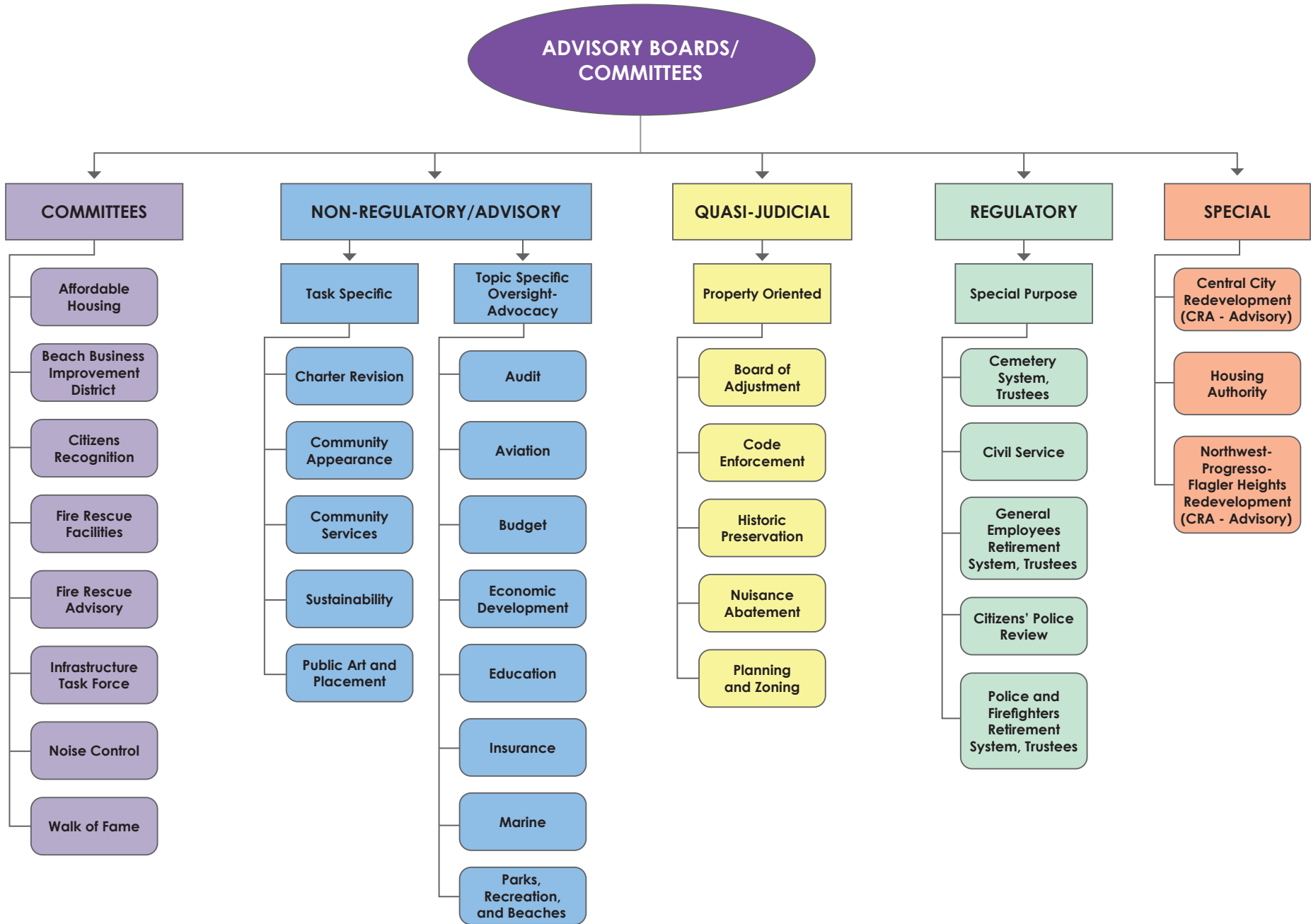
## PARKS BOND

In March 2019, sixty percent of voters approved a parks bond that will allocate up to \$200 million for citywide improvements to our parks and recreation facilities. The parks bond will enable Fort Lauderdale to make significant citywide investments in our parks system to strengthen resiliency, address sea level rise, combat flooding, and mitigate the effects of climate change. Nearly every park in our City will see upgrades and enhancements such as new playgrounds, walking trails, pools and splash pads, boat slips and ramps, outdoor fitness equipment, athletic courts and fields, lighting, solar panels and shade structures, pavilions, restrooms, Americans with Disabilities Act (ADA) improvements, and even new dog parks. Information on the current status of all the Parks Bond projects can be found at: <https://www.ftlparksprojects.com/>.

# CITY OF FORT LAUDERDALE ORGANIZATIONAL CHART



Revised: 10/01/2023

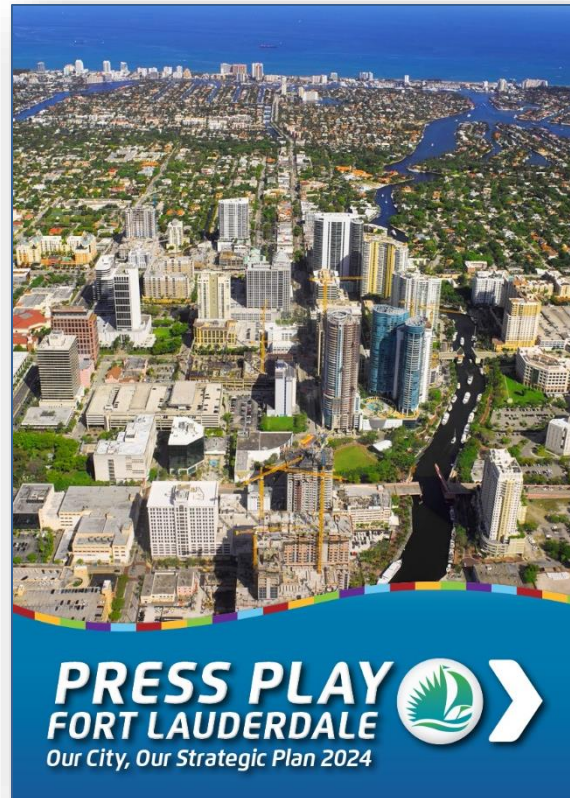


# Alignment of the Strategic Plan and the Budget

As much as big ideas are the inspiration of the City's Vision Plan, *Fast Forward Fort Lauderdale 2035*, action is essential. The City of Fort Lauderdale continues to make great strides implementing an innovative, results-focused government culture. The City uses a robust Quality Management System to connect planning, budgeting, service provision, performance measurement, and continual improvement.

*Press Play Fort Lauderdale 2024*, the City's five-year strategic plan, connects the dots between the community's long-term vision and its day-to-day operations. It is the main vehicle for accomplishing the vision set forth in *Fast Forward Fort Lauderdale 2035* and is organized into six Focus Areas: Infrastructure, Public Places, Neighborhood Enhancement, Business Development, Public Safety, and Internal Support. Each Focus Area contains goals, objectives, and performance measures. These components comprise the five-year plan that moves the City closer to achieving the community's vision.

In executing *Press Play Fort Lauderdale 2024*, the City Commission develops its priorities which are one-year work plans with initiatives and actions that align with the City's Vision and Strategic Plans and address the Community Survey. Commission Priorities are a product of collaboration and prioritization by the City Commission, the City Manager's Office, and Department Directors. Commission Priorities highlight initiatives of significant importance to the City Commission for the upcoming year, ensuring that the organization is agile and prompt in its response to an ever-changing environment.



The Annual Operating Budget is the City's fiscal roadmap to prioritizing resources. Funding should be allocated in alignment with the Vision Plan, Strategic Plan, and Commission Priorities. While it may not be possible to fund all priorities in the upcoming fiscal year, strategic investments can be made for the City's future. Leveraging the resources of community partners and seizing grant opportunities will assist the City in stretching its dollars to maximize results. The budget process also integrates department business plans which identify strategic initiatives and performance targets, guiding decision makers to allocate resources for specific service level results.

In addition to the operating budget, the City develops and monitors a five-year Community Investment Plan (CIP), which includes a plan for ongoing and future projects based on expected

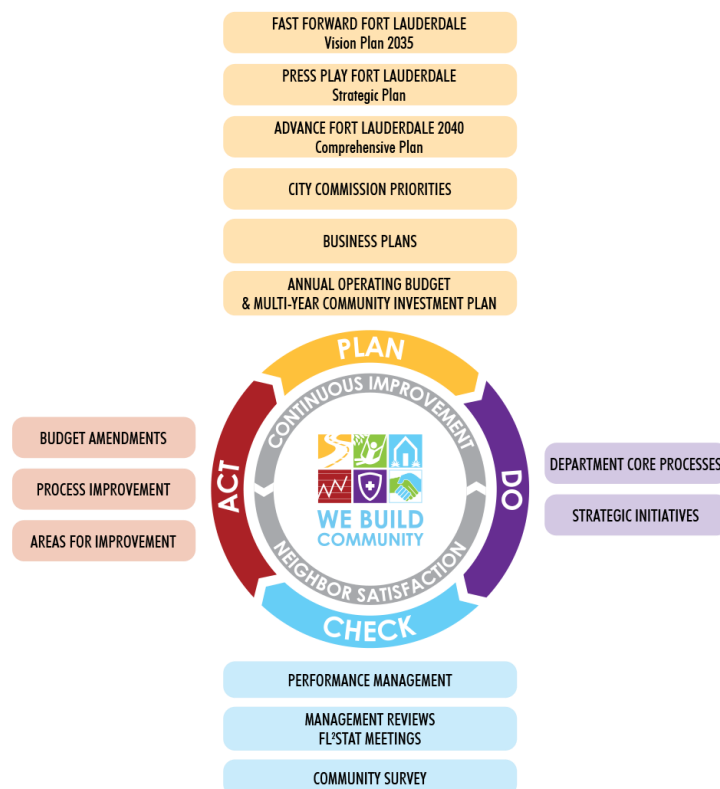
# Alignment of the Strategic Plan and the Budget

revenues, bond issuances, and other financing mechanisms. Projects are carefully assessed and prioritized by objective criteria established by the City Commission to ensure the most pressing needs of the community are addressed and support *Fast Forward Fort Lauderdale 2035*, *Press Play Fort Lauderdale 2024*, and the Commission Priorities.

To implement plans and ensure that the City is consistently providing value and quality services for its neighbors, the City utilizes a Quality Management System, FL<sup>2</sup>STAT, to review, measure, analyze, and improve results. A connected system of scorecards links the initiatives and performance measures defined in the Vision Plan, Strategic Plan, Commission Priorities, department business plans, and budget. These results are examined through regular reviews and if challenges are identified, they are defined as areas for improvement and monitored until resolution is achieved. Data analytics and process improvement tools are used to identify the root cause of these areas for

improvement and implement solutions. The City’s process improvement approach is focused on Lean, a methodology centered on creating value for neighbors through waste reduction and continual improvement to increase the quality and satisfaction of services. Management of FL<sup>2</sup>STAT, including the Community Investment Plan and grants, is monitored and addressed through regular FL<sup>2</sup>STAT meetings to ensure progress is occurring as planned.

The Community Survey, inclusive of both the Neighbor and Business Surveys, provides information about neighbors’ perceptions ranging from City service delivery to quality of life. Benchmarking with other cities and national trends provides perspective to survey results and City performance. Feedback is also gathered throughout the year through direct staff interactions with neighbors. This information alerts the City where to focus attention and resources, while also validating targeted improvements.



# Alignment of the Strategic Plan and the Budget

Throughout the Adopted Budget, the reader will find references to the Strategic Plan. Departments allocate resources through the annual budget to accelerate the achievement and realization of the strategic goals as indicated in the table below. Additional information on how each department utilizes resources to implement the Strategic Plan can be found in the Department Budget section.

Strategic Plan Goals	Development Services	Finance	Fire Rescue	Human Resources	Information Technology Services	Office of Management and Budget	Parks and Recreation	Police	Public Work's	Transportation and Mobility
Goal 1: Build a sustainable and resilient community.									●	
Goal 2: Build a multi-modal and pedestrian friendly community.									●	●
Goal 3: Build a healthy and engaging community.	●						●		●	
Goal 4: Build a thriving and inclusive community of neighborhoods.	●									
Goal 5: Build an attractive global and local economic community marketplace.	●									
Goal 6: Build a safe and well-prepared community.	●		●					●		
Goal 7: Build a values-based organization dedicated to developing and retaining qualified employees.				●		●				
Goal 8: Build a leading government organization that manages all resources wisely and sustainably.	●	●		●	●	●			●	●



# Alignment of the Strategic Plan and the Budget

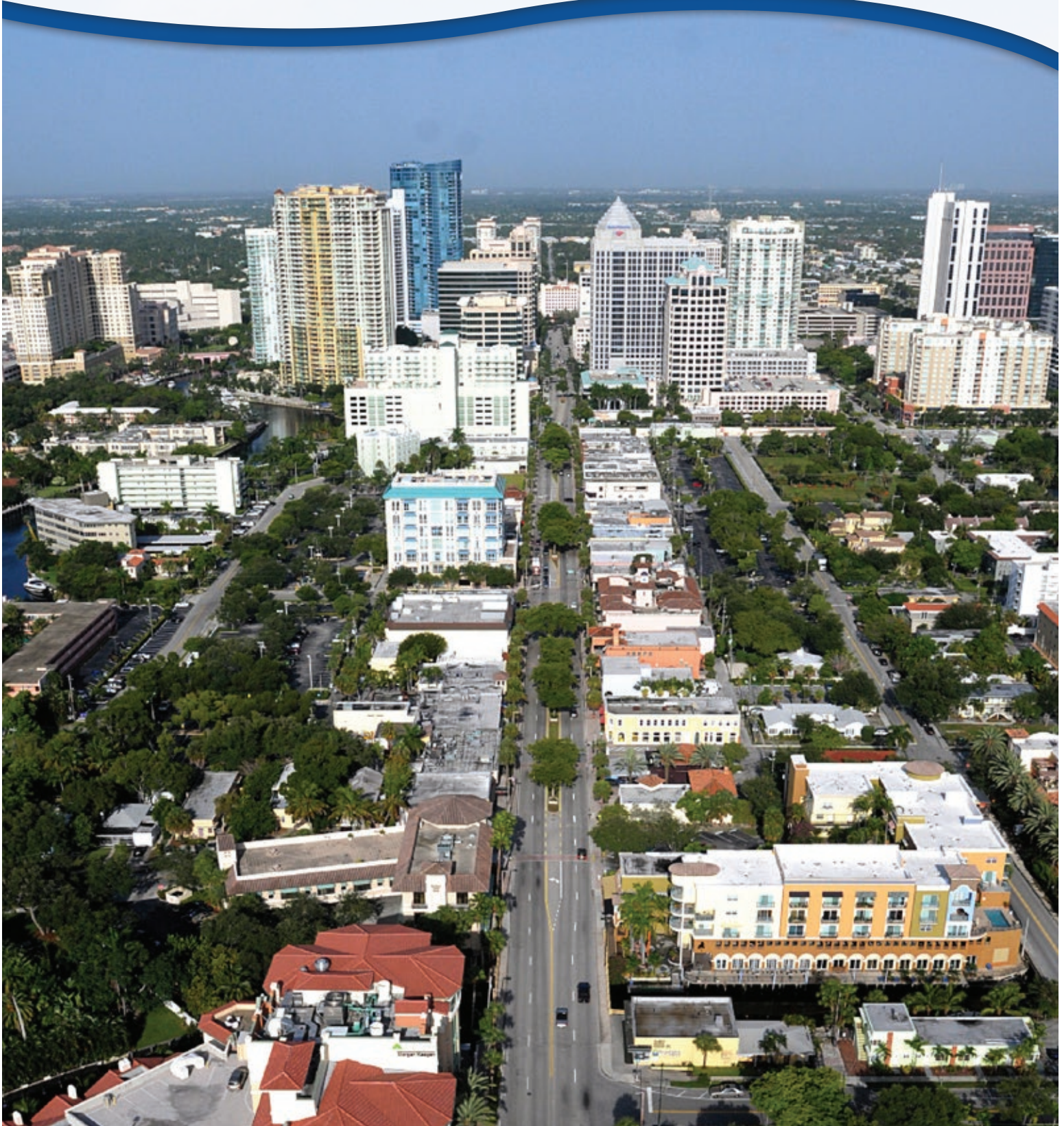
**To read the complete Vision Plan and Strategic Plan:**

View *Fast Forward Fort Lauderdale: Our City, Our Vision 2035* at  
[www.fortlauderdale.gov/vision](http://www.fortlauderdale.gov/vision)

View *Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024* and  
the Strategic Plan Performance Dashboard at  
[www.fortlauderdale.gov/pressplay](http://www.fortlauderdale.gov/pressplay)

View the FY 2024 City Commission Priorities at  
[www.fortlauderdale.gov/commissionpriorities](http://www.fortlauderdale.gov/commissionpriorities)

# BUDGET IN BRIEF





October 1, 2023

Honorable Mayor and Members of the City Commission:



In accordance with the City of Fort Lauderdale Charter, the Code of Ordinances, and the laws of the State of Florida, it is my pleasure to present the City of Fort Lauderdale's Adopted Budget for Fiscal Year (FY) 2024 beginning October 1, 2023. A copy of the Adopted Budget is available for inspection in the City Clerk's Office. Additionally, a user-friendly electronic copy of the Adopted Budget can be found on the City's website at [www.fortlauderdale.gov/budget](http://www.fortlauderdale.gov/budget).

### **Budget Overview**

The FY 2024 total Adopted Operating Budget for all funds is \$1,071,928,055 including balances and transfers. This is approximately \$86.9 million more than the FY 2023 Adopted Budget of \$985,053,597 or an 8.8% increase.

The City received positive news regarding one of the largest revenue sources: ad valorem (property) taxes. Property taxes account for approximately 46.75% of ongoing General Fund Revenues. The Broward County Property Appraiser's 2023 estimate indicated an increase of 12.24% in the City's taxable property value. This is an increase from \$48.8 billion to \$54.8 billion based on the final valuation for 2023. Of the \$6.0 billion increase, \$1.1 billion is associated with new construction, which is a positive outcome of the City's ongoing focus on economic revitalization and smart development. Overall, this increase is expected to yield approximately \$21.8 million in additional revenue that the City may use to pay for its increasing expenses and to enhance service delivery.

A portion of this increased property value will result in an increased transfer of funds in the amount of \$1.4 million to the Community Redevelopment Agency (CRA), due to the growth in taxable values in the CRA areas (Northwest-Progresso-Flagler Heights (NPF) and Central City). CRA funding comes from the property tax dollars generated above the special district's baseline property value when the CRA was first established.

The City's Fire Assessment Fee was reviewed as a part of the FY 2024 budget development process. In prior years, the City reviewed and adjusted the fee to full cost recovery every three years. However, due to the rising costs of salaries, benefits, equipment, inflation and public safety service enhancements, staff recommended transitioning to an annual adjustment. This allows the City to recover the costs associated with increased expenses and service enhancements like the purchase of a new engine to support a new fire rescue station and the addition of fire rescue personnel in this budget. The FY 2024 Adopted Budget includes an increase to the fire assessment fee of \$17 per year to \$338 per residential unit. The updated fire assessment will generate approximately \$52,892,149 in revenue to the General Fund, approximately \$3.0 million more than FY 2023.

Due to the astounding growth in taxable value, we are pleased to present a budget that will enable the City of Fort Lauderdale to maintain our current low millage rate of 4.1193 for the seventeenth (17<sup>th</sup>)

#### **Office of the City Manager**

100 North Andrews Avenue, Fort Lauderdale, Florida 33301

Telephone (954) 828-5013, Fax (954) 828-5599

[www.fortlauderdale.gov](http://www.fortlauderdale.gov)



consecutive year and to produce a structurally balanced General Fund budget. The City of Fort Lauderdale is the only city in Broward County that has been able to maintain the same millage rate for the past seventeen (17) years, resulting in significant savings to residents and businesses of Fort Lauderdale. The millage rate for the City of Fort Lauderdale has remained flat as compared to the average millage rate increase of 36.5% for all Broward County municipalities over this same period.

The FY 2024 Adopted General Fund Operating Budget, including transfers, is \$463,404,796. The General Fund budget represents a \$23.1 million or 5.3% increase from the FY 2023 Adopted Budget of \$440,278,165. The FY 2024 Adopted Budget allows the City to fund its General Fund commitments including wages, insurances, and investments in infrastructure. The Adopted Budget invests in the City's priorities and lays the foundation for a financially sustainable future.

Our Fort Lauderdale community is a source of much pride, diversity and excitement. We continue to achieve successes that sustain our City as, *"The City you never want to leave!"*. The City's sound fiscal management, progressive economic development initiatives, and long-term investment strategies continue providing dividends for our neighbors, businesses and visitors.

On January 14, 2020, Standard & Poor's (S&P) assigned a 'AAA' rating to both the City's special obligation refunding bonds and general obligation (GO) bonds. S&P attributed the City's ratings to a very strong economy, budgetary flexibility, management, and liquidity. In a similar move, Moody's Investors Service assigned 'Aa2' ratings and a positive outlook to the City's 2020 special obligation refunding bonds. Moody's also affirmed the Aa1 rating on the City's outstanding general obligation unlimited tax (GOULT) debt.

The ratings and opinions of Wall Street's leading credit rating institutions signal strong confidence in the financial management of the City of Fort Lauderdale. High bond ratings enable the City to borrow and repay money at much lower interest rates which translates into millions of dollars in savings for taxpayers and ratepayers. Our fiscal discipline and vigilance have been instrumental in building a strong financial foundation and positioning Fort Lauderdale for a bright future. This success does not happen by chance – it is the direct result of the City Commission's vision, innovation, long term planning, hard work, and continuous process improvement.

Planning for a promising future began with the engagement of our neighbors to develop a long-term vision of what we want our community to be in 2035. With this vision in mind, the City Commission adopted our Strategic Plan, *"Press Play Fort Lauderdale 2024,"* to create a blueprint for the actions needed over five years to make this vision a reality. These forward-looking plans have guided the annual City Commission Priorities and have allowed staff to effectively prioritize projects each year. We have carefully crafted and focused our budget development to ensure that the City provides the outstanding services and community investment our neighbors expect in the best way possible.

### **Budget Development Process**

The City's Adopted Budget is the product of a strategic budgeting process involving numerous individuals and working groups collaborating to create a cohesive plan that achieves the City's long-

term goals and objectives for the next fiscal year. Neighbor and community leader engagement was integral to identifying opportunities and solutions to community challenges. Public engagement occurred through various efforts including the Neighbor Survey, Budget Advisory Board meetings, Revenue Estimating Conference Committee meetings, and the City Commission Prioritization Workshop.

The dedicated members of our Budget Advisory Board meet year-round to provide the City Commission with input regarding the neighbor's perspective for various budget related issues. Each department presented their business plans, budgetary line items, capital projects, and operational enhancement requests to the Budget Advisory Board. The Budget Advisory Board meetings presented an opportunity for each Board member to make recommendations to management and the City Commission concerning how funds should be prioritized for the upcoming fiscal year.

The collaborative effort of these diverse community stakeholders, along with the professional expertise of our staff, ensures the Adopted Budget efficiently addresses the most pressing challenges faced by our community and continues to recognize the core mission of municipal government.

To ensure long-term financial stability, the City of Fort Lauderdale performs a comprehensive financial sustainability analysis for each major fund annually during the budget development process. This process allows staff to examine the current revenues and expenditures and project into the future. This ensures that the City is able to meet all ongoing obligations, such as operating expenses, capital investments, debt service, and minimum reserve targets over the ten-year horizon. This detailed forecast was presented at a City Commission Workshop with the Budget Advisory Board on June 20, 2023.

The City regularly responds to ever-changing challenges faced by our community. The organization's effectiveness, flexibility, and resiliency are testaments to the City Commission's vision and leadership. Staff is committed to our neighbors, our businesses and the City's future. We strive to strategically utilize the resources and tools available. The Adopted Budget demonstrates the City's highest priorities, and ensures that we live, work, and play in the best city possible while remaining financially responsible.

### **How the Adopted Budget Implements the City Commission Priorities**

As part of our commitment to an open and transparent government, the Commission participated in a prioritization workshop in January 2023 to identify priorities for the upcoming year. Through a facilitated session, the eleventh year of Commission Priorities was developed. The adopted budget makes fundamental investments that will improve the quality of life for neighbors today and prepares the City for tomorrow's challenges.

The adopted budget makes significant investments in public safety, infrastructure, and other Commission Priorities to meet the growing demand for services, which are due primarily to population growth and increased tourism. Our team thoughtfully considered ways to align resources towards addressing these priorities to provide the best services for our neighbors while maintaining the current millage rate. The table below demonstrates how funding in the FY 2024 Adopted Budget will advance the City Commission's priorities.

PRIORITY	FUNDED ITEMS (★ Newly funded initiatives)
<p><b>Economic Development</b></p>	<p>★ The Community Redevelopment Agency budgets include \$16.9 million to fund incentive programs to attract new businesses and encourage economic development. Another \$20,000 is included to advertise and promote the incentive programs.</p>
	<p>★ The Community Redevelopment Agency budgets includes \$180,000 to conduct a land use plan amendment that will allow flexible zoning for redevelopment options in the Central City redevelopment area.</p>
	<p>★ The Development Services Department budget includes \$225,000 for a market analysis of mixed-use developments to encourage more sustainable, long-term growth patterns.</p>
	<p>★ The Development Services Department budget includes approximately \$143,000 for a new Business Assistance Coordinator to assist local businesses with the building permit process.</p>
	<p>★ Approximately \$82,000 has been added to the Development Services Building Fund budget for a Graphic Information System (GIS) Analyst to support development analysis and planning.</p>
	<p>★ Reorganization and rebranding of Government and Economic Affairs to be called Public Affairs. This Division's budget includes \$50,000 for enhanced support through a part-time administrative position for economic development and external affairs in addition to the transfer of one (1) position from the Development Services Department to support the expansion of the division.</p>
	<p>The Development Services Department budget includes \$48,000 for 3D development mapping.</p>
	<p>The Development Services Department budget includes approximately \$250,000 for planning and administration of the Historic Preservation Program funded by the General Fund.</p>
	<p>Nonprofit organization funding will continue to support the Fort Lauderdale Historic Society, Inc. in the amount of \$85,000 which contributes to the City's historical life and serves as a resource within the Riverwalk Arts and Entertainment District.</p>
<p><b>Housing Accessibility</b></p>	<p>★ The Neighbor Support Division budget includes approximately \$315,000 to double last year's funding for the Housing Navigation Program in partnership with the Taskforce Fore Ending Homelessness.</p>
	<p>★ The Police Department continues its efforts toward homeless support in the amount of approximately \$1.2 million for the Homeless Outreach Unit, including three new Police Officers to enhance services for nights and weekends, and the Reunification Travel Voucher Program.</p>
	<p>The Neighbor Support Division budget includes approximately \$143,000 for the continuation of the Community Court Program.</p>
	<p>The Homeless Intervention Administrator position continues to be funded in the Neighbor Support Division budget in the amount of approximately \$109,000.</p>
	<p>Entitlement grant funding will continue to support homelessness and housing opportunity initiatives and is managed by the Housing and Community Development Division:</p>
	<ul style="list-style-type: none"> <li>○ HOME Investment Partnerships funding will provide approximately \$202,000 to be used in part to support affordable housing initiatives.</li> </ul>
	<ul style="list-style-type: none"> <li>○ Community Development Block Grant (CDBG) funding will provide approximately \$226,000 to support local organizations' homelessness assistance and prevention programs.</li> </ul>
	<ul style="list-style-type: none"> <li>○ Housing Opportunities for Persons with AIDS (HOPWA) funding will provide \$7.6 million to assist with facility-based housing, various rent programs, mortgage assistance, and utilities.</li> </ul>
	<ul style="list-style-type: none"> <li>○ HOME Investment Partnerships - American Rescue Plan CDBG funding will provide \$2.1 million to be used in part to assist those experiencing homelessness and to prevent homelessness.</li> </ul>
	<ul style="list-style-type: none"> <li>○ State Housing Initiative Partnership funding will provide \$2.0 million to be used in part to assist to those experiencing homelessness and to prevent homelessness.</li> </ul>
	<p>The Development Services Department budget includes approximately \$5.2 million for the enforcement of code concerns, including vacation rental regulations.</p>

<b>Infrastructure and Resilience</b>	★ The CIP includes \$7.8 million in cash funded Stormwater Fund capital projects.
	★ The Public Works Department budget includes \$105,000 for drainage wells cleaning services for the Victoria Park neighborhood to ensure proper discharge of stormwater runoff from streets.
	★ Approximately \$165,000 has been added to the Public Works Department budget for a Senior Project Manager to manage the construction of the new Prospect Lake Water Treatment Plant.
	★ The CIP includes \$45.9 million for advanced metering infrastructure which will improve water billing accuracy, provide advanced tools for monitoring, and remotely turn off and on services. The Public Works Department budget includes approximately \$1.0 million for the operation and maintenance of the new advanced metering infrastructure.
	★ The CIP includes \$1.3 million in funding for the restoration and replacement of seawalls.
	The Public Works Department will address water quality through the following initiatives:
	★ The Public Works Department Stormwater Operations budget includes \$75,000 for an assessment of impaired waterbodies.
	○ The Public Works Department Water & Sewer Fund budget includes \$100,000 in funding for the Waterway Quality Monitoring Program.
	○ The Public Works Department budget includes approximately \$395,000 for the Canal Cleaning Program.
	The Water/Sewer Revenue Bond was issued in FY 2018 in the amount of \$200.0 million to fund priority projects; another \$200.0 million will be issued in FY 2024 for consent order and other priority water and sewer infrastructure projects. Many of these projects have a multi-year implementation cycle and are ongoing. The Community Investment Plan (CIP) includes over \$52.9 million in unspent project balances.
	The CIP Water/Sewer Community Investment Plan includes \$24.9 million in new cash funded capital projects in addition to over \$75.3 million in unspent project balances. The Central Region Wastewater budget includes \$18.4 million in new cash funded capital projects prioritized based upon a renewal and replacement study in addition to over \$51.1 million in unspent project balances.
	The CIP includes \$8.0 million in unspent project balances for an owner’s representative for the new Prospect Lake Water Treatment Plant. It is anticipated after the owner’s representative completes their work, the City will issue debt to support required site work and other obligations under the Comprehensive Agreement.
	A Stormwater Bond in the amount of \$210.0 million is planned to support improvements in eight neighborhoods identified as high priority areas.
	The CIP includes \$3.75 million for a condition assessment of the City’s Watershed Asset Management Plan (WAMP). Additionally, the Public Works Department Stormwater operational budget includes \$1.3 million to support asset inventory improvements and implementation of the WAMP.
	The CIP includes \$6.6 million for the repair and replacement of bridges.
The CIP includes \$3.5 million for the repair and maintenance of sidewalks and roadways.	
<b>Public Places</b>	The first \$140 million of the voter-approved \$200 million in General Obligation Bonds for improvements to the City’s Parks and Recreation System have been issued and projects are underway in parks throughout the City.
	The CIP includes \$2.0 million for the repair and maintenance of City-owned facilities.
	The Parks and Recreation Department budget includes \$20.2 million for the maintenance of parks.
	The CIP includes approximately \$4.1 million in unspent project balances for streetscape improvements.
	The CIP includes \$3.0 million of unspent project balance for the Galt Ocean Mile beautification project.
	The Parks and Recreation Department budget includes \$1.6 million for special events.
	Nonprofit organization funding will continue to support:
	★ The FY 2024 Adopted Budget includes \$100,000 to enhance lighting and beautification along Riverwalk Fort Lauderdale, in addition to \$225,000 for the activation of Riverwalk Park.
	○ The Parks and Recreation Department’s budget includes \$115,500 for beach open space activation.

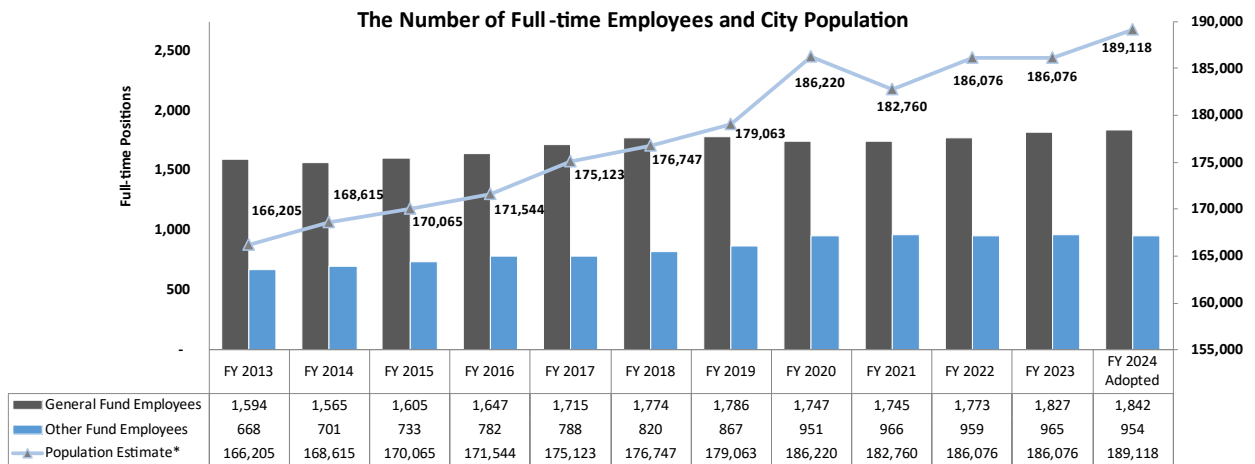
	<p>o The Adopted FY 2024 budget includes approximately \$714,000 for the second year of funding towards a total \$5 million commitment for the Huizenga Park project.</p>
<b>Public Safety</b>	<p>★ The Police Department budget includes approximately \$2.6 million for the addition of 14 new officers to enhance patrol and homeless support.</p>
	<p>★ The Fire Rescue Department budget includes \$839,000 for nine (9) additional fire rescue staff, beginning in April 2024, to increase the number of third-person rescue units for six (6) months. Third person staffing decreases the amount of time that units are offline and allows engines to address a non-EMS simultaneous event.</p>
	<p>★ To address the fire rescue service needs of downtown, the FY 2024 Adopted Budget includes \$1.5 million in funding for fourteen (14) fire rescue personnel, who will eventually staff the new downtown Emergency Medical Substation 88 which is expected to open in FY 2025.</p>
	<p>★ The Fire Rescue Department budget includes approximately \$5.2 million for the replacement of equipment such as extrication equipment and bunker gear.</p>
	<p>★ The Fire Rescue Department budget includes approximately \$1.1 million for a fire engine that will be assigned to the new Heron Garage-Las Olas EMS Substation, which is anticipated to be operational in FY 2025.</p>
	<p>★ The Fire Rescue Department budget includes approximately \$130,000 for the addition of a Public Information Officer.</p>
	<p>★ The Fleet Services budget includes \$10.8 million for the replacement of 104 Public Safety vehicles, per the vehicle replacement schedule, including three Fire Rescue apparatuses.</p>
	<p>The CIP includes \$129.6 million of unspent project balance for the Police Headquarters Replacement Project.</p>
	<p>The Police Department budget continues to fund the staffing of the Real Time Crime Center in the amount of approximately \$403,125.</p>
	<p>The Police Department budget includes \$237,900 for the continuation of the ShotSpotter Program. An additional geographic area will be added to the ShotSpotter Program through the Department of Justice for an Illegal Gun Crime Reduction Campaign.</p>
	<p>The Police Department budget includes approximately \$738,000 for the replacement of police equipment such as bulletproof vests and license plate readers.</p>
	<p>The CIP includes \$250,000 for a temporary trailer to serve as the Ocean Rescue Headquarters.</p>
	<p>The CIP includes approximately \$183,000 for the replacement of lifeguard towers.</p>
<b>Transportation and Traffic</b>	<p>★ The Transportation and Mobility Department budget includes \$2.5 million in ongoing funding to enhance the City's Micro Transit Program</p>
	<p>★ The Transportation and Mobility Department budget includes approximately \$46,000 for variable message boards which will provide traffic alerts for road closures and other traffic events.</p>
	<p>Municipal Transportation Surtax Grants are anticipated in the amount of approximately \$2.8 million for the One-Way Pairs Feasibility Review and Implementation Project.</p>
	<p>The CIP includes \$2.5 million to continue the implementation of the Las Olas Mobility Plan.</p>
	<p>The CIP includes approximately \$500,000 for traffic flow improvements.</p>
	<p>The Transportation and Mobility Department General Fund budget includes \$50,000 to continue the Speed Radar Program to collect traffic data for potential synchronization improvements.</p>
	<p>Transportation and Mobility Department General Fund budget includes approximately \$61,000 for Bluetooth sensors that collect traffic data for analysis.</p>

*\*Some of these projects have elements that are components of other programs and initiatives; as such, the funding identified above may extend to multiple Commission Priorities.*



### FY 2024 Adopted Budget Snapshot

The total General Fund personnel complement for FY 2024 is Adopted at 1,842 full-time employees, which does not include part-time and seasonal (temporary) employees. Seasonal positions supplement staffing for temporary periods such as summer camps or special events but are not considered regular employees.



\*Population Estimates; Bureau of Economic and Business Research, April 2022.

The Adopted Budget for personnel also includes required retirement contributions and debt service for the Pension Obligation Bonds. The General Employees Retirement System (GERS) plan was closed in 2007 and replaced with a defined contribution 401(a) plan for all new general employees. Starting with January 2021, the City transitioned exclusively to the Florida Retirement System (FRS) for all newly hired employees - other than Police Officers or Firefighters. Existing City staff also had the opportunity to transition to FRS at that time. The history of pension contributions is shown in the table below. In FY 2024 the City was able to take advantage of a prior year overpayment into the Police and Fire Pension plan resulting in a one-time decrease in pension contributions of approximately \$1 million. Due to planned decreases in the assumed rate of return over the next few years, increases in the number of public safety employees, and higher than usual increases in public safety wages, the City anticipates that its annual retirement contributions to the Police and Fire Pension Plan will increase in the upcoming years.

FY 2024 Adopted Budget

October 1, 2023

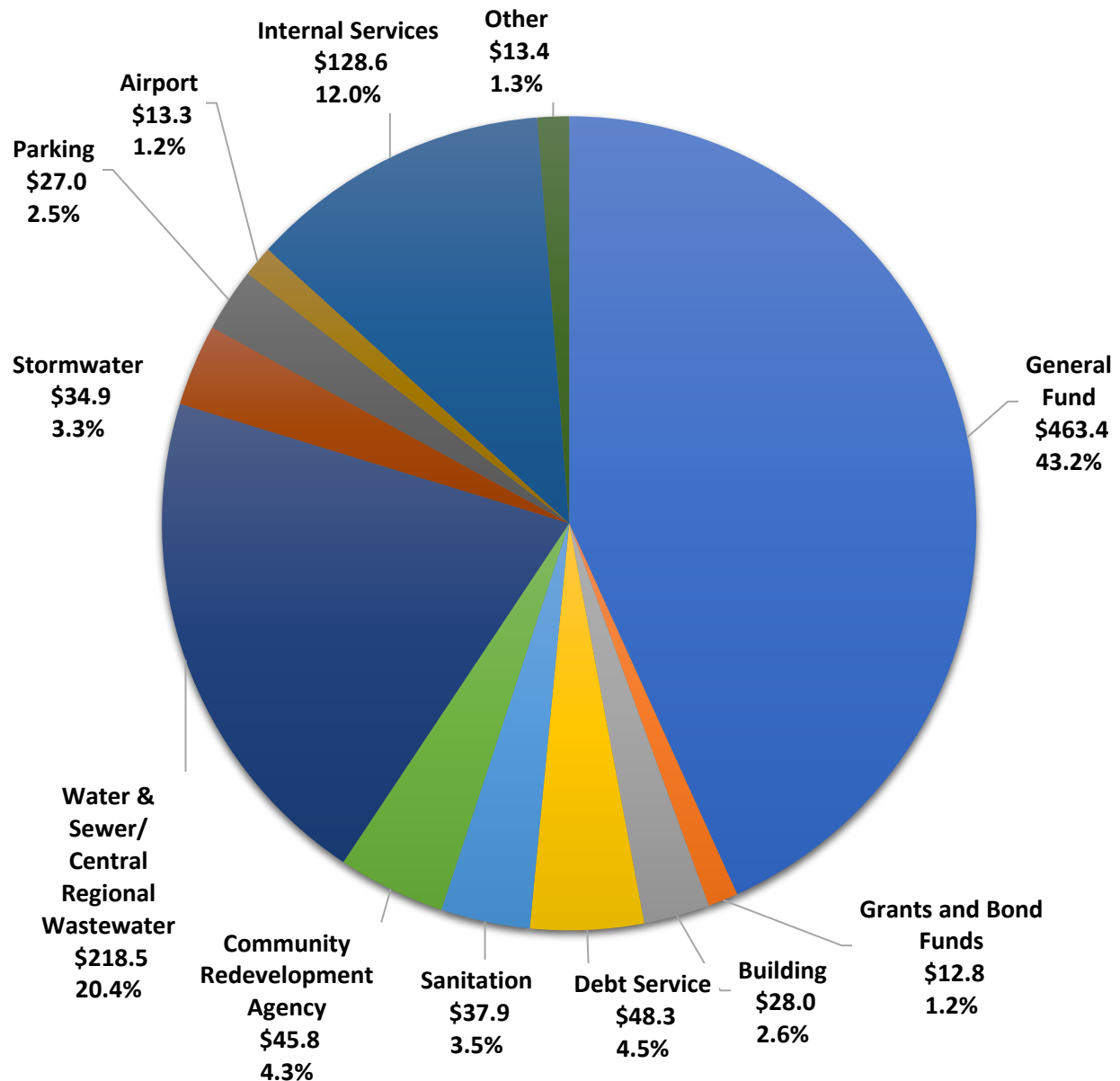
Page 8 of 17

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
General Employee Retirement System Annual Contribution	\$15,501,180	\$14,393,012	\$14,650,881	\$10,459,835	\$8,820,804	\$8,164,058	\$8,940,886	\$8,376,770	\$6,465,406	\$6,783,091
Police and Fire Annual Contribution	\$15,599,916	\$13,867,934	\$17,325,393	\$19,328,568	\$18,108,528	\$17,923,079	\$19,348,197	\$20,766,864	\$21,471,852	\$19,420,747
401(a) Defined Contribution Plan	\$2,583,362	\$3,118,307	\$3,752,128	\$4,286,354	\$5,180,498	\$5,524,456	\$4,384,199	\$3,599,543	\$4,350,075	\$4,385,311
Debt Service for Pension Obligation Bonds	\$26,361,882	\$26,358,764	\$26,362,004	\$26,359,124	\$26,493,149	\$26,886,309	\$26,308,984	\$26,310,865	\$26,308,035	\$24,097,523
Florida Retirement System (FRS)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,585,631	\$4,714,255	\$5,848,019	\$8,414,362
<b>Total City Retirement Contributions</b>	<b>\$60,046,340</b>	<b>\$57,738,017</b>	<b>\$62,090,406</b>	<b>\$60,433,881</b>	<b>\$58,602,979</b>	<b>\$58,497,902</b>	<b>\$61,567,897</b>	<b>\$63,768,298</b>	<b>\$64,443,387</b>	<b>\$63,101,034</b>

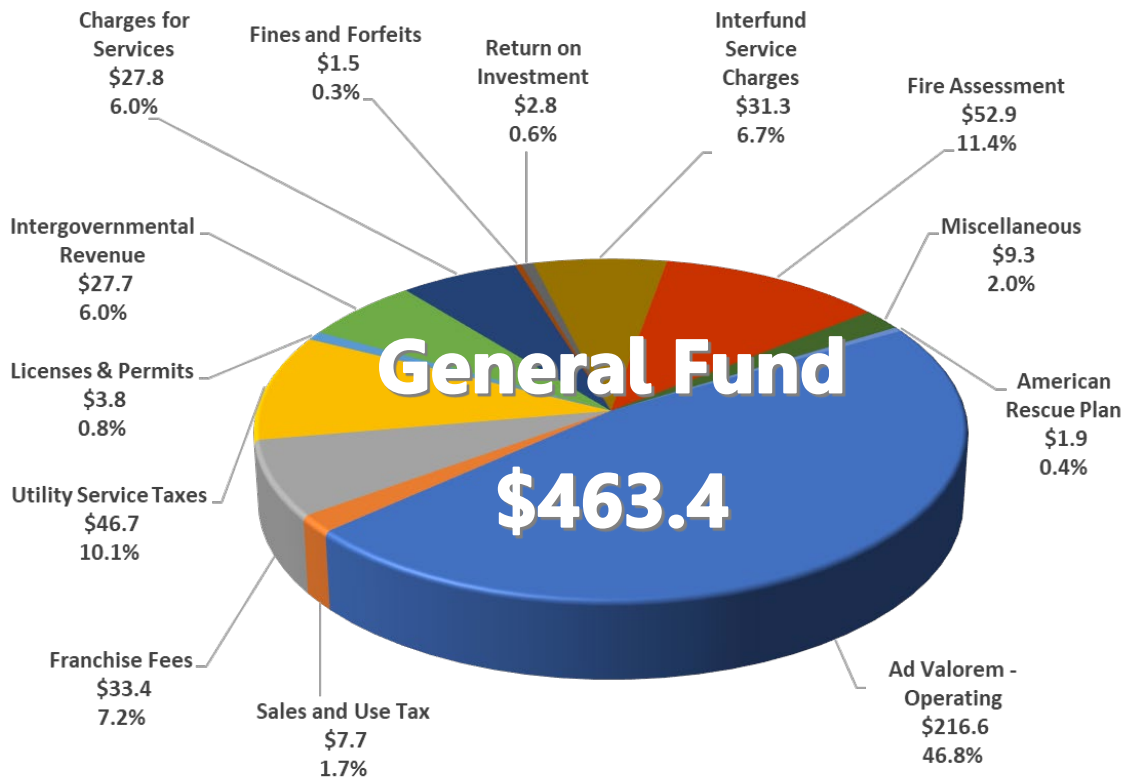
A substantial risk that the City faced in balancing the FY 2024 budget was the unknown personnel costs associated with ongoing collective bargaining negotiations. The City Commission approved three-year agreements with the general employee bargaining groups, including the Teamsters Local 769 (Teamsters) and Federation of Public Employees (Federation), before budget development began. The City’s collective bargaining agreements with public safety bargaining groups - International Association of Firefighters Local 765 (I.A.F.F.) and Fraternal Order of Police Lodge 31 (FOP) - were expired and under negotiation during budget development. Salaries and benefits account for approximately 64.2% of General Fund expenditures, excluding transfers to the Community Investment Plan (CIP). Of 1,842 General Fund positions funded in FY 2024, 1,018 or 55.3% are represented by IAFF or FOP collective bargaining agreements. The budget includes funding appropriations for wages and benefits consistent with ratified agreements with Teamsters and Federation and with existing management proposals as of July 2023 in collective bargaining sessions with IAFF and FOP. Before any FY 2024 strategic enhancement recommendations, the estimated increases in salaries and benefits in the General Fund are approximately \$14.9 million based upon the assumptions described above.

The all-items Consumer Price Index for All Urban Consumers (CPI-U) in the Miami-Fort Lauderdale-West Palm Beach region increased by 7.8 percent for the 12 months ending in August 2023. This higher-than-expected rate of inflation means that the cost of goods and services have increased dramatically. For the City of Fort Lauderdale, this type of market volatility heavily impacts the cost of salaries and benefits, planned capital projects and routine service delivery. Due to the current economic climate, the FY 2024 budget includes carefully considered inflationary factors for contracts, service agreements, and replacement plans whenever there is a known or anticipated cost increase. Inflation will also continue to disproportionately impact capital projects as there is a timing delay between the initial approval of a capital project and the completion of the procurement process. Project managers have reviewed all capital project budgets as a part of the budget development process and have updated their cost estimates to be included in the Community Investment Plan.

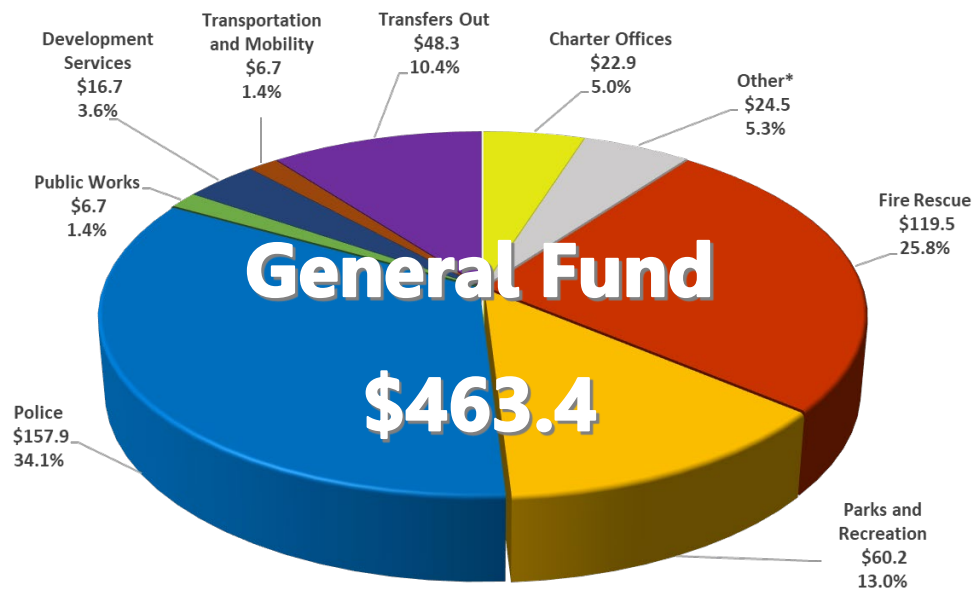
## FY 2024 Adopted Operating Budget with Transfers - \$1.1 Billion (All Funds - In Millions)



## Where the Money Comes From



## Where the Money Goes



\*Other includes Finance, Human Resources, Debt Services, Office Management and Budget, and Other General Government Departments.

**General Fund Changes Since the FY 2024 Proposed Budget**

Adjustments were made to the FY 2024 Proposed General Fund Budget to incorporate updated assumptions and new information. General Fund revenues were increased by \$5.3 million, primarily due to the updated municipal revenue sharing and sales tax estimates provided by the State which increased revenues by \$3.5 million. General Fund expenditures were commensurately adjusted by \$5.3 million to add funding for a variety of budget enhancements as shown in the table below.

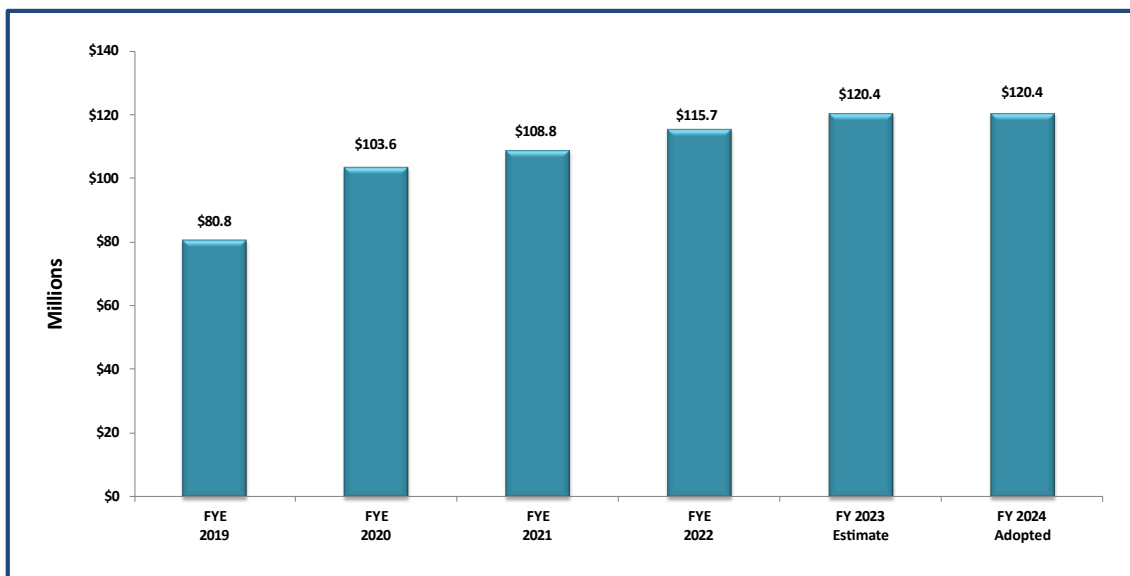
<b>Revenue Adjustments Since Proposed</b>	
<b>Local Government Half-Cent Sales Tax</b>	
State Local Government Half-cent Sales Tax estimates posted 7/13/2023	\$ 1,914,662
<b>Ad Valorem Revenue</b>	
Broward County Property Appraiser estimates posted 7/1/2023	923,233
<b>Communications Services Tax</b>	
State Communications Services Tax estimates posted 8/6/2023	897,675
<b>Municipal Revenue Sharing Sales Tax</b>	
State Municipal Revenue Sharing estimates posted 7/13/2023	834,650
<b>Advertising Revenue</b>	
Microtransit Advertisement Revenue	750,000
<b>Citywide Cost Allocation Plan and Interfund Service Charge Revenue</b>	
Updated Citywide Cost Allocation Plan and Interfund Service Charges	165,411
<b>Local Option Fuel Taxes</b>	
State Local Option Fuel Taxes estimates posted 8/11/2023	(157,367)
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>\$ 5,328,264</b>

<b>Expenditure Adjustments Since Proposed</b>		
Increase for Microtransit Program	Transportation and Mobility Department	\$ 2,300,000
Increase for City Facility Relocation Costs including Technology Connectivity Upgrades	Other General Government	1,460,584
Increase for Additional Fire Rescue Overtime	Fire Rescue Department	839,217
Increase for Florida East Coast Railway Grade Crossing Maintenance	Public Works Department	833,609
Increase for Enhanced Nonprofit Funding (Early Learning Coalition, Stranahan House, NSU Art Museum)	Other General Government	375,000
Increase for Commission Budget Equalization	Office of the Mayor and City Commission	282,781
Increase for Annual Sidewalk Gap Construction	Transfer to Community Investment Plan (CIP)	250,000
Increase for Additional Data Storage Expenses	City Clerk's Office	161,065
Increase Transfer to Community Redevelopment Agency	Transfer to Community Redevelopment Agency	157,431
Increase for Regional Infrastructure Accelerator Study	Other General Government	150,000
Increase for Enhanced Special Events Funding (Juneteenth, Carlton Moore Day, David Deal Playday)	Parks and Recreation Department	58,000
Increase for Metro Transportation Engineering & Construction Cooperative Membership (MTECC)	Transportation and Mobility Department	50,000
Increase for Information Technology Services Cost (ITS) Allocation	Multiple Departments	47,035
Decrease for Environmental Sustainability Management Program	Multiple Departments	(28,190)
Decrease for Citywide Customer Service Center Consolidation	Multiple Departments	(90,993)
Decrease to Citywide Lawn and Tree Services Based on Final Contract	Parks and Recreation Department	(366,483)
Decrease to Revise Pension Projections to Tie to Actuary Report	Multiple Departments	(482,452)
Decrease for Fraternal Order of Police Health Premium Holiday	Police Department	(668,340)
<b>TOTAL EXPENDITURE ADJUSTMENTS</b>		<b>\$ 5,328,264</b>

### General Fund - Fund Balance

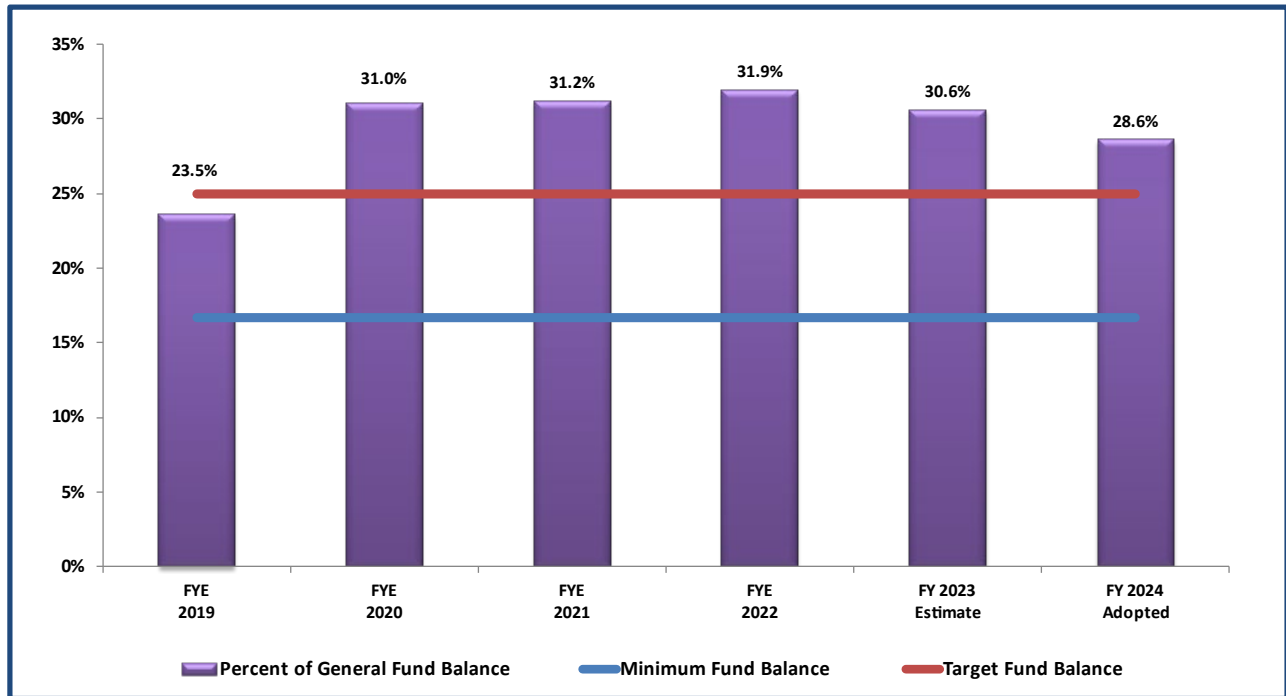
The fund balance in the General Fund provides a measure of the financial resources available for future spending or appropriation. These funds should be adequate to support potential unanticipated costs, like natural disasters and emergency repairs to City infrastructure. The City Commission’s fund balance policy requires a minimum available fund balance for the General Fund of two months, or 16.7% of the General Fund Budget including necessary transfers. To put the City into a favorable position to issue General Obligation Bonds and address unplanned events, our target General Fund Balance is another month above our minimum policy, or 25% of the General Fund Budget including necessary transfers. Since the policy is a percentage of the budget, as the budget increases, the required level of fund balance also increases. The FY 2024 estimated fund balance exceeds our minimum policy requirement by \$50.3 million with a total available fund balance of \$120.4 million, or 28.6% of the General Fund operating budget as shown in the chart below.

General Fund – Fund Balance in Dollars



It is our goal to maintain the General Fund Balance at or above the 25% target. Maintaining a healthy fund balance is an indicator of the fiscal health for our City and it allows us to address unbudgeted and unplanned emergencies and other significant events such as natural disasters, higher than expected inflation, or the recent COVID-19 pandemic. We continue to monitor and assess the fund balance to ensure that the level of available funds is commensurate with the level of risk associated with our diverse City and our revenue and expenditure variability.

### General Fund – Fund Balance As a Percent of the Operating Budget



### Property Taxes

The chart below represents the Broward County Property Appraiser’s taxable values and net new construction for the last ten years.

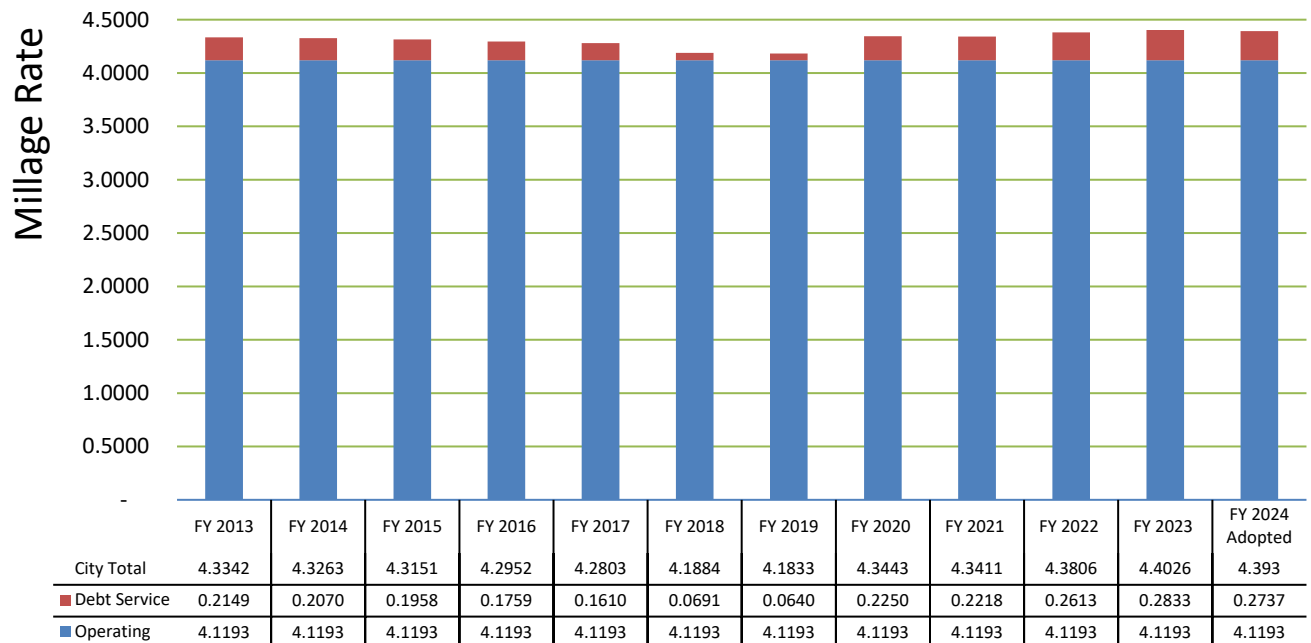
Calendar Tax Year	Net New Construction	Final Gross Taxable Value	Increase/Decrease from Prior Year	Operating Millage Rate
<b>2023 - July</b>	<b>\$1,131,962,110</b>	<b>\$54,779,139,090</b>	<b>12.24%</b>	<b>4.1193</b>
2022 - Final	\$1,679,235,780	\$48,804,360,453	12.95%	4.1193
2021-Final	\$1,141,870,340	\$43,209,678,707	5.73%	4.1193
2020-Final	\$686,582,000	\$40,866,781,365	5.43%	4.1193
2019-Final	\$1,139,083,000	\$38,762,628,574	7.36%	4.1193
2018-Final	\$824,076,040	\$36,105,845,628	7.69%	4.1193
2017-Final	\$340,929,480	\$33,528,048,467	8.27%	4.1193
2016-Final	\$455,847,640	\$30,966,306,786	9.20%	4.1193
2015-Final	\$329,982,320	\$28,357,575,422	9.09%	4.1193
2014-Final	\$105,754,281	\$25,994,723,014	5.88%	4.1193

### Taxable Value & Millage Comparison

The FY 2024 Adopted Budget includes an operating millage rate of 4.1193 per \$1,000 of taxable value. The Adopted aggregate millage rate (operating and debt service) is 4.3930, which is approximately a

0.22% decrease from the prior year rate of 4.4026. The debt service millage rate adjusts annually based on the property valuation and debt service requirement. The debt service millage in FY 2024 includes two voter approved General Obligation Bonds approved in March of 2019 to fund park improvements and a new Police Headquarters in addition to older debt associated with new Fire Rescue facilities.

### Millage Rate History



### FY 2024 Funding Highlights Water and Sewer Fund

The City supplies water and sewer services on a regional basis for approximately 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 FY 2024 Water and Sewer Fund Adopted operating budget and transfers is \$175.6 million, which is \$27.5 million more than the FY 2023 Adopted Budget. For FY 2024, the City is proposing a water rate increase of 22.5% in order to support the construction of the approved Prospect Lake Water Treatment Plant, the procurement of a new Automatic Metering System, and other operating and capital needs of the system. The City is proposing a 9% rate increase for the monthly sewer charge. The combined 22.5% and 9.0% rate increases are intended to generate approximately 14.0% more revenue for the combined utility system in total. The impact by customer varies based upon user class and level of water consumption. An example of a customer’s monthly increase based upon consumption of 5,000 gallons/month is provided below.



**Water and Sewer Charges Monthly Increase on Neighbors  
(Based on Average Usage of 5,000 gallons/month)**

5/8 Inch Meter	FY 2023 Rate	FY 2024 Rate	\$ Change	% Change
<b>Total</b>	<b>\$82.14</b>	<b>\$93.67</b>	<b>\$11.53</b>	<b>14.0%*</b>

*\* The blended 22.5% and 9.0% rate increases are intended to generate approximately 14.0% more revenue for the utility in totality. The impact varies based upon user class and consumption.*

**Central Regional Wastewater System Fund**

The Central Regional Wastewater System Fund Adopted expenditures is \$43.0 million which is \$5.6 million more than the FY 2023 Adopted Budget. The large customer wastewater calculated rate will increase from \$2.55 per 1,000 gallons to \$2.82 per 1,000 gallons.

**Bulk Wastewater Rate**

FY 2023 Rate	FY 2024 Rate	\$ Change	% Change
<b>\$2.55</b>	<b>\$2.82</b>	<b>\$0.27</b>	<b>10.6%</b>

**Sanitation Fund**

The Sanitation Fund supports a full complement of modern solid waste services by providing household garbage, recycling, yard waste, and bulk trash collection. The fund also supports household hazardous waste collection events, rights-of-way maintenance, and public trash receptacles. The City’s Clean Team is funded through the Sanitation Fund, working to preserve the unique beauty of our city streets and high-traffic areas. The FY 2024 Sanitation Fund adopted expenditures total \$37.9 million, which is a 10.3% increase over the FY 2023 Adopted Budget.

Changes in disposal and processing fees, a new solid waste contract, and increases in volumes collected, offset by the recent outsourcing of bulk collections services and transition of the canal cleaning services to the Stormwater Fund, require an adjustment to the rates charged for these services. The revised solid waste and disposal charge in FY 2024 reflects an increase of 4.0% over the previous rate, representing an increase of \$1.83 in the monthly charge for a single-family residential home. The impact of the adopted rates for a residential customer is illustrated on the following page:

**Sanitation Fee  
(Monthly Single-Family Residential Rate)**

FY 2023 Rate	FY 2024 Rate	\$ Change	% Change
<b>\$45.78</b>	<b>\$47.61</b>	<b>\$1.83</b>	<b>4.0%</b>

### Stormwater 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 2024 Adopted operating budget and transfers for the Stormwater Fund is \$34.9 million, which is 20.7% more than the FY 2023 Adopted Budget.

The City developed a hybrid stormwater rate structure to support a revenue bond in the amount of \$200 million to fund Phase II of the Stormwater Master Plan. The stormwater fee’s annual assessment was implemented on October 1, 2020 and is critical to the continued success of the Stormwater Management program. The assessment rates are recommended to increase by 10% for FY 2024.

#### Stormwater Fee (Annual Assessment)

Stormwater Charge (Annual Assessment)	FY 2023 Assessment	FY 2024 Assessment
Single Family Residential <= 3 Units	\$218.71/unit + \$4.19/trip	\$240.58/unit + \$4.61/trip
Developed Parcels	\$2,273.01 per acre + \$4.19/trip	\$2,500.31 per acre + \$4.61/trip
Undeveloped Parcels	\$567.00 per acre	\$623.70 per acre

### Conclusion

The adopted annual budget demonstrates our commitment to meeting the ongoing needs of our City while strategically positioning it for future growth. By allocating resources effectively, investing in essential services, and embracing sustainable and innovative practices, we aim to enhance the quality of life for our neighbors, attract new opportunities, and build a resilient and thriving community.

Throughout the process, there were many competing funding requests with trade-offs to strategically consider. Our team has risen to the occasion, and we affirm that the adopted budget will address the City Commission’s highest priorities for the upcoming fiscal year.

I want to thank everyone who assisted in the development this year’s adopted budget, including the Mayor, Vice-Mayor, City Commissioners, Budget Advisory Board, Department Directors, and Budget Coordinators. I am especially grateful for the leadership and technical expertise provided by staff in the Office of Management and Budget throughout the entire process. I would like to thank our amazing FTL team for their efforts in support of a comprehensive and transparent budget process and for their outstanding service to our community every day.

The FY 2024 Adopted Budget was formally presented to City Commission at the first public hearing on September 5, 2023, and then adopted at the second public hearing on September 13, 2023. Our team

of committed public servants looks forward to working with you as we move forward as a City into our next fiscal year.

Respectfully submitted,



Greg Chavarria  
City Manager



# FY 2024 ALL FUNDS BUDGET



# FY 2024 Adopted All Funds Budget Summary

Millage	General Fund	Water & Sewer/Central Regional Wastewater System	Debt Service	Self-Insured Health Benefits	Community Redevelopment Agency	Sanitation	Parking	Building Funds	Central Services (ITS)/ Unified Customer Service	Vehicle Rental (Fleet)	City Property & Casualty Insurance	Stormwater
<b>Estimated Revenues:</b>												
Ad Valorem - Operating	4.1193	216,625,640	-	-	-	-	-	-	-	-	-	-
Ad Valorem - Sunrise Key	1.0000	-	-	-	-	-	-	-	-	-	-	-
Ad Valorem - Debt Services	0.2737	-	14,393,328	-	-	-	-	-	-	-	-	-
Sales and Use Tax		7,671,702	-	-	-	-	-	-	-	-	-	-
Franchise Fees		33,427,864	-	-	-	-	-	-	-	-	-	-
Utility Service Taxes		46,666,881	-	-	-	-	-	-	-	-	-	-
Licenses & Permits		3,812,615	-	-	-	-	-	26,005,000	-	-	-	-
Intergovernmental Revenue		27,714,247	-	-	17,640,058	-	-	-	-	-	-	-
Charges for Services		27,810,982	211,771,117	43,859,805	-	23,952,421	22,410,308	35,000	26,219,739	25,711,992	20,868,730	30,359,153
Fines and Forfeits		1,438,500	-	-	-	-	4,023,364	146,000	-	-	-	-
Miscellaneous		96,305,100	6,751,522	779,469	1,035,761	480,842	557,154	1,221,426	2,435,433	1,113,796	2,388,619	1,246,732
<b>Total Revenues</b>	<b>461,473,531</b>	<b>218,522,639</b>	<b>15,172,797</b>	<b>44,895,566</b>	<b>17,640,058</b>	<b>24,433,263</b>	<b>26,990,826</b>	<b>27,407,426</b>	<b>28,655,172</b>	<b>26,825,788</b>	<b>23,257,349</b>	<b>31,605,885</b>
Transfers and Other Sources		1,931,265	24,727,186	-	28,182,614	12,287,009	-	-	-	-	-	-
Balances & Reserves		-	8,364,573	-	-	1,176,335	-	634,615	-	318,704	-	3,258,549
<b>Total Other Sources</b>	<b>1,931,265</b>	<b>-</b>	<b>33,091,759</b>	<b>-</b>	<b>28,182,614</b>	<b>13,463,344</b>	<b>-</b>	<b>634,615</b>	<b>-</b>	<b>318,704</b>	<b>-</b>	<b>3,258,549</b>
<b>TOTAL REVENUE &amp; OTHER SOURCES</b>	<b>463,404,796</b>	<b>218,522,639</b>	<b>48,264,556</b>	<b>44,895,566</b>	<b>45,822,672</b>	<b>37,896,607</b>	<b>26,990,826</b>	<b>28,042,041</b>	<b>28,655,172</b>	<b>27,144,492</b>	<b>23,257,349</b>	<b>34,864,434</b>
<b>Expenditures by Department:</b>												
Cemeteries		-	-	-	-	-	-	-	-	-	-	-
City Attorney's Office		7,296,105	-	-	-	-	-	-	-	-	-	-
City Auditor's Office		1,803,821	-	-	-	-	-	-	-	-	-	-
City Clerk's Office		1,741,497	-	-	-	-	-	-	-	-	-	-
City Manager's Office		9,189,958	-	-	-	-	-	-	-	-	-	-
Community Redevelopment Agency (CRA)		-	-	-	20,806,388	-	-	-	-	-	-	-
Debt Service		368,393	64,916,432	47,564,203	-	-	131,278	-	1,004,238	-	-	12,139,600
Development Services Department		16,714,892	-	-	-	-	-	28,012,373	2,238,270	-	-	-
Finance Department		7,488,899	4,080,541	-	-	-	-	-	-	-	-	-
Fire Rescue Department		119,500,955	-	-	-	-	-	-	-	-	-	-
Human Resources Department		4,593,701	-	1,164,776	-	-	-	-	-	-	3,932,950	-
Information Technology Services Department		-	-	-	-	-	-	25,112,664	-	-	-	-
Office of Management and Budget		2,975,942	-	-	-	-	-	-	-	-	-	-
Office of the Mayor and City Commission		2,906,622	-	-	-	-	-	-	-	-	-	-
Other General Government		9,082,912	-	-	-	-	-	-	-	-	-	-
Parks and Recreation Department		60,237,501	-	-	-	8,836,269	-	-	-	-	-	-
Police Department		157,859,859	-	-	-	-	-	-	-	-	-	-
Public Works Department		6,691,241	106,069,228	-	-	29,060,338	-	-	-	26,930,815	-	14,881,386
Self Insurance		-	-	43,714,007	-	-	-	-	-	-	19,155,722	-
Transportation and Mobility Department		6,701,408	-	-	-	-	21,210,517	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>415,153,706</b>	<b>175,066,201</b>	<b>47,564,203</b>	<b>44,878,783</b>	<b>20,806,388</b>	<b>37,896,607</b>	<b>21,341,795</b>	<b>28,012,373</b>	<b>28,355,172</b>	<b>26,930,815</b>	<b>23,088,672</b>	<b>27,020,986</b>
<b>Other Resources Allocated:</b>												
Other Uses		535,310	-	-	-	-	-	-	-	-	-	-
Required Transfers Out		24,868,290	-	-	25,016,284	-	-	-	-	-	-	-
Discretionary Transfers Out		150,000	-	-	-	-	-	-	-	-	-	-
Transfer to Fund Balance		-	78,464	700,353	16,783	-	1,902,202	29,668	-	-	168,677	-
Transfer to Community Investment Plan		22,697,490	43,377,974	-	-	-	3,746,829	-	300,000	213,677	-	7,843,448
<b>Total Other Resources</b>	<b>48,251,090</b>	<b>43,456,438</b>	<b>700,353</b>	<b>16,783</b>	<b>25,016,284</b>	<b>-</b>	<b>5,649,031</b>	<b>29,668</b>	<b>300,000</b>	<b>213,677</b>	<b>168,677</b>	<b>7,843,448</b>
<b>TOTAL EXPENDITURES &amp; OTHER RESOURCES</b>	<b>463,404,796</b>	<b>218,522,639</b>	<b>48,264,556</b>	<b>44,895,566</b>	<b>45,822,672</b>	<b>37,896,607</b>	<b>26,990,826</b>	<b>28,042,041</b>	<b>28,655,172</b>	<b>27,144,492</b>	<b>23,257,349</b>	<b>34,864,434</b>

# FY 2024 Adopted All Funds Budget Summary

	Airport	Grant and Bond Funds	Project Management	Cemetery System	Arts & Science District Garage	Cemetery Perpetual Care	Beach Business Improvement District	School Crossing Guards	Nuisance Abatement	Sunrise Key Safe Neighborhood District	Police Confiscation Funds	Total Operating Funds
<b>Estimated Revenues:</b>												
Ad Valorem - Operating	-	-	-	-	-	-	-	-	-	-	-	216,625,640
Ad Valorem - Sunrise Key	-	-	-	-	-	-	-	-	-	191,312	-	191,312
Ad Valorem - Debt Services	-	-	-	-	-	-	-	-	-	-	-	14,393,328
Sales and Use Tax	-	-	-	-	-	-	-	-	-	-	-	7,671,702
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-	33,427,864
Utility Service Taxes	-	-	-	-	-	-	-	-	-	-	-	46,666,881
Licenses & Permits	-	-	-	-	-	-	-	-	-	-	-	29,817,615
Intergovernmental Revenue	-	10,327,600	-	-	-	-	-	-	-	-	-	55,681,905
Charges for Services	6,428,676	-	-	3,800,000	1,750,558	-	-	-	45,000	-	-	445,023,481
Fines and Forfeits	-	-	-	-	-	-	-	800,000	-	-	-	6,407,864
Miscellaneous	5,482,229	160,000	4,683,196	200,935	-	1,489,530	1,213,758	2,127	43,039	-	-	127,590,668
<b>Total Revenues</b>	<b>11,910,905</b>	<b>10,487,600</b>	<b>4,683,196</b>	<b>4,000,935</b>	<b>1,750,558</b>	<b>1,489,530</b>	<b>1,213,758</b>	<b>802,127</b>	<b>88,039</b>	<b>191,312</b>	<b>-</b>	<b>983,498,260</b>
Transfers and Other Sources	1,342,735	-	-	1,648,000	-	-	-	535,310	-	-	-	70,654,119
Balances & Reserves	-	2,332,069	-	1,205,100	-	241,970	22,679	-	145,013	-	76,069	17,775,676
<b>Total Other Sources</b>	<b>1,342,735</b>	<b>2,332,069</b>	<b>-</b>	<b>2,853,100</b>	<b>-</b>	<b>241,970</b>	<b>22,679</b>	<b>535,310</b>	<b>145,013</b>	<b>-</b>	<b>76,069</b>	<b>88,429,795</b>
<b>TOTAL REVENUE &amp; OTHER SOURCES</b>	<b>13,253,640</b>	<b>12,819,669</b>	<b>4,683,196</b>	<b>6,854,035</b>	<b>1,750,558</b>	<b>1,731,500</b>	<b>1,236,437</b>	<b>1,337,437</b>	<b>233,052</b>	<b>191,312</b>	<b>76,069</b>	<b>1,071,928,055</b>
<b>Expenditures by Department:</b>												
Cemeteries	-	-	-	-	-	83,500	-	-	-	-	-	83,500
City Attorney's Office	-	-	-	-	-	-	-	-	-	-	-	7,296,105
City Auditor's Office	-	-	-	-	-	-	-	-	-	-	-	1,803,821
City Clerk's Office	-	-	-	-	-	-	-	-	-	-	-	1,741,497
City Manager's Office	9,526,144	-	-	-	-	-	1,236,437	-	-	-	-	19,952,539
Community Redevelopment Agency (CRA)	-	-	-	-	-	-	-	-	-	-	-	20,806,388
Debt Service	-	-	-	-	-	-	-	-	-	-	-	126,124,144
Development Services Department	-	9,987,600	-	-	-	-	-	-	233,052	-	-	57,186,187
Finance Department	-	-	-	-	-	-	-	-	-	-	-	11,569,440
Fire Rescue Department	-	-	-	-	-	-	-	-	-	-	-	119,500,955
Human Resources Department	-	-	-	-	-	-	-	-	-	-	-	9,691,427
Information Technology Services Department	-	-	-	-	-	-	-	-	-	-	-	25,112,664
Office of Management and Budget	-	-	-	-	-	-	-	-	-	-	-	2,975,942
Office of the Mayor and City Commission	-	-	-	-	-	-	-	-	-	-	-	2,906,622
Other General Government	-	-	-	-	-	-	-	-	-	161,000	-	9,243,912
Parks and Recreation Department	-	400,804	-	6,406,035	-	-	-	-	-	-	-	75,880,609
Police Department	-	-	-	-	-	-	-	1,337,437	-	-	76,069	159,273,365
Public Works Department	-	-	4,683,196	-	-	-	-	-	-	-	-	188,316,204
Self Insurance	-	-	-	-	-	-	-	-	-	-	-	62,869,729
Transportation and Mobility Department	-	-	-	-	1,581,168	-	-	-	-	-	-	29,493,093
<b>Total Operating Expenditures</b>	<b>9,526,144</b>	<b>10,388,404</b>	<b>4,683,196</b>	<b>6,406,035</b>	<b>1,581,168</b>	<b>83,500</b>	<b>1,236,437</b>	<b>1,337,437</b>	<b>233,052</b>	<b>161,000</b>	<b>76,069</b>	<b>931,828,143</b>
<b>Other Resources Allocated:</b>												
Other Uses	-	1,931,265	-	-	-	-	-	-	-	-	-	2,466,575
Required Transfers Out	-	-	-	-	-	1,648,000	-	-	-	-	-	51,532,574
Discretionary Transfers Out	-	-	-	-	-	-	-	-	-	-	-	150,000
Transfer to Fund Balance	2,986,460	-	-	-	-	-	-	-	-	30,312	-	5,912,919
Transfer to Community Investment Plan	741,036	500,000	-	448,000	169,390	-	-	-	-	-	-	80,037,844
<b>Total Other Resources</b>	<b>3,727,496</b>	<b>2,431,265</b>	<b>-</b>	<b>448,000</b>	<b>169,390</b>	<b>1,648,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,312</b>	<b>-</b>	<b>140,099,912</b>
<b>TOTAL EXPENDITURES &amp; OTHER RESOURCES</b>	<b>13,253,640</b>	<b>12,819,669</b>	<b>4,683,196</b>	<b>6,854,035</b>	<b>1,750,558</b>	<b>1,731,500</b>	<b>1,236,437</b>	<b>1,337,437</b>	<b>233,052</b>	<b>191,312</b>	<b>76,069</b>	<b>1,071,928,055</b>

# FY 2023 Adopted All Funds Budget Summary

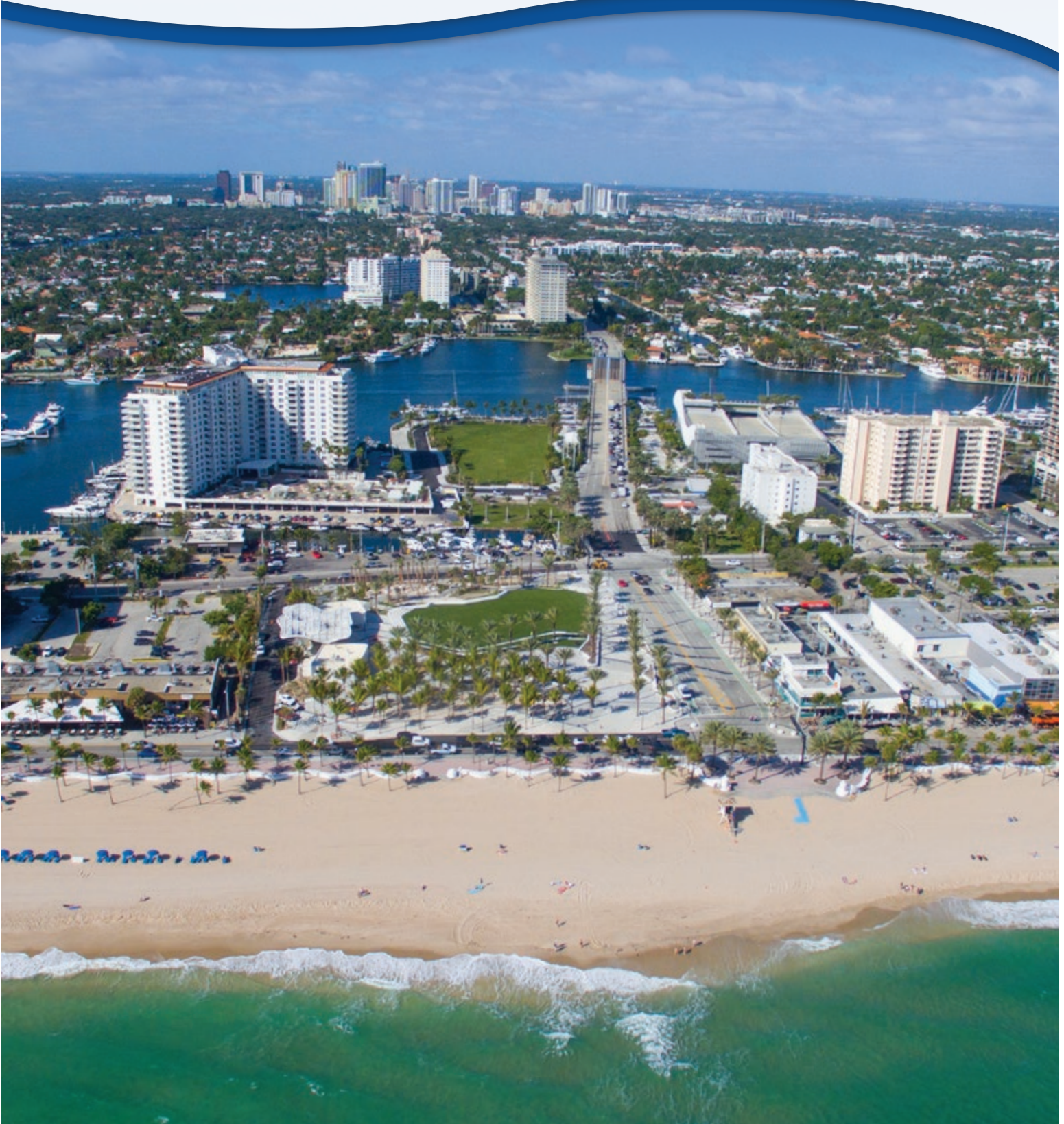
Millage	General Fund	Water & Sewer/Central Regional Wastewater System	Debt Service	Self-Insured Health Benefits	Community Redevelopment Agency	Sanitation	Parking	Building Funds	Central Services (ITS)	Vehicle Rental (Fleet)	City Property & Casualty Insurance	Stormwater
<b>Estimated Revenues:</b>												
Ad Valorem - Operating	4.1193	194,845,923	-	-	-	-	-	-	-	-	-	-
Ad Valorem - Debt Services	0.2833	-	13,400,299	-	-	-	-	-	-	-	-	-
Ad Valorem - Sunrise Key	1.0000	-	-	-	-	-	-	-	-	-	-	-
Sales and Use Tax		6,816,607	-	-	-	-	-	-	-	-	-	-
Franchise Fees		27,716,355	-	-	-	-	-	-	-	-	-	-
Utility Service Taxes		41,685,403	-	-	-	-	-	-	-	-	-	-
Licenses & Permits		3,541,300	-	-	-	-	-	21,425,000	-	-	-	-
Intergovernmental Revenue		25,122,302	-	-	14,819,337	-	-	-	-	-	-	-
Charges for Services		26,408,043	178,283,863	41,535,459	-	23,066,443	20,052,487	35,000	26,131,873	22,721,137	24,498,055	27,582,166
Fines and Forfeits		1,755,000	-	-	-	-	3,525,000	181,500	-	-	-	-
Miscellaneous		92,351,724	7,152,020	695,828	1,148,846	366,949	411,289	1,075,953	113,131	886,024	2,592,682	944,786
<b>Total Revenues</b>		<b>420,242,657</b>	<b>185,435,883</b>	<b>14,096,127</b>	<b>42,684,305</b>	<b>23,433,392</b>	<b>23,988,776</b>	<b>22,717,453</b>	<b>26,245,004</b>	<b>23,607,161</b>	<b>27,090,737</b>	<b>28,526,952</b>
Transfers and Other Sources		20,035,508	-	30,267,077	-	27,020,278	8,100,000	-	-	37,559	-	-
Balances & Reserves		-	-	1,001,767	-	-	2,816,505	1,304,524	3,320,996	157,731	-	346,977
<b>Total Other Sources</b>		<b>20,035,508</b>	<b>-</b>	<b>31,268,844</b>	<b>-</b>	<b>27,020,278</b>	<b>10,916,505</b>	<b>1,304,524</b>	<b>3,320,996</b>	<b>157,731</b>	<b>-</b>	<b>346,977</b>
<b>TOTAL REVENUE &amp; OTHER SOURCES</b>		<b>440,278,165</b>	<b>185,435,883</b>	<b>45,364,971</b>	<b>42,684,305</b>	<b>41,839,615</b>	<b>34,349,897</b>	<b>25,293,300</b>	<b>26,038,449</b>	<b>23,644,720</b>	<b>27,090,737</b>	<b>28,873,929</b>
<b>Expenditures by Department:</b>												
Cemeteries		-	-	-	-	-	-	-	-	-	-	-
City Attorney's Office		6,725,488	-	-	-	-	-	-	-	-	-	-
City Auditor's Office		1,884,692	-	-	-	-	-	-	-	-	-	-
City Clerk's Office		1,602,063	-	-	-	-	-	-	-	-	-	-
City Manager's Office		8,596,052	-	-	-	-	-	-	-	-	-	-
Community Redevelopment Agency (CRA)		-	-	-	20,746,711	-	-	-	-	-	-	-
Debt Service		366,516	38,199,070	45,056,804	-	-	127,676	-	1,004,238	-	-	11,211,618
Development Services Department		16,643,925	-	-	-	-	-	26,012,787	-	-	-	-
Finance Department		7,527,443	3,579,645	-	-	-	-	-	-	-	-	-
Fire Rescue Department		109,834,902	-	-	-	-	-	-	-	-	-	-
Human Resources Department		4,745,202	-	-	1,068,411	-	-	-	-	-	4,550,197	-
Information Technology Services Department		-	-	-	-	-	-	-	25,398,497	-	-	-
Office of Management and Budget		2,893,264	-	-	-	-	-	-	-	-	-	-
Office of the Mayor and City Commission		2,217,349	-	-	-	-	-	-	-	-	-	-
Other General Government		8,036,882	-	-	-	-	-	-	-	-	-	-
Parks and Recreation Department		56,673,954	-	-	-	14,383,183	-	-	-	-	-	-
Police Department		149,696,348	-	-	-	-	-	-	-	-	-	-
Public Works Department		6,289,126	98,353,099	-	-	18,166,714	-	-	-	21,322,688	-	13,880,398
Self Insurance		-	-	-	41,615,894	-	-	-	-	-	16,540,540	-
Transportation and Mobility Department		5,786,714	-	-	-	-	20,065,624	-	-	-	-	-
<b>Total Operating Expenditures</b>		<b>389,519,920</b>	<b>140,131,814</b>	<b>45,056,804</b>	<b>42,684,305</b>	<b>20,746,711</b>	<b>32,549,897</b>	<b>20,193,300</b>	<b>26,012,787</b>	<b>21,322,688</b>	<b>21,090,737</b>	<b>25,092,016</b>
<b>Other Resources Allocated:</b>												
Other Uses		454,851	9,483,442	-	-	-	-	-	-	-	-	-
Required Transfers Out		19,329,151	-	-	21,092,904	-	-	-	-	-	-	-
Discretionary Transfers Out		500,000	-	-	-	-	-	-	-	-	-	-
Transfer to Fund Balance		-	2,653,794	308,167	-	-	-	25,662	-	2,222,032	6,000,000	-
Transfer to Community Investment Plan		30,474,243	33,166,833	-	-	1,800,000	5,100,000	-	-	100,000	-	3,781,913
<b>Total Other Resources</b>		<b>50,758,245</b>	<b>45,304,069</b>	<b>308,167</b>	<b>-</b>	<b>21,092,904</b>	<b>1,800,000</b>	<b>5,100,000</b>	<b>25,662</b>	<b>2,322,032</b>	<b>6,000,000</b>	<b>3,781,913</b>
<b>TOTAL EXPENDITURES &amp; OTHER RESOURCES</b>		<b>440,278,165</b>	<b>185,435,883</b>	<b>45,364,971</b>	<b>42,684,305</b>	<b>41,839,615</b>	<b>34,349,897</b>	<b>25,293,300</b>	<b>26,038,449</b>	<b>23,644,720</b>	<b>27,090,737</b>	<b>28,873,929</b>

# FY 2023 Adopted All Funds Budget Summary

	Airport	Housing & Community Development Grants	Project Management	Cemetery System	Arts & Science District Garage	Cemetery Perpetual Care	Beach Business Improvement District	School Crossing Guards	Nuisance Abatement	Sunrise Key Safe Neighborhood District	Police Confiscation Funds	Total Operating Funds
<b>Estimated Revenues:</b>												
Ad Valorem - Operating	-	-	-	-	-	-	-	-	-	-	-	194,845,923
Ad Valorem - Debt Services	-	-	-	-	-	-	-	-	-	-	-	13,400,299
Ad Valorem - Sunrise Key	-	-	-	-	-	-	-	-	-	176,834	-	176,834
Sales and Use Tax	-	-	-	-	-	-	-	-	-	-	-	6,816,607
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-	27,716,355
Utility Service Taxes	-	-	-	-	-	-	-	-	-	-	-	41,685,403
Licenses & Permits	-	-	-	-	-	-	-	-	-	-	-	24,966,300
Intergovernmental Revenue	-	9,523,920	-	-	-	-	-	-	-	-	-	49,465,559
Charges for Services	5,818,793	-	-	3,600,000	1,457,000	-	-	-	56,000	-	-	401,246,319
Fines and Forfeits	-	-	-	-	-	-	-	800,000	-	-	-	6,261,500
Miscellaneous	5,145,261	160,000	4,711,679	1,333,202	-	1,150,200	1,093,902	4,826	56,852	-	61,950	121,457,104
<b>Total Revenues</b>	<b>10,964,054</b>	<b>9,683,920</b>	<b>4,711,679</b>	<b>4,933,202</b>	<b>1,457,000</b>	<b>1,150,200</b>	<b>1,093,902</b>	<b>804,826</b>	<b>112,852</b>	<b>176,834</b>	<b>61,950</b>	<b>888,038,203</b>
Transfers and Other Sources	1,342,735	-	-	642,490	-	-	-	454,851	-	-	-	87,900,498
Balances & Reserves	-	-	-	-	-	-	-	-	114,896	-	51,500	9,114,896
<b>Total Other Sources</b>	<b>1,342,735</b>	<b>-</b>	<b>-</b>	<b>642,490</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>454,851</b>	<b>114,896</b>	<b>-</b>	<b>51,500</b>	<b>97,015,394</b>
<b>TOTAL REVENUE &amp; OTHER SOURCES</b>	<b>12,306,789</b>	<b>9,683,920</b>	<b>4,711,679</b>	<b>5,575,692</b>	<b>1,457,000</b>	<b>1,150,200</b>	<b>1,093,902</b>	<b>1,259,677</b>	<b>227,748</b>	<b>176,834</b>	<b>113,450</b>	<b>985,053,597</b>
<b>Expenditures by Department:</b>												
Cemeteries	-	-	-	-	-	83,500	-	-	-	-	-	83,500
City Attorney's Office	-	-	-	-	-	-	-	-	-	-	-	6,725,488
City Auditor's Office	-	-	-	-	-	-	-	-	-	-	-	1,884,692
City Clerk's Office	-	-	-	-	-	-	-	-	-	-	-	1,602,063
City Manager's Office	10,612,281	-	-	-	-	-	918,576	-	-	-	-	20,126,909
Community Redevelopment Agency (CRA)	-	-	-	-	-	-	-	-	-	-	-	20,746,711
Debt Service	-	-	-	-	-	-	-	-	-	-	-	95,965,922
Development Services Department	-	9,183,920	-	-	-	-	-	-	227,748	-	-	52,068,380
Finance Department	-	-	-	-	-	-	-	-	-	-	-	11,107,088
Fire Rescue Department	-	-	-	-	-	-	-	-	-	-	-	109,834,902
Human Resources Department	-	-	-	-	-	-	-	-	-	-	-	10,363,810
Information Technology Services Department	-	-	-	-	-	-	-	-	-	-	-	25,398,497
Office of Management and Budget	-	-	-	-	-	-	-	-	-	-	-	2,893,264
Office of the Mayor and City Commission	-	-	-	-	-	-	-	-	-	-	-	2,217,349
Other General Government	-	-	-	-	-	-	-	-	-	137,000	-	8,173,882
Parks and Recreation Department	-	-	-	5,575,692	-	-	-	-	-	-	-	76,632,829
Police Department	-	-	-	-	-	-	-	1,259,677	-	-	70,363	151,026,388
Public Works Department	-	-	4,711,679	-	-	-	-	-	-	-	-	162,723,704
Self Insurance	-	-	-	-	-	-	-	-	-	-	-	58,156,434
Transportation and Mobility Department	-	-	-	-	1,432,850	-	-	-	-	-	-	27,285,188
<b>Total Operating Expenditures</b>	<b>10,612,281</b>	<b>9,183,920</b>	<b>4,711,679</b>	<b>5,575,692</b>	<b>1,432,850</b>	<b>83,500</b>	<b>918,576</b>	<b>1,259,677</b>	<b>227,748</b>	<b>137,000</b>	<b>70,363</b>	<b>845,017,000</b>
<b>Other Resources Allocated:</b>												
Other Uses	-	-	-	-	-	-	-	-	-	-	-	9,938,293
Required Transfers Out	-	-	-	-	-	642,490	-	-	-	-	-	41,064,545
Discretionary Transfers Out	-	-	-	-	-	-	-	-	-	-	-	500,000
Transfer to Fund Balance	399,412	-	-	-	-	424,210	175,326	-	-	39,834	43,087	12,291,524
Transfer to Community Investment Plan	1,295,096	500,000	-	-	24,150	-	-	-	-	-	-	76,242,235
<b>Total Other Resources</b>	<b>1,694,508</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>24,150</b>	<b>1,066,700</b>	<b>175,326</b>	<b>-</b>	<b>-</b>	<b>39,834</b>	<b>43,087</b>	<b>140,036,597</b>
<b>TOTAL EXPENDITURES &amp; OTHER RESOURCES</b>	<b>12,306,789</b>	<b>9,683,920</b>	<b>4,711,679</b>	<b>5,575,692</b>	<b>1,457,000</b>	<b>1,150,200</b>	<b>1,093,902</b>	<b>1,259,677</b>	<b>227,748</b>	<b>176,834</b>	<b>113,450</b>	<b>985,053,597</b>



# PERSONNEL COMPLEMENT





# Changes to the Personnel Complement Since FY 2023

Reclassifications	Position Adjustments
<b>City Attorney +0 Full Time Positions</b>	
Deputy City Attorney 1	
Assistant City Attorney III -1	
Assistant City Attorney I 1	
Assistant City Attorney II -1	
<b>City Auditor +0 Full Time Positions</b>	
Senior Assistant City Auditor 1	
Assistant City Auditor III -1	
Senior Assistant to the Director 1	
Assistant to the Director -1	
<b>City Clerk -1 Full Time Positions</b>	
Commission Assistant 1	<i>Commission Assistant -1</i>
Senior Commission Assistant -1	
<b>Office of the Mayor and City Commission +0 Full Time Positions</b>	
Senior Commission Assistant 3	
Principal Commission Assistant 1	
Commission Assistant II -4	
<b>City Manager -1.5 Full Time Positions</b>	
Assistant City Manager 1	<i>Commission Assistant 1</i>
Assistant Neighbor Support Manager 1	<i>Project Manager II 1</i>
Program Manager I 2	<i>Program Manager I 1</i>
Administrative Supervisor -1	<i>Senior Management Fellow -2</i>
Professional Standards Manager -1	<i>Graphic Designer -2</i>
Director -1	<i>Senior Strategic Communications Specialist -1</i>
Economic Development Representative -1	<i>Part-time Administrative Aide 0.5</i>
Strategic Communications Specialist 1	
Senior Strategic Communications Specialist -1	
Airport Maintenance Technician 1	
Senior Airport Maintenance Technician -1	
Senior Financial Administrator 1	
Noise Abatement Officer -1	
<b>Development Services +15.9 Full Time Positions</b>	
Code Compliance Manager 1	<i>Planning Assistant -1</i>
Assistant Director -1	<i>Geographic Information System Analyst 1</i>
Landscape Inspector 1	<i>Business Assistance Coordinator 1</i>
Principal Urban Planner 1	<i>Administrative Aide 2</i>
Project Manager II -1	<i>Part-time Administrative Aides -1</i>
Financial Administrator 1	<i>Administrative Assistant 1</i>
Senior Management Analyst -1	<i>Part-time Administrative Assistant -0.5</i>
Historic Preserve Planner -1	<i>Program Manager I -1</i>
Senior Project Manager 1	<i>Nighttime Economy Manager -1</i>
Zoning and Landscape Inspector -1	<i>Administrative Aide 8</i>
Administrative Supervisor 1	<i>Customer Service Representative 2</i>
Senior Financial Administrator 1	<i>Customer Service Supervisor 2</i>
Management Analyst -1	<i>Senior Customer Service Representative 1</i>
Electrical Inspector 1	<i>Part-time Customer Service Representative 1.6</i>
Senior Electrical Inspector -1	<i>Part-time Administrative Aide 0.8</i>
Mechanical Inspector 1	
Senior Mechanical Inspector -1	
Administrative Assistant -1	
Senior Building Inspector 5	
Building Inspector -5	
Senior Permit Services Technician 2	
Permit Services Technician -2	
<b>Finance +1 Full Time Positions</b>	
Assistant to the Director 1	<i>Senior Procurement Specialist 1</i>
Administrative Assistant -1	

# Changes to the Personnel Complement Since FY 2023

Reclassifications	Position Adjustments
<b>Fire Rescue +10 Full Time Positions</b>	
Fire Inspector I	2
Fire Inspector II	-2
Fire Logistics Supervisor	1
Fire Logistics Coordinator	-1
Deputy Fire Rescue Chief	1
Paramedic/Firefighter	-1
Firefighter	1
Driver-Engineer	-1
	<b>Fire Lieutenant</b> 9
	<b>Public Information Specialist</b> 1
<b>Human Resources -2 Full Time Positions</b>	
Director - Human Resources	1
Assistant City Manager	-1
Human Resources Manager - Recruitment	1
Assistant Director	-1
Division Manager	1
Senior Human Resources Analyst	-1
Management Analyst	1
Receptionist	-1
	<b>Diversity Officer</b> -1
	<i>Human Resources Analyst</i> -1
<b>Information Technology -1 Full Time Positions</b>	
Assistant Director	1
Geographic Information Systems Analyst	-1
Senior Technical Support Analyst	1
Technical Support Analyst	4
Application Support Specialist	-3
Telecommunications Technician	-1
Technical Infrastructure Support Technician	-1
	<b>Technology Strategist</b> -1
<b>Office of Management and Budget +0 Full Time Positions</b>	
Assistant Director	1
Division Manager	-1
Assistant Budget Manager	1
Budget and Management Analyst	1
Senior Budget and Management Analyst	-2
<b>Parks &amp; Recreation -22 Full Time Positions</b>	
Parks Supervisor	1
Facilities Worker II	1
Apprentice Facilities Worker	-1
Facilities Worker I	-1
Lead Facilities Worker	-1
Pool Equipment Mechanic	1
Pool Lifeguard	2
Administrative Aide	-1
Recreation Program Coordinator	-1
	<i>Project Manager II</i> 1
	<i>Senior Project Manager</i> 1
	<b>Parks Supervisor</b> -1
	<b>Code Compliance Officer</b> -1
	Facilities Worker II -16
	Lead Facilities Worker -1
	Parks Manager -1
	Parks Supervisor -1
	Administrative Aide -1
	Code Compliance Officer -1
	Heavy Equipment Operator -1
<b>Police +15 Full Time Positions</b>	
Administrative Assistant	4
Police Forfeiture Coordinator	-1
Administrative Aide	-1
Assistant Police Chief	1
Police Major	-1
Police Lieutenant	1
Police Officer	-1
Senior Construction Worker	1
Construction Worker	-1
Senior Police Administrative Aide	-3
Investigations Specialist	1
Police Records Clerk	-1
Senior Administrative Assistant	1
	<b>Police Officers</b> 14
	<i>Human Resources Analyst</i> 1

# Changes to the Personnel Complement Since FY 2023

Reclassifications	Position Adjustments																																																																																																		
<b>Public Works -16.4 Full Time Positions</b>																																																																																																			
<table style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: right;">Customer Service Supervisor</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Administrative Aide</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Engineering Inspector I</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Engineering Inspector II</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Sustainability Analyst</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Senior Project Manager</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Project Manager II</td><td style="text-align: right;">-3</td></tr> <tr><td style="text-align: right;">Division Manager</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Chief Engineer</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Administrative Supervisor</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Administrative Assistant</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Meter Reader Coordinator</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Engineering Technician II</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Program Manager I</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Learning and Development Specialist</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Senior Accounting Clerk</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Project Manager I</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Utilities Serviceworker</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Construction Worker</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Geographic Information Systems Analyst</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Engineering Technician</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Senior Geographic Information Systems Analyst</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Engineering Inspector I</td><td style="text-align: right;">5</td></tr> <tr><td style="text-align: right;">Engineering Inspector II</td><td style="text-align: right;">-5</td></tr> <tr><td style="text-align: right;">Stormwater Operations Chief</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Distributions and Collection Supervisor</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Stormwater Operations Supervisor</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Utilities Crew Leader</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Electrical Assistant</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Electro Technician</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Utilities Mechanic</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Industrial Electrician</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Public Works Maintenance Supervisor</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Senior Plant Maintenance Worker</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Wastewater Plant Operator Trainee</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Wastewater Plant Operator</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Water Treatment Plant Operator Trainee</td><td style="text-align: right;">3</td></tr> <tr><td style="text-align: right;">Water Treatment Plant Operator</td><td style="text-align: right;">-3</td></tr> </table>	Customer Service Supervisor	1	Administrative Aide	-1	Engineering Inspector I	1	Engineering Inspector II	-1	Sustainability Analyst	1	Senior Project Manager	1	Project Manager II	-3	Division Manager	1	Chief Engineer	-1	Administrative Supervisor	1	Administrative Assistant	-1	Meter Reader Coordinator	1	Engineering Technician II	-1	Program Manager I	1	Learning and Development Specialist	-1	Senior Accounting Clerk	-1	Project Manager I	1	Utilities Serviceworker	1	Construction Worker	-1	Geographic Information Systems Analyst	1	Engineering Technician	-1	Senior Geographic Information Systems Analyst	1	Engineering Inspector I	5	Engineering Inspector II	-5	Stormwater Operations Chief	1	Distributions and Collection Supervisor	-1	Stormwater Operations Supervisor	1	Utilities Crew Leader	-1	Electrical Assistant	1	Electro Technician	-1	Utilities Mechanic	1	Industrial Electrician	-1	Public Works Maintenance Supervisor	1	Senior Plant Maintenance Worker	-1	Wastewater Plant Operator Trainee	1	Wastewater Plant Operator	-1	Water Treatment Plant Operator Trainee	3	Water Treatment Plant Operator	-3	<table style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: right;"><b>Senior Project Manager</b></td><td style="text-align: right;"><b>1</b></td></tr> <tr><td style="text-align: right;"><b>Project Manager II</b></td><td style="text-align: right;"><b>-1</b></td></tr> <tr><td style="text-align: right;"><i>Project Manager II</i></td><td style="text-align: right;"><i>-1</i></td></tr> <tr><td style="text-align: right;"><i>Senior Project Manager</i></td><td style="text-align: right;"><i>-1</i></td></tr> <tr><td style="text-align: right;"><i>Parks Supervisor</i></td><td style="text-align: right;"><i>1</i></td></tr> <tr><td style="text-align: right;"><i>Administrative Aide</i></td><td style="text-align: right;"><i>-8</i></td></tr> <tr><td style="text-align: right;"><i>Customer Service Representative</i></td><td style="text-align: right;"><i>-2</i></td></tr> <tr><td style="text-align: right;"><i>Customer Service Supervisor</i></td><td style="text-align: right;"><i>-2</i></td></tr> <tr><td style="text-align: right;"><i>Senior Customer Service Representative</i></td><td style="text-align: right;"><i>-1</i></td></tr> <tr><td style="text-align: right;"><i>Part-time Customer Service Representative</i></td><td style="text-align: right;"><i>-1.6</i></td></tr> <tr><td style="text-align: right;"><i>Part-time Administrative Aide</i></td><td style="text-align: right;"><i>-0.8</i></td></tr> </table>	<b>Senior Project Manager</b>	<b>1</b>	<b>Project Manager II</b>	<b>-1</b>	<i>Project Manager II</i>	<i>-1</i>	<i>Senior Project Manager</i>	<i>-1</i>	<i>Parks Supervisor</i>	<i>1</i>	<i>Administrative Aide</i>	<i>-8</i>	<i>Customer Service Representative</i>	<i>-2</i>	<i>Customer Service Supervisor</i>	<i>-2</i>	<i>Senior Customer Service Representative</i>	<i>-1</i>	<i>Part-time Customer Service Representative</i>	<i>-1.6</i>	<i>Part-time Administrative Aide</i>	<i>-0.8</i>
Customer Service Supervisor	1																																																																																																		
Administrative Aide	-1																																																																																																		
Engineering Inspector I	1																																																																																																		
Engineering Inspector II	-1																																																																																																		
Sustainability Analyst	1																																																																																																		
Senior Project Manager	1																																																																																																		
Project Manager II	-3																																																																																																		
Division Manager	1																																																																																																		
Chief Engineer	-1																																																																																																		
Administrative Supervisor	1																																																																																																		
Administrative Assistant	-1																																																																																																		
Meter Reader Coordinator	1																																																																																																		
Engineering Technician II	-1																																																																																																		
Program Manager I	1																																																																																																		
Learning and Development Specialist	-1																																																																																																		
Senior Accounting Clerk	-1																																																																																																		
Project Manager I	1																																																																																																		
Utilities Serviceworker	1																																																																																																		
Construction Worker	-1																																																																																																		
Geographic Information Systems Analyst	1																																																																																																		
Engineering Technician	-1																																																																																																		
Senior Geographic Information Systems Analyst	1																																																																																																		
Engineering Inspector I	5																																																																																																		
Engineering Inspector II	-5																																																																																																		
Stormwater Operations Chief	1																																																																																																		
Distributions and Collection Supervisor	-1																																																																																																		
Stormwater Operations Supervisor	1																																																																																																		
Utilities Crew Leader	-1																																																																																																		
Electrical Assistant	1																																																																																																		
Electro Technician	-1																																																																																																		
Utilities Mechanic	1																																																																																																		
Industrial Electrician	-1																																																																																																		
Public Works Maintenance Supervisor	1																																																																																																		
Senior Plant Maintenance Worker	-1																																																																																																		
Wastewater Plant Operator Trainee	1																																																																																																		
Wastewater Plant Operator	-1																																																																																																		
Water Treatment Plant Operator Trainee	3																																																																																																		
Water Treatment Plant Operator	-3																																																																																																		
<b>Senior Project Manager</b>	<b>1</b>																																																																																																		
<b>Project Manager II</b>	<b>-1</b>																																																																																																		
<i>Project Manager II</i>	<i>-1</i>																																																																																																		
<i>Senior Project Manager</i>	<i>-1</i>																																																																																																		
<i>Parks Supervisor</i>	<i>1</i>																																																																																																		
<i>Administrative Aide</i>	<i>-8</i>																																																																																																		
<i>Customer Service Representative</i>	<i>-2</i>																																																																																																		
<i>Customer Service Supervisor</i>	<i>-2</i>																																																																																																		
<i>Senior Customer Service Representative</i>	<i>-1</i>																																																																																																		
<i>Part-time Customer Service Representative</i>	<i>-1.6</i>																																																																																																		
<i>Part-time Administrative Aide</i>	<i>-0.8</i>																																																																																																		
<b>Transportation &amp; Mobility +3 Full Time Positions</b>																																																																																																			
<table style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: right;">Facilities Worker II</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Parking Lot Attendant</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Parking Meter Trainee</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Parking Meter Technician</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Financial Administrator</td><td style="text-align: right;">1</td></tr> <tr><td style="text-align: right;">Parking Revenue Supervisor</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Division Manager</td><td style="text-align: right;">2</td></tr> <tr><td style="text-align: right;">Program Manager II</td><td style="text-align: right;">-1</td></tr> <tr><td style="text-align: right;">Senior Management Analyst</td><td style="text-align: right;">-1</td></tr> </table>	Facilities Worker II	1	Parking Lot Attendant	-1	Parking Meter Trainee	1	Parking Meter Technician	-1	Financial Administrator	1	Parking Revenue Supervisor	-1	Division Manager	2	Program Manager II	-1	Senior Management Analyst	-1	<table style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: right;"><b>Construction Worker</b></td><td style="text-align: right;"><b>2</b></td></tr> <tr><td style="text-align: right;">Project Manager I</td><td style="text-align: right;">1</td></tr> </table>	<b>Construction Worker</b>	<b>2</b>	Project Manager I	1																																																																												
Facilities Worker II	1																																																																																																		
Parking Lot Attendant	-1																																																																																																		
Parking Meter Trainee	1																																																																																																		
Parking Meter Technician	-1																																																																																																		
Financial Administrator	1																																																																																																		
Parking Revenue Supervisor	-1																																																																																																		
Division Manager	2																																																																																																		
Program Manager II	-1																																																																																																		
Senior Management Analyst	-1																																																																																																		
<b>Construction Worker</b>	<b>2</b>																																																																																																		
Project Manager I	1																																																																																																		

# COMMUNITY INVESTMENT PLAN





# FY 2024 – FY 2028 Community Investment Plan

## INTRODUCTION AND OVERVIEW

The City’s infrastructure needs to be carefully managed and maintained to ensure Fort Lauderdale remains the City you never want to leave. The Community Investment Plan (CIP) has a unique and important responsibility to delineate what the community needs to build now and what it will need to build in years to come. This must be done in a strategic, careful, and impactful way to maximize economic development and improve quality of life, in line with the City Commission’s vision and policy. This CIP incorporates the concept of “sustainable infrastructure” which involves connecting a commitment to sound asset management with an approach that prioritizes community needs within the context of a sustainable future.

