



CITY OF FORT LAUDERDALE

APPROVED
BUDGET ADVISORY BOARD MEETING
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8th FLOOR CONFERENCE ROOM
FORT LAUDERDALE, FLORIDA, 33301
JUNE 12, 2018 – 6:00 P.M.

Board Member	Attendance	10/2017 through 9/2018	
		Cumulative Attendance Present	Cumulative Attendance Absent
June Page, Chair	P	7	0
Drew Saito, Vice Chair	A	5	2
Brian Donaldson	P	1	0
Gregg McKee	P	7	0
James McMullen	A	5	2
Fred Nesbitt	A	6	1
David Orshefsky	P	7	0
Wesley Parker	P	6	1
Johnnie Smith	A	5	2

Also Attending

- Lee Feldman, City Manager
- Stanley Hawthorne, Assistant City Manager
- Chris Lagerbloom, Assistant City Manager
- John Herbst, City Auditor
- Laura Reece, Budget Manager
- Kirk Buffington, Director of Finance
- Charmaine Crawford, Budget Division and Board Liaison
- Lian Chan, Prototype Inc.

Communications to the City Commission

None.

Purpose: To Provide the City with input regarding the taxpayers' perspective in the development of the annual operating budget; to review projections and estimates from the City Manager regarding revenues and expenditures for upcoming fiscal year; to advise the City Commission on service levels and priorities and fiscal solvency; and to submit recommendations to the City Commission no later than August 15 of each year regarding a budget for the upcoming fiscal year.

I. Call to Order

The meeting of the Budget Advisory Board was called to order at 6:06 p.m.

II. Roll Call

Roll was called, and it was determined a quorum was present.

III. Approval of Meeting Minutes

Mr. Orshefsky asked staff to keep the Board updated about the permit fee study and inform them about whether the outcome would affect the cash flow of that fund.

Mr. Feldman reported the idea was that anticipated revenues would equal anticipated expenditures. He believed that this would lower permit fees. Mr. Feldman asked staff to consider the General Fund side, where they would not get 100% cost recovery for engineering, site plan and landscaping costs.

A. April 18, 2018

Motion made by Mr. Orshefsky, seconded by Mr. Donaldson, to approve the April 18, 2018 minutes. In a voice vote, motion passed unanimously.

IV. Floor Open for Neighbor Input

Paul Chettle informed the Board that the Infrastructure Task Force had reached consensus to eliminate ROI.

Mr. Chettle reminded the Board that if the City Commission did not provide Mr. Feldman direction at their June 20 meeting, it was likely that the status quo would continue for another fiscal year.

V. New Business

A. Stormwater Rate Study and Methodology ~

Kyle Stevens and Mike Burton, Stantec Consulting

Mr. Stevens provided a presentation on the storm water rate study and scenarios, a copy of which is attached to these minutes for the public record.

Chair Page remarked on the fact that using a hybrid method was more complicated than a trips method and Mr. Feldman explained that since they had never issued stormwater revenue bonds before, they would have the bonds verified by a judicial process - regardless of the method they adopted - to avoid a challenge. Mr. Feldman's preference was to use trips, but he was not sure the City Commission would agree.

Mr. Orshefsky felt the hybrid scenario was a better mechanism for capturing value from non-residential uses and Mr. Stevens said, "It recognizes the dual benefit of the system." It did not always result in a higher fee than a trip generation scenario. He confirmed for Mr. Orshefsky that the trips portion of the hybrid resulted in higher rates for non-residential uses.

Mr. Donaldson asked about condominiums and Mr. Stevens explained that they were still working on those but noted that every condo would be different depending on how tall it was or how wide. The impact of the hybrid scenario would be that individual condo units would pay more than they were now.

The Board did not feel the ITE index should apply to a suburban environment like Fort Lauderdale and Mr. Orshesky explained that this index was used by traffic engineers and was based on an enormous database. Mr. Feldman stated the ITE methodology was internationally recognized and was they used throughout the City, so it was more defensible.

Mr. Feldman's concern was that the current system did not recognize vertical growth and they were not capturing the beneficiaries of the stormwater system who used the road system.

Mr. Orshesky informed the Board that the Infrastructure Task Force would support approval of the trips generation scenario.

Mr. Stevens stated continuing a \$2 per year increase was insufficient; it would not cover the \$200 million bonding in 2019.

Motion made by Mr. Orshesky, seconded by Mr. McKee, for the Board to recommend the City Commission approve a trips-based methodology to support stormwater improvements. In a voice vote, motion passed 4-1 with Mr. Parker opposed.

Mr. Parker clarified that he did not oppose this, he just did not feel he knew enough about it.

B. City Manager's Update and Initial Recommendations - FY 2019 Budget

Mr. Feldman stated the City was still awaiting their State shared revenue numbers to come in and he needed direction from the City Commission on ROI before making his recommendations. He believed ROI was a legitimate way to move dollars from the utility to the General Fund that was practiced across the country. Mr. Feldman added that the water and sewer utility was not bankrupt or short of cash and they still had relatively low rates.

Mr. Feldman explained that if they kept the ROI in the utility, this would result in a refund on water and sewer rates and a decrease in all water users' rates and less money would come into the General Fund. He stated this would represent a \$20 million loss and they would need to start laying off employees and reducing levels of service. Alternately, they would need to raise the millage rate 4.8 mills to make up the difference, which would only affect City residents.

Mr. Feldman stated he would not recommend the City Commission keep the ROI in the utility. He would propose continuing to put the ROI in the General Fund and over the next five years, increase the General Fund Capital projects to be at least 100% of the ROI. This would show it was being used for capital and infrastructure needs. He noted the Infrastructure Task Force was identifying needs without identifying funding. If the City Commission agreed with a recommendation to leave the ROI in the utility and not transfer it to the General Fund, Mr. Feldman said, "We're going to start 20 million bucks in the hole."

Mr. Donaldson asked about the City's increase in property tax revenue and Mr. Feldman said overall, the City had been experiencing a 6%-8% annual increase in assessed values over the past few years. He remarked that this would not last forever, and the City's costs were increasing as well. Mr. Feldman projected 8% growth for the next few years.

Mr. Feldman informed the Board they had been working to increase their reserves and had surpassed their goal of 25% of operating costs. He was considering using some of the reserve funds to invest in capital, and would ask the BAB to recommend this be adopted as policy.

Mr. Orshefsky stated the Infrastructure Task Force wanted the ROI to come out of the General Fund and raise taxes .7 mills to cover the loss. Regarding the Community Investment Plan capital costs, the Infrastructure Task Force wanted to set a floor of 7% - 10% of General Revenue dollars, supported by additional taxes, to be dedicated to capital improvement and maintenance.

