

City of Fort Lauderdale

City Hall
100 N. Andrews Avenue
Fort Lauderdale, FL 33301
www.fortlauderdale.gov



Meeting Minutes - APPROVED

Thursday, March 14, 2013

7:00 PM

Joint Workshop with Budget Advisory Board

City Commission Conference Room

CITY COMMISSION WORKSHOP

FORT LAUDERDALE CITY COMMISSION

JOHN P. "JACK" SEILER Mayor - Commissioner
BRUCE G. ROBERTS Vice Mayor - Commissioner - District I
BOBBY B. DuBOSE Commissioner - District III
ROMNEY ROGERS Commissioner - District IV

LEE R. FELDMAN, City Manager
JOHN HERBST, City Auditor
JONDA K. JOSEPH, City Clerk
HARRY A. STEWART, City Attorney

Meeting was called to order at 7:01 p.m. by Mayor Seiler.

ROLL CALL

Present 4 - Mayor John P. "Jack" Seiler, Commissioner Bruce G. Roberts, Commissioner Bobby B. DuBose, Commissioner Romney Rogers

Also Present:4 – City Manager, Lee R. Feldman; City Auditor, John Herbst; City Clerk, Jonda K. Joseph; City Attorney, Harry A. Stewart

Also Present: Budget Advisory Board: Chairperson, June D. Page; Members: Nadine Hankerson, Drew Saito, Bryson Michael Ridgway and Josias N. Dewey

Absent: Budget Advisory Board: Members: Brady Cobb and Fred Nesbitt

OLD/NEW BUSINESS

Remarks by Budget Advisory Board Chair

Chairperson June Page read a prepared statement that is attached to these minutes.

Need for Audit of Franchise Fees Received from Florida Power and Light Company and Payroll – Timekeeping Request for Proposals

In response to Mayor Seiler, the City Manager explained there is a provision in the FPL franchise not permitting a contingency basis. Also, the City would need to give a 180-day notice. Therefore, the Commission approved the staff's recommendation of an audit on the utility tax side which is the same data base. If something is found, there would be enough rationale to move forward on the franchise fee audit not on a contingent basis. In response to Mayor Seiler, the City Attorney offered to provide a status report on the contract for the utility tax audit. The City Auditor explained that the questions have to do with specific language on how they are paid. The City would not want to pay based on what they identify and then have FPL reject it, leaving the City out-of-pocket. Staff would like payment to be after the City has cash in hand from FPL. There were other questions about who would be responsible for collection efforts and who would handle any potential litigation. He believed the issues have all been resolved. Mayor Seiler was concerned about the amount of time that has lapsed since it was approved by the Commission.

In response to Mayor Seiler, the City Manager advised that a primary part of payroll is its automation. An agreement with Kronos was completed. Once automated payroll is in place, the City can then look at outsourcing the collection. The real savings is on the timekeeping side. The City Auditor explained a condition of bringing in a new vendor was automating the actual time entry piece. There needs to be one consistent platform. The City Manager explained if too much is put into the hands of a provider and the provider goes away, the City is absent a system. He wanted the City itself to keep track of time; the issue is what to do afterward. The City Auditor added that it is quite possible to purchase this frontend component. Assistant City Manager Stanley Hawthorne indicated that ADP Payroll Services has met with staff and the Board. Kronos was undertaken as the first phase. Staff wanted to get the timekeeping portion addressed first. ADP uses Kronos for most of their systems. There have been legal issues since Commission approval, but he believed they have now been resolved.

Mayor Seiler was concerned about the lapse of time on this item and the previous one, despite the Commission having made policy decisions. In general, he was concerned about timeliness. The City Auditor explained in dealing with a national firm such as Kronos, there is a standard contract. However, there were provisions that were not in the City's best interests. It is difficult to convince a nationwide firm to modify their boiler plate contract. He knew there was a lot of back and forth between attorneys. The City Attorney added that some of the provisions are illegal in Florida. Kronos refused to make the changes in the City's markup. Mayor Seiler suggested the matter should then be brought to the Commission so they are aware of why there is a delay.

Mayor Seiler requested an update on both items be scheduled on the April 2 agenda.

Revenue Estimating Conference Committee

With respect to expenses, Commissioner Rogers wanted to see on paper what has been accomplished over the past four years. With respect to revenue, he urged the Board to dig as deep as possible. He wanted to know how the sequester will impact the City. He referred to the payroll system and third-party vendors and urged the Board to come forward with anything else they feel the City should be looking at. Mayor Seiler agreed. Chairperson Page noted that there are uncertainties in the revenue trends. There is a gap. Both Commissioner Rogers and Mayor Seiler noted the Commission's commitment to a defined reserve. Commissioner Rogers wanted some numbers in order to help show the gap size.

Vice Mayor Roberts reasoned that the City is facing the issue of services versus cuts. He asked the Board to identify more revenue sources. Along with Commissioner Rogers, he wanted to see numbers of where shortfalls may be. Perhaps services that are borderline or have to be cut versus revenue that might be available to sustain those services. Chairperson Page indicated that the Burton model will clearly show the City's status with revenues and expenses. She explained the contemplated process for the Revenue Estimating Conference Committee. The City Manager noted that it will provide a five-year picture. With respect to potential funding from the Metropolitan Planning Organization, Vice Mayor Roberts indicated that it would be helpful to have the Board's input on infrastructure needs. It was noted that the Neighbor Survey will be presented to the Board.

Commissioner DuBose wanted to make sure that technology infrastructure is a consideration of the Board.

13-0470 CITY FACILITIES - INFRASTRUCTURE

Mr. Saito indicated after he toured the police headquarters with Mr. Ridgway, there was agreement that the building is in disrepair and concern that it may not withstand a storm direct hit that could impact services. They recommend a study be commissioned of professionals in the industry to determine if the building can be rehabilitated. The Police Chief and his representatives should be part of this focus group. Mr. Ridgway indicated without such a study, it is not possible to have a proper maintenance plan. In essence the City needs to know the status of its capital items so that a maintenance plan can be developed and costly repairs avoided. Vice Mayor Roberts agreed about the condition of the police headquarters. He went on to provide some historical perspective. An assessment needs to also be conducted to compare costs associated with the existing buildings citywide and new building.

Mayor Seiler recognized newly elected District II Commissioner Dean J. Trantalis.

In response to Mayor Seiler, Mr. Ridgway indicated that he felt there is potential for a significant renovation in lieu of a complete tear-down, but a portion would need to be torn down. Mayor Seiler stressed his focus is functional versus aesthetics. The City Manager advised that there is about \$400,000 of unspent grant funds, therefore the City is inquiring whether these funds can be applied to hardening the roof. In response to Vice Mayor Roberts, the City Manager advised that a facilities assessment study was funded in the current fiscal year and the RFP is being drafted. The idea would be to primarily look at City facilities that are not enterprise supported. Discussion ensued about renovation and hurricane preparedness. The City Manager noted that the building lies in the historic district.

As to City Hall, Mr. Saito explained their main focus was the police headquarters, but the same thinking would apply to City Hall. Hopefully the assessment study will provide a prioritization. Chairperson Page indicated that the Board only looked at these two buildings, but they are aware that bridges and roads need attention. Mayor Seiler asked the City Manager to provide the timeline on the assessment study. The City Manager indicated he is trying to bring City buildings to the same standards as commercial buildings within the current budget allocations.

Mayor Seiler raised the idea and a discussion ensued of the pro's and con's of police substations, issues that would need to be addressed if the City adopted such a concept and how the concept would impact the current facility on Broward Boulevard. Before a recommendation comes forward to the Commission, Mayor Seiler requested the City Manager involve Vice Mayor Roberts. He requested an analysis of the substation concept. Vice Mayor Roberts called attention to the City's partnership with IBM on the resource optimization study for the Police Department.

13-0466 STRATEGIC PLANNING AND BUDGETING CYCLE PRESENTATION

Mr. Hawthorne introduced this item including some history and reviewed slides on it that are included in Commission Memorandum 13-0466. A copy of the slides are attached to these minutes.

With respect to fulltime equivalents, Commissioner Rogers wanted information about budgeted, but unfilled positions. The City Manager advised that this information is being reviewed monthly. There is a clear message in a vacant position where there is not active recruitment. There would have to be extenuating circumstances for a position to be unfilled for a period of time. Commissioner Rogers stressed the importance of such information.

Commissioner DuBose suggested the presentation documentation be made available on the City's website and that it be very prominent so that people who visit the website become aware that the City is going on the budget. He wanted assurance that the City is mindful of anything that could occur at the State level that would impact municipalities. Mr. Hawthorne noted this is addressed in the financial environmental scan (Box 15). As to timing, he advised that revenues will be updated through the summer. Commissioner DuBose did not think this is adequately reflected in the cycle flow, perhaps in the areas of Boxes 21-22. The City Manager advised that the budget will be adjusted for any legislative action at that point. While a preliminary budget is to be delivered in May, it is not considered final until the legislature is out of session.

Chairperson Page believed the Commission's priorities have remained the same for the past three years. She asked for the Commission's feedback. Commissioner Roberts wanted to avoid the Commission making a decision until after having received input from the Budget Advisory Board. Chairperson Page indicated that the Board would like to see some flexibility with the Commission's

priorities. She drew attention to the E911 Dispatch and Call Taking matter. Commissioner DuBose commented that what is being proposed with respect to school resource officers may ultimately be a net gain for Fort Lauderdale. Generally he wanted the legislative session to reach a point where there is assurance that there will not be any unfunded mandate come forward before considering priorities. Commissioner Rogers wanted to have all of the facts. He also wanted the Commission to continue to address expenses and to be comfortable that they have cut to the nub. At that point, the Commission will have to decide whether to impact services. He felt the proposed process will help everyone in decision-making. Mayor Seiler agreed with the comments. He did not envision the Commission raising the millage rate. He did not disagree with Commissioner Roberts as it relates to non-millage rate revenue. Core services are covered by the millage rate. He wanted more detail about other services that can be used by non-residents to consider whether the cost of those services should be borne by fees. He believed in the cost recovery approach as well as additional sources of revenue and to focus property taxes on core services. He was hopeful for steady growth, property values to increase and the millage rate be maintained where it is. He elaborated upon the need to expand the tax base and the need for more density in the downtown. He was interested in the Burton study approach. Chairperson Page pointed out that thought needs to be given to how to plug the budgetary gap. She did not think there will be much more in cuts. She agreed with cost recovery. Mayor Seiler pointed out that there are services that some property taxpayers may never use. Fort Lauderdale pays the most in taxes to Broward County and the School Board, but he did not think commensurate value is received. For example, the City does not use the Broward Sheriff's Office. He elaborated upon the number of children from other cities attending Fort Lauderdale schools where there are school resource officers provided with Fort Lauderdale funding. Commissioner DuBose pointed out that the School Board has not paid the City for owed stormwater fees amounting to millions. The City Manager indicated that there is a question of whether it is an assessment or a fee.