The Community Investment Plan is a planning document that sets forth the City's capital improvements to ensure that municipal infrastructure and facilities are appropriate and adequate to serve the needs of the neighbors of Fort Lauderdale. The timeline for the CIP process is outlined below:

<b>January-February</b>	<ul style="list-style-type: none"> <li>• Departments identify projects and determine cost estimates</li> <li>• City Manager appoints a Community Investment Plan Project Review Team</li> <li>• Community Investment Plan Project Review Team meets to discuss the process, schedule, and proposed criterion for the CIP process</li> </ul>
<b>February-March</b>	<ul style="list-style-type: none"> <li>• Budget and CIP Kickoff commences</li> <li>• Staff is trained</li> <li>• Training materials and instructions distributed</li> <li>• Departments submit projects to be included in the CIP</li> <li>• Budget, CIP and Grants Division meet with departments to review CIP project applications</li> </ul>
<b>April-June</b>	<ul style="list-style-type: none"> <li>• Community Investment Plan Project Review Team evaluates, prioritizes projects and develops recommendations</li> <li>• Departments present their requests to the City Manager along with their operating budget requests</li> <li>• City Departments present their requests to the Budget Advisory Board</li> <li>• Committee submits recommendations to the City Manager</li> <li>• Proposed Community Investment Plan is drafted</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• City Manager makes recommendations to the City Commission (Proposed Community Investment Plan) along with the proposed budget</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• City Commission approves the CIP and Budget</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• Implementation of Approved Plan occurs</li> </ul>

The projects in the CIP provide the basic necessities, such as the municipal water works as well as amenities which make Fort Lauderdale a desirable community to live, work, and play. Ensuring conformity with the City's Comprehensive Plan and coordination of capital improvements, with the development of the operating budget to maintain low taxes and fees, are key objectives to the process. Projects considered in the CIP can be either capital improvements or capital maintenance projects.

Each adopted capital improvement project must meet the following criteria to be considered as part of the Community Investment Plan:

- Represent a physical improvement
- Have a value of \$50,000 or more
- Have a useful life in excess of 10 years; or if bond funded, have a useful life equal to or greater than the life of the bonds; or if grant funded with asset life qualifying factors, the capital project must have a life equal to or greater than the life requirements of the grant
- Be classified as a capital asset when placed into service

Each adopted capital maintenance project must meet the following criteria:

- Have a value of \$50,000 or more
- Be a project that replaces/repairs existing infrastructure, equipment, or facilities (examples include street resurfacing, roof replacements, and playground equipment replacement)

The City recognizes its ongoing responsibility to maintain and improve capital facilities to meet the demands of a dynamic city. The Five-Year CIP is based on City Commission and Administration's recognition of the need to have a comprehensive and financially balanced plan. Pursuant to the City's long-range planning objectives, each project is analyzed and prioritized according to the needs of the community, the project ranking, and the City's ability to implement the project using available resources. The adopted CIP must also take into consideration the financial parameters necessary to preserve the City's fiscal integrity and continued sustainability.

The methodology utilized to develop the Community Investment Plan stems from a needs assessment performed by City staff, with input from various City Commission appointed advisory boards/committees. The needs assessment also includes the incorporation of various studies that have been performed by consultants with expertise in their respective discipline. Key assessments used to develop the FY 2024 – FY 2028 requests include:

- Walkability Plan
- Bridge Master Plan
- Sidewalk Assessment
- Wastewater Master Plan
- Stormwater Master Plan
- Las Olas Conceptual Design Visions
- Parks & Recreation Master Plan
- Facilities Condition Assessment
- Pavement Condition Assessment
- Police Headquarters Replacement Study
- Comprehensive Utility Strategic Master Plan

Each plan or assessment generates a list of projects that address physical and/or structural improvements and enhancements in various locations within the City. Project applications are then developed and submitted to the Budget/CIP and Grants Division. Each application involving a physical or structural improvement must include project cost estimate justification. Together, managers and directors develop the adopted CIP project applications with the goal of meeting and managing the City's community investment needs.





## CIP PRIORITIZATION CRITERIA AND SCORING MATRIX

Prioritization criteria and a scoring matrix were developed for the Adopted Fiscal Year 2024 - 2028 CIP to rank projects for inclusion in the plan. There are ten criteria that were used by the Community Investment Plan Project Review Team to evaluate the proposed projects. Each CIP Project Review team member scored projects from zero to two for each of the ten criteria and then a total score was calculated for the project, based on the criteria weight. This methodology promotes an informed decision-making process to formulate a final set of recommendations for the Adopted Community Investment Plan. The prioritization criteria are outlined below:

### Basic Program Attributes

- **Meets federal, state or legal requirement** - *Whether there is a federal, state, local mandate, grant, court order, judgment, or other requirement that the project must be completed.*
- **Project feasibility** - *Whether there are obstacles to proceeding with the project (land acquisition, easements, approvals required, etc.).*
- **Costs and sources of funds** - *Whether the project would impact the City's operating costs, debt service level, and/or whether the project would yield revenue.*
- **Relevant performance measures** - *Is the impact of the project measurable? Will completing the project improve key performance measures or result in efficiencies?*
- **Project consistency with existing approved plans** - *Whether the project is directly consistent with a Commission approved plan, or advances the Strategic Plan, the Commission Annual Action Plan (CAAP), and/or the 2035 Community Vision Plan.*

### Impact on Focus Areas/Strategic Goals

- **Improves traffic, mobility, connectivity, pedestrian safety and cyclist safety** - *Whether the project would result in filling mobility gaps, supporting more effective interconnectivity, and ensuring increased and safe accessibility to activities, events, and locations (bikeway path, commuter rail).*
- **Environmental benefits** - *Whether the project would address sea level rise, flooding, energy efficiency, water quality, water efficiency, or other sustainability measures.*
- **Addresses aging infrastructure needs and maintenance of existing facilities** - *Whether the project helps to repair or replace the City's aging infrastructure (e.g. bridges, seawalls, roads) or provides for capital maintenance of existing City facilities (e.g. community centers, swimming pools, or sports complex).*
- **Promotes or accelerates sustainable economic development** - *Whether the project would directly result in capital investment, increased tax base, increased property values, or improved job opportunities.*
- **Improves neighbor safety** - *Whether the project reduces an immediate or future risk, addresses a public health and/or safety hazard, or addresses an urgent safety need.*

The Community Investment Plan Project Review Team met with each department, reviewed, and ranked all projects. Following the ranking, the team summarized the information and made recommendations to the City Manager. The City Manager then had the opportunity to review project applications to make a final determination about which projects would be recommended to the City Commission for funding. The project ranking will also serve to guide the City's applications for regional, State, Federal, or other grant funds throughout the upcoming fiscal year.

The CIP is a multi-year funding plan as follows:

- ✓ **Projects with unspent balances:** These are existing projects that are ongoing. This unspent balance is re-appropriated and approved as part of the five-year total.
- ✓ **Projects funded during the Fiscal Year 2024 Budget cycle:** These projects are recommended in the City Manager's proposed budget and finalized in concert with the City Commission's adopted budget.
- ✓ **Projects planned for Fiscal Years 2025 – 2028 have funding identified:** These projects will be updated on an annual basis and considered for funding in the respective year of the request. Funding will not be appropriated or available for these projects until the annual adoption of the CIP via City Commission action.

Multi-year projects are identified in phases by year, from design through construction. Appropriations are made on an annual basis, but planning is accomplished on a multi-year basis. Projects may be designed before construction dollars are secured to have "shovel ready" projects as new funding is identified. The Community Investment Plan is developed annually and presented to the City Commission for adoption of the first year of the plan along with the City's Operating Budget.

The Adopted FY 2024 – FY 2028 Community Investment Plan document contains the following major sections:

- ◆ **Introduction**
- ◆ **Adopted FY 2024 - FY 2028 Five Year Community Investment Plan by Funding Source**
- ◆ **Community Investment Applications by Funding Source**
- ◆ **Adaptation Action Areas**
- ◆ **Connecting the Blocks**
- ◆ **Glossary and Acronyms**

Project applications are not presented for existing projects with funding that are not in need of additional funding. However, they are listed in the Adopted FY 2024 – FY 2028 Five Year Community Investment Plan schedule. The Five-Year CIP is balanced based on existing and anticipated revenues, bonds, and other financing mechanisms.



# Adopted Fiscal Year 2024 Community Investment Plan

## IMPACT ON OPERATING BUDGET

Many capital improvement projects outlined in the Community Investment Plan have, or will have, corresponding impacts to the operating budget commensurate with the capital investment. Identifying the operating budget impacts is useful for decision-making because it provides a greater understanding of the financial obligations associated with the capital investment. New or expanded facilities may increase the annual costs needed to maintain the facility and desired level of service, which can contribute to the growth of annual operating budgets. Other new facilities, such as swimming pools, may generate offsetting revenues from program fees, which provide additional revenues to help support operating expenses related to the new facility.

Given the potential impact to future operating budgets, it is important to have reliable operating cost estimates for capital projects contained in the City's Community Investment Plan. These operating costs can then be programmed into the operating budget during the budget development process, ensuring funding is available when a project becomes operational. Operating cost estimates are developed during the CIP application development process and factor in variables such as project location, structural impacts, energy costs, staffing costs, maintenance, and/or future replacement. Each application includes a section where operating departments identify potential impacts to the operating budget. While these estimates are preliminary, the estimates still assist in the decision-making process to ensure proper consideration is given to the total cost of the project over the estimated lifespan. As a project moves from its various stages, these costs are reviewed to ensure future operating budgets include the necessary funding.

Overall, the estimated annual impact of all capital projects funded in the Adopted Fiscal Year 2024 Community Investment Plan is an increase of \$102,312. The increased costs are primarily related to the projects below:

- Temporary Trailer for the Ocean Rescue Headquarters
- Bridge Restoration
- City Owned Seawall Restoration and Replacement
- Enterprise Resource Planning (ERP)

# Fiscal Year 2024 Community Investment Plan

Project	Annual Operating Impact	Explanation
<b>General Fund (331) - \$48,552</b>		
Temporary Trailer for the Ocean Rescue Headquarters	\$25,000	This project will add annual costs for maintenance after construction.
Bridge Restoration	\$10,000	This project will add annual costs for maintenance after construction.
City-Owned Seawall Restoration and Replacement	\$13,552	This project will add annual costs for maintenance after construction.
<b>Total</b>	<b>\$48,552</b>	

Project	Annual Operating Impact	Explanation
<b>Central Services Fund (581) - \$53,760</b>		
Enterprise Resource Planning (ERP)	\$53,760	This project requires ongoing costs for maintenance.
<b>Total</b>	<b>\$53,760</b>	

The pages that follow provide a detailed listing of the specific projects that are included in Adopted Fiscal Year 2024-2028 Community Investment Plan (CIP) by funding source.

## IMPLEMENTATION

After the approval of the CIP by the City Commission at the September budget hearings, budgeted funds will be placed into specific project accounts to allow projects to commence on October 1, 2023.

**City of Fort Lauderdale  
Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>108.HOUSING AND COMMUNITY DEVELOPMENT GRANTS</b>									
P12309	Melrose Park Street Lighting	2,370	2,370	-	-	-	-	-	2,370
P12344	Fire Alerting System - Replacement	82,345	82,345	-	-	-	-	-	82,345
P12542	Roadway and Sidewalk Replacements	183,492	183,492	500,000	500,000	500,000	500,000	550,000	2,733,492
<b>108.Housing and Community Development Grants Total</b>		<b>268,208</b>	<b>268,208</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>550,000</b>	<b>2,818,208</b>
<b>127.AMERICAN RESCUE PLAN ACT</b>									
P12734G	2941 NW 19th St - Facility Rehab	425,000	425,000	(425,000)	-	-	-	-	-
<b>127.American Rescue Plan Act Total</b>		<b>425,000</b>	<b>425,000</b>	<b>(425,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>129.MISCELLANEOUS FEDERAL/STATE/COUNTY GRANTS</b>									
P11056	Cypress Creek Sand Pine Park	225,347	225,347	-	-	-	-	-	225,347
P12186	George English Park Boat Ramp 2016	1	1	-	-	-	-	-	1
P12369	Riverwalk Floating Docks Phase I and Phase II	275,746	275,746	-	-	-	-	-	275,746
P12370	Bill Keith Preserve Shoreline Stabilization Design	289,158	289,158	-	-	-	-	-	289,158
P12515	North Fork Riverfront Park	55,570	(8)	-	-	-	-	-	55,570
P12599	ADA-Compliant Bus Stops	196,875	196,875	-	-	-	-	-	196,875
P12695	Hendricks Isle Seawalls Replacement Project	189,509	189,509	-	-	-	-	-	189,509
<b>129.Miscellaneous Federal/State/County Grants Total</b>		<b>1,232,206</b>	<b>1,176,628</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,232,206</b>
<b>140.BUILDING PERMITS</b>									
P12235	Land & Asset Management System Project	23,917	23,917	-	-	-	-	-	23,917
P12560	Greg Brewton Center (DSD)	18,138,538	17,960,333	-	-	-	-	-	18,138,538
<b>140.Building Permits Total</b>		<b>18,162,456</b>	<b>17,984,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,162,456</b>
<b>319.SPECIAL ASSESSMENTS</b>									
P11714	Idlewyld Undergrounding of Utilities	538	538	-	-	-	-	-	538
P11716	Seven Isles Undergrounding of Utilities	1	1	-	-	-	-	-	1
<b>319.Special Assessments Total</b>		<b>539</b>	<b>539</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>539</b>
<b>331.GENERAL CAPITAL PROJECTS</b>									
FY20210979	Rio Vista SE 6th Ave Traffic Calming	-	-	-	287,040	-	-	-	287,040
FY20210980	SE 9th Ave Pedestrian Connection	-	-	-	199,920	-	-	-	199,920
FY20221050	Bayview Drive North Bike Lanes	-	-	-	18,000	-	120,000	-	138,000
FY20221085	Radio Tower Relocation Project	-	-	-	4,797,593	-	-	-	4,797,593
NEW-381194	Carter Park Pool	-	-	-	-	-	1,000,000	-	1,000,000
NEW-528306	Beachwalk Improvements at Park Tower Tunnel	-	-	-	-	-	-	100,000	100,000
NEW-605883	Riverland Road Safety and Traffic Calming	-	-	-	-	-	1,000,000	-	1,000,000
NEW-699105	P3 Heron Bay Garage	-	-	-	-	6,150,000	-	-	6,150,000
NEW-920344	Citywide Seawall Assessment Masterplan	-	-	-	-	542,304	-	-	542,304
NEW-932113	NE 26th Street Complete Streets	-	-	-	-	-	525,000	-	525,000
NEW-954605	Undergrounding Program	-	-	-	-	-	-	681,000	681,000
NEW-955973	Lightning Predictor	-	-	-	-	173,000	-	-	173,000
NEW-FY 2023059	West Lake Drive Over Diane River Bridge Replacement	-	-	-	-	-	1,906,704	2,620,596	4,527,300
P10909	SE Fire Station Design & Construction	165,616	74,468	-	-	-	-	-	165,616
P10918	Fire Station 13 Replacement	7,950,003	7,448,385	-	-	-	-	-	7,950,003
P11065	Electrical Improvements New River Docks	590,140	590,140	-	-	-	-	-	590,140
P11419	Riveroaks Stormwater Park	(306,487)	(306,487)	-	-	-	-	-	(306,487)
P11510	2009 NCIGP Harbor Beach HOA	11,620	11,620	-	-	-	-	-	11,620
P11608	2010 NCIP River Garden/ Sweeting Monumen	26,774	26,774	-	-	-	-	-	26,774
P11632	Riviera Isles Utilities Undergrounding	250,015	50,001	-	-	-	-	-	250,015
P11681	SR A1A Streetscape Improvements	3,733,859	299,469	-	-	-	-	-	3,733,859
P11696	2011 NCIGP Harbor BCH Landscaped Medians	12,252	12,252	-	-	-	-	-	12,252

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P11714	Idlewyld Undergrounding of Utilities	430,663	195,056	-	-	-	-	-	430,663
P11715	Las Olas Isles Undergrounding Utilities	147,756	147,756	-	-	-	-	-	147,756
P11722	Riverwalk Seawall Partial Restoration Northside	4,780,650	4,780,650	-	-	-	-	-	4,780,650
P11725	District Two Park	7,908	7,908	-	-	-	-	-	7,908
P11811	Mills Pond Park Playground Equipment 12	7,307	7,307	-	-	-	-	-	7,307
P11825	Marine Facilities Maintenance	31,915	31,915	-	-	-	-	-	31,915
P11937	Enterprise Resource Planning (ERP)	29,696	15,416	-	-	-	-	-	29,696
P11963	2014 NCIP Lauderdale Manors Decorative St Sign	322	322	-	-	-	-	-	322
P12010	Bridge Restoration	2,734,649	1,020,778	-	-	-	1,500,000	1,500,000	5,734,649
P12045	Citywide Waterway Surveys Masterplan	837	837	-	-	-	-	-	837
P12056	Citywide Camera Initiative	3,158	3,158	-	-	-	-	-	3,158
P12085	Facility Maintenance Priorities	40,546	40,546	-	-	-	-	-	40,546
P12087	Surtax-Bridge Replacement at South Ocean Drive	1,896,733	1,778,343	-	-	-	-	-	1,896,733
P12089	Bridge Replacement at Coconut Isle	3,765	3,765	-	-	-	-	-	3,765
P12126	Downtown Fort Lauderdale Mobility Hub Project	21,037	10,849	-	-	-	-	-	21,037
P12134	Sidewalk and Paver Replacement	12,751	12,751	-	-	-	-	-	12,751
P12144	2015 NCIP Sunrise Key Decorative Str Posts	28,046	25,046	-	-	-	-	-	28,046
P12153	2015 BCIP N Bch Village Signs/Monuments	13,850	13,850	-	-	-	-	-	13,850
P12158	Cordova Road Complete Streets Project	153,365	43,203	-	-	-	-	-	153,365
P12161	Facility Assessment - Roofing Priorities	3,386	3,386	250,000	500,000	500,000	500,000	700,000	2,453,386
P12162	Facility Assessment - HVAC Priorities	3,131,805	3,111,966	1,300,000	1,000,000	1,000,000	1,000,000	700,000	8,131,805
P12163	Facility Assessment - Exterior Repair / Construction	-	-	250,000	250,000	250,000	250,000	700,000	1,700,000
P12164	Facility Assessment - Interior Repair/Construction	37,016	37,016	200,000	250,000	250,000	250,000	700,000	1,687,016
P12171	Butler Building Upgrade at GTL Wellfield	2,356,658	1,444,380	-	-	-	-	-	2,356,658
P12223	Annual Asphalt Resurfacing Contract	72	72	-	-	-	-	-	72
P12235	Land and Asset Management System Project	44	44	-	-	-	-	-	44
P12247	Broward County Segment II Beach Nourishment	2,886,666	2,886,666	1,993,334	-	-	-	-	4,880,000
P12267	DSD Building - Cooling System Replacement	408	408	-	-	-	-	-	408
P12285	Twin Lakes North Annexation Improvements	14,841	14,841	-	-	-	-	-	14,841
P12297	Carter Park Stormwater Improvements	38,547	38,547	-	-	-	-	-	38,547
P12299	West Lake Drive Bridge Restoration	40,682	17,773	-	-	-	-	-	40,682
P12308	Piling Replacements Along New River	61,947	61,947	-	-	-	-	-	61,947
P12309	Melrose Park Street Lighting	937,322	937,322	-	-	-	-	1,274,100	2,211,422
P12315	Aquatics Complex Renovations	112,195	52,813	-	-	-	-	-	112,195
P12318	NE 4th Street Improvements	33,490	3,398	-	-	-	-	1,250,000	1,283,490
P12326	Shady Banks Entryway	80,943	80,943	-	-	-	-	-	80,943
P12328	Emergency Medical Sub-Station #88	4,990,291	1,190,291	-	-	-	-	-	4,990,291
P12330	City-Owned Seawall Restoration and Replacement	1,225,038	1,225,038	1,256,725	484,100	1,000,000	1,500,000	2,000,000	7,465,863
P12335	New Mills Pond Park Restrooms	60,830	60,830	-	-	-	-	-	60,830
P12337	Cordova Road Seawall Replacement	80,225	58,411	-	-	-	-	-	80,225
P12341	Mills Pond Park Boat Ramp Replacement	32,037	32,037	-	-	-	-	-	32,037
P12343	Parker Playhouse Renovation	-	-	700,000	700,000	700,000	700,000	185,000	2,985,000
P12344	Fire Alerting System - Replacement	9,967	9,967	-	-	-	-	-	9,967
P12369	Riverwalk Floating Docks Phase I and Phase II	9,747	9,747	-	-	-	-	-	9,747
P12370	Bill Keith Preserve Shoreline Stabilization Design	3,158	3,158	-	-	-	-	-	3,158
P12374	City Hall Cooling Towers STL Frame Rehab	56,529	56,529	-	-	-	-	-	56,529
P12377	Tarpon Riv Traffic Calming Improvements	2,593	2,593	-	-	-	-	-	2,593
P12435	Breakers Avenue and Birch Road Improvements	1,975,722	1,872,309	-	-	-	-	-	1,975,722

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12440	NW 15th Ave Twin Lakes Road Closure	40,010	40,010	-	-	-	-	-	40,010
P12446	Public Works Joint Facility	-	-	-	-	4,000,000	-	-	4,000,000
P12447	Roadway Repair Facility	1,108	1,108	-	-	-	-	-	1,108
P12470	NW 15th Avenue Complete Streets Project	34,601	12,838	-	-	-	-	-	34,601
P12472	Coconut Isle Drive Milling and Resurfacing	6,900	6,900	-	-	-	-	-	6,900
P12503	Lifeguard Tower Replacements	306,800	306,800	183,184	196,007	209,727	224,408	235,628	1,355,754
P12509	Temporary Fire Station 13	(90,849)	(90,849)	-	-	-	-	-	(90,849)
P12517	Annual Concrete & Paver Stones Contract	321,430	(25,890)	1,500,000	1,500,000	1,500,000	2,000,000	2,000,000	8,821,430
P12518	Annual Asphalt Resurfacing	500,000	-	500,000	500,000	500,000	1,000,000	1,000,000	4,000,000
P12544	Police K-9 Training Trailer	5,398	5,398	-	-	-	-	-	5,398
P12545	Water Tower Lighting	-	-	-	-	-	500,000	-	500,000
P12547	City-County Joint Government Center Campus	21,863	21,863	-	-	-	-	-	21,863
P12549	Seawall Maintenance	651,991	651,991	-	-	-	-	-	651,991
P12568	Fire Station 49 and 53 HVAC Replacements	64,197	64,197	-	-	-	-	-	64,197
P12585	Galt Ocean Mile Beautification	2,998,941	2,201,416	-	-	-	-	-	2,998,941
P12586	Lake Ridge Plan Implementation	32,085	32,085	-	-	-	-	-	32,085
P12597	NE 1st Street Bridge Replacement	1,375,806	1,375,806	1,300,000	1,568,500	-	-	-	4,244,306
P12598	Riverland Road Traffic Calming	89,737	6,030	-	-	-	-	-	89,737
P12599	ADA-Compliant Bus Stops	232,222	182,425	-	-	-	-	-	232,222
P12600	Traffic Flow Improvements	230,972	131,073	500,000	-	-	-	-	730,972
P12636	Coral Ridge Country Club Estates Mobility Masterplan Impl.	74	74	-	-	-	-	-	74
P12641	Castle Harbor Isle Bridge Design and Replacement	1,599,518	1,590,020	-	-	-	-	-	1,599,518
P12691	Fire Station #49 Roof Replacement	81,182	73,000	-	-	-	-	-	81,182
P12692	Mills Pond Admin Building Roof Replacement	17,521	-	-	-	-	-	-	17,521
P12694	City Hall Structural Improvements	45,394	4,577	-	-	-	-	-	45,394
P12695	Hendricks Isle Seawalls Replacement Project	299,763	180,942	-	-	-	-	-	299,763
P12699	Las Olas Isles Signalized Crosswalks	441,106	79,390	-	-	-	-	-	441,106
P12726	Merle Fogg Seawall Replacement	1,249,700	60,799	-	-	-	-	-	1,249,700
P12728	Southeast Isles Seawall Replacement Project	3,077,717	536,816	-	-	-	-	-	3,077,717
P12730	Swing Bridge 865748 Electrical And Mechanical Rehabilitations	10,001	1	-	-	-	-	-	10,001
P12733	Police Mounted Stables Roof Replacement	33,215	33,215	-	-	-	-	-	33,215
P12734	2941 NW 19th St - Facility Rehab	53,521	53,521	(53,521)	-	-	-	-	-
P12735	Fire Station 54 HVAC System	384,180	123,473	-	-	-	-	-	384,180
P12742	Bass Park Traffic Improvement Project	145,653	4,865	-	-	-	-	-	145,653
P12767	Mills Pond Concession Stand/Restroom Roof Replacement	80,978	13,319	-	-	-	-	-	80,978
P12769	Subsurface Tunnel System Downtown to FTL Beach	325,000	-	-	-	-	-	-	325,000
P12785	NW 15 AVE Stormwater Improvements FXE	11,451	6,306	-	-	-	-	-	11,451
P12789	800 NW 22nd Road Property Purchase	(8,237)	936,152	-	-	-	-	-	(8,237)
P12790	Bayview Drive Bridge Over Longboat Inlet Replacement	143,860	143,860	1,074,500	1,908,700	-	-	-	3,127,060
P12791	SE 13th Street Bridge Replacement	705,185	705,185	-	2,542,326	3,733,200	-	-	6,980,711
P12792	Sunrise Lane District Streetscapes	220,800	22,544	-	-	-	-	-	220,800
P12793	Streetlight Improvements	492,523	374,614	500,000	500,000	500,000	500,000	1,000,000	3,492,523
P12794	Las Olas Intersection Paving	80,000	40,073	-	-	-	-	-	80,000
P12795	Galt Link ADA Requirements	100,000	100,000	-	-	-	-	-	100,000
P12796	Las Olas Mobility	2,999,589	999,589	2,500,000	1,500,000	-	-	-	6,999,589
P12838	Print Shop Roof Replacement	61,958	39,753	-	-	-	-	-	61,958
P12839	Fire Station 35 Roof Replacement	27,805	23,537	-	-	-	-	-	27,805

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12844	Fire Station 3 HVAC Removal and Installation	221,330	9,980						221,330
P12845	Pool Resurfacing - Riverland Pool and Lauderdale Manors Pool	200,000	200,000						200,000
P12850	South Side Cultural Arts Center HVAC System Redesign	40,000	9,000						40,000
P12858	West Lake Drive Bridge over Mercedes River Replacement	-	-	481,250	-	-	1,509,478	-	1,990,728
P12859	SE 7th Street Bridge over Rio Cordova Replacement	-	-	481,250	-	-	1,050,797	-	1,532,047
P12860	West Lake Drive Bridge over Estelle River Replacement	-	-	481,250	-	-	1,096,666	-	1,577,916
P12861	West Lake Drive Bridge over Lucille River Replacement	-	-	481,250	-	-	1,249,558	-	1,730,808
P12863	SE 8th Street Bridge Replacement	-	-	2,285,400	3,086,270	-	-	-	5,371,670
P12864	City Hall Replacement	-	-	4,032,868	-	-	-	-	4,032,868
P12865	Annual Sidewalk Gap Construction	-	-	250,000	950,000	900,000	1,100,000	2,500,000	5,700,000
P12866	Fire -Temporary Trailer for the Ocean Rescue Headquarters	-	-	250,000	-	-	-	-	250,000
<b>331.GENERAL CAPITAL PROJECTS Total</b>		<b>60,924,904</b>	<b>40,846,316</b>	<b>22,697,490</b>	<b>22,738,456</b>	<b>21,908,231</b>	<b>20,482,611</b>	<b>19,146,324</b>	<b>167,898,016</b>
<b>332.GAS TAX</b>									
P11762	Concrete And Paver Maintenance 2011/12	(516)	(516)	-	-	-	-	-	(516)
P11945	Annual Asphalt Concrete Resurfacing	480,500	480,500	-	-	-	-	-	480,500
P12223	Annual Asphalt Resurfacing Contract	37,548	16,541	-	-	-	-	-	37,548
P12517	Annual Concrete & Paver Stones Contract	(1,122)	(1,125)	-	-	-	-	-	(1,122)
P12518	Annual Asphalt Resurfacing	550,476	235,328	1,000,000	1,000,000	1,000,000	1,000,000	1,100,000	5,650,476
<b>332.GAS TAX Total</b>		<b>1,066,886</b>	<b>730,728</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,100,000</b>	<b>6,166,886</b>
<b>336.FIRE RESCUE BOND 2005 CONSTRUCTION</b>									
P10909	SE Fire Station Design & Construction	49,748	45,800	-	-	-	-	-	49,748
P10914	New Fire Station 54	7,108	7,108	-	-	-	-	-	7,108
P10918	Fire Station 13 Replacement	4,187,932	4,187,932	-	-	-	-	-	4,187,932
<b>336.FIRE RESCUE BOND 2005 CONSTRUCTION Total</b>		<b>4,244,788</b>	<b>4,240,840</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,244,788</b>
<b>338.TRANSPORTATION SURTAX FUND</b>									
P12087	Surtax-Bridge Replacement at South Ocean Drive	2,720,502	2,295,995	-	-	-	-	-	2,720,502
P12594	One-Way Pairs	-	-	2,762,500	-	-	-	-	2,762,500
<b>338.TRANSPORTATION SURTAX FUND Total</b>		<b>2,720,502</b>	<b>2,295,995</b>	<b>2,762,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,483,002</b>
<b>346.CENTRAL BEACH REDEVELOPMENT CRA CIP</b>									
P11595	Central Bch Wayfinding & Info Signage	7,410	7,410	-	-	-	-	-	7,410
P11681	SR A1A Streetscape Improvements	2,519,738	(875)	-	-	-	-	-	2,519,738
P11900	Las Olas Blvd Corridor Improvements	439,809	439,809	-	-	-	-	-	439,809
P12134	Sidewalk and Paver Replacement	83,342	-	-	-	-	-	-	83,342
P12315	Aquatics Complex Renovations	498,926	3,286	-	-	-	-	-	498,926
P12373	DC Alexander Park Improvement Project	23,009	-	-	-	-	-	-	23,009
<b>346.CENTRAL BEACH REDEVELOPMENT CRA CIP Total</b>		<b>3,572,234</b>	<b>449,630</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,572,234</b>
<b>347.NW PROGRESSO FLAGLER HEIGHTS CRA CIP</b>									
P11608	2010 NCIP River Garden/ Sweeting Monument	35,000	35,000	-	-	-	-	-	35,000
P11989	NPF CRA Wireless Camera and WI-FI	313	313	-	-	-	-	-	313
P12096	Sistrunk Enhancement Ph. II -Undergrounding Util.	207,836	207,836	-	-	-	-	-	207,836
P12097	New Carter Park Senior Center	2,065,505	2,065,505	-	-	-	-	-	2,065,505
P12166	Off-Street Parking	56,539	-	-	-	-	-	-	56,539
P12427	Mid Block Flashing Beacon	96,375	96,375	-	-	-	-	-	96,375
P12443	Sistrunk Crossroads	419,662	419,662	-	-	-	-	-	419,662
P12507	NPF Streetscape Improvement Project	127,707	127,707	-	-	-	-	-	127,707
P12519	Made to Move Flagler Greenway	89,963	71,941	-	-	-	-	-	89,963
P12621	Provident Park Improvements	1,276,330	1,201,046	-	-	-	-	-	1,276,330



**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12789	800 NW 22nd Road Property Purchase	274,530	235,916	-	-	-	-	-	274,530
P12841	Police Substation Buildout	188,662	25,001	-	-	-	-	-	188,662
<b>347.NW PROGRESSO FLAGLER HEIGHTS CRA CIP Total</b>		<b>4,838,422</b>	<b>4,486,302</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,838,422</b>
<b>348.CENTRAL CITY CRA CIP</b>									
P12557	The NE 4th Ave Complete Street Project	868,675	-	-	-	-	-	-	868,675
<b>348.CENTRAL CITY CRA CIP Total</b>		<b>868,675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>868,675</b>
<b>350.PARK IMPACT FEE PROJECTS</b>									
P11419	Riveroaks Stormwater Park	12,296	12,296	-	-	-	-	-	12,296
P12058	Las Olas Tunnel Top Park	1,518,278	1,518,278	-	-	-	-	-	1,518,278
P12186	George English Park Boat Ramp 2016	91,696	59,148	-	-	-	-	-	91,696
P12315	Aquatics Complex Renovations	5,949	5,949	-	-	-	-	-	5,949
P12373	DC Alexander Park Improvement Project	7,737,527	137,949	-	-	-	-	-	7,737,527
P12461	Mills Pond Park Artificial Turf	155,593	92,543	-	-	-	-	-	155,593
P12426	Riverland Road Park	259	259	-	-	-	-	-	259
P12452	Florence C. Hardy Park Improvements	171	171	-	-	-	-	-	171
P12460	Bill Keith Preserve Boardwalk Extension	1,353	1,353	-	-	-	-	-	1,353
<b>350.PARK IMPACT FEE PROJECTS Total</b>		<b>9,523,122</b>	<b>1,827,946</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,523,122</b>
<b>352.GO BOND 2019 CONSTRUCTION - POLICE</b>									
FY20221085	Radio Tower Relocation Project	-	-	-	3,000,000	-	-	-	3,000,000
P12573	New Police Headquarters	129,627,365	15,437,892	-	-	-	-	-	129,627,365
<b>352.GO BOND 2019 CONSTRUCTION - POLICE Total</b>		<b>129,627,365</b>	<b>15,437,892</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>132,627,365</b>
<b>353.Parks Construction GO Bond 2020</b>									
FY20210005	Future Parks Projects	-	-	-	60,000,000	-	-	-	60,000,000
P12058	Las Olas Tunnel Top Park	9,092,691	9,092,691	-	-	-	-	-	9,092,691
P12553	Hortt Park Playground Replacement	49,521	49,521	-	-	-	-	-	49,521
P12555	Coontie Hatchee Park Plygrnd Replacement	2,855	2,855	-	-	-	-	-	2,855
P12563	Property Acquisition Parks Bond	10,973	10,973	-	-	-	-	-	10,973
P12574	Lockhart Stadium Community Center	18,012	18,012	-	-	-	-	-	18,012
P12582	Aquatic Center South Bldg Replacement	(406,088)	(524,291)	-	-	-	-	-	(406,088)
P12623	District 4 - SW 5th Ct and SW 12th Ave	24,139	24,139	-	-	-	-	-	24,139
P12624	District 1 - Lockhart Park	2,400,000	464,142	-	-	-	-	-	2,400,000
P12627	Laudertrail Construction	4,764,821	4,159,797	-	-	-	-	-	4,764,821
P12632	Joseph C Cater Park Improvements	12,310,426	11,776,046	-	-	-	-	-	12,310,426
P12633	Holiday Park Improvements	18,692,627	17,972,666	-	-	-	-	-	18,692,627
P12635	District 3 - NW 6 Street Acquisition	(1)	(1)	-	-	-	-	-	(1)
P12643	Annie Beck Park	471,890	441,299	-	-	-	-	-	471,890
P12644	Bass Park	6,188,433	6,070,102	-	-	-	-	-	6,188,433
P12645	Bayview Park	527,742	503,177	-	-	-	-	-	527,742
P12646	Chateau Park	100,000	100,000	-	-	-	-	-	100,000
P12647	Colee Hammock Park	245,000	245,000	-	-	-	-	-	245,000
P12648	Cortez Triangle Park	81,000	81,000	-	-	-	-	-	81,000
P12649	Dottie Mancini Park	864,485	859,040	-	-	-	-	-	864,485
P12650	Earl Lifshy Ocean Park	86,000	86,000	-	-	-	-	-	86,000
P12651	Florence C Hardy Park	2,063,703	2,015,715	-	-	-	-	-	2,063,703
P12652	Francis L Abreu Place	60,000	60,000	-	-	-	-	-	60,000
P12653	Greenfield Park	387,500	387,150	-	-	-	-	-	387,500
P12654	Harbordale Park	355,000	355,000	-	-	-	-	-	355,000
P12655	Hortt Park	1,878,063	1,824,663	-	-	-	-	-	1,878,063

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12656	Imperial Point Entranceway	95,000	95,000	-	-	-	-	-	95,000
P12657	Jack & Harriet Kaye Park	55,000	55,000	-	-	-	-	-	55,000
P12658	Lake Estates Linear Park	250,000	250,000	-	-	-	-	-	250,000
P12659	Lauderdale Manors Entrance	235,000	235,000	-	-	-	-	-	235,000
P12660	Lewis Landing Park	35,000	35,000	-	-	-	-	-	35,000
P12661	Lincoln Park	261,000	261,000	-	-	-	-	-	261,000
P12662	Lu Deaner Park	215,000	215,000	-	-	-	-	-	215,000
P12663	Mills Pond Park	4,440,651	4,346,814	-	-	-	-	-	4,440,651
P12664	North Fork Riverfront Park	172,000	172,000	-	-	-	-	-	172,000
P12665	Palm Aire Village Park	212,500	212,500	-	-	-	-	-	212,500
P12666	Peter Feldman Park	425,000	425,000	-	-	-	-	-	425,000
P12667	Provident Park	5,000	5,000	-	-	-	-	-	5,000
P12668	Riverside Park	595,358	572,508	-	-	-	-	-	595,358
P12669	Sailboat Bend Preserve Park	142,000	142,000	-	-	-	-	-	142,000
P12670	Sara Horn Greenway	75,000	75,000	-	-	-	-	-	75,000
P12671	Sistrunk Park	428,000	428,000	-	-	-	-	-	428,000
P12672	South Middle River Park	290,700	290,700	-	-	-	-	-	290,700
P12673	Stranahan Landing	231,000	231,000	-	-	-	-	-	231,000
P12674	Sweeting Park	230,000	230,000	-	-	-	-	-	230,000
P12675	Tarpon Cove Park	248,500	248,500	-	-	-	-	-	248,500
P12676	Tarpon River Park	59,000	59,000	-	-	-	-	-	59,000
P12677	Townsend Park	63,000	63,000	-	-	-	-	-	63,000
P12678	Twin Lakes North Park	304,025	304,025	-	-	-	-	-	304,025
P12679	Victoria Park	205,000	205,000	-	-	-	-	-	205,000
P12680	Warfield Park	1,353,923	136,739	-	-	-	-	-	1,353,923
P12681	Westwood Heights Triangle Park	21,000	21,000	-	-	-	-	-	21,000
P12682	Croissant Park	2,335,596	2,008,542	-	-	-	-	-	2,335,596
P12683	Floranada Park	429,082	429,082	-	-	-	-	-	429,082
P12684	Osswald Park	2,303,611	2,019,245	-	-	-	-	-	2,303,611
P12685	Sunset Park	719,307	704,978	-	-	-	-	-	719,307
P12750	Ann Herman Park Improvements	435,000	435,000	-	-	-	-	-	435,000
P12751	Benneson Park Improvements	412,500	412,500	-	-	-	-	-	412,500
P12752	Bill Keith Preserve Park Improvement	545,000	545,000	-	-	-	-	-	545,000
P12753	Cooley's Landing Marina Improvement	1,175,851	805,766	-	-	-	-	-	1,175,851
P12754	Coontie Hatchee Park Improvements	430,000	430,000	-	-	-	-	-	430,000
P12755	Esterre Davis Wright Park Improvements	665,000	665,000	-	-	-	-	-	665,000
P12756	Flaming Park Improvements	940,000	940,000	-	-	-	-	-	940,000
P12757	Floranda Park Improvement	126,218	126,218	-	-	-	-	-	126,218
P12758	Fort Lauderdale Beach Improvement	1,300,000	1,300,000	-	-	-	-	-	1,300,000
P12759	Guthrie Blake Park Improvements	520,000	520,000	-	-	-	-	-	520,000
P12760	Lauderdale Manors Parks Improvement	1,856,000	1,856,000	-	-	-	-	-	1,856,000
P12761	Riverland Park Improvement	2,738,000	2,738,000	-	-	-	-	-	2,738,000
P12762	Walker Park Improvement	650,700	650,700	-	-	-	-	-	650,700
P12763	Warbler Wetlands Improvement	705,000	705,000	-	-	-	-	-	705,000
P12771	George English Park Improvements	977,979	977,979	-	-	-	-	-	977,979
P12773	Dillard 6-12 Park Improvements	100,000	97,303	-	-	-	-	-	100,000
P12775	Stranahan High School Park Improvements	300,000	295,520	-	-	-	-	-	300,000

**City of Fort Lauderdale  
Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12776	North Fork School Park Improvements	785,000	774,147	-	-	-	-	-	785,000
P12777	Sunrise Middle School Park Improvements	1,725,000	1,698,805	-	-	-	-	-	1,725,000
P12778	Westwood Heights Elem Park Improvements	375,000	369,442	-	-	-	-	-	375,000
P12779	Thurgood Marshall Elem Park Improvements	400,000	394,073	-	-	-	-	-	400,000
P12780	Rock Island Elementary Park Improvements	262,500	258,203	-	-	-	-	-	262,500
P12781	Stephen Foster Elementary Park Improvements	500,000	492,626	-	-	-	-	-	500,000
P12782	Harbordale Elem Park Improvements	275,000	270,669	-	-	-	-	-	275,000
P12843	Beach Community Center	531,750	531,750	-	-	-	-	-	531,750
<b>353.Parks Construction GO Bond 2020 Total</b>		<b>95,435,543</b>	<b>88,840,030</b>	-	<b>60,000,000</b>	-	-	-	<b>155,435,543</b>
<b>354.SA BOND 2021 CONSTRCTN - UTILITY UNDERGR</b>									
P11715	Las Olas Isles Undergrounding Utilities	1,787,005	(642,110)	-	-	-	-	-	1,787,005
<b>354.SA BOND 2021 CONSTRCTN - UTILITY UNDERGR Total</b>		<b>1,787,005</b>	<b>(642,110)</b>	-	-	-	-	-	<b>1,787,005</b>
<b>409.Sanitation</b>									
P12700	Plant A Stormwater Treatment Facility Upgrades	255,060	169,900	-	-	-	-	-	255,060
P12797	Plant A and Former Trash Transfer Station Remediation	1,800,000	1,800,000	-	-	-	-	-	1,800,000
<b>409.Sanitation Total</b>		<b>2,055,060</b>	<b>1,969,900</b>	-	-	-	-	-	<b>2,055,060</b>
<b>430.Cemetery System</b>									
NEW-FY 20240002	Irrigation Upgrades - Lauderdale Memorial Park Cemetery	-	-	-	1,614,400	-	-	-	1,614,400
NEW-FY 20240003	Office Building Roof Replacement - Lauderdale Memorial Park Cemetery	-	-	-	-	180,000	-	-	180,000
P12717	Mausoleums - Lauderdale Memorial Gardens Cemetery	1,561,584	1,561,584	-	360,916	-	-	-	1,922,500
P12718	Mausoleums - Sunset Memorial Gardens Cemetery	2,247,683	47,363	-	-	-	-	-	2,247,683
P12867	Mausoleum Roof Replacement - Lauderdale Memorial Park Cemetery	-	-	448,000	-	-	-	-	448,000
<b>430.Cemetery System Total</b>		<b>3,809,267</b>	<b>1,608,947</b>	<b>448,000</b>	<b>1,975,316</b>	<b>180,000</b>	-	-	<b>6,412,583</b>
<b>450.Water and Sewer</b>									
P12637	ADA Parking Lot Improv - Util Admin Bldg	(1,409)	-	-	-	-	-	-	(1,409)
<b>450.Water and Sewer Total</b>		<b>(1,409)</b>	-	-	-	-	-	-	<b>(1,409)</b>
<b>452.WATER EXPANSION/ IMPACT FEE CONSTRUCTION</b>									
P12564	C-51 Reservoir	1,800,000	1,800,000	-	-	-	-	-	1,800,000
<b>452.WATER EXPANSION/ IMPACT FEE CONSTRUCTION Total</b>		<b>1,800,000</b>	<b>1,800,000</b>	-	-	-	-	-	<b>1,800,000</b>
<b>453.SEWER EXPANSION/ IMPACT FEE CONSTRUCTION</b>									
P12605	New Pumping Station Flagler Village A-24	898,347	-	-	-	-	-	-	898,347
<b>453.SEWER EXPANSION/ IMPACT FEE CONSTRUCTION Total</b>		<b>898,347</b>	-	-	-	-	-	-	<b>898,347</b>
<b>454.Water and Sewer - General Capital Projects</b>									
FY20150181	Lauderhill Small Watermains Replacement	-	-	-	-	413,431	2,572,170	-	2,985,601
FY20150184	Coral Ridge Country Club Small Watermain	-	-	-	-	572,640	4,725,120	-	5,297,760
FY20150222	Middle River Terrace A-27 Sewer System Rehabilitation	-	-	-	-	7,038,456	-	-	7,038,456
FY20150228	Analysis of Chemical Addition Systems-Peele Dixie	-	-	-	-	109,200	-	-	109,200
FY20190737	Peele Dixie Membrane Replacement	-	-	-	-	-	-	1,500,000	1,500,000
FY20190755	Small Water Main Replacement - SW 37th Terrace	-	-	-	-	600,000	3,474,552	-	4,074,552
FY20200866	Bridge Pipe Assessments	-	-	-	-	280,000	-	-	280,000
FY20221046	Duplex Pumping Stations Rehabilitation /Replacement	-	-	-	-	582,360	-	5,402,310	5,984,670
FY20221048	Hardening of Wastewater Generators	-	-	-	-	-	3,015,000	-	3,015,000
NEW - FY 2023033	Sewer Basin D-19 Collection System Rehabilitation (I&I)	-	-	-	912,926	-	-	-	912,926
NEW - FY2023034	Sewer Basin D-20 Collection System Rehabilitation (I&I)	-	-	-	910,480	-	-	-	910,480
NEW-000353	NW 13th Street 24" Force Main Replacement - Phase 2 & 3	-	-	-	-	3,939,778	-	-	3,939,778
NEW-094105	Prospect Wellfield West Generator Replacement	-	-	-	-	-	-	4,336,794	4,336,794
NEW-460962	Pump Station D-1 Gravity Sewer Rehabilitation	-	-	-	420,478	-	-	-	420,478

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
NEW-481949	Design/Build flow meters Pump Stations A23, D36, A17, D39, D28, E5, B10, B23, D29, D26, & D27	-	-	-	-	-	2,112,000	-	2,112,000
NEW-506357	SE Croissant Park Water Main Upgrades	-	-	-	-	-	-	4,531,868	4,531,868
NEW-666519	Bayshore Drive Forcemain Phase II	-	-	-	-	-	-	3,807,206	3,807,206
NEW-721738	Design/Build flow meters & I/C for Pump Stations D21, D20, D1, A27, D49, A12, A29, B12, D53 & D30	-	-	-	1,957,500	-	-	-	1,957,500
NEW-868698	South Melrose Manors Small Water Main Replacement	-	-	-	-	-	-	8,667,700	8,667,700
NEW-877588	Water Main Crossing of the Intracoastal at Oakland Park Boulevard	-	-	-	-	-	-	1,510,996	1,510,996
NEW-887882	Pump Station D-3 Gravity Sewer Rehabilitation	-	-	-	918,660	-	-	-	918,660
NEW-910927	Pump Station B-12 Gravity Sewer Rehabilitation	-	-	-	-	-	1,524,253	-	1,524,253
NEW-928643	Design/Build flow meters for Pump Stations D24, B1, B4, D4, E3, D23, B9, D25, B13 and A33	-	-	-	-	1,957,500	-	-	1,957,500
NEW-FY 2023023	Pump Station A-12 Gravity Sewer Rehabilitation	-	-	-	-	8,155,197	-	-	8,155,197
NEW-FY 2023024	Pump Station A-14 Gravity Sewer Rehabilitation	-	-	-	7,061,700	-	-	-	7,061,700
NEW-FY 2023035	Pump Station D-21 Gravity Sewer Rehabilitation	-	-	-	718,276	-	-	-	718,276
NEW-FY 2023037	Pump Station D-24 Gravity Sewer Rehabilitation	-	-	-	-	-	1,328,626	-	1,328,626
NEW-FY 2023038	Pump Station D-30 Gravity Sewer Rehabilitation	-	-	-	-	-	809,023	-	809,023
NEW-FY 2023040	Pump Station D-41 Gravity Sewer Rehabilitation	-	-	-	2,052,472	-	-	-	2,052,472
NEW-FY 2023041	Pump Station D-46 Gravity Sewer Rehabilitation	-	-	-	1,412,862	-	-	-	1,412,862
NEW-FY 2023042	Pump Station D-49 Gravity Sewer Rehabilitation	-	-	-	-	616,106	-	-	616,106
NEW-FY 2023043	Pump Station D-53 Gravity Sewer Rehabilitation	-	-	-	-	-	1,294,420	-	1,294,420
NEW-FY 2023045	Sewer Basin D-8 Collection System Rehabilitation (I&I)	-	-	-	1,280,986	-	-	-	1,280,986
NEW-FY 2023046	Sewer Basin D-9 Collection System Rehabilitation	-	-	-	508,549	-	-	-	508,549
P10814	Central New River Watermain River Crossings	2,247,198	146,583	-	-	-	-	-	2,247,198
P10850	Victoria Park A North-Small Watermains	875	875	-	-	-	-	-	875
P11080	Port Condo Small Water Main Improvements	27,076	27,076	-	-	-	-	-	27,076
P11465	17th Street Causeway- Large Watermain Replacement	349,643	104,552	-	-	-	-	-	349,643
P11563	Victoria Park Sewer Basin A-19 Rehab	80,894	80,894	-	-	-	-	-	80,894
P11566	Rio Vista Sewer Basin D-43 Rehab	1,020,102	877,237	-	-	-	-	-	1,020,102
P11589	Fiveash WTP Disinfection Improvements	97,956	97,956	-	-	-	-	-	97,956
P11664	Basin B-6 Sanitary Sewer System Rehabilitation	1,894,738	520,163	-	-	-	-	-	1,894,738
P11882	Pump Station B-22 Rehabilitation	139,355	139,355	-	-	-	-	-	139,355
P11887	NW Second Ave Tank Restoration	90,152	90,152	-	-	-	-	-	90,152
P11901	Victoria Pk Sth SM Watermains Improvemnt	24,745	24,745	-	-	-	-	-	24,745
P11991	Downtown Sewer Basin Ps A-7 Rehabilitation	4,167,899	1,430,659	-	-	-	-	-	4,167,899
P12049	Flagler Heights SWR Basin A-21 Laterals	1,248,425	-	-	-	-	-	-	1,248,425
P12051	Contract Supervisory Cntrl & Data Acquis	91,632	91,632	-	-	-	-	-	91,632
P12055	Basin A-18 Sanitary SWR Coll Systm Rehab	368,566	368,566	-	-	-	-	-	368,566
P12190	Utilities Asset Management System	1,135,524	955,851	-	-	-	-	-	1,135,524
P12235	Land & Asset Management System Project	1,253	1,253	-	-	-	-	-	1,253
P12259	Pub Wrks Admin Building Air Conditioning	904,924	237,877	-	-	-	-	-	904,924
P12294	Fiveash WTP Electrical Voltage Upgrade	411,575	247,574	-	-	-	-	-	411,575
P12295	PLE Dixie Air Strippers & Hypochlorite	8,787	8,787	-	-	-	-	-	8,787
P12296	New Utilities Central Laboratory - Peele Dixie Water	2,122,382	2,122,382	-	-	-	-	-	2,122,382
P12375	Program Management of Consent Order Projects	1,142,396	1,103,395	1,739,768	1,392,890	1,163,724	-	-	5,438,778
P12383	NE 25th Avenue 24" Force Main Replacement	1,297,110	-	-	-	-	-	-	1,297,110
P12388	NW 13th Street 24" Force Main Replacement	65,934	65,934	-	-	871,608	-	-	937,542
P12393	Fiveash Electrical System Replacements	2,563,719	2,463,739	-	-	-	-	-	2,563,719

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12398	Fiveash Water Treatment Plant Ground Storage Tank and Clearw	-	-	6,777,616	-	-	-	-	6,777,616
P12401	Prpct Wellfield Bonding & Grounding Test	97,216	97,216	-	-	-	-	-	97,216
P12403	Peele-Dixie WTP Chemical Storage Improvements	-	-	750,000	-	-	1,364,012	-	2,114,012
P12408	Force Main (From Pump Station A-54 to A-10) Upsize	403,993	23,817	-	-	-	-	-	403,993
P12410	Pump Stations C-1 and C-2 Replacement	132,727	92,637	2,430,948	-	-	-	-	2,563,675
P12412	Pump Stations A-16 Upgrade	1,936,492	195,099	-	-	-	-	-	1,936,492
P12414	Gravity Pipe Impv to Dwntwn Col System	100,000	100,000	-	-	-	-	-	100,000
P12416	Watermain Improvements Area 1	-	-	-	1,297,110	-	-	-	1,297,110
P12417	Misc Water Quality Improvements	69,000	69,000	-	-	-	-	-	69,000
P12429	Reno 6300 Nw 21 Ave Meter Shop Relocatio	599,416	599,416	-	-	-	-	-	599,416
P12446	Public Works Joint Facility	1,943,573	1,907,390	(1,907,390)	-	-	-	-	36,183
P12464	Tarpon River A-11 Sewer Basin Rehabilitation	6,944,943	4,653,418	-	-	-	-	-	6,944,943
P12465	Harbor Beach Sewer Basin D-34 Rehabilitation	743,098	388,198	820,053	-	-	-	-	1,563,151
P12476	Fiveash Wellfield Pump Replacement	556,060	556,060	-	-	-	-	-	556,060
P12484	Refurb Fiveash WTP Mg Steel Tank (North)	(5,954)	(6,954)	-	-	-	-	-	(5,954)
P12485	Fiveash WTP Filters Rehabilitation	363,955	363,955	-	-	-	-	-	363,955
P12525	Utilities Central Warehouse	992,062	992,062	-	-	-	-	-	992,062
P12526	Utilities Emergency Operations Center & Administration Build	2,145,393	2,145,393	-	-	-	3,168,933	-	5,314,326
P12527	Conversion of Back Wash Pump	8,894	8,894	-	-	-	-	-	8,894
P12531	North New River Drive East	1,060,993	914,091	-	-	-	-	-	1,060,993
P12534	Fiveash WTP Sluice Gates Replacement	18,128	18,128	-	-	-	-	-	18,128
P12554	Peele Dixie Old Plant Electr Connection	(131)	(131)	-	-	-	-	-	(131)
P12564	C-51 Reservoir	12,090,130	12,090,130	-	-	-	-	-	12,090,130
P12581	Peele Dixie Wtp Facility Improvements	435,000	435,000	-	-	-	-	-	435,000
P12604	Small Water Main Replacement - Hendricks Isle	16,056	16,056	1,500,000	-	-	-	-	1,516,056
P12605	New Pumping Station Flagler Village A-24	2,547,280	526,977	-	-	-	-	-	2,547,280
P12606	Coral Ridge Country Club Estates B-11 Basin Rehabilitation	5,676,705	1,521,844	-	-	-	-	-	5,676,705
P12608	Triplex Pumping Station Rehabilitation	578,027	287,988	-	-	-	-	-	578,027
P12618	Dolphin Isles B-14 Sewer Basin Rehabilitation	289,604	289,604	1,940,742	-	-	-	-	2,230,346
P12619	Bayview Drive 16" Force Main to Pump Station B-14	-	-	1,200,000	-	-	-	-	1,200,000
P12704	Replace A/C Back Unit Peele Dixie Membrane Bldg	3,464	3,464	-	-	-	-	-	3,464
P12727	Fiveash Water Treatment Plant Valves Replacement	934,192	69,200	-	-	-	-	-	934,192
P12731	12-Inch Gravity Sewer Repairs On Bayview Drive From 36th To 40th Street	45,344	45,344	-	-	-	-	-	45,344
P12765	New Water Treatment Plant - Prospect Lake WTP	7,999,554	394,303	-	-	-	-	-	7,999,554
P12787	Lead and Copper Rule Revision (LCRR) Compliance Program	-	-	1,600,000	3,000,000	3,400,000	-	-	8,000,000
P12802	SW 29th Street Small Watermains	234,079	234,079	631,005	-	-	-	-	865,084
P12803	Poinsettia Drive Small Watermain Improvements	233,713	233,713	-	-	-	-	-	233,713
P12804	Fiveash Water Treatment Plant Filters Rehabilitation	-	-	-	-	-	-	750,000	750,000
P12805	Small Watermain Abandonment - SE 25th Avenue	210,726	210,726	-	-	-	-	-	210,726
P12806	Public Works Admin Bldg Generator Replacement	773,920	760,087	-	-	-	-	-	773,920
P12807	Pumping Station D-34 Emergency Generator	820,102	799,799	-	-	-	-	-	820,102
P12808	North Andrews FEC Railway Watermain Replacement	365,771	225,006	-	-	-	-	-	365,771
P12809	SE 15th Avenue Force Main Replacement	2,480,785	2,046,378	-	-	-	-	-	2,480,785
P12823	Laudergate Isles Small Watermain Improvements	-	-	-	-	-	444,773	-	444,773
P12829	Basin A-22 Sanitary Sewer Collection System Rehabilitation	-	-	-	-	-	4,167,118	-	4,167,118
P12868	Wellfield Communications	-	-	300,000	208,415	300,000	-	-	808,415

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12869	Excavate and Dispose of Dry Lime Sludge	-	-	2,000,000	6,000,000	-	-	-	8,000,000
P12870	Equipment Replacement at Re-Pump Stations A, B & E	-	-	500,000	-	-	-	-	500,000
P12871	Fiveash Replacement of the Rotary Mechanisms (Recirculation Arm) in Hydrotreater #2	-	-	862,360	-	-	-	-	862,360
P12872	Sewer Basin A-99 Collection System Rehabilitation (I&I)	-	-	2,494,284	-	-	-	-	2,494,284
P12873	Sewer Basin D-7 Collection System Rehabilitation (I&I)	-	-	1,291,650	-	-	-	-	1,291,650
<b>454. Water and Sewer - General Capital Projects Total</b>		<b>75,347,170</b>	<b>44,514,624</b>	<b>24,931,036</b>	<b>30,053,304</b>	<b>30,000,000</b>	<b>30,000,000</b>	<b>30,506,874</b>	<b>220,838,384</b>
<b>455. Central Regional Wastewater System</b>									
FY20221035	George T. Lohmeyer Wastewater Treatment Plant Sludge Pump Rehabilitation	-	-	-	-	3,705,156	-	-	3,705,156
NEW-246681	Sodium Hypochlorite Conversion at George T. Lohmeyer Wastewater Treatment Plant	-	-	-	-	-	-	14,145,246	14,145,246
P00401	Regional Renewal & Replacement	60,884	60,884	3,596,173	4,922,380	5,620,334	13,847,325	7,462,410	35,509,506
P11781	GTL WWTP Cryogenic Plant Upgrades	1,516,835	(458,387)	-	-	-	-	-	1,516,835
P11854	Regional Wastewater Meter Replacement	204,814	204,814	-	-	-	-	-	204,814
P11917	GTL Reactor 1 & Oxygen Bldg MCC Elec Upg	87,978	87,978	-	-	-	-	-	87,978
P12114	Electrical/ SCADA Evaluation	356,617	356,617	-	-	-	-	-	356,617
P12169	GTL Odor Control Dewatering Bldg	5,218,601	5,218,601	-	-	-	-	-	5,218,601
P12170	GTL Concrete Restoration	218,338	68,272	-	-	-	-	-	218,338
P12171	Butler Building Upgrade at GTL Wellfield	418,103	114,011	-	-	-	-	-	418,103
P12176	George T. Lohmeyer Wastewater Treatment Plant Motor Control	896,158	896,158	6,005,814	-	7,355,588	7,355,588	-	21,613,148
P12190	Utilities Asset Management System	337,709	287,636	-	-	-	-	-	337,709
P12252	GTL Interior Painting	1,398,720	1,095,770	-	-	-	-	-	1,398,720
P12255	GTL Exterior Painting	254,862	254,862	-	-	-	-	-	254,862
P12348	GTL Effluent Pumps Replacement	1,692,390	1,692,390	-	-	-	-	-	1,692,390
P12375	Program Management of Consent Order Projects	1,797,192	1,459,316	-	-	-	-	-	1,797,192
P12387	Effluent Pipe 54-Inch Forcemain Replacement	4,072,462	-	-	-	-	-	-	4,072,462
P12438	Freight Elevator Replacement - GTL WWTP	1,136,799	136,799	-	-	-	-	-	1,136,799
P12468	George T. Lohmeyer Wastewater Treatment Plant Chlorine Scrub	-	-	-	-	525,400	-	-	525,400
P12528	GTL Chlorine Flash Mix Remodel	11,054,399	835,040	-	-	-	-	-	11,054,399
P12529	Effluent Pumps Standby Generator and Administration Building	14,116,297	1,404,296	-	-	-	-	-	14,116,297
P12530	Deepwell Electric Power Instrm & Control	864,068	(298,370)	-	-	-	-	-	864,068
P12566	Redundant Sewer Force Main North to GTL WWTP	62,368	62,368	-	-	-	-	-	62,368
P12601	GTL Roadway Resurfacing	200,000	200,000	-	-	-	-	-	200,000
P12602	George T. Lohmeyer Wastewater Treatment Plant Building Infra	244,732	48,732	-	220,000	-	-	-	464,732
P12702	GTL Sludge Holding Tank Covers and Roof	2,696,822	2,696,822	-	-	-	-	-	2,696,822
P12703	George T. Lohmeyer Wastewater Treatment Plant Sludge Flow Meter	250,000	250,000	250,000	-	-	-	-	500,000
P12798	Deepwell Mechanical Integrity Testing and Pipe Replacement	249,451	249,451	3,200,000	-	-	-	-	3,449,451
P12799	Rehabilitation or Replacement of 48 to 54-Inch Force Main	1,238,166	(3,738)	-	-	-	-	-	1,238,166
P12800	George T. Lohmeyer Wastewater Treatment Plant Reactor Rehabilitation	281,634	281,634	3,003,983	1,273,600	3,080,000	-	-	7,639,217
P12801	George T. Lohmeyer Wastewater Treatment Plant PLC Panel	200,000	-	850,000	-	-	-	-	1,050,000
P12874	George T. Lohmeyer Belt Presses Replacement	-	-	600,000	5,480,777	-	-	-	6,080,777
P12875	George T. Lohmeyer Wastewater Treatment Plant Secondary Server Room	-	-	100,000	100,000	100,000	-	-	300,000

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12876	George T. Lohmeyer Wastewater Treatment Plant Clarifier Reha	-	-	840,968	7,878,333	-	-	-	8,719,301
<b>455. Central Regional Wastewater System Total</b>		<b>51,126,399</b>	<b>17,201,956</b>	<b>18,446,938</b>	<b>19,875,090</b>	<b>20,386,478</b>	<b>21,202,913</b>	<b>21,607,656</b>	<b>152,645,474</b>
<b>461. Parking System</b>									
NEW-338020	Oakland Park Parking Lot Improvements	-	-	-	2,500,000	-	-	-	2,500,000
NEW-487346	TAM-Las Olas Garage Improvements	-	-	-	250,000	-	-	-	250,000
P11660	Parking Admin Bldg Structural Repairs	229	229	-	-	-	-	-	229
P11900	Las Olas Blvd Corridor Improvements	36,500	36,500	-	-	-	-	-	36,500
P12183	Parking Administration and City Parking Garage Rep	3,353,471	653,782	546,829	-	1,500,000	-	1,500,000	6,900,300
P12235	Land & Asset Management System Project	917	917	-	-	-	-	-	917
P12354	North Galt Shops	65,089	65,089	-	-	-	-	-	65,089
P12378	North Beach Parking Lot	978,208	898,208	-	-	-	-	-	978,208
P12434	SW 2nd Avenue Median Parking	519,278	465,890	-	-	-	-	-	519,278
P12509	Temporary Fire Station 13	558,802	515,962	-	-	-	-	-	558,802
P12513	FTL Beach Parking Lots Improvements	1,355,917	1,025,570	100,000	-	-	-	-	1,455,917
P12638	Crossroads Shopping Center Parking Lot Stormwater Impr	72,360	72,360	-	-	-	-	-	72,360
P12687	Federal Courthouse Parking Garage	942,867	634,867	1,250,000	-	-	-	-	2,192,867
P12705	Parking Facility Rehabilitation	100,000	100,000	-	-	-	-	-	100,000
P12736	George English Parking Lot Improvements	16,455	1	-	-	-	-	-	16,455
P12737	Nautical Parking Lot Improvements	249,583	65,933	-	-	-	-	-	249,583
P12738	Venice Lot Parking Improvements	220,000	80,292	-	-	-	-	-	220,000
P12739	Pelican Lot Parking Improvements	220,000	133,759	-	-	-	-	-	220,000
P12740	Parking Meter Technology	1,700,000	1,053,641	-	-	-	-	-	1,700,000
P12766	Commercial Road Parking Improvements	1,806,282	1,644,096	-	-	-	-	-	1,806,282
P12810	Parking Wayfinding Barrier Island Signage	643,990	572,947	100,000	-	-	-	-	743,990
P12851	Holiday Park Parking Garage	500,000	-	-	-	-	-	-	500,000
P12877	TAM-Galt Shops West Improvements	-	-	750,000	-	-	-	-	750,000
P12878	TAM-North & South Galt Lot Improvements	-	-	250,000	-	-	-	-	250,000
P12879	TAM-City Hall Parking Garage Improvements	-	-	100,000	-	1,000,000	-	-	1,100,000
P12880	Parking Facility Electric Vehicle Charging Stations	-	-	150,000	150,000	150,000	150,000	150,000	750,000
P12891	TAM-Holiday Park Parking Garage	-	-	500,000	-	-	-	-	500,000
<b>461. Parking System Total</b>		<b>13,339,948</b>	<b>8,020,043</b>	<b>3,746,829</b>	<b>2,900,000</b>	<b>2,650,000</b>	<b>150,000</b>	<b>1,650,000</b>	<b>24,436,777</b>
<b>468. Airport</b>									
NEW-955211	Runway 13-31 Pavement Rehabilitation Project	-	-	-	-	33,750	122,500	368,265	524,515
P12070	Master Plan Update	3,468	3,468	-	-	-	-	-	3,468
P12189	Airfield Electrical Vault Improvements	454,546	454,546	-	-	-	-	-	454,546
P12235	Land & Asset Management System Project	1,834	1,834	-	-	-	-	-	1,834
P12243	Taxiway Foxtrot Relocation	522,445	522,445	-	-	-	-	-	522,445
P12261	FXE Dwtwn Helistop Elevator Replacement	15,584	95	-	-	-	-	-	15,584
P12289	Executive Airport Parking Lot	255	255	-	-	-	-	-	255
P12323	FTL Executive Master Drainage Permit	1,913	1,913	-	-	-	-	-	1,913
P12355	Airport Drainage Improvments Phase 1	1,255,056	1,255,056	-	-	-	-	-	1,255,056
P12356	Aviation Equipment & Service Facility Expansion	3,418,211	3,297,399	-	-	-	-	-	3,418,211
P12358	FXE Airfield Signage Replacement	31,279	31,279	-	-	-	-	-	31,279
P12444	FXE Design TW Intersection Improvements	1	1	-	-	-	-	-	1
P12455	Taxiway Intersection Improvements	(124,916)	(184,928)	-	-	-	-	-	(124,916)
P12459	Parcel 21B Nra Mitigation and Maintenanc	39,963	-	-	-	-	-	-	39,963
P12474	Mid-Field Taxiway Extension and Run-Up Area	1,814,431	1,769,093	-	-	-	-	-	1,814,431

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12520	Runway Incursion Mitigation	1,119,228	1,114,581	-	-	-	-	-	1,119,228
P12521	Runway 31 Bypass Taxiways	622,793	616,405	-	-	-	-	-	622,793
P12522	Runway Run-Up Area	44,702	44,702	-	-	-	-	-	44,702
P12539	Taxiway Golf Pavement Rehab	555,354	555,354	-	-	-	-	-	555,354
P12540	Runway 27 By-Pass Taxiways	140,269	140,269	-	-	20,000	30,000	-	190,269
P12541	Security and Access System Upgrade	600,000	600,000	-	-	-	-	-	600,000
P12612	Runway 9 Taxiway Intersection Improvment	11,603	11,603	-	-	-	-	-	11,603
P12706	Taxiways B & Q Realignment	908,466	908,466	-	-	-	-	-	908,466
P12707	Runway 13-31 Pavement Sealing	223,909	223,909	-	-	-	-	-	223,909
P12708	Runway 9 Run-Up Relocation & South End Taxiways Intersection	543,204	543,204	-	-	-	-	-	543,204
P12764	FXE Runway 9-27 Rehabilitation Project	68,566	68,566	504,931	-	-	-	-	573,497
P12770	FXE Decorative Street Posts - Phase II	386,686	386,686	-	-	-	-	-	386,686
P12785	NW 15 AVE Stormwater Improvements FXE	9,721	4,576	-	-	-	-	-	9,721
P12811	Runway 9-27 Pavement Rehabilitation Project	169,438	169,438	-	-	-	-	-	169,438
P12812	Runway 9 Run-Up Relocation & S End Taxiways Intersection Imp	312,196	312,196	-	-	-	-	-	312,196
P12813	Environmental Assessment For Runway 9 Extension	244,006	244,006	-	-	-	-	-	244,006
P12814	Airport Entry Features	350,000	350,000	-	-	-	-	-	350,000
P12881	Taxiway L & P Extension & Run-Up Area	-	-	58,750	495,873	-	-	-	554,623
P12882	Runway 9 Western Extension & Parallel Taxiway Extension	-	-	54,405	97,887	925,000	-	-	1,077,292
P12883	Design and Construct FXE Maintenance Apron Pavement Rehab Project	-	-	46,750	187,646	-	-	-	234,396
P12884	Design and Construction of Taxiway Echo Pavement Rehabilitation	-	-	76,200	596,686	-	-	-	672,886
<b>468.Airport Total</b>		<b>13,744,211</b>	<b>13,446,417</b>	<b>741,036</b>	<b>1,378,092</b>	<b>978,750</b>	<b>152,500</b>	<b>368,265</b>	<b>17,362,854</b>
<b>470.Stormwater</b>									
FY20200820	NE 7th Street and NE 2nd Avenue Stormwater Improvements	-	-	-	-	-	665,509	-	665,509
FY20200821	Flagler Village Neighborhood Improvements	-	-	-	-	672,409	-	-	672,409
FY20210943	NW 30th Avenue and NW 17th Court Stormwater Improvements	-	-	-	381,280	-	-	-	381,280
FY20210944	NE 56th Street and 22nd Avenue Stormwater Improvements	-	-	-	708,678	-	-	-	708,678
FY20210945	1390 SW 26th Terrace Stormwater Improvements	-	-	-	671,009	-	-	-	671,009
FY20210946	1641 SW 28 Terrace Stormwater Improvements	-	-	-	390,968	-	-	-	390,968
FY20210947	2555 NE 11th Street Stormwater Improvements	-	-	-	415,851	-	-	-	415,851
FY20210948	1435 SW 9th Street Stormwater Improvements	-	-	-	381,088	-	-	-	381,088
FY20210949	1200 SE 20th Street Stormwater Improvements	-	-	-	678,281	-	-	-	678,281
FY20210950	1343-1349 Chateau Park Drive Stormwater Improvements	-	-	-	357,963	-	-	-	357,963
FY20210951	1161 SW 30 Avenue Stormwater Improvements	-	-	-	504,515	-	-	-	504,515
FY20221010	1410-1415 SW 24th Court Stormwater Improvements	-	-	-	-	437,035	-	-	437,035
FY20221012	2175 NE 56th Street Stormwater Improvements	-	-	-	-	568,551	-	-	568,551
FY20221013	811 NW 57th Place Stormwater Improvements	-	-	-	-	730,574	-	-	730,574
FY20221014	West Las Olas Stormwater Improvements	-	-	-	-	846,669	-	-	846,669
FY20221015	940 SW 8th Street Stormwater Improvements	-	-	-	-	481,141	-	-	481,141
FY20221016	Imperial Point Neighborhood Stormwater Improvement	-	-	-	-	398,082	-	-	398,082
FY20221017	2420 Aqua Vista Blvd Stormwater Improvements	-	-	-	-	504,648	-	-	504,648
FY20221018	Poinsettia Heights North Shore Neighborhood Stormwater Infra	-	-	-	-	566,668	-	-	566,668
NEW - FY 2023049	1108 SW 25th Avenue Stormwater Improvements	-	-	-	-	-	1,001,910	-	1,001,910
NEW - FY 2023051	PBS-2739 NE 14th Street Stormwater Improvements	-	-	-	-	-	384,774	-	384,774



**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
NEW - FY 2023052	PBS-3030 Holiday Drive Stormwater Improvements	-	-	-	-	-	537,978	-	537,978
NEW - FY 2023053	PBS-611- 829 Ponce de Leon Drive Stormwater Improvements	-	-	-	-	-	843,763	-	843,763
NEW - FY 2023054	6711 NE 21st Avenue Stormwater Improvements	-	-	-	-	-	1,286,790	-	1,286,790
NEW-058895	Shady Banks Stormwater Improvements	-	-	-	-	-	-	1,000,000	1,000,000
NEW-317019	SE 12th Street Stormwater Improvements	-	-	-	-	-	-	565,293	565,293
NEW-429333	SW 5th Avenue and SW 2nd Street Stormwater Improvements	-	-	-	-	-	-	1,526,526	1,526,526
NEW-471001	900 NE 20th Avenue Stormwater Improvements	-	-	-	-	-	-	323,935	323,935
NEW-500621	SE 17 Street and Cordova Road Stormwater Improvements	-	-	-	-	-	-	1,496,592	1,496,592
NEW-537952	NW 9th Court Stormwater Improvements	-	-	-	-	-	345,093	-	345,093
NEW-650504	234 Plaza Las Olas Stormwater Improvements	-	-	-	-	-	-	298,979	298,979
NEW-736864	SW 12th Court Stormwater Improvements	-	-	-	-	-	-	443,045	443,045
P11419	Riveroaks Stormwater Park	386,539	311,140	-	-	-	-	-	386,539
P11843	Progresso Area Stormwater Improvements	48,113	48,113	-	-	-	-	-	48,113
P11844	Durrs Area Stormwater Improvements	24,598	24,598	-	-	-	-	-	24,598
P11845	Dorsey Riverbend Area Stormwater Improvements	26,411	26,411	-	-	-	-	-	26,411
P11868	River Oaks Stormwater Improvements	34,218	34,218	-	-	-	-	-	34,218
P12034	1416 SE 11 Court Stormwater Improvements	156,093	156,093	-	-	-	-	-	156,093
P12045	Citywide Waterway Surveys Masterplan	19,316	19,316	-	-	-	-	-	19,316
P12074	Southeast Isles Tidal and Stormwater Improvements	15,484	15,484	-	-	-	-	-	15,484
P12082	Victoria Park Tidal and Stormwater Improvements	119,315	119,315	-	-	-	-	-	119,315
P12123	EOC Data Room at Fire Station 53	14,270	14,270	-	-	-	-	-	14,270
P12190	Utilities Asset Management System	986,459	915,218	-	-	-	-	-	986,459
P12264	Drainage Canal Dredging	1,254,966	1,244,487	-	-	-	-	-	1,254,966
P12435	Breakers Avenue and Birch Road Improvements	1,055,753	1,055,753	-	-	-	-	-	1,055,753
P12446	Public Works Joint Facility	1,731,258	1,695,075	-	-	-	-	-	1,731,258
P12478	Stormstation 1 Fixed Emerg Generators	457,923	409,462	-	-	-	-	-	457,923
P12479	Stormstation 2 Fixed Emerg Generators	375,592	370,830	-	-	-	-	-	375,592
P12524	32-101 S Gordon Rd Stormwater Improvments	10,872	10,872	-	-	-	-	-	10,872
P12615	1544 Argyle Drive Stormwater Improvements	244,032	12,928	-	-	-	-	-	244,032
P12616	NE 16th Street Stormwater Improvements	87,407	87,407	-	-	-	-	-	87,407
P12617	1801 NE 45th Street Stormwater Improvements	(12,389)	(16,454)	-	-	-	-	-	(12,389)
P12700	Plant A Stormwater Treatment Facility Upgrades	255,060	255,060	-	-	-	-	-	255,060
P12709	Bayview Dr. From Sunrise Blvd. to Oakland Park Blvd	731,165	728,719	-	-	-	-	-	731,165
P12710	NW 21st Avenue Pipe Rehabilitation	1,034,003	993,207	-	-	-	-	-	1,034,003
P12711	SW 4th Ave. - Nugent Ave. Tidal Valves Replacement	296,882	296,882	-	-	-	-	-	296,882
P12712	SE 5th Ave - SE 15th Ave Tidal Valves Replacement	214,267	214,267	-	-	-	-	-	214,267
P12713	SE 5th Ave - Andrews Ave Tidal Valves Replacement	282,520	200,870	-	-	-	-	-	282,520
P12714	Nugent Ave - Andrews Ave Tidal Valves Replacement	207,680	207,680	-	-	-	-	-	207,680
P12715	Downtown Riverwalk Tidal Valves - Himmarshee St.	140,380	140,380	-	-	-	-	-	140,380
P12743	Osceola Creek Restoration Project	1,960,845	255,631	-	-	-	-	-	1,960,845
P12749	NE 14th Street Stormwater Improvements	156,678	9,654	-	-	-	-	-	156,678
P12786	3030 Holiday Dr Stormwater Improvements	443,166	167,795	-	-	-	-	-	443,166
P12815	NE 32nd Avenue and NE 30th Street Stormwater Improvement	88,192	88,192	662,009	-	-	-	-	750,201
P12816	Riverland Road Stormwater Improvements	132,574	132,574	813,914	-	-	-	-	946,488
P12817	Melrose Manors Neighborhood Improvements	1,596,619	1,596,619	-	-	-	-	-	1,596,619
P12818	Sailboat Bend Stormwater Improvements	135,960	135,960	578,279	-	-	-	-	714,239

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12819	NE 11th Ct. and Seminole Dr. Stormwater Improvements	18,741	13,114	-	-	-	-	-	18,741
P12820	Holly Heights Drive Stormwater Improvements	74,712	74,712	397,572	-	-	-	-	472,284
P12821	SE 1 & 2 Streets, West of US1 Stormwater Improvements	147,940	147,940	-	-	-	-	-	147,940
P12885	Tarpon River Stormwater Improvements	-	-	564,950	-	-	-	-	564,950
P12886	Harbor Isles Stormwater Improvements	-	-	567,880	-	-	-	-	567,880
P12887	NE 4th Street Drainage Improvements	-	-	508,844	-	-	-	-	508,844
P12888	Watershed Asset Management Plan (WAMP) - Condition Assessment	-	-	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	18,750,000
<b>470.Stormwater Total</b>		<b>14,953,614</b>	<b>12,213,792</b>	<b>7,843,448</b>	<b>8,239,633</b>	<b>8,955,777</b>	<b>8,815,817</b>	<b>9,404,370</b>	<b>58,212,659</b>
<b>473.2019 STORMWATER BONDS CONSTRUCTION</b>									
23SWCIP	Special Assessment Bonds 2023A Construction - Stormwater	110,357,102	110,357,102						110,357,102
P11842	Edgewood Stormwater Improvements	5,318,419	(224,911)	-	-	-	-	-	5,318,419
P11843	Progresso Stormwater Improvements	3,350,000	3,350,000						3,350,000
P11844	Durrs Area Stormwater Improvements	12,242,560	122,965	-	-	-	-	-	12,242,560
P11845	Dorsey Riverbend Area Stormwater Improvements	2,101,980	180,888	-	-	-	-	-	2,101,980
P11868	River Oaks Stormwater Improvements	12,733,872	(988,578)	-	-	-	-	-	12,733,872
P12074	Southeast Isles Tidal and Stormwater Improvements	4,053,431	4,050,000	-	-	-	-	-	4,053,431
P12082	Victoria Park Tidal & Strmwtr Improvement	2,250,000	2,250,000						2,250,000
P12695	Hendricks Isle Seawalls Replacement Project	92,306	39,517	-	-	-	-	-	92,306
P12719	Melrose Manors Neighborhood Improvements	2,634,519	1,064,285	-	-	-	-	-	2,634,519
P12728	Southeast Isles Seawall Replacement Project	856,684	48,843	-	-	-	-	-	856,684
P12743	Osceola Creek Restoration Project	5,400,000	553,616						5,400,000
P12745	River Oaks Stormwater Pump Stations	10,825,422	1,150,415	-	-	-	-	-	10,825,422
<b>473.2019 STORMWATER BONDS CONSTRUCTION Total</b>		<b>172,216,295</b>	<b>121,954,142</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>172,216,295</b>
<b>495.WATER &amp; SEWER MASTER PLAN 2017</b>									
P10814	Central New River Watermain River Crossings	395,408	395,408	-	-	-	-	-	395,408
P10850	Victoria Park A North-Small Watermains	1,105	1,105						1,105
P11080	Port Condo Small Water Main Improvements	16,878	16,878	-	-	-	-	-	16,878
P11465	17th Street Causeway- Large Watermain Replacement	-	-	5,205,708	-	-	-	-	5,205,708
P11563	Victoria Park Sewer Basin A-19 Rehab	53,565	53,558	-	-	-	-	-	53,565
P11566	Rio Vista Sewer Basin D-43 Rehab	15	1	-	-	-	-	-	15
P11589	Fiveash WTP Disinfection Improvements	13,123,487	8,479,294	-	-	-	-	-	13,123,487
P11664	Basin B-6 Sanitary Sewer System Rehabilitation	-	-	6,602,820	-	-	-	-	6,602,820
P11887	NW Second Ave Tank Restoration	40,000	40,000	-	-	-	-	-	40,000
P11901	Victoria Pk Sth SM Watermains Improvemnt	6,886	6,886	-	-	-	-	-	6,886
P11991	Downtown Sewer Basin Ps A-7 Rehabilitation	1,732,024	1,640,516	-	-	-	-	-	1,732,024
P12049	Flagler Heights SWR Basin A-21 Laterals	433,504	232,047	-	-	-	-	-	433,504
P12055	Basin A-18 Sanitary SWR Coll Systm Rehab	13	-	-	-	-	-	-	13
P12375	Program Management of Consent Order Projects	452,850	206	-	-	-	-	-	452,850
P12383	NE 25th Avenue 24" Force Main Replacement	-	-	9,000,000	-	-	-	-	9,000,000
P12388	NW 13th Street 24" Force Main Replacement	292,800	3,404	7,235,515	-	-	-	-	7,528,315
P12389	18" Force Main Rpl Across New Rvr Frm 9th/ Birch	6,801	6,801	-	-	-	-	-	6,801
P12393	Fiveash Electrical System Replacements	228,640	228,640	-	-	-	-	-	228,640
P12396	Peele Dixie Surge Protection Upgrades	66,008	66,008	-	-	-	-	-	66,008
P12397	Well Rehabilitation	-	-	1,179,200	-	-	-	-	1,179,200
P12398	Fiveash Water Treatment Plant Ground Storage Tank and Clearw	-	-	1,222,384	-	-	-	-	1,222,384
P12399	Fiveash WTP PCCP Replacement	3,132	3,132						3,132

**City of Fort Lauderdale**  
**Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
P12400	Prospect Wellfield Elc Studies & Testing	183,832	183,832	-	-	-	-	-	183,832
P12408	Force Main (From Pump Station A-54 to A-10) Upsize	-	-	1,962,484	-	-	-	-	1,962,484
P12410	Pump Stations C-1 and C-2 Replacement	580,065	580,065	-	-	-	-	-	580,065
P12412	Pump Stations A-16 Upgrade	2,733,971	28,039	-	-	-	-	-	2,733,971
P12414	Gravity Pipe Impv to Dwntrwn Col System	3,142,143	3,142,143	-	-	-	-	-	3,142,143
P12415	Pump Station A-7 Upgrade	188,131	188,131	-	-	-	-	-	188,131
P12456	Sewer Basin D-40 Rehab	106,722	106,694	-	-	-	-	-	106,722
P12462	Coral Ridge Small Watermain Improvements	-	-	4,936,912	-	-	-	-	4,936,912
P12485	Fiveash WTP Filters Rehabilitation	1,130,364	57,333	-	-	-	-	-	1,130,364
P12605	New Pumping Station Flagler Village A-24	243,307	17,934	-	-	-	-	-	243,307
P12608	Triplex Pumping Station Rehabilitation	502,013	304,399	12,939,536	-	-	-	-	13,441,549
P12618	Dolphin Isles B-14 Sewer Basin Rehabilitation	371,982	371,982	9,699,656	-	-	-	-	10,071,638
P12619	Bayview Drive 16" Force Main to Pump Station B-14	2,434,421	2,352,892	-	-	-	-	-	2,434,421
P12620	Las Olas Marina Pump Station D-31	728,383	-	-	-	-	-	-	728,383
P12628	Interlocal Agreement With Pompano Beach	299,455	299,455	-	-	-	-	-	299,455
P12803	Poinsettia Drive Small Watermain Improvements	-	-	3,901,725	-	-	-	-	3,901,725
P12825	Las Olas Isles D-37 Basin Rehabilitation	-	-	7,013,252	-	-	-	-	7,013,252
P12827	Small Water Main Replacement - SW 31st Avenue	-	-	3,858,449	-	-	-	-	3,858,449
P12831	Pump Station A-7 Redundant Forcemain	-	-	2,620,000	-	-	-	-	2,620,000
<b>495.WATER &amp; SEWER MASTER PLAN 2017 Total</b>		<b>29,497,905</b>	<b>18,806,783</b>	<b>77,377,641</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>106,875,546</b>
<b>496.WATER &amp; SEWER REGIONAL MASTER PLAN 2017</b>									
P12375	Program Management of Consent Order Projects	2,535	-	-	-	-	-	-	2,535
P12383	NE 25th Avenue 24" Force Main Replacement	4,228,068	98,455	3,270,431	-	-	-	-	7,498,499
P12384	NE 38th Street 42" Force Main and NE 19th Avenue 24" Force M	1,403,547	93,809	27,000,000	-	-	-	-	28,403,547
P12387	Effluent Pipe 54-Inch Forcemain Replacement	2,504,641	96,993	38,000,000	-	-	-	-	40,504,641
P12467	Regional B Re-Pump Variable Frequency Drive (VFD)	-	-	730,052	-	-	-	-	730,052
P12528	GTL Chlorine Flash Mix Remodel	1,517,843	7,503	-	-	-	-	-	1,517,843
P12529	Effluent Pumps Standby Generator and Administration Building	13,747,133	-	5,000,000	-	-	-	-	18,747,133
P12566	Redundant Sewer Force Main North to GTL WWTP	22,520	22,520	-	-	-	-	-	22,520
P12799	Rehabilitation or Replacement of 48 to 54-Inch Force Main	-	-	48,621,876	-	-	-	-	48,621,876
<b>496.WATER &amp; SEWER REGIONAL MASTER PLAN 2017 Total</b>		<b>23,426,287</b>	<b>319,280</b>	<b>122,622,359</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146,048,646</b>
<b>498.WATER METER REPLACEMENT PROGRAM</b>									
P12716	Advanced Metering Infrastructure Implementation	45,857,583	45,857,583	-	-	-	-	-	45,857,583
<b>498.Water Meter Replacement Program Total</b>		<b>45,857,583</b>	<b>45,857,583</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,857,583</b>
<b>581.CENTRAL SERVICES (INFORMATION TECHNOLOGY SERVICES)</b>									
P11937	Enterprise Resource Planning (ERP)	1,288,865	952,071	300,000	300,000	273,000	240,400	275,000	2,677,265
P12123	EOC Data Room at Fire Station 53	2,091	2,091	-	-	-	-	-	2,091
P12235	Land & Asset Management System Project	1,753	1,753	-	-	-	-	-	1,753
P12305	Access Control Upgrade - Citywide	514,587	273,483	-	-	-	-	-	514,587
<b>581.Central Services (Information Technology Services) Total</b>		<b>1,807,296</b>	<b>1,229,398</b>	<b>300,000</b>	<b>300,000</b>	<b>273,000</b>	<b>240,400</b>	<b>275,000</b>	<b>3,195,696</b>
<b>583.VEHICLE RENTAL (FLEET)</b>									
P12363	GTL WWTP Fuel Island Improvements	61,257	37,657	-	-	-	-	-	61,257
P12432	Fire Station 53 Fuel Island Improvements	1,170	1,170	-	-	-	-	-	1,170
P12833	EV Charger Installation at City Facilities	100,000	100,000	100,000	100,000	100,000	100,000	-	500,000
P12889	Bulk Petroleum Fluid Tanks at Fleet Services	-	-	113,677	-	-	-	-	113,677
<b>583.Vehicle Rental (Fleet) Total</b>		<b>162,427</b>	<b>138,827</b>	<b>213,677</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>676,104</b>

**City of Fort Lauderdale  
Adopted FY 2024 - 2028 Community Investment Plan**

		Unspent Balance as of 08/25/2023	Available Balance as of 08/25/2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total
<b>643.Arts and Science District Garage</b>									
P12740	Parking Meter Technology	24,150	24,150	-	-	-	-	-	24,150
P12890	Arts & Sciences District Garage Elevator Upgrades	-	-	169,390	-	-	-	-	169,390
<b>643.Arts and Science District Garage Total</b>		<b>24,150</b>	<b>24,150</b>	<b>169,390</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>193,540</b>
<b>778.Florida Department of Transportation (FDOT)</b>									
NEW-955211	Runway 13-31 Pavement Rehabilitation Project	-	-	-	-	-	22,500	340,000	362,500
P12540	Runway 27 By-Pass Taxiways	-	-	-	-	108,650	15,000	-	123,650
P12764	FXE Runway 9-27 Rehabilitation Project	-	-	440,711	-	-	-	-	440,711
P12881	Taxiway L & P Extension & Run-Up Area	-	-	23,750	367,080	-	-	-	390,830
P12882	Runway 9 Western Extension & Parallel Taxiway Extension	-	-	-	40,300	725,000	-	-	765,300
P12883	Design and Construct FXE Maintenance Apron Pavement Rehab Project	-	-	87,000	493,000	-	-	-	580,000
P12884	Design and Construction of Taxiway Echo Pavement Rehabilitation	-	-	204,800	2,048,000	-	-	-	2,252,800
<b>778.Florida Department of Transportation (FDOT) Total</b>		<b>-</b>	<b>-</b>	<b>756,261</b>	<b>2,948,380</b>	<b>833,650</b>	<b>37,500</b>	<b>340,000</b>	<b>4,915,791</b>
<b>779.Federal Aviation (FAA)</b>									
NEW-955211	Runway 13-31 Pavement Rehabilitation Project	-	-	-	-	-	405,000	6,120,000	6,525,000
P12540	Runway 27 By-Pass Taxiways	-	-	-	-	1,955,700	270,000	-	2,225,700
P12764	FXE Runway 9-27 Rehabilitation Project	-	-	7,932,807	-	-	-	-	7,932,807
P12881	Taxiway L & P Extension & Run-Up Area	-	-	427,500	6,607,440	-	-	-	7,034,940
P12882	Runway 9 Western Extension & Parallel Taxiway Extension	-	-	-	725,400	13,050,000	-	-	13,775,400
<b>779.Federal Aviation (FAA) Total</b>		<b>-</b>	<b>-</b>	<b>8,360,307</b>	<b>7,332,840</b>	<b>15,005,700</b>	<b>675,000</b>	<b>6,120,000</b>	<b>37,493,847</b>
<b>Grand Total</b>		<b>784,762,404</b>	<b>467,474,036</b>	<b>292,491,912</b>	<b>162,341,111</b>	<b>102,771,586</b>	<b>83,356,741</b>	<b>91,068,489</b>	<b>1,516,792,243</b>

# BUDGET OVERVIEW



# The Annual Budget Process

## Commission Annual Prioritization Meeting (January)

- The City Commission meets to discuss and set the City's priorities for the upcoming fiscal year

## Forecast Stage (January - February)

- OMB prepares personnel service budgets
- Departments compile their operating and capital budget requests

## Review Stage (March - May)

- OMB reviews all operating and CIP requests submitted by Departments
- Departments meet and discuss with the City Manager and then the Budget Advisory Board

## Preliminary Development (June)

- Public release of the preliminary budget, which details line-item budgets and any City Manager supported strategic enhancements or reductions

## Adoption Stage (September)

- The City Commission holds two (2) public hearings in September to adopt the final millage rate, non-ad valorem assessments, and all funds budget for the upcoming fiscal year

## Budget Development (January)

- Departments complete their annual Business Plans
- OMB hosts the operating budget and Community Investment Plan (CIP) kickoff

## Request Stage (March)

- Departments submit operating budget and CIP requests as well as any strategic enhancements or reductions

## Revenue Estimating Conference Committee (March - April)

- Staff and appointed board members review and recommend General Fund revenue estimates for revenues not projected by a third party

## Proposed Stage (July)

- The City Manager submits the proposed operating and CIP budget to the City Commission for review
- The City Commission sets the maximum proposed millage rate

## Monitoring Stage (October Onward)

- Staff identifies prospective financial challenges and issues through periodic quarterly projections

## Budget Overview

# Budget Overview

## The budget reflects the policies adopted by the City Commission in response to the needs and concerns communicated to them by the neighbors of Fort Lauderdale.

---

The City's structure includes five (5) Charter Offices: City Attorney, City Auditor, City Clerk, Mayor and City Commission, and City Manager. There are also ten (10) operational departments: Development Services, Finance, Fire Rescue, Human Resources, Information Technology Services, Office of Management and Budget, Parks and Recreation, Police, Public Works, and Transportation and Mobility. In addition, there is a Community Redevelopment Agency.

The adopted budget is the result of efforts by the Mayor and four (4) City Commissioners, as well as City staff, to allocate limited resources to best serve the needs of the City of Fort Lauderdale. The budget reflects the policies adopted by the City Commission in response to the needs and concerns communicated to them by the neighbors of Fort Lauderdale.

The Fiscal Year 2024 Adopted Budget for the City of Fort Lauderdale, Florida was developed using a modified Program/Performance model. This model enhances the quality of decision-making and provides a vehicle to measure the City's delivery of services. The budget is intended to serve four (4) primary purposes: a Policy Document, an Operations Guide, a Financial Plan, and a Communications Device.

### Policy Document

---

As a policy document, the adopted budget was developed within the framework of the City's strategic goals, Commission Priorities, Community

Investment Plan, and financial and budgetary policies. The information contained in this document allows policy makers an opportunity to review recommendations to address long-term goals for the sustainability of the City and its services.

### Operations Guide

---

As an operations guide, the adopted budget describes programs, services, and functions performed by each department. Departmental goals, objectives, and performance measures are provided for each program. An organizational chart is provided to show the City is structured for collaboration and interdepartmental coordination work. In addition, a three-year comparison and analysis of staffing is included.

### Financial Plan

---

As a financial plan, the adopted budget outlines the City's fiscal resources. This document displays projected revenue and expenditures for all operating funds. A five-year financial analysis is provided for the major revenue and expense categories.

### Communications Device

---

The budget is designed to clearly communicate information by using text, tables, and graphs to summarize data for the reader. The document describes the budget process for developing, reviewing, adopting, and amending the budget. The Appendix section provides the reader with a glossary and a list of acronyms to enhance reader understandability. Additional information about the City may be found on the City's website at [www.fortlauderdale.gov](http://www.fortlauderdale.gov). Contact the Budget/CIP and Grants Division of the Office of Management and Budget at (954) 828-5425 with questions about the City's budget.

# Budget Development Process

The budget process is a collaborative effort between the City Commission, City Manager, employees, and neighbors to strive to meet the needs of the community at a reasonable price. Every City Commission meeting involves deliberation about what services the City should provide, at what level, and at what price. The decisions made by the City Commission throughout the year provide a general path for budget deliberations to follow. City employees provide the perspective of professionals as to the most efficient and effective way to implement Commission policy. Neighbors have the opportunity to express their preferences for City services and funding mechanisms through representation on the Budget Advisory Board, formal budget public hearings, as well as through individual City Commission meetings during the year.

The budget process is comprised of six stages: Forecast, Request, Review, Proposed, Adoption, and Monitoring. These steps often overlap with one another because the City is always operating in one fiscal year while developing the next.

**Forecast stage** - This is the beginning step in the development of the next year's budget. The City Commission will set initial priorities and provide guidance for the process. Budget staff will prepare payroll projections, revenue and expense worksheets, and additional supplemental data. The development of the Community Investment Plan occurs concurrently with this stage.

**Request stage** - This stage commences after departmental staff receive guidance and training. Departments develop revenue projections and expenditure requests based upon City Commission priorities, needs of the community, financial trends, and projections. Departments will have an opportunity at this stage to request and justify additional resources or propose departmental reorganization at this time.

**Review stage** - This stage provides for the evaluation of departmental decision package

requests. Budget staff review and conduct an analysis at the most detailed level of a department's revenue projections and expense requests. During this stage, City Management meets individually with each department to review their budget requests and to better understand their priorities. In April, the City Manager meets with departments frequently to discuss the decisions necessary to prepare a proposed, balanced budget. Departments also meet with the Revenue Estimating Conference Committee and Budget Advisory Board during this stage.

