# CITY OF FORT LAUDERDALE, FL | FY 2020
# ADOPTED BUDGET



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## CITY OF FORT LAUDERDALE

# FY 2020 Adopted Budget

### CITY COMMISSION

**Dean J. Trantalis**
Mayor

**Robert L. McKinzie**
Vice Mayor, District III

**Steven Glassman**
Commissioner, District II

**Ben Sorensen**
Commissioner, District IV

**Heather Moraitis**
Commissioner, District I

**Chris Lagerbloom, ICMA-CM**
City Manager

**Alain E. Boileau**
City Attorney

**John Herbst**
City Auditor

**Jeffrey A. Modarelli**
City Clerk

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# FORT LAUDERDALE CITY COMMISSION




| Ben Sorensen | Steven Glassman | Dean J. Trantalis | Robert L. McKinzie | Heather Moraitis |
|---|---|---|---|---|
| Commissioner, District IV | Commissioner, District II | Mayor | Vice Mayor, District III | Commissioner, District I |

CITY OF FORT LAUDERDALE

# EXECUTIVE STRATEGY TEAM

**Chris Lagerbloom, ICMA-CM**

City Manager

**Roberto "Rob" Hernandez**

Deputy City Manager

**Linda Short**

Chief Financial Officer

**Rhoda Mae Kerr**

Fire Chief

**Tarlesha Smith**

Director of Human Resources

**Mike Maier**

Director of Information Technology Services/Chief Security Officer

**Phillip Thornburg**

Director of Parks and Recreation

**Rick Maglione**

Police Chief

**Paul Berg**

Director of Public Works

**Anthony Greg Fajardo**

Director of Sustainable Development

**Ben Rogers**

Interim Director of Transportation and Mobility

WE BUILD COMMUNITY

# Acknowledgments

**CITY MANAGER**
Chris Lagerbloom, ICMA-CM

**DEPUTY CITY MANAGER**
Roberto "Rob" Hernandez, Deputy City Manager

**BUDGET/CIP AND GRANTS TEAM**
Laura A. Reece, Budget Director
Diane Lichenstein, Assistant Budget Manager
Yvette Matthews, Principal Budget Management Analyst
Amaris Rosario, Principal Budget Management Analyst
Michael Dudley, Senior Budget Management Analyst
Charmaine Crawford, Administrative Supervisor
Parth Patel, Senior Management Fellow

**STRATEGIC COMMUNICATIONS TEAM**
Chaz Adams, Strategic Communications Manager
Joshua Smith, Graphic Designer

**BUDGET COORDINATORS/LIAISONS**
City Attorney's Office, Maureen Richards
City Auditor's Office, Angela Mahecha
City Clerk's Office, David Soloman
City Commission's Office, Jeanette Johnson
City Manager's Office, Charmaine Crawford
Community Redevelopment Agency, Vanessa Martin
Finance Department, Ashley Feely
Fire-Rescue Department, Paul Vanden Berge
Human Resources Department, Stephanie Artis and Matthew Cobb
Information Technology Services Department, Valerie Florestal
Parks and Recreation Department, Vedasha Roopnarine
Police Department, Dr. Kenneth Campbell
Public Works Department, Kymberly Holcombe and Kenya Baker
Sustainable Development Department, Sherrilynn Chess
Transportation and Mobility Department, Onesi Girona and Diana McDowell

**Special recognition to the Budget Advisory Board, the Revenue Estimating Conference Committee, the Community Investment Plan Project Review Team, staff members in the City Manager's Office, Finance Department, Information Technology Services Department, 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.**

CITY OF FORT LAUDERDALE

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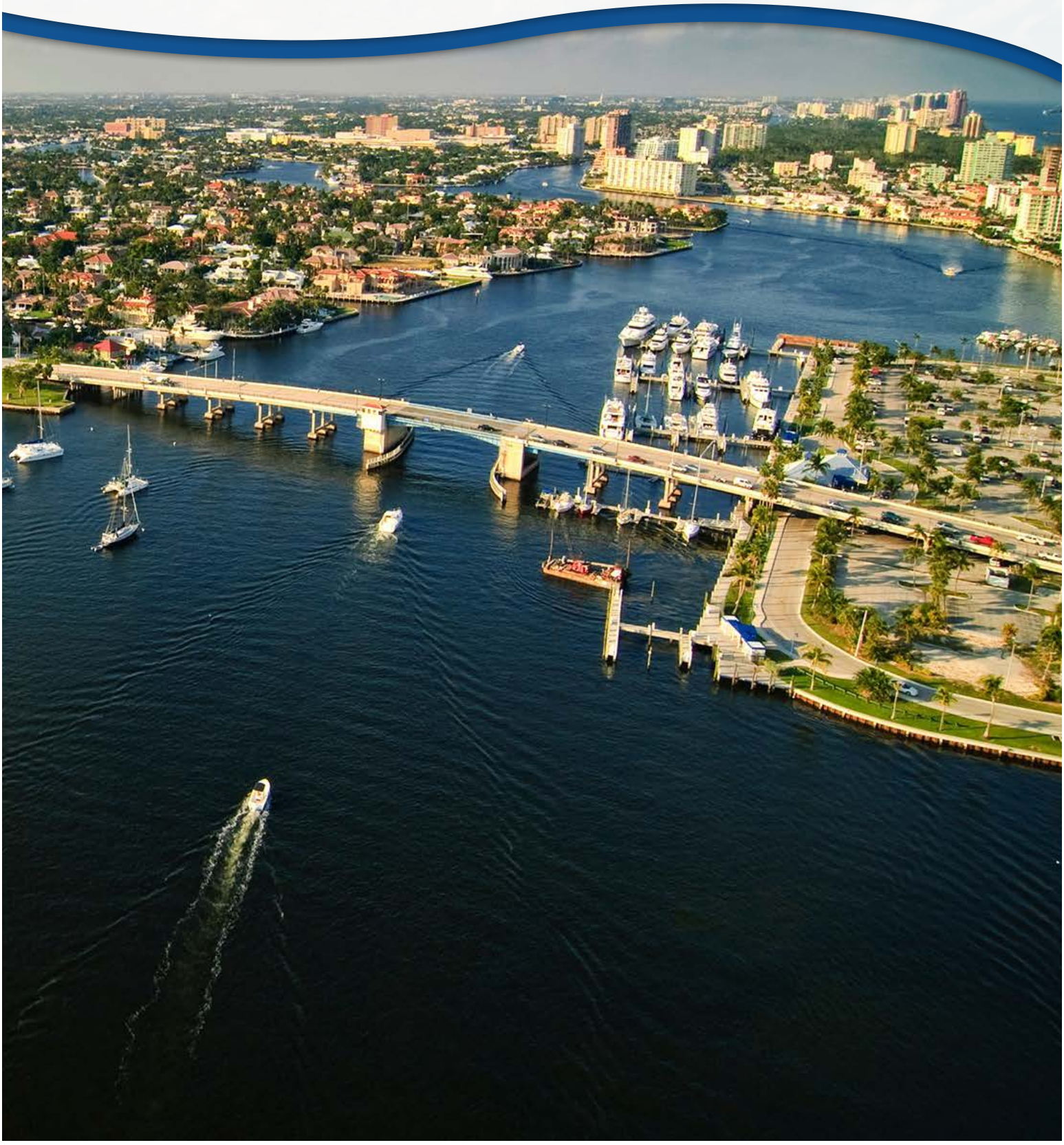
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# INTRODUCTION



# VISION STATEMENT

## 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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**City of Fort Lauderdale**

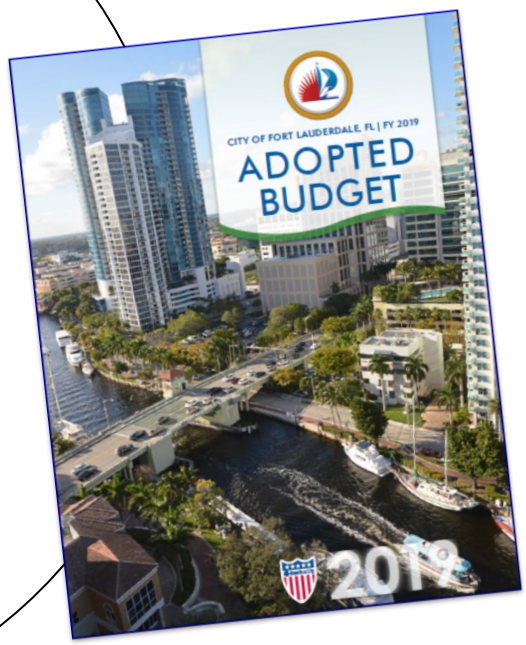
**Florida**

For the Fiscal Year Beginning

**October 1, 2018**

Christopher P. Morrill

Executive Director




The Government Finance Officers Association of the United States and Canada (GFOA) 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, 2018.

In order 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 35th consecutive year that the City of Fort Lauderdale has received this distinguished and notable award.

# Reader's Guide

We've made every effort to make this book as easy as possible to read, but we understand how difficult it can be to find what you're looking for in such a complex document. To make your search easier, we've provided a number of tools to help you get what you need. A combination of charts, graphs, and narratives are used to clarify and enhance data. In addition, a Table of Contents is provided and a glossary of commonly used terms and acronyms are included in the Appendix section.

The FY 2020 Adopted Budget consists of seven (7) major sections: Introduction, Budget in Brief, Budget Overview, Long Range Financial Plans, Financials, Department Budgets, and Appendix.

**Introduction** - This section 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. This section also include our Vision Statement.

**Budget in Brief** - This section contains the City Manager's Message for the FY 2020 Adopted Budget. The City Manager's budget message provides highlights of the budget development, new initiatives, current and future challenges, and any fee changes recommended for the coming year. This section also includes the FY 2020 Adopted All Funds Budget and FY 2020 personnel complement .

**Budget Overview** - This section provides key components that make up the FY 2020 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 in order 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 2018 Actual, FY 2019 Adopted, FY 2019 Estimate, and FY 2020 Adopted Budget. This section also provides the debt service requirements for all funds.

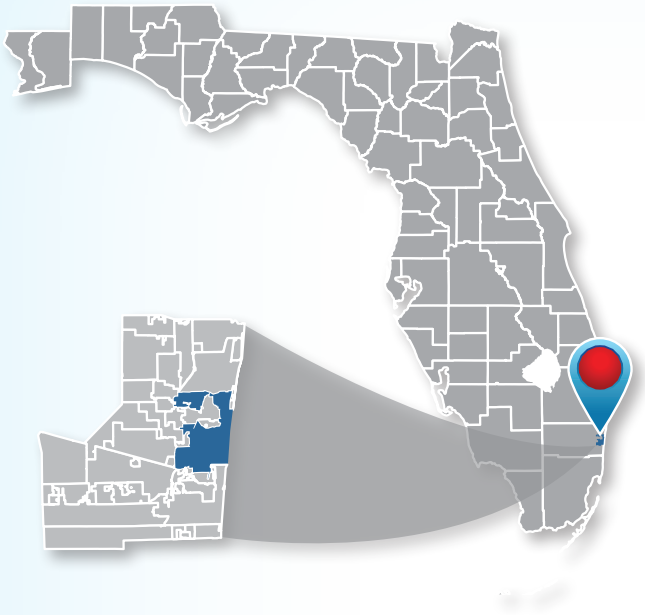
**Department Budgets** - This section provides an overview of each department. For each department, this section provides an organizational chart, a description of the core services, key performance indicators, and a three-year financial comparison, which includes the FY 2020 Adopted Budget. Key performance indicators and benchmarking are provided as an ongoing tool to measure efficiencies and effectiveness throughout each department.

**Appendix** - This section provides the reader with a Strategic Planning and Budgeting Cycle flowchart along with the *Fast Forward Fort Lauderdale 2035* Vision Plan. This section also includes a glossary of commonly used terminology and acronyms.

**Check Us Out Online!** - To access the FY 2020 Adopted Budget and prior-year budgets, go to www.fortlauderdale.gov/budget or scan the QR code below.

FAST FORWARD FORT LAUDERDALE

# CITY OF FORT LAUDERDALE



## OUR CITY AT A GLANCE

The City of Fort Lauderdale is famous for its beaches, arts, culture, and events. 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. Fort Lauderdale is a great place to live, work, and raise a family, and the City looks forward to continuing to build upon its success to meet the challenges of the 21st Century and beyond.

The City operates a Commission/Manager form of government where the Commission hires the City Manager. The Commission is comprised of five elected officials including the Mayor and a Vice Mayor.

The City of Fort Lauderdale is located in the east-central portion of Broward County. Encompassing nearly 36 square miles with an estimated population of 186,220*, Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida.

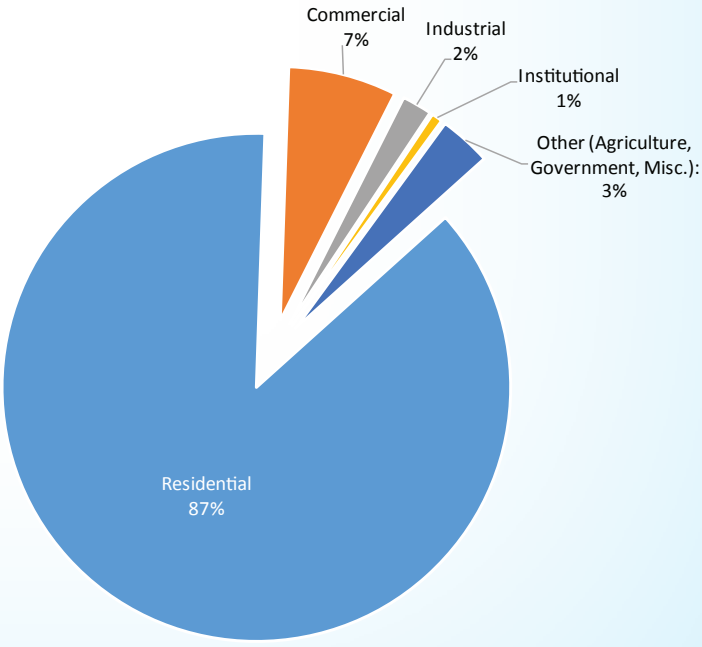
## HISTORY



Las Olas Boulevard, 1913

The Fort Lauderdale area was known as the "New River Settlement" prior to the 20th century. The City of Fort Lauderdale was incorporated in 1911 and in 1915 was designated the county seat of the newly formed Broward County. Fort Lauderdale's first major 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 an enormous population explosion began in earnest. 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 12.8 million visitors annually.

## EXISTING LAND USE

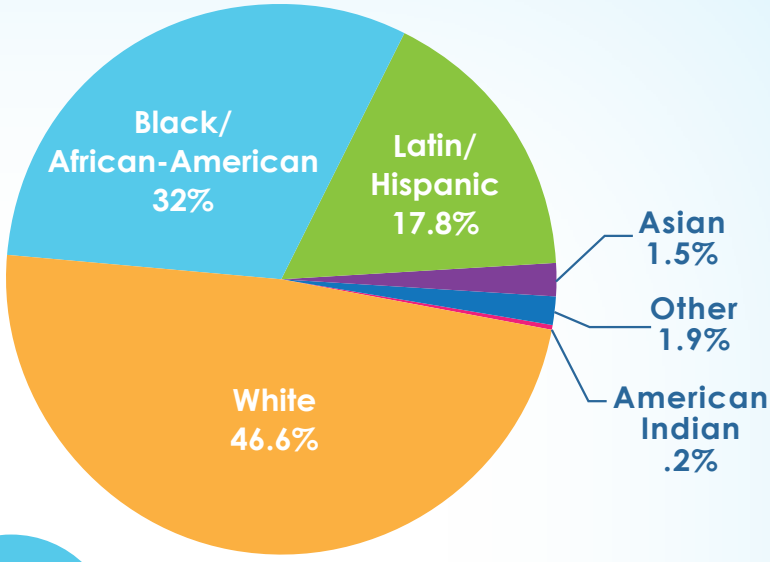



*Population Estimates; Bureau of Economic and Business Research, 2019

# DEMOGRAPHICS

## Population 186,220





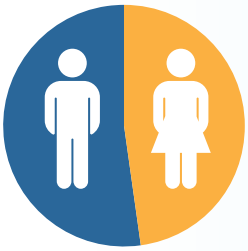



2.37 Average Household Size

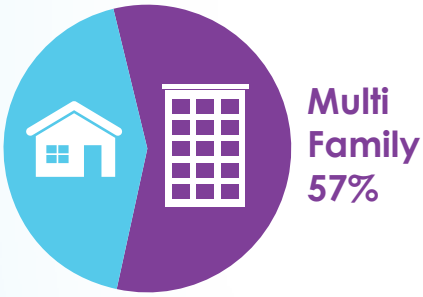
$52,315 Median Household Income

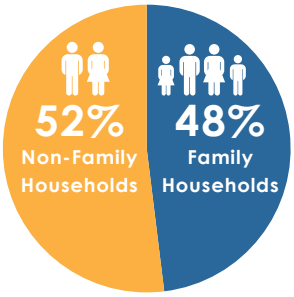
$39,601 Per Capita Income

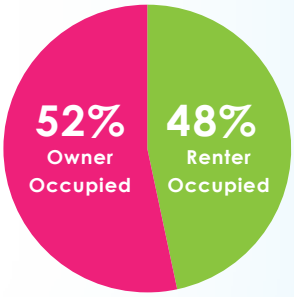
42 Median Age




# AREA PROFILE






**AVERAGE TEMPERATURE** of 77° in Winter and 89° in Summer

**3,000 HOURS** of Annual Sunshine



Designated as the **YACHTING CAPITAL OF THE WORLD**

Population Estimates; Bureau of Economic and Business Research, 2019

U.S. Census Bureau Quick Facts; U.S. Census Bureau American Community Survey (ACS) Population Estimates, 2018

# RECREATION







| | | | |
|---|---|---|---|
| 900+ | Acres of Park | 37 | Basketball Courts |
| 179 | Boat Slips | 3 | Dog Parks |
| 15 | Boat/Kayak Launches | 50 | Tennis Courts |
| 44 | Playgrounds | 7 | Gymnasiums |
| 106 | Parks | 21 | Fitness Trails |
| 14 | Municipal Swimming Pools | 44 | Water Frontage Sites |
| 7 | Miles of Public Beach | 6 | Conservations Sites |
| 165 | miles of Navigable Waterways | 62 | Athletic Fields |

# INFRASTRUCTURE









## TRANSPORTATION AND PARKING

| | |
|---|---|
| 3 | Railroad Stations |
| 2 | Bus Stations |
| 773 | Transit Bus Stops |
| 173 | Bus Shelters |
| 17 | B-Cycle Bike Share Stations |
| 8 | Water Trolley Stops |
| 10,992 | City Maintained Parking Spaces |
| 33 | City Parking Lots |
| 5 | City Parking Garages |
| 425 | Miles of Sidewalks |
| 43.3 | Miles of bike lanes |
| 809 | Miles of Streets |
| 1 | Executive Airport |
| 1 | Helistop |

## WATER AND SEWER

| | |
|---|---|
| 589 | Miles of Sanitary Sewers |
| 184 | Miles of Storm Drainage |
| 782 | Miles of Water Mains |
| 190 | Stormwater and Wastewater Pumping Stations |
| 2 | Water Treatment Plants |
| 1 | Wastewater Treatment Plants |
| 2 | Raw Water Well fields |
| 2 | Deep Well Injection Sites |
| 6,171 | Fire Hydrants |

## BUILDINGS AND LAND USE

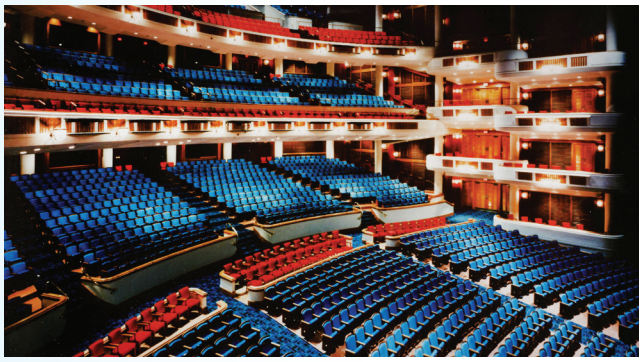
| | |
|---|---|
| 112 | City Buildings |
| 4 | Cemeteries |
| 11 | Fire Stations |
| 51 | City Bridges |

# DOWNTOWN ATTRACTIONS



## Museum of Discovery and Science

- More than 450,000 visitors annually.
- $30.6 million facility with more than 85,000 square feet of interactive science exhibits, classrooms, café, store, and grand atrium.
- EcoDiscovery Center features an Everglades Airboat Adventure, river otters exhibit, storm center, giant megalodon shark, theater shows, and the biggest kinetic energy sculpture in Florida, known as the Great Gravity Clock.
- Five-story, 300 seat AutoNation IMAX® Theater features both 2D and 3D-films.



## Broward Center for the Performing Arts

- More than 700,000 patrons and over 700 performances annually.
- Home to the Florida Grand Opera, Miami City Ballet, Symphony of the Americas, and Gold Coast Jazz Society.
- Completing a $50 million capital renewal and expansion project that will deliver new entertainment, educational programming, and hospitality experiences to South Florida.




## NSU Art Museum Fort Lauderdale

- Permanent home to a world-class collection including CoBrA, Pre-Columbian and West African art, as well as, 20th Century paintings.
- Played host to high profile traveling art exhibits that have attracted over 1.5 million visitors within the last few years.

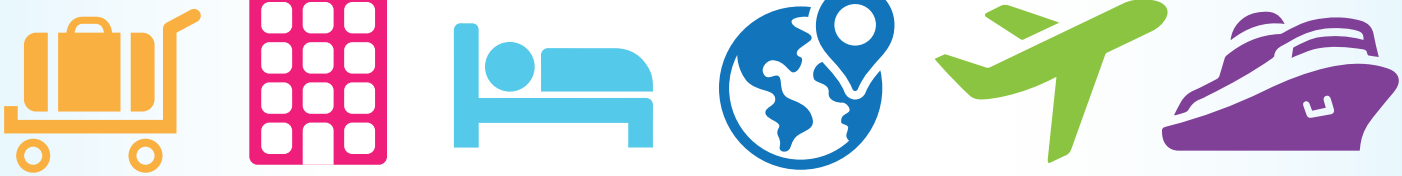


## Riverwalk

- A 1.5 mile linear park along downtown's New River with brick walkways, lush greenery, and pedestrian amenities.
- Attracts more than 1.5 million visitors each year.
- Home to water taxis and guided waterway tours.

## AREA SPORTS

## 2018 TOURISM HIGHLIGHTS




**14 Million Visitors**

**Hotel occupancy averaged 81.1%**

**$86.9 million from Tourism generated tax revenues (derived from 5% hotel bed tax)**

**Over 3 million international visitors**

**36 million air passengers**

**3.89 million cruisers**

## A DESIRABLE CITY FOR A SUCCESSFUL BUSINESS



### MAJOR CORPORATIONS AND EMPLOYERS

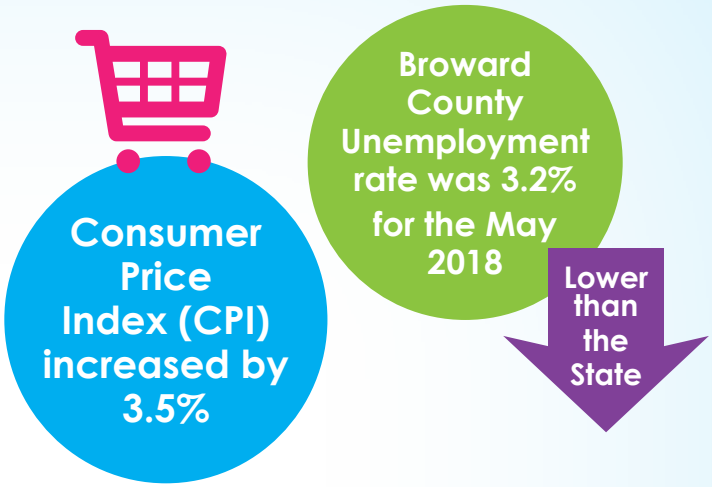
- AutoNation
- Bank of America
- Baxter International
- Branch Banking and Trust Company (BB&T)
- Broward County School Board
- Broward County Government
- Broward Health Medical Center
- Citrix Systems
- ECI Telecom Inc.
- Ed Morse Automotive Group
- Holy Cross Hospital Inc.
- Hotwire
- Imperial Point Medical Center
- JetSmarter
- Kaplan University
- Microsoft Latin America HQ
- National Beverage Corporation
- Randstad
- Republic Services Inc.
- Rick Case Automotive Group
- SATO Global Solutions
- Seacor Holdings Inc.
- Sixt Rent-a-Car
- South African Airways
- Sun Sentinel (Tribune Company)
- Spherion Corporation
- Stiles Corporation
- Templeton worldwide
- Uniform Advantage
- Zimmerman Advertising

# A DESIRABLE CITY FOR A SUCCESSFUL BUSINESS

## LOCAL ECONOMY

The Consumer Price Index (CPI) increased by 3.5% in the Miami/Fort Lauderdale Region between April 2017 and April 2018, mostly due to the increase in energy and medical care[1]. The unemployment rate in the Broward County area for the month of May 2018 was 3.2%, which is lower than the state of Florida for the same period[2].

Sources: 1. Bureau of Labor Statistics
2. Florida Department of Economic Opportunity






## ACCESSIBILITY

Fort Lauderdale is located less than an hour from 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 miles of Port Everglades, Fort Lauderdale/Hollywood International Airport, the Amtrak Railway, I-95, I-595 and the Tri-Rail commuter train.

## AIR TRANSPORTATION

### Fort Lauderdale/Hollywood International Airport

- Ranks as one of the fastest growing airports in the United States
- Second-largest carrier of international passengers in Florida
- Serves more than 35.9 million passengers and more U.S. cities than any other airport in South Florida
- 700 flights per day on average
- The total economic impact of the airport is estimated at $13.2 billion

### Fort Lauderdale Executive Airport

- The nation's first general aviation airport to introduce automated passport control (APC) self-service kiosks
- Home of one of the busiest general aviation United States Customs and Border Protection Facilities in the nation
- Handles approximately 150,000 takeoffs and landings per year
- Home to 700 aircraft, 115 jets, and 40 helicopters
- Generates approximately $7 million in property tax revenue
- Operates the Downtown John Fuhrer Helistop
- Offers 200-acre Industrial Airpark with 2 million square feet of space

## LAND TRANSPORTATION

**Major Roadways**

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

**Railway System**

- Freight Carriers: Florida East Coast (FEC) Railroad and CXS Transportation
- Passenger carriers: Amtrak, Tri-Rail, and Brightline soon to be branded as Virgin Trains (local commuter services)

# A DESIRABLE CITY FOR A SUCCESSFUL BUSINESS



## PORT EVERGLADES

### Port Everglades generates approximately $34 billion in business activity each year and supports over 231,579 jobs statewide.

- Annually handles nearly 4 million cruise passengers and more than 22 million tons of cargo
- Generates 30 billion in state and local taxes
- Home to the world's two largest cruise ships, Royal Caribbean International's Oasis of the Seas and Allure of the Seas
- Number one container port in Florida, which handled 6 million tons of containerized cargo in 2013.
- Home to Florida's largest Foreign-Trade Zone, which moves more than 1,000 different commodities from 75 countries of origin annually.
- Launched a 20-year, $1.6 billion expansion to prepare for increases in cargo, fuel and cruise passenger traffic over the next two decades.
- The nation's deepest commercial port south of Norfolk, Virginia that serves more than 150 ports and 70 countries.
- Holds world record for 53,365 cruise guests sailing in and out of the Port in a single day.

Source: Greater Fort Lauderdale Convention & Visitors Bureau, 2017

## BUSINESS ADVANTAGES

- 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.
- Numerous economic development benefits, business assistance, and incentive programs.
- Numerous tax advantages: no state or local personal income tax, no county or city sales tax, no state ad valorem, franchise or inventory tax, and no gift tax.
- One of the fastest growing markets for global trade, with more than 40 percent of local businesses engaged in or supporting some type of international commerce.
- A downtown area that includes city and county government centers, federal and county courthouses, school district offices, a state regional complex, legal services, and professional offices.
- A marine industry that generates more than 136,000 jobs and gross wages and earnings of $8.9 billion in Broward County and $12 billion in total economic impact in South Florida.
- More than 300 miles of waterways, marinas, and marine manufacturing and repair facilities make the area a world-class port of call for the yachting industry.
- Home of the Greater Fort Lauderdale International Boat Show, the world's largest boat show, which generates an annual economic impact of $857.3 billion dollars.

# A DESIRABLE CITY FOR A SUCCESSFUL BUSINESS

## COLLEGES/ UNIVERSITIES



- Broward College
- City College of Fort Lauderdale
- Nova Southeastern University
- Florida Atlantic University
- Strayer University
- Kaplan University
- Florida International University
- University of Phoenix

## VOCATIONAL/ TECHNICAL

- The Art Institute of Fort Lauderdale
- Florida Ocean Sciences Institute
- Atlantic & McFatter Technical Centers
- Florida Language Center
- Keiser Career College
- Sheridan Technical Center

## PUBLIC HOSPITAL AUTHORITY

- Broward Health Medical Center

## ACUTE CARE HOSPITALS

- Atlantic Shores Hospital
- Holy Cross Hospital
- Imperial Point Medical Center

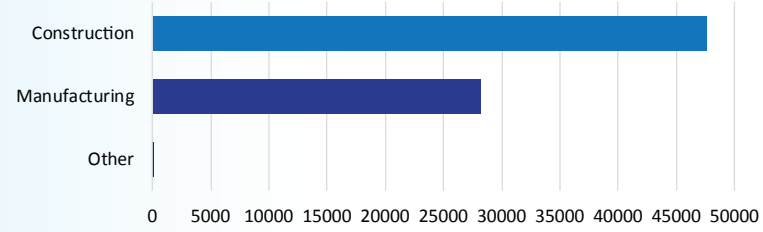
## LOCAL AREA EMPLOYMENT




Sources: U.S. Department of Labor Statistics, Local Area Unemployment Statistics Program. May 2018.

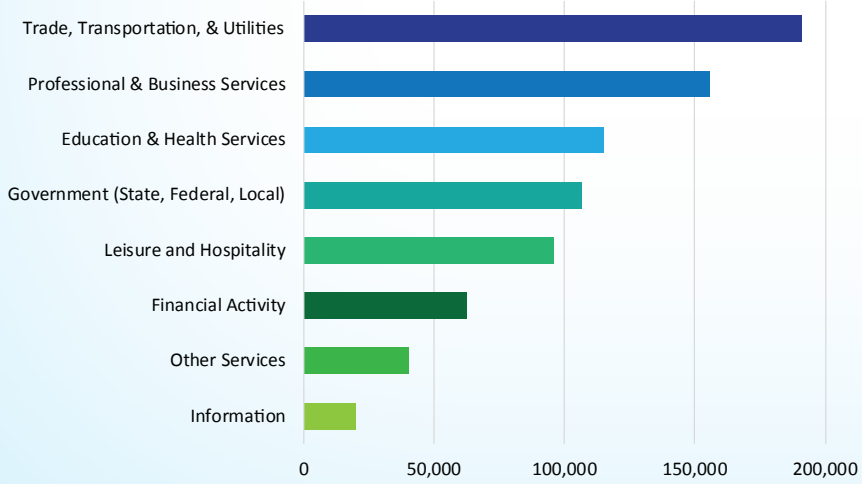
# NON-AGRICULTURAL EMPLOYMENT BY INDUSTRY

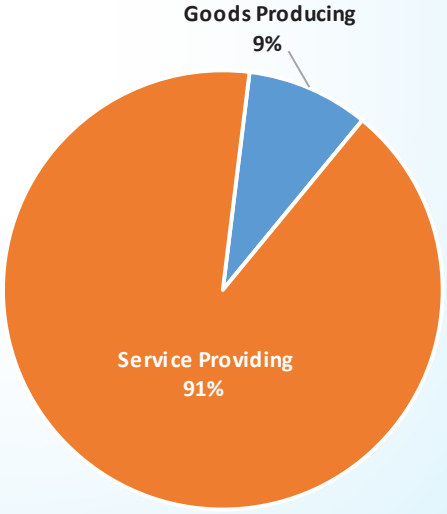
## GOODS PRODUCING




**862,700**
**Total Nonagricultural Employment**
April 2019

## SERVICE PROVIDING



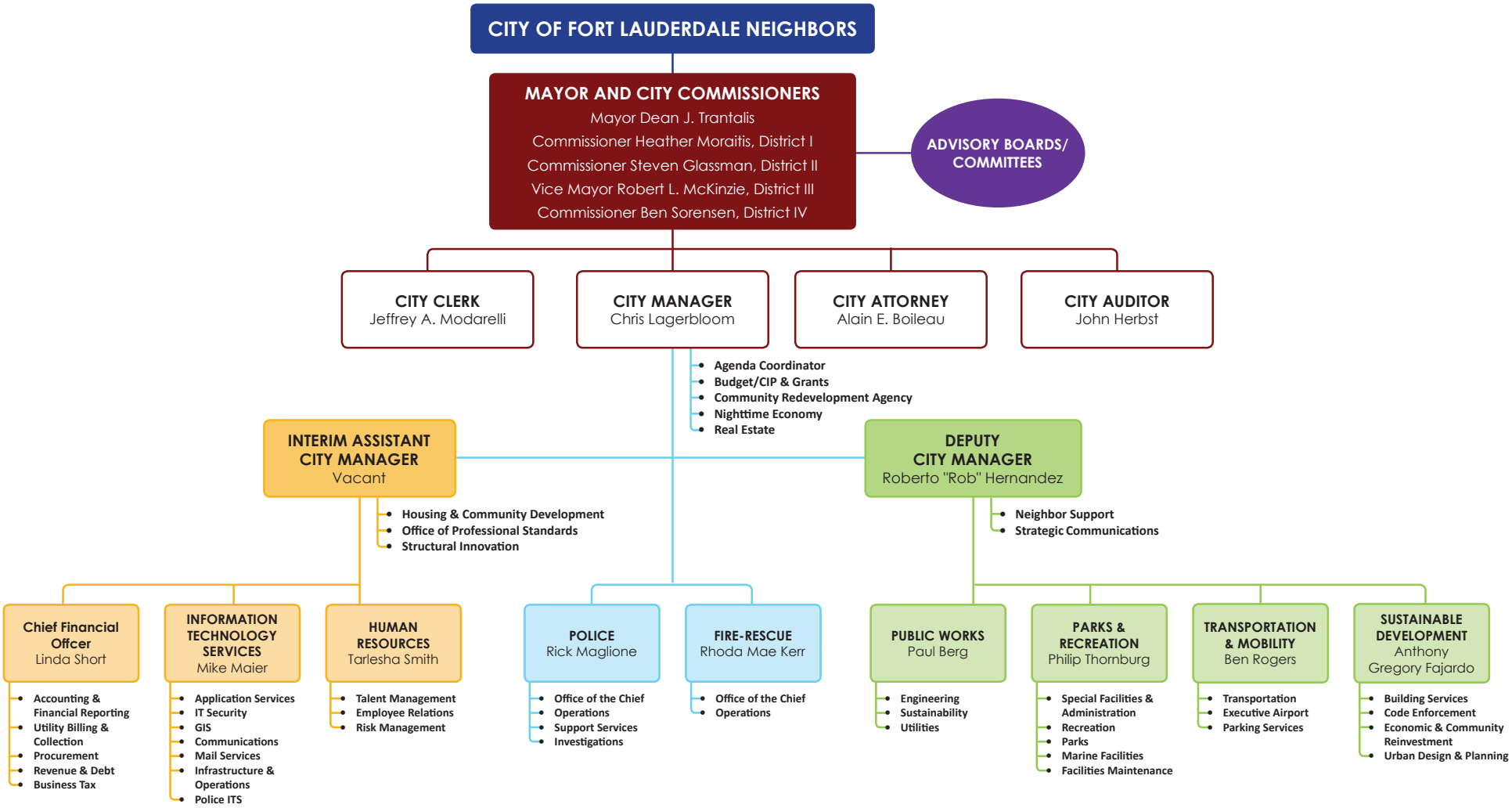




Sources: 2019 State of Florida Department of Economic Opportunity.

# CITY OF FORT LAUDERDALE ORGANIZATIONAL CHART

WE BUILD COMMUNITY

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# CITY OF FORT LAUDERDALE | ADVISORY BOARDS/COMMITTEES

WE BUILD COMMUNITY

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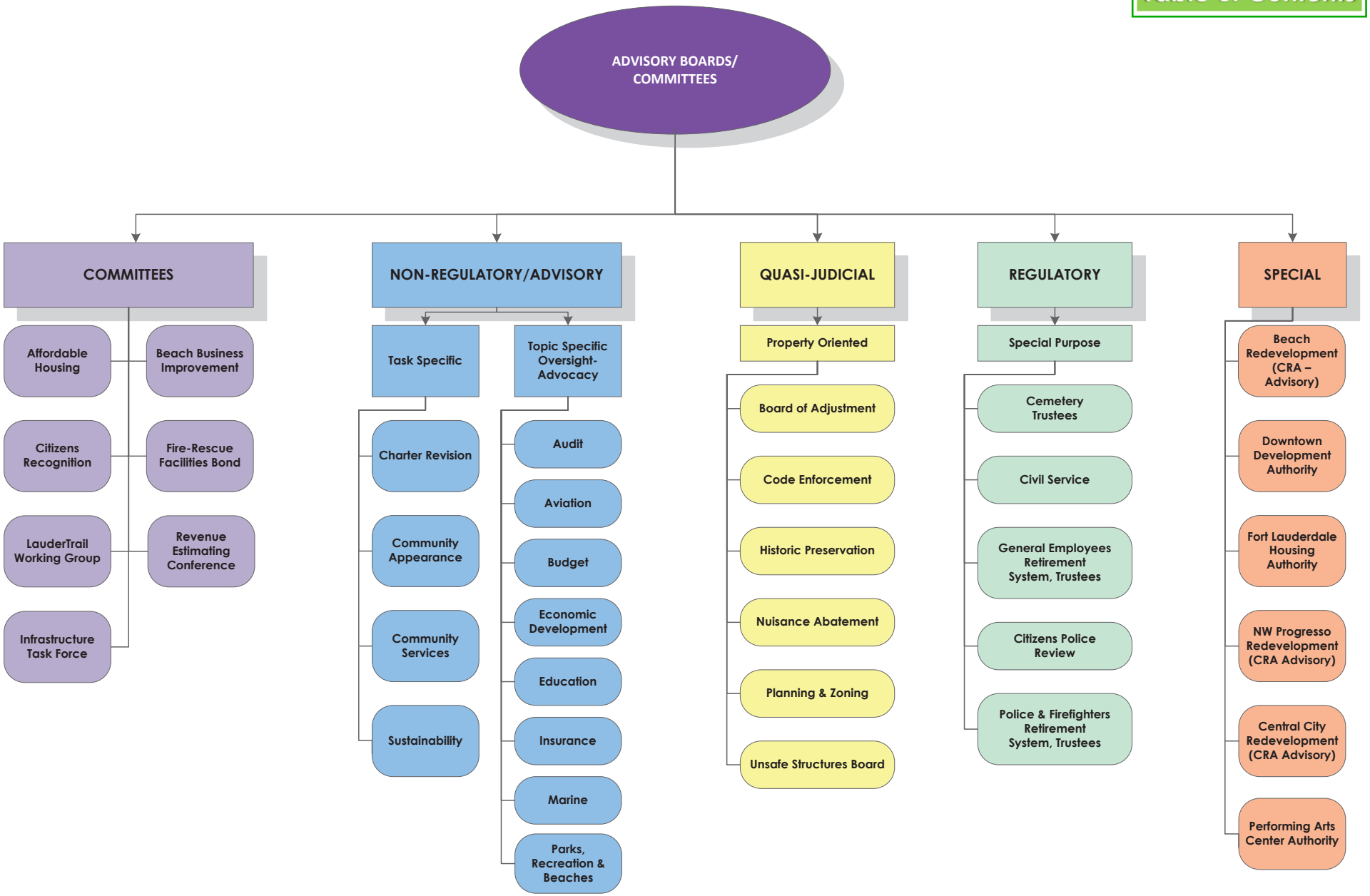


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# Venice of America

## THE CITY OF FORT LAUDERDALE




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

Encompassing nearly 36 square miles with an estimated population of 186,220* 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 educational institutions, including Broward College, Florida Atlantic University, and Florida International University.

Through the cooperative efforts of residents, businesses, and local government, Fort Lauderdale has evolved into a City that offers the best of both worlds – an attractive business environment and an outstanding quality of life. Fort Lauderdale is a great place to live, work, and raise a family, and the City looks forward to continuing to build upon its success to meet the challenges of the 21st Century and beyond.

*Population Estimates; Bureau of Economic and Business Research, 2019




## OUR VISION

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

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

## CITY ADMINISTRATION

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

The City Commission is comprised of the Mayor, who is elected at-large, and four Commissioners, who are elected in non-partisan district races. Elections occur every three years and each elected official is eligible to serve three consecutive three-year terms. The next election is February 2021. 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. Christopher Lagerbloom, Fort Lauderdale's current City Manager, began serving in January 2019.

The City of Fort Lauderdale's reorganized structure is comprised of the offices of the City Commission, City Manager, City Attorney, City Auditor, and City Clerk, along with the following nine departments: Finance, Fire-Rescue, Human Resources, Information Technology Services, Parks and Recreation, Police, Sustainable Development, Public Works, and Transportation and Mobility. The City employs a workforce of approximately 2,600 full-time employees. Five bargaining units represent a substantial number of employees, including: Fraternal Order of Police (FOP), FOP Police Captains, International Association of Fire Fighters (IAFF), International Brotherhood of Teamsters Local 769, and the Federation of Public Employees (Professional and Supervisory).



## MARINE INDUSTRY

Marine commerce is the leading industry in Greater Fort Lauderdale and Broward County. It accounts for more than 136,000 jobs and an economic impact of $8.9 billion in Broward County and $12 billion regionally.

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

The City's continued support for the Fort Lauderdale International Boat Show has helped propel the event to become the largest boat show in the world, creating an economic impact of $857.3 million. Recent approval of the Bahia Mar Site Plan and long-term lease agreement has been praised by the operator

of the Boat Show as "critical to the future of the Fort Lauderdale International Boat Show."

Recreational boating and yachting are part of the fabric of our community and the marine industry is a vital pillar of the economic foundation of our City and the region. Words do not begin to express the importance of keeping the Fort Lauderdale International Boat Show here as our annual, world-class, marquee special event.

### TOURISM INDUSTRY

Tourism is Greater Fort Lauderdale's second largest industry, accounting for more than 180,000 jobs. In 2018, more than 14 million visitors selected Greater Fort Lauderdale as their destination of choice and spent in excess of $14.2 billion. For every 76 visitors to Broward County, it is estimated that one job is created. Our hospitality industry has stepped up to the plate opening world-class restaurants and hotels.

### BUSINESS DEVELOPMENT

The City has worked closely with Bob Swindell, president of the Greater Fort Lauderdale Alliance and Dan Lindblade, president of Greater Fort Lauderdale Chamber of Commerce to recruit and retain businesses. Together, we have successfully recruited the Sixt Rent a Car North America Headquarters, Uniform Advantage Headquarters, Hotwire Communications, JetSmarter and Sato Global Solutions, among many others. As you may have heard on the news, our region is a top 20 finalist for Amazon, so that certainly is exciting.

The City is also excited about the new Paramount Fort Lauderdale Beach, Icon Las Olas, Four Seasons Hotel and Private Residences and the many other properties that have collectively positioned Fort Lauderdale as a market for luxury hotels and residences.

National publications are taking note of Fort Lauderdale's economic resurgence and building boom. The Wall Street Journal recently profiled our City in a report highlighting the array of upscale hotels, resorts, and residential developments taking place along our world class beachfront.

In addition to the Wall Street Journal report, over 63 industry experts have showcased Fort Lauderdale with high national ranks, including All-America City, Top 10 Best Downtowns, Top 10 Most Exciting Places in Florida, Top 10 Best U.S. Cities for Small Businesses, Top 10 Best Cities for Millennial Job Seekers in Florida and Lowest Travel Taxes among the Top 50 U.S. Travel Destinations

Tremendous progress is being made on several game changing initiatives that promise to redefine downtown Fort Lauderdale's future by enhancing mobility and stimulating transit-oriented development throughout downtown; the $2.5 billion Brightline, soon to be rebranded as Virgin Trains, high speed passenger train is just west of City Hall; and more than $70 million in upgrades and enhancements to Fort Lauderdale Beach.

The City is encouraging new development projects that include pedestrian, bicycle and public transportation accommodations.

Quality of life is an integral part of the City's overall vision to create a safer, cleaner and sustainable community.

## 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), two major railways, highways, a mass transit system, water taxis, and city trolleys.



### PORT EVERGLADES

Port Everglades generates $34 billion worth of business activity and indications show continued growth as the South Florida seaport expands its containerized cargo berths, deepens its navigational channels, and opens an on-port freight rail facility.

Port Everglades generates big economic advantages that flow right into our community, making it an economic powerhouse. Annually, the Port supports over 13,600 jobs locally and over 231,579 statewide, and is responsible for producing over $30 billion in state and local taxes.



## FORT LAUDERDALE/ HOLLYWOOD INTERNATIONAL AIRPORT

Fort Lauderdale/Hollywood International Airport (FLL) is ranked 21st in the United States and serves more than 35.9 million passengers and more U.S. cities than any other airport in South Florida. The Airport offers the lowest domestic fares in South Florida and has more than 325 daily departures to more than 140 destinations in the United States, Latin America, Canada, and the Caribbean.

Passenger traffic at Fort Lauderdale-Hollywood International Airport is estimated to grow between 1 to 3% each year over the next several years. Each day, FLL averages 700 commercial flights on 26 airlines with an average of 100 private flights. The total economic impact of the airport is estimated at $13.2 billion.

## FORT LAUDERDALE EXECUTIVE AIRPORT

The Fort Lauderdale Executive Airport (FXE) is centrally located in the heart of the Uptown Business District that provides over 8,900 jobs and contributes more than $7 million in property tax revenue to the City.

Fort Lauderdale Executive Airport boasts a high-tech control tower that makes monitoring about 600 flights per day even safer. The new control tower, standing at 117 feet tall and costing $16.4 million, is equipped with the latest radar, communications and weather technology. The 525-square-foot top floor provides controllers with a complete view of the airfield.

The airport serves as the hub to Fort Lauderdale's Foreign Trade Zone 241, which encourages economic development 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 City established a Foreign-Trade Zone for the marine industry, the first of its kind in United States, allowing facilities to defer, reduce or eliminate Customs duties on foreign products.

Located on 1,200 acres of land, the airport is the home of the busiest general aviation US Customs and Border Protection Facility in the nation.

## FORT LAUDERDALE DOWNTOWN HELISTOP

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

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

## BRIGHTLINE

The state's only high-speed passenger rail service today connects downtown Fort Lauderdale with downtown Miami 30 minutes to the south and downtown West Palm Beach equidistant to the north. Recently

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

### SURFACE TRANSPORTATION

An overarching goal of the City is to create a pedestrian-friendly, multi-modal city, a connected community where the single occupancy vehicle is not the only choice, where our neighbors are able to walk, bike, and use transit to get to their many destinations.

While various mobility plans continue to be discussed, the Virgin Trains rail system has been launched and the City continues to be served by Broward County Transit bus routes service, Water Taxi, Tri-Rail, and the 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, childcare, sports medicine, and rehabilitation.

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

Broward Health Medical Center is one of the areas leading medical facilities with over 7,000 employees.



## EDUCATION

The Broward County Public School District is the sixth largest fully-accredited school district in the country. The school district serves 271,517 students in pre-kindergarten through grade 12. Broward County school leaders are building a state-of-the-art infrastructure that is redefining the scope of education.

Fort Lauderdale offers outstanding opportunities for higher education. Florida Atlantic University (FAU), Florida International University (FIU) and Broward College rank among the nation's top 300 universities.