Chairperson Page asked for appointments to be made to fill vacancies that exist on the Board. She stressed that qualifications be considered. Mayor Seiler encouraged the Commission to review resumes provided by the Chairperson and make appointments by April 2.

- 13-0476** **FUTURE QUARTERLY JOINT WORKSHOPS: APRIL 30, 2013 and AUGUST 26, 2013**
- a. April 30, 2013
 - b. August 26, 2013

Old Business - None

The meeting adjourned at 8:49 p.m.

BUDGET ADVISORY
BOARD

CHAIR PAGE

MAR 14, 2013

JOINT COMMISSION

MARCH 14th JOINT BUDGET WORKSHOP

I WOULD LIKE TO INTRODUCE OUR NEWEST BOARD MEMBER, MR. JOE DEWEY TO THE COMMISSION. MR DEWEY IS A PARTNER AT THE LAW FIRM HOLLAND AND KNIGHT. HE IS ALSO A PROFESSOR AT THE U OF MIAMI. WORKSHOP

AS ALWAYS, AT OUR FIRST WORKSHOP EACH YEAR, WE ASK THAT YOU INFORM THE BAB WHAT YOUR PRIORITIES ARE IN THE UPCOMING FISCAL YEAR. FOR THE PAST SEVERAL YEARS YOUR PRIORITIES HAVE BEEN NO INCREASES IN THE MILAGE RATE OR FIRE ASSESSMENT FEE, AND NO CUTS IN SERVICES. WE DON'T BELIEVE THIS IS SUSTAINABLE IN THE UPCOMING YEAR.

THE BAB HAS CONTINUED IT'S IN DEPTH EXAMINATION OF THE BUDGET OFFICE'S STRATEGIC PLANNING AND BUDGET CYCLE PREPARATIONS. WE STAND FIRMLY BEHIND MANAGEMENT'S EFFORTS TO DEVELOP SOUND FINANCIAL INTEGRITY PRINCIPLES. THE FISCAL CAPACITY STUDY SHOULD HELP US ALL UNDERSTAND WHERE WE CAN LOOK FOR FUTURE REVENUE GROWTH. IN TOTAL THESE EFFORTS PROVIDE A MORE THOROUGH AND SOPHISTICATED APPROACH TO DEVELOPING A SUSTAINABLE BUDGET AND WE APPLAUD MANAGEMENT'S HARD WORK AND DILIGENCE. HOWEVER, NO AMOUNT OF RETOOLING OF THE BUDGET AND BUDGET PROCESS WILL RESULT IN A BALANCED BUDGET IF SOME HARD DECISIONS ARE NOT MADE.

A NEW COMMITTEE, THE REVENUE ESTIMATING COMMITTEE, HAS BEEN FORMED TO STUDY THE BUDGET'S MAJOR REVENUE LINE ITEMS IN ORDER TO ENSURE A HIGH DEGREE OF CONFIDENCE IN OUR REVENUE ESTIMATES FOR THE FY2014 BUDGET. THE COMMITTEE CONSISTS OF MYSELF, THE CHAIR OF THE AUDIT REVIEW BOARD, MARTY KURTZ, PAMELA WINSTON FROM FINANCE, AND NORM MASON FROM THE BUDGET OFFICE. THE COMMITTEE IS SUPPORTED BY STANLEY HAWTHORNE, KIRK BUFFINGTON, EMILIE SMITH AND DOUG WOOD. AFTER 3 MEETINGS I HAVE 2 AREAS OF CONCERN; THE FRANCHISE FEES RECEIVED FROM FPL ARE INCONSISTENT AND MUST BE AUDITED, AND THE POTENTIAL LEGISLATIVE CHANGES TO THE

COMMUNICATIONS SERVICE TAX AND LOCAL BUSINESS TAX COULD NEGATIVELY IMPACT REVENUES FROM THESE SOURCES IN FY14.

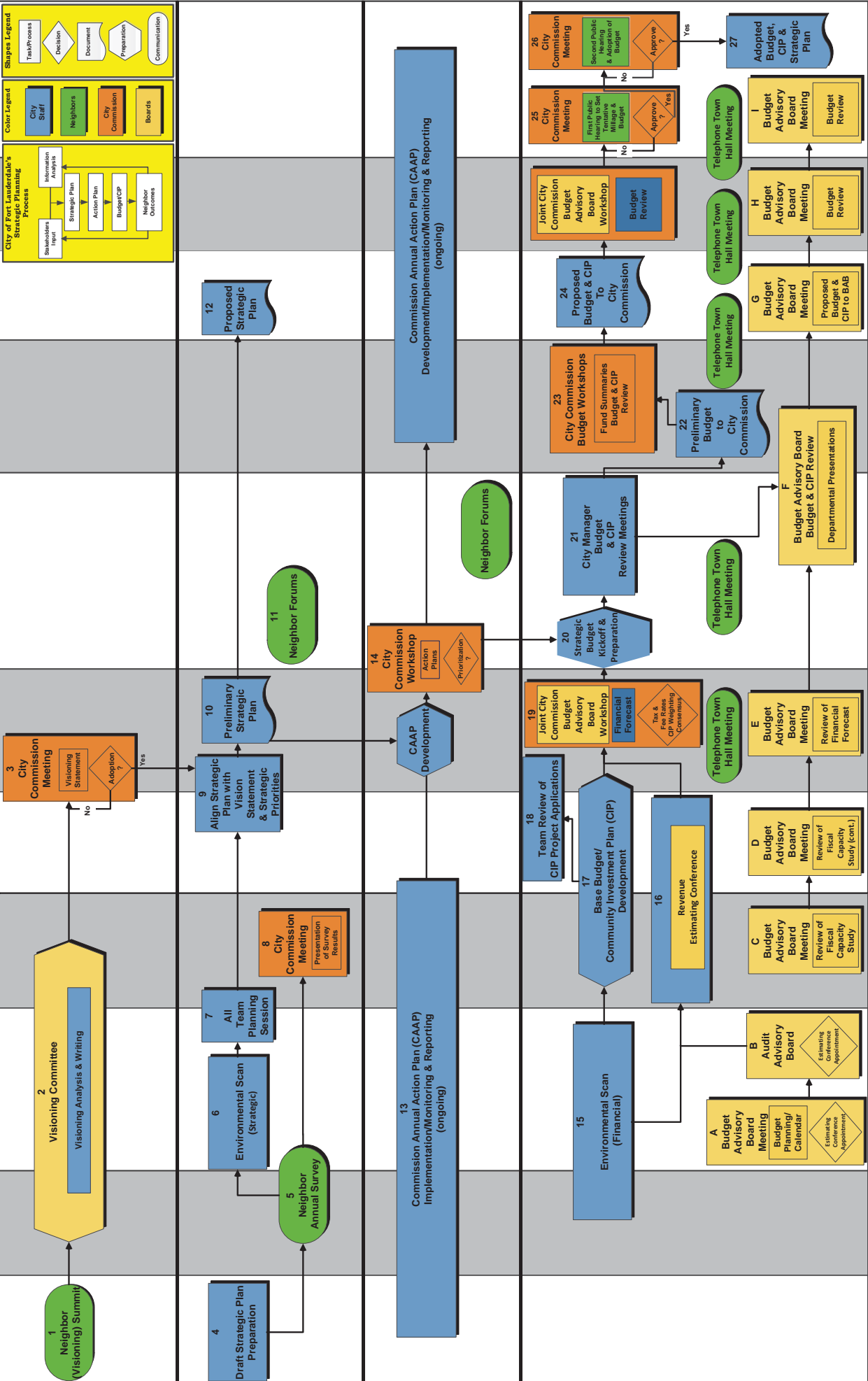
OUR PRIMARY MESSAGE TO YOU AT THIS WORKSHOP IS THIS – BE AWARE THAT THERE WILL BE A GAP BETWEEN REVENUES AND EXPENSES IN THE UPCOMING FISCAL YEAR. WE HAVE MORE MONEY GOING OUT THAN COMING IN. YOU HAVE ADOPTED A POLICY OF MAINTAINING A STRUCTURALLY SOUND BUDGET. THIS MEANS THAT ONGOING REVENUES FUND ONLY ONGOING EXPENSES. WE CANNOT KEEP USING RESERVES TO PLUG THE BUDGET GAP. IN ORDER TO KEEP A STRUCTURALLY BALANCED BUDGET WE BELIEVE REVENUES MUST BE INCREASED OR SERVICES MUST BE DECREASED. THERE IS NO OTHER VIABLE ALTERNATIVE. WE BELIEVE STAFF HAS DONE VERY WELL AT COST CUTTING. HOWEVER THE BENEFITS FROM THOSE CUTS WILL LIKELY NOT BE FELT BEYOND THE UPCOMING FISCAL YEAR.