Mr. Feldman stated the City Commission wanted to add services without raising taxes. They had discussed triuing up the Fire Assessment Fees annually if they kept the ROI out of the General Fund. He emphasized that this would only cost residents; people outside the City using its services (water and sewer) would not be affected.

Mr. Orshefsky asked if the City could fund \$15 - \$20 million in programmatic improvements to deal with the maintenance and facility enhancements if they kept the ROI in the General Fund specifically for General Fund Capital costs. Mr. Feldman asserted this was his intent.

Chair Page wanted to wait for the entire Board to be present to make a recommendation regarding the ROI.

Mr. Donaldson recalled that many people at Town Hall meetings when the current Commission members were running for office had indicated they would be amenable to a tax increase if it was "very quantifiable as to where it would be spent." Mr. Feldman replied that if the tax rate were increased just to replace the ROI, the increase would in effect be used to lower the water rates for people outside the City.

Mr. Chettle stated, "City Manager, we're in the problem we're in because you didn't spend the money on what you were supposed to spend the money on." He discussed recent issues with sewer lines breaking and said people wanted the money to be spent on water and sewer infrastructure. Mr. Feldman emphasized that he had directed staff to prepare a water and sewer master plan before the lines started breaking so they could build a capital plan around it.

Mr. Orshefsky said the consent order, which was driving a significant chunk of the \$200 million, entailed an obligation to inspect and assess an inventory for the waste water system. He feared additional requirements or emergency funds would be needed over and above the \$200 million and felt they should be framing some contingencies. Mr. Feldman said contingencies had been addressed in the report. If things needed to be done differently, they would make adjustments, and they had money in reserves to cover contingencies. He stated he was not losing sleep over this, but he was concerned about funding the stormwater improvements because they had no agreement about how to do that yet.

C. Joint City Commission Workshop Preparation

- Wednesday, June 20, 2018 @ 6pm

Chair Page explained that she and Ms. Reece had compiled the sentiments of Board members on the budget modifications and distributed it to Board members. Mr. Feldman advised he did not know his revenue base yet in order to create an expenditure base. He did not want the Board to create recommendations for additions to the budget if he was in a retraction position.

Chair Page said the Board had been concerned about the constant creep in FTEs in the Fire Department and the inability to understand how big increases in their department funding could be justified through outcomes. The Board therefore did not support most of what the Fire Department wanted except for some equipment they had to have, per regulations. She added that the City had the only fire boat and other cities were serviced by it but did not pay for it. Mr. Feldman agreed they should approach cities and Port Everglades about that.

Chair Page said the Board opposed the Human Resources Department's request for the university.

For Parks and Recreation, Chair Page said the Board was supportive of their requests but wanted be sure that they had enough people to install the lights they had requested.

Chair Page said the Board was recommending a delay of the Department of Sustainable Development's landlord registration project, which they felt had not been thought out enough yet.

For Historic Preservation, Chair Page stated, "I just don't see that 50 years old is historic in any possible way" and they should not hire an archeologist. Mr. Orshefsky clarified that this was not an employee request; it was for professional services.

Chair Page said the Board was supportive of the requests from Public Works but there was concern about their ability to deliver on some of the projects.

Regarding Transportation and Mobility, Chair Page stated they saw the same problems as last year: they were not seeing results for the money put into the department. Mr. Feldman advised that his biggest concern had been how to prevent people from getting killed on the street. He said people were mostly being killed at night, in dark places, so they need to improve lighting on State and County traffic corridors and he had asked Transportation and Mobility to determine how they could do that. He reported they had also hired a consultant. Another major issue was signalization, which the City did not control, and they were considering how they *could* control it.

Mr. Orshefsky had researched the \$140 million federal project at the intersection of Broward Boulevard and I-95. He suggested the City help FDOT design the project. Mr. Orshefsky supported the request for data gathering mechanisms because the Board was interested in metrics.

VI. Communications to/from the City Commission

None

VI. Old Business

- Infrastructure Task Force Update

VIII. Board Member Comments

IX. Adjourn

Upon motion duly made and seconded, the meeting was adjourned at 7:13 p.m.

Prior Year General Fund Budget Modification Funding FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
City Attorney			
FY 2018	NEW Position - City Attorney III	1.00	136,708
FY 2016	Rent Litigation Office Space	0.00	50,000
FY 2016	Legal Fellowship Program	1.00	63,500
FY 2015	2 NEW Positions - Assistant City Attorney III & Paralegal Assistant - Litigation Services	2.00	226,557
FY 2015	1 NEW Part Time Positions - Legal Secretary	0.50	30,000
FY 2015	Staff Certification & Conference Training	0.00	26,950
Total City Attorney		4.50	533,715
City Auditor			
FY 2015	NEW Position - Auditor II - Construction Auditing	1.00	102,022
Total City Auditor		1.00	102,022
City Manager			
FY 2018	Nighttime Economy Eleven (11) NEW Positions - Parks Foreman, Public Safety Aide, Three (3) Police Officers, Senior Code Compliance Officer, Municipal Maintenance Worker II, Municipal Maintenance Worker III, Police Lieutenant, Fire Inspector I, and Asst to the City Manager	11.00	708,451
FY 2018	Housing & Community Development NEW Position - Housing & Community Development Manager	1.00	120,498
FY 2016	ISO 9001 Surveillance Audit and Training	0.00	17,000
FY 2016	Neighbor Support Conferences	0.00	7,000
FY 2016	Neighbor Support Volunteer Office Initiatives	0.00	10,000
FY 2016	NEW Position - Structural Innovation Senior Performance Analyst	1.00	98,894
FY 2016	Neighbor Support - Neighbor Academy	0.00	2,500
FY 2016	Neighbor Support - Adopt-A-Neighbor	0.00	2,500
FY 2016	Day of the Dead	0.00	30,000
FY 2015	Federal Lobbyist (Contract) (Split Funding Airport/Water & Sewer, and General Fund)	0.00	40,000