## QUALITY OF LIFE

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

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

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

The City of Fort Lauderdale has received international recognition for being a high-energy community with a fierce passion for protecting our quality of life while promoting powerful economic development initiatives.

For example, while we have experienced record, unprecedented growth, the City Commission has been keenly aware of the need to protect green space for future generations.

The City continues to purchase new park lands and improve existing parks, recently passing a $200 million Bond Issue for parks.



# 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 8.42% in property values over last year. During the same period, Broward County's property tax base grew 5.09%. According to the Broward County Property Appraiser, the estimated assessed value of taxable property in the City of Fort Lauderdale as of June 1, 2019 is estimated at $39 billion.

## FORT LAUDERDALE COMMUNITY REDEVELOPMENT AGENCY (CRA)

The CRA's Northwest-Progresso-Flagler Heights area directs redevelopment activity in the district by providing targeted infrastructure improvements, assisting the private sector in property development, and providing business assistance and economic incentives to redevelop blighted commercial properties.

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

The public improvement portion of the Central Beach Master Plan totals $72 million.

The plans aim to beautify the beach by improving landscape and streetscapes, enhancing pedestrian access, upgrading parks, creating public gathering spaces, adding parking, and developing retail, recreational, and entertainment amenities.

Fort Lauderdale established the Central City CRA in Fiscal Year 2012. Programming and redevelopment will provide a basis for economic growth and community revitalization in this up-and-coming area of the City.

## ECONOMIC DEVELOPMENT

Fort Lauderdale's key economic engines are roaring with record growth in tourism, marine commerce, construction, aviation and transportation.

Fort Lauderdale's unemployment rate is 2.8%, which is the lowest level in over eight years and significantly lower than the state rate of 3.4%.

Residential property values are up, spiking 5.6% over last year, marking the fifth consecutive year of growth. In addition to the gains in property valuation, Fort Lauderdale saw more than $1.1 billion in new construction added to our tax roll. Fort Lauderdale's millage rate of 4.1193 now ranks as the lowest among the 25 largest cities in Florida.

Downtown Fort Lauderdale was named "South Florida's Latest Hotspot" thanks to our unique urban

lifestyle with dining, entertainment and cultural amenities all within walking distance of work, home and places of worship.

An impressive level of private investment is sending a clear signal of strength and confidence about Fort Lauderdale's future.

Sponsorship and promotion of new, high-visibility events have been pivotal to attracting tourists, City residents, and locals from surrounding cities and communities to downtown Fort Lauderdale and the beach.




## FIRE-RESCUE BOND

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

Our Fire Rescue Department responds to more than 53,000 calls per year and our support of the Department has continued to be a high priority. Eight new stations have been built and a location identified for Fire Station #8.

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




## 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 infrastructure improvements throughout the City. The $200 million bond issue will be 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 will allocate 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 public safety bond will enable the City of Fort Lauderdale to replace the current police headquarters, which was built in the 1950s when the police department and our City were both significantly smaller. The 85,000 square-foot building is over 60 years old, functionally obsolete, and parts of it are in deteriorating condition. The new facility would offer 225,000 square feet, while providing expanded work space and integrated state-of-the-art technology to a department which has grown to 525 sworn officers and 727 sworn and non-sworn personnel.

## 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, ADA improvements and even new dog parks.

CITY OF FORT LAUDERDALE

# BUDGET IN BRIEF



CITY OF FORT LAUDERDALE

All-America City

October 1, 2019



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) 2020 beginning October 1, 2019. 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, www.fortlauderdale.gov/budget.

## Budget Overview

The FY 2020 total adopted operating budget for all funds is $832,654,705 including balances and transfers. This is approximately $47.6 million more than the FY 2019 Adopted Budget of $785,015,992 or a 6.1% increase.

This year the City faced two (2) significant budgetary changes - the reduction of the Return on Investment Revenue to the General Fund and an increase in contractual wage and benefit adjustments for Public Safety positions. The initial assessment of the FY 2020 budget projected that at the current service level, the City's expenditures would exceed revenues by approximately $20 million. To allow adequate time to find strategic solutions, we embarked on the budget development process early this year and engaged every department to find budget reductions that would present minimal impact to operations and ensured that the resulting budget aligned with the goals of the City's Vision Plan, Strategic Plan, and Commission Annual Action Plan.

I am pleased to report that the Broward County Property Appraiser's July 1, 2019 estimate of the City of Fort Lauderdale's taxable property value increased by 8.42% from $36.1 billion to $39.1 billion. This increase is expected to yield approximately $10.6 million in additional property tax revenue for FY 2020. Consistent with the City's historic practice of conducting a fire assessment allocation study and moving to full cost recovery every three years, the fire assessment fee was adjusted in FY 2020. The FY 2020 Adopted Budget includes an increase to the fire assessment fee of $55 per year per single family residence to $311 for full cost recovery. This adjustment will generate approximately $8.8 million in additional revenue annually.

Due to the revenue increases described above and the strategic reductions and balancing strategies that were developed, I am pleased to present a budget that will enable the City of Fort Lauderdale to maintain our current millage rate of 4.1193 for the thirteenth consecutive year and produce a structurally balanced budget.

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The FY 2020 Adopted General Fund Operating Budget, including balances and transfers, is $373,792,257. The General Fund budget represents a $15.0 million or 4.2% increase from the FY 2019 Adopted Budget of $358,814,320.

The FY 2020 Adopted Budget allows the City to fund its General Fund commitments including approximately $10 million for wage increases, $1 million increase for employee health, $1.3 million increased transfer to the Sanitation Fund, and an increased transfer of $800,000 to the Community Redevelopment Agency (CRA) due to increased values within the three (3) CRA area boundaries. 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 and dignity. We continue to achieve successes that sustain our City as, "*The City You Never Want To Leave!*" Economic indicators confirm the City's sound fiscal management, progressive economic development initiatives, and long-term investment strategies are paying off. Over the past year, new construction valued at $1.1 billion was added to the City's tax roll, area tourism is estimated at over 14 million visitors annually, and we are experiencing a continued low crime rate. In addition, Fort Lauderdale's unemployment rate is 2.8%, which is the lowest in over ten years and notably lower than the State's unemployment rate of 3.4%. Working together, we have built a strong organization and vibrant community.

This success does not happen by chance – it is the direct result of innovation, long term planning, hard work, and continuous process improvement. We have been diligent and consistent in our pursuit of excellence, which was evidenced by Standard and Poor's (S&P) assignment of its AA+ rating to the City's most recent 2018 series water and sewer system revenue bonds. At the same time, S&P affirmed its AA+ rating on the system's outstanding revenue secured bonds. In its evaluation, S&P noted a strong financial risk profile assessment and a very strong financial management assessment. For this same bond issuance, Moody's Investor Services assigned a rating of Aa1 noting "The stable outlook reflects the system's healthy financial position." In addition, S&P maintained the City's AA+ rating and Moody's Investor Services maintained the City's stable Aa1 rating on General Obligation debt, noting that the credit position for Fort Lauderdale is very strong. The Aa1 rating is above the US cities median of Aa3.

High bond ratings enable the City to borrow and repay money at a much lower interest rate 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.

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 30 years. With this vision in mind, the City Commission adopted our Strategic Plan, "Press Play Fort Lauderdale," to create a blueprint for the actions needed over the next five years to make our Vision a reality. These forward-looking plans have guided the City Commission's Annual Action Plan 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 deserve 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 groups working together as a team to create a cohesive plan to achieve 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. Engagement with neighbors and community leaders occurred through various efforts including the Annual Neighbor Survey, Budget Advisory Board, Revenue Estimating Conference Committee, and the Commission's Annual Action Plan priority setting session.

The Revenue Estimating Conference Committee met in the spring to review revenue trends to make recommendations regarding General Fund revenue estimates. 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 Budget and Community Investment Plan requests to the Budget Advisory Board to allow them to make recommendations to management and the City Commission concerning how funds should be prioritized for the upcoming fiscal year.

The collaboration 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 our core mission, "We Build Community."

To ensure long-term financial stability, the City of Fort Lauderdale performs a comprehensive financial sustainability analysis for each major fund annually as a part of the budget development process. This process allows us to examine the current revenues and expenditures and project into the future to ensure that the City can meet all ongoing obligations such as operating expenses, capital investments, debt service, and minimum reserve targets over the ten-year horizon.

The City regularly responds in a myriad of ways 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. It is with a commitment to our neighbors, our businesses, our Staff, and the City's future that we will strive to do the very best we can with the resources and tools available to us. This Adopted Budget demonstrates the City's highest priorities to ensure that we live, work, and play in the best city possible, while remaining financially responsible.

## Annual Neighbor Survey Results

The City recently completed the seventh Annual Neighbor Survey in December 2018 to:

- identify priorities
- measure service performance
- benchmark service quality ratings
- assess community needs
- inform strategic plans
- evaluate performance

The Annual Neighbor Survey contains an analysis that examines the importance that neighbors placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, we can identify the actions that will have the most impact on overall satisfaction with City services. Based on this, the top three areas of recommended focus for the City from the survey include: 1) the overall flow of traffic; 2) how well the City is preparing for the future; and 3) the overall maintenance of streets, sidewalks, and infrastructure.

The Annual Neighbor Survey results are an important step in our Strategic Planning and Budgeting Cycle by informing the foundation for a strategic budget that reflects neighbor priorities. It typically takes an extended period to address the concerns and perceptions identified in surveys. Often, the issues are multifaceted and require significant resources and time to complete associated initiatives. Areas identified for improvement in the survey have been prioritized by the City Commission for focused resources and progress has been made in many of these areas.

**How the Adopted Budget Implements the City Commission's Annual Action Plan**

As part of our commitment to an open and transparent government, the Commission participated in a goal setting workshop in January 2019 to identify priorities for the upcoming fiscal year. Through facilitated sessions, the seventh Commission Annual Action Plan was developed. This document articulates our organization's highest priorities and strategic initiatives for Fiscal Year 2020. The table below demonstrates how funding in the FY 2020 budget will advance the City Commission's priorities.

| TOP-PRIORITIES | FUNDED ITEMS (★ Newly funded initiatives) |
|---|---|
| **Homelessness Response and Action Plan** | ★ The City was awarded a grant in the amount of $250,000 for Rapid Rehousing through the State's legislative appropriations process. |
| | ★ The City is administering a Community Court grant funded by the Center for Court Innovations in the amount of $200,000. |
| | • Food recovery program funding of $88,335 is included in the FY 2020 Public Works Department budget. |
| | • The Police Department will continue the efforts of the Homeless Outreach Unit (approximately $350,000). |
| | • Entitlement grant funding to support homelessness initiatives managed by the Housing and Community Development (HCD) Division.<br>- Housing Opportunities for Persons with AIDS (HOPWA) – Approximately $150,000<br>★ Community Development Block Grant (CDBG) funding for HOMES, Inc. (Housing Opportunities, Mortgage Assistance, & Effective Neighborhood Solutions)<br>- In FY 2020 HCD will incorporate rapid rehousing language into the annual action plan for eligible grant programs. |
| | • The City Manager's Office will continue to fund a Homeless Intervention Administrator position ($141,411). |
| | • The City will fund a social contribution to the United Way to address Homelessness in Fort Lauderdale ($750,000). |
| **Stormwater Management Master Plan: Implementation** | ★ The stormwater rate study, including the additional data collection and reconciliation effort, in the amount of $171,171 is funded and underway. |
| | ★ The adopted budget includes a $2 per month per single family home stormwater rate increase. The purpose of the increase is to build capacity in the rate structure to be able to issue significant future debt for prioritized stormwater improvements based upon the City's Stormwater Master Plan. |
| | ★ Increase in the Public Works Department operating budget, in the amount of $688,200 for enhancements to the Stormwater Operations budget.<br>- The City's current Community Investment Plan (CIP) available balance in the stormwater fund as of April 30 is $10 Million and the City plans to issue Stormwater Revenue Bonds equal to $200 Million in FY 2020. |

| TOP-PRIORITIES | FUNDED ITEMS, continued (★ Newly funded initiatives) |
|---|---|
| **Affordable Housing: Incentives** | • The Housing and Community Development Division will continue to administer the State Housing and Initiatives Partnership (SHIP) entitlement grant program funded by the State. |
| | • Community Redevelopment Agency (CRA) support for Six13, a mixed-use, midrise project containing 142 units of workforce housing. |
| | • The Community Redevelopment Agency issuing requests for proposals for CRA lots. |
| | • Housing authority support –The City Commission approved a loan of $783,250 in support of an application for low-income housing tax credits for Sailboat Bend Apartments II (CAM 17-1440). |
| | ★ Affordable Housing Advisory Committee Recommendation – The Department of Sustainable Development presented recommendations to the City Commission on June 4th. The Department recommends that proposals be funded via the Affordable Housing Trust Fund. |
| **Critical City Infrastructure: Utilities** | • Water/Sewer Revenue Bond was issued in FY 2018 in the amount of $200 Million to fund priority projects. |
| | • The funds appropriated and planned in 10-year revenue sufficiency analysis are projected to appropriately fund recommendations from the Water/Wastewater Master Plan and the Central Region Renewal and Replacement Plan. |
| **Sidewalk Policy: Review** | ★ $1 Million in FY 2020 is funded in the City's General Fund Community Investment Plan to repair and replace priority sidewalks. |
| **Waterway Quality and Algae Bloom Improvements** | **The following funding is included in the FY 2020 Adopted Budget:** |
| | ★ $50,000 to conduct research and utilize mechanical, biological, or chemical methods with the proviso that they do no harm to the environment or public using these methods. Experimental methods may also entail laboratory bench testing and research studies through consulting services. |
| | ★ $100,000 to contract for algal bloom response and mitigation. The contract is expected to include algal mitigation that may include mechanical, biological, or chemical strategies. |
| | ★ The FY 2020 budget includes ongoing funding in the Parks and Recreation Marine Facilities Division budget to maintain public pump out facilities that are accessible to the public free of charge to prevent degradation of the City's water quality. ($45,000 for pump out facility repairs, and $5,000 to enhance marketing of the program) |
| **HIGH-PRIORITY** | **FUNDED ITEMS (★ Newly funded initiatives)** |
| **Breakers-Birch Streetscape Project** | ★ There is approximately $5.1 Million in funding appropriated to the Breakers-Birch Streetscape Project in the City's Community Investment Plan. |
| **LauderTrail Development** | ★ There is $5 Million earmarked in the Parks Bond for Lauder Trail development. |
| **Joint Government Complex** | ★ The City's portion of design funding for the Joint Government Complex in the amount of $500,000 is included in the FY 2020 Community Investment Plan. |
| **Las Olas Corridor Mobility Working Group** | ★ Las Olas Corridor Mobility Improvements are funded in the FY 2020 Community Investment Plan in the amount of $825,000. |
| | ★ There was $100,000 appropriated mid-year in March 2019 in the Transportation and Mobility Department for traffic counts and data collection for the Las Olas Vision Plan, as requested by the working group and City Commissioners. |
| **Streetscape and Tree Enhancements** | • There is funding appropriated to major streetscape projects in the City's General Fund Community Investment Plan. |
| | • Las Olas Corridor Improvements (Barrier Island) are funded in the CRA for approximately $14 Million. |
| | ★ A1A Streetscape improvements – There is approximately $7.5 Million in funding in the City's Community Investment Plan. |
| | • 3rd Avenue On-Street Parking and Streetscape is funded in the amount of $400,000. |

| OTHER COMMISSION PRIORITIES | FUNDED ITEMS (★ Newly funded initiatives) |
|---|---|
| **The Arts/Community Beautification** | • A Median Beautification program for $459,091 was approved in the FY 2019 Parks and Recreation budget to maintain 90 acres of medians throughout the City. Funding for this effort remains in the FY 2020 budget. |
| | ★ A Neighborhood and Business Community Investment Plan (NCIP/BCIP) maintenance program analysis was conducted in FY 2019. Based upon this review, funds were appropriated mid-year to address immediate maintenance needs in the amount of $796,340. |
| | ★ $600,000 in ongoing expenses is recommended in the FY 2020 Parks and Recreation budget for horticultural supplies and 4 positions to continue the NCIP/BCIP maintenance program (includes two (2) maintenance workers, a painter, and a foreman). |
| | ★ $263,998 is recommended in the FY 2020 Parks and Recreation budget for paint supplies and two (2) positions for the painting of the three-mile Fort Lauderdale Beach Wave Wall. |
| **Historic Preservation: Next Steps** | Historic Preservation -- $85,000 is included in the FY 2020 Adopted Budget for the Fort Lauderdale Historical Society.<br>The Department of Sustainable Development's Budget includes funding for the following historic preservation efforts: |
| | • Conducting archaeological surveys for historically significant sites; |
| | • Updating the Urban Land Development Regulations regarding historic designations; |
| | • Conducting architectural resource surveys throughout the City; and |
| | • Continuing to fund a Planner III position dedicated to historic preservation efforts in FY 2020. |
| | ★ $100,000 was included in the FY 2020 Budget to support the construction of a Visitor's Center at Stranahan House Museum. |
| **Traffic Center** | ★ The City's FY 2020 budget includes staff to represent the City's interests at the traffic center. |
| **Parks Plan Bond** | • A General Obligation Bond for Parks for $200 Million was approved by voters in March of 2019. It is anticipated that the first $80 Million in bonds will be issued to begin these projects in FY 2020. |
| **Police Station of the 21st Century** | • A General Obligation Bond for Public Safety in the amount of $100 Million was approved by voters in March of 2019. It is anticipated that bonds will be issued for the Police Headquarters replacement project in FY 2020. |

## Strategic Reductions

This year's budget development process required us not only to consider which programs we would add/or enhance but also challenged us to look for ways to reduce our budget with minimal impact to services. Through these reductions we were able to reduce the number of positions in the General Fund by 65.1 full time employees and reduce ongoing expenditures by approximately $8.7 million. Significant savings were achieved by rethinking the way we provide certain services such as capital project management, servicing the City's nighttime economy, and budgeting for staff training. Explanations of these reductions is provided below.

The project management team has historically been funded through the Public Works General Fund budget. Although the City has a procedure in place to recover the cost of project management from capital projects, revenue shortfalls for this function were borne by the General Fund. This presented a unique and growing problem because although the City's General Fund was tasked with reducing expenses, the City is preparing to enhance its investment in its capital infrastructure including:

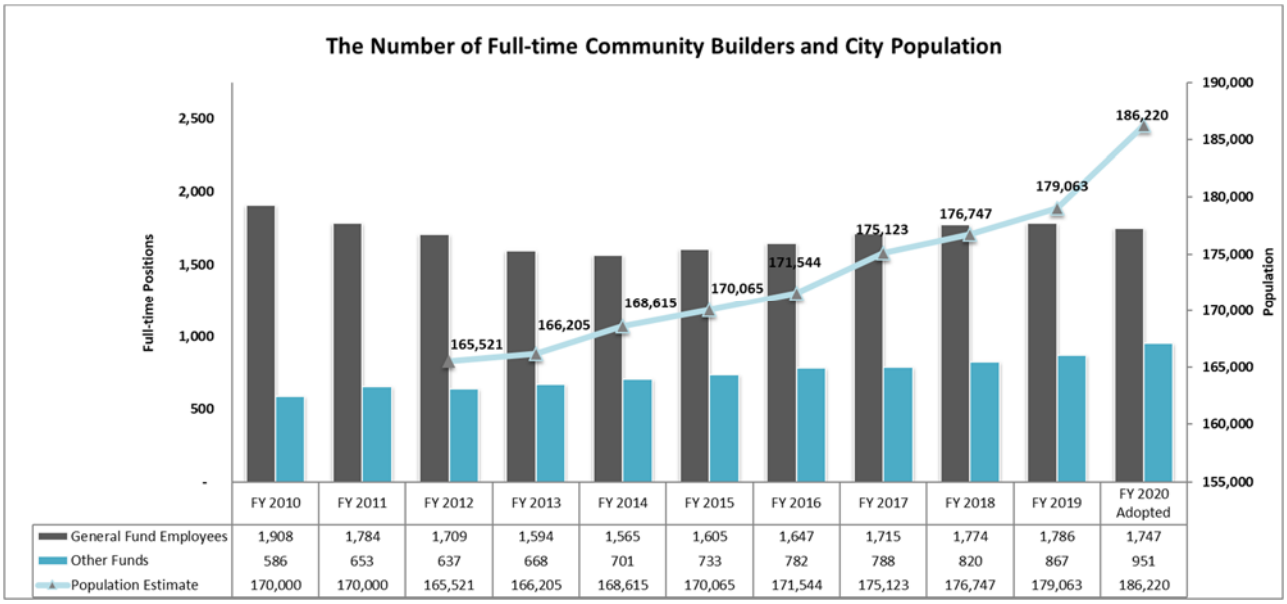
- Water and Sewer Revenue Bond projects ($200 million issued in FY 2018)
- Parks and Recreation General Obligation Bond projects ($200 million approved in March 2019)
- Police Headquarters General Obligation Bond project ($100 million approved in March 2019)
- Stormwater Revenue Bond projects ($200 Million planned for FY 2021)

To appropriately provide funding for project management services and to accurately allocate costs to these projects, we have created a new Project Management Fund in FY 2020. Through this new system of fully allocating costs through an internal service fund, the City will ensure that all cost for capital projects are captured in project accounts and not absorbed by the General Fund.

The Nighttime Economy Team was formed in FY 2018 by adding 11 positions (from Police Lieutenants to Municipal Maintenance Workers) reporting to the City Manager's Office. Upon further review of the program, I believe that nighttime economy issues and concerns can be effectively managed using staff resources within existing departments. This approach allows the City to remove 10 of the 11 positions added in 2018. The Nighttime Economy Manager position will be retained in the City Manager's Office to coordinate the program's objectives and an Administrative Aide will be added to the budget to support this position.

The City is committed to having a well-trained, innovative, and neighbor-centric workforce that builds community. To promote this goal, staff reviewed City-wide travel and training expenses and recommended a more equitable approach to allocating training budgets. This resulted in significant savings and improved equity while only minimally impacting individual departments.

The total General Fund personnel complement for FY 2020 is Adopted at 1,747 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. This is a net reduction of 39 position or (2.2%) compared to the FY 2019 General Fund Adopted Budget. The General Fund Adopted personnel complement of 1,747 remains lower than the FY 2010 level of 1,904 full-time employees despite the new development and population increases that the City of Fort Lauderdale has experienced over the past ten years.




*Population Estimate begins in FY 2012 with the 2010 Census data.

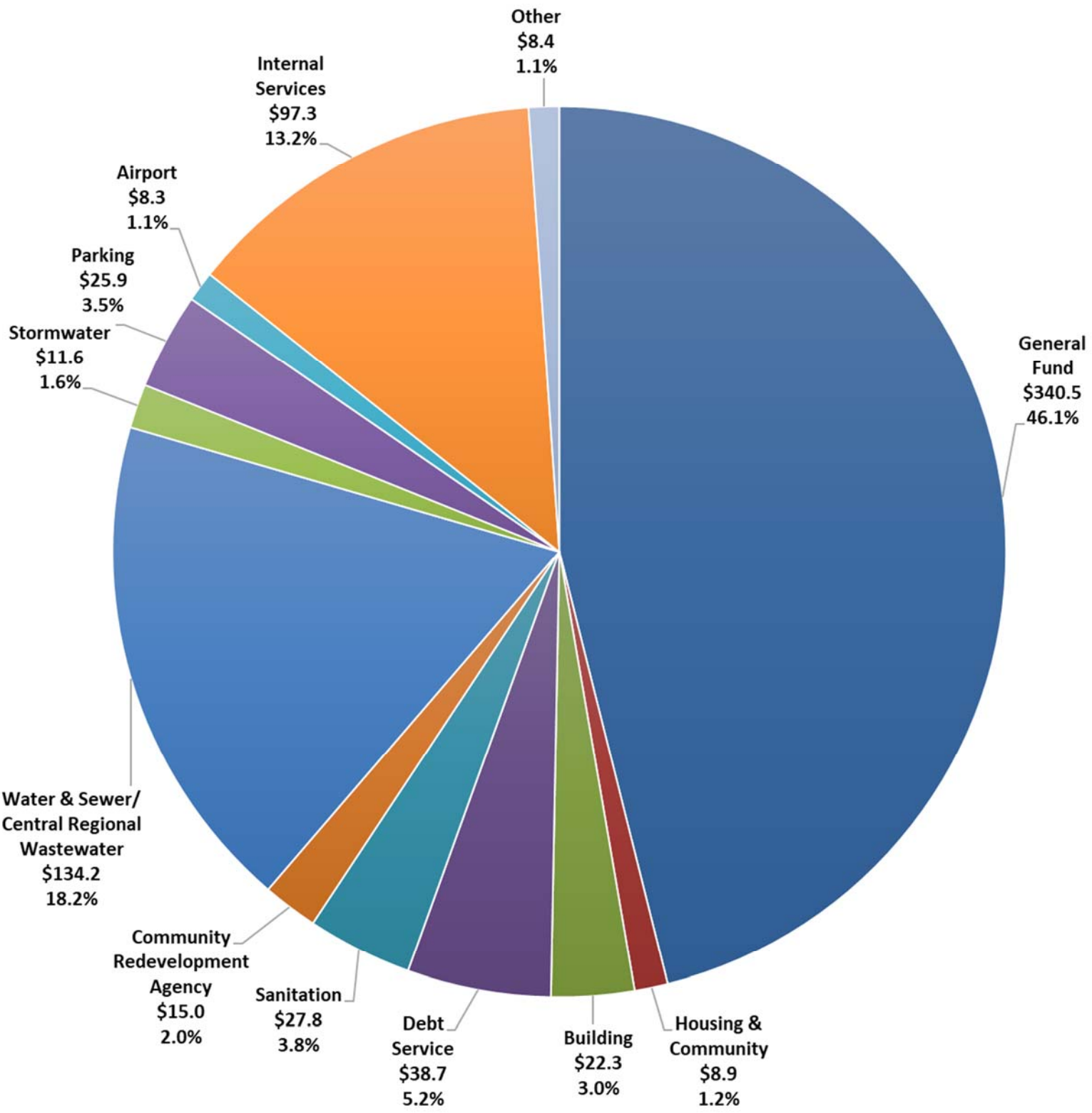
The Adopted Budget for personnel also includes required retirement contributions and debt service for the Pension Obligation Bonds. The General Employees Retirement System (GERS) plan was closed in 2009 and replaced with a defined contribution 401(a) plan for all new general employees. The history of pension contributions is shown in the table below.

| | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Actual | FY 2020 Adopted Budget |
|---|---|---|---|---|---|---|---|---|---|
| General Employee Retirement System Annual Contribution | $ 22,358,550 | $ 13,562,595 | $ 15,061,353 | $ 15,501,180 | $ 14,393,012 | $ 14,650,881 | $ 10,459,835 | $ 8,820,804 | $ 8,164,058 |
| Police and Fire Annual Contribution | $ 30,928,447 | $ 15,075,469 | $ 15,388,327 | $ 15,599,916 | $ 13,867,934 | $ 17,325,393 | $ 19,328,568 | $ 18,108,528 | $ 17,923,079 |
| 401(a) Defined Contribution Plan | $ 1,210,445 | $ 1,600,100 | $ 1,984,272 | $ 2,583,362 | $ 3,118,307 | $ 3,752,128 | $ 4,310,675 | $ 5,206,637 | $ 6,374,915 |
| Debt Service for Pension Obligation Bonds | | $ 27,399,827 | $ 26,453,846 | $ 26,361,882 | $ 26,358,764 | $ 26,362,004 | $ 26,359,124 | $ 26,493,149 | $ 26,886,309 |
| **Total City Retirement Contributions** | **$ 54,497,442** | **$ 57,637,991** | **$ 58,887,798** | **$ 60,046,340** | **$ 57,738,017** | **$ 62,090,406** | **$ 60,458,202** | **$ 58,629,118** | **$ 59,348,361** |

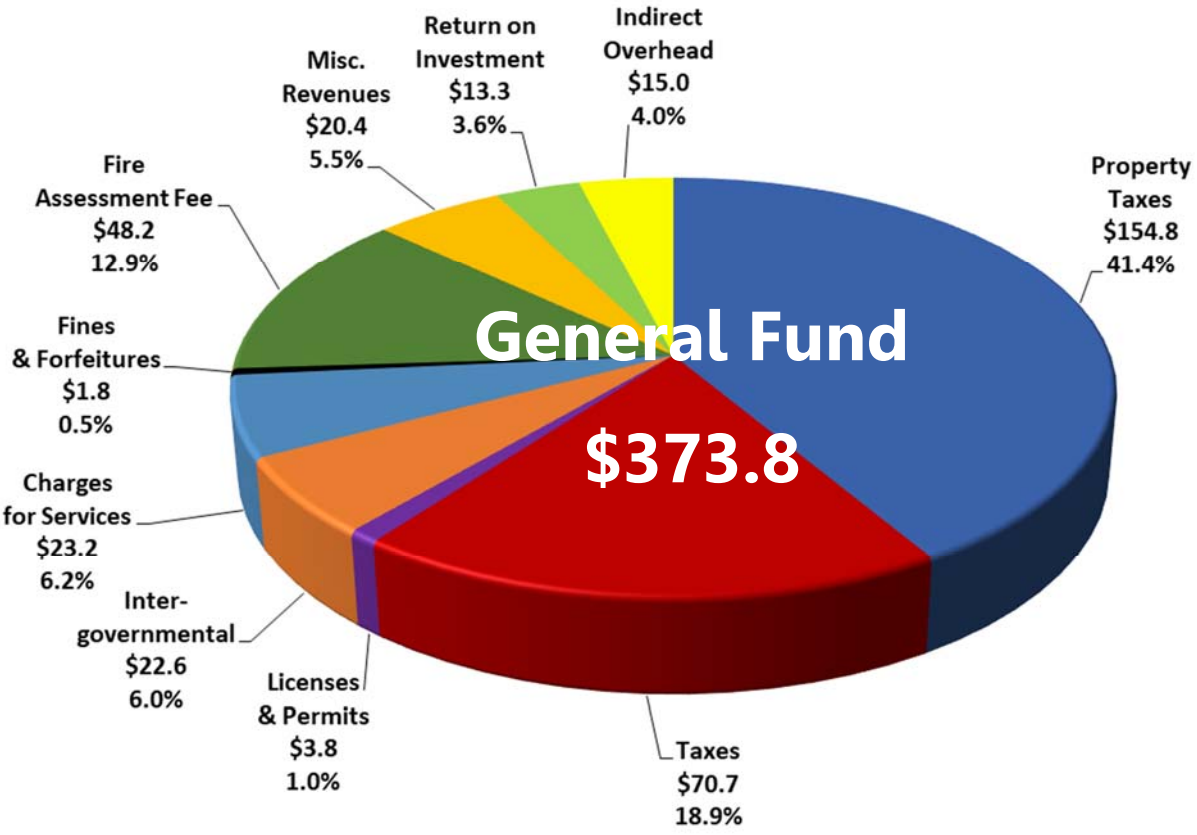
***Note: The City issued Pension Obligation Bonds in 2012***

# FY 2020 Adopted Operating Budget without Transfers - $738.9

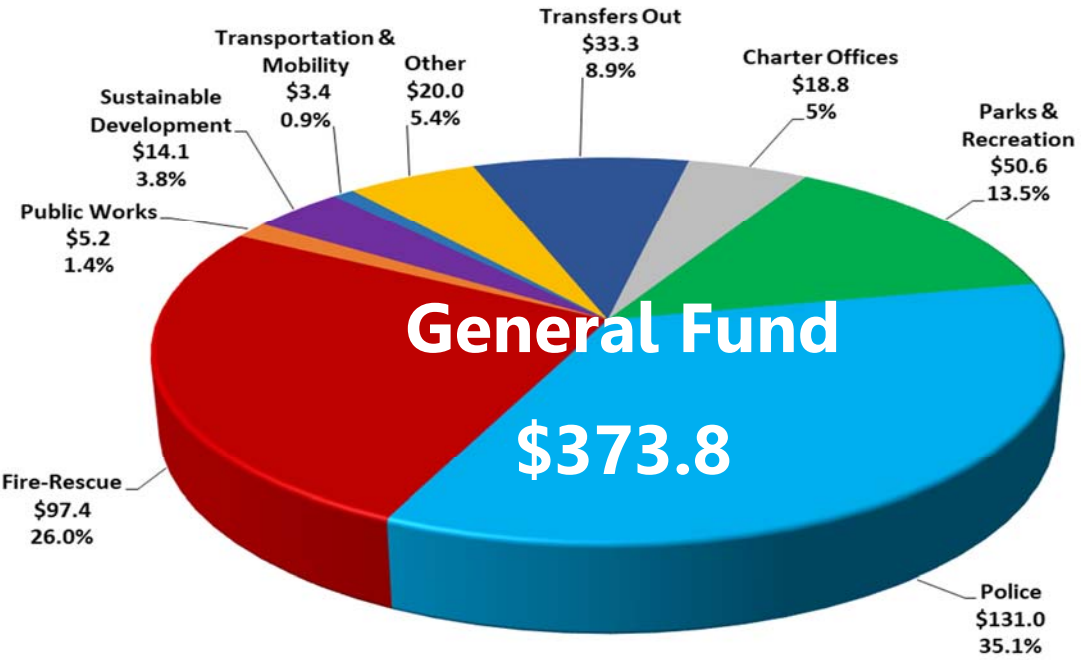
## (All Funds - In Millions)



# Where the Money Comes From




# Where the Money Goes

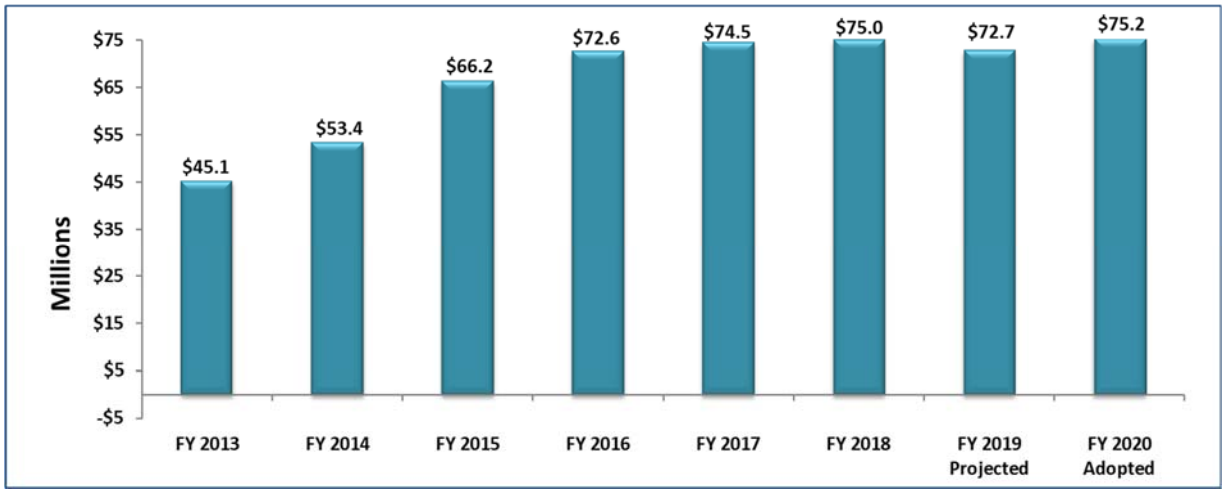



***Other includes Finance, Human Resources, Debt Services, and Other General Government Departments.***

## General Fund - Fund Balance

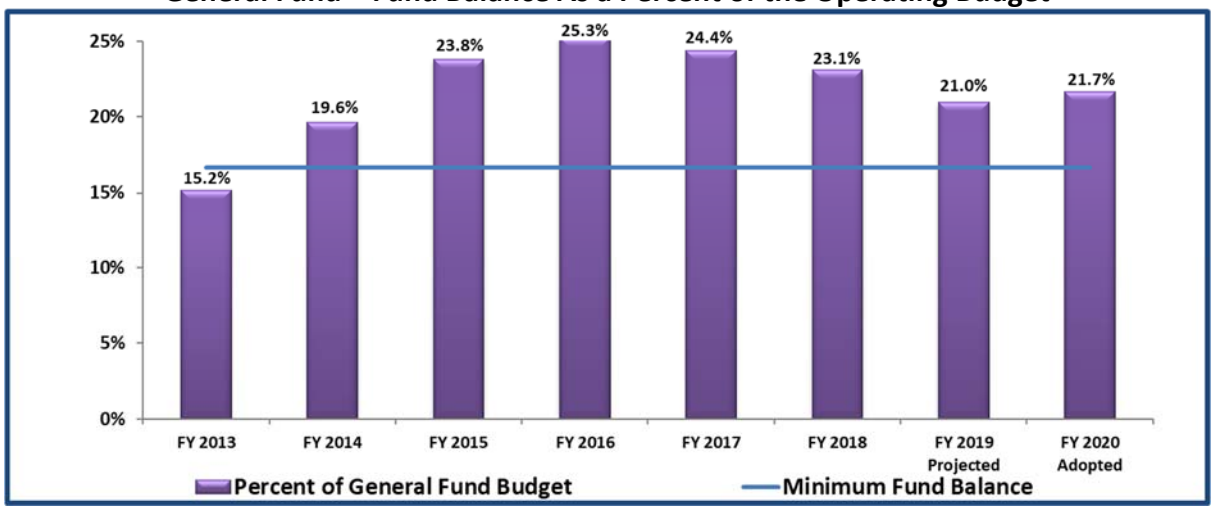
The fund balance in the General Fund provides a measure of the financial resources available for future spending or appropriation. These funds should be adequate to support potential unanticipated costs, like natural disasters and emergency repairs to City infrastructure. The City Commission's fund balance 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. In order to put the City into a favorable position to issue General Obligation Bonds, it is my recommendation that our target General Fund Balance should be 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 2020 estimated fund balance exceeds our minimum policy requirement by $18.9 million with a total available fund balance of $75.2 million or 21.7% of the General Fund budget as shown in the following chart. However, we are still at 3.3% below our recommended target fund balance of 25%.

**General Fund – Fund Balance in Dollars**




Maintaining a healthy fund balance is an indicator of the fiscal health of the government. 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

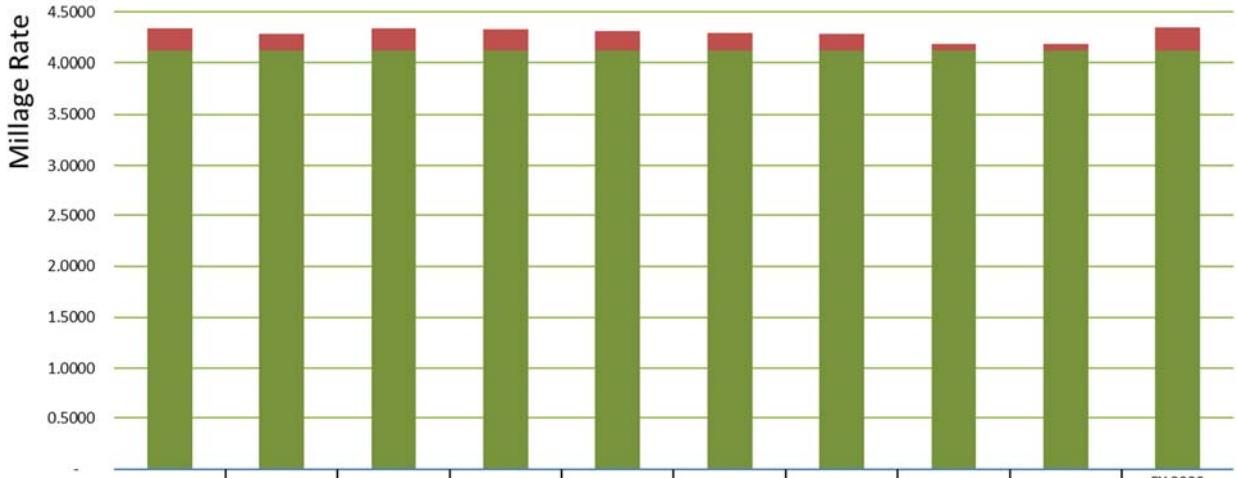
The chart below presents the taxable values and net new construction for the last ten years.

### Taxable Value & Millage Comparison

| Calendar Tax Year | Net New Construction | Final Gross Taxable Value | Increase/Decrease from Prior Year | Operating Millage Rate |
|---|---|---|---|---|
| 2019-July | $ 1,139,083,000 | $ 39,146,442,006 | 8.42% | 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 |
| 2013-Final | $ 57,905,666 | $ 24,551,642,014 | 3.98% | 4.1193 |
| 2012-Final | $ 202,371,590 | $ 23,612,223,398 | 1.10% | 4.1193 |
| 2011-Final | $ 97,950,210 | $ 23,354,708,424 | -4.26% | 4.1193 |
| 2010 Final | $ 494,110,613 | $ 24,393,809,310 | -11.04% | 4.1193 |

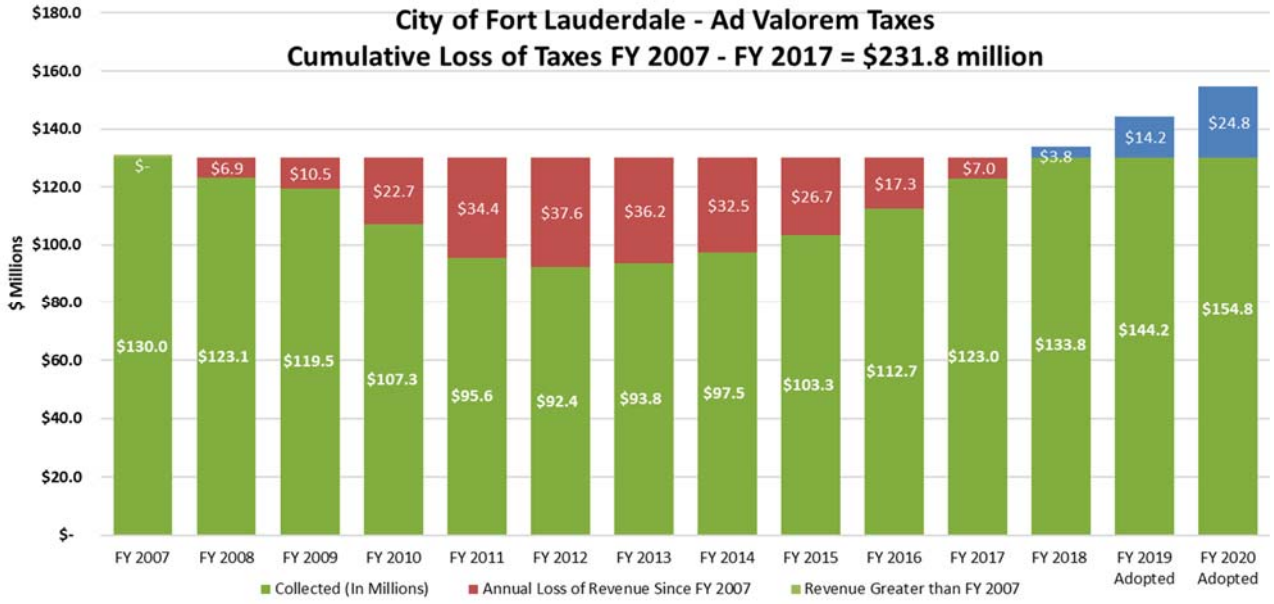
The FY 2020 Adopted Budget includes an operating millage rate of 4.1193 per $1,000 of taxable value. The adopted aggregate millage rate (operating and debt service) is 4.3443 which is a 3.85% increase from the prior year rate of 4.1833. The debt service millage rate adjusts annually based on the property valuation and debt service requirement. The increased debt service millage in FY 2020 is related to two new voter approved General Obligation Bonds approved in March of 2019 to fund Parks Improvements and a new Police Headquarters.

### Millage Rate History




| | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 Adopted |
|---|---|---|---|---|---|---|---|---|---|---|
| City Total | 4.3366 | 4.2888 | 4.3342 | 4.3263 | 4.3151 | 4.2952 | 4.2803 | 4.1884 | 4.1833 | 4.3443 |
| Debt Service | 0.2173 | 0.1695 | 0.2149 | 0.2070 | 0.1958 | 0.1759 | 0.1610 | 0.0691 | 0.0640 | 0.2250 |
| Operating | 4.1193 | 4.1193 | 4.1193 | 4.1193 | 4.1193 | 4.1193 | 4.1193 | 4.1193 | 4.1193 | 4.1193 |

As shown below, holding the City's millage rate steady at 4.1193, even when the City's taxable property values decreased, resulted in a loss of approximately $231.8 million from 2007 to 2017. Property tax revenue finally recovered in FY 2018 and in the FY 2020 adopted budget exceeds the FY 2007 level by $24.8 million.




## FY 2020 Funding Highlights
## Water & 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 2020 Water & Sewer Fund adopted operating budget and transfers are $128.7 million, which is $9.9 million more than the FY 2019 Adopted Budget. The City recently completed a water and sewer rate study and updated its Water & Sewer Rates based upon study recommendations as of October 1, 2019. The new rate structure is designed to be revenue neutral for FY 2020.

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

| 5/8 Inch Meter | Current Rate | Adopted Rate | $ Change | % Change |
|---|---|---|---|---|
| **Total** | **$66.27** | **$67.13** | **$0.86** | **1%** |

### Central Regional Wastewater System Fund

The Central Regional Wastewater System Fund adopted expenditures are $33.3 million which is $2.6 million less than the FY 2019 Adopted Budget. The large customer wastewater rate will increase from $2.48 to $2.58 per 1,000 gallons.

## 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, canal cleaning, lot cleaning and 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 Sanitation Fund adopted expenditures are $28.0 million, which is $3.9 million more than the FY 2019 Adopted Budget.

Recent changes in collection costs and escalations in processing and disposal fees due to market challenges required that the sanitation rates be increased mid-year in FY 2019 to better reflect the true cost of services and to avoid a deficit in the Sanitation Fund. The revised solid waste and disposal charge in FY 2019 reflects an increase of 25% over the previous rate, representing an $8.14 increase in the monthly charge for a single-family residential home. There is no rate increase adopted for FY 2020 and there is an annual increase of 4% adopted in FY 2021 through FY 2024. The impact of the adopted rates for a residential customer is illustrated below:

| Current Rate | Adopted Rate | $ Change | % Change |
|---|---|---|---|
| **$40.70** | **$40.70** | **$0.00** | **0%** |

## 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 2020 Adopted operating budget and transfers for the Stormwater Fund is $19.6 million, which is $1.8 million more than the FY 2019 Adopted Budget.

The City is developing 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 adopted rate increases below will be implemented on October 1, 2019. They are critical to the continued success of the Stormwater Management program:

**Stormwater Fee**
**Effect of Monthly Increase on Neighbors**

| Stormwater Charge | Current Rate | Adopted Rate | $ Change |
|---|---|---|---|
| **Residential <= 3 Units** | $12.00/unit | $14.00/unit | $2.00/unit |
| **Commercial, Industrial, and Residential > 3 Units** | $120.96/acre | $141.12/acre | $20.16/acre |
| **Vacant Land, Parks, and Well Fields** | $38.34/acre | $44.73/acre | $6.39/acre |

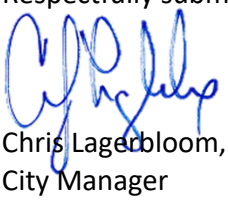
## Conclusion

In my first year as your City Manager, I would like to thank you for trusting me to lead the City through building this budget. Developing a balanced budget was a time-intensive and challenging process. There were many difficult trade-offs to thoughtfully consider. I believe that my team and I have risen to the occasion and that the adopted budget will address our organization's highest priorities for the upcoming fiscal year. This is a budget that will deliver the quality services that our neighbors expect.

I want to thank everyone who assisted in the development of this year's adopted budget, including the Mayor and City Commission, Budget Advisory Board, Revenue Estimating Conference Committee, and Budget Coordinators. I am especially grateful for the leadership and technical expertise provided by staff in the Budget/CIP and Grants Division throughout the budget process. In addition, I would like to thank our amazing 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 2020 Adopted Budget was formally presented to City Commission at the first public hearing on September 12, 2019 and then adopted at the second public hearing on September 17, 2019 at City Hall. I look forward to working with you, our neighbors, and our team of public servants as we move forward as a City into our next fiscal year.