I HAVE COMMENTS ON JUST 2 OTHER ISSUES. FIRST, THE BAB HAS HAD THE OPPORTUNITY TO TOUR POLICE HEADQUARTERS AND WE ARE WELL ACQUAINTED WITH CITY HALL. BOTH BUILDINGS NEED EITHER REPLACEMENT OR MAJOR RESTORATION. WE ARE ALSO AWARE OF THE MANY NECESSARY INFRASTRUCTURE IMPROVEMENTS THAT ARE NEEDED THROUGHOUT THE CITY. THE BOARD IS VERY CONCERNED THAT THESE NEEDED INVESTMENTS CURRENTLY ARE NOT BEING FUNDED. MR. SAITO AND MR. RIDGWAY WILL SPEAK TO SOME OF OUR CONCERNS IN THIS REGARD TONIGHT.

MY LAST COMMENT REGARDS THE PAYROLL/TIME KEEPING RFP, WHICH IS STILL STALLED. THIS ISSUE HAS TAKEN A VERY LONG TIME TO RESOLVE. BY NOT INVESTING IN MODERN BUSINESS PRACTISES, FORT LAUDERDALE CONTINUES TO FAIL TO TAKE ADVANTAGE OF TECHNOLOGY AND EFFICIENCIES.. THIS SEEMS TO BE TRUE IN A NUMBER OF OTHER CITY OPERATIONS. THE BAB HAS DETERMINED THAT IT WILL RESUME Its EXAMINATION OF OTHER DIVISIONS, WHICH MAY BE CANDIDATES FOR THIRD PARTY SERVICES.

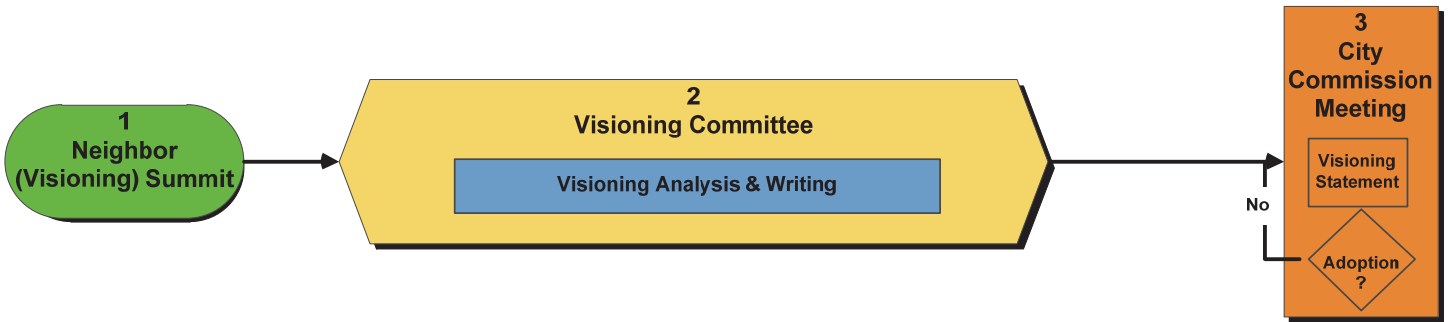
Strategic Planning and Budgeting Cycle

WE BUILD COMMUNITY



Strategic Planning and Budgeting Cycle

Visioning Lane



November



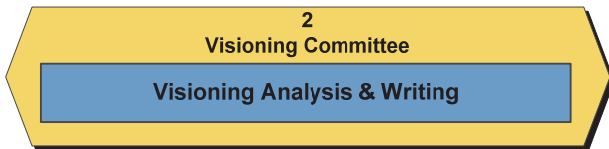
This event was the culmination of a major two-year outreach process to develop the 2035 Fort Lauderdale Vision. It brought together more than 100 residents, who developed more than 50 Vision Statements across three categories chosen by the group as summit priorities: Connected Development, Infrastructure, and Culture and Public Spaces.

April



The Vision Statement outlines what the community wants to be by 2035. It is a long-term view and concentrates on the future. The Visioning Committee will present the 2035 Vision Plan to the City Commission. The Vision Statement will be aspirational, inspirational, inclusive, and unique to the City of Fort Lauderdale. It will guide City strategic planning and budgeting, as well as communitywide partnerships. The Vision Plan will contain a Vision Statement, Strategic Directions, and an Implementation Strategy. Moving forward, the Implementation Strategy will include integration into strategic planning and budgeting, as well as a Vision Scorecard. Upon adoption by the Commission, the visioning outreach and work of the Visioning Committee will be complete.

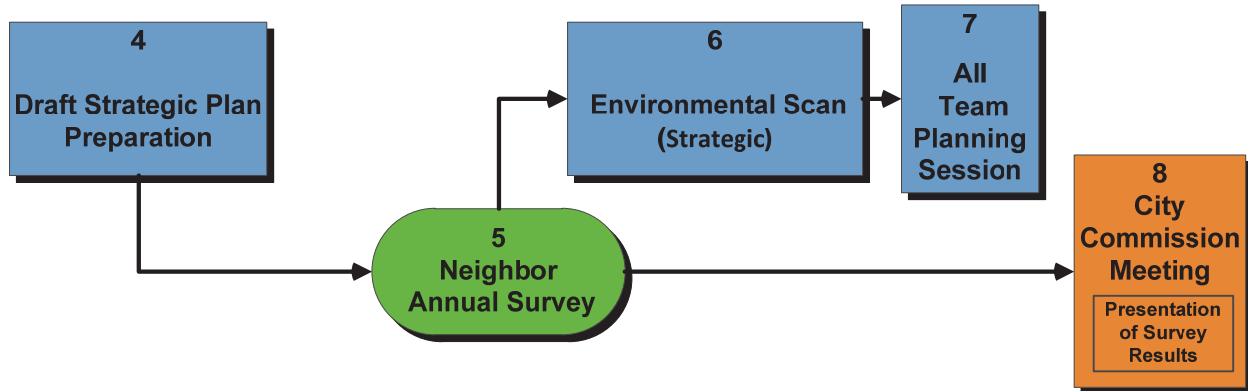
December



The 2035 Fort Lauderdale Vision will be developed from nearly 1,500 ideas generated through various outreach mechanisms. From September of 2011 to December of 2012, community engagement was conducted through Phase 1, which included open houses and stakeholder interviews; and Phase 2, which included the Big Ideas social ideation website, civic association presentations, Telephone Town Hall Meetings, Meetings-in-a-Box, a Big Ideas event, and a Neighbor Summit.

Strategic Planning and Budgeting Cycle

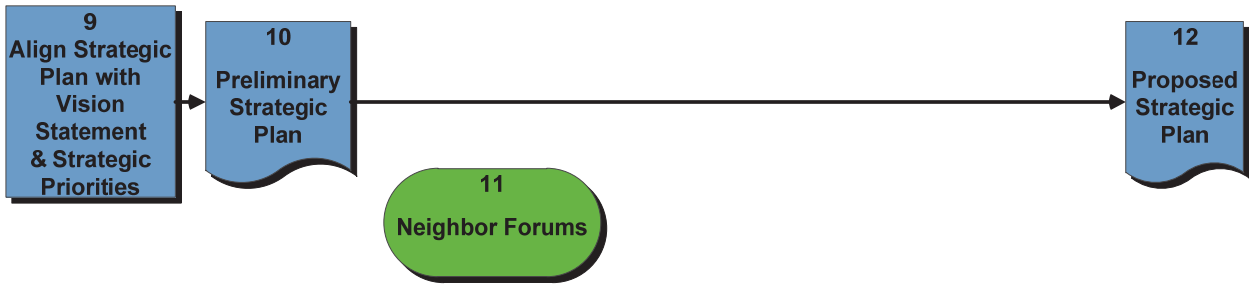
Strategic Plan Lane



| November | | January | |
|---|---|---|---|
| <div data-bbox="139 709 370 850" data-label="Diagram"> </div> <p>The Strategic Plan has been in development for several months and significant progress has been made in preparation for the FY 2014 – FY 2018 Strategic Plan.</p> | <div data-bbox="792 709 1049 850" data-label="Diagram"> </div> <p>The Environmental Scan for the Vision and Strategic Plan was conducted from November through April of FY 2012 and takes into consideration external and internal factors that could influence the direction and priorities of the City such as demographic trends, social change, economic analysis, political factors, legislative issues, land development trends, technology, process improvements, staffing, etc. The Environmental Scan for the five-year strategic planning process will be conducted again in FY 2018 in preparation for the FY 2019 - FY 2023 Strategic Plan.</p> | <div data-bbox="139 1224 380 1360" data-label="Diagram"> </div> <p>The Neighbor Survey will gauge the overall pulse of the community, and evaluate perceptions regarding the quality of life and satisfaction with City services. The survey results will be compared with and integrated into components of the Vision Plan, and help prioritize the delivery of services through strategic planning and budgeting. A third-party survey provider mailed 5,000 community surveys to Fort Lauderdale residents in December and January. Households were randomly selected, representative of the four Commission districts and the 2010 Census demographics. The survey will be conducted annually and serve as input for the five-year strategic plan, the Commission Annual Action Plan, and annual Cylinder of Excellence team work plans.</p> | <div data-bbox="792 1224 938 1423" data-label="Diagram"> </div> <p>The All Team Planning Session will focus on organizational priorities in consideration of the Visioning feedback, the Commission Annual Action Plan, the Neighbor Survey, and key performance/data, and trends. Participants will discuss top budget priorities and Cylinder of Excellence refinements. Attendees include the Community Building Leadership Team (CBLT), Deputy and Assistant Directors, Cylinder of Excellence Teams, and Management Fellows.</p> |
| December/January | | February | |
| <div data-bbox="139 1224 380 1360" data-label="Diagram"> </div> <p>The Neighbor Survey will gauge the overall pulse of the community, and evaluate perceptions regarding the quality of life and satisfaction with City services. The survey results will be compared with and integrated into components of the Vision Plan, and help prioritize the delivery of services through strategic planning and budgeting. A third-party survey provider mailed 5,000 community surveys to Fort Lauderdale residents in December and January. Households were randomly selected, representative of the four Commission districts and the 2010 Census demographics. The survey will be conducted annually and serve as input for the five-year strategic plan, the Commission Annual Action Plan, and annual Cylinder of Excellence team work plans.</p> | | <div data-bbox="792 1591 977 1839" data-label="Diagram"> </div> <p>The City Commission meeting will include presentations on the results of the Neighbor Annual Survey.</p> | |