**Proposed Budget stage** - In July, the City Manager presents the proposed budget to the City Commission per City Charter requirements. At this step in the development of the budget, the City Commission must set a maximum millage rate that will be provided to the Broward County Property Appraiser for inclusion as a preliminary millage in the State-required "Truth in Millage" (TRIM) Notice sent to all property owners.

**Adoption stage** - The City Commission holds two public hearings in the month of September to adopt the millage and non-ad valorem rates, the budget and Community Investment Plan.

**Monitoring stage** - In October, the adopted budget and authorized positions are loaded into the City's financial system. Throughout the fiscal year, Office of Management and Budget staff review purchases and personnel requisitions, monitor City Commission actions for financial impacts, and engage with monitoring the City's budget using the Quarterly Projection System. Each quarter the system informs senior leadership of budgetary decisions throughout the year and estimates remaining expenses and revenues throughout the rest of the fiscal year. Because projections are forward-looking, senior leadership can proactively identify and address potential issues such as over-expenditures or low-revenue collection.



# Budget Calendar

## January

- Prepare training documents used for budget development
- Operating Budget and Community Investment Plan (CIP) Kickoff Presentation
- CIP software open for data entry
- Commission Prioritization
- Office of Management and Budget (OMB) staff facilitates Budget and CIP training

## February

- Departments complete Business Plans
- Departments prepare Budget and CIP requests
- Budget Development software open for data entry

## March

- OMB provides ongoing budget preparation assistance to departments
- Departments submit budget requests
- Budget requests, CIP applications, all funds revenue, and estimates for all funds due
- Budget and CIP Departmental Budget Reviews
- Revenue Estimating Conference Committee review meetings with departments
- Budget Development and CIP software closed

## April

- City Manager Budget and CIP Review meetings with departments

## May

- Departmental Budget Request Presentations to the Budget Advisory Board

## June

- Broward County Property Appraiser provides preliminary property valuation
- City Commission/Budget Advisory Board Joint Workshop recommendation of Millage and Non-Ad Valorem Rate
- City Commission and Executive Strategy Team receive the Preliminary Budget

## July

- Broward County Property Appraiser certifies the property tax roll on July 1
- Completion of proposed budget balancing
- City Manager presents the proposed budget, CIP, and five-year financial forecast to the City Commission
- City Commission adopts a maximum millage rate and non-ad valorem assessment rates to be advertised in the Truth in Millage (TRIM) Notice

## August

- Certification of Proposed Millage and non-ad valorem fees to the Property Appraiser
- Property Appraiser distributes TRIM notices to all property owners
- Prepare for two (2) public hearings by opening the public engagement website and conducting a budget roadshow to various homeowner associations and civic organizations

## September

- City Commission holds 1<sup>st</sup> and 2<sup>nd</sup> (final) public hearings to adopt the millage and the budget
- Certification of the non-ad valorem assessments to the Property Appraiser
- Certification of the final millage with the Property Appraiser and State of Florida Department of Revenue within three (3) days of final adoption

## October

- Beginning of a new Fiscal Year
- Prepare TRIM compliance packet for Florida Department of Revenue
- Review Government Finance Officers Association (GFOA) requirements for submission for the budget awards
- Prepare Adopted Budget Document

## November

- Publish Adopted Budget Document

## December

- Submit Adopted Budget to Government Finance Officers Association (GFOA)

# Budgetary Basis

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., both measurable and available. Available refers to 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 they are 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 taxes and franchise fees 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 a straight-line basis over the following useful lives: buildings (40-50 years), improvements (20-50 years), and equipment (3-15 years).

**The budget is adopted on a basis consistent with generally accepted accounting principles**

# Financial Integrity Principles and Policies

As stewards of public funds, the City of Fort Lauderdale is dedicated to the proper handling of finances, utilizing best practices, and delivering high quality services; thereby preserving the integrity of the organization and providing financial sustainability.

The financial integrity of the City of Fort Lauderdale is of the utmost importance and upholding a set of principles is a key element to maintaining this integrity. The financial integrity principles outlined in this document highlight the basic framework for the overall fiscal management of the City. This document contains high-level principles that govern the City’s financial management. Detailed policy direction is set forth in separate policy documents as described herein.

The financial integrity principles will be reviewed and updated as necessary but will be comprehensively evaluated at least every five years. The approved City of Fort Lauderdale financial integrity principles and supporting policies are outlined below:

## **Principle I: Sound Budgeting Practices**

### *Supporting Policies*

- A. Revenue Estimating Conference Process
- B. Cost Recovery
- C. Grants/Reimbursement
- D. Interfund Borrowing
- E. Proprietary Funds – Working Capital
- F. General Fund – Fund Balance
- G. Structurally Balanced Budget
- H. Budget Adjustment and Amendment
- I. Allocation of Overhead Cost

## **Principle II: Prudent Fiscal Management**

### *Supporting Policies*

- A. Revenue Collections
- B. Purchasing
- C. Fixed Assets
- D. Procurement Card (P-Card)
- E. Risk Management
- F. Cash Management
- G. Financial Oversight and Reporting

## **Principle III: Cost Effective Operations**

### *Supporting Policies*

- A. Performance Management
- B. Financial Transparency
- C. Business Continuity Preparedness
- D. Travel Policy
- E. Full Cost of Service

## **Principle IV: Long-term Financial Planning**

### *Supporting Policies*

- A. Investments
- B. Multi-year Community Investment Plan
- C. Multi-year Financial Forecast
- D. Debt Management
- E. Capital Maintenance, Renewal, and Replacement



# Financial Policies

## GENERAL FINANCIAL POLICIES

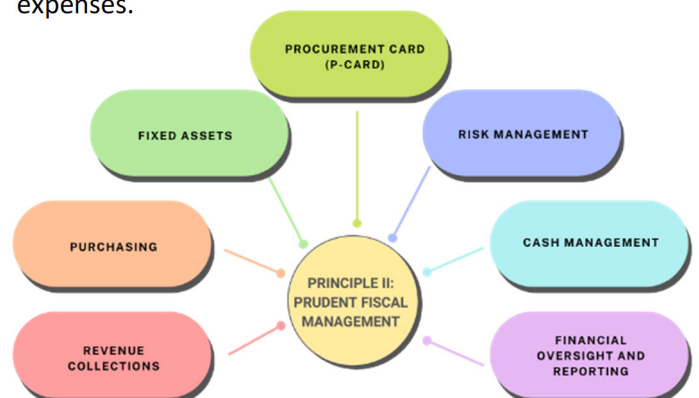
The purpose of these policies is to provide overall financial guidance for the City of Fort Lauderdale and serve as a basis for future financial decision-making.

### General Guidelines

- Current, recurring expenses equal current, ongoing expenses (Structurally Balanced Budget).
- One-time revenues can be used to build up the unassigned fund balance or be used for truly one-time expenses without impacting current service levels.
- Any year-end surplus should be directed to the unassigned 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, project management, information technology, and insurance. Charges to the City departments or projects 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.
- Revenues and expenditures will be projected out at least five (5) years into the future. Should any structural imbalance be projected, a plan should be agreed upon to address the imbalance.

## Fund Balance Levels and Appropriation of Fund Balance

- Unrestricted Fund Balance is defined as the total of committed fund balance, assigned fund balance, and unassigned fund balance. This only includes resources without a constraint on spending or for which the constraint on spending is imposed by the City.
- Maintaining a prudent level of unrestricted fund balance is necessary to protect the City against reducing service levels, emergencies, natural disasters, unanticipated economic downturns, or unpredicted one-time expenditures.
- The City Commission adopted a recommendation from the Budget Advisory Board to maintain the unrestricted fund balance for the General Fund at a level that is equivalent to two months of operating expenditures and required transfers. Should the projected or actual unrestricted fund balance fall below this minimum, a plan will be submitted for 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 fund balance below the recommended threshold 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 shall not be used to balance the annual budget for recurring expenses.



# Financial Policies, continued

## 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-insurance programs be fully funded. An actuarial study will be performed each year. Any current or future deficits that may occur in the workers' compensation or general liability programs will include a financial plan for eliminating the fund deficit within the next three years. The plan will include options such as increased department contributions or transfers from other funds available as a means to fund the deficit.

## Community Investment Plan (CIP)

- The City currently prepares a 5-year Community Investment Plan with each annual budget. The plan serves as a planning guide for the construction of general purpose and utility 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 necessary to maintain facilities and meet infrastructure needs.
- It is the policy of the City that annual contributions to this program from the General Fund are, at a minimum, 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 unrestricted fund balance to fall below the minimum requirement. The City Manager may pursue alternate methods of funding these projects through federal, state, local grants, or other innovative financial options (public/private partnerships).

- Fund balance in excess of 25% operating expenses and required transfers may be used to fund additional capital projects or increase funding of existing projects.
- 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. The 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 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.
- 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 budgets. This type of capital expenditure includes equipment replacement, hardware needs, and other minor facility or building improvements that do not meet the criteria to be included in the Community Investment Plan.

# Financial Policies, continued

- 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, stormwater, parking facilities, a cemetery system, and an executive airport. The cost of these services approximates 30% of the City’s annual expenditures. The City Commission establishes rates for the use of these services and periodically adjusts the rates based upon system needs.
- 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 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.

## DEBT POLICIES

The City has established policies regarding the utilization of debt instruments. 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.

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, the addition of one new fire station, the addition of a new police station and the revitalization of City parks.

The solid financial position of the City, along with the application of current financial management practices, has permitted the City to obtain very favorable bond ratings and secure low interest rates.

The City has adopted the following policy statements as guidelines for the use of debt:

- Short-term debt is not to be used to support routine operations 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 residents become responsible for portions of the cost.
- With each bond offering and at least annually, the City shall fully disclose its financial position and fiscal management practices.



# Financial Policies, continued

## BOND RATINGS

Bond ratings measure the financial health and creditworthiness of institutions. Entities that receive high bond ratings are able to secure lower interest rates which, in turn, translate into savings for taxpayers and ratepayers.

Through the perennial pursuit of sustaining fiscal resiliency, coupled with maintaining robust financial policies, the City has obtained high bond ratings among the foremost credit rating agencies. These ratings, which are detailed below, exemplify the City's vitality against potential obscurities, and serve as a prominent signal of the City's successful strategic financial governance.

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

### General Obligation Bonds, 2022

Moody's: Aa1  
Standard & Poor's: AAA

### Special Obligation Bonds, Series 2012

Moody's: Aa3  
Standard & Poor's: AAA

### Special Obligation Refunding Bonds, Series 2020

Moody's: Aa2  
Standard & Poor's: AAA

### Water & Sewer Revenue Bonds

Moody's: Aa1  
Standard & Poor's: AA+

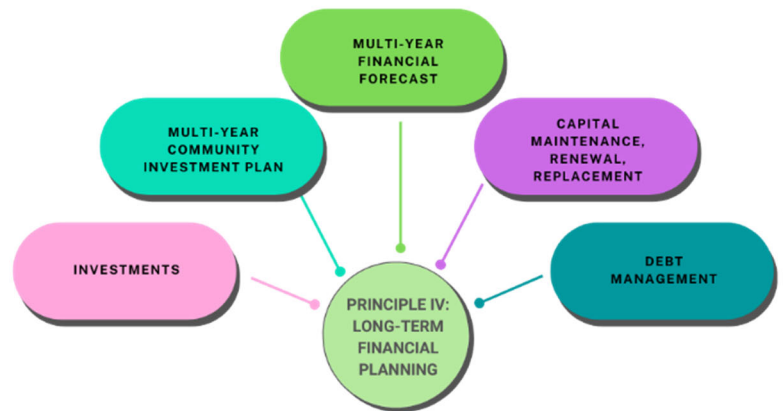
General Obligation Bonds are secured by the full faith and credit of the City. The outstanding General Obligation Bonds will be repaid from ad valorem taxes.

Special Obligation Bonds are secured by pledged funds consisting of non-ad valorem revenues.

## AMENDMENT/TRANSFER POLICIES

The City's annual operating budget is approved by the City Commission at the fund and department level. Any change in the overall budget appropriations, between departments, allocations from fund balance, or for changes between funds is considered an amendment and must be approved by the City Commission.<sup>1</sup>

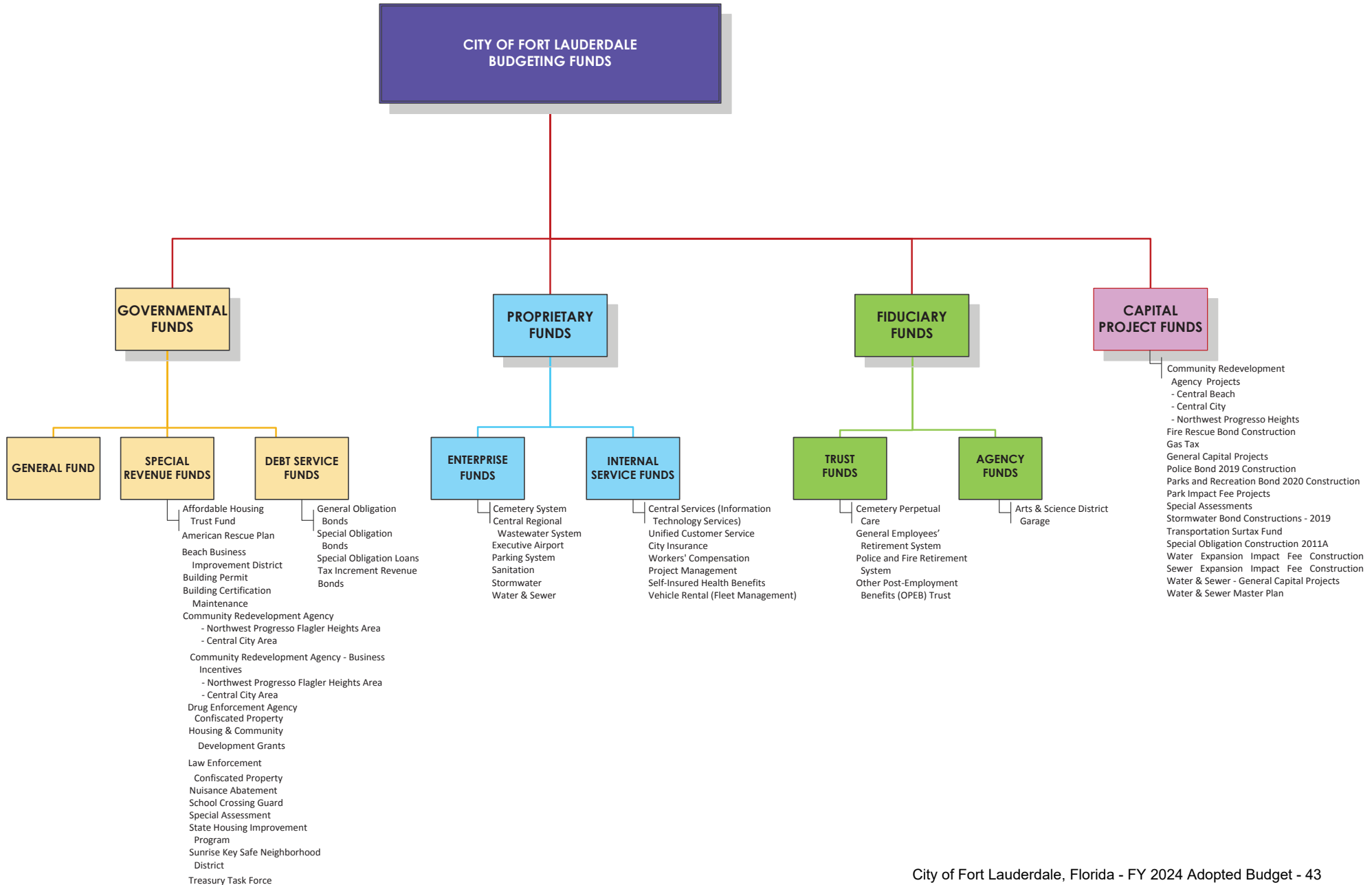
Budget transfers are administrative changes to the budget within the same department and fund. This process provides for ongoing adjustments to the operating budget and enhanced reporting and control over expenditure items but does not impact the adopted budget for that department. The City Manager has the delegated authority to approve budget transfers.



---

1. The City Charter allows for approved encumbrances and capital project balances to "roll" to the next year without receiving specific Commission approval.

# CITY OF FORT LAUDERDALE | BUDGET FUND STRUCTURE





# Fund Descriptions

## Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City are financed. The funds are comprised of fiscal and accounting entities. The entities are made up of self-balancing accounts, recorded cash, and other financial resources with their own related liabilities, residual equities or balances, and related changes. The acquisition, use, and balances of the City's expendable financial resources and 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.

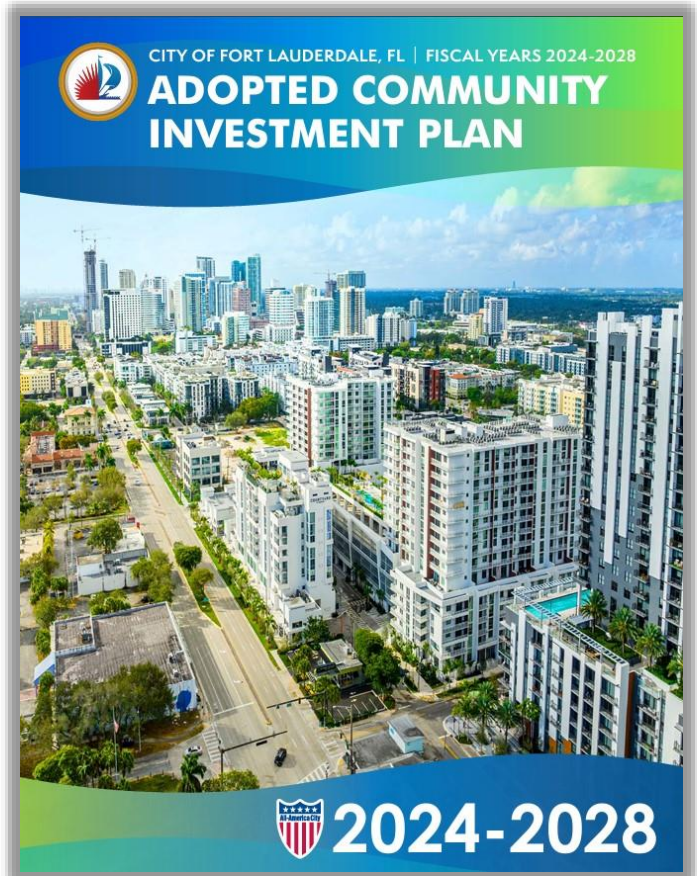
**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) requiring separate accounting due to legal, regulatory provisions, and/or administrative action. Funds of this type are:

- Affordable Housing Trust Fund
- American Rescue Plan Act (ARPA) Fund
- Beach Business Improvement District (BID)
- Building Permits
- Building Technology Funds
- Community Redevelopment Agency (CRA)
- CRA Business Incentives
- Housing & Community Development (HCD)
- Nuisance Abatement
- Police Confiscation Funds
- School Crossing Guard Fund
- State Housing Initiative Program (SHIP)
- Sunrise Key Neighborhood Improvement District (SKNID)

**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 are:

- General Obligation Bonds
- Special Obligation Bonds
- Special Obligation Loans
- Tax Increment Revenue Bonds

**Capital Projects Funds** - Capital Projects Funds are used to account for financial resources reserved for the acquisition or construction of major capital facilities other than those financed by enterprise operations. Specific appropriations for these funds are summarized in the Community Investment Plan.



# Fund Descriptions, continued

## 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 City's proprietary fund types are as follows:



**Enterprise Funds** - Enterprise Funds are used to account for operations that provide a service, such as water or sewer services, to citizens. Such funds are financed primarily by a user charge. The funds are measured based on net income that is deemed appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Funds of this type are:

- Cemetery System
- Central Regional Wastewater
- Executive Airport
- Parking
- Sanitation
- Stormwater Management
- Water and Sewer

**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 are:

- Central Services (Information Technology Service)
- City Insurance
- Health Benefit Insurance
- Project Management
- Unified Customer Service Fund
- Vehicle Rental (Fleet Management)

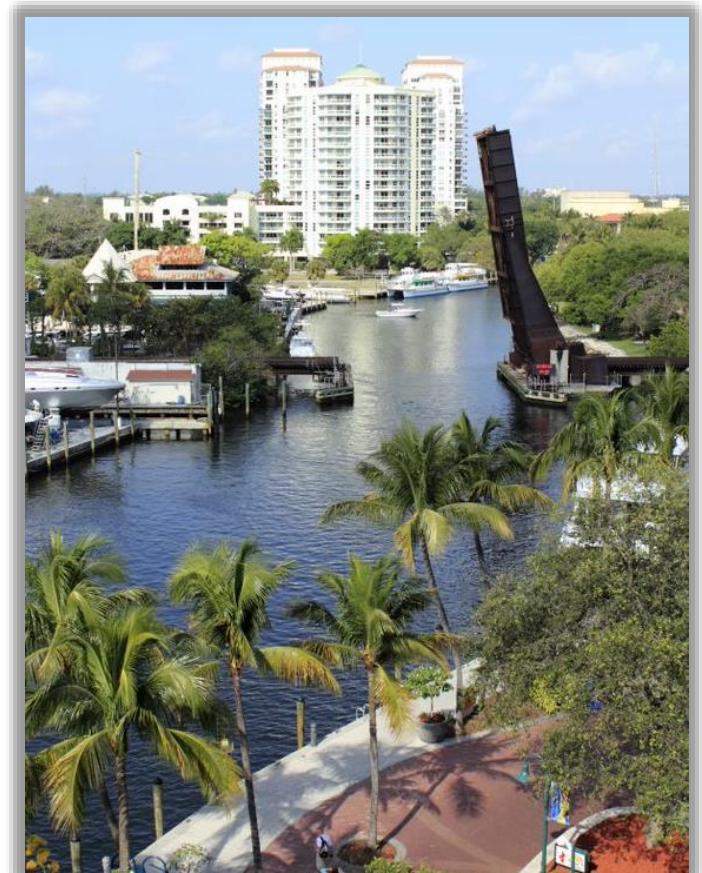
## Other Fund Types

In the City's accounting system, there are other fund types. The following are the City's 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 are:

- Arts and Science District Garage
- Cemetery Perpetual Care Fund

Contributions to the pension plans and deferred compensation are reflected in the proposed budget. The City does not contribute funds to the Cemetery Perpetual Care Fund. The Arts and Science District Garage, while managed by the Transportation and Mobility staff, is handled as a separate function on behalf of the Performing Arts Center Authority and the Downtown Development Authority.



# Fund Highlights

## Airport System Fund

The Executive Airport Division of the City Manager's Office (CMO) develops, operates, and promotes the Fort Lauderdale Executive Airport and Industrial Airpark, the John Fuhrer Downtown Heliport, and Foreign-Trade Zone 241. The Airport's mission is to attract businesses to the area and help those businesses prosper, while benefiting the community.



The Executive Airport is unique in the Southeast due to its features; a 24-hour Federal Aviation Administration (FAA) air traffic control tower, an Instrument Landing System, a 6,002-foot runway, a 4,000-foot runway, Aircraft Rescue and Fire Fighting services, U.S. Customs and Border Protection services, 24-hour security, and a police substation on property. The development of the facility reflects trends in business and leisure activity in the surrounding community, as well as the history and growth of the City of Fort Lauderdale.

This award-winning facility is home base to over 500 aircrafts, including 200 jets and 14 helicopters. This is more than any other airport in the Southeastern United States. Four fixed-base operators provide a full spectrum of services, including fueling, avionics, maintenance, charters, aircraft sales and leasing, and air ambulance. It is important to note that each based aircraft represents significant capital and

operating investments by a local business or individual that has chosen Fort Lauderdale as their home.

The Airport is a major job center, employing over 22,959 people in its aviation and non-aviation properties with payroll at \$1.2 billion. The Airport also provides an estimated \$3.9 billion annual economic impact to the area and is self-sustaining via revenue generated by land leases, fuel flowage fees, and foreign trade zone fees. The Division administers 37 land leases for both aviation-related and Industrial Airpark parcels on the 1,200-acre property.

This year, several Community Investment Projects are planned to enhance the Airport's infrastructure. Some of these projects include taxiway extensions, runway rehabilitations, and other maintenance projects.

The FY 2024 adopted operational budget, including transfers, is \$13,253,640. This includes enhanced funding for airport contract services to provide emergency and after-hours support. The adopted budget also includes funding for the transfer of a Project Manager II position from the Project Management Fund to the Airport Fund.

## Arts and Science District Garage Fund

The Performing Arts Center Authority (PACA) is a 942-space parking garage located in the Arts and Science District of the City. While the City has full and exclusive responsibility for the operations and maintenance of the garage, a joint venture exists between the City, the PACA, and the Downtown Development Authority (DDA). The City has 16% interest, the DDA 42% interest, and PACA 42% interest.

The Transportation and Mobility Department, Parking Services Division collects the revenue and manages the garage, while the Finance Department distributes the funds to the DDA and PACA. The City's net income from the garage has historically been zero. At the end of each fiscal year, shares of the net revenue are paid to PACA

# Fund Highlights, continued

as a social contribution, up to an amount not to exceed \$300,000 for the fiscal year. The FY 2024 adopted operating budget for the Arts and Science District Garage is \$1,750,558, with enhanced funding in the Community Investment Plan for garage elevator upgrades.

## Cemetery Perpetual Care & Cemetery Enterprise Funds

The Cemetery Perpetual Care & Cemetery Enterprise Funds were established for the purpose of managing and providing perpetual maintenance for the City's four cemeteries: Woodlawn, Evergreen, Sunset Memorial Gardens, and Lauderdale Memorial Park. The cemeteries, which collectively amount to approximately 102 acres, have been owned by the City since 1917 and have been operated and maintained by the City since 2019.

The cemeteries offer multiple products and services for the final disposition of human remains and memorialization. The cemeteries also provide a comforting place for visitors and mourners to remember, pay tribute, and honor departed individuals. Revenue from the sales of cemetery plots, merchandise, and services are deposited into the corpus of the Perpetual Care Trust Fund to support maintenance and ongoing care for the cemetery grounds, facilities, and capital improvement. This year, the Community Investment Plan includes funding for the roof replacement of the mausoleum at the Lauderdale Memorial Park Cemetery.



For FY 2024, the adopted budget includes enhanced funding for restroom renovations, impact windows, asphalt improvements, ground improvements to the maintenance compound, and new fencing. The FY 2024 adopted operating budgets for the Cemetery Perpetual Care and Cemetery System Funds are \$1,731,500 and \$6,854,035 respectively.

## Central Services Fund

The Central Services Fund is responsible for providing full-service delivery of the City's technology ecosystem including Enterprise Resource Planning (ERP), Geographic Information Systems (GIS), Internet of Things (IOT), Audio Video (A/V), cyber-security, cloud-based software solutions, on-premises data centers, and network (WAN/LAN) servers. The fund also manages the City's telephones, computers, email, print shop, business applications, mobile device (tablets, iPad, cell phones), the Information Technology help desk, as well as a portfolio of public safety technologies including Automatic Vehicle Locaters (AVL) units, License Plate Readers (LPR), city-wide access control, fingerprint scanners, body worn camera technology, security surveillance systems and mission-critical radio communications networks for emergency responders and various internal and external local government departments.

This Central Services fund supports over 300 physical and virtual servers, over one petabyte of storage, 300 network switches, 2,000 radios, 1,800 desk phones, approximately 500 video cameras, technology access for approximately 450 police vehicles, and 3,821 electronic mail accounts city wide. Core services include the management of integrated applications to effectively deliver City services, such as on-line bill pay for utility services, parking tickets, and recreation registration fees.

# Fund Highlights, continued

In addition, the Central Services Fund is responsible for the support and maintenance (24 hours a day, 365 days a year) of applications and security systems, such as building access controls, voicemail, call center, digital signage, firewall, remote access, and web filtering. The FY 2024 adopted budget for the Central Service Fund, including transfers, is \$26,416,902 with enhanced funding for Phase II of the modernization of IT infrastructure initiative as well as funding, in the Community Investment Plan, for the City's Enterprise Resource Planning (ERP) system.

## Lauderdale Isles Water Management District Fund

Following 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 \$15.00 per parcel for properties within the district for enhancement of their aquatic weed control efforts in their canals. The district adopted their budget in the amount of \$125,929, based upon an assessment of \$15.00 per property and other revenue sources. The district's budget was approved at its March 20, 2023, meeting.

## Parking Fund

The Parking Fund is a self-sustaining fund; therefore, no tax dollars are used to fund parking operations. The fund includes garages, lots, enforcement, administrative support, and field personnel. All salaries, benefits, and expenses are paid exclusively from user-based revenues collected from meters, the sales of permits, and citations. Excess revenues are accumulated in the fund balance to finance major reconstruction and rehabilitation projects of the City's garages and parking lots, as well as implementing sustainable features "greening" them, without tax dollars or outside financing. The City's parking system includes approximately 10,823 parking spaces in

five parking garages, 31 parking lots, and on-street parking.



This year, the Community Investment Plan includes funding for the installation of wayfinding signs on the barrier island, improvements to the Federal Courthouse Parking Garage, landscaping and resurfacing of various City parking lots, and funding for the installation of electric vehicle (EV) charging stations at City parking facilities.

The FY 2024 adopted operating budget, including transfers, is \$26,990,826. This includes enhanced funding for enhancing the City's MicroTransit program as well as funding for maintaining the landscaping at City parking lots and garages, for the parking pavement marking maintenance program, for new variable message boards, and for two (2) additional construction worker positions.

## Project Management Fund

The Project Management Fund is an internal service fund that was established in 2019 to centralize the City's project management services, who primarily operate in service of the Community Investment Plan (CIP), thereby enabling the proper allocation of charges to the projects managed by the City's project managers and their support staff. The FY 2024 adopted operating budget, including transfers, is \$4,683,196. The adopted budget also memorializes the transfer of one (1) Project Manager II position to the Airport Fund.

# Fund Highlights, continued

## Sanitation Fund

The Sanitation Fund supports a full complement of modern solid waste services by providing residential household garbage, recycling, yard waste, and bulk trash collection. The fund also supports household hazardous waste collection events, rights-of-way maintenance, and public trash receptacles. The City’s Clean Team, funded through the Sanitation Fund, works to preserve the unique beauty of our city’s streets and high-traffic areas.



The licensing of private collectors and the collection of franchise fees are included along with large-scale Emergency Debris Management services. The remediation and closure of the Wingate Landfill and Incinerator site has been finalized; however, the City has an obligation to perform ongoing environmental monitoring of the property until 2032.

The total FY 2024 adopted operating budget, including transfers, for the Sanitation Fund is \$37,896,607. This includes \$197,500 in notable savings resulting from the full transfer of the waterway cleaning and reporting services program to the Stormwater Fund.

Effective October 1, 2023, the residential rates are recommended to increase by 4%. The impact of the approved rate increase for a residential customer is illustrated below:

### Effect of Increase on Base Monthly Sanitation Rates

FY 2023 Rate	FY 2024 Rate	\$ Change	% Change
\$45.78	\$47.61	\$1.83	4%

## Stormwater Management 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 2024 adopted operating budget, including transfers, for the Stormwater Fund is \$34,864,434. This includes an estimated \$12.1 million debt payment of the \$210 million Stormwater Revenue Bond, enhanced funding for the management of the City’s Canal Cleaning and Reporting Services program, one-time funding for a monitoring assessment of the City’s impaired waterways, and one-time funding for the cleaning of seven (7) drainage wells in the Victoria Park neighborhood.

Starting in FY 2021, the Stormwater Management program began generating revenues via a non-ad valorem special assessment based on a hybrid rate methodology. The new assessment methodology accounts for both the total square footage of a parcel, the trip generation potential of the parcel as identified by the Department of Revenue (DOR) land use, and the magnitude of trip drivers on the parcel (sq. ft., dwelling units, etc.).

Stormwater Charge (Annual Assessment)	FY 2023 Rate	FY 2024 Rate
Single Family Residential ≤ 3 Units	\$218.71/unit + \$4.19/Trip	\$240.58/unit + \$4.61/Trip
Developed Parcels	\$2,273.01 per acre + \$4.19/Trip	\$2,500.31 per acre + \$4.61/Trip
Undeveloped Parcels	\$567.00 per acre	\$623.70 per acre

This year, several Community Investment Projects are planned to enhance the City’s stormwater infrastructure, such as funding for the installation of new stormwater infrastructure, new drainage improvements, and funding for the Watershed Asset Management Plan (WAMP).

# Fund Highlights, continued

## Sunrise Key Neighborhood Improvement District Fund

In accordance with the State Statute regarding safe neighborhood districts, the Improvement District Board met on May 23, 2023, and approved a millage rate of 1 mill. This revenue and reserves support a FY 2024 adopted budget of \$191,312.



## Unified Customer Service Fund

The Unified Customer Service Fund is a newly created internal service fund that is administered by the Development Services Department. The fund was established to centralize the City's various departmental call centers thereby streamlining operations, reducing service request response times, and increasing neighbor satisfaction. The FY 2024 adopted operating budget, including transfers, is \$2,238,270, which includes the transfer of twenty-five (25) positions into the fund from Public Works and Development Services.

## Vehicle Rental (Fleet) Fund

The City's fleet consists of over 1,700 vehicles and rolling stock. The Public Works Sustainability Division oversees the Fleet Maintenance and Management Services contract, procuring replacement vehicles, auctioning vehicles and equipment, overseeing the four fueling facilities, and light-duty carwashes. The FY 2024 adopted budget and transfers is \$27,144,492. This includes enhanced funding in the Community

Investment Plan to purchase and install three (3) additional petroleum bulk storage tanks and funding to install approximately fifteen (15) new electric vehicle (EV) charging stations at City facilities.

In 2022, the City of Fort Lauderdale was ranked 5th in the NAFA 100 Best Fleets in the Americas and, in 2021, ranked No. 32 in the Green Fleet Award. Fleet Services seek the vehicles with the best miles per gallon rating and right sizes for all City vehicles for the application at hand to increase reliability, longevity, and reduce fuel usage.

## Water and Sewer Fund

The City supplies water and sewer services on a regional basis for approximately 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.



This year, several Community Investment Projects are planned to enhance the City's water and sewer infrastructure, such as funding for the new Prospect Lake Water Treatment Plant, the rehabilitation of sewer basins, the installation of new water mains, the installation of new pump stations, new chemical storage tanks, and other, additional capital improvements.

The total FY 2024 adopted operating budget, including transfers, for the Water and Sewer Fund

# Fund Highlights, continued

is \$175,553,859. This includes enhanced funding to begin transitioning the City to advanced water metering (AMI), for a new water rate study, one (1) additional senior project manager to manage the new Prospect Lake Water Treatment Plant, and the transfer of one (1) additional administrative assistant from the General Fund to support the City's backflow program. Additionally, the adopted budget includes the transfer of eighteen (18) positions to the newly created Unified Customer Service Fund.

For FY 2024, the City is proposing a water service rate increase of 22.5% in order to support the construction of the approved Prospect Lake Water Treatment Plant, the procurement of a new Automatic Metering System, and other operating and capital needs of the system. The wastewater rate, meanwhile, is adopted to increase by 9.0%. The impact of the adopted rate increases on a residential customer is illustrated below:

### Effect of Increase on Base Monthly Water & Sewer Rates (5,000 gallons/month)

5/8 Inch Meter	FY 2023 Rate	FY 2024 Rate	\$ Change	% Change
<b>Total</b>	<b>\$82.14</b>	<b>\$93.67</b>	<b>\$11.53</b>	<b>14.0%*</b>

*\*The blended 22.5% and 9.0% rate increases are intended to generate approximately 14% more revenue for the utility in totality. The impact varies based upon user class and consumption.*

### Central Regional Wastewater 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, and 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 is determined. If necessary, lump sum rebates or charges are made to adjust the amounts paid during the year.



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 adopted rate for FY 2024 is a \$0.27 increase to \$2.82 per 1,000 gallons.

Per 1,000 Gallons	FY 2023 Rate	FY 2024 Rate	\$ Change	% Change
<b>Total</b>	<b>\$2.55</b>	<b>\$2.82</b>	<b>\$0.27</b>	<b>10.6%</b>

This year, several Community Investment Projects are planned to enhance the City's wastewater system including funding for rehabilitation of wastewater reactors and clarifiers, for upgrades to the motor control centers, for deep well mechanical integrity testing, for the design and construction of a secondary server room, along with other, additional capital improvements. The FY 2024 adopted operating budget, including transfers, for the Central Regional Wastewater Fund is \$42,968,780.



# Department Highlights – Key Changes and Funding Enhancements

Highlights of new funding for programs, one-time expenses, or key changes for the FY 2024 Adopted Budget are outlined below.



**City Attorney’s Office** – The FY 2024 Adopted Budget includes \$170,793 for a cloud-based document management software solution. This program will create operational efficiencies by enabling improved organization, storage, and retrieval of legal documents.

**City Manager’s Office** - The FY 2024 Adopted Budget includes the following: \$315,260 in ongoing funding to support the City’s Housing Navigation program, which will provide placement services for individuals experiencing homelessness; \$50,000 in ongoing funding for one (1) part-time Administrative Aide position; \$14,599 in ongoing funding for an employee whistleblower hotline; and \$60,000 for FTL Connect magazine, which will provide residents with timely news about City projects, accomplishments, and upcoming community events.

The adopted budget memorializes the transfer of one (1) Program Manager I position from Development Services; the transfer of one (1) Administrative Assistant position from the City Clerk’s Office; and the creation of a Public Affairs Division, which will unite Government Affairs, Cultural Affairs, Education, the Beach Business Improvement District (BBID), and Economic Development.

Furthermore, the adopted budget includes strategic reductions to maintain a structurally balanced budget including \$119,994 in ongoing savings from the elimination of two (2) Senior Management Fellow positions, \$296,262 in ongoing savings from the elimination of two (2) Graphic Designer positions and one (1) Senior Strategic Communications Specialist position.

For the City’s Airport Fund, the adopted budget includes \$200,000 in ongoing contract services to provide emergency and after-hours support. Additionally, the adopted budget includes \$154,643 in ongoing funding to support the transfer of one (1) Project Manager II position from the Project Management Fund.

**Community Redevelopment Agency (CRA)** – The FY 2024 Adopted Budget includes \$180,000 in one-time, professional service funding for a planning consultant to conduct a Land Use Amendment in the Central City area to engender more mixed-use development. Moreover, the adopted budget includes \$12,408 in one-time funding for the installation of additional street lighting.



**Development Services Department** – The FY 2024 Adopted Budget includes \$225,000 in one-time professional service funding to explore the possibility of creating additional mixed-use zoning districts within the City as well as \$63,709 to support

# Department Highlights – Key Changes and Funding Enhancements, continued

the reclassification of one (1) Planning Assistant position to a Geographic Information System (GIS) analyst position. Furthermore, the budget includes strategic reductions to maintain a structurally balanced budget including \$182,104 in ongoing savings from the elimination of the Nighttime Economy program, which included one (1) Nighttime Economy Manager position, which is being eliminated, and one (1) Program Manager I position, which is being transferred to the City Manager's Office under the Public Affairs Division.



The adopted budget for the Building Fund includes \$143,161 in ongoing funding for one (1) Business Assistance Coordinator position to launch a new Permit Solutions program and \$51,962 in ongoing funding to transition one (1) part-time Administrative Aide position to full-time to enhance building enforcement operational support.

Lastly, the budget formalizes the creation of the Unified Customer Service Fund, a new internal service fund, under Development Services to consolidate all call center functions throughout the City. The new fund will have a funding appropriation of \$2,238,270 and will consist of twenty-five (25) positions, with sixteen (16) positions transferring from the Water and Sewer Fund, under Public Works, and nine (9) positions transferring from other funds within Development Services.

**Finance** – The FY 2024 Adopted Budget includes \$114,958 in ongoing funding for one (1) Senior Procurement Specialist position to expedite procurement activities for key Community Investment Plan (CIP) projects.

**Fire Rescue** – The FY 2024 Adopted Budget includes \$1,099,391 in one-time funding to purchase one (1) Type 1 Fire Engine which will support the forthcoming Emergency Medical Services (EMS) substation in the Las Olas neighborhood. Furthermore, the adopted budget includes \$838,808 in ongoing funding for nine (9) additional Fire Lieutenant positions to increase the number of third-person rescue units for six (6) months in FY 2024 and \$130,403 in ongoing funding for full year funding for one (1) Public Information Specialist position.

Lastly, the budget includes \$75,000 in ongoing funding for the proper maintenance of the Department's Power Load/Power Pro equipment; \$41,217 in one-time funding to replace one (1) unit of excavation equipment; and \$35,000 in ongoing funding to outsource the regular cleaning of the Department's bunker gear.



**Human Resources Department** – The FY 2024 Adopted Budget includes strategic reductions to maintain a structurally balanced budget including \$161,288 in ongoing savings from the elimination of one (1) Diversity Officer position. The adopted

# Department Highlights – Key Changes and Funding Enhancements, continued

budget also formalizes the transfer of one (1) Human Resources Analyst to the Police Department. Lastly the adopted budget – for the Self-Insured Health Fund – includes \$65,000 in one-time funding to support a claims administrative audit.



**Information Technology Services (ITS)** – The FY 2024 Adopted Budget includes \$880,637 for Phase II of the Citywide Technology Infrastructure Modernization Plan, which aims to replace all end-of-life hardware within the City's technology infrastructure. Additionally, the adopted budget includes \$130,017 in ongoing savings due to the elimination of one (1) Technology Strategist position, which will be used to support the reclassification of an Assistant Director position.

**Parks and Recreation** – The FY 2024 Adopted Budget includes \$112,199 in ongoing funding to provide salary increases for part-time employees as well as \$60,000 in enhanced special events funding to support Juneteenth, Carlton Moore Day, and the David Deal Playday. Additionally, the adopted budget for the Cemetery System Fund includes \$358,453 in one-time funding for operational enhancements such as new impact windows, restroom renovations, asphalt improvements, ground improvements, and new fencing.

For the Sanitation Fund, the adopted budget includes \$81,927 in ongoing savings for the elimination of one (1) Code Compliance Officer position. The budget also memorializes the transfer of one (1) Parks Supervisor position from Parks and Recreation to Public Works.

**Police** – The FY 2024 Adopted Budget includes \$2,566,169 in ongoing funding for fourteen (14) additional Police Officers to enhance the Department's Patrol Unit and Homeless Outreach Team. Additionally, the adopted budget memorializes the transfer of one (1) HR Analyst position from the Human Resources Department as well as a departmental reorganization of sworn personnel that includes the creation of a new Violent Crimes Division within the Investigations Bureau.



**Public Works** – The FY 2024 Adopted Budget memorializes fully transitioning the waterway cleaning and reporting services program from the Sanitation Fund to the Stormwater Fund; the transfer of one (1) Administrative Aide position from the General Fund to the Water and Sewer Fund to support the City's Backflow program; the transfer of one (1) Parks Manager position to Public Works from the Parks and Recreation Department to manage the City's Bulk Services contracts; the transfer of one (1) Project Manager II position from Public Works to the Airport Fund; the transfer of

# Department Highlights – Key Changes and Funding Enhancements, continued

sixteen (16) positions from Public Works to the newly formed Unified Call Center Fund in Development Services; as well as the reorganization of the Stormwater Division.



Furthermore, the adopted budget includes \$1,042,668 in ongoing funding to begin transitioning the City to Advanced Water Metering (AMI) technology; \$164,656 in ongoing funding for one (1) new Senior Project Manager to manage the new Prospect Lake Water Treatment Plant; and \$200,000 in one-time funding for a new water and sewer rate study. Finally, the adopted budget for the Stormwater Fund includes \$105,000 in one-time funding for the cleaning of seven (7) drainage wells in the Victoria Park neighborhood and \$75,000 in one-time professional services funding for a consultant to conduct an assessment of the City's impaired waterways.

**Transportation and Mobility** – The FY 2024 Adopted Budget includes \$2,500,000 in ongoing funding to enhance the City's MicroTransit program; \$150,000 in ongoing funding for enhanced landscaping of the City's parking lots and garages; \$85,000 in ongoing funding to properly maintain existing pavement markings; and \$45,600 in one-time funding for three (3) variable message boards that will provide efficient and effective traffic

control alerts. Finally, the adopted budget includes \$166,598 for two (2) Construction Worker positions to conduct basic renovation projects within City parking facilities.

The adopted budget also memorializes the reorganization of the Department's Project Manager II and Program Manager I positions to better align the funding sources with the activities being completed by each position.

**Citywide** – The FY 2024 Adopted Budget includes \$150,000 in one-time funding for a Regional Infrastructure Accelerator Study as well as \$1,460,584 in one-time funding for City Facility Relocation Costs to prepare for a new City Hall. Furthermore, the adopted budget includes strategic reductions to maintain a structurally balanced budget including 1,460,402 in ongoing savings from the reduction of merchant card processing fees – with transactions being handled directly by the processor - as well as a \$197,000 reduction in the City's contribution to nonprofit grant funding.



# Funding to Support External Organizations

As a part of the annual budget process, the City provides external organizations with funding to support key community services that align with the City’s Strategic Plan, annual Commission Priorities, and operational needs. This funding allows the Commission to allocate resources to key initiatives without the lead time that would be required if the City were to provide the services internally and provides flexibility to address different priorities each year without a long-term financial commitment. External organizations that receive funding are required to execute a Participation Agreement which stipulates the funding amount, public purpose, scope of service, financial reporting, term length, and time of performance.

The summary tables below detail the external organizations included for funding in the FY 2024 Budget and the purpose of the City’s contribution.

City of Fort Lauderdale FY 2024 Nonprofit Grant Participation Agreement Funding		
Organization	Approved Funding	Purpose of City’s Contribution
Areawide Council on Aging of Broward County, Inc.	\$127,842	Support meal and transportation services and resources to City of Fort Lauderdale seniors and adults with disabilities.
Early Learning Coalition of Broward County, Inc.	\$75,000	Provide subsidized childcare for approximately 2,500 Fort Lauderdale children of eligible low-income families.
First Call for Help of Broward, Inc. dba 211-Broward, Inc.	\$25,000	Provide supportive listening, crisis intervention, and information and referrals that help residents to access social program services.
Junior Achievement of South Florida, Inc.	\$33,900	Provide 5th and 8th grade public school students in Fort Lauderdale with financial and entrepreneurial learning, served annually through JA BizTown and JA Finance Park.
Museum of Discovery and Science, Inc.	\$214,800	Provide kindergarten through 5th grade public elementary school students in Fort Lauderdale with Museum and school instruction to improve long-term academic success in the critical STEM (science, technology, engineering, math) disciplines.
Nova Southeastern University, Inc. for NSU Art Museum	\$500,000	Provide innovative art exhibitions and cultural, educational and enrichment programs to stimulate tourism in Fort Lauderdale as well as provide complimentary admission for City residents.
The Stranahan House, Inc.	\$100,000	To fund a Welcome Center, open to the public, at the Stranahan House which educates residents and visitors of Fort Lauderdale of the region's history, thus furthering social, cultural, and historic viability of the community.
<b>Subtotal Nonprofit Funding</b>	<b>\$1,076,542</b>	

## Funding to Support External Organizations, continued

City of Fort Lauderdale FY 2024 Interlocal Agreement Funding		
Organization	Approved Funding	Purpose of City's Contribution
Downtown Development Authority of the City of Fort Lauderdale	\$714,285	Redevelop Huizenga Park to add amenities and ensure that the location remains a public park into perpetuity accessible to all residents and visitors. This is the second payment of the City's \$5 million total commitment.
<b>Subtotal Interlocal Agreement Funding</b>	<b>\$714,285</b>	

City of Fort Lauderdale FY 2024 Nonprofit Funding Included in Department Operating Budgets Contracts and Sponsorship		
Organization	Approved Funding	Purpose of City's Contribution
Carlton B. Moore Freedom Foundation, Inc.	\$5,000	Sponsor the 4th Annual Carlton B. Moore Friends & Family Day, an event to raise money for scholarships and educational programs for students in the Fort Lauderdale community.
Fort Lauderdale Historical Society, Inc.	\$85,000	Contribute toward the educational, cultural, and historical life of Fort Lauderdale to serve as a historic tourist destination within the Riverwalk Arts and Entertainment District.
Riverwalk Fort Lauderdale - Go Riverwalk Magazine	\$50,400	Provide space in the monthly Go Riverwalk magazine to communicate City information.
Riverwalk Fort Lauderdale - Riverwalk Activation*	\$325,000	Provide for the programming, beautification, lighting enhancements, and revitalization of Riverwalk Park and special events such as the annual Light Up Lauderdale and the Day of the Dead celebration.
Summer Youth Employment Program	\$150,000	Provide Fort Lauderdale's youth with summer-long employment with the City including lessons about how to obtain and maintain a job and how to turn any job into an investment of time and effort for the future.
Winterfest, Inc.	\$75,000	Sponsor the Annual Boat Parade and build a festival and full complement of events around the Greater Fort Lauderdale area.
<b>Subtotal Contracts and Sponsorship Funding</b>	<b>\$690,400</b>	
<b>GRAND TOTAL FUNDING</b>	<b>\$2,481,227</b>	

*\*Includes \$100,000 for one-time lighting enhancements*

# Special Events and Public Space Activation

As part of the annual budget process, the City appropriates funding for special events and the activation of the City’s public spaces. These events occur throughout year, ensuring that our City continues to develop public places to be inviting to all neighbors and visitors. The Special Events and Public Space Activation budget summary table, listed below, details the events and public space activations that are funded in FY 2024.

<b>City of Fort Lauderdale, Florida                      Special Events and Public Space Activation                      Budget Summary</b>	
List of Activities	FY 2024 Adopted Budget
Fourth of July	\$ 400,000
Riverwalk Activation	\$ 225,000
Las Olas Oceanside Park Activation	\$ 115,500
Great American Beach Party	\$ 100,000
Sistrunk Festival	\$ 100,000
Summer Jamz	\$ 100,000
Jazz Brunch	\$ 66,000
Starlight Musicals	\$ 60,000
Downtown Countdown - New Year's Eve	\$ 50,000
St. Patrick's Day Parade	\$ 40,000
King Holiday Parade and Multicultural Festival	\$ 40,000
Juneteenth Festival	\$ 40,000
David Deal Play Day	\$ 30,000
Carter Park Jamz	\$ 20,000
Fort LauderBoo	\$ 20,000
Light Up Sistrunk	\$ 20,000
Light Up the Beach	\$ 20,000
Light Up the Galt	\$ 20,000
Pre Labor Day Festival	\$ 20,000
Get Lit - Riverwalk	\$ 16,500

## Special Events and Public Space Activation, continued

Relay for Life	\$ 10,000
Sips, Sounds, and Splats	\$ 10,000
Viernes Musicales	\$ 10,000
Noon Tunes	\$ 8,000
Diwali	\$ 5,000
Kijiji Moja	\$ 5,000
Carlton B. Moore Friends & Family Day	\$ 5,000
Menorah Lighting	\$ 2,000
Old School Reunion	\$ 2,000
Pride Parade	\$ 1,500
Big Toy and Truck Extravaganza	\$ 1,000
Kwanzaa Ujamaa	\$ 1,000
Santa on the Beach	\$ 800
<b>Event Support Related Expenses</b>	
Marketing	\$ 50,000
Music License Fees	\$ 10,000
<b>General Fund Total</b>	<b>\$ 1,624,300</b>



# Property Tax Millage Summary

	Operating Millage	Debt Service Millage	Total Millage
FY 2023 Adopted Millage Rate	4.1193	0.2833	4.4026
<b>FY 2024 Adopted Millage Rate</b>	<b>4.1193</b>	<b>0.2727</b>	<b>4.3920</b>
FY 2024 Rolled Back Millage Rate	3.7556	0.2727	4.0283
% Increase over Rolled Back Rate	9.68%	-	-

Adopted FY 2024 Value of 1 Mill		
Mills	Gross Revenue	Net Revenue (96%)
1.00	\$54,779,139	\$52,587,974
0.75	\$41,084,354	\$39,440,980
0.50	\$27,389,570	\$26,293,987
0.40	\$21,911,656	\$21,035,189
0.30	\$16,433,742	\$15,776,392
0.25	\$13,694,785	\$13,146,993
0.15	\$8,216,871	\$7,888,196
0.10	\$5,477,914	\$5,258,797

Adopted Taxes at 4.1193 Mills		
Value of Home	With \$50,000 Homestead Exemption	No Homestead Exemption
\$300,000	\$1,030	\$1,236
\$275,000	\$927	\$1,133
\$250,000	\$824	\$1,030
\$225,000	\$721	\$927
\$200,000	\$618	\$824
\$175,000	\$515	\$721
\$150,000	\$412	\$618
\$125,000	\$309	\$515

10 Year Millage, Taxable Value, and Revenue History				
Fiscal Year	Tax Rate/ Millage	Final Gross Taxable Values	Property Tax Revenue	% Change in Actual Revenue
2024*	4.1193	\$54,779,139,090	\$216,625,639	10.58%
2023	4.1193	\$48,804,360,453	\$195,904,881	14.56%
2022	4.1193	\$43,216,185,624	\$171,001,373	5.49%
2021	4.1193	\$40,866,781,365	\$162,106,696	5.41%
2020	4.1193	\$38,762,628,574	\$153,784,047	7.24%
2019	4.1193	\$36,105,845,628	\$143,407,694	7.75%
2018	4.1193	\$33,528,048,467	\$133,093,587	8.22%
2017	4.1193	\$30,966,306,786	\$122,985,339	9.17%
2016	4.1193	\$28,357,575,422	\$112,656,399	9.03%
2015	4.1193	\$25,994,723,014	\$103,321,618	5.97%

\*The FY 2024 property tax revenue is based on Broward County Property Appraiser's (BCPA) July estimates of the City of Fort Lauderdale's taxable property value. All other years are based on actual revenues received.

## FY 2024 Adopted Millage Rate and Fire Assessment Fee Comparison

Municipality	Ranking	FY 2024 Adopted Millage Rate	FY 2024 Adopted Fire Assessment Fee	Fire Service Provided By
Lauderdale Lakes	1	8.6000	\$333.84	BSO Fire Rescue
Pembroke Park	2	8.5000	N/A	BSO Fire Rescue
Hallandale Beach	3	8.2466	\$265.06	BSO Fire Rescue
West Park	4	8.2000	\$500.52	BSO Fire Rescue
Lauderhill	5	8.1999	\$583.00	Lauderhill
Hollywood	6	7.4665	\$312.00	Hollywood
North Lauderdale	7	7.4000	\$278.00	North Lauderdale
Miramar	8	7.1172	\$479.21	Miramar
Margate	9	7.1171	N/A	Margate
Tamarac	10	7.0000	\$420.00	Tamarac
Lazy Lake	11	6.5000	N/A	Fort Lauderdale
Sea Ranch Lakes	12	6.5000	N/A	Pompano Beach
Coconut Creek	13	6.4463	\$283.14	Coconut Creek
Sunrise	14	6.0543	\$279.50	Sunrise
Coral Springs	15	6.0232	\$267.72	Coral Springs
Deerfield Beach	16	6.0018	\$315.00	BSO Fire Rescue
Dania Beach	17	5.9998	\$218.16	BSO Fire Rescue
Cooper City	18	5.8650	\$322.46	BSO Fire Rescue
Oakland Park	19	5.8362	\$276.00	Oakland Park
Wilton Manors	20	5.8360	\$309.75	Fort Lauderdale
Plantation	21	5.8000	N/A	Plantation
Pembroke Pines	22	5.6690	\$373.95	Pembroke Pines
Davie	23	5.6250	\$296.00	Davie
Pompano Beach	24	5.2705	\$331.00	Pompano Beach
Parkland	25	4.2979	\$298.70	Coral Springs
<b>Fort Lauderdale</b>	<b>26</b>	<b>4.1193</b>	<b>\$338.00</b>	<b>Fort Lauderdale</b>
Lauderdale by the Sea	27	3.9235	\$147.37	AMR for EMS and Volunteer Fire
Southwest Ranches	28	3.9000	\$758.63	Davie & Volunteer
Lighthouse Point	29	3.8501	\$272.13	Lighthouse Point
Hillsboro Beach	30	3.5000	N/A	BSO Fire Rescue
Weston	31	3.3464	\$638.44	BSO Fire Rescue
Unincorporated Broward	32	2.3353	\$190.00	BSO Fire Rescue

Source : Broward County Property Appraiser's Office

AMR - American Medical Response

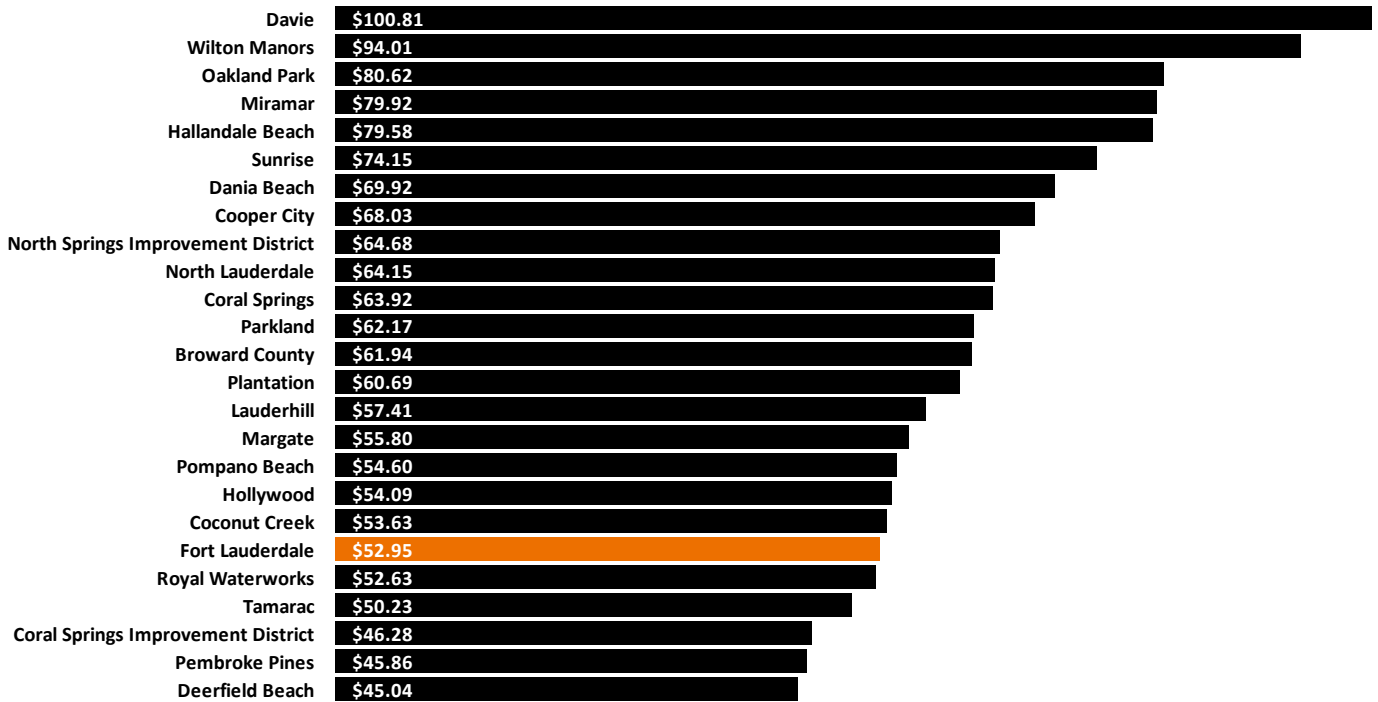
BSO - Broward Sheriff's Office

EMS - Emergency Medical Response

# Combined Water & Sewer Bill Survey

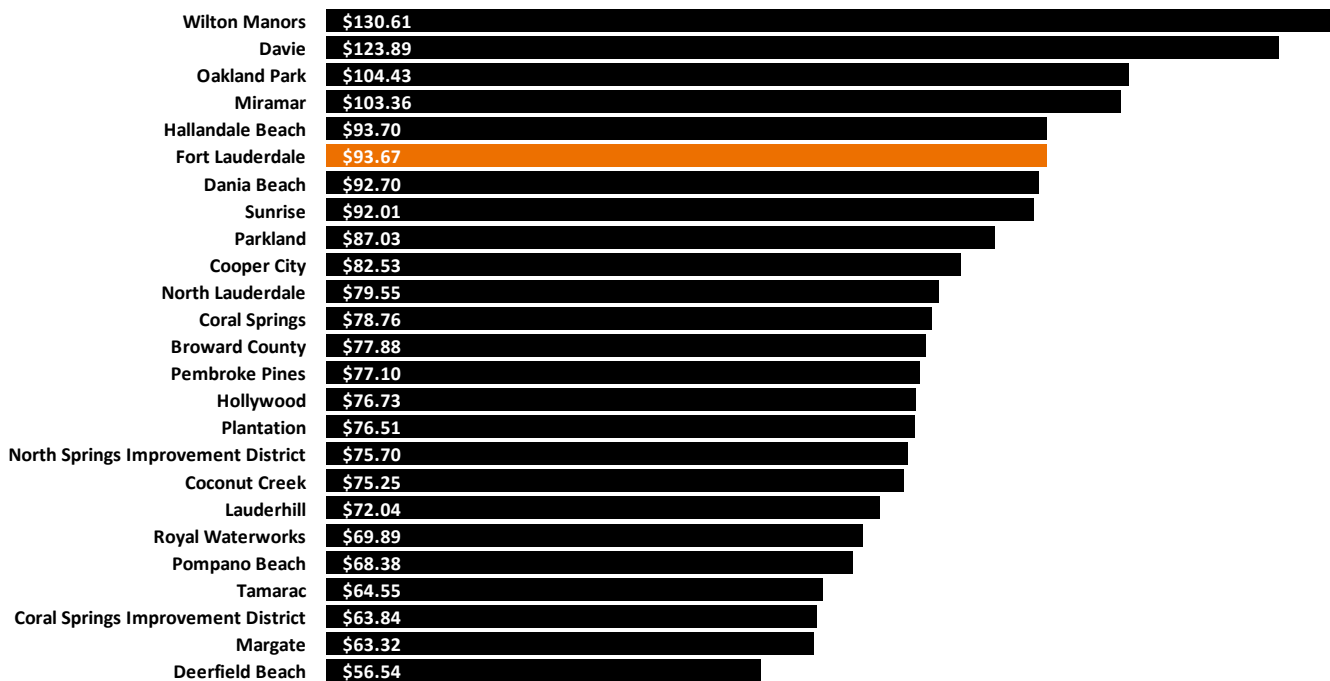
## at 3,000 Gallons per Month

FY 2024 Combined Water & Sewer Bill Survey at 3,000 Gallons per Month



## at 5,000 Gallons per Month

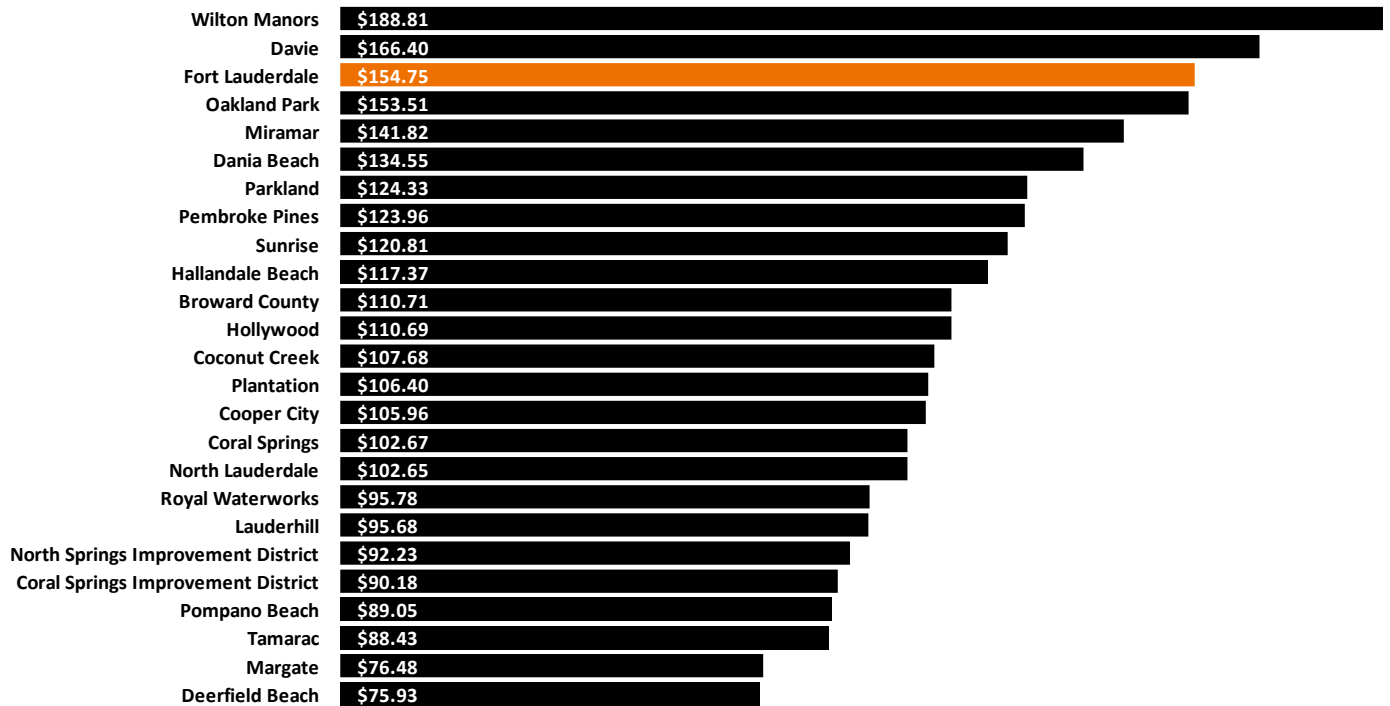
FY 2024 Combined Water & Sewer Bill Survey at 5,000 Gallons per Month



# Combined Water & Sewer Bill Survey, continued

## at 8,000 Gallons per Month

FY 2024 Combined Water & Sewer Bill Survey at 8,000 Gallons per Month



As identified above, the comparative survey results indicate that the City charges water and wastewater rates within a competitive range depending on the gallon usage. For low volume consumers, the City charges economical rates that encourage conservation and positions the City towards the bottom tier of the group. For average and high-volume users, the City charges rates that places the City toward the higher end of the comparative utility market. In FY 2024, the City approved a 22.5% increase in water rates and 9% increase in wastewater rates, and these increases are reflected in the charts above. The rate increase will provide sufficient funding to support the ongoing debt and future operating costs associated with the new water treatment plant.

# LONG RANGE FINANCIAL PLANS



# City of Fort Lauderdale Financial Forecast

The City of Fort Lauderdale is committed to long-term financial planning, which involves identifying future financial challenges and opportunities through financial forecasting and analysis, and then, based on that information developing strategies to achieve financial stability. The City's forecast models are created by incorporating knowledge of operating and financial activities that are current and planned, assumptions regarding the overall economic outlook, and numerous situational scenarios and variables specific to the organization. This process is intended to ensure that resources are not overextended beyond capacity.

The City updates its 10-year financial sustainability analyses on an annual basis in collaboration with a team of consultants. Analyses and final forecasts are informed by assumptions that drive individual revenue and expenditure streams. These assumptions are often unique to each fund and will be laid out in greater detail in the fund profiles section of this book, which summarizes key fund-level financial data.

The findings articulated in this section represent an analysis of City financial data within a specific time interval. The initial financial forecast models are presented to the City Commission in June. Financial data is continuously shifting in tandem with City operations, and as such, analysis results represent forecast estimates. Margins of error are expected to increase with the forecast period for each fund analysis.

The City's long range financial plan seeks to ensure that there are sufficient resources identified to achieve the goals outlined in the City's Strategic Plan. This intentional planning process assures cross-departmental collaborations that target each of the strategic plan focus areas: Infrastructure, Public Places, Neighborhood Enhancement, Business Development, Public Safety, and Internal Support.

## Components of the Financial Forecast

The City's financial forecasting process targets four main areas – revenues, expenditures, capital improvement projects, and debt service. The key assumptions and considerations for each fund are identified in the fund's financial forecast.

Each forecast model estimates projected changes to revenue and expenditure streams within an individual fund by developing assumptions that correspond to each stream. Assumptions incorporate macro- and micro- economic trends, relevant changes to City operations, and emerging or anticipated shifts in services based on end user demand. To remain responsive to changes in the financial landscape, throughout the year, the City conducts quarterly revenue and expenditure reviews of the budget. Updates to annual analyses generally emphasize adjustments to the current and projected evaluated condition of City funds, incorporate service level adjustments and any other financial changes that are included in the City's annual budget.

The City's Community Investment Plan (CIP) details the capital improvement projects that have been programmed for each fund over a five-year period. The CIP incorporates the concept of *sustainable infrastructure* - which involves connecting a commitment to sound asset management with an approach that prioritizes community needs within the context of a sustainable future. The plan outlines the anticipated cost and funding methodology for each project, allowing the financial models to capture the financial impact of future projects on each fund.

The forecast models also project future debt service requirements. It is the policy of the City to fund operating capital needs from current revenues. However, financing purchases or services through bonds, notes, or an interfund advance is an option only if the asset has a useful life that exceeds the debt repayment schedule and the debt service payment required to repay the debt can be made from the current year's revenues and does not require the use of fund balance in future years.

# General Fund - Financial Forecast

## Revenues

The revenue utilized consists of ad valorem taxes, assessments, franchise fees, charges for services, licensing and permitting fees, intergovernmental revenues, state shared revenues, fines and forfeitures, federal grants and donations, interest earnings, and other minor miscellaneous revenues from various service charges. The City of Fort Lauderdale has deliberately diversified the revenue streams of the General Fund so that a decline or loss of one source of revenue will not be a detriment to the health of the City. Overall, the diversification of revenue sources assists the City in achieving its goal of long-term financial sustainability, even in times of economic adversity.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance (O&M) costs, and minor capital outlays. O&M expenses were projected for future years based upon the FY 2024 Adopted Budget, adjustments in O&M costs by escalation factors identified through reviews with City Staff, resulting in an overall average annual increase of approximately 3.0% for O&M and 6.7% for personnel services expenses throughout the projection period.

## Community Investment Plan (CIP)

The projected cash-funded capital program in this analysis is based on the five-year Capital Improvement Program adopted by the City Commission. Based upon discussions with City management, beginning in FY 2029, unspecified capital expenditures are increasing 5% annually.

## Key Assumptions/Considerations

- The Fire Assessment Fee has increased from the FY 2023 rate of \$321 per single family home to \$338 in FY 2024 as a part of a full cost recovery true-up in order to keep pace with escalating costs. The exact timing and amount for each future true-up is to be confirmed by future studies that incorporate actual changes to the level of the City's expenditures.
- The Northwest Progresso CRA is set to mature, or sunset, in FY 2025 reducing the City's transfer by \$10.0 million. An \$800,000 O&M increase associated with Northwest-Progresso Community Redevelopment (CRA) is expected in the General Fund in FY 2026 to account for expenses in that area.
- The Return on investment (ROI) charge from the City's Parking Fund of \$3.2 million remains a source of revenue in each year of the analysis.
- Annual reduction in the assumed rate of return is anticipated for the Police and Firefighters Pension Plan, which is projected to increase the City's contribution by \$0.6 - \$1.8 million per year in FY 2025 - 2027.
- Incorporating increases in the Police and Firefighters Pension Plan due to negotiated rollbacks of prior pension reforms during collective bargaining, which is projected to increase the City's contribution by \$1.6 million in FY 2025, escalating to \$4.1 million in FY 2033.
- Costs for the New City Hall are assumed, adding approximately \$6.5 million per year in new expenses beginning in FY 2026.
- The cost to staff and operate the new Las Olas Downtown Fire Rescue Station is assumed to add approximately \$2.0 million per year in new expenses beginning in FY 2025.
- Financing for the estimated \$45 million shortfall for the Police Headquarters project is anticipated to add \$3,200,000 per year to repay debt starting in FY 2025.
- Beginning in FY 2027, an assumption for the Swimming Hall of Fame lease is included adding \$1.87 million in expenses, increasing annually by 3%.
- An Affordable Housing Tax Rebate has been included in the projections beginning in FY 2025 for \$425,000, escalating at the same rate as taxable value growth assumptions.

## Results

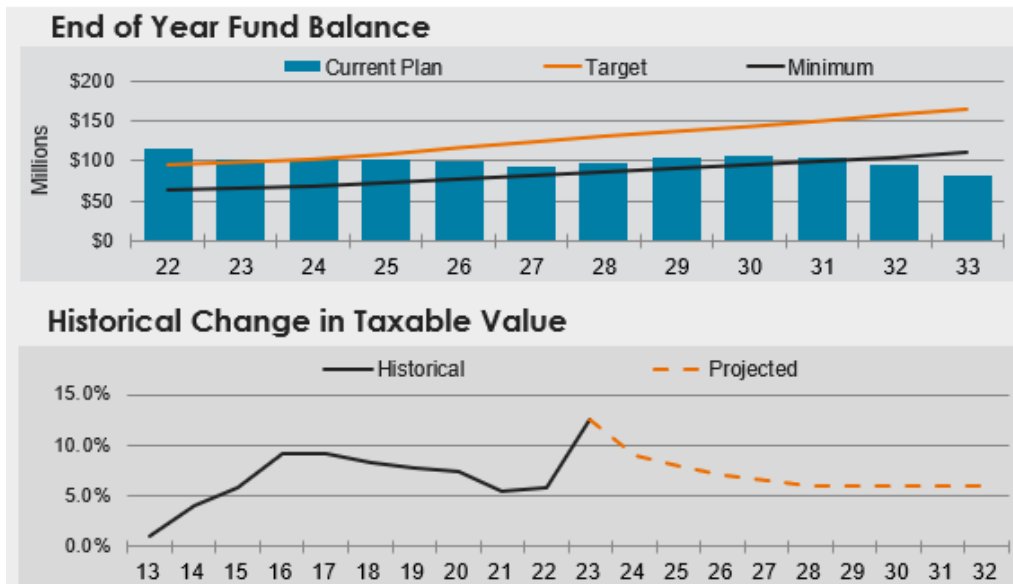
The results of the current analysis show a positive short-term outlook for the City's General Fund. The fund balance is expected to be maintained above the two-month minimum until FY 2025. Beyond FY 2025, a variety of factors and longer-term cost pressures contribute to a deterioration in the General Fund's ability to maintain minimum reserve balances. In FY 2025, if the current projections come to fruition, it is expected that revenues would need to be enhanced to provide a structurally balanced budget. The current projections indicate that a 0.25 increase in the millage rate in FY 2026 and again

# General Fund - Financial Forecast, continued

in FY 2030 would maintain existing service levels and provide an ongoing structurally balanced budget. Alternatively, expenditure reductions of approximately \$3 million in FY 2025 would be required if a millage rate increase or enhancements of other revenues were not approved.

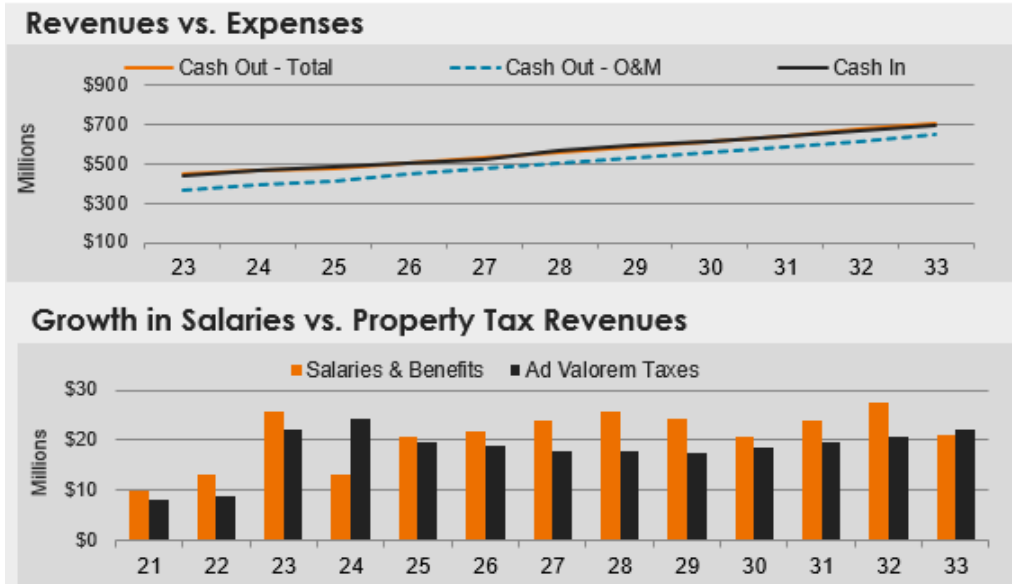
Due to the complexity of the General Fund, in addition to the 10-year forecast, the City also completes an expanded five-year forecast for the revenues and expenses of the fund.

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Millage Rate	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193
Taxable Value Increase	13.01%	12.57%	9.0%	8.0%	7.0%	6.5%	6.0%	6.0%	6.0%	6.0%	6.0%
Cash Flow Surplus/(Deficit) \$M	\$ (13.49)	\$ (0.03)	\$ 0.71	\$ (1.93)	\$ (6.91)	\$ 4.39	\$ 6.09	\$ 3.44	\$ (2.15)	\$ (10.58)	\$ (13.06)
End of Year Fund Balance \$M	\$ 101.03	\$ 101.00	\$ 101.70	\$ 99.78	\$ 92.87	\$ 97.26	\$ 103.35	\$ 106.79	\$ 104.64	\$ 94.06	\$ 81.00
Target Fund Balance \$M	\$ 97.92	\$ 101.48	\$ 107.62	\$ 115.97	\$ 123.10	\$ 130.56	\$ 136.70	\$ 142.70	\$ 149.74	\$ 157.78	\$ 164.65
Balance % of Expenses	25.79%	24.88%	23.63%	21.51%	18.86%	18.62%	18.90%	18.71%	17.47%	14.90%	12.30%
Fire Assessment Increase %	3.2%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fire Assessment Revenue \$M	\$ 49.85	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89	\$ 52.89
Fire Assessment - SF Home	\$ 321.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00	\$ 338.00
CIP Execution %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
CIP Input \$	\$ 30.47	\$ 22.70	\$ 22.74	\$ 21.91	\$ 20.48	\$ 19.15	\$ 20.10	\$ 21.11	\$ 22.16	\$ 23.27	\$ 24.44





# General Fund - Financial Forecast, continued

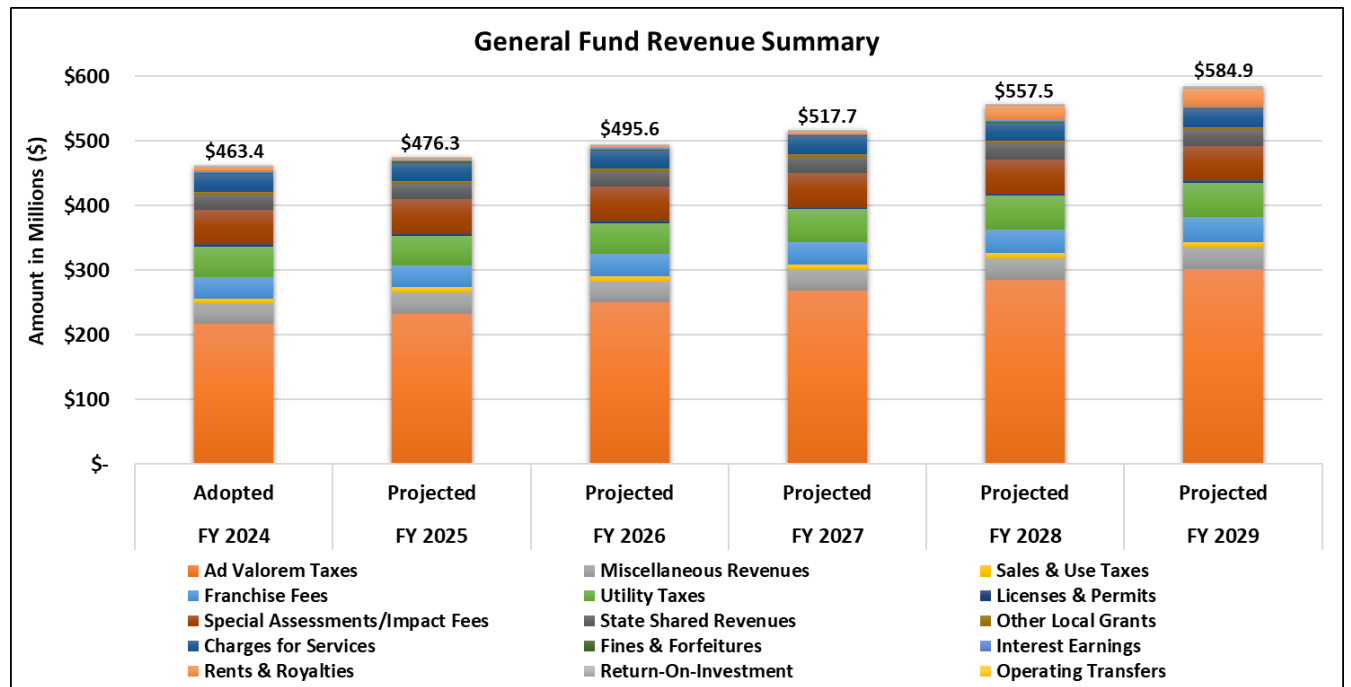


# General Fund – Five Year Financial Forecast Revenue

This section details major sources that make up the General Fund total revenue, which include the following: Ad Valorem/Property Taxes (46.7%), Sales and Use Tax (1.7%), Franchise Fees (7.2%), Utility Taxes (10.1%), Intergovernmental (6.0%), Charges for Services (6.0%), Licenses & Permits (0.8%), Fines & Forfeitures (0.3%), Miscellaneous (20.8%), and Other Sources (0.4%).

The five-year estimates for revenues in this section were taken from the financial forecasting model provided by Stantec Consulting Services Inc. during the FY 2024 Budget Cycle. Below is a summary chart that details the current adopted budget along with a five-year projected forecast. A description of each revenue source as well as a discussion and outlook for this year follows.

General Fund Revenue Summary						
Revenue Type	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Ad Valorem Taxes	\$ 216,625,640	\$ 232,958,599	\$ 250,430,494	\$ 267,960,629	\$ 285,378,070	\$ 302,500,754
Miscellaneous Revenues	32,056,133	32,884,547	32,542,224	32,735,308	32,941,518	33,161,967
Sales & Use Taxes	7,671,702	7,754,279	7,831,822	7,910,140	7,989,241	8,069,134
Franchise Fees	33,427,864	33,581,306	34,122,746	35,600,114	37,141,763	38,750,325
Utility Taxes	46,666,881	46,829,607	47,859,007	50,174,500	51,792,900	53,511,200
Licenses & Permits	3,812,615	3,812,615	3,812,615	3,812,615	3,812,615	3,812,615
Special Assessments/Impact Fees	52,892,899	52,892,899	52,892,899	52,892,899	52,892,899	52,892,899
State Shared Revenues	23,626,583	23,779,585	23,934,151	24,090,310	24,248,093	24,407,530
Other Local Grants	4,087,664	4,099,056	4,110,507	4,122,017	4,133,587	4,145,217
Charges for Services	27,810,982	27,915,377	28,039,072	28,163,407	28,288,390	28,414,023
Fines & Forfeitures	1,438,500	1,440,369	1,442,248	1,444,137	1,446,035	1,447,943
Interest Earnings	2,969,816	2,011,852	1,967,433	1,864,787	1,847,812	1,963,730
Rents & Royalties	5,222,557	3,137,383	3,437,383	3,737,383	22,419,708	28,649,313
Return-On-Investment	3,163,695	3,163,695	3,163,695	3,163,695	3,163,695	3,163,695
Operating Transfers	1,931,265	-	-	-	-	-
<b>Total</b>	<b>\$ 463,404,796</b>	<b>\$ 476,261,170</b>	<b>\$ 495,586,297</b>	<b>\$ 517,671,941</b>	<b>\$ 557,496,326</b>	<b>\$ 584,890,345</b>

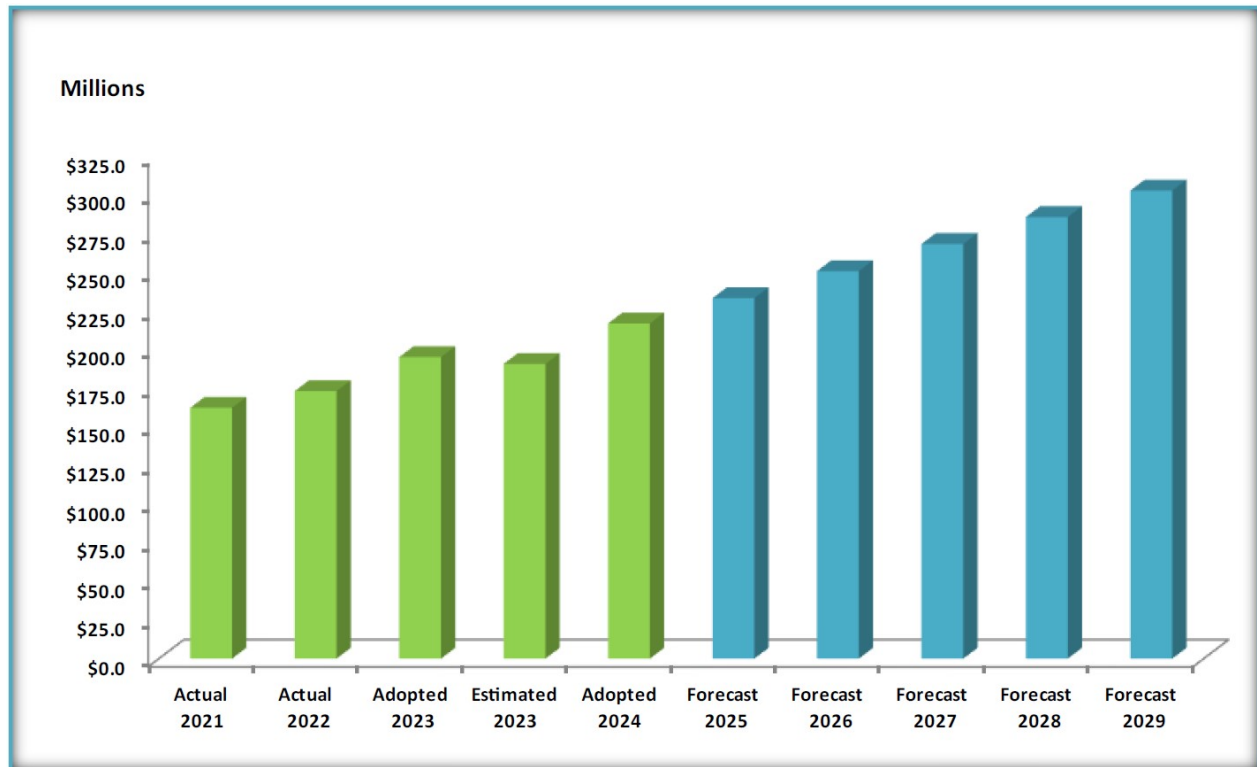


# General Fund – Five Year Financial Forecast

## Revenue, continued

### Ad Valorem Taxes

The proposed ad valorem or property tax millage for operating purposes is 4.1193 and generates \$216,625,640 or 46.7% of the General Fund revenue, based on the Broward County Property Appraiser’s July 1, 2023, estimate of the City of Fort Lauderdale’s taxable value. The tax rate is made up of two components: operating millage rate and voted debt millage rate. A separate debt levy is used to pay debt service costs (principal and interest payments) associated with the City’s outstanding General Obligation Bonds (GOB).



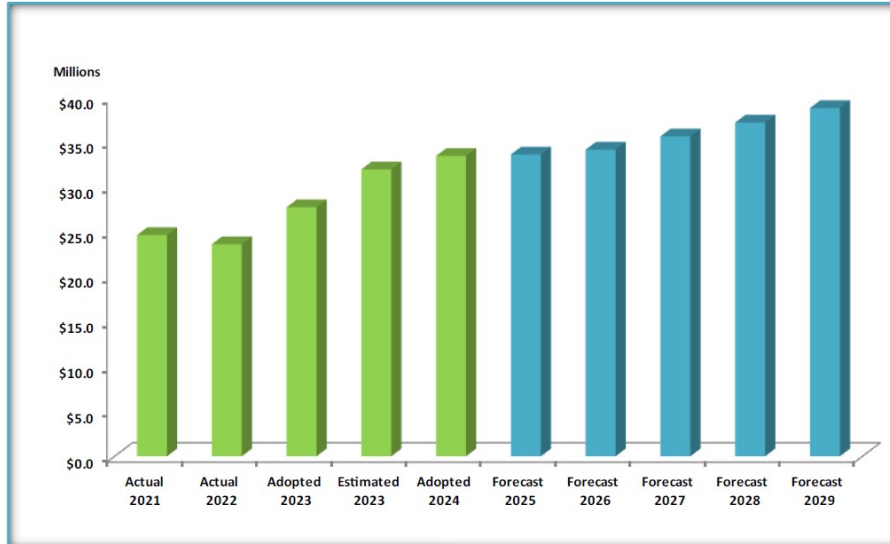
Over the last few years, property taxable values have steadily grown. Taxable values have increased by 10.58% over the past year. The five-year projection assumes property value growth will slow to 9.0% in FY 2025, 8.0% in 2026, 7.0% in FY 2027, 6.5% in FY 2028 and then remain steady at 6.0% through FY 2033. The current projections indicate that in order to maintain existing service levels and provide a structurally balanced budget without a millage rate increase, a reduction in ongoing expenditures would be approximately \$2 million in FY 2026 and \$7 million in FY 2027 with additional expenditure reductions would be required in future fiscal years.

# General Fund – Five Year Financial Forecast

## Revenue, continued

### Franchise Fees

This revenue source consists of payments made by Florida Power and Light (FPL), Peoples Gas, and various sanitation contracts for the privilege of constructing upon, and operating within, the rights-

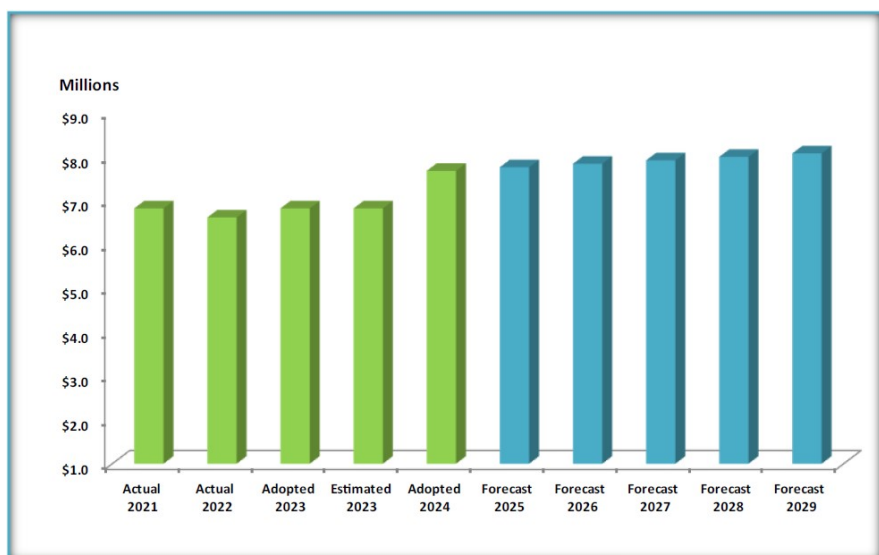


of-way owned by the City. The basis for the fees is provided for in long-term agreements for payment to the City based upon their gross revenue derived from accounts within the City limits, less property tax and minor fees previously paid to the City. Projected FPL and Peoples Gas, and sanitation franchise fees for FY 2024 are \$33,427,864, which

represents an increase of 20.6% from the FY 2023 Adopted Budget. It is estimated that the sanitation related franchise collector fees will generate \$12,287,009. In FY 2024, the full amount of franchise collector fees, \$12,287,009, will be transferred to the Sanitation Fund to support citywide sanitation related operations. Franchise Fee revenues are projected to increase an average of 3.0% over the next five years as the City's population continues to grow.

### Sales & Use Taxes

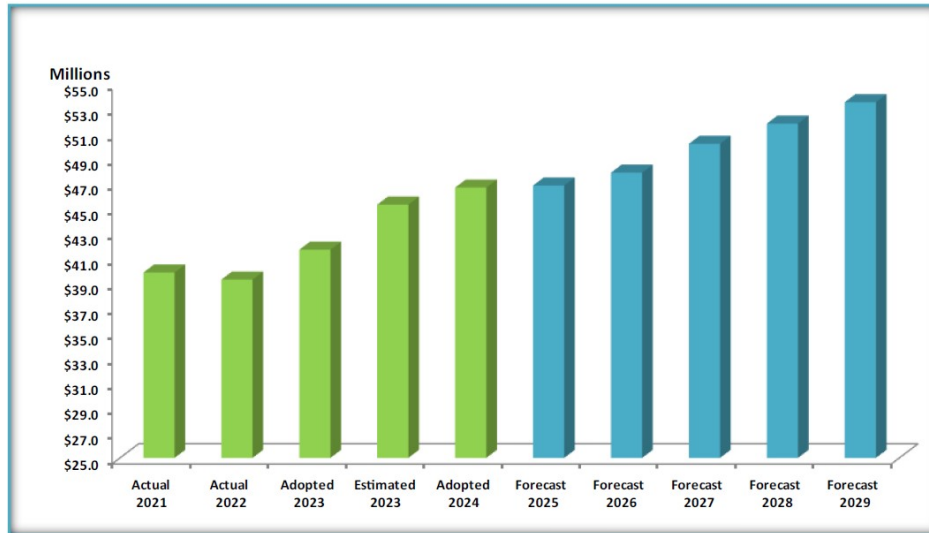
Florida Statutes provide for the levy of excise taxes of 1.85% on fire insurance premiums and 0.85% on casualty insurance premiums. These funds are passed through the General Fund as revenue and an expense. Proceeds of these taxes are distributed to eligible municipalities to supplement the Pension and Retirement Trust funds for firefighters and police officers. The revenue for FY 2024 is \$7,671,702, which represents an increase of 12.5% from the FY 2023 Adopted Budget. This revenue is projected to increase by 1.0% over the next five years.



represents an increase of 12.5% from the FY 2023 Adopted Budget. This revenue is projected to increase by 1.0% over the next five years.

# General Fund – Five Year Financial Forecast

## Revenue, continued



### 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 54.6% of the Adopted FY 2024 utility tax revenues. The second-largest source for this revenue category is the

Communications Services Tax. This tax represents 25.9% of the Adopted FY 2024 utility tax revenue and is based upon estimates from the Florida Department of Revenue. The third component of utility tax revenue consists of the combination of the City's utility tax on gas and water utility bills for customers within the City. Water utility taxes increase as water rates and consumption increase. The combined utility service tax revenue for FY 2024 Adopted Budget is \$46,666,881, which represents a 12.0% increase from the FY 2023 Adopted Budget. As the City's population and the cost of utilities increase, these revenues are estimated to increase by 2.8% over the next five years.

### Charges for Services

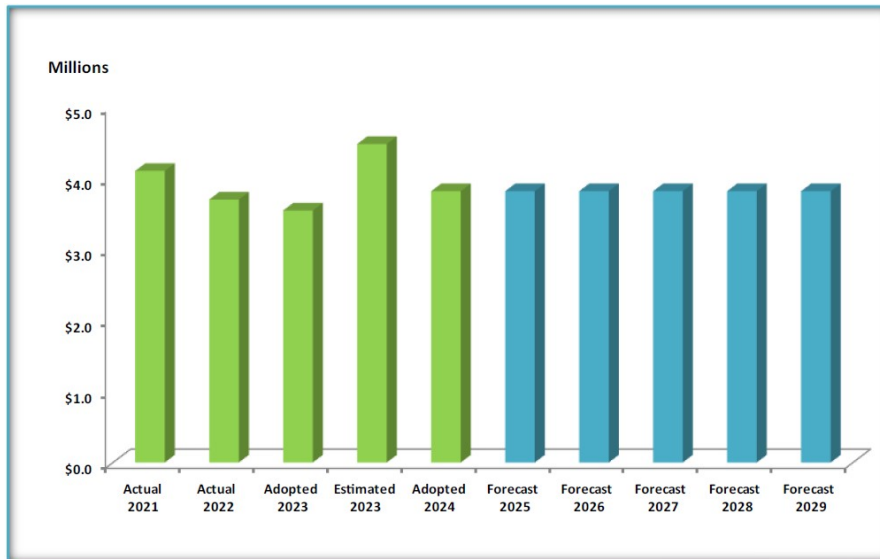
This category of revenue is associated with funds received from users of specific services, including fees for fire related inspections, planning, and docks, as well as parks and recreation. The revenue for FY 2024 Adopted Budget is \$27,810,982, which represents a 5.1% increase from the FY 2023 Adopted Budget. The revenue is anticipated to increase by 0.4% annually over the next five years.



# General Fund – Five Year Financial Forecast

## Revenue, continued

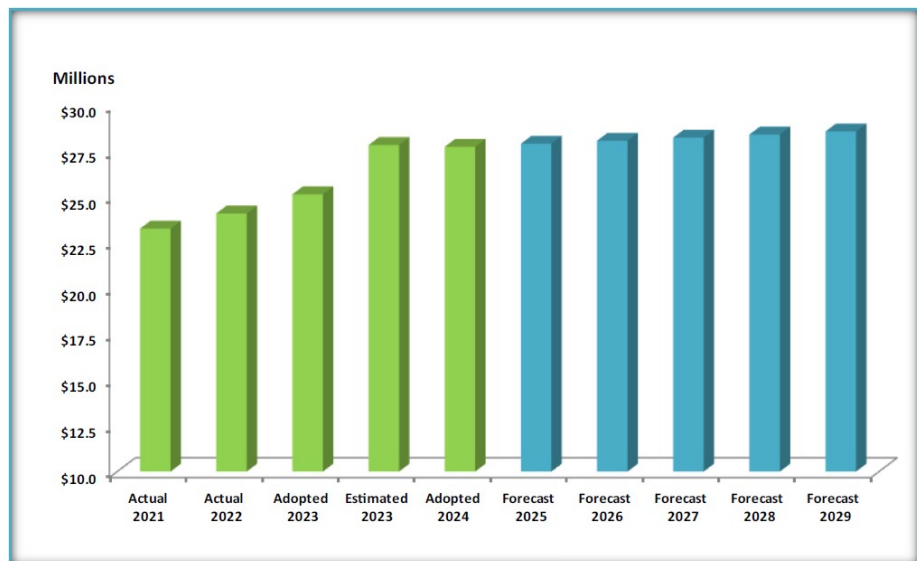
### Licenses & Permit Fees



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 revenue for FY 2024 Adopted Budget is \$3,812,615, which represents a 7.7% increase from the FY 2023 Adopted Budget. This revenue is anticipated to remain flat over the next five years.

### Intergovernmental Revenue

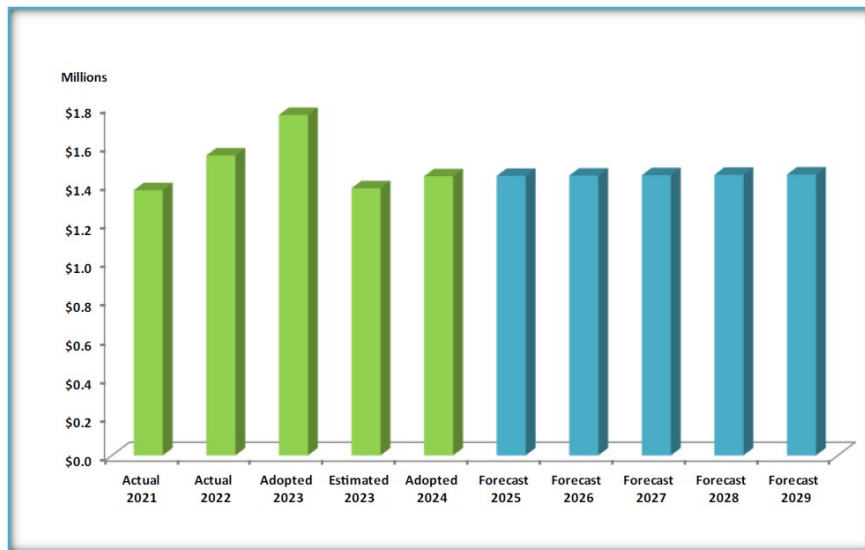
This revenue source is recurring State shared and County shared revenue. The State of Florida shares motor fuel, alcoholic beverage license, and sales tax revenue with local governments based on population. Broward County provides gasoline tax and local business tax receipt revenue. The revenue for FY 2024 Adopted Budget is \$27,714,247, which represents a 10.3% increase from the FY 2023 Adopted Budget. A slight increase of 0.6% is projected over the next five years for intergovernmental revenue.



# General Fund – Five Year Financial Forecast

## Revenue, continued

### Fines & Forfeitures



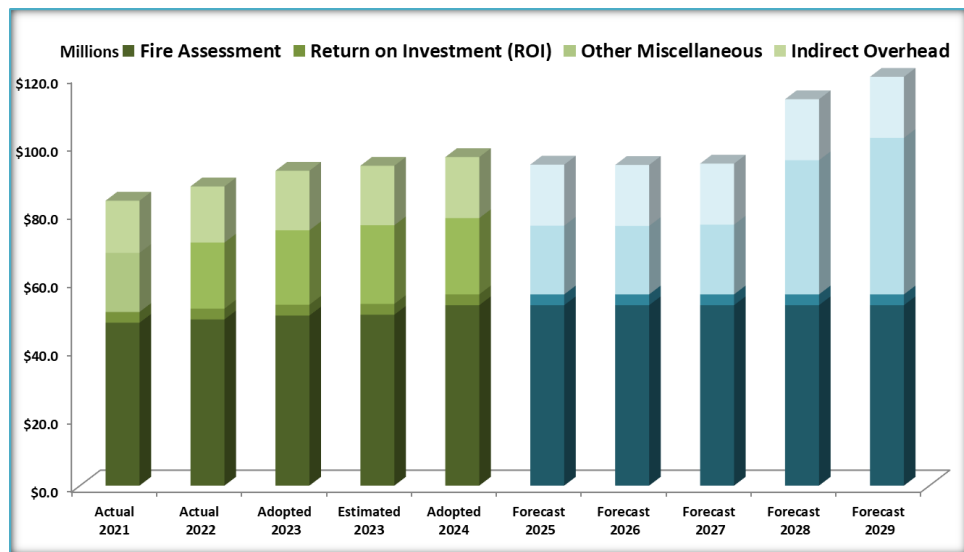
This revenue category includes fines for traffic and other violations collected by the County on our behalf through the judicial process. This category represents 0.3% of all General Fund resources. The revenue for the FY 2024 Adopted Budget is \$1,438,500, which represents an 18.0% decrease from the FY 2023 Adopted Budget, primarily due to a decrease in the number of citations written.

This revenue is projected to increase by 0.1% over the next five years.

### Miscellaneous Revenue

This revenue source includes interest earnings, rents, fire assessment fee, return on investment, cost allocation charges, and other direct interfund charges. This revenue category includes \$3.2 million from return on investment (ROI) charges to the parking fund. The fire assessment fee, which appears as a non-ad valorem charge on the tax bill,

is \$338 per residential dwelling for FY 2024 and is estimated to generate \$52.9 million. This non-ad valorem revenue is projected to increase every three years to bring the fire assessment fee to full cost recovery. The total adopted



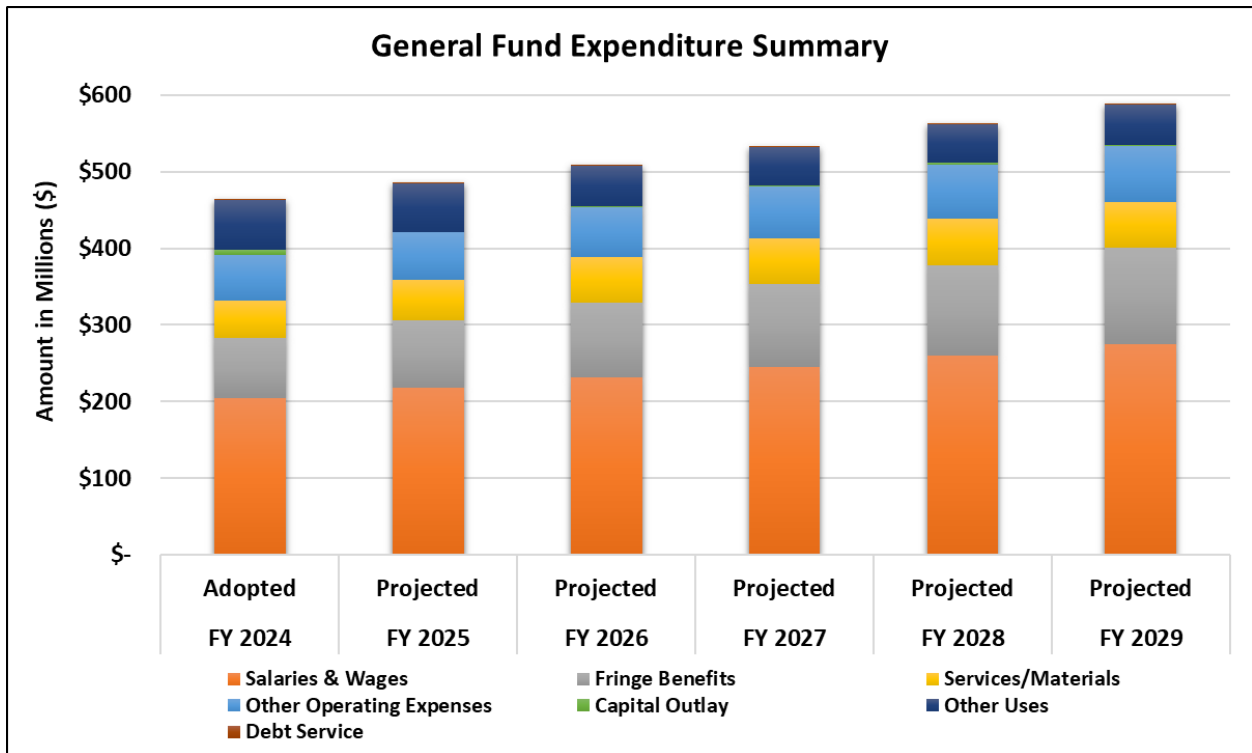
miscellaneous revenue for FY 2023 is \$96,305,100. This represents an increase of 4.4% from the FY 2023 Adopted Budget. The City's lease agreement for the Bahia Mar property will have significant financial impacts on future revenue projections. The lease adjustment is anticipated to decrease revenues by approximately \$1.5 million per year from FY 2025 through FY 2027; however, the lease agreement is anticipated to yield over \$17 million in additional revenues beginning in FY 2028 upon the sale of residential units.