Respectfully submitted,



Chris Lagerbloom, ICMA-CM
City Manager

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CITY OF FORT LAUDERDALE

# FY 2020 ALL FUNDS BUDGET



# FY 2020 Adopted All Funds Budget

| | | General Fund | Water & Sewer/ Central Regional Wastewater | Debt Service Funds | Self-Insured Health Benefits | Community Redevelopment Agency | Sanitation | Parking | Building Funds | Central Services (ITS) | Vehicle Rental (Fleet) | City Property & Casualty Insurance | Stormwater |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Estimated Revenues:** | | | | | | | | | | | | | |
| Taxes: | Millage | | | | | | | | | | | | |
| Ad Valorem - Operating | 4.1193 | 154,805,702 | - | - | - | - | - | - | - | - | - | - | - |
| Ad Valorem - Debt Service | 0.2250 | - | - | 8,808,600 | - | - | - | - | - | - | - | - | - |
| Ad Valorem - Sunrise Key | 1.0000 | - | - | - | - | - | - | - | - | - | - | - | - |
| Sales and Use Tax | | 6,377,053 | - | - | - | - | - | - | - | - | - | - | - |
| Franchise Fees | | 24,300,000 | - | - | - | - | - | - | - | - | - | - | - |
| Utility Service Taxes | | 39,991,731 | - | - | - | - | - | - | - | - | - | - | - |
| Licenses and Permits | | 3,770,200 | - | - | - | - | - | - | 20,415,000 | - | - | - | - |
| Intergovernmental | | 22,561,321 | - | - | - | 14,343,992 | - | - | - | - | - | - | - |
| Charges for Services | | 23,178,734 | 149,293,653 | - | 33,878,853 | - | 20,444,285 | 14,561,649 | 32,000 | 20,976,572 | 19,360,432 | 17,353,470 | 19,187,924 |
| Fines and Forfeitures | | 1,755,800 | - | - | - | - | - | 2,874,000 | 121,200 | | - | - | - |
| Other | | 97,051,716 | 5,616,298 | 290,816 | 518,469 | - | 133,005 | 875,288 | 1,110,348 | 268,475 | 541,037 | 2,281,131 | 409,766 |
| **Total Revenues** | | **373,792,257** | **154,909,951** | **9,099,416** | **34,397,322** | **14,343,992** | **20,577,290** | **18,310,937** | **21,678,548** | **21,245,047** | **19,901,469** | **19,634,601** | **19,597,690** |
| Appropriations from Fund Balance | | - | 14,890 | - | - | - | - | 7,623,579 | 652,453 | 34,583 | - | - | - |
| Transfers and Other Sources | | - | 7,132,056 | 29,780,571 | - | 19,284,421 | 7,400,000 | - | - | - | - | - | - |
| **Total Other Sources** | | **-** | **7,146,946** | **29,780,571** | **-** | **19,284,421** | **7,400,000** | **7,623,579** | **652,453** | **34,583** | **-** | **-** | **-** |
| ***TOTAL REVENUES & OTHER SOURCES*** | | **373,792,257** | **162,056,897** | **38,879,987** | **34,397,322** | **33,628,413** | **27,977,290** | **25,934,516** | **22,331,001** | **21,279,630** | **19,901,469** | **19,634,601** | **19,597,690** |
| **Expenditures by Department:** | | | | | | | | | | | | | |
| City Attorney | | 5,669,895 | - | - | - | - | - | - | - | - | - | - | - |
| City Auditor | | 1,605,725 | - | - | - | - | - | - | - | - | - | - | - |
| City Clerk | | 1,329,060 | - | - | - | - | - | - | - | - | - | - | - |
| City Commission | | 1,602,783 | - | - | - | - | - | - | - | - | - | - | - |
| City Manager | | 8,609,913 | - | - | - | - | - | - | - | - | - | - | - |
| Community Redevelopment Agency | | - | - | - | - | 14,997,053 | - | - | - | - | - | - | - |
| Finance | | 6,860,000 | 3,254,606 | - | - | - | - | - | - | - | - | - | - |
| Fire-Rescue | | 97,372,948 | - | - | - | - | - | - | - | - | - | - | - |
| Human Resources | | 4,134,794 | - | - | 34,397,322 | - | - | - | - | - | - | 19,634,601 | - |
| Information Technology Services | | - | - | - | - | - | - | - | - | 19,780,026 | - | - | - |
| Parks and Recreation | | 50,619,870 | - | - | - | - | 12,318,302 | - | - | - | - | - | - |
| Police | | 130,978,409 | - | - | - | - | - | - | - | - | - | - | - |
| Public Works | | 5,199,405 | 94,668,322 | - | - | - | 15,448,058 | - | - | - | 17,950,170 | - | 11,649,879 |
| Sustainable Development | | 14,081,285 | - | - | - | - | - | - | 22,331,001 | - | - | - | - |
| Transportation & Mobility | | 3,406,781 | - | - | - | - | - | 18,613,358 | - | - | - | - | - |
| Debt Service | | 61,194 | 36,253,723 | 38,732,906 | - | - | - | 7,321,158 | - | 1,499,604 | - | - | - |
| Other General Government | | 8,921,690 | - | - | - | - | - | - | - | - | - | - | - |
| **Total Operating Expenditures** | | **340,453,752** | **134,176,651** | **38,732,906** | **34,397,322** | **14,997,053** | **27,766,360** | **25,934,516** | **22,331,001** | **21,279,630** | **17,950,170** | **19,634,601** | **11,649,879** |
| **Other Resources Allocated:** | | | | | | | | | | | | | |
| Required Transfers Out | | 20,498,227 | - | - | - | 10,423,191 | - | - | - | - | - | - | - |
| Discretionary Transfers Out | | 750,000 | - | - | - | - | - | - | - | - | - | - | - |
| Transfer to Fund Balance | | 2,476,918 | 17,233,146 | 147,081 | - | - | 210,930 | - | - | - | 1,951,299 | - | 3,881,500 |
| Transfer to Community Investment Plan | | 9,613,360 | 10,647,100 | - | - | 8,208,169 | - | - | - | - | - | - | 4,066,311 |
| **Total Other Resources** | | **33,338,505** | **27,880,246** | **147,081** | **-** | **18,631,360** | **210,930** | **-** | **-** | **-** | **1,951,299** | **-** | **7,947,811** |
| ***TOTAL EXPENDITURES & OTHER RESOURCES*** | | **373,792,257** | **162,056,897** | **38,879,987** | **34,397,322** | **33,628,413** | **27,977,290** | **25,934,516** | **22,331,001** | **21,279,630** | **19,901,469** | **19,634,601** | **19,597,690** |

# FY 2020 Adopted All Funds Budget

| | | Airport | Housing & Community Development | Project Management | Cemetery System | Arts & Science District Garage | Cemetery Perpetual Care | Beach Business Improvement District | School Crossing Guard | Nuisance Abatement | Sunrise Key Neighborhood Improvement District | Police Confiscation Funds | Total Operating Funds |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Estimated Revenues:** | | | | | | | | | | | | | |
| Taxes: | Millage | | | | | | | | | | | | |
| Ad Valorem - Operating | 4.1193 | - | - | - | - | - | - | - | - | - | - | - | 154,805,702 |
| Ad Valorem - Debt Service | 0.2250 | - | - | - | - | - | - | - | - | - | - | - | 8,808,600 |
| Ad Valorem - Sunrise Key | 1.0000 | - | - | - | - | - | - | - | - | - | 127,315 | - | 127,315 |
| Sales and Use Tax | | - | - | - | - | - | - | - | - | - | - | - | 6,377,053 |
| Franchise Fees | | - | - | - | - | - | - | - | - | - | - | - | 24,300,000 |
| Utility Service Taxes | | - | - | - | - | - | - | - | - | - | - | - | 39,991,731 |
| Licenses and Permits | | - | - | - | - | - | - | 5,000 | - | - | - | - | 24,190,200 |
| Intergovernmental | | - | 9,362,711 | - | - | - | - | - | - | - | - | - | 46,268,024 |
| Charges for Services | | 4,766,828 | - | - | 894,157 | 1,900,805 | - | - | - | 100,000 | - | - | 325,929,362 |
| Fines and Forfeitures | | - | - | - | - | - | - | - | 930,000 | - | - | - | 5,681,000 |
| Other | | 4,818,409 | - | 4,062,723 | 2,424,930 | - | 1,281,357 | 1,061,809 | 5,589 | 75,704 | 10 | 27,638 | 122,854,518 |
| **Total Revenues** | | **9,585,237** | **9,362,711** | **4,062,723** | **3,319,087** | **1,900,805** | **1,281,357** | **1,066,809** | **935,589** | **175,704** | **127,325** | **27,638** | **759,333,505** |
| Appropriations from Fund Balance | | - | - | - | | | - | - | - | 11,526 | - | 44,386 | 8,381,417 |
| Transfers and Other Sources | | 1,342,735 | - | - | | - | - | - | - | - | - | - | 64,939,783 |
| **Total Other Sources** | | **1,342,735** | **-** | **-** | | **-** | **-** | **-** | **-** | **11,526** | **-** | **44,386** | **73,321,200** |
| ***TOTAL REVENUES & OTHER SOURCES*** | | **10,927,972** | **9,362,711** | **4,062,723** | **3,319,087** | **1,900,805** | **1,281,357** | **1,066,809** | **935,589** | **187,230** | **127,325** | **72,024** | **832,654,705** |
| **Expenditures by Department:** | | | | | | | | | | | | | |
| City Attorney | | - | - | - | - | - | - | - | - | - | - | - | 5,669,895 |
| City Auditor | | - | - | - | - | - | - | - | - | - | - | - | 1,605,725 |
| City Clerk | | - | - | - | - | - | - | - | - | - | - | - | 1,329,060 |
| City Commission | | - | - | - | - | - | - | - | - | - | - | - | 1,602,783 |
| City Manager | | - | 8,862,711 | - | - | - | - | 1,066,809 | - | - | - | - | 18,539,433 |
| Community Redevelopment Agency | | - | - | - | - | - | - | - | - | - | - | - | 14,997,053 |
| Finance | | - | - | - | - | - | - | - | - | - | - | - | 10,114,606 |
| Fire-Rescue | | - | - | - | - | - | - | - | - | - | - | - | 97,372,948 |
| Human Resources | | - | - | - | - | - | - | - | - | - | - | - | 58,166,717 |
| Information Technology Services | | - | - | - | - | - | - | - | - | - | - | - | 19,780,026 |
| Parks and Recreation | | - | - | - | 3,319,087 | - | 861,390 | - | - | - | - | - | 67,118,649 |
| Police | | - | - | - | - | - | - | - | 935,589 | - | - | 54,901 | 131,968,899 |
| Public Works | | - | - | 4,062,723 | - | - | - | - | - | - | - | - | 148,978,557 |
| Sustainable Development | | - | - | - | - | - | - | - | - | 187,230 | - | - | 36,599,516 |
| Transportation & Mobility | | 8,272,844 | - | - | - | 1,900,805 | - | - | - | - | - | - | 32,193,788 |
| Debt Service | | - | - | - | - | - | - | - | - | - | - | - | 83,868,585 |
| Other General Government | | - | - | - | - | - | - | - | - | - | 110,000 | - | 9,031,690 |
| **Total Operating Expenditures** | | **8,272,844** | **8,862,711** | **4,062,723** | **3,319,087** | **1,900,805** | **861,390** | **1,066,809** | **935,589** | **187,230** | **110,000** | **54,901** | **738,937,930** |
| **Other Resources Allocated:** | | | | | | | | | | | | | |
| Required Transfers Out | | - | - | - | - | - | - | - | - | - | - | - | 30,921,418 |
| Discretionary Transfers Out | | - | - | - | - | - | - | - | - | - | - | - | 750,000 |
| Transfer to Fund Balance | | 31,415 | - | - | - | - | 419,967 | - | - | - | 17,325 | 17,123 | 26,386,704 |
| Transfer to Community Investment Plan | | 2,623,713 | 500,000 | - | - | - | - | - | - | - | - | - | 35,658,653 |
| **Total Other Resources** | | **2,655,128** | **500,000** | **-** | **-** | **-** | **419,967** | **-** | **-** | **-** | **17,325** | **17,123** | **93,716,775** |
| ***TOTAL EXPENDITURES & OTHER RESOURCES*** | | **10,927,972** | **9,362,711** | **4,062,723** | **3,319,087** | **1,900,805** | **1,281,357** | **1,066,809** | **935,589** | **187,230** | **127,325** | **72,024** | **832,654,705** |

# FY 2019 Adopted All Funds Budget

| | | General Fund | Water & Sewer/ Central Regional Wastewater | Self-Insured Health Benefits | Debt Service Funds | Community Redevelopment Agency | Sanitation | Building Funds | Central Services (ITS) | Vehicle Rental (Fleet) | City Property & Casualty Insurance | Parking |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Estimated Revenues:** | | | | | | | | | | | | |
| Taxes: | Millage | | | | | | | | | | | |
| Ad Valorem - Operating | 4.1193 | 144,241,593 | - | - | - | - | - | - | - | - | - | - |
| Ad Valorem - Debt Service | 0.0640 | - | - | - | 2,217,752 | - | - | - | - | - | - | - |
| Ad Valorem - Sunrise Key | 1.0000 | - | - | - | - | - | - | - | - | - | - | - |
| Sales and Use Tax | | 5,913,324 | - | - | - | - | - | - | - | - | - | - |
| Franchise Fees | | 23,375,000 | - | - | - | - | - | - | - | - | - | - |
| Utility Service Taxes | | 39,812,291 | - | - | - | - | - | - | - | - | - | - |
| Licenses and Permits | | 3,502,600 | - | - | - | - | - | 22,250,750 | - | - | - | - |
| Intergovernmental | | 21,754,971 | - | - | - | 13,391,144 | - | - | - | - | - | - |
| Charges for Services | | 23,794,542 | 150,364,784 | 33,735,649 | - | - | 17,025,089 | 145,437 | 21,766,944 | 19,467,469 | 17,036,982 | 13,446,216 |
| Fines and Forfeitures | | 2,311,000 | - | - | - | - | - | 35,000 | | - | - | 4,001,000 |
| Other | | 94,108,999 | 4,426,806 | 442,995 | 113,333 | - | 132,387 | 801,679 | 234,234 | 475,923 | 2,032,962 | 789,102 |
| **Total Revenues** | | **358,814,320** | **154,791,590** | **34,178,644** | **2,331,085** | **13,391,144** | **17,157,476** | **23,232,866** | **22,001,178** | **19,943,392** | **19,069,944** | **18,236,318** |
| Appropriations from Fund Balance | | - | - | - | - | - | 848,674 | - | 100,439 | 1,330,049 | 921,500 | - |
| Transfers and Other Sources | | - | - | - | 30,636,199 | 16,360,637 | 6,100,000 | - | - | - | - | - |
| **Total Other Sources** | | **-** | **-** | **-** | **30,636,199** | **16,360,637** | **6,948,674** | **-** | **100,439** | **1,330,049** | **921,500** | **-** |
| ***TOTAL REVENUES & OTHER SOURCES*** | | **358,814,320** | **154,791,590** | **34,178,644** | **32,967,284** | **29,751,781** | **24,106,150** | **23,232,866** | **22,101,617** | **21,273,441** | **19,991,444** | **18,236,318** |
| **Expenditures by Department:** | | | | | | | | | | | | |
| City Attorney | | 5,597,121 | - | - | - | - | - | - | - | - | - | - |
| City Auditor | | 1,482,051 | - | - | - | - | - | - | - | - | - | - |
| City Clerk | | 1,148,738 | - | - | - | - | - | - | - | - | - | - |
| City Commission | | 1,387,922 | - | - | - | - | - | - | - | - | - | - |
| City Manager | | 8,548,755 | - | - | - | - | - | - | - | - | - | - |
| Community Redevelopment Agency | | - | - | - | - | 12,585,818 | - | - | - | - | - | - |
| Finance | | 6,896,946 | 3,224,508 | - | - | - | - | - | - | - | - | - |
| Fire-Rescue | | 94,008,602 | - | - | - | - | - | - | - | - | - | - |
| Human Resources | | 3,891,154 | - | 34,178,644 | - | - | - | - | - | - | 19,991,444 | - |
| Information Technology Services | | - | - | - | - | - | - | - | 20,203,470 | - | - | - |
| Parks and Recreation | | 50,397,098 | - | - | - | - | 12,284,487 | - | - | - | - | - |
| Police | | 127,517,197 | - | - | - | - | - | - | - | - | - | - |
| Public Works | | 10,754,800 | 95,729,943 | - | - | - | 11,812,874 | - | - | 21,273,441 | - | - |
| Sustainable Development | | 13,421,616 | - | - | - | - | - | 21,000,218 | - | - | - | - |
| Transportation & Mobility | | 3,836,218 | - | - | - | - | - | - | - | - | - | 17,637,745 |
| Debt Service | | 59,517 | 36,248,424 | - | 32,872,214 | - | - | - | 1,499,604 | - | - | 115,241 |
| Other General Government | | 8,585,015 | - | - | - | - | - | - | - | - | - | - |
| **Total Operating Expenditures** | | **337,532,750** | **135,202,875** | **34,178,644** | **32,872,214** | **12,585,818** | **24,097,361** | **21,000,218** | **21,703,074** | **21,273,441** | **19,991,444** | **17,752,986** |
| **Other Resources Allocated:** | | | | | | | | | | | | |
| Required Transfers Out | | 18,382,454 | - | - | - | 9,167,178 | - | - | 396,790 | - | - | - |
| Discretionary Transfers Out | | 1,000,000 | 65,518 | - | - | - | - | - | - | - | - | - |
| Transfer to Repay Line of Credit | | - | - | - | - | 1,921,684 | - | - | - | - | - | - |
| Transfer to Fund Balance | | - | 4,965,053 | - | 95,070 | - | - | 938,153 | - | - | - | 482,415 |
| Transfer to Community Investment Plan | | 1,899,116 | 14,558,144 | - | - | 6,077,101 | 8,789 | 1,294,495 | 1,753 | - | - | 917 |
| **Total Other Resources** | | **21,281,570** | **19,588,715** | **-** | **95,070** | **17,165,963** | **8,789** | **2,232,648** | **398,543** | **-** | **-** | **483,332** |
| ***TOTAL EXPENDITURES & OTHER RESOURCES*** | | **358,814,320** | **154,791,590** | **34,178,644** | **32,967,284** | **29,751,781** | **24,106,150** | **23,232,866** | **22,101,617** | **21,273,441** | **19,991,444** | **18,236,318** |

# FY 2019 Adopted All Funds Budget

| | | Stormwater | Airport | Housing & Community Development | Arts & Science District Garage | Beach Business Improvement District | Cemetery Perpetual Care | School Crossing Guard | Nuisance Abatement | Sunrise Key Neighborhood Improvement District | Police Confiscation Funds | Total Operating Funds |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Estimated Revenues:** | | | | | | | | | | | | |
| Taxes: | Millage | | | | | | | | | | | |
| Ad Valorem - Operating | 4.1193 | - | - | - | - | - | - | - | - | - | - | 144,241,593 |
| Ad Valorem - Debt Service | 0.0640 | - | - | - | - | - | - | - | - | - | - | 2,217,752 |
| Ad Valorem - Sunrise Key | 1.0000 | - | - | - | - | - | - | - | - | 118,384 | - | 118,384 |
| Sales and Use Tax | | - | - | - | - | - | - | - | - | - | - | 5,913,324 |
| Franchise Fees | | - | - | - | - | - | - | - | - | - | - | 23,375,000 |
| Utility Service Taxes | | - | - | - | - | - | - | - | - | - | - | 39,812,291 |
| Licenses and Permits | | - | - | - | - | 5,000 | - | - | - | - | - | 25,758,350 |
| Intergovernmental | | - | - | 9,477,967 | - | - | - | - | - | - | - | 44,624,082 |
| Charges for Services | | 17,289,000 | 4,046,153 | - | 1,898,399 | - | - | - | 110,100 | - | - | 320,126,764 |
| Fines and Forfeitures | | - | - | - | - | - | - | 935,000 | - | - | - | 7,282,000 |
| Other | | 493,648 | 3,955,055 | - | - | 996,307 | 1,452,500 | 3,679 | 98,492 | 10 | 21,867 | 110,579,978 |
| **Total Revenues** | | **17,782,648** | **8,001,208** | **9,477,967** | **1,898,399** | **1,001,307** | **1,452,500** | **938,679** | **208,592** | **118,394** | **21,867** | **724,049,518** |
| Appropriations from Fund Balance | | - | 2,718,435 | - | | 547,749 | - | - | - | 10,806 | 49,251 | 6,526,903 |
| Transfers and Other Sources | | - | 1,342,735 | - | - | - | - | - | - | - | - | 54,439,571 |
| **Total Other Sources** | | **-** | **4,061,170** | **-** | **-** | **547,749** | **-** | **-** | **-** | **10,806** | **49,251** | **60,966,474** |
| ***TOTAL REVENUES & OTHER SOURCES*** | | **17,782,648** | **12,062,378** | **9,477,967** | **1,898,399** | **1,549,056** | **1,452,500** | **938,679** | **208,592** | **129,200** | **71,118** | **785,015,992** |
| **Expenditures by Department:** | | | | | | | | | | | | |
| City Attorney | | - | - | - | - | - | - | - | - | - | - | 5,597,121 |
| City Auditor | | - | - | - | - | - | - | - | - | - | - | 1,482,051 |
| City Clerk | | - | - | - | - | - | - | - | - | - | - | 1,148,738 |
| City Commission | | - | - | - | - | - | - | - | - | - | - | 1,387,922 |
| City Manager | | - | - | 8,977,967 | - | 1,549,056 | - | - | - | - | - | 19,075,778 |
| Community Redevelopment Agency | | - | - | - | - | - | - | - | - | - | - | 12,585,818 |
| Finance | | - | - | - | - | - | - | - | - | - | - | 10,121,454 |
| Fire-Rescue | | - | - | - | - | - | - | - | - | - | - | 94,008,602 |
| Human Resources | | - | - | - | - | - | - | - | - | - | - | 58,061,242 |
| Information Technology Services | | - | - | - | - | - | - | - | - | - | - | 20,203,470 |
| Parks and Recreation | | - | - | - | - | - | 847,607 | - | - | - | - | 63,529,192 |
| Police | | - | - | - | - | - | - | 916,852 | - | - | 55,385 | 128,489,434 |
| Public Works | | 9,531,543 | - | - | - | - | - | - | - | - | - | 149,102,601 |
| Sustainable Development | | - | - | - | - | - | - | - | 208,592 | - | - | 34,630,426 |
| Transportation & Mobility | | - | 10,083,528 | - | 1,898,399 | - | - | - | - | - | - | 33,455,890 |
| Debt Service | | - | - | - | - | - | - | - | - | - | - | 70,795,000 |
| Other General Government | | - | - | - | - | - | - | - | - | 129,200 | - | 8,714,215 |
| **Total Operating Expenditures** | | **9,531,543** | **10,083,528** | **8,977,967** | **1,898,399** | **1,549,056** | **847,607** | **916,852** | **208,592** | **129,200** | **55,385** | **712,388,954** |
| **Other Resources Allocated:** | | | | | | | | | | | | |
| Required Transfers Out | | - | - | - | - | - | - | - | - | - | - | 27,946,422 |
| Discretionary Transfers Out | | - | - | - | - | - | - | - | - | - | - | 1,065,518 |
| Transfer to Repay Line of Credit | | - | - | - | - | - | - | - | - | - | - | 1,921,684 |
| Transfer to Fund Balance | | 4,323,884 | - | - | - | - | 604,893 | 21,827 | - | - | 15,733 | 11,447,028 |
| Transfer to Community Investment Plan | | 3,927,221 | 1,978,850 | 500,000 | - | - | - | - | - | - | - | 30,246,386 |
| **Total Other Resources** | | **8,251,105** | **1,978,850** | **500,000** | **-** | **-** | **604,893** | **21,827** | **-** | **-** | **15,733** | **72,627,038** |
| ***TOTAL EXPENDITURES & OTHER RESOURCES*** | | **17,782,648** | **12,062,378** | **9,477,967** | **1,898,399** | **1,549,056** | **1,452,500** | **938,679** | **208,592** | **129,200** | **71,118** | **785,015,992** |

# PERSONNEL COMPLEMENT



CITY OF FORT LAUDERDALE

Table of Contents

# City of Fort Lauderdale Personnel Complement*

| | Fiscal Year 2017 Adopted | | | | Fiscal Year 2018 Adopted | | | | Fiscal Year 2019 Adopted | | | | Fiscal Year 2020 Adopted | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **General Fund:** | Regular Full-Time | Regular Part-Time | Temporary Full-Time | Total FTE | Regular Full-Time | Regular Part-Time | Temporary Full-Time | Total FTE | Regular Full-Time | Regular Part-Time | Temporary Full-Time | Total FTE | Regular Full-Time | Regular Part-Time | Temporary Full-Time | Total FTE |
| City Attorney | 30.0 | 0.6 | 1.0 | 31.6 | 31.0 | 0.6 | 1.0 | 32.6 | 31.0 | 0.6 | 1.0 | 32.6 | 30.0 | - | - | 30.0 |
| City Auditor | 6.0 | - | - | 6.0 | 6.0 | - | - | 6.0 | 7.0 | - | - | 7.0 | 7.0 | - | - | 7.0 |
| City Clerk | 5.0 | 2.4 | - | 7.4 | 5.0 | 2.4 | - | 7.4 | 6.0 | 1.7 | - | 7.7 | 7.0 | 1.7 | - | 8.7 |
| City Commission | 12.0 | - | - | 12.0 | 12.0 | - | - | 12.0 | 12.0 | - | - | 12.0 | 15.0 | - | - | 15.0 |
| City Manager | 38.0 | - | 7.0 | 45.0 | 40.0 | - | 7.0 | 47.0 | 43.0 | - | 6.0 | 49.0 | 44.0 | - | 3.0 | 47.0 |
| CRA Administration | 15.0 | - | - | 15.0 | 15.0 | - | - | 15.0 | 16.0 | - | - | 16.0 | 16.0 | 0.6 | - | 16.6 |
| Finance | 44.0 | - | 1.0 | 45.0 | 45.0 | - | - | 45.0 | 47.0 | - | - | 47.0 | 47.0 | - | - | 47.0 |
| Fire-Rescue | 462.0 | 10.8 | - | 472.8 | 474.0 | 10.8 | - | 484.8 | 475.0 | 10.8 | - | 485.8 | 474.0 | 10.8 | - | 484.8 |
| Human Resources | 25.0 | 0.6 | - | 25.6 | 24.0 | 0.6 | - | 24.6 | 24.0 | 0.6 | - | 24.6 | 27.0 | 1.4 | - | 28.4 |
| Parks & Recreation | 223.0 | 70.3 | 1.0 | 294.3 | 229.0 | 71.1 | - | 300.1 | 235.0 | 70.1 | - | 305.1 | 234.0 | 70.1 | - | 304.1 |
| Police | 696.0 | 19.9 | - | 715.9 | 707.0 | 19.9 | - | 726.9 | 707.0 | 20.4 | - | 727.4 | 713.0 | 10.4 | - | 723.4 |
| Public Works | 58.0 | - | - | 58.0 | 70.0 | - | - | 70.0 | 69.0 | - | - | 69.0 | 22.0 | - | - | 22.0 |
| Sustainable Development | 86.0 | 1.9 | - | 87.9 | 95.0 | 1.9 | - | 96.9 | 96.0 | 1.9 | - | 97.9 | 94.0 | 1.9 | - | 95.9 |
| Transportation & Mobility | 15.0 | - | - | 15.0 | 21.0 | - | - | 21.0 | 18.0 | - | - | 18.0 | 17.0 | - | - | 17.0 |
| **General Fund Total** | **1,715.0** | **106.5** | **10.0** | **1,831.5** | **1,774.0** | **107.3** | **8.0** | **1,889.3** | **1,786.0** | **106.1** | **7.0** | **1,899.1** | **1,747.0** | **96.9** | **3.0** | **1,846.9** |
| **Grants and Confiscation Funds:** | | | | | | | | | | | | | | | | |
| City Manager | 10.0 | - | - | 10.0 | 11.0 | - | - | 11.0 | 11.0 | - | - | 11.0 | 12.0 | - | 1.0 | 13.0 |
| Police | 1.0 | - | - | 1.0 | 9.0 | - | - | 9.0 | 9.0 | - | - | 9.0 | 9.0 | - | - | 9.0 |
| Transportation Mobility | - | - | - | - | - | - | 2.0 | 2.0 | - | - | 2.0 | 2.0 | - | - | 1.0 | 1.0 |
| **Grants Funds Totals** | **11.0** | **-** | **-** | **11.0** | **20.0** | **-** | **2.0** | **22.0** | **20.0** | **-** | **2.0** | **22.0** | **21.0** | **-** | **2.0** | **23.0** |
| **Building Permit Fund:** | | | | | | | | | | | | | | | | |
| Sustainable Development | 100.0 | 9.6 | - | 109.6 | 101.0 | 9.6 | - | 110.6 | 130.0 | 12.0 | - | 142.0 | 134.0 | 12.0 | - | 146.0 |
| **Building Permit Fund Total** | **100.0** | **9.6** | **-** | **109.6** | **101.0** | **9.6** | **-** | **110.6** | **130.0** | **12.0** | **-** | **142.0** | **134.0** | **12.0** | **-** | **146.0** |
| **Sanitation Fund:** | | | | | | | | | | | | | | | | |
| Parks & Recreation | 93.0 | 8.4 | - | 101.4 | 95.0 | 8.4 | - | 103.4 | 95.0 | 8.4 | - | 103.4 | 92.0 | 8.4 | - | 100.4 |
| Public Works | 5.0 | - | - | 5.0 | 5.0 | - | - | 5.0 | 7.0 | | - | 7.0 | 7.0 | - | - | 7.0 |
| **Sanitation Fund Total** | **98.0** | **8.4** | **-** | **106.4** | **100.0** | **8.4** | **-** | **108.4** | **102.0** | **8.4** | **-** | **110.4** | **99.0** | **8.4** | **-** | **107.4** |
| **Cemetery System - Operations Fund:** | | | | | | | | | | | | | | | | |
| Parks & Recreation | | | | | | | | | | | | - | 34.0 | - | - | 34.0 |
| **Cemetery System - Operations Fund Total** | **98.0** | **8.4** | **-** | **106.4** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **34.0** | **-** | **-** | **34.0** |
| **Water & Sewer Fund:** | | | | | | | | | | | | | | | | |
| Finance | 25.0 | - | - | 25.0 | 26.0 | - | - | 26.0 | 26.0 | - | - | 26.0 | 26.0 | - | - | 26.0 |
| Public Works | 304.0 | 1.0 | - | 305.0 | 315.0 | 1.0 | - | 316.0 | 323.0 | 1.8 | - | 324.8 | 345.0 | 1.8 | - | 346.8 |
| **Water & Sewer Fund Total** | **329.0** | **1.0** | **-** | **330.0** | **341.0** | **1.0** | **-** | **342.0** | **349.0** | **1.8** | **-** | **350.8** | **371.0** | **1.8** | **-** | **372.8** |
| **Central Regional Fund:** | | | | | | | | | | | | | | | | |
| Public Works | 36.0 | - | - | 36.0 | 37.0 | - | - | 37.0 | 37.0 | - | - | 37.0 | 37.0 | - | - | 37.0 |
| **Central Region Fund Total** | **36.0** | **-** | **-** | **36.0** | **37.0** | **-** | **-** | **37.0** | **37.0** | **-** | **-** | **37.0** | **37.0** | **-** | **-** | **37.0** |
| **Parking Fund:** | | | | | | | | | | | | | | | | |
| Transportation & Mobility | 73.0 | 7.8 | - | 80.8 | 73.0 | 11.2 | - | 84.2 | 73.0 | 11.2 | - | 84.2 | 75.0 | 11.2 | - | 86.2 |
| **Parking Fund Total** | **73.0** | **7.8** | **-** | **80.8** | **73.0** | **11.2** | **-** | **84.2** | **73.0** | **11.2** | **-** | **84.2** | **75.0** | **11.2** | **-** | **86.2** |
| **Airport Fund:** | | | | | | | | | | | | | | | | |
| Transportation & Mobility | 20.0 | 0.8 | - | 20.8 | 20.0 | 0.8 | - | 20.8 | 20.0 | 0.8 | - | 20.8 | 20.0 | 0.8 | - | 20.8 |
| **Airport Fund Total** | **20.0** | **0.8** | **-** | **20.8** | **20.0** | **0.8** | **-** | **20.8** | **20.0** | **0.8** | **-** | **20.8** | **20.0** | **0.8** | **-** | **20.8** |
| **Stormwater Fund:** | | | | | | | | | | | | | | | | |
| Public Works | 29.0 | - | - | 29.0 | 31.0 | - | - | 31.0 | 37.0 | - | - | 37.0 | 39.0 | - | - | 39.0 |
| **Stormwater Fund Total** | **329.0** | **1.0** | **-** | **330.0** | **31.0** | **-** | **-** | **31.0** | **37.0** | **-** | **-** | **37.0** | **39.0** | **-** | **-** | **39.0** |
| **City Casualty Insurance Fund:** | | | | | | | | | | | | | | | | |
| Human Resources | 14.0 | 0.8 | 1.0 | 15.8 | 9.0 | 0.8 | - | 9.8 | 9.0 | 0.8 | - | 9.8 | 9.0 | 0.8 | - | 9.8 |
| **City Health Insurance Fund:** | | | | | | | | | | | | | | | | |
| Human Resources | | | | | 5.0 | - | - | 5.0 | 5.0 | - | - | 5.0 | 5.0 | - | - | 5.0 |
| **City Insurance Funds Total** | **14.0** | **0.8** | **1.0** | **15.8** | **14.0** | **0.8** | **-** | **14.8** | **14.0** | **0.8** | **-** | **14.8** | **14.0** | **0.8** | **-** | **14.8** |
| **Central Services Fund (ITS):** | | | | | | | | | | | | | | | | |
| Information Technology Services | 74.0 | 4.2 | - | 78.2 | 77.0 | 4.2 | - | 81.2 | 79.0 | 5.0 | - | 84.0 | 79.0 | 5.0 | - | 84.0 |
| **Central Service Fund Total** | **74.0** | **4.2** | **-** | **78.2** | **77.0** | **4.2** | **-** | **81.2** | **79.0** | **5.0** | **-** | **84.0** | **79.0** | **5.0** | **-** | **84.0** |
| **Vehicle Rental Fund (Fleet):** | | | | | | | | | | | | | | | | |
| Public Works | 4.0 | - | - | 4.0 | 5.0 | - | - | 5.0 | 5.0 | - | - | 5.0 | 5.0 | - | - | 5.0 |
| **Vehicle Rental Fund Total** | **4.0** | **-** | **-** | **4.0** | **5.0** | **-** | **-** | **5.0** | **5.0** | **-** | **-** | **5.0** | **5.0** | **-** | **-** | **5.0** |
| **Project Management Fund:** | | | | | | | | | | | | | | | | |
| Public Works | | - | - | | | - | - | | - | - | - | - | 22.0 | - | - | 22.0 |
| **Project Management Fund Total** | **4.0** | **-** | **-** | **4.0** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **22.0** | **-** | **-** | **22.0** |
| **Arts & Science District Garage Fund:** | | | | | | | | | | | | | | | | |
| Transportation & Mobility | - | 1.6 | - | 1.6 | 1.0 | 1.6 | - | 2.6 | 1.0 | 1.6 | - | 2.6 | 1.0 | 1.6 | - | 2.6 |
| **Arts & Science Garage District Fund Total** | **-** | **1.6** | **-** | **1.6** | **1.0** | **1.6** | **-** | **2.6** | **1.0** | **1.6** | **-** | **2.6** | **1.0** | **1.6** | **-** | **2.6** |
| **ALL FUNDS TOTALS** | **2,474.0** | **140.6** | **11.0** | **2,625.6** | **2,594.0** | **144.8** | **10.0** | **2,748.8** | **2,653.0** | **147.6** | **9.0** | **2,809.6** | **2,698.0** | **138.4** | **5.0** | **2,841.4** |

**Seasonal positions, which are utilized for events or seasonal programming are not included.*

# Changes to the Personnel Complement Since FY 2019

| | | | |
|---|---|---|---|
| **City Attorney -2.6 Full Time Positions** | | | |
| | | ***Assistant City Attorney III*** | ***-1*** |
| | | ***Legal Fellow*** | ***-1*** |
| | | ***PT Senior Legal Assistant*** | ***-0.6*** |
| **City Clerk +1 Full Time Positions** | | | |
| | | Senior Commission Assistant | 1 |
| **City Commission +3 Full Time Positions** | | | |
| | | ***Administrative Aide*** | ***5*** |
| | | **Commission Assistant Coordinator** | **-1** |
| | | Senior Commission Assistant | -1 |
| **City Manager +0 Full Time Position** | | | |
| Senior Administrative Assistant | -1 | ***Chief Economic Development Officer*** | ***1*** |
| Executive Assistant to the City Manager | 1 | ***Senior Management Fellow*** | ***-3*** |
| Senior Strategic Communication Specialist | 1 | ***Budget and Management Analyst*** | ***1*** |
| Strategic Communication Specialist | -1 | ***Assistant Neighbor Support Manager*** | ***-1*** |
| Assistant City Manager | -1 | ***Administrative Aide*** | ***1*** |
| Deputy City Manager | 1 | Administrative Supervisor | 1 |
| | | Senior Administrative Assistant | -1 |
| | | Senior Administrative Assistant | 1 |
| **Community Redevelopment Agency (CRA) Administration +0.6 Positions** | | | |
| Strategic Communications Specialist | -1 | PT Assistant City Attorney III | 0.6 |
| CRA Planner | 1 | | |
| **Finance +0 Full Time Positions** | | | |
| Senior Customer Service Representative | 1 | | |
| Senior Billing Specialist | -1 | | |
| **Fire-Rescue -1 Full Time Positions** | | | |
| Fire Lieutenant | 16 | ***Fire Inspector I*** | ***-1*** |
| Firefighter | -6 | | |
| Paramedic/Firefighter | -10 | | |
| Assistant Fire Rescue Chief | 1 | | |
| Battalion Chief | -1 | | |
| **Human Resources +3.8 Full Time Positions** | | | |
| Security Guard | 1 | Lead Security Guard | 1 |
| Lead Security Guard | -1 | Security Guard | 2 |
| | | PT Security Guard | 0.8 |
| **Parks & Recreation +30 Full Time Positions** | | | |
| Senior Financial Administrator | 1 | ***Painter*** | ***2*** |
| Financial Administrator | -1 | ***Senior Procurement Specialist*** | ***-1*** |
| Senior Administrative Assistant | 1 | ***Parks Supervisor*** | ***-1*** |
| Administrative Assistant | -1 | ***Municipal Maintenance Worker III*** | ***-1*** |
| Lead Construction Worker | 1 | ***Facilities Worker I*** | ***-1*** |
| Facilities Worker II | 2 | Auditorium Supervisor | -1 |
| Apprentice Facilities Worker | 2 | Facilities Worker | -1 |
| Facilities Worker I | -2 | Production Coordinator | -1 |
| Lead Facilities Worker | -2 | Auditorium Manager | -1 |
| Irrigation Technician | -1 | Senior Accounting Clerk | -1 |
| Family Service Coordinator | 4 | Senior Administrative Assistant | 1 |
| Administrative Assistant | -4 | Administrative Aide | 3 |
| | | Administrative Supervisor | 1 |
| | | Apprentice Facilities Worker | 7 |
| | | Equipment Mechanic | 1 |
| | | Facilities Worker I | 7 |
| | | Facilities Worker II | 4 |
| | | Family Services Coordinator | 4 |
| | | Irrigation Technician | 1 |
| | | Lead Facilities Worker | 1 |
| | | Parks Supervisor | 1 |
| | | Senior Accountant | 1 |
| | | Senior Accounting Clerk | 1 |
| | | Senior Administrative Assistant | 1 |
| | | Lead Construction Worker | 1 |
| | | Painter | 1 |
| | | Parks Supervisor | 1 |

***Position Budget Modification Requests for FY 2020***

# Changes to the Personnel Complement Since FY 2019

| | | | |
|---|---|---|---|
| **Police -4 Full Time Positions** | | | |
| Crime Scene Investigator | 5 | ***Police Officer*** | ***-3*** |
| Police Officer | -5 | ***Police Lieutenant*** | ***-1*** |
| Body Worn Camera Administrator | 1 | ***Public Safety Aide*** | ***-1*** |
| Senior Administrative Assistant | 0 | ***Administrative Supervisor (Detention)*** | ***3*** |
| Teletype Communicator | -1 | ***Administrative Assistant I (Detention)*** | ***12*** |
| | | ***PT Police Reserve Officer*** | ***-8.7*** |
| | | Lead Security Guard | -1 |
| | | Security Guard | -2 |
| | | PT Security Guard | -0.8 |
| | | Senior Administrative Assistant | -1 |
| | | Event Worker - Driver | -0.5 |
| **Public Works -1 Full Time Positions** | | | |
| Lead Construction Worker | 1 | ***Project Manager II*** | ***-2*** |
| Utilities Crew Leader | 0 | ***Engineering Inspector II*** | ***-1*** |
| Water Facilities Manager | 1 | ***Senior Project Manager*** | ***-1*** |
| Water Operations Supervisor | -1 | ***Industrial Electrician*** | ***1*** |
| Engineering Technician | 1 | ***Environmental Laboratory Technician*** | ***1*** |
| Engineering Aide I | -1 | Engineering Technician | 1 |
| Geographic Information Systems Analyst | 1 | Senior Administrative Assistant | 1 |
| Engineering Aide II | -1 | Senior Administrative Assistant | -1 |
| Senior Technology Strategist | 1 | | |
| Surveying Supervisor | -1 | | |
| Facilities Worker II | -1 | | |
| **Sustainable Development +2 Full Time Positions** | | | |
| Engineering Inspector I | 2 | ***Senior Code Compliance Officer*** | ***-1*** |
| Engineering Inspector II | -2 | ***Economic Development Representative*** | ***-1*** |
| Senior Mechanical Inspector | 1 | Assistant Building Official | 1 |
| Mechanical Inspector | -1 | Mechanical Plans Examiner | 1 |
| Administrative Assistant | 0 | Senior Mechanical Inspector | 1 |
| Senior Administrative Assistant | 1 | Urban Engineer II | 1 |
| Senior Customer Service Representative | -1 | | |
| Building Inspector | 2 | | |
| Senior Building Inspector | -1 | | |
| Senior Plumbing Inspector | -1 | | |
| Senior Electrical Inspector | 1 | | |
| Electrical Inspector | -1 | | |
| Business Assistance Coordinator | 1 | | |
| Senior Technology Strategist | -1 | | |
| Floodplain Development Review Specialist | 1 | | |
| Technical Support Coordinator | -1 | | |
| PT Administrative Assistant | 1 | | |
| PT Electrical Inspector | -1 | | |
| **Transportation & Mobility +0 Full Time Positions** | | | |
| Parking Meter Technician Trainee | 1 | Project Manager II | -1 |
| Parking Meter Technician | -1 | Engineering Technician | -1 |
| Administrative Assistant | 1 | Senior Accounting Clerk | -1 |
| Accounting Clerk | -1 | Senior Customer Service Representative | 1 |
| Program Manager I | 1 | Facilities Worker II | 1 |
| Assistant Airport Manager | -1 | Senior Accounting Clerk | 1 |
| Parking Facilities Maintenance Coordinator | 1 | | |
| Parking Enforcement Shift Coordinator | -1 | | |

***Position Budget Modification Requests for FY 2020***

CITY OF FORT LAUDERDALE

Table of Contents

# COMMUNITY INVESTMENT PLAN



# FY 2020 – FY 2024 Community Investment Plan

## INTRODUCTION AND OVERVIEW

Infrastructure, transportation, parks, streets, and buildings are the literal foundation of a community. 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 approved 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:

| | |
|---|---|
| **January-February** | • Departments identify projects and determine cost estimates<br>• City Manager appoints a Community Investment Plan Project Review Team<br>• Community Investment Plan Project Review Team meets to discuss the process, schedule, and proposed criterion for the CIP process |
| **February-March** | • Budget and CIP Kickoff<br>• Staff trained<br>• Training materials and instructions distributed<br>• Departments submit projects to be included in the CIP<br>• Budget, CIP and Grants Division meets with departments to review CIP project applications |
| **April-June** | • Community Investment Plan Project Review Team evaluation, prioritization of projects and development of recommendations<br>• Departments present their requests to the City Manager along with their operating budget requests<br>• City Departments present their requests to the Budget Advisory Board<br>• Committee recommendations to the City Manager<br>• Proposed Community Investment Plan is drafted |
| **July** | • City Manager makes recommendations to the City Commission (Proposed Community Investment Plan) along with the proposed budget |
| **September** | • City Commission approval of the CIP and Budget |
| **October** | • Implementation of Approved Plan |

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 in which 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 proposed 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 proposed 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 of capital maintenance projects include street resurfacing, roof replacements, and playground equipment replacement)

The City recognizes its on-going 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 2020 – FY 2024 requests include:

- Walkability Plan
- Bridge Master Plan
- Sidewalk Assessment
- Wastewater Master Plan
- Stormwater Master Plan
- 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 proposed 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 Fiscal Year 2020 - 2024 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 0 to 2 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 proposed 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, advances the Strategic Plan, the Commission Annual Action Plan (CAAP), and/or the 2035 Community Vision Plan.*

**Impact on Strategic Goals/Cylinders of Excellence**

- **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 on-going. This unspent balance is re-appropriated and approved as part of the five-year total.

- ✓ **Projects funded during the Fiscal Year 2020 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 2021 – 2024 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 FY 2020 – FY 2024 Community Investment Plan document contains the following major sections:

- ♦ **Introduction**

- ♦ **FY 2020 - FY 2024 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 FY 2020 – FY 2024 Five Year Community Investment Plan schedule. The Five-Year CIP is balanced based on existing and anticipated revenues, bonds and other financing mechanisms.

# FY 2020 Community Investment Plan

## NEIGHBORHOOD/BUSINESS COMMUNITY INVESTMENT PROGRAM

Over the past 25 years, the City has operated the Neighborhood and Business Community Investment Program (NCIP/BCIP). This program is a partnership between the City, neighborhood associations, and businesses to build capital projects in the City's right of way requested by business or neighborhood associations. As part of the NCIP/BCIP partnership agreements, each association would be responsible for providing a 50 percent project match in the form of cash or sweat equity and maintaining the asset after installation. For a variety of reasons, including turnover of volunteer boards, projects have been delayed pending matching funds from associations resulting in significant idle cash for extended periods of time.

To resolve this issue, the City of Fort Lauderdale will change its approach for the remaining approved NCIP/BCIP projects. All projects with a cash match in place will remain funded. This includes projects with neighborhood cash matches as well as those with funding committed from other sources including Community Development Block Grant (CDBG) Funds, and funding from the Community Redevelopment Agency (CRA). Funding will be removed from all other projects without a match in place as part of the FY 2020 Budget.