Strategic Planning and Budgeting Cycle

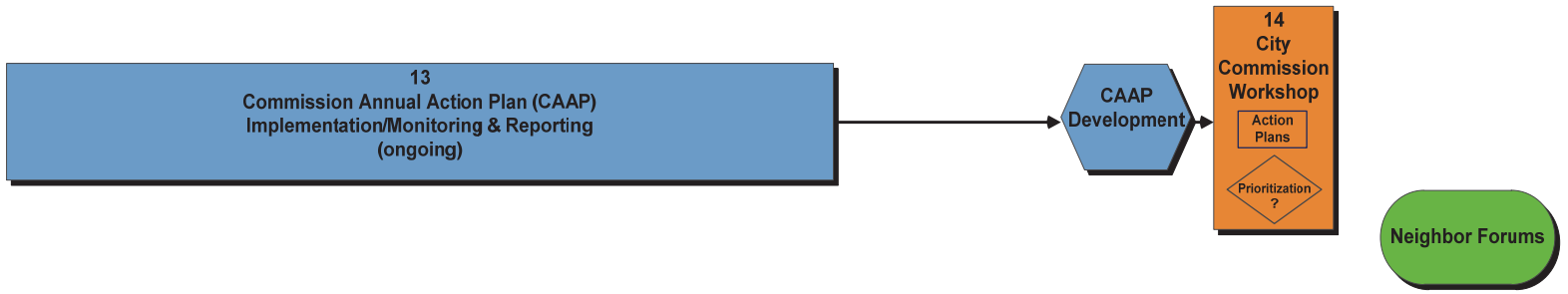
Strategic Plan Lane



| March/April | | May | |
|---|---|---|---|
| <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p style="text-align: center;">9</p> <p style="text-align: center;">Align Strategic Plan with Vision Statement & Strategic Priorities</p> </div> | <p>The draft Strategic Plan will be aligned with the 2035 Vision Statement to reflect community feedback in City goals, objectives, performance indicators, initiatives, and resource allocation.</p> | <div style="border: 1px solid black; border-radius: 50%; padding: 10px; width: fit-content; margin: 0 auto;"> <p style="text-align: center;">11</p> <p style="text-align: center;">Neighbor Forums</p> </div> | <p>Various communication forums which include neighbors, business owners and other stakeholders, held throughout the year to ensure neighbor engagement in the City’s Visioning, Strategic Planning, Community Annual Action Plan (CAAP), and Budget and Community Investment Plan (CIP) Development. Neighbor forums include community visioning sessions, neighbor surveying, focus group discussions, telephone town hall meetings, electronic forums, meetings in a box, other outreach, etc.</p> |
| July | | | |
| <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p style="text-align: center;">10</p> <p style="text-align: center;">Preliminary Strategic Plan</p> </div> | <p>The Strategic Plan is a roadmap to set direction for the future, guide decision-making and resource allocation, enabling an excellent and sustainable quality of life. The proposed Strategic Plan document will be presented to the City Commission along with the Proposed Budget and the Five Year Community Investment Plan in July.</p> | <div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p style="text-align: center;">12</p> <p style="text-align: center;">Proposed Strategic Plan</p> </div> | <p>The Proposed Strategic Plan will be presented to the City Commission along with the Proposed Budget and the Five Year Community Investment Plan.</p> |

Strategic Planning and Budgeting Cycle

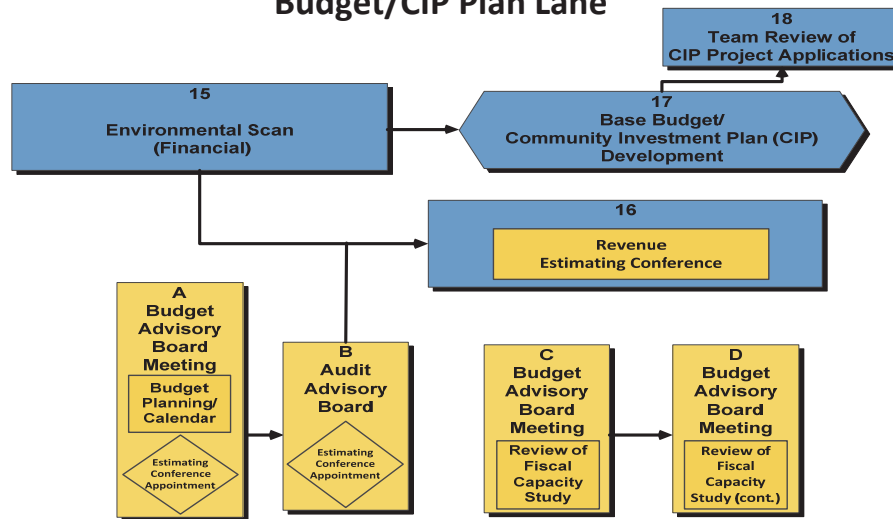
Action Plan Lane



| On-going Throughout Year | April | |
|---|---|--|
| <div data-bbox="134 667 745 810" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">13 Commission Annual Action Plan (CAAP) Implementation/Monitoring & Reporting (ongoing)</p> </div> <p>The Commission Annual Action Plan (CAAP) is the product of collaboration and prioritization by the City Commission, the City Manager’s Office, and Department Directors. It contains initiatives of significant importance to the organization. Progress is monitored through the monthly FL²STAT, with quarterly Commission reporting. The CAAP is integrated into the Cylinders of Excellence annual work plans.</p> | <div data-bbox="781 667 938 940" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">14 City Commission Workshop</p> <div style="border: 1px solid black; padding: 2px; margin: 2px auto; width: 60px; text-align: center;">Action Plans</div> <div style="border: 1px solid black; padding: 2px; margin: 2px auto; width: 60px; text-align: center;">Prioritization ?</div> </div> | <p>This Commission Workshop will be dedicated to prioritization of the City Commission Annual Action plan items to ensure that resources are accurately allocated according to the City Commission’s priorities.</p> |

Strategic Planning and Budgeting Cycle

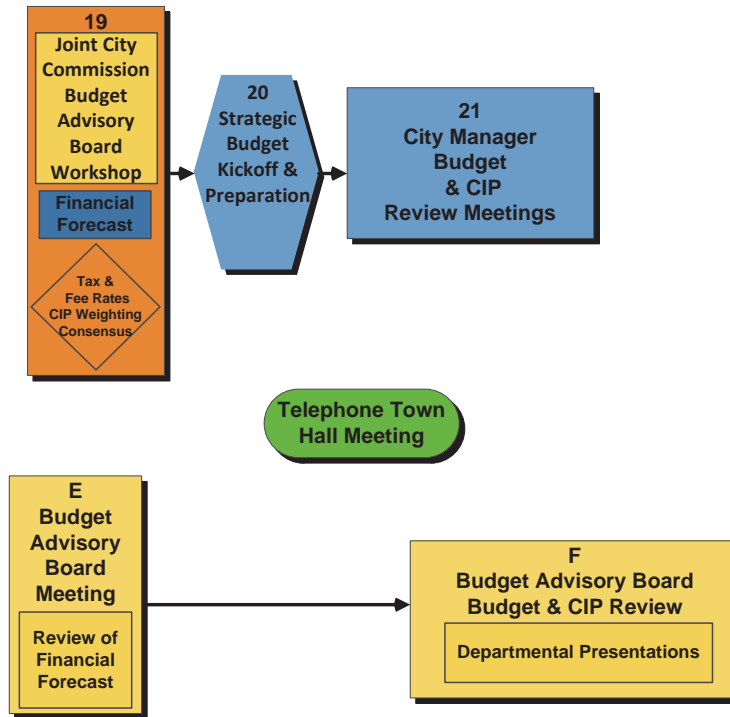
Budget/CIP Plan Lane



| December | | February | |
|--|--|---|--|
| <div style="border: 1px solid black; padding: 5px; text-align: center;"> 15 Environmental Scan (Financial) </div> | <p>The Financial Scan includes the preparation of the fiscal capacity study, the financial forecast, and the on-going development of fiscal integrity principles and policies. Each of these components of the financial scan are underway with completion scheduled for early 2013.</p> | <div style="border: 1px solid black; padding: 5px; text-align: center;"> 17 Base Budget/ Community Investment Plan (CIP) Development </div> | <p>The kickoff of the development of the City's base operating budget, five year Community Investment Plan, performance measures and current year estimates for both revenues and expenditures. Departments will be asked to update their submissions into a more aligned and strategic budget during the coming months.</p> |
| January | | <div style="border: 1px solid black; padding: 5px; text-align: center;"> C Budget Advisory Board Meeting Review of Fiscal Capacity Study </div> | <p>Staff presents the first part of the Fiscal Capacity Study to the Budget Advisory Board. The Board makes recommendations for changes.</p> |
| <div style="border: 1px solid black; padding: 5px; text-align: center;"> A Budget Advisory Board Meeting Budget Planning/ Calendar Estimating Conference Appointment </div> | <p>The Budget Advisory Board (BAB) sets the upcoming budget process calendar and establishes their priorities for the upcoming budget cycle.</p> | <div style="border: 1px solid black; padding: 5px; text-align: center;"> B Audit Advisory Board Estimating Conference Appointment </div> | <p>Audit Advisory Board selects a member to participate on the Revenue Estimating Committee.</p> |
| February | | March | |
| <div style="border: 1px solid black; padding: 5px; text-align: center;"> 16 Revenue Estimating Conference </div> | <p>The Revenue Estimating Conference will be established and used to review revenue estimates for the budget process. Conference principals will include one principal from the budget office; one principal from the Finance Department, one principal from the Budget Advisory Board, and one principal from the Audit Advisory Board.</p> | <div style="border: 1px solid black; padding: 5px; text-align: center;"> 18 Team Review of CIP Project Applications </div> | <p>The Community Investment Plan (CIP) applications will be reviewed for consideration and funding by the CIP Review Committee. Each application will be scored utilizing the prioritized matrix. Scores and final ranking will be utilized as a guide to funding.</p> |
| <div style="border: 1px solid black; padding: 5px; text-align: center;"> D Budget Advisory Board Meeting Review of Fiscal Capacity Study (cont.) </div> | <p>Staff presents the second part of the Fiscal Capacity Study to the Budget Advisory Board. The Board makes recommendations for changes.</p> | | |