Prior Year General Fund Budget Modification Funding FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
FY 2015	NEW Position - Administrative Assistant II	1.00	92,478
FY 2015	Neighbor Volunteer Office Training Materials- Four (4) volunteer work shops, Two (2) volunteer liaison training sessions, and FDLE/FBI screening	0.00	5,600
FY 2015	New Programming for Channel 78 (FLTV)	0.00	32,000
FY 2015	Public Affairs Special Events and Programs	0.00	21,000
FY 2015	Neighbor Support Night	0.00	5,000
Total City Manager		14.00	1,192,921
Finance			
FY 2018	Efficiency in prod of req reports, implement acct stnds and avoid audit finding NEW Position - Assistant Controller	1.00	98,510
FY 2017	NEW Position - Assistant Manager Procurement and Contracts	1.00	115,612
FY 2017	Accountant I HCD Grants	1.00	81,638
FY 2016	NEW Position - Sr. Customer Service Representative - Business Tax	1.00	60,930
FY 2015	NEW Position - Procurement Specialist II	1.00	93,973
FY 2015	NEW Position - Treasurer Revenue & Debt Division	1.00	36,803
FY 2015	NEW Position - Administrative Assistant I - Support to the Director of Finance (Split Funded)	1.00	62,000
Total Finance		7.00	549,466
Fire Rescue			
FY 2018	Improved Unit Availability and Peak Hour Response Capacity Ten (10) Paramedic/Firefighter	10.00	758,744
FY 2018	Enhanced Data Analytics and Accounting Management Three (1) NEW Positions - EMS Data Analyst	1.00	62,173
FY 2018	Employee Wellness Program	0.00	298,000
FY 2018	Specialized Equipment Enhancement and Update	0.00	60,000
FY 2017	Nine (9) NEW Positions - Medical Rescue Unit Staffing (Paramedic/Firefighter) for Rescues	9.00	684,903
FY 2017	Nine (9) NEW Positions - Rescue Unit (Paramedic/Firefighter)- Fire Station 2 Fire-Rescue	9.00	673,027
FY 2017	Fire Boat Equipment and Maintenance Fire-Rescue	0.00	104,743
FY 2016	Peak Hour Rescue Unit (Overtime)	0.00	271,000

Prior Year General Fund Budget Modification Funding FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
FY 2016	Fort Lauderdale Dive Rescue Medical Evaluations	0.00	11,500
FY 2015	7 NEW Positions - Ocean Rescue Staffing - Extended Hours	7.00	350,403
Total Fire-Rescue		36.00	3,274,493
Human Resources			
FY 2018	Enhance Public Safety Departments through Promotional Tests and Assessments	0.00	45,300
FY 2016	Four (4) New Positions - Recruitment & Selection Assistance (1) Employment Manager, (1) Personnel Analyst, (1) Personnel Assistant, and (1) Service Clerk	4.00	287,000
FY 2016	Three (3) New Positions - (1) Assistant Employee Relations Manager, (1) Training Specialist, (1) Service Clerk, and the reduction in Actuarial Services	3.00	60,374
FY 2015	Consulting Services for Behavioral Assessment Services	0.00	50,000
FY 2015	NEW Position - Employee Relations Manager (Full-Time, Regular Position)	1.00	131,554
FY 2015	NEW Position - Clerical Staffing (Clerk III) (Part-Time Position)	0.63	25,106
FY 2015	Re-establish Training/Travel Program for Human Resources Department Personnel	0.00	6,000
FY 2015	Citywide Training & Organizational Development	0.00	300,000
FY 2014	NEW Position - Org Development and Training Coordinator	1.00	78,506
Total Human Resources		9.63	983,840
Parks & Recreation			
FY 2018	Facility Repairs to Enhance Citywide Facility Maintenance	0.00	500,000
FY 2018	Build Community through Programs and Events (Huizenga Plaza and Light Up Sistrunk)	0.00	316,200
FY 2018	Future Technology Coders Camp	0.00	45,000
FY 2017	Three (3) NEW Positions - Special Events (Municipal Maintenance Worker I, Recreation Programmer I, and Community Program Supervisor) Parks - Community Events	3.00	173,890
FY 2017	Special Events Program Activity & Marketing Parks - Community Events	0.00	200,000
FY 2017	Tablets - QAlert/Cayenta, Recreation Programs and Special Event Surveys Facilities Maintenance	0.00	4,260

Prior Year General Fund Budget Modification Funding

FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
FY 2017	Three (3) NEW Positions - Southside School Municipal Maintenance Worker II, Recreation Programmer II, Recreation Programmer I and Three (3) Part Time Positions Special Facilities & Administrative Support Offset by Miscellaneous Recreation Revenues	5.25	493,068
FY 2016	Seven (7) NEW Positions Facilities Assessment Preventive Maintenance (1) Parks Foreman, (1) A/C Technician, (1) Electrician, (2) Municipal Maintenance Worker III, (2) Construction Worker II	4.00	485,236
FY 2016	NEW Position - Production Coordinator War Memorial Auditorium	0.50	18,320
FY 2016	Tree Maintenance Contract Services	0.00	300,000
FY 2016	American Tennis Education Foundation Community Partnership	0.00	25,000
FY 2016	Security System Maintenance Upgrades	0.00	25,000
FY 2016	Senior Program - Club 55	0.00	30,000
FY 2015	NEW Position - Recreation Program Coordinator - Youth/Adult Programs	1.00	75,857
FY 2015	NEW Position - Parks Maintenance Coordinator - General Parks Maintenance	1.00	53,897
FY 2015	NEW Position - Recreation Programmer I - Carter Park	1.00	48,994
FY 2015	NEW Position - Performance Analyst	1.00	71,158
FY 2015	NEW Position - Construction Worker III - Facilities Maintenance Division	1.00	62,720
FY 2015	NEW Position - Plumber (Maintenance) - Facilities Maintenance Division	1.00	55,101
FY 2015	3 NEW Positions - Park Ranger I - Park Ranger Division	3.00	131,148
FY 2015	NEW Position - Homeless Activity Coordinator (Administrative Assistant II)	1.00	90,818
FY 2014	Landscape Maintenance	0.00	500,000
FY 2014	Entranceways and Signage	0.00	220,000
Total Parks & Recreation		22.75	3,925,667
Police			
FY 2018	Body Worn Camera Program Three (3) NEW Positions - Two (2) Clerk I and one (1) Admin Asst II	3.00	162,815
FY 2018	Civillian Positions Four (4) NEW Positions - Admin Asst I (Polygraphist), Senior Tech Support Analyst, and Two (2) Police Aide III	4.00	294,738
FY 2018	Training Program	0.00	260,000