A dedicated account in the amount of $150,000 will be established to provide the City's match for these projects that will be put into separate projects at the time that the neighborhoods provide their match. Projects impacted through this change are outlined below:

| Project Title | Funding |
|---|---|
| 2010 NCIP Lake Ridge Entryway Signage | $ (54,536) |
| 2011 NCIP Melrose Park Landscape & Entry Sign | (54,536) |
| 2012 NCIP Melrose Park Entryway Monuments | (54,536) |
| 2010 NCIP Seven Isles Asphalt Bridges | (35,000) |
| 2014 NCIP Lake Aire Decorative Street Post/Signs | (35,000) |
| 2014 NCIP Melrose Park Entryway Monument | (35,000) |
| 2015 NCIP Historical Dorsey Riverbend Sidewalk | (35,000) |
| 2015 NCIP Flagler Village Signs/Monuments | (35,000) |
| 2015 NCIP Shady Banks Decorative Street Posts | (35,000) |
| 2015 NCIP Lauderdale Manors Decorative Street Posts | (35,000) |
| 2015 NCIP Riverland Roundabout | (35,000) |
| 2012 BCIP Fort Lauderdale Beach Village Merchants | (22,500) |
| 2014 BCIP Fort Lauderdale Beach Village | (22,500) |
| 2015 BCIP Flagler Village Improvements Sign/Monuments | (22,500) |
| 2015 BCIP North Beach Village Signs/Monuments | (22,500) |
| 2015 NCIP Sunrise Key Decorative Street Posts | (20,700) |
| 2014 NCIP Golden Heights Speed Humps | (16,000) |
| Galt Ocean Shops Entranceway | (16,000) |
| 2014 NCIP Lake Ridge Trees | (13,683) |
| 2015 NCIP Lake Ridge Mobility Master Plan | (10,000) |
| 2009 NCIP Lake Ridge Civic Association | (9,764) |
| 2012 NCIP Lake Aire Street Lights & Posts | (4,090) |
| 2009 NCIP Seven Isles Bridge Improvements | (3,899) |
| Edgewood Entry Sign | (3,748) |
| BCIP Flagler Village Improvements 2004/05 | (1,000) |
| **Total** | **$ (632,493)** |

# FY 2020 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 full-cost of the project over the estimated lifespan. As a project moves from development to construction and then operation, 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 FY 2020 Community Investment Plan is an increase of $93,250. The increased costs are primarily related to the projects below:

- Fire Alerting System
- Miscellaneous Water Quality Improvements
- NW Second Avenue Tank Restoration
- Drainage Canal Dredging



# FY 2020 Community Investment Plan

| Project | Annual Operating Impact | Explanation |
|---|---|---|
| **General Fund (331) - $75,000** | | |
| Fire Alerting System – Replacement | $75,000 | This project will add an annual cost for repair and maintenance for the new fire alerting system. |
| **Water & Sewer Master Plan Fund (454) - $11,050** | | |
| Miscellaneous Water Quality Improvements | $1,050 | This project will increase the annual operating cost to clean, maintain, and inspect automatic flushers. |
| NW Second Avenue Tank Restoration | $10,000 | This project will add an annual cost for the lighting system maintenance and additional electric power consumption. |
| **Stormwater Fund (470) - $7,200** | | |
| Drainage Canal Dredging | $7,200 | This project will add an annual cost for the maintenance of dredged surfaces on the canals adjacent to stormwater outfalls. |
| **Total** | **$93,250** | |

The pages that follow provide a detailed listing of the specific projects that are included in Fiscal Year 2020 -FY 2024 Adopted 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, 2019.



CITY OF FORT LAUDERDALE

City of Fort Lauderdale

Adopted FY 2020 - FY 2024 Community Investment Plan

| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| **DEA Confiscated Property Fund (107)** | | | | | | | | | |
| P12009 | REGIONAL CONS DISPATCH & RECORDS MGMT SY | 85,036 | 85,029 | - | - | - | - | - | 85,036 |
| **DEA Confiscated Property Fund (107) Total** | | **85,036** | **85,029** | **-** | **-** | **-** | **-** | **-** | **85,036** |
| **Community Development Block Grant Fund (108) *** | | | | | | | | | |
| P12473 | RIVERLAND FIELD LIGHTING | 85,437 | 85,437 | - | - | - | - | - | 85,437 |
| P11963 | 2014 NCIP LAUDERDALE MANORS DECO ST SIGN | 35,000 | 35,000 | - | - | - | - | - | 35,000 |
| P11799 | 2012 NCIP GOLDEN HEIGHTS ENTRANCE PAVERS | 26,435 | 16,000 | - | - | - | - | - | 26,435 |
| P11802 | 2012 NCIP LAUDERDALE MANORS CROSSWALKS | 25,000 | 25,000 | - | - | - | - | - | 25,000 |
| P12309 | MELROSE PARK STREET LIGHTING | 2,370 | 2,370 | - | - | - | - | - | 2,370 |
| P12542 | ROADWAY AND SIDEWALK REPLACEMENTS | - | - | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **Housing and Community Development Grant Fund (108) Total** | | **174,242** | **163,807** | **500,000** | **500,000** | **500,000** | **500,000** | **500,000** | **2,674,242** |
| **Grants Fund (129) *** | | | | | | | | | |
| P12186 | GEORGE ENGLISH PARK BOAT RAMP 2016 | 618,553 | 618,553 | - | - | - | - | - | 618,553 |
| P12201 | COONTIE HATCHEE PARK LAGOON | 543,959 | 543,959 | - | - | - | - | - | 543,959 |
| P11056 | CYPRESS CREEK SAND PINE PARK | 247,702 | 247,702 | - | - | - | - | - | 247,702 |
| P12128 | WAR MEMORIAL AUDITORIUM RENOVATIONS | 183,016 | 141,386 | - | - | - | - | - | 183,016 |
| P12369 | RIVERWALK FLOATING DOCKS PHASE I | 65,000 | 27,764 | - | - | - | - | - | 65,000 |
| P12370 | BILL KEITH PRESERVE SHORELINE STABILIZTN | 60,000 | 60,000 | - | - | - | - | - | 60,000 |
| P12278 | SWEETING PARK DOCK REPLACEMENT | 40,000 | 40,000 | - | - | - | - | - | 40,000 |
| P11811 | MILLS POND PARK PLAYGROUND EQUIPMENT 12 | 320 | - | - | - | - | - | - | 320 |
| **Grants Fund (129) Total** | | **1,758,550** | **1,679,364** | **-** | **-** | **-** | **-** | **-** | **1,758,550** |
| **Building Permit Fund (140)** | | | | | | | | | |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 504,974 | 147,289 | - | - | - | - | - | 504,974 |
| P12480 | SUSTAINABLE DEVELOPMEN LOBBY RENOVATIONS | 490,000 | 457,840 | - | - | - | - | - | 490,000 |
| P12477 | SUSTAINABLE DEVEL SECURITY IMPROVEMENTS | 392,000 | - | - | - | - | - | - | 392,000 |
| P12454 | DSD CARPET REPLACEMENT | 72,720 | 72,720 | - | - | - | - | - | 72,720 |
| P12267 | DSD BUILDING - COOLING SYSTM REPLACEMENT | 64,102 | | - | - | - | - | - | 64,102 |
| **Building Permit Fund (140) Total** | | **1,523,796** | **677,849** | **-** | **-** | **-** | **-** | **-** | **1,523,796** |
| **Building Technology Fund (142)** | | | | | | | | | |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 277,015 | 3,490 | - | - | - | - | - | 277,015 |
| **Building Technology Fund (142) Total** | | **277,015** | **3,490** | **-** | **-** | **-** | **-** | **-** | **277,015** |
| **Special Assessments Fund (319)** | | | | | | | | | |
| P09733 | BRIDGESIDE SQUARE AREA IMPROVEMENTS | 17,585 | 17,585 | - | - | - | - | - | 17,585 |
| P10247 | NE 33RD AVENUE/DOLPHIN ISLES IMPROVEMENT | 12,136 | 12,136 | - | - | - | - | - | 12,136 |
| P11715 | LAS OLAS ISLES UNDERGROUNDING UTILITIES | 1,000 | 1,000 | - | - | - | - | - | 1,000 |
| **Special Assessments Fund (319) Total** | | **30,721** | **30,721** | **-** | **-** | **-** | **-** | **-** | **30,721** |
| **General Capital Projects Fund (331)** | | | | | | | | | |
| P12337 | CORDOVA ROAD SEAWALL REPLACEMENT | 6,213,464 | 6,181,168 | - | - | - | - | - | 6,213,464 |
| P12247 | BROWARD CTY SEGMENT II BEACH NOURISHMENT | 5,585,950 | 5,585,950 | 1,790,802 | 2,623,248 | - | - | - | 10,000,000 |
| P12435 | BREAKERS AVENUE STREETSCAPE IMPROVEMENTS | 2,920,186 | 2,797,619 | - | - | - | - | - | 2,920,186 |
| P12014 | ISLE OF PALMS SEAWALL REPLACEMENT | 2,784,609 | 2,750,622 | - | - | - | - | - | 2,784,609 |
| P12087 | BRIDGE REPLACEMENT AT SOUTH OCEAN DRIVE | 1,822,621 | 1,543,992 | 1,467,824 | - | - | - | - | 3,290,445 |
| P12089 | BRIDGE REPLACEMENT AT COCONUT ISLE | 1,529,203 | 68,212 | - | - | - | - | - | 1,529,203 |
| P11937 | ENTERPRISE RESOURCE PLANNING (ERP) | 1,140,078 | 1,136,890 | - | - | - | - | - | 1,140,078 |
| P12273 | RIVERLAND ROAD COMPLETE ST IMPROV | 1,020,000 | 1,020,000 | - | - | - | - | - | 1,020,000 |
| P11214 | WAR MEMORIAL RENOVATIONS - PHASE II | 1,012,403 | 1,012,403 | - | - | - | - | - | 1,012,403 |
| P12171 | BUTLER BUILDING UPGRADE AT GTL WELLFIELD | 944,214 | 916,851 | - | - | - | - | - | 944,214 |
| P12344 | FIRE ALERTING SYSTEM - REPLACEMENT | 874,315 | 480,418 | 150,000 | 150,000 | - | - | - | 1,174,315 |
| P12164 | FACILITIES ASESSMNT - INT REPAIR/ CONSTR | 840,213 | 811,791 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,840,213 |
| P12457 | AQUATICS COMPLEX LOCKER ROOM | 837,711 | 837,711 | - | - | - | - | - | 837,711 |
| P12134 | SIDEWALK AND PAVER REPLACEMENT | 834,879 | 785,979 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,834,879 |
| P12325 | POLICE DEPT AIR CONDITIONING REPLACEMENT | 799,051 | 740,001 | - | - | - | - | - | 799,051 |
| P12162 | FACILITIES ASESSMNT - HVAC, ELECT, PLUMB | 769,766 | 769,766 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | 7,269,766 |
| P11082 | MILLS POND PARK BALLFIELD LIGHTING MODS | 749,300 | 749,300 | (749,300) | - | - | - | - | - |

City of Fort Lauderdale
Adopted FY 2020 - FY 2024 Community Investment Plan

| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| P12117 | NEW RIVERWALK PARK IMPROVEMENTS | 724,137 | 724,137 | (724,137) | - | - | - | - | - |
| P12248 | CITY-WIDE PLAYGROUND REPLACEMENTS | 704,376 | 704,376 | (704,376) | - | - | - | - | - |
| P12315 | AQUATICS COMPLEX RENOVATIONS | 700,000 | 4,632 | - | - | - | - | - | 700,000 |
| P11065 | ELECTRICAL IMPROVEMENTS NEW RIVER DOCKS | 638,923 | 616,403 | - | - | - | - | - | 638,923 |
| P12056 | CITYWIDE CAMERA INITIATIVE | 531,546 | 527,538 | - | - | - | - | - | 531,546 |
| P12335 | MILLS POND PARK NEW RESTROOMS | 488,854 | 320,469 | (488,854) | - | - | - | - | - |
| P12010 | BRIDGE RESTORATION | 477,649 | 447,566 | 100,000 | 1,156,854 | 1,100,000 | 1,582,025 | 1,551,838 | 5,968,366 |
| P12453 | WALKABILITY NE 4TH, 3RD AVE TO US 1 | 454,100 | 454,100 | (454,100) | - | - | - | - | - |
| P12223 | ANNUAL ASPHALT RESURFACING CONTRACT | 426,523 | 203,684 | 55,843 | 388,262 | 388,262 | 388,262 | 388,262 | 2,035,414 |
| P12466 | RENOVATIONS, JIMMY EVERT TENNIS CENTER | 404,060 | 404,060 | - | - | - | - | - | 404,060 |
| P12186 | GEORGE ENGLISH PARK BOAT RAMP 2016 | 391,678 | 352,297 | - | - | - | - | - | 391,678 |
| P12336 | SE 5TH AVE & LAS OLAS WALKABILITY IMPRVM | 371,333 | 371,333 | (371,333) | - | - | - | - | - |
| P12497 | ROOF REPLACEMENT SHOF FRONT MAIN BLDG | 350,000 | 177,658 | - | - | - | - | - | 350,000 |
| P12163 | FACILITIES ASESSMNT - EXT REPAIR/ CONSTR | 333,588 | 122,045 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,583,588 |
| P12299 | WEST LAKE DRIVE BRIDGE RESTORATION | 331,803 | 331,803 | - | 2,432,462 | - | - | - | 2,764,265 |
| P11722 | RIVERWALK SEAWALL REPLACEMENT NORTHSIDE | 327,243 | 308,588 | - | - | - | - | - | 327,243 |
| P12317 | BAYVIEW DRIVE ASPHALT RESURFACING | 299,501 | 110,704 | - | - | - | - | - | 299,501 |
| P12128 | WAR MEMORIAL AUDITORIUM RENOVATIONS | 282,898 | 260,793 | - | - | - | - | - | 282,898 |
| P12503 | LIFEGUARD TOWER REPLACEMENTS | 209,272 | 209,272 | - | - | - | - | - | 209,272 |
| P12470 | NW 15TH AVE COMPLETE STREETS PROJECT | 200,000 | 200,000 | - | - | - | 1,030,000 | - | 1,230,000 |
| P12090 | NEIGHBORHOOD TRAFFIC CALM & PED SAFETY | 187,183 | 187,182 | - | - | - | - | - | 187,183 |
| P12129 | POLICE STATION RENOVATION | 186,142 | 186,142 | - | - | - | - | - | 186,142 |
| P12318 | NE 4TH STREET IMPROVEMENTS | 182,097 | 182,088 | - | - | - | - | - | 182,097 |
| P12285 | TWIN LAKES NORTH ANNEXATION IMPROVEMENTS | 177,954 | 171,999 | - | - | - | - | - | 177,954 |
| P12442 | LINCOLN PARK PLAYGOUND REPLACEMENT | 174,492 | - | - | - | - | - | - | 174,492 |
| P12161 | FACILITIES ASESSMNT - ROOFING PRIORITIES | 172,473 | 172,473 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,422,473 |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 150,087 | 45,251 | - | - | - | - | - | 150,087 |
| P12340 | COMM BLVD HIGH MAST LIGHTING SYSTEM | 150,000 | 150,000 | - | - | - | - | - | 150,000 |
| P12374 | CITY HALL COOLING TOWERS STL FRAME REHAB | 140,157 | 135,168 | - | - | - | - | - | 140,157 |
| P12198 | CITY HALL SECURITY IMPROVEMENTS | 133,639 | - | - | - | - | - | - | 133,639 |
| P11825 | MARINE FACILITIES MAINTENANCE | 129,224 | - | - | - | - | - | - | 129,224 |
| P12267 | DSD BUILDING - COOLING SYSTM REPLACEMENT | 122,377 | 63,048 | - | - | - | - | - | 122,377 |
| P12018 | MEDIAN BEAUTIFICATION - ENTRYWAY SIGNS | 114,169 | 40,615 | - | - | - | - | - | 114,169 |
| P10918 | NEW FIRE STATION 13 | 102,751 | 102,751 | - | - | - | - | - | 102,751 |
| P12449 | POLICE TRAINING FACILITY RENOVATION | 102,242 | 102,242 | - | - | - | - | - | 102,242 |
| P11715 | LAS OLAS ISLES UNDERGROUNDING UTILITIES | 97,536 | 30,636 | - | - | - | - | - | 97,536 |
| P12326 | SHADY BANKS ENTRYWAY | 97,125 | 97,125 | - | - | - | - | - | 97,125 |
| P12450 | SEBASTIAN STREET PLAYGROUND REPLACEMENT | 97,110 | 49,375 | - | - | - | - | - | 97,110 |
| P12475 | ANNIE BECK PARK IMPROVEMENTS | 89,148 | 89,148 | (89,148) | - | - | - | - | - |
| P11945 | ANNUAL ASPHALT CONCRETE RESURFACING | 73,714 | 73,714 | - | - | - | - | - | 73,714 |
| P12341 | MILLS POND PARK BOAT RAMP REPLACEMENT | 70,760 | 32,591 | (38,723) | - | - | - | - | 32,037 |
| P11701 | 2011 NCIP RIVER OAKS SIDEWLK @ SW 15 AVE | 70,000 | 70,000 | - | - | - | - | - | 70,000 |
| P12445 | MORTON CENTER RENOVATIONS | 69,686 | 65,561 | - | - | - | - | - | 69,686 |
| P12472 | COCONUT ISLE DRIVE MILLING & RESURFACING | 67,900 | 6,900 | - | - | - | - | - | 67,900 |
| P12369 | RIVERWALK FLOATING DOCKS PHASE I | 63,978 | 26,742 | - | - | - | - | - | 63,978 |
| P12308 | PILING REPLACEMENTS ALONG NEW RIVER | 63,513 | 63,513 | - | - | - | - | - | 63,513 |
| P12370 | BILL KEITH PRESERVE SHORELINE STABILIZTN | 55,766 | 55,766 | - | - | - | - | - | 55,766 |
| P11609 | 2010 NCIP LAKE RIDGE ENTRYWAY SIGNAGE | 54,536 | 54,536 | (54,536) | - | - | - | - | - |
| P11690 | 2011 NCIP MELROSE PRK LNDSCP & ENTRY SGN | 54,536 | 54,536 | (54,536) | - | - | - | - | - |
| P11790 | 2012 NCIP MELROSE PK ENTRYWAY MONUMENTS | 54,536 | 54,536 | (54,536) | - | - | - | - | - |
| P11714 | IDLEWYLD UNDERGROUNDING OF UTILITIES | 52,102 | 29,342 | - | - | - | - | - | 52,102 |
| P12440 | NW 15TH AVE TWIN LAKES ROAD CLOSURE | 50,000 | 50,000 | - | - | - | - | - | 50,000 |
| P10909 | SE FIRE STATION DESIGN & CONSTRUCTION | 48,470 | 48,470 | - | - | - | - | - | 48,470 |
| P11727 | DISTRICT FOUR PARK | 47,206 | 47,206 | - | - | - | - | - | 47,206 |

City of Fort Lauderdale
Adopted FY 2020 - FY 2024 Community Investment Plan

| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| P12085 | FACILITY MAINTENANCE PRIORITIES | 44,873 | 15,406 | - | - | - | - | - | 44,873 |
| P11784 | ORANGE BOWL FIELD AT CATER PARK | 42,022 | 42,022 | - | - | - | - | - | 42,022 |
| P11365 | SAILBOAT BEND TRAFFIC MITIGATION PLAN | 40,785 | 40,785 | - | - | - | - | - | 40,785 |
| P12377 | TARPON RIV TRAFFIC CALMING IMPROVEMENTS | 40,338 | 3,021 | - | - | - | - | - | 40,338 |
| P11734 | RIVER OAKS DEVELOPER TRAFFIC MITIGATION | 39,112 | 39,112 | - | - | - | - | - | 39,112 |
| P12297 | CARTER PARK STORMWATER IMPROVEMENTS | 36,883 | 1 | - | - | - | - | - | 36,883 |
| P11605 | 2010 NCIP SEVEN ISLES ASPHALT BRIDGES | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P11961 | 2014 NCIP LAKE AIRE DECOR ST POST/ SIGNS | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P11964 | 2014 NCIP MELROSE PARK ENTRYWY MONUMENT | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P12141 | 2015 NCIP HISTORICAL DORSEY RVRBND SIDEW | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P12143 | 2015 NCIP FLAGER VILLAGE SIGNS/MONUMENTS | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P12148 | 2015 NCIP LAUDERDALE MNRS DECR STR POSTS | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P12150 | 2015 NCIP RIVERLAND ROUNDABOUT | 35,000 | 35,000 | (35,000) | - | - | - | - | - |
| P12147 | 2015 NCIP SHADY BNKS DECR STR POSTS | 32,950 | 32,950 | (35,000) | - | - | - | - | (2,050) |
| P11799 | 2012 NCIP GOLDEN HEIGHTS ENTRANCE PAVERS | 32,271 | 4,805 | - | - | - | - | - | 32,271 |
| P11963 | 2014 NCIP LAUDERDALE MANORS DECO ST SIGN | 32,243 | 31,921 | - | - | - | - | - | 32,243 |
| P12201 | COONTIE HATCHEE PARK LAGOON | 30,704 | 30,704 | - | - | - | - | - | 30,704 |
| P12328 | SOUTHEAST EMERGENCY MEDICAL SUB-STATION | 28,610 | 8,805 | 3,000,000 | - | - | - | - | 3,028,610 |
| P11608 | 2010 NCIP RIVER GARDEN/ SWEETING MONUMEN | 28,272 | 28,272 | - | - | - | - | - | 28,272 |
| P11802 | 2012 NCIP LAUDERDALE MANORS CROSSWALKS | 25,000 | 25,000 | - | - | - | - | - | 25,000 |
| P12282 | PEDESTRIAN PRIORITY INRSTN LAS OLAS/4TH | 23,698 | 23,697 | - | - | - | - | - | 23,698 |
| P11819 | 2012 BCIP FTL BEACH VILLAGE MERCHANTS | 22,500 | 22,500 | (22,500) | - | - | - | - | - |
| P11955 | 2014 BCIP FORT LAUDERDALE BEACH VILLAGE | 22,500 | 22,500 | (22,500) | - | - | - | - | - |
| P12151 | 2015 BCIP FLAGLER VIL IMPR SIGN/MONUMNTS | 22,500 | 22,500 | (22,500) | - | - | - | - | - |
| P12153 | 2015 BCIP N BCH VILLAGE SIGNS/MONUMENTS | 22,500 | 22,500 | (22,500) | - | - | - | - | - |
| P12144 | 2015 NCIP SUNRISE KEY DECR STR POSTS | 20,700 | 20,700 | (20,700) | - | - | - | - | - |
| P11607 | 2010 NCIP DILLARD PARK CURBING | 20,196 | 1 | - | - | - | - | - | 20,196 |
| P11650 | ANNUAL MARINE FACILITIES & SEAWALL 10/11 | 18,009 | 12,713 | - | - | - | - | - | 18,009 |
| P11725 | DISTRICT TWO PARK | 17,908 | 17,908 | - | - | - | - | - | 17,908 |
| P11959 | 2014 NCIP GOLDEN HEIGHTS SPEED HUMPS | 16,000 | 16,000 | (16,000) | - | - | - | - | - |
| P11212 | GALT OCEAN SHOPS ENTRANCEWAY | 16,000 | 16,000 | (16,000) | - | - | - | - | - |
| P11696 | 2011 NCIGP HARBOR BCH LANDSCAPED MEDIANS | 14,356 | 14,356 | - | - | - | - | - | 14,356 |
| P11962 | 2014 NCIP LAKE RIDGE TREES | 13,683 | 13,683 | (13,683) | - | - | - | - | - |
| P12140 | 2015 NCIP BERMUDA RIVIERS DECR STR POSTS | 13,229 | 12,879 | - | - | - | - | - | 13,229 |
| P10914 | NEW FIRE STATION 54 | 12,436 | 12,436 | - | - | - | - | - | 12,436 |
| P11681 | SR A1A STREETSCAPE IMPROVEMENTS | 12,194 | - | - | - | - | - | - | 12,194 |
| P12280 | NE 1ST PEDESTRIAN REFUGE ON ANDREWS AVE | 11,700 | 2,508 | - | - | - | - | - | 11,700 |
| P12281 | NE 1ST PEDESTRIAN REFUGE AT NE 3RD AVE | 11,700 | 2,508 | - | - | - | - | - | 11,700 |
| P11510 | 2009 NCIGP HARBOR BEACH HOA | 11,620 | 11,620 | - | - | - | - | - | 11,620 |
| P12278 | SWEETING PARK DOCK REPLACEMENT | 11,519 | 11,519 | - | - | - | - | - | 11,519 |
| P12065 | 777 BAYSHORE DRV STRMWTR IMPROVEMENTS | 10,552 | - | - | - | - | - | - | 10,552 |
| P11595 | CENTRAL BCH WAYFINDING & INFO SIGNAGE | 10,516 | 10,516 | - | - | - | - | - | 10,516 |
| P11762 | CONCRETE AND PAVER MAINTENANCE 2011/12 | 10,313 | 6,448 | - | - | - | - | - | 10,313 |
| P12149 | 2015 NCIP LAKE RDGE MOBILITY MASTER PLAN | 10,000 | 10,000 | (10,000) | - | - | - | - | - |
| P11516 | 2009 NCIP LAKE RIDGE CIVIC ASSOCIATION | 9,764 | 9,764 | (9,764) | - | - | - | - | - |
| P12158 | CORDOVA ROAD COMPLETE STREET PROJECT | 9,735 | 9,735 | - | 150,000 | - | - | - | 159,735 |
| P12142 | 2015 NCIP CORAL RDGE C CLB DERC ST POSTS | 8,634 | - | - | - | - | - | - | 8,634 |
| P12091 | CITY WAYFINDING & INFO SIGNAGE | 8,372 | 8,372 | - | - | - | - | - | 8,372 |
| P12342 | POLICE MARINE PATROL VESSELS | 8,062 | 8,062 | - | - | - | - | - | 8,062 |
| P12137 | 2015 NCIP RIVERLAND MANORS MEDIANS | 7,434 | 7,434 | - | - | - | - | - | 7,434 |
| P11811 | MILLS POND PARK PLAYGROUND EQUIPMENT 12 | 7,348 | - | - | - | - | - | - | 7,348 |
| P12234 | BAYVIEW DR SEAWALL BTWN NE 59 ST & NE 60 | 6,480 | 6,480 | - | - | - | - | - | 6,480 |
| P12200 | FIRE STATION #2 HVAC | 5,563 | 5,563 | - | - | - | - | - | 5,563 |
| P12283 | SE 2ND ST TRAFFIC CALM/PEDESTRIAN SAFETY | 5,531 | 433 | - | - | - | - | - | 5,531 |

City of Fort Lauderdale
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| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| P11794 | 2012 NCIP LAKE AIRE ST LIGHTS & POSTS | 4,090 | 4,090 | (4,090) | - | - | - | - | - |
| P11507 | 2009 NCIP SEVEN ISLES HOA BRIDGE IMPROVM | 3,899 | 3,899 | (3,899) | - | - | - | - | - |
| P11774 | RIVERWALK LIGHTING | 3,890 | - | - | - | - | - | - | 3,890 |
| P11244 | GALT OCEAN SHOPPES ENTRYWAY IMP BCIP | 3,753 | 3,753 | - | - | - | - | - | 3,753 |
| P12276 | EDGEWOOD ENTRY SIGN | 3,748 | 3,748 | (3,748) | - | - | - | - | - |
| P11801 | 2012 NCIP ROCK ISLAND ST SIGN POSTS | 3,232 | - | - | - | - | - | - | 3,232 |
| P12139 | 2015 NCIP SUNRISE INTRACOASTAL TRAF CALM | 2,090 | 13 | - | - | - | - | - | 2,090 |
| P11796 | 2012 NCIP RVR GARDEN SWEETING PK IMPROVE | 1,961 | 5 | - | - | - | - | - | 1,961 |
| P12447 | ROADWAY REPAIR FACILITY | 1,108 | 25 | - | - | - | - | - | 1,108 |
| P10932 | BCIP FLAGER VILLAGE IMPROVEMENTS 2004/05 | 1,000 | 1,000 | (1,000) | - | - | - | - | - |
| P12045 | CITYWIDE WATERWAY SURVEYS MASTERPLAN | 837 | 837 | - | - | - | - | - | 837 |
| P11632 | RIVIERA ISLES UTILITIES UNDERGROUNDING | 538 | 538 | - | - | - | - | - | 538 |
| P12446 | METER SHOP/STORMWATER OPERATION FACILITY | - | - | 1,898,450 | - | - | - | - | 1,898,450 |
| P12548 | LAS OLAS MOBILITY IMPROVEMENTS | - | - | 825,433 | - | - | - | - | 825,433 |
| P12343 | PARKER PLAYHOUSE RENOVATION | - | - | 500,000 | 600,000 | 600,000 | 600,000 | 700,000 | 3,000,000 |
| P12545 | WATER TOWER LIGHTING | - | - | 500,000 | - | - | - | - | 500,000 |
| P12547 | CITY-COUNTY JOINT GOVERNMENT CENTER CAMPUS | - | - | 500,000 | - | - | - | - | 500,000 |
| P12549 | SEAWALL MAINTENANCE | - | - | 470,000 | 470,000 | 470,000 | 470,000 | 470,000 | 2,350,000 |
| P12544 | POLICE K-9 TRAINING TRAILER | - | - | 200,000 | - | - | - | - | 200,000 |
| P12543 | NCIP CITY MATCH | - | - | 150,000 | - | - | - | - | 150,000 |
| P12330 | CITY OWNED SEAWALL RESTORATION/ REPLCMNT | - | - | - | 1,049,345 | 839,477 | 2,660,523 | - | 4,549,345 |
| FY20180658 | DOWNTOWN WALKABILITY PROJECT PHASES 7-10 | - | - | - | 500,000 | 500,000 | 175,972 | 500,000 | 1,675,972 |
| FY20180621 | NE 1ST STREET BRIDGE | - | - | - | 209,759 | 1,206,325 | - | - | 1,416,084 |
| FY20180622 | SE 13TH STREET BRIDGE | - | - | - | - | 2,654,198 | 705,180 | - | 3,359,378 |
| FY20180620 | BAYVIEW DRIVE BRIDGE OVER LONGBOAT INLET | - | - | - | - | - | 146,300 | 1,074,500 | 1,220,800 |
| FY 20200858 | SE 8TH STREET BRIDGE REPLACEMENT | - | - | - | - | - | - | 2,285,400 | 2,285,400 |
| **General Capital Projects Fund (331) Total** | | **44,010,517** | **38,505,834** | **10,355,889** | **12,729,930** | **10,758,262** | **10,758,262** | **9,970,000** | **98,582,860** |
| **Gas Tax Fund (332)** | | | | | | | | | |
| P11945 | ANNUAL ASPHALT CONCRETE RESURFACING | 566,698 | 311,365 | - | - | - | - | - | 566,698 |
| P12223 | ANNUAL ASPHALT RESURFACING CONTRACT | 437,271 | 437,271 | 503,115 | 503,115 | 503,115 | 503,115 | 503,115 | 2,952,846 |
| P11762 | CONCRETE AND PAVER MAINTENANCE 2011/12 | 22,542 | 22,542 | - | - | - | - | - | 22,542 |
| P12301 | ANNUAL MICROSURFACING | - | - | 315,000 | 315,000 | 315,000 | 315,000 | 315,000 | 1,575,000 |
| **Gas Tax Fund (332) Total** | | **1,026,511** | **771,178** | **818,115** | **818,115** | **818,115** | **818,115** | **818,115** | **5,117,086** |
| **Fire Rescue Bond 2005 Series Fund (336)** | | | | | | | | | |
| P10918 | NEW FIRE STATION 13 | 4,513,445 | 4,490,094 | - | - | - | - | - | 4,513,445 |
| P10909 | SE FIRE STATION DESIGN & CONSTRUCTION | 3,480,263 | 647 | - | - | - | - | - | 3,480,263 |
| P10914 | NEW FIRE STATION 54 | 218,213 | 61,882 | - | - | - | - | - | 218,213 |
| **Fire Rescue Bond 2005 Series Fund (336) Total** | | **8,211,921** | **4,552,623** | **-** | **-** | **-** | **-** | **-** | **8,211,921** |
| **CRA Beach Fund (346)** | | | | | | | | | |
| P12315 | AQUATICS COMPLEX RENOVATIONS | 25,247,347 | 1,042,881 | - | - | - | - | - | 25,247,347 |
| P11900 | LAS OLAS BLVD CORRIDOR IMPROVEMENTS | 10,185,122 | 1,863,233 | 308,169 | - | - | - | - | 10,493,291 |
| P11681 | SR A1A STREETSCAPE IMPROVEMENTS | 3,756,433 | 3,549,181 | 2,900,000 | - | - | - | - | 6,656,433 |
| P12373 | DC ALEXANDER PARK IMPROVEMENT PROJECT | 489,953 | 455,752 | - | - | - | - | - | 489,953 |
| P11595 | CENTRAL BCH WAYFINDING & INFO SIGNAGE | 378,120 | 370,710 | - | - | - | - | - | 378,120 |
| P10648 | NEW AQUATICS CENTER/PARKING GARAGE | 19,254 | - | - | - | - | - | - | 19,254 |
| P12546 | 27 METER DIVE TOWER | - | - | 5,000,000 | - | - | - | - | 5,000,000 |
| **CRA Beach Fund (346) Total** | | **40,076,229** | **7,281,757** | **8,208,169** | **-** | **-** | **-** | **-** | **48,284,398** |
| **CRA - Northwest Progresso Heights (NWPFH) Fund (347)** | | | | | | | | | |
| P12096 | SISTRUNK PHASE II UNDERGRND UTILITIES | 3,178,929 | 3,178,929 | - | - | - | - | - | 3,178,929 |
| P12166 | OFF-STREET PARKING | 2,870,802 | 2,540,544 | - | - | - | - | - | 2,870,802 |
| P12097 | NEW CARTER PARK SENIOR CENTER | 2,066,454 | 2,066,454 | - | - | - | - | - | 2,066,454 |
| P12443 | SISTRUNK CROSSWALKS | 525,000 | 443,444 | - | - | - | - | - | 525,000 |
| P12427 | MID-BLOCK FLASHING BEACON NW 9 AVE/NW 2 | 137,257 | 137,257 | - | - | - | - | - | 137,257 |
| P12278 | SWEETING PARK DOCK REPLACEMENT | 114,972 | 114,972 | - | - | - | - | - | 114,972 |

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| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| P11989 | NPF CRA WIRELESS CAMERA AND WI-FI | 109,363 | 11,173 | - | - | - | - | - | 109,363 |
| P11608 | 2010 NCIP RIVER GARDEN/ SWEETING MONUMEN | 35,000 | 35,000 | - | - | - | - | - | 35,000 |
| **CRA - Northwest Progresso Heights (NWPFH) Fund (347) Total** | | **9,037,777** | **8,527,773** | **-** | **-** | **-** | **-** | **-** | **9,037,777** |
| **Central City CRA Fund (348)** | | | | | | | | | |
| P12084 | NE 13TH ST COMPLETE STREETS PROJECT | 53,420 | 53,419 | - | - | - | - | - | 53,420 |
| **Central City CRA Fund (348) Total** | | **53,420** | **53,419** | **-** | **-** | **-** | **-** | **-** | **53,420** |
| **Park Impact Fees Fund (350)** | | | | | | | | | |
| P12461 | MILLS POND PARK ARTIFICIAL TURF | 3,000,000 | 3,000,000 | - | - | - | - | - | 3,000,000 |
| P11900 | LAS OLAS BLVD CORRIDOR IMPROVEMENTS | 2,499,708 | 2,499,708 | - | - | - | - | - | 2,499,708 |
| P12334 | HOLIDAY PARK FIELD CONVERSION | 2,398,248 | 125,798 | - | - | - | - | - | 2,398,248 |
| P12452 | FLORENCE C. HARDY PARK IMPROVEMENTS | 800,000 | 800,000 | - | - | - | - | - | 800,000 |
| P12058 | LAS OLAS TUNNEL TOP PARK | 770,720 | 770,720 | - | - | - | - | - | 770,720 |
| P12471 | MILLS POND PARK BASKETBALL COURTS | 400,000 | 400,000 | - | - | - | - | - | 400,000 |
| P12201 | COONTIE HATCHEE PARK LAGOON | 75,177 | 75,177 | - | - | - | - | - | 75,177 |
| P12460 | BILL KEITH PRESERVE BOARDWALK EXTENSION | 73,100 | 73,100 | - | - | - | - | - | 73,100 |
| P12288 | BEACH PARK IMPROVEMENTS | 39,969 | 16,339 | - | - | - | - | - | 39,969 |
| P12065 | 777 BAYSHORE DRV STRMWTR IMPROVEMENTS | 4,388 | - | - | - | - | - | - | 4,388 |
| P12426 | RIVERLAND ROAD PARK | 259 | 259 | - | - | - | - | - | 259 |
| P12122 | SNYDER PARK BIKE TRAILS | (8,693) | (8,693) | - | - | - | - | - | (8,693) |
| FY 20190784 | PARK IMPACT FEES - LAND ACQUISITION | - | - | - | - | - | - | 7,000,000 | 7,000,000 |
| **Park Impact Fees Fund (350) Total** | | **10,052,876** | **7,752,408** | **-** | **-** | **-** | **-** | **7,000,000** | **17,052,876** |
| **Sanitation Fund (409)** | | | | | | | | | |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 8,789 | 8,789 | - | - | - | - | - | 8,789 |
| FY20180635 | PLANT A AND FORMER TRASH TRANSFER STATION REMEDIATION | - | - | - | - | 900,000 | 900,000 | - | 1,800,000 |
| **Sanitation Fund (409) Total** | | **8,789** | **8,789** | **-** | **-** | **900,000** | **900,000** | **-** | **1,808,789** |
| **Central Region/Wastewater Fund (451/458)** | | | | | | | | | |
| P11781 | GTL WWTP CRYOGENIC PLANT UPGRADES | 10,645,915 | 10,523,178 | - | - | - | - | - | 10,645,915 |
| P12176 | GTL MOTOR CONTROL CENTERS REHABILITATION | 6,116,361 | 5,924,044 | - | 3,761,951 | 3,721,720 | 4,096,876 | 2,546,994 | 20,243,902 |
| P11773 | GTL PLANT REHABILITATION OF PCCP PIPE | 5,537,776 | 5,041,726 | - | 3,520,000 | - | - | - | 9,057,776 |
| P11917 | GTL REACTOR 1 & OXYGEN BLDG MCC ELEC UPG | 3,245,144 | 3,122,446 | - | - | - | - | - | 3,245,144 |
| P12251 | CLARIFIER PIPE REPLACEMENT | 2,461,298 | 2,461,298 | 1,236,270 | 1,236,270 | 1,236,270 | 1,236,270 | - | 7,406,378 |
| P00401 | REGIONAL REPLACEMENT/RECAPITALIZATION | 1,926,291 | 1,926,291 | 4,773,090 | (9,974,812) | (4,658,524) | (45,451) | 5,731,973 | (2,247,433) |
| P12451 | UNDRGRND INJECTION CONTROL (UIC) PERMITS | 1,700,000 | 1,700,000 | - | - | - | - | - | 1,700,000 |
| P12469 | GTL MECHANICAL INTEGRITY TEST | 1,582,954 | 662,867 | - | - | - | - | - | 1,582,954 |
| P12252 | GEORGE T LOHMEYER INTERIOR PAINTING | 1,398,720 | 1,398,720 | - | 153,216 | 567,468 | 567,468 | 408,577 | 3,095,449 |
| P12467 | RGNL B RE-PUMP VARIABLE FREQ DRIVE (VFD) | 1,381,278 | 1,381,278 | - | - | - | - | - | 1,381,278 |
| P12348 | GTL EFFLUENT PUMPS REPLACEMENT | 1,375,325 | 847,890 | 250,000 | - | - | - | - | 1,625,325 |
| P12438 | FREIGHT ELEVATOR REPLACEMENT - GTL WWTP | 1,199,067 | 1,199,067 | - | - | - | - | - | 1,199,067 |
| P12172 | ELECTRICAL MAINTENANCE | 659,433 | 448,029 | - | - | - | - | - | 659,433 |
| P12170 | GTL CONCRETE RESTORATION | 520,008 | 520,008 | - | - | - | - | - | 520,008 |
| P12171 | BUTLER BUILDING UPGRADE AT GTL WELLFIELD | 475,641 | 461,904 | - | - | - | - | - | 475,641 |
| P12169 | GTL ODOR CONTROL SYSTEM | 433,492 | 433,492 | 2,274,300 | - | - | - | - | 2,707,792 |
| P12190 | UTILITIES ASSET MANAGEMENT SYSTEM | 415,419 | 305,983 | 159,800 | 159,800 | 159,800 | 159,800 | 159,800 | 1,214,419 |
| P12505 | EFLNT PMP STANDBY GENERATOR/ADM BLD IMPR | 400,000 | 400,000 | - | - | - | - | - | 400,000 |
| P12114 | ELECTRICAL/ SCADA EVALUATION | 369,157 | 369,157 | - | - | - | - | - | 369,157 |
| P11854 | REGIONAL WASTEWATER METER REPLACEMENT | 291,574 | 204,680 | - | - | - | - | - | 291,574 |
| P12375 | PROG MGMT OF CONSENT ORDER PROJECTS | 288,200 | 288,200 | 374,558 | 374,558 | 374,558 | 374,558 | 374,558 | 2,160,990 |
| P12255 | GEORGE T LOHMEYER EXTERIOR PAINTING | 271,380 | 271,380 | - | - | 314,553 | - | - | 585,933 |
| P11710 | GTL EMERGENCY GENERATOR CONNECTION | 135,232 | - | - | - | - | - | - | 135,232 |
| P12532 | REDUNDANT EFFLUENT PIPELINE TO WELLFIELD | - | - | 510,000 | 2,500,000 | 2,500,000 | - | - | 5,510,000 |
| P12528 | GTL CHLORINE FLASH MIX REMODEL | - | - | 434,000 | 620,000 | 496,000 | - | - | 1,550,000 |
| P12529 | EFFLUENT PUMPS STANDBY GENERATOR & ADMIN BLDG IMPROVEMENT | - | - | 400,000 | 5,000,000 | 5,600,000 | 4,000,000 | - | 15,000,000 |
| P12530 | DEEPWELL ELECTRIC POWER, INSTRUMENTATION & CONTROL | - | - | 235,082 | 2,200,023 | - | - | - | 2,435,105 |
| FY 20190742 | GTL ROADWAY RESURFACING | - | - | - | 460,696 | - | - | - | 460,696 |

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|---|---|---|---|---|---|---|---|---|---|
| FY 20170520 | GEORGE T. LOHMEYER SLUDGE HOLDING TANK DECANTING V | - | - | - | 284,227 | - | - | - | 284,227 |
| FY 20170517 | GEORGE T. LOHMEYER (GTL) GRIT PUMPS REPLACEMENT | - | - | - | 59,214 | - | - | - | 59,214 |
| FY 20170518 | GEORGE T. LOHMEYER (GTL) SLUDGE TRANSFER PUMPS | - | - | - | 72,301 | - | - | - | 72,301 |
| FY 20200864 | GEORGE T. LOHMEYER (GTL) BELT PRESSES | - | - | - | - | - | - | 1,021,441 | 1,021,441 |
| **Central Region/Wastewater Fund (451/458) Total** | | **42,829,665** | **39,891,638** | **10,647,100** | **10,427,444** | **10,311,845** | **10,389,521** | **10,243,343** | **94,848,918** |
| **Water/Sewer Master Plan Fund (454)** | | | | | | | | | |
| P11991 | DOWNTOWN SEWER BASIN PS A-7 REHABILITION | 7,537,832 | 4,626,668 | - | - | - | - | - | 7,537,832 |
| P11901 | VICTORIA PK STH SM WATERMAINS IMPROVEMNT | 2,930,570 | 1,105,450 | (300,000) | - | - | - | - | 2,630,570 |
| P12055 | BASIN A-18 SANITARY SWR COLL SYSTM REHAB | 2,744,648 | 2,184,568 | - | - | - | - | - | 2,744,648 |
| P12133 | PUMP STN A-13 REDIRECTION E OF FEDERAL | 2,119,957 | 1,192,523 | - | - | - | - | - | 2,119,957 |
| P11887 | NW SECOND AVE TANK RESTORATION | 2,004,012 | 736,690 | (700,000) | - | - | - | - | 1,304,012 |
| P12485 | FIVEASH WTP FILTERS REHABILIATION | 2,000,000 | 2,000,000 | - | - | - | - | - | 2,000,000 |
| P12462 | CORAL RIDGE SMALL WATERMAIN IMPROVEMENTS | 1,904,997 | 1,893,812 | (1,800,000) | 4,100,000 | - | - | - | 4,204,997 |
| P12294 | FIVEASH WTP ELECTRICAL VOLTAGE UPGRADE | 1,540,358 | 827,751 | - | - | - | - | - | 1,540,358 |
| P12488 | WATER & SEWER BYPASS EQUIPMENT | 1,324,760 | 1,324,760 | - | - | - | - | - | 1,324,760 |
| P12350 | IMPERIAL PNT B-10 SEWER BASIN REHAB | 1,235,126 | 13,105 | - | - | - | - | - | 1,235,126 |
| P12352 | S MIDDLE RIVER FORCE MAIN RIVER CROSSING | 1,204,748 | 1,099,352 | - | - | - | - | - | 1,204,748 |
| P11566 | RIO VISTA SEWER BASIN D-43 REHAB | 1,065,801 | 1,021,306 | - | - | - | - | - | 1,065,801 |
| P12413 | FM FROM PUMP STN D-35 TO D-36 UPSIZE | 899,500 | 899,500 | - | - | - | - | - | 899,500 |
| P12190 | UTILITIES ASSET MANAGEMENT SYSTEM | 864,984 | 474,921 | 573,400 | 573,400 | 573,400 | 573,400 | 573,400 | 3,731,984 |
| P12463 | CORAL SHORES SML WATERMAIN IMPROVEMENTS | 834,704 | 824,819 | (163,702) | - | - | - | - | 671,002 |
| P12272 | CITYWIDE FM VLV & AIRE RELEASE VLV REHAB | 834,578 | 834,578 | - | - | - | - | - | 834,578 |
| P12484 | REFURB FIVEASH WTP MG STEEL TANK (NORTH) | 750,000 | 750,000 | - | - | - | - | - | 750,000 |
| P11247 | DISTRIBUTION & COLLECTION REPAIR/REPLACE | 718,892 | 718,892 | - | - | - | - | - | 718,892 |
| P12428 | CYPRESS CRK RD INFLOW & INFILTRATION REH | 673,956 | 387,038 | (325,000) | - | - | - | - | 348,956 |
| P12180 | CROISSANT PARK SMALL WATER MAINS | 670,101 | 670,101 | (500,000) | - | - | - | - | 170,101 |
| P12429 | RENO 6300 NW 21 AVE METER SHOP RELOCATIO | 599,416 | 599,416 | - | - | - | - | - | 599,416 |
| P12465 | HARBOR BEACH SEWER BASIN D-34 REHAB | 532,420 | 532,420 | - | - | - | - | - | 532,420 |
| P12295 | PLE DIXIE AIR STRIPPERS & HYPOCHOLORITE | 509,284 | 382,789 | - | - | - | - | - | 509,284 |
| P12375 | PROG MGMT OF CONSENT ORDER PROJECTS | 500,000 | 500,000 | 513,442 | 513,442 | 513,442 | 513,442 | 513,442 | 3,067,210 |
| P12476 | FIVEASH WELLFIELD PUMP REPLACEMENT | 500,000 | 213,460 | - | - | - | - | - | 500,000 |
| P12464 | TARPON RIVER A-11 SEWER BASIN REHAB | 491,948 | 113,576 | - | - | - | - | - | 491,948 |
| P11879 | PUMP STATION B-10 REHAB | 476,560 | 467,567 | - | - | - | - | - | 476,560 |
| P12178 | UTILITIES STORAGE BUILDING(STEEL PREFAB) | 437,148 | 2 | - | - | - | - | - | 437,148 |
| P11882 | PUMP STATION B-22 REHABILITATION | 423,189 | 423,189 | - | 656,736 | - | - | - | 1,079,925 |
| P11563 | VICTORIA PARK SEWER BASIN A-19 REHAB | 418,297 | 418,297 | - | - | - | - | - | 418,297 |
| P12049 | FLAGLER HEIGHTS SWR BASIN A-21 LATERALS | 361,995 | 361,995 | - | - | - | - | - | 361,995 |
| P12412 | PUMP STATIONS A-16 UPGRADE | 336,162 | 239,521 | 1,500,000 | - | - | - | - | 1,836,162 |
| P12410 | PUMP STATIONS C-1 & C-2 REPLACEMENT | 325,244 | 131,963 | - | - | 1,150,000 | - | - | 1,475,244 |
| P11889 | PUMP STATIONS A-44 A-97 C-31 ABANDONMENT | 279,514 | 51,936 | - | - | - | - | - | 279,514 |
| P12431 | PEELE DIXIE MEMBRANE REPLACEMENT | 236,224 | 236,224 | - | - | - | - | - | 236,224 |
| P12181 | WTP FACILITIES CONCRETE RESTORATION | 222,147 | 200,053 | - | - | - | - | - | 222,147 |
| P12182 | LAKE ESTATES SMALL WATER MAINS | 204,061 | 201,059 | - | - | - | - | - | 204,061 |
| P12275 | PEELE DIXIE WTP RENEWAL & REPLACEMENT | 200,000 | 200,000 | (200,000) | - | - | - | - | - |
| P11246 | WATER TREATMENT PLANT REPAIR/REPLACEMENT | 198,050 | 198,050 | - | - | - | - | - | 198,050 |
| P12372 | FIVEASH SKYLIGHTS AND RE-ROOFING | 167,153 | 167,153 | - | - | - | - | - | 167,153 |
| P12421 | PW ADMIN BLDG UTILITIES GLASS BLOCKS | 160,000 | 160,000 | - | - | - | - | - | 160,000 |
| P12222 | REHAB 3 SCADA PUMP PANELS AT FIVEASH WTP | 151,158 | 124,682 | - | - | - | - | - | 151,158 |
| P11881 | PUMP STATION D-45 REHABILITATION | 145,647 | 145,647 | - | - | - | - | - | 145,647 |
| P12179 | TANBARK LANE SML WATER MAIN REPLACEMENT | 145,592 | 83,827 | - | - | - | - | - | 145,592 |
| P12259 | PUB WRKS ADMIN BUILDING AIR CONDITIONING | 119,655 | 119,655 | 2,452,500 | - | - | - | - | 2,572,155 |
| P11905 | ANNUAL UTILITIES RESTORATION 2014 | 105,085 | 96,294 | - | - | - | - | - | 105,085 |
| P12051 | CONTRACT SUPERVISORY CNTRL & DATA ACQUIS | 96,993 | 96,993 | 200,000 | 200,000 | - | - | - | 496,993 |
| P12124 | CNTRL BCH ALLIANCE PUMP STN REPLAC D-41 | 84,291 | 16,370 | - | - | - | - | - | 84,291 |