Strategic Planning and Budgeting Cycle

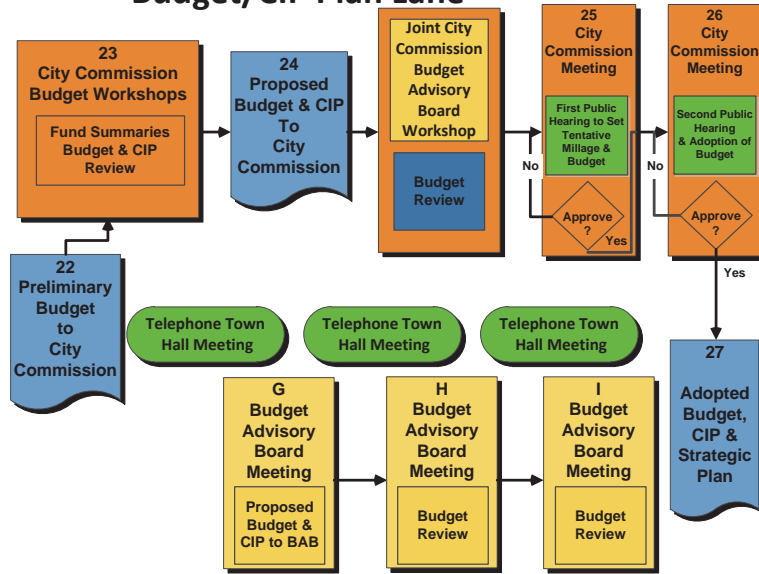
Budget/CIP Plan Lane



| April | May |
|--|---|
| <div data-bbox="133 999 267 1350" style="border: 1px solid black; padding: 5px;"> <p>19 Joint City Commission Budget Advisory Board Workshop Financial Forecast Tax & Fee Rates CIP Weighting Consensus</p> </div> <p>The City Commission will be asked for a consensus on the millage rate and the fire assessment fee during this workshop. Once a consensus is achieved, staff will be able to finalize the budget based on the information provided. The City Commission and Budget Advisory Board Joint Workshop to review the Five Year Financial Forecast and to discuss the budget for the coming year.</p> | <div data-bbox="808 982 971 1234" style="border: 1px solid black; padding: 5px;"> <p>20 Strategic Budget Kickoff & Preparation</p> </div> <p>During this time, departments will be asked to update their submissions into a more strategic budget, aligned with the City's vision statement and strategic priorities.</p> |
| <div data-bbox="133 1392 376 1486" style="border: 1px solid black; border-radius: 15px; padding: 5px; background-color: #90EE90;"> <p>Telephone Town Hall Meeting</p> </div> <p>Telephone Town Hall meetings are held throughout the year to allow the City Commission to personally interact with neighbors to discuss important topics such as Strategic Planning, the upcoming Budget, and the Community Investment Plan.</p> | <div data-bbox="808 1392 1036 1528" style="border: 1px solid black; padding: 5px;"> <p>21 City Manager Budget & CIP Review Meetings</p> </div> <p>This is an administrative review of comprehensive departmental operational budgets including staffing structure, line items, and performance measures with tentative determination by City Manager of Proposed Budget.</p> |
| <div data-bbox="133 1677 246 1877" style="border: 1px solid black; padding: 5px;"> <p>E Budget Advisory Board Meeting Review of Financial Forecast</p> </div> <p>The Budget Advisory Board reviews the preliminary results of the Burton and Associates Five Year Financial Forecast in preparation for the Joint Workshop with the City Commission.</p> | <div data-bbox="800 1677 1109 1829" style="border: 1px solid black; padding: 5px;"> <p>F Budget Advisory Board Budget & CIP Review Departmental Presentations</p> </div> <p>City Departments present their FY 2014 Requested Operating Budgets, Community Investment Plan projects, and performance measures to the Budget Advisory Board at one or more meetings.</p> |

Strategic Planning and Budgeting Cycle

Budget/CIP Plan Lane



| June | | August | |
|--|--|--|--|
| <p>22 Preliminary Budget to City Commission</p> <p>The presentation of the preliminary budget to the City Commission for their review and discussion at the upcoming Budget Workshops.</p> | | <p>H Budget Advisory Board Meeting</p> <p>Budget Review</p> <p>The Budget Advisory Board reviews the Proposed Budget and CIP and makes recommendations for changes prior to the Public Hearing.</p> | |
| <p>23 City Commission Budget Workshops</p> <p>Fund Summaries Budget & CIP Review</p> <p>Legislative review of the comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department's capital projects and operating budgets.</p> | | <p>September</p> <p>I Budget Advisory Board Meeting</p> <p>Budget Review</p> <p>The Budget Advisory Board continues review of the Proposed Budget and CIP and makes recommendations for changes prior to the Public Hearing.</p> | |
| | <p>July</p> <p>G Budget Advisory Board Meeting</p> <p>Proposed Budget & CIP to BAB</p> <p>Staff presents the Proposed Budget and Community Investment Plan (CIP) to the Budget Advisory Board.</p> | <p>25 City Commission Meeting</p> <p>First Public Hearing to Set Tentative Millage & Budget</p> <p>Approve?</p> <p>The first public hearing is legally required with time table requirements for setting of tentative property tax millage rate and tentative budget.</p> | |
| <p>24 Proposed Budget & CIP To City Commission</p> <p>The Proposed Budget document and Five Year Community Investment Plan are published and presented to the City Commission and made available to the public. The Proposed Strategic Plan document will be presented along with the Budget document.</p> | | <p>26 City Commission Meeting</p> <p>Second Public Hearing & Adoption of Budget</p> <p>Approve?</p> <p>The second public hearing is legally required with time table requirements for adoption of property tax millage rate and final budget. The adoption of the Strategic Plan will coincide with the adoption of the Budget and Five Year Community Investment Plan.</p> | |
| | <p>August</p> <p>Joint City Commission Budget Advisory Board Workshop</p> <p>Budget Review</p> <p>The Joint Workshop between the City Commission and the Budget Advisory Board to discuss the Proposed Budget and the CIP.</p> | <p>27 Adopted Budget, CIP & Strategic Plan</p> <p>The Adopted Budget and Community Investment Plan are uploaded into the City's financial system and a printed version is made available to the City Commission, City Departments, and Neighbors. The Strategic Plan is published.</p> | |

INNOVATION
SUCCESS
EVALUATION
DEVELOPMENT
GROWTH
SOLUTION
PROGRESS
MARKETING

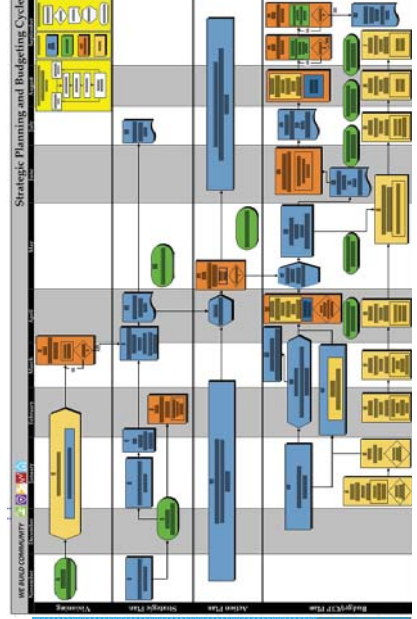
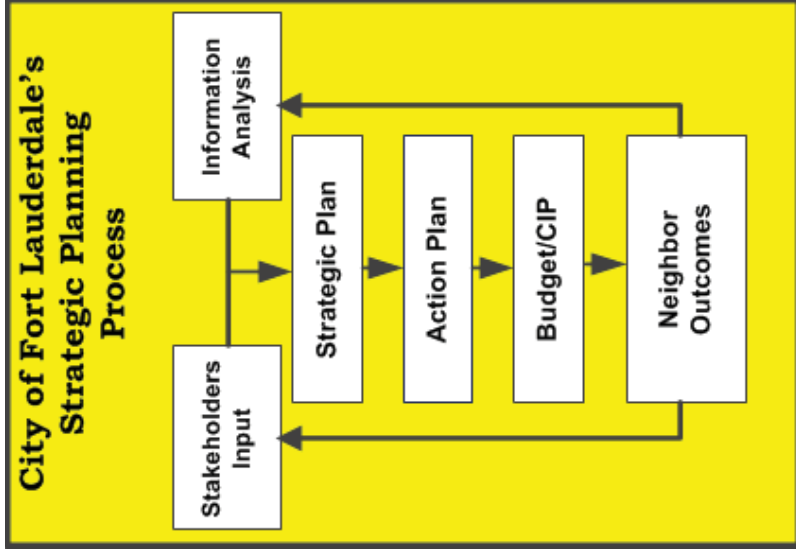