Prior Year General Fund Budget Modification Funding FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
FY 2018	Animal Care and Replacement Program Three (3) Apprehension Dogs and Three (3) Horses	0.00	74,000
FY 2017	Position Reclassification - Two (2) Part Time Positions to Full Time Police Aide III and NEW Police Aide II Specialist Re-Staffing due to Bargaining Unit Agreement: Background Investigation Unit	0.60	84,097
FY 2017	NEW Position - Police Psychologist - Society for Industrial and Organizational Psychology (SIOP) Hiring Services Enhancement Support Services	1.00	127,179
FY 2017	NEW Position - Public Information Specialist Office of the Chief	1.00	86,380
FY 2017	Four (4) NEW Positions - Storekeeper I Support Services	4.00	184,100
FY 2017	Four (4) NEW Positions - Police Motor Officers Operations	4.00	296,546
FY 2016	Eight (8) NEW Positions - Police Motor Officers	8.00	557,120
FY 2016	Three (3) Horses, Supplies and Equipment for Mounted Unit	0.00	66,108
FY 2016	Three (3) NEW Part-Time Positions - Barn Aide	1.00	33,000
FY 2016	NEW Position - Performance Analyst	1.00	72,000
FY 2015	3 NEW Positions for Police Beach and Downtown Unit	3.00	201,735
FY 2015	5 NEW Positions for Teletype Officers	5.00	275,985
FY 2015	Family Reunification Program (homeless bus passes)	0.00	25,000
Total Police		35.60	2,800,803
Public Works			
FY 2018	Energy Management Improvements	0.00	15,000
FY 2018	Sustainability Division Enhancements	0.00	7,155
FY 2018	Establishment of Roadway Maintenance and Repair Program Seven (7) NEW Positions Utility Service Worker IV, Utility Service Worker III, Maintenance Chief, Construction Manager, Three (3) Utility Service Workers, Five (5) Positions Transferred Three (3) Positions Moved from Water & Sewer to the General Fund Utility Service Worker, Utility Service Worker II, Utility Service Worker III, Two (2) Positions Moved from the Parking Fund to the General Fund Parking Mechanic (Trainees)	12.00	1,035,802
FY 2016	ArcGIS Foundational Courses - Geographic Info Systems (GIS)	0.00	132,500
FY 2015	NEW Position - Administrative Assistant I Engineering	1.00	73,471

Prior Year General Fund Budget Modification Funding FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
FY 2014	4 NEW Positions - OA/QC Internal Audit Project Team (Senior Project Manager, (2) Project Manager II's, Administrative Assistant II)	4.00	362,442
FY 2014	Railway Signal Maint., Licenses, Land Lease for Florida East Cost (FEC) Railway CSX Corporation	0.00	45,100
FY 2014	2 NEW Positions Project Managers for Transportation projects	1.00	89,053
Total Public Works		18.00	1,760,523
Sustainable Development			
FY 2018	Code Compliance Caseload and Vacation Rental Improvements Six (6) NEW Positions - Three (3) Clerk III, Two (2) Admin Aide, and Service Clerk	6.00	331,073
FY 2018	Engineering and Landscaping Inspection and Plan Review Services	0.00	502,800
FY 2018	Urban Design and Planning (UDP) Permit Revenue Support NEW Position - Service Clerk	1.00	51,855
FY 2018	Archaeological Consulting Services	0.00	40,000
FY 2017	NEW Position - Landscape Inspector Urban Design & Development	1.00	68,269
FY 2017	Two (2) NEW Positions - Community Inspection Supervisor Field and Special Response Team Community Inspections	2.00	171,006
FY 2017	NEW Position - Planner III (Historic Preservation Planner) Urban Design & Development	1.00	93,346
FY 2017	NEW Position - Project Engineer Urban Design & Development	1.00	95,051
FY 2017	Four (4) NEW Positions - Code Compliance Officer Special Response Team/Coverage Unified Land Development Regulation Inspections Community Inspections	4.00	252,836
FY 2016	NEW Position - Landscape Plans Examiner	1.00	76,200
FY 2016	NEW Position - Clerk III Community Inspections Convert 1 PT to 1 FT	0.50	6,889
FY 2016	NEW Position - Zoning Associate	1.00	80,989
FY 2016	NEW Position - Senior Urban Engineer	1.00	80,700
FY 2016	NEW Position - Senior Code Officer for Vacation Rental Program	1.00	68,330
FY 2015	1 NEW Positions - Clerk III - Lot Clearing Process Community Inspections	1.00	57,270

Prior Year General Fund Budget Modification Funding FY 2014 - FY 2018

Fiscal Year	Budget Modification Request Title	Positions Funded	Ongoing Funding*
FY 2015	1 NEW Position - Clerk III - Lot Clearing Process Community Inspections	1.00	57,270
FY 2014	NEW Position - Administrative Aide (Principal administrative aide to Deputy Director)	1.00	53,937
Total Sustainable Development		23.50	2,087,821
Transportation & Mobility			
FY 2018	Moving Cars and People Three (3) NEW Positions	3.00	278,399
FY 2018	Enhance Pedestrian Safety through Vision Zero Implementation	0.00	198,860
FY 2017	NEW Position - Senior Performance Analyst (Strategic Operations Coordinator) Transportation	1.00	38,894
FY 2017	NEW Position - Planner II (Vision Zero Coordinator) Transportation	1.00	82,180
FY 2016	NEW Position - Mobility Project Manager (Existing Class Title: Project Manager II)	1.00	97,500
FY 2016	NEW Position - Neighborhood Mobility Planner (Existing Class Title: Planner I)	1.00	86,000
FY 2016	NEW Position - Traffic Calming Coordinator (Existing Class Title: Admin Asst I)	1.00	82,500
FY 2016	Maintenance of Traffic Speed Humps Striping	0.00	50,000
FY 2015	NEW Position - Administrative Aide - Transportation Administration	1.00	61,744
FY 2015	NEW Position - Planner I (Transportation Project Coordination) - Transportation Planning	1.00	79,892
FY 2015	Transportation Memberships- Trainings-Conferences	0.00	17,000
FY 2015	TMA Water Circulator	0.00	150,000
Total Transportation & Mobility		10.00	1,222,969
Total General Fund		181.98	18,434,240
Community Investment Plan (CIP)			
FY 2018	Annual Asphalt Resurfacing	0.00	388,262
FY 2018	Additional \$1 Million Facilities Maintenance Priorities	0.00	1,000,000
FY 2016	Initial \$1 Million Facilities Maintenance Priorities	0.00	1,000,000
FY 2014	Walkability Study Priorities	0.00	500,000
Total Transportation & Mobility		0.00	2,888,262
Grand Total		181.98	21,322,502

ngoing funding requirements are included in this analysis

General Capital Projects and Maintenance Enhancements	
<i>Service Level Enhancements</i>	
Parks and Recreation Facilities Enhancements	1,156,954
Establishment of Roadway Maintenance and Repair Program (Net Cost after \$500K in revenues from Parking and Water/Sewer Fund)	535,802
Service Level Enhancements as of FY 2018	\$ 1,692,756
FY 2018 Community Investment Plan (CIP) Projects*	
Broward County Segment II Beach Nourishment	2,792,975
Facilities Assessment - Interior Repair/Constr	1,357,000
War Memorial Renovations - Phase II	815,917
Field Conversion Holiday Park	800,000
Riverland Road Complete Streets Improvements	754,678
Police Marine Patrol Vessels	700,000
Bridge Replacement at South Ocean Drive	650,000
Marine Facilities Maintenance	600,000
City-Wide Playground Replacements	600,000
New Mills Pond Park Restrooms	502,250
Neighborhood & Business Community Invest	500,000
SE 5th Avenue and Las Olas Blvd Pedestrian Improvements	500,000
Parker Playhouse Renovations	500,000
Fire Alerting System - Replacement	500,000
7th Floor Renovations	424,000
Annual Asphalt Resurfacing	388,262
Facilities Assessment - Exterior Repair/Constr	343,000
SE/SW 6 Street Corridor Improvements	300,000
Facilities Assessment - Roofing Priorities	300,000
New Riverwalk Park Improvements	200,000
High Mast Lighting System Commercial Blvd.	150,000
Mills Pond Park Boat Ramp Replacement	113,280
Bridge Restoration	100,000
*FY 18 CIP Total	\$ 13,891,362
Total	\$ 15,584,118