City of Fort Lauderdale
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| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| P10850 | VICTORIA PARK A NORTH-SMALL WATERMAINS | 73,067 | 73,067 | - | - | - | - | - | 73,067 |
| P11685 | WATER MONITORING SYSTEM (SCADA) | 48,088 | 48,088 | - | - | - | - | - | 48,088 |
| P11589 | FIVEASH WTP DISINFECTION IMPROVEMENTS | 36,322 | 36,322 | - | - | - | - | - | 36,322 |
| P11080 | PORT CONDO SMALL WATER MAIN IMPROVEMENTS | 17,330 | - | - | - | - | - | - | 17,330 |
| P11932 | AERATION BASIN REHAB AT FIVEASH WTP | 11,653 | 11,653 | - | - | - | - | - | 11,653 |
| P12446 | METER SHOP/STORMWATER OPERATION FACILITY | 9,881 | 8,630 | 1,954,622 | - | - | - | - | 1,964,503 |
| P12364 | CITY HALL DRIVE-THRU KIOSK IMPROVEMENTS | 8,076 | 8,076 | - | - | - | - | - | 8,076 |
| P12202 | LIFT STATN D-11 FLOW ANALYSIS & REDESIGN | 3,589 | 1,617 | - | - | - | - | - | 3,589 |
| P11865 | CORAL RIDGE ISLES SEWER BASIN B-13 REHAB | 1,735 | 1,735 | - | - | - | - | - | 1,735 |
| P11664 | BASIN B-6 SANITARY SEWER SYSTEM REHAB | 1,304 | 1,304 | - | - | - | - | - | 1,304 |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 1,253 | 1,253 | - | - | - | - | - | 1,253 |
| P11864 | BERMUDA RIVERA SEWER BASIN B-2 | 1,156 | 1,156 | - | - | - | - | - | 1,156 |
| P11565 | CORAL RIDGE CLUB ESTATES SEWER BASIN B-1 | 1,136 | 1,136 | - | - | - | - | - | 1,136 |
| P12435 | BREAKERS AVENUE STREETSCAPE IMPROVEMENTS | - | - | 1,010,000 | - | - | - | - | 1,010,000 |
| P12537 | FIVE-ASH WELLFIELD WEST GENERATOR REPLACEMENT | - | - | 650,000 | - | - | - | - | 650,000 |
| P12526 | UTILITIES EMERGENCY OPERATIONS CENTER & ADMINISTRATION | - | - | 303,500 | - | 3,105,424 | - | - | 3,408,924 |
| P12535 | PEELE DIXIE WTP - GEOLOGICAL PLANNING DOCUMENT | - | - | 225,000 | - | - | - | - | 225,000 |
| P12296 | NEW UTILITIES CENTRAL LABORATORY-PEELE DIXIE WATER | - | - | 179,500 | 959,000 | - | - | - | 1,138,500 |
| P12525 | UTILITIES CENTRAL WAREHOUSE | - | - | 133,500 | 855,000 | - | - | - | 988,500 |
| P12538 | SOIL MITIGATION AT SLUDGE PIT PROPERTY | - | - | 100,000 | 200,000 | - | - | - | 300,000 |
| P12401 | PROSPECT WELLFIELD BONDING AND GROUNDING TESTING | - | - | 99,000 | - | - | - | - | 99,000 |
| P12531 | NORTH NEW RIVER DRIVE EAST | - | - | 98,860 | 380,323 | - | - | - | 479,183 |
| P12353 | UTILITY COORDINATION FL DEPT OF TRANSPORTATION | - | - | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 450,000 |
| P12527 | CONVERSION OF BACK WASH PUMP | - | - | 90,000 | - | - | - | - | 90,000 |
| P12536 | PEELE DIXIE WTP INJECTION WELL MECHANICAL INTEGRITY | - | - | 60,000 | - | - | - | - | 60,000 |
| P12534 | FIVEASH WTP-SLUICE GATES REPLACEMENT | - | - | 20,000 | 200,000 | 200,000 | - | - | 420,000 |
| P12533 | FIVEASH WTP-DIESEL BLDG SOUND PROOF CEILING PANEL | - | - | 20,000 | - | - | 500,000 | - | 520,000 |
| FY 20150222 | MIDDLE RIVER TERRACE A-27 SEWER SYSTEM REHAB | - | - | - | 3,384,871 | - | - | - | 3,384,871 |
| P12393 | FIVEASH ELECTRICAL SYSTEM REPLACEMENTS (2015-2020) | - | - | - | 2,438,834 | 2,438,834 | 2,438,834 | - | 7,316,502 |
| P12399 | FIVEASH WTP PCCP REPLACEMENT | - | - | - | 1,135,894 | - | - | - | 1,135,894 |
| P12403 | PEELE-DIXIE WTP CHEMICAL STORAGE IMPROVEMENTS | - | - | - | 950,000 | - | - | - | 950,000 |
| P12405 | UTILITIES WIDE AREA NETWORK SCADA IMPROVEMENTS | - | - | - | 750,000 | 2,658,750 | 2,658,750 | 2,658,750 | 8,726,250 |
| FY 20200844 | PUMPING SATION D-34 EMERGENCY GENERATOR | - | - | - | 660,000 | - | - | - | 660,000 |
| FY 20150184 | CORAL RIDGE COUNTRY CLUB SMALL WATERMAIN | - | - | - | 300,000 | 3,360,000 | - | - | 3,660,000 |
| FY 20150185 | SEA RANCH LAKES SMALL WATER MAINS | - | - | - | 300,000 | 3,296,958 | - | - | 3,596,958 |
| FY 20150187 | LAUDERDALE BY THE SEA SMALL WATER MAIN IMPROVEMENTS | - | - | - | 300,000 | 1,902,000 | - | - | 2,202,000 |
| FY 20190722 | WELLFIELD COMMUNICATIONS | - | - | - | 300,000 | 400,000 | 100,000 | - | 800,000 |
| FY 20150189 | LAKE AIRE PALM VIEW SMALL WATER MAINS | - | - | - | 280,000 | 760,316 | - | - | 1,040,316 |
| FY 20190720 | CONVERSION OF FOUR HIGH SERVICE PUMPS TO VFD | - | - | - | 250,000 | 250,000 | 100,000 | - | 600,000 |
| P12417 | MISCELLANEOUSE WATER QUALITY IMPROVEMENTS | - | - | - | 67,000 | - | - | - | 67,000 |
| FY 20190735 | MEMBRANE CLEANING SYSTEM UPGRADE | - | - | - | 20,000 | 80,000 | - | - | 100,000 |
| FY 20150190 | BAY COLONY SMALL WATER MAIN IMPROVEMENTS | - | - | - | - | 320,000 | 2,400,460 | - | 2,720,460 |
| FY 20150191 | LAUDERGATE ISLES SMALL WATER MAIN IMPROVEMENTS | - | - | - | - | 280,000 | 515,835 | - | 795,835 |
| FY 20190731 | A-32, B-16, E-6, AND E-7 PUMPING STATION REPLACEMENT | - | - | - | - | - | 4,995,872 | - | 4,995,872 |
| FY 20190764 | SEWER BASIN E-5 GRAVITY LINING | - | - | - | - | - | 2,063,013 | - | 2,063,013 |
| FY 20190748 | SMALL WATER MAIN REPLACEMENT - NE 51ST STREET | - | - | - | - | - | 1,920,000 | - | 1,920,000 |
| FY 20200843 | PUBLIC WORKS ADMIN BLDG GENERATOR REPLACEMENT | - | - | - | - | - | 1,281,000 | - | 1,281,000 |
| FY 20190739 | SW 11 STREET & SW 30 AVENUE SMALL WATER MAIN REPLACEMENT | - | - | - | - | - | 1,069,795 | - | 1,069,795 |
| FY 20200840 | FIVE-ASH WELLFIELD EAST GENERATOR FUEL TANK REPLACEMENT | - | - | - | - | - | 735,000 | - | 735,000 |
| FY 20190745 | LAS OLAS PUMP STATION REHAB | - | - | - | - | - | 600,736 | 6,084,736 | 6,685,472 |
| FY 20200838 | RIVERLAND ROAD WATERMAINS | - | - | - | - | - | 350,000 | - | 350,000 |
| FY 20200836 | CORDOVA ROAD WATERMAIN | - | - | - | - | - | 200,028 | - | 200,028 |
| FY 20150204 | DURRS A-23 SEWER BASIN LATERALS | - | - | - | - | - | - | 3,371,297 | 3,371,297 |
| FY 20190746 | SMALL WATER MAIN REPLACEMENT - SEABREEZE BLVD | - | - | - | - | - | - | 3,318,000 | 3,318,000 |

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|---|---|---|---|---|---|---|---|---|---|
| P12398 | FIVEASH WTP GST AND CLEARWELL UPGRADES | - | - | - | - | - | - | 800,000 | 800,000 |
| FY 20150175 | TWIN LAKES (NW) WATERMAIN | - | - | - | - | - | - | 611,310 | 611,310 |
| FY 20150176 | SW 29 STREET SMALL WATERMAINS | - | - | - | - | - | - | 397,353 | 397,353 |
| FY 20190747 | SMALL WATER MAIN REPLACEMENT - SW 10TH COURT | - | - | - | - | - | - | 338,000 | 338,000 |
| P11465 | 17TH STREET CAUSEWAY - LARGE WATER MAIN REPLACEMENT | - | - | - | - | - | - | 337,960 | 337,960 |
| FY 20190749 | SMALL WATER MAIN REPLACEMENT - HENDRICKS ISLE | - | - | - | - | - | - | 300,000 | 300,000 |
| FY 20190758 | NEW PUMPING STATION FLAGLER VILLAGE A-24 | - | - | - | - | - | - | 260,736 | 260,736 |
| FY 20200837 | PIER SIXTY-SIX WATER MAIN | - | - | - | - | - | - | 140,020 | 140,020 |
| P12416 | WATERMAIN IMPROVEMENTS AREA 1 | - | - | - | - | - | - | 99,276 | 99,276 |
| **Water/Sewer Master Plan Fund (454) Total** | | **42,501,347** | **30,262,009** | **6,284,622** | **19,864,500** | **21,379,124** | **23,106,165** | **19,894,280** | **133,030,038** |
| **Parking Fund (461)** | | | | | | | | | |
| P11993 | MOBILE ENFRCMNT FOR CTY WIDE PRKG ENHMNT | 1,718,000 | 1,718,000 | - | - | - | - | - | 1,718,000 |
| P12183 | PARKING ADMIN & CITY PARK GARAGE REPAIRS | 1,370,280 | 1,257,110 | - | 2,000,000 | 2,000,000 | 2,000,000 | 2,646,829 | 10,017,109 |
| P12378 | NORTH BEACH PARKING LOT | 1,222,064 | 1,131,716 | - | - | - | - | - | 1,222,064 |
| P12354 | NORTH GALT SHOPS | 1,129,267 | 1,034,542 | - | 275,000 | 275,000 | 1,650,000 | - | 3,329,267 |
| P12091 | CITY WAYFINDING & INFO SIGNAGE | 943,019 | 943,019 | - | - | - | - | - | 943,019 |
| P12315 | AQUATICS COMPLEX RENOVATIONS | 500,000 | - | - | - | - | - | - | 500,000 |
| P11992 | S ANDREWS PARKING SPACE/ MTR INSTALLATN | 399,106 | 365,866 | - | - | - | - | - | 399,106 |
| P12376 | 3RD AVE ON-STREET PARKING & STREETSCAPE | 393,222 | 68,952 | - | - | - | - | - | 393,222 |
| P12434 | SW 2ND AVE MEDIAN PARKING | 366,995 | 338,504 | - | 500,000 | 500,000 | - | - | 1,366,995 |
| P12423 | CPG/ RIVERWALK CENTER PA & CALLBOX SYSTM | 138,309 | 38,309 | - | - | - | - | - | 138,309 |
| P11900 | LAS OLAS BLVD CORRIDOR IMPROVEMENTS | 81,680 | 36,500 | - | - | - | - | - | 81,680 |
| P11660 | PARKING ADMIN BLDG STRUCTURAL REPAIRS | 67,906 | 30,373 | - | - | - | - | - | 67,906 |
| P12381 | SE 1ST AVENUE & BROWARD BLVD | 67,418 | 41,514 | - | - | - | - | - | 67,418 |
| P10909 | SE FIRE STATION DESIGN & CONSTRUCTION | 37,700 | 2,700 | - | - | - | - | - | 37,700 |
| P10914 | NEW FIRE STATION 54 | 1,331 | - | - | - | - | - | - | 1,331 |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 917 | 917 | - | - | - | - | - | 917 |
| FY 202009009 | SUSTAINABLE IMPROVEMENT FOR CITYWIDE PARKING LOTS | - | - | - | 500,000 | 500,000 | 500,000 | 500,000 | 2,000,000 |
| **Parking Fund (461) Total** | | **8,437,214** | **7,008,022** | **-** | **3,275,000** | **3,275,000** | **4,150,000** | **3,146,829** | **22,284,043** |
| **Airport Fund (468)** | | | | | | | | | |
| P12356 | AVIATION EQUIP & SERV FACILITY EXPANSION | 2,417,049 | 2,306,859 | 1,328,500 | - | - | - | - | 3,745,549 |
| P12355 | AIRPORT DRAINAGE IMPROVMENTS PHASE 1 | 2,030,190 | 2,030,190 | - | - | - | - | - | 2,030,190 |
| P12358 | FXE AIRFIELD SIGNAGE REPLACEMENT | 1,565,989 | 1,528,787 | - | - | - | - | - | 1,565,989 |
| P12189 | AIRFIELD ELECTRICAL VAULT IMPROVEMENTS | 1,162,963 | 473,028 | - | - | - | - | - | 1,162,963 |
| P12289 | EXECUTIVE AIRPORT PARKING LOT | 894,737 | 887,011 | - | - | - | - | - | 894,737 |
| P12104 | WESTERN PERIMETER ROAD | 759,657 | 257,997 | - | - | - | - | - | 759,657 |
| P12243 | TAXIWAY FOXTROT RELOCATION | 624,614 | 579,099 | - | - | - | - | - | 624,614 |
| P12290 | AIRPORT U.S. CBP FACILITY CANOPY | 584,850 | 65,999 | - | - | - | - | - | 584,850 |
| P11999 | TAXIWAY FOXTROT PAVEMENT REHABILITATION | 486,810 | 462,019 | - | - | - | - | - | 486,810 |
| P12459 | PARCEL 21B NRA MITIGATION AND MAINTENANC | 479,677 | 341,087 | - | - | - | - | - | 479,677 |
| P12455 | TAXIWAY INTERSECTION IMPROVEMENTS | 340,000 | 340,000 | - | - | - | - | - | 340,000 |
| P12357 | TAXIWAY FOXTROT LIGHTING IMPROVEMENTS | 294,820 | 223,759 | - | - | - | - | - | 294,820 |
| P12188 | FXE ADMINISTRATION BUILDING RENOVATION | 247,280 | 95,234 | - | - | - | - | - | 247,280 |
| P12261 | FXE DWNTWN HELISTOP ELEVATOR REPLACEMENT | 229,868 | 21,744 | - | - | - | - | - | 229,868 |
| P12437 | AIRPORT DECORATIVE STREET POSTS | 227,658 | 227,658 | - | - | - | - | - | 227,658 |
| P12444 | FXE DESIGN TW INTERSECTION IMPROVMENTS | 140,490 | 26,724 | - | - | - | - | - | 140,490 |
| P12474 | MID-FIELD TAXIWAY EXTENS AND RUN-UP AREA | 73,000 | 73,000 | 311,800 | 311,800 | - | - | - | 696,600 |
| P12323 | FTL EXECUTIVE MASTER DRAINAGE PERMIT | 42,997 | 4,375 | - | - | - | - | - | 42,997 |
| P12070 | MASTER PLAN UPDATE | 18,400 | 18,321 | - | - | - | - | - | 18,400 |
| P12260 | SOUTH PERIMETER LOOP ROAD | 8,212 | 8,212 | (8,760) | - | - | - | - | (548) |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 1,834 | 1,834 | - | - | - | - | - | 1,834 |
| P12287 | NW 55TH COURT TRAFFIC CALMING | 156 | 156 | (156) | - | - | - | - | - |
| P12541 | SECURITY AND ACCESS SYSTEM UPGRADE | - | - | 600,000 | - | - | - | - | 600,000 |
| P12521 | RUNWAY 27 AND 13-31 BYPASS TAXIWAYS | - | - | 240,651 | - | - | - | - | 240,651 |

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|---|---|---|---|---|---|---|---|---|---|
| P12522 | RUNWAY 13 RUN-UP AREA | - | - | 110,678 | - | - | - | - | 110,678 |
| P12540 | RUNWAY 27 BY-PASS TAXIWAYS | - | - | 21,500 | 108,650 | 20,000 | - | - | 150,150 |
| P12539 | TAXIWAY GOLF PAVEMENT REHAB | - | - | 19,500 | 10,000 | - | - | - | 29,500 |
| FY 20200889 | RUNWAY 9 TAXIWAY INTERSECTION IMPROVEMENTS | - | - | - | 22,000 | 140,000 | - | - | 162,000 |
| FY 20200884 | TAXIWAYS B & G REALIGNMENT | - | - | - | - | 420,900 | 12,500 | - | 433,400 |
| FY 20200886 | RUNWAY 13-31 PAVEMENT SEALING | - | - | - | - | 99,300 | 6,500 | - | 105,800 |
| FY 20200888 | RUNWAY 9 PARALLEL T/W EXTENSIONS | - | - | - | - | 28,800 | 410,800 | - | 439,600 |
| **Airport Fund (468) Total** | | **12,631,251** | **9,973,093** | **2,623,713** | **452,450** | **709,000** | **429,800** | **-** | **16,846,214** |
| **Stormwater Fund (470)** | | | | | | | | | |
| P12034 | 1416 SE 11 COURT STORMWATER IMPROVEMENTS | 1,928,068 | 1,928,068 | - | - | - | - | | 1,928,068 |
| P12190 | UTILITIES ASSET MANAGEMENT SYSTEM | 993,740 | 853,712 | 40,000 | 40,000 | 40,000 | 203,400 | 40,000 | 1,357,140 |
| P11419 | RIVEROAKS STORMWATER PARK | 916,903 | 789,190 | - | - | - | - | | 916,903 |
| P12264 | DRAINAGE CANAL DREDGING | 883,794 | 883,794 | - | 712,935 | - | - | | 1,596,729 |
| P12361 | CITYWIDE CANAL DREDGING PLAN - CYCLE 1 | 870,519 | 870,519 | - | - | - | - | | 870,519 |
| P12020 | HECTOR PARK STORMWATER IMPROVEMENTS | 779,187 | 748,075 | - | - | - | - | | 779,187 |
| P12023 | 800-850 SW 21 TERR STORMWATER IMPROVMENT | 534,846 | 487,262 | 383,398 | - | - | - | | 918,244 |
| P12074 | SOUTHEAST ISLES TIDAL AND STRMWTR IMPR | 347,964 | 337,389 | - | - | - | - | | 347,964 |
| P12028 | 4848 NE 23RD AVE STORMWATER IMPROVEMENTS | 343,531 | 294,286 | - | - | - | - | | 343,531 |
| P12043 | 2449 BIMINI LN STORMWATER IMPROVMENTS | 303,308 | 69,063 | - | - | - | - | | 303,308 |
| P11869 | CITYWIDE STORMWATER ANALYSIS | 213,900 | 213,900 | 50,000 | 50,000 | 50,000 | 50,000 | | 413,900 |
| P12082 | VICTORIA PARK TIDAL & STRMWTR IMPROVMENT | 174,775 | 102,668 | - | - | - | - | | 174,775 |
| P12084 | NE 13TH ST COMPLETE STREETS PROJECT | 132,664 | 132,664 | - | - | - | - | | 132,664 |
| P12022 | 700-1000 W LAS OLAS BLVD STORMWATER | 111,988 | 2,491 | - | - | - | - | | 111,988 |
| P11842 | EDGEWOOD STORMWATER IMPROVEMENTS | 107,295 | 95,143 | - | - | - | - | | 107,295 |
| P12031 | 500 BLCK SW 9TH TERR STORMWATER IMPROVEM | 102,402 | (1) | - | - | - | - | | 102,402 |
| P12118 | SURVEY FOR CITYWIDE STRMWTR MODEL | 100,000 | 100,000 | - | - | - | - | | 100,000 |
| P12191 | DRAINAGE CANAL SURVEYING AND ASSESSMENT | 95,048 | 95,048 | 14,016 | - | - | - | | 109,064 |
| P11844 | DURRS AREA STORMWATER IMPROVEMENTS | 75,872 | 65,296 | - | - | - | - | | 75,872 |
| P12024 | 1137 NE 9TH AVE STORMWATER IMPROVEMENTS | 73,788 | 73,787 | - | - | - | - | | 73,788 |
| P11868 | RIVER OAK STORMWATER ANALYSIS | 72,152 | 53,141 | - | - | - | - | | 72,152 |
| P12065 | 777 BAYSHORE DRV STRMWTR IMPROVEMENTS | 70,354 | 1,868 | - | - | - | - | | 70,354 |
| P12478 | STORMSTATION 1 FIXED EMERG GENERATORS | 70,000 | 70,000 | 395,250 | - | - | - | | 465,250 |
| P12479 | STORMSTATION 2 FIXED EMERG GENERATORS | 52,500 | 52,500 | 297,500 | - | - | - | | 350,000 |
| P11843 | PROGRESSO STORMWATER IMPROVEMENTS | 48,113 | 33,189 | - | - | - | - | | 48,113 |
| P11845 | DORSEY RIVERBEND STORMWATER IMPROVEMENTS | 45,636 | 35,061 | - | - | - | - | | 45,636 |
| P12123 | EOC DATA ROOM AT FIRE STATION 53 | 30,000 | 30,000 | - | - | - | - | | 30,000 |
| P12045 | CITYWIDE WATERWAY SURVEYS MASTERPLAN | 19,316 | 19,316 | - | - | - | - | | 19,316 |
| P12446 | METER SHOP/STORMWATER OPERATION FACILITY | 9,881 | 8,630 | 1,211,984 | - | - | - | | 1,221,865 |
| P12064 | 915 NE 3RD AVE STORMWATER IMPROVEMENTS | 2,760 | 2,760 | - | - | - | - | | 2,760 |
| P12435 | BREAKERS AVENUE ROAD IMPROVEMENTS | - | - | 1,100,000 | - | - | - | - | 1,100,000 |
| P12523 | 1716 SE 7TH STREET STORMWATER IMPROVEMENTS | - | - | 382,653 | - | - | - | | 382,653 |
| P12524 | 32-101 S. GORDON ROAD STORMWATER IMPROVEMENTS | - | - | 191,510 | - | - | - | | 191,510 |
| FY20180604 | BAYVIEW DR. FROM SUNRISE BLVD.TO OAKLAND PARK BLV | - | - | - | 692,020 | 233,771 | - | | 925,791 |
| FY20180607 | DOWNTOWN TIDAL VALVES - #1-10 | - | - | - | 379,000 | - | - | | 379,000 |
| FY 20170511 | 3032 NE 20 COURT STORMWATER IMPROVEMENTS | - | - | - | 178,639 | - | - | | 178,639 |
| FY 20170506 | 1544 ARGYLE DRIVE STORMWATER IMPROVEMENTS | - | - | - | 125,424 | 255,969 | - | | 381,393 |
| FY20180608 | NE 16TH STREET STORMWATER IMPROVEMENTS | - | - | - | 109,676 | - | - | | 109,676 |
| FY 20170492 | 1801 NE 45TH STREET STORMWATER IMPROVEMENTS | - | - | - | 52,206 | 107,818 | - | | 160,024 |
| FY 20200823 | NW 21ST AVENUE PIPE REHABILITATION | - | - | - | - | 1,100,000 | - | - | 1,100,000 |
| FY20180606 | DOWNTOWN TIDAL VALVES - #11-19 | - | - | - | - | 397,934 | - | | 397,934 |
| FY20180616 | DOWNTOWN TIDAL VALVES - #43-54 | - | - | - | - | 385,225 | - | | 385,225 |
| FY20180605 | DOWNTOWN TIDAL VALVES - #30-42 | - | - | - | - | 358,362 | - | | 358,362 |
| FY 20200820 | NE 7TH STREET AND NE 2ND AVE STORMWATER IMPROVEMENTS | - | - | - | - | 350,000 | - | - | 350,000 |
| FY20180610 | DOWNTOWN TIDAL VALVES - #20-29 | - | - | - | - | 325,466 | - | | 325,466 |

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|---|---|---|---|---|---|---|---|---|---|
| FY20180603 | PLANT A STORMWATER TREATMENT FACILITY UPGRADES | - | - | - | - | 242,992 | - | | 242,992 |
| FY20180617 | DOWNTOWN RIVERWALK DISTRIC TIDAL VALVES - HIMMARSHEE STREET | - | - | - | - | 198,848 | - | | 198,848 |
| FY 20190773 | MELROSE MANORS NEIGHBORHOOD IMPROVEMENTS | - | - | - | - | - | 1,380,000 | | 1,380,000 |
| FY 20200824 | NE 4TH STREET DRAINAGE IMPROVEMENTS | - | - | - | - | - | 850,000 | | 850,000 |
| FY 20200822 | NE 11TH CT. AND SEMINOLE DR. STORMWATER IMPROVEMENTS | - | - | - | - | - | 375,000 | - | 375,000 |
| FY 20190774 | SAILBOAT BEND STORMWATER IMPROVEMENTS | - | - | - | - | - | 236,250 | 750,750 | 987,000 |
| FY 20190772 | RIVERLAND ROAD STORMWATER IMPROVEMENTS | - | - | - | - | - | 210,000 | 693,000 | 903,000 |
| FY 20190771 | NE 32 AVENUE AND NE 30TH STREET | - | - | - | - | - | 173,250 | 640,500 | 813,750 |
| FY 20200825 | HOLLY HEIGHTS DR STORMWATER IMPROVEMENTS | - | - | - | - | - | 157,000 | 300,000 | 457,000 |
| FY 20200827 | SE 1 & 2 STREETS, WEST OF US1 STORMWATER IMPROVEMENTS | - | - | - | - | - | 147,000 | 400,000 | 547,000 |
| FY 20200818 | TARPON RIVER STORMWATER IMPROVEMENTS | - | - | - | - | - | - | 1,200,000 | 1,200,000 |
| **Stormwater Fund (470) Total** | | **9,510,304** | **8,448,819** | **4,066,311** | **2,339,900** | **4,046,385** | **3,781,900** | **4,024,250** | **27,769,050** |
| **Proposed Stormwater Revenue Bond Fund (471) *** | | | | | | | | | |
| P12074 | SOUTHEAST ISLES TIDAL AND STRMWTR IMPR | - | - | - | 43,980,000 | - | - | - | 43,980,000 |
| P11868 | RIVER OAK STORMWATER ANALYSIS | - | - | - | 37,975,000 | - | - | - | 37,975,000 |
| P11842 | EDGEWOOD STORMWATER IMPROVEMENTS | - | - | - | 30,475,000 | - | - | - | 30,475,000 |
| P11843 | PROGRESSO STORMWATER IMPROVEMENTS | - | - | - | 26,990,000 | - | - | - | 26,990,000 |
| P11844 | DURRS AREA STORMWATER IMPROVEMENTS | - | - | - | 20,890,000 | - | - | - | 20,890,000 |
| P11845 | DORSEY RIVERBEND STORMWATER IMPROVEMENTS | - | - | - | 20,890,000 | - | - | - | 20,890,000 |
| P12082 | VICTORIA PARK TIDAL & STRMWTR IMPROVMENT | - | - | - | 18,800,000 | - | - | - | 18,800,000 |
| **Proposed Stormwater Revenue Bond Fund (471) Total** | | **-** | **-** | **-** | **200,000,000** | **-** | **-** | **-** | **200,000,000** |
| **Water & Sewer Master Plan 2017 Fund (495)** | | | | | | | | | |
| P11589 | FIVEASH WTP DISINFECTION IMPROVEMENTS | 32,907,569 | 32,738,686 | (1,468,998) | - | - | - | - | 31,438,571 |
| P12391 | BERMUDA RIVIERA SML WTRMN IMPROVEMENTS | 5,036,881 | 511,110 | (300,000) | - | - | - | - | 4,736,881 |
| P11901 | VICTORIA PK STH SM WATERMAINS IMPROVEMNT | 4,992,728 | 2,115 | - | - | - | - | - | 4,992,728 |
| P12404 | EXCAVATE & DISPOSE OF DRY LIME SLUDGE | 4,584,639 | 79,639 | - | - | - | - | - | 4,584,639 |
| P12399 | FIVEASH WTP PCCP REPLACEMENT | 3,985,685 | 3,985,685 | - | - | - | - | - | 3,985,685 |
| P11563 | VICTORIA PARK SEWER BASIN A-19 REHAB | 3,874,762 | 1,196,525 | (300,000) | - | - | - | - | 3,574,762 |
| P10850 | VICTORIA PARK A NORTH-SMALL WATERMAINS | 3,799,381 | 413,037 | (200,000) | - | - | - | - | 3,599,381 |
| P12388 | NE 13TH ST 24" FORCE MAIN REPLACEMENT | 3,279,254 | 2,794,070 | - | - | - | - | - | 3,279,254 |
| P11566 | RIO VISTA SEWER BASIN D-43 REHAB | 3,034,757 | 1,797,062 | - | - | - | - | - | 3,034,757 |
| P12390 | 16" FM ALONG LAS OLAS BLVD PHASE 2 | 2,229,553 | 1,959,531 | - | - | - | - | - | 2,229,553 |
| P12389 | 18" FM RPL ACROSS NEW RVR FRM 9TH/ BIRCH | 1,975,221 | 1,848,620 | - | - | - | - | - | 1,975,221 |
| P12415 | PUMP STATION A-7 UPGRADE | 1,872,223 | 1,799,321 | - | - | - | - | - | 1,872,223 |
| P12055 | BASIN A-18 SANITARY SWR COLL SYSTM REHAB | 1,646,427 | 548,281 | - | - | - | - | - | 1,646,427 |
| P10814 | CENTRAL NEW RIVER W/MAIN RIVER CROSSING | 1,621,095 | 1,621,095 | - | - | - | - | - | 1,621,095 |
| P12049 | FLAGLER HEIGHTS SWR BASIN A-21 LATERALS | 1,067,706 | 686,978 | - | - | - | - | - | 1,067,706 |
| P12180 | CROISSANT PARK SMALL WATER MAINS | 1,033,523 | 400,089 | (400,000) | - | - | - | - | 633,523 |
| P12414 | GRAVITY PIPE IMPV TO DWNTWN COL SYSTM | 704,648 | 596,657 | - | - | - | - | - | 704,648 |
| P12375 | PROG MGMT OF CONSENT ORDER PROJECTS | 646,643 | 641,818 | - | - | - | - | - | 646,643 |
| P12352 | S MIDDLE RIVER FORCE MAIN RIVER CROSSING | 603,452 | 603,452 | - | - | - | - | - | 603,452 |
| P11080 | PORT CONDO SMALL WATER MAIN IMPROVEMENTS | 540,459 | 57,079 | - | - | - | - | - | 540,459 |
| P12184 | DAVIE BLVD 18" WM ABAN I-95 TO SW 9 AVE | 518,491 | 207,631 | 1,550,000 | - | - | - | - | 2,068,491 |
| P12413 | FM FROM PUMP STN D-35 TO D-36 UPSIZE | 474,110 | 402,375 | - | - | - | - | - | 474,110 |
| P12133 | PUMP STN A-13 REDIRECTION E OF FEDERAL | 363,984 | 1 | - | - | - | - | - | 363,984 |
| P12395 | PEELE DIXIE ELECTRICAL STUDIES | 206,496 | 206,496 | - | - | - | - | - | 206,496 |
| P12400 | PROSPECT WELLFIELD ELC STUDIES & TESTING | 183,832 | 183,832 | - | - | - | - | - | 183,832 |
| P12456 | SEWER BASIN D-40 REHAB | 166,307 | 83,606 | - | - | - | - | - | 166,307 |
| P12402 | PEELE DIXIE WELLFIELD ELC STUD & TESTING | 148,540 | 148,540 | - | - | - | - | - | 148,540 |
| P12396 | PEELE DIXIE SURGE PROTECTION UPGRADES | 98,540 | 98,540 | - | - | - | - | - | 98,540 |
| P12202 | LIFT STATN D-11 FLOW ANALYSIS & REDESIGN | 58,165 | 4,484 | - | - | - | - | - | 58,165 |
| P12463 | CORAL SHORES SML WATERMAIN IMPROVEMENTS | - | - | 1,118,998 | | | | - | 1,118,998 |
| **Water & Sewer Master Plan 2017 Fund (495) Total** | | **81,655,071** | **55,616,355** | **-** | **-** | **-** | **-** | **-** | **81,655,071** |

City of Fort Lauderdale

Adopted FY 2020 - FY 2024 Community Investment Plan

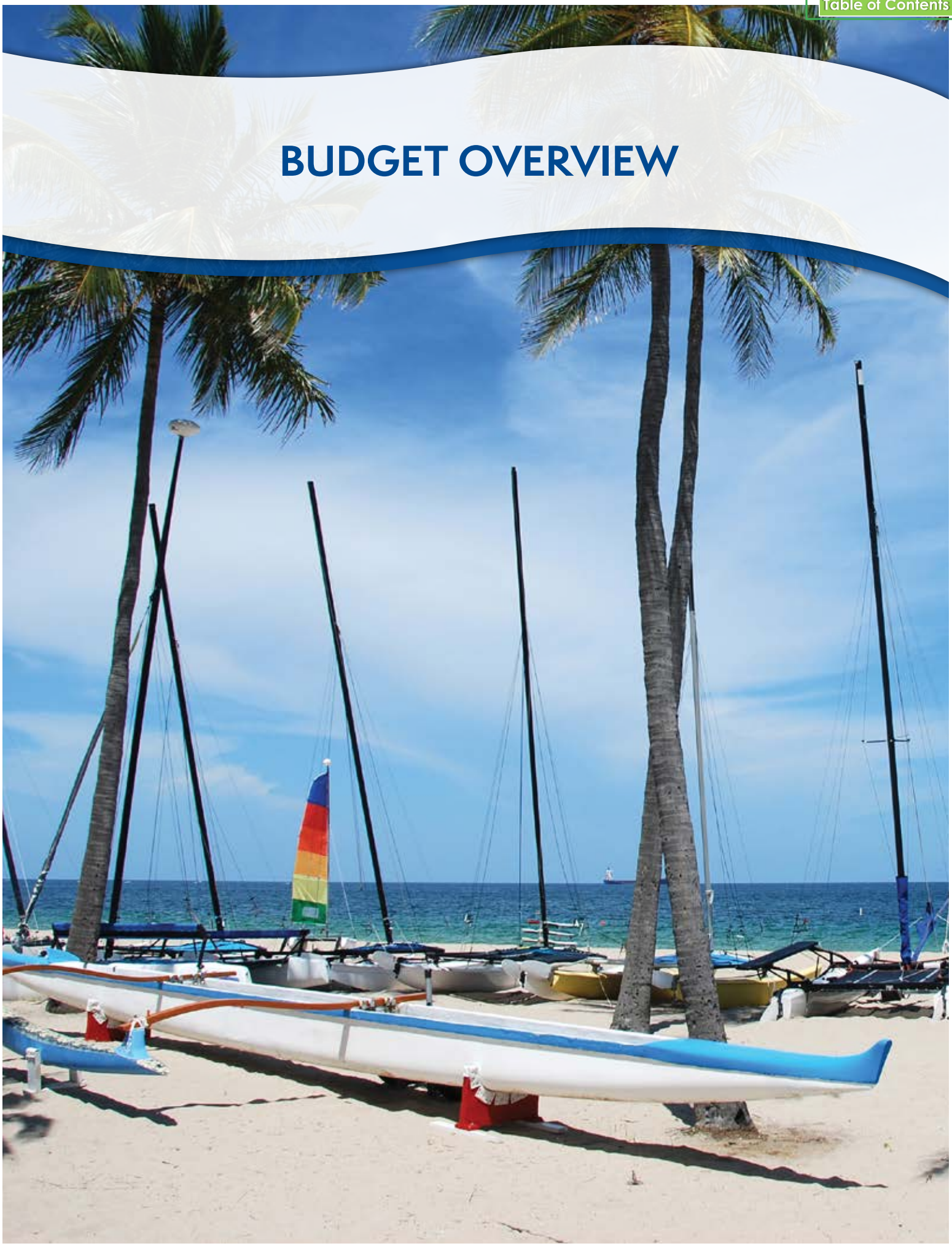
| Project # | Project Title | Unspent Balance as of July 5, 2019 | Available Balance as of July 5, 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2019 - FY 2024 CIP Total ** |
|---|---|---|---|---|---|---|---|---|---|
| **Water & Sewer Regional Master Plan 2017 Fund (496)** | | | | | | | | | |
| P12406 | REDUNDANT FORCE MAIN FROM B-REPUMP | 23,900,000 | 23,900,000 | - | - | - | - | - | 23,900,000 |
| P12385 | SE 10TH AV 48" FM REPL & 36" BYPASS | 19,708,822 | 19,708,822 | - | - | - | - | - | 19,708,822 |
| P12386 | 54" FM RPL SE 9TH/10TH AV & NEW PARALLEL | 14,589,047 | 14,589,047 | - | - | - | - | - | 14,589,047 |
| P12384 | NE 38TH ST 42" FM & NE 19TH AV 24" FM | 11,096,397 | 11,096,397 | - | - | - | - | - | 11,096,397 |
| P12387 | EFFLUENT MAIN REHABILITATION | 8,181,445 | 8,181,445 | - | - | - | - | - | 8,181,445 |
| P12383 | NE 25TH AVE FORCE MAIN REPLACEMENT | 4,784,451 | 4,784,451 | - | - | - | - | - | 4,784,451 |
| P12375 | PROG MGMT OF CONSENT ORDER PROJECTS | 34,513 | 30,722 | - | - | - | - | - | 34,513 |
| **Water & Sewer Regional Master Plan 2017 Fund (496) Total** | | **82,294,675** | **82,290,884** | **-** | **-** | **-** | **-** | **-** | **82,294,675** |
| **Central Services Operations Fund (581)** | | | | | | | | | |
| P12320 | PUB SAFETY SUBSCRIBER RADIOS TECH UPGRDE | 6,383,588 | 6,383,588 | - | - | - | - | - | 6,383,588 |
| P12305 | ACCESS CONTROL UPGRADE - CITYWIDE | 821,585 | 735,709 | - | - | - | - | - | 821,585 |
| P11937 | ENTERPRISE RESOURCE PLANNING (ERP) | 491,954 | 78,430 | - | - | - | - | - | 491,954 |
| P12123 | EOC DATA ROOM AT FIRE STATION 53 | 176,865 | - | - | - | - | - | - | 176,865 |
| P12207 | CITY HALL DATA CENTER A/C & FIRE SUPPRES | 26,875 | 17,675 | - | - | - | - | - | 26,875 |
| P12235 | LAND & ASSET MANAGEMENT SYSTEM PROJECT | 1,753 | 1,753 | - | - | - | - | - | 1,753 |
| **Central Services Operations Fund (581) Total** | | **7,902,620** | **7,217,155** | **-** | **-** | **-** | **-** | **-** | **7,902,620** |
| **Vehicle Rental Operations Fund (583)** | | | | | | | | | |
| P12103 | ENVIRONMENTAL SUSTAINABLE MAN SYST | 704,368 | 650,645 | - | - | - | - | - | 704,368 |
| P12363 | GTL WWTP FUEL ISLAND IMPROVEMENTS | 140,000 | 140,000 | - | - | - | - | - | 140,000 |
| P12327 | CENTRAL FUEL STATION RENOVATIONS & IMPRO | 95,972 | 2,159 | - | - | - | - | - | 95,972 |
| P12432 | FIRE STATION 53 FUEL ISLAND IMPROVEMENTS | 36,867 | 36,867 | | | | | - | 36,867 |
| **Vehicle Rental Operations Fund (583) Total** | | **977,207** | **829,671** | **-** | **-** | **-** | **-** | **-** | **977,207** |
| **Cemetery Perpetual Care Fund (627)** | | | | | | | | | |
| P12307 | IRRIGATION UPGRADES SUNSET MEMORIAL GARD | 120,000 | 3,208 | - | - | - | - | - | 120,000 |
| **Cemetery Perpetual Care Fund (627) Total** | | **120,000** | **3,208** | **-** | **-** | **-** | **-** | **-** | **120,000** |
| **Arts and Science District Garage Fund (643)** | | | | | | | | | |
| P12091 | CITY WAYFINDING & INFO SIGNAGE | 92,956 | 92,956 | - | - | - | - | - | 92,956 |
| **Arts and Science District Garage Fund (643) Total** | | **92,956** | **92,956** | **-** | **-** | **-** | **-** | **-** | **92,956** |
| **Florida Department of Transportation (FDOT) Fund (778)** | | | | | | | | | |
| P12455 | TAXIWAY INTERSECTION IMPROVEMENTS | - | - | 1,080,000 | | | | | 1,080,000 |
| P12474 | MID-FIELD TAXIWAY EXTENS AND RUN-UP AREA | - | - | 292,000 | 946,200 | 946,200 | - | - | 2,184,400 |
| P12521 | RUNWAY 27 AND 13-31 BYPASS TAXIWAYS | - | - | - | 885,000 | - | - | | 885,000 |
| P12522 | RUNWAY 13 RUN-UP AREA | - | - | - | 52,070 | - | - | | 52,070 |
| P12539 | TAXIWAY GOLF PAVEMENT REHAB | - | - | - | 52,000 | 412,000 | - | - | 464,000 |
| P12540 | RUNWAY 27 BY-PASS TAXIWAYS | - | - | - | 15,000 | 108,650 | - | - | 123,650 |
| FY 20200889 | RUNWAY 9 TAXIWAY INTERSECTION IMPROVEMENTS | - | - | - | - | 15,500 | 130,000 | - | 145,500 |
| FY 20200884 | TAXIWAYS B & Q REALIGNMENT | - | - | - | - | - | 1,633,600 | - | 1,633,600 |
| FY 20200886 | RUNWAY 13-31 PAVEMENT SEALING | - | - | - | - | - | 371,200 | - | 371,200 |
| FY 20200888 | RUNWAY 9 PARALLEL T/W EXTENSIONS | - | - | - | - | - | - | 380,800 | 380,800 |
| **Florida Department of Transportation (FDOT) Fund (778) Total *** | | **-** | | **1,372,000** | **1,950,270** | **1,482,350** | **2,134,800** | **380,800** | **7,320,220** |
| **Federal Aviation (FAA) Grant Fund (779)** | | | | | | | | | |
| P12522 | RUNWAY 13 RUN-UP AREA | - | - | - | 937,260 | - | - | - | 937,260 |
| P12540 | RUNWAY 27 BY-PASS TAXIWAYS | - | - | - | 270,000 | 1,955,700 | - | - | 2,225,700 |
| FY 20200889 | RUNWAY 9 TAXIWAY INTERSECTION IMPROVEMENTS | - | - | - | - | 279,000 | 2,340,000 | - | 2,619,000 |
| FY 20200888 | RUNWAY 9 PARALLEL T/W EXTENSIONS | - | - | - | - | | 385,700 | 6,854,500 | 7,240,200 |
| **Federal Aviation (FAA) Grant Fund (779) Total *** | | **-** | **-** | **-** | **1,207,260** | **2,234,700** | **2,725,700** | **6,854,500** | **13,022,160** |
| | **GRAND TOTAL** | **405,279,710** | **311,727,851** | **44,875,919** | **253,564,869** | **56,414,781** | **59,694,263** | **62,832,117** | **882,661,659** |

**Grant funds, Park Impact Fee funds, and Proposed Stormwater Revenue Bonds will not be appropriated until each grant contract is executed and bond funding is secured.*

***The unspent balance remaining in projects as of July 5, 2019 is included in the FY 2019 to FY 2024 CIP total.*

CITY OF FORT LAUDERDALE

# 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, City Commission, and City Manager. There are also nine (9) operational departments: Finance, Fire-Rescue, Human Resources, Information Technology Services, Parks and Recreation, Police, Public Works, Sustainable Development, 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 2020 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 goals, strategic 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 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 indicators 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 two-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 an Integration of the Strategic Plan and the Budget along 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. Please call the Budget/CIP and Grants Division of the City Manager's Office 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, community builders, 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 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. Departmental 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 department reorganization at this time.