City of Fort Lauderdale

STRATEGIC PLANNING & BUDGETING CYCLE

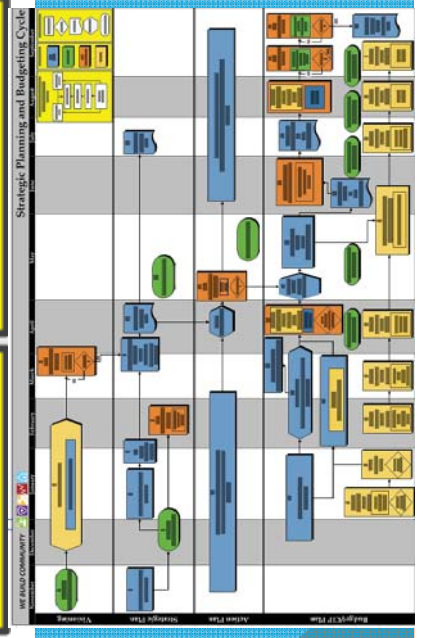
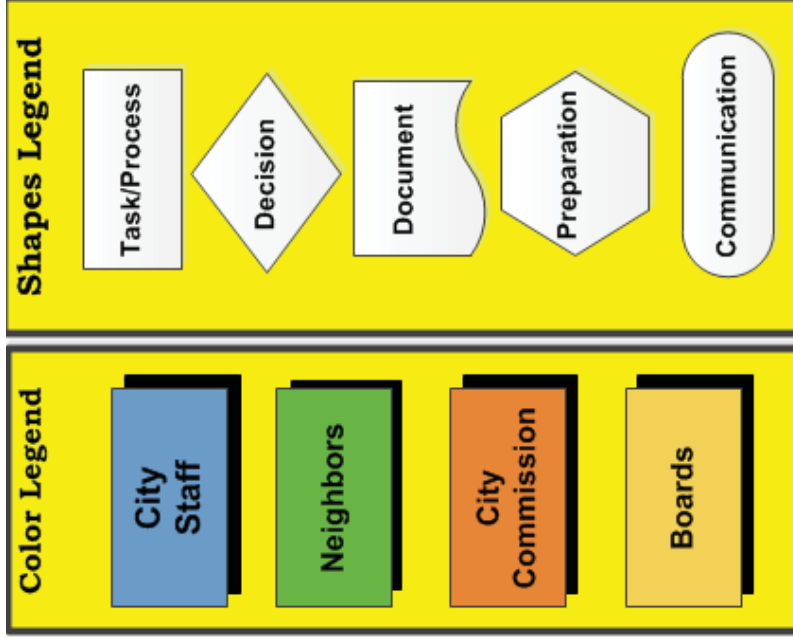


STRATEGIC PLANNING AND BUDGETING CYCLE

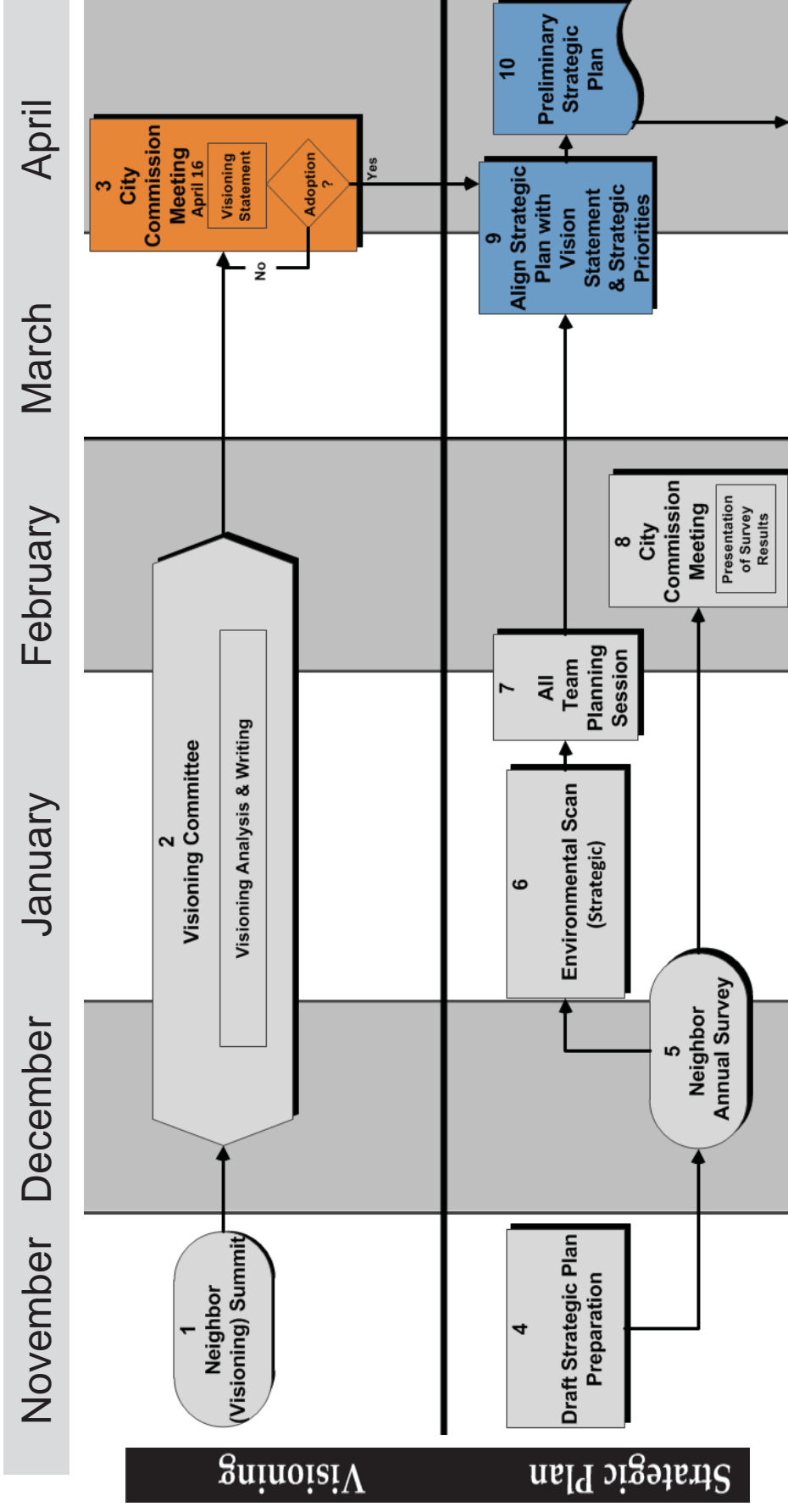


STRATEGIC PLANNING AND BUDGETING CYCLE

Legend



STRATEGIC PLANNING AND BUDGETING CYCLE



April

The Vision Statement outlines what the community wants to be by 2035. It is a long-term view and concentrates on the future. The Visioning Committee will present the 2035 Vision Plan to the City Commission. The Vision Statement will be aspirational, inspirational, inclusive, and unique to the City of Fort Lauderdale. It will guide City strategic planning and budgeting, as well as communitywide partnerships. The Vision Plan will contain a Vision Statement, Strategic Directions, and an Implementation Strategy. Moving forward, the implementation Strategy will include integration into strategic planning and budgeting, as well as a Vision Scorecard. Upon adoption by the Commission, the visioning outreach and work of the Visioning Committee will be complete.

Box 3

March/April

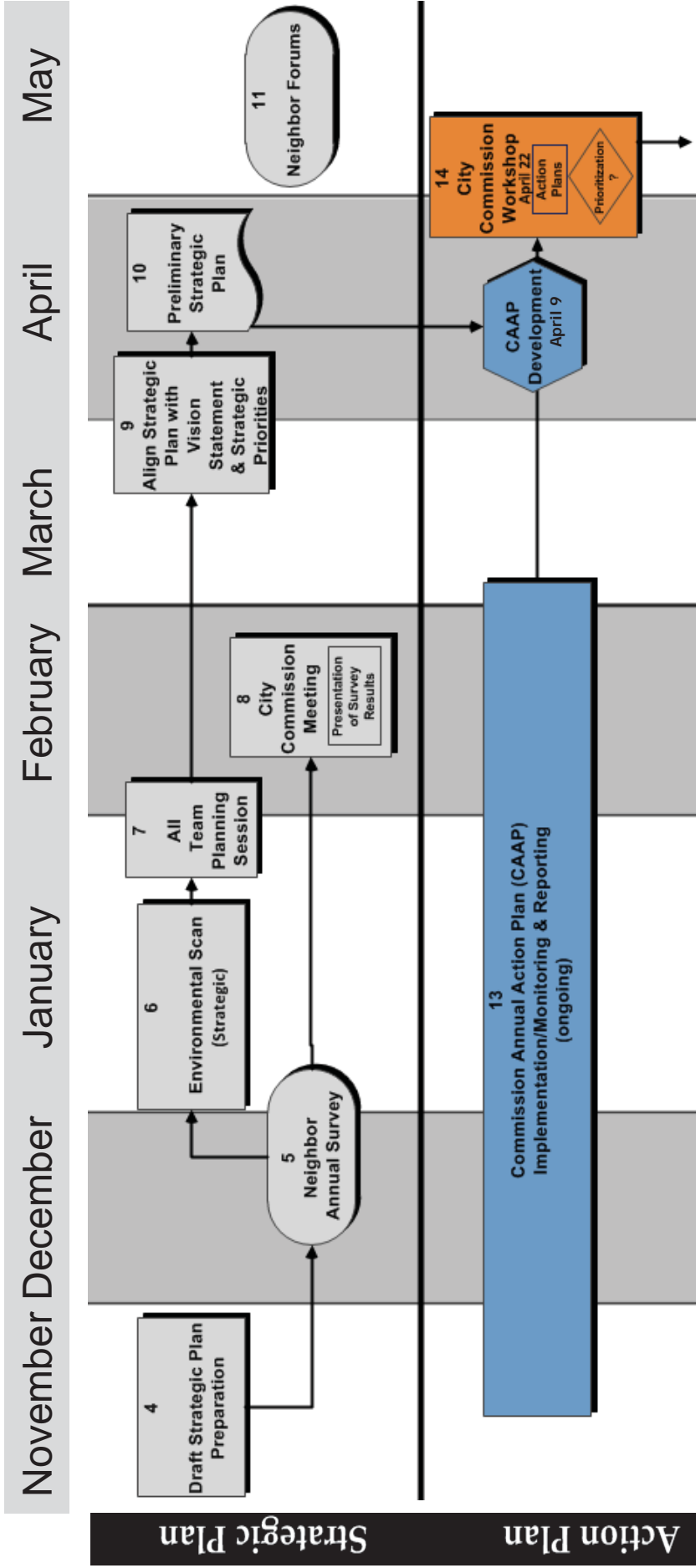
The draft Strategic Plan will be aligned with the 2035 Vision Statement to reflect community feedback in City goals, objectives, performance indicators, initiatives, and resource allocation.