# General Fund – Five Year Financial Forecast Expenditures

This section details major categories that make up the General Fund total expenditures, which include the following: Salaries & Wages (44.0%), Fringe Benefits (17.1%), Services & Materials (10.4%), Other Operating Expenses (13.0%), and Capital Outlay (1.3%). The remaining expenditure consists of transfers out of the General Fund to fund debt service and other direct charges to other funds (14.2%).

The five-year estimates for expenditures in this section were taken from the financial forecasting model provided by Stantec Consulting Services Inc. during the FY 2024 Budget Cycle. Below is a summary chart that details the current adopted budget along with a five-year projected forecast. A description of each expenditure category as well as a discussion and outlook over the next five years follows.

General Fund Expenditure Summary						
Expense Types	FY 2024 Adopted	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected
Salaries & Wages	\$ 203,907,348	\$ 218,068,709	\$ 231,078,703	\$ 244,868,222	\$ 259,484,010	\$ 274,975,616
Fringe Benefits	79,085,530	88,306,730	97,570,564	107,875,612	118,760,011	126,184,404
Services/Materials	48,010,032	51,732,663	59,626,762	60,185,913	60,751,788	59,637,362
Other Operating Expenses	60,191,627	62,404,142	64,714,773	67,144,847	69,701,047	72,390,438
Capital Outlay	6,312,098	776,429	1,909,194	1,385,502	2,601,487	1,151,480
Other Uses	65,529,768	63,005,307	52,227,147	51,096,009	49,873,430	52,760,076
Debt Service	368,393	300,000	300,000	300,000	300,000	300,000
<b>Total</b>	<b>\$ 463,404,796</b>	<b>\$ 484,593,981</b>	<b>\$ 507,427,144</b>	<b>\$ 532,856,104</b>	<b>\$ 561,471,773</b>	<b>\$ 587,399,377</b>

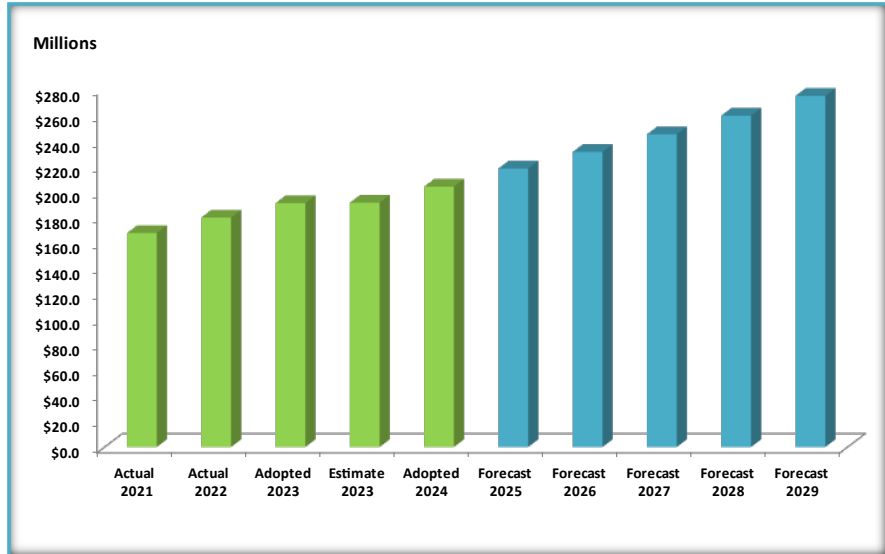




# General Fund – Five Year Financial Forecast Expenditures, continued

## Salaries & Wages

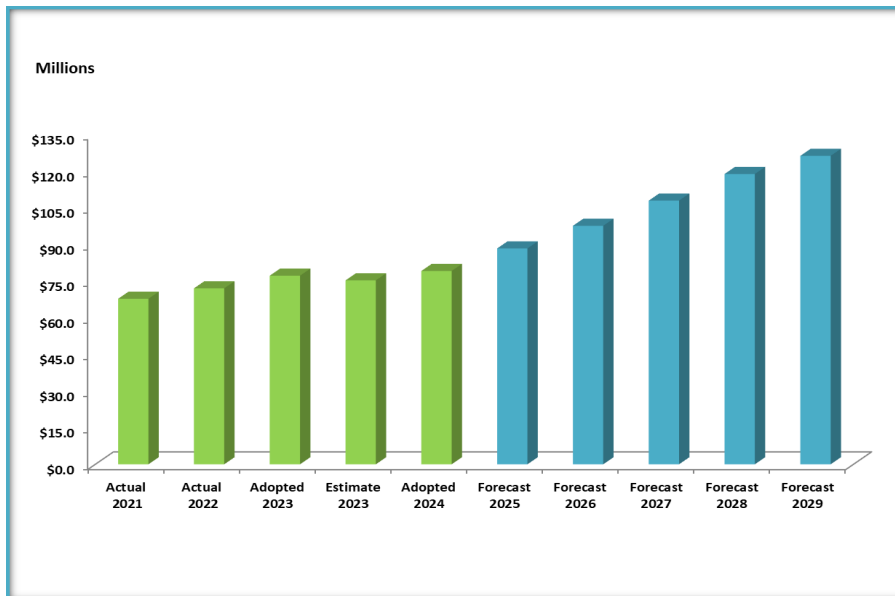
This is the largest expenditure category and represents 44.0% of the Adopted General Fund expenditures, excluding balances and reserves. The major expenses in this category include the following: salaries, other wages, overtime, and longevity. The Adopted Budget for FY 2024 is \$203,907,348, which represents a 6.8% increase from the FY 2023 Adopted Budget. Over the next five years, this expenditure category is projected to increase by 6.0% annually, based primarily on negotiated contractual wage increases. Beginning in FY 2025, the City



anticipates that \$3.5 million will be added for staff for the new the new Las Olas Downtown Garage Fire Rescue Station and the collective bargaining agreements for Police and Fire.

## Fringe Benefits

This expenditure category, which represents 17.1% of the Adopted General Fund Expenditures, includes pension, social security, health care, and retiree health care. The Adopted Budget for FY 2024 is \$79,085,530, which represents a 2.5% increase from the FY 2023 Adopted Budget. The projection for this category is primarily driven by the required



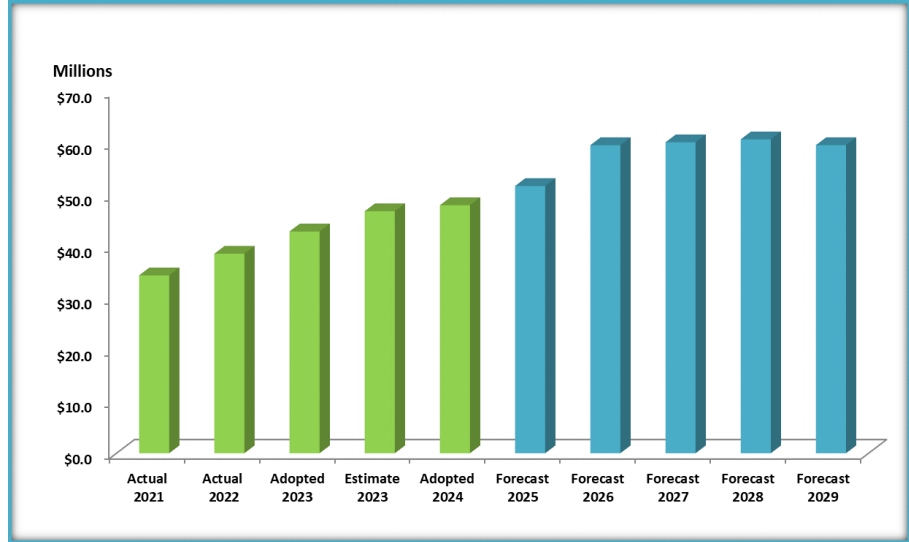
health and pension contributions. The City health contribution is adjusted annually based on the total medical and pharmacy trend for plans with a medium level of member cost sharing plus 2%, as published in the 2<sup>nd</sup> Quarter Arthur J. Gallagher & Co. GBS Actuarial Consensus Trend Forecast. The Police and Firefighters Pension Plan expense is projected to increase due to lower assumed rate of return and enhanced pension benefits recently negotiated during collective bargaining.

# General Fund – Five Year Financial Forecast

## Expenditures, continued

### Services & Materials

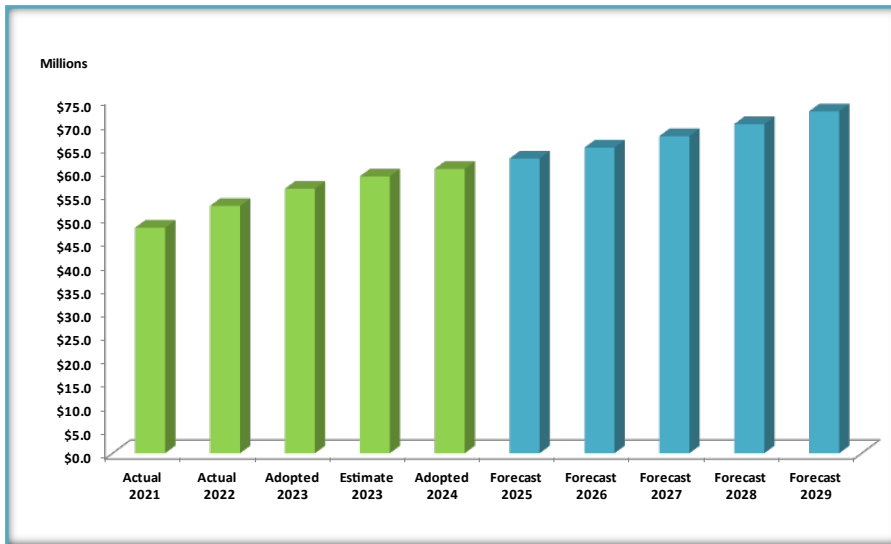
This expenditure category, which is 10.4% of the Adopted General Fund expenditures, includes electricity, gasoline, supplies, equipment, other services, and other utilities. The Adopted Budget for FY 2024 is \$48,010,032, which represents a 11.8% increase from the FY 2023 Adopted Budget. Over the next five years, the financial model projects an average inflationary factor of 3.0% for the cost of supplies and services. In addition, the following costs were included in the estimate over the next five years. In FY 2025, \$3.2 million in ongoing operating costs are assumed relating to the



new Police Headquarters. In FY 2026, an additional \$800,000 in maintenance costs are assumed related to the expiration of the Northwest-Progresso-Flagler Heights Redevelopment Area and \$6.5 million in ongoing operating costs are assumed related to the new City Hall.

### Other Operating Expenditures

This expenditure category is 13.0% of the Adopted General Fund expenditures includes staff training and certifications, liability and property insurance premiums, information technology interfund

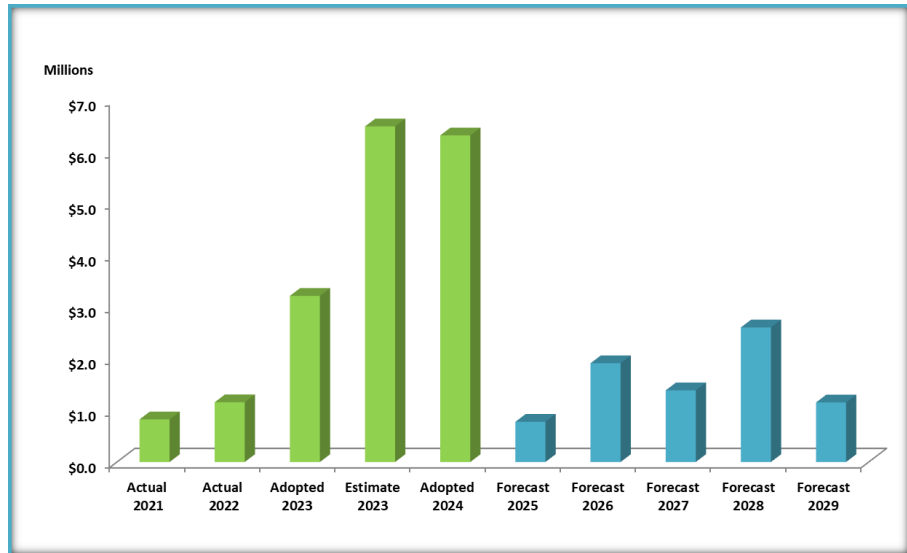


service charges, and fleet related operating charges. The Adopted Budget for FY 2024 is \$60,191,627, which represents a 7.5% increase from the FY 2023 Adopted Budget. This expenditure category is expected to grow at a rate of 3.9% due to technology improvements that the City is implementing that will require ongoing maintenance.

# General Fund – Five Year Financial Forecast Expenditures, continued

## Capital Outlay

This expenditure category accounts for all of the City’s fixed assets that are durable in nature, cost at least \$5,000, and are typically one-time expenditures. The Adopted Budget for FY 2024 includes \$6,312,098 in operating capital expenditures, which is 1.3% of the General Fund expenditures. Capital outlay is not the same as a capital project. The Community Investment Plan is a separate budget for capital projects that have a useful life of ten years or more and a value of \$50 thousand or more. It is funded through a transfer to the General Capital Projects Fund. The General Fund’s contribution to the Community Investment Plan (CIP) for FY 2024 is \$22.7 million and is projected to be programmed at approximately \$20.9 million per year in future years.



The City currently has two community redevelopment areas, which have received annual property tax revenue growth from their respective areas since their creation, also referred to as the increment. The General Fund transfers the increment every year to the City’s Community Redevelopment Agency (CRA). The CRA has the sole purpose to finance and redevelop the City’s designated redevelopment areas, which include the following two distinct CRA areas: Northwest-Progresso-Flagler Heights and Central City. The individual CRAs were established in 1995, and 2012, respectively.

The Adopted Budget for FY 2024 includes a \$10.6 million transfer from the General Fund to the two CRAs. This projection includes the removal of the transfer to the Northwest-Progresso-Flagler Heights CRA in FY 2026 when it sunsets.



# Airport Fund – Financial Forecast

## Revenues

The Fort Lauderdale Executive Airport (FXE) derives the majority of its income from two sources: land leases and aviation leases. These income streams represent long-term contracts between FXE and third-party lessees.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY 2024 spending execution rates of 95% were assumed for all personnel service and fixed operating expenses, respectively, while execution rates of 100% were assumed for all budgeted/projected minor capital outlays.

## Community Investment Plan (CIP)

CIP projects represent the ongoing improvements of FXE and rehabilitation of existing infrastructure. An assumption of unspecified additional annual capital spending of \$800,000 was assumed for FY 2029 – FY 2033.

## Key Assumptions/Considerations

Revenue received by FXE from the City’s General Fund in the amount of approximately \$1.3 million, related to the sale of a property, will cease in FY 2025.

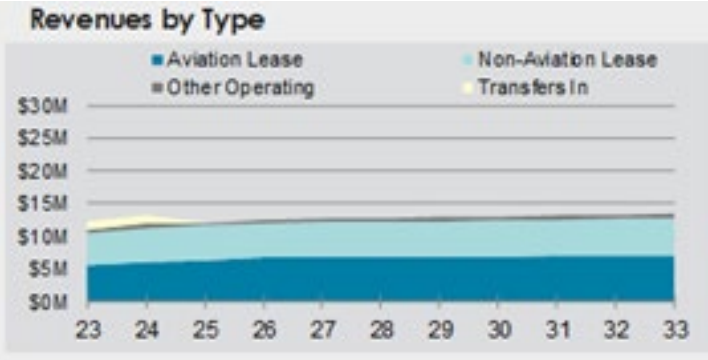
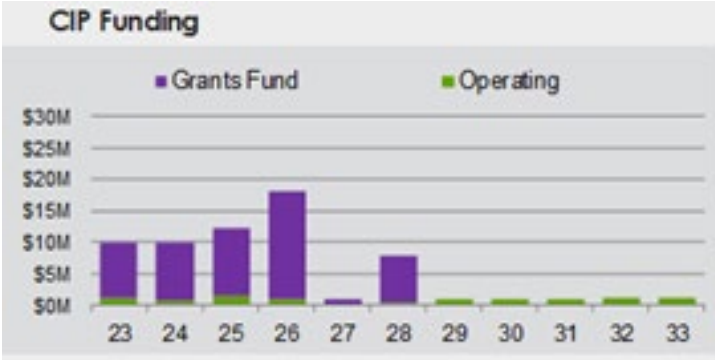
The City should continue to fully utilize grants from the Federal Aviation Administration (FAA) and Florida Department of Transportation (FDOT) to fund capital projects.

## Results

It is anticipated that the Airport Fund will generate sufficient revenues throughout the projection period to fund the ongoing O&M costs, capital improvement projects, renewal and replacements (R&R), and reserve requirements of the fund. The results of the analysis include the consideration that the fund’s annual transfer from the City’s General Fund in the amount of approximately \$1.3 million related to the sale of a property will cease in FY 2025. The current financial projections indicate that although the loss of this transfer will reduce cash inflows to the fund, forecasted net operating cash flow levels will continue to sustain the fund’s operating reserve target. Nevertheless, the City should continue to manage expense levels in the future, as the fund’s revenue streams are generally limited to land and aviation leasing activities. This only allows periodic revenue adjustments through two adjustment mechanisms: inflationary Consumer Price Index (CPI) increases and new lease contracts.

FT. LAUDERDALE - AIRPORT

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
<b>Net Cash Flow</b>	(2.12)	2.99	1.18	1.89	2.71	2.46	1.58	1.44	1.28	1.06	0.91



# Building Fund – Financial Forecast

## Revenues

The three main revenue drivers for the fund consist of building permits, re-inspections/penalties, and other permits. Other minor revenue sources utilized in this analysis include interest earnings, operating revenues from miscellaneous fees and building certification/technology fees.

## Expenditures

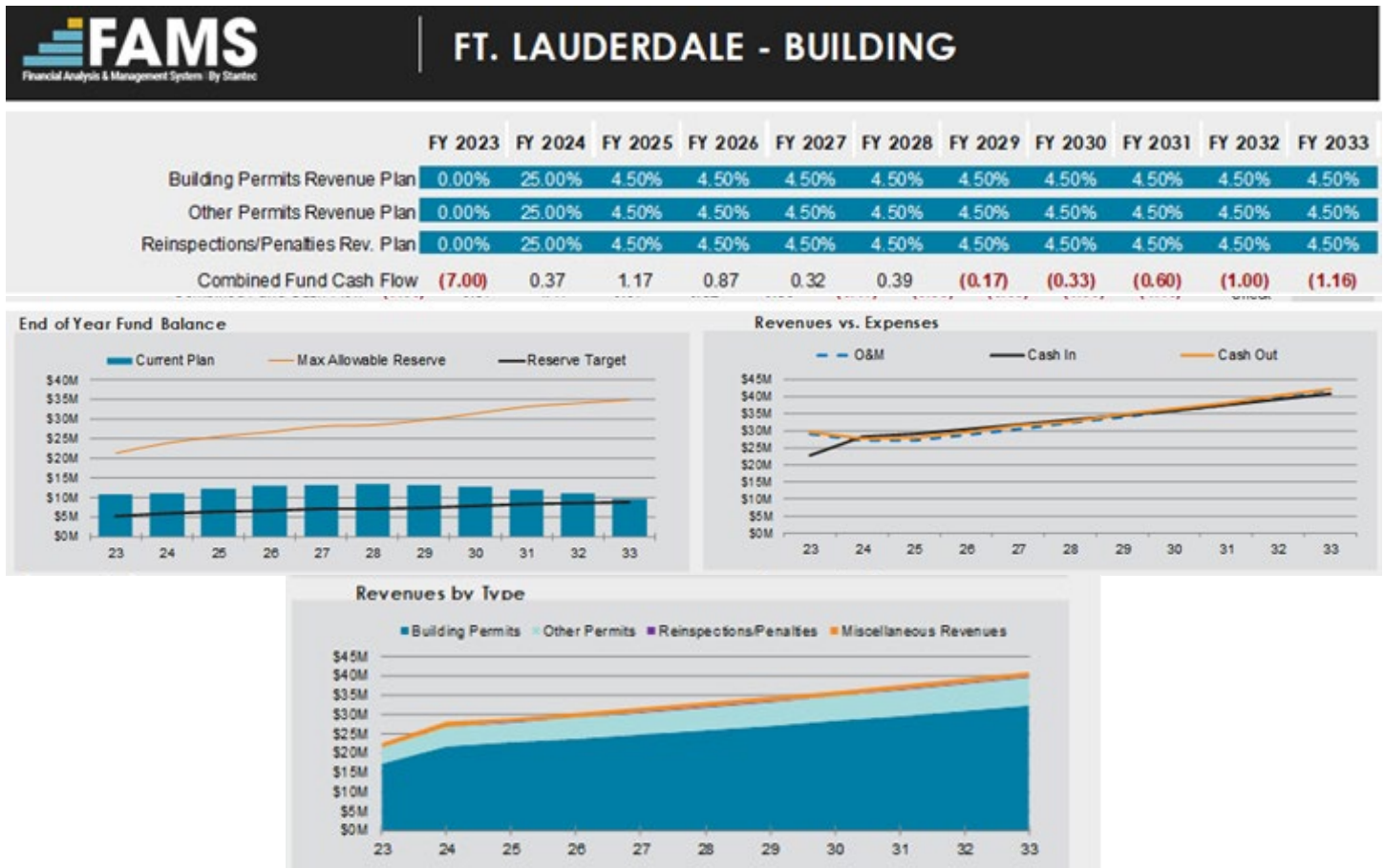
Operating expenses include personnel services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY 2024, spending execution rates of 95% were assumed for all personnel service and fixed operating expenses, while execution rates of 100% were assumed for all budgeted/projected minor capital outlays.

## Key Assumptions/Considerations

Florida law limits the fund balance a local government may carry forward to an amount not exceeding the average of its operating budget for enforcing the Florida Building Code for the previous four (4) fiscal years. To satisfy all these requirements throughout the entire projection period, the fees (revenues) should be trued up to cost over time in order to maintain financial sustainability in the fund.

## Results

The Building Fund is projected to require 25% increases in rates in FY 2024 followed by additional rate increases of 4.5% for the forecast period in order to generate sufficient revenue to satisfy its annual operating expenses, capital improvement requirements, debt service, and operating reserve requirements. Fees (revenues) should be routinely trued up to cost over time to maintain financial sustainability in the fund. The fund should aim to increase its operating reserve target for the 10-year forecast period to match the requirements of Florida Statute 553.80. The new target fund balance will allow staff to develop plans to incrementally reduce expenses should there be significant changes in building activity related to an economic downturn.



# Central Regional Wastewater Fund – Financial Forecast

## Revenues

Revenue sources utilized to support this fund consist of rate revenues, other operating revenues from miscellaneous service charges, and interest earnings.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2024, operational expenses were executed at 98% of budget to reflect historical norms. Personnel services and capital outlays were assumed to be executed at 100% throughout the projection period.

## Community Investment Plan (CIP)

The City’s agreements with the members of the Central Region also include the requirement for the City’s wastewater consulting engineer to prepare an annual schedule of projected facility renewal and replacement (R&R) costs over a 20-year span for the Utility. The CIP funding allocated annually is based upon this study.

## Debt Service

The debt service reflects the annual principal and interest requirements associated with the City’s outstanding Revenue Bonds (Series 2016, Series 2018, and Preliminary Series 2021) and State Revolving Loans (SRF).

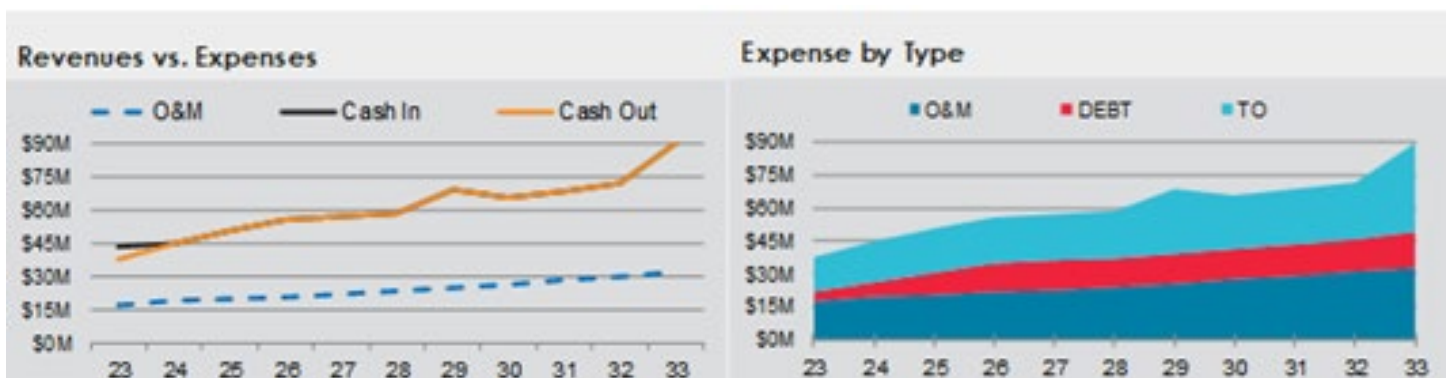
## Key Assumptions/Considerations

The regional rate is determined by the regional partners each year and will be adjusted to generate sufficient revenue to satisfy the Utility’s annual operating expenses, R&R requirements, debt service, and operating reserve requirements through FY 2033.

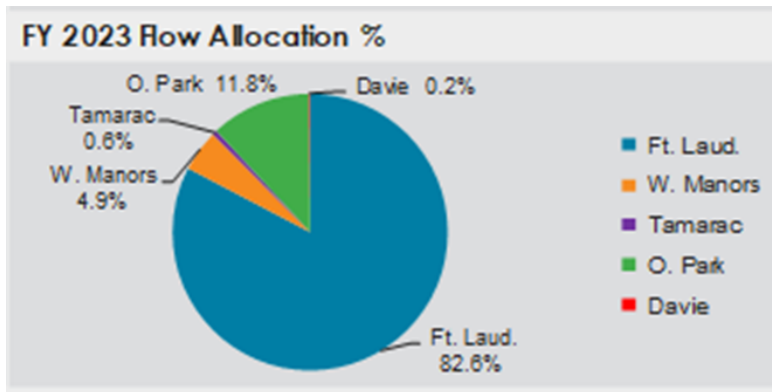
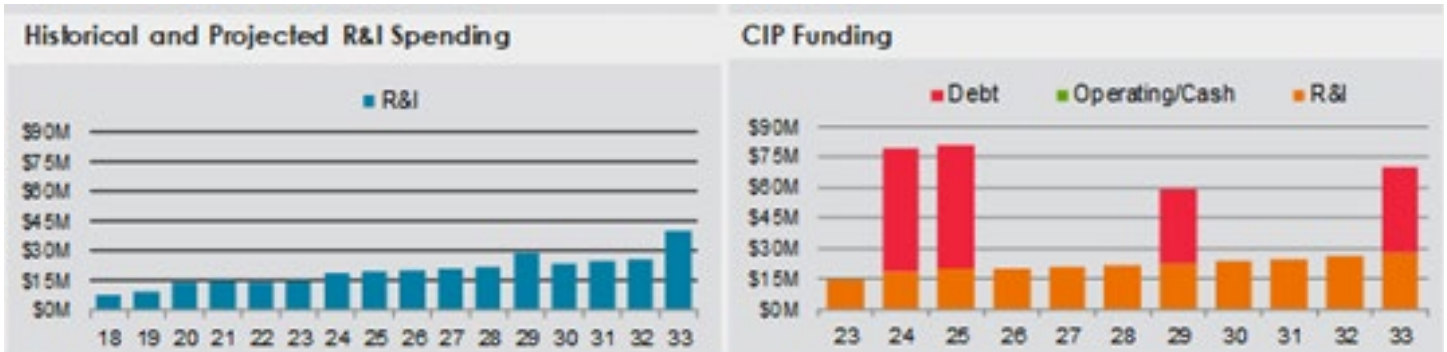
## Results

Given the FY 2024 rate, the system will generate sufficient revenues to cover ongoing O&M, R&R, reserve targets, and debt service coverage requirements of the Utility. The Central Wastewater Region Large User Advisory Board voted and approved a rate of \$2.82 per 1,000 gallons of wastewater treated representing a twenty-seven-cent increase from the FY 2023 rate at their August 17, 2023, board meeting.

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Bulk Wastewater Rate Plan	0.00%	3.39%	14.08%	9.79%	3.04%	2.48%	17.21%	-4.87%	4.46%	4.62%	25.32%
Bulk Wastewater Rate	\$2.68	\$2.77	\$3.16	\$3.47	\$3.58	\$3.66	\$4.30	\$4.09	\$4.27	\$4.47	\$5.60
Rate Change	N/A	\$0.09	\$0.39	\$0.31	\$0.11	\$0.09	\$0.63	(\$0.21)	\$0.18	\$0.20	\$1.13
Net Cash Flow	\$5.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00



# Central Regional Wastewater Fund – Financial Forecast, continued



# Parking Fund – Financial Forecast

## Revenues

To forecast parking revenues, this analysis projected revenues for each individual City parking lot and garage in conjunction with input from staff.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2023, spending execution rates of 95% were assumed for all fixed operating expenses as supported by historical execution of those expenses. However, execution rates of 100% were assumed in all years for all personnel service expenses and budgeted/projected minor capital outlays.

## Community Investment Plan (CIP)

The Community Investment Plan projects represent the ongoing improvements of the City’s parking facilities and replacement of existing parking assets. The analysis assumes an additional \$13.0 million for the Federal Courthouse parking garage construction in FY 2024. Moreover, \$3.0 million in 2027 and \$1.0 million in 2028 are scheduled, followed by \$3.0 million each year for renewal and replacement (R&R) expenses for the garages from FY 2029 - 2033.

## Debt Service

The debt service reflects annual debt service payments throughout the projection period associated with the City’s outstanding Energy Service Company (ESCO) financing, as well as projected debt service beginning in FY 2025, related to the financing of the Federal Courthouse Parking Garage.

## Key Assumptions/Considerations

Additional metering activity related to urban core expansion, new surface lot assumptions and increase parking activity related to the reopening of the Aquatics complex.

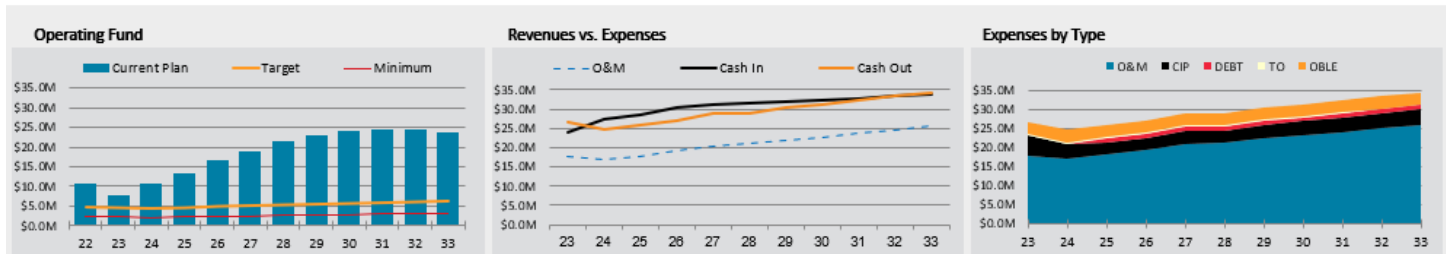
The model includes growth estimates of 6.0% in FY 2025, 3.0% in FY 2026 and then 2.0% for remainder of the forecast.

## Results

Based upon the Parking Fund’s fee structure, effective July 1, 2020, the City is projected to generate sufficient revenues to satisfy the Fund’s annual operating expenses, capital improvement requirements, debt service, and operating reserve requirements in each year of the forecast.



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Metered Parking Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Permit Parking Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Citations Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior-Lien DSC	0.00	0.00	11.08	10.97	10.84	10.43	10.08	9.67	9.22	8.70	8.13
Net Cash Flow	(2.78)	2.80	2.66	3.37	2.21	2.54	1.44	1.11	0.55	(0.13)	(0.66)





# Sanitation Fund – Financial Forecast

## Revenues

Revenue sources consist of collection fee revenues, other operating revenues from miscellaneous service charges, interest earnings, and intergovernmental transfers.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2024, spending execution rates of 98% were assumed for all fixed operating expenses, while execution rates of 100% were assumed in all years for all personnel service expenses and budgeted/projected minor capital outlays.

## Community Investment Plan (CIP)

The Community Investment Plan projects reflect \$1.8 million in Plant A and Former Trash Transfer Station Remediation costs in FY 2025, as provided in the adopted CIP.

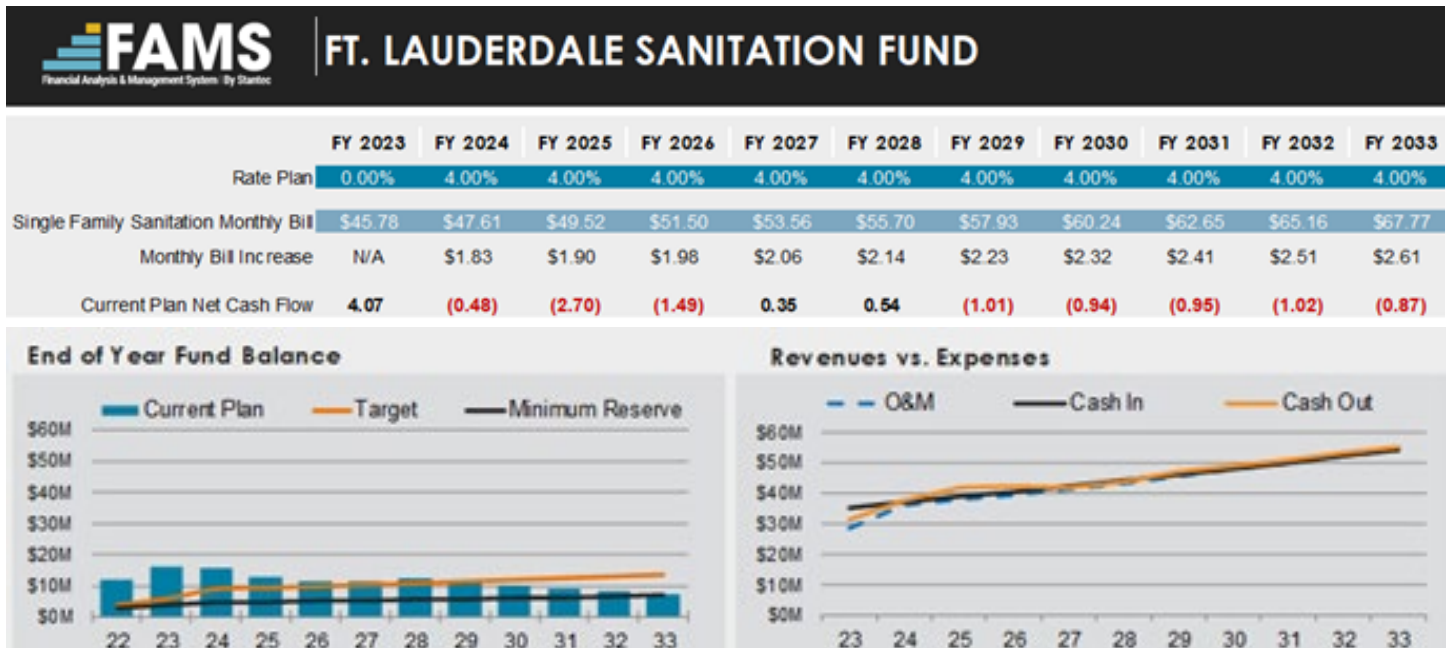
## Key Assumptions/Considerations

The outsourcing of bulk trash services in FY 2023 provided a one-time infusion of resources due to the sale of operating equipment. Sanitation rates include an annual increase of 4% for the forecast period which are aligned with the new contractual rates. Based upon the assumptions and data described herein, the 4% annual rate increase will generate sufficient revenue to satisfy the Sanitation Fund’s annual operating expenses and capital improvement requirements through FY 2028, after which an additional rate increase will need to be modeled.

The financial management plan presented in this report assumes that the City will maintain a minimum fund balance equal to 2.5 months of annual O&M expenses. However, to build stronger reserve levels, the City expressed an interest in gradually raising the Sanitation Fund’s minimum target up to three months of annual O&M expenses.

## Results

It is anticipated that the Sanitation Fund will require revenue adjustments throughout the projection period in order to provide sufficient revenues to fund the ongoing O&M costs, capital improvement projects, R&R costs, debt service, and reserve requirements of the fund.



# Stormwater Fund – Financial Forecast

## Revenues

Revenue sources utilized consist of stormwater user fee revenues, other operating revenues from miscellaneous service charges, and interest earnings.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2024, spending execution rates of 95% were assumed for all fixed operating expenses, while execution rates of 100% were assumed in all years for all personnel service expenses and budgeted/projected minor capital outlays.

## Community Investment Plan (CIP)

The Community Investment Plan projects includes two types of projects. The first is the normal ongoing renewal and reinvestment in the existing system, which is paid out of cash flow. The second is larger generational investments identified in the City’s 2009 Stormwater Master Plan, funded primarily through the issuance of municipal revenue bonds.

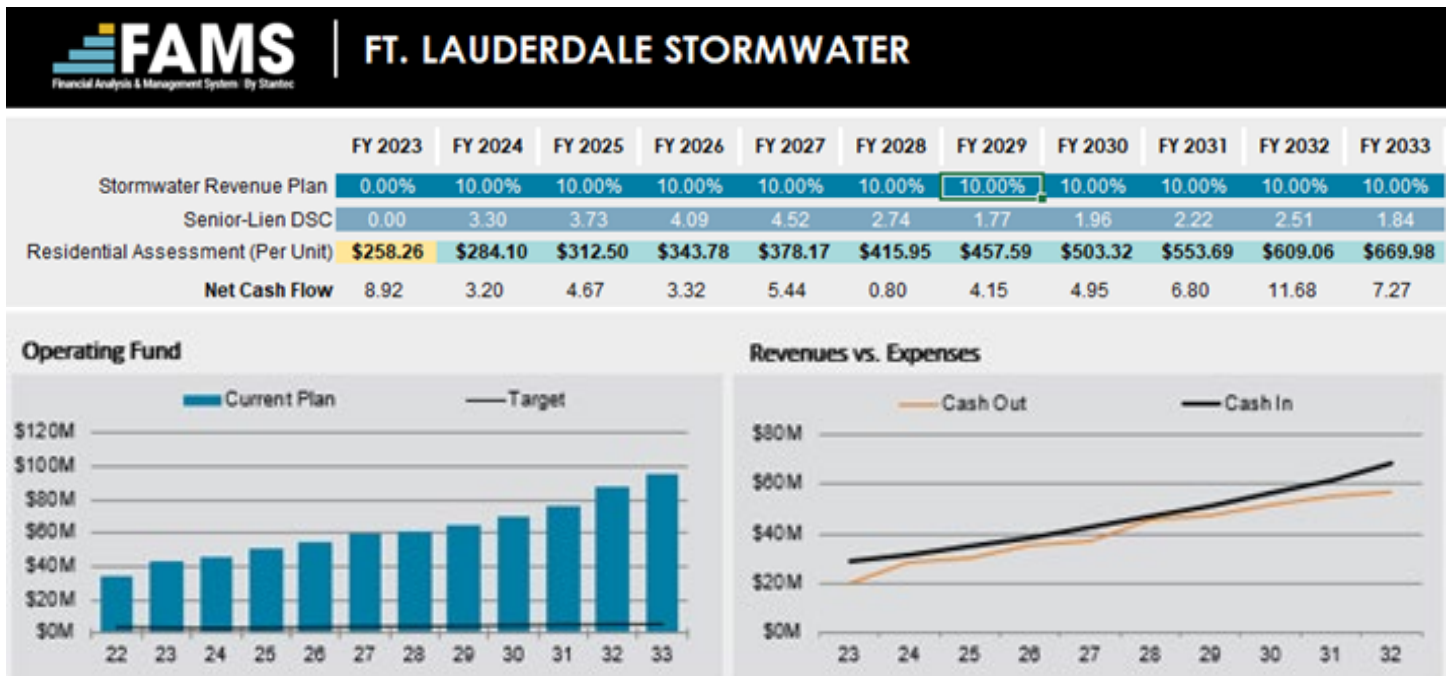
## Key Assumptions/Considerations

Customer growth in FY 2023 through FY 2032 was projected assuming an average increase of 0.20% in revenue due to net customer growth in the residential category, commercial category, and the unimproved land category.

The City issued \$200 million revenue bonds in FY 2023 to support phase two of the Stormwater Master Plan. An additional debt issuance is anticipated in FY 2028 to further the completion of Master Plan projects, then an additional issuance in 2033. Rates are anticipated to increase by 10% annually from FY 2024 through FY 2029 to support the additional debt service costs.

## Results

It is anticipated that the Stormwater Fund will require revenue adjustments throughout the projection period to provide sufficient revenues to fund the ongoing O&M costs, capital improvement projects, R&R costs, new debt service, and reserve requirements of the fund.



# Stormwater Fund – Financial Forecast, continued

CIP Spending



CIP Funding



Expenses by Type



Borrowing



# Water and Sewer Fund – Financial Forecast

## Revenues

Revenue sources utilized consist of rate revenues, other operating revenues from miscellaneous service charges, interest earnings, and capital expansion (impact) fee revenues. Each year thereafter, rate revenues reflect prior year revenue, adjusted for projected growth in equivalent residential units, usage, and applicable rate adjustments.

## Expenditures

Operating expenses include personnel services costs, operating and maintenance (O&M) costs, and minor capital outlays. It is important to note that in each year of the forecast after FY 2024, an actual execution rate of 95% were assumed for all fixed operating expenses based upon historical trends. Personnel services and minor capital outlays were executed at 100% for the entire forecast period.

## Community Investment Plan (CIP)

Capital improvement projects represent the ongoing expansion of the system and replacement of existing infrastructure. Three additional debt issues of \$250 million in FY 2026, \$200 million in FY 2029 and \$200 million in FY 2033 are included in the analysis. The FY 2029 and 2033 debt issuances are related to \$170 million of projects (future dollars) included within the City's 2017 Master Plan; \$30 million in debt funded projects are allocated to the Central Regional Fund. Furthermore, an assumed \$30 million in cash funded capital are being targeted annually.

## Debt Service

The debt service reflects the annual principal and interest requirements associated with the City's outstanding Water & Wastewater Revenue Bonds: Series 2014, 2016, 2018, and 2021 refunding. The debt service also reflects the City's existing annual State Revolving Fund (SRF) debt service. Annual existing Debt Service levels are approximately \$31 million in FY 2023.

## Key Assumptions/Considerations

- The analysis includes three new issuances of debt, the first in FY 2026 with a par value of \$250 million, a second and third in FY 2029 and FY 2033 with a par value of \$200 million each.
- This year's analysis also includes a scenario related to the funding of approximately \$50 million line of credit for the Advanced Metering Infrastructure project, which is included in the FY 2026 Bond Issuance. This includes a one-time implementation fee of \$575,000 and an annual software maintenance fee of \$340,000 starting in FY 2025.
- The analysis also includes \$900,000 for the Water and Sewer allocation of the new City Hall starting in FY 2026.
- Assumptions for the new Prospect Lake Water Treatment Plant including the Enabling Works has been included in the forecast with annual costs of \$30 million in FY 2024, \$31 million in FY 2025 and 2026 and \$75 million in FY 2027, escalating thereafter for the remainder of the forecast.
- A 22.5% rate increase, in FY 2024 and FY 2025 will provide sufficient funding to support the ongoing debt and future operating costs associated with the new water treatment plant. In FY 2026 through FY 2027 an additional 9% rate increase is anticipated, followed by a 5% increase starting in FY 2028 for the remainder of the forecast.

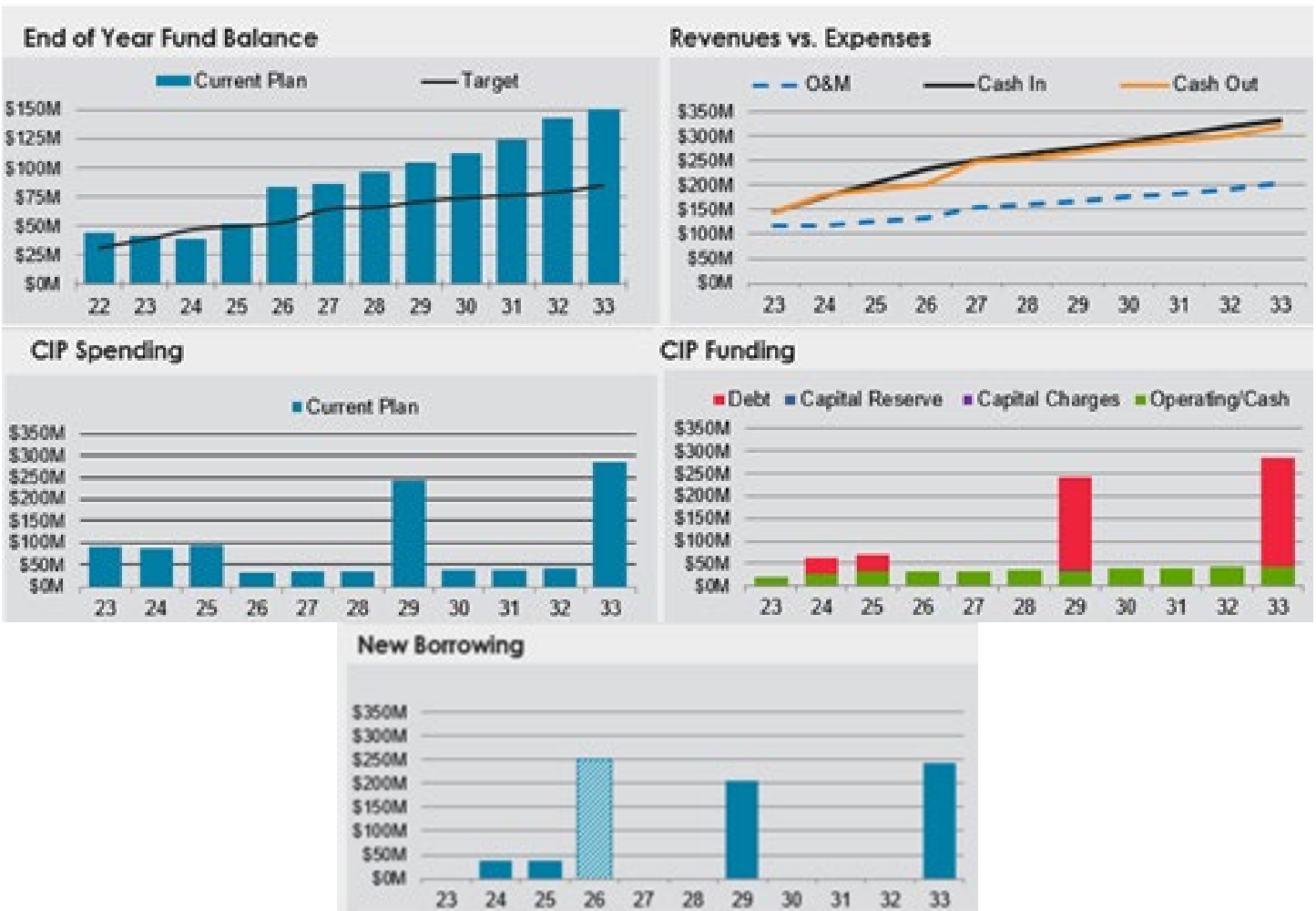
## Results

It is anticipated that the Utility will require revenue adjustments throughout the projection period to provide sufficient revenues to fund the ongoing O&M costs, capital improvement projects, R&R costs, new debt service, and reserve requirements of the fund.

# Water and Sewer Fund – Financial Forecast, continued



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Water Rate Plan	0.00%	22.50%	22.50%	9.00%	9.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Sewer Rate Plan	0.00%	9.00%	9.00%	9.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Senior-Lien DSC	2.15	1.56	1.86	2.11	2.11	2.23	2.03	2.05	2.16	2.25	2.04
Net Cash Flow	<b>-\$3.06</b>	<b>-\$3.23</b>	<b>\$13.97</b>	<b>\$30.60</b>	<b>\$3.50</b>	<b>\$10.11</b>	<b>\$8.25</b>	<b>\$6.79</b>	<b>\$12.83</b>	<b>\$18.02</b>	<b>\$12.76</b>
Monthly Combined Bill (5 Kgal)	\$82.14	\$93.67	\$107.15	\$116.78	\$124.61	\$130.88	\$137.40	\$144.27	\$151.49	\$159.08	\$167.02
Monthly Bill Increase	N/A	\$11.53	\$13.48	\$9.63	\$7.83	\$6.27	\$6.52	\$6.87	\$7.22	\$7.59	\$7.94



# FINANCIALS



# Financials Introduction and Overview

The following fund summaries present financial information through comparative schedules, tables, and infographics detailing revenues and expenditures for the City's Governmental, Proprietary, and Fiduciary Funds. Capital Project summaries are not included in this budget book but can be found in the Community Investment Plan.

Fund summaries are divided into the following sections: revenues by character sources, expenditures by character, transfers, reserves, and balances.

Where applicable, the financial tables include actual expenditures and revenues for the FY 2022 Actuals, FY 2023 Adopted Budget, FY 2023 Estimate, and the FY 2024 Adopted Budget. The final column in each respective financial table compares the FY 2024 Adopted Budget to the FY 2023 Adopted Budget.

The detailed information provided in this section includes:

## All Funds Summary

For FY 2024, the All Funds Adopted Budget, including transfers and reserves, is \$1,071,928,055.

The All Funds Summary includes:

- Comparative schedule including FY 2022 Actual, FY 2023 Adopted Budget, FY 2023 Estimate, and FY 2024 Adopted Budget for all funds revenues and expenditures rolled up
- Schedule of All Fund Revenues by Object
- Schedule of All Fund Expenditures by Object
- Financial Fund Summaries
- Schedule of Debt Service Requirements

## General Fund Summary

The FY 2024 Adopted Budget for the General Fund is \$463,404,796. This amount includes a \$22.70 million transfer out to the General Capital Projects Fund.

The General Fund Summary includes:

- Schedule of General Fund Revenues by Object
- Schedule of General Fund Expenditures by Object
- Comparative schedule including FY 2022 Actual, FY 2023 Adopted, FY 2023 Estimate, and FY 2024 Adopted Budget for the General Fund revenues and expenditures rolled up
- General Fund Transfers





CITY OF FORT LAUDERDALE



## All Funds Revenue Summary

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Taxes:</b>						
Property Taxes - Operating	\$ 171,140,532	195,022,757	190,628,956	216,816,952	21,794,195	11.2%
2005 General Obligation Debt Taxes	1,058,573	1,078,457	977,329	1,083,312	4,855	0.5%
2010 General Obligation Debt Taxes	9,788,565	12,321,842	11,154,317	13,310,016	988,174	8.0%
Sales and Use Taxes	7,671,702	6,816,607	6,816,607	7,671,702	855,095	12.5%
Franchise Fees	29,090,957	27,716,355	31,930,505	33,427,864	5,711,509	20.6%
Utility Taxes	42,337,881	41,685,403	45,299,823	46,666,881	4,981,478	12.0%
<b>Total Taxes</b>	<b>261,088,210</b>	<b>284,641,421</b>	<b>286,807,537</b>	<b>318,976,727</b>	<b>34,335,306</b>	<b>12.1%</b>
<b>Licenses and Permits:</b>						
Local Business Taxes	2,783,756	3,025,300	3,570,785	3,240,506	215,206	7.1%
Building Permits	29,435,237	21,941,000	23,108,718	26,577,109	4,636,109	21.1%
<b>Total Licenses and Permits</b>	<b>32,218,993</b>	<b>24,966,300</b>	<b>26,679,503</b>	<b>29,817,615</b>	<b>4,851,315</b>	<b>19.4%</b>
<b>Intergovernmental Revenue:</b>						
Federal Grants	26,960,457	9,523,920	9,644,035	10,327,600	803,680	8.4%
State Grants	(259,752)	-	10,000	-	-	0.0%
State-Shared Revenues	24,113,583	20,877,271	23,663,454	23,626,583	2,749,312	13.2%
Other Local Grants	2,917,852	4,245,031	4,039,968	4,087,664	(157,367)	(3.7%)
Local Shared Revenue	11,404,036	14,819,337	15,416,988	17,640,058	2,820,721	19.0%
<b>Total Intergovernmental Revenue</b>	<b>65,136,176</b>	<b>49,465,559</b>	<b>52,774,445</b>	<b>55,681,905</b>	<b>6,216,346</b>	<b>12.6%</b>
<b>Charges for Services:</b>						
Internal Service Charges	105,425,229	114,886,524	113,722,370	116,660,266	1,773,742	1.5%
General Government	5,684,125	4,638,474	4,983,839	4,368,764	(269,710)	(5.8%)
Public Safety	14,794,008	17,127,570	18,243,083	18,202,953	1,075,383	6.3%
Physical Environment	220,887,891	232,466,798	234,081,977	269,801,845	37,335,047	16.1%
Transportation	30,602,529	27,328,280	30,961,049	30,589,542	3,261,262	11.9%
Parks and Recreation	4,583,519	4,518,673	4,562,591	5,066,451	547,778	12.1%
Special Facilities	359,899	344,000	378,465	333,660	(10,340)	(3.0%)
<b>Total Charges for Services</b>	<b>382,337,200</b>	<b>401,310,319</b>	<b>406,933,374</b>	<b>445,023,481</b>	<b>43,713,162</b>	<b>10.9%</b>
<b>Fines and Forfeits:</b>						
Judgements & Fines	2,031,876	1,075,000	853,155	602,500	(472,500)	(44.0%)
Violations of Local Ordinances	6,410,574	5,186,500	5,517,721	5,805,364	618,864	11.9%
<b>Total Fines and Forfeits</b>	<b>8,442,450</b>	<b>6,261,500</b>	<b>6,370,876</b>	<b>6,407,864</b>	<b>146,364</b>	<b>2.3%</b>
<b>Miscellaneous:</b>						
Interest Earnings	(14,687,738)	7,753,561	8,457,443	9,574,062	1,820,501	23.5%
Rents and Royalties	13,061,750	10,929,799	10,378,499	10,990,463	60,664	0.6%
Fire Assessment	49,939,010	51,516,484	52,097,797	54,614,675	3,098,191	6.0%
Disposal of Fixed Assets	1,906,676	2,499,543	3,277,350	1,451,907	(1,047,636)	(41.9%)
Contributions/Donations	491,765	454,211	441,970	454,211	-	0.0%
Invest Gains/Losses	(7,603,754)	-	-	-	-	0.0%
Other Miscellaneous	43,740,631	48,239,506	48,093,015	50,505,350	2,265,844	4.7%
<b>Total Miscellaneous</b>	<b>86,848,340</b>	<b>121,393,104</b>	<b>122,746,074</b>	<b>127,590,668</b>	<b>6,197,564</b>	<b>5.1%</b>
<b>Transfers and Other Sources:</b>						
Operating Transfers	90,330,001	87,900,498	99,130,355	70,654,119	(17,246,379)	(19.6%)
Loan/Note Proceeds	997,614	-	54,093,353	-	-	0.0%
Other Nonoperating Sources	-	-	2,047,743	-	-	0.0%
<b>Total Transfers and Other Sources</b>	<b>91,327,615</b>	<b>87,900,498</b>	<b>155,271,451</b>	<b>70,654,119</b>	<b>(17,246,379)</b>	<b>(19.6%)</b>
<b>Appropriated Fund Balance:</b>						
Appropriated Fund Balance	-	9,114,896	-	17,775,676	8,660,780	95.0%
<b>Total Appropriated Fund Balance</b>	<b>-</b>	<b>9,114,896</b>	<b>-</b>	<b>17,775,676</b>	<b>8,660,780</b>	<b>95.0%</b>
<b>Total of Revenues &amp; Other Resources</b>	<b>\$ 927,398,984</b>	<b>985,053,597</b>	<b>1,057,583,260</b>	<b>1,071,928,055</b>	<b>86,874,458</b>	<b>8.8%</b>

## All Funds Expenditure Summary

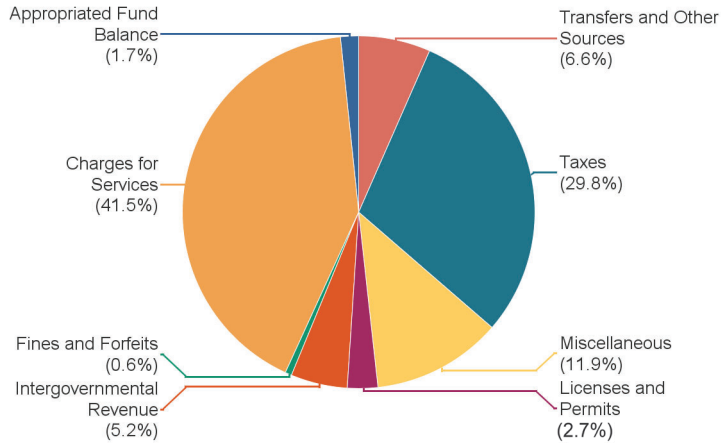
	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Salaries &amp; Wages:</b>						
Regular Salaries	\$ 207,180,155	237,142,596	225,024,314	249,360,902	12,218,306	5.2%
Longevity	2,337,403	1,918,164	1,911,601	1,750,975	(167,189)	(8.7%)
Other Wages	8,649,062	9,266,826	9,056,807	10,748,236	1,481,410	16.0%
Employee Allowances	2,404,099	2,647,266	2,654,498	3,083,833	436,567	16.5%
Overtime	16,185,615	11,608,180	17,968,848	13,406,881	1,798,701	15.5%
Distributive Labor	(856,510)	(1,608)	112,099	-	1,608	(100.0%)
Termination Pay	2,385,820	499,574	1,533,644	840,377	340,803	68.2%
Core Adjustments	200	-	-	-	-	0.0%
<b>Total Salaries &amp; Wages</b>	<b>238,285,844</b>	<b>263,080,998</b>	<b>258,261,811</b>	<b>279,191,204</b>	<b>16,110,206</b>	<b>6.1%</b>
<b>Fringe Benefits:</b>						
Employee Benefits	480,481	501,900	590,202	474,700	(27,200)	(5.4%)
Pension/Deferred Compensation	38,583,797	39,312,848	39,735,487	40,196,078	883,230	2.2%
Fica Taxes	17,288,849	19,628,222	17,789,944	20,996,544	1,368,322	7.0%
Insurance Premiums	38,329,536	44,525,760	42,269,085	45,961,898	1,436,138	3.2%
<b>Total Fringe Benefits</b>	<b>94,682,663</b>	<b>103,968,730</b>	<b>100,384,718</b>	<b>107,629,220</b>	<b>3,660,490</b>	<b>3.5%</b>
<b>Services &amp; Materials:</b>						
Professional Services	12,675,932	16,491,775	30,018,538	16,166,650	(325,125)	(2.0%)
Other Services	39,475,456	47,842,524	57,448,148	61,501,631	13,659,107	28.6%
Leases and Rentals	10,022,528	5,771,397	5,841,406	7,274,606	1,503,209	26.0%
Repair and Maintenance	18,036,407	20,153,539	24,978,167	20,521,397	367,858	1.8%
Photo/Printing	312,305	261,300	261,416	232,646	(28,654)	(11.0%)
Utilities, Communication & Mail	18,051,010	19,693,720	20,967,957	20,189,936	496,216	2.5%
Chemicals	7,276,789	6,929,331	9,511,658	9,940,133	3,010,802	43.5%
Fuel and Oil	5,743,988	8,373,643	8,464,807	8,115,357	(258,286)	(3.1%)
Supplies	15,021,583	16,378,273	19,668,143	17,710,523	1,332,250	8.1%
<b>Total Services &amp; Materials</b>	<b>126,615,998</b>	<b>141,895,502</b>	<b>177,160,240</b>	<b>161,652,879</b>	<b>19,757,377</b>	<b>13.9%</b>
<b>Other Operating Expenses:</b>						
Meetings/Schools	1,813,518	2,579,299	2,360,103	2,761,699	182,400	7.1%
Contributions/Subsidies	33,101,715	40,121,391	45,389,022	42,695,805	2,574,414	6.4%
Intragovernmental Charges	73,461,847	79,719,482	79,441,844	85,120,738	5,401,256	6.8%
Insurance Premium	16,691,673	16,694,294	16,652,093	12,207,336	(4,486,958)	(26.9%)
<b>Total Other Operating Expenses</b>	<b>125,068,753</b>	<b>139,114,466</b>	<b>143,843,062</b>	<b>142,785,578</b>	<b>3,671,112</b>	<b>2.6%</b>
<b>Non-Operating Expenses:</b>						
Self Insurance Claims	52,941,945	48,096,709	49,456,609	52,733,350	4,636,641	9.6%
Inventories	(42,732)	-	744,942	-	-	0.0%
Pension Benefits	4,374	18,000	18,000	-	(18,000)	(100.0%)
Other Non-Operating	(943,533)	-	-	-	-	0.0%
Depreciation	172,684	-	-	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>52,132,738</b>	<b>48,114,709</b>	<b>50,219,551</b>	<b>52,733,350</b>	<b>4,618,641</b>	<b>9.6%</b>
<b>Capital Outlay:</b>						
Buildings & Structures	-	35,000	85,000	40,000	5,000	14.3%
Equipment	12,879,968	18,250,093	28,992,179	28,746,263	10,496,170	57.5%
Construction in Progress	217,556	341,000	19,226,616	75,000	(266,000)	(78.0%)
<b>Total Capital Outlay</b>	<b>13,097,524</b>	<b>18,626,093</b>	<b>48,303,795</b>	<b>28,861,263</b>	<b>10,235,170</b>	<b>55.0%</b>
<b>Debt Service:</b>						
Principal	56,179,771	59,068,677	54,083,677	88,097,023	29,028,346	49.1%
Interest	27,213,950	36,497,655	28,960,898	37,707,961	1,210,306	3.3%
Other Debt Service Costs	394,670	399,590	399,590	319,160	(80,430)	(20.1%)
<b>Total Debt Service</b>	<b>83,788,391</b>	<b>95,965,922</b>	<b>83,444,165</b>	<b>126,124,144</b>	<b>30,158,222</b>	<b>31.4%</b>
<b>Grant Services:</b>						
Grant Charges	-	7,942,545	8,752,943	8,721,383	778,838	9.8%
Grant Cases	1,673,075	-	14,675	-	-	0.0%
<b>Total Grant Services</b>	<b>1,673,075</b>	<b>7,942,545</b>	<b>8,767,618</b>	<b>8,721,383</b>	<b>778,838</b>	<b>9.8%</b>
<b>Other Uses:</b>						
Transfers Out	146,880,433	154,053,108	154,050,887	158,316,115	4,263,007	2.8%
Appropriations to Fund Balance	-	12,291,524	111,630	5,912,919	(6,378,605)	(51.9%)
<b>Total Other Uses</b>	<b>146,880,433</b>	<b>166,344,632</b>	<b>154,162,517</b>	<b>164,229,034</b>	<b>(2,115,598)</b>	<b>(1.3%)</b>
<b>Total Expenditures Allocated</b>	<b>\$ 882,225,419</b>	<b>985,053,597</b>	<b>1,024,547,476</b>	<b>1,071,928,055</b>	<b>86,874,458</b>	<b>8.8%</b>
<b>Surplus (Deficit)</b>	<b>\$ 45,173,565</b>	<b>-</b>	<b>33,035,784</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

## All Funds Summary

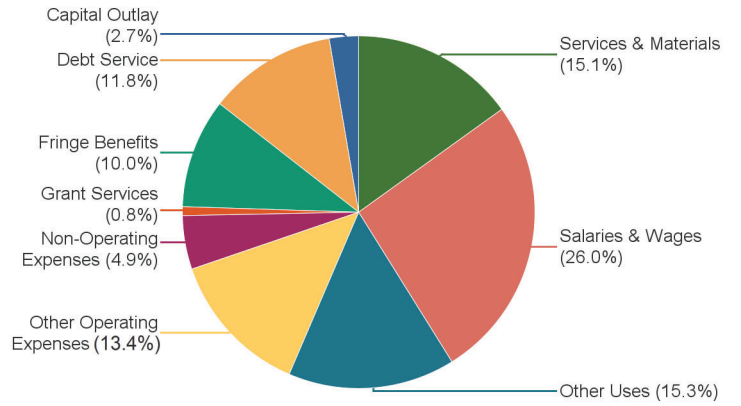
		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Taxes	\$	261,088,210	284,641,421	286,807,537	318,976,727	34,335,306	12.1%
Licenses and Permits		32,218,993	24,966,300	26,679,503	29,817,615	4,851,315	19.4%
Intergovernmental Revenue		65,136,176	49,465,559	52,774,445	55,681,905	6,216,346	12.6%
Charges for Services		382,337,200	401,310,319	406,933,374	445,023,481	43,713,162	10.9%
Fines and Forfeits		8,442,450	6,261,500	6,370,876	6,407,864	146,364	2.3%
Miscellaneous		86,848,340	121,393,104	122,746,074	127,590,668	6,197,564	5.1%
Transfers and Other Sources		91,327,615	87,900,498	155,271,451	70,654,119	(17,246,379)	(19.6%)
Appropriated Fund Balance		-	9,114,896	-	17,775,676	8,660,780	95.0%
<b>Total Revenues</b>		<b>927,398,984</b>	<b>985,053,597</b>	<b>1,057,583,260</b>	<b>1,071,928,055</b>	<b>86,874,458</b>	<b>8.8%</b>
<b>Expenditures</b>							
Salaries & Wages		238,285,844	263,080,998	258,261,811	279,191,204	16,110,206	6.1%
Fringe Benefits		94,682,663	103,968,730	100,384,718	107,629,220	3,660,490	3.5%
Services & Materials		126,615,998	141,895,502	177,160,240	161,652,879	19,757,377	13.9%
Other Operating Expenses		125,068,753	139,114,466	143,843,062	142,785,578	3,671,112	2.6%
Non-Operating Expenses		52,132,738	48,114,709	50,219,551	52,733,350	4,618,641	9.6%
Capital Outlay		12,879,968	18,626,093	29,215,067	28,861,263	10,235,170	55.0%
Debt Service		83,788,391	95,965,922	83,444,165	126,124,144	30,158,222	31.4%
Grant Services		1,673,075	7,942,545	8,767,618	8,721,383	778,838	9.8%
Transfer Out to Special Obligation Bonds		21,214,704	20,808,829	20,808,829	-	(20,808,829)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		5,096,184	5,499,206	5,499,206	24,129,122	18,629,916	338.8%
<b>Total Expenditures</b>		<b>761,438,318</b>	<b>845,017,000</b>	<b>877,604,266</b>	<b>931,828,143</b>	<b>86,811,143</b>	<b>10.3%</b>
<b>Other Resources Allocated</b>							
Res for Debt Service		-	308,167	111,630	700,353	392,186	127.3%
Transfer Out to Airport		1,342,735	1,342,735	1,342,735	1,342,735	-	0.0%
Transfer Out to Capital Projects		25,864,300	27,708,303	19,588,728	32,409,318	4,701,015	17.0%
Transfer Out to Cemetery Systems		408,968	642,490	642,490	1,648,000	1,005,510	156.5%
Transfer Out to Central City CRA Incentives Fund		535,020	732,432	732,432	658,109	(74,323)	(10.1%)
Transfer Out to CRA		7,291,925	9,288,558	-	-	(9,288,558)	(100.0%)
Transfer Out to CRA - Central City Redevelopment Area		-	-	168,979	1,061,800	1,061,800	100.0%
Transfer Out to CRA - NPF Redevelopment Area		-	-	10,013,578	9,578,682	9,578,682	100.0%
Transfer Out to Fund Balance		-	11,983,357	-	5,212,566	(6,770,791)	(56.5%)
Transfer Out to General Capital Projects		22,820,112	30,474,243	34,231,843	22,697,490	(7,776,753)	(25.5%)
Transfer Out to General Fund		16,833,800	-	20,205,396	1,931,265	1,931,265	100.0%
Transfer Out to Housing and Urban Development (HUD)		284,002	-	-	-	-	0.0%
Transfer Out to Hurricane Fund		124,105	-	-	-	-	0.0%
Transfer Out to Misc. Grants		27,907	500,000	489,554	150,000	(350,000)	(70.0%)
Transfer Out to NPF CRA Incentives Fund		15,038,669	16,999,288	17,435,224	16,884,023	(115,265)	(0.7%)
Transfer Out to Project Management Fund		409,000	-	-	-	-	0.0%
Transfer Out to Sanitation		8,980,248	8,100,000	10,023,597	12,287,009	4,187,009	51.7%
Transfer Out to School Crossing Guards		100,000	454,851	454,851	535,310	80,459	17.7%
Transfer Out to Special Obligation Loans		1,586,712	597,858	597,858	598,064	206	0.0%
Transfer Out to Tax Increment Revenue Bonds		3,302,434	3,361,184	3,361,184	7,474,152	4,112,968	122.4%
Transfer Out to Water & Sewer Capital		15,057,649	18,059,689	18,059,689	24,931,036	6,871,347	38.0%
Transfer to Building Permits		278,842	-	-	-	-	0.0%
Transfer to Capital Reserve		-	9,483,442	9,483,442	-	(9,483,442)	(100.0%)
Transfer to NW Progresso/Flagler CRA CIP		500,673	-	-	-	-	0.0%
<b>Total Other Resources Allocated</b>		<b>120,787,101</b>	<b>140,036,597</b>	<b>146,943,210</b>	<b>140,099,912</b>	<b>63,315</b>	<b>0.0%</b>
<b>Total Expenditures and Other Resources Allocated</b>		<b>882,225,419</b>	<b>985,053,597</b>	<b>1,024,547,476</b>	<b>1,071,928,055</b>	<b>86,874,458</b>	<b>8.8%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>45,173,565</b>	<b>-</b>	<b>33,035,784</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

# All Funds Summary, continued

## FY 2024 Adopted Budget Revenues



## FY 2024 Adopted Budget Expenditures



## General Fund Revenue Summary

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Taxes:</b>						
Property Taxes - Operating	\$ 171,001,373	194,845,923	190,468,735	216,625,640	21,779,717	11.2%
Sales and Use Taxes	7,671,702	6,816,607	6,816,607	7,671,702	855,095	12.5%
Franchise Fees	29,090,957	27,716,355	31,930,505	33,427,864	5,711,509	20.6%
Utility Taxes	42,337,881	41,685,403	45,299,823	46,666,881	4,981,478	12.0%
<b>Total Taxes</b>	<b>250,101,913</b>	<b>271,064,288</b>	<b>274,515,670</b>	<b>304,392,087</b>	<b>33,327,799</b>	<b>12.3%</b>
<b>Licenses and Permits:</b>						
Local Business Taxes	2,783,756	3,025,300	3,570,785	3,240,506	215,206	7.1%
Building Permits	1,236,648	516,000	904,824	572,109	56,109	10.9%
<b>Total Licenses and Permits</b>	<b>4,020,404</b>	<b>3,541,300</b>	<b>4,475,609</b>	<b>3,812,615</b>	<b>271,315</b>	<b>7.7%</b>
<b>Intergovernmental Revenue:</b>						
Federal Grants	177,934	-	120,115	-	-	0.0%
State Grants	5,899	-	10,000	-	-	0.0%
State-Shared Revenues	24,113,583	20,877,271	23,663,454	23,626,583	2,749,312	13.2%
Other Local Grants	2,917,852	4,245,031	4,017,580	4,087,664	(157,367)	(3.7%)
<b>Total Intergovernmental Revenue</b>	<b>27,215,268</b>	<b>25,122,302</b>	<b>27,811,149</b>	<b>27,714,247</b>	<b>2,591,945</b>	<b>10.3%</b>
<b>Charges for Services:</b>						
General Government	5,377,866	4,481,800	4,573,085	4,207,918	(273,882)	(6.1%)
Public Safety	14,794,008	17,127,570	18,237,147	18,202,953	1,075,383	6.3%
Physical Environment	-	-	30	-	-	0.0%
Parks and Recreation	4,583,519	4,518,673	4,562,591	5,066,451	547,778	12.1%
Special Facilities	359,899	344,000	378,465	333,660	(10,340)	(3.0%)
<b>Total Charges for Services</b>	<b>25,115,292</b>	<b>26,472,043</b>	<b>27,751,318</b>	<b>27,810,982</b>	<b>1,338,939</b>	<b>5.1%</b>
<b>Fines and Forfeits:</b>						
Judgements & Fines	539,384	1,075,000	476,121	602,500	(472,500)	(44.0%)
Violations of Local Ordinances	1,183,351	680,000	900,956	836,000	156,000	22.9%
<b>Total Fines and Forfeits</b>	<b>1,722,735</b>	<b>1,755,000</b>	<b>1,377,077</b>	<b>1,438,500</b>	<b>(316,500)</b>	<b>(18.0%)</b>
<b>Miscellaneous:</b>						
Interest Earnings	(4,392,398)	2,585,895	2,851,716	2,969,816	383,921	14.8%
Rents and Royalties	7,890,524	5,408,465	4,962,040	5,222,557	(185,908)	(3.4%)
Fire Assessment	48,428,769	49,901,475	50,091,640	52,892,899	2,991,424	6.0%
Disposal of Fixed Assets	-	-	93	-	-	0.0%
Contributions/Donations	491,765	454,211	429,378	454,211	-	0.0%
Other Miscellaneous	30,983,242	33,937,678	33,529,522	34,765,617	827,939	2.4%
<b>Total Miscellaneous</b>	<b>83,401,902</b>	<b>92,287,724</b>	<b>91,864,389</b>	<b>96,305,100</b>	<b>4,017,376</b>	<b>4.4%</b>
<b>Transfers and Other Sources:</b>						
Operating Transfers	18,032,469	20,035,508	20,035,508	1,931,265	(18,104,243)	(90.4%)
Other Nonoperating Sources	-	-	2,047,743	-	-	0.0%
<b>Total Transfers and Other Sources</b>	<b>18,032,469</b>	<b>20,035,508</b>	<b>22,083,251</b>	<b>1,931,265</b>	<b>(18,104,243)</b>	<b>(90.4%)</b>
<b>Total of Revenues &amp; Other Resources</b>	<b>\$ 409,609,983</b>	<b>440,278,165</b>	<b>449,878,463</b>	<b>463,404,796</b>	<b>23,126,631</b>	<b>5.3%</b>

## General Fund Expenditure Summary

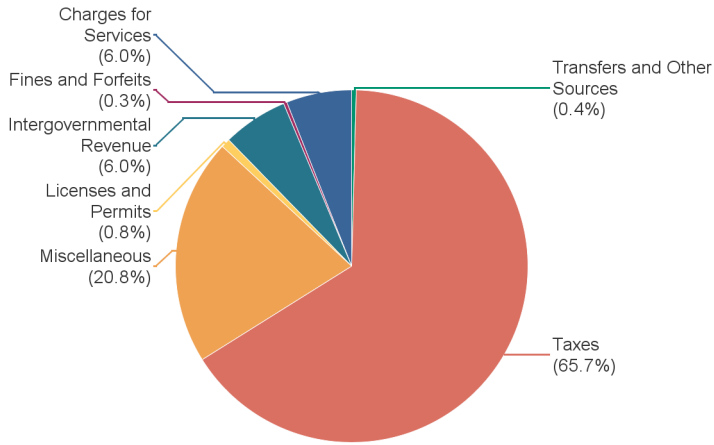
	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Salaries &amp; Wages:</b>						
Regular Salaries	\$ 150,254,212	168,963,688	163,636,782	178,086,118	9,122,430	5.4%
Longevity	1,861,462	1,486,326	1,480,821	1,357,528	(128,798)	(8.7%)
Other Wages	8,165,724	9,046,490	8,552,923	10,512,857	1,466,367	16.2%
Employee Allowances	1,508,688	1,599,066	1,620,978	1,968,793	369,727	23.1%
Overtime	12,735,103	9,276,690	14,694,842	11,059,213	1,782,523	19.2%
Distributive Labor	-	96,722	96,722	110,980	14,258	14.7%
Termination Pay	1,764,059	499,124	1,266,226	811,859	312,735	62.7%
<b>Total Salaries &amp; Wages</b>	<b>176,289,248</b>	<b>190,968,106</b>	<b>191,349,294</b>	<b>203,907,348</b>	<b>12,939,242</b>	<b>6.8%</b>
<b>Fringe Benefits:</b>						
Employee Benefits	349,404	374,000	377,012	361,000	(13,000)	(3.5%)
Pension/Deferred Compensation	30,408,536	31,039,013	31,480,347	30,473,459	(565,554)	(1.8%)
Fica Taxes	12,701,420	14,149,138	13,111,063	15,267,961	1,118,823	7.9%
Insurance Premiums	27,220,632	31,599,519	30,280,559	32,983,110	1,383,591	4.4%
<b>Total Fringe Benefits</b>	<b>70,679,992</b>	<b>77,161,670</b>	<b>75,248,981</b>	<b>79,085,530</b>	<b>1,923,860</b>	<b>2.5%</b>
<b>Services &amp; Materials:</b>						
Professional Services	5,451,176	6,991,061	8,114,818	5,911,161	(1,079,900)	(15.4%)
Other Services	7,281,191	7,369,566	7,941,827	10,797,923	3,428,357	46.5%
Leases and Rentals	1,715,773	2,832,855	3,063,432	4,279,883	1,447,028	51.1%
Repair and Maintenance	3,737,006	3,829,466	4,636,781	4,245,603	416,137	10.9%
Photo/Printing	199,733	141,200	97,431	107,446	(33,754)	(23.9%)
Utilities, Communication & Mail	8,473,433	9,603,879	10,093,122	9,976,537	372,658	3.9%
Chemicals	89,634	104,328	159,138	109,328	5,000	4.8%
Fuel and Oil	2,099,814	3,063,534	2,750,539	3,061,157	(2,377)	(0.1%)
Supplies	8,442,314	8,989,707	9,981,940	9,520,994	531,287	5.9%
<b>Total Services &amp; Materials</b>	<b>37,490,074</b>	<b>42,925,596</b>	<b>46,839,028</b>	<b>48,010,032</b>	<b>5,084,436</b>	<b>11.8%</b>
<b>Other Operating Expenses:</b>						
Meetings/Schools	1,249,073	1,552,800	1,527,088	1,645,000	92,200	5.9%
Contributions/Subsidies	12,576,660	13,601,497	16,240,296	15,681,959	2,080,462	15.3%
Intragovernmental Charges	30,813,781	33,206,716	33,208,304	36,653,472	3,446,756	10.4%
Insurance Premium	7,565,116	7,625,269	7,622,835	6,211,196	(1,414,073)	(18.5%)
<b>Total Other Operating Expenses</b>	<b>52,204,630</b>	<b>55,986,282</b>	<b>58,598,523</b>	<b>60,191,627</b>	<b>4,205,345</b>	<b>7.5%</b>
<b>Non-Operating Expenses:</b>						
Pension Benefits	4,374	18,000	18,000	-	(18,000)	(100.0%)
Other Non-Operating	202,929	-	-	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>207,303</b>	<b>18,000</b>	<b>18,000</b>	<b>-</b>	<b>(18,000)</b>	<b>(100.0%)</b>
<b>Capital Outlay:</b>						
Equipment	1,991,748	3,135,704	6,065,018	6,237,098	3,101,394	98.9%
Construction in Progress	-	75,000	421,321	75,000	-	0.0%
<b>Total Capital Outlay</b>	<b>1,991,748</b>	<b>3,210,704</b>	<b>6,486,339</b>	<b>6,312,098</b>	<b>3,101,394</b>	<b>96.6%</b>
<b>Debt Service:</b>						
Principal	978,589	57,449	57,449	60,462	3,013	5.2%
Interest	22,691	9,067	9,067	7,931	(1,136)	(12.5%)
Other Debt Service Costs	-	300,000	300,000	300,000	-	0.0%
<b>Total Debt Service</b>	<b>1,001,280</b>	<b>366,516</b>	<b>366,516</b>	<b>368,393</b>	<b>1,877</b>	<b>0.5%</b>
<b>Grant Services:</b>						
Grant Charges	-	-	400,000	-	-	0.0%
<b>Total Grant Services</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Other Uses:</b>						
Transfers Out	62,130,033	69,641,291	76,016,041	65,529,768	(4,111,523)	(5.9%)
<b>Total Other Uses</b>	<b>62,130,033</b>	<b>69,641,291</b>	<b>76,016,041</b>	<b>65,529,768</b>	<b>(4,111,523)</b>	<b>(5.9%)</b>
<b>Total Expenditures Allocated</b>	<b>\$ 401,994,308</b>	<b>440,278,165</b>	<b>455,322,721</b>	<b>463,404,796</b>	<b>23,126,631</b>	<b>5.3%</b>
<b>Surplus (Deficit)</b>	<b>\$ 7,615,675</b>	<b>-</b>	<b>(5,444,258)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

## General Fund

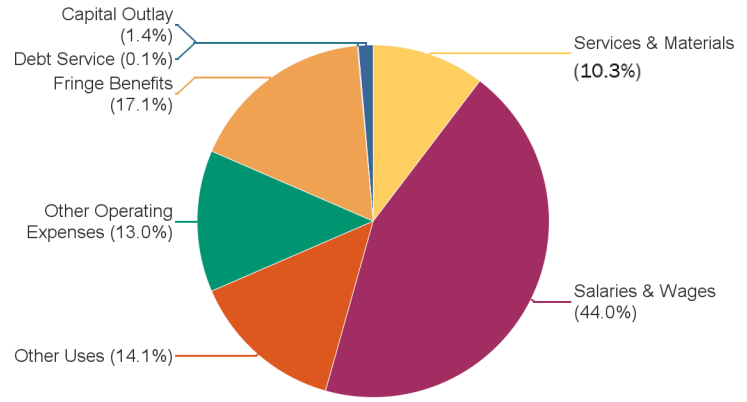
	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Taxes	\$ 250,101,913	271,064,288	274,515,670	304,392,087	33,327,799	12.3%
Licenses and Permits	4,020,404	3,541,300	4,475,609	3,812,615	271,315	7.7%
Intergovernmental Revenue	27,215,268	25,122,302	27,811,149	27,714,247	2,591,945	10.3%
Charges for Services	25,115,292	26,472,043	27,751,318	27,810,982	1,338,939	5.1%
Fines and Forfeits	1,722,735	1,755,000	1,377,077	1,438,500	(316,500)	(18.0%)
Miscellaneous	83,401,902	92,287,724	91,864,389	96,305,100	4,017,376	4.4%
Transfers and Other Sources	18,032,469	20,035,508	22,083,251	1,931,265	(18,104,243)	(90.4%)
<b>Total Revenues</b>	<b>409,609,983</b>	<b>440,278,165</b>	<b>449,878,463</b>	<b>463,404,796</b>	<b>23,126,631</b>	<b>5.3%</b>
<b>Expenditures</b>						
Salaries & Wages	176,289,248	190,968,106	191,349,294	203,907,348	12,939,242	6.8%
Fringe Benefits	70,679,992	77,161,670	75,248,981	79,085,530	1,923,860	2.5%
Services & Materials	37,490,074	42,925,596	46,839,028	48,010,032	5,084,436	11.8%
Other Operating Expenses	52,204,630	55,986,282	58,598,523	60,191,627	4,205,345	7.5%
Non-Operating Expenses	207,303	18,000	18,000	-	(18,000)	(100.0%)
Capital Outlay	1,991,748	3,210,704	6,088,906	6,312,098	3,101,394	96.6%
Debt Service	1,001,280	366,516	366,516	368,393	1,877	0.5%
Grant Services	-	-	400,000	-	-	0.0%
Transfer Out to Airport	1,342,735	1,342,735	1,342,735	1,342,735	-	0.0%
Transfer Out to Capital Projects	-	-	397,433	-	-	0.0%
Transfer Out to CRA	7,291,925	9,288,558	-	-	(9,288,558)	(100.0%)
Transfer Out to CRA - Central City Redevelopment Area	-	-	168,979	1,061,800	1,061,800	100.0%
Transfer Out to CRA - NPF Redevelopment Area	-	-	9,823,578	9,578,682	9,578,682	100.0%
Transfer Out to General Capital Projects	22,820,112	30,474,243	34,231,843	22,697,490	(7,776,753)	(25.5%)
Transfer Out to Housing and Urban Development (HUD)	284,002	-	-	-	-	0.0%
Transfer Out to Hurricane Fund	124,105	-	-	-	-	0.0%
Transfer Out to Misc. Grants	27,907	500,000	489,554	150,000	(350,000)	(70.0%)
Transfer Out to NPF CRA Incentives Fund	516,807	-	-	-	-	0.0%
Transfer Out to Project Management Fund	377,000	-	-	-	-	0.0%
Transfer Out to Sanitation	8,725,092	8,100,000	10,023,597	12,287,009	4,187,009	51.7%
Transfer Out to School Crossing Guards	100,000	454,851	454,851	535,310	80,459	17.7%
Transfer Out to Special Obligation Bonds	15,266,352	14,935,895	14,935,895	-	(14,935,895)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance	3,667,284	3,947,151	3,947,151	17,278,678	13,331,527	337.8%
Transfer Out to Special Obligation Loans	1,586,712	597,858	597,858	598,064	206	0.0%
<b>Total Expenditures</b>	<b>401,994,308</b>	<b>440,278,165</b>	<b>455,322,721</b>	<b>463,404,796</b>	<b>23,126,631</b>	<b>5.3%</b>
<b>Surplus/(Deficit)</b>	<b>\$ 7,615,675</b>	<b>-</b>	<b>(5,444,258)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	106,898,854	111,237,564	114,514,529	109,070,271	(2,167,293)	(1.9%)
Ending Net Position	114,514,529	111,237,564	109,070,271	109,070,271	(2,167,293)	(1.9%)
<b>Net Change</b>	<b>\$ 7,615,675</b>	<b>-</b>	<b>(5,444,258)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

## General Fund, continued

### FY 2024 Adopted Budget Revenues



### FY 2024 Adopted Budget Expenditures





## General Fund Transfers

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget
<b>Transfers In</b>					
American Rescue Plan 2021 Fund	\$ 16,166,993	20,035,508	20,035,508	1,931,265	(18,104,243)
General Capital Projects	1,198,669	-	-	-	-
Leases - Financial Agreements	-	-	2,047,743	-	-
Transfer from CRA - Central City Redevelopment Area Fund	52,420	-	-	-	-
Transfer from CRA Business Incentives - Central City	614,387	-	-	-	-
<b>Total Transfers In</b>	<b>\$ 18,032,469</b>	<b>20,035,508</b>	<b>22,083,251</b>	<b>1,931,265</b>	<b>(18,104,243)</b>
<b>Transfers Out</b>					
Transfer Out to Airport	\$ 1,342,735	1,342,735	1,342,735	1,342,735	-
Transfer Out to CRA	7,291,925	9,288,558	-	-	(9,288,558)
Transfer Out to CRA - Central City Redevelopment Area	-	-	168,979	1,061,800	1,061,800
Transfer Out to CRA - NPF Redevelopment Area	-	-	9,823,578	9,578,682	9,578,682
Transfer Out to General Capital Projects	22,820,112	30,474,243	34,231,843	22,697,490	(7,776,753)
Transfer Out to Housing and Urban Development (HUD) Grants	284,002	-	-	-	-
Transfer Out to Hurricane Fund	124,105	-	-	-	-
Transfer Out to Misc. Grants	27,907	500,000	489,554	150,000	(350,000)
Transfer Out to NPF CRA Incentives Fund	516,807	-	-	-	-
Transfer Out to Project Management Fund	377,000	-	-	-	-
Transfer Out to Sanitation	8,725,092	8,100,000	10,023,597	12,287,009	4,187,009
Transfer Out to School Crossing Guards	100,000	454,851	454,851	535,310	80,459
Transfer Out to Special Obligation Bonds	15,266,352	14,935,895	14,935,895	-	(14,935,895)
Transfer Out to Special Obligation Bonds Refinance	3,667,284	3,947,151	3,947,151	17,278,678	13,331,527
Transfer Out to Special Obligation Loans	1,586,712	597,858	597,858	598,064	206
<b>Total Transfers Out</b>	<b>\$ 62,130,033</b>	<b>69,641,291</b>	<b>76,016,041</b>	<b>65,529,768</b>	<b>(4,111,523)</b>

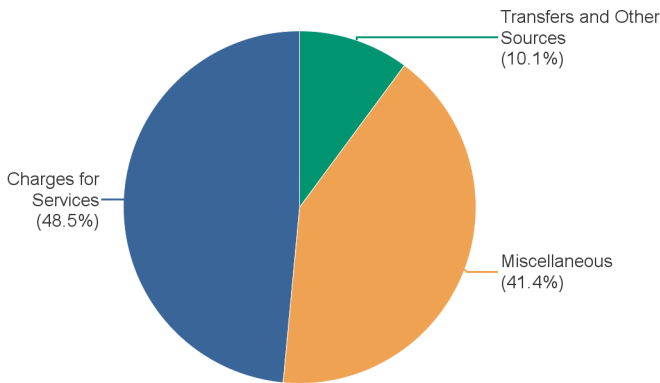
## Affordable Housing Trust Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Miscellaneous	\$ 293,134	-	4,081	-	-	0.0%
<b>Total Revenues</b>	<b>293,134</b>	<b>-</b>	<b>4,081</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures</b>						
Other Operating Expenses	-	-	600,000	-	-	0.0%
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Surplus/(Deficit)</b>	<b>\$ 293,134</b>	<b>-</b>	<b>(595,919)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	305,569	638,758	598,703	2,784	(635,974)	(99.6%)
Ending Net Position	598,703	638,758	2,784	2,784	(635,974)	(99.6%)
<b>Net Change</b>	<b>\$ 293,134</b>	<b>-</b>	<b>(595,919)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

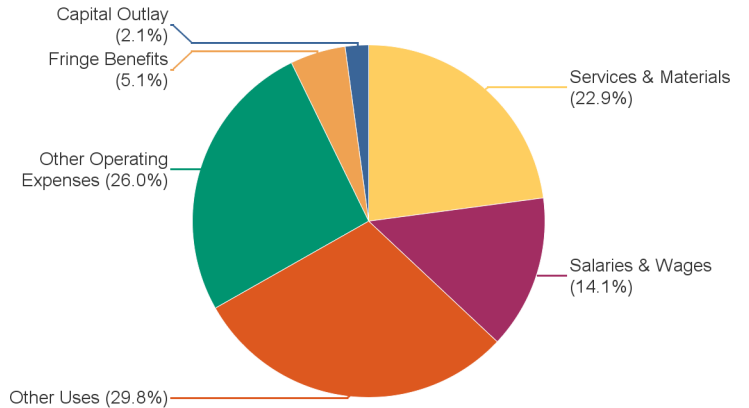
# Airport Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	6,528,861	5,818,793	6,305,632	6,428,676	609,883	10.5%
Miscellaneous		4,214,352	5,145,261	5,327,542	5,482,229	336,968	6.5%
Transfers and Other Sources		1,342,735	1,342,735	1,342,735	1,342,735	-	0.0%
<b>Total Revenues</b>		<b>12,085,948</b>	<b>12,306,789</b>	<b>12,975,909</b>	<b>13,253,640</b>	<b>946,851</b>	<b>7.7%</b>
<b>Expenditures</b>							
Salaries & Wages		1,310,400	1,627,589	1,544,560	1,868,446	240,857	14.8%
Fringe Benefits		459,166	574,594	520,069	673,395	98,801	17.2%
Services & Materials		1,651,708	3,520,412	4,042,986	3,033,921	(486,491)	(13.8%)
Other Operating Expenses		3,465,885	3,611,080	3,606,996	3,443,825	(167,255)	(4.6%)
Capital Outlay		105,037	1,102,007	394,373	284,441	(817,566)	(74.2%)
Transfer Out to Capital Projects		2,403,428	1,295,096	4,255	741,036	(554,060)	(42.8%)
Transfer Out to Fund Balance		-	399,412	-	2,986,460	2,587,048	647.7%
Transfer Out to Special Obligation Bonds		106,956	139,684	139,684	-	(139,684)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		25,692	36,915	36,915	222,116	185,201	501.7%
<b>Total Expenditures</b>		<b>9,528,272</b>	<b>12,306,789</b>	<b>10,289,838</b>	<b>13,253,640</b>	<b>946,851</b>	<b>7.7%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>2,557,676</b>	<b>-</b>	<b>2,686,071</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		7,281,715	9,900,868	9,839,391	12,525,462	2,624,594	26.5%
Ending Net Position		9,839,391	10,300,280	12,525,462	15,511,922	5,211,642	50.6%
<b>Net Change</b>	<b>\$</b>	<b>2,557,676</b>	<b>399,412</b>	<b>2,686,071</b>	<b>2,986,460</b>	<b>2,587,048</b>	<b>647.7%</b>

FY 2024 Adopted Budget Revenues



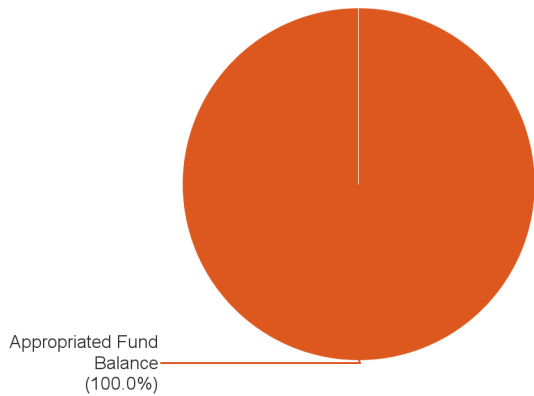
FY 2024 Adopted Budget Expenditures



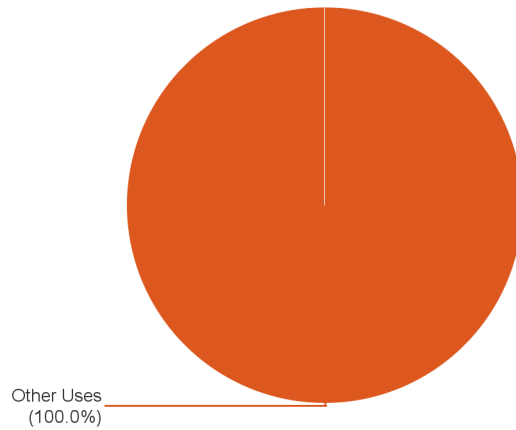
## American Rescue Plan Act Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Intergovernmental Revenue	\$ 19,066,883	-	-	-	-	0.0%
Miscellaneous	904	-	-	-	-	0.0%
Appropriated Fund Balance	-	-	-	1,931,265	1,931,265	100.0%
<b>Total Revenues</b>	<b>19,067,787</b>	<b>-</b>	<b>-</b>	<b>1,931,265</b>	<b>1,931,265</b>	<b>100.0%</b>
<b>Expenditures</b>						
Transfer Out to General Fund	16,166,993	-	20,036,417	1,931,265	1,931,265	100.0%
<b>Total Expenditures</b>	<b>16,166,993</b>	<b>-</b>	<b>20,036,417</b>	<b>1,931,265</b>	<b>1,931,265</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>\$ 2,900,794</b>	<b>-</b>	<b>(20,036,417)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	19,066,888	-	21,967,682	1,931,265	1,931,265	100.0%
Ending Net Position	21,967,682	-	1,931,265	-	-	0.0%
<b>Net Change</b>	<b>\$ 2,900,794</b>	<b>-</b>	<b>(20,036,417)</b>	<b>(1,931,265)</b>	<b>(1,931,265)</b>	<b>100.0%</b>

FY 2024 Adopted Budget Revenues



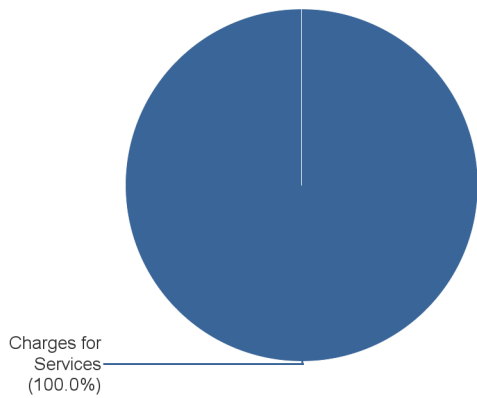
FY 2024 Adopted Budget Expenditures



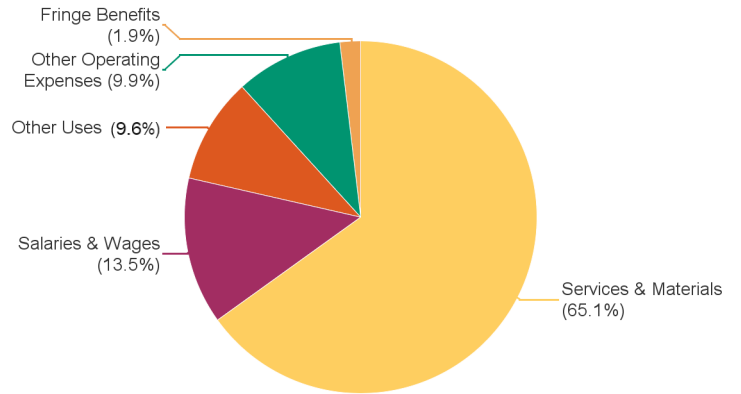
## Arts and Science District Garage Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Charges for Services	\$ 1,684,364	1,457,000	1,696,542	1,750,558	293,558	20.1%
<b>Total Revenues</b>	<b>1,684,364</b>	<b>1,457,000</b>	<b>1,696,542</b>	<b>1,750,558</b>	<b>293,558</b>	<b>20.1%</b>
<b>Expenditures</b>						
Salaries & Wages	188,482	219,396	232,256	236,140	16,744	7.6%
Fringe Benefits	38,244	28,104	54,194	33,216	5,112	18.2%
Services & Materials	1,343,034	1,075,370	1,285,418	1,139,265	63,895	5.9%
Other Operating Expenses	114,604	109,980	109,980	172,547	62,567	56.9%
Capital Outlay	-	-	14,694	-	-	0.0%
Transfer Out to Capital Projects	-	24,150	-	169,390	145,240	601.4%
<b>Total Expenditures</b>	<b>1,684,364</b>	<b>1,457,000</b>	<b>1,696,542</b>	<b>1,750,558</b>	<b>293,558</b>	<b>20.1%</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	-	-	-	-	-	0.0%
Ending Net Position	-	-	-	-	-	0.0%
<b>Net Change</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



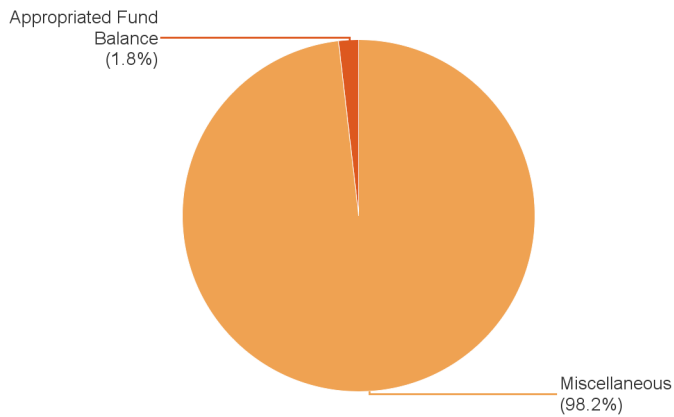
FY 2024 Adopted Budget Expenditures



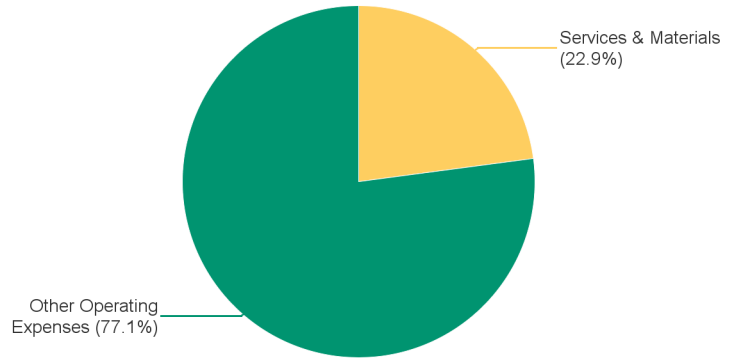
## Beach Business Improvement District Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Miscellaneous	\$	974,683	1,093,902	1,035,767	1,213,758	119,856	11.0%
Appropriated Fund Balance		-	-	-	22,679	22,679	100.0%
<b>Total Revenues</b>		<b>974,683</b>	<b>1,093,902</b>	<b>1,035,767</b>	<b>1,236,437</b>	<b>142,535</b>	<b>13.0%</b>
<b>Expenditures</b>							
Services & Materials		248,077	257,379	281,285	283,136	25,757	10.0%
Other Operating Expenses		1,159,496	661,197	1,161,197	953,301	292,104	44.2%
Transfer Out to Fund Balance		-	175,326	-	-	(175,326)	(100.0%)
<b>Total Expenditures</b>		<b>1,407,573</b>	<b>1,093,902</b>	<b>1,442,482</b>	<b>1,236,437</b>	<b>142,535</b>	<b>13.0%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(432,890)</b>	<b>-</b>	<b>(406,715)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		1,231,502	593,942	798,612	391,897	(202,045)	(34.0%)
Ending Net Position		798,612	769,268	391,897	369,218	(400,050)	(52.0%)
<b>Net Change</b>	<b>\$</b>	<b>(432,890)</b>	<b>175,326</b>	<b>(406,715)</b>	<b>(22,679)</b>	<b>(198,005)</b>	<b>(112.9%)</b>

FY 2024 Adopted Budget Revenues



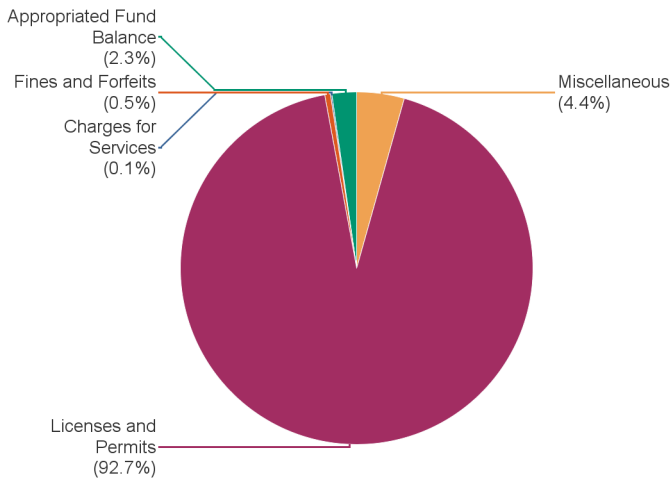
FY 2024 Adopted Budget Expenditures



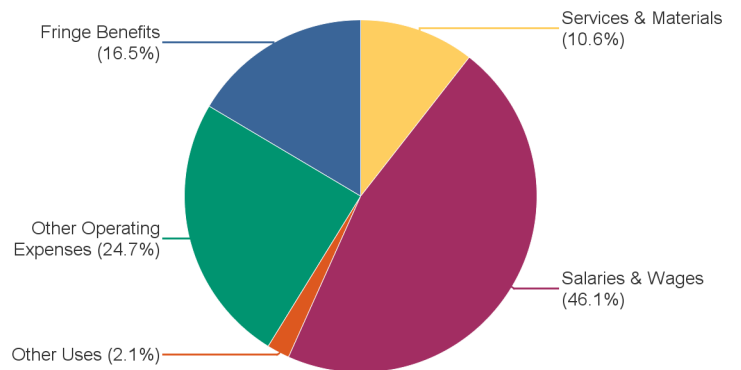
## Building Funds

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Licenses and Permits	\$	28,198,589	21,425,000	22,203,894	26,005,000	4,580,000	21.4%
Charges for Services		38,648	35,000	51,960	35,000	-	0.0%
Fines and Forfeits		252,682	181,500	202,744	146,000	(35,500)	(19.6%)
Miscellaneous		(656,479)	1,075,953	987,824	1,221,426	145,473	13.5%
Transfers and Other Sources		278,842	-	-	-	-	0.0%
Appropriated Fund Balance		-	3,320,996	-	634,615	(2,686,381)	(80.9%)
<b>Total Revenues</b>		<b>28,112,282</b>	<b>26,038,449</b>	<b>23,446,422</b>	<b>28,042,041</b>	<b>2,003,592</b>	<b>7.7%</b>
<b>Expenditures</b>							
Salaries & Wages		11,892,805	12,193,953	12,326,214	12,940,355	746,402	6.1%
Fringe Benefits		3,989,964	4,311,301	4,156,365	4,620,001	308,700	7.2%
Services & Materials		1,636,315	3,012,197	3,550,911	2,962,182	(50,015)	(1.7%)
Other Operating Expenses		5,574,172	5,886,827	5,886,827	6,935,540	1,048,713	17.8%
Capital Outlay		137,262	83,894	284,311	-	(83,894)	(100.0%)
Debt Service		296,241	-	-	-	-	0.0%
Transfer Out to Capital Projects		-	-	32,938	-	-	0.0%
Transfer Out to Fund Balance		-	25,662	-	29,668	4,006	15.6%
Transfer Out to Special Obligation Bonds		360,456	414,954	414,954	-	(414,954)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		86,592	109,661	109,661	554,295	444,634	405.5%
Transfer to Building Permits		278,842	-	-	-	-	0.0%
<b>Total Expenditures</b>		<b>24,252,649</b>	<b>26,038,449</b>	<b>26,762,181</b>	<b>28,042,041</b>	<b>2,003,592</b>	<b>7.7%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>3,859,633</b>	<b>-</b>	<b>(3,315,759)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		15,716,138	11,269,392	19,575,771	16,260,012	4,990,620	44.3%
Ending Net Position		19,575,771	7,974,058	16,260,012	15,655,065	7,681,007	96.3%
<b>Net Change</b>	<b>\$</b>	<b>3,859,633</b>	<b>(3,295,334)</b>	<b>(3,315,759)</b>	<b>(604,947)</b>	<b>2,690,387</b>	<b>(81.6%)</b>