**Review stage** - This stage provides for the evaluation of departmental budget modification requests. Budget staff will review and conduct an analysis at the most detailed level of a department's revenue projections and expense requests. During this stage, City Management will meet individually with each department to review their budget requests and to better understand their priorities. During the months of May and June, the City Manager will meet 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 the month of 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, 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
- Commission Annual Action Plan (CAAP) Prioritization
- Budget and Community Investment Plan (CIP) Kickoff Presentation
- Begin/complete interim reviews with each department and discuss reorganization and temporary positions

**February**

- Budget Office staff facilitates Budget and CIP training
- Departments prepare Budget and CIP requests

**March**

- Budget Office provides budget preparation assistance to departments
- Departments submit budget requests
- Neighbor Survey Results/Workshop
- Budget and CIP Departmental Reviews
- Revenue Estimating Conference Committee review with departments

**April**

- City Manager Budget and CIP Review with departments

**May**

- Departmental Presentations to the Budget Advisory Board

**June**

- Broward County Property Appraiser provides preliminary property valuation
- Budget Advisory Board/Commission Joint Meeting recommendation of millage & 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, Community Investment Plan, 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

**September**

- City Commission holds 1st and 2nd (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**

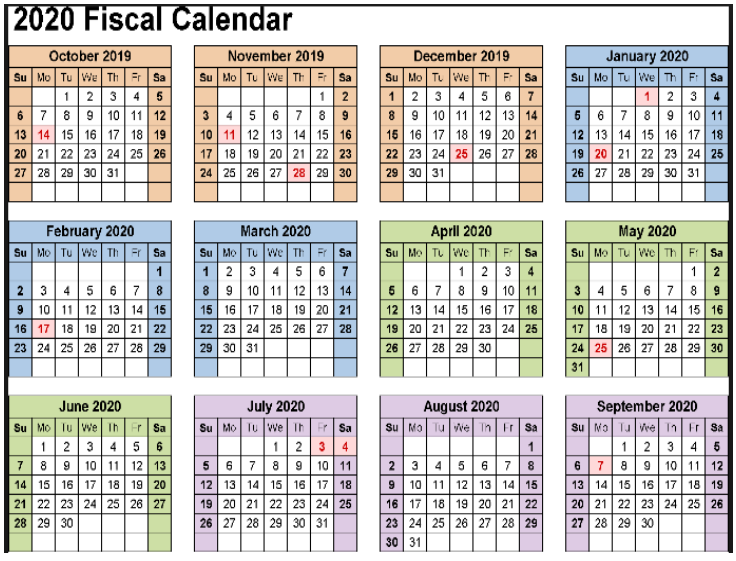
- Beginning of a new Fiscal Year
- Prepare TRIM compliance packet for Florida Department of Revenue
- Review Government Finance Officers Association (GFOA) requirements for submission for the budget awards
- Prepare Adopted Budget Document

**November**

- Publish Adopted Budget Document

**December**

- Submit Budget to Government Finance Officers Association (GFOA) for review



# 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., measurable and available to finance the City's operations. Available refers to collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

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

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 as on the straight-line basis over the following useful lives: buildings (40-50 years), improvements (20-50 years), and equipment (3-15 years).

# Financial Integrity Principles and Policies

As stewards of public funds the City of Fort Lauderdale must ensure the proper handling of finances, utilize best practices, and deliver high quality services by providing an overarching outlook to guide the City; thereby preserving the integrity of the organization and providing financial sustainability.

The financial integrity of the City of Fort Lauderdale is of utmost importance and upholding a set of principles is a key element to maintaining this integrity. The financial integrity principles outlined in this document highlights 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. Inter-Fund 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 polices is to provide overall financial guidance for the City of Fort Lauderdale and serve as a basis for future financial decision-making.

### General Guidelines

- Current, recurring revenues equal current, on-going expenses (Structurally Balanced Budget).
- One-time revenues can be used to build up the un-assigned fund balance or be used for truly one-time expenses without impacting service levels.
- Any year-end surplus should be directed to the un-assigned 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 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 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 (2) 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, or 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, and an executive airport. The cost of these services approximates 28% 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 regards 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. The City Commission has adopted a policy to conduct an analysis and review the user fees on a bi-annual basis.

**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, and the addition of one new fire station.

The solid financial position of the City, along with application of the most current financial management practices, has permitted the City to obtain very favorable bond ratings and consequently, 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 citizens 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

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

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

Special Obligation
Moody's: A1
Standard & Poor's: AA+

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, or for changes between funds is considered an amendment and must be approved by the City Commission. [1] The City Commission also approves all allocations from fund balance.

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.

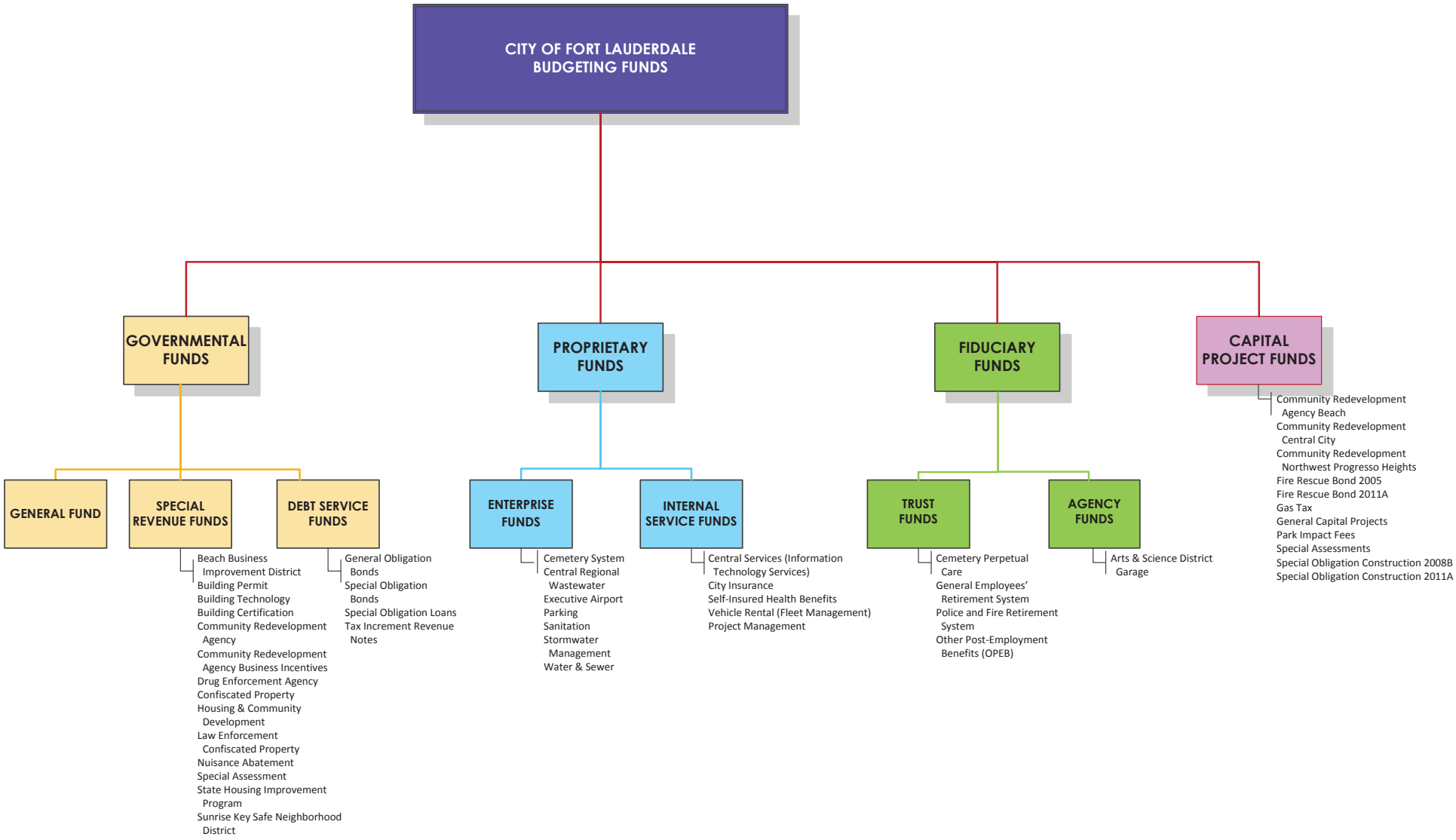


[1] The City Charter allows for approved encumbrances to "roll" to the next year without receiving specific Commission approval.

# CITY OF FORT LAUDERDALE | BUDGET FUND STRUCTURE

WE BUILD COMMUNITY

Table of Contents



# Fund Descriptions

## Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City are financed. The funds are fiscal and accounting entities with a self-balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related changes. The acquisition, use, and balances of the City's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is on determination of changes in financial position, rather than net income. The following are the City's governmental fund types:

**General Fund** - The General Fund is the general operating fund of the City. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. The general operating expenditures, fixed charges, and capital improvement costs that are not paid through other funds are paid from the General Fund.

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

- Beach Business Improvement District (BID)
- Building Certification Maintenance
- 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 segregated 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 following are the City's proprietary fund types:

**Enterprise Funds** - Enterprise Funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. Funds of this type 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 Services)
- City Insurance
- Health Benefit Insurance
- Vehicle Rental (Fleet Management)
- Project 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
- General Employees' Pension
- Police and Fire Pension

Contributions to the pension plans and deferred compensation are reflected in the adopted 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 Transportation and Mobility Department (FXE) develops, operates, and promotes Fort Lauderdale Executive Airport and Industrial Airpark, the John Fuhrer Downtown Helistop, and Foreign-Trade Zone 241. The Airport's mission is to attract businesses to the area and help those businesses prosper while being a benefit to the community.

Executive Airport is unique in the Southeast in that it offers a 24-hour Federal Aviation Administration (FAA) Air Traffic Control Tower, an Instrument Landing System, a 6,000-foot runway, Aircraft Rescue and Fire Fighting services, U.S. Customs and Border Protection, 24-hour security, and a Police substation on property. The development of the facility reflects trends in business and leisure activity in the surrounding community and parallels the history and growth of the City of Fort Lauderdale.



This award-winning facility is home to over 1,050 based aircraft, including 301 jets and 32 helicopters; which 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 12,708 people in its aviation and non-aviation properties, payroll at $578 million, and provides an estimated $2.1 billion annual economic impact to the area.

The Airport is self-sustaining, with revenue generated by land leases and fuel flowage fees. The Division administers 38 land leases for both aviation-related and Industrial Airpark parcels on the 1,200-acre property.

A number of Community Investment Projects are planned that will continue to enhance the Airport's infrastructure. Some of these projects include:

- Taxiway enhancement projects
- Aviation Equipment and Service Facility Expansion

The FY 2020 adopted budget and transfers is $10,927,972.

### 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, the City has full and exclusive responsibility for operations and maintenance of the garage. This is a joint venture with the City, the PACA, and the Downtown Development Authority (DDA). The City has 16% interest, the DDA 42% interest, and PACA 42% interest. The Transportation and Mobility Department, Parking Services Division collects the revenue and manages the garage, and 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 as a social contribution, up to an amount not to exceed

# Fund Highlights, continued

$300,000 for the fiscal year. The FY 2020 adopted operating budget for the Arts and Science District Garage is $1,900,805.

**Cemetery Perpetual Care and Cemetery Fund**



The Cemetery Perpetual Care and Cemetery Fund were established for purposes of managing the City's four cemeteries: Woodlawn, Evergreen, Sunset Memorial Gardens, and Lauderdale Memorial Park. The cemeteries have been owned by the City since 1917, and are operated and maintained by the City since FY 2019. The FY 2020 adopted operating budget for the Cemetery Perpetual Care and Cemetery Fund is $1,281,357 and $3,319,087 respectively.

**Central Services Fund**

The Central Services Fund is established to provide citywide technical resources, deliver customer care, and provide computers, telephones, mission critical two-way communications infrastructure and handheld radios, website, intranet, internet, electronic mail, wireless and mobile communications, business software applications, desktop software applications, training, and supports citywide hardware and software security. This fund supports 450 physical and virtual servers, 187 databases, and 2,843 email accounts. 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.

In addition, the Central Services Fund is responsible for the support & maintenance (24 hours, 7 days a week, 365 days a year) of applications and security systems, such as voicemail, call center, digital signage, firewall, remote access, and web filtering. The FY 2020 adopted budget and transfers for the Central Service Fund is $21,279,630.

**Parking Fund**




The Parking Fund is a self-sustaining fund, using no tax dollars to fund the parking operation. It 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, implementing sustainable features "greening" these facilities without tax dollars or outside financing. The City's parking system includes approximately 11,000 parking spaces in 5 parking garages and 45 parking lots, as well as on-street parking.

The FY 2020 adopted operating budget and transfers is $25,934,516.

# Fund Highlights, continued

### 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 per parcel for properties within the district for enhancement of their aquatic weed control efforts in their canals. The district proposed their budget in the amount of $109,765, based upon an assessment of $15 per property and other revenue sources. The district's budget was approved at its March 4, 2019 meeting.

### 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, canal cleaning, lot cleaning and 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 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 Sanitation Fund also supports remediation of the closed Lincoln Park incinerator site. The total FY 2020 adopted operating budget and transfers for the Sanitation Fund is $27,977,290. The budget includes funding for Wingate monitoring costs and site maintenance, sanitation carts, and the Green Your Routine program.

Effective August 1, 2019, the residential rates were increased by 25% in FY 2019. There were no additional rate increases planned for FY 2020.

**Effect of Increase on Base Monthly Sanitation Rates**

| Current Rate | Adopted Rate | $ Change | % Change |
|---|---|---|---|
| $40.70 | $40.70 | $0.00 | 0% |

### 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 2020 adopted operating budget and transfers for the Stormwater Fund is $19,597,690.

Stormwater billing will be based on the following:

- Residential property with three units or less will be billed $14.00 per unit per month.
- Commercial and industrial properties, as well as multi-family residential with four units or

# Fund Highlights, continued

more, will be billed $141.12 per acre, per month.

- Properties with low runoff characteristics, such as vacant land, parks, and well fields, will be billed $44.73 per acre per month.

| Stormwater Charge | Current Rate | Adopted Rate | $ Change |
|---|---|---|---|
| Residential <= 3 Units | $12.00/unit | $14.00/unit | $2.00/unit |
| Commercial, Industrial, and Residential > 3 Units | $120.96/acre | $141.12/acre | $20.16/acre |
| Vacant Land, Parks, and Well Fields | $38.34/acre | $44.73/acre | $6.39/acre |

### Sunrise Key Neighborhood Improvement District Fund




In accordance with the State Statute regarding safe neighborhood districts, the Improvement District Board met on March 27, 2019 and approved a millage rate of 1 mill. This revenue and reserves support a FY 2020 adopted expenditure budget of $110,000.

### Vehicle Rental (Fleet) Fund

The City's fleet consists of approximately 1,710 vehicles and rolling stock. The Public Works Sustainability Division oversees four fueling facilities. The FY 2020 adopted budget and transfers is $19,901,469.

The City of Fort Lauderdale was ranked in the 100 Best Fleets in the Americas as the 30th Best Fleet in 2019. The program identifies peak performing fleet operations reviewing 12 areas of competency. First Vehicle Services (FVS), the department's vehicle maintenance contractor is ISO 9001 Certified and was awarded the "Blue Seal Certification" from Automotive Services Excellent (ASE). For the thirteenth (13th) straight year, the FVS Fort Lauderdale operation received this national recognition as an ASE Blue Seal of Excellence repair facility. In 2018 Fleet Services was ranked #46 in the 100 Best Green Fleet Award.

In an effort to reduce the City's environmental impact, lower cost and make the workplace healthier and safer for everyone, the Fleet Services Facility known as the Fleet Fenceline earned the ISO 14001 Certification. The City's Environmental and Sustainability Management System (ESMS) is the framework used to achieve the City's commitment to:

- Pollution Prevention
- Waste Reduction
- Resource Conservation
- Continual Improvement
- Integrating Sustainable Practices into Daily Operations

In an effort to reduce our carbon footprint and modernize the fleet vehicles scheduled for replacement during FY 2020 will be replaced with Ultra Low Emission Vehicles (ULEV) when possible.



# Fund Highlights, continued

## 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 total FY 2020 adopted operating budget and transfers for the Water and Sewer Fund is $128,738,932.

Effective October 1, 2019, the Water and Sewer rates were adjusted and based on the City's updated rate study. The adopted rate structure is revenue neutral.

### Effect of Increase on Base Monthly Water & Sewer Rates

(5,000 gallons/month)

| 5/8 Inch Meter | Current Rate | Adopted Rate | $ Change | % Change |
|---|---|---|---|---|
| Total | $66.27 | $67.13 | $0.86 | 1% |

## 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, Lauderdale by-the Sea, Sea Ranch Lakes, portions of unincorporated Broward County, 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 is $2.28 per 1,000 gallons.

The FY 2020 adopted operating budget and transfers for the Central Regional Wastewater System are $33,317,965.



# Department Highlights – Funding Enhancements and Strategic Reductions

Highlights of new funding for programs, one-time expenses, or strategic reductions for the FY 2020 Adopted Budget are outlined below.



**City Attorney's Office** – The adopted budget includes a savings of $242,124 for the elimination of one (1) City Attorney III position and $106,947 for the elimination of the Legal Fellow and Part-time Senior Legal Assistant positions.

**City Clerk's Office** – The adopted budget includes $30,000 for audio/visual upgrades to the 8th floor conference room and $102,965 due to the transfer of a one (1) Senior Commission Assistant from the City Commission's Office.

**City Commission's Office** – The adopted budget includes $292,915 for five (5) new Administrative Aides to support the Mayor and Commissioners. The adopted budget also includes savings of $249,905 for the elimination of one (1) Commission Assistant Coordinator and the transfer of one (1) Senior Commission Assistant to the City Clerk's Office.

**City Manager's Office** – The adopted budget includes $108,412 for one (1) Chief Economic Development Officer. The adopted budget also includes savings of $65,990 for the elimination of one (1) Senior Management Fellow, $895,500 for the reduction of nine (9) positions associated with the restructuring of the Nighttime Economy program, $124,976 for the elimination of one (1) Assistant Neighbor Support Manager, and $20,710 for the elimination of two (2) Senior Management Fellows, reduction of $83,731 due to the transfer of the Green Your Routine Senior Administrative Assistant from the Public Works Department and the addition of one (1) Budget & Management Analyst position.

**Fire-Rescue** – The adopted budget includes $60,000 for a public safety chaplaincy program funded by the Fire-Rescue Department and savings of $600,000 due to a reduction in overtime.

**Information Technology Services (ITS)** – The adopted budget includes $162,000 for data center co-location services, $389,192 for Enterprise Resource Platform (ERP) and Accela annual maintenance and support, $156,000 for firmware upgrades to the APX series subscriber radios, and $75,000 for the maintenance and support of the new fire alerting system.



**Parks and Recreation** – The adopted budget includes $263,998 for two (2) painters to paint the beach wave wall, a reduction of $430,425 for the elimination of five (5) positions previously dedicated to the War Memorial Auditorium, $200,000 for

# Department Highlights – Funding Enhancements and Strategic Reductions

Oceanside Park maintenance, and $50,000 for pumpout facility repairs and enhanced marketing. The adopted budget also includes savings of $96,202 for the elimination of a Senior Procurement Specialist.

**Police** – The adopted budget includes $650,000 for the body worn camera program and the addition of fifteen (15) positions for the Police detention program which is offset by reductions in budgeted overtime expense.



**Public Works** – The adopted budget includes $510,000 for heavy equipment to complete sewer repairs, $69,723 for one (1) Environmental Laboratory Technician, $2,300,000 for new corrosion inhibiting chemicals in the City's sewer system, $69,723 for one (1) Industrial Electrician for the water treatment plants, $50,000 for algal bloom mitigation projects/studies, $100,000 for contracted algal bloom response services, $308,200 for stormwater pollution prevention devices, and $380,000 for Storm Station 1 and two (2) pump upgrades. The adopted budget also includes savings of $34,002 by eliminating the Part-time position and vehicle rental costs associated with the food repatriation program, savings of $83,731 by transferring (1) Green Your Routine Senior Administrative Assistant to the City Manager's Office, approximately $3,600,000 in net savings to the General Fund by transferring forty-four (44) positions to other funds as part of the new Project Management Fund, and a reduction of $488,590 from eliminating four (4) project management positions.

**Sustainable Development** – The adopted budget includes $499,345 associated with moving Building Fund staff to a new location. The adopted budget also includes savings of $82,079 by eliminating one (1) Economic Development Representative and increase of $60,000 for Zonar Zoning Code Software maintenance.

**Transportation and Mobility** – The adopted budget includes $250,000 for single and multi-space meter replacements. The adopted budget also includes savings of $77,749 due to transfer of one (1) Engineering Technician position to Public Works.



**Citywide** – The adopted budget includes savings of $250,000 by reducing the amount of funding set aside to match grants, $500,000 in targeted concessions from the upcoming Federation and Teamster Collective Bargaining Agreements, $300,000 by adopting a new training and travel funding methodology, $413,500 by reducing the appropriation for wellness incentives to align

# Department Highlights – Funding Enhancements and Strategic Reductions

with most recent utilization, $295,549 by no longer making contributions to the Health Insurance Fund for vacant Management and Confidential positions, and $513,293 by charging Health Administrative staffing expenses to the Health Insurance Fund. In addition, a $500,000 estimated annual cost to transition to the Florida Retirement System (FRS), and social contributions for the following: $750,000 for the United Way to address Homelessness in Fort Lauderdale, $100,000 to support the construction of a Visitor's Center at the Historic Stranahan House Museum, and an increase of $60,000 for the Winterfest Boat Parade.



# Not for Profit Grant Organization Funding

With the adoption of the FY 2020 Budget, the City Commission approved contributions to Not for Profit organizations that support the needs of the community. Each benefiting Not for Profit organization is required to execute a Participation Agreement that provides for the amount, public purpose, scope of service, standards of performance, and terms of the contribution. The table below provides a summary of the organizations that were approved for funding in FY 2020.

| Not For Profit Grant Participation Agreement Funding<br>As of October 1, 2019 | | |
|---|---|---|
| **Organization** | **FY 2020 Approved Funding** | **The Purpose of City's Contribution is to:** |
| Aging & Disability Resource Center of Broward County | $46,568 | Provide services benefitting an estimated 125 homebound frail elders living in Fort Lauderdale and approximately 25,000 congregate meals to about 150 Fort Lauderdale residents. |
| Broward League of Cities Installation Dinner | $5,000 | Raising awareness and resolving issues facing Broward County's 31 cities and municipalities at the local, county, and state level. |
| Broward Metropolitan Planning Organization (MPO) | $16,552 | Provides advocacy for Federal and State Lobbying efforts in Washington, DC and Tallahassee, FL that results in additional funding for transportation projects. |
| Early Learning Coalition of Broward County, Inc. | $41,249 | Provide subsidized child care for approximately 2,500 Fort Lauderdale children of eligible low-income families. |
| First Call for Help of Broward, Inc. | $20,000 | Provide approximately 19,500 contacts in Fort Lauderdale, including supportive listening, crisis intervention, and information and referrals that help residents to access social program services. |
| Fort Lauderdale St. Patrick's Day Parade & Festival, Inc. | $20,000 | Promote and host the Annual Fort Lauderdale St. Patrick's Parade & Festival of community organizations, support the associated volunteer presentation, and provide education on Irish culture for the benefit of the community. |
| Junior Achievement of South Florida | $33,900 | The requested funds of $33,900 ($10 per student) will provide financial and entrepreneurial learning for every public school 5th and 8th grade student in Fort Lauderdale served annually through JA BizTown and JA Finance Park. |
| Nova Southeastern University for NSU Museum of Arts | $500,000 | Provide innovative art exhibitions and free supplemental cultural, educational and enrichment programs for Fort Lauderdale neighbors and stimulate tourism in Fort Lauderdale. |
| Riverwalk Fort Lauderdale, Inc. | $275,400 | Responsible for the programming, beautification, and revitalization of Riverwalk Park and special events such as the annual Light Up Lauderdale and the Day of the Dead celebration. |
| | | Provide space in the monthly *Go Riverwalk* Magazine to communicate City information. |
| Sister Cities International | $19,000 | Creates relationships based on cultural and educational exchanges, economic partnerships, and humanitarian assistance. |
| Summer Youth Employment Program | $190,000 | Provide Broward County's young men and women with a summer-long adventure with lessons about how to obtain a job, how to keep a job, and how to turn any job into an investment of time and effort for the future. |
| The Stranahan House Museum | $100,000 | To help residents and visitors of all ages learn about the history of the region, thus furthering the social, cultural and historic viability within the City of Fort Lauderdale. |
| United Way of Broward County, Inc | $750,000 | Find solutions and strategies to help homeless people within the corporate limits of the City of Fort Lauderdale. |
| Winterfest, Inc. | $75,000 | Administer the Annual Boat Parade and to build a festival and full complement of events around the Greater Fort Lauderdale area. |
| **TOTAL FUNDING** | **$2,092,669** | |

# Property Tax Millage Summary

| | Operating Millage | Debt Service Millage | Total Millage |
|---|---|---|---|
| FY 2019 Adopted Millage Rate | 4.1193 | 0.0640 | 4.1833 |
| **FY 2020 Adopted Millage Rate** | **4.1193** | **0.2250** | **4.3443** |
| FY 2020 Rolled Back Millage Rate | 3.9237 | 0.2250 | 4.1487 |
| % Increase over Rolled Back Rate | 4.99% | N/A | N/A |

| FY 2020 Value of 1 Mill | | |
|---|---|---|
| Mills | Gross Revenue | Net Revenue (96%) |
| 1.00 | $ 39,146,442 | $ 37,580,584 |
| 0.75 | $ 29,359,832 | 28,185,438 |
| 0.50 | $ 19,573,221 | 18,790,292 |
| 0.40 | $ 15,658,577 | 15,032,234 |
| 0.30 | $ 11,743,933 | 11,274,175 |
| 0.25 | $ 9,786,611 | 9,395,146 |
| 0.15 | $ 5,871,966 | 5,637,088 |
| 0.10 | $ 3,914,644 | 3,758,058 |

| Property 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 |
| 2020 | 4.1193 | $39,146,442,006 | $154,805,702 | 7.95% |
| 2019 | 4.1193 | $36,105,845,628 | $143,407,692 | 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% |
| 2014 | 4.1193 | $24,551,642,014 | $97,505,361 | 4.00% |
| 2013 | 4.1193 | $23,612,223,398 | $93,756,362 | 1.45% |
| 2012 | 4.1193 | $23,354,708,424 | $92,412,845 | -3.33% |
| 2011 | 4.1193 | $24,393,809,310 | $95,599,466 | -10.90% |

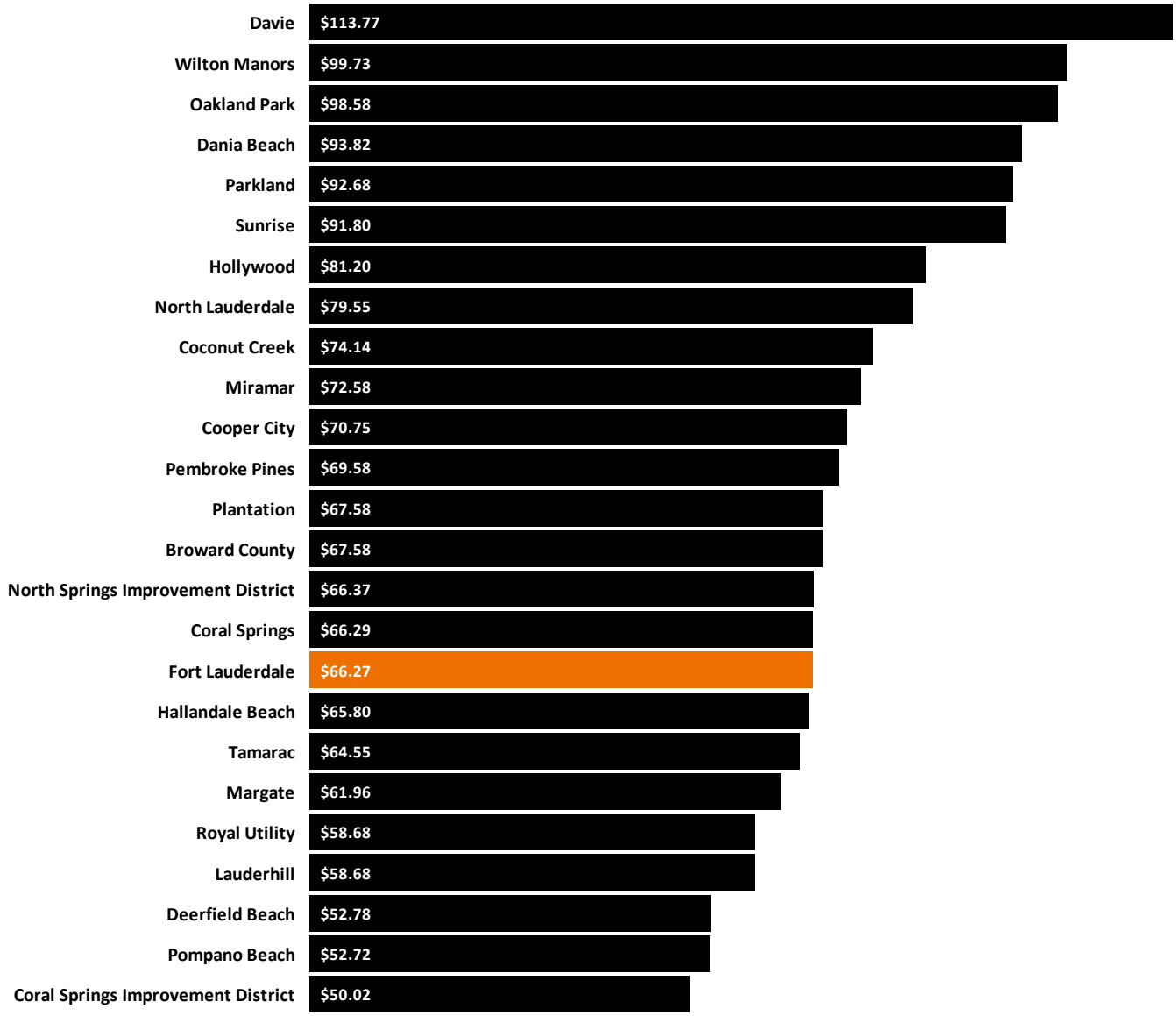
# FY 2020 Adopted Millage Rate and FY 2020 Adopted Fire Assessment Fee Comparison

| Municipality | Ranking | FY 2020 Adopted Millage Rate | FY 2020 Adopted Fire Assessment Fee | Fire Service Provided By |
|---|---|---|---|---|
| Lauderhill | 1 | 8.9898 | $488.00 | Lauderhill |
| Lauderdale Lakes | 2 | 8.6000 | $333.84 | BSO Fire Rescue |
| West Park | 3 | 8.5000 | $469.35 | BSO Fire Rescue |
| Pembroke Park | 4 | 8.5000 | N/A | BSO Fire Rescue |
| Hollywood | 5 | 7.4665 | $285.00 | Hollywood |
| North Lauderdale | 6 | 7.4000 | $228.00 | North Lauderdale |
| Tamarac | 7 | 7.2899 | $350.00 | Tamarac |
| Sea Ranch Lakes | 8 | 7.2500 | N/A | Pompano Beach |
| Miramar | 9 | 7.1172 | $398.23 | Miramar |
| Margate | 10 | 7.1171 | $300.00 | Margate |
| Hallandale Beach | 11 | 7.0000 | $265.06 | Hallandale |
| Cooper City | 12 | 6.8102 | $161.28 | BSO Fire Rescue |
| Coconut Creek | 13 | 6.5378 | $186.79 | Margate |
| Oakland Park | 14 | 6.0880 | $199.00 | Oakland Park |
| Sunrise | 15 | 6.0543 | $229.50 | Sunrise |
| Deerfield Beach | 16 | 6.0018 | $235.00 | BSO Fire Rescue |
| Dania Beach | 17 | 5.9998 | $223.75 | BSO Fire Rescue |
| Wilton Manors | 18 | 5.9587 | $216.13 | Fort Lauderdale |
| Coral Springs | 19 | 5.8732 | $227.82 | Coral Springs |
| Plantation | 20 | 5.8000 | N/A | Plantation |
| Pembroke Pines | 21 | 5.6736 | $282.38 | Pembroke Pines |
| Davie | 22 | 5.6270 | $206.00 | Davie |
| Pompano Beach | 23 | 5.1875 | $220.00 | Pompano Beach |
| Lazy Lake | 24 | 4.7940 | N/A | Fort Lauderdale |
| Southwest Ranches | 25 | 4.6564 | $523.51 | Davie & Volunteer |
| Parkland | 26 | 4.4000 | $250.00 | Coral Springs |
| **Fort Lauderdale** | **27** | **4.1193** | **$311.00** | **Fort Lauderdale** |
| Lighthouse Point | 28 | 3.5893 | $134.50 | Lighthouse Point |
| Lauderdale by the Sea | 29 | 3.5000 | $129.85 | AMR for EMS and Volunteer Fire |
| Hillsboro Beach | 30 | 3.5000 | N/A | BSO Fire Rescue |
| Weston | 31 | 3.3464 | $472.76 | 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 and Sewer Bill Survey Results




*As identified above, the survey results indicate the City charges water and wastewater rates that are currently towards the lower end of the market range for the City's surrounding geographic area.*

# 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 developed by incorporating knowledge of current and planned operating and financial activities, 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 the 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.

**Components of the Financial Forecast**

The City's financial forecasting process targets for 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 adopted budget. Updates to annual analyses generally emphasize adjustments to the current and projected evaluated condition of City funds, incorporate budget modifications and any other financial adjustments 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 5-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 debt service required to pay back the debt can be made from 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. The Return on Investment (ROI) revenue received from utility funds is expected to decrease by approximately $5.1 million per year through FY 2022 as the City phases out this practice.

## Expenditures

Operating expenses include personal services costs, operations and maintenance (O&M) costs, and minor capital outlays. O&M expenses were projected for future years based upon the FY 2020 Proposed Budget, adjusted by cost escala-tion factors identified through reviews with City Staff, resulting in an overall average annual increase of approximately 5.43% throughout the projection period.

## Community Investment Plan

The projected cash-funded capital program in this analysis is based on the 5-year Capital Improvement Program provided by Staff. Based upon discussions with City management, beginning in FY 2025, unspecified capital expenditures are held equal to FY 2024.

## Key Assumptions/Considerations

- The Fire Assessment Fee increased to $311 per single family home in order to reach full cost recovery.
- Two (2) Community Redevelopment Areas (CRA) will sunset reducing the City's transfers into those areas— Central Beach CRA - $3.6M in FY2021, Northwest Progressor CRA - $6.2 in 2026. A $650,000 O&M increase is expected with each area.
- A 5 basis point annual reduction in returns is anticipated for the General Employee, Police, and Firefighters Retirement Systems' pension plans, which is projected to increase to the City's contribution by $1.8 million per year.

## Results

The results of the current analysis show a positive short-term outlook for the City's General Fund. The reserve balance is expected to be maintained above the 2-month requirement until FY 2022. Beyond FY 2022, 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 2022 if the current projections come to fruition, it is expected that revenues would need to be enhanced in order to provide a financially sustainable future. The current projections indicate that a .50 increase in the millage rate would be one option at the City's disposal that would provide the necessary level of revenue increase to become sus-tainable over the projection period.

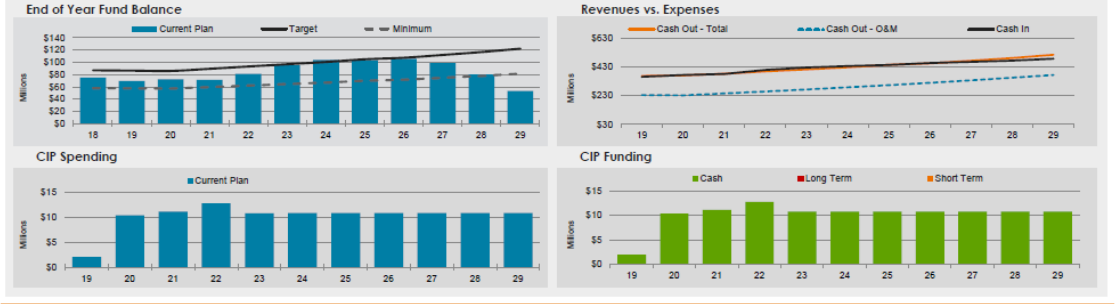
Due to the complexity of the General Fund, in addition to the 10-year forecast, the City also completes an expanded five year forecast for the revenues and expenses of the fund.

FAMS - Control Panel — Schedule 1

FAMS-XL | City of Fort Lauderdale, FL — General Fund — Stantec

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Millage Rate | 4.1193 | 4.1193 | 4.1193 | 4.6193 | 4.6193 | 4.6193 | 4.6193 | 4.6193 | 4.6193 | 4.6193 | 4.6193 |
| Taxable Value Increase | 8.8% | 7.1% | 7.0% | 6.0% | 5.0% | 4.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Cash Flow Surplus/(Deficit) $M | $ (5.61) | $ 3.11 | $ (1.00) | $ 9.73 | $ 13.72 | $ 8.99 | $ (0.28) | $ 2.38 | $ (7.52) | $ (18.19) | $ (27.25) |
| End of Year Fund Balance $M | $ 69.39 | $ 72.50 | $ 71.50 | $ 81.23 | $ 94.95 | $ 103.94 | $ 103.66 | $ 106.04 | $ 98.52 | $ 80.33 | $ 53.09 |
| Target Fund Balance $M | $ 86.41 | $ 85.89 | $ 89.40 | $ 93.19 | $ 96.89 | $ 100.56 | $ 104.96 | $ 107.48 | $ 112.03 | $ 116.80 | $ 122.34 |
| Balance % of Expenses | 19.97% | 19.62% | 18.78% | 20.43% | 23.13% | 24.44% | 23.42% | 23.42% | 20.92% | 18.39% | 16.38% |
| Fire Assessment Increase % | 0.0% | 22.4% | 0.0% | 0.0% | 11.3% | 0.0% | 0.0% | 8.7% | 0.0% | 0.0% | 8.0% |
| Fire Assessment Revenue $M | $ 38.82 | $ 47.52 | $ 47.52 | $ 47.52 | $ 52.91 | $ 52.91 | $ 52.91 | $ 57.49 | $ 57.49 | $ 57.49 | $ 62.08 |
| Fire Assessment - SF Home | $ 256.00 | $ 311.00 | $ 311.00 | $ 311.00 | $ 346.26 | $ 346.26 | $ 346.26 | $ 376.28 | $ 376.28 | $ 376.28 | $ 406.30 |
| 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 | $ 2.00 | $ 10.36 | $ 11.11 | $ 12.76 | $ 10.76 | $ 10.79 | $ 10.79 | $ 10.79 | $ 10.79 | $ 10.79 | $ 10.79 |

ROI Phase YES

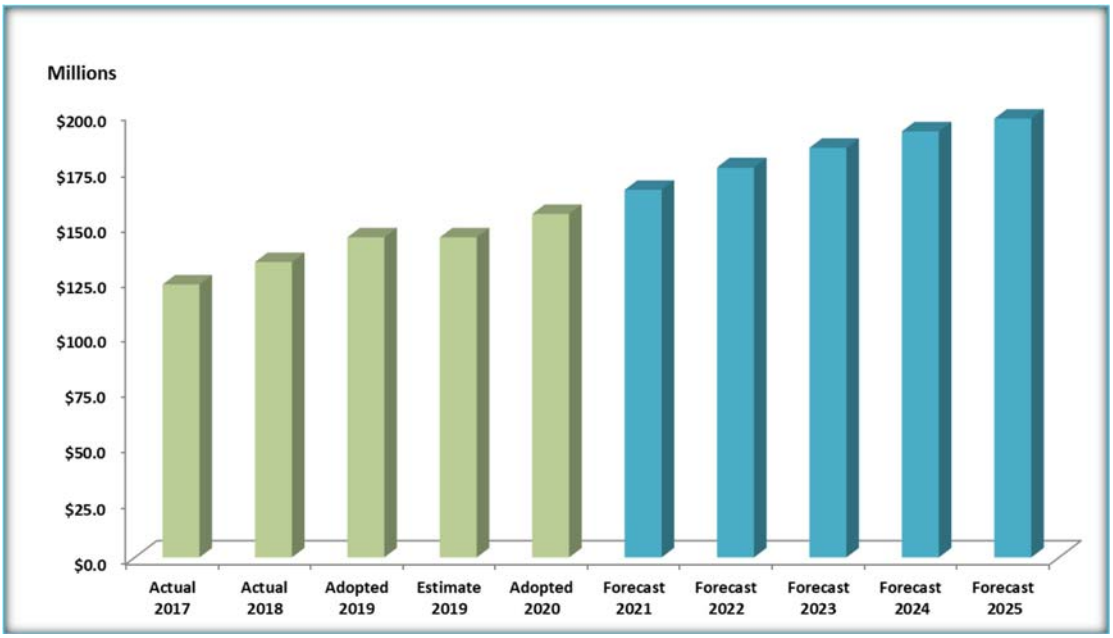


# General Fund – Five Year Financial Forecast Revenue

**Major sources that make up the General Fund total revenue include Ad Valorem/ Property Taxes (41.4%), Sales and Use Tax (1.7%), Franchise Fees (6.5%), Utility Taxes (10.7%), Intergovernmental (6.0%), Charges for Services (6.2%), Licenses & Permits (1.0%), Fines & Forfeitures (0.5%), and Miscellaneous (26.0%). The five-year estimates for both revenues and expenditures in this section were taken from the financial forecasting model provided by Stantec Consulting Services Inc. during the FY 2020 budget cycle. A description of each revenue source as well as a discussion and outlook for next year follows.**

## Ad Valorem Taxes

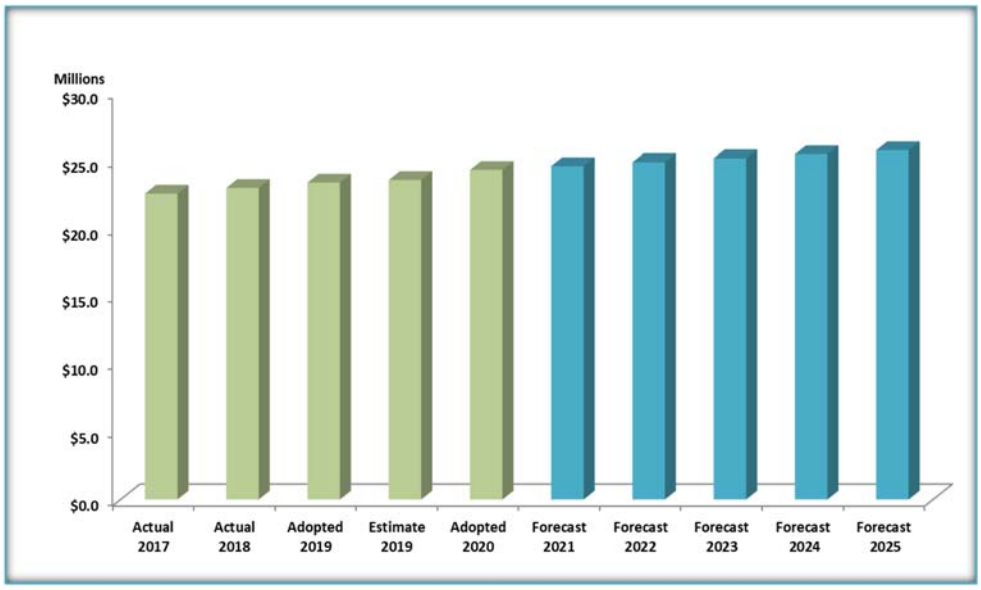
The adopted ad valorem or property tax millage for operating purposes is 4.1193 and generates $154,805,702 or 41.4% of the General Fund revenue, based on the Broward County Property Appraiser's June 1, 2019 estimate of the City of Fort Lauderdale's taxable value. The tax rate is made up of two components: 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). Since FY 2012, the revenue collected from the debt millage levy has been directly deposited into the Debt Service Fund.




Over the last few years, property taxable values have steadily grown. This trend is expected to continue through 2025. Taxable property values have increased by 8.42% over the past year. Pro-jection assumes 7% growth. The five year projection includes a 1% reduction in the assumed growth of taxable value each year through FY 2025.

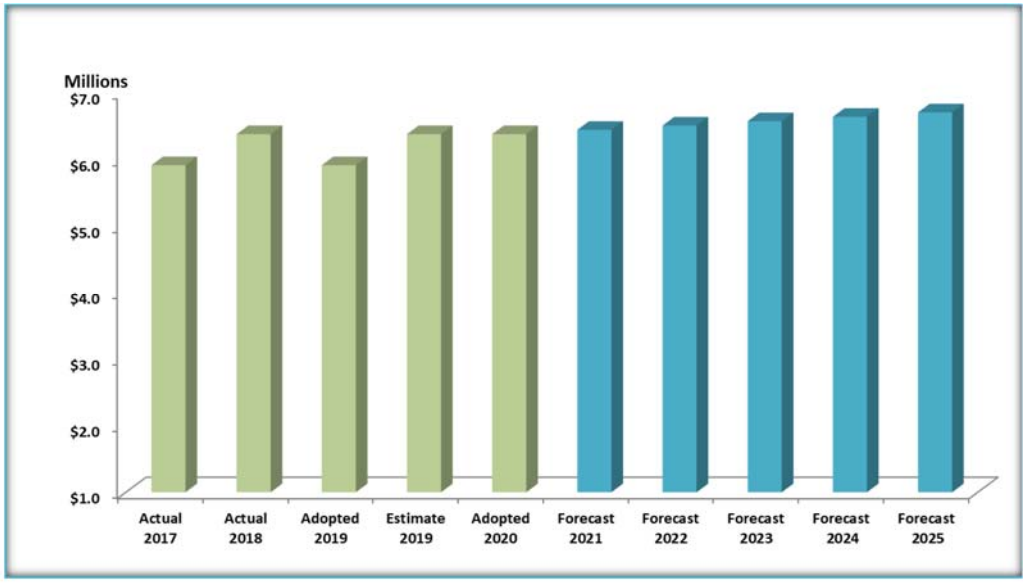
# General Fund – Five Year Financial Forecast Revenue

## Franchise Fees



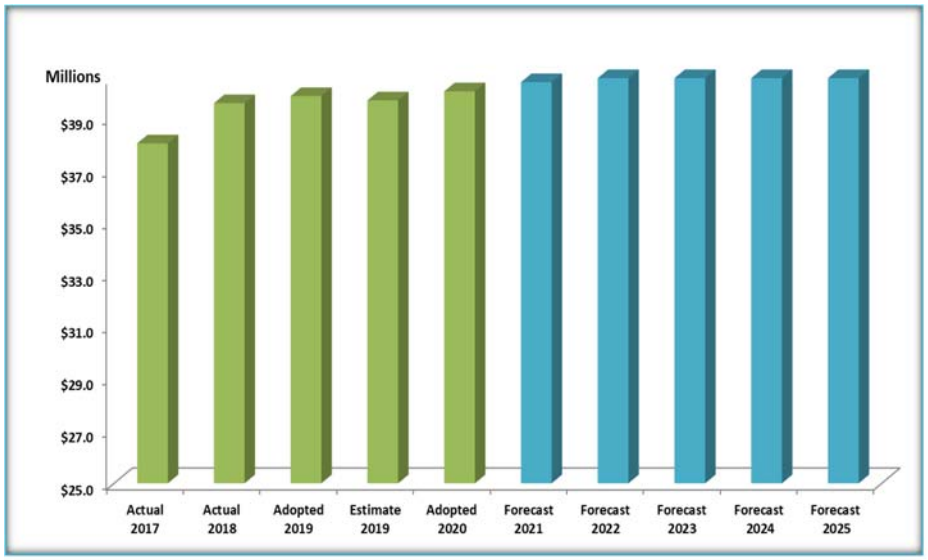

This revenue source consists of payments made by Florida Power and Light (FPL), Peoples Gas, and various sanitation contracts for the privilege of constructing upon, and operating within, the rights-of-way owned by the City. The basis for the fees is provided for in long-term agreements for payment to 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 2020 are $24,300,000, which represents an increase of 4% from the FY 2019 Adopted Budget. It is estimated that the sanitation related franchise collector fees will generate $7,400,000 in FY 2020. This entire amount will be transferred to the Sanitation Fund to support citywide sanitation related operations. Franchise Fee revenues are projected to increase by 1.1% 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 1.7% 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 2020 is $6,377,053. This revenue is projected to increase by 1.0% over the next five years.