Box 9

The Strategic Plan is a roadmap to set direction for the future, guide decision-making and resource allocation, enabling an excellent and sustainable quality of life. The proposed Strategic Plan document will be presented to the City Commission along with the Proposed Budget and the Five Year Community Investment Plan in July.

Box 10

STRATEGIC PLANNING AND BUDGETING CYCLE



On-going Throughout Year

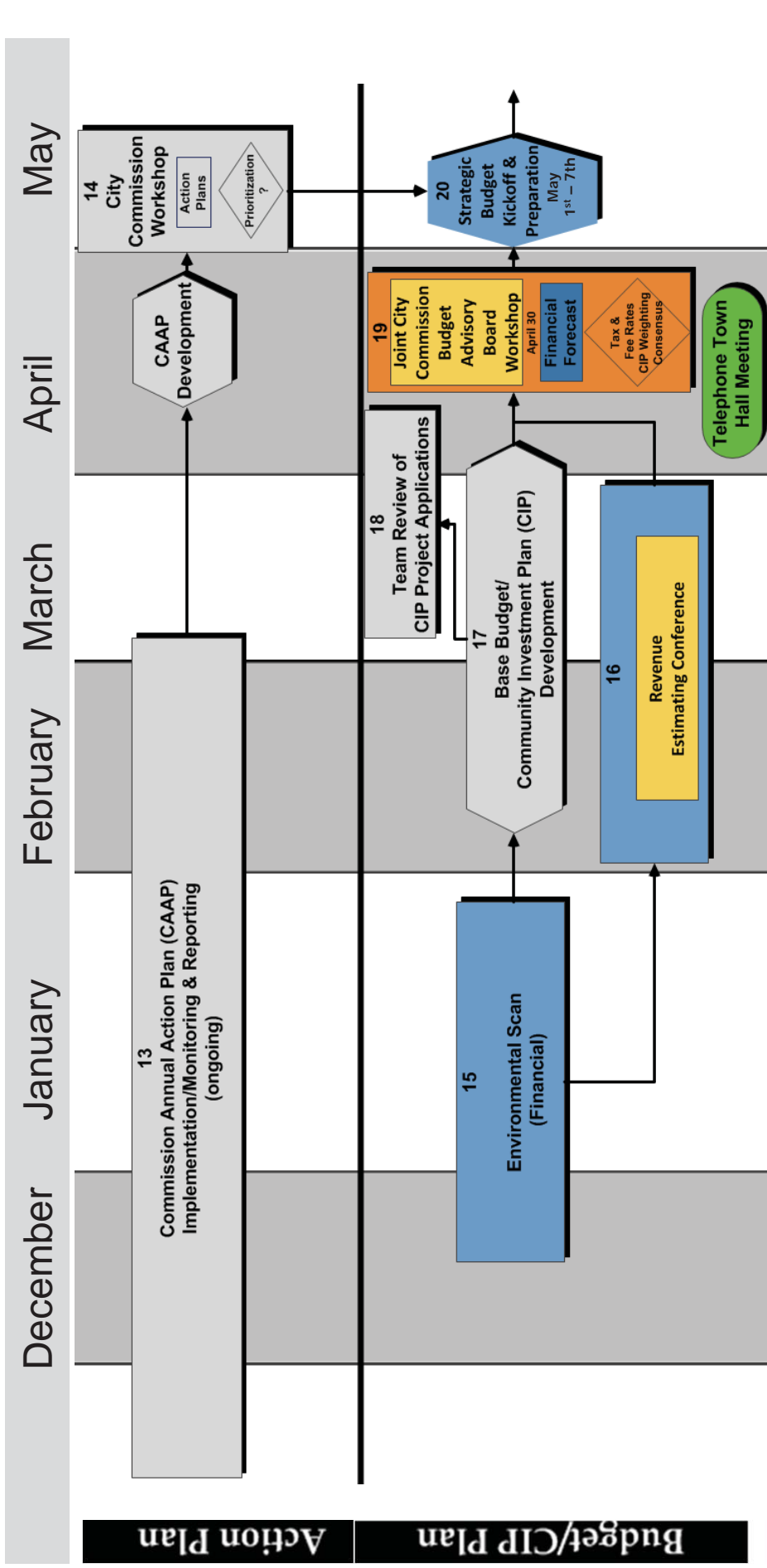
The Commission Annual Action Plan (CAAP) is the product of collaboration and prioritization by the City Commission, the City Manager's Office, and Department Directors. It contains initiatives of significant importance to the organization. Progress is monitored through the monthly FL²STAT, with quarterly Commission reporting. The CAAP is integrated into the Cylinders of Excellence annual work plans. New and adjusted projects will be presented prior to City Commission Action Plan Workshop. **Box 13**

April

This Commission Workshop will be dedicated to prioritization of the City Commission Annual Action plan items to ensure that resources are accurately allocated according to the City Commission's priorities.

Box 14

STRATEGIC PLANNING AND BUDGETING CYCLE



December

The Financial Scan includes the preparation of the fiscal capacity study, the financial forecast, and the ongoing development of fiscal integrity principles and policies. Each of these components of the financial scan are underway with completion scheduled for early 2013.

Box 15

February

The Revenue Estimating Conference will be established and used to review revenue estimates for the budget process. Conference principals will include one principal from the budget office; one principal from the Finance Department, one principal from the Budget Advisory Board, and one principal from the Audit Advisory Board.

Box 16

April

The City Commission will be asked for a consensus on the millage rate and the fire assessment fee during this workshop. Once a consensus is achieved, staff will be able to finalize the budget based on the information provided. The City Commission and Budget Advisory Board Joint Workshop to review the Five Year Financial Forecast and to discuss the budget for the coming year.

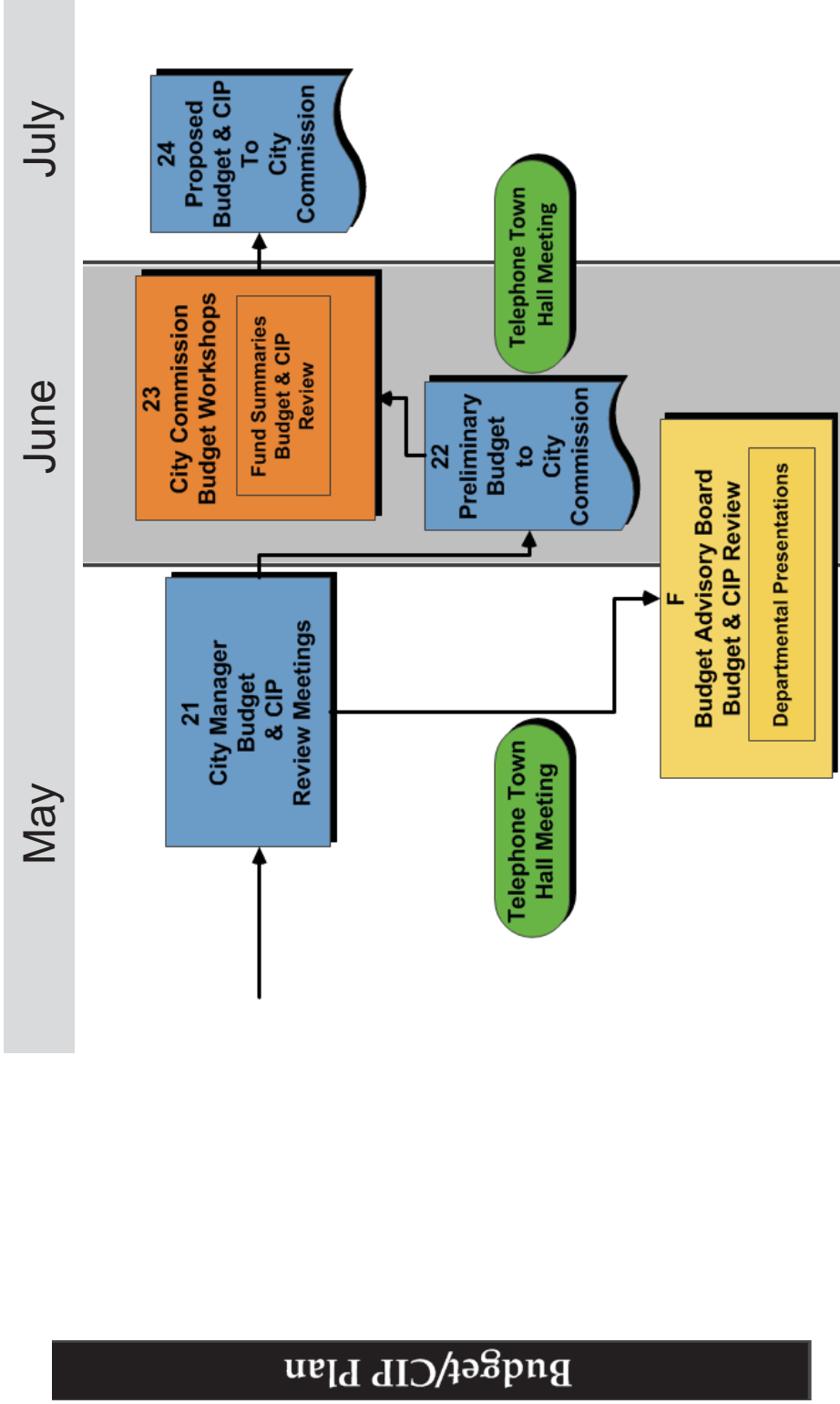
Box 19

May

During this time, departments will be asked to update their submissions into a more strategic budget, aligned with the City's vision statement and strategic priorities.