**FY 2024 Adopted Budget Revenues**



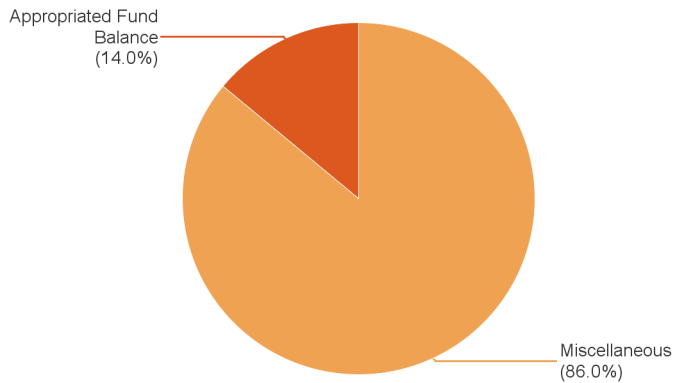
**FY 2024 Adopted Budget Expenditures**



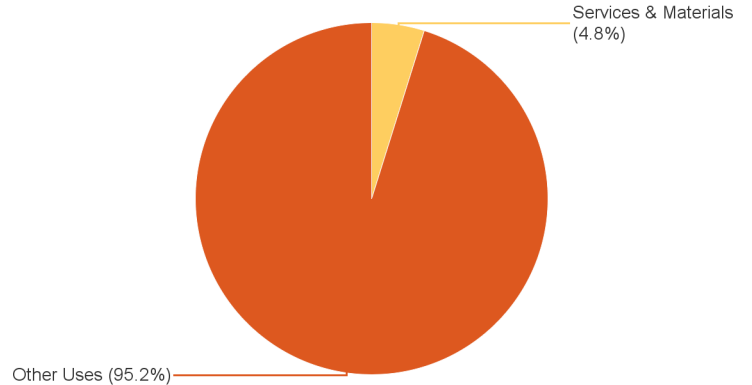
## Cemetery Perpetual Care Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Miscellaneous	\$ (4,505,383)	1,150,200	1,150,000	1,489,530	339,330	29.5%
Appropriated Fund Balance	-	-	-	241,970	241,970	100.0%
<b>Total Revenues</b>	<b>(4,505,383)</b>	<b>1,150,200</b>	<b>1,150,000</b>	<b>1,731,500</b>	<b>581,300</b>	<b>50.5%</b>
<b>Expenditures</b>						
Services & Materials	78,976	83,500	83,500	83,500	-	0.0%
Transfer Out to Cemetery Systems	408,968	642,490	642,490	1,648,000	1,005,510	156.5%
Transfer Out to Fund Balance	-	424,210	-	-	(424,210)	(100.0%)
<b>Total Expenditures</b>	<b>487,944</b>	<b>1,150,200</b>	<b>725,990</b>	<b>1,731,500</b>	<b>581,300</b>	<b>50.5%</b>
<b>Surplus/(Deficit)</b>	<b>\$ (4,993,327)</b>	<b>-</b>	<b>424,010</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	14,846,371	15,086,896	9,853,044	10,277,054	(4,809,842)	(31.9%)
Ending Net Position	9,853,044	15,511,106	10,277,054	10,035,084	(5,476,022)	(35.3%)
<b>Net Change</b>	<b>\$ (4,993,327)</b>	<b>424,210</b>	<b>424,010</b>	<b>(241,970)</b>	<b>(666,180)</b>	<b>(157.0%)</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures

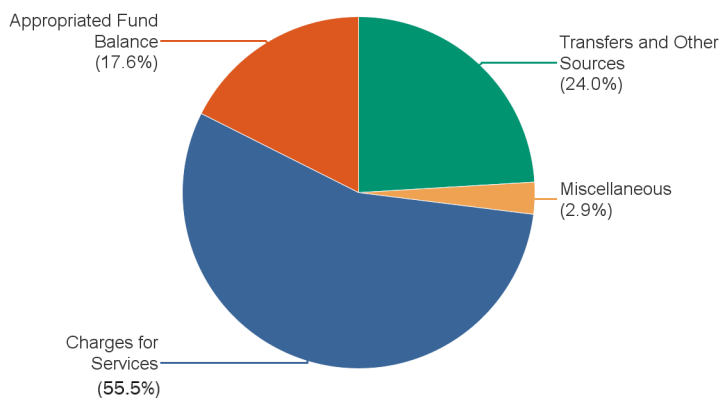




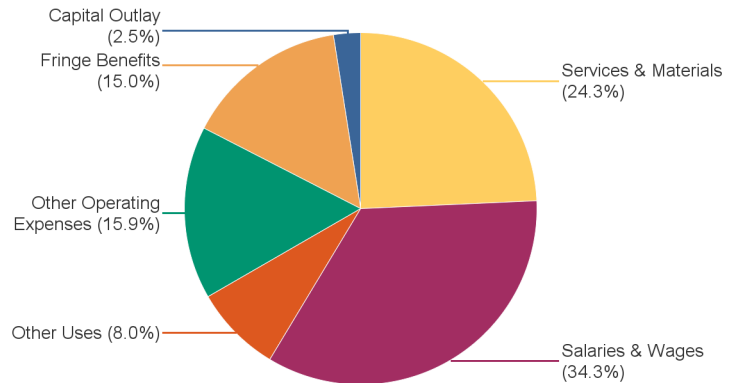
## Cemetery System Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	5,452,743	3,600,000	3,835,000	3,800,000	200,000	5.6%
Miscellaneous		(135,657)	1,333,202	898,313	200,935	(1,132,267)	(84.9%)
Transfers and Other Sources		408,968	642,490	642,490	1,648,000	1,005,510	156.5%
Appropriated Fund Balance		-	-	-	1,205,100	1,205,100	100.0%
<b>Total Revenues</b>		<b>5,726,054</b>	<b>5,575,692</b>	<b>5,375,803</b>	<b>6,854,035</b>	<b>1,278,343</b>	<b>22.9%</b>
<b>Expenditures</b>							
Salaries & Wages		1,583,538	2,183,713	1,883,173	2,352,884	169,171	7.7%
Fringe Benefits		735,619	1,015,800	814,314	1,025,189	9,389	0.9%
Services & Materials		1,466,221	1,489,113	2,115,572	1,664,656	175,543	11.8%
Other Operating Expenses		537,750	576,997	556,797	1,089,719	512,722	88.9%
Non-Operating Expenses		72,401	-	-	-	-	0.0%
Capital Outlay		81,179	214,127	336,131	170,019	(44,108)	(20.6%)
Transfer Out to Capital Projects		2,292,089	-	1,569,767	448,000	448,000	100.0%
Transfer Out to Special Obligation Bonds		79,248	75,887	75,887	-	(75,887)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		19,032	20,055	20,055	103,568	83,513	416.4%
<b>Total Expenditures</b>		<b>6,867,077</b>	<b>5,575,692</b>	<b>7,371,696</b>	<b>6,854,035</b>	<b>1,278,343</b>	<b>22.9%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(1,141,023)</b>	<b>-</b>	<b>(1,995,893)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		9,870,097	8,873,216	8,729,074	6,733,181	(2,140,035)	(24.1%)
Ending Net Position		8,729,074	8,873,216	6,733,181	5,528,081	(3,345,135)	(37.7%)
<b>Net Change</b>	<b>\$</b>	<b>(1,141,023)</b>	<b>-</b>	<b>(1,995,893)</b>	<b>(1,205,100)</b>	<b>(1,205,100)</b>	<b>100.0%</b>

FY 2024 Adopted Budget Revenues



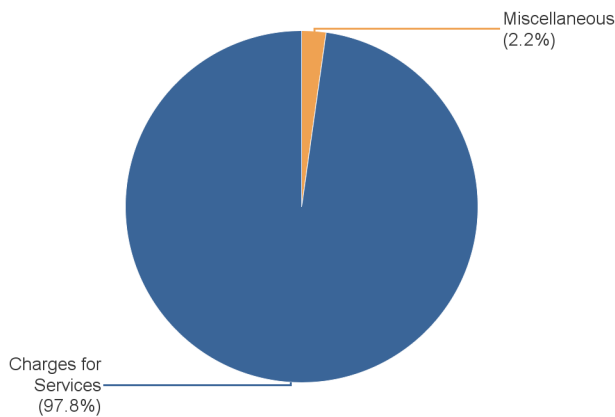
FY 2024 Adopted Budget Expenditures



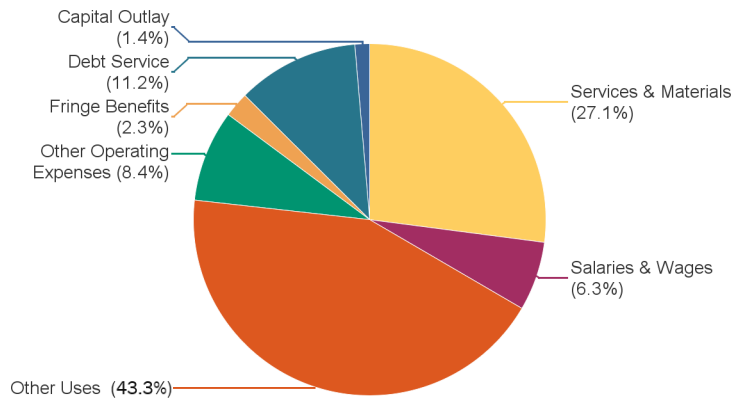
# Central Regional Wastewater System Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	40,100,355	36,704,719	38,354,466	42,015,816	5,311,097	14.5%
Miscellaneous		(2,346,066)	703,420	703,420	952,964	249,544	35.5%
Transfers and Other Sources		-	-	750,000	-	-	0.0%
<b>Total Revenues</b>		<b>37,754,289</b>	<b>37,408,139</b>	<b>39,807,886</b>	<b>42,968,780</b>	<b>5,560,641</b>	<b>14.9%</b>
<b>Expenditures</b>							
Salaries & Wages		2,169,778	2,589,820	2,257,375	2,725,852	136,032	5.3%
Fringe Benefits		844,939	984,278	867,953	987,225	2,947	0.3%
Services & Materials		9,918,516	9,861,714	12,299,214	11,630,128	1,768,414	17.9%
Other Operating Expenses		3,490,188	3,271,865	3,257,066	3,611,200	339,335	10.4%
Capital Outlay		763,519	550,000	968,246	580,584	30,584	5.6%
Debt Service		4,682,823	4,800,861	4,800,861	4,801,455	594	0.0%
Transfer Out to Capital Projects		13,280,364	15,107,144	15,114,714	18,446,938	3,339,794	22.1%
Transfer Out to Project Management Fund		32,000	-	-	-	-	0.0%
Transfer Out to Special Obligation Bonds		195,000	191,776	191,776	-	(191,776)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		46,848	50,681	50,681	185,398	134,717	265.8%
<b>Total Expenditures</b>		<b>35,423,975</b>	<b>37,408,139</b>	<b>39,807,886</b>	<b>42,968,780</b>	<b>5,560,641</b>	<b>14.9%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>2,330,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		(2,330,314)	4,100,401	-	-	(4,100,401)	(100.0%)
Ending Net Position		-	4,100,401	-	-	(4,100,401)	(100.0%)
<b>Net Change</b>	<b>\$</b>	<b>2,330,314</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



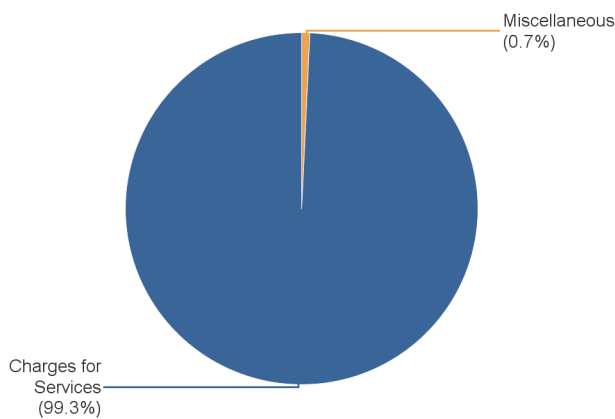
FY 2024 Adopted Budget Expenditures



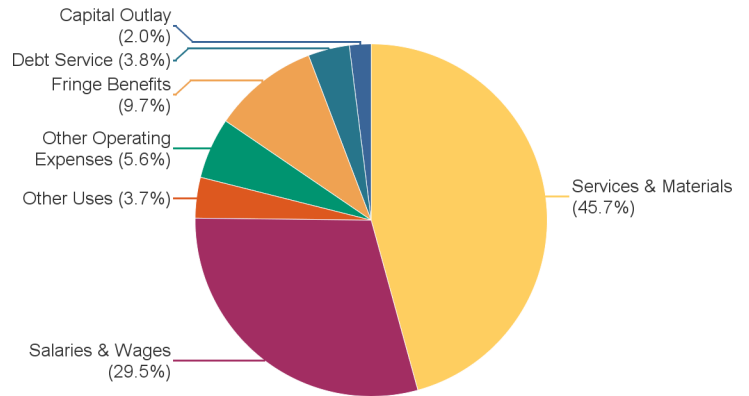
## Central Services Fund (Information Technology Services)

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	24,247,370	26,131,873	26,131,873	26,219,739	87,866	0.3%
Miscellaneous		(233,461)	113,131	141,095	197,163	84,032	74.3%
Appropriated Fund Balance		-	157,731	-	-	(157,731)	(100.0%)
<b>Total Revenues</b>		<b>24,013,909</b>	<b>26,402,735</b>	<b>26,272,968</b>	<b>26,416,902</b>	<b>14,167</b>	<b>0.1%</b>
<b>Expenditures</b>							
Salaries & Wages		6,027,902	7,406,410	6,946,738	7,781,041	374,631	5.1%
Fringe Benefits		2,033,664	2,393,330	2,314,325	2,561,583	168,253	7.0%
Services & Materials		10,022,882	11,728,929	12,725,190	12,080,027	351,098	3.0%
Other Operating Expenses		1,501,220	1,574,175	1,578,817	1,477,679	(96,496)	(6.1%)
Non-Operating Expenses		31,374	-	-	-	-	0.0%
Capital Outlay		232,614	1,496,743	3,603,759	526,237	(970,506)	(64.8%)
Debt Service		1,004,426	1,004,238	1,004,238	1,004,238	-	0.0%
Transfer Out to Capital Projects		-	-	16,776	300,000	300,000	100.0%
Transfer Out to Special Obligation Bonds		618,552	631,913	631,913	-	(631,913)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		148,584	166,997	166,997	686,097	519,100	310.8%
<b>Total Expenditures</b>		<b>21,621,218</b>	<b>26,402,735</b>	<b>28,988,753</b>	<b>26,416,902</b>	<b>14,167</b>	<b>0.1%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>2,392,691</b>	<b>-</b>	<b>(2,715,785)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		1,371,816	2,609,722	3,764,507	1,048,722	(1,561,000)	(59.8%)
Ending Net Position		3,764,507	2,451,991	1,048,722	1,048,722	(1,403,269)	(57.2%)
<b>Net Change</b>	<b>\$</b>	<b>2,392,691</b>	<b>(157,731)</b>	<b>(2,715,785)</b>	<b>-</b>	<b>157,731</b>	<b>(100.0%)</b>

FY 2024 Adopted Budget Revenues



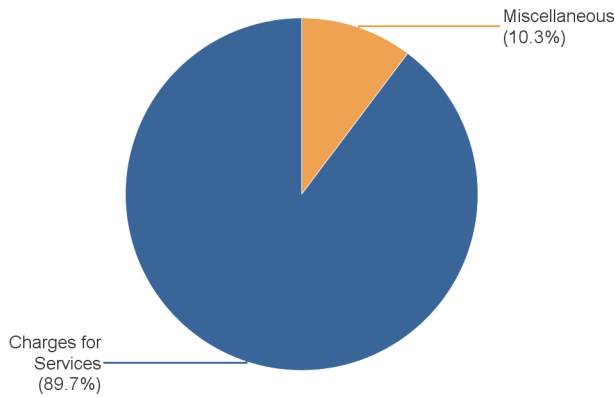
FY 2024 Adopted Budget Expenditures



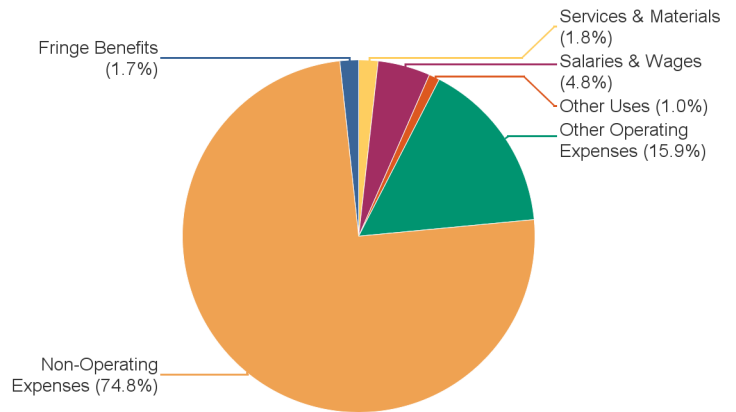
## City Property and Casualty Insurance Funds

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	23,380,392	24,498,055	24,497,991	20,868,730	(3,629,325)	(14.8%)
Miscellaneous		979,591	2,592,682	2,602,447	2,388,619	(204,063)	(7.9%)
<b>Total Revenues</b>		<b>24,359,983</b>	<b>27,090,737</b>	<b>27,100,438</b>	<b>23,257,349</b>	<b>(3,833,388)</b>	<b>(14.2%)</b>
<b>Expenditures</b>							
Salaries & Wages		958,942	1,032,346	995,287	1,117,207	84,861	8.2%
Fringe Benefits		347,776	369,338	343,355	399,764	30,426	8.2%
Services & Materials		450,020	401,071	389,758	411,098	10,027	2.5%
Other Operating Expenses		4,236,261	4,687,635	4,682,643	3,706,578	(981,057)	(20.9%)
Non-Operating Expenses		22,907,323	14,500,565	18,039,096	17,392,415	2,891,850	19.9%
Transfer Out to Capital Projects		-	-	3,273	-	-	0.0%
Transfer Out to Fund Balance		-	6,000,000	-	168,677	(5,831,323)	(97.2%)
Transfer Out to Special Obligation Bonds		103,032	78,924	78,924	-	(78,924)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		24,756	20,858	20,858	61,610	40,752	195.4%
<b>Total Expenditures</b>		<b>29,028,110</b>	<b>27,090,737</b>	<b>24,553,194</b>	<b>23,257,349</b>	<b>(3,833,388)</b>	<b>(14.2%)</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(4,668,127)</b>	<b>-</b>	<b>2,547,244</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		4,551,047	(1,962,351)	(117,080)	2,430,164	4,392,515	(223.8%)
Ending Net Position		(117,080)	4,037,649	2,430,164	2,598,841	(1,438,808)	(35.6%)
<b>Net Change</b>	<b>\$</b>	<b>(4,668,127)</b>	<b>6,000,000</b>	<b>2,547,244</b>	<b>168,677</b>	<b>(5,831,323)</b>	<b>(97.2%)</b>

FY 2024 Adopted Budget Revenues



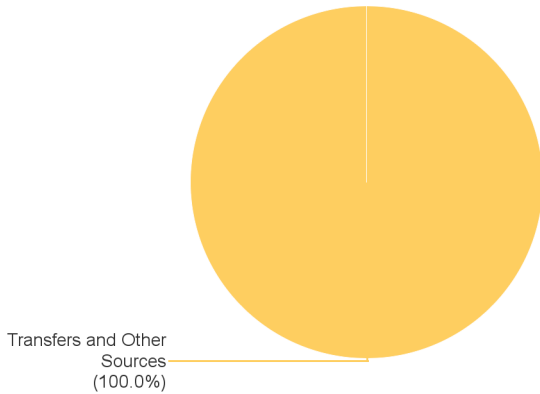
FY 2024 Adopted Budget Expenditures



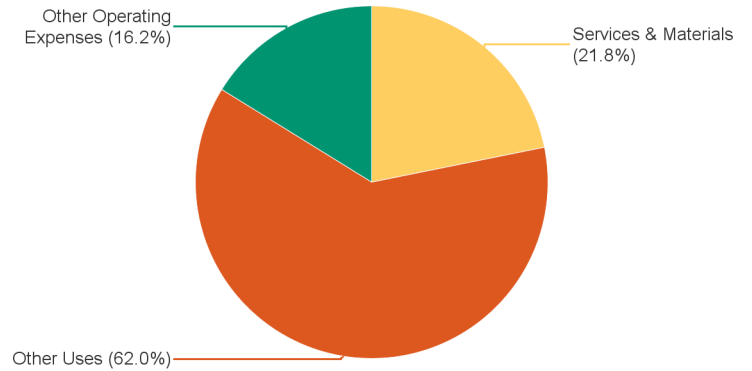
## Community Redevelopment Agency Central City Area Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Miscellaneous	\$	51,729	-	31,464	-	-	0.0%
Transfers and Other Sources		819,893	883,213	883,213	1,061,800	178,587	20.2%
<b>Total Revenues</b>		<b>871,622</b>	<b>883,213</b>	<b>914,677</b>	<b>1,061,800</b>	<b>178,587</b>	<b>20.2%</b>
<b>Expenditures</b>							
Services & Materials		60,912	35,500	37,804	231,758	196,258	552.8%
Other Operating Expenses		85,441	115,281	111,292	171,933	56,652	49.1%
Transfer Out to Central City CRA Incentives Fund		535,020	732,432	732,432	658,109	(74,323)	(10.1%)
Transfer Out to General Fund		52,420	-	168,979	-	-	0.0%
<b>Total Expenditures</b>		<b>733,793</b>	<b>883,213</b>	<b>1,050,507</b>	<b>1,061,800</b>	<b>178,587</b>	<b>20.2%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>137,829</b>	<b>-</b>	<b>(135,830)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		192,440	108,825	330,269	194,439	85,614	78.7%
Ending Net Position		330,269	108,825	194,439	194,439	85,614	78.7%
<b>Net Change</b>	<b>\$</b>	<b>137,829</b>	<b>-</b>	<b>(135,830)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



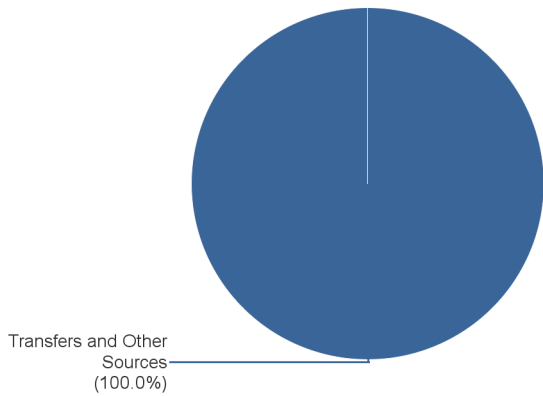
FY 2024 Adopted Budget Expenditures



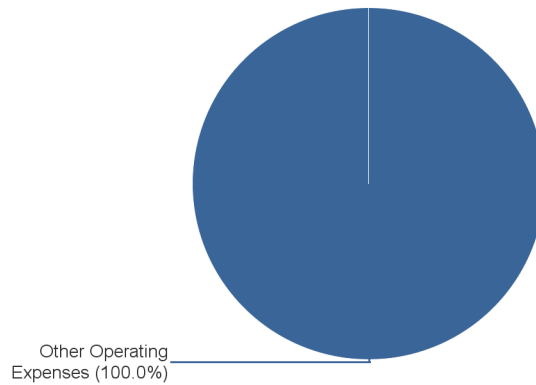
# Community Redevelopment Agency Central City Business Incentives Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Transfers and Other Sources	\$ 516,807	732,432	901,411	658,109	(74,323)	(10.1%)
<b>Total Revenues</b>	<b>516,807</b>	<b>732,432</b>	<b>901,411</b>	<b>658,109</b>	<b>(74,323)</b>	<b>(10.1%)</b>
<b>Expenditures</b>						
Services & Materials	40	-	-	-	-	0.0%
Other Operating Expenses	150	732,432	1,416,431	658,109	(74,323)	(10.1%)
Transfer Out to Capital Projects	-	-	20,000	-	-	0.0%
Transfer Out to General Fund	614,387	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>614,577</b>	<b>732,432</b>	<b>1,436,431</b>	<b>658,109</b>	<b>(74,323)</b>	<b>(10.1%)</b>
<b>Surplus/(Deficit)</b>	<b>\$ (97,770)</b>	<b>-</b>	<b>(535,020)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	1,351,929	-	1,254,159	719,139	719,139	100.0%
Ending Net Position	1,254,159	-	719,139	719,139	719,139	100.0%
<b>Net Change</b>	<b>\$ (97,770)</b>	<b>-</b>	<b>(535,020)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



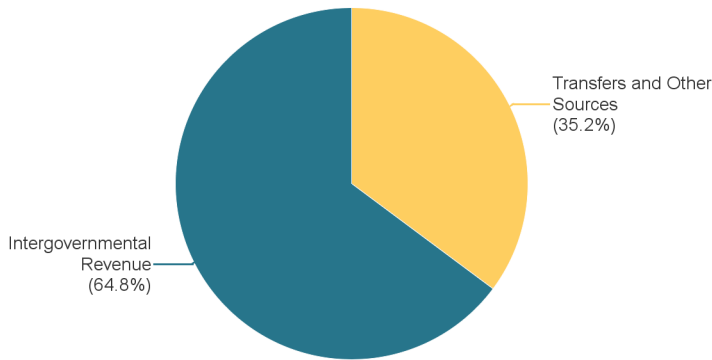
FY 2024 Adopted Budget Expenditures



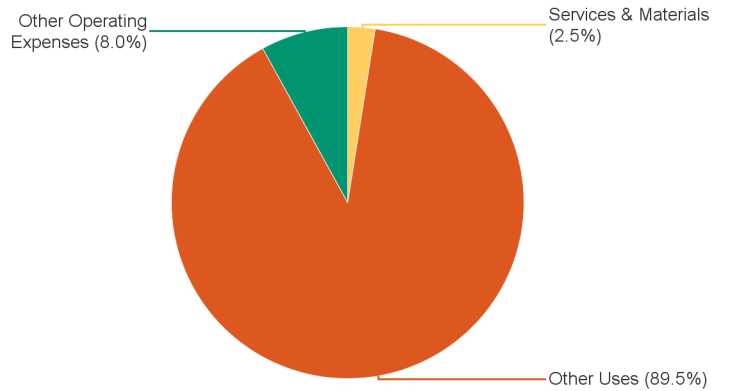
# Community Redevelopment Agency NW Progresso Flagler Heights Area Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Intergovernmental Revenue	\$	11,404,036	14,819,337	15,416,988	17,640,058	2,820,721	19.0%
Miscellaneous		(579,342)	-	21,835	-	-	0.0%
Transfers and Other Sources		6,472,032	8,405,345	8,595,345	9,578,682	1,173,337	14.0%
<b>Total Revenues</b>		<b>17,296,726</b>	<b>23,224,682</b>	<b>24,034,168</b>	<b>27,218,740</b>	<b>3,994,058</b>	<b>17.2%</b>
<b>Expenditures</b>							
Fringe Benefits		1,157	1,311	1,311	1,352	41	3.1%
Services & Materials		619,759	654,827	958,522	680,980	26,153	4.0%
Other Operating Expenses		2,056,741	2,208,072	2,142,363	2,178,233	(29,839)	(1.4%)
Capital Outlay		5,980	-	-	-	-	0.0%
Debt Service		111,430	-	-	-	-	0.0%
Transfer Out to NPF CRA Incentives Fund		13,774,746	16,999,288	17,435,224	16,884,023	(115,265)	(0.7%)
Transfer Out to Tax Increment Revenue Bonds		846,813	3,361,184	3,361,184	7,474,152	4,112,968	122.4%
<b>Total Expenditures</b>		<b>17,416,626</b>	<b>23,224,682</b>	<b>23,898,604</b>	<b>27,218,740</b>	<b>3,994,058</b>	<b>17.2%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(119,900)</b>	<b>-</b>	<b>135,564</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		119,900	-	-	135,564	135,564	100.0%
Ending Net Position		-	-	135,564	135,564	135,564	100.0%
<b>Net Change</b>	<b>\$</b>	<b>(119,900)</b>	<b>-</b>	<b>135,564</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



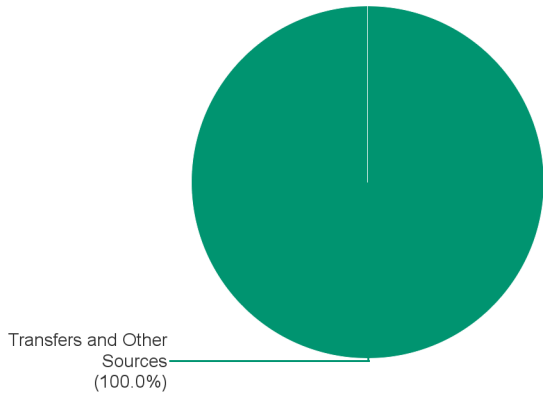
FY 2024 Adopted Budget Expenditures



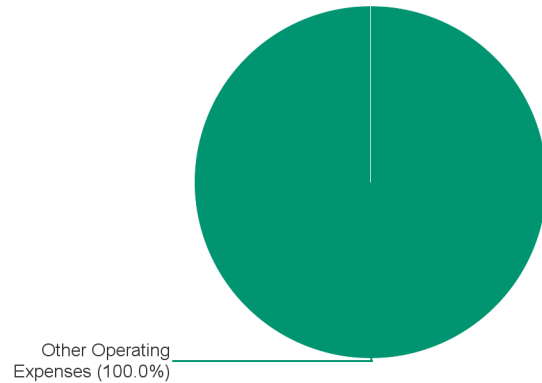
# Community Redevelopment Agency NW Progresso Flagler Heights Business Incentives Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Miscellaneous	\$	(158,945)	-	368,333	-	-	0.0%
Transfers and Other Sources		15,056,882	16,999,288	17,435,224	16,884,023	(115,265)	(0.7%)
<b>Total Revenues</b>		<b>14,897,937</b>	<b>16,999,288</b>	<b>17,803,557</b>	<b>16,884,023</b>	<b>(115,265)</b>	<b>(0.7%)</b>
<b>Expenditures</b>							
Services & Materials		324	-	-	-	-	0.0%
Other Operating Expenses		12,197,156	16,999,288	17,749,121	16,884,023	(115,265)	(0.7%)
Transfer Out to CRA - NPF Redevelopment Area		-	-	190,000	-	-	0.0%
Transfer Out to Tax Increment Revenue Bonds		2,455,621	-	-	-	-	0.0%
<b>Total Expenditures</b>		<b>14,653,101</b>	<b>16,999,288</b>	<b>17,939,121</b>	<b>16,884,023</b>	<b>(115,265)</b>	<b>(0.7%)</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>244,836</b>	<b>-</b>	<b>(135,564)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		(244,836)	-	-	(135,564)	(135,564)	100.0%
Ending Net Position		-	-	(135,564)	(135,564)	(135,564)	100.0%
<b>Net Change</b>	<b>\$</b>	<b>244,836</b>	<b>-</b>	<b>(135,564)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures

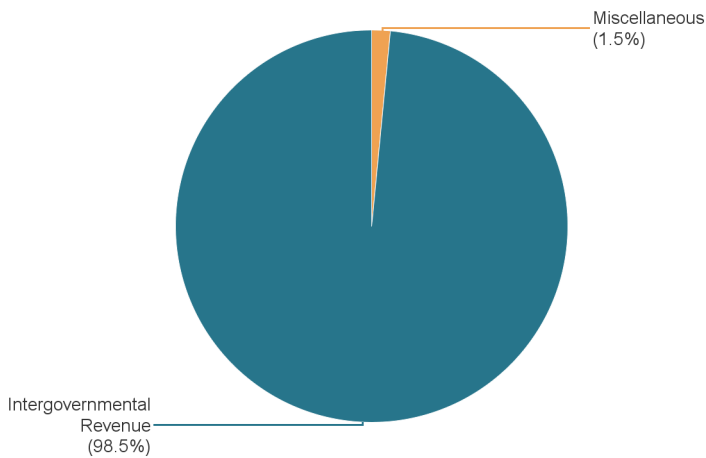




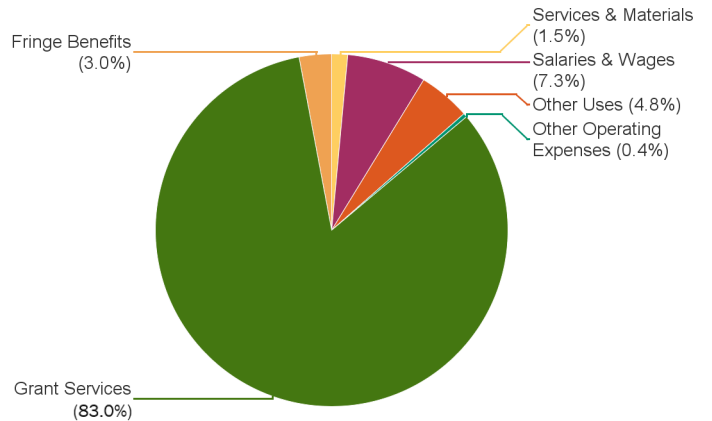
# Housing and Community Development Grants Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Intergovernmental Revenue	\$	7,715,640	9,523,920	9,523,920	10,327,600	803,680	8.4%
Miscellaneous		(102,982)	160,000	(118,119)	160,000	-	0.0%
Transfers and Other Sources		284,002	-	-	-	-	0.0%
<b>Total Revenues</b>		<b>7,896,660</b>	<b>9,683,920</b>	<b>9,405,801</b>	<b>10,487,600</b>	<b>803,680</b>	<b>8.3%</b>
<b>Expenditures</b>							
Salaries & Wages		(83,269)	733,071	811,619	763,807	30,736	4.2%
Fringe Benefits		76,153	299,041	281,727	311,684	12,643	4.2%
Services & Materials		5,780,949	148,122	88,325	153,279	5,157	3.5%
Other Operating Expenses		820,552	61,141	8,400	37,447	(23,694)	(38.8%)
Grant Services		1,251,568	7,942,545	7,715,730	8,721,383	778,838	9.8%
Transfer Out to Capital Projects		217,556	500,000	500,000	500,000	-	0.0%
Transfer Out to NPF CRA Incentives Fund		747,116	-	-	-	-	0.0%
Transfer Out to Special Obligation Bonds		20,784	-	-	-	-	0.0%
Transfer Out to Special Obligation Bonds Refinance		4,992	-	-	-	-	0.0%
<b>Total Expenditures</b>		<b>8,836,401</b>	<b>9,683,920</b>	<b>9,405,801</b>	<b>10,487,600</b>	<b>803,680</b>	<b>8.3%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(939,741)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		939,741	-	-	-	-	0.0%
Ending Net Position		-	-	-	-	-	0.0%
<b>Net Change</b>	<b>\$</b>	<b>(939,741)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



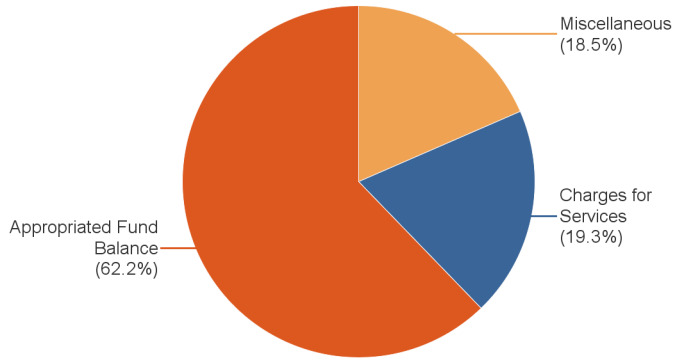
FY 2024 Adopted Budget Expenditures



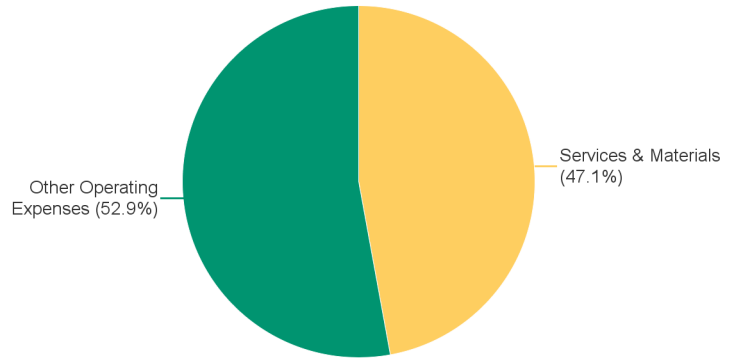
## Nuisance Abatement Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	45,397	56,000	31,846	45,000	(11,000)	(19.6%)
Miscellaneous		56,544	56,852	70,169	43,039	(13,813)	(24.3%)
Appropriated Fund Balance		-	114,896	-	145,013	30,117	26.2%
<b>Total Revenues</b>		<b>101,941</b>	<b>227,748</b>	<b>102,015</b>	<b>233,052</b>	<b>5,304</b>	<b>2.3%</b>
<b>Expenditures</b>							
Services & Materials		32,342	106,691	97,983	109,826	3,135	2.9%
Other Operating Expenses		-	121,057	121,057	123,226	2,169	1.8%
<b>Total Expenditures</b>		<b>32,342</b>	<b>227,748</b>	<b>219,040</b>	<b>233,052</b>	<b>5,304</b>	<b>2.3%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>69,599</b>	<b>-</b>	<b>(117,025)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		247,731	273,296	317,330	200,305	(72,991)	(26.7%)
Ending Net Position		317,330	158,400	200,305	55,292	(103,108)	(65.1%)
<b>Net Change</b>	<b>\$</b>	<b>69,599</b>	<b>(114,896)</b>	<b>(117,025)</b>	<b>(145,013)</b>	<b>(30,117)</b>	<b>26.2%</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures



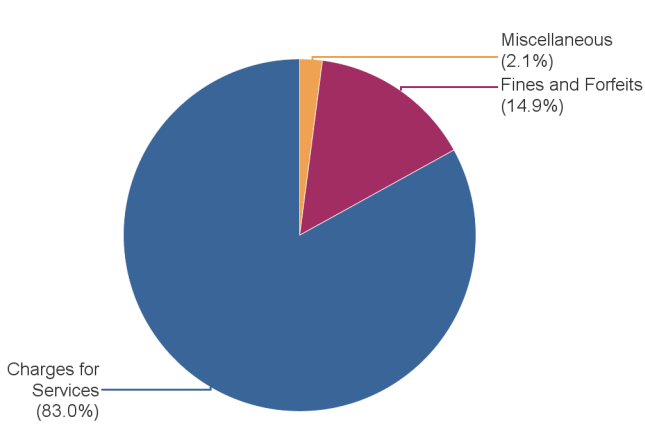
# Parking System Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	22,389,304	20,052,487	22,958,875	22,410,308	2,357,821	11.8%
Fines and Forfeits		4,022,189	3,525,000	3,545,000	4,023,364	498,364	14.1%
Miscellaneous		(364,588)	411,289	503,662	557,154	145,865	35.5%
Appropriated Fund Balance		-	1,304,524	-	-	(1,304,524)	(100.0%)
<b>Total Revenues</b>		<b>26,046,905</b>	<b>25,293,300</b>	<b>27,007,537</b>	<b>26,990,826</b>	<b>1,697,526</b>	<b>6.7%</b>
<b>Expenditures</b>							
Salaries & Wages		4,128,228	4,459,729	4,602,164	4,980,923	521,194	11.7%
Fringe Benefits		1,610,508	1,682,517	1,767,789	1,904,700	222,183	13.2%
Services & Materials		4,356,461	4,870,835	5,375,058	5,262,008	391,173	8.0%
Other Operating Expenses		7,389,328	8,225,192	8,232,392	8,447,643	222,451	2.7%
Capital Outlay		1,067,917	418,035	427,220	233,813	(184,222)	(44.1%)
Debt Service		124,173	127,676	127,676	131,278	3,602	2.8%
Transfer Out to Capital Projects		3,774,996	5,100,000	16,070	3,746,829	(1,353,171)	(26.5%)
Transfer Out to Fund Balance		-	-	-	1,902,202	1,902,202	100.0%
Transfer Out to Special Obligation Bonds		342,528	323,756	323,756	-	(323,756)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		82,272	85,560	85,560	381,430	295,870	345.8%
<b>Total Expenditures</b>		<b>22,876,411</b>	<b>25,293,300</b>	<b>20,957,685</b>	<b>26,990,826</b>	<b>1,697,526</b>	<b>6.7%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>3,170,494</b>	<b>-</b>	<b>6,049,852</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

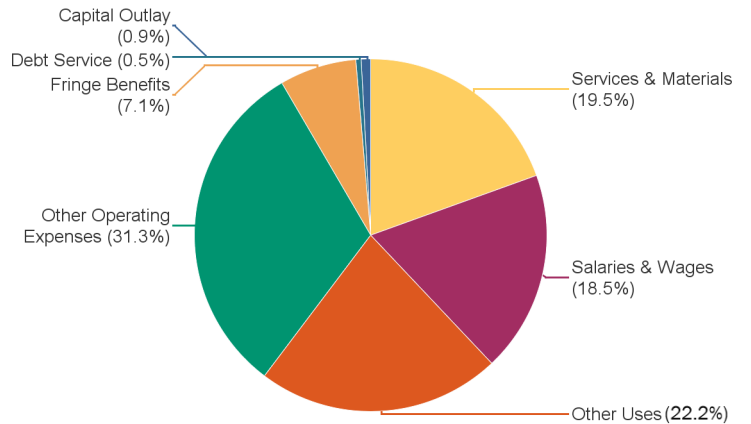
### Changes in Available Net Position

Beginning Net Position		5,458,184	6,810,820	8,628,678	14,678,530	7,867,710	115.5%
Ending Net Position		8,628,678	5,506,296	14,678,530	16,580,732	11,074,436	201.1%
<b>Net Change</b>	<b>\$</b>	<b>3,170,494</b>	<b>(1,304,524)</b>	<b>6,049,852</b>	<b>1,902,202</b>	<b>3,206,726</b>	<b>(245.8%)</b>

FY 2024 Adopted Budget Revenues



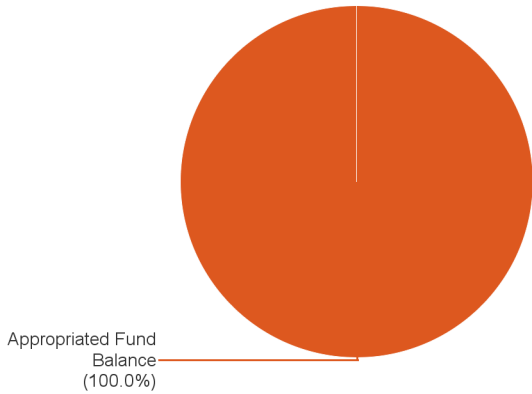
FY 2024 Adopted Budget Expenditures



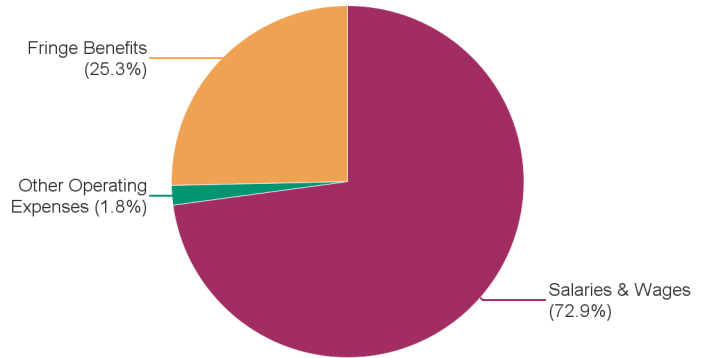
## Parks Bond Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Appropriated Fund Balance	\$ -	-	-	400,804	400,804	100.0%
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,804</b>	<b>400,804</b>	<b>100.0%</b>
<b>Expenditures</b>						
Salaries & Wages	57,987	-	29,174	292,017	292,017	100.0%
Fringe Benefits	24,073	-	25,611	101,587	101,587	100.0%
Services & Materials	308	-	1,995	-	-	0.0%
Other Operating Expenses	-	-	9,596	7,200	7,200	100.0%
<b>Total Expenditures</b>	<b>82,368</b>	<b>-</b>	<b>66,376</b>	<b>400,804</b>	<b>400,804</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>\$ (82,368)</b>	<b>-</b>	<b>(66,376)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	54,572,336	-	54,489,968	54,423,592	54,423,592	100.0%
Ending Net Position	54,489,968	-	54,423,592	54,022,788	54,022,788	100.0%
<b>Net Change</b>	<b>\$ (82,368)</b>	<b>-</b>	<b>(66,376)</b>	<b>(400,804)</b>	<b>(400,804)</b>	<b>100.0%</b>

FY 2024 Adopted Budget Revenues



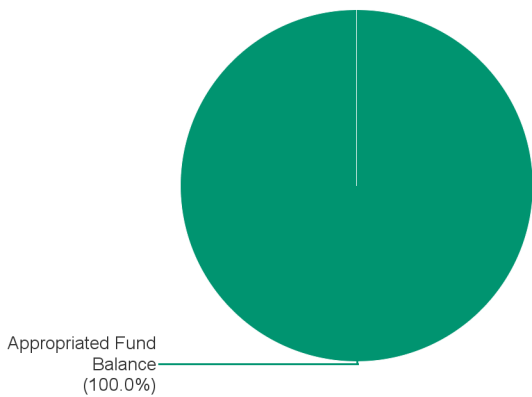
FY 2024 Adopted Budget Expenditures



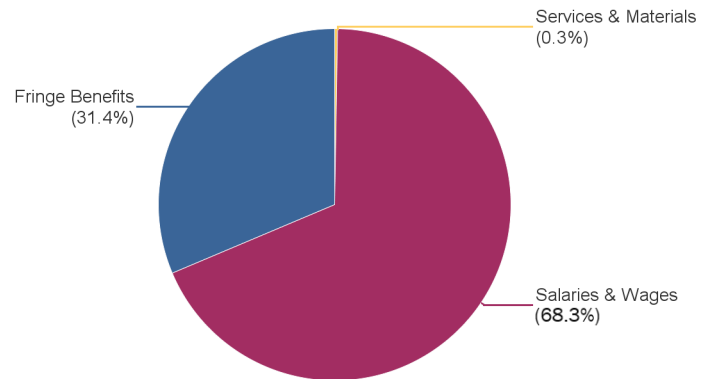
## Police Confiscation Funds

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Charges for Services	\$ -	-	6,000	-	-	0.0%
Fines and Forfeits	1,492,492	-	372,744	-	-	0.0%
Miscellaneous	(122,759)	61,950	62,101	-	(61,950)	(100.0%)
Appropriated Fund Balance	-	51,500	-	76,069	24,569	47.7%
<b>Total Revenues</b>	<b>1,369,733</b>	<b>113,450</b>	<b>440,845</b>	<b>76,069</b>	<b>(37,381)</b>	<b>(32.9%)</b>
<b>Expenditures</b>						
Salaries & Wages	7,457	47,259	48,817	52,012	4,753	10.1%
Fringe Benefits	3,248	22,804	21,436	23,857	1,053	4.6%
Services & Materials	276,304	300	1,430,572	200	(100)	(33.3%)
Other Operating Expenses	16,165	-	15,000	-	-	0.0%
Capital Outlay	674,002	-	2,705,503	-	-	0.0%
Transfer Out to Fund Balance	-	43,087	-	-	(43,087)	(100.0%)
<b>Total Expenditures</b>	<b>977,176</b>	<b>113,450</b>	<b>4,221,328</b>	<b>76,069</b>	<b>(37,381)</b>	<b>(32.9%)</b>
<b>Surplus/(Deficit)</b>	<b>\$ 392,557</b>	<b>-</b>	<b>(3,780,483)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	5,497,153	5,020,481	5,889,710	2,109,227	(2,911,254)	(58.0%)
Ending Net Position	5,889,710	5,012,068	2,109,227	2,033,158	(2,978,910)	(59.4%)
<b>Net Change</b>	<b>\$ 392,557</b>	<b>(8,413)</b>	<b>(3,780,483)</b>	<b>(76,069)</b>	<b>(67,656)</b>	<b>804.2%</b>

FY 2024 Adopted Budget Revenues



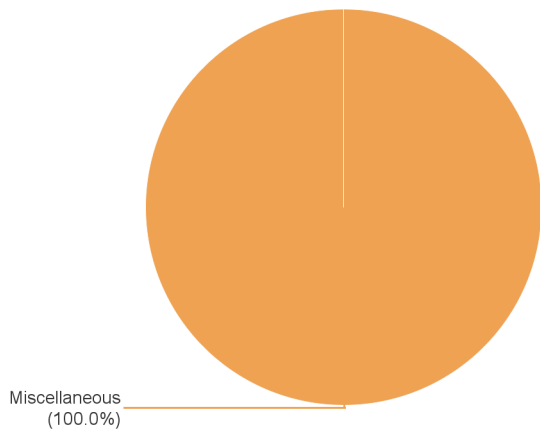
FY 2024 Adopted Budget Expenditures



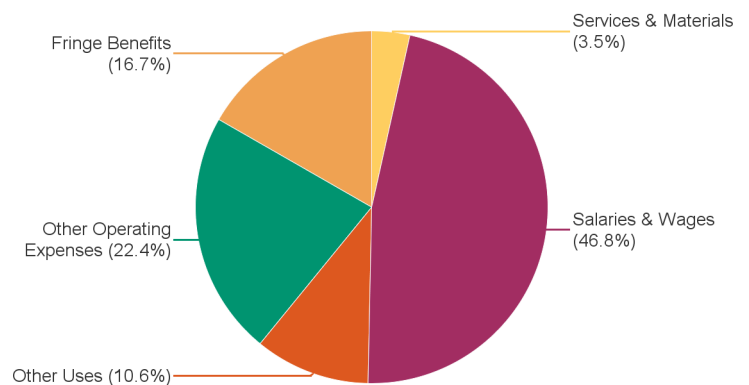
# Project Management Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Miscellaneous	\$	4,084,734	4,711,679	4,221,837	4,683,196	(28,483)	(0.6%)
Transfers and Other Sources		645,000	-	-	-	-	0.0%
<b>Total Revenues</b>		<b>4,729,734</b>	<b>4,711,679</b>	<b>4,221,837</b>	<b>4,683,196</b>	<b>(28,483)</b>	<b>(0.6%)</b>
<b>Expenditures</b>							
Salaries & Wages		2,250,906	2,437,570	2,045,343	2,193,420	(244,150)	(10.0%)
Fringe Benefits		819,252	845,216	755,236	782,873	(62,343)	(7.4%)
Services & Materials		161,730	161,323	158,579	163,424	2,101	1.3%
Other Operating Expenses		1,041,454	802,418	792,822	1,048,021	245,603	30.6%
Transfer Out to Capital Projects		-	-	4,705	-	-	0.0%
Transfer Out to Special Obligation Bonds		378,000	367,921	367,921	-	(367,921)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		90,804	97,231	97,231	495,458	398,227	409.6%
<b>Total Expenditures</b>		<b>4,742,146</b>	<b>4,711,679</b>	<b>4,221,837</b>	<b>4,683,196</b>	<b>(28,483)</b>	<b>(0.6%)</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(12,412)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		124,386	114,156	111,974	111,974	(2,182)	(1.9%)
Ending Net Position		111,974	114,156	111,974	111,974	(2,182)	(1.9%)
<b>Net Change</b>	<b>\$</b>	<b>(12,412)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures



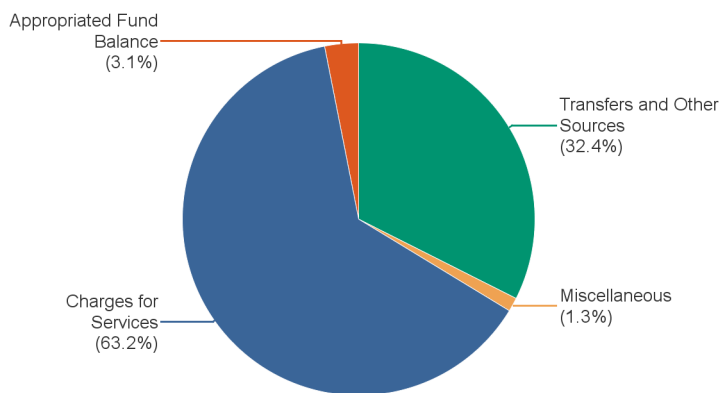
## Sanitation Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	22,627,287	23,066,443	22,496,296	23,952,421	885,978	3.8%
Fines and Forfeits		-	-	4,290	-	-	0.0%
Miscellaneous		375,440	366,949	2,542,598	480,842	113,893	31.0%
Transfers and Other Sources		8,980,248	8,100,000	10,023,597	12,287,009	4,187,009	51.7%
Appropriated Fund Balance		-	2,816,505	-	1,176,335	(1,640,170)	(58.2%)
<b>Total Revenues</b>		<b>31,982,975</b>	<b>34,349,897</b>	<b>35,066,781</b>	<b>37,896,607</b>	<b>3,546,710</b>	<b>10.3%</b>
<b>Expenditures</b>							
Salaries & Wages		4,718,653	5,430,036	4,160,960	4,053,083	(1,376,953)	(25.4%)
Fringe Benefits		2,328,709	2,367,826	2,186,128	1,938,631	(429,195)	(18.1%)
Services & Materials		15,931,881	17,672,303	23,047,193	27,679,800	10,007,497	56.6%
Other Operating Expenses		3,696,792	4,453,704	4,436,504	3,191,637	(1,262,067)	(28.3%)
Non-Operating Expenses		(386,455)	-	-	-	-	0.0%
Capital Outlay		207,383	1,864,244	636,755	604,327	(1,259,917)	(67.6%)
Transfer Out to Capital Projects		255,156	1,800,000	1,820,540	-	(1,800,000)	(100.0%)
Transfer Out to Special Obligation Bonds		685,284	602,548	602,548	-	(602,548)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		164,616	159,236	159,236	429,129	269,893	169.5%
<b>Total Expenditures</b>		<b>27,602,019</b>	<b>34,349,897</b>	<b>37,049,864</b>	<b>37,896,607</b>	<b>3,546,710</b>	<b>10.3%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>4,380,956</b>	<b>-</b>	<b>(1,983,083)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

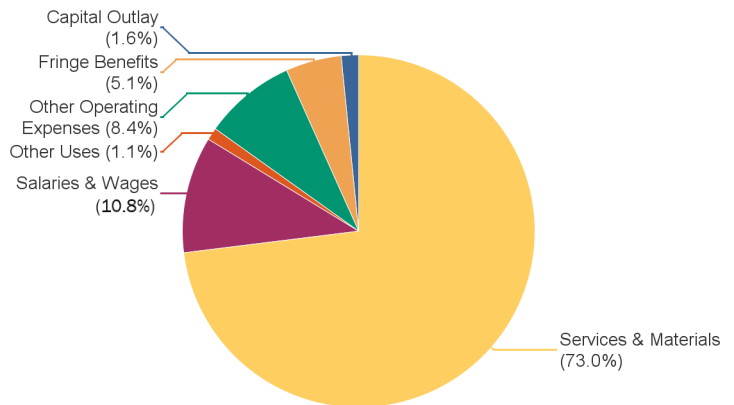
### Changes in Available Net Position

Beginning Net Position		3,905,133	4,877,928	8,286,089	6,303,006	1,425,078	29.2%
Ending Net Position		8,286,089	2,061,423	6,303,006	5,126,671	3,065,248	148.7%
<b>Net Change</b>	<b>\$</b>	<b>4,380,956</b>	<b>(2,816,505)</b>	<b>(1,983,083)</b>	<b>(1,176,335)</b>	<b>1,640,170</b>	<b>(58.2%)</b>

FY 2024 Adopted Budget Revenues



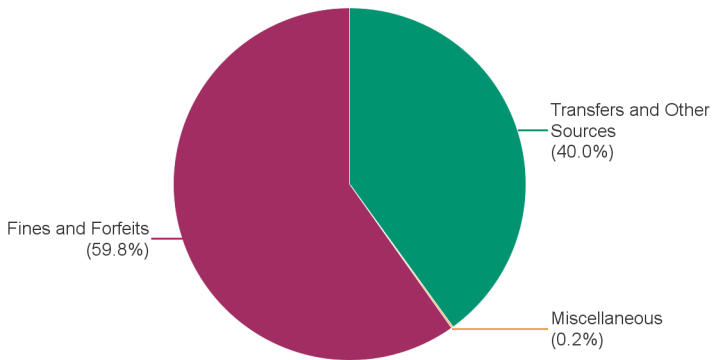
FY 2024 Adopted Budget Expenditures



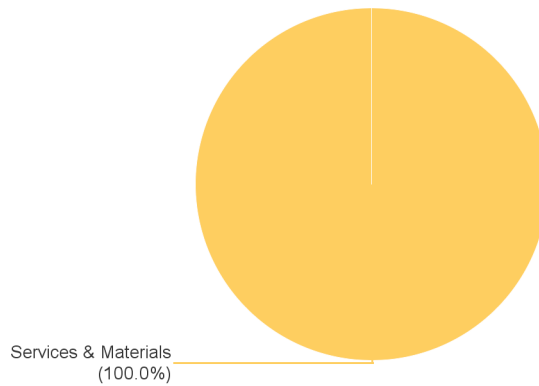
## School Crossing Guards Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Fines and Forfeits	\$	952,352	800,000	869,021	800,000	-	0.0%
Miscellaneous		(5,748)	4,826	4,826	2,127	(2,699)	(55.9%)
Transfers and Other Sources		100,000	454,851	454,851	535,310	80,459	17.7%
<b>Total Revenues</b>		<b>1,046,604</b>	<b>1,259,677</b>	<b>1,328,698</b>	<b>1,337,437</b>	<b>77,760</b>	<b>6.2%</b>
<b>Expenditures</b>							
Services & Materials		1,150,794	1,259,677	1,404,666	1,337,437	77,760	6.2%
<b>Total Expenditures</b>		<b>1,150,794</b>	<b>1,259,677</b>	<b>1,404,666</b>	<b>1,337,437</b>	<b>77,760</b>	<b>6.2%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>(104,190)</b>	<b>-</b>	<b>(75,968)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		232,822	-	128,632	52,664	52,664	100.0%
Ending Net Position		128,632	-	52,664	52,664	52,664	100.0%
<b>Net Change</b>	<b>\$</b>	<b>(104,190)</b>	<b>-</b>	<b>(75,968)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures

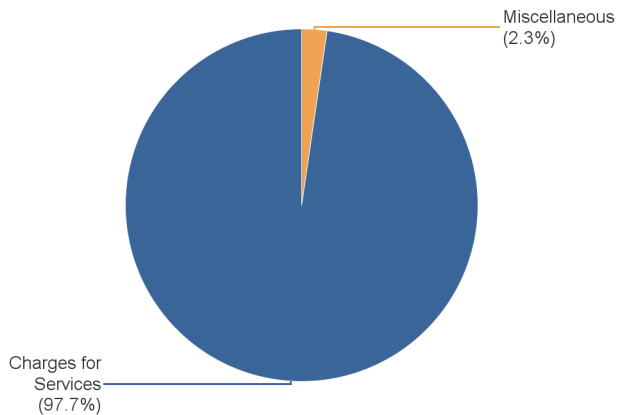




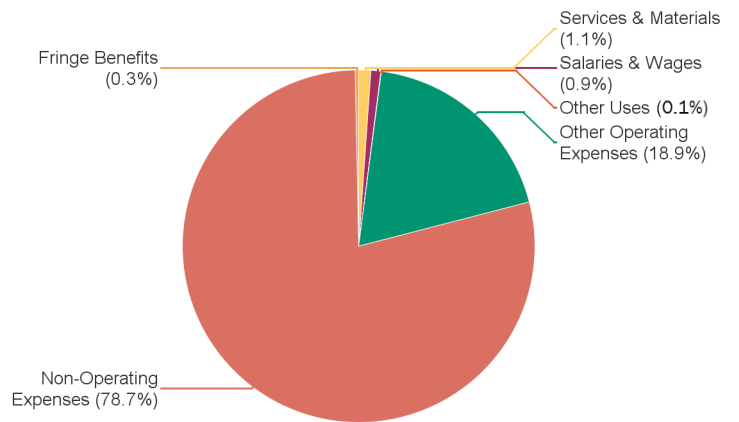
## Self-Insured Health Benefits Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	37,984,968	41,535,459	40,606,353	43,859,805	2,324,346	5.6%
Miscellaneous		755,955	1,148,846	1,017,451	1,035,761	(113,085)	(9.8%)
<b>Total Revenues</b>		<b>38,740,923</b>	<b>42,684,305</b>	<b>41,623,804</b>	<b>44,895,566</b>	<b>2,211,261</b>	<b>5.2%</b>
<b>Expenditures</b>							
Salaries & Wages		317,389	404,657	365,427	410,075	5,418	1.3%
Fringe Benefits		109,698	143,618	131,750	143,180	(438)	(0.3%)
Services & Materials		216,621	685,145	685,849	497,125	(188,020)	(27.4%)
Other Operating Expenses		7,270,564	7,854,741	7,845,869	8,487,468	632,727	8.1%
Non-Operating Expenses		30,111,341	33,596,144	31,417,513	35,340,935	1,744,791	5.2%
Debt Service		213	-	-	-	-	0.0%
Transfer Out to Fund Balance		-	-	-	16,783	16,783	100.0%
<b>Total Expenditures</b>		<b>38,025,826</b>	<b>42,684,305</b>	<b>40,446,408</b>	<b>44,895,566</b>	<b>2,211,261</b>	<b>5.2%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>715,097</b>	<b>-</b>	<b>1,177,396</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		5,638,765	5,416,835	6,353,862	7,531,258	2,114,423	39.0%
Ending Net Position		6,353,862	5,416,835	7,531,258	7,548,041	2,131,206	39.3%
<b>Net Change</b>	<b>\$</b>	<b>715,097</b>	<b>-</b>	<b>1,177,396</b>	<b>16,783</b>	<b>16,783</b>	<b>100.0%</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures



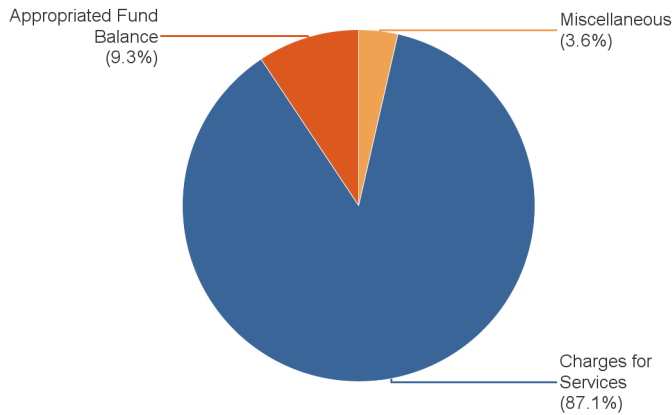
## State Housing Improvement Program (SHIP) Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Intergovernmental Revenue	\$ (265,651)	-	-	-	-	0.0%
Miscellaneous	(154,207)	-	661,682	-	-	0.0%
<b>Total Revenues</b>	<b>(419,858)</b>	<b>-</b>	<b>661,682</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures</b>						
Services & Materials	9,028	-	-	-	-	0.0%
Other Operating Expenses	77,746	-	-	-	-	0.0%
Grant Services	421,507	-	661,682	-	-	0.0%
<b>Total Expenditures</b>	<b>508,281</b>	<b>-</b>	<b>661,682</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Surplus/(Deficit)</b>	<b>\$ (928,139)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	928,139	-	-	-	-	0.0%
Ending Net Position	-	-	-	-	-	0.0%
<b>Net Change</b>	<b>\$ (928,139)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

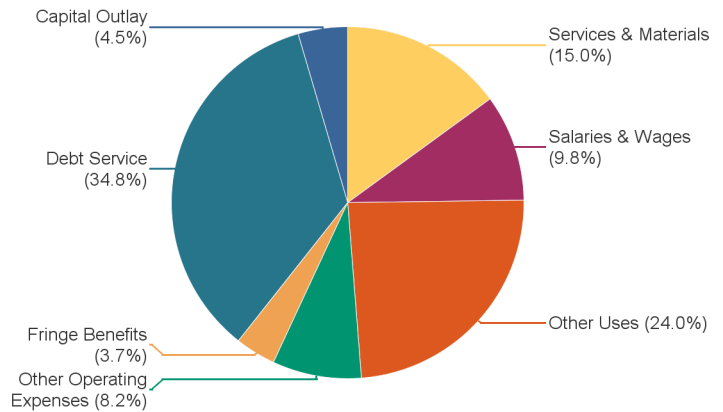
## Stormwater Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	27,647,293	27,582,166	26,632,495	30,359,153	2,776,987	10.1%
Miscellaneous		(1,409,266)	944,786	930,300	1,246,732	301,946	32.0%
Transfers and Other Sources		296,675	-	-	-	-	0.0%
Appropriated Fund Balance		-	346,977	-	3,258,549	2,911,572	839.1%
<b>Total Revenues</b>		<b>26,534,702</b>	<b>28,873,929</b>	<b>27,562,795</b>	<b>34,864,434</b>	<b>5,990,505</b>	<b>20.7%</b>
<b>Expenditures</b>							
Salaries & Wages		2,390,373	3,224,721	2,809,792	3,418,796	194,075	6.0%
Fringe Benefits		1,055,437	1,266,935	1,042,267	1,296,271	29,336	2.3%
Services & Materials		2,644,763	4,844,670	7,016,547	5,219,207	374,537	7.7%
Other Operating Expenses		2,606,170	2,862,265	2,871,107	2,845,543	(16,722)	(0.6%)
Non-Operating Expenses		(48,641)	-	-	-	-	0.0%
Capital Outlay		253,199	1,153,081	1,571,005	1,584,279	431,198	37.4%
Debt Service		72,798	11,211,618	316,106	12,139,600	927,982	8.3%
Transfer Out to Capital Projects		4,146,043	3,781,913	8,592	7,843,448	4,061,535	107.4%
Transfer Out to Sanitation		255,156	-	-	-	-	0.0%
Transfer Out to Special Obligation Bonds		398,832	418,206	418,206	-	(418,206)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		95,808	110,520	110,520	517,290	406,770	368.1%
<b>Total Expenditures</b>		<b>13,869,938</b>	<b>28,873,929</b>	<b>16,164,142</b>	<b>34,864,434</b>	<b>5,990,505</b>	<b>20.7%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>12,664,764</b>	<b>-</b>	<b>11,398,653</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		23,123,524	31,997,238	35,788,288	47,186,941	15,189,703	47.5%
Ending Net Position		35,788,288	31,650,261	47,186,941	43,928,392	12,278,131	38.8%
<b>Net Change</b>	<b>\$</b>	<b>12,664,764</b>	<b>(346,977)</b>	<b>11,398,653</b>	<b>(3,258,549)</b>	<b>(2,911,572)</b>	<b>839.1%</b>

**FY 2024 Adopted Budget Revenues**



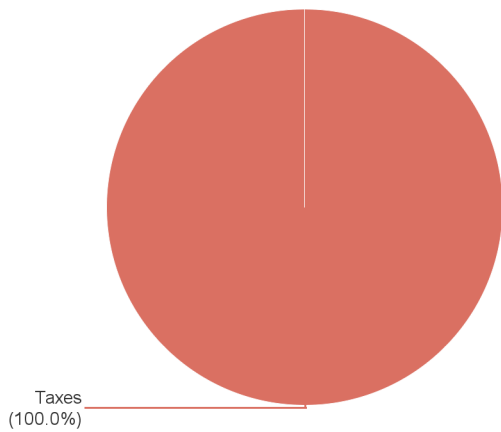
**FY 2024 Adopted Budget Expenditures**



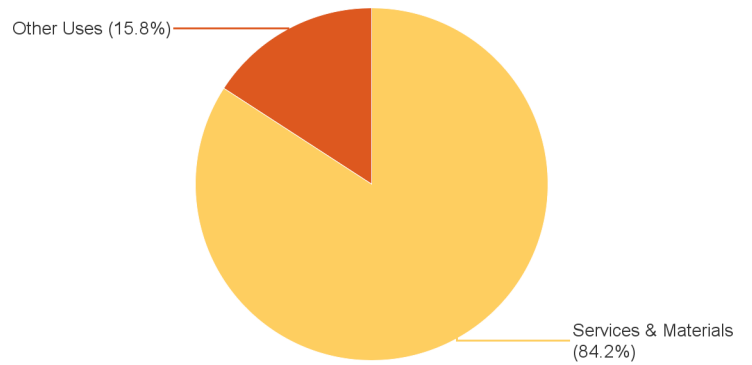
## Sunrise Key Safe Neighborhood District Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Taxes	\$	139,159	176,834	160,987	191,312	14,478	8.2%
Miscellaneous		1,783	-	1,082	-	-	0.0%
<b>Total Revenues</b>		<b>140,942</b>	<b>176,834</b>	<b>162,069</b>	<b>191,312</b>	<b>14,478</b>	<b>8.2%</b>
<b>Expenditures</b>							
Services & Materials		121,864	137,000	137,000	161,000	24,000	17.5%
Transfer Out to Fund Balance		-	39,834	-	30,312	(9,522)	(23.9%)
<b>Total Expenditures</b>		<b>121,864</b>	<b>176,834</b>	<b>137,000</b>	<b>191,312</b>	<b>14,478</b>	<b>8.2%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>19,078</b>	<b>-</b>	<b>25,069</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>							
Beginning Net Position		121,818	123,430	140,896	165,965	42,535	34.5%
Ending Net Position		140,896	163,264	165,965	196,277	33,013	20.2%
<b>Net Change</b>	<b>\$</b>	<b>19,078</b>	<b>39,834</b>	<b>25,069</b>	<b>30,312</b>	<b>(9,522)</b>	<b>(23.9%)</b>

FY 2024 Adopted Budget Revenues



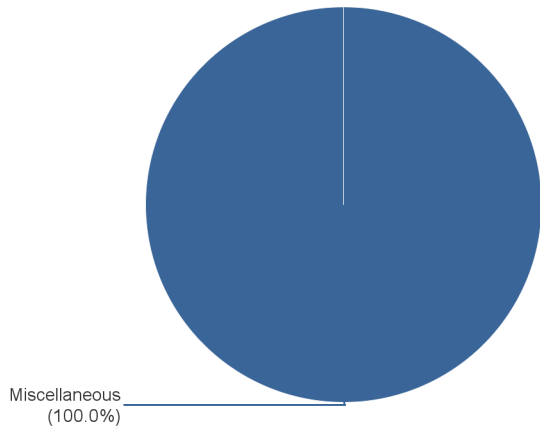
FY 2024 Adopted Budget Expenditures



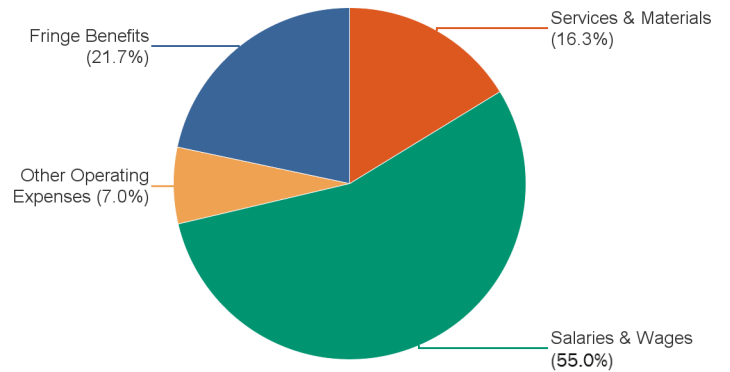
## Unified Customer Service Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Miscellaneous	\$ -	-	-	2,238,270	2,238,270	100.0%
<b>Total Revenues</b>	-	-	-	<b>2,238,270</b>	<b>2,238,270</b>	<b>100.0%</b>
<b>Expenditures</b>						
Salaries & Wages	-	-	-	1,232,475	1,232,475	100.0%
Fringe Benefits	-	-	-	484,983	484,983	100.0%
Services & Materials	-	-	-	363,756	363,756	100.0%
Other Operating Expenses	-	-	-	157,056	157,056	100.0%
<b>Total Expenditures</b>	-	-	-	<b>2,238,270</b>	<b>2,238,270</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	-	-	-	-	-	0.0%
Ending Net Position	-	-	-	-	-	0.0%
<b>Net Change</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures



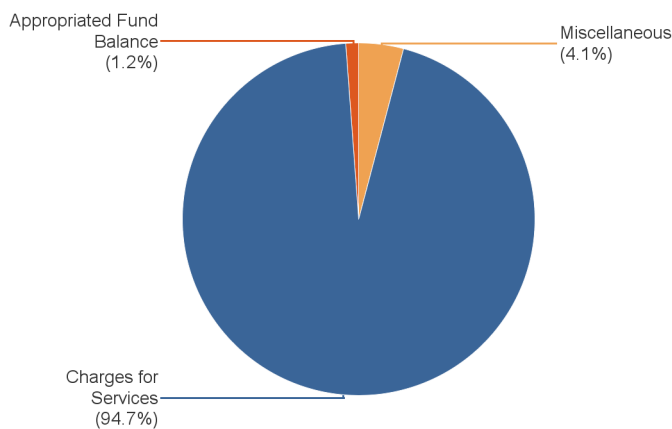
## Vehicle Rental (Fleet) Fund

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>							
Charges for Services	\$	19,787,499	22,721,137	22,486,089	25,711,992	2,990,855	13.2%
Miscellaneous		(243,231)	886,024	296,680	1,113,796	227,772	25.7%
Transfers and Other Sources		-	37,559	37,559	-	(37,559)	(100.0%)
Appropriated Fund Balance		-	-	-	318,704	318,704	100.0%
<b>Total Revenues</b>		<b>19,544,268</b>	<b>23,644,720</b>	<b>22,820,328</b>	<b>27,144,492</b>	<b>3,499,772</b>	<b>14.8%</b>
<b>Expenditures</b>							
Salaries & Wages		388,679	413,333	368,413	441,105	27,772	6.7%
Fringe Benefits		128,918	139,786	129,513	148,899	9,113	6.5%
Services & Materials		10,055,778	13,787,064	15,151,451	12,784,905	(1,002,159)	(7.3%)
Other Operating Expenses		1,039,567	877,407	744,462	983,107	105,700	12.0%
Non-Operating Expenses		780	-	-	-	-	0.0%
Capital Outlay		5,669,753	6,075,629	7,780,141	12,541,200	6,465,571	106.4%
Transfer Out to Capital Projects		(505,332)	100,000	1,023	213,677	113,677	113.7%
Transfer Out to Fund Balance		-	2,222,032	-	-	(2,222,032)	(100.0%)
Transfer Out to Special Obligation Bonds		22,176	23,310	23,310	-	(23,310)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance		5,328	6,159	6,159	31,599	25,440	413.1%
<b>Total Expenditures</b>		<b>16,805,647</b>	<b>23,644,720</b>	<b>24,204,472</b>	<b>27,144,492</b>	<b>3,499,772</b>	<b>14.8%</b>
<b>Surplus/(Deficit)</b>	<b>\$</b>	<b>2,738,621</b>	<b>-</b>	<b>(1,384,144)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

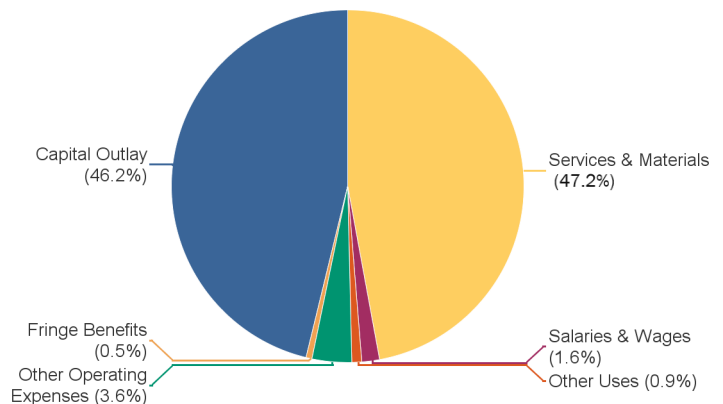
### Changes in Available Net Position

Beginning Net Position		14,910,193	15,169,720	17,648,814	16,264,670	1,094,950	7.2%
Ending Net Position		17,648,814	17,391,752	16,264,670	15,945,966	(1,445,786)	(8.3%)
<b>Net Change</b>	<b>\$</b>	<b>2,738,621</b>	<b>2,222,032</b>	<b>(1,384,144)</b>	<b>(318,704)</b>	<b>(2,540,736)</b>	<b>(114.3%)</b>

FY 2024 Adopted Budget Revenues



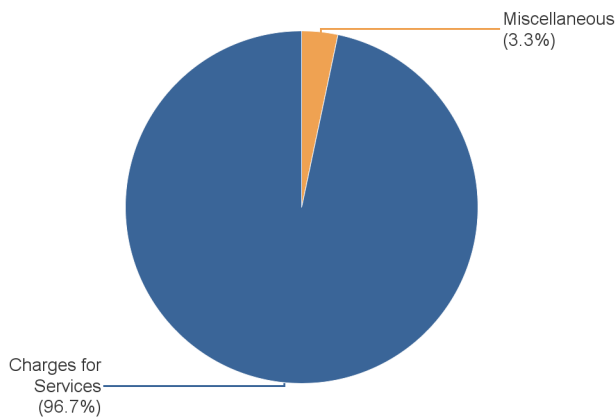
FY 2024 Adopted Budget Expenditures



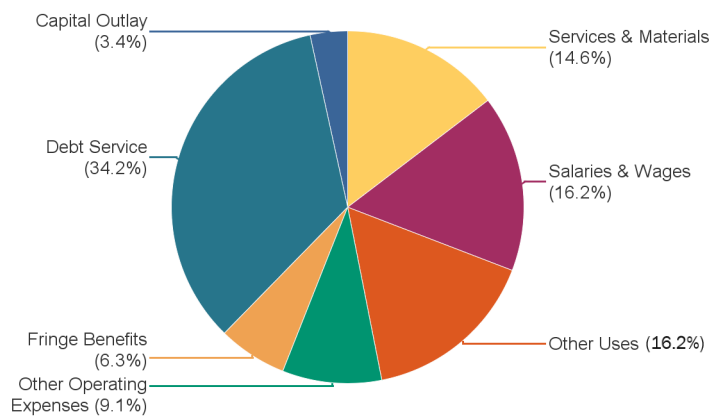
## Water and Sewer Fund

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted vs FY 2024 Adopted Budget	Percent Difference
<b>Revenues</b>						
Intergovernmental Revenue	\$ -	-	22,388	-	-	0.0%
Charges for Services	125,307,427	141,579,144	143,090,638	169,755,301	28,176,157	19.9%
Miscellaneous	2,970,055	6,448,600	6,659,101	5,798,558	(650,042)	(10.1%)
Transfers and Other Sources	5,895,414	-	7,761,345	-	-	0.0%
<b>Total Revenues</b>	<b>134,172,896</b>	<b>148,027,744</b>	<b>157,533,472</b>	<b>175,553,859</b>	<b>27,526,115</b>	<b>18.6%</b>
<b>Expenditures</b>						
Salaries & Wages	23,688,346	27,709,289	25,485,205	28,424,218	714,929	2.6%
Fringe Benefits	9,396,146	10,361,261	9,722,394	11,105,300	744,039	7.2%
Services & Materials	20,890,317	23,176,764	37,955,834	25,710,229	2,533,465	10.9%
Other Operating Expenses	14,486,721	17,435,430	17,307,800	15,982,916	(1,452,514)	(8.3%)
Non-Operating Expenses	(762,688)	-	744,942	-	-	0.0%
Capital Outlay	1,690,375	2,457,629	4,584,690	6,024,265	3,566,636	145.1%
Debt Service	30,491,209	33,398,209	31,771,964	60,114,977	26,716,768	80.0%
Transfer Out to Capital Projects	-	-	78,642	-	-	0.0%
Transfer Out to Fund Balance	-	2,653,794	-	78,464	(2,575,330)	(97.0%)
Transfer Out to Special Obligation Bonds	2,637,504	2,604,055	2,604,055	-	(2,604,055)	(100.0%)
Transfer Out to Special Obligation Bonds Refinance	633,576	688,182	688,182	3,182,454	2,494,272	362.4%
Transfer Out to Water & Sewer Capital	15,057,649	18,059,689	18,059,689	24,931,036	6,871,347	38.0%
Transfer to Capital Reserve	-	9,483,442	9,483,442	-	(9,483,442)	(100.0%)
<b>Total Expenditures</b>	<b>118,209,155</b>	<b>148,027,744</b>	<b>158,486,839</b>	<b>175,553,859</b>	<b>27,526,115</b>	<b>18.6%</b>
<b>Surplus/(Deficit)</b>	<b>\$ 15,963,741</b>	<b>-</b>	<b>(953,367)</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Changes in Available Net Position</b>						
Beginning Net Position	28,279,001	27,276,951	44,242,742	43,289,375	16,012,424	58.7%
Ending Net Position	44,242,742	29,930,745	43,289,375	43,367,839	13,437,094	44.9%
<b>Net Change</b>	<b>\$ 15,963,741</b>	<b>2,653,794</b>	<b>(953,367)</b>	<b>78,464</b>	<b>(2,575,330)</b>	<b>(97.0%)</b>

FY 2024 Adopted Budget Revenues



FY 2024 Adopted Budget Expenditures



**Long-Term Debt Obligations**  
**FOR THE 12 MONTH PERIOD ENDING SEPTEMBER 30, 2023**

DETAIL	Beginning 09/30/2023	FY 2023 Additions	FY 2023 Principal Payment	Ending 09/30/2023	FY 2024 Additions	FY 2024 Principal	FY 2024 Interest	FY 2024 Requirement
<b>Governmental Activities</b>								
<b>General Obligation Bonds</b>								
Fund 236 2011A	14,735,000	-	(8,755,000)	5,980,000	-	-	250,638	250,638
Fund 236 2015	11,085,000	-	(690,000)	10,395,000	-	715,000	343,300	1,058,300
Fund 236 2020A	72,170,000	-	(1,625,000)	70,545,000	-	1,705,000	2,122,575	3,827,575
Fund 236 2020B	88,090,000	-	(1,905,000)	86,185,000	-	2,005,000	2,814,406	4,819,406
Fund 236 2022A	-	53,895,000	(440,000)	53,455,000	-	860,000	2,672,750	3,532,750
Fund 236 2022B	-	7,950,000	(620,000)	7,330,000	-	460,000	366,500	826,500
	186,080,000	61,845,000	(14,035,000)	233,890,000	-	5,745,000	8,570,169	14,315,169
<b>Special Obligation Bonds (Pension Obligation)</b>								
Fund 237 2012	20,840,000	-	(20,840,000)	-	-	-	-	-
Fund 239 2020	162,790,000	-	(3,335,000)	159,455,000	-	22,600,000	2,068,618	24,668,618
	183,630,000	-	(24,175,000)	159,455,000	-	22,600,000	2,068,618	24,668,618
<b>Special Assessment Bonds (Las Olas Isles Undergrounding Project)</b>								
Fund 209 2022	7,900,000	-	(165,000)	7,735,000	-	175,000	328,400	503,400
	7,900,000	-	(165,000)	7,735,000	-	175,000	328,400	503,400
<b>Special Obligation Loans</b>								
Fund 243 2011A	2,773,000	-	(522,000)	2,251,000	-	538,000	59,064	597,064
	2,773,000	-	(522,000)	2,251,000	-	538,000	59,064	597,064
<b>Tax Increment Revenue</b>								
Fund 288 2021	20,769,000	-	(3,156,000)	17,613,000	-	7,304,000	170,152	7,474,152
	20,769,000	-	(3,156,000)	17,613,000	-	7,304,000	170,152	7,474,152
<b>Lease Purchase Agreements</b>								
Fund 581 2017	1,936,440	-	(956,408)	980,032	-	980,031	24,207	1,004,238
Fund 001 2017	458,387	-	(57,449)	400,938	-	60,462	7,931	68,393
Fund 001 2023	-	1,590,235	(233,544)	1,356,691	-	226,115	-	226,116
Fund 001 2023	-	452,508	(66,456)	386,052	-	64,342	-	64,343
	2,394,827	2,042,743	(1,313,857)	3,123,713	-	1,330,951	32,137	1,363,088
<b>Line of Credit</b>								
Fund 352 2023	-	100,000	-	100,000	-	-	5,000	5,000
	-	100,000	-	100,000	-	-	5,000	5,000
<b>Total Governmental</b>	<b>\$ 403,546,827</b>	<b>\$ 63,987,743</b>	<b>\$ (43,366,857)</b>	<b>\$ 424,167,713</b>	<b>\$ -</b>	<b>\$ 37,692,951</b>	<b>\$ 11,233,540</b>	<b>\$ 48,926,490</b>
<b>Business-Type Activities</b>								
<b>Water &amp; Sewer Revenue Bonds</b>								
Fund 450 2014	105,815,000	-	(7,520,000)	98,295,000	-	7,885,000	4,142,250	12,027,250
Fund 450 2016	114,733,673	-	(3,182,703)	111,550,970	-	3,319,593	3,482,192	6,801,785
Fund 451 2016	2,606,327	-	(72,297)	2,534,030	-	75,407	79,102	154,509
Fund 450 2018	113,347,437	-	-	113,347,437	-	-	4,443,930	4,443,930
Fund 451 2018	82,687,563	-	-	82,687,563	-	-	3,241,870	3,241,870
Fund 450 2021	36,519,679	-	(3,794,686)	32,724,993	-	3,861,511	453,838	4,315,349
Fund 451 2021	1,735,321	-	(180,314)	1,555,007	-	183,489	21,565	205,054
Fund 450 2023A*	-	-	-	-	167,345,000	1,975,124	5,078,892	7,054,016
Fund 450 2023B*	-	-	-	-	343,820,000	5,547,710	14,265,540	19,813,250
Fund 450 2024*	-	-	-	-	45,000,000	540,000	1,783,167	2,323,167
	457,445,000	-	(14,750,000)	442,695,000	556,165,000	23,387,834	36,992,346	60,380,180
<b>Stormwater</b>								
Fund 470 2020	6,448,315	5,207,283	-	11,655,598	-	-	-	-
Fund 470 2023A*	-	88,485,000	-	88,485,000	-	1,925,000	10,214,600	12,139,600
	6,448,315	93,692,283	-	100,140,598	-	1,925,000	10,214,600	12,139,600
<b>State Revolving Fund Loans</b>								
Fund 450 WW47440S	3,985,282	-	(964,100)	3,021,182	-	985,268	60,628	1,045,896
Fund 450 WW474410	11,735,959	-	(2,026,644)	9,709,315	-	2,073,007	209,251	2,282,258
Fund 451 WW474410	2,933,989	-	(506,661)	2,427,328	-	518,252	52,313	570,564
Fund 451 WW474420	3,486,078	-	(549,144)	2,936,934	-	561,514	62,660	624,174
	22,141,308	-	(4,046,549)	18,094,759	-	4,138,041	384,852	4,522,892
<b>Lease Purchase Agreements</b>								
Fund 461 2017	879,861	-	(110,272)	769,589	-	116,056	15,222	131,278
	879,861	-	(110,272)	769,589	-	116,056	15,222	131,278
<b>Total Business-Type</b>	<b>\$ 486,914,484</b>	<b>\$ 93,692,283</b>	<b>\$ (18,906,821)</b>	<b>\$ 561,699,946</b>	<b>\$ 556,165,000</b>	<b>\$ 29,566,931</b>	<b>\$ 47,607,020</b>	<b>\$ 77,173,950</b>
<b>Total All Activities</b>	<b>\$ 890,461,311</b>	<b>\$ 157,680,026</b>	<b>\$ (62,273,678)</b>	<b>\$ 985,867,659</b>	<b>\$ 556,165,000</b>	<b>\$ 67,259,882</b>	<b>\$ 58,840,560</b>	<b>\$ 126,100,440</b>

\*Preliminary estimates based on information received from the City's financial advisors PFM Financial Advisors LLC



# City of Fort Lauderdale Long Term Debt Obligations

The City of Fort Lauderdale primarily uses debt to fund capital and infrastructure improvements. The useful life of these purchases spans over many years, making it appropriate that those who enjoy the benefits should also pay the costs. The City has issued debt for the recapitalization of existing assets, most of the Water and Sewer Master Plan, the replacement of nine existing fire stations, the addition of one new fire station, the addition of a new police headquarters and for the revitalization of City parks. The solid financial position of the City, along with the application of current financial management practices, has permitted the City to obtain very favorable bond ratings and secure low interest rates.

The ratings and opinions of Wall Street’s leading credit rating institutions signal robust confidence in the financial management of the City of Fort Lauderdale. High bond ratings enable the City to borrow and repay money at much lower interest rates, which translates into millions of dollars in savings for taxpayers and ratepayers. Our fiscal discipline and vigilance have been instrumental in building a strong financial foundation, and positioning Fort Lauderdale for a bright future. This success does not happen by chance – it is the direct result of innovation, long-term planning, dedication, and continuous process improvement.

## BOND RATINGS

### The Key to the City of Fort Lauderdale’s Top Credit Ratings on Bonds

- ✓ **Very strong:** Budgetary flexibility
- ✓ **Very strong:** Liquidity
- ✓ **Very strong:** Economy
- ✓ **Very strong:** Management
- ✓ **Very strong:** Full value per capita
- ✓ **Strong:** Institutional framework
- ✓ **Strong:** Budgetary performance
- ✓ **Adequate:** Debt/long-term liabilities

### Standard and Poor Global, Inc.

S&P Global Ratings assigned the ‘AAA’ rating for the bonds listed below.

- Series 2022A General Obligation bonds
- Series 2022B General Obligation refunding bonds
- Existing Unlimited Tax General Obligation bonds
- Existing Series 2012 Special Obligation bonds
- Series 2020 Special Obligations bonds

The S&P report also diagnosed the City’s outlook as stable, noting very strong, robust reserves, positive operations, and a trend of economic stability.

Score: **AAA**

*“The rating reflects our view of Fort Lauderdale’s continued sturdy economic growth, as well as demonstrated durability in its financial profile and consistency in its overall financial management practices.*

*The city’s assessed valuations continue to grow at a healthy pace, and we view positively its proactive measures for adapting to and mitigating environmental physical risks will benefit the overall tax base.”*

## Moody's Investors Service, Inc.

Moody's Ratings assigned the 'Aa1' rating for the bonds listed below.

- Series 2022A General Obligation bonds
- Series 2022B General Obligation refunding bonds
- Existing Unlimited Tax General Obligation bonds

The Moody's report also diagnosed the City's outlook as stable, noting a substantial commercial/office presence, a large retiree population affecting median income reporting, as well as future considerations such as inflationary pressures, new water plant construction costs, and pension expenses.

## Score: Aa1

*"The Aa1 issuer rating reflects the city's healthy finances, with significant liquidity and reserves across its governmental and business activities funds.*

*The issuer rating reflects the city's ability to repay debt and debt-like obligations without consideration of any pledge, security or structural features."*

Source: S&P and Moody's rating reports published November 16, 2022

The City of Fort Lauderdale issues debt to fund investment in capital assets, which are used to provide services to the City of Fort Lauderdale neighbors, such as land, buildings, improvements, infrastructure and equipment. In addition to infrastructure improvements, the City issued Pension Obligation Bonds to cover a significant portion of the City's unfunded pension liabilities.

The resources needed to pay the debt service comes from future revenues. The City's Debt Management Policy establishes targets for debt, as well as spending to ensure future flexibility. As of September 30, 2023, the City will have \$985.9 million in total outstanding debt.

## GOVERNMENTAL DEBT

Outstanding Bonds and Loans Payable						
Governmental Activities:	Purpose of Issue	Amount Issued	Amount Outstanding	Remaining Interest Rates (Percent)	Annual Maturity To	
<b>General Obligation (GO) Bonds</b>						
Series 2011A	Improvements	\$ 20,000,000	5,980,000	3.000-5.000	2041	
Series 2015	Refunding	15,220,000	10,395,000	3.000-4.000	2035	
Series 2020A	Improvements	75,755,000	70,545,000	2.125-5.000	2049	
Series 2020B	Improvements	92,290,000	86,185,000	2.250 - 5.000	2049	
Series 2022A	Improvements	53,895,000	53,455,000	5.000	2052	
Series 2022B	Refunding	7,950,000	7,330,000	5.000	2035	
<b>Total General Obligation (GO) Bonds</b>		<b>265,110,000</b>	<b>233,890,000</b>			
<b>Special Obligation Bonds</b>						
Series 2020	Refunding	167,155,000	159,455,000	0.550-1.950	2032	
<b>Total Special Obligation Bonds</b>		<b>167,155,000</b>	<b>159,455,000</b>			
<b>Other Notes and Bonds</b>						
Special Assessment Bond (Utility Undergrounding), Series 2022	Improvements	7,900,000	7,735,000	4.000-5.000	2048	
Tax Increment Note, Series 2021	Improvements	20,769,000	17,613,000	1.110	2025	
Special Obligation Loan, Series 2011A	Improvements	7,218,000	2,251,000	2.980	2027	
Police Line of Credit	Improvements	100,000	100,000	variable		
<b>Total Other Notes and Bonds</b>		<b>35,987,000</b>	<b>27,699,000</b>			
<b>Total Governmental Activities</b>		<b>\$ 468,252,000</b>	<b>421,044,000</b>			

## GENERAL OBLIGATION BONDS

General obligation bonds are issued upon voter approval of specific purposes/projects and amounts. These bonds are backed by the full faith and credit of the City. The City adopts an ad valorem (property tax) millage to pay debt service costs on voter approved debt. The revenue collected from the debt levy is deposited into the debt service fund.

In FY 2011, the City issued General Obligation Bonds, in an amount not to exceed \$20,000,000, to provide funds to pay a portion of the cost of the acquisition, design, construction, development, improvement, equipping and furnishing of certain new fire rescue facilities and the costs of issuance of the Series 2011A Bonds. On December 21, 2022, the General Obligation Bonds Series 2022B was issued at \$7,950,000 for the purposes of (i) providing for a current refunding of a portion of the City's outstanding General Obligation Bonds Series 2011A (Fire Rescue Facilities) and (ii) paying costs of issuance related to the 2022B Bonds. The issue provides for semi-annual principal and interest payments at a rate of 5.0% and a final maturity of July 1, 2035.

In FY 2015, the City issued General Obligation Bonds, in the amount of \$15,220,000, to provide for the refunding of all the City's outstanding General Obligation Bonds, Series 2005 (Fire Rescue Facilities) and pay certain costs of issuance of the Series 2015 Bonds. The issue provides for semi-annual principal and interest payments, with interest rates ranging from 3.0% to 4.0% and a final maturity on July 1, 2035.

On March 12, 2019, Fort Lauderdale voters approved a bond referendum to issue General Obligation ("GO") Bonds, in an amount not to exceed \$200,000,000, to finance the acquisition, construction, renovation and improvement of various parks and recreational facilities. The City issued the first installment of \$75,755,000 in General Obligation Bonds, Series 2020A on January 28, 2020. On December 21, 2022, the City issued the second tranche of \$53,895,000 in General Obligation Bonds, Series 2022A. The proceeds from the sale of these two debt issuances are being used to finance the cost of development, design, acquisition, construction, equipping, installation, improvement and furnishing of certain Parks and Recreation Projects within the City. The Series 2020A issue provides for semi-annual principal and interest payments with interest rates ranging from 2.125% to 5.0% and a final maturity on July 1, 2049, while the Series 2022A issue provides for semi-annual principal and interest payments with an interest rate of 5.0% and a final maturity on July 1, 2052.

On March 12, 2019, Fort Lauderdale voters approved a bond referendum to issue General Obligation ("GO") Bonds, in an amount not to exceed \$100,000,000, to finance the acquisition, construction, renovation and improvement of various police and public safety facilities. The City issued \$92,290,000 in General Obligation Bonds, Series 2020B. The proceeds from the sale are being used to finance the cost of development, design, acquisition, construction, equipping, installation, improvement and furnishing of certain Police and Public Safety projects within the City. The issue provides for semi-annual principal and interest payments with interest rates ranging from 2.25% to 5.0% and a final maturity on July 1, 2049.

## SPECIAL OBLIGATION BONDS

The Special Obligation Bonds are secured through a pledge of designated non-ad valorem tax revenues, consisting of communications services tax, public services tax, guaranteed entitlement and business tax and a covenant to budget and appropriate.

On August 4, 2020 the City issued proceeds for the Series 2020 Bonds for the purpose of providing funds to (i) advance refund and defease a portion of the City's outstanding Taxable Special Obligation Bonds, Series 2012, for the Pension Obligation Bonds (the "Series 2012 Bonds"), originally issued in the aggregate principal amount of \$337,755,000 and, prior to issuance of the Series 2020 Bonds, outstanding in the aggregate principal amount of \$209,360,000; and (ii) pay certain costs of issuing the Series 2020 Bonds.

The City issued \$167,155,000 in Taxable Special Obligation Refunding Bonds, Series 2020 with interest rates ranging from 0.55% to 1.95% and a final maturity of January 1, 2032.

### **SPECIAL OBLIGATION LOANS**

The Special Obligation Loans are secured through a pledge of the City's legally available non-ad valorem tax revenues deposited into a sinking fund to pay the principal and interest thereon and any investment earning on sinking fund amounts.

The Series 2011A Bond was issued as a bank loan to provide funds to finance a portion of the cost of the acquisition, construction, renovation, improvement and equipping of certain capital improvement within the City and pay the cost of issuance of the Series 2011A Bond. The issue provides for semi-annual principal and interest payments at a rate of 2.98% and a final maturity on November 1, 2026.

### **TAX INCREMENT REVENUE NOTE**

On December 3, 2021, the City issued \$20,769,000 in Tax Increment Revenue Improvement and Refunding Notes. Proceeds of the 2021 Notes will be used to (i) refinance the outstanding Tax Increment Revenue Note, Series 2015; (ii) finance certain CRA improvements consistent with the mission and five-year plan of the CRA, and (iii) pay the costs of issuance related to the 2021 Notes. The 2021 Notes are secured by a pledge on the Tax Increment Revenues derived within the CRA boundaries. The City is not a party to the financing and will not provide any additional security pledge for the 2021 Notes. The issue provides for semi-annual principal and interest payments at a rate of 1.11% and a final maturity on September 1, 2025.

### **SPECIAL ASSESSMENT BOND**

On March 2, 2022, the Special Assessment Bonds, Series 2022, was issued in the amount of \$7,900,000 to (i) pay the costs of relocating overhead utility lines, appurtenant equipment, and related improvements; constituting the project in the existing residential community known as the Las Olas Isles Neighborhood ("Las Olas Isles") within the City, (ii) pay capitalized interest on the Series 2022 Bonds through July 1, 2022 and (iii) make a deposit to the Reserve Fund, in the amount of the Reserve Fund Requirement, for the Series 2022 Bonds, and (iv) pay the costs of issuance of the Series 2022 Bonds. The issue provides for semi-annual principal and interest payments with interest rates ranging from 4.0% to 5.0% and a final maturity date on July 1, 2048.

### **LINE OF CREDIT**

On May 23, 2023, the City entered into a Line of Credit agreement to provide interim financing for the initial construction of the new Police and Public Safety headquarters building and corresponding parking garage within the City.

### **LEASE PURCHASE AGREEMENTS**

Lease Purchase (LP) agreements are commonly utilized by the City to finance equipment purchases and contains an appropriation clause – meaning that the agreement is subject to annual appropriation of funds by the Lessee (the City). The Lessor's security in a LP is a lien on the financed equipment and commonly issued as a direct financing between the Lessee and the Lessor (the lender). The term of a LP is agreed upon by the Lessee and the Lessor and is typically based on the useful life of the equipment but could be less based on the finance objectives of the Lessee.

**Outstanding Bonds and Loans Payable**

<b>Lease Purchase Agreements</b>	<b>Purpose of Issue</b>	<b>Amount Issued</b>	<b>Amount Outstanding</b>	<b>Remaining Interest Rates (Percent)</b>	<b>Annual Maturity To</b>
<b>Lease Purchase Agreements</b>					
Fund 581 - 2017	Equipment Lease	\$ 6,383,587	980,032	2.470	2024
Fund 001 - 2017	Equipment Lease	704,151	400,938	1.980	2029
Fund 461 - 2017	Equipment Lease	1,351,599	769,589	1.980	2029
Fund 001 - 2023	Equipment Lease	1,590,235	1,356,691	0.000	2029
Fund 001 - 2023	Equipment Lease	452,508	386,052	0.000	2028
<b>Total Lease Purchase Agreements</b>		<b>10,482,080</b>	<b>3,893,302</b>		

In January 2017 the City entered into a twelve-year lease agreement with Honeywell Building Solutions for water and energy conservation measures for \$2,055,750. The lease carries an interest rate of 1.98% with annual payments of principal and interest.

In August 2017 the City entered into a seven-year lease agreement with Motorola Solutions for public safety radio equipment for \$6,383,587. The lease carries an interest rate of 2.470% with annual payments of principal and interest. The lease qualifies as capital leases for accounting purposes and, therefore has been recorded at the present value of the future lease payments as of the inception date in the Central Services (Information Technology) Fund. The capital assets and depreciation thereon acquired under the lease is also accounted for in the Central Services Fund.

On June 20, 2023, a lease agreement with Stryker was presented to and approved by the City Commission to finance a loan of \$2,042,743 for 41 LifePak 15 Advanced Life Support (ALS) Defibrillators, to be paid over a seven (7) year period.

## BUSINESS TYPE DEBT

**Outstanding Bonds and Loans Payable**

<b>Business-type Activities</b>	<b>Purpose of Issue</b>	<b>Amount Issued</b>	<b>Amount Outstanding</b>	<b>Remaining Interest Rates (Percent)</b>	<b>Annual Maturity To</b>
<b>Utility System Revenue Bonds</b>					
Series 2014	Refunding	\$ 121,520,000	98,295,000	4.000-5.000	2035
Series 2016	Refunding	158,930,000	114,085,000	2.000-5.000	2038
Series 2018	Improvements	196,035,000	196,035,000	3.500-4.000	2048
Series 2021	Refunding	42,170,000	34,280,000	1.430	2031
Series 2023A	Improvements	88,485,000	88,485,000	5.000	2053
Series 2023A	Improvements	167,345,000	167,345,000	5.000	2053
Series 2023B	Improvements	343,820,000	343,820,000	5.000	2053
<i>Series 2023*</i>	<i>Improvements</i>	<i>45,000,000</i>	<i>45,000,000</i>	<i>5.000</i>	<i>2053</i>
<b>Total Utility System Revenue Bonds</b>		<b>1,163,305,000</b>	<b>1,087,345,000</b>		
<b>State Revolving Fund Loans</b>					
Loan 3 - 2005	Improvements	17,384,060	3,021,182	2.190	2026
<i>Loan 4 - 2006**</i>	<i>Improvements</i>	<i>44,902,893</i>	<i>12,136,643</i>	<i>2.100</i>	<i>2028</i>
Loan 5 - 2008	Improvements	10,000,000	2,936,934	2.240	2028
<b>Total State Revolving Fund Loans</b>		<b>72,286,953</b>	<b>18,094,759</b>		
<b>Other Note and Bonds</b>					
Stormwater Line of Credit	Improvements	11,655,598	11,655,598	2.008	2025
<b>Total Business-type Activities</b>		<b>\$ 1,247,247,551</b>	<b>1,117,095,357</b>		

*\*These bonds are expected to be issued in FY 2024*

*\*\*Sum of State Revolving Loans for Fund 450 and 451 (WW474410)*

## UTILITY SYSTEM REVENUE BONDS

The City issues Water and Sewer System and Stormwater Revenue Bonds to finance capital projects and improvements related to the City's water, wastewater and surface water system. This type of bond is referred to as a Utility Revenue Bond as the debt payments are funded through fees charged to the customers of the water system.