# General Fund – Five Year Financial Forecast Revenue

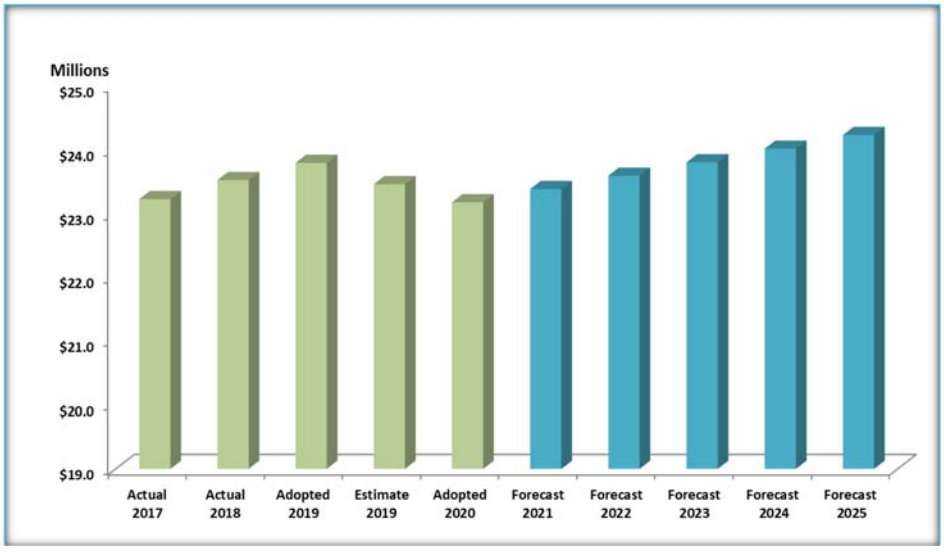



## Utility Taxes

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 53.5% of the Adopted FY 2020 utility tax revenues. The second-largest source for this revenue category is the Communications Services Tax. This tax represents 29.7% of the Adopted FY 2020 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 2020 Adopted Budget is $39,991,731, which represents a 0.5% increase from the FY 2019 Adopted Budget. As the City's population and the cost of utilities increase, these revenues will increase by 1.0% over the next five years.

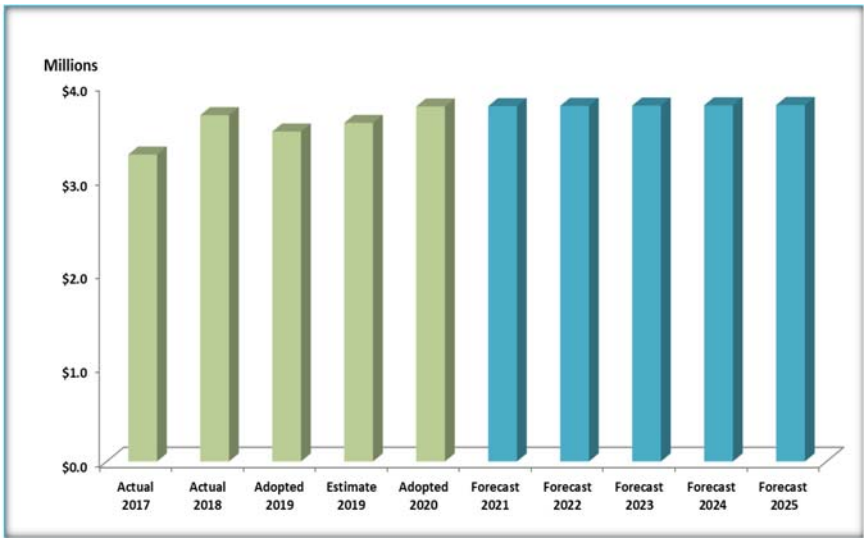
## Charges for Services

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 2020 Adopted Budget is $23,178,734 which represents a 2.6% decrease from the FY 2019 Adopted Budget. This revenue is anticipated to increase by 0.9% annually over the next five years.



# General Fund – Five Year Financial Forecast Revenue

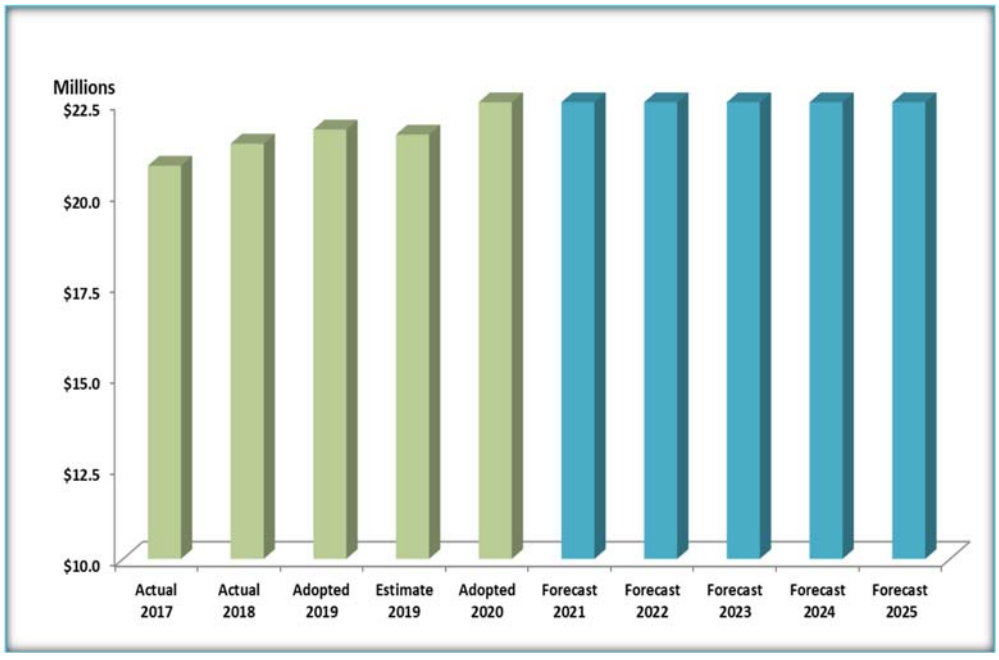
## Licenses & Permit Fees




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 2020 Adopted Budget is $3,770,200, which represents a 7.6% increase from the FY 2019 Adopted Budget. Fees are anticipated to increase by 0.1% over the five year projection horizon.

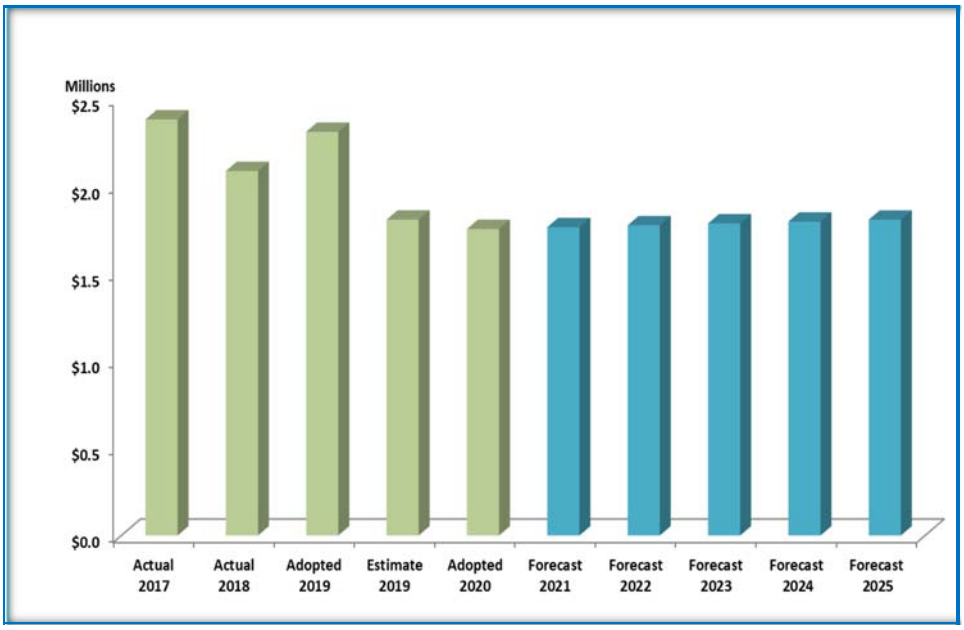
## Intergovernmental Revenue

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 2020 Adopted Budget is $22,561,321 which represents a 3.7% increase from the FY 2019 Adopted Budget. A slight increase in the amount of 1.1% is projected over the next few years for the shared revenue portions as the state's tourism remains strong and the City's population continues to grow.



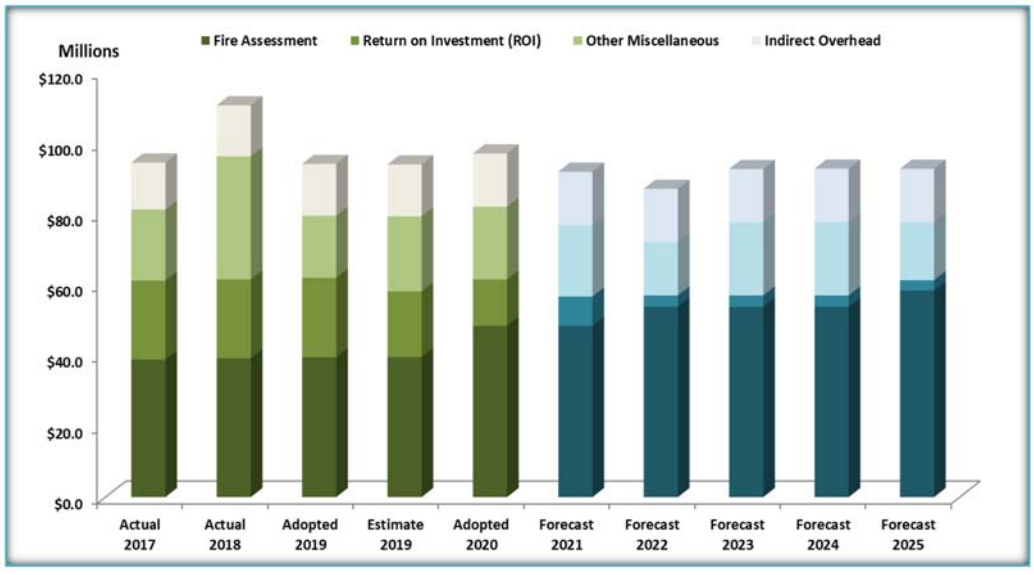
# General Fund – Five Year Financial Forecast Revenue

## 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 0.5% of all General Fund resources. The revenue for the FY 2020 Adopted Budget is $1,755,800, which represents a 24% decrease from the FY 2019 Adopted Budget. This revenue is projected to increase by 0.6% over the next five years.

## Miscellaneous Revenue

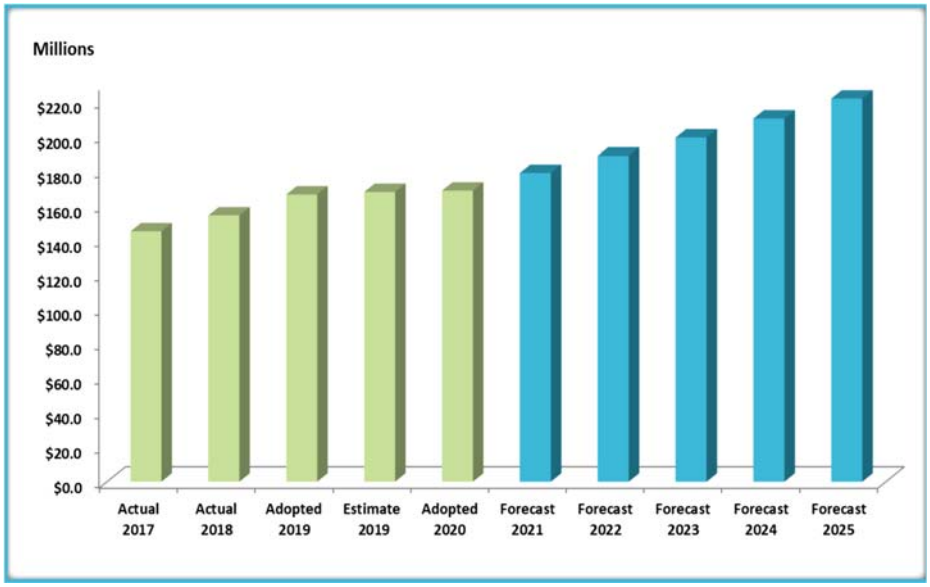



This revenue source includes interest earnings, rents, fire assessment fee, return on investment, cost allocation charges, and other direct interfund charges. The fire assessment fee, which appears as a non-ad valorem charge on the tax bill, is $311 per residential dwelling for FY 2020 and is estimated to generate $48.2 million. This revenue category includes $13.4 million from return on investment (ROI) charges to other funds. The return on investment revenue generated from charges to the Water and Sewer and Central Regional Wastewater Funds is projected to decrease by 25% each year from FY 2020 through FY 2022 due to the policy direction to eliminate ROI to these funds over four years beginning in FY 2019. 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 2020 is $97,051,716. This represents an increase of 3.1% from the FY 2019 Adopted Budget, primarily due to the full cost recovery in the fire assessment.

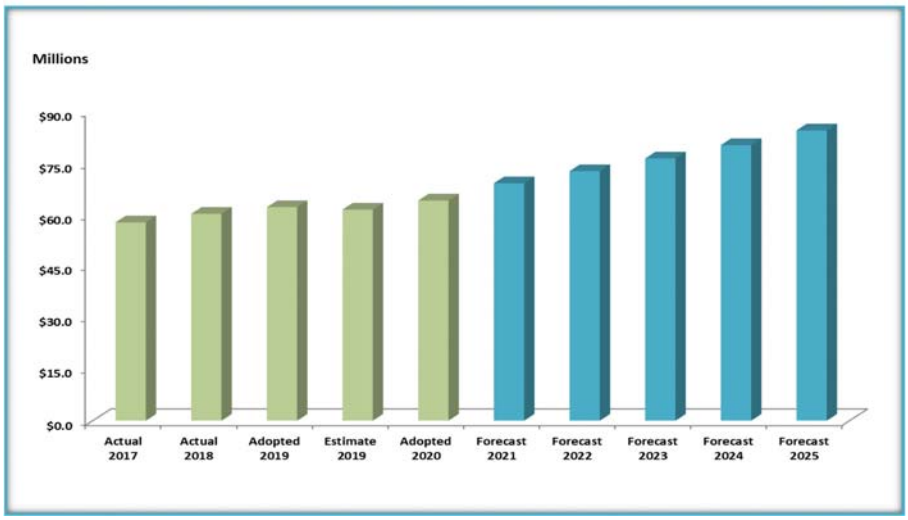
# General Fund – Five Year Financial Forecast Expenditures

**Major categories that make up the General Fund expenditures include: Salaries & Wages (45.2%), Fringe Benefits (17.1%), Services & Materials (9.8%), Other Operating (13.0%), and Capital Outlay (0.1%). The remaining expenditures consist of transfers out of the General Fund to fund debt service and other direct charges to other funds (14.8%). The five year forecast was prepared as part of a long-term financial sustainability analysis during the FY 2020 Budget cycle. A description of each expenditure category as well as a discussion and outlook over the next five years follows.**

## Salaries & Wages




This is the largest expenditure category and represents 45.2% of all 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 2020 is $168,903,112 which represents a 1.3% increase from the FY 2019 Adopted Budget. This increase includes funds for contractually obligated wage increases. Over the next five years, this expenditure category is projected to increase by 5.5%, primarily related to contractual wage increases. Beginning in FY 2021, it is projected that $850,000 will be added to staff the new Southeast Emergency Medical Service sub-station.

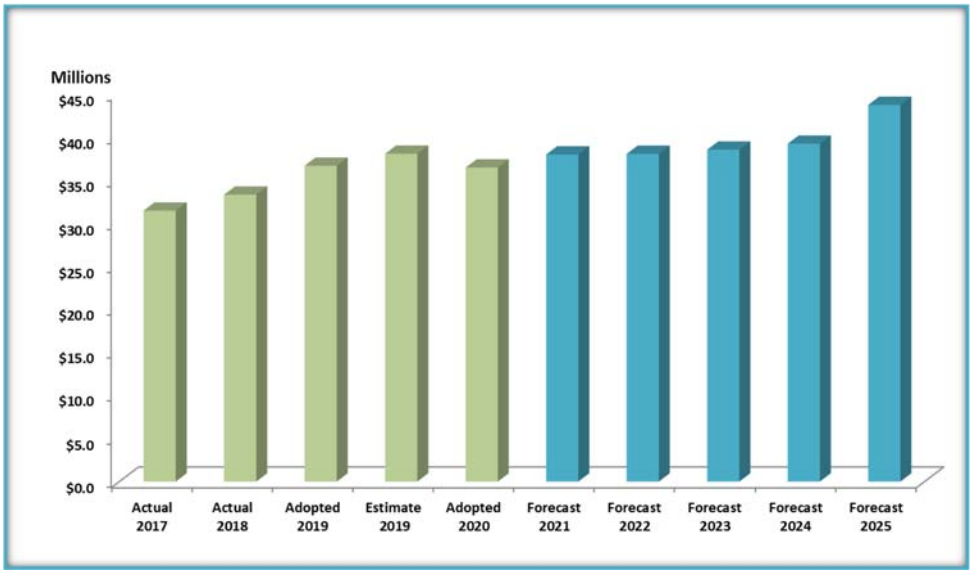



## Fringe Benefits

This expenditure category includes pension, social security, health care, and retiree health care. The Adopted Budget for FY 2020 is $64,184,961 which represents a 3.1% increase from the FY 2019 Adopted Budget. The projection for this expenditure category is primarily driven by the required health and pension contributions. The City health contribution is adjusted annually by the total medical and pharmacy trend for plans with a medium level of member cost sharing plus 2%, as published in the 2nd Quarter Arthur J. Gallagher & Co. GBS Actuarial Consensus Trend Forecast. The assumed rate of return in both the General Employees Retirement System and the Police and Firefighters' Retirement System Pension Plans is projected to be downwardly adjusted by five basis points per year with an estimated annual impact of $1.8 million per year.

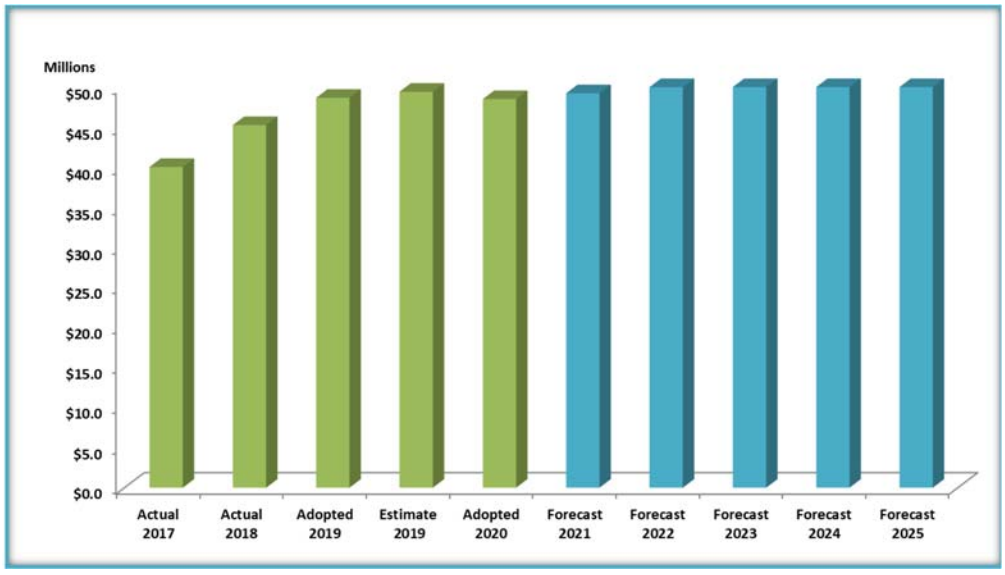
# General Fund – Five Year Financial Forecast Expenditures

## Services & Materials




This expenditure category includes electricity, gasoline, supplies, equipment, other services, and other utilities. The Adopted Budget for FY 2020 is $36,456,849 which represents a 0.6% decrease from the FY 2019 Adopted Budget. Over the next five years, the projection is a stable inflationary factor of 1.3% for the cost of supplies and services. In addition the following additional costs were included in the estimate over the next five years. Due to the expiration of the Central Beach Redevelopment Area, an additional $650,000 in maintenance costs were added beginning in FY 2021. In addition, also beginning in FY 2021, $200,000 annually is assumed for increased maintenance costs related to Parks Bond projects. One-time moving costs for the new police headquarters in the amount of $400,000 is included in FY 2021, and $4.0 million in ongoing operating costs are assumed related to the new governmental center beginning in FY 2025.

## Other Operating Expenditures



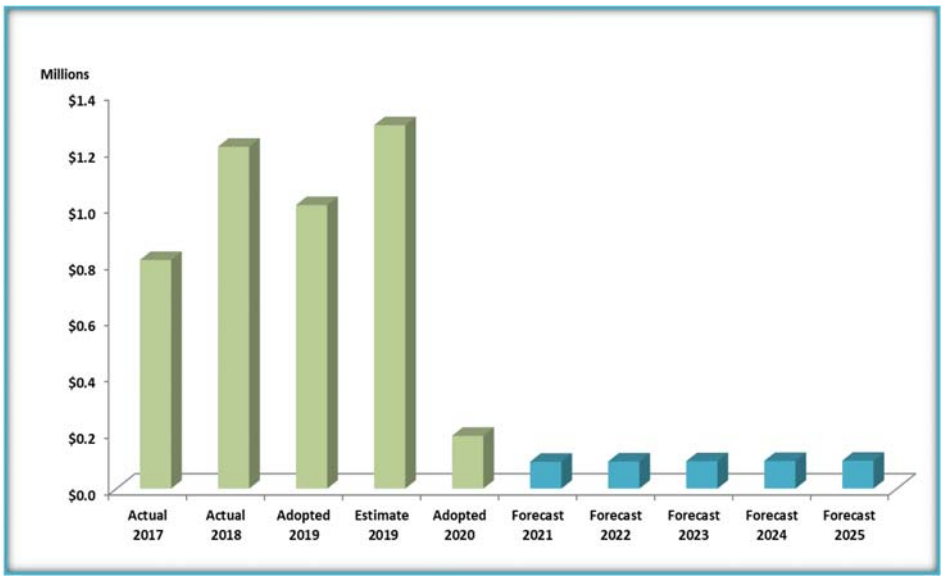

This expenditure includes staff training and certifications, liability and property insurance premiums, information technology inter-fund service charges, fleet related operating charges. The Adopted Budget for FY 2020 is $48,491,726, which represents a 0.3% decrease from the FY 2019 Adopted Budget, primarily due to a change in service charge methodology. This expenditure category is expected to grow at a rate of 1.6% due to technology improvements that the City is implementing that will require ongoing maintenance.

Due to the expiration of the Central Beach Redevelopment Area, there will be a reduction in the General Fund's transfer to the Community Redevelopment Agency of approximately $3 million beginning in FY 2021.

# General Fund – Five Year Financial Forecast Expenditures

## Capital Outlay

This expenditure category includes fixed assets that are durable in nature and cost at least $5,000 and are typically one-time expenditures. The Adopted Budget for FY 2020 includes $186,855 in operating capital expenditures which is 0.1% of the General Fund expenditures. Capital outlay is not for capital projects. 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 Community Investment Plan (CIP) for FY 2020 is $10.4 million and is projected to be programmed at approximately $11 million per year in future years.






# Airport Fund – Financial Forecast

## Revenues

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

## Expenditures

Operating expenses include personal services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY 2020, spending execution rates of 95% were assumed for all Personal Service and Fixed Operating expenses, respectively, while execution rates of 100% were assumed for all budgeted/projected minor capital outlays.

## Community Investment Plan

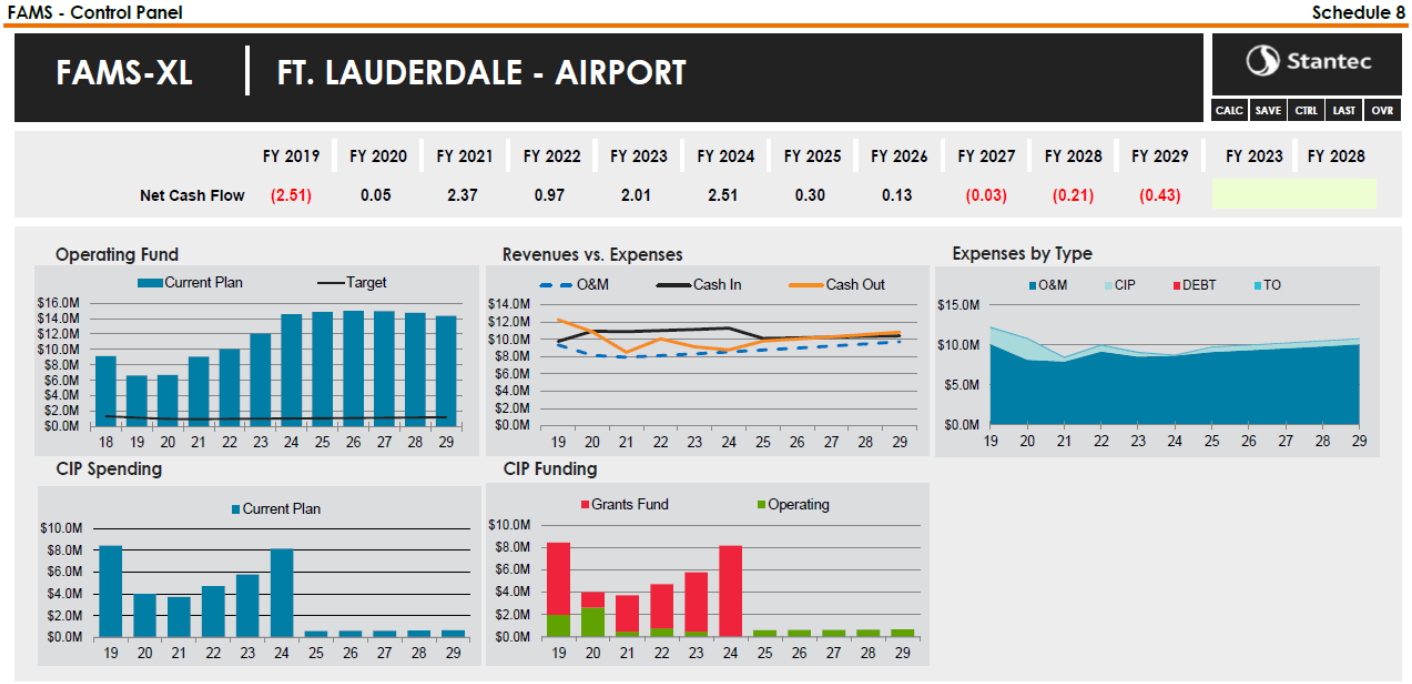
Capital improvement projects represent the ongoing improvements of the airport and rehabilitation of existing infrastructure. An assumption of unspecified additional annual capital spending of $500,000 was assumed for FY 2025 – FY 2029.

## Key Assumptions/Considerations

- Revenue received by the Airport from the City's General Fund in the amount of approximately $1.3M related to the sale of a property will cease in FY 2025.
- The City should continue to utilize grants to the fullest extent in order to fund capital projects.

## Results

It is anticipated that the Fund will have sufficient revenues throughout the projection period to fund the ongoing operations and maintenance costs, capital improvement projects, renewal & replacement costs, 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 $1.3M 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 still 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.



# Building Fund(s) – 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, other operating revenues from miscellaneous fees, and building certification/technology fees.

## Expenditures

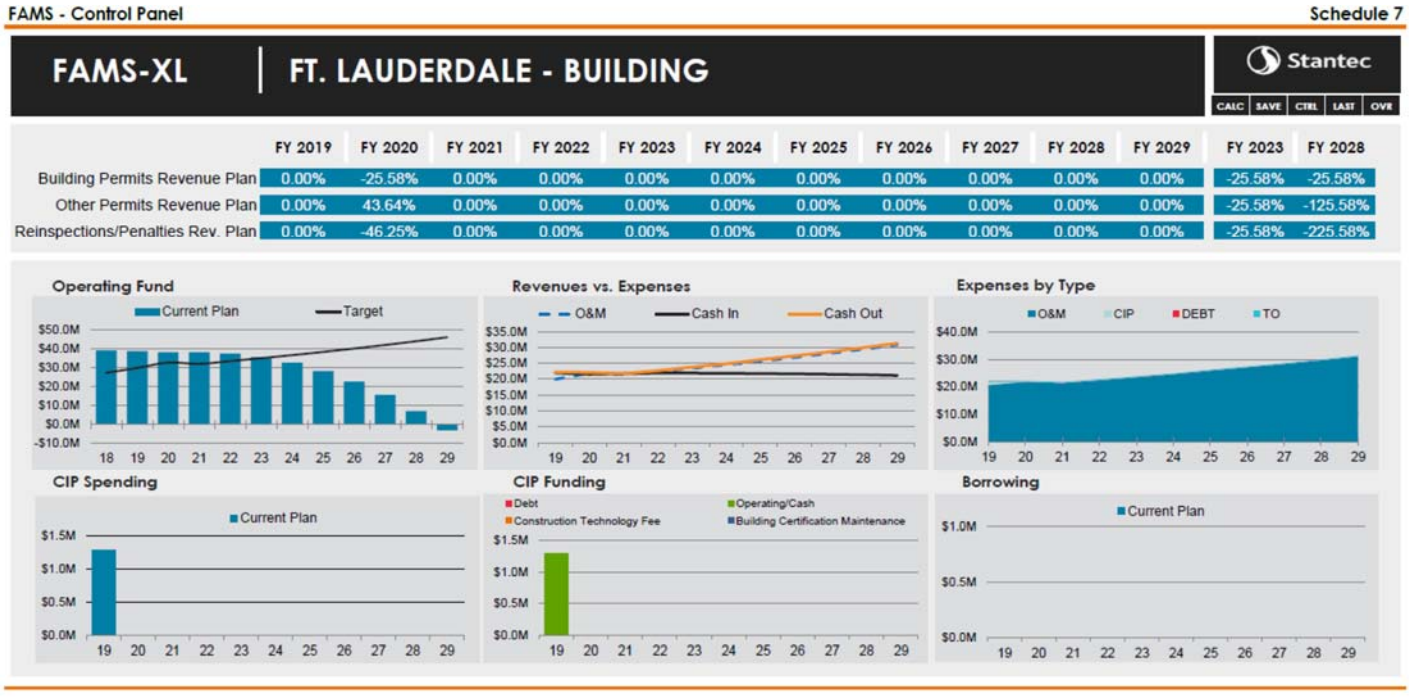
Operating expenses include personal services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY 2020, spending execution rates of 95% were assumed for all personal service and fixed operating expenses, while execution rates of 100% were assumed for all budgeted/projected minor capital outlays.

## Key Assumptions/Considerations

- The fund will maintain a minimum revenue fund balance or reserve equal to 18 months of annual operating expenses, including personal services costs and operating and maintenance costs. This level of reserves was derived from discussions with City Staff as a method of hedging against the risk of economic downturn.
- New legislation was passed limiting 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.

## Results

The Building Fund is projected to operate at a slight cash flow deficit within the first years of the analysis, however, the Fund is expected to maintain its operating reserve target through FY 2022. After FY 2022, the Fund is projected to fall below its operating reserve target and see increasing cash flow deficits that result in a further reduction of working capital fund balances. The new target fund balance will allow staff to devel-op plans to incrementally reduce expenses based upon changes in building activity.



# Central Regional Wastewater Fund – Financial Forecast

## Revenues

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

## Expenditures

Operating expenses include personal services costs, operating and maintenance costs, minor capital outlays, and return on investment (ROI) charges. In each year of the forecast after FY 2020, personal services and operational expenses where executed at 98% of budget to reflect historical norms. Capital outlays were assumed to be executed at 100% throughout the projection period. The return on investment charge is expected to decrease by approximately $1 million for each of the next three years, and to be removed entirely by FY 2022.

## Community Investment Plan

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

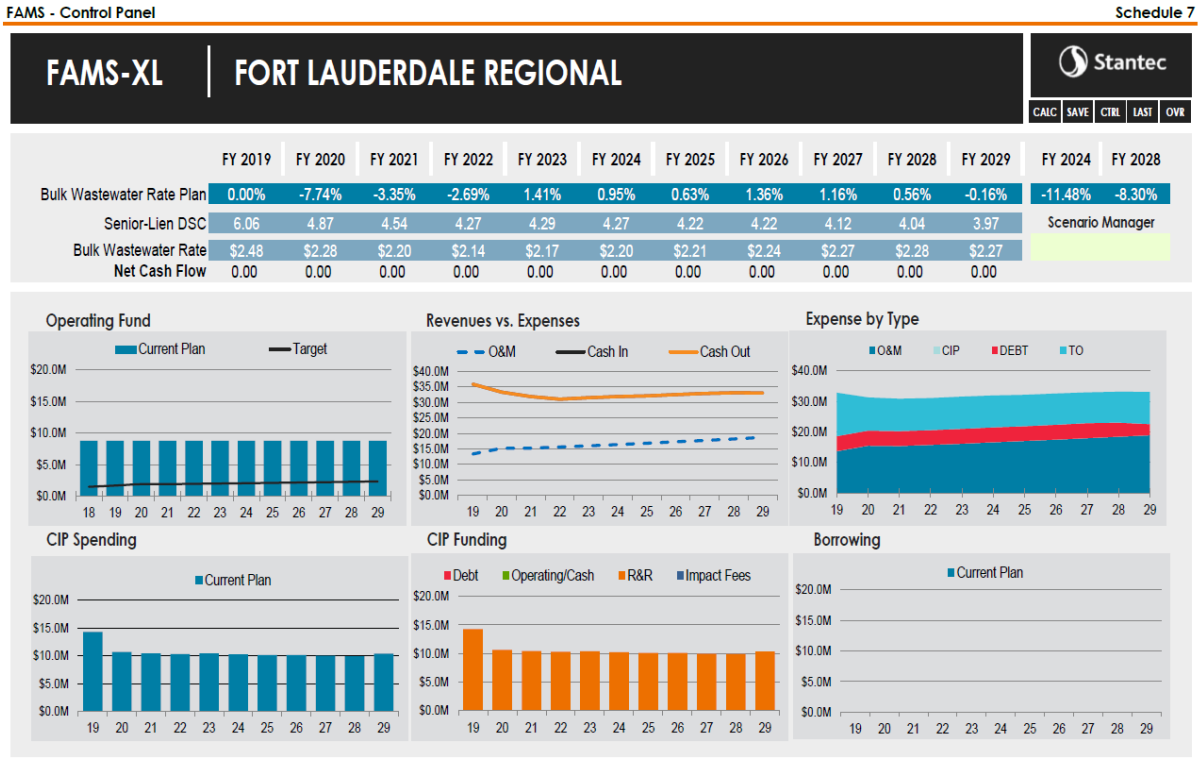
The debt service reflects the annual principal and interest requirements associated with the City's outstanding Revenue Bonds and State Revolving Loans.

## Key Assumptions/Considerations

- The ROI expense will be reduced by $1 million a year until phased out in FY 2022.
- The regional rate is determined by the regional partners each year and will be increased or lowered in order to generate sufficient revenue to satisfy the Utility's annual operating expenses, renewal and replacement requirements, debt service, and operating reserve requirements through FY 2029, but not over recover.

## Results

The system will generate revenues that equal the ongoing operating and maintenance, renewal and replacement, reserve targets, and debt service coverage requirements of the Utility.



# Parking Fund – Financial Forecast

## Revenues

In order to forecast parking revenues, this analysis developed revenues for each individual City parking lot and garage. This allowed for lot-specific revenue drivers to be incorporated into the analysis.

## Expenditures

Operating expenses include personal services costs, operating and maintenance costs, and minor capital outlays. In each year of the forecast after FY 2020, 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 personal service expenses and budgeted/projected minor capital outlays.

## Community Investment Plan

The Community Investment Plan projects represent the ongoing improvements of the City's parking facilities and replacement of existing parking assets.

## Debt Service

The Debt Service reflects an annual debt service payment throughout the projection period associated with the City's outstanding ESCO financing, as well as the Fund paying off $7 million of its interim financing in FY 2020.

## Key Assumptions/Considerations

- A rate increase is needed to generate sufficient revenues to provide sufficient funding for all of the Parking System's cost requirements.
- There is no capacity to take on additional capital improvement projects.

## Results

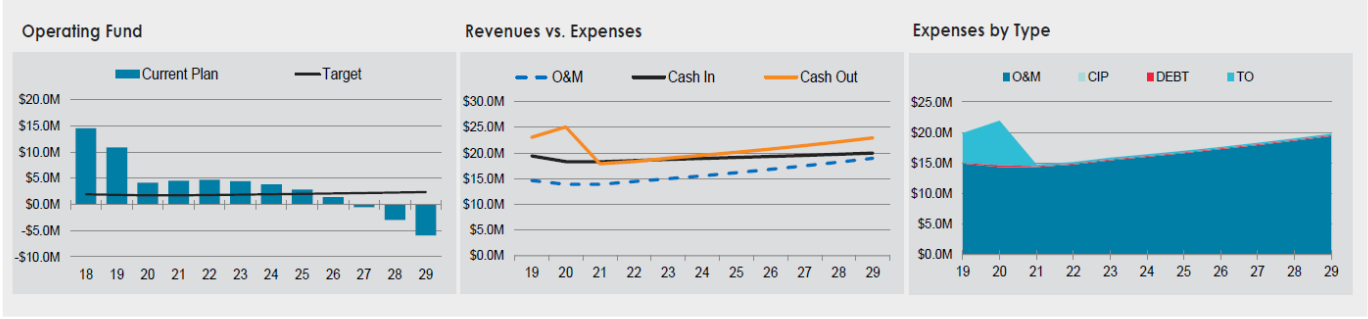
The Parking Fund is projected to generate sufficient revenues to satisfy the Fund's annual operating expenses, capital improvement requirements, debt service, and operating reserve requirements in FY 2019. Although the Fund is projected to operate at a net loss in the foreseeable future, the City is in the process of identifying required revenue enhancements and expense reductions within the ten-year projection period in order to cover the ongoing operating expenses of the Fund and to maintain fund balances above the 1.5-month operating reserve requirement. While new rates are being developed, the City has elected to proceed with the current parking rates for the FY 2020 budget, and the analysis herein reflects this plan.

FAMS - Control Panel — Schedule 7

**FAMS-XL | FT. LAUDERDALE - PARKING** — Stantec

CALC | SAVE | CTRL | LAST | OVR

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2023 | FY 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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% | 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% | 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% | 0.00% | 0.00% |
| Senior-Lien DSC | 41.79 | 14.66 | 36.34 | 33.01 | 29.42 | 25.75 | 22.02 | 18.21 | 14.26 | 10.59 | 8.03 | Scenario Manager | |
| Net Cash Flow | (3.63) | (6.77) | 0.37 | 0.20 | (0.28) | (0.62) | (0.99) | (1.43) | (1.92) | (2.41) | (2.94) | | |



# 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 personal services costs, operations and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2020, spending execution rates of 96% were assumed for all Fixed Operating expenses, while execution rates of 100% were assumed in all years for all Personal Service expenses and budgeted/projected minor capital outlays.

## Community Investment Plan

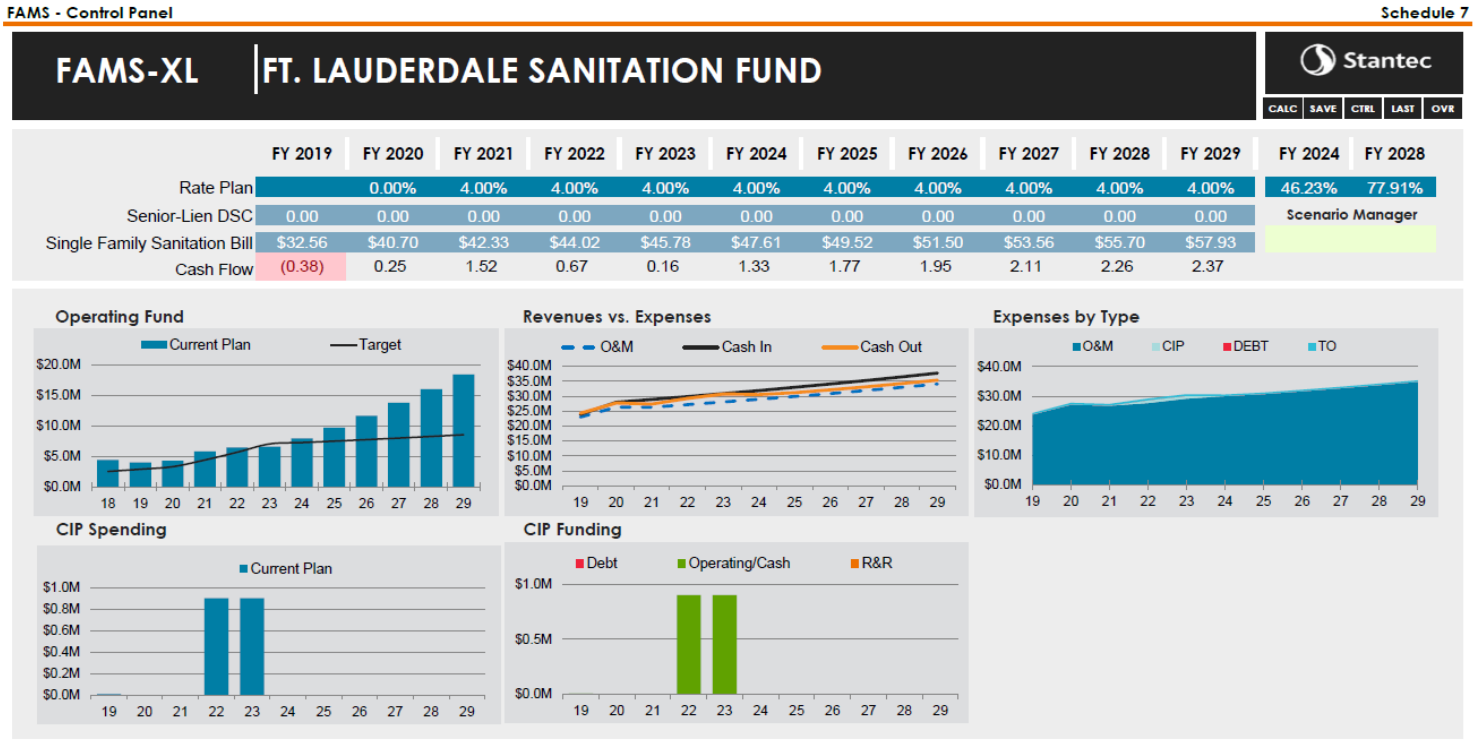
The Community Investment Plan projects reflects $900,000 in Trash Transfer Station – Plant A project costs in both FY 2022 and FY 2023, as provided in the adopted CIP.

## Key Assumptions/Considerations

- The analysis reflects $900,000 in Trash Transfer Station – Plant A project costs in both FY 2022 and FY 2023.
- Sanitation rates were increased by 25% in FY 2019 to cover operating costs.
- The financial management plan presented in this report assumes that the city will maintain a minimum fund balance equal to 1.5. months of annual O&M expenses for the FY 2019 and FY 2020. However, in an effort to build stronger reserve levels, the City expressed an interest in gradually raising the minimum reserve policy for the fund to 3.0 months of annual O&M expenses.

## Results

It is anticipated that the Fund will require revenue adjustments throughout the projection period in order to provide sufficient revenues to fund the ongoing operations and maintenance costs, capital improvement projects, renewal & replacement costs, new debt service, and reserve requirements of the fund.



# Stormwater Fund – Financial Forecast

## Revenues

Revenue sources utilized consist of rate revenues, other operating revenues from miscellaneous service charges, and interest earnings. Rate revenues reflect prior year revenue, adjusted for projected growth in billed units and applicable rate adjustments.

## Expenditures

Operating expenses include personal services costs, operations and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2020, spending execution rates of 95% were assumed for all Fixed Operating expenses, while execution rates of 100% were assumed in all years for all Personal Service expenses and budgeted/projected minor capital outlays.

## Community Investment Plan

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.
In addition to the unspecified future capital estimates, the analysis assumes $200 million in FY 2021 and FY 2026 in stormwater projects that will be funded with revenue bonds.

## Key Assumptions/Considerations

- New investments in infrastructure are expected to increase O&M, 2% of new investments added each year as an estimate.
- A Stormwater bond is anticipated for FY 2021 and in FY 2026 to fund comprehensive capital improvements.

## Results

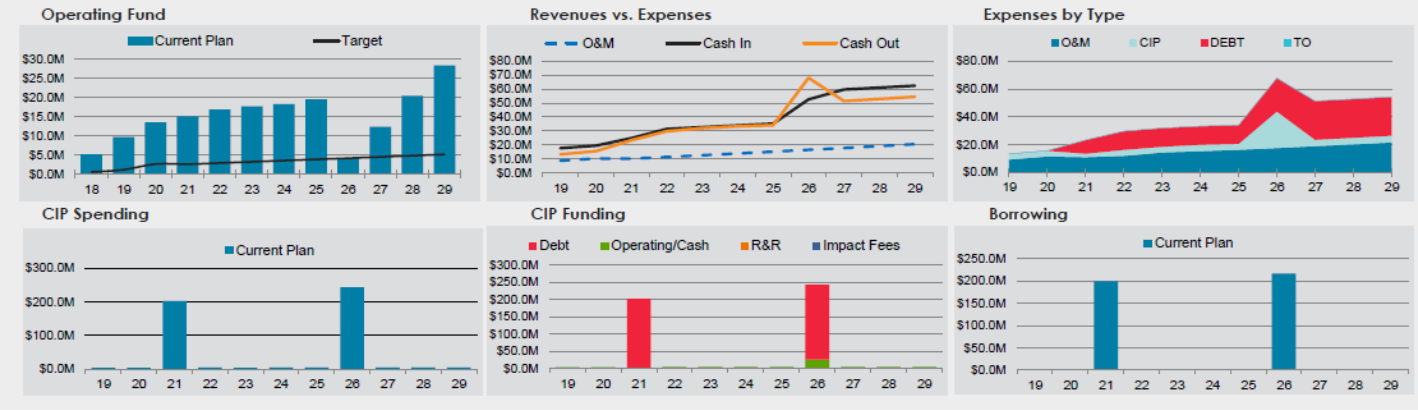
It is anticipated that the Fund will require revenue adjustments throughout the projection period in order to provide sufficient revenues to fund the ongoing operations and maintenance costs, capital improvement projects, renewal & replacement costs, new debt service, and reserve requirements of the fund.

FAMS - Control Panel — Schedule 7

**FAMS-XL | FT. LAUDERDALE STORMWATER** — Stantec

CALC | SAVE | CTRL | LAST | OVR

| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2023 | FY 2028 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Residential Lots/Parcels Rate Plan | 0.00% | 16.67% | 27.10% | 26.44% | 3.74% | 3.69% | 3.58% | 49.84% | 13.61% | 1.79% | 1.78% | 94.52% | 268.44% |
| Commercial Lots/Parcels Rate Plan | 0.00% | 16.67% | 27.10% | 26.44% | 3.74% | 3.69% | 3.58% | 49.84% | 13.61% | 1.79% | 1.78% | 94.52% | 268.44% |
| Unimproved Land Rate Plan | 0.00% | 16.67% | 27.10% | 26.44% | 3.74% | 3.69% | 3.58% | 49.84% | 13.61% | 1.79% | 1.78% | | |
| Senior-Lien DSC | 0.00 | 0.00 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | Scenario Manager | |
| All-In DSC | 0.00 | 0.00 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | | |
| Residential Lots/Parcels (Per Unit) | $12.00 | $14.00 | $17.80 | $22.50 | $23.34 | $24.20 | $25.07 | $37.57 | $42.68 | $43.44 | $44.21 | | |
| Commercial Lots/Parcels (Per Acre) | $120.96 | $141.12 | $179.37 | $226.80 | $235.29 | $243.98 | $252.72 | $378.68 | $430.21 | $437.89 | $445.66 | | |
| Unimproved Land (Per Acre) | $38.34 | $44.73 | $56.86 | $71.89 | $74.58 | $77.33 | $80.10 | $120.03 | $136.36 | $138.80 | $141.26 | | |
| **Net Cash Flow** | 4.45 | 3.90 | 1.60 | 1.78 | 0.79 | 0.64 | 1.25 | (15.44) | 8.23 | 8.09 | 7.95 | | |



# Water & Sewer Fund – Financial Forecast

## Revenues

Revenue sources utilized consist of rate revenues, other operating revenues from miscellaneous service charges, interest earnings, and 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 personal services costs, operations and maintenance (O&M) costs, and minor capital outlays. In each year of the forecast after FY 2020, spending execution rates of 98% and 95% were assumed for all Personal Service and Fixed Operating expenses, respectively, while execution rates of 90% were assumed for all budgeted/projected minor capital outlays. The return on investment charge is expected to decrease by approximately $4.1 million each year and to be removed entirely by FY 2022.