Box 20

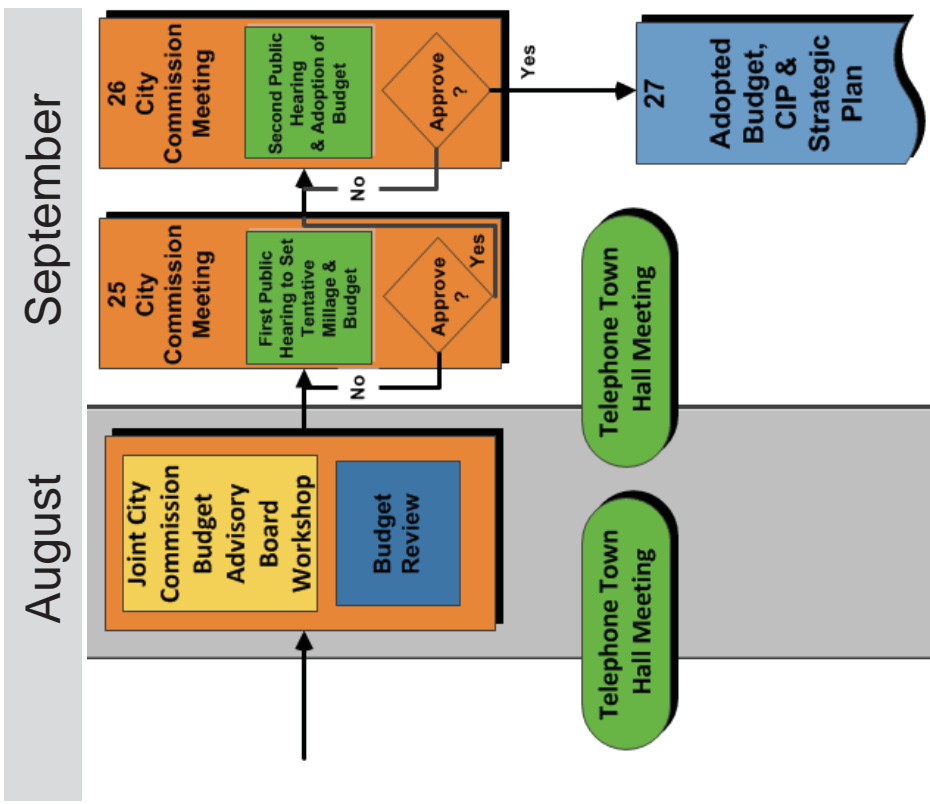
STRATEGIC PLANNING AND BUDGETING CYCLE



| May | June | July |
|--|---|--|
| <p>This is an administrative review of comprehensive departmental operational budgets including staffing structure, line items, and performance measures with tentative determination by City Manager of Proposed Budget.</p> <p>Box 21</p> <p>City Departments present their FY 2014 Requested Operating Budgets, Community Investment Plan projects, and performance measures to the Budget Advisory Board at one or more meetings.</p> <p>Box F</p> | <p>The presentation of the preliminary budget to the City Commission for their review and discussion at the upcoming Budget Workshops.</p> <p>Box 22</p> <p>Legislative review of the comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department's capital projects and operating budgets.</p> <p>Box 23</p> | <p>The Proposed Budget document and Five Year Community Investment Plan are published and presented to the City Commission and made available to the public. The Proposed Strategic Plan document will be presented along with the Budget document.</p> <p>Box 24</p> |

STRATEGIC PLANNING AND BUDGETING CYCLE

Budget/CIP Plan



September
 The first public hearing is legally required with time table requirements for setting of tentative property tax millage rate and tentative budget.
Box 25

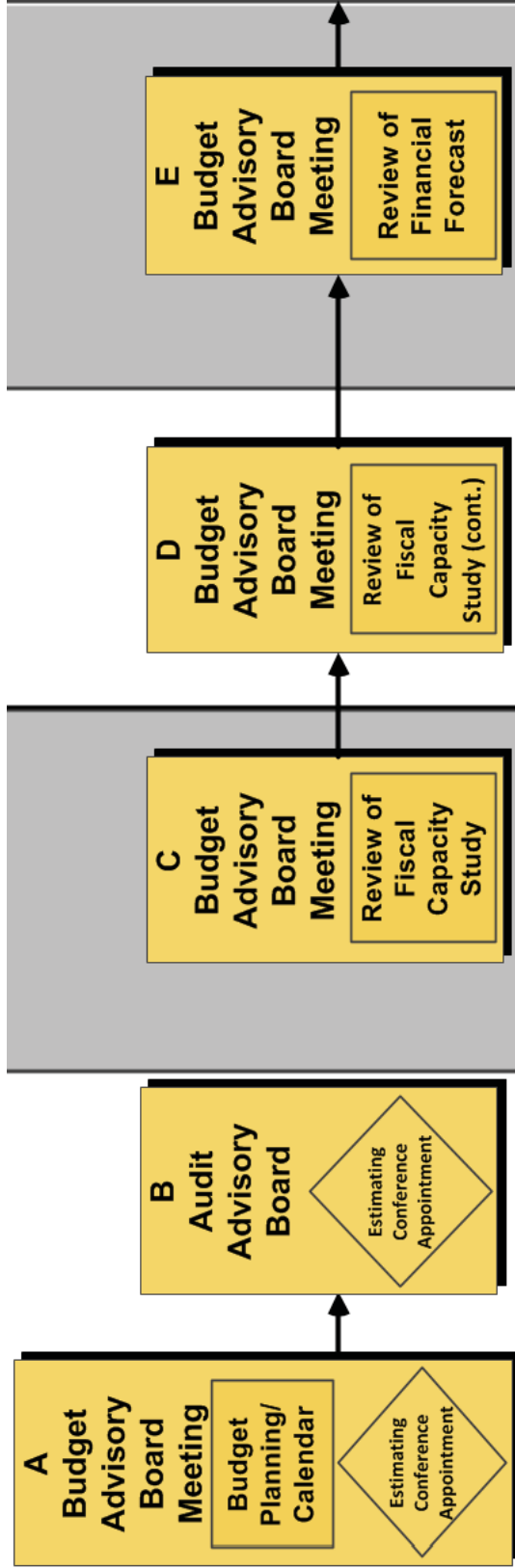
September
 The second public hearing is legally required with time table requirements for adoption of property tax millage rate and final budget. The adoption of the Strategic Plan will coincide with the adoption of the Budget and Five Year Community Investment Plan.
Box 26

The Adopted Budget and Community Investment Plan are uploaded into the City's financial system and a printed version is made available to the City Commission, City Departments, and Neighbors. The Strategic Plan is published.
Box 27

STRATEGIC PLANNING AND BUDGETING CYCLE

January February March April

Budget/CIP Plan



January

The Budget Advisory Board (BAB) sets the upcoming budget process calendar and establishes their priorities for the upcoming budget cycle.

Box A

Audit Advisory Board selects a member to participate on the Revenue Estimating Committee.

Box B

February

Staff presents the first part of the Fiscal Capacity Study to the Budget Advisory Board. The Board makes recommendations for changes.

Box C

March

Staff presents the second part of the Fiscal Capacity Study to the Budget Advisory Board. The Board makes recommendations for changes.

Box D

April

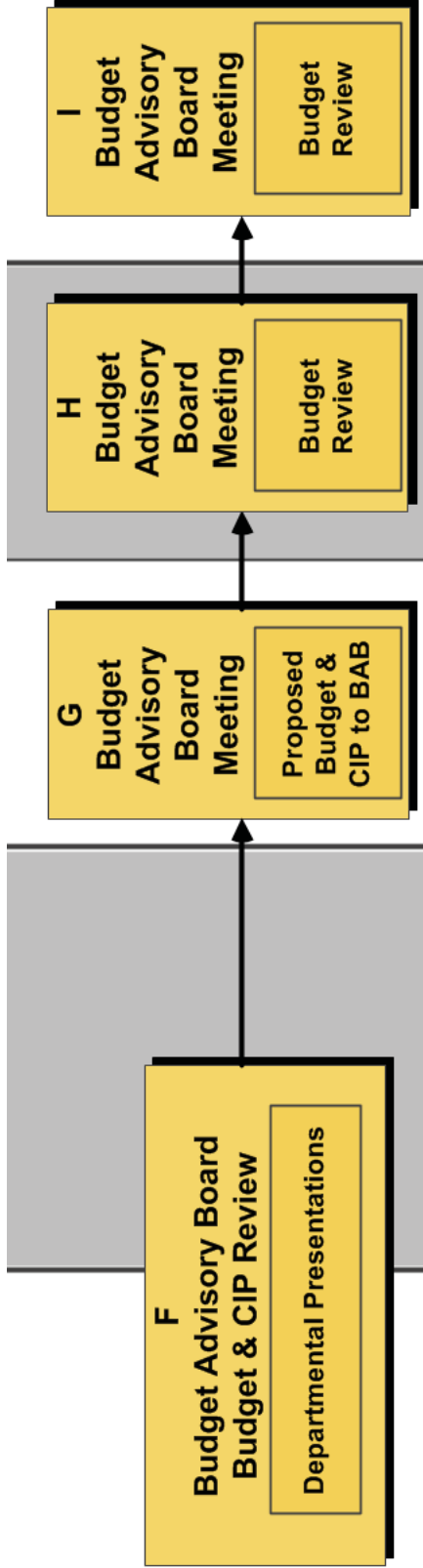
The Budget Advisory Board reviews the preliminary results of the Burton and Associates Five Year Financial Forecast in preparation for the Joint Workshop with the City Commission.

Box E

STRATEGIC PLANNING AND BUDGETING CYCLE

May June July August September

Budget/CIP Plan



May
 City Departments present their FY 2014 Requested Operating Budgets, Community Investment Plan projects, and performance measures to the Budget Advisory Board at one or more meetings. **Box F**

July
 Staff presents the Proposed Budget and Community Investment Plan (CIP) to the Budget Advisory Board. **Box G**

August
 The Budget Advisory Board reviews the Proposed Budget and CIP and makes recommendations for changes prior to the Public Hearing. **Box H**

September
 The Budget Advisory Board continues review of the Proposed Budget and CIP and makes recommendations for changes prior to the Public Hearing. **Box I**

QUESTIONS?