On December 3, 2014 the City issued \$121,520,000 in Water and Sewer Revenue Refunding Bonds, Series 2014. The proceeds from the sale are being used to refund the City's outstanding Water and Sewer Revenue Refunding Bonds, Series 2006 and Series 2008. The issue provides for semiannual payments with interest rates ranging from 4.0% to 5.0% and a final maturity on September 1, 2035.

On May 4, 2016 the City issued \$158,930,000 in Water and Sewer Revenue Refunding Bonds, Series 2016. The proceeds from the sale are being used to refund the City's outstanding Water and Sewer Revenue Refunding Bonds, Series 2006, Series 2008, and Series 2010 in addition to prepaying two (2) loans obtained from the State of Florida. The issue provides for semiannual payments with interest rates ranging from 2.0% to 5.0% and a final maturity on September 1, 2038.

On February 20, 2018, the City issued \$196,035,000 in Water and Sewer Revenue Bonds, Series 2018. The proceeds from the sale are being used to finance certain improvements and upgrades to the City's Water and Sewer System. The issue provides for semi-annual principal and interest payments with interest rates ranging from 3.5% to 4.0% and a final maturity on September 1, 2048.

On June 3, 2021, the City issued \$42,170,000 in Water and Sewer Revenue Refunding Bonds, Series 2021. The proceeds from the sale are being used to refund the City's outstanding Water and Sewer Revenue Refunding Bonds, Series 2012. The issue provides for semiannual payments with an interest rate of 1.43% and a final maturity on September 1, 2031.

On August 16, 2023, the Special Assessment Revenue Bonds, Series 2023A were issued in the amount of \$88,485,000 to (i) finance costs of improvements to the City's Stormwater Utility System, (ii) payoff the Stormwater Line of Credit with PNC Bank, and (iii) pay costs of issuance related to the 2023A Bonds.

On October 19, 2023, the Water and Sewer Revenue Bonds Series 2023A were issued in the amount of \$167,345,000 to (i) finance certain enabling works necessary to facilitate the integration of the new Prospect Lake Water Treatment Plant into the City's Water System and (ii) pay costs of issuance related to the 2023A Bonds. The City also issued the Water & Sewer Revenue Bonds Series 2023B in the amount of \$343,820,000 to (i) finance a portion of the costs for the Prospect Lake Water Treatment Plan and (ii) pay costs of issuance related to the 2023B Bonds.

In FY 2024, the City plans to issue Water and Sewer Revenue Bonds, in an amount not to exceed \$45,000,000, to finance Advanced Metering Infrastructure to the City's water system.

## STATE REVOLVING FUND LOANS

In order to take advantage of low interest rates, the City is participating in the State of Florida revolving loan program to finance sewer system capital improvements. The City began borrowing funds through the State Revolving Fund (SRF) loan program in 2003. The SRF program has lending rates that are approximately fifty-five percent (55%) of the average for the municipal bond cost index. The low market rate makes this financing source attractive though there are additional administrative costs associated with the SRF loan program. The source of funding has been limited because of demand and other circumstances beyond the City's control.

The City maximized its use of this funding source, which is projected to result in reduced costs of approximately \$30 million over the life of the loans when compared to revenue bonds. The City has

executed SRF loan agreements totaling almost \$104 million, with approximately \$102 million available for capital improvement funding, of which nearly all available funds have been expended.

In 2016, all amounts outstanding for two (2) of the City's five (5) SRF loans, were prepaid by part of the proceeds from the Water and Sewer Revenue and Revenue Refunding Bonds, Series 2016. The prepaid loans were the City's first two (2) SRF loans: the 2003 SRF loan, and the 2004 SRF loan. An annual debt service of approximately \$4.5 million for the total remaining outstanding SRF loans is payable by the City through FY 2028.

#### LINE OF CREDIT

On February 12, 2020, the City entered into a Line of Credit agreement for the purpose of financing certain stormwater improvements. There have been three (3) drawdowns from the \$70,500,000 the City has been approved for. The total of the drawdowns is \$11,655,598. This is a non-revolving line of credit with a 60 month draw period.

# DEPARTMENT BUDGETS





# Charter Offices and Departments

This section details the offices and departments that make up the governmental structure for the City of Fort Lauderdale. The City government is organized into five charter offices, ten operating departments, and a Community Redevelopment Agency. This section provides an overview of each office and department including the relevant organizational chart, division descriptions, FY 2023 major accomplishments, FY 2024 major projects and initiatives, strategic goals, departmental objectives, select performance measures, and departmental financial summaries.

Below is a brief outline of each office and department that will be highlighted in the Department Budgets section.

## Charter Offices

### Office of the Mayor and City Commission

Provides direction and leadership for the City while establishing policies, ordinances, and regulations in response to neighbor concerns.

### City Attorney's Office

Committed to providing effective legal advisement and counsel for the betterment of and on behalf of the City.

### City Auditor's Office

Conducts objective, independent, and extensive auditing of City operations and City officials.

### City Clerk's Office

Responsible for the facilitation, publishing, recording, storage, and overall administration of the City's records.

### City Manager's Office

Oversees the delivery of local government services and engages with elected officials in approaching and solving community challenges.

## Community Redevelopment Agency

Established to improve the economic health of the Northwest-Progresso-Flagler Heights (NPF) and Central City areas to revitalize the community and enhance the quality of life for residents.

## Departments

The City' strategic plan, Press Play Fort Lauderdale 2024, emphasizes cross-departmental collaborations. City departments annually develop initiatives that support the six Focus Areas: Infrastructure, Public Places, Neighborhood Enhancement, Business Development, Public Safety, and Internal Support.



## Departments, continued

### Development Services Department



Coordinates and promotes efficient growth throughout the City by means of properly designed development and quality construction that prioritizes growth management, livability, urban revitalization, and historic preservation.

### Finance Department



Safeguards the City's assets and manages accountability of the City's financial affairs.

### Fire Rescue Department



Committed to the preservation of life and property by means of fire prevention, preparedness, and Emergency Medical Services (EMS).

### Human Resources Department



Responsible for the recruitment, hiring, training, promotion, and retention of City staff.

### Information Technology Department



Leverages technology in pursuit of City operational efficiencies to solve business challenges and improve neighbor services.

### Office of Management and Budget



Oversees the development of all budget and management policy activities associated with the City's operating and capital budgets and strategic plan.

### Parks and Recreation Department



Committed to providing City residents with quality parks and recreational program services that promote social interaction, health and fitness and cultivate community engagement.

### Police Department



Champions community involvement strategies that promote meaningful interactions with neighbors to enforce the law, reduce crime, improve public safety, and solve crimes through active investigations.

### Public Works Department



Provides overall leadership in the operation, construction and maintenance of the City's stormwater facilities, operation and maintenance of utilities, and project management for Community Investment Projects while giving prominence to prioritize sustainably with an emphasis on climate resiliency.

### Transportation and Mobility Department



Produces equitable, safe, and strategic mobility options to further enhance transportation infrastructure and the pedestrian experience.



# CHARTER OFFICES



# City Attorney's Office

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 31\*

**CITY ATTORNEY - 31**

City Attorney	1
Deputy City Attorney	1
Law Office Manager	1
Assistant City Attorney I	1
Assistant City Attorney II	1
Assistant City Attorney III	10
Legal Administrative Assistant	1
Legal Assistant	3
Paralegal	5
Senior Assistant City Attorney	1
Senior Legal Assistant	6

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
31	31	0

# City Attorney's Office

## Charter Office Description

The City Attorney's Office is the legal advisor and counselor for the City, its elected and appointed officials, boards, departments, and agencies, and responds to legal questions, issues, and requests for information. The City Attorney's Office effectively provides high quality, professional, timely and cost-efficient legal advice and drafting assistance. The primary focus of the Office is to protect the legal interests of the City, minimize liability and future legal problems, support the operations of the City, and accomplish the goals of the City Commission and City Management while ensuring compliance with City, State, and Federal laws.

### CORE SERVICES

- Advises and assists City staff and the City Commission on a wide variety of legal issues specifically related to their function or more commonly related to government operation
- Prepares, reviews, and approves all ordinances, resolutions, contracts, agreements, purchase/change orders, and numerous other legal instruments
- Prosecutes violations of City ordinances
- Protects and defends, on behalf of the City, all complaints, suits, and controversies in which the City is a party, or, when required to do so by the City Commission, files any action on behalf of the City
- Furnishes the City Commission or the City Manager, when requested to do so, an opinion on questions of law relating to any legal matter or to the powers, duties, obligations, or liability of any officer or employee of the City
- Reviews and responds to requests and questions relating to Florida's Sunshine Law and Public Records Law
- Advises the Police Department on legal matters relating to enforcement of City, State, and Federal laws
- Acts as the legal advisor to any City board or department

## City Attorney's Office - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 5,607,221	6,725,488	6,443,710	7,296,105	570,617	8.5%
<b>Total Funding</b>	<b>5,607,221</b>	<b>6,725,488</b>	<b>6,443,710</b>	<b>7,296,105</b>	<b>570,617</b>	<b>8.5%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
City Attorney	5,607,221	6,725,488	6,443,710	7,296,105	570,617	8.5%
<b>Total Expenditures</b>	<b>5,607,221</b>	<b>6,725,488</b>	<b>6,443,710</b>	<b>7,296,105</b>	<b>570,617</b>	<b>8.5%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	4,759,042	5,219,653	4,947,256	5,617,528	397,875	7.6%
Operating Expenses	848,179	1,505,835	1,496,454	1,678,577	172,742	11.5%
<b>Total Expenditures</b>	<b>\$ 5,607,221</b>	<b>6,725,488</b>	<b>6,443,710</b>	<b>7,296,105</b>	<b>570,617</b>	<b>8.5%</b>
Full Time Equivalents (FTEs)	31	31	31	31	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

\$ 104,034 - Increase in pension related costs due to staff turnover

##### Operating Expenses

170,793 - Increase in one-time professional services (\$144,895) and ongoing computer maintenance expenses (\$25,898) to implement a new cloud-based document management software system



CITY OF FORT LAUDERDALE

# City Auditor's Office

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 7\*

**CITY AUDITOR - 7**

City Auditor	1
Senior Assistant City Auditor	1
Assistant City Auditor III	2
Assistant City Auditor II	2
Senior Assistant to the Director	1

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
7	7	0



# City Auditor's Office

## Charter Office Description

The City Auditor's Office provides an independent, objective, and comprehensive auditing program of City operations. As an appointed office, it is charged with supporting the City Commission by providing an independent review of business practices, procedures, internal controls, and procurement practices that are used, employed, and communicated by City government. This is accomplished through comprehensive and professional audits, reviews, and in-depth evaluations performed in accordance with generally accepted government auditing standards.

### CORE SERVICES

- Conducts financial, compliance, economic, efficiency, and performance audits of the City government and City officials
- Performs Legislative Review to provide assurance to the City Commission and assist in the decision-making process
- Advises the City Commission on a variety of financial issues
- Serves as a technical resource to City staff and committees for guidance related to accounting, financial reporting, budgeting, and other fiscal activities
- Provides written audit reports to both the City Commission and City Manager

## City Auditor's Office - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$	1,697,611	1,884,692	1,689,980	1,803,821	(80,871)	(4.3%)
<b>Total Funding</b>		<b>1,697,611</b>	<b>1,884,692</b>	<b>1,689,980</b>	<b>1,803,821</b>	<b>(80,871)</b>	<b>(4.3%)</b>

#### Financial Summary - Program Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
City Auditor		1,697,611	1,884,692	1,689,980	1,803,821	(80,871)	(4.3%)
<b>Total Expenditures</b>		<b>1,697,611</b>	<b>1,884,692</b>	<b>1,689,980</b>	<b>1,803,821</b>	<b>(80,871)</b>	<b>(4.3%)</b>

#### Financial Summary - Category Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services		1,480,217	1,630,125	1,431,911	1,559,073	(71,052)	(4.4%)
Operating Expenses		217,394	254,567	258,070	244,748	(9,819)	(3.9%)
<b>Total Expenditures</b>	<b>\$</b>	<b>1,697,611</b>	<b>1,884,692</b>	<b>1,689,980</b>	<b>1,803,821</b>	<b>(80,871)</b>	<b>(4.3%)</b>
Full Time Equivalent (FTEs)		7	7	7	7	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

\$ (154,835) - Decrease in pension related costs due to staff turnover

##### Operating Expenses

(10,114) - Decrease in information technology service charge based on updated cost allocation plan



CITY OF FORT LAUDERDALE

# City Clerk's Office

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 6\*

CITY CLERK - 6

City Clerk	1
Deputy City Clerk	1
Assistant City Clerk III	2
Assistant City Clerk IV	2

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
7	6	-1

# City Clerk's Office

## Charter Office Description

The City Clerk's Office serves as the City's custodian of public records. This includes documentation filed for compliance with state and county ethics laws and ensures accessibility of public records. The City Clerk's Office also supports the City Commission in administrative matters, supervises municipal elections, and directs the City's records management program. Additionally, the City Clerk's Office assists departments and appointed boards with respect to the proper conduct of public meetings.

### CORE SERVICES

- Manages the compilation and distribution of the City Commission's meeting agendas
- Facilitates communications to the City Commission
- Assists departments and appointed boards with proper conduct of public meetings
- Administers, coordinates and provides training for the records management program
- Publishes and posts public notices
- Facilitates and coordinates training of the City Commission's appointed board liaisons and committee members
- Oversees registration of lobbyists and provides public accessibility of required ethics filings documentation
- Supports the City Commission in conducting public meetings
- Coordinates municipal elections with the Broward County Supervisor of Elections
- Maintains official records
- Oversees candidates qualifying and collection of reports
- Receives and coordinates the dissemination of records in response to public records requests
- Facilitates contract routing, including non-agenda commission items
- Creates summary-style commission meeting minutes
- Coordinates the advertising for all commission agenda items, including election related advertisements

## City Clerk's Office - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 1,496,251	1,602,063	1,629,601	1,741,497	139,434	8.7%
<b>Total Funding</b>	<b>1,496,251</b>	<b>1,602,063</b>	<b>1,629,601</b>	<b>1,741,497</b>	<b>139,434</b>	<b>8.7%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
City Clerk	1,496,251	1,602,063	1,629,601	1,741,497	139,434	8.7%
<b>Total Expenditures</b>	<b>1,496,251</b>	<b>1,602,063</b>	<b>1,629,601</b>	<b>1,741,497</b>	<b>139,434</b>	<b>8.7%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,134,522	1,067,068	1,068,419	991,790	(75,278)	(7.1%)
Operating Expenses	349,147	534,995	561,182	749,707	214,712	40.1%
Capital Outlay	12,582	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 1,496,251</b>	<b>1,602,063</b>	<b>1,629,601</b>	<b>1,741,497</b>	<b>139,434</b>	<b>8.7%</b>
Full Time Equivalents (FTEs)	7	7	7	6	(1)	(14.3%)

#### FY 2024 Major Variances

##### Personnel Services

\$ (97,107) - Transfer of one (1) City Commission Assistant from the City Clerk's Office to the City Manager's Office

##### Operating Expenses

161,065 - Increase in document storage expenses due to updated contractual terms

52,747 - Increase in information technology service charge to support infrastructure modernization



CITY OF FORT LAUDERDALE

# Office of the Mayor and City Commission

## FY 2024 Adopted Budget Organizational Chart

**Total FTEs - 15\***

**MAYOR'S OFFICE - 3**

Mayor-Commissioner	1
Principal Commission Assistant - Mayor	1
Senior Commission Assistant - Mayor	1

**DISTRICT I - 3**

City Commissioner	1
Principal Commission Assistant	1
Senior Commission Assistant	1

**DISTRICT II - 3**

City Commissioner	1
Principal Commission Assistant	1
Senior Commission Assistant	1

**DISTRICT III - 3**

City Commissioner	1
Principal Commission Assistant	1
Senior Commission Assistant	1

**DISTRICT IV - 3**

City Commissioner	1
Principal Commission Assistant	1
Senior Commission Assistant	1

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
15	15	0



# Office of the Mayor and the City Commission

## Charter Office Description

The City Commission operates under a Commission-Manager form of government. The Mayor is elected at-large, and the four Commissioners are elected by their respective districts. Together, the Mayor and Commissioners set the policies for the effective operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Commission.

### CORE SERVICES

- Establishes City policies and enacts ordinances, rules, and regulations
- Appoints the City Manager, City Attorney, City Auditor, City Clerk, Advisory Board Members, and City Commission support staff
- Provides leadership and direction for the City's future
- Assures the present and future fiscal integrity of the City
- Provides prompt and courteous response to neighbor concerns
- Adopts the Annual Budget

# Office of the Mayor and City Commission - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 2,120,945	2,217,349	2,322,520	2,906,622	689,273	31.1%
<b>Total Funding</b>	<b>2,120,945</b>	<b>2,217,349</b>	<b>2,322,520</b>	<b>2,906,622</b>	<b>689,273</b>	<b>31.1%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
City Commission Administration	203,213	240,262	273,976	264,722	24,460	10.2%
Mayor's Office	458,091	466,632	511,034	541,900	75,268	16.1%
District I	340,596	382,424	304,949	525,000	142,576	37.3%
District II	344,500	340,632	389,381	525,000	184,368	54.1%
District III	414,279	419,582	461,940	525,000	105,418	25.1%
District IV	360,266	367,817	381,241	525,000	157,183	42.7%
<b>Total Expenditures</b>	<b>2,120,945</b>	<b>2,217,349</b>	<b>2,322,520</b>	<b>2,906,622</b>	<b>689,273</b>	<b>31.1%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,815,275	1,831,250	1,923,915	2,256,864	425,614	23.2%
Operating Expenses	305,670	386,099	398,605	649,758	263,659	68.3%
<b>Total Expenditures</b>	<b>\$ 2,120,945</b>	<b>2,217,349</b>	<b>2,322,520</b>	<b>2,906,622</b>	<b>689,273</b>	<b>31.1%</b>
Full Time Equivalents (FTEs)	15	15	15	15	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

\$ 345,957 - Increase in permanent salaries and benefits due to mid-year staffing changes

##### Operating Expenses

240,064 - Increase in operating expenses for commission budget equalization



CITY OF FORT LAUDERDALE

# City Manager's Office

## FY 2024 Adopted Budget Organizational Chart

**Total FTEs - 56\***

### ADMINISTRATION - 9

City Manager	1
Assistant City Manager	2
Senior Assistant to the City Manager	1
Assistant to the City Manager	1
Commission Assistant	1
Executive Assistant to the City Manager	2
Program Manager I	1

### NEIGHBOR SUPPORT - 7

Neighbor Support Manager	1
Assistant Neighbor Support Manager	1
Chief Service Officer	1
Administrative Assistant	1
Administrative Supervisor	2
Program Manager I	1

### STRATEGIC COMMUNICATIONS - 9

Strategic Communications Manager	1
Program Manager I	1
Senior Administrative Assistant	1
Senior Strategic Communications Specialist	3
Strategic Communications Specialist	2
Webmaster	1

### EXECUTIVE AIRPORT - 21

Director	1
Assistant Director	1
Administrative Aide	1
Administrative Assistant	1
Airport Business Assistance Administrator	1
Airport Maintenance Technician	3
Airport Operations Specialist	3
Airport Operations Supervisor	1
Electrician - Airfield	1
Financial Administrator	1
Program Manager I	1
Project Manager II	1
Senior Administrative Assistant	2
Senior Airport Maintenance Technician	1
Senior Financial Administrator	1
Visual Communications Designer	1

### OFFICE OF PROFESSIONAL STANDARDS - 2

Program Manager I	1
Administrative Assistant	1

### PUBLIC AFFAIRS - 8

Division Manager	1
Chief Education Officer	1
Cultural Affairs Officer	1
Administrative Supervisor	1
Economic Development Representative	1
Program Manager I	2
Senior Management Fellow	1

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
58	56	-2

# City Manager's Office

## Charter Office Description

The City Manager's Office is a team of professional and diverse public administrators. Operating under the traditional Commission-Manager form of government, the City Manager is appointed by the five-member City Commission and is responsible for the day-to-day operations of the City. The City Manager's Office includes two Assistant City Managers as a part of its leadership team as well as the Fort Lauderdale Executive Airport, Public Affairs, Neighbor Support, Office of Professional Standards, and Strategic Communications Divisions.

The Office's inclusive leadership philosophy is reflective of the City's mission to build community and create a sense of place by ensuring fiscally responsible, neighbor-centric, and innovative delivery of services to neighbors, guests, and community stakeholders.

The City Manager's Office resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### CORE SERVICES

- Engages elected officials to develop sound approaches to community challenges
- Advises and makes recommendations to the City Commission on City matters
- Presents a comprehensive annual budget and community investment plan, vision plan, and strategic plan
- Oversees the delivery of local government services, which includes infrastructure projects, public places activities, neighborhood enhancements, business development endeavors, public safety initiatives, and internal support services
- Develops and sustains organizational excellence and promotes innovation
- Ensures that ordinances and policies are enforced fairly throughout the community and that the government is ethical and transparent

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 3: Build a healthy and engaging community.

Goal 4: Build a thriving and inclusive community of neighborhoods.

Goal 5: Build an attractive global and local economic community marketplace.

Goal 7: Build a values-based organization dedicated to developing and retaining qualified employees.

# City Manager's Office

## Charter Office Description, continued

### CORE PROCESSES (Departmental objectives and significant functions)

- Manage and maintain a safe airport and helistop
- Foster and promote economic vitality through business attraction, creation, retention, and expansion
- Foster and promote sustainable inter-governmental relationships
- Develop a continuum of education services and support to neighbors
- Provide outreach and enhanced services to neighbors while fostering transparency in government
- Build a diverse and inclusive organization
- Foster engagement through City channels and innovative methods
- Increase community stakeholder awareness of City programs, events, processes, initiatives, and opportunities

### PROGRAMS

- City Manager Administration
- Executive Airport
- Public Affairs
- Neighbor Support Community Court
- Neighbor Support Programs
- Real Estate
- Office of Professional Standards
- Strategic Communications

# City Manager's Office

## Administration

### Division Description

The Administration Division of the City Manager's Office includes the City Manager and Assistant City Manager positions and as such is responsible for the leadership and management of the City's operations. The key functions of this Division also include coordination of the City Commission meeting agendas and administration of the City's real estate portfolio.

### FY 2023 Major Accomplishments

- Completed hiring of the City's executive management team which includes two Assistant City Managers and directors for the Development Services, Information Technology Services, Human Resource, Finance, and Fire Rescue departments following the City Manager's appointment in July 2022
- Facilitated the recruitment and hiring process for a new City Attorney including soliciting public input
- Restructured the City's Customer Service Center to improve neighbor transparency, communication, and efficiency
- Reimagined the Government Affairs and Economic Development Division as a newly created Public Affairs Division within the City Manager's Office, adding a part-time position and transferring three full-time positions from other areas to better coordinate and address inter-governmental and public services such as education, economic development, and the Beach Business Improvement District
- Guided the City toward the execution of a comprehensive agreement for the development, construction, operation, and maintenance of a full-service movie studio complex
- Guided the City toward the execution of a comprehensive agreement for the new Prospect Lake Clean Water Center
- Negotiated a contract for construction of the new Public Safety Headquarters and broke ground on the project
- Secured a temporary location for the Police Department for the duration of new Public Safety Headquarters construction
- Effectively supervised the finalization of the lease agreement between the City and YMCA for a Police substation
- Acquired Tony's Market at 800 NW 22<sup>nd</sup> Road to address neighborhood safety concerns
- Navigated the City's response to neighbors and deployed resources during and following the historic flooding in April 2023 without impact to City services
- Successfully lobbied and navigated federal processes to secure financial assistance for neighbors in response to the historic flood

# City Manager's Office

## Administration, continued

- Managed the relocation of City staff including the leasing of new office space and rental of temporary Commission Meeting space
- Enhanced accountability for City sponsored special events
- Established a process for publishing the City's Commission Meeting Agendas earlier in advance of Commission meetings
- Created the tagline *WeAreFTL* to brand the City and create a sense of belonging for both neighbors and staff
- Hosted the City's first Employee Appreciation lunch

### **FY 2024 Major Projects and Initiatives**

- Complete and implement the City's new five-year strategic plan following the completion and expiration of the current strategic plan, *Press Play Fort Lauderdale 2024*
- Host a series of workshops to gain public input about the needs and desires for a new City Hall
- Create a City Service Directory to assist the public with navigating City operations
- Participate in the Innovation Track with the Bloomberg Harvard City Leadership Initiative
- Continue to enhance customer service for neighbors through a variety of public-facing City initiatives



# City Manager's Office

## Fort Lauderdale Executive Airport

### Division Description

The Fort Lauderdale Executive Airport's (FXE) mission is to attract businesses to the area, help tenants prosper, and benefit the community. Located approximately five miles north of downtown, FXE is a center for general aviation (GA), with over one hundred businesses including four prominent fixed-base operators (FBOs), serving international and local customers. FXE is also home to one of the largest groups of fixed-based aircraft in the nation. To attract aircraft operators, FXE has developed essential amenities such as a 24-hour Federal Aviation Administration (FAA) Air Traffic Control Tower, a U.S. Customs and Border Protection (CBP) facility, and an on-site Airport Rescue and Fire Fighting (ARFF) facility. In addition, FXE administers the City's Foreign-Trade Zone No. 241, which serves as an economic development tool for international commerce and job retention. FXE manages a 200-acre Industrial Airpark with more than 2 million square feet of prime office, warehouse, and manufacturing space, which is a stabilizing force in the development of the Uptown Business District. The Division also operates the John Fuhrer Downtown Helistop (DT1), which is a helicopter landing facility located in the City's Downtown Business District.

### FY 2023 Major Accomplishments

- Constructed a new taxiway intersection to improve airfield operations. This project involved the demolition of taxiways Hotel and Quebec, between taxiways Alpha and Echo, and construction of a new centralized taxiway including paving, new LED lights, guidance signs, pavement striping, and sodding. The project was partially funded by a grant from the Florida Department of Transportation (FDOT) for approximately 80% reimbursement of eligible project costs and an FXE match of 20%. The project was identified in the Airport Layout Plan (ALP) for improvements to the airfield taxiway system to conform to current Federal Aviation Administration (FAA) design criteria.
- Updated the Downtown Helistop (DT1) Layout Plan. The helistop layout plan was outdated and needed to be updated to reflect the current developments that have been constructed over the last 25 years. As part of the layout plan design and obstruction survey, the scope of work included the development of the Helistop Layout Plan, Airspace, Helicopter Touchdown and Lift-Off, Helicopter Final Approach and Take-Off analysis, Heliport Planimetric Data, Heliport Lighting and Markings. The project was partially funded by a grant from the Florida Department of Transportation (FDOT) for approximately 50% reimbursement of eligible project costs and an FXE match of 50%.
- Designed a run-up area for Runway 9 and taxiway improvements on the southwest end of the Airport which was identified on the approved Airport Layout Plan to alleviate airfield traffic along the southern side of Runway 9 on Taxiway Echo; the existing run-up area was relocated from its current location and a new run-up area, conforming to FAA design criteria, is intended for construction between Taxiways Echo-2 and Hotel
- Designed the pavement rehabilitation of Runway 9-27 to include milling and re-surfacing of the runway and adjacent taxiway intersections with new striping as recommended by the 2015 Florida Department of Transportation Pavement Evaluation Report

# City Manager's Office

## Fort Lauderdale Executive Airport, continued

### FY 2023 Major Accomplishments

- Hosted and participated in community outreach and engagement events:
  - FXE Achievements in Community Excellence Awards (ACE) - An annual awards program where FXE recognizes key stakeholders, employees, pilots, organizations, and individuals for their outstanding contributions to the Airport and for making a difference in the community
  - FXE Safety Expo/Open House Event – An annual event hosted by FXE in collaboration with the Federal Aviation Administration (FAA) Runway Safety Action Teams and the FAA flight Standards District Office to engage in the development and implementation of innovative procedures, programs and physical improvements that assure the success of FXE where airfield safety is the ongoing priority; in addition, FXE recognizes drivers that safely operate vehicles in the Air Operations Area (AOA)
  - Uptown 5K on the Runway – An annual philanthropic collaboration supporting the Trustbridge Hospice Foundation of Broward which provides families with access to compassionate, expert, and professional healthcare services in their time of need through their lifespan; over 850 participants experienced access to Runway 13/31 for the 5k run/walk and the event raised over \$105,500 for Trustbridge Hospice Care of Broward.
  - STEMFest – An annual collaboration with Broward County Schools Title I, Migrant and Special Programs Department and Barrington Irving's Flying Classroom FXE to engage over 300 students in STEM (Science, Technology, Engineering, and Math) and aviation
  - Claim Your Future Showcase – An annual event in partnership with the Greater Fort Lauderdale Alliance that exposed over 1,300 Broward County junior and senior high school students to a diverse array of companies and career pathways available to them in Broward County after they finish their education
  - Challenge Air Day - An annual "FLY DAY" event in partnership with Banyan Air Service and Challenge Air for Kids and Friends, Inc. that provides children and youth with special needs the gift of flight with a free 30-minute plane ride
  - Aviation Career Day – An annual free education event in partnership with Houghton Media Management to discover what South Florida flight schools, colleges and business have to offer. In addition, the event provided over two hundred aviation career seekers information on flight training, careers in maintenance, avionics, accounting, catering, air ambulance, first responders in aviation, aircraft management and charter services

# City Manager's Office

## Fort Lauderdale Executive Airport, continued

### FY 2024 Major Projects and Initiatives

- Re-seal and re-strip Runway 13-31 and its associated taxiway connectors; this project proactively extends the current pavement life and supports the Airport's comprehensive pavement management plan.
- Conduct an Environmental Assessment (EA) for the proposed western extension of Runway 9 as provided in the 2017-2037 updated Executive Airport Master Plan; the EA describes the need for the proposal, alternatives, and environmental impacts of extending Runway 9, and the preparation of the EA is required as part of the approval process in determining compliance with FAA requirements for the proposed runway extension
- Replace over 200,000 square feet of airfield markings that began to deteriorate due to the consistent South Florida sun and rain; this project is necessary as the airfield markings separate runways from taxiways, identify aircraft parking areas, and provides general guidance for the safe operation of aircraft and support vehicles
- Replace 7,800 square feet of flooring in the U.S. Customs and Border Protection Facility; as the busiest general aviation Customs facility in the U.S., this project will continue optimal service delivery benefiting corporate and recreational travelers
- Construct the Aviation Equipment Safety (AES) Building Expansion that increases the efficiency of current storage capacity; the project includes adding 4,000 square feet to the footprint of the existing facility and allow for all the FXE maintenance equipment to be stored efficiently and indoors prolonging equipment life.
- Construct storm-water drainage improvements adjacent to Airport Parcels 2, 14, 15, 16, 17, 18, and 22, to serve as Phase-I of a multiphase master drainage program. This project includes earthwork, piping, exfiltration trench, swale, and basin installation as well as saw cutting and removing existing paving, concrete, and various impervious areas. Due to previous consecutive storm events that caused significant flooding, these storm-water drainage improvements are necessary to reduce or eliminate future flooding at the Executive Airport.
- Construct a By-Pass Taxiway for Runway 31. The project constructed a by-pass taxiway at the approach end of Runway 31 to improve the overall operational efficiency of the runway. The scope of work included survey, geotechnical testing and evaluation, LED taxiway/runway edge lights, and guidance signs as well as new asphalt pavement. This by-pass taxiway is part of the FAA approved ALP.
- Rehabilitat Taxiway Golf pavement which included the milling and re-surfacing of the asphalt pavement along taxiway Golf, between taxiways Charlie and November, based on the current Airport Pavement Condition Index (PCI). The project also involved the re-design of Taxiway Mike to conform to current FAA design standards, including new LED taxiway edge lights, guidance signs and taxiway markings. The project was partially funded by a grant from the Florida Department of Transportation (FDOT) for approximately 80% reimbursement of eligible project costs and an FXE match of 20%.

**City Manager's Office**  
**Fort Lauderdale Executive Airport**  
**Department Core Processes and Performance Measures**

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
5	Manage and maintain a safe airport and helistop	Number of days to complete a maintenance request	2	2	1	≤2	≤2
		Number of Airport and Helistop inspections conducted	884	862	903	≥770	≥770

# City Manager's Office

## Neighbor Support

### Division Description

The Neighbor Support Division are the *Community Connectors* for the City. The Division proactively works to build an approachable government across all segments of the community through active listening, collaboration, and engagement. The Neighbor Support Division operates specialized programs focused on homelessness, volunteerism, and community engagement. Through these efforts, the Division creates community engagement opportunities, cultivates strong and strategic partnerships, and connects neighbors with supportive services.

### FY 2023 Major Accomplishments

#### Volunteer Office

- Organized major service days including Fort Lauderdale Cares Day, Fort Lauderdale Make a Difference Day, and Fort Lauderdale United Day with over 1,300 volunteers completing 83 projects and donating over 3,500 volunteer hours to the City
- Coordinated Fort Lauderdale Beach Sweeps for every second Saturday, with 2,601 volunteers that removed 3,250 pounds of trash from the beach; in addition, 23 independent beach clean-ups were organized with 1,250 volunteers that collected 1,500 pounds of trash
- Coordinated 24 waterway and shoreline cleanups at Bill Keith Preserve and Delevoe Park, on third and fourth Saturdays, with 349 volunteers that removed over 4,150 pounds of litter from waterways
- Expanded the Little Free Library network to 140 libraries and coordinated monthly restocking drives
- Launched Coffee and Conversations in August 2023 with 78 individuals, 18 connected to services and 8 admitted to substance abuse recovery in partnership with Fellowship Recovery Community Organization, to further the City's Commission Housing Accessibility Priority with local Homeless Service Providers

#### Community Engagement

- Graduated 40 new neighborhood leaders as part of the Neighbor Leadership Academy
- Coordinated the 2023 Neighbor Support Night event in partnership with the Human Resources Department to bring neighbors together to celebrate, while creatively recruiting new talent for the City
- Achieved an 80% renewal rate for the Neighborhood Recognition Program
- Processed over 2,200 inquiries and achieved an 83% closing rate for inquiries received from the City Commission Offices and City Manager
- Hosted seven listening sessions with internal staff to help improve the inquiry process from neighbors and the City Commission

# City Manager's Office

## Neighbor Support, continued

### Homeless Initiative

- Launched the Homeless Initiative website to highlight current City services
- Created educational materials for neighbors and business owners to learn about the City's Homeless Initiatives and presented before 30 community meetings
- Achieved a 65% housing success rate as part of the Housing Navigation Program
- Facilitated the creation of City's first Homeless Advisory Board
- Served over 1,200 homeless neighbors through Community Court by connecting them to service providers

### FY 2024 Major Projects and Initiatives

#### Volunteer Office

- Engage over 5,000 volunteers to donate 15,000 volunteer hours to the City
- Engage 50 community leaders for roundtable discussions to propose and create community driven solutions to address homelessness to further the City's Housing Accessibility Commission Priority

#### Community Engagement

- Achieve a 90% closing rate for inquiries received from the City Commission Office and the City Manager's Office
- Attend a minimum of 50 HOA meetings and community events to enhance the City's presence by being engaged in the community

#### Homeless Initiative

- Expand the Housing Navigation Program to achieve a 75% housing success rate
- Increase the appearance of NTA's before Community Court by 10%
- Launch the Hotspot Deployment Program to reduce number the calls for service at identified intersections by 10%
- Attend 50 meetings as part of Community Education and Support on the City's Homeless Initiatives to reach neighbors and business owners

# City Manager's Office

## Neighbor Support

### Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
3, 4	Provide outreach and enhanced services to neighbors while fostering transparency in government	Percentage of neighbor inquiries, referrals, and requests (neighbor concerns) resolved	N/A <sup>1</sup>	71%	81%	≥90%	≥90%
		Community Court service provider referral rate	N/A <sup>1</sup>	N/A <sup>1</sup>	135% <sup>2</sup>	≥90%	≥90%

<sup>1</sup>New measure, historical information not available

<sup>2</sup>In FY 2023, there were 542 referrals for 401 individuals

# City Manager's Office

## Professional Standards

### Division Description

The Office of Professional Standards Division of the City Manager's Office highlights the City's commitment to celebrating the cultural diversity of neighbors and employees. This Division is responsible for enforcing federal, state, and local laws that make it illegal to discriminate against an employee because of the person's race, color, religion, sex (including pregnancy and related conditions, gender identity, and sexual orientation), national origin, age (40 or older), disability, or genetic information.

Professional Standards will provide reasonable accommodation to a qualified individual with a disability when necessary to enable the individual to perform the essential functions of the position unless the necessary accommodations would pose an undue hardship on the City's business operations.

In addition, the Division investigates and resolves complaints by employees of unfair or unjust treatment. Professional Standards serve as the central intake point for employee complaints that have not been successfully resolved at lower levels and determine the appropriate referral for handling of such complaints. The Division is also responsible for developing and submitting an Equal Employment Opportunity Plan Utilization Report to the Office of Civil Rights, Office of Justice Programs, U.S. Department of Justice.

The Office of Professional Standards also serves as a resource for City supervisor's seeking assistance in effectively handling employment matters, including conflict resolution, with the goal of resolving problems as early as possible.

### FY 2023 Major Accomplishments

- Completed and submitted the City's Equal Employment Opportunity Plan/Utilization Report
- Completed and submitted the City's EEO-4 Report to the U.S. Equal Employment Opportunity Commission (EEOC)
- Built a matrix of existing cases and statuses to monitor and ensure timely resolution of cases
- Created a contact list for corresponding with local, state, and federal agencies
- Researched vendors that could support a hotline for employees to call and handle intake of issues
- Developed an internal resource webpage for City employees
- Updated presentation materials for Citywide New Employee Orientation



# **City Manager's Office**

## **Professional Standards, continued**

### **FY 2024 Major Projects and Initiatives**

- Develop Citywide training and education strategy to enable employees to understand how to prevent workplace harassment and discrimination
- Create a marketing strategy for the Division to better inform all employees of the services provided by Professional Standards
- Disseminate exit interviews to involuntary and voluntary termed staff members to assess the overall employee experience within the City and identify opportunities to improve retention and engagement

# City Manager's Office

## Professional Standards

### Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
7	Build a diverse and inclusive organization	Average time to respond to initial inquiries (days)	7	7	N/A <sup>1</sup>	≤7	≤7
		Percentage of ADA accommodation requests resolved within four weeks of receipt	100%	100%	N/A <sup>1</sup>	85%	85%

<sup>1</sup>Data is unavailable at time of publication

# City Manager's Office

## Public Affairs

### Division Description

The Public Affairs Division serves as a liaison between the city and other levels of government, as well as external stakeholders. It aims to advocate for the City's interests, secure funding, and resources, navigate the complexities of government policies and regulations to benefit the City and its neighbors. The section plays a crucial role in promoting effective communication, collaboration, and advocacy on behalf of the City within the broader political landscape. The Division is dedicated to cultivating prosperity for the local economy by working and building strong relationships with partners in the business community as the primary point of contact in all phases of business growth. The Division focuses on fostering a dynamic and vibrant environment, promoting entrepreneurship, education, enhancing the small and medium-sized business ecosystem, and expanding equitable economic opportunities throughout the community.

Furthermore, the Division promotes and develops effective and mutually beneficial cooperation between the neighbors of Fort Lauderdale and those abroad. This arises through its affiliation with Sister Cities International. In addition to the Sister City relationships, the Division partners with international consulates and embassies for advocacy and economic advancement.

The Division operates specialized programs focused on fostering education opportunities, creating, and implementing cultural programs and initiatives, and managing the Beach Business Improvement District (BBID). The Education Programs branch strengthens partnerships with educational institutions to enhance the effectiveness of educational development of neighbors within the City. The Cultural Affairs branch works closely with local artists, arts organizations, and cultural institutions to promote and celebrate the arts scene while providing quality arts and cultural programming that enhances the community's quality of life, fosters economic development, and encourages civic pride.

### FY 2023 Major Accomplishments

- Acquired additional funding for the City through federal and state funding opportunities
- Incorporated a universal tagline to ensure Fort Lauderdale is recognized and marketed as one of the world's most livable, innovative, and inclusive cities
- Worked with community partners to advance economic equity and increase access to economic opportunities in low-income communities
- Leveraged Broward County's global partnerships, led regional industry-specific trade missions to expand access to new markets for local companies, and attracted foreign direct investment into the City
- Leveraged relationships to request federal funding through the Bipartisan Infrastructure Law for major departmental projects
- Established a public art policy and procedures manual to guide the acquisition, placement, and maintenance of public art throughout the City
- Collaborated with local artists, galleries, and cultural institutions to showcase their work and bring more attention to Fort Lauderdale's arts scene
- Exhibited the work of over 35 local artists in the City Hall Lobby Art Gallery through ten exhibitions
- Secured a donation for the James Winder Laird Arts Park at Tunnel Top Park

# City Manager's Office

## Public Affairs, continued

- Completed the first economic impact study of the arts in Fort Lauderdale through Americans for the Arts' Arts & Economic Prosperity 6 study
- Replicated the success of the Summer Enrichment Program and created a sustainable financial and operational model to offer academic summer programming
- Expanded afterschool enrichment opportunities for youth
- Refined and streamlined the Beach Business Improvement District (BBID) grant application process
- Represented the City of Fort Lauderdale on several grant panels; through this effort over \$500,000 in grants from various funding sources outside of the City will be distributed to 18 Fort Lauderdale-based cultural organizations
- Published *FTL Connect* to become a biannual magazine highlighting Commission Priorities and educate the public on major projects and initiatives

### **FY 2024 Major Projects and Initiatives**

- Develop a General Consul Meet and Greet Night to develop and strengthen the City's international relations and global connections
- Establish a new educational, development, and assistance program – Leading through Enterprise and Assistance Development (LEADS Program) – to further the FY 2024 Economic Development City Commission Priority under Economic Development
- Rebrand the Business Assistance and Learning Workshops to increase local business community awareness of the available and enhanced services
- Implement regular business community townhalls, podcasts, and workshops
- Brand and develop the City as an international investment hub by continuing to leverage global partnerships
- Create a comprehensive resource directory for businesses
- Implement and execute successful Kauffman FastTrac cohorts for budding business owners
- Continue to foster relationships with nonprofits, community centers, and other City departments to offer a range of cultural activities such as art exhibitions, theater performances, music concerts, film screenings, festivals, and educational workshops
- Create a dedicated Mural Permit to expand opportunities for artists and murals throughout the City
- Commission new public art installations throughout the City, including murals, sculptures, and interactive installations
- Create an online database of public art in the City with interactive maps and information about each artwork
- Install monumental public art pieces throughout the City and Tunnel Top Park via the James Laird contribution

# **City Manager's Office**

## **Public Affairs, continued**

- Expand the City's internship and job opportunities with educational partners
- Capture educational priorities of communities impacted by the School Board of Broward County's long-range planning
- Pilot new strategies to align school and community resources to improve educational outcomes

# City Manager's Office

## Public Affairs

### Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
5	Foster and promote economic vitality through business attraction, creation, retention, and expansion	Number of Business Assistance and Learning Workshop participants	342	458	0	≥400	≥200
8	Foster and promote sustainable inter-governmental relationships	Percent of legislative outcomes that are favorable to the City <sup>1</sup>	N/A <sup>2</sup>	50%	56%	≥55%	≥55%
5	Develop a continuum of education services and support to neighbors	Number of educational partnerships cultivated and maintained	27	26	36	≥25	N/A <sup>3</sup>
		Number of participants enrolled in City-operated education programs	550	730	1,230	≥950	≥1,200

<sup>1</sup>This measure tracks the success of policy areas where the Division focuses its lobbying efforts; success is defined as the forward movement of policies or funding that is included in proposed budget

<sup>2</sup>New measure, historical information not available

<sup>3</sup>This measure will be reported through FY 2023 and discontinued in FY 2024

# City Manager's Office

## Strategic Communications

### Division Description

The Strategic Communications Division delivers City information to the public and supports creative services for internal client departments. The Division develops content to bring awareness to neighbors, visitors, businesses, City employees, and the media about City programs, initiatives, services, and events. Using targeted communication tools and techniques, the Strategic Communications Division also engages with community stakeholders by developing content that transparently informs stakeholders of City operations, tourism opportunities, local industry, redevelopment, regulatory requirements, local business attraction and retention, emergency management, and crisis communication. Additionally, the Division targets messaging to increase participation in City programs and strengthen quality of life. The Strategic Communications Division builds community through keen content development and messaging distribution to promote a positive image, generate awareness, heighten brand visibility, stimulate government service responsiveness, foster the local economy and tourism, and encourage healthy and active lifestyles.

### FY 2023 Major Accomplishments

- Utilized video production that highlighted the work of City employees focusing on the City Commission Priorities
- Increased awareness of City initiatives by leveraging external media partners and platforms
- Launched *FTL Connect*, the City of Fort Lauderdale's first magazine
- Created a web page dedicated to major City projects with synopsis, cost, timeline, and updates
- Utilized Telephone Town Halls to educate neighbors about important City projects

### FY 2024 Major Projects and Initiatives

- Continue to utilize video production to share the progress and status of ongoing initiatives of the City
- Expand the reach of the City's communications by developing additional relationships with stakeholder organizations throughout the City, including Neighborhood Associations and houses of worship

# City Manager's Office

## Strategic Communications

### Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
4	Foster engagement through City Channels and innovative methods	Number of impressions on the top three social media platforms (i.e., Facebook, Instagram, Twitter) (Year-to-Year, recorded in millions)	7.5	10.3	13.5	≥15.0	≥12.5
		Average number of website news posts per month	16	18	21	≥25	≥25
7	Increase community and stakeholder awareness of City programs, events, processes, initiatives, and opportunities	Number of boosted digital advertisement campaigns	N/A <sup>1</sup>	N/A <sup>1</sup>	66	≥40	≥50
		Number of video projects produced	105	140	288	≥250	≥270

<sup>1</sup>New measure, historical information not available



# City Manager's Office - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 6,976,685	8,596,052	8,707,917	9,189,958	593,906	6.9%
<b>Total Funding</b>	<b>6,976,685</b>	<b>8,596,052</b>	<b>8,707,917</b>	<b>9,189,958</b>	<b>593,906</b>	<b>6.9%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Administration	2,704,937	2,990,473	3,238,003	2,549,876	(440,597)	(14.7%)
Strategic Communications	1,342,199	2,359,246	2,013,203	2,408,806	49,560	2.1%
Neighbor Support	1,124,306	1,278,972	1,652,854	1,837,456	558,484	43.7%
Public Affairs	1,560,138	1,670,668	1,518,834	2,121,879	451,211	27.0%
Office of Professional Standards	245,105	296,693	285,023	271,941	(24,752)	(8.3%)
<b>Total Expenditures</b>	<b>6,976,685</b>	<b>8,596,052</b>	<b>8,707,917</b>	<b>9,189,958</b>	<b>593,906</b>	<b>6.9%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	4,668,216	5,719,210	5,152,274	5,878,933	159,723	2.8%
Operating Expenses	2,239,099	2,876,842	3,530,467	3,311,025	434,183	15.1%
Capital Outlay	69,370	-	25,176	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 6,976,685</b>	<b>8,596,052</b>	<b>8,707,917</b>	<b>9,189,958</b>	<b>593,906</b>	<b>6.9%</b>
Full Time Equivalents (FTEs)	36	38	38	36	(2)	(5.3%)

#### FY 2024 Major Variances

The FY 2024 Proposed Budget memorializes the following transfers within the City Manager's Office:

- Transfer of one (1) Program Manager I position from Strategic Communications Division to the Public Affairs Division
- Transfer of one (1) Cultural Affairs Officer position from the Administrative Division to the Public Affairs Division
- Transfer of one (1) Chief Education Officer from the Division of Neighbor Support to the Public Affairs Division

#### Personnel Services

- \$ 145,981 - Transfer of one (1) Program Manager I Position from the Development Services Department to the Public Affairs Division within the City Manager's Office
- 97,107 - Transfer of one (1) City Commission Assistant from the City Clerk's Office to the Administrative Division of the City Manager's Office
- 50,000 - Addition of one (1) part-time Administrative Aide in Public Affairs
- (296,262) - Decrease due to the elimination of two (2) Graphic Design positions and one (1) Senior Strategic Communication Specialist position in the Division of Strategic Communications
- (119,994) - Decrease due to the reduction of two (2) Senior Management Fellows positions

#### Operating Expenses

- 315,260 - Increase to enhance the Housing Navigation program in partnership with the TaskForce Fore Ending Homelessness in the Neighbor Support Division
- 222,385 - Increase in information technology service charge to support infrastructure modernization
- 60,000 - Increase in printing services for the publication of FTL Magazine in the Public Affairs Division
- 14,599 - Increase to establish a city-wide Hotline service for City employees to report misconduct, fraud, and violations of City policy in the Office of Professional Standards

**City Manager's Office - General Fund, continued**

**Department Fund Financial Summary**

**Operating Expenses, continued**

- (142,500) - Decrease due to the transfer of the Qualified Target Industry (QTI) contributions budget to the Other General Government Department
- (40,000) - Decrease due to reduction in Federal lobbying services in the Public Affairs Division

# City Manager's Office - Beach Business Improvement District Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Beach Business Improvement District - 135	\$ 1,407,573	918,576	1,442,482	1,236,437	317,861	34.6%
<b>Total Funding</b>	<b>1,407,573</b>	<b>918,576</b>	<b>1,442,482</b>	<b>1,236,437</b>	<b>317,861</b>	<b>34.6%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Public Affairs	1,407,573	918,576	1,442,482	1,236,437	317,861	34.6%
<b>Total Expenditures</b>	<b>1,407,573</b>	<b>918,576</b>	<b>1,442,482</b>	<b>1,236,437</b>	<b>317,861</b>	<b>34.6%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Operating Expenses	1,407,573	918,576	1,442,482	1,236,437	317,861	34.6%
<b>Total Expenditures</b>	<b>\$ 1,407,573</b>	<b>918,576</b>	<b>1,442,482</b>	<b>1,236,437</b>	<b>317,861</b>	<b>34.6%</b>
Full Time Equivalents (FTEs)	-	-	-	-	-	-

#### FY 2024 Major Variances

##### Operating Expenses

\$ 295,000 - Increase in event sponsorship

## City Manager's Office - Airport Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Airport - 468	\$ 7,124,844	10,612,281	10,285,583	9,526,144	(1,086,137)	(10.2%)
<b>Total Funding</b>	<b>7,124,844</b>	<b>10,612,281</b>	<b>10,285,583</b>	<b>9,526,144</b>	<b>(1,086,137)</b>	<b>(10.2%)</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Executive Airport	7,124,844	10,612,281	10,285,583	9,526,144	(1,086,137)	(10.2%)
<b>Total Expenditures</b>	<b>7,124,844</b>	<b>10,612,281</b>	<b>10,285,583</b>	<b>9,526,144</b>	<b>(1,086,137)</b>	<b>(10.2%)</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,902,214	2,378,782	2,241,228	2,763,957	385,175	16.2%
Operating Expenses	5,117,593	7,131,492	7,649,982	6,477,746	(653,746)	(9.2%)
Capital Outlay	105,037	1,102,007	394,373	284,441	(817,566)	(74.2%)
<b>Total Expenditures</b>	<b>\$ 7,124,844</b>	<b>10,612,281</b>	<b>10,285,583</b>	<b>9,526,144</b>	<b>(1,086,137)</b>	<b>(10.2%)</b>
Full Time Equivalents (FTEs)	20	20	20	21	1	5.0%

#### FY 2024 Major Variances

##### Personnel Services

- \$ 154,643 - Transfer of one (1) Project Manager II position from the Project Management Fund to the Airport Fund
- 110,446 - Increase in permanent and part-time salaries due to staff turnover

##### Operating Expenses

- 200,000 - Increase in legal, landscaping, and maintenance contract services
- 77,769 - Increase in Information Technology service charge to support infrastructure modernization
- (346,000) - Decrease in improvement repairs and maintenance due to one-time repair and maintenance for airfield markings
- (177,507) - Decrease in FAA Air Traffic Controller Services due to lower cost in new contract
- (150,000) - Reduction to discontinue sponsorship of the Fort Lauderdale Air Show
- (99,100) - Decrease due to one-time consultant expense to update guidance documents
- (35,352) - Reduction in airport noise monitoring software service

##### Capital Outlay

- 284,441 - Funding for the replacement of seven (7) airport vehicles based upon the City's established vehicle replacement plan
- (1,059,436) - Decrease due to prior year replacement of the Airport's Fire Apparatus vehicle and scheduled vehicle replacements

## Other General Government - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 4,710,142	6,566,208	6,256,803	7,350,589	784,381	11.9%
<b>Total Funding</b>	<b>4,710,142</b>	<b>6,566,208</b>	<b>6,256,803</b>	<b>7,350,589</b>	<b>784,381</b>	<b>11.9%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Finance	4,245,224	5,761,420	5,452,015	6,697,344	935,924	16.2%
Insurance	-	103,245	103,245	103,245	-	0.0%
Human Resources	464,918	701,543	701,543	550,000	(151,543)	(21.6%)
<b>Total Expenditures</b>	<b>4,710,142</b>	<b>6,566,208</b>	<b>6,256,803</b>	<b>7,350,589</b>	<b>784,381</b>	<b>11.9%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,340,248	3,369,356	1,403,245	1,403,245	(1,966,111)	(58.4%)
Operating Expenses	3,369,894	3,196,852	4,453,558	5,947,344	2,750,492	86.0%
Grant Services	-	-	400,000	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 4,710,142</b>	<b>6,566,208</b>	<b>6,256,803</b>	<b>7,350,589</b>	<b>784,381</b>	<b>11.9%</b>
Full Time Equivalents (FTEs)	-	-	-	-	-	

#### FY 2024 Major Variances

##### Personnel Services

\$ (1,966,111) - Decrease for one-time contingency amount for recruitment, retention and inflationary challenges

##### Operating Expenses

1,605,230 - Increase in building leases for temporary relocation of City Hall

1,460,584 - Increase in City Facility relocation costs including technology connectivity upgrades

141,200 - Increase due to the transfer of Qualified Targeted Industries (QTI) payments from the Public Affairs Division of the City Manager's Office

(159,059) - Decrease in information technology service charge based on updated cost allocation plan

(151,543) - Decrease in Summer Youth Employment Program funding

(150,000) - Decrease in non-profit organization grant funding

# Other General Government - Sunrise Key Safe Neighborhood District Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Sunrise Key Safe Neighborhood District - 112	\$ 121,864	137,000	137,000	161,000	24,000	17.5%
<b>Total Funding</b>	<b>121,864</b>	<b>137,000</b>	<b>137,000</b>	<b>161,000</b>	<b>24,000</b>	<b>17.5%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Finance	121,864	137,000	137,000	161,000	24,000	17.5%
<b>Total Expenditures</b>	<b>121,864</b>	<b>137,000</b>	<b>137,000</b>	<b>161,000</b>	<b>24,000</b>	<b>17.5%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Operating Expenses	121,864	137,000	137,000	161,000	24,000	17.5%
<b>Total Expenditures</b>	<b>\$ 121,864</b>	<b>137,000</b>	<b>137,000</b>	<b>161,000</b>	<b>24,000</b>	<b>17.5%</b>

Full Time Equivalents (FTEs)	-	-	-	-	-	-
------------------------------	---	---	---	---	---	---

#### FY 2024 Major Variances

No major variances

# COMMUNITY REDEVELOPMENT AGENCY



# Other General Governmental - Community Redevelopment Agency

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 11\*

**COMMUNITY REDEVELOPMENT AGENCY - 11**

Community Redevelopment Agency Manager	1
CRA Business Manager	1
CRA Housing and Economic Development Manager	2
CRA Planner	2
CRA Project Coordinator	2
CRA Project Manager	1
CRA Senior Administrative Assistant	2

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
11	11	0



# Community Redevelopment Agency

## Agency Description

The purpose of the Fort Lauderdale Community Redevelopment Agency (CRA) is to enhance the quality of life in two target areas: Northwest-Progresso-Flagler Heights (NPF) and Central City. Each CRA was established to reduce or eliminate blight, improve the economic health of the areas, and encourage public and private investments in the designated target areas.

To cultivate positive redevelopment, the CRA orchestrates orderly and progressive business development initiatives to revitalize the physical environment and the economy of the target areas. The CRA also encourages the creation of affordable housing and produces events and seminars that foster economic development with the purpose of building a sense of community.

The Central City CRA is generally bounded by 13th and 16th Streets on the north, Sunrise Boulevard on the south, Powerline Road and 1-95 on the west, and the Florida East Coast (FEC) Railroad right of way on the east. The Central City CRA only receives Tax Increment Funds (TIF) from the City of Fort Lauderdale.

The NPF CRA is located between Sunrise Boulevard on the north, Broward Boulevard on the south, the City corporate limits on the west, and Federal Highway on the east. A portion lying south of NE 4th Street and east of Andrews Avenue between Broward Boulevard and Federal Highway is not included in the NPF CRA.

The CRA's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 4: Build a thriving and inclusive community of neighborhoods.

Goal 5: Build an attractive global and local economic community marketplace.

### CORE PROCESSES (Departmental objectives and significant functions)

- Eliminate slum and blight conditions in Community Redevelopment Agency areas

### HIGHLIGHTED PROGRAMS

- NPF Redevelopment
- Central City/Middle River Redevelopment

# Community Redevelopment Agency

## FY 2023 Major Accomplishments

- Completed Junny's Restaurant Project; total allocation toward the project is \$325,000
- Completed the Quantum Project; total allocation toward the project is \$500,000
- Completed the Checkmate Barbershop Project; total allocation for this project is \$93,500
- Completed Broward Partnership for the Homeless Project; total allocation \$285,000
- Completed the Seven on Seventh affordable housing project; total allocation for this project is \$285,000
- Continued progress toward the completion of the Central City Rezoning Project

## FY 2024 Major Projects and Initiatives

- Complete the Hoover Products Inc. Project; total allocation for the project is \$1,100,000
- Complete the Thrive Progresso Capital Improvement and Incentive Project; total allocation for the project is \$3,990,375
- Complete the Broward College Incentive Program; total allocation for this project is \$1,000,000
- Complete the Rhythm 2.0 Project; total allocation for this project is \$350,000
- Complete the Provident Market 1937, LLC Project; total allocation for this project is \$98,500
- Complete the Cravemadness – Jamaican Jerk Restaurant Project; total allocation for this project is \$592,220
- Complete the B & D Trap Restaurant Incentive Project at 1551 Sistrunk Boulevard; total allocation for the project is \$350,000
- Complete the Molly MaGuire Project; total allocation for this project is \$500,000
- Complete the 825 Progresso Drive, LLC Project; total allocation for this project is \$402,695
- Complete Dazed Brewing, LLC project at Thrive Progresso; total allocation for this project is \$90,638
- Complete the Veta M. Young Project; total allocation for this project is \$72,525

# Community Redevelopment Agency

## Department Core Processes and Performance Measures

Strategic Goals	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
4, 5	Eliminate slum and blight conditions in Community Redevelopment Agency areas	Percentage of Annual Tax Increment Funding (TIF) revenues spent in the Northwest-Progresso-Flagler Heights (NPF) CRA for Incentive Projects	N/A <sup>1</sup>	40%	64%	≥60%	≥65%
		Number of residential painting and landscaping projects completed	42	30	15	≥20	N/A <sup>2</sup>
		Number of incentive projects completed within three years of award	4	9 <sup>3</sup>	4	≥10	≥10
		Number of Northwest Progresso Flagler Heights CRA residents hired to work with businesses that have been awarded CRA incentive funds	N/A <sup>4</sup>	N/A <sup>4</sup>	N/A <sup>5</sup>	≥12	≥15

<sup>1</sup>Due to a change in this measure's methodology, FY 2021 data is not available.

<sup>2</sup>This measure will discontinue in FY 2024 as the number of projects taken on by the agency is intentionally declining.

<sup>3</sup>FY 2022 figures increased since initial publication due to incentive projects that were physically completed but were awaiting pending contingencies.

<sup>4</sup>There is no historical trend analysis available as this is a new measure in FY 2023.

<sup>5</sup>FY 2023 data unavailable at the time of publication.

## Other General Government - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 1,332,880	1,470,674	1,398,177	1,732,323	261,649	17.8%
<b>Total Funding</b>	<b>1,332,880</b>	<b>1,470,674</b>	<b>1,398,177</b>	<b>1,732,323</b>	<b>261,649</b>	<b>17.8%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Community Redevelopment Agency	1,332,880	1,470,674	1,398,177	1,732,323	261,649	17.8%
<b>Total Expenditures</b>	<b>1,332,880</b>	<b>1,470,674</b>	<b>1,398,177</b>	<b>1,732,323</b>	<b>261,649</b>	<b>17.8%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,302,354	1,437,904	1,365,407	1,592,446	154,542	10.7%
Operating Expenses	30,526	32,770	32,770	139,877	107,107	326.8%
<b>Total Expenditures</b>	<b>\$ 1,332,880</b>	<b>1,470,674</b>	<b>1,398,177</b>	<b>1,732,323</b>	<b>261,649</b>	<b>17.8%</b>
Full Time Equivalents (FTEs)	12	11	11	11	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

\$ 94,214 - Increase in personnel services due to contractual and performance-based wage adjustments

##### Operating Expenses

106,206 - Increase in indirect administrative service charge due to updated cost allocation plan

# Community Redevelopment Agency (CRA) - CRA Funds

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Community Redevelopment Agency NW Progresso - 101	\$ 2,683,637	2,864,210	3,102,196	2,860,565	(3,645)	(0.1%)
Community Redevelopment Agency Central City - 102	146,353	150,781	149,096	403,691	252,910	167.7%
NW Progresso CRA Business Incentives - 119	12,197,480	16,999,288	17,749,121	16,884,023	(115,265)	(0.7%)
Central City CRA Business Incentives - 121	190	732,432	1,416,431	658,109	(74,323)	(10.1%)
<b>Total Funding</b>	<b>15,027,660</b>	<b>20,746,711</b>	<b>22,416,844</b>	<b>20,806,388</b>	<b>59,677</b>	<b>0.3%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Northwest Progresso Flagler Heights CRA	14,880,637	19,863,498	20,851,317	19,744,588	(118,910)	(0.6%)
Central City CRA	147,023	883,213	1,565,527	1,061,800	178,587	20.2%
<b>Total Expenditures</b>	<b>15,027,660</b>	<b>20,746,711</b>	<b>22,416,844</b>	<b>20,806,388</b>	<b>59,677</b>	<b>0.3%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,157	1,311	1,311	1,352	41	3.1%
Operating Expenses	15,020,523	20,745,400	22,415,533	20,805,036	59,636	0.3%
Capital Outlay	5,980	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 15,027,660</b>	<b>20,746,711</b>	<b>22,416,844</b>	<b>20,806,388</b>	<b>59,677</b>	<b>0.3%</b>
Full Time Equivalents (FTEs)	-	-	-	-	-	-

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 180,000 - Increase for one-time costs for a planning consultant to conduct a land use plan amendment in Central City
- 50,000 - Increase in tree services and lot clearing for additional properties conveyed to the CRA
- 32,000 - Increase in bank analysis fees due to CRA loan
- 12,408 - Increase to carry out a Florida Power and Light LED lighting plan to illuminate eight (8) dead end streets (189,588) - Decrease in Northwest Progresso Flagler Height and Central City CRA Incentives
- (174,143) - Decrease in indirect admin service charge based on updated cost allocation plan
- (55,121) - Decrease in information system service charge based on updated cost allocation plan

# DEVELOPMENT SERVICES



# Development Services Department

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 278\*

### ADMINISTRATION - 12

Director - Development Services	1
Deputy Director - Development Services	2
Division Manager	1
Administrative Supervisor	1
Assistant to the Director	1
Custodian	1
Senior Accounting Clerk	1
Senior Administrative Assistant	1
Senior Financial Administrator	1
Senior Management Analyst	1
Senior Technology Strategist	1

### BUILDING - 148

Building Official	1
Chief Building Compliance Inspector	1
Chief Building Inspector	1
Chief Electrical Inspector	1
Chief Mechanical Inspector	1
Chief Plumbing Inspector	1
Floodplain Manager	1
Administrative Aide	8
Administrative Assistant	19
Administrative Supervisor	3
Assistant Building Official	3
Building Inspector	9
Business Assistance Coordinator	3
Code Compliance Officer	2
Electrical Inspector	2
Electrical Plans Examiner	3
Engineering Inspector II	1
Financial Administrator	1
Floodplain Development Review Specialist	6
Geographic Information Systems Analyst	1
Human Resources Analyst	1
Learning and Development Specialist	1
Mechanical Inspector	3
Mechanical Plans Examiner	3
Permit Services Supervisor	2
Permit Services Technician	13
Plumbing Inspector	1
Plumbing Plans Examiner	5
Senior Accounting Clerk	1
Senior Administrative Assistant	3
Senior Building Inspector	14
Senior Code Compliance Officer	1
Senior Electrical Inspector	3
Senior Mechanical Inspector	3
Senior Permit Services Technician	5
Senior Plumbing Inspector	5
Senior Technology Strategist	2
Structural Plans Examiner	8
Technical Support Analyst	1
Technology Strategist	2
Telecommunications Coordinator	2
Urban Engineer II	1

### COMMUNITY INSPECTIONS - 44

Code Compliance Manager	1
Administrative Assistant	12
Code Compliance Officer	22
Code Compliance Supervisor	3
Senior Code Compliance Officer	6

### URBAN DESIGN & DEVELOPMENT - 38

Urban Design and Planning Manager	1
Chief Zoning Examiner	1
Land Development Manager	1
Administrative Assistant	2
Building Inspector	1
Engineering Inspector II	2
Landscape Inspector	1
Landscape Plans Examiner	2
Planning Assistant	2
Principal Urban Planner	4
Senior Administrative Assistant	4
Senior Project Manager	2
Structural Plans Examiner	2
Urban Engineer II	3
Urban Planner I	1
Urban Planner II	3
Urban Planner III	3
Zoning Administrator	1
Zoning and Landscape Inspector	2

### BUSINESS TAX - 4

Customer Service Supervisor	1
Business Tax Inspector	1
Senior Business Tax Specialist	2

### CUSTOMER SUPPORT - 21\*\*

Administrative Aide	16
Customer Service Representative	2
Customer Service Supervisor	2
Senior Customer Service Representative	1

### HOUSING & COMMUNITY DEVELOPMENT - 11

Housing and Community Development Manager	1
Assistant Housing and Community Development Manager	1
Administrative Assistant	2
Administrative Supervisor	1
Code Compliance Officer	1
Construction Review Specialist	2
Senior Administrative Assistant	3

\*Full Time Equivalent (FTE) includes new position(s)

\*\*FY 2024 Adopted Budget memorializes the creation of the Customer Support Division and transfers from the Public Works Department

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
263	278	15

# Development Services Department

## Department Description

The Development Services Department (DSD) encourages and coordinates orderly growth of the City and promotes well-designed development through sound planning principles that focus on livability, urban revitalization, growth management, and historic preservation. The Department administers several programs to create affordable housing and enhance the quality of life for low- and moderate-income households. To improve the overall welfare and appearance of the community, the Department is responsible for working with property owners on property maintenance, appearance, and code compliance by encouraging voluntary compliance and prompt correction of violations of City ordinances. The Department also issues building permits and conducts inspections to ensure safe and quality construction through the Florida Building Code.

The Development Services Department's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 3: Build a healthy and engaging community.

Goal 4: Build a thriving and inclusive community of neighborhoods.

Goal 6: Build a safe and well-prepared community.

Goal 8: Build a leaving government organization that manages all resources wisely and sustainably.

### CORE PROCESSES (Departmental objectives and significant functions)

- Ensure safe and quality construction consistent with City, county and state building codes and regulations from plan review to permitting and final inspection
- Ensure accurate billing and timely collection of business taxes
- Improve neighborhoods through community partnerships, educational outreach, and impartial enforcement of codes and standards
- Encourage sustainable growth while promoting well-designed developments with a focus on livability, urban revitalization, growth management, and historic preservation
- Administer entitlement grant funds to promote neighbor independence through advocacy and comprehensive services

### HIGHLIGHTED PROGRAMS

- Engineering Division
- Urban Design and Development
- Zoning and Landscaping
- Housing Grant Administration
- Community Inspections
- Vacation Rental Division
- Administration
- Business Tax
- Building Permits



# Development Services Department

## Administration

### Division Description

The Administration Division provides all internal support services for the Department, including financial administration, budget management, human resources and organizational development, information technology, employee engagement, performance management, and facilities management. The Division supports the other operational Divisions within the Department to meet operational objectives and intended outcomes.

### FY 2023 Major Accomplishments

- Developed an employee resource portal and internal training toolkit for every position classification to assist with training and increase access to resources to improve service levels and expand employee professional development
- Adopted a systematic onboarding process, which included providing advanced tools and information, to integrate new employees into the Department's culture and ensure they become productive team members
- Implemented a DSD Process Improvement Academy to train employees across the Department on how to conduct process improvements, which resulted in the completion of various projects that eliminated waste and promoted efficiencies in various Department operations
- Collaborate with the Office of Management and Budget on offering an advanced Process Improvement Academy course for those that have already participated in the Academy's introductory course
- Developed a New Employee Handbook to educate new employees on Departmental culture as well as overall City goals and Department initiatives
- Migrated the department data from a server to a LauderShare site to enhance documentation control, as well as empower staff with a dynamic and productive tool to increase collaboration, streamline tasks, share initiatives, and access performance measures
- Developed a DSD Performance website that provides neighbors and communities with various data sets on Department operations such as the number of permit applications received and issued, construction job value, code enforcement violations, and vacation rental registration

### FY 2024 Major Projects and Initiatives

- Develop training videos for critical Department procedures to promote proper training of new employees and minimize errors made by staff
- Develop a digital DSD newsletter to inform employees and the public on updates, important events, and critical information
- Organize a Department Open House and Job Fair to educate the community on DSD operations and create a candidate job interest pool for highly specialized positions
- Finalize the design of the Greg Brewton Center Expansion Project to maximize the space and improve functionality for better customer services

# Development Services Department

## Building

### Division Description

The Building Division is responsible for all construction permitting services in the City. The Division provides records, issues permits, and performs building inspections. A major focus of the Division is to ensure that commercial and residential buildings and structures comply with the Florida Building Code (FBC) and all other applicable laws and ordinances. The Division also participates in emergency management and disaster recovery.

### FY 2023 Major Accomplishments

- Expanded the Building Safety Inspection Program, to align with the new County mandate, which requires certification of structural integrity and electrical safety for buildings that are 25-years old and recertification every 10 years thereafter, by:
  - Notifying building owners when their structures reach the anniversary dates
  - Implementing administrative policy to impose fines and violations when building owners do not follow the mandate of the Florida Building Code in the timely submission of inspection reports
  - Monitoring the issuance of permit repairs and, when necessary, mitigating any conditions revealed in the inspection reports
- Through the efforts of participants of the DSD Process Improvement Academy, the Division reduced the number of voided payments generated by external customers by allowing assessed fees to be reviewed by intake staff before a payment is made; this initiative has minimized the number of work hours associated with correcting payments, decreased errors, and improved customer satisfaction

### FY 2024 Major Projects and Initiatives

- Expand the electronic permitting, plans review, and inspection scheduling processes for all building permit applications to decrease lobby traffic, decrease customer wait time, and expedite permit issuance
- Expand building enforcement practices to increase compliance with the Florida Building Code and address any expired permits
- Expand online walk-throughs to include additional permit types other than the current eligible residential permits
- Implement an SMS text inspection scheduling process to increase the ways customers can conveniently request inspections
- Launch an upgraded customer portal to interact with Accela that will provide a more user-friendly experience to neighbors and decrease the number of errors when a neighbor initially submits a permit application
- Expand the business assistance program to assist our customers in navigating the building permit process and offer an individualized and elite customer service experience by providing timely and efficient response to applicants
- Increase administrative support for the Call Center to efficiently handle the expected increase of incoming calls from expanding the digital permitting process

# Development Services Department

## Customer Support

### Division Description

The Call Center Division plays a pivotal role in the City of Fort Lauderdale's commitment to delivering exceptional service to its residents and visitors. Established in fiscal year 2024, this Division was created with the primary objective of centralizing and streamlining the process of addressing inquiries and service requests from the community. Through dedicated customer service teams, the Call Center Division ensures a seamless and efficient experience for all who reach out for assistance. This Division not only streamlines the process of addressing neighbor concerns but also enhances responsiveness and the overall quality of service provided. Through this innovative approach, the City of Fort Lauderdale has set a standard for modern urban governance, emphasizing the importance of direct and efficient communication between its administration and the community it serves.

### FY 2023 Major Accomplishments

- Transitioned operational funding and created a structure for consolidating the call center from multiple departments into the Development Services Department

### FY 2024 Major Projects and Initiatives

- Implement a new customer relations management system to replace the current software
- Modify the operational hours for the call center to offer a greater level of service during peak call hours
- Secure an after-hours answering service vendor to assist with off peak calls without sacrificing quality of service or the City's ability to resolve requests from neighbors and guests
- Create standardized operational procedures and training references for customer service processes to encourage cross training and one call resolutions
- Successfully onboard and orient the new call center employees from various departments into DSD

# Development Services Department

## Community Inspections

### Division Description

The Community Inspections Division assures compliance with the City's Code of Ordinances through proactive and reactive enforcement to promote the health, safety, preservation, and enhancement of all property within the City. Effective community enhancement has a positive impact on property values, encourages investment, and raises the overall quality of life within the City. The Division also protects the health, safety, and welfare of neighbors by conducting a comprehensive community enhancement program which engages neighbors and fosters voluntary compliance efforts to promptly correct violations. The Division provides timely response to remedy community concerns and oversees and administers quasi-judicial boards and hearings as mandated through state requirements for the enforcement of code violations.

### FY 2023 Major Accomplishments

- Increased waterway enforcement to a weekly basis to minimize problems before they escalate and increase the ability for Code Enforcement Officers to investigate code, ordinance, and administrative violations
- Expanded the use of the Accela land management platform to include quasi-judicial hearing administration
- Increased the responsiveness to night complaints including vacation rentals, commercial vehicles parked overnight, noise disturbances, and sea turtle nesting compliance
- The addition of four evening/nighttime positions for code enforcement helped to reduce the demand for police officers to respond to code enforcement calls at night
- Automated the research process for code compliance cases and decreased the average review time by approximately 34%
- Used the newly added Code Boat to address seawalls in disrepair, vessel encroachments, derelict vessels, and ensure properties abutting the waterway are maintained in a clean and well-kept manner

### FY 2024 Major Projects and Initiatives

- Coordinate with Strategic Communications to inform neighbors and neighborhood associations on frequently violated ordinances
- Administer the newly adopted Lien Amnesty Program to encourage neighbors with outstanding liens to comply with property requirements and satisfy the lien payment
- Collaborate with the City Attorney's Office to implement ordinance recommendations made by the Citywide Noise Study
- Improve the City's response and customer's ability to receive real-time assistance for vacation rental complaints by implementing a 24/7 hotline for filing complaints relating to short term rentals

# Development Services Department

## Urban Design and Development

### Division Description

The Urban Design and Development Division encourages and coordinates orderly growth and promotes sustainability and livability through quality development and redevelopment. To accomplish this mission, the Division relies on community input and sound planning principles that focus on community development, urban revitalization, long-range planning, and historic preservation. These efforts strive to implement the goals and objectives of the City's Comprehensive Plan, Vision Plan, and Unified Land Development Regulations (ULDR), as well as various master plans and community planning initiatives intended to improve the City's neighborhoods. Urban Design and Development services include the review and processing of development applications for conformity with development regulations and consistency with engineering standards as well as the presentation of findings and recommendations before advisory boards, quasi-judicial boards, committees, and the City Commission.

### FY 2023 Major Accomplishments

- Updated the City's Future Land Use Map to change the land use designation of several properties throughout the City with one or more future land use designations that did not match the existing use or zoning
- Designed and implemented the Accela and Zonar 3D Data Visualization integration to maximize the review of Development Review Applications; as a part of the integration, Accela and Zonar can share parcel level zoning and permit data
- Analyzed, coordinated, drafted, and finalized amendments to the Unified Land Development Regulations (ULDR) to be considered for adoption by the City Commission to:
  - Update the list of permitted and conditional uses in commerce center district to add water treatment plant as a use
  - Clarify cluster development setbacks and the permit process
  - Revise the length of board members terms for Planning and Zoning Board and Historic Preservation Board from three years to four years
- Created online materials and pamphlets to highlight affordable housing guidelines; this material helps developers and community members navigate affordable housing incentives and development opportunities
- Incorporated County affordable housing amendments into the ULDR as necessary to ensure compliance with County regulations
- Incorporated affordable housing parameters into Accela by adding fields that address the number of affordable housing units and income level categories
- Researched and implemented a platform which could help applicants through the affordable deed restriction process and documentation
- Initiated ULDR amendments and rezoned portions of the Central City Community Redevelopment Area to catalyze redevelopment and incorporate mixed use development
- Initiated ULDR amendments to address form-based development standards for mixed use development along major corridors

# Development Services Department

## Urban Design and Development, continued

- Amended the Zoning Map to change former County designations to City designations
- Conducted an Architectural Resource Survey of Rio Vista and Riverside Park, which was funded by the State of Florida Division on Historical Resources grant
- Decreased the number of days to review applications from 50 to 30 days by properly utilizing resources and aligning the Development Review process with other Departmental divisions
- Continued to rezone all City properties that are used and maintained as public park space to Parks, Recreation and Open Space with Phases II and III of the effort which included a total of 11 park properties

### FY 2024 Major Projects and Initiatives

- Integrate the Development Review Committee (DRC) staff review and commenting process into Accela/EpermitHUB
- Adopt the Uptown Urban Village land use plan amendment application for the Uptown area
- Initiate ULDR amendments to improve the development review timeline and completeness process to provide a more efficient determination for customers and align with State Statute review timelines
- Initiate ULDR amendments and rezone portions of the Central City Community Redevelopment Area to catalyze redevelopment and incorporate mixed use development
- Create an affordable housing annual affidavit monitoring system and integrate affordable housing incentives into the City's online mapping program (*Gridics*) to help applicants and members of the public visualize policies and development incentives
- Prepare amendments to the Historic Preservation sections of the ULDR to update the Sailboat Bend Historic District Material and Design Guidelines
- Prepare amendments to the Historic Districts Ordinance (H-1) to update review criteria and allowable uses
- Begin implementing the recommended action items provided within the Strategic Historic Preservation Plan
- Conduct an Architectural Resource Survey of Dorsey Riverbend and South Middle River, which is funded by the State of Florida Division on Historical Resources grant
- Digitize records of the Sailboat Bend Civic Association, conduct oral histories, create content to display on a website, and create an exhibition for a project entitled "Telling the Story of the Sailboat Bend Historic District" which is funded by the State of Florida Division on Historical Resources grant
- Initiate project to identify opportunities to enhance and revitalize Himmarshee Street and the Himmarshee (H-1) Historic District through updates to the existing code, implementation of a more integrated streetscape, and creation of design criteria to harmonize this existing district with surrounding new development while maintaining and respecting the historic character of the area
- Optimize visual data analysis by creating and maintaining maps associated with administering development activities, as well as coordinating 3D modeling to visualize information to staff, applicants, and the general public during development analysis and planning initiatives

# Development Services Department

## Urban Design and Development, continued

- Hire a technical panel to perform a market analysis and evaluate form-based implementation requirements for mixed use developments. The first phase will be to obtain multi-disciplinary advice to gain policy consensus and provide objective, best practice advice and a market-based strategy to obtain City Commission directive; the second phase is to obtain recommendations and robust public outreach to gain input and consensus on subsequent code updates
- Evaluate implementation of the Advance Fort Lauderdale Comprehensive Plan goals, objectives, and policies since the 2020 update to determine if new programs are needed to fulfill the Comprehensive Plan or if amendments are needed to update the Plan
- Continue the Citywide effort to rezone all city properties that are used and maintained as public park space to Parks, Recreation and Open Space with Phase IV and V which will include an approximate total of 11 properties
- Analyze, coordinate, draft, and finalize amendments to the Unified Land Development Regulations (ULDR) and Code of Ordinances to be considered for adoption by the City Commission to:
  - Address content neutrality for signs based on Supreme Court ruling
  - Update criteria for food trucks
  - Increase vehicle reservoir spaces for drive-thru restaurants
  - Update tandem parking requirements to include vertical tandem parking spaces, robotic parking systems, and/or vehicle elevators
  - Establish criteria for artificial turf
  - Update public participation requirements to include Site Plan Level II development permits
- Coordinate revisions to the Landscape and Tree Preservation Requirements to provide clearer and stronger standards for tree protection

# Development Services Department

## Business Tax

### Division Description

The Business Tax Division is responsible for the annual billing and collection of Business Tax, which is a tax for the privilege of engaging in or managing any business, profession, or occupation within City limits. The Division is also responsible for enforcing compliance with the Business Tax Ordinance.

### FY 2023 Major Accomplishments

- Redesigned the Business Tax website to boost awareness of the requirement to register for the City of Fort Lauderdale business tax license annually
- Hired a consultant to evaluate the current operational processes, fees, and governing ordinances, as well as enforcement practices for delinquent businesses against current market benchmarks and best practices

### FY 2024 Major Projects and Initiatives

- Complete the Business Tax fee and programmatic study to improve business tax operations, ensure greater compliance with the ordinance, and align business tax fees with industry standards
- Collaborate with other City Departments to provide critical data on the City's registered businesses to promote and support the longevity and growth of the City's businesses
- Streamline the Business Tax application process to include change of use issues that may arise and reduce the time it takes from the initial application to issuance
- Refine the online business tax application process to improve internal processing times for new applications and expedite renewals
- Expand business tax enforcement practices to ensure compliance with the business tax code



# Development Services Department

## Housing and Community Development

### Division Description

The Housing and Community Development (HCD) Division administers, manages, and implements federal and state grant funded programs, such as U.S. Department of Housing and Urban Development (HUD) programs and the state funded Florida Housing Finance Corporation (FHFC) program. These programs include Community Development Block Grants (CDBG), the HOME Investment Partnerships Program (HOME), HOME Investment Partnerships-American Rescue Plan, Housing Opportunities for Persons with HIV/AIDS (HOPWA) that serves the entirety of Broward County, the Neighborhood Stabilization Program (NSP1 and NSP3), the State Housing Initiatives Partnership (SHIP), and the Coronavirus Aid, Relief and Economic Security Act (CARES Act). These programs enhance the quality of life for low- and moderate-income households within the City of Fort Lauderdale by preserving and creating affordable housing.

The COVID-19 pandemic has amplified the need to ensure that children who reside in low-income households have access to affordable and reliable broadband internet services. To bridge the education gap that occurred during the pandemic, the CDBG CARES Act is also used to continue funding for response and recovery efforts. Certain programs are offered on a limited scale, based on the level of economic recovery that occurs in the community.

The Housing and Community Development Division has identified a Neighborhood Revitalization Strategy Area (NRSA) through a federal process which focuses on revitalizing the northwest quadrant of the City. This allows the City to strategically channel federal resources and funding to be utilized on infrastructure, neighborhood, and business capital improvement projects.

### FY 2023 Major Accomplishments

- Issued and executed an agreement with Broward Housing Solutions to develop HOME-ARP rental housing

### FY 2024 Major Projects and Initiatives

- Initiate construction of single-family homes in partnership with Habitat for Humanity Home Ownership Project
- Move all HCD programs and associated applications to the Neighborly Software to improve project completion lead times
- Issue a request for proposal for the construction/development of non-congregate shelter, rental units, and supported services for HOME-American Rescue Plan grant qualified populations
- Issue a request for proposal to implement a wireless broadband pilot project in the Durrs Neighborhood

# Development Services Department

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
6	Ensure safe and quality construction consistent with City, county and state building codes and regulations from plan review to permitting and final inspection	Percent of permits taking more than 180 days to issue	11.8%	9.4%	9.0%	≤9.2%	≤9.0%
8	Ensure accurate billing and timely collection of business taxes	Percent of non-compliant businesses	23%	16%	20%	≤17%	≤20%
3	Improve neighborhoods through community partnerships, educational outreach and impartial enforcement of codes and standards	Average number of days from complaint to first inspection	1.5	1.8	2.2	≤2.0	≤2.0
4	Administer entitlement grant funds to promote neighbor independence through advocacy and comprehensive services	Number of participants receiving housing benefits	N/A <sup>1</sup>	N/A <sup>1</sup>	1,023	≥1,481	≥1,200 <sup>2</sup>

<sup>1</sup>New measure; historical data unavailable

<sup>2</sup>As a new FY 2023 measure, the FY 2024 target was adjusted based on FY 2023 actual data.

## Development Services Department - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 14,604,480	16,643,925	16,512,603	16,714,892	70,967	0.4%
<b>Total Funding</b>	<b>14,604,480</b>	<b>16,643,925</b>	<b>16,512,603</b>	<b>16,714,892</b>	<b>70,967</b>	<b>0.4%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Administration	2,826,924	2,925,748	2,985,599	3,110,835	185,087	6.3%
Urban Design & Development	6,360,600	7,113,922	7,324,370	7,599,341	485,419	6.8%
Community Inspections	4,558,095	5,538,024	5,240,964	5,216,647	(321,377)	(5.8%)
Nighttime Economy	302,268	382,018	382,018	33,034	(348,984)	(91.4%)
Housing & Community Development	152,027	192,482	192,210	286,230	93,748	48.7%
Business Tax	404,566	491,731	387,442	468,805	(22,926)	(4.7%)
<b>Total Expenditures</b>	<b>14,604,480</b>	<b>16,643,925</b>	<b>16,512,603</b>	<b>16,714,892</b>	<b>70,967</b>	<b>0.4%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	10,691,043	11,970,830	11,566,927	11,933,658	(37,172)	(0.3%)
Operating Expenses	3,829,581	4,569,095	4,816,170	4,781,234	212,139	4.6%
Capital Outlay	83,856	104,000	129,506	-	(104,000)	(100.0%)
<b>Total Expenditures</b>	<b>\$ 14,604,480</b>	<b>16,643,925</b>	<b>16,512,603</b>	<b>16,714,892</b>	<b>70,967</b>	<b>0.4%</b>
Full Time Equivalents (FTEs)	98	103	103	98	(5)	(4.9%)

#### FY 2024 Major Variances

##### Personnel Services

- \$ (331,131) - Decrease due to the elimination of the Nighttime Economy program with the reduction of one (1) Nighttime Economy Manager position and the transfer of one (1) Program Manager I position to the Public Affairs Division of the City Manager's Office
- (108,935) - Transfer of two (2) full-time Administrative Aide positions from the General Fund to the newly created Unified Customer Service Fund for the consolidation of the City's call centers
- (66,494) - Conversion of one (1) General Fund Planning Assistant position to a Geographic Information Systems (GIS) Position in the Building Fund

##### Operating Expenses

- 225,000 - Increase in other professional services for one time costs of the evaluation and implementation of the mixed use development plan
- 211,933 - Increase in Citywide Customer Service Center expense due to program consolidation
- (128,013) - Decrease in one-time consulting services for Noise Ordinance Study
- (57,023) - Decrease in insurance allocation
- (50,000) - Decrease in one-time consulting services for business tax fee study and program analysis
- (32,500) - Decrease in merchant card processing fees due to a transition to transactions being handled directly by the processor

##### Capital Outlay

- (104,000) - Decrease in one-time expense for four (4) vehicles for the after hours code enforcement program

# Development Services Department - Housing and Community Development Grants Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Housing and Community Development Grants - 108	\$	7,871,729	9,183,920	8,896,007	9,987,600	803,680	8.8%
<b>Total Funding</b>		<b>7,871,729</b>	<b>9,183,920</b>	<b>8,896,007</b>	<b>9,987,600</b>	<b>803,680</b>	<b>8.8%</b>

### Financial Summary - Program Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Housing & Community Development		7,871,729	9,183,920	8,896,007	9,987,600	803,680	8.8%
<b>Total Expenditures</b>		<b>7,871,729</b>	<b>9,183,920</b>	<b>8,896,007</b>	<b>9,987,600</b>	<b>803,680</b>	<b>8.8%</b>

### Financial Summary - Category Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services		18,660	1,032,112	1,093,346	1,075,491	43,379	4.2%
Operating Expenses		6,601,501	209,263	96,725	190,726	(18,537)	(8.9%)
Grant Services		1,251,568	7,942,545	7,705,936	8,721,383	778,838	9.8%
<b>Total Expenditures</b>	<b>\$</b>	<b>7,871,729</b>	<b>9,183,920</b>	<b>8,896,007</b>	<b>9,987,600</b>	<b>803,680</b>	<b>8.8%</b>
Full Time Equivalentents (FTEs)		11	11	11	11	-	0.0%

#### FY 2024 Major Variances

##### Grant Services

\$ 767,963 - Increase in program funds available primarily due to increased entitlement funding for the Housing for Persons with AIDS (HOPWA) program

# Development Services Department - Building Permits Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Building Permits - 140	\$ 23,677,566	26,012,787	26,729,243	28,012,373	1,999,586	7.7%
<b>Total Funding</b>	<b>23,677,566</b>	<b>26,012,787</b>	<b>26,729,243</b>	<b>28,012,373</b>	<b>1,999,586</b>	<b>7.7%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Building	23,677,566	26,012,787	26,729,243	28,012,373	1,999,586	7.7%
<b>Total Expenditures</b>	<b>23,677,566</b>	<b>26,012,787</b>	<b>26,729,243</b>	<b>28,012,373</b>	<b>1,999,586</b>	<b>7.7%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	16,329,817	17,029,869	17,007,194	18,114,651	1,084,782	6.4%
Operating Expenses	7,210,487	8,899,024	9,437,738	9,897,722	998,698	11.2%
Capital Outlay	137,262	83,894	284,311	-	(83,894)	(100.0%)
<b>Total Expenditures</b>	<b>\$ 23,677,566</b>	<b>26,012,787</b>	<b>26,729,243</b>	<b>28,012,373</b>	<b>1,999,586</b>	<b>7.7%</b>
Full Time Equivalent (FTEs)	149	149	149	148	(1)	(0.7%)

#### FY 2024 Major Variances

##### Personnel Services

- \$ 134,511 - Addition of one (1) Business Assistance Coordinator for Building Permit assistance
- 121,553 - Conversion of one (1) General Fund Planning Assistant position to a Geographic Information Systems (GIS) position in the Building Fund
- 51,962 - Conversion of one (1) part-time Administrative Assistant to a full-time position to provide Building Enforcement Operations support
- (412,603) - Transfer of four (4) full-time Administrative Aide positions and two (2) part-time positions from the Building Fund to the newly created Unified Customer Service Fund for the consolidation of the City's call centers

##### Operating Expenses

- 584,918 - Increase in Unified Customer Service Fund service charge due to the consolidation of the City's call centers
- 244,218 - Increase in indirect administrative service charge due to updated cost allocation plan
- 157,323 - Increase in fleet related charges
- 107,927 - Increase in information systems service charge due to updated cost allocation plan
- 95,000 - Increase in contract inspection and plan review services
- 68,958 - Increase in service charges for administrative services based on cost allocation plan
- (191,058) - Decrease in insurance allocations
- (186,000) - Decrease in merchant card processing fees due to a transition to transactions being handled directly by the processor
- (47,950) - Decrease in utility charges

##### Capital Outlay

- (83,894) - Decrease in one time expense for scheduled vehicle replacements

# Development Services Department - Nuisance Abatement Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Nuisance Abatement - 147	\$	32,342	227,748	219,040	233,052	5,304	2.3%
<b>Total Funding</b>		<b>32,342</b>	<b>227,748</b>	<b>219,040</b>	<b>233,052</b>	<b>5,304</b>	<b>2.3%</b>

### Financial Summary - Program Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Nuisance Abatement		32,342	227,748	219,040	233,052	5,304	2.3%
<b>Total Expenditures</b>		<b>32,342</b>	<b>227,748</b>	<b>219,040</b>	<b>233,052</b>	<b>5,304</b>	<b>2.3%</b>

### Financial Summary - Category Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Operating Expenses		32,342	227,748	219,040	233,052	5,304	2.3%
<b>Total Expenditures</b>	<b>\$</b>	<b>32,342</b>	<b>227,748</b>	<b>219,040</b>	<b>233,052</b>	<b>5,304</b>	<b>2.3%</b>
Full Time Equivalents (FTEs)		-	-	-	-	-	

#### FY 2024 Major Variances

No major variances

# Development Services Department - Unified Customer Service Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Unified Customer Service Fund - 582	\$ -	-	-	2,238,270	2,238,270	100.0%
<b>Total Funding</b>	-	-	-	2,238,270	2,238,270	100.0%

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Customer Support	-	-	-	2,238,270	2,238,270	100.0%
<b>Total Expenditures</b>	-	-	-	2,238,270	2,238,270	100.0%

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	-	-	-	1,717,458	1,717,458	100.0%
Operating Expenses	-	-	-	520,812	520,812	100.0%
<b>Total Expenditures</b>	\$ -	-	-	2,238,270	2,238,270	100.0%
Full Time Equivalents (FTEs)	-	-	-	21	21	0.0%

#### FY 2024 Major Variances

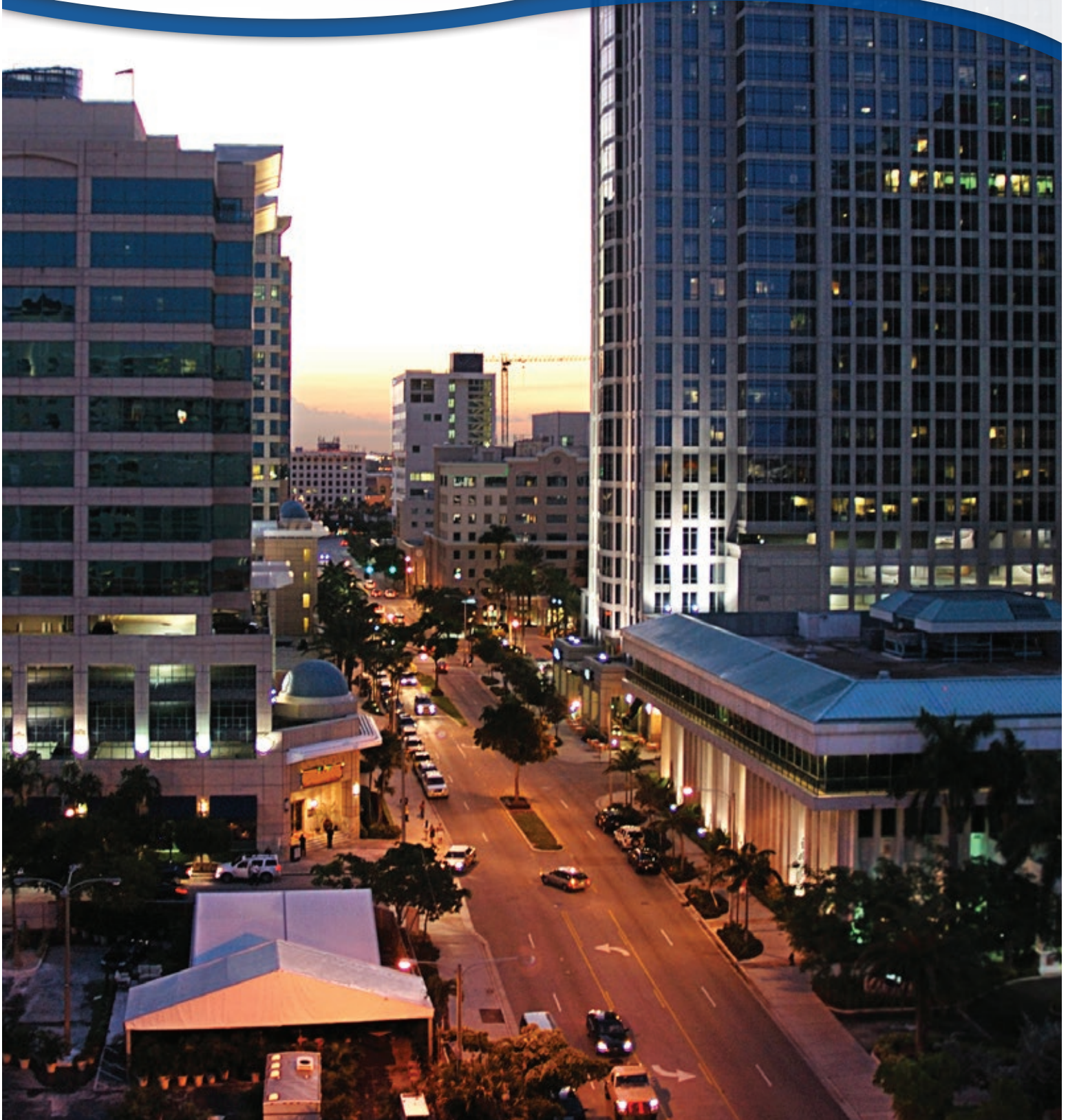
##### Personnel Services

- \$ 1,717,458 - Increase in personnel expense to support the newly created Unified Customer Service Fund for the consolidation of the City's call centers including the transfer of the following positions:
- thirteen (13) full-time and three (3) part-time positions from the Water and Sewer Fund
  - two (2) full-time positions from the General Fund
  - four (4) full-time positions and two (2) part-time positions, which were subsequently converted to full-time positions, from the Building Fund

##### Operating Expenses

- 271,515 - Increase in ongoing operating expenses for the newly created Unified Customer Service Center  
 199,297 - Increase in one-time funding to provide equipment, technology and furniture for the newly created Unified Customer Service Center  
 50,000 - Increase in one-time training and professional development funding to assist in the consolidation of the city's call centers

# FINANCE





# Finance Department

## FY 2024 Adopted Budget Organizational Chart

**Total FTEs - 70\***

**ADMINISTRATION - 4**

Director - Finance	1
Deputy Director - Finance	1
Assistant to the Director	1
Senior Management Analyst	1

**ACCOUNTING AND FINANCIAL REPORTING - 18**

Controller	1
Assistant Controller	1
Chief Accountant	1
Accountant	1
Accounting Clerk	3
Accounts Payable Supervisor	1
Payroll Specialist	3
Payroll Supervisor	1
Program Manager I	1
Senior Accountant	3
Senior Accounting Clerk	2

**PROCUREMENT - 14**

Assistant Director	1
Assistant Procurement and Contracts Manager	1
Administrative Assistant	1
Procurement Administrator	2
Procurement Assistant	1
Procurement Specialist	1
Senior Administrative Assistant	1
Senior Procurement Specialist	6

**UTILITY BILLING AND COLLECTIONS - 26**

Revenue Collections Manager	1
Assistant Manager	1
Administrative Assistant	1
Billing Coordinator	2
Billing Specialist	6
Customer Service Representative	3
Senior Accounting Clerk	3
Senior Administrative Assistant	1
Senior Billing Specialist	1
Senior Customer Service Representative	7

**TREASURY - 8**

Treasurer	1
Chief Accountant	1
Accountant	2
Senior Accountant	3
Senior Accounting Clerk	1

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
69	70	1

# Finance Department

## Department Description

The mission of the Finance Department is to safeguard the City’s assets and financial affairs, provide for the long-term financial stability, integrity, and accountability of the City’s financial resources, and ensure expenditure of City funds are conducted in a manner that will instill trust in neighbors and provide the best value to the City.

The Department is a valuable internal financial resource to all City departments and strives to provide excellent service to entities conducting financial and purchasing transactions in accordance with accounting and procurement standards for state and local governments. Additionally, the Department provides timely reporting of information to investors and other external stakeholders. To achieve its mission, the Finance Department provides services through the functions of financial administration, accounting and financial reporting, procurement services, treasury, and utility billing and collection.

As an integral Internal Support partner, Finance ensures all City departments follow sound fiscal management procedures and adheres to fair, open, and transparent procurement of goods and services, thereby allowing the City to obtain fiscal efficiencies, while maximizing resources and lessening financial burdens.

The Finance Department’s resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the “City you never want to leave.”

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 8: Build a leading government organization that manages all resources wisely and sustainably.

### CORE PROCESSES (Departmental objectives and significant functions)

- Ensure accurate and prompt financial reporting
- Ensure sound fiscal management
- Manage and administer the City’s cash management and investment strategies
- Ensure purchases are made with efficiency, compliance, and due diligence
- Maintain records of utility billing revenue collections

### HIGHLIGHTED PROGRAMS

- Finance Administration
- Central Accounting
- Treasury Accounts Receivable
- Other General Fund Revenues
- Utility Billing and Collections
- Procurement

# Finance Department

## Administration

### Division Description

The Administration Division safeguards the City's assets, executes its financial affairs, and provides for the long-term financial stability, integrity, and accountability of resources. This is achieved by sharing information as well as promoting and adopting sound fiscal and operational practices. In addition, the Division oversees the City's investment portfolio, which is currently estimated at over \$1.14 billion.

### FY 2023 Major Accomplishments

- Oversaw the issuance of \$53.9 million in General Obligation Bonds to finance the cost of park improvements
- Oversaw the issuance of \$88.5 million in financing for the Stormwater system to fund the acquisition, construction, renovation, and improvements in key areas of the City vulnerable to flooding.
- Oversaw the financing of the \$45.0 million Special Obligation Loan – Line of Credit (Police)
- Developed and implemented a paperless process for procurement card (P-Card) statements and P-Card audit

### FY 2024 Major Projects and Initiatives

- Oversee the issuance of \$13 million in Parking System Revenue Bonds to finance the cost of the Federal courthouse parking garage
- Oversee the issuance of \$575 million in Water and Sewer Revenue Bonds to finance the construction of a new water treatment plant
- Develop and implement a paperless process for check requests and reimbursement of travel expenses
- Develop and implement a process to pass along merchant card fees to customers
- Oversee the issuance of \$119 million in financing for the Stormwater system through the United States Environmental Protection Agency Water Infrastructure Finance and Innovation Act (WIFIA) Program, which provided long-term, low-cost supplemental loans for regionally and nationally significant projects
- Secure financing for the replacement of water meters Citywide to the new Advanced Metering Infrastructure system (AMI)
- Modernize financial systems with the implementation of Phase II of the Enterprise Resource Planning (ERP) system, which includes the Payroll and Human Resource modules

# Finance Department

## Accounting and Financial Reporting

### Division Description

The Accounting and Financial Reporting Division ensures that financial transactions are properly recorded in accordance with Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB). The Division is responsible for providing departments and the public with timely financial information to ensure accuracy, accountability, and transparency. The Division processes payroll bi-weekly for employees, monthly retirement payments for retirees, and weekly vendor payments.

The Division is responsible for monitoring capital and non-capital project expenditures along with maintaining fixed assets records. The Division also reconciles bank and trust accounts. Financial data is generated for several audiences using a variety of reporting mechanisms: quarterly payroll tax reports for the federal government, the State of Florida Annual Financial Report, the Annual Single Audit Report, the Popular Annual Financial Report (PAFR), and the Annual Comprehensive Financial Report (ACFR) are developed by this Division.

### FY 2023 Major Accomplishments

- Converted paper files to an electronic format and uploaded into a document management system
- Implemented the following mandatory GASB Statements:
  - GASB Statement No. 94 – Public-Private and Public-Public Partnerships and availability Payment Arrangements
  - GASB Statement No. 96 – Subscription-Based Information Technology Arrangements

### FY 2024 Major Projects and Initiatives

- Implement mandatory GASB Statement No. 100 – Accounting Changes and Error Corrections

# Finance Department

## Procurement

### Division Description

The Procurement Services Division manages and conducts the City's procurement of goods, general services, professional services, and construction in accordance with all applicable laws, ordinances, policies, and procedures, incorporating in its practices the values and guiding principles of maximizing competition in a fair, transparent, ethical, and professional manner. Per Section 2 of the City's Code of Ordinances, it is necessary that commodities and contractual services of suitable standards and in sufficient quantities be available as needed, and that such items be purchased at the best prices available, consistent with City standards of service and quality.

### FY 2023 Major Accomplishments

- Created a Procurement SharePoint site with critical information consisting of sections for contacts (staff directory), contracts, vendor performance, forms, policies and procedures, and training for employees
- Created an online, public-facing list of active contracts, integrated with the Enterprise Resource Planning (ERP) system

### FY 2024 Major Projects and Initiatives

- Optimize the ERP system and related procurement processes
- Revise the Procurement Manual to incorporate organizational conflicts of interest

# Finance Department

## Treasury

### Division Description

The Treasury Division manages the City's estimated \$1.14 billion investment portfolio, which includes an average of \$76 million in cash equity. The Division also oversees the debt management and revenue tracking functions. The Division facilitates the City's debt issuances and assists in obtaining credit ratings. Treasury Division staff work with external advisors, investment managers, bond counsel, and financial advisors to ensure compliance with securities regulations. The Division is also responsible for recording and reporting revenue properly, accurately, and timely in the City's accounting system. Reporting mechanisms include the Quarterly Investment Report to the City Commission and Annual Bondholder's Report. The Treasury Division is also responsible for assisting with financial management of various state, local, and federal grants.