**The FY 2018 CIP was partially funded by an anticipated \$13 Million from a property sale. These projects were backed out of the projects listed above.*

Stormwater Rates

Kyle Stevens / Stantec
Michael Burton / Stantec

Revenue
Sufficiency

Fee Structure

Questions

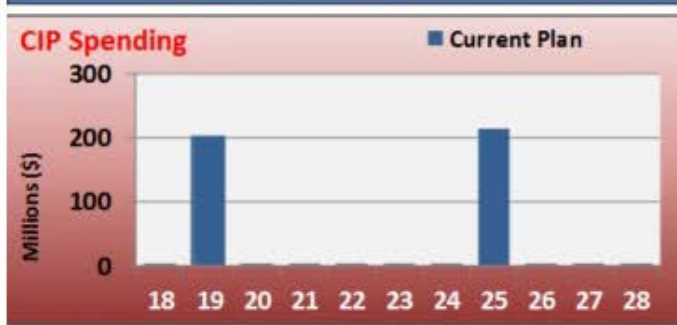
FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Cumulative Change	
Override ▶			20.00%	16.67%	14.29%	12.50%	11.11%	10.00%	9.09%	8.33%	7.69%	7.14%	FY 2023	FY 2028
Stormwater Rate Increases		0.00%	20.00%	16.67%	14.29%	12.50%	11.11%	10.00%	9.09%	8.33%	7.69%	7.14%	100.00%	200.00%
Rate Covenant			1.41	0.94	0.85	1.04	1.26	1.47	0.80	0.90	0.85	0.94	PS FY18 ▶	100.0%
RESIDENTIAL LOTS/PARCELS	Per Unit	\$10.00	\$12.00	\$14.00	\$16.00	\$18.00	\$20.00	\$22.00	\$24.00	\$26.00	\$28.00	\$30.00		
UNIMPROVED LAND	Per Acre	\$31.95	\$38.34	\$44.73	\$51.12	\$57.51	\$63.90	\$70.29	\$76.68	\$83.07	\$89.46	\$95.85		
COMMERCIAL LOTS/PARCELS	Per Acre	\$100.80	\$120.96	\$141.12	\$161.28	\$181.44	\$201.60	\$221.76	\$241.92	\$262.08	\$282.24	\$302.40		



FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Cumulative Change	
Override ▶													FY 2023	FY 2028
Stormwater Rate Increases		0.00%	23.86%	51.61%	14.18%	0.21%	0.25%	0.35%	57.56%	0.31%	7.98%	0.00%	115.38%	268.88%
Rate Covenant			1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	PS FY18 ▶	100.0%
RESIDENTIAL LOTS/PARCELS	Per Unit	\$10.00	\$12.39	\$18.78	\$21.44	\$21.48	\$21.54	\$21.61	\$34.05	\$34.16	\$36.89	\$36.89		
UNIMPROVED LAND	Per Acre	\$31.95	\$39.57	\$59.99	\$68.50	\$68.64	\$68.81	\$69.05	\$108.80	\$109.14	\$117.86	\$117.86		
COMMERCIAL LOTS/PARCELS	Per Acre	\$100.80	\$124.85	\$189.27	\$216.12	\$216.57	\$217.10	\$217.85	\$343.25	\$344.33	\$371.83	\$371.83		



What is the Stormwater System Designed to do?



Private Property Protection

Rate Structure

What is the Stormwater System Designed to do?



Private Property Protection

Roadway Protection

Rate
Structure



Current Rate Structure:

- Impervious basis
- Three Rate Classes
 - Single Family
 - Developed
 - Undeveloped



Private Property Protection

Roadway Protection

Current Rate Structure:

- Impervious basis
- Three Rate Classes
 - Single Family
 - Developed
 - Undeveloped



Private Property Protection



Impervious Rates

Roadway Protection

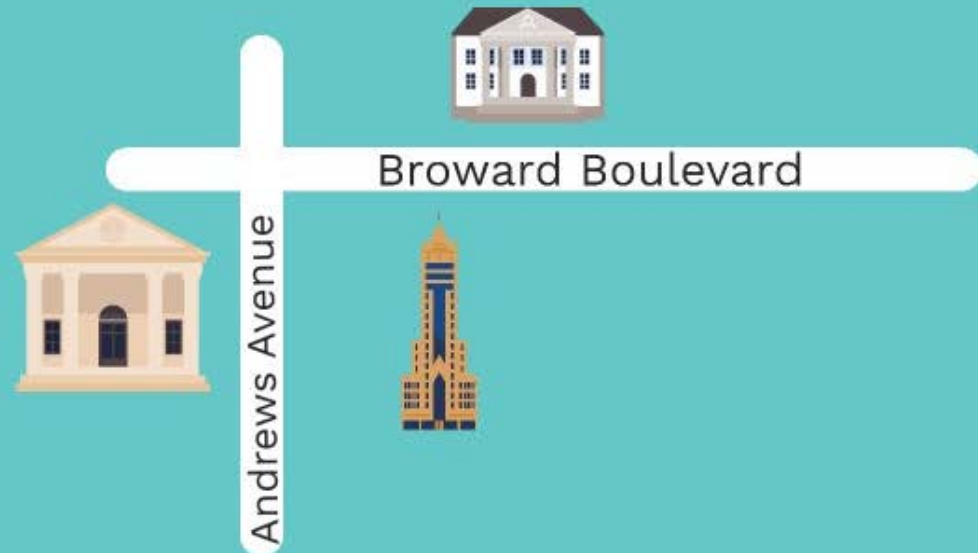
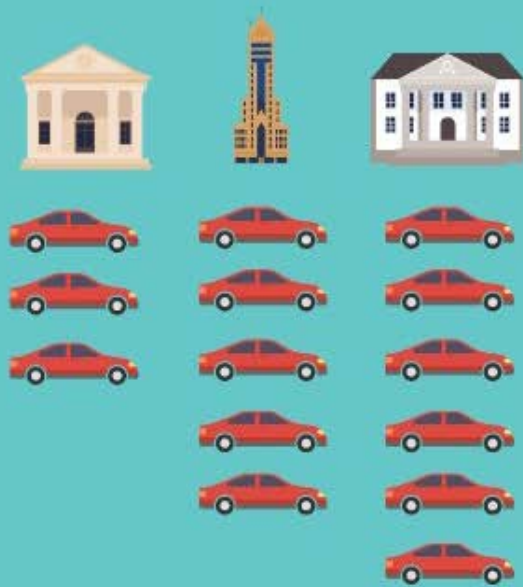
Current Rate Structure:

- Impervious basis
- Three Rate Classes

Single Family
Developed
Undeveloped



Roadway Protection



Examples

Single Family Home 9 (Per Unit)

Multifamily Unit 4 (Per Unit)

Supermarkets 107 (1,000 SQFT)

Restaurants 315 (1,000 SQFT)

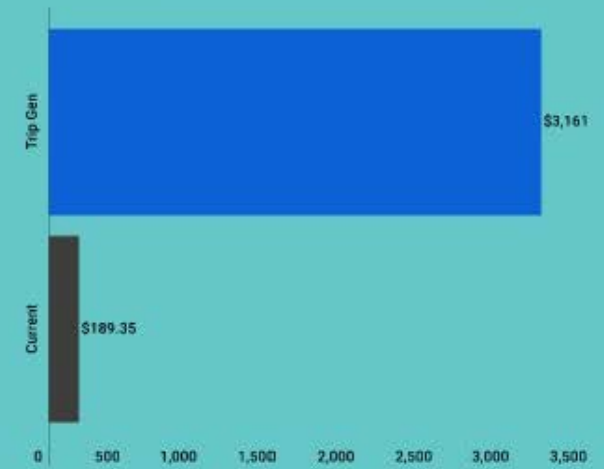
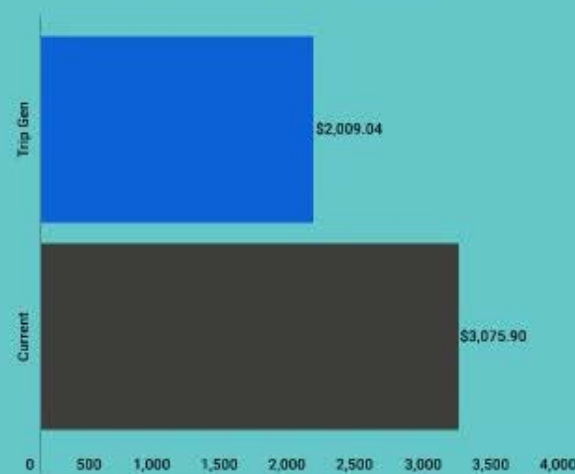
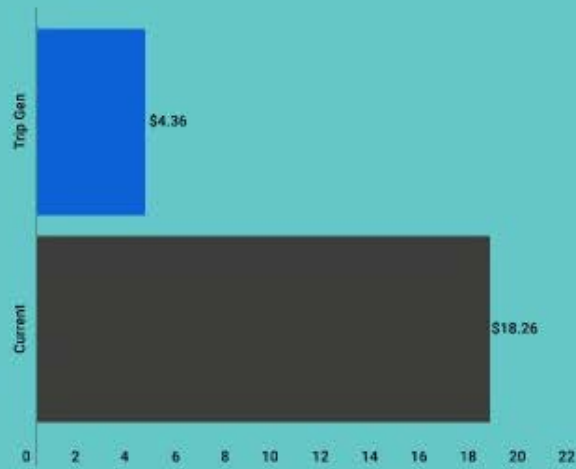
Example: Trip Generation

Draft Results

Single Family

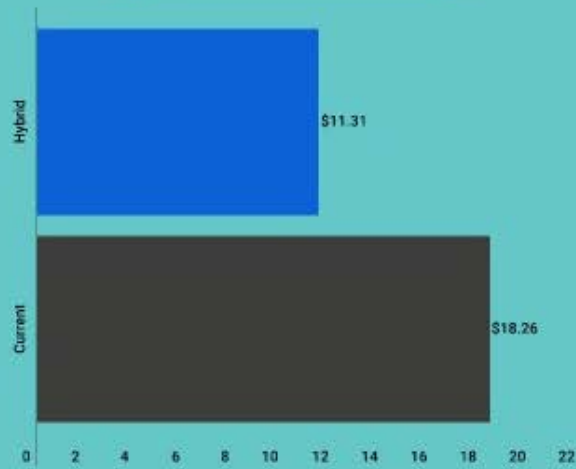
Supermarket

Bank

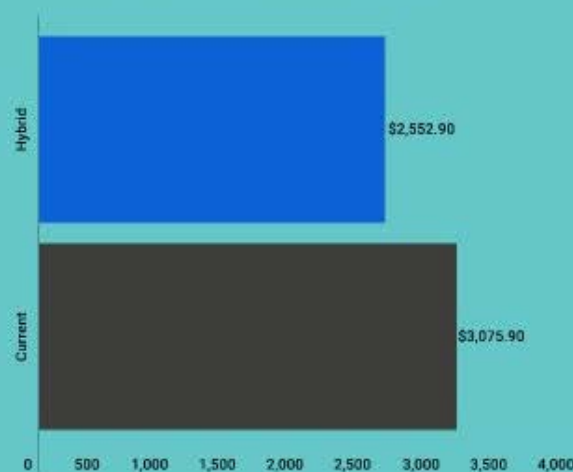


Example: Trip Generation + Impervious

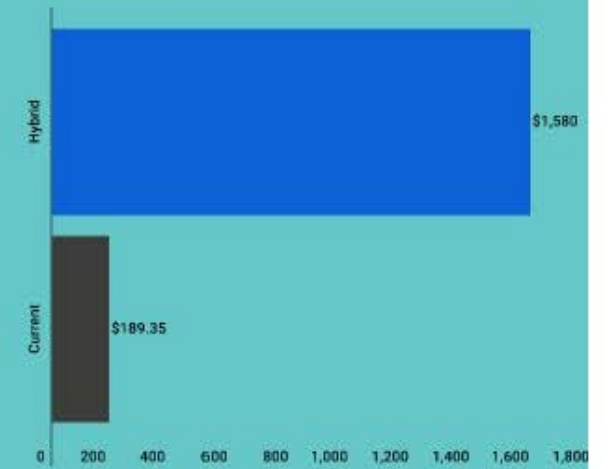
Single Family



Draft Results
Supermarket




Bank



Three Options:

1. Raise the Current Structure
2. Shift to Trip Generation Rates
3. Hybrid Approach



Questions/
Comments



City Manager's Office

Budget/CIP & Grants Division

**Policy Driven
Revenue Sources
Budget Advisory Board**

June 12, 2018



City Manager's Office

Budget/CIP & Grants Division



Fire-Assessment Fee



Description:

This revenue consists of a non-ad valorem special assessment Fire Assessment fee of \$256 per single-family equivalent unit. The rate is developed based on dwelling units for residential properties and a per square foot charge for non-residential properties. This assessment is charged in support of the City's Fire services. The revenue is billed on the Ad Valorem tax notices sent out in November from the Broward County Property Appraisers Office.