### FY 2023 Major Accomplishments

- Coordinated financing for \$53.9 million of General Obligation Bonds – Parks
- Coordinated financing for the \$88.5 million Stormwater Utility System Special Assessment Revenue Bonds
- Coordinated financing for the \$45 million Special Obligation Loan – Line of Credit (Police)

### FY 2024 Major Projects and Initiatives

- Coordinate financing for \$13 million of Parking System Revenue Bonds – Federal Courthouse Parking Garage
- Coordinate financing for the \$575 million Water and Sewer Revenue Bonds – Water Treatment Plant
- Coordinate financing for the replacement of water meters Citywide to the new Advanced Metering Infrastructure system (AMI)
- Conduct a review of current processes to increase efficiency, improve accuracy, and ensure the timeliness of revenue posting

# Finance Department

## Utility Billing and Collections

### Division Description

The Utility Billing and Collection Division is responsible for the accurate and timely billing and collection of utility bills, special assessments, and miscellaneous account receivables monthly. The Division also provides the accurate posting of the City's monetary collections and the timely input to the City's financial accounting system. Additional responsibilities include property lien searches and applying liens to properties with delinquent utility balances. The Division strives to deliver excellent customer support to neighbors paying for utility services.

### FY 2023 Major Accomplishments

- Partnered with Public Works and Information Technology Services to initiate the replacement of water meters Citywide to the new Advanced Metering Infrastructure system (AMI)

### FY 2024 Major Projects and Initiatives

- Coordinate with Public Works and Information Technology Services on the installation of the new Advanced Metering Infrastructure system (AMI)

# Finance Department

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
8	Ensure accurate and prompt financial reporting	Number of accounts payable checks issued	14,380	12,916	10,860	≤12,000	≤10,000
		Percent of total payments that are electronic	67%	71%	75%	≥69%	≥75%
8	Ensure sound fiscal management	General fund cash and investments as a percentage of current liabilities <sup>1</sup>	520.9%	504.5% <sup>3</sup>	493.2% <sup>4</sup>	≥500.0%	≥500.0%
		Percent of 2020A (Parks) bond proceeds spent/committed	36.2%	41.7%	46.0%	≥85.0%	≥100.0%
		Percent of 2020B (Public Safety) bond proceeds spent/committed	5.5%	8.5%	100.0%	≥85.0%	N/A <sup>2</sup>
8	Manage and administer the City's cash management and investment strategies	General obligation bond debt per Capita	\$1,014.29	\$975.45 <sup>3</sup>	\$1,236.74 <sup>4</sup>	≤\$1,296.89	≤\$1,141.65
		Benchmark returns for City's surplus cash	25 bps above benchmark	273 bps above benchmark	N/A <sup>5</sup>	≥5 bps above benchmark	≥5 bps above benchmark
		Benchmark returns for City's long-term portfolio	50 bps above benchmark	16 bps above benchmark	N/A <sup>5</sup>	≥5 bps above benchmark	≥5 bps above benchmark
		Governmental debt as a percentage of total governmental expenditures	8.3%	9.9% <sup>3</sup>	10.0% <sup>4</sup>	≤9.8%	≤9.0%

<sup>1</sup>This measure is benchmarked by the Florida Auditor General.

<sup>2</sup>No FY24 Target Required. Objective has been completed.

<sup>3</sup>FY 2022 data has been updated based on the completed FY 2022 Annual Comprehensive Financial Report (ACFR).

<sup>4</sup>FY 2023 data is unavailable until post Annual Comprehensive Financial Report (ACFR) completion; consequently, this value is an estimate.

<sup>5</sup>Final FY data is unavailable until Publication of PFM Asset Management Report, anticipated completion is mid-December 2023.



# Finance Department

## Department Core Processes and Performance Measures, continued

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
8	Ensure purchases are made with efficiency, compliance, and due diligence	P-card volume as a percentage of all purchases	36%	25%	14%	≥25%	≥25%
		P-card purchase dollar amounts (includes E-payable payments)	\$89,420,562	\$79,247,589	\$81,156,746	≥\$70,000,000	≥\$70,000,000
		Net P-card rebates	\$1,070,911	\$932,500 <sup>6</sup>	\$995,188	≥\$900,000	≥\$900,000
8	Maintain records of utility billing revenue collections	Number of Neighbors walking into the lobby	12,655	16,837	15,708	≤18,000	≤18,000
		Percent of uncollected utility bills <sup>7</sup>	47.5% <sup>8</sup>	44.6%	40.7%	≤20.0%	≤20.0%

<sup>6</sup>Data correction

<sup>7</sup>The methodology for this measure evaluates the percent of all uncollected bills over 90 days; amounts over 90 days are reserved in an allowance and are pending write-off.

<sup>8</sup>Due to the COVID-19 pandemic, the City did not shut off water service to neighbors unable to pay. This resulted in an increase in the percent of uncollected utility bills in FY 2021.

# Finance Department - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 6,808,580	7,527,443	7,120,407	7,488,899	(38,544)	(0.5%)
<b>Total Funding</b>	<b>6,808,580</b>	<b>7,527,443</b>	<b>7,120,407</b>	<b>7,488,899</b>	<b>(38,544)</b>	<b>(0.5%)</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Administration	1,784,396	1,950,486	1,720,620	1,018,160	(932,326)	(47.8%)
Accounting and Financial Reporting	2,105,617	2,355,282	2,274,898	2,657,227	301,945	12.8%
Treasury	1,460,799	1,572,108	1,422,091	1,762,060	189,952	12.1%
Procurement	1,457,768	1,649,567	1,702,798	2,051,452	401,885	24.4%
<b>Total Expenditures</b>	<b>6,808,580</b>	<b>7,527,443</b>	<b>7,120,407</b>	<b>7,488,899</b>	<b>(38,544)</b>	<b>(0.5%)</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	5,315,566	5,761,890	5,305,221	6,023,050	261,160	4.5%
Operating Expenses	1,493,014	1,765,553	1,815,186	1,465,849	(299,704)	(17.0%)
<b>Total Expenditures</b>	<b>\$ 6,808,580</b>	<b>7,527,443</b>	<b>7,120,407</b>	<b>7,488,899</b>	<b>(38,544)</b>	<b>(0.5%)</b>
Full Time Equivalents (FTEs)	43	43	43	44	1	2.3%

#### FY 2024 Major Variances

##### Personnel Services

\$ 114,958 - Addition of one (1) Senior Procurement Specialist dedicated to construction projects  
 (79,604) - Decrease in annual special obligation bond allocation due to employee turnover

##### Operating Expenses

(204,048) - Decrease in Information Technology service charge based on updated cost allocation plan  
 (85,000) - Decrease due to one-time expense to ensure compliance with new Governmental Accounting Standards Board (GASB) lease management reporting requirement  
 (20,500) - Decrease in merchant card processing fees due to a transition to transactions being handled directly by the processor

# Finance Department - Water and Sewer Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Water and Sewer - 450	\$ 3,193,364	3,579,645	3,499,951	4,080,541	500,896	14.0%
<b>Total Funding</b>	<b>3,193,364</b>	<b>3,579,645</b>	<b>3,499,951</b>	<b>4,080,541</b>	<b>500,896</b>	<b>14.0%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Utility Billing and Collections	3,193,364	3,579,645	3,499,951	4,080,541	500,896	14.0%
<b>Total Expenditures</b>	<b>3,193,364</b>	<b>3,579,645</b>	<b>3,499,951</b>	<b>4,080,541</b>	<b>500,896</b>	<b>14.0%</b>

### Financial Summary - Category Expenditures

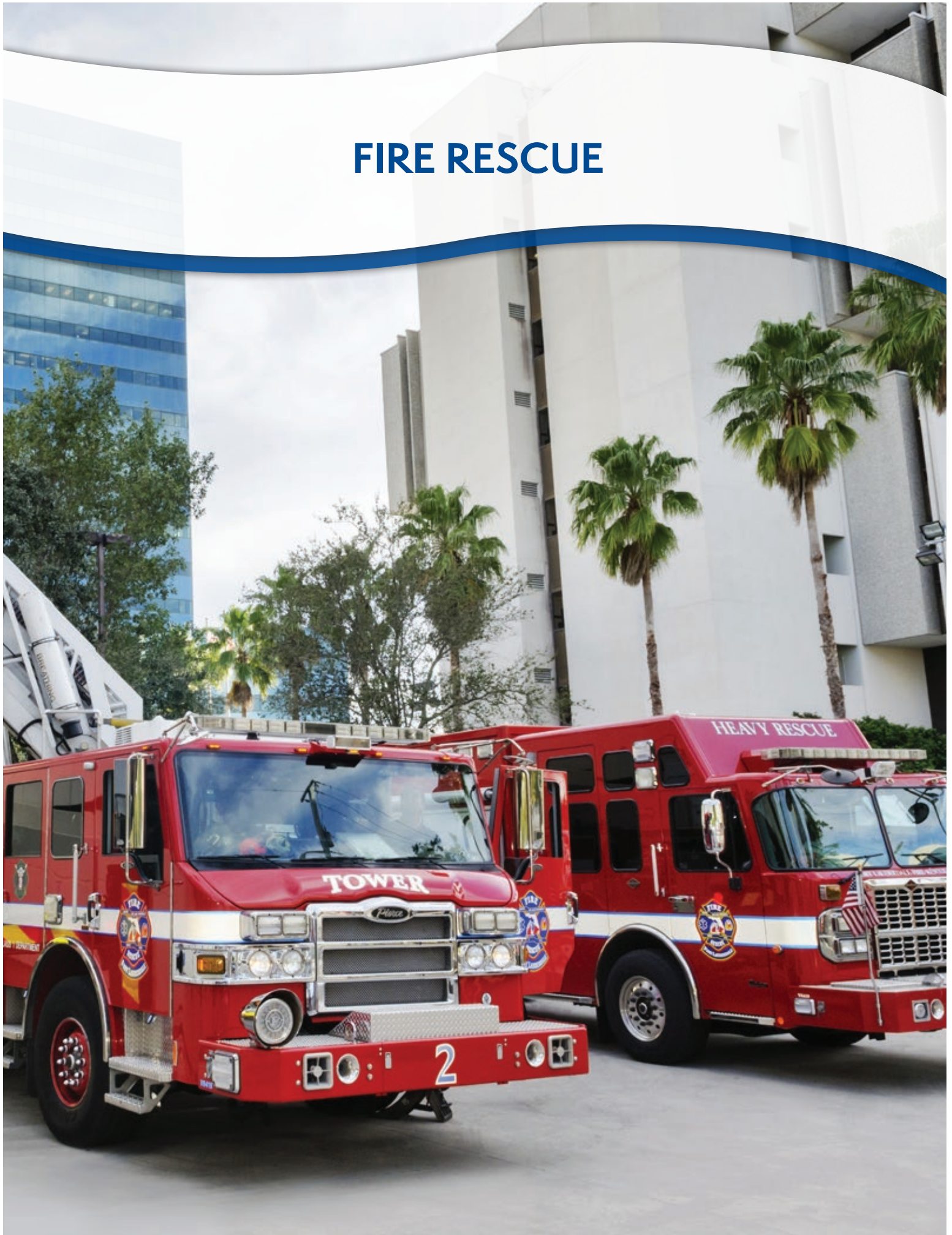
	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,681,080	1,911,888	1,758,810	2,016,804	104,916	5.5%
Operating Expenses	1,500,104	1,667,757	1,725,781	2,063,737	395,980	23.7%
Capital Outlay	12,180	-	15,360	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 3,193,364</b>	<b>3,579,645</b>	<b>3,499,951</b>	<b>4,080,541</b>	<b>500,896</b>	<b>14.0%</b>
Full Time Equivalents (FTEs)	26	26	26	26	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 148,563 - Increase in information technology service charge to support infrastructure modernization
- 146,384 - Increase in indirect administrative service charge due to updated cost allocation plan
- 90,000 - Increase in online utility bill processing expense
- (27,500) - Reduction in financial and bank services due to lowered volume of mail payments processed via Lockbox

# FIRE RESCUE



# Fire Rescue Department

## FY 2024 Adopted Budget Organizational Chart

**Total FTEs - 518\***

**OFFICE OF THE CHIEF - 102**

Chief - Fire Rescue	1
Deputy Fire Rescue Chief	1
Fire Marshal	1
Assistant Fire Rescue Chief	5
Battalion Chief	5
Fire Captain (637)	6
Fire Safety Captain	6
Fire Lieutenant (667)	2
Accreditation Coordinator	1
Administrative Aide	4
Administrative Assistant	4
Administrative Supervisor	1
Beach Lifeguard	36
Beach Patrol Lieutenant	8
Billing Specialist	1
Fire Equipment Aide	1
Fire Inspector I (641)	3
Fire Inspector II (642)	7
Fire Logistics Specialist	1
Fire Logistics Supervisor	1
Ocean Rescue Chief	1
Paramedic/Firefighter (646)	1
Public Information Specialist	1
Public Safety Administrator	1
Senior Accounting Clerk	1
Senior Administrative Assistant	1
Senior Management Analyst	1

**FIRE RESCUE - 416**

Assistant Fire Rescue Chief	3
Battalion Chief	14
Fire Captain (632)	75
Fire Captain (637)	1
Fire Lieutenant (666)	25
Fire Lieutenant (667)	8
Driver-Engineer (631)	77
Firefighter (630)	27
Paramedic/Firefighter (640)	174
Paramedic/Firefighter (646)	12

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
508	518	10

# Fire Rescue Department

## Department Description

Since 1912, Fort Lauderdale Fire Rescue (FLFR) has been dedicated to saving life and property, providing fire prevention, preparedness, and Emergency Medical Services (EMS). FLFR preserves life and property with an exceptional response to calls for emergency assistance within its jurisdiction and as a partner to neighboring agencies as part of Broward County's Fastest Unit Response (FUR) program. FLFR engages with the City's community and operates within the highest accreditation standards. The agency holds several accreditations, including but not limited to the Center for Public Safety Excellence (CPSE), Commission on Fire Accreditation International (CFAI), Commission on Accreditation of Ambulance Services (CAAS), Emergency Management Accreditation Program (EMAP), and Insurance Services Office (ISO).

FLFR promotes public safety by educating and engaging the communities of Fort Lauderdale, Wilton Manors, and the Village of Lazy Lake. The dedication of firefighters and paramedics to fire rescue and emergency services supports an efficient response approach to residents, property owners, businesses, and visitors. Fire Rescue operates 12 fire stations and responds to over 54,000 calls annually. FLFR continues to be one of the busiest fire departments within Broward County.

FLFR trains, certifies, and deploys the following Special Operations teams: Hazardous Materials, Technical Rescue, Marine Rescue, Special Weapons and Tactics (SWAT) Medics, and Aircraft Rescue Firefighting (ARFF). The Special Operation teams are geared toward incidents requiring a unique skill set and certifications across the City.

FLFR's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become "the City you never want to leave".

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 6: Build a safe and well-prepared community.

### CORE PROCESSES (Departmental objectives and significant functions)

- Maintain, monitor, and improve the level of response times consistent with the ability to be an accredited agency, working toward NFPA 1710 standards
- Improve preparedness of community builders and neighbors through education and coordination of emergency management and disaster recovery
- Reduce incident response levels through risk reduction initiatives by engaging with the community

### HIGHLIGHTED PROGRAMS

- Fire Rescue Administration
- Ocean Rescue & Investigations
- Domestic Preparedness
- Financial Management
- EMS & Training Administration
- EMS & Training-Special Operations
- Fire Prevention
- Fire Safety Inspections
- Fire Plan Reviews
- High Rise & Sprinkler
- Support Services
- Fire Rescue Support
- ARFF/Crash Fire

# Fire Rescue Department

## Office of the Chief

### Division Description

The Office of the Chief encompasses the administrative personnel in the Department, including all sworn non-operations staff, Ocean Rescue, Accreditation, Fire Logistics, Fire Training, Emergency Management, Fire Prevention Inspectors, and Administrative Support Personnel. This Division supports FLFR with administrative decision-making, policies, procedures, payroll and timekeeping, data collection, data analysis, community engagement, and risk reduction. The Office of the Chief is composed of three functional areas: Administrative Services, Support Services, and Domestic Preparedness & Community Risk Reduction Services.

### FY 2023 Major Accomplishments

- Launched the Mobile Integrated Healthcare Program (MIH) to support healthcare demands of clients identified as high utilizers of EMS services from Fort Lauderdale Fire Rescue. MIH logged over 1,000 interactions in Fiscal Year 2023, connecting clients with resources.
- Increased the number of paid insurance claims for patients transported to the emergency room by 11.2% for the mature six-month period of FY 2022 versus FY 2023
- Launched the officer development program for Lieutenants, Captains, and Chief Officers to create a roadmap for a sworn staff career at FLFR
- Constructed a commercial strip mall fire structure for real-life training scenarios: commercial fires (hoarder house fires and commercial businesses), stretching larger diameter hose-lines, forcible entry of garage doors, and rapid intervention
- Updated cache of EMS equipment and placed into service: 43 new LifePaks, 15 Automated External Defibrillator (AED) units, and 20 Lucas automated chest compression devices
- Updated cache of Fire equipment: fire hoses and nozzles (valued at \$146,000), and 103 new sets of bunker gear
- Identified a new headquarters for Ocean Rescue and ordered three new lifeguard towers
- Secured Ocean Rescue lifesaving supplies and equipment such as ATVs, jet skis, paddleboards, and other watercraft in protected locations to curb theft and weather deterioration risks
- Added two hybrid trailers to deploy Ocean Rescue wave runners
- Ordered four new Medical Rescue Units (MRU)
- Installed 16 new decontamination units on Medical Rescue Units
- Replaced a Fire Logistics delivery “Box Truck” to FLFR fleet
- Completed exterior rehabilitation and painting of multiple fire stations
- Cross-trained two Fire Inspectors as certified Fire Investigators, bringing the Department’s total to 13 certified Fire Investigators
- Procured and implemented a Fire Logistics Radio Frequency Identification (RFID) Program to improve accuracy in supply chain management of FLFR Logistics

# Fire Rescue Department

## Office of the Chief, continued

### FY 2024 Major Projects and Initiatives

- Outfit and prepare the Ocean Recue temporary headquarters for operational use
- Complete the bidding process for Fire Station 13 and begin construction of a new permanent station
- Finalize project phases for Fire Station 88 and complete construction of the station
- Replace two Ocean Rescue lifeguard towers as budgeted in the Community Investment Plan (CIP)
- Complete rehabilitation of Station 54 for operational use
- Replace end-of-life inventory of Self-Contained Breathing Apparatus (SCBA)
- Cross-train new Fire Inspectors as certified Fire Investigators
- Deploy 4 Medical Rescue Units (MRU)
- Paint and restore the exterior of Fire Station 46 and Fire Station 29
- Relocate the Fire Logistics division to a new facility with all reserve apparatus
- Continue to hire part-time lifeguards to fill vacancies throughout the year, especially during high attendance periods such as Spring Break and Fourth of July weekend



# Fire Rescue Department

## Fire Rescue

### Division Description

Operations staff are actively deployed field personnel ranging from the rank of Assistant Chief to Firefighter/Paramedic. Operations staff are the front-line members who ride on each emergency unit and rotate on a three-day shift cycle of 24-hours, 365 days per year. The Fire Rescue Division is composed of the functional area of Emergency Services.

### FY 2023 Major Accomplishments

- Conducted two firefighter academies resulting in 35 employees that will fill existing vacancies
- Continued to implement strategies in Operations to reduce the turnout time for all units
- Transitioned Specialty Team bid selections from seniority picks to a comprehensive evaluation process; the process places the most qualified candidate, regardless of seniority, as the frontline team member

### FY 2024 Major Projects and Initiatives

- Deploy new probationary firefighters to fill vacancies across the three shifts in Operations to reduce overtime/backfill costs
- Adjust personnel assignments among the three shifts based on seniority, ranks, Specialty Team assignments, promotions, and retirements to reduce overtime/backfill costs
- Continue to monitor and implement strategies utilized in FY 2023 to reduce overall response times which include travel time and turnout time
- Create a comprehensive Aerial Tower/Ladder Truck training process for all Driver-Engineers

# Fire Rescue Department

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
6	Maintain, monitor, and improve the level of response times consistent with the ability to be an accredited agency, working toward NFPA 1710 standards	EMS <b>Turnout</b> Time ERF 2 First Due <sup>1</sup>	2:19	2:22	2:11	≤1:00	≤1:00
		EMS <b>Turnout</b> Time ERF 3 Low Risk <sup>1</sup>	2:19	2:22	2:10	≤1:00	≤1:00
		EMS <b>Travel</b> Time ERF 2 First Due <sup>1</sup>	6:05	6:20	6:23	≤4:00	≤4:00
		EMS <b>Travel</b> Time ERF 3 Low Risk <sup>1</sup>	6:47	6:50	6:55	≤4:00	≤4:00
		EMS <b>Response</b> Time ERF 2 First Due <sup>1</sup>	8:17	8:34	8:28	≤6:00	≤6:00
		EMS <b>Response</b> Time ERF 3 Low Risk <sup>1</sup>	8:49	8:57	8:54	≤6:00	≤6:00
		EMS Response On scene within 6 Minutes	72.5%	69.0%	68.9%	≥90.0%	≥90.0%
		Residential Fire Response Time	13:47	12:03	14:17	≤10:20	≤10:20
		Commercial Fire Response Time	16:35	20:04	18:21	≤14:20	≤14:20

<sup>1</sup>EMS times are consistent with methodology from Standards of Cover 2020 and encompass all signal types. This is a change in methodology from the previous year's reporting.

# Fire Rescue Department

## Department Core Processes and Performance Measures, continued

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
6	Reduce incident response levels through risk reduction initiatives by engaging with the community	EMS Transport Refusal Rate	19.4%	18.7%	18.7%	≤15.0%	≤15.0%
		Fires Confined to Structure of Origin	98.0%	98.9%	98.8%	100%	100%
		EMS Responses per 1,000 Persons of Population Served <sup>1</sup>	134.0	137.0	142.0	≤137.4	≤137.4
		Number of Unique Public Education Events	23	25	27	≥30	≥30
		“Lives saved” as a Percentage of Preventative Actions <sup>2</sup>	0.30%	0.23%	0.27%	≤2.00%	≤2.00%
		Fire Inspections Performed	22,660	20,338	18,789	≥20,960	≥20,960
6	Improve preparedness of community builders and neighbors through education and coordination of emergency management and disaster recovery	FEMA ICS NIMS Certifications - City Compliance	59.1%	52.2%	88.8%	≥95%	≥95%

<sup>1</sup>This measure tracks instances when lifeguards make a lifesaving intervention as a percentage of all other preventative actions. The goal is to stop a person from being caught in a rip tide before they begin drowning (a preventative action) and need lifesaving intervention. A lower percent of lives saved indicates that less drownings occurred.

# Fire Rescue Department - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 101,807,118	110,134,902	114,131,815	119,800,955	9,666,053	8.8%
<b>Total Funding</b>	<b>101,807,118</b>	<b>110,134,902</b>	<b>114,131,815</b>	<b>119,800,955</b>	<b>9,666,053</b>	<b>8.8%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Office of the Chief	18,101,652	19,487,381	20,993,948	21,558,483	2,071,102	10.6%
Fire Rescue	83,705,466	90,347,521	92,837,867	97,942,472	7,594,951	8.4%
Loans and Notes	-	300,000	300,000	300,000	-	0.0%
<b>Total Expenditures</b>	<b>101,807,118</b>	<b>110,134,902</b>	<b>114,131,815</b>	<b>119,800,955</b>	<b>9,666,053</b>	<b>8.8%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	80,306,602	85,666,248	87,158,918	91,560,838	5,894,590	6.9%
Operating Expenses	21,453,662	23,017,564	23,488,894	23,140,498	122,934	0.5%
Capital Outlay	46,854	1,151,090	3,184,003	4,799,619	3,648,529	317.0%
Debt Services	-	300,000	300,000	300,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 101,807,118</b>	<b>110,134,902</b>	<b>114,131,815</b>	<b>119,800,955</b>	<b>9,666,053</b>	<b>8.8%</b>
Full Time Equivalents (FTEs)	492	508	508	518	10	2.0%

#### FY 2024 Major Variances

##### Personnel Services

- \$ 839,217 - Increase for additional overtime per pending bargaining agreement
- 553,248 - Addition of nine (9) new full-time Fire Lieutenant positions to allow for third-person staffing on two (2) additional rescue units for six (6) months
- 218,735 - Increase in New Hire Cadet Academy Overtime and other wage adjustments based the nine (9) Fire Lieutenant positions
- 121,553 - Addition of one (1) Public Information Specialist position

##### Operating Expenses

- 75,000 - Increase for ongoing annual maintenance costs for 26 Power-Pro stretchers and 21 Power-Load systems
- 66,825 - Increase in operating expenses for nine (9) Fire Lieutenant positions
- 49,391 - Increase for one-time funding for fire hose and nozzles for the new fire engine at Heron Garage Substation
- 41,217 - Increase for one-time cost of extrication equipment purchase
- 35,000 - Increase for the outsourcing of bunker gear cleaning
- (525,604) - Decrease in information technology service charge based on updated cost allocation plan

##### Capital Outlay

- 3,000,342 - Replacement of 171 Self-Contained Breathing Apparatuses based upon established equipment replacement plan
- 1,050,000 - Funding for one (1) Type 1 Fire Engine to support the new Heron Garage substation
- 749,277 - One-time funding for the replacement of Power-Pro stretchers, Power-Load systems, and Emergency Medical Services (EMS) detail carts based upon the Ten-Year Equipment Replacement Plan

# HUMAN RESOURCES



# Human Resources Department

## FY 2024 Adopted Budget Organizational Chart

**Total FTEs - 42\***

**TALENT MANAGEMENT - 21**

Director - Human Resources	1
Deputy Director - Human Resources	1
Human Resources Manager - Org Development and Learning	1
Human Resources Manager - Recruitment	1
Administrative Supervisor	1
Financial Administrator	1
Human Resources Analyst	3
Human Resources Assistant	3
Human Resources Specialist	1
Learning and Development Specialist	1
Management Analyst	1
Program Manager I	1
Security Guard	3
Senior Administrative Assistant	1
Senior Human Resources Analyst	1

**CLASSIFICATION AND COMPENSATION - 3**

Division Manager	1
Human Resources Technician	1
Senior Administrative Assistant	1

**RISK MANAGEMENT - 16**

Risk Manager	1
Assistant Risk Manager	1
Human Resources Manager - Benefits	1
Benefits Analyst	2
Claims Adjuster	2
Claims Analyst	1
Human Resources Assistant	2
Occupational Safety and Training Coordinator	1
Senior Accounting Clerk	1
Senior Claims Adjuster	2
Training Specialist	2

**EMPLOYEE RELATIONS - 2**

Employee Relations Manager	1
Assistant Employee Relations Manager	1

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
44	42	-2

# Human Resources Department

## Department Description

The Human Resources Department partners with City departments to hire, train, promote, and retain a qualified and diverse professional workforce for the delivery of excellent services. The Department is committed to a fair and inclusive recruitment process, provides learning and development opportunities, and administers competitive employment benefits for City staff. Human Resources represents the City in collective bargaining discussions, union grievance hearings, and promotes conflict resolution. The Department also protects the City's physical and financial assets against loss by maintaining effective insurance programs and minimizing the City's exposure to risk.

The Human Resources Department's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 7: Build a values-based organization dedicated to developing and retaining qualified employees.

Goal 8: Build a leading government organization that manages all resources wisely and sustainably.

### CORE PROCESSES (Departmental objectives and significant functions)

- Hire and retain employees
- Train employees
- Ensure employees comply with policies and procedures
- Manage employees' concerns
- Manage employees' health benefits
- Manage the City's liability

### HIGHLIGHTED PROGRAMS

- Citywide Training
- Human Resources
- Employee Relations
- Claims Administration
- Benefits Administration

# Human Resources Department

## Talent Management

### Division Description

Talent Management Division provides professional and responsive human resource services, including the recruiting, hiring, onboarding, classification, compensation, organizational culture, orientation, and training of a diverse workforce. Outreach extends to the leaders of tomorrow through career expositions and mentoring programs, such as Kids and the Power of Work (KAPOW) and the annual Summer Youth Employment Program (SYEP). Talent Management fosters organizational excellence by providing employees with personal growth and professional development opportunities.

### FY 2023 Major Accomplishments

- Analyzed and revised the recruitment scoring and ranking process for Paramedic/Firefighter candidates to ensure a more diverse and qualified pool of candidates
- Continued to work with departments to update job descriptions
- Completed the process for reviewing and standardizing background requirements, medical policies, and procedures for job positions
- Developed a framework, in collaboration with departments, for implementing a Citywide succession plan
- Continued Phase Two of the Laserfiche Document Management System (Personnel Records Digitalization Project) to include consolidating manual personnel records from departments into Laserfiche; this phase includes reviewing, scanning, archiving, and eliminating duplicate personnel records
- Conducted a Citywide career opportunity fair to build public awareness of the City's existing employment opportunities as well as educate attendees about the different functions of the City
- Launched a leadership mentor program

### FY 2024 Major Projects and Initiatives

- Conduct a Citywide career opportunity fair to build public awareness of the City's existing employment opportunities as well as educate attendees about the different functions of the City
- Graduate the first class of the City's leadership mentor program
- Revise compliance training and relaunch to City staff
- Introduce harassment and discrimination training for executive staff



# Human Resources Department

## Risk Management

### Division Description

The Risk Management Division manages programs in the areas of employee safety, loss prevention, property, casualty, and employee benefits. Risk Management protects the City's physical and financial assets against loss by maintaining effective insurance and self-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. Risk Management provides internal investigative services on claims arising out of automobile, general, police professional, and employment practices liability exposures. The Division conducts safety and regulatory training for employees. Furthermore, Risk Management also supervises workers' compensation and related legal expenditures being handled by a third-party administrator. The Division is responsible for managing employee benefits including medical, dental, vision, life insurance, and other associated coverages. In addition, the Division supervises an employee Health and Wellness Center operated by a third-party administrator.

### FY 2023 Major Accomplishments

- Completed a request for proposal (RFP) and secured vendor contracts for the following services:
  - City's medical and pharmacy administration services
  - City's dental coverage
- Increased utilization of the City's Employee Health and Wellness Center
- Conducted an Employee Health and Wellness Fair to increase employee awareness of offered benefits and services
- Implemented a vehicle camera system pilot program in conjunction with Fleet on 280 vehicles
- Updated Policies and Standards Manual 6.23.1 - Personal Property, 6.6.1 - On-the-Job Injuries, 6.12.1 - Accident Reporting, and 6.8.3 - Occupational Exposure Reporting Procedures

### FY 2024 Major Projects and Initiatives

- Conduct an Employee Health and Wellness Fair to increase employee awareness of offered benefits and services
- Complete claim audits on:
  - Medical
  - Workers' compensation
  - Liability
- Implement the City employee safety record reporting and training database in the ERP
- Continue updating policies in the City's Policy and Standards Manual related to risk management including vehicle accident reporting and injured worker reporting policies
- Complete Riskmaster claims database system upgrade
- Completed a request for proposal (RFP) and secured vendor contract for Property Appraisal Consultant

# Human Resources Department

## Employee Relations

### Division Description

The Employee Relations Division oversees and manages employee relations issues, union contract and policy compliance, conflict resolution, and internal investigations. Employee Relations facilitates and actively participates in labor management, which includes collective bargaining with four labor organizations representing the City's workforce and administering six collective bargaining agreements. Employee Relations consults with and trains managers and supervisors in best employee relations practices and strategies for managing conflicts and employee grievances, ensures organizational compliance with labor and employment laws and City policies and procedures, analyzes operational and emerging employer issues and makes recommendations, and assists management in policy and organizational development.

### FY 2023 Major Accomplishments

- Continued updates to the City's Policy and Standards Manual
- Partnered with the Talent Management Division to update job descriptions
- Partnered with the Talent Management Division to update medical and drug screening policies
- Completed the bargaining process, ratifying agreements for the following collective bargaining groups:
  - Teamsters Local Union No. 769
  - Federation of Public Employees
  - Fort Lauderdale Police Lodge 31 – Officers and Sergeants
- Transitioned employees working in bulk trash to new positions within the City following the outsourcing of bulk trash services

### FY 2024 Major Projects and Initiatives

- Continue updating policies in the City's Policy and Standards Manual
- Initiate review of job titles within Federation and Teamsters to submit to the Public Employers Relations Commission (PERC)
- Train staff on changes to the collective bargaining agreements following the completion of collective bargaining
- Implement the Employee Relations module in the ERP

# Human Resources Department

## Classification and Compensation

### Division Description

The Classification and Compensation Division is responsible for the City's pay structure. The Division researches competitive compensation practices, analyzes data in the job market, and monitors market conditions and government regulations to ensure that the City's pay rates are current and competitive. The Division also manages the City's job descriptions and ensures they accurately describe the functions of any given position. Classification and Compensation governs the establishment of job classifications and reviews to approve or deny reclassification requests as well as unscheduled meritorious pay increase requests. The Division is also responsible for all matters of Fair Labor Standards Act (FLSA) determination, Family and Medical Leave Act (FMLA) applications, and interpretation of relevant Federal and State statutes as well as local ordinances.

### FY 2023 Major Accomplishments

- Continued the effort to review and update all City job descriptions
- Continued Personnel Records Digitalization Project (Phase Two) to include consolidating manual personnel records from departments into Laserfiche
- Completed the process for reviewing and standardizing background requirements, medical policies, and procedures for job positions
- Prepared design and tests of the Global Human Resources Module (GHR) in the City's Enterprise Resource Planning (ERP) in preparation for implementation

### FY 2024 Major Projects and Initiatives

- Implement the Global Human Resources (GHR) module in the City's Enterprise Resource Planning (ERP) system
- Develop and propose a pay bonus system for City employees
- Complete the review of all City job descriptions
- Streamline and improve the Service Awards process

# Human Resources Department

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
7	Hire and Retain Employees	Average number of working days to complete an active recruitment	141	155	105	≤180	≤160
		Citywide employee turnover rate	8.9%	12.1%	7.8%	≤5.0%	≤5.0%
		Citywide vacancy rate	7.4%	7.2%	7.6%	≤6.0%	≤6.0%
		Number of employees who did not successfully complete initial probation	6	14	31	0	0
7	Train Employees	Citywide percent of employees receiving compliance training	93.5%	N/A <sup>1</sup>	N/A <sup>1</sup>	100.0%	100.0%
		Average number of training hours per employee <sup>2</sup>	48.5	50.8	56.9	≥30.0	≥30.0
7	Manage Employees' Concerns	Percent of employee conflicts resolved prior to arbitration	N/A <sup>3</sup>	N/A <sup>3</sup>	25%	≥95%	≥95%
7	Manage Employees' Health Benefits	Changes in revenues and expenditures for the health fund annually	R: 3.6% E: 18.6%	R: -0.2% E: -9.6% <sup>4</sup>	R: -18.1% E: -18.0% <sup>4</sup>	R: 9.0% E: 9.0%	R: 9.0% E: 9.0%
		Utilization rate of the employee health and wellness center	N/A <sup>5</sup>	71.3%	67.3%	≥90.0%	≥90.0%
8	Manage the City's Liability	Citywide number of on-the-job injuries (Workers' Compensation Claims filed)	362	439	341	≤401	≤395
		Percent of employee driver caused crashes	48.9%	51.2%	45.5%	≤50.1%	≤50.7%

<sup>1</sup>Compliance training is currently undergoing revisions due to Florida Statute 760.10(8)(a). The City Attorney's Office and Human Resources are reviewing resources that will adequately inform the workforce and remain in compliance with the new law. As such, training was not offered in FY 2022 and FY 2023.

<sup>2</sup>The methodology for this measure has been updated to include training hours from the Fire Rescue Department, which were excluded in previous reports.

<sup>3</sup>This is a new performance measure; historical data is not available.

<sup>4</sup>FY 2022 data have been updated and FY 2023 data are subject to change as claims submitted during the recorded time period continue to be finalized after the close of the fiscal year.

<sup>5</sup>Data is unavailable for this period due to a methodology change by the provider.

## Human Resources Department - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 4,263,710	4,745,202	4,575,668	4,593,701	(151,501)	(3.2%)
<b>Total Funding</b>	<b>4,263,710</b>	<b>4,745,202</b>	<b>4,575,668</b>	<b>4,593,701</b>	<b>(151,501)</b>	<b>(3.2%)</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Talent Management	3,909,793	4,378,285	4,228,840	3,882,842	(495,443)	(11.3%)
Classification and Compensation	-	-	-	331,001	331,001	100.0%
Employee Relations	353,917	366,917	346,828	379,858	12,941	3.5%
<b>Total Expenditures</b>	<b>4,263,710</b>	<b>4,745,202</b>	<b>4,575,668</b>	<b>4,593,701</b>	<b>(151,501)</b>	<b>(3.2%)</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	3,233,516	3,572,498	3,303,060	3,407,006	(165,492)	(4.6%)
Operating Expenses	1,002,894	1,172,704	1,260,908	1,186,695	13,991	1.2%
Capital Outlay	27,300	-	11,700	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 4,263,710</b>	<b>4,745,202</b>	<b>4,575,668</b>	<b>4,593,701</b>	<b>(151,501)</b>	<b>(3.2%)</b>
Full Time Equivalents (FTEs)	28	28	28	26	(2)	(7.1%)

#### FY 2024 Major Variances

The FY 2024 Adopted Budget memorializes the transfer of three (3) positions to the newly formed Classification and Compensation Division.

#### Personnel Services

- \$ (161,288) - Reduction due to the elimination of one (1) Chief Diversity Officer position
- (123,939) - Transfer of one (1) Human Resources Analyst position to the Police Department

# Human Resources Department - City Property and Casualty Insurance Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
City Property and Casualty Insurance - 543	\$ 13,407,068	12,218,262	13,243,054	13,228,365	1,010,103	8.3%
Workers Compensation Insurance - 544	15,621,042	8,872,475	11,306,867	9,860,307	987,832	11.1%
<b>Total Funding</b>	<b>29,028,110</b>	<b>21,090,737</b>	<b>24,549,921</b>	<b>23,088,672</b>	<b>1,997,935</b>	<b>9.5%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Risk Management	4,313,065	4,550,197	4,470,850	3,932,950	(617,247)	(13.6%)
Self Insurance Claims	9,094,003	7,668,065	8,772,204	9,295,415	1,627,350	21.2%
Self Insurance Claims - Workers Compensation	15,621,042	8,872,475	11,306,867	9,860,307	987,832	11.1%
<b>Total Expenditures</b>	<b>29,028,110</b>	<b>21,090,737</b>	<b>24,549,921</b>	<b>23,088,672</b>	<b>1,997,935</b>	<b>9.5%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,434,506	1,501,466	1,438,424	1,578,581	77,115	5.1%
Operating Expenses	27,593,604	19,589,271	23,111,497	21,510,091	1,920,820	9.8%
<b>Total Expenditures</b>	<b>\$ 29,028,110</b>	<b>21,090,737</b>	<b>24,549,921</b>	<b>23,088,672</b>	<b>1,997,935</b>	<b>9.5%</b>
Full Time Equivalent (FTEs)	9	11	11	11	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 1,159,000 - Increase in projected workers' compensation liability claims
- 981,350 - Increase in projected property carrier insurance
- 512,000 - Increase in projected general liability claims
- (545,736) - Decrease in indirect administrative service charge due to an updated cost allocation plan
- (276,668) - Decrease in allocation for departmental administrative service charge
- (167,995) - Decrease in information technology service charge based on updated cost allocation plan

# Human Resources Department - Self-Insured Health Benefits Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Self-Insured Health Benefits - 545	\$	38,025,613	42,684,305	40,446,408	44,878,783	2,194,478	5.1%
<b>Total Funding</b>		<b>38,025,613</b>	<b>42,684,305</b>	<b>40,446,408</b>	<b>44,878,783</b>	<b>2,194,478</b>	<b>5.1%</b>

### Financial Summary - Program Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Risk Management		921,819	1,068,411	1,017,251	1,164,776	96,365	9.0%
Self-Insured Health Benefits		37,103,794	41,615,894	39,429,157	43,714,007	2,098,113	5.0%
<b>Total Expenditures</b>		<b>38,025,613</b>	<b>42,684,305</b>	<b>40,446,408</b>	<b>44,878,783</b>	<b>2,194,478</b>	<b>5.1%</b>

### Financial Summary - Category Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services		427,087	548,275	497,177	553,255	4,980	0.9%
Operating Expenses		37,598,526	42,136,030	39,949,231	44,325,528	2,189,498	5.2%
<b>Total Expenditures</b>	<b>\$</b>	<b>38,025,613</b>	<b>42,684,305</b>	<b>40,446,408</b>	<b>44,878,783</b>	<b>2,194,478</b>	<b>5.1%</b>
Full Time Equivalents (FTEs)		5	5	5	5	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 1,138,987 - Increase in projected health claims
- 652,680 - Increase in health plan administration cost and stop-loss insurance
- 523,530 - Increase for health benefits for the Fraternal Order of Police (FOP) bargaining unit
- 65,000 - Increase due to a periodic health fund claims administration audit
- (276,500) - Decrease in one-time Cigna wellness incentive program credits

# INFORMATION TECHNOLOGY SERVICES





# Information Technology Services Department

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 76\*

### IT ADMINISTRATIVE SERVICES - 20

Director - Information Technology Services	1
Division Manager	1
Business Operations Manager	1
Administrative Assistant	1
Copy Center/Mail Technician	1
Financial Administrator	1
Offset Printing Press Operator	1
Publishing Services Administrator	1
Senior Accounting Clerk	2
Senior Administrative Assistant	5
Senior Technology Strategist	1
Technology Strategist	4

### IT APPLICATION SERVICES - 13

Assistant Director	1
Application Services Manager	1
Database Administrator	1
Data Warehouse Analyst	1
Geographic Information Systems Analyst	1
Senior Database Administrator	1
Senior Geographic Information Systems Analyst	2
Senior Technical Support Analyst	1
Senior Technology Strategist	2
Technical Support Analyst	2

### IT SECURITY SERVICES - 4

Division Manager	1
Information Technology Security Analyst	2
Senior Information Technology Security Analyst	1

### IT INFRASTRUCTURE & OPERATIONS SERVICES - 39

Police Information Technology Manager	1
Technology Infrastructure and Operations Manager	1
IT Service Desk Manager	1
Telecommunications Manager	1
IT Service Desk Coordinator	3
IT Service Desk Supervisor	1
Network Engineer	2
Senior Network Engineer	1
Senior Systems Engineer	2
Senior Technical Support Analyst	5
Senior Technology Strategist	2
Senior Voice Engineer	1
Systems Engineer	2
Technical Support Analyst	11
Technical Support Coordinator	1
Technology Strategist	1
Telecommunications Coordinator	1
Telecommunications Technician	1
Voice Engineer	1

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
77	76	-1

# Information Technology Services

## Department Description

The Information Technology Services (ITS) Department is a centralized service department that partners with City departments and charter offices to leverage technology in solving business challenges, pursuing operational efficiencies, and improving neighbor services. The Department strategically plans, manages, and secures the Citywide technology infrastructure and business application platforms to support and enhance the City's internal operations and neighbor services. The Department maintains these platforms in an operational ready, stable, and secure state, with contingency planning and testing for business continuity of government services.

The ITS Department's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 8: Build a leading government organization that manages all resources wisely and sustainably

### CORE PROCESSES (Departmental objectives and significant functions)

- Provide effective and efficient IT customer service
- Manage technology projects collaboratively for effective implementation across the City

### HIGHLIGHTED PROGRAMS

- ITS Administration
- Geographic Info Systems
- IT Application Services
- IT Data & Web Design
- IT Mobile Data Technology
- IT Police
- IT Radio Communications
- IT Infrastructure Services
- IT Operations Services
- IT Project Management Office
- IT Security Services

# Information Technology Services

## Office of the Chief Information Officer (CIO)

### Division Description

The Office of the CIO Division is responsible for the ITS finance, human resources, performance management, mail, and print shop services. The team oversees the budget, ITS capital improvement project funding, contract administration, Citywide technology procurement, ITS accounts payable, and payroll. The team monitors the health of the ITS Department by tracking and reporting on key performance indicators (KPI) and departmental operational metrics. The Division also manages the Publishing and Mail Services and is responsible for the production and logistics of revenue-generating printed materials, such as water bills, business tax licenses and renewals, police alarm notices, fire inspection fees, and more. The Publishing team provides City letterhead, envelopes, business cards, brochures, postcards, and other printed materials for all City departments. This Division is also responsible for providing ITS project management services and business analysis to all City departments and charter offices.

### FY 2023 Major Accomplishments

- Continued the Leadership Training Program for the positions of Director, Division Manager, and Team Lead; this leadership training is an ongoing effort, with the assistance of an outside consultant, to increase the effectiveness of the department's leadership capabilities
- Implemented standardized project management process methodologies with defined project deliverables throughout the project's lifecycle, to include the scope, risk and change management processes
- Completed staff training on best project management practices and the ITS framework; this training allows for the application of consistent project management principles and leads to better long-term project execution, as well as improved stakeholder and end-user satisfaction
- Completed assessment of a new project management tool, the Strategic Portfolio Management (SPM) module within ServiceNow; this will allow greater efficiency and synergy by having the portfolio management tool integrated with the core ITSM (Information Technology Service Management) tool
- Completed the Police – Mimecast Migration and Archiving Project which migrated email from the ArcMail system to Mimecast Sandbox
- Completed the INET Network Migration to Comcast Ethernet Network Services Project which involved Comcast upgrading Dark Fiber to INET at various locations
- Completed the Utility Wireless Card/Chip EMV Readers Project which included the installation of updated wireless credit card readers at cashier stations for Utility Billing
- Completed the Snyder Park Garage Phone, Internet, and Timeclock Installation Project

# Information Technology Services

## Office of the Chief Information Officer (CIO), continued

- Coordinated post-flood response activities:
  - Relocated City Hall data center to Flexential and Emergency Operations Center (EOC)
  - Moved technology equipment to Tower 101 and 1 East Broward

### **FY 2024 Major Projects and Initiatives**

- Begin to enhance the Department's performance management system through the creation of various process reviews that streamline the efficiencies of the Department
- Continue to implement a resource load stabilization tool to ensure that resources are allocated based on urgency and availability; weighing the prioritization criteria allows ITS to properly utilize staff time, minimize costs, and maximize the potential value of IT technology solutions across the City
- Continue minimizing technological infrastructure vulnerabilities by continuing to execute Citywide Technology Infrastructure Modernization (CTIM) projects: Phase 2a and 2b of Network Upgrade and Business Impact Analysis
- Increase operational efficiency by rolling out a new cloud based ITSM tool
- Establish a Technology Council for increased project visibility and governance to prioritize projects

# Information Technology Services

## Operations and Service Experience

### Division Description

The Operations and Service Experience Division is responsible for the design, management, maintenance, and support of technology infrastructure which provides the foundation for the City's business applications and computer environments. It houses the City's Public Safety technologies and systems such as Automatic Vehicle Location (AVL) units, License Plate Readers (LPR), fingerprint readers, body camera technology, Citywide access control, and Citywide video security camera systems. The Radio Team is housed within this Division and supports the City's mission-critical radio communications networks for emergency first responders and various internal and external local government departments.

Supported technology components, including computer communications networks, storage networks, email platforms, telephony and contact center platforms, audio/visual, and media broadcast systems are distributed across multiple locations within the City via the cloud. The Operations team provides 24/7 support for the technologies that are consumed, and/or delivered, across all the computer environments within the City. The Service and Support Center "Help Desk" is a multi-level section which acts as a technology hub for the intake of requests for service from City employees. This team is responsible for varied amounts of end-user technology in support of the City's business needs, desktop applications as well as departmental projects. The Help Desk staff also support and maintain the City's computer replacement plan.

### FY 2023 Major Accomplishments

- Completed projects derived from the flood disaster in April 2023:
  - Performed an inventory of hardware, de-wire/cable, de- and re-racking, applications, and every component required to be evacuated, secured, relocated, and re-certified from the City Hall data center to two new locations in a period of less than 72 hours; generally, the relocation of a data center is a six-to-nine-month project
  - Recovered over 500 servers and applications along with network devices in over 119 sites including camera locations that were brought back online by early May 2023
  - Organized the relocation of various equipment from the Mail Room, Commission Offices, and Utility Billing
- Provided Information Technology Infrastructure Library (ITIL) training for ITS staff as well as established new incident, knowledge, and service management protocols
- Refreshed equipment for preventative maintenance in the Radio Shop to maximize communication efforts

# Information Technology Services

## Operations and Service Experience, continued

### FY 2024 Major Projects and Initiatives

- Continue the relocation of the Police Compound Radio Tower; the scope of work and agreement with the State of Florida are approved and in progress to move the tower to its new site at the Broward Juvenile Detention Center
- Continue to virtualize physical service to secure data enterprise, maintain security, and reduce power and physical space requirements
- Continue upgrades to the Citywide Physical Access Control System
- Complete security surveillance system migration and expansion to further enhance safety and security Citywide in alignment with the Real Time Crime Center
- Develop an effective cloud infrastructure to improve accessibility, reduce expenses, centralize data security, and increase overall performance for the City
- Develop and implement an online reporting system for specific incidents to reduce calls for service and subsequently decrease response times for other non-emergency calls
- Commence the upgrade of the City's legacy wireless infrastructure to provide better coverage and security to all City personnel within all City facilities
- Continue upgrading end-of-life IT infrastructure, in accordance with the Infrastructure Stabilization Plan
- Commence implementation on an IT Service Management Tool (ITSM) to help establish new incident, knowledge, and service management protocols; the tool provider has already been selected
- Transfer Police technology data from manufacturer unsupported technology to sunset equipment; bring Police Department into Criminal Justice Information Services (CJIS) standards
- Begin migration of Police Department operations to Office 365 and Microsoft Azure

# Information Technology Services

## Security and Governance

### Division Description

The Security and Governance Division is responsible for ensuring the confidentiality, integrity, and availability of all City data while adhering to statutory and regulatory requirements, security best practices, and security standards such as Payment Card Industry-Data Security Standard (PCI-DSS). The Division manages the City's cybersecurity vulnerabilities by performing vulnerability scanning, accessing log monitoring, and evaluating supply chain security reviews and targeted risk assessments. The Division creates and executes Citywide information security policies and procedures and ensures information security compliance standards are adhered to by performing internal/external audits. Security and Governance also manages and executes the City's Cybersecurity Incident Response Program.

### FY 2023 Major Accomplishments

- Developed and implemented a Cybersecurity Infrastructure Upgrade Plan; this included an infrastructure cybersecurity assessment which identified critical, medium, and low risk vulnerabilities by priority, and as a result additional tools were implemented to assist in mitigating vulnerabilities
- Developed a Cybersecurity Governance, Risk, and Compliance (GRC) program; this introduced ITS to Center for Internet Security (CIS) framework of controls and developed new policies to align ITS process and procedures with CIS controls for best practices and standards, as well as upgraded the Security Operations Center (SOC)

### FY 2024 Major Projects and Initiatives

- Implement a Zero Trust Security Model as part of the digital transition to the Cloud to help reduce network traffic, eliminate internet disconnections, manage risk, and protect the City's resources

# Information Technology Services

## Data and Digital Services

### Division Description

The Data and Digital Services Division is the City's technical resource for the implementation, integration, maintenance, and support of the majority of the City's business software applications. Data and Digital Services ensures that the City's business data is available by implementing best practices for database backup and recovery. Additionally, the Division administers Business Intelligence (BI) technologies for City staff to analyze business application data and present analytical findings in the form of reports, summaries, dashboards, graphs, charts, and maps for more informed business decisions.

### FY 2023 Major Accomplishments

- Implemented Phase I of the Enterprise Resource Planning (ERP) Infor Cloud Suite v11 Financial and Supply Management (FSM) which designed, developed, and delivered comprehensive ERP financial and accounting capabilities without extensive customization and was fully integrated with other key third party applications including Accela, Sherpa, and Cyborg; this initiative introduced business and technology modernization across the City by eliminating FAMIS applications originally implemented in the City in 1969
- Supported the City's response to Fort Lauderdale's unprecedented flooding in April 2023
  - Provided critical support to other City departments by quickly restoring servers and applications
  - The GIS team, staffed as part of the Planning section in the EOC, provided real-time information to support emergency operations, response, and recovery; most notably, the GIS team quickly deployed a Damage Assessment Survey that proved instrumental in securing \$96 million in approved federal financial assistance for households, disaster loans and flood insurance payments
  - The Data Team restored and recovered over 80 servers from backup to get applications and services up and running
- The GIS team created and deployed a new Water GIS application for the Public Works Department. This secure web-based application is accessible to City staff for viewing and querying assets in the City's water distribution system. As part of the Florida Department of Environmental Protection (FDEP)'s mandated Water Consent Order consultants have been surveying and mapping water utility assets. This newly developed Water GIS viewer allows City staff in both Public Works Engineering and Operations to be able to easily review and provide feedback on recent data deliverables.
- Transitioned data and workflows for the Cityworks Enterprise Asset Management System online for Stormwater and Wastewater (sewer)
- Assessed and evaluated the current state of the Kronos Timekeeping Enterprise/BusinessSolution including the application, operating systems, and time clocks



# Information Technology Services

## Data and Digital Services, continued

- Upgraded the City's Enterprise ArcGIS software; by upgrading the software supporting the City's GIS the City receives necessary security and bug fixes, provides for improved performance and additional feature and application enhancements, and ensures that the City's GIS software stays within the support product life cycle
- Completed Phase 1 of the centralization, standardization, and modernization of the City's Enterprise Backup Solution with Veeam; in conjunction with Exagrid storage appliances with ransomware protection and Microsoft's Azure cloud to keep a secondary copy of our backups, the City's data is safe guarded from ransomware, or any malware attack
- The Data and Application Teams successfully extracted FAMIS historical data from the IBM Mainframe and imported it into the Oracle Datamart for archival and reporting purposes
- Created ITS Security Controls and Disaster Recovery Protocols for the Public Works' Asset Management and Capacity, Management Operation, and Maintenance (AM-CMOM) Program
- Decommissioned the legacy financial accounting and payroll application
- Continued the improvement of support and guidance to customers by completing several training courses which added to staff's experience and skills for the various applications used

## FY 2024 Major Projects and Initiatives

- Deploy Phase II of the Enterprise Resource Planning (ERP) Infor Cloud Suite v11 Global Human Resources and Payroll ; this solution introduces employee and manager self-services
- Retire the Cyborg Human Resource and Payroll Business Application and deploy the Cyborg Historical Tool to provide business owners the ability to access 20+ years of human resources and payroll demographic data
- Create a GIS web application for the public to view the City's calls for Public Safety including call descriptions and a map with the call's location; the application will only display for the current day to provide a real-time view of the City's current activity
- Assist with bringing water utility data and workflows for the Cityworks Enterprise Asset Management System online
- Upgrade and migrate the Police Department's SQL Server High Availability Cluster to newer, supported hardware

# Information Technology Services

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
8	Provide effective and efficient ITS customer service	Percent of mobile problem work orders resolved within 24 hours	84%	90%	70%	≥75%	≥80%
		Percent of radio repair work orders resolved within 24 hours	52%	51%	72%	≥50%	≥60%
		Percent of service desk work orders resolved at time of call	71%	70%	70%	≥70%	≥70%
		Percent of desktop service work orders resolved within 24 hours	81%	74%	72%	≥85%	≥80%
		Percent of telephone work orders resolved within 24 hours	56%	40%	34%	≥80%	≥50%
		Percent of network work orders resolved within 24 hours	44%	31%	24%	≥50%	≥50%
		Percent of application support problem work orders resolved within 24 hours	58%	62%	47%	≥60%	≥45%
		Customer satisfaction with service desk work order survey: overall support	98%	98%	69%	≥98%	≥98%
8	Manage technology projects collaboratively for effective implementation across the City	Percentage of approved projects "active"	46%	48%	59%	≥40%	≥50%
		Percentage of active projects "at risk"	21%	11%	39%	≤20%	≤10%
		Percentage of approved projects "on-hold"	37%	17%	8%	≤20%	≤20%
		Percentage of approved projects "pending resource"	18%	32%	30%	≤40%	≤40%

# Information Technology Services Department - Central Services Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Central Services (Information Technology Services) - 581\$	21,621,030	26,402,735	28,971,977	26,116,902	(285,833)	(1.1%)
<b>Total Funding</b>	<b>21,621,030</b>	<b>26,402,735</b>	<b>28,971,977</b>	<b>26,116,902</b>	<b>(285,833)</b>	<b>(1.1%)</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
IT Administrative Services	4,485,173	4,699,053	4,634,783	3,898,392	(800,661)	(17.0%)
IT Application Services	4,466,406	5,071,255	5,265,325	5,386,248	314,993	6.2%
IT Infrastructure & Operations Services	10,913,246	14,254,195	16,465,615	14,319,480	65,285	0.5%
IT Security Services	751,967	1,373,994	1,602,016	1,508,544	134,550	9.8%
Loans and Notes	1,004,238	1,004,238	1,004,238	1,004,238	-	0.0%
<b>Total Expenditures</b>	<b>21,621,030</b>	<b>26,402,735</b>	<b>28,971,977</b>	<b>26,116,902</b>	<b>(285,833)</b>	<b>(1.1%)</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	8,828,702	10,598,650	10,059,973	11,028,721	430,071	4.1%
Operating Expenses	11,555,476	13,303,104	14,304,007	13,557,706	254,602	1.9%
Capital Outlay	232,614	1,496,743	3,603,759	526,237	(970,506)	(64.8%)
Debt Services	1,004,238	1,004,238	1,004,238	1,004,238	-	0.0%
<b>Total Expenditures</b>	<b>\$ 21,621,030</b>	<b>26,402,735</b>	<b>28,971,977</b>	<b>26,116,902</b>	<b>(285,833)</b>	<b>(1.1%)</b>
Full Time Equivalents (FTEs)	71	77	77	76	(1)	(1.3%)

#### FY 2024 Major Variances

##### Personnel Services

\$ (130,017) - Decrease of one (1) Technology Strategist position

##### Operating Expenses

429,000 - Increase in one-time professional services for Citywide technology modernization

81,266 - Increase in computer maintenance and telephone/cable expenses for the Consolidated Call Center

(217,812) - Decrease in one-time professional services for FY 2022 projects to modernize technology infrastructure citywide

(78,034) - Decrease in General Liability expense

##### Capital Outlay

451,637 - Increase in computer equipment for Phase II of the Citywide Technology Infrastructure Modernization Plan

68,000 - Increase due to the scheduled Fleet replacement of two (2) vehicles

6,600 - Increase in one-time expense to install switch ports for the Consolidated Call Center

(1,496,743) - Decrease due to one-time expense to modernize technology infrastructure by replacing the City's storage systems and IT Infrastructure Replacement expenses

# OFFICE OF MANAGEMENT AND BUDGET



# Office of Management and Budget Department

## FY 2024 Adopted Budget Organizational Chart

**Total FTEs - 16\***

**BUDGET, CIP AND GRANTS - 10**

Director	1
Assistant Director	1
Assistant Budget Manager	1
Budget and Management Analyst	3
Principal Budget and Management Analyst	3
Senior Assistant to the Director	1

**STRUCTURAL INNOVATION - 6**

Structural Innovation Manager	1
Management Analyst	1
Principal Budget and Management Analyst	1
Senior Administrative Assistant	1
Senior Management Analyst	2

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
16	16	0

# Office of Management and Budget

## Department Description

The Office of Management and Budget (OMB) is an internal and central resource for City Management to guide decisions through performance and financial data. OMB coordinates all budget and management policy activities for the City including the preparation of the annual budget and multi-year Community Investment Plan (CIP) and coordination and management of the Vision Plan, Strategic Plan, and Commission Priorities. Alignment within each of these documents is critical to ensuring the financial stability and strategic advancement of the City now and into the future. The department also administers the Citywide Quality Management System and centralized grant management. OMB includes the following two Divisions: Budget/CIP and Grants and Structural Innovation.

The Office of Management and Budget's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 7: Build a values-based organization dedicated to developing and retaining qualified employees

Goal 8: Build a leading government organization that manages all resources wisely and sustainably

### CORE PROCESSES (Departmental objectives and significant functions)

- Develop and monitor a structurally balanced budget and Community Investment Plan (CIP)
- Lead the Citywide Quality Management System (QMS) through strategic planning, performance management, and process improvement

### PROGRAMS

- Budget, CIP and Grants
- Structural Innovation

# Office of Management and Budget

## Budget/CIP and Grants

### Division Description

The Budget/CIP and Grants Division provides budgetary support services to all City departments in the development and management of the City's annual budget, multi-year Community Investment Plan (CIP), and centralized grants coordination and oversight. The Division is responsible for fiscal oversight and control activities associated with the City's operating and capital budgets. In addition, the Division is tasked with developing targeted financial analysis to ensure that management is making data-driven decisions and special projects.

### FY 2023 Major Accomplishments

- Participated in the collective bargaining process, including providing support to the management team through the collection of data and detailed analysis of the costs for various wage and benefit proposals. In FY 2023, the City was negotiating with the following labor organizations:
  - Fort Lauderdale Professional Firefighters, Inc. International Association of Firefighters
  - Fraternal Order of Police
- Expanded the in-depth programmatic budget review process which included an analysis of revenues, expenditures, and funded positions, to better articulate funded service levels and enable management to make more informed, data-driven financial decisions.
- Partnered with stakeholders to draft quarterly Community Investment Plan and Grants reports and host meetings with the management team to proactively work through issues to move grants and capital projects forward
- Managed the centralized grants process through which over \$42.7 million in grants, including competitive (\$31.4 million) and Housing and Community Development Entitlement Grants (\$11.3 million), were awarded to the City in FY 2023
- Facilitated the FY 2024 budget development process involving stakeholders from the City Charter Offices, City management, City Departments, Community Redevelopment Agency, Revenue Estimating Conference Committee, and Budget Advisory Board to develop an annual operating budget of approximately \$1 billion that was approved unanimously by the City Commission
- Facilitated the development of the City's FY 2024 to FY 2028 Community Investment Plan resulting in a five-year plan of over \$1.5 billion that was approved unanimously by the City Commission
- Developed and published quarterly budget projection reports to allow the City to proactively identify and address potential revenue receipt or expenditure concerns
- Ensured that the City met multiple City, County, and State budget process deadlines and complied with the State's Truth Rate in Millage (TRIM) and non-ad valorem tax regulations
- Coordinated the development and validation of the City's Cost Allocation Plans which ensures the fair and equitable division of shared costs across the City's full portfolio of programs
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY 2023 Budget for the 39<sup>th</sup> consecutive year

# Office of Management and Budget

## Budget/CIP and Grants, continued

- Served as the City's liaison department for the Budget Advisory Board and Revenue Estimating Conference Committee hosting and staffing over 20 public meetings
- Coordinated facilitated session with the City Leadership team to operationalize the City's values
- Updated the City's budgeting system to match the new chart of accounts and integrated the budget module of the Enterprise Resource Planning (ERP) System with the accounting module
- Assisted with the implementation and integration of Phase II of the City's ERP System including the position control, payroll, and human resources modules
- Launched an OMB Citywide training initiative which provided a series of targeted trainings on Budget Development, Budget Management, and Grants Management in addition to providing user guides for running reports within the City's new ERP system
- Served as a part of the management team presenting to bond rating agencies for various debt issuances

### **FY 2024 Major Projects and Initiatives**

- Create budget dashboards to communicate key financial data with City leadership and departments
- Optimize the use of position budget management within the City's ERP system
- Partner with Public Works and Finance on a water and sewer rate study to ensure that the rate charged to end users is aligned with the new expenses to the system



# Office of Management and Budget

## Structural Innovation

### Division Description

The Structural Innovation Division is responsible for managing and coordinating the City's Quality Management System, FL<sup>2</sup>STAT, which focuses on continual exponential improvement and the delivery of quality services. FL<sup>2</sup>STAT is comprised of a variety of Citywide programs and initiatives including the City's Vision and Strategic Plans, City Commission Priorities, performance management, audit compliance reporting, and community surveys. The Division manages a process improvement program which provides process improvement training and coaching to City staff through the Lean methodology on waste reduction; the Division also facilitates and leads Citywide process improvement projects. The Quality Management System ensures that the City efficiently addresses key areas for improvement and streamlines processes and procedures, with a focus on continual improvement.

### FY 2023 Major Accomplishments

- Facilitated the FY 2024 Annual Commission Prioritization Workshop which identified Economic Development, Housing Accessibility, Infrastructure and Resilience, Public Places, Public Safety, and Transportation as priorities
- Led the City through ISO 9001:2015 recertification with zero findings for the 7<sup>th</sup> consecutive year emphasizing the City's commitment toward continual improvement and the delivery of quality service through its quality management system
- Hosted department specific Lean Green Belt Process Improvement Training Programs, including additional techniques for identifying waste, root cause analysis, and problem solving, to identify and implement targeted process improvements
- Developed programmatic measures, partnering with departments, in support of the City's expanding in-depth programmatic budget review process to articulate funded service levels
- Evaluated the City Customer Service Center's operations, identifying and implementing changes, in collaboration with the City Manager's Office, to improve internal processes and service levels for neighbors; as a result of the evaluation, the City's Customer Service operations were consolidated into the Development Services Department
- Launched a new process for reviewing and revising City policies to ensure processes and controls are appropriately constructed, communicated, and enforced
- Researched and presented options to modify fees for third-party hosted special events that take place at the beach and City parks

# Office of Management and Budget

## Structural Innovation, continued

### FY 2024 Major Projects and Initiatives

- Draft a five-year strategic plan to replace the expiring *Press Play Fort Lauderdale 2024 Strategic Plan* and set strategic direction for the City to achieve its 2035 vision as outlined in *Fast Forward Fort Lauderdale 2035 Vision Plan*
- Achieve Bloomberg Philanthropies What Works Cities certification for recognition of the City's use of data and associated practices and processes
- Achieve ISO 37120:2014 certification; this certification provides the City with quantitative, comparable, and independently verified data to measure services and quality of life
- Leverage Lean Process Improvement Training to identify opportunities to streamline City processes for greater effectiveness and efficiency
- In coordination with outside facilitators and the Infrastructure Task Force, organize and facilitate five community townhalls to establish a set of guiding principles for the new City Hall
- Participate in the Bloomberg Harvard City Leadership Initiative Innovation Track, completing an innovation project focused on public safety response

# Office of Management and Budget

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
8	Develop and Monitor a Structurally Balanced Budget and Community Investment Plan (CIP)	Percent of General Fund Balance Available for Use	31.2%	31.9%	30.6% <sup>1</sup>	≥25.0%	≥25.0%
		CIP Funds Spent	18.8%	13.4%	14.6% <sup>1</sup>	≥25.0%	≥25.0%
		Number of Grants Received	43	27	33	≥27	≥27
		Value of Grants Received	\$9,089,682	\$16,762,586	\$31,466,305	≥\$6,000,000	≥\$6,000,000
		General Obligation bond rating <sup>2</sup>	AAA	AAA	AAA	AAA	AAA
		Special Obligation bond rating <sup>2</sup>	AAA	AAA	AAA	AAA	AAA
		Revenue Bond Rating <sup>2</sup>	AA+	AA+	AA+	AA+	AA+
7	Lead the Citywide Quality Management System (QMS) through Strategic Planning, Performance Management, and Process Improvement Initiatives	Number of Employees that have Completed Lean Process Improvement Training	19	48	46	≥36	≥48
		Number of External Audit Findings	0	0	0	0	N/A <sup>3</sup>

<sup>1</sup>The FY 2023 reported actual value is an estimate as FY 2023 year-end financial data is being finalized as a part of the year-end audit process.

<sup>2</sup>The reported bond rating is assigned by Standard & Poor's (S&P).

<sup>3</sup>The ISO 9001:2015 program will not be continuing in FY 2024, as such no external audit will take place.

# Office of Management and Budget - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 2,619,405	2,893,264	2,921,429	2,975,942	82,678	2.9%
<b>Total Funding</b>	<b>2,619,405</b>	<b>2,893,264</b>	<b>2,921,429</b>	<b>2,975,942</b>	<b>82,678</b>	<b>2.9%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Structural Innovation	987,291	1,079,725	1,079,451	1,031,426	(48,299)	(4.5%)
Budget, CIP and Grants	1,632,114	1,813,539	1,841,978	1,944,516	130,977	7.2%
<b>Total Expenditures</b>	<b>2,619,405</b>	<b>2,893,264</b>	<b>2,921,429</b>	<b>2,975,942</b>	<b>82,678</b>	<b>2.9%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	2,070,267	2,268,702	2,292,930	2,375,789	107,087	4.7%
Operating Expenses	549,138	624,562	628,499	600,153	(24,409)	(3.9%)
<b>Total Expenditures</b>	<b>\$ 2,619,405</b>	<b>2,893,264</b>	<b>2,921,429</b>	<b>2,975,942</b>	<b>82,678</b>	<b>2.9%</b>
Full Time Equivalents (FTEs)	15	16	16	16	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

\$ (9,430) - Decrease in temporary salaries for the removal of the summer intern position

##### Operating Expenses

(46,800) - Decrease in information technology service charge based on updated cost allocation plan

21,687 - Increase in funding for quality management system evaluation and consultant

# PARKS AND RECREATION



# Parks and Recreation Department

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 341\*

### SPECIAL FACILITIES & ADMINISTRATION - 24

Director - Parks and Recreation	1
Deputy Director - Parks and Recreation	2
Business Operations Manager	1
Administrative Aide	1
Administrative Assistant	3
Administrative Supervisor	1
Assistant to the Director	1
Facilities Worker I	1
Grants and Special Projects Coordinator	1
Program Manager I	1
Project Manager II	1
Senior Accounting Clerk	1
Senior Administrative Assistant	5
Senior Financial Administrator	1
Senior Management Analyst	1
Senior Project Manager	1
Senior Recreation Program Coordinator	1

### PARKS - 93

Parks Operations Superintendent	1
Parks Manager	3
Administrative Assistant	2
Apprentice Facilities Worker	9
Equipment Mechanic	1
Facilities Worker I	12
Facilities Worker II	26
Horticulturist	1
Irrigation Technician	2
Landscape Inspector	2
Lead Construction Worker	1
Lead Facilities Worker	19
Painter	1
Parks Supervisor	8
Pest Control Technician	3
Recreation Program Supervisor	1
Urban Landscape Designer	1

### RECREATION - 69

Aquatic Complex Manager	1
Community Program Manager	4
Administrative Aide	2
Administrative Assistant	1
Apprentice Facilities Worker	2
Aquatic Complex Coordinator	1
Facilities Worker I	7
Facilities Worker II	1
Lead Facilities Worker	1
Pool Equipment Mechanic	3
Pool Lifeguard	6
Recreation Program Coordinator	12
Recreation Program Supervisor	10
Senior Recreation Program Coordinator	18

### SANITATION - 61

Administrative Aide	1
Apprentice Facilities Worker	17
Facilities Worker I	17
Facilities Worker II	13
Heavy Equipment Operator	2
Lead Facilities Worker	7
Parks Supervisor	3
Senior Administrative Assistant	1

### CEMETERY - 40

Parks Manager	1
Program Manager II	1
Administrative Aide	4
Administrative Supervisor	2
Apprentice Facilities Worker	6
Facilities Worker I	10
Facilities Worker II	3
Family Service Coordinator	6
Irrigation Technician	1
Lead Facilities Worker	2
Parks Supervisor	1
Senior Accounting Clerk	1
Senior Administrative Assistant	1
Senior Financial Administrator	1

### FACILITIES MAINTENANCE - 48

Facilities Manager	1
Administrative Assistant	1
Apprentice Facilities Worker	1
Carpenter	1
Construction Worker	14
Electrical Assistant	2
Electrician	6
Fabricator-Welder	1
Facilities Supervisor	3
HVAC Technician	4
Lead Construction Worker	5
Lead Facilities Worker	1
Painter	4
Plumber	2
Project Manager I	1
Project Manager II	1

### MARINE FACILITIES - 6

Marine Facilities Manager	1
Dockmaster	1
Marina Attendant	2
Marine Facilities Supervisor	1
Senior Administrative Assistant	1

FY 2023 Adopted

FY 2024 Adopted Budget

Difference

363

341

-22

\*Full Time Equivalent (FTE) includes new position(s)

# Parks and Recreation Department

## Department Description

The Parks and Recreation Department offers a wide range of programs and activities to meet the health, recreation, and leisure needs of neighbors. The Department's divisions include Special Facilities and Administration, Recreation, Parks, Facilities Maintenance, Marine Facilities, Sanitation, and Cemetery.

The Department promotes health and fitness, stimulates social interaction, and fosters community engagement to enhance quality of life. Outstanding facilities provide an array of programming for patrons of all ages including bingo, ballroom dancing, soccer, pickleball, football, and swimming. The Department has acquired new properties for park space and expanded green space to contribute to the City's aesthetic and livability.

The City's Parks and Recreation Department is one of 192 agencies in the country with national endorsement from the Commission for Accreditation of Park and Recreation Agencies (CAPRA). This prestigious designation confirms the City's commitment to providing neighbors with quality parks and recreation programming services, along with efficient and effective operations. The Department aided the City in achieving Playful City USA recognition due to efforts in increasing children's play opportunities. In addition, the Parks and Recreation Department is one of 759 Accredited Professional Preschool Learning Environment (APPLE) programs in the state. 83 of those programs are in Broward County including nine afterschool programs accredited by the Florida Association of Child Care Management (FACCM) and awarded the Gold Seal Quality Care designation. Achieving this accreditation signifies that the City's PLAY Fort Lauderdale After-School Program's daily procedures, processes, and operations are exceptional.

The Parks and Recreation Department's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become "the City you never want to leave".

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 3: Build a healthy and engaging community

### CORE PROCESSES (Departmental objectives and significant functions)

- Manage the City's public spaces to be functioning, attractive, efficient, and accessible
- Provide quality experiences and opportunities for neighbor enrichment
- Provide City hosted special events to build community among neighbors

### HIGHLIGHTED PROGRAMS

- Programming
- Parks and Rec Administrative Support
- Adult Programs
- Community Events
- Sanitation Administration
- Cemetery System Maintenance
- Fort Lauderdale Aquatic Center (FLAC)
- Youth Programs, Afterschool, and Camps
- General Parks Maintenance
- Tree Services
- Facility Maintenance Support
- Streetlights
- Public Places Cleaning

# Parks and Recreation Department

## Special Facilities and Administration

### Division Description

The Special Facilities and Administration Division provides the leadership and framework to acquire, operate, and maintain the City's system of public places, including its beach, parks, open spaces, and medians for neighbors and visitors. Core services include the administration of grants and special projects, as well as managing staffing and payroll.

### FY 2023 Major Accomplishments

- Continued implementation of the Parks Bond program, including:
  - Construction of Phase I Parks Bond projects
  - Continued progress toward project design and permitting for Phase II projects
  - Completion of Phase II Fort Lauderdale Aquatic Center (FLAC) renovations
- Completed schematic designs for the Holiday and Lockhart Park projects
- Continued cross-departmental collaborative efforts with Fire Rescue, among other partners, toward initiating design enhancements for the lifeguard towers at the beach
- Continued collaboration within City departments for implementation of the Enterprise Resource Planning (ERP) system
- Initiated the replacement and upgrade of the Riverland Park partition
- Initiated development of an updated Americans with Disabilities Act (ADA) barrier removal schedule for FY 2023-2024 to begin implementation of the ADA Transition Plan

### FY 2024 Major Projects and Initiatives

- Continue implementation of the Parks Bond program to initiate construction and/or complete the following parks:
  - Bayview Park
  - Florence C. Hardy Park
  - Holiday Park
  - Hortt Park
  - Jack and Harriet Kaye Park
  - Mills Pond Park
  - Riverside Park
  - Warfield Park



# **Parks and Recreation Department**

## **Special Facilities and Administration, continued**

### **FY 2024 Major Projects and Initiatives**

- In collaboration with the City Manager's Office, this division is committed to continuing ongoing efforts toward the expansion of open space via acquisition and/or shared use, and simultaneously working with external partners to ensure that the City is progressing toward its 10-minute walk initiative
- Automate and digitize data collection related to outdoor special event requests
- Collaborate with the City's Information Technology Services (ITS) Geographic Information System (GIS) team on the development of a centralized geo-centric asset management database
- Review and update revenue collection procedures to improve efficiency
- Continue ongoing efforts in researching and acquiring grants that aid in providing funding for major monthly and yearly events
- Ensure an efficient, effective, and knowledgeable workforce through personal and professional development and succession training

# Parks and Recreation Department

## Recreation

### Division Description

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 recreational activities to meet the year-round leisure needs of neighbors and visitors of all ages. This division is responsible for conducting youth, adult, senior, athletic, teen, and aquatic programs and provides licensed after-school care programs, summer camps, adult fitness and wellness programs, and environmental awareness education. In addition, Recreation staff manage the Fort Lauderdale Aquatic Center (FLAC), provide support for community and special event coordination, and manage the City's recreation programs. Recreation facilities include City parks, activity centers, community pools, and FLAC.

### FY 2023 Major Accomplishments

- Partnered with the Florida Panthers professional hockey team, Inter Miami CF professional soccer team, and other local professional soccer enterprises for disadvantaged population programming opportunities
- Established a volunteer base to spearhead community engagement and fitness initiatives through the Fit Fort Lauderdale program
- Converted Osswald Park tennis court to a pickleball court for new programming opportunities in response to high demand
- Completed the construction of six pickleball courts at George English Park
- Awarded grant funding to expand the Book Explorer Program to an additional three PLAY afterschool sites at Croissant, Riverland, and Warfield Parks; the program is part of the City's ongoing commitment to improve literacy rates for children in grades 1 through 3
- Implemented a new program series focused on "Connecting Our Communities" with a goal to connect participants across neighborhoods and encourage program engagement between communities; the initiative has a secondary benefit of diversifying the demographic reach of various program offerings by expanding access across neighborhoods
- Extended the Education Enrichment Program, which was previously limited to summer camp participants, to the PLAY afterschool and Teen Recreational Intramural Passport (TRIP) programs with the goal of providing:
  - Internship programs and college or career counseling opportunities to teen TRIP participants
  - Homework tutoring and educational experiences to PLAY participants
  - Ongoing educational support to Summer Camp participants by leveraging the summer break to either maintain and/or bridge any academic gaps
- Expanded youth and adult physical fitness activities for seniors and special needs populations by partnering with agencies to:
  - Host and provide recreational space
  - Promote and facilitate organized fitness and recreation programs
  - Expand wheelchair basketball leagues and tournaments

# Parks and Recreation Department

## Recreation, continued

### FY 2023 Major Accomplishments

- Continued to promote diversity and enhance cultural awareness via:
  - The successful launch of the City's first Diwali celebration to enhance the City's sponsored special event plans
  - Expansion of the Menorah Lighting Ceremony to celebrate and share Jewish traditions with the community, including music, dances, and prayers associated with the holiday
- Celebrated the City of Fort Lauderdale's 95<sup>th</sup> anniversary of municipal swimming pool operations dating back to the Casino Pool established in 1928
- Marked the reopening of the Fort Lauderdale Aquatic Center with a ribbon cutting on January 28, 2023, launching the return of live television and championship events which includes both USA Swimming TYR Pro Series and World Cup High Diving
- Installed new filter tanks for Lauderdale Manors and Croissant Park pools

### FY 2024 Major Projects and Initiatives

- Partner with Orange Bowl Committee and Florida Panthers to deliver Family Fun and Fitness activities and events
- Expand inner city after school care and youth programming to South Side Cultural Arts Center
- Organize, facilitate, and/or cosponsor sports, wellness, and fitness programs and services for disabled veterans and special needs populations
- Produce and facilitate physical and fun augmented reality playgrounds within designated City parks and green space
- Enhance amenities and landscaping and resurface Holiday Park outdoor pickleball courts and roller hockey rink
- Replace heating, ventilation, and air conditioning (HVAC) system at Mills Pond Assembly Hall
- Begin repair and replacement of the pool pipes at Carter Park Pool
- Complete resurfacing of both Lauderdale Manors Pool and Riverland Park Pool
- Replace controllers at Lauderdale Manors and Croissant Park Pools
- Complete Osswald Park improvements to include:
  - Resurfacing and painting of the basketball court and cover structure
  - Addition of a shade structure for the outdoor fitness stations, as well as a soft surface area to replace the current loose-fill surface
- Develop and establish a Parks and Recreation Department mascot

# Parks and Recreation Department

## Parks

### Division Description

The Parks Division performs all mowing operations, irrigation repairs and installations, ball field maintenance, trash collection and removal, cemetery landscape maintenance, and tree trimming of City owned properties. In addition to the general maintenance and upkeep of all parks and medians, the Division participates in the setup of special events when necessary. Staff is also responsible for removing seaweed from the beach, removing sand from roadways and sidewalks, assisting with canal cleaning, and pressure cleaning river walks and park gazebos.

### FY 2023 Major Accomplishments

- Opened the newly acquired and historically designated Rivermont Park, located at 1016 Waverly Road, to the public
- Successfully concluded Marine Turtle Nesting season with no incidents or nest disturbances
- In support of the Parks and Public Spaces Commission Priority's focus to enhance City beautification, the Division:
  - Implemented renovation and replanting plans for additional medians along Davie Boulevard from Southwest 9<sup>th</sup> Avenue to State Road 441
  - Improved median design, sustainability, maintenance, and landscaping while further improving contractor oversight with the addition of two Landscape Inspectors and an Urban Landscape Designer
  - Improved current service levels by requiring a minimum of the following enhancements:
    - Increased the number of contracted hedge trimming cycles per year by 25% within the City's northeast section
    - Increased the annual number of weeding and trash removal cycles from 14 to 26
- Awarded and provided enhanced oversight of contractor agreements aimed at visibly improving Citywide landscaping and beautification efforts which included supplemental tree trimming, turf grass maintenance, and special events cleaning
- Improved the quality of contractual services by requiring contractors to hold and maintain the following credentials:
  - Florida Nurserymen, Growers, & Landscape Association (FNGLA), Florida Certified Horticulture Professional
  - Florida Department of Agriculture and Consumer Services (FDACS), Certified Pesticide Applicator, with certification in both the Ornamental Turf and Aquatic categories
  - Florida Department of Agriculture and Consumer Services (FDACS), Limited Certification in Green Industries Best Management Practices (GIBMP)
- Continued collaborative efforts with the Florida Department of Transportation (FDOT), among other stakeholders, toward median landscape renovations along major thoroughfares, particularly along Federal Highway towards East Sunrise Boulevard nearing Holiday Park

# Parks and Recreation Department

## Parks, continued

### FY 2024 Major Projects and Initiatives

- Redesign and renovate 10 of 90 median acres
- Redesign and rebid the plant/tree contract to provide multiple available contractors rather than reliance on a sole contractor
- Redesign and rebid the special events cleaning contract to improve vendor reliability
- Geo-locate all medians and add QR Code signage for identification
- Install Weather Trak smart irrigation system in 50% of medians, at a minimum
- Renovate Hardy Park Bermuda grass

# Parks and Recreation Department

## Facilities Maintenance

### Division Description

The Facilities Maintenance Division maintains over 140 buildings, covering approximately 1.5 million square feet. The Division maintains playgrounds, air conditioning units, and more than 3,000 streetlights, including parking lot lighting for all City facilities. Staff responds to a variety of maintenance and repair service requests and performs preventive maintenance tasks. The Facilities Maintenance Division manages several maintenance service contracts and provides support for the City's special events.

In March 2019, neighbors approved the City's request for a \$200 million Parks Bond. The Parks Bond includes funding for many improvements to parks and facilities and will support projects that include major improvements and upgrades, such as the following: Holiday Park, Joseph Carter Park, Lockhart Stadium, and a new Tunnel Top Park located above Federal Highway at the Henry Kinney Tunnel. The Parks Bond also includes funds to purchase property to expand green spaces throughout the City. The capital infusion of Parks Bond funds will assist with the replacement or upgrade of aging City amenities with additional improvements at all parks across the City.

### FY 2023 Major Accomplishments

- Began the design and implementation of improvements laid out in the Streetlight Master Plan
- Completed Phase I upgrades of existing Florida Power and Light high-pressure sodium (HPS) street light fixtures to light-emitting diode (LED) street light fixtures
- Continued to advance priorities related to the repair and replacement of heating, ventilation, and air conditioning (HVAC) and roofing as identified in the Community Investment Plan
- Replaced existing carpet at Mills Pond Park Administrative Building with laminate flooring
- Completed exterior painting of Fire Stations 2, 47, and 35
- Replaced air conditioning air handler units at Holiday Park Gym
- Completed roof replacement and installation at the following locations:
  - Mills Pond Concession
  - Mills Pond Park Administrative Building
  - Osswald Park Pavilion #3
  - Fire Station 49
  - City Print Shop
- Resurfaced courts at Lincoln Park, Hortt Park, and Bayview Park
- Completed resurfacing the Riverland Park playground
- Resurfaced beach basketball courts

# Parks and Recreation Department

## Facilities Maintenance, continued

### **FY 2024 Major Projects and Initiatives**

- Initiate an update to the 10-year Facilities Condition Assessment Plan to enhance proactive facility maintenance planning and prioritization schedules
- Install LED fixtures to City-owned streetlights
- Install smart nodes to City-owned streetlights

# Parks and Recreation Department

## Sanitation

### Division Description

The Sanitation Division provides supplemental sanitation services to the City's neighbors. The Division is responsible for the cleaning of bus shelters, the removal of debris from beaches, and the maintenance of public places such as alleys and City owned lots. Staff is also responsible for removing seaweed from the beach, removing sand from roadways and sidewalks, and pressure cleaning river walks and park gazebos.

### FY 2023 Major Accomplishments

- Enhanced the aesthetics of City parks by adding split rails fencing to the Clean Team's pressure washing schedule

### FY 2024 Major Projects and Initiatives

- Continue efforts to preserve the marine ecosystem and enhance beach aesthetics by collaborating with the My Park Initiative to relocate the seaweed composting site at Snyder Park and further explore recycling and repurposing opportunities to minimize the amount of seaweed that needs to be stored onsite



# Parks and Recreation Department

## Marine Facilities

### Division Description

Marine Facilities strives to provide excellent marine dockage facilities for vessels of various sizes for both neighbors and visitors. The Division provides public access to local waterways and maintains the City's public boat ramps. Marine Facilities is also responsible for dockage services, commercial leases, launching facilities, capital projects, and Marine Advisory Board (MAB) functions.

### FY 2023 Major Accomplishments

- Initiated construction of the Riverwalk Floating Dock
- Initiated construction of the Bill Keith Preserve Shoreline Stabilization Project
- Applied to the Broward Boating Improvement Program and the Florida Inland Navigation District Waterways Assistance Program for grant funding to replace the Cooley's Landing Marina
- Completed renovation and relocation of Marine Facilities Administration to Cooley's Landing
- Applied for and received a grant award of \$1.5 million from the Florida Inland Navigation District
- Applied for and received a grant award of \$600,000 from the Broward Boating Improvement Program

### FY 2024 Major Projects and Initiatives

- Complete planning for the new dock at North Fork Riverfront Park
- Complete installation of the Riverwalk Floating Dock
- Complete construction of the Bill Keith Preserve Shoreline Stabilization Project
- Replace Cooley's Landing Sewage Pump Out System
- Begin work to replace Cooley's Landing Marina
- Complete Renovation of Cooley's Landing Marina Comfort Station for Marine Facilities Administration

# Parks and Recreation Department

## Cemetery

### Division Description

The City of Fort Lauderdale owns and operates four cemeteries within the City limits: Evergreen Cemetery, Lauderdale Memorial Park Cemetery, Sunset Memorial Gardens Cemetery, and Woodlawn Cemetery. The Parks and Recreation Department manages the administrative, maintenance, and burial duties for all four cemeteries. The properties play an important role in preserving the history of Fort Lauderdale as well as serving the needs of current and future residents.

### FY 2023 Major Accomplishments

- Completed the installation of an automatic irrigation system at Sunset Memorial Gardens Cemetery to implement sustainable irrigation practices, increase water conservation, and reduce expenses
- Continued system-wide efforts to expand cemetery interment capacity via the following initiatives:
  - Issued a request for proposal (RFP) for the design and construction of three community mausoleums at Sunset Memorial Gardens Cemetery
  - Completed the conversion of roadway space at Evergreen Cemetery into interment spaces increasing capacity by 498 burial spaces

### FY 2024 Major Projects and Initiatives

- Award contract and initiate construction of all three mausoleums at Sunset Memorial Cemetery
- Incorporate security doors and a camera system to improve cemetery safety
- Continue the implementation of the cemetery software system to improve records management, retention, and retrieval services
- Increase operating revenue from the sale of newly available plots within Evergreen Cemetery

## Parks and Recreation Department

### Department Core Processes and Performance Measures

Strategic Plan Goal	Core Processes	Performance Measures	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
3	Manage the City's public spaces to be functioning, attractive, efficient, and accessible	Percentage of waterfront parks accessible by boat	93%	82%	82%	≥88%	≥94%
		Percent occupancy of New River, Cooley's Landing and Las Olas Marinas	94%	104%	106%	≥95%	≥98%
		Percent of neighbors that live within a 10-minute walk of a park	92%	82%	83.7%	≥85%	≥87%
		Number of service requests entered in MainTrac by work order	4,681	4,873	4,069	≤4,720	≤4,484
3	Provide City hosted special events to build community among neighbors	Number of City hosted special events	37	77	64	≥85	≥60
3	Provide quality experiences and opportunities for neighbor enrichment	Number of meals served to youth in fall, spring, and summer programs <sup>1</sup>	44,477	60,831	60,000	≥53,075	≥63,872
		Number of recreation and aquatic program participants	7,551	12,414	16,508	≥8,906	≥16,500

<sup>1</sup>This measure is reported by calendar year, as such, year-end data is not available at the time of publication.

## Parks and Recreation Department - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 53,090,800	56,673,954	58,077,456	60,237,501	3,563,547	6.3%
<b>Total Funding</b>	<b>53,090,800</b>	<b>56,673,954</b>	<b>58,077,456</b>	<b>60,237,501</b>	<b>3,563,547</b>	<b>6.3%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Special Facilities & Administration	8,094,652	8,578,269	8,519,560	4,098,906	(4,479,363)	(52.2%)
Recreation	16,212,403	16,291,206	16,712,158	20,013,592	3,722,386	22.8%
Parks	16,503,746	19,167,326	19,208,611	22,214,512	3,047,186	15.9%
Facilities Maintenance	10,750,100	11,108,231	12,065,425	12,084,605	976,374	8.8%
Marine Facilities	1,529,899	1,528,922	1,571,702	1,825,886	296,964	19.4%
<b>Total Expenditures</b>	<b>53,090,800</b>	<b>56,673,954</b>	<b>58,077,456</b>	<b>60,237,501</b>	<b>3,563,547</b>	<b>6.3%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	27,892,617	30,512,733	30,018,038	32,606,366	2,093,633	6.9%
Operating Expenses	24,687,670	26,056,221	27,239,147	27,431,135	1,374,914	5.3%
Capital Outlay	510,513	105,000	820,271	200,000	95,000	90.5%
<b>Total Expenditures</b>	<b>\$ 53,090,800</b>	<b>56,673,954</b>	<b>58,077,456</b>	<b>60,237,501</b>	<b>3,563,547</b>	<b>6.3%</b>
Full Time Equivalents (FTEs)	233	237	237	237	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

- \$ 839,480 - Increase in permanent salaries due to contractual obligations and mid-year promotions
- 512,465 - Increase in pension expenses associated with permanent and part-time salary
- 237,904 - Increase in required contribution for employee health benefits
- 112,199 - Increase in part-time employee compensation to aid in recruitment and retention

##### Operating Expenses

- 783,867 - Increase in information technology service charge to support infrastructure modernization
- 713,285 - Increase in water and sewer expense due to rate increase
- 573,761 - Increase in vehicle replacement charges to fully fund future replacements
- 58,000 - Increase for enhancing special events funding
- (447,040) - Decrease in general liability insurance contributions
- (306,492) - Decrease in electricity expense

##### Capital Outlay

- 200,000 - Funding for capital repairs and maintenance

# Parks and Recreation Department - Parks Bond Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Parks Construction GO Bond 2020 - 353	\$ 82,368	-	66,376	400,804	400,804	100.0%
<b>Total Funding</b>	<b>82,368</b>	<b>-</b>	<b>66,376</b>	<b>400,804</b>	<b>400,804</b>	<b>100.0%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Special Facilities & Administration	82,368	-	66,376	400,804	400,804	100.0%
<b>Total Expenditures</b>	<b>82,368</b>	<b>-</b>	<b>66,376</b>	<b>400,804</b>	<b>400,804</b>	<b>100.0%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	82,060	-	54,785	393,604	393,604	100.0%
Operating Expenses	308	-	11,591	7,200	7,200	100.0%
<b>Total Expenditures</b>	<b>\$ 82,368</b>	<b>-</b>	<b>66,376</b>	<b>400,804</b>	<b>400,804</b>	<b>100.0%</b>
Full Time Equivalents (FTEs)	-	-	3	3	3	0.0%

#### FY 2024 Major Variances

##### Personnel Services

\$ 303,977 - Addition of two (2) Parks Bond Employees from the Project Management Fund

##### Operating Expenses

5,000 - Increase in travel and training for the two (2) Parks Bond employees

# Parks and Recreation Department - Sanitation Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Sanitation - 409	\$ 11,875,948	14,383,183	11,647,910	8,836,269	(5,546,914)	(38.6%)
<b>Total Funding</b>	<b>11,875,948</b>	<b>14,383,183</b>	<b>11,647,910</b>	<b>8,836,269</b>	<b>(5,546,914)</b>	<b>(38.6%)</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Sanitation	11,875,948	14,383,183	11,647,910	8,836,269	(5,546,914)	(38.6%)
<b>Total Expenditures</b>	<b>11,875,948</b>	<b>14,383,183</b>	<b>11,647,910</b>	<b>8,836,269</b>	<b>(5,546,914)</b>	<b>(38.6%)</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	7,382,250	7,810,362	6,446,693	5,508,713	(2,301,649)	(29.5%)
Operating Expenses	4,286,315	4,708,577	4,564,462	2,723,229	(1,985,348)	(42.2%)
Capital Outlay	207,383	1,864,244	636,755	604,327	(1,259,917)	(67.6%)
<b>Total Expenditures</b>	<b>\$ 11,875,948</b>	<b>14,383,183</b>	<b>11,647,910</b>	<b>8,836,269</b>	<b>(5,546,914)</b>	<b>(38.6%)</b>
Full Time Equivalent (FTEs)	84	85	62	61	(24)	(28.2%)

#### FY 2024 Major Variances

##### Personnel Services

- \$ (1,759,126) - Reduction in permanent salaries due to the mid-year reduction of twenty (22) positions due to the outsourcing of bulk trash services - thirteen (13) Facilities Worker II positions, two (2) Facilities Worker I positions, one (1) Lead Facilities Worker position, two (2) Heavy Equipment Operator positions, two (2) Parks Supervisor positions, one (1) Administrative Aide, and one (1) Parks Manager position
- (208,250) - Transfer of one (1) Parks Manager to Public Works Sanitation and the elimination of one (1) Code Enforcement Officer due to the outsourcing of bulk trash collection services

##### Operating Expenses

- (1,172,666) - Reduction due to the transfer of disposal tip fees for bulk services to the Public Works Department
- (333,067) - Reduction in fleet operations and maintenance expenses related to the bulk trash collection services outsourcing
- (264,340) - Reduction in indirect administration charge due to updated cost allocation plan
- (190,626) - Reduction in general liability insurance contributions
- (169,614) - Reduction in fleet overhead service charge related to the bulk trash collection services outsourcing
- 289,220 - Increase in information technology service charge to support infrastructure modernization

##### Capital Outlay

- 604,327 - Replacement of thirteen (13) vehicles based upon established vehicle replacement schedule

# Parks and Recreation Department - Cemetery System Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Cemetery System - 430	\$	4,574,988	5,575,692	5,801,929	6,406,035	830,343	14.9%
<b>Total Funding</b>		<b>4,574,988</b>	<b>5,575,692</b>	<b>5,801,929</b>	<b>6,406,035</b>	<b>830,343</b>	<b>14.9%</b>

### Financial Summary - Program Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Cemetery		4,574,988	5,575,692	5,801,929	6,406,035	830,343	14.9%
<b>Total Expenditures</b>		<b>4,574,988</b>	<b>5,575,692</b>	<b>5,801,929</b>	<b>6,406,035</b>	<b>830,343</b>	<b>14.9%</b>

### Financial Summary - Category Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services		2,417,437	3,295,455	2,793,429	3,481,641	186,186	5.6%
Operating Expenses		2,076,372	2,066,110	2,672,369	2,754,375	688,265	33.3%
Capital Outlay		81,179	214,127	336,131	170,019	(44,108)	(20.6%)
<b>Total Expenditures</b>	<b>\$</b>	<b>4,574,988</b>	<b>5,575,692</b>	<b>5,801,929</b>	<b>6,406,035</b>	<b>830,343</b>	<b>14.9%</b>
Full Time Equivalent (FTEs)		36	40	40	40	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 303,053 - Increase in indirect administrative service charge due to updated cost allocation plan
- 208,644 - Increase in information technology service charge to support infrastructure modernization
- 242,850 - Increase in one-time Cemetery System enhancements including grounds improvements and maintenance repairs
- (131,254) - Decrease in water and sewer expense due to decreased utilization

##### Capital Outlay

- 75,603 - One-time funding to purchase one (1) truck and one (1) trailer to support the Cemetery System Enhancements
- 54,416 - Replacement of four (4) vehicles based on the City's established vehicle replacement plan
- 40,000 - One-time funding for building renovations for impact window installation at Lauderdale Memorial Park

## Cemeteries - Cemetery Perpetual Care Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Cemetery Perpetual Care - 627	\$ 78,976	83,500	83,500	83,500	-	0.0%
<b>Total Funding</b>	<b>78,976</b>	<b>83,500</b>	<b>83,500</b>	<b>83,500</b>	<b>-</b>	<b>0.0%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Perpetual Care	78,976	83,500	83,500	83,500	-	0.0%
<b>Total Expenditures</b>	<b>78,976</b>	<b>83,500</b>	<b>83,500</b>	<b>83,500</b>	<b>-</b>	<b>0.0%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Operating Expenses	78,976	83,500	83,500	83,500	-	0.0%
<b>Total Expenditures</b>	<b>\$ 78,976</b>	<b>83,500</b>	<b>83,500</b>	<b>83,500</b>	<b>-</b>	<b>0.0%</b>
Full Time Equivalents (FTEs)	-	-	-	-	-	-

#### FY 2024 Major Variances

##### Personnel Services

No major variances



# POLICE



# Police Department

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 762\*

### OFFICE OF THE CHIEF - 20

Chief - Police	1
Police Major	1
Police Captain	1
Police Lieutenant	1
Police Sergeant	4
Accreditation Coordinator	1
Administrative Assistant	4
Digital Evidence Specialist	1
Police Officer	3
Public Information Specialist	1
Public Safety Grants Manager	1
Senior Administrative Assistant	1

### SUPPORT SERVICES - 117

Assistant Police Chief	1
Police Major	1
Police Captain	2
Police Lieutenant	3
Police Sergeant	4
Business Operations Manager	1
Accountant	2
Administrative Aide	4
Administrative Assistant	4
Alarm Coordinator	1
Body Worn Camera Administrator	1
Court Liaison Specialist	4
Court Liaison Supervisor	1
Digital Evidence Specialist	1
Financial Administrator	1
Human Resources Analyst	1
Investigations Specialist	3
Lead Construction Worker	1
Photolab Specialist	1
Police Armorer	1
Police Officer	24
Police Property/ Evidence Supervisor	1
Police Property/ Evidence Technician	5
Police Psychologist	2
Police Records Clerk	17
Police Records Supervisor	1
Police Supply Specialist	8
Police Supply Supervisor	1
Police Teletype Operator	9
Receptionist	1
Senior Administrative Assistant	2
Senior Construction Worker	1
Senior Management Analyst	1
Senior Police Records Clerk	3
Senior Police Teletype Operator	2
Stable Attendant	1

### INVESTIGATIONS - 154

Assistant Police Chief	1
Police Major	1
Police Captain	3
Police Lieutenant	3
Police Sergeant	16
Administrative Aide	8
Administrative Assistant	2
Crime Analysis Supervisor	1
Crime Analyst	2
Crime Analyst II	3
Crime Scene Investigator	3
Forensic BIO/DNA Specialist	1
Investigations Specialist	2
Latent Fingerprint Examiner	3
Police Officer	96
Public Safety Aide	2
Real Time Tactical Crime Analyst	4
Senior Administrative Assistant	1
Victim Advocate	2

### OPERATIONS - 470

Assistant Police Chief	1
Police Major	2
Police Captain	5
Police Lieutenant	10
Police Sergeant	40
Police Sergeant (K-9)	1
Accident Investigator	4
Administrative Aide	3
Crime Scene Investigator	4
Detention Corporal	3
Detention Officer	12
Park Ranger	10
Police Officer	324
Police Officer (K-9)	15
Public Safety Aide	36

### CONFISCATION/FORFEITURE TRUST - 1

Administrative Assistant	1
--------------------------	---

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
747	762	15

# Police Department

## Department Description

The Fort Lauderdale Police Department's (FLPD) organizational control is established through the Office of the Chief and the Support Services, Operations, and Investigations Bureaus. The collaborative policing philosophy used by the Department facilitates cross-sector partnerships with neighbors to reduce crime and improve quality of life. The Department utilizes a forward-looking approach to offer solutions to concerns before they become problems. Data-driven performance measurements guide proactive crime-solving strategies and public safety initiatives that respond to an ever-changing community landscape. As a demonstration of its professionalism, the Department has been consecutively accredited by the Commission for Florida Law Enforcement Accreditation since 2001 and has received its 4<sup>th</sup> Excelsior Award.

The Police Department's resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the "City you never want to leave."

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 6: Build a safe and well-prepared community.

### CORE PROCESSES (Departmental objectives and significant functions)

- Reduce crime to improve public safety
- Solve crimes through active investigations to improve public safety
- Foster community involvement strategies that establish partnerships and meaningful interactions with neighbors
- Hire, train, and retain an appropriate staffing level to ensure public safety

### HIGHLIGHTED PROGRAMS

- Internal Affairs
- Administrative Support
- Evidence/Police Supply
- Records
- Training
- COPS Hiring Grant
- K-9
- Motors
- Patrol
- Special Investigations
- SWAT Unit
- Dive Team
- Real Time Crime Center
- Office of the Chief
- Background Investigations
- Police Finance Administration
- Staff Support
- Community Support
- Detention
- Marine
- Mounted
- Criminal Investigations
- Street Crimes Division
- Bomb Squad
- Traffic Enforcement
- School Resource Officers

# Police Department

## Office of the Chief

### Bureau Description

The Office of the Chief directs the activities of the Fort Lauderdale Police Department (FLPD). Units that offer holistic support to the entire Department are administered directly from this Office. The units include Staff Inspections/Accreditation, the Office of Internal Affairs, Legal, Media Relations, and the Public Safety Grants Unit.

The Staff Inspections/Accreditation Unit maintains the agency's professional standards and accreditation status. The Unit conducts agency-wide inspections to ensure compliance with current policy and best practices.

The Office of Internal Affairs (IA) investigates allegations of police misconduct, tracks use of force, and ensures compliance with due process when discipline is administered. Due to the nature of its work, IA is located outside of the Police Headquarters.

The Legal Unit is responsible for providing legal opinions on law enforcement issues that relate to the operations of the Department. The unit is comprised of an assistant City attorney and support staff that are assigned to the Police Department by the City Attorney. The City Attorney is a Charter Officer, who works independently, but in conjunction with other charter officers.

The Media Relations Unit delivers the message of the Department to media outlets and the public at large. The unit is responsible for processing public records requests and disseminating neighbor engagement information using a variety of platforms including social media.

The Public Safety Grants Unit researches and applies for federal, state, and county grants which are awarded to increase public safety and ensure the Department's adherence to grant requirements.

The Chief's Office also focuses on the development and accomplishment of the Department's objectives by ensuring that the appropriate initiatives and performance indicators are developed, monitored, reported, and analyzed to meet strategic budgetary and non-budgetary goals. Additionally, the Office of the Chief utilizes performance measurement to help dictate departmental research and process improvement.

### FY 2023 Major Accomplishments

- Reexamined the Department's use of force policies and processes to allow for greater transparency and efficiency
- Established an online incident reporting system which allowed the public to submit police reports online that did not necessitate a physical police response; this system saved an estimated 456 hours by the end of FY 2023
- Police staff, both sworn and civilian, transitioned to multiple remote locations until a temporary site for Police Headquarters was located and finalized with no interruptions to service levels for the public

# **Police Department**

## **Office of the Chief, continued**

### **FY 2024 Major Projects and Initiatives**

- Construct and operate a new full-service police sub-station in the YMCA of South Florida's retail space located in the heart of the Sistrunk corridor to improve service delivery and community relations
- Partner with the YMCA to allow police employees to readily interface with patrons as well as the community at-large and to enhance relationships with the community's youth via the YMCA's existing programming

# Police Department

## Support Services Bureau

### Bureau Description

The Support Services Bureau (SSB) recruits, trains, and develops the Police Department's employees. Members of the Support Services team assist with the acquisition and management of resources for the agency's operations and investigative functions. The Bureau is also responsible for maintaining records, fleet, and managing the construction of the new police headquarters building. The Bureau (comprised of Finance, Records, Training, Logistics, Background Investigations, Bond/Building Divisions, and Psychological Services Program) seeks best practices and technologies to enhance the Department's effectiveness.