Fee Schedule:

Fire Assessment rate of \$256 is based on dwelling units for residential properties and per square foot for non-residential for fire suppression services, facilities, and/or programs.

Authorized Exemptions:

Institutional properties which are wholly tax exempt, and all governmental, special districts, school properties.





City Manager's Office

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Fire-Assessment Fee (cont.)



Fiscal Capacity:

Commission approval would be required to increase the fee schedule used to protect property. The Budget Advisory Board and Commission recommended that the City evaluate full cost recovery every three years. The next evaluation of full cost recovery is in fiscal year 2020. The costs associated with Emergency Medical Services are not eligible under this assessment.



City Manager's Office

Budget/CIP & Grants Division

Fire-Rescue Transport Fees

Description:

This is a fee for basic and advanced life support emergency medical transport services to emergency facilities via the City's medical rescue units. These fees are charged when an emergency occurs and the City Fire-Rescue department transports a patient to a hospital. Existing fees are set based on average/customary charges from neighboring municipalities.

Fee Schedule:

BLS Ambulance Transport per patient per transport	\$ 950
ALS 1 Ambulance transport per patient per transport	\$ 950
ALS 2 Ambulance transport per patient per transport	\$1,000
Plus transport mileage per patient per transport	\$ 13
Plus Oxygen charge, per patient per transport	\$ 30

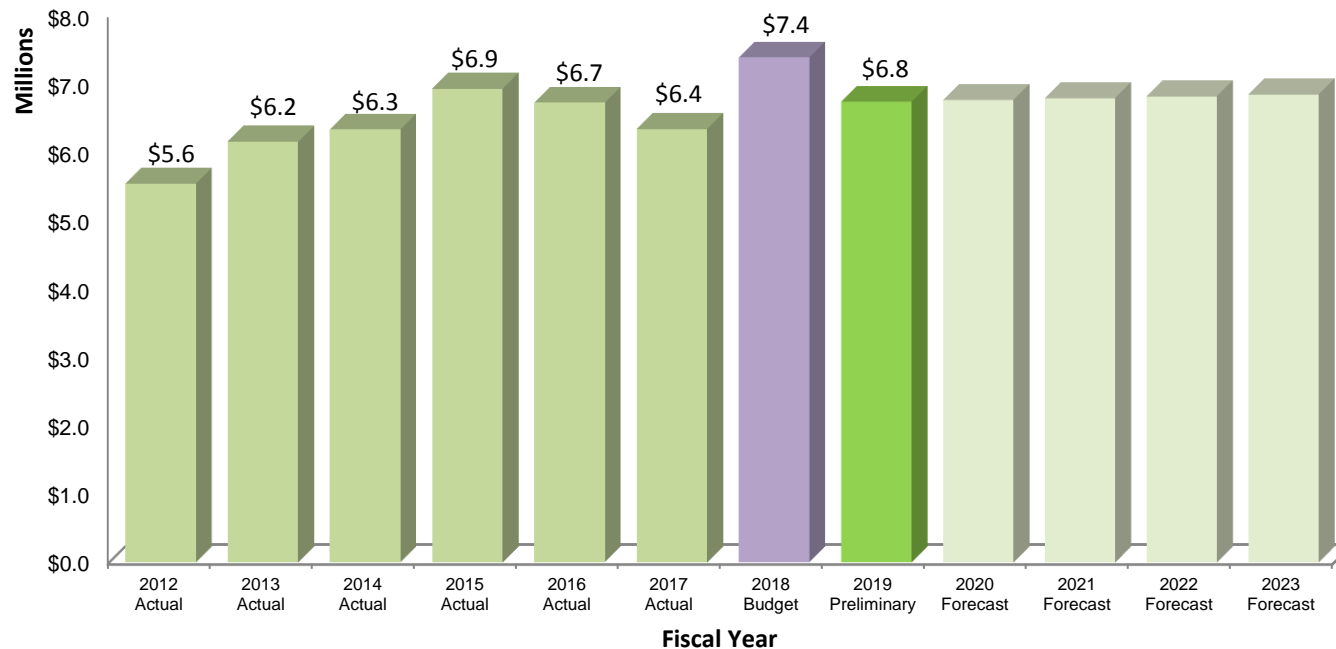




City Manager's Office

Budget/CIP & Grants Division

Fire-Rescue Transport Fees (cont.)



Fiscal Capacity:

Commission approval would be required to modify the fee schedule.



City Manager's Office

Budget/CIP & Grants Division

Property Tax (Ad Valorem)

Description:

A levy against the taxable value of real and personal property. The City Commission sets the millage rate annually prior to October 1st. One mill is \$1 of tax per \$1,000 of taxable assessed value. The adopted operating millage for Fiscal Year 2018 is 4.1193

Authorized Exemptions:

All legal Florida residents are eligible for a Homestead Exemption on their homes, condominiums, apartments and certain mobile home lots if they qualify. The Florida Constitution provides this tax-saving exemption on the first and third \$25,000 of the assessed value of an owner/occupied residence. The Fort Lauderdale City Commission approved an additional \$50,000 senior exemption for households headed by person 65 years or older and who meet income requirements.

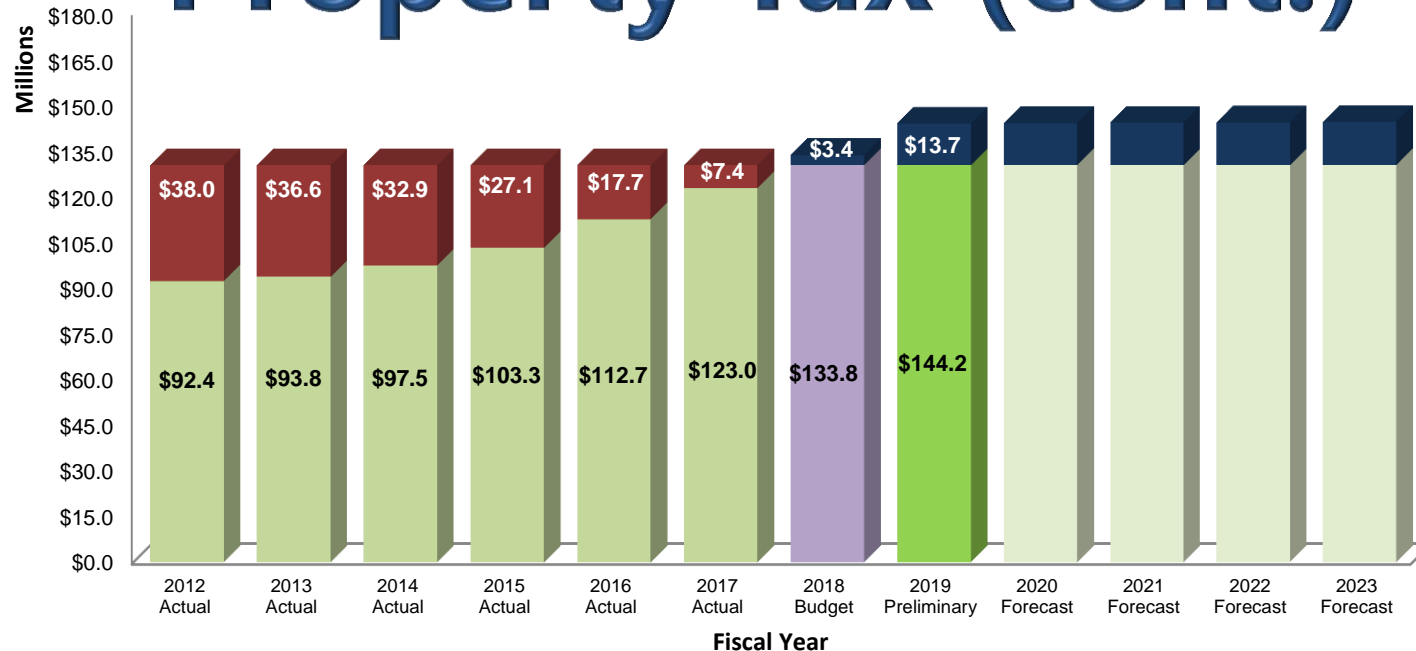




City Manager's Office

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Property Tax (cont.)



Fiscal Capacity:

Fort Lauderdale's millage rate has remained at 4.1193 since 2008. Fort Lauderdale has the capacity to levy up to 10 mills for operating expenditures based on State law. The amount of revenue received through ad valorem taxes is the product of two factors: 1) the tax rate (millage) set by the City Commission; and 2) the value the Broward County Property appraiser places upon the property.



City Manager's Office

Budget/CIP & Grants Division

Value of 1 Mill*

FY 2019 Value of 1 Mill			Property Taxes at 1 Mill		
Mills	Gross Revenue	Net Revenue (96%)	Value of Home	With \$50,000 Homestead Exemption	No Homestead Exemption
1.00	\$36,452,493	\$ 34,994,393	\$300,000	\$250	\$300
0.75	\$27,339,369	26,245,795	\$275,000	\$225	\$275
0.50	\$18,226,246	17,497,196	\$250,000	\$200	\$250
0.40	\$14,580,997	13,997,757	\$225,000	\$175	\$225
0.30	\$10,935,748	10,498,318	\$200,000	\$150	\$200
0.25	\$ 9,113,123	8,748,598	\$175,000	\$125	\$175
0.15	\$ 5,467,874	5,249,159	\$150,000	\$100	\$150
0.10	\$ 3,645,249	3,499,439	\$125,000	\$75	\$125

**The Value of 1 Mill calculation is based on June 1, 2018 Values.*



City Manager's Office

Budget/CIP & Grants Division

Return on Investment (ROI) Policy

- The transfer from the City's enterprise funds to the General Fund is permissible in lieu of profits earned by an investor owned utility/facility. The amount transferred shall be based on the "rate base" multiplied by a reasonable rate of return on the municipality's investment in the enterprise fund's assets.
- The City shall use the Net Position of each enterprise fund as reported in the most recently published CAFR as the "rate base"; the intent is for this amount to represent the City's investment in each enterprise fund's assets.
- The City Manager will recommend a reasonable rate of return that falls within the lower and upper boundaries of the reasonable rate of return in his/her recommended budget. The City Manager's recommendation will be based upon each fund's ability to pay. The City Manager may recommend reducing or waiving a return on investment to the General Fund for any reason explained as part of the adopted budget resolution.



CITY OF FORT LAUDERDALE

POLICY AND STANDARDS MANUAL

CHAPTER: 9 | SECTION: 1 | SUBJECT: 6
DATE: May 9, 2016

CHAPTER:	FINANCIAL AND PURCHASING
SECTION:	GENERAL
SUBJECT:	ENTERPRISE FUNDS RATE OF RETURN
AUTHORIZATION:	Lee R. Feldman, ICMA-CM, City Manager <i>[Signature]</i> 2016.05.10 12:57:31 -0400'

1. PURPOSE:

The City provides various services to residents through the operation of publicly owned utilities/facilities within the framework of enterprise funds. It is the intent of these separate funds to permit the treatment and operation of publicly owned enterprises in a similar, market-driven, manner to that of their private counterparts.

In order to determine the enterprise fund's revenue requirements and to properly set rates for services; the City must clearly define a policy for transferring funds from the enterprise funds for the purpose of providing a Return on Investment to the General Fund.

2. GENERAL POLICY:

For the purpose of treating the enterprise fund as if it had been privately owned and operated, the City shall transfer from the enterprise funds to the General Fund an amount on investment that is based upon a fair rate of return on the City's investment.

3. DEFINITIONS:

- Rate Base** - is the value of property in the enterprise funds that the rate of return is applied to in order to determine the appropriate transfer to the General Fund. The rate base for the City's enterprise funds will be based upon each fund's net position as reported in the City's most recently published Comprehensive Annual Financial Report.
- Comprehensive Annual Financial Report (CAFR)** - is a set of U.S. government financial statements comprising the financial reports of the City that complies with the accounting requirements promulgated by the Government Accounting Standards Board (GASB).
- Rate of Return** - is the rate of profit that the City receives on the level of investment made into the utility/facility's assets. A fair rate of return should be determined through a market driven approach.

4. DETAILS:

- Each year the City Manager will recommend a rate of return for each enterprise fund in his/her recommended budget. This rate will be based on a reasonable rate of return and will be based on a part of the assets...



City Manager's Office
Budget/CIP & Grants Division

Return on Investment (ROI)

Fund	FY 2017		FY 2018		FY 2019	
	Amount of ROI	Percent of Net Position	Amount of ROI	Percent of Net Position	Amount of ROI	Percent of Net Position
Water & Sewer	\$ 16,320,638	3.90%	\$ 16,235,798	3.90%	\$ 16,235,798	3.86%
Central Region	\$ 3,989,617	3.90%	\$ 4,146,066	3.90%	\$ 4,146,066	3.71%
Parking	\$ 2,221,849	4.45%	\$ 2,275,124	4.45%	\$ 3,163,695	4.45%
Stormwater	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
Total ROI Revenues	\$ 22,532,104		\$ 22,656,988		\$ 23,545,559	



City Manager's Office
Budget/CIP & Grants Division

Return on Investment Alternatives

- **New Revenues**



- **Reduce Expenditures**