The Finance Division is responsible for the coordination of the Police Department's fiscal management, including payroll and personnel activities. The Division includes Personnel/Payroll, Budgeting, Asset Forfeiture and Accounting Units.

The Records Division utilizes a centralized records management system to maintain all forms of internal documents received by the Department to include those needed by the court system and the public. The Division includes Records, Teletype, Evidence, and Court Liaison.

The Training Division is responsible for ensuring officers complete all mandatory courses required by the Florida Criminal Justice Standards and Training Commission, Florida State Statutes, the Florida Department of Law Enforcement, and the Fort Lauderdale Police Department.

The Logistics Division is responsible for the body worn camera program, police fleet, and departmental assets and includes Fleet Services, Police Supply, Reception, and Communication/Technology.

The Backgrounds Division is responsible for seeking the most qualified candidates for Police Department positions, both sworn and civilian, and maintaining a system that documents those candidates as they continue through the hiring and training processes. The Division includes Recruiting and Background Investigations. Recruiting is tasked with marketing careers with the Police Department and bringing in candidates. Background Investigations conducts background investigations into potential candidates to ensure they meet stringent criteria required to be a City employee.

The Bond/Building Division is responsible for efficient and timely management of the construction of the new police headquarters.

The Psychological Services Unit offers counseling services to Police Department employees and their immediate families as well as provides training and support for the Peer Support Team and the Crisis Negotiation Team. This unit is comprised of Police Psychologists, Employee Wellness Coordination Office, Police Chaplains, and the Peer Support Team.

# **Police Department**

## **Support Services Bureau, continued**

### **FY 2023 Major Accomplishments**

- Developed a training curriculum for sworn personnel that focuses on de-escalation techniques, firearms proficiency, defensive tactics, active killer, peer support, crisis intervention, and other contemporary training issues
- Increased the number of sworn officers hired by reevaluating the Department's hiring process and looking externally for best practices in hiring and retaining police officers, with the goal of reducing the number of vacancies
- Enhanced recruiting efforts to increase the number of viable applicants received for vacant positions

### **FY 2024 Major Projects and Initiatives**

- Establish promotional eligibility lists for the ranks of Sergeant, Lieutenant, Captain, and Major
- Implement the One Gun initiative which involves the standardization of firearms carried by police officers to facilitate better training for all sworn officers

# Police Department

## Operations Bureau

### Bureau Description

The Operations Bureau provides uniformed police services throughout the City for emergency and non-emergency calls and serves the community by enforcing laws and ordinances. The Operations Bureau is responsible for the physical 24-hour delivery of police services throughout the three police districts of the City. It is comprised of the Patrol Division, Operations Support, and the Specialized Operations Division.

The Patrol Division, the largest division in the agency, is comprised of the City's first responders for all law enforcement aspects. The Patrol Division performs initial law enforcement tasks and includes officers assigned to District patrol operations, Community Support Units, Station Report, and Public Safety Aides. All members of the Division are responsible for building positive relationships with the community, thereby ensuring the best quality of life possible for neighbors throughout Fort Lauderdale.

The Operations Support Division includes the Marine Unit, Mounted Unit, Field Training Officer Program, Motor Unit, Special Weapons and Tactics Team (SWAT), Crisis Negotiators, Bomb Squad, Driving Under the Influence (DUI) Unit, Honor Guard, LGBTQ+ Liaison Unit, Crime Prevention, Explorers, and Reserves & Detention.

The Special Operations Division includes the Special Events & Emergency Management Unit, Park Rangers, Homeless Outreach Unit, Community Engagement Teams, Tactical Bicycle Platoon, Dive Team, Community Police Forum, Juvenile Civil Citation Program, Citizens on Patrol, Code Enforcement, Environmental Crimes Unit, Traffic Certified Civilian Program, School Crossing Guards, School Resource Officers, Apprehension K-9 Unit, and the Detection K-9 Unit.

### FY 2023 Major Accomplishments

- Reassigned existing patrol officers to increase the number of officers assigned full-time to homeless outreach and provided a more robust assistance program
- Reassigned existing patrol officers to create a new Community Support Unit for addressing neighborhood concerns and complaints which traditionally would not require an emergency response:
  - The three district specific teams focus on problem-solving and community outreach and liaise with homeowner's associations and community groups
  - Each District team includes a sergeant, uniformed officers, and motorcycle traffic officers.
- Outfitted the SWAT and BOMB Squad members with night-vision goggles
- Purchased and outfitted three Marine Unit boats with new sets of outboard motors

### FY 2024 Major Projects and Initiatives

- Implement the Detention Program by hiring for the remaining vacancies; the Detention Booking Facility expedites the processing of arrestees and allows the arresting officer to return to service more quickly



# Police Department

## Investigations Bureau

### Bureau Description

The Investigations Bureau is responsible for investigating a wide range of criminal activity and providing proactive enforcement to curtail criminal activity. The Bureau integrates responses to criminal activity with the other bureaus in the Department with the goal of reducing and solving crimes through proactive and follow-up investigations. The Bureau is comprised of the Criminal Investigations Division (CID), the Violent Crimes Division (VCD), and the Special Investigations Division (SID).

The Criminal Investigations Division is responsible for the follow-up investigation of a variety of crimes which includes the Burglary Unit, the Larceny/Auto Theft Unit, Rapid Offender Control (ROC), the Economic Crimes Unit, the Traffic Homicide Investigation Unit, and Case Management.

The Violent Crimes Division is responsible for the follow-up investigation of “persons” type crimes and includes the following units/teams: Violent Crimes, Homicide, Fugitive, Crime Analysis, Real Time Crime Center, Endangered Persons (Human Trafficking, Internet Crimes Against Children and Missing Persons), Special Victims Unit (SVU), and Forensic (Crime Scene, Digital Forensic Lab, Gun Intelligence Unit, and Fingerprint).

The Special Investigations Division is responsible for proactive policing efforts used to eradicate all levels of drug/vice activity. The Special Investigations Division includes the Drug Enforcement & Vice Unit, Major Narcotics Unit, Threat Response Unit, Technical Support Services, and task force officers assigned to various federal agencies.

### FY 2023 Major Accomplishments

- Expanded License Plate Reader (LPR) coverage to monitor the primary entryways and exits of the City
- Implemented staffing (Tactical Analysts) into the Real Time Crime Center to support operations and investigations; tactical analysts monitor and relay pertinent information to officers responding to in-progress and delayed calls for service. Currently recruiting for the remaining two analyst positions
- Implemented the OSCR360 camera for “360 degrees” crime scene documentation to enhance investigations; through this upgraded crime lab technology, all individuals from investigators to juries can virtually place themselves in a crime scene and fully comprehend the evidence at hand
- Expanded camera coverage throughout the city and improved connectivity through the installation of sector antennas

### FY 2024 Major Projects and Initiatives

- Partner with other law enforcement agencies to increase the crime clearance rate by sharing violent crimes intelligence from processing collected bullet shell casings in the National Integrated Ballistic Information Network (NIBIN) system
- Launch the Data for Good Program to share gunfire data with community providers and other non-law enforcement entities that service gunfire impacted areas; this will allow law enforcement to pivot to a holistic community-based approach to violence prevention, outreach, and community engagement

# **Police Department**

## **Support Services Confiscation/Forfeiture Trust**

### **Division Description**

The Police Legal Unit, in conjunction with the Confiscation Unit, is responsible for all property seized by the Department in accordance with the Florida Contraband Forfeiture Act. When property is seized by an officer, an evaluation of the property is conducted to determine its value and identify all potential claimants that are entitled to a statutorily required notice of confiscation. The notice informs the potential claimant that property has been seized and that they have rights, with regards to asserting a claim, to the seized property. Beyond ensuring that notices are sent to potential claimants, the unit is responsible for filing the forfeiture actions and prosecuting the matters in Circuit Court. The Unit also works in conjunction with the Police Finance Division to ensure that the statutorily required annual reports of all forfeitures are properly filed with the Florida Department of Law Enforcement.

All property awarded to the Police Department in accordance with the Florida Contraband Forfeiture Act is either sold at auction or re-purposed. The proceeds of any sales are deposited in the State Trust Fund for use by the Department. The proceeds may be used for the following programs and activities: school resource officers, crime prevention, safe neighborhood programs, drug abuse education and prevention programs, or for other law enforcement purposes which include defraying the cost of protracted or complex investigations, providing additional equipment or expertise, purchasing automated external defibrillators for use in law enforcement vehicles, providing matching funds to obtain federal grants, and to fund the cost of confiscating property and prosecuting actions under the act.

# Police Department

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	CY 2021 Actual	CY 2022 Actual	CY 2023 Actual	CY 2023 Target	CY 2024 Target
6	Reduce crime to improve public safety	Florida Department of Law Enforcement (FDLE) crime rate per 100,000 Population <sup>1</sup>	2,037.9 <sup>2</sup>	N/A <sup>3</sup>	NA <sup>3</sup>	≤4,658.7	N/A <sup>3</sup>
		<b>Performance Measure</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Actual</b>	<b>FY 2023 Target</b>	<b>FY 2024 Target</b>
		Average response time (seconds) for Priority 1 calls for service (Constant)	273.5	285.8	280.5	≤280.0	≤275.0
		Percent of Police Community Survey respondents that feel safe	66.6%	63.4%	64.2%	≥69.8%	≥69.8%
Strategic Goal	Core Process	Performance Measure	CY 2021 Actual	CY 2022 Actual	CY 2023 Actual	CY 2023 Target	CY 2024 Target
6	Solve crimes through active investigations to improve public safety	FDLE crime clearance rate <sup>1</sup>	12.1% <sup>2</sup>	N/A <sup>3</sup>	N/A <sup>3</sup>	≥13.6%	N/A <sup>3</sup>
Strategic Goal	Core Process	Performance Measure	CY 2021 Actual	CY 2022 Actual	CY 2023 Actual	CY 2023 Target	CY 2024 Target
6	Foster community involvement strategies that establish partnerships and meaningful interactions with Neighbors	Number of patrol dispositions (S CFS) to engage the community <sup>4</sup>	441	2,250	1,105	≥2,250	≥2,250
		Percent of Police Community Survey respondents that agree FLPD develops relationships with members of the community	37.4%	41.2%	47.0%	≥43.8%	≥50.0%
		Percent of Police Community Survey respondents that trust FLPD officers	68.2%	68.0%	74.5%	≥74.6%	≥75.0%
6	Hire, train and retain an appropriate staffing level to ensure public safety	Vacancy Rate (Sworn Personnel)	3.8%	4.9%	6.4%	≤3.2%	≤3.0%
		Vacancy Rate (Professional Personnel)	18.2%	14.7%	14.2%	≤4.0%	≤4.0%

<sup>1</sup>FDLE reporting system and methodology was changed in 2021 from Uniform Crime Reports (UCR) to National Incident-Based Reporting System (NIBRS), historical data will not be comparable.

<sup>2</sup>2021 data reported by FDLE is only for partial year.

<sup>3</sup>2022 and 2023 data is not available at time of publication, pending an FDLE audit. Once the data is available, a target for FY 2024 will be established.

<sup>4</sup>Patrol staff engage in activities outside of calls for service (CFS) to assist the community and is coded out with disposition code "S" when their interaction has ended.

# Police Department - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 142,039,877	149,696,348	151,842,744	157,859,859	8,163,511	5.5%
<b>Total Funding</b>	<b>142,039,877</b>	<b>149,696,348</b>	<b>151,842,744</b>	<b>157,859,859</b>	<b>8,163,511</b>	<b>5.5%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Office of the Chief	3,795,929	3,432,862	3,325,249	7,266,429	3,833,567	111.7%
Support Services	26,775,266	30,235,902	29,908,474	32,316,609	2,080,707	6.9%
Operations	88,803,001	91,685,037	95,454,724	87,277,023	(4,408,014)	(4.8%)
Investigations	22,665,681	24,342,547	23,154,296	30,999,798	6,657,251	27.3%
<b>Total Expenditures</b>	<b>142,039,877</b>	<b>149,696,348</b>	<b>151,842,744</b>	<b>157,859,859</b>	<b>8,163,511</b>	<b>5.5%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	116,089,852	122,139,361	124,063,633	128,163,252	6,023,891	4.9%
Operating Expenses	24,746,876	25,948,392	26,170,516	28,555,378	2,606,986	10.0%
Capital Outlay	1,203,149	1,608,595	1,608,595	1,141,229	(467,366)	(29.1%)
<b>Total Expenditures</b>	<b>\$ 142,039,877</b>	<b>149,696,348</b>	<b>151,842,744</b>	<b>157,859,859</b>	<b>8,163,511</b>	<b>5.5%</b>

Full Time Equivalent (FTEs)	725	746	746	761	15	2.0%
-----------------------------	-----	-----	-----	-----	----	------

#### FY 2024 Major Variances

The FY 2024 Proposed Budget memorializes the transfer of thirty-seven (37) officers out of the Operations Bureau into the Investigations Bureau (18), Support Services Bureau (17), and Office of the Chief (2)

#### Personnel Services

- \$ 3,691,809 - Increase in permanent salaries based on updated collective bargaining agreement
- 1,371,426 - Addition of fourteen (14) Police Officer positions, with eleven (11) for Patrol and three (3) for the Homeless Outreach Team
- 558,783 - Increase in budgeted overtime commensurate with proposed salary increases
- 543,121 - Addition of new assignment pay for specialty units based on terms of updated collective bargaining agreement
- 456,240 - Increase in certification pay based on terms of updated collective bargaining agreement
- 123,939 - Transfer of one (1) Human Resources Analyst position from the Human Resources Department to the Police Department
- (2,241,946) - Decrease in Police and Fire pension costs based on actuarial report
- (999,204) - Decrease in pension obligation bond expense

#### Operating Expenses

- 1,483,954 - Increase in vehicle replacement charges to fully fund future replacements
- 534,810 - Increase in Fleet operations and maintenance charges
- 280,422 - Increase in operating expenses for the addition of fourteen (14) police officer positions
- (290,172) - Decrease in insurance allocations
- (122,000) - Decrease in informant payment expenses
- (109,380) - Decrease in information technology service charge based on updated cost allocation plan

#### Capital Outlay

- 914,321 - One-time funding for fourteen (14) police vehicles, with upfitting costs, for additional officers
- 102,600 - Replacement of two (2) boat engines for the Marine Unit per the FY 2024 Police Department Equipment Replacement Plan
- 82,308 - Replacement of five (5) License Plate Readers (LPRs) per the FY 2024 - 2028 LPR Replacement Plan
- 42,000 - Replacement of two (2) canines and one (1) horse per the FY 2024 Police Animal Replacement Plan

## Police Department - Confiscated Property Funds

### Department Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Law Enforcement Confiscated Property - 104	\$ 101,543	70,363	1,190,002	76,069	5,706	8.1%
DEA Confiscated Property - 107	875,633	-	2,332,020	-	-	0.0%
Treasury Task Force - 109	-	-	699,306	-	-	0.0%
<b>Total Funding</b>	<b>977,176</b>	<b>70,363</b>	<b>4,221,328</b>	<b>76,069</b>	<b>5,706</b>	<b>8.1%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Confiscation/Forfeiture Trust	101,543	70,363	1,190,002	76,069	5,706	8.1%
Federal Conf/Forfeitures	875,633	-	2,332,020	-	-	0.0%
Federal Conf/Forfeitures	-	-	699,306	-	-	0.0%
<b>Total Expenditures</b>	<b>977,176</b>	<b>70,363</b>	<b>4,221,328</b>	<b>76,069</b>	<b>5,706</b>	<b>8.1%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	10,705	70,063	70,253	75,869	5,806	8.3%
Operating Expenses	292,469	300	1,445,572	200	(100)	(33.3%)
Capital Outlay	674,002	-	2,705,503	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 977,176</b>	<b>70,363</b>	<b>4,221,328</b>	<b>76,069</b>	<b>5,706</b>	<b>8.1%</b>
Full Time Equivalents (FTEs)	1	1	1	1	-	0.0%

#### FY 2024 Major Variances

No Major Variances

# Police Department - School Crossing Guards Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
School Crossing Guards - 146	\$	1,150,794	1,259,677	1,404,666	1,337,437	77,760	6.2%
<b>Total Funding</b>		<b>1,150,794</b>	<b>1,259,677</b>	<b>1,404,666</b>	<b>1,337,437</b>	<b>77,760</b>	<b>6.2%</b>

### Financial Summary - Program Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Operations		1,150,794	1,259,677	1,404,666	1,337,437	77,760	6.2%
<b>Total Expenditures</b>		<b>1,150,794</b>	<b>1,259,677</b>	<b>1,404,666</b>	<b>1,337,437</b>	<b>77,760</b>	<b>6.2%</b>

### Financial Summary - Category Expenditures

		FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Operating Expenses		1,150,794	1,259,677	1,404,666	1,337,437	77,760	6.2%
<b>Total Expenditures</b>	<b>\$</b>	<b>1,150,794</b>	<b>1,259,677</b>	<b>1,404,666</b>	<b>1,337,437</b>	<b>77,760</b>	<b>6.2%</b>
Full Time Equivalents (FTEs)		-	-	-	-	-	

#### FY 2024 Major Variances

##### Operating Expenses

\$ 77,760 - Increase in school crossing guard services based upon contractual terms

# PUBLIC WORKS



# **Public Works Department**



# Public Works Department

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 481\*

### ADMINISTRATION - 29

Director - Public Works	1
Assistant Public Works Director - Engineering	1
Assistant Public Works Director - Utilities	1
Division Manager	1
Administrative Assistant	1
Administrative Supervisor	3
Financial Administrator	3
Meter Reader Coordinator	1
Program Manager I	1
Senior Accounting Clerk	2
Senior Administrative Assistant	10
Senior Assistant to the Director	1
Senior Financial Administrator	1
Senior Management Analyst	1
Senior Procurement Specialist	1

### CUSTOMER SERVICE - 21

Business Operations Manager	1
Program Manager II	1
Administrative Aide	2
Administrative Assistant	4
Administrative Supervisor	2
Management Analyst	1
Meter Reader Coordinator	2
Procurement & Inventory Specialist	1
Senior Administrative Assistant	2
Senior Procurement & Inventory Specialist	1
Water Meter Serviceworker	4

### ROADWAY MAINTENANCE - 17

Program Manager	1
Construction Worker	1
Engineering Inspector I	1
Lead Construction Worker	1
Public Works Maintenance Supervisor	1
Senior Utilities Serviceworker	2
Utilities Crew Leader	1
Utilities Serviceworker	9

### UTILITIES ENGINEERING - 43

City Surveyor	1
Program Manager	1
Cityworks® Administrator	1
Engineering Aide	5
Engineering Inspector I	5
Engineering Technician	1
Engineering Technician II	1
Geographic Information Systems Analyst	2
Project Manager I	1
Project Manager II	12
Senior Administrative Assistant	1
Senior Geographic Information Systems Analyst	1
Senior Procurement Specialist	1
Senior Project Manager	6
Surveying Supervisor	2
Survey Operations Supervisor	2

### FLEET SERVICES - SUSTAINABILITY - 5

Program Manager	1
Administrative Assistant	1
Automotive & Equipment Specialist	2
Senior Administrative Assistant	1

### SANITATION - 8

Program Manager	1
Administrative Assistant	2
Administrative Supervisor	1
Public Works Maintenance Supervisor	1
Senior Administrative Assistant	1
Senior Plant Maintenance Worker	2

### PROJECT MANAGEMENT - 20

Assistant Public Works Director - Engineering	1
Chief Engineer	1
Engineering Inspector I	1
Engineering Inspector II	1
Engineering Technician II	2
Project Engineer	1
Project Manager II	8
Senior Administrative Assistant	2
Senior Project Manager	3

### ENVIRONMENTAL RESOURCES - 18

Administrative Assistant	1
Environmental Compliance Supervisor	1
Environmental Inspector	2
Environmental Inspector II	3
Environmental Program Coordinator	1
Grants and Special Projects Coordinator	1
Project Manager I	1
Project Manager II	4
Senior Administrative Assistant	2
Senior Project Manager	1
Sustainability Analyst	1

### SUSTAINABILITY - 8

Assistant Public Works Director - Sustainability	1
Environmental Compliance Manager	1
Sustainability Manager	1
Senior Administrative Assistant	1
Sustainability Administrator	1
Sustainability Analyst	1
Sustainability Coordinator	1
Urban Forestry Supervisor	1

\*Full Time Equivalent (FTE) includes new position(s)

# Public Works Department (continued)

## FY 2024 Adopted Budget Organizational Chart

DISTRIBUTION AND COLLECTION - 210		TREATMENT - 102	
Utilities Distribution and Collection Systems Manager	2	Water and Wastewater Treatment Manager	1
Stormwater Operations Manager	1	Wastewater Facilities Manager	1
Administrative Assistant	1	Water Facilities Manager	2
Construction Worker	7	Administrative Aide	1
Diesel Technician	4	Administrative Assistant	1
Distribution and Collection Chief	8	Construction Worker	3
Distribution and Collection Supervisor	2	Diesel Technician	1
Electro Technician	2	Electrical Assistant	1
Fabricator-Welder	2	Electro Technician	4
Heavy Equipment Operator	1	Environmental Chemist	1
HVAC Technician	1	Environmental Laboratory Supervisor	1
Industrial Electrician	3	Environmental Laboratory Technician	8
Lead Construction Worker	2	Industrial Electrician	3
Machinist	1	Lead Wastewater Plant Operator	6
Plumber	1	Lead Water Treatment Plant Operator	10
Public Works Maintenance Supervisor	4	Plant Maintenance Worker	4
Senior Administrative Assistant	1	Process Control Engineer	4
Senior Electro-Technician	1	Project Manager II	1
Senior Industrial Electrician	2	Public Works Maintenance Supervisor	4
Senior Project Manager	1	Senior Industrial Electrician	1
Senior Utilities Mechanic	11	Senior Plant Maintenance Worker	4
Senior Utilities Serviceworker	36	Senior Utilities Mechanic	5
Stormwater Operations Chief	3	Utilities Mechanic	10
Stormwater Operations Supervisor	1	Wastewater Operations Supervisor	2
Utilities Crew Leader	30	Wastewater Plant Operator	8
Utilities Mechanic	12	Wastewater Plant Operator Trainee	2
Utilities Serviceworker	58	Water Operations Supervisor	2
Utility Service Representative	12	Water Treatment Plant Operator	6
		Water Treatment Plant Operator Trainee	5

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
495	481	-14

# Public Works

## Department Description

The Public Works Department is made up five (5) operational Divisions: Administration, Engineering, Sustainability, Utilities, and Strategic Support which are funded through eleven (11) financial Divisions: Engineering Services, Sanitation, Sustainability, Administration, Utilities Engineering, Distribution and Collection, Treatment, Environmental Resources, Project Management, and Fleet Services. Currently, the Divisions are comprised of 481 full-time staff members working collaboratively to deliver key services to the Neighbors of the City of Fort Lauderdale. Services provided include:

- Water and wastewater treatment
- Maintenance of the City’s water distribution and wastewater collection systems
- Construction, operation, and maintenance of the City’s stormwater facilities
- Project management for Community Investment Projects
- Roadway, bridge, sidewalk, and seawall maintenance and construction
- Data analysis, planning, and policy development for a more sustainable and resilient community
- Development and maintenance of the City’s Asset Management Program
- Fleet management
- Urban forestry program
- Management of the City’s contract for solid waste and recycling
- Environmental and regulatory affairs compliance
- Water quality sampling and testing services to the City and its large users

While providing these critical services, the Department strives to operate sustainably, focusing on climate resiliency.

The Public Works Department’s resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the “City you never want to leave.”

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 1: Build a sustainable and resilient community

Goal 2: Build a multi-modal and pedestrian friendly community

Goal 3: Build a healthy and engaging community

Goal 8: Build a leading government organization that manages all resources wisely and sustainably

### CORE PROCESSES (Departmental objectives and significant functions)

- Manage the design and construction of CIP projects, and other facility and infrastructure related projects
- Manage resources to achieve the long-term sustainability of the community and City operations
- Build a resilient community capable of adapting to emerging challenges
- Operate and maintain safe and efficient water distribution and wastewater collection systems

# Public Works

## Department Description, continued

### HIGHLIGHTED PROGRAMS

- Sustainability Operations
- Fleet Services
- Sanitation
- Finance Services Support
- Field Services Operations
- Water and Sewer Environmental Resources
- Meter Shop
- Pipe Construction
- Service Line Repair
- Distribution & Collection Operations
- Stormwater Watershed Asset Management
- Project Management-Engineering
- Recycling
- Wastewater Repairs
- Welding
- Fiveash Maintenance
- Fiveash Operations
- Lohmeyer Regional Plant Support
- Biology Lab
- Lohmeyer Regional Plant Maintenance
- Lohmeyer Regional Plant Operations
- Storm Drain Maintenance
- Stormwater
- Office Operations
- Project Management
- Project Management Administration
- Utilities Engineering Operations
- Asphalt
- Fire Hydrant and Valves
- Installation/Repairs Operations
- New Services
- Pump Station Maintenance
- Collections System Maintenance
- Utility Electric
- Project Management
- Collections
- Utility Field Locations
- Water and Sewer General Expenditures
- Wellfield/Tanks
- Peele/Dixie Operations
- Peele/Dixie Maintenance
- Treatment Operations
- Water and Sewer Insurance
- Stormwater General Expenditures
- Swale Cutback
- After Hours/Weekend First Responders

# Public Works

## Administration

### Operational Division Description

Administration provides the overall leadership and management for the Public Works Department, establishes departmental policies and strategic objectives, and coordinates with the City Manager's Office as well as other City Departments. The division is responsible for the development of the annual business plan and management of the Infrastructure and Resilience City Commission Priority. The Division coordinates City Commission action items and provides guidance and direction for financial, budget management, information technology, employee engagement, and facilities management functions within the Public Works Department to meet operational objectives.

The Administration Division also provides human resources support by hiring, providing discipline, overseeing performance evaluations, ensuring compliance with labor agreements and City policies, and developing internal standard operating procedures and performance measures.

### FY 2023 Major Accomplishments

- Developed and implemented an electronic overtime preapproval and authorization procedure
- Created an online access portal on LauderShare for all departmental policies and procedures
- Completed an internal services review survey to identify departmental needs and highlight divisional accomplishments

### FY 2024 Major Projects and Initiatives

- Develop and implement an annual vendor evaluation form, policy, and procedure
- Implement a Strategic Project Review procedure, and accompanying form, for identifying and prioritizing projects requested outside of the Community Investment Plan
- Review and update departmental performance metrics to better reflect organizational changes and measure the success of major initiatives
- Develop and implement a departmental onboarding plan and checklist
- Develop and implement a departmental strategic planning process and procedure
- Continue the development and implementation of the Laserfiche platform which will create efficiencies in the Department's document routing, tracking, and approval processes; the system will also be used to electronically approve departmental requests and route Commission Agenda Memorandums to the City Manager's Office

# Public Works

## Engineering

### Operational Division Description

Engineering provides engineering and project management services for the City's Community Investment Plan (CIP) projects within the Water, Wastewater, and Stormwater Utilities and for other City Departments, including but not limited to: Parks and Recreation, Transportation and Mobility, Development Services, Police, and Fire Rescue. Engineering is responsible for public improvements as well as the repair and maintenance of streets, alleyways, sidewalks, bridges, and seawalls. The Engineering Division works to ensure that projects comply with approved plans, specifications, applicable codes, and standards while adhering to quality, schedule, and budget requirements. The primary aim of Engineering is to realize sustainable and resilient CIP projects as efficiently as possible for future generations.

### FY 2023 Major Accomplishments

#### Bridges, Fire Stations, Parks, and Facilities

- Completed solicitation for the replacement of the structurally deficient South Ocean Drive Bridge, including the rehabilitation of the existing bridge to maintain usage during construction

#### Streetscape

- Began the undergrounding of utility lines in the Las Olas Isles neighborhood
- Initiated construction of a safe pedestrian walkway, along the west side of A1A, including the relocation of trees and streetlights and the replacement of the existing walkway; this project is valued at approximately \$11 million in construction costs
- Initiated the design for the Galt Ocean Mile corridor beautification improvements, including the repair of existing sidewalks and roadway surfaces and the replacement of streetlights; this project is valued at approximately \$5 million in construction costs

#### Stormwater

- Continued the construction of the River Oaks and Edgewood neighborhood stormwater projects, which will improve the infrastructure and mitigate chronic flooding in those neighborhoods
- Initiated the design of stormwater improvement projects in the Melrose Manors and Riverland Civic Association neighborhoods to address chronic flooding issues; these projects will address the severe flooding resulting from recent natural disasters and tropical storms
- Began construction of the River Oaks Pump Station project, valued at \$11.6 million
- Completed approximately 30 Operational and Maintenance (O&M) stormwater projects; projects are valued at \$1.4 million
- Completed construction of the Hendrick Isles Seawall Replacement and began construction of the Merle Fogg Seawall, Las Olas, and SE 10<sup>th</sup> Street Seawall Replacement projects to reduce tidal-related flooding and continue bringing City-owned seawalls into compliance with current City ordinance

#### Water and Wastewater

- Completed a Comprehensive Agreement and initiated construction of the Prospect Lake Clean Water Center, a fifty (50) million gallons per day Water Treatment Plant that will replace the existing Fiveash Water Treatment Plant

# Public Works

## Engineering, continued

- Continued to upgrade all equipment, instrumentation, and controls of the functionally obsolete Cryogenic Plant at the George T. Lohmeyer Wastewater Treatment Plant (GTL) through automation of the wastewater management system
- Completed the procurement of a design-build contract for the rehabilitation and replacement of the 54-inch effluent force main leading from GTL to the injection wells; this project is valued at \$40 million
- Began rehabilitation of 22 media filters and components at the Fiveash Regional Water Treatment Plant; this project is valued at approximately \$3.5 million
- Completed the design and bid phases for the repair and lining of existing sewer pipes, to correct serious infiltration in 33 sewer gravity manholes and corresponding pipelines identified along Cypress Creek Road; this project is valued at approximately \$5 million
- Began construction of a new wastewater pump station, Pump Station A-24, to redirect half of the existing gravity system in the area to a new pumpstation; the project is valued at approximately \$4 million
- Began construction to relocate and build a submersible Pump Station (PS) A-16, including the abandonment and decommissioning of the existing pump station; this project is valued at \$2.8 million

### **FY 2024 Major Projects and Initiatives**

#### **Bridges, Fire Stations, Parks, and Facilities**

- Begin construction of the South Ocean Drive Bridge Replacement
- Complete the installation of the Fire Station 54 heating, ventilation, and air conditioning (HVAC) system, which will permanently resolve the humidity and indoor condensation issues created by the original HVAC design and allow operations to resume

#### **Streetscape**

- Continue the undergrounding of utility lines in the Las Olas Isles Neighborhood, and implement a comprehensive application process for neighborhoods requesting the undergrounding of utility lines

#### **Water and Wastewater**

- Continue overseeing construction of the Prospect Lake Clean Water Facility
- Complete construction of the new Cryogenic Plant
- Implement the Enhanced Inflow and Infiltration (I&I) Reduction Program
- Complete the procurement of a design-build contract for the rehabilitation and replacement of the 54-inch effluent force main leading from GTL to the injection wells; this project is valued at \$40 million

# Public Works

## Engineering, continued

- Begin inflow and infiltration (I&I) rehabilitation for sewer basins D34, B2, B6, B14, and B11 to reduce localized overflows, improve operational efficiencies, increase sewer capacity, and reduce ongoing cost; the project is valued at approximately \$20.2 million

### Stormwater

- Begin construction for the Durrs, Dorsey Riverbend, and Progresso neighborhood stormwater improvement projects; projects are valued at \$41 million
- Complete six (6) stormwater CIP projects and 30 QAlert spot-drainage improvement projects that will provide over \$6 million in Citywide stormwater improvements
- Complete construction of the Edgewood and River Oaks neighborhood stormwater improvement projects
- Complete the construction of the Osceola Creek Restoration Project, valued at \$7.3 million



# Public Works

## Strategic Planning and Support

### Operational Division Description

Strategic Planning and Support prepares and finalizes the Department's operating and Community Investment Plan (CIP) budgets, ensuring funds are appropriately allocated and processing payments for vendors, consultants, and contractors. The Operational Division provides payroll support by tracking overtime, ensuring Public Works employee information is accurate within the City's timekeeping software (Kronos) and providing oversight of timekeeping activities.

The Strategic Planning and Support team is also responsible for the City's Asset Management Program. Asset management refers to the development, implementation, and maintenance of a comprehensive database of City-owned infrastructure through Cityworks, an enterprise asset management system. Cityworks helps to ensure that historic data and projected infrastructure needs inform the development of the Department's operating and capital budgets.

Strategic Planning and Support's oversight of the Consent Order Program ensures that the City maintains compliance with the Consent Order issued by the Florida Department of Environmental Protection.

### FY 2023 Major Accomplishments

#### Advanced Metering Infrastructure (AMI) Water Meter Program

- Began the procurement process to select a vendor for the installation and maintenance of advanced water meters with monitoring and controlling software systems; the installation of approximately 64,000 advanced water meters is anticipated to be complete by 2026

#### Asset Management

- Began the implementation of Cityworks for Stormwater and Wastewater Utilities Operations teams in the field

#### Consent Order

- Water Consent Order: Substantially completed field work required for mapping and attribute identification of all major water system assets in the City's geographic information system (GIS) and Cityworks
- Wastewater Consent Order: Finalized memorandums of understanding (MOUs) and design criteria packages (DCPs) and began procurement for four of the remaining Phase II Force Main projects, including NE 38<sup>th</sup> Street Force Main Replacement, NE 25<sup>th</sup> Avenue Force Main Replacement, 54-inch Effluent Pipe Force Main Replacement at GTL, and effluent pumps standby generators at GTL

# Public Works

## Strategic Planning and Support, continued

### FY 2024 Major Projects and Initiatives

- Complete procurement and initiate the installation of Advanced Metering Infrastructure (AMI)
- Initiate construction activities on Water and Wastewater Consent Order projects, including the NE 38<sup>th</sup> Street Force Main Replacement, NE 25<sup>th</sup> Avenue Force Main Replacement, 54-inch Effluent Pipe Force Main Replacement at GTL, and Effluent Pumps Standby Generators at GTL
- Continue implementation of Cityworks for Stormwater and Wastewater Utilities Operations teams in the field and integrate the Water Utility Billing software system (Cayenta) into Cityworks
- Complete procurement and begin construction for the rehabilitation/replacement of 48/54 inch force main along SE 9<sup>th</sup> Avenue and SE 10<sup>th</sup> Avenue to the GTL Wastewater Treatment Plant, which is the final Phase II Consent Order Project

# Public Works

## Sustainability

### Operational Division Description

Sustainability provides coordination of the City's internal and external sustainability initiatives and planning for a climate resilient community. Sustainability is organized into five programs: 1) Sustainability and Climate Resilience, 2) Environmental and Regulatory Affairs, 3) Solid Waste and Recycling, 4) Fleet Services, and 5) Stormwater Operations. The Urban Forestry Program is also an integral function of this Operational Division. Sustainability promotes, encourages, facilitates, and implements environmental, economic, and socially responsible practices within City operations and in the larger community. Sustainability serves as an internal business consultant to other Departments by assisting in the integration of sustainable practices and climate resiliency into daily City operations.

Internally, these programs work to stimulate sustainable decision-making in planning, budgeting, and procurement practices. They include regulatory stewardship through environmental permit management. Additionally, the programs work to integrate consideration of current and future climate impacts into infrastructure master planning and community projects.

Externally, these sections are moving sustainable initiatives into the community, such as providing education on sustainable activities, recycling and implementing other forms of waste diversion, enhancing the tree canopy, improving the economic and environmental viability of the City, and addressing stormwater and tidal flooding issues to make Fort Lauderdale more resilient to the effects of climate change.

The Sustainability Division provides an avenue for public, educational, and media outreach concerning sustainability and resilience issues affecting the City of Fort Lauderdale.

### FY 2023 Major Accomplishments

#### Environmental and Regulatory Affairs

- Implemented the National Pollutant Discharge Elimination System (NPDES) permit requirements
- Completed the Himmarshee Canal dredging project
- Completed installation of aerators in select City waterways as a part of the City's waterway quality projects

#### Fleet Services

- Transitioned the Fuel Management System to a cloud-based program to allow for easier diagnostics when working with the City's vendor
- Successfully transitioned operations to new vendors for fleet software, maintenance, and parts
- Supported the emergency response to the April Flash Flood through fuel provision and the management of impacted City-owned vehicles

# Public Works

## Sustainability, continued

### Solid Waste and Recycling

- Further reduced recycling contamination with a continued focus on the *Take5* outreach campaign
- Restructured the City's Household Hazardous Waste events to improve participation
- Continued to participate in and support the Broward County Solid Waste Working Group
- Transitioned to a new residential collections contract
- Supported the emergency response to the April Flash Flood through management of the City Hall flood recovery, community debris removal, Federal Emergency Management Agency (FEMA) project development and continuing FEMA reimbursement efforts

### Stormwater Operations

- Completed condition assessment of the main storm stations to determine necessary repairs and/or replacement work
- Minimized the percentage of unverified stormwater management assets by conducting field surveys and mapping assets into the City's Geographic Information System (GIS) database
- Developed a Condition Assessment Plan to estimate the resources needed to complete a comprehensive video inspection of the City's critical and non-critical stormwater piping system
- Facilitated the roll out of the Cityworks Asset Management database to modernize work orders and asset maintenance documentation for all operational stormwater assets Citywide
- Supported the emergency response to the April Flash Flood through the deployment of pumps and vacator trucks, monitoring and directing contractors and mutual aid vehicles, and organizing a comprehensive cleaning of stormwater pipes in impacted neighborhoods in coordination with FEMA

### Sustainability and Climate Resilience

- Procured a consultant and began development of the Roadmap to Net Zero Plan
- Procured a consultant to develop a Citywide Vulnerability Assessment
- Initiated the procurement of a consultant for the development of an Urban Forestry Master Plan
- Received U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) for Gold Cities certification

### FY 2024 Major Projects and Initiatives

- Finalize the development and begin to implement a Roadmap to Net Zero Plan for Fort Lauderdale
- Install at least five (5) EV charging stations at City facilities
- Continue April Flash Flood Recovery Projects, including the demolition of City Hall and pursuing FEMA reimbursement
- Begin the implementation of a Condition Assessment Plan for critical stormwater infrastructure
- Implement an Impaired Waterbodies Assessment to review monitoring strategies, sites, and collection of source-specific data to develop needed management action plans

# Public Works

## Sustainability, continued

### **FY 2024 Major Projects and Initiatives**

- Begin the implementation of a 5-year National Pollutant Discharge Elimination System (NPDES)
- Implement a Citywide Vulnerability Assessment
- Begin the development of an Urban Forestry Master Plan
- Complete Green Local Government recertification with the Florida Green Building Coalition

# Public Works

## Utilities

### Operational Division Description

The Utilities Operational Division is responsible for operating, maintaining, and supporting the City's water and wastewater infrastructure. Utilities provides water to the City's neighbors, businesses, visitors, and six neighboring municipalities. To do so, the Fiveash and Peele-Dixie Water Treatment Plants produce on average a combined 38.3 million gallons per day (MGD) of potable water. Utilities also manages and operates a wastewater system that collects and treats an average of 39.7 MGD of wastewater at the George T. Lohmeyer (GTL) Wastewater Treatment facility. Through Large User Agreements, the City provides treatment services for Fort Lauderdale, Oakland Park, Wilton Manors, Port Everglades, and parts of Davie and Tamarac. By tracking the total treated wastewater, staff can monitor the Wastewater Treatment Plant's efficiency and ensure adequate capacity and regulatory compliance.

The Operational Division is organized into three (3) operational sections to effectively meet the City's strategic objectives and to provide essential water and wastewater services, including Distribution, Collections, and Treatment. The Distributions and Collections Sections are responsible for the operation, maintenance, repair, and improvement of the water distribution, wastewater collection, raw water wellfields, and pumping systems.

The Treatment Section provides neighbors with safe and efficient water treatment, water production, and wastewater treatment and disposal. The Environmental Laboratory, which is part of the Treatment Section, is accredited through the National Environmental Laboratory Accreditation Program (NELAP) and ISO 17025 and provides sampling and testing services to the City and its large users 365 days a year. Also under the Treatment Section, Process Control Engineers oversee the instrumentation and control, operator interface software, and other related systems required to operate the treatment plants and support the Supervisory Control and Data Acquisition (SCADA) system.

### FY 2023 Major Accomplishments

#### Peele Dixie Water Treatment Plant

- Replaced Programmable Logic Controllers (PLCs) for well field pumps, Reverse Osmosis (RO) skids, the cleaning system, and the main plant with Allen Bradley PLCs to standardize the controls across the City's Supervisory Control and Data and Acquisition (SCADA) platform
- Continued improvements to the SCADA servers, switches, related hardware, and software to increase efficiency and maximize performance
- Began replacement of the bulk sulfuric acid tank at the Peele Dixie Water Treatment Plant
- Completed the replacement of the permeate water flow meter and 10-inch diameter injection bypass backflow preventers
- Rebuilt Generator #1 and #2 and Clearwell Transfer Pump #1
- Completed electrical panel improvements for surge protection systems

# Public Works

## Utilities, continued

### Environmental Laboratory

- Recertified the Environmental Laboratory according to the ISO 17025 and the National Environmental Laboratory Accreditation programs

### Distribution & Collections

- Completed installation of the new 42-inch and 30-inch valves on the distribution transmission main line on Powerline Road
- Implemented a Leak Detection Pilot Program to determine if there would be a significant increase in the accuracy of locating City watermain leaks, allowing rapid repairs and reducing the need for major system shutdowns
- Completed installation of a new 30-inch valve on the distribution transmission main line on NW 42<sup>nd</sup> Street
- Completed installation of 50 sample stations, 27 automated hydrant flushers, and 160 sanitary cleanouts
- Added seven (7) sanitary pump stations to SCADA for better management of distribution system levels
- Completed six (6) force main emergency repairs Citywide
- Rehabilitated 20 water supply wells in the Fiveash Wellfield and replaced four (4) pumps at the Dixie Wellfield

### Fiveash Water Treatment Plant

- Improved the electrical reliability in the event of a power outage, through the installation of a new Uninterruptible Power Supply (UPS) System to maintain power to the Fiveash diesel high service pumps
- Repaired and/or replaced equipment that had reached the end of its life cycle:
  - 1600 Amp circuit breakers and transfer switch on the main 480 V motor control center
  - 1600 Amp circuit breakers for the diesel generators
  - Controls for the washwater recovery basin
  - Washwater transfer pumps controls and monitoring into the SCADA control system
  - Sluice gates
  - Fifteen filters
  - 4106V/480V transformers and associated cable
- Replaced seven Fiveash Water Treatment Plant roofs
- Improved plant security through upgrades to the Plant Public Address (PA) system and the installation of three new motion control cameras

# Public Works

## Utilities, continued

### George T. Lohmeyer Wastewater Treatment Plant (GTL)

- Continued to coordinate maintenance of operations during the replacement of the existing oxygen generating plant facility to improve the reliability and redundancy of GTL and reduce oxygen production cost
- Continued improvements to the SCADA servers, switches, related hardware, and software to increase efficiency and maximize performance

### FY 2024 Major Projects and Initiatives

- Implement an enhanced Inflow and Infiltration (I&I) Reduction Program
- Implement an Automatic Meter Reading Infrastructure Program (AMI)
- Develop a Lead Service Line Replacement Program, after completing a Citywide lead and copper inventory, to ensure compliance with the Florida Department of Environmental Protection (FDEP) and the Environmental Protection Agency (EPA)
- Increase the FDEP permitted capacity of George T. Lohmeyer Wastewater Treatment Plant (GTL)
- Complete the modernization of Fiveash Water Treatment Plant freight elevator



# Public Works

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
1, 2	Manage the design and construction of CIP projects, and other facility and infrastructure related projects	Percent of Projects on Budget and on Schedule	93%	92%	90%	≥93%	≥93%
1, 3, 8	Manage resources to achieve the long-term sustainability of the community and City operations	Percentage of Citywide Tree Canopy Coverage on Public and Private Property	26%	26%	N/A <sup>1</sup>	≥27%	≥27%
		Percent of Environmental Permits in Compliance	98%	97%	N/A <sup>1</sup>	≥98%	≥98%
		Percent Reduction in Greenhouse Gas (GHG) Emissions from City Operations <sup>2</sup>	N/A <sup>3</sup>	N/A <sup>3</sup>	N/A <sup>3</sup>	≤26%	≤28%
		Percent Change in total fleet fuel consumption (as compared to prior year)	0.3%	-1.6%	0.8%	≤-2.0%	≤-2.0%
1	Build a resilient community capable of adapting to emerging challenges	Preventative Catch Basin Inspections	15,604	13,349	17,496	≥22,884	≥22,884
		Number of Projects completed in Adaptation Action Areas	3	3	N/A <sup>2</sup>	≥4	≥4
		Number of Storm Drains/Inlets Cleaned	5,488	5,291	2,378	≥1,200	≥1,200
		Number of Catch Basin Repairs	451	355	153	≥360	≥360
		Total Linear Feet of Storm Systems Assessed for Condition of Pipe	18,036	23,895	24,836	≥13,200	≥13,200

<sup>1</sup>Data not available at the time of publication.

<sup>2</sup>This measure is reported by calendar year.

<sup>3</sup>Calculations for FY 2022 and FY 2023 are pending completion. Delays are due to lags in the availability of third-party data, incorporation of methodology improvements, and staffing vacancies.

# Public Works

## Department Core Processes and Performance Measures, continued

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
1	Operate and maintain safe and efficient water distribution and wastewater collection systems	Potable Water Produced in Million Gallons Per Day (MGD) per Full time Employee (FTE)	0.9	0.9	0.9	≥0.3	≥0.3
		Water Distribution System Integrity – Leaks per 100 Miles of Distribution Pipes	18.88	21.43	13.52	≤22.60	≤22.60
		Water Distribution System Integrity – Breaks per 100 miles of Distribution Pipe	6.25	9.44	7.02	≤18.92	≤18.92
		Wastewater Treated in Million Gallons per Day (MD) per Full Time Employee (FTE)	1.28	1.34	1.39	≥0.27	≥0.27
		Collection System Integrity – Failures per 100 Miles of Collection Pipe	5.04	4.20	4.20	≤2.52	≤2.52
		Percent of Days in Compliance with Primary Drinking Water	99.75%	99.00%	100.00%	100.00%	100.00%

## Public Works Department - General Fund

### Department Fund Financial Summary

#### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 4,634,203	6,289,126	6,723,853	6,691,241	402,115	6.4%
<b>Total Funding</b>	<b>4,634,203</b>	<b>6,289,126</b>	<b>6,723,853</b>	<b>6,691,241</b>	<b>402,115</b>	<b>6.4%</b>

#### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Roadway Maintenance	2,194,240	2,596,465	2,944,957	2,903,450	306,985	11.8%
Sustainability	1,420,340	1,958,161	1,726,386	1,791,230	(166,931)	(8.5%)
Project Management	1,019,623	1,734,500	2,052,510	1,996,561	262,061	15.1%
<b>Total Expenditures</b>	<b>4,634,203</b>	<b>6,289,126</b>	<b>6,723,853</b>	<b>6,691,241</b>	<b>402,115</b>	<b>6.4%</b>

#### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	2,441,869	3,102,421	2,728,009	3,197,023	94,602	3.0%
Operating Expenses	2,192,334	3,059,686	3,844,249	3,494,218	434,532	14.2%
Capital Outlay	-	127,019	151,595	-	(127,019)	(100.0%)
<b>Total Expenditures</b>	<b>\$ 4,634,203</b>	<b>6,289,126</b>	<b>6,723,853</b>	<b>6,691,241</b>	<b>402,115</b>	<b>6.4%</b>
Full Time Equivalents (FTEs)	22	26	26	25	(1)	(3.8%)

#### FY 2024 Major Variances

##### Personnel Services

\$ (86,843) - Transfer of one (1) Administrative Assistant position from the General Fund to the Water and Sewer Fund

##### Operating Expenses

- 833,609 - Increase in Florida East Coast Railway (FEC) Grade Crossing Program expense
- 282,282 - Increase in Information Technology (ITS) Service Charges to support infrastructure modernization
- 147,272 - Increase in project management service charges commensurate with the increased hourly rate
- (510,000) - Decrease in one-time funding for a Citywide pavement condition assessment for roads, sidewalks, and alleyways
- (180,000) - Decrease in one-time funding for a Sidewalk Master Plan Gap Assessment
- (150,000) - Decrease in one-time funding for a Roadmap to Zero Plan

##### Capital Outlay

- (101,690) - Reduction in one-time funding for the purchase of two (2) service trucks for the expansion of the Roadway Maintenance Program
- (25,329) - Reduction in one-time funding for the purchase of one (1) vehicle from the Sanitation Fund

# Public Works Department - Sanitation Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Sanitation - 409	\$ 15,470,915	18,166,714	23,581,414	29,060,338	10,893,624	60.0%
<b>Total Funding</b>	<b>15,470,915</b>	<b>18,166,714</b>	<b>23,581,414</b>	<b>29,060,338</b>	<b>10,893,624</b>	<b>60.0%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Administration	(137,009)	-	-	-	-	0.0%
Sanitation	15,607,924	18,166,714	23,581,414	29,060,338	10,893,624	60.0%
<b>Total Expenditures</b>	<b>15,470,915</b>	<b>18,166,714</b>	<b>23,581,414</b>	<b>29,060,338</b>	<b>10,893,624</b>	<b>60.0%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	515,012	749,284	662,179	912,130	162,846	21.7%
Operating Expenses	14,955,903	17,417,430	22,919,235	28,148,208	10,730,778	61.6%
<b>Total Expenditures</b>	<b>\$ 15,470,915</b>	<b>18,166,714</b>	<b>23,581,414</b>	<b>29,060,338</b>	<b>10,893,624</b>	<b>60.0%</b>
Full Time Equivalents (FTEs)	7	7	8	8	1	14.3%

#### FY 2024 Major Variances

##### Personnel Services

\$ 126,323 - Transfer of one (1) Parks Supervisor Position from Parks and Recreation Sanitation Fund to Public Works

##### Operating Expenses

- 5,532,764 - Increase in Solid Waste Collections due to terms of new contractual agreement with vendor
- 5,231,781 - Increase in collections and disposal due to the transfer of bulk trash programmatic funding from the Parks and Recreation Department
- 645,496 - Increase in recycling services plus a new transportation fee due to terms of new contractual agreement with vendor
- 268,252 - Increase in disposal (tip) fees due to an inflation adjustment as stipulated by contract
- 255,980 - Increase in annual payment for an integrated, regional solid waste system with Broward County
- (627,279) - Decrease in Citywide Customer Service Center expense due to program consolidation and fewer Sanitation related service requests
- (389,693) - Decrease in Sanitation Cart expenditures due to costs incorporated into new Solid Waste Contract
- (197,500) - Decrease due to the full transfer of the waterway cleaning and reporting services program to the Stormwater Fund

# Public Works Department - Water and Sewer Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Water and Sewer - 450	\$ 100,388,483	114,251,174	127,365,115	146,463,818	32,212,644	28.2%
<b>Total Funding</b>	<b>100,388,483</b>	<b>114,251,174</b>	<b>127,365,115</b>	<b>146,463,818</b>	<b>32,212,644</b>	<b>28.2%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Administration	3,804,740	4,002,295	4,179,254	6,097,476	2,095,181	52.3%
Customer Service	3,764,872	4,500,991	4,479,075	4,840,236	339,245	7.5%
Utilities Engineering	7,197,850	9,721,286	9,770,782	11,299,332	1,578,046	16.2%
Distribution and Collection	28,241,488	32,861,180	44,421,464	42,916,944	10,055,764	30.6%
Treatment	15,222,435	16,048,087	18,510,944	19,595,113	3,547,026	22.1%
Environmental Resources	1,163,526	1,372,840	1,318,946	1,734,568	361,728	26.3%
Department Support	10,071,788	12,346,286	12,912,686	(134,828)	(12,481,114)	(101.1%)
Loans and Notes	30,921,784	33,398,209	31,771,964	60,114,977	26,716,768	80.0%
<b>Total Expenditures</b>	<b>100,388,483</b>	<b>114,251,174</b>	<b>127,365,115</b>	<b>146,463,818</b>	<b>32,212,644</b>	<b>28.2%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	34,674,492	39,450,899	36,741,026	40,695,168	1,244,269	3.2%
Operating Expenses	33,114,012	38,944,437	54,282,795	39,629,408	684,971	1.8%
Capital Outlay	1,678,195	2,457,629	4,569,330	6,024,265	3,566,636	145.1%
Debt Services	30,921,784	33,398,209	31,771,964	60,114,977	26,716,768	80.0%
<b>Total Expenditures</b>	<b>\$ 100,388,483</b>	<b>114,251,174</b>	<b>127,365,115</b>	<b>146,463,818</b>	<b>32,212,644</b>	<b>28.2%</b>
Full Time Equivalents (FTEs)	342	355	355	344	(11)	(3.1%)

### FY 2024 Major Variances

#### Personnel Services

- \$ (1,103,802) - Transfer of thirteen (13) full-time positions and three (3) part-time positions from the Water and Sewer Fund to the newly created Unified Customer Service Fund for the consolidation of the City's call centers
- 161,883 - Addition of one (1) Senior Project Manager to manage the construction of the Prospect Lake Water Treatment Plant
- 86,843 - Transfer of one (1) Administrative Assistant from the General Fund to manage the City's Backflow Program

#### Operating Expenses

- 2,130,140 - Increase in cost of water treatment chemicals due to inflation
- 1,042,668 - Increase for initial implementation of Advanced Metering Infrastructure (AMI) throughout the City's water distribution system
- 582,072 - Increase in service charges to support the new Unified Customer Service Fund for the management of the City's call centers
- 520,028 - Increase in Public Works service charge primarily due to increased roadway crew utilization
- 200,000 - Increase due to one-time funding for an updated Water Rate Study Assessment
- 110,000 - Increase for annual C-51 Reservoir payment for access to three (3) million water gallons per day
- (2,176,041) - Decrease in general liability contribution
- (915,207) - Decrease in merchant card processing fees due to a transition to transactions being handled directly by the processor
- (667,741) - Decrease in information technology service charges due to an updated cost allocation plan
- (405,122) - Decrease in indirect administrative service charge due to updated cost allocation plan

## Public Works Department - Water and Sewer Fund, continued

### Department Fund Financial Summary

#### Capital Outlay

- 4,299,265 - Replacement of thirty-two (32) vehicles based upon established fleet replacement schedule
- 1,725,000 - Replacement of pumps and other equipment as per the renewal and replacement program in the utilities strategic master plan

#### Debt Service

- 19,813,250 - Increase due to Prospect Lake Water Center debt issuance
- 7,054,016 - Increase due to Prospect Lake Clean Water Center Enabling Works
- 2,323,167 - Increase due to Advanced Metering Infrastructure (AMI) debt issuance

# Public Works Department - Central Regional Wastewater System Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Central Regional Wastewater System - 451	\$ 22,225,511	22,300,995	24,693,172	24,521,842	2,220,847	10.0%
<b>Total Funding</b>	<b>22,225,511</b>	<b>22,300,995</b>	<b>24,693,172</b>	<b>24,521,842</b>	<b>2,220,847</b>	<b>10.0%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Treatment	17,428,617	17,500,134	19,892,311	19,720,387	2,220,253	12.7%
Loans and Notes	4,796,894	4,800,861	4,800,861	4,801,455	594	0.0%
<b>Total Expenditures</b>	<b>22,225,511</b>	<b>22,300,995</b>	<b>24,693,172</b>	<b>24,521,842</b>	<b>2,220,847</b>	<b>10.0%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	3,256,565	3,816,555	3,367,785	3,898,475	81,920	2.1%
Operating Expenses	13,408,533	13,133,579	15,556,280	15,241,328	2,107,749	16.0%
Capital Outlay	763,519	550,000	968,246	580,584	30,584	5.6%
Debt Services	4,796,894	4,800,861	4,800,861	4,801,455	594	0.0%
<b>Total Expenditures</b>	<b>\$ 22,225,511</b>	<b>22,300,995</b>	<b>24,693,172</b>	<b>24,521,842</b>	<b>2,220,847</b>	<b>10.0%</b>
Full Time Equivalents (FTEs)	37	37	37	37	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 875,662 - Increase in cost of treatment chemicals due supply shortages and inflation
- 439,800 - Increase in sludge hauling due to inflation adjustment as stipulated by contract
- 309,329 - Increase in indirect administrative service charges due to updated cost allocation plan
- 202,855 - Increase in the electricity costs
- 167,016 - Increase in service charges to support the City's water, wastewater, and biology laboratory services
- 144,631 - Increase in property and fire insurance charges

##### Capital Outlay

- 550,000 - Replacement funding for equipment such as pumps, motors, valves, and other equipment
- 30,584 - Replacement of one (1) vehicle based upon established vehicle replacement schedule

# Public Works Department - Stormwater Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Stormwater - 470	\$ 9,467,810	25,092,016	16,155,550	27,020,986	1,928,970	7.7%
<b>Total Funding</b>	<b>9,467,810</b>	<b>25,092,016</b>	<b>16,155,550</b>	<b>27,020,986</b>	<b>1,928,970</b>	<b>7.7%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Distribution and Collection	6,172,427	9,830,188	11,782,254	11,962,329	2,132,141	21.7%
Environmental Resources	1,055,632	1,343,469	1,358,746	1,550,175	206,706	15.4%
Department Support	2,167,882	2,706,741	2,698,444	1,368,882	(1,337,859)	(49.4%)
Loans and Notes	71,869	11,211,618	316,106	12,139,600	927,982	8.3%
<b>Total Expenditures</b>	<b>9,467,810</b>	<b>25,092,016</b>	<b>16,155,550</b>	<b>27,020,986</b>	<b>1,928,970</b>	<b>7.7%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	3,940,450	5,020,382	4,380,785	5,232,357	211,975	4.2%
Operating Expenses	5,202,292	7,706,935	9,887,654	8,064,750	357,815	4.6%
Capital Outlay	253,199	1,153,081	1,571,005	1,584,279	431,198	37.4%
Debt Services	71,869	11,211,618	316,106	12,139,600	927,982	8.3%
<b>Total Expenditures</b>	<b>\$ 9,467,810</b>	<b>25,092,016</b>	<b>16,155,550</b>	<b>27,020,986</b>	<b>1,928,970</b>	<b>7.7%</b>
Full Time Equivalent (FTEs)	38	42	42	42	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 197,500 - Increase due to the full transfer of the waterway cleaning and reporting services program from the Sanitation Fund
- 105,000 - Increase in other services due to one-time funding to clean seven (7) drainage wells
- 75,000 - Increase in other professional services due to one-time funding for a monitoring assessment of impaired waterbodies

##### Capital Outlay

- \$ 1,584,279 - Replacement of six (6) vehicles based upon established vehicle replacement plan

##### Debt Service

- 927,982 - Increase in anticipated debt service payment associated with \$200M FY 2023 debt issuance



# Public Works Department - Project Management Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Project Management - 530	\$ 4,742,146	4,711,679	4,217,132	4,683,196	(28,483)	(0.6%)
<b>Total Funding</b>	<b>4,742,146</b>	<b>4,711,679</b>	<b>4,217,132</b>	<b>4,683,196</b>	<b>(28,483)</b>	<b>(0.6%)</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Project Management	4,742,146	4,711,679	4,217,132	4,683,196	(28,483)	(0.6%)
<b>Total Expenditures</b>	<b>4,742,146</b>	<b>4,711,679</b>	<b>4,217,132</b>	<b>4,683,196</b>	<b>(28,483)</b>	<b>(0.6%)</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	3,538,962	3,747,938	3,265,731	3,471,751	(276,187)	(7.4%)
Operating Expenses	1,203,184	963,741	951,401	1,211,445	247,704	25.7%
<b>Total Expenditures</b>	<b>\$ 4,742,146</b>	<b>4,711,679</b>	<b>4,217,132</b>	<b>4,683,196</b>	<b>(28,483)</b>	<b>(0.6%)</b>
Full Time Equivalents (FTEs)	23	23	21	20	(3)	(13.0%)

#### FY 2024 Major Variances

##### Personnel Services

- \$ (154,643) - Transfer of one (1) Project Manager II Position to the Airport Fund
- (118,711) - Decrease in permanent salaries due to two (2) positions transferred to the Parks Bond Fund through a mid-year budget amendment

##### Operating Expenses

- 193,594 - Increase in allocation for departmental administrative support from other Public Works Funds
- 103,024 - Increase in indirect administrative service charges due to an updated cost allocation plan
- (24,819) - Decrease in general liability contribution
- (17,054) - Decrease in information technology service charges due to an updated cost allocation plan

# Public Works Department - Vehicle Rental (Fleet) Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Vehicle Rental (Fleet) - 583	\$ 17,310,979	21,322,688	24,203,449	26,930,815	5,608,127	26.3%
<b>Total Funding</b>	<b>17,310,979</b>	<b>21,322,688</b>	<b>24,203,449</b>	<b>26,930,815</b>	<b>5,608,127</b>	<b>26.3%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Fleet Services - Sustainability	17,310,979	21,322,688	24,203,449	26,930,815	5,608,127	26.3%
<b>Total Expenditures</b>	<b>17,310,979</b>	<b>21,322,688</b>	<b>24,203,449</b>	<b>26,930,815</b>	<b>5,608,127</b>	<b>26.3%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	545,101	582,588	527,395	621,603	39,015	6.7%
Operating Expenses	11,096,125	14,664,471	15,895,913	13,768,012	(896,459)	(6.1%)
Capital Outlay	5,669,753	6,075,629	7,780,141	12,541,200	6,465,571	106.4%
<b>Total Expenditures</b>	<b>\$ 17,310,979</b>	<b>21,322,688</b>	<b>24,203,449</b>	<b>26,930,815</b>	<b>5,608,127</b>	<b>26.3%</b>
Full Time Equivalent (FTEs)	5	5	5	5	-	0.0%

#### FY 2024 Major Variances

##### Personnel Services

- \$ 27,630 - Increase in personnel services due to contractual obligations and mid-year promotions
- 7,721 - Increase in required pension contributions due to plan changes associated with employee turnover

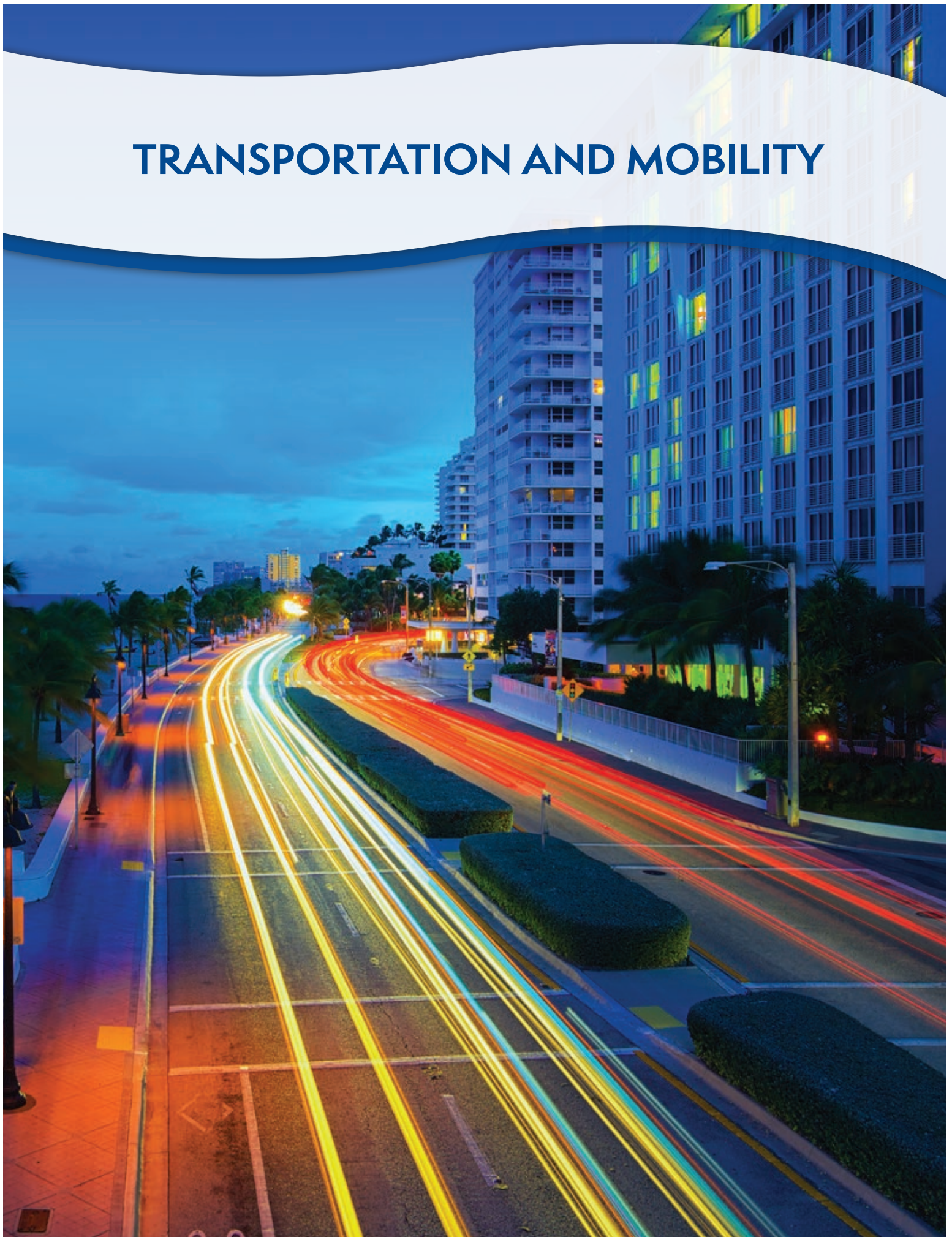
##### Operating Expenses

- (784,392) - Decrease in vehicle maintenance and parts due to terms of new contractual agreement with vendor
- (121,576) - Decrease in Citywide fuel expenses based upon market projections

##### Capital Outlay

- 12,326,456 - Replacement of one-hundred and thirty one vehicles based upon established replacement schedule
- 214,744 - Police vehicle upfitting costs for seventy-eight (78) replacement vehicles

# TRANSPORTATION AND MOBILITY



# Transportation and Mobility Department

## FY 2024 Adopted Budget Organizational Chart

Total FTEs - 87\*

### TRANSP. & MOBILITY ADMIN SUPPORT - 6

Director - Transportation and Mobility	1
Division Manager	1
Assistant to the Director	1
Program Manager I	1
Senior Administrative Assistant	2

### PARKING SERVICES - 67

Parking Services Manager	1
Assistant Parking Services Manager	1
Accounting Clerk	2
Administrative Assistant	1
Construction Worker	2
Customer Service Representative	1
Facilities Worker II	7
Financial Administrator	1
Grants and Special Projects Coordinator	1
Parking Enforcement Operations Supervisor	1
Parking Enforcement Shift Coordinator	2
Parking Enforcement Specialist	20
Parking Facility Maintenance Coordinator	2
Parking Facility Maintenance Supervisor	1
Parking Meter Software Support Specialist	1
Parking Meter Technician	7
Parking Meter Technician Trainee	2
Project Manager I	1
Project Manager II	1
Security Guard	4
Senior Accounting Clerk	2
Senior Administrative Assistant	2
Senior Customer Service Representative	2
Senior Financial Administrator	1
Senior Parking Meter Technician	1

### TRANSPORTATION - 11

Deputy Director - Transportation and Mobility	1
Division Manager	1
Administrative Supervisor	1
Code Compliance Officer	1
Financial Administrator	1
Planner II	2
Planner III	1
Project Manager II	1
Senior Administrative Assistant	1
Senior Project Manager	1

### COMMUNITY BUS - 2

Transportation Manager	1
Planner III	1

### ARTS & SCIENCE DISTRICT GARAGE - 1

Facilities Worker II	1
----------------------	---

\*Full Time Equivalent (FTE) includes new position(s)

FY 2023 Adopted	FY 2024 Adopted Budget	Difference
84	87	3

# Transportation and Mobility Department

## Department Description

The Transportation and Mobility Department provides safe, equitable mobility options by strategically elevating transportation policy, planning, and implementation of projects within the City under one umbrella. The Transportation and Mobility Department is focused on developing a transportation ecosystem that embodies all existing modes of transportation while addressing future transportation needs as the City continues to grow and develop. The Department consists of four divisions: Administrative Support, Parking Services, Transportation, and Community Bus.

The Transportation and Mobility Department’s resource allocation and initiatives described in this section advance and achieve the following strategic goals and departmental core processes to become the “City you never want to leave.”

### PRESS PLAY FORT LAUDERDALE 2024 STRATEGIC PLAN: GOALS

Goal 2: Build a multi-modal and pedestrian friendly community.

Goal 8: Build a leading government organization that manages all resources wisely and sustainably.

### CORE PROCESSES (Departmental objectives and significant functions)

- Provide and manage a safe and accessible community shuttle operation
- Improve traffic flow while enhancing transportation options
- Manage and maintain a financially thriving parking operation

### HIGHLIGHTED PROGRAMS

- Transportation Planning
- Transportation Traffic
- Community Bus
- Transportation and Mobility Admin Support
- Parking Customer Services
- Parking Enforcement
- Parking Lots
- Parking On Street Meters

# **Transportation and Mobility Department**

## **Transportation and Mobility Administrative Support**

### **Division Description**

The Administration Division is responsible for leading and maintaining the day-to-day operations of the Department. The Division manages the administrative processes of the Department such as payroll, performance management, travel coordination, and other personnel and clerical duties.

The Administrative Support Division also includes the Department's project management team, who oversee the implementation and completion of both transportation and parking projects. The project management team also assists with the development and implementation of projects funded through Broward County's Mobility Advancement Program (MAP) for surtax funding.

### **FY 2023 Major Accomplishments**

- Continued the Transportation and Mobility Department Building Rehabilitation Program including exterior paint, beautification, irrigation, and landscape improvements
- Completed and submitted three surtax project applications to Broward County's Mobility Advancement Program (MAP) for additional funding for transportation improvements

### **FY 2024 Major Projects and Initiatives**

- Continue the Transportation and Mobility Department Building Rehabilitation Program including irrigation, landscape, roof, elevator, and bathroom improvements

# Transportation and Mobility Department

## Parking Services

### Division Description

The Parking Services Division manages, operates, and maintains approximately 11,000 parking spaces Citywide including four garages and 45 surface parking lots. Parking Services is dedicated to increasing sustainable parking initiatives at all facilities. The Division is currently implementing parking demand technologies to assist in reducing the environmental impact of drivers searching for available parking spaces and to improve the customer experience.

The Transportation and Mobility Department's Parking Division is solely responsible for operations and maintenance of the parking garage located in the Arts and Science District within the Downtown Entertainment District. The Division collects revenue and manages the day-to-day operations of the parking garage. All major projects and initiatives are determined by the garage owners: The Downtown Development Authority (DDA) and The Performing Arts Center Authority (PACA). This parking facility has more than 570 parking spaces and services the businesses and visitors along Himmarshee Street.

### FY 2023 Major Accomplishments

- Completed improvements in the Galt Lot to include milling, resurfacing, and required Americans with Disabilities Act (ADA) updates
- Continued the replacement of outdated parking meters to the new parking meter technology provider, IPS Group, which has updated technology that permits the City to accept credit card payments at all locations and reduces physical cash collections
- Designed improvements to the parking lots and adjacent roads along the Commercial Boulevard corridor
- Improved existing parking lots and garages within the parking inventory through the Pavement Rehabilitation Program
  - George English Lot: Milling and resurfacing
  - Pelican Lot: Milling and resurfacing
  - Venice Lot: Milling and resurfacing
- Began the Wayfinding Project in the Barrier Island area to install vehicular, parking, bicycle, and pedestrian directional signs in various locations
- Completed the SW 2<sup>nd</sup> Avenue Median Parking Improvement Project
- Began the first phase of structural improvements to the Riverwalk Center Garage
- Continued construction of the Natchez Lot in the North Beach area

# Transportation and Mobility Department

## Parking Services, continued

### FY 2024 Major Projects and Initiatives

- Complete improvements to the Fort Lauderdale Beach Park parking lot to include additional lighting fixtures and median improvements
- Complete the first phase of structural improvements for the Riverwalk Center Garage
- Complete improvements to Nautical, Venice, and Pelican Lots, including milling and resurfacing (where not already completed in FY 2023), landscaping, and irrigation, and improvements to the parking facilities along the Commercial Boulevard corridor
- Complete the replacement of outdated parking meters to the new parking meter technology provider, IPS Group, which has updated technology that permits the City to accept credit card payments at all locations and reduce physical cash collections
- Complete a structural assessment of the City Hall Garage
- Begin design of a new parking garage at Holiday Park



# Transportation and Mobility Department

## Transportation

### Division Description

The Transportation Division is charged with implementing the City's Fast Forward Fort Lauderdale Vision of being a multimodal, connected community by 2035. The vision forecasts a future in which the single occupancy vehicle is not the only choice and Neighbors are able to walk, bike, and use transit to travel to their various destinations. The Division is responsible for traffic and multi-modal service analysis, transportation planning and programming, program development and implementation, coordination with agency partners on roadway projects, Maintenance of Traffic (MOT), traffic calming practices, the Community Shuttle Program, Vehicle for Hire, and coordination with area partners to create a more sustainable community while improving traffic flow in the City. The Division is also responsible for the submittal of transportation projects to Broward County's Mobility Advancement Program (MAP) for surtax funding.

### FY 2023 Major Accomplishments

- Implemented intersection improvements at Cordova Road and SE 15<sup>th</sup> Street as identified in the Cordova Road Complete Streets Project
- Complete 30% design of the model trail segment within the LauderTrail Master Plan
- Completed the design of the Riverland Road Traffic Calming Project and identified funding for construction
- Completed the design of NE 16<sup>th</sup> Court Traffic Calming Project
- Completed the design of the A1A Streetscape Project
- Continued progress on the construction of the Tunnel Top Plaza Project
- Installed Las Olas intersection traffic calming/intersection improvements
- Selected a contractor and began the design of the Las Olas Concept Vision Plan for the streetscape sections between Andrews Avenue and SE 17<sup>th</sup> Avenue
- Completed the repainting of pavement markings in the Lauderdale Manors, Dorsey Riverbend, Durrs, and Sunset Civic neighborhoods
- Milled and resurfaced the intersections of Las Olas Boulevard and SE 1<sup>st</sup> Avenue
- Continued collaborating with the Florida Department of Transportation (FDOT) to scope projects that will enhance multimodal elements with neighborhood input, review design plans, coordinate public meetings, and assist with oversight of City concerns during construction
- Installed six speed radar signs at various locations throughout the City

# Transportation and Mobility Department

## Transportation, continued

### FY 2024 Major Projects and Initiatives

- Begin construction of the model trail segment as part of the LauderTrail Master Plan
- Complete construction of ADA bus stop improvements as part of a joint initiative with Broward County
- Complete construction on the NE 4<sup>th</sup> Avenue Complete Streets Project
- Complete NE 4<sup>th</sup> Street design plans
- Complete the design of the Las Olas Concept Vision Plan for the streetscape sections between Andrews Avenue and SE 17<sup>th</sup> Avenue
- Install traffic calming devices throughout the City to improve traffic flow, which includes speed radar signs and speed cushions
- Continue collaborating with FDOT to scope projects that enhance multimodal elements with neighborhood input, review design plans, coordinate public meetings, and assist with oversight of City concerns during construction
- Submit grant applications to leverage funding opportunities
- Complete construction of the Tunnel Top Plaza Project
- Begin construction of the NW 15th Avenue Complete Streets Project
- Utilize funds awarded through the Regional Infrastructure Accelerator Grant to explore traffic, economic development, property, and public impacts related to the proposed construction of a new train tunnel under the New River
- Complete and approve design of the model trail segment within the LauderTrail Master Plan

# Transportation and Mobility Department

## Community Bus

### Division Description

The Community Bus Division enhances and supports the City's Fast Forward Fort Lauderdale Vision of being a multimodal, connected community by 2035 by providing land and sea transit services. The Community Bus Division works in conjunction with Broward County Transit (BCT) to increase access to destinations within the City for neighbors and visitors while maintaining efficient and effective service.

The Division is comprised of three services: LauderGO! Community Shuttle, LauderGO! Water Trolley, and LauderGO! Micro Mover. The LauderGO! Community Shuttle and Micro Mover provide additional first and last mile connections between larger transit networks, such as the Broward County Transit system and Brightline, High-speed Rail, while working in tandem with the LauderGO! Water Trolley to provide additional transportation options in the downtown area. These services are funded through Broward County's Penny for Transportation Surtax Program and the Florida Department of Transportation.

### FY 2023 Major Accomplishments

- Partnered with Circuit, a Micro-Transit service provider, to implement a pilot program known as LauderGO! Micro Mover to address the first/last mile mass transit problem and provide additional transit options within the downtown core and barrier island
- Partnered with Broward County on the planning and construction of new ADA compliant bus stops throughout the City
- Provided additional transit service options during special events between downtown and the barrier island, connecting event attendees to other modes of transportation and parking options while reducing traffic congestion

### FY 2024 Major Projects and Initiatives

- Complete construction of ADA bus stop improvements as part of a joint initiative with Broward County
- Continue providing additional transit service options during special events between downtown and the barrier island, connecting event attendees to other modes of transportation and parking options while reducing traffic congestion

# Transportation and Mobility Department

## Department Core Processes and Performance Measures

Strategic Goal	Core Process	Performance Measure	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2023 Target	FY 2024 Target
2	Provide and manage a safe and accessible community shuttle operation	Average time of missed service per LauderGO! Route per month (minutes) <sup>1</sup>	40	425	2,861 <sup>2</sup>	≤45	≤45
		Average number of Community Shuttle complaints per month	2	2	2	≤4	≤4
		Average number of riders per hour per route on the Community Shuttle	6.5	8.2	8.5	≥7.1	≥7.1
2	Improve traffic flow while enhancing transportation options	Average time spent on corridors (seconds) <sup>3</sup>	550	587	517	≤480	≤500
		Average speed of vehicles travelling on major corridors per month (miles per hour)	N/A <sup>4</sup>	29 <sup>5</sup>	35	≤35	≤35
8	Manage and maintain a financially thriving parking operation	Percent of credit and pay-by-phone meter sales	91%	95%	97%	≥90%	≥90%
		Percent of parking citations paid	61%	63%	74%	≥65%	≥65%
		Average annual revenue per parking space	\$1,666.70	\$1,785.39 <sup>6</sup>	\$1,825.79	≥\$1,720.00	≥\$1,800.00

<sup>1</sup>This measure tracks service disruptions greater than the 45 minutes allowed by contract with Broward County Transit (BCT).

<sup>2</sup>Increase in missed service minutes attributed to refinement in auditing practice.

<sup>3</sup>This measure tracks the average time spent along Broward Boulevard (between US 1 and SW 18<sup>th</sup> Avenue), Davie Boulevard (between US 1 and I-95), and Sunrise Boulevard (between State Road 7 and US 1). Data for Sunrise Boulevard was added to measurement effective FY 2022.

<sup>4</sup>This is a new measure; historical data is incomplete.

<sup>5</sup>Data for Sunrise Boulevard was added to measurement effective FY 2022.

<sup>6</sup>Data correction due to an adjustment in available parking spaces.

# Transportation and Mobility Department - General Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
General Fund - 001	\$ 3,986,723	5,786,714	7,371,095	6,701,408	914,694	15.8%
<b>Total Funding</b>	<b>3,986,723</b>	<b>5,786,714</b>	<b>7,371,095</b>	<b>6,701,408</b>	<b>914,694</b>	<b>15.8%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Transportation	2,630,238	3,497,616	4,277,707	2,097,035	(1,400,581)	(40.0%)
Community Bus	1,356,485	2,289,098	3,093,388	4,604,373	2,315,275	101.1%
<b>Total Expenditures</b>	<b>3,986,723</b>	<b>5,786,714</b>	<b>7,371,095</b>	<b>6,701,408</b>	<b>914,694</b>	<b>15.8%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	1,361,670	1,743,573	1,752,159	1,704,695	(38,878)	(2.2%)
Operating Expenses	2,586,929	3,928,141	5,460,876	4,825,463	897,322	22.8%
Capital Outlay	38,124	115,000	158,060	171,250	56,250	48.9%
<b>Total Expenditures</b>	<b>\$ 3,986,723</b>	<b>5,786,714</b>	<b>7,371,095</b>	<b>6,701,408</b>	<b>914,694</b>	<b>15.8%</b>
Full Time Equivalents (FTEs)	14	14	14	13	(1)	(7.1%)

#### FY 2024 Major Variances

##### Personnel Services

\$ (124,531) – Transfer of one (1) Program Manager I from the General Fund to the Parking Fund to better align with position responsibilities

##### Operating Expenses

- 2,300,000 – Increase in MicroTransit Program expenses to increase transit options
- (1,000,000) – Decrease in one-time contribution to Sistrunk Blvd railroad crossing improvement project
- (195,075) – Decrease in Information Technology service charge due to change in methodology
- (100,000) – Decrease of one-time Las Olas Mobility Assessment consultant
- (84,390) – Decrease in service charge Public Works due to centralized call center charge
- (56,250) – Decrease due to the transfer of the BlueTooth Sensor Program to Capital Outlay
- (20,000) – Decrease due to transfer of Utility Box Wraps to the Cultural Affairs Program in the City Manager's Office

##### Capital Outlay

- 75,000 – Continuation of Pavement markings program
- 56,250 – Transfer of BlueTooth Sensor Program from operating expenses
- 40,000 – Continuation of Speed Radar Signs program

# Transportation and Mobility Department - Parking System Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Parking System - 461	19,101,415	20,193,300	20,941,615	21,341,795	1,148,495	5.7%
<b>Total Funding</b>	<b>19,101,415</b>	<b>20,193,300</b>	<b>20,941,615</b>	<b>21,341,795</b>	<b>1,148,495</b>	<b>5.7%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Transp. & Mobility Admin Support	949,976	1,492,890	1,523,386	2,074,164	581,274	38.9%
Parking Services	18,027,266	18,572,734	19,290,553	19,136,353	563,619	3.0%
Loans and Notes	124,173	127,676	127,676	131,278	3,602	2.8%
<b>Total Expenditures</b>	<b>19,101,415</b>	<b>20,193,300</b>	<b>20,941,615</b>	<b>21,341,795</b>	<b>1,148,495</b>	<b>5.7%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	6,163,536	6,551,562	6,779,269	7,267,053	715,491	10.9%
Operating Expenses	11,745,789	13,096,027	13,607,450	13,709,651	613,624	4.7%
Capital Outlay	1,067,917	418,035	427,220	233,813	(184,222)	(44.1%)
Debt Services	124,173	127,676	127,676	131,278	3,602	2.8%
<b>Total Expenditures</b>	<b>\$ 19,101,415</b>	<b>20,193,300</b>	<b>20,941,615</b>	<b>21,341,795</b>	<b>1,148,495</b>	<b>5.7%</b>
Full Time Equivalents (FTEs)	74	69	70	73	4	5.8%

#### FY 2024 Major Variances

##### Personnel Services

- \$ 163,348 – Increase of two (2) Construction Worker positions
- 124,531 – Transfer of one (1) Program Manager I position from the General Fund
- 116,508 – Increase of one (1) Project Manager I position mid-year

##### Operating Expenses

- 376,453 – Increase in indirect administrative service charge due to updated cost allocation plan
- 200,000 – Increase in MicroTransit Program expenses to increase transit options
- 150,000 – Increase in tree and landscape maintenance for parking garages/lots
- 85,000 – Increase in creation of a recurring pavement markings program
- 47,300 – Increase in prop/fire insurance expenses
- 42,301 – Increase in Fleet O&M expenses
- (101,365) – Decrease in salary allocations due to position reorganizations
- (100,000) – Decrease in operating expenses to manage the Bridgeside Square and City Hall Parking Garages
- (91,130) – Decrease in Police service charge for weekend-only detail

##### Capital Outlay

- 188,213 – Funding for planned fleet replacements in FY 2024
- 45,600 – Increase for one-time purchase of three (3) variable message boards
- (145,000) - Decrease due to one-time funding of the 290 Building relocation
- (100,000) - Decrease due to one-time funding of City Hall Parking Garage improvements

# Transportation and Mobility Department - Arts and Science District Garage Fund

## Department Fund Financial Summary

### Financial Summary - Funding Source

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Arts and Science District Garage - 643	\$ 1,684,364	1,432,850	1,696,542	1,581,168	148,318	10.4%
<b>Total Funding</b>	<b>1,684,364</b>	<b>1,432,850</b>	<b>1,696,542</b>	<b>1,581,168</b>	<b>148,318</b>	<b>10.4%</b>

### Financial Summary - Program Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Arts & Science District Garage	1,684,364	1,432,850	1,696,542	1,581,168	148,318	10.4%
<b>Total Expenditures</b>	<b>1,684,364</b>	<b>1,432,850</b>	<b>1,696,542</b>	<b>1,581,168</b>	<b>148,318</b>	<b>10.4%</b>

### Financial Summary - Category Expenditures

	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2023 Estimate	FY 2024 Adopted Budget	FY 2023 Adopted Budget vs FY 2024 Adopted Budget	Percent Difference
Personnel Services	226,726	247,500	286,450	269,356	21,856	8.8%
Operating Expenses	1,457,638	1,185,350	1,395,398	1,311,812	126,462	10.7%
Capital Outlay	-	-	14,694	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 1,684,364</b>	<b>1,432,850</b>	<b>1,696,542</b>	<b>1,581,168</b>	<b>148,318</b>	<b>10.4%</b>
Full Time Equivalents (FTEs)	1	1	1	1	-	0.0%

#### FY 2024 Major Variances

##### Operating Expenses

- \$ 75,310 - Increase in operational services per the parking operations agreement
- 24,470 - Increase in indirect administrative service charge due to updated cost allocation plan
- 11,825 - Increase in property and fire insurance expenses

# APPENDIX





# Glossary of Terms

**Accrual Basis** – The basis of accounting under which transactions are recognized when they occur, regardless of when cash is 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 (per thousand dollars of taxable value).

**Adopted Budget** – The financial plan (budget) demonstrating a basis of appropriations approved by City Commission.

**Amended Budget** – The authorized budget as adjusted over the course of the fiscal year through formal action taken by the City Commission, typically from contingency, department, or fund appropriation transfers.

**Annexation** – A process by which a city adds land to its jurisdiction. The city then extends its services, laws, and voting privileges to meet the needs of residents living in the annexed area.

**Appropriation** – The City Commission’s legal authorization for the City to make expenditures and incur obligations.

**Arts and Science District Garage Fund** – This fund services a 950-space parking garage located in the Arts & 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 market value of real estate or other property minus any assessment limitations. This valuation is used to determine taxes levied upon the property.

**Audit** – An examination of evidence including records, facilities, inventories, systems, etc., to discover or verify information.

**Available Fund Balance/Working Capital** – Funds available after all financial obligations are accounted. These funds are important to address unexpected expenditures and to provide continuing service during normal business interruptions such as a natural disaster.

**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.

**Benchmarking** – A methodology used to determine the quality of products, services, and practices by measuring critical factors (e.g., the speed, or reliability, of a product or service) and analyze the results alongside comparable municipalities or industry standards.

**Block Grant** – A federal grant allocated according to predetermined formulas and for use within a preapproved broad functional area such as the Community Development Block Grant (CDBG). CDBG funding can be used as a funding source for qualified projects.

**Bond** – A type of financial security in which the issuer (typically a governmental entity) 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.

# Glossary of Terms, continued

**Budget Calendar** – A schedule of key dates the City follows in the preparation, adoption, and administration of the budget.

**Cash Flow** – A projection of the cash receipts and disbursements anticipated during a given period.

**Capital Outlays** – Outlays for the acquisition of, or addition to, fixed assets which are durable in nature and cost at least \$5,000. Such outlays are charged as expenditures through an individual department's operating budget and do not include those provided for in the Community Investment Plan (see capital projects section).

**Capital Projects Funds** – Funds used to account for any program, project, or purchase with a useful life span of ten years and a cost of at least \$50,000. Specific appropriations for these funds are summarized in the Community Investment Plan.

**Cemetery Perpetual Care Fund** – Fund established to account for the City's four cemeteries: Woodlawn, Evergreen, Sunset Memorial Gardens, and Lauderdale Memorial Park.

**Community Investment Plan (CIP)** – Annually prepared summary plan and list of capital improvement projects proposed during the next five fiscal years, such as street or park improvements, building construction, and various kinds of major facility maintenance.

**Debt Financing** – Issuance of bonds and other debt instruments to finance municipal improvements and services.

**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.

**Deficit** – The amount by which expenditure exceeds revenues during a single accounting period.

**Depreciation** – The decline in the value of assets because of wear and tear, age, or obsolescence.

**Direct Debt** – A type of debt that has been incurred under the City's 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 accordingly.

**Enterprise Funds** – Funds which are primarily self-supporting and provide goods and services to public users in exchange for a fee. Like private sector enterprises, the fee structure is set to recover the operating costs of the fund, including capital costs (i.e., depreciation, replacement, and debt servicing).

**Estimated Revenues** – Projection 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<sup>st</sup> and ends September 30<sup>th</sup>.

# Glossary of Terms, continued

**Fiduciary Funds** – Funds used to account for assets held by the City in a trustee capacity for individuals, private organizations, other governmental units, and/or other funds.

**FL<sup>2</sup>STAT** – The City’s system for quality management and continuous improvement. FL<sup>2</sup>STAT meetings are quarterly meetings with key departmental stakeholders for strategic planning, performance management, and process improvement for all City departments.

**Florida’s Gold Coast** – Area extending from Miami to Palm Beach, along the Atlantic Ocean border.

**Florida Power and Light (FPL)** – A private electrical utility company that provides significant franchise fees and utility tax revenue to the City.

**Foreign-Trade Zone (FTZ)** – A geographic area, in a port of entry to the United States, where commercial merchandise, both foreign and domestic, can be moved without being subject to U.S. Customs duties. A FTZ is operated as a public venture and is sponsored by a local municipality or other authority.

**Franchise Fees** – Fees levied by the City in return for granting a privilege that permits the continual use of public property, such as city streets, and usually involves the elements of monopoly regulation.

**Full-time Equivalent (FTE)** – Refers to the number of full-time employees. All part-time and seasonal employees are pro-rated to full-time increments when represented in FTE figures.

**General Fund** – The primary fund used by a governmental entity for citywide public services. This fund is used to account for all financial resources except those required to be accounted for in another fund.

**Grants** – Contributions of cash or other assets from another agency to be directed to a specified purpose, activity, or facility.

**Governmental Funds** – Funds used to account for most City functions and primarily financed through taxes, grants, and other revenue sources. 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.

**Homestead Exemption** – Florida State law allows homeowners to claim up to a \$50,000 Homestead Exemption on their primary residence. The first \$25,000 exemption applies to all taxing authorities. The second \$25,000 excludes school board taxes and applies to properties with assessed values greater than \$50,000.

**Infrastructure** – The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

**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 as a source for goods or services provided by one department to other departments within the City on a cost-reimbursement basis (i.e., Vehicle Rental, Central Services, and City Insurance funds).

**ISO 9001:2015** – A standard by the International Organization Standardization related to quality management systems.

# Glossary of Terms, continued

**ISO 14001:2014** – A standard by the International Organization for Standardization related to environmental management systems.

**Millage Rate** – One mill equals \$1 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 (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period).

**Moody's Rating Scale** – Widely used organizational security analytics to measure results for provision to gain financial trust using metrics of AAA as the highest quality and C as the lowest.

**Municipal Transportation Surtax Grants** – Broward County voters approved a 30-year, one percent sales surtax in November 2018 aimed at resolving the community's biggest transportation issues. Surtax took effect on January 1, 2019.

**Net** – Resulting amount after all figures have been added/deducted from the whole (gross) amount.

**Operating Budget** – An operating budget is a plan of annual spending and the means to fund it (e.g., taxes, fees).

**Ordinance** – A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

**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.

**Overhead Costs** – Indirect, ongoing costs that are day-to-day expenses that cannot be exacted.

**Performance Measures** – Qualitative and quantitative measures designed to represent the City's actions, abilities, and overall quality.

**Personnel Services** – A category of expenditures for salaries, wages, and benefits provided to persons employed by the City. These benefits include the City's contribution to health insurance, pensions, and workers' compensation insurance.

**Pension Obligation Bonds** – Taxable bonds exercised for the purpose of ensuring coverage of unfunded pension liabilities.

**Proprietary Fund** – A type of fund where government activities are primarily supported through fees and charges, like the private sector. Proprietary funds include all enterprise and internal service funds.

**Recapitalization** – The restructuring adjustments of debt and equity to manage sustainability.

**Reserve Targets** – Contingency amounts desired, based on analytics to account for additional fund needs that may arise, whether anticipated or not.

**Resolution** – A legislative act by the City with less legal formality than an ordinance.

# Glossary of Terms, continued

**Restricted Funds** – Designated funds that can only be used for a specified purpose.

**Revenue** – Money collected by the City from various income sources to finance the cost of services provided to its neighbors.

**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.

**Sales and Use Taxes** – Sales tax refers to tax imposed on any non-exempt sale, admission, storage, or rental. Use tax refers to taxing upon usage for goods or services with unpaid sales tax.

**Self-Supporting 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.

**Series Bonds** – Debt issued in two or more indentures (series) and securitized as tradeable assets.

**Self-Insured** – Risk management procedure in which funds are set aside to pay insurance claims directly or through a third party, rather than sending funds to the insurance company, resulting in enhanced budget management.

**Special Revenue Fund** – Funds used to account for the proceeds of specific revenue sources (other than major capital projects) requiring separate accounting because of the legal/regulatory provisions or administrative actions.

**State Revolving Fund Loans** – Low-interest loans administered by the state generally designated toward the improvement of infrastructure.

**Strategic Plan** – A document outlining organizational goals, critical issues, and action plans which will increase the organization's effectiveness in attaining its mission, vision, and priorities.

**Strategic Management System** – A quality management process that connects planning, budgeting, measuring and improvement of the City's performance.

**Sunset** – The regulation in which an expiration date is to take effect for a whole or piece of law.

**Surplus** – An amount left over when requirements have been met.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

**User Fee** – Charges for specific services provided only to those paying such charges such as 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.

# Abbreviations and Acronyms

**ACE** – Achievement in Community Excellence Awards

**ACFR** – Annual Comprehensive Financial Report

**ADA** – Americans with Disabilities Act

**AED** – Automated External Defibrillators

**AES** – Aviation Equipment Safety

**ALP** – Airport Layout Plan

**ALS** – Advanced Life Support

**AM** – Asset Management

**AM-CMOM** – Asset Management and Capacity, Management Operation, and Maintenance

**AMI** – Advanced Metering Infrastructure

**AMR** – American Medical Response

**ANSI** – American National Standards Institute

**AOA** – Air Operations Area

**APPLE** – Accredited Professional Preschool Learning Environment

**ARFF** – Aircraft Rescue Fire Fighting

**ARPA** – American Rescue Plan

**AVL** – Automatic Vehicle Location

**BAB** – Budget Advisory Board

**BBID** – Beach Business Improvement District, special taxing district

**BCEPGMD** – Broward County Environmental Protection and Growth Management Department

**BCIP** – Business Capital Improvement Program

**BCPA** – Broward County Property Appraiser

**BCT** – Broward County Transit

**BEAM** – Business, Engagement, Assistance, and Mentorship

**CAAS** – Commission on Accreditation of Ambulance Services

**CAPRA** – Commission for Accreditation of Park and Recreation Agencies

**CARES** – Coronavirus Aid, Relief, and Economic Security

**CBP** – Customs and Border Protection

**CDBG** – Community Development Block Grant

**CEO** – Chief Executive Officer

**CERT** – Community Emergency Response Team

**CFAI** – Commission on Fire Accreditation International

**CFS** – Calls for Service in the Police Department

**CIP** – Community Investment Plan, or Capital Improvement Program

**CIS** – Center for Internet Security

**CJIS** – Criminal Justice Information Services

**CMO** – City Manager’s Office

**COVID-19** – Coronavirus Disease 2019

**CPI-U** – Consumer Price Index for All Urban Consumers

**CPSE** – Center for Public Safety Excellence

**CRA** – Community Redevelopment Agency

**CUR** – Closest Unit Response

**DBE** – Disadvantaged Business Enterprise

**DCP** – Design Criteria Packages

**DDA** – Downtown Development Authority, an independent special taxing district

**DEI** – Diversity, Equality, and Inclusion

**DOR** – Department of Revenue

**DRC** – Development Review Committee

**DRV PNK** – Drive Pink Stadium

**DSD** – Development Services Department

**DT1** – Downtown Helistop

**EA** – Environmental Assessment

**EEO** – Equal Employment Opportunity

**EMAP** – Emergency Management Accreditation Program

**EMS** – Emergency Medical Services

**EOC** – Emergency Operations Center

**ERF** – Effective Response Force

**ERP** – Enterprise Resource Planning

**ESMS** – Environmental and Sustainability Management System

**ESRI** – Environmental Systems Research Institute

# Abbreviations and Acronyms, continued

<b>EV</b> – Electric Vehicle	<b>GERS</b> – General Employees’ Retirement System
<b>FAA</b> – Federal Aviation Administration	<b>GFOA</b> – Government Finance Officers Association
<b>FACCM</b> – Florida Association of Child Care Management	<b>GHG</b> – Greenhouse Gas
<b>FAT</b> – Fashion, Art, and Technology	<b>GHR</b> – Global Human Resources
<b>FBC</b> – Florida Building Code	<b>GIBMP</b> – Green Industries Best Management Practices
<b>FBO</b> – Fixed-Base Operators	<b>GIS</b> – Geographic Information System
<b>FCFA</b> – Florida Contraband Forfeiture Act	<b>GO</b> – General Obligation
<b>FDACS</b> – Florida Department of Agriculture and Consumer Services	<b>GOB</b> – General Obligation Bond
<b>FDEP</b> – Florida Department of Environmental Protection	<b>GOULT</b> – General Obligation Unlimited Tax
<b>FDLE</b> – Florida Department of Law Enforcement	<b>GPS</b> – Global Positioning System
<b>FDOT</b> – Florida Department of Transportation	<b>GRC</b> – Governance, Risk and Compliance
<b>FEC</b> – Florida East Coast	<b>GTL</b> – George T. Lohmeyer Regional Wastewater Treatment Plant
<b>FEMA</b> – Federal Emergency Management Agency	<b>HCD</b> – Housing and Community Development
<b>FHFC</b> – Florida Housing Finance Corporation	<b>HCM</b> – Human Capital Management
<b>FIU</b> – Florida International University	<b>HIPAA</b> – Health Insurance Portability and Accountability Act
<b>FLAC</b> – Fort Lauderdale Aquatic Center	<b>HOA</b> – Homeowners Associations
<b>FLFR</b> – Fort Lauderdale Fire Rescue	<b>HOPWA</b> – Housing Opportunities for Persons with AIDS
<b>FLL</b> – Fort Lauderdale-Hollywood International Airport	<b>HR</b> – Human Resources
<b>FLPD</b> – Fort Lauderdale Police Department	<b>HUD</b> – Department of Housing and Urban Development
<b>FLSA</b> – Fair Labor Standards Act	<b>HVAC</b> – Heating, Ventilating, and Air Conditioning
<b>FMLA</b> – Family Medical Leave Act	<b>I&amp;I</b> – Inflow & Infiltration
<b>FNGLA</b> – Florida Nurserymen, Growers, & Landscape Association	<b>IA</b> – Internal Affairs
<b>FOP</b> – Fraternal Order of Police	<b>IAFF</b> – International Association of Fire Fighters
<b>FPL</b> – Florida Power and Light	<b>ICMA</b> – International City/County Management Association
<b>FRS</b> – Florida Retirement System	<b>Inter Miami CF</b> – Club Internacional de Fútbol Miami
<b>FSM</b> – Finance and Supply Chain Management	<b>IOT</b> – Internet of Things
<b>FTE</b> – Full Time Equivalent	<b>ISO</b> – International Organization for Standardization
<b>FXE</b> – Fort Lauderdale Executive Airport	<b>IT</b> – Information Technology
<b>FY</b> – Fiscal Year	<b>ITIL</b> – Information Technology Infrastructure Library
<b>GA</b> – General Aviation	<b>ITS</b> – Information Technology Services
<b>GAAP</b> – Generally Accepted Accounting Principles	<b>ITSM</b> – IT Service Management Tool
<b>GASB</b> – Governmental Accounting Standards Board	

# Abbreviations and Acronyms, continued

<b>JA</b> – Junior Achievement	<b>OPEB</b> – Other Post-Employment Benefits
<b>KAPOW</b> – Kids and the Power of Work	<b>OPS</b> – Office of Professional Standards
<b>KPI</b> – Key Performance Indicators	<b>P&amp;C</b> – Property and Casualty
<b>LCRR</b> – Lead and Copper Rule Revision	<b>PACA</b> – Performing Arts Center Authority
<b>LED</b> – Light-Emitting Diode	<b>PAFR</b> – Popular Annual Financial Report
<b>LEED</b> – Leadership in Energy and Environmental Design	<b>PCI</b> – Pavement Condition Index
<b>LGBTQ+</b> – Lesbian, Gay, Bisexual, Transgender, Queer, and others	<b>PCI-DSS</b> – Payment Card Industry Data Security Standard
<b>LPR</b> – License Plate Recognition System	<b>PERC</b> – Public Employers Relations Commission
<b>MAB</b> – Marine Advisory Board	<b>PILOT</b> – Payment in Lieu of Taxes
<b>MAP</b> – Mobility Advancement Program	<b>PLAY</b> – Promoting Lifetime Activities for Youth
<b>MASS</b> – Music, Arts South of Sunset	<b>PLC</b> – Programmable Logic Controllers
<b>MCC</b> – Motor Control Center	<b>PM</b> – Preventative Maintenance
<b>MD</b> – Million Gallons per Day	<b>PMO</b> – Project Management Office
<b>MGD</b> – Million Gallons Per Day	<b>POAMS</b> – Plans of Actions and Milestone
<b>MIH</b> – Mobile Integrated Healthcare Program	<b>PS</b> – Pump Station
<b>MOT</b> – Maintenance of Traffic	<b>QMS</b> – Quality Management System
<b>MOU</b> – Memorandum of Understanding	<b>QTI</b> – Qualified Target Industry
<b>MRU</b> – Medical Response Units	<b>RDSTF</b> – Regional Domestic Security Task Force
<b>NCIP</b> – Neighborhood Capital Improvement Program	<b>RFID</b> – Radio Frequency Identification
<b>NELAP</b> – National Environmental Laboratory Accreditation Certification Program	<b>RFP</b> – Request for Proposal
<b>NFPA</b> – National Fire Protection Association	<b>RGL</b> – Runway Guard Light
<b>NIBIN</b> – National Integrated Ballistic Information Network	<b>RIT</b> – Rapid Intervention Team
<b>NIMS</b> – National Incident Management System	<b>ROI</b> – Return on Investment
<b>NPDES</b> – National Pollutant Discharge Elimination System	<b>S &amp; P</b> – Standard & Poor’s
<b>NPF</b> – Northwest-Progresso-Flagler Heights	<b>SaaS</b> – Software as a Service
<b>NRPA</b> – National Recreation and Park Association	<b>SCADA</b> – Supervisory Control and Data Acquisition
<b>NRSA</b> – Neighborhood Revitalization Strategy Area	<b>SCBA</b> – Self-Contained Breathing Apparatus
<b>NSP</b> – Neighborhood Stabilization Program	<b>SHIP</b> – State Housing Initiative Partnership Program
<b>NSU</b> – Nova Southeastern University	<b>SID</b> – Special Investigations Division
<b>NYE</b> – New Year’s Eve	<b>SKNID</b> – Sunrise Key Neighborhood Improvement District
<b>O&amp;M</b> – Operations and Maintenance	<b>SMART</b> – Specific, Measurable, Attainable, Realistic, and Timely (Goals)
<b>OMB</b> – Office of Management and Budget	<b>SOC</b> – Security Operations Center
	<b>SSB</b> – Support Services Bureau



# Abbreviations and Acronyms, continued

**STAR** – Standardized Test for the Assessment of Reading

**STEM** – Science, Technology, Engineering and Mathematics

**SWAT** – Special Weapons and Tactics

**SYEP** – Summer Youth Employment Program

**TAM** – Transportation and Mobility Department

**TCO** – Total Cost of Ownership

**TIF** – Tax Increment Funds

**TPL** – Trust for Public Land

**TRIM** – True Rate in Millage

**TRIP** – Teen Recreational Intramural Passport

**UASI** – Urban Areas Security Initiative

**UCR** – Uniform Crime Reports

**ULDR** – Unified Land Development Regulations

**USAPA** – USA Pickleball Association

**USGBC** – U.S. Green Building Council

**VCD** – Violent Crimes Division

**VFD** – Variable Frequency Drive

**WAMP** – Watershed Asset Management Plan

**WAN/LAN** – Wide Area Network / Local Area Network

**WIFIA** – Water Infrastructure Finance and Innovation Act

**WTP** – Water Treatment Plant

**YMCA** – Young Men’s Christian Association



Mayor Dean J. Trantalis  
Commissioner John C. Herbst, District 1  
Commissioner Steven Glassman, District 2  
Vice Mayor Pamela Beasley-Pittman, District 3  
Commissioner Warren Sturman, District 4  
City Manager Greg Chavarria