## Community Investment Plan

Capital improvement projects represent the ongoing expansion of the system and replacement of existing infrastructure. Two additional debt issues of $183.8 million and $243.0 million in FY 2023 and FY 2028 are included in the analysis. The projected capital investment over a 10-year period (FY 2020 through FY 2029) totals approximately $768.4 million. Of the total assumed capital investment over the 10-year projection, $307.9 million is to be cash funded, $426.8 million is to be debt-funded, and $33.7 million is to be funded with capital expansion fee revenue.

## Debt Service

The Debt Service reflects the annual principal and interest requirements associated with the City's outstanding Revenue Bonds: Series 2012, Water & Wastewater Revenue Bond Series 2014, and Water & Wastewater Revenue Bond Series 2016. The debt service also reflects the City's existing annual State Revolving Fund (SRF) debt service.

## Key Assumptions/Considerations

- $200 million bond issuances are anticipated in FY 2023 and FY 2028.
- The ROI phaseout will reduce expenses by approximately $4 million a year until completely phased out in FY 2022.

## Results

It is anticipated that the Utility will require revenue adjustments throughout the projection period in order to provide sufficient revenues to fund the ongoing operations and maintenance costs, capital improvement projects, renewal & replacement costs, new debt service, and reserve requirements of the fund.

Additionally, the recommended rate adjustments found in the table above adhere to the results of the FY 2018 Water and Sewer Rate Study performed by Stantec, which increase revenues by approximately 5% overall but increase sewer revenues faster than water to enhance adherence to cost of service.

# Water & Sewer Fund – Financial Forecast (continued)

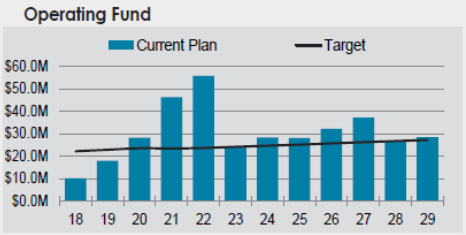
FAMS - Control Panel — Schedule 7

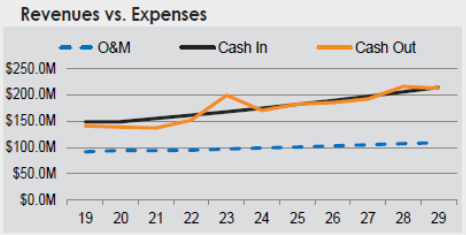
**FAMS-XL | FT. LAUDERDALE - WATER & SEWER**

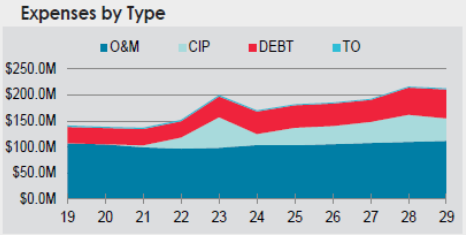
Stantec

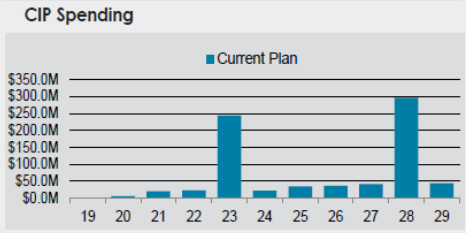
CALC | SAVE | CTRL | LAST | OVR

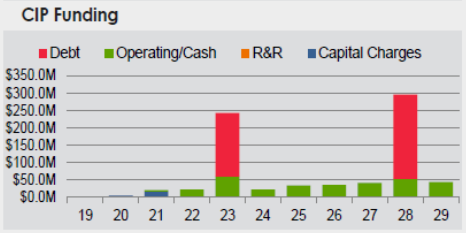
| | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2023 | FY 2028 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Water Rate Plan | 0.00% | 0.00% | 3.60% | 3.60% | 3.60% | 3.60% | 3.60% | 3.60% | 3.60% | 3.60% | 3.60% | 15.43% | 42.77% |
| Sewer Rate Plan | 0.00% | 0.00% | 7.00% | 7.00% | 7.00% | 7.00% | 7.00% | 7.00% | 7.00% | 7.00% | 7.00% | 23.78% | 85.86% |
| Senior-Lien DSC | 2.05 | 1.95 | 2.18 | 2.36 | 1.94 | 1.89 | 2.02 | 2.16 | 2.31 | 1.92 | 1.89 | Scenario Manager | |
| Subordinate DSC | 8.81 | 7.98 | 9.91 | 11.52 | 10.30 | 10.71 | 12.31 | 13.91 | 22.84 | 41.36 | 0.00 | | |
| Net Cash Flow | 7.90 | 10.33 | 18.09 | 9.46 | (31.66) | 4.17 | (0.27) | 4.10 | 5.00 | (10.45) | 1.80 | | |
| Average Bill (5 Kgal) | $66.27 | $67.13 | $71.53 | $75.62 | $79.96 | $84.61 | $89.50 | $94.73 | $100.31 | $106.21 | $112.50 | | |

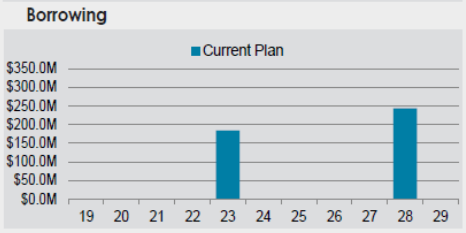


# FINANCIALS



# Financials

For FY 2020, the all funds Adopted Budget including transfers and reserves are $832,654,705. The following pages reflect this budget information in tables and graphic format. The General Fund summary for FY 2020 is presented showing revenues by source, expenditures by department, transfers, reserves, and balances. In addition, a similar table is included for FY 2019 for comparative purposes. These are followed by detailed information, as listed below, regarding resources, expenditures, transfers, reserves, and balances. Where applicable, information includes actual expenditures and revenues for FY 2018 Actual, FY 2019 Adopted Budget, FY 2019 Estimate, and then the FY 2019 Adopted Budget. The final column in the tables compares the FY 2020 Adopted Budget to the FY 2019 Adopted Budget.

The detailed information provided in this section includes:

## All Funds

- ❑ Comparative schedule including FY 2018 Actual, FY 2019 Adopted Budget, FY 2019 Estimate, and FY 2020 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.

The FY 2020 Adopted Budget for the General Fund is $373,792,257. This amount includes a $9.6 million transfer to the General Capital Projects Fund.

## General Fund

- ❑ Schedule of General Fund Revenues by Object.
- ❑ Schedule of General Fund Expenditures by Object.
- ❑ Comparative schedule including FY 2018 Actual, FY 2019 Adopted, FY 2019 Estimate, and FY 2020 Adopted Budget for the General Fund revenues and expenditures rolled up.



# All Funds Revenue Summary

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Taxes: | | | | | | |
| Property Taxes - Operating | $ 133,093,587 | 144,241,593 | 144,240,644 | 154,805,702 | 10,564,109 | 7.3% |
| Sunrise Keys Taxes | 109,936 | 118,384 | 118,384 | 127,315 | 8,931 | 7.5% |
| 87/92/98 General Obligation Debt Taxes | (159) | - | 158 | - | - | 0.0% |
| 1997/2002 General Obligation Debt Taxes | (202) | - | 791 | - | - | 0.0% |
| 2005 General Obligation Debt Taxes | 1,075,522 | 1,063,828 | 1,065,102 | 1,061,635 | (2,193) | -0.2% |
| 2010 General Obligation Debt Taxes | 1,162,352 | 1,153,924 | 1,155,153 | 7,746,965 | 6,593,041 | 571.4% |
| Sales and Use Tax | 6,377,053 | 5,913,324 | 6,377,053 | 6,377,053 | 463,729 | 7.8% |
| Franchise Fees | 22,978,002 | 23,375,000 | 23,560,354 | 24,300,000 | 925,000 | 4.0% |
| Utility Taxes | 39,537,407 | 39,812,291 | 39,645,885 | 39,991,731 | 179,440 | 0.5% |
| **Total Taxes** | **204,333,498** | **215,678,344** | **216,163,524** | **234,410,401** | **18,732,057** | **8.7%** |
| Licenses and Permits: | | | | | | |
| Local Business Taxes | 3,013,475 | 3,201,600 | 3,206,473 | 3,400,200 | 198,600 | 6.2% |
| Building Permits | 24,161,925 | 22,551,750 | 21,272,147 | 20,785,000 | (1,766,750) | -7.8% |
| Other Licenses Fees & Permits | 50 | 5,000 | 700 | 5,000 | - | 0.0% |
| **Total Licenses/Permits** | **27,175,450** | **25,758,350** | **24,479,320** | **24,190,200** | **(1,568,150)** | **-6.1%** |
| Intergovernmental: | | | | | | |
| Federal Grants | 8,308,470 | 9,477,967 | 9,807,967 | 9,362,711 | (115,256) | 0.0% |
| State Grants | 921,282 | - | - | - | - | |
| State-Shared Revenues | 18,498,676 | 18,789,803 | 18,404,075 | 19,557,864 | 768,061 | 4.1% |
| Other Local Grants | 2,835,251 | 2,965,168 | 2,880,954 | 3,003,457 | 38,289 | |
| Local Shared Revenue | 11,899,600 | 13,391,144 | 13,461,094 | 14,343,992 | 952,848 | 7.1% |
| **Total Intergovernmental** | **42,463,279** | **44,624,082** | **44,554,090** | **46,268,024** | **1,643,942** | **3.7%** |
| Charges for Services: | | | | | | |
| General Government | 2,787,990 | 2,852,537 | 2,785,078 | 2,915,100 | 62,563 | 2.2% |
| Public Safety | 13,834,372 | 14,139,122 | 14,035,974 | 14,326,694 | 187,572 | 1.3% |
| Physical Environment | 171,022,767 | 184,514,873 | 186,424,362 | 188,752,862 | 4,237,989 | 2.3% |
| Transportation | 21,445,189 | 19,390,768 | 21,281,881 | 21,229,282 | 1,838,514 | 9.5% |
| Parks and Recreation | 559,965 | 604,000 | 525,890 | 555,000 | (49,000) | -8.1% |
| Special Events | 208,154 | 65,000 | 134,711 | 100,000 | 35,000 | 53.8% |
| Special Facilities | 5,547,817 | 5,842,420 | 5,449,662 | 4,978,440 | (863,980) | -14.8% |
| Pools | 753,277 | 561,000 | 585,468 | 391,500 | (169,500) | -30.2% |
| Miscellaneous | 85,154,724 | 92,157,044 | 91,066,873 | 92,680,484 | 523,440 | 0.6% |
| **Total Charges for Services** | **301,314,255** | **320,126,764** | **322,289,899** | **325,929,362** | **5,802,598** | **1.8%** |
| Fines and Forfeits: | | | | | | |
| Judgement and Fines | 2,822,726 | 1,263,800 | 1,474,233 | 1,288,800 | 25,000 | 2.0% |
| Violations of Local Ordinances | 5,045,671 | 6,018,200 | 6,383,581 | 4,392,200 | (1,626,000) | -27.0% |
| **Total Fines and Forfeitures** | **7,868,397** | **7,282,000** | **7,857,814** | **5,681,000** | **(1,601,000)** | **-22.0%** |
| Miscellaneous: | | | | | | |
| Interest Earnings | 6,374,018 | 5,246,695 | 6,477,169 | 5,779,558 | 532,863 | 10.2% |
| Rents and Royalties | 8,690,120 | 8,594,578 | 7,867,796 | 9,240,157 | 645,579 | 7.5% |
| Special Assessment/Impact Fees | 1,338,607 | 1,030,287 | 1,077,188 | 1,343,379 | 313,092 | 30.4% |
| Fire Assessment | 39,058,855 | 39,367,096 | 39,446,371 | 48,219,722 | 8,852,626 | 22.5% |
| Return on Investment | 22,656,988 | 18,450,093 | 18,450,093 | 13,354,627 | (5,095,466) | -27.6% |
| Disposal of Fixed Assets | 17,111,693 | 1,011,000 | 4,264,061 | 3,206,087 | 2,195,087 | 217.1% |
| Contributions/Donations | 524,773 | 1,454,211 | 1,462,544 | 1,454,211 | - | 0.0% |
| Invest Gains/Losses | 388,431 | - | 38,742 | 200,000 | 200,000 | 0.0% |
| Other Miscellaneous | 36,125,547 | 35,426,018 | 36,370,245 | 40,056,777 | 4,630,759 | 13.1% |
| **Total Miscellaneous** | **132,269,032** | **110,579,978** | **115,454,209** | **122,854,518** | **12,274,540** | **11.1%** |
| Other Sources: | | | | | | |
| Operating Transfers | 68,873,705 | 54,439,571 | 56,433,436 | 64,939,783 | 10,500,212 | 19.3% |
| **Total Other Sources** | **68,873,705** | **54,439,571** | **56,433,436** | **64,939,783** | **10,500,212** | **19.3%** |
| Appropriated Fund Balance | - | 6,526,903 | 1,456,342 | 8,381,417 | 1,854,514 | 0.0% |
| **Total Revenues & Other Resources** | **$ 784,297,616** | **785,015,992** | **788,688,634** | **832,654,705** | **47,638,713** | **6.1%** |

# All Funds Expenditure Summary

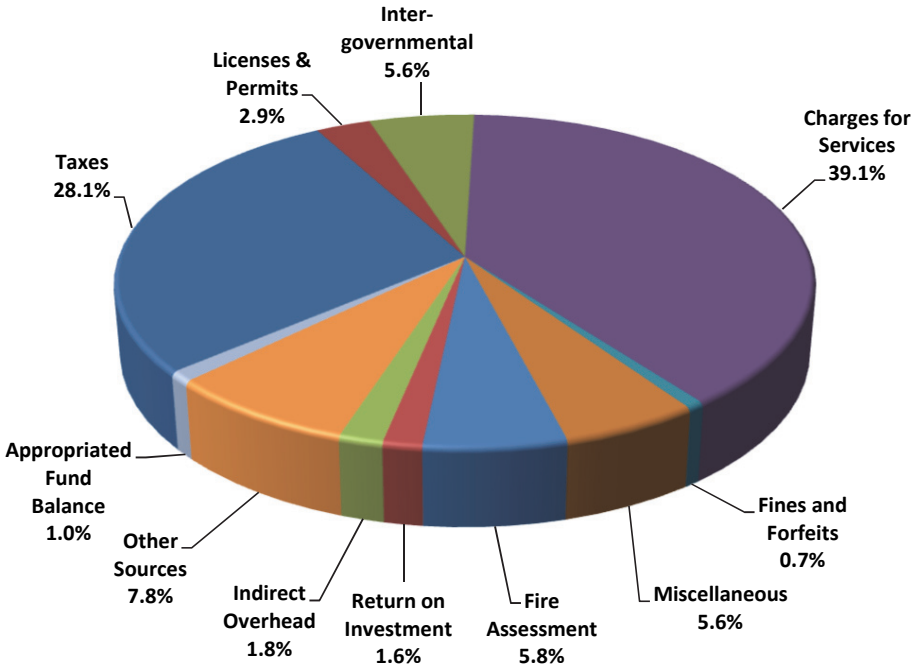
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Salaries and Wages: | | | | | | |
| Regular Salaries | $ 181,237,215 | 198,005,035 | 191,654,316 | 212,426,702 | 14,421,667 | 7.3% |
| Longevity | 2,762,242 | 2,652,600 | 2,694,010 | 2,449,680 | (202,920) | (7.6%) |
| Other Wages | 7,462,980 | 7,862,126 | 7,114,202 | 7,670,367 | (191,759) | (2.4%) |
| Employee Allowances | 1,694,739 | 1,823,190 | 2,181,917 | 2,540,697 | 717,507 | 39.4% |
| Overtime | 12,600,142 | 10,842,947 | 13,683,647 | 9,762,522 | (1,080,425) | (10.0%) |
| Distribution Labor | (557,017) | (81,835) | 39,067 | 8,367 | 90,202 | (110.2%) |
| Termination Pay | 968,172 | 555,673 | 1,147,975 | 749,153 | 193,480 | 34.8% |
| Core Adjustment | - | 3,038,670 | 5,704,462 | - | (3,038,670) | (100.0%) |
| **Total Salaries and Wages** | **206,168,473** | **224,698,406** | **224,219,596** | **235,607,488** | **10,909,082** | **4.9%** |
| Fringe Benefits: | | | | | | |
| Employee Benefits | 345,556 | 1,226,984 | 663,143 | 695,451 | (531,533) | (43.3%) |
| Pension/Deferred Comp. | 34,021,872 | 32,505,269 | 31,700,164 | 33,012,094 | 506,825 | 1.6% |
| FICA Taxes | 14,861,336 | 16,074,024 | 15,958,446 | 17,019,191 | 945,167 | 5.9% |
| Insurance Premiums | 29,923,128 | 33,598,094 | 34,029,033 | 36,992,664 | 3,394,570 | 10.1% |
| **Total Fringe Benefits** | **79,151,892** | **83,404,371** | **82,350,786** | **87,719,400** | **4,315,029** | **5.2%** |
| Services & Materials: | | | | | | |
| Professional Services | 12,072,476 | 14,946,291 | 17,746,310 | 12,680,980 | (2,265,311) | (15.2%) |
| Other Services | 35,212,817 | 37,734,517 | 39,858,396 | 42,406,818 | 4,672,301 | 12.4% |
| Leases and Rentals | 3,917,439 | 3,690,586 | 4,304,761 | 5,323,889 | 1,633,303 | 44.3% |
| Repair and Maintenance | 16,346,940 | 17,057,625 | 16,848,467 | 17,451,594 | 393,969 | 2.3% |
| Photo/Printing | 239,332 | 345,060 | 361,386 | 319,460 | (25,600) | (7.4%) |
| Utilities, Communication | 17,314,703 | 19,187,770 | 19,280,385 | 18,663,819 | (523,951) | (2.7%) |
| Chemicals | 4,200,501 | 3,934,250 | 3,982,724 | 6,229,170 | 2,294,920 | 58.3% |
| Fuel & Oil | 6,369,831 | 7,983,004 | 7,895,325 | 6,975,129 | (1,007,875) | (12.6%) |
| Supplies | 11,524,770 | 11,775,141 | 13,731,107 | 12,276,708 | 501,567 | 4.3% |
| **Total Services/Materials** | **107,198,809** | **116,654,244** | **124,008,861** | **122,327,567** | **5,673,323** | **4.9%** |
| Other Operating Expenditures: | | | | | | |
| Meetings/Schools | 2,003,237 | 2,398,033 | 2,362,269 | 2,308,579 | (89,454) | (3.7%) |
| Contributions/Subsidies | 19,935,819 | 28,465,059 | 31,252,558 | 31,981,733 | 3,516,674 | 12.4% |
| Intragovernmental Charges | 83,596,060 | 80,862,390 | 80,991,132 | 77,772,451 | (3,089,939) | (3.8%) |
| Insurance Premium | 9,403,611 | 10,973,682 | 10,982,811 | 9,722,086 | (1,251,596) | (11.4%) |
| **Total Other Expenditures** | **114,938,727** | **122,699,164** | **125,588,770** | **121,784,849** | **(914,315)** | **(0.7%)** |
| **Total Nonoperating Expenditures** | **45,282,699** | **41,871,474** | **40,214,410** | **41,653,820** | **(217,654)** | **(0.5%)** |
| Capital Outlay: | | | | | | |
| Land | 9,439 | - | - | - | - | 0.0% |
| Equipment | 21,911,562 | 17,611,888 | 20,260,314 | 11,318,002 | (6,293,886) | (35.7%) |
| Constructon in Progress | 205,768 | 206,000 | 206,000 | - | (206,000) | (100.0%) |
| **Total Capital Outlay** | **22,126,769** | **17,817,888** | **20,466,314** | **11,318,002** | **(6,499,886)** | **(36.5%)** |
| **Total Debt Service** | **66,049,064** | **70,795,000** | **70,995,247** | **83,868,585** | **13,073,585** | **18.5%** |
| Grant Service | **8,305,354** | **7,955,258** | **8,360,747** | **7,771,910** | **(183,348)** | **(2.3%)** |
| Other Uses: | | | | | | |
| Required Transfers Out | 57,386,788 | 56,717,003 | 61,389,052 | 57,363,375 | 646,372 | 1.1% |
| Transfer Out to Fund Balance | - | 11,447,028 | - | 26,049,928 | 14,602,900 | 127.6% |
| Discretionary Transfers Out | 175,783 | 1,000,000 | 745,620 | 750,000 | (250,000) | (25.0%) |
| Capital Transfers Out | 67,885,799 | 29,956,156 | 31,047,659 | 36,439,781 | 6,483,625 | 21.6% |
| **Total Other Uses** | **125,448,370** | **99,120,187** | **93,182,331** | **120,603,084** | **21,482,897** | **21.7%** |
| **Total Expenditures Allocated** | $ **774,670,157** | **785,015,992** | **789,387,062** | **832,654,705** | **47,638,713** | **6.1%** |
| **Surplus (Deficit)** | **9,627,459** | **-** | **(698,428)** | **-** | **-** | **0.0%** |

# All Funds Summary

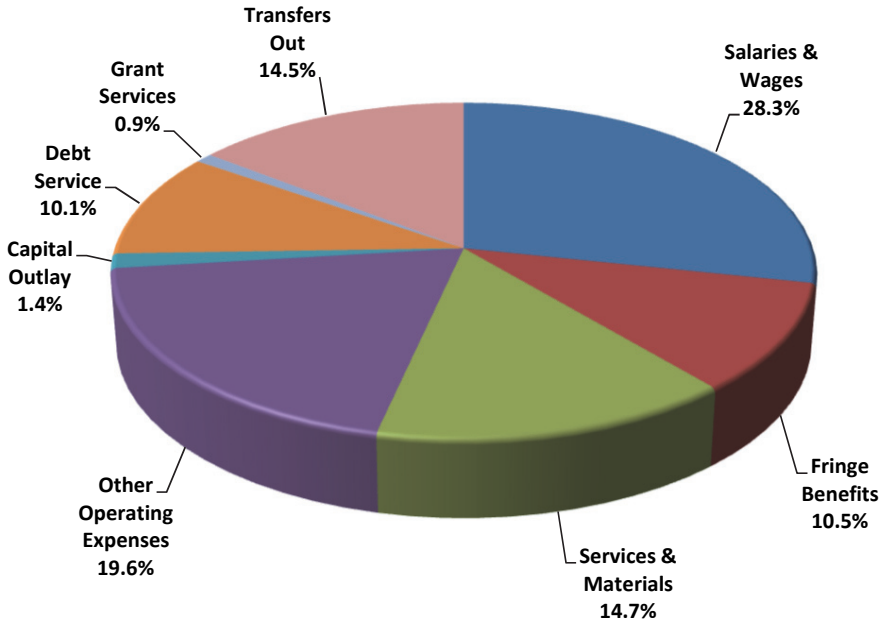
| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Taxes | $ | 204,333,498 | 215,678,344 | 216,163,524 | 234,410,401 | 18,732,057 |
| Licenses & Permits | | 27,175,450 | 25,758,350 | 24,479,320 | 24,190,200 | (1,568,150) |
| Intergovernmental | | 42,463,279 | 44,624,082 | 44,554,090 | 46,268,024 | 1,643,942 |
| Charges for Services | | 301,314,255 | 320,126,764 | 322,289,899 | 325,929,362 | 5,802,598 |
| Fines and Forfeits | | 7,868,397 | 7,282,000 | 7,857,814 | 5,681,000 | (1,601,000) |
| Miscellaneous | | 132,269,032 | 110,579,978 | 115,454,209 | 122,854,518 | 12,274,540 |
| Transfers and Other Sources | | 68,873,705 | 54,439,571 | 56,433,436 | 64,939,783 | 10,500,212 |
| Appropriated Fund Balance | | - | 6,526,903 | 1,456,342 | 8,381,417 | 1,854,514 |
| **Total Revenues** | | **784,297,616** | **785,015,992** | **788,688,634** | **832,654,705** | **47,638,713** |
| **EXPENDITURES** | | | | | | |
| Salaries & Wages | | 206,168,473 | 224,698,406 | 224,219,596 | 235,607,488 | 10,909,082 |
| Fringe Benefits | | 79,151,892 | 83,404,371 | 82,350,786 | 87,719,400 | 4,315,029 |
| Services/Materials | | 107,198,809 | 116,654,244 | 124,008,861 | 122,327,567 | 5,673,323 |
| Other Operating Expenses | | 160,221,426 | 164,570,638 | 165,803,180 | 163,438,669 | (1,131,969) |
| Capital Outlay | | 22,126,769 | 17,817,888 | 20,466,314 | 11,318,002 | (6,499,886) |
| Debt Service | | 66,049,064 | 70,795,000 | 70,995,247 | 83,868,585 | 13,073,585 |
| Grant Services | | 8,305,354 | 7,955,258 | 8,360,747 | 7,771,910 | (183,348) |
| **Total Operating Expenditures** | | **649,221,787** | **685,895,805** | **696,204,731** | **712,051,621** | **26,155,816** |
| **OTHER RESOURCES ALLOCATED** | | | | | | |
| Transfer Out to Airport | | 1,342,735 | 1,342,735 | 1,342,735 | 1,342,735 | - |
| Transfer Out to CRA | | 7,038,392 | 8,042,453 | 8,043,783 | 8,861,230 | 818,777 |
| Transfer Out to Capital Projects | | 67,885,799 | 29,956,156 | 31,047,659 | 35,658,653 | 5,702,497 |
| Transfer Out to CRA Incentives | | 6,324,314 | 8,318,184 | 8,318,184 | 10,423,191 | 2,105,007 |
| Transfer Out to Fund Balance | | - | 11,447,028 | - | 26,386,704 | 14,939,676 |
| Transfer Out to Misc. Grants | | 175,783 | 1,000,000 | 745,620 | 750,000 | (250,000) |
| Transfer Out to Other Funds | | 12,056,166 | 6,455,748 | 13,048,148 | 7,400,000 | 944,252 |
| Transfer Out to Repay Line of Credit | | - | 1,921,684 | - | - | (1,921,684) |
| Transfer Out to Special Obligation | | 29,776,312 | 29,787,205 | 29,787,208 | 29,780,571 | (6,634) |
| Transfer Out to Tax Increment | | 848,869 | 848,994 | 848,994 | - | (848,994) |
| **Total Other Resources** | | **125,448,370** | **99,120,187** | **93,182,331** | **120,603,084** | **21,482,897** |
| **Total Expenditures** | | **774,670,157** | **785,015,992** | **789,387,062** | **832,654,705** | **47,638,713** |
| **Surplus/(Deficit)** | **$** | **9,627,459** | **-** | **(698,428)** | **-** | **-** |

# All Funds Summary

## FY 2020 Adopted Revenues




## FY 2020 Adopted Expenses



# General Fund Revenue Summary

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Taxes: | | | | | | |
| Property Taxes - Operating | $ 133,093,588 | 144,241,593 | 144,241,593 | 154,805,702 | 10,564,109 | 7.3% |
| Sales and Use Tax | 6,377,053 | 5,913,324 | 6,377,053 | 6,377,053 | 463,729 | 7.8% |
| Franchise Fees | 22,978,001 | 23,375,000 | 23,560,354 | 24,300,000 | 925,000 | 4.0% |
| Utility Taxes | 39,537,407 | 39,812,291 | 39,645,885 | 39,991,731 | 179,440 | 0.5% |
| **Total Taxes** | **201,986,049** | **213,342,208** | **213,824,885** | **225,474,486** | **12,132,278** | **5.7%** |
| Licenses and Permits: | | | | | | |
| Local Business Taxes | 3,013,525 | 3,201,600 | 3,231,282 | 3,400,200 | 198,600 | 6.2% |
| Building Permits | 663,378 | 301,000 | 363,798 | 370,000 | 69,000 | 22.9% |
| **Total Licenses/Permits** | **3,676,903** | **3,502,600** | **3,595,080** | **3,770,200** | **267,600** | **7.6%** |
| Intergovernmental: | | | | | | |
| Federal Grants | 32,942 | - | 330,000 | - | - | 0.0% |
| State-Shared Revenues | 18,498,677 | 18,789,803 | 18,404,075 | 19,557,864 | 768,061 | 4.1% |
| Other Local Grants | 2,835,250 | 2,965,168 | 2,880,954 | 3,003,457 | 38,289 | 1.3% |
| **Total Intergovernmental** | **21,366,869** | **21,754,971** | **21,615,029** | **22,561,321** | **806,350** | **3.7%** |
| Charges for Services: | | | | | | |
| General Government | 2,379,112 | 2,417,000 | 2,516,575 | 2,594,100 | 177,100 | 7.3% |
| Public Safety | 13,850,368 | 14,155,122 | 14,051,974 | 14,342,694 | 187,572 | 1.3% |
| Parks and Recreation | 559,965 | 604,000 | 525,890 | 555,000 | (49,000) | -8.1% |
| Special Events | 208,154 | 65,000 | 134,711 | 100,000 | 35,000 | 53.8% |
| Special Facilities | 5,547,819 | 5,842,420 | 5,449,662 | 4,978,440 | (863,980) | -14.8% |
| Pools | 753,277 | 561,000 | 585,468 | 391,500 | (169,500) | -30.2% |
| Miscellaneous | 225,896 | 150,000 | 197,058 | 217,000 | 67,000 | 44.7% |
| **Total Charges for Services** | **23,524,591** | **23,794,542** | **23,461,338** | **23,178,734** | **(615,808)** | **-2.6%** |
| Fines and Forfeits: | | | | | | |
| Judgement and Fines | 1,340,520 | 1,263,800 | 1,448,233 | 1,288,800 | 25,000 | 2.0% |
| Violations of Local Ordinances | 746,351 | 1,047,200 | 361,037 | 467,000 | (580,200) | -55.4% |
| **Total Fines and Forfeitures** | **2,086,871** | **2,311,000** | **1,809,270** | **1,755,800** | **(555,200)** | **-24.0%** |
| Miscellaneous: | | | | | | |
| Interest Earnings | 1,686,887 | 1,810,000 | 1,823,371 | 1,825,000 | 15,000 | 0.8% |
| Rents and Royalties | 4,758,620 | 4,797,761 | 4,140,674 | 4,624,624 | (173,137) | -3.6% |
| Fire Assessment | 39,058,855 | 39,367,096 | 39,446,371 | 48,219,722 | 8,852,626 | 22.5% |
| Return on Investment | 22,656,988 | 18,450,093 | 18,450,093 | 13,354,627 | (5,095,466) | -27.6% |
| Disposal of Fixed Assets | 13,913,316 | - | - | - | - | 100.0% |
| Contributions/Donations | 524,773 | 1,454,211 | 1,454,211 | 1,454,211 | - | 0.0% |
| Other Miscellaneous | 28,016,201 | 28,229,838 | 28,637,532 | 27,573,532 | (656,306) | -2.3% |
| **Total Miscellaneous** | **110,615,640** | **94,108,999** | **93,952,252** | **97,051,716** | **2,942,717** | **3.1%** |
| Other Sources: | | | | | | |
| Operating Transfers | 855,635 | - | 1,508,619 | - | - | 0.0% |
| **Total Other Sources** | **855,635** | **-** | **1,508,619** | **-** | **-** | **0.0%** |
| **Total Revenues & Other Resources** | **$ 364,112,558** | **358,814,320** | **359,766,473** | **373,792,257** | **14,977,937** | **4.2%** |

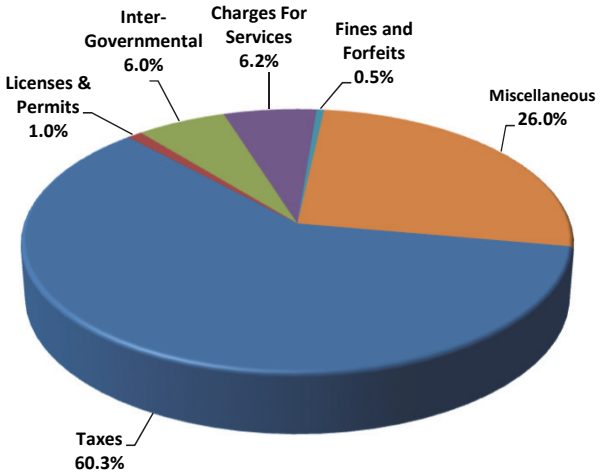
# General Fund Expenditure Summary

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Salaries and Wages: | | | | | | |
| Regular Salaries | $ 134,996,210 | 144,786,357 | 141,081,210 | 149,294,317 | 4,507,960 | 3.1% |
| Longevity | 2,158,933 | 2,062,929 | 2,089,692 | 1,907,820 | (155,109) | (7.5%) |
| Other Wages | 6,696,137 | 6,995,803 | 6,756,609 | 7,532,620 | 536,817 | 7.7% |
| Employee Allowances | 1,238,619 | 1,327,950 | 1,491,794 | 1,589,217 | 261,267 | 19.7% |
| Overtime | 8,789,002 | 8,928,458 | 10,152,765 | 7,740,840 | (1,187,618) | (13.3%) |
| Distribution Labor | 6,715 | 500 | 15,622 | 119,711 | 119,211 | 23842.2% |
| Termination Pay | 698,780 | 393,093 | 806,400 | 718,587 | 325,494 | 82.8% |
| Core Adjustment | - | 2,175,570 | 5,701,462 | - | (2,175,570) | (100.0%) |
| **Total Salaries and Wages** | **154,584,396** | **166,670,660** | **168,095,554** | **168,903,112** | **2,232,452** | **1.3%** |
| Fringe Benefits: | | | | | | |
| Employee Benefits | 290,308 | 317,655 | 198,945 | 532,001 | 214,346 | 67.5% |
| Pension/Deferred Comp. | 27,064,670 | 25,715,923 | 25,219,884 | 25,444,733 | (271,190) | (1.1%) |
| FICA Taxes | 11,130,226 | 11,934,973 | 11,864,157 | 12,177,994 | 243,021 | 2.0% |
| Insurance Premiums | 21,815,171 | 24,265,091 | 24,281,597 | 26,030,233 | 1,765,142 | 7.3% |
| **Total Fringe Benefits** | **60,300,375** | **62,233,642** | **61,564,583** | **64,184,961** | **1,951,319** | **3.1%** |
| Services & Materials: | | | | | | |
| Professional Services | 5,247,747 | 5,627,352 | 6,771,763 | 4,947,069 | (680,283) | (12.1%) |
| Other Services | 5,549,493 | 6,460,728 | 6,538,390 | 6,085,980 | (374,748) | (5.8%) |
| Leases and Rentals | 2,025,539 | 2,129,843 | 2,221,803 | 2,438,623 | 308,780 | 14.5% |
| Repair and Maintenance | 2,739,147 | 3,232,710 | 3,155,850 | 4,117,110 | 884,400 | 27.4% |
| Photo/Printing | 128,544 | 181,160 | 200,670 | 171,110 | (10,050) | (5.5%) |
| Utilities, Communication | 8,586,247 | 9,491,534 | 9,361,970 | 9,012,425 | (479,109) | (5.0%) |
| Chemicals | 103,779 | 113,050 | 113,050 | 72,750 | (40,300) | (35.6%) |
| Fuel & Oil | 2,187,723 | 2,743,537 | 2,587,250 | 2,506,691 | (236,846) | (8.6%) |
| Supplies | 6,746,302 | 6,690,103 | 7,108,411 | 7,105,091 | 414,988 | 6.2% |
| **Total Services/Materials** | **33,314,521** | **36,670,017** | **38,059,157** | **36,456,849** | **(213,168)** | **(0.6%)** |
| Other Operating Expenditures: | | | | | | |
| Meetings/Schools | 1,173,070 | 1,480,639 | 1,438,272 | 1,341,279 | (139,360) | (9.4%) |
| Contributions/Subsidies | 10,748,212 | 12,230,552 | 13,019,932 | 13,632,448 | 1,401,896 | 11.5% |
| Intragovernmental Charges | 27,462,420 | 28,376,076 | 28,380,262 | 28,198,660 | (177,416) | (0.6%) |
| Insurance Premium | 5,769,718 | 6,550,812 | 6,550,818 | 5,298,339 | (1,252,473) | (19.1%) |
| **Total Other Expenditures** | **45,153,420** | **48,638,079** | **49,389,284** | **48,470,726** | **(167,353)** | **(0.3%)** |
| **Total Nonoperating Expenditures** | **50,483** | **21,000** | **21,000** | **21,000** | **-** | **0.0%** |
| Capital Outlay: | | | | | | |
| Land | 9,439 | - | - | - | - | 0.0% |
| Equipment | 1,213,052 | 1,006,450 | 1,289,023 | 186,855 | (819,595) | (81.4%) |
| **Total Capital Outlay** | **1,222,491** | **1,006,450** | **1,289,023** | **186,855** | **(819,595)** | **(81.4%)** |
| **Total Debt Service** | **57,888** | **59,517** | **59,517** | **61,194** | **1,677** | 0.0% |
| Grant Service | **37,811** | **-** | **-** | **-** | **-** | 0.0% |
| Other Uses: | | | | | | |
| Required Transfers Out | 42,672,897 | 40,615,839 | 40,652,170 | 45,144,200 | 4,528,361 | 11.1% |
| Appropriation to Fund Balance | - | - | - | - | - | 0.0% |
| Discretionary Tranfers Out | 175,783 | 1,000,000 | 745,620 | 750,000 | (250,000) | (25.0%) |
| Capital Transfers Out | 26,346,510 | 1,899,116 | 2,169,116 | 9,613,360 | 7,714,244 | 406.2% |
| **Total Other Uses** | **69,195,190** | **43,514,955** | **43,566,906** | **55,507,560** | **11,992,605** | **27.6%** |
| **Total Expenditures Allocated** | $ **363,916,575** | **358,814,320** | **362,045,024** | **373,792,257** | **14,977,937** | **4.2%** |
| **Surplus (Deficit)** | **195,983** | **-** | **(2,278,551)** | **-** | **-** | **0.0%** |

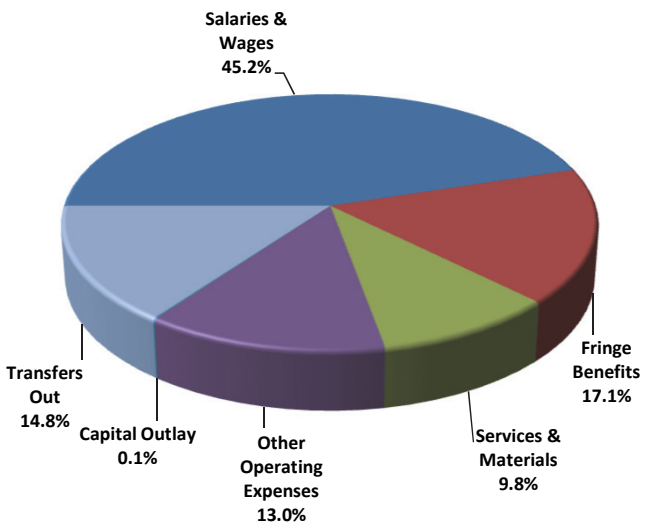
# General Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | $ 201,986,049 | 213,342,208 | 213,824,885 | 225,474,486 | 12,132,278 |
| Licenses & Permits | 3,676,903 | 3,502,600 | 3,595,080 | 3,770,200 | 267,600 |
| Intergovernmental Revenue | 21,366,869 | 21,754,971 | 21,615,029 | 22,561,321 | 806,350 |
| Charges for Services | 23,524,591 | 23,794,542 | 23,461,338 | 23,178,734 | (615,808) |
| Fines and Forfeits | 2,086,871 | 2,311,000 | 1,809,270 | 1,755,800 | (555,200) |
| Miscellaneous | 110,615,640 | 94,108,999 | 93,952,252 | 97,051,716 | 2,942,717 |
| Transfers and Other Sources | 855,635 | - | 1,508,619 | - | - |
| **Total Revenues** | **364,112,558** | **358,814,320** | **359,766,473** | **373,792,257** | **14,977,937** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 154,584,396 | 166,670,660 | 168,095,554 | 168,903,112 | 2,232,452 |
| Fringe Benefits | 60,300,375 | 62,233,642 | 61,564,583 | 64,184,961 | 1,951,319 |
| Services & Materials | 33,314,521 | 36,670,017 | 38,059,157 | 36,456,849 | (213,168) |
| Other Operating Expenses | 45,203,903 | 48,659,079 | 49,410,284 | 48,491,726 | (167,353) |
| Capital Outlay | 1,222,491 | 1,006,450 | 1,289,023 | 186,855 | (819,595) |
| Debt Services | 57,888 | 59,517 | 59,517 | 61,194 | 1,677 |
| Grant Services | 37,811 | - | - | - | - |
| Transfer Out to Airport | 1,342,735 | 1,342,735 | 1,342,735 | 1,342,735 | - |
| Transfer Out to CRA | 7,038,392 | 8,042,453 | 8,043,783 | 8,861,230 | 818,777 |
| Transfer Out to Capital Projects | 26,346,510 | 1,899,116 | 2,169,116 | 9,613,360 | 7,714,244 |
| Transfer Out to Fund Balance | - | - | - | 2,476,918 | 2,476,918 |
| Transfer Out to Misc. Grants | 175,783 | 1,000,000 | 745,620 | 750,000 | (250,000) |
| Transfer Out to Other Funds | 9,415,029 | 6,100,000 | 6,135,000 | 7,400,000 | 1,300,000 |
| Transfer Out to Special Obligation | 24,876,741 | 25,130,651 | 25,130,652 | 25,063,317 | (67,334) |
| **Total Expenses** | **363,916,575** | **358,814,320** | **362,045,024** | **373,792,257** | **14,977,937** |
| | | | | | - |
| **Surplus/(Deficit)** | **$ 195,983** | **-** | **(2,278,551)** | **-** | **-** |
| | | | | | |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | 74,796,345 | 74,992,328 | 74,992,328 | 72,713,777 | (2,278,551) |
| Ending Fund Balance | 74,992,328 | 74,992,328 | 72,713,777 | 75,190,695 | 198,367 |
| **Net Change** | **$ 195,983** | **-** | **(2,278,551)** | **2,476,918** | **2,476,918** |

**FY 2020 Adopted Revenues**




**FY 2020 Adopted Expenses**



# General Fund Transfers

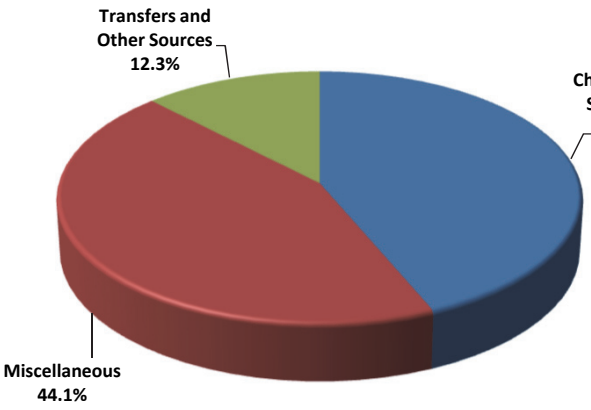
| TRANSFERS IN | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| General Capital Projects | $ | 355,635 | - | 991,300 | - | - |
| Nuisance Abatement Fund | | 500,000 | - | - | - | - |
| Cemetery Systems Fund | | - | - | 517,319 | - | - |
| **Total Transfer In** | **$** | **855,635** | **-** | **1,508,619** | **-** | **-** |

| TRANSFERS OUT | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| Affordable Housing | $ | 691,805 | - | - | - | - |
| Airport Fund | | 1,342,735 | 1,342,735 | 1,342,735 | 1,342,735 | - |
| Community Redevelopment Agency (CRA) Fund | | 7,038,392 | 8,042,453 | 8,043,783 | 8,861,230 | 818,777 |
| General Capital Projects | | 26,346,510 | 1,899,116 | 2,169,116 | 9,613,360 | 7,714,244 |
| Miscellaneous Grants | | 175,783 | 1,000,000 | 745,620 | 750,000 | (250,000) |
| Sanitation Fund | | 6,200,000 | 6,100,000 | 6,100,000 | 7,400,000 | 1,300,000 |
| Special Assessment | | 2,523,224 | - | - | - | - |
| Special Obligation Bonds | | 21,856,812 | 22,233,385 | 22,233,386 | 22,169,055 | (64,330) |
| Special Obligation Loans | | 3,019,929 | 2,897,266 | 2,897,266 | 2,894,262 | (3,004) |
| Transfer Out to Fund Balance | | - | - | - | 2,476,918 | 2,476,918 |
| Vehicle Fund | | - | - | 35,000 | - | - |
| **Total Transfer Out** | **$** | **69,195,190** | **43,514,955** | **43,566,906** | **55,507,560** | **11,992,605** |

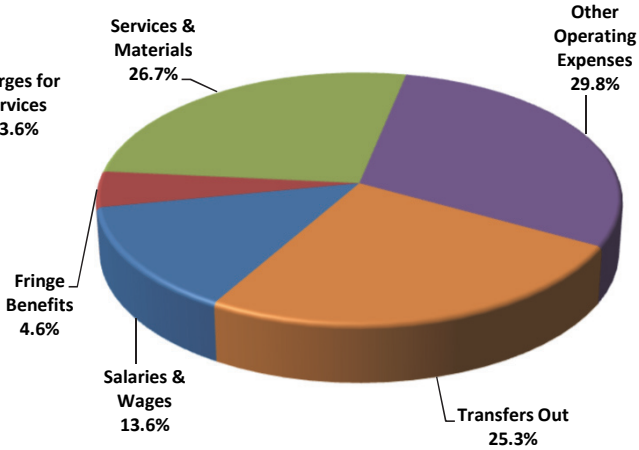
# Airport System Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 4,406,177 | 4,046,153 | 4,475,965 | 4,766,828 | 720,675 |
| Miscellaneous | 3,995,055 | 3,955,055 | 3,963,431 | 4,818,409 | 863,354 |
| Transfers and Other Sources | 1,342,735 | 1,342,735 | 1,342,735 | 1,342,735 | - |
| Appropriated Fund Balance | - | 2,718,435 | - | - | (2,718,435) |
| **Total Revenues** | **9,743,967** | **12,062,378** | **9,782,131** | **10,927,972** | **(1,134,406)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 1,311,631 | 1,490,294 | 1,365,967 | 1,488,510 | (1,784) |
| Fringe Benefits | 491,943 | 516,154 | 504,261 | 497,238 | (18,916) |
| Services & Materials | 2,731,075 | 4,188,091 | 4,174,201 | 2,921,386 | (1,266,705) |
| Other Operating Expenses | 2,700,821 | 2,951,760 | 3,151,760 | 3,259,297 | 307,537 |
| Capital Outlay | 654,839 | 786,000 | 786,000 | - | (786,000) |
| Transfer Out to Capital Projects | 5,392,756 | 1,978,850 | 2,001,095 | 2,623,713 | 644,863 |
| Transfer Out to Other Funds | 141,887 | - | - | - | - |
| Transfer Out to Fund Balance | - | - | - | 31,415 | 31,415 |
| Transfer Out to Special Obligation | 140,953 | 151,229 | 151,229 | 106,413 | (44,816) |
| **Total Expenses** | **13,565,905** | **12,062,378** | **12,134,513** | **10,927,972** | **(1,134,406)** |
| **Surplus/(Deficit)** | **$ (3,821,938)** | **-** | **(2,352,382)** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Net Position | 12,971,092 | 9,149,154 | 9,149,154 | 6,796,772 | (2,352,382) |
| Ending Net Position | 9,149,154 | 6,430,719 | 6,796,772 | 6,828,187 | 397,468 |
| **Net Change** | **$ (3,821,938)** | **(2,718,435)** | **(2,352,382)** | **31,415** | **2,749,850** |

**FY 2020 Adopted Revenues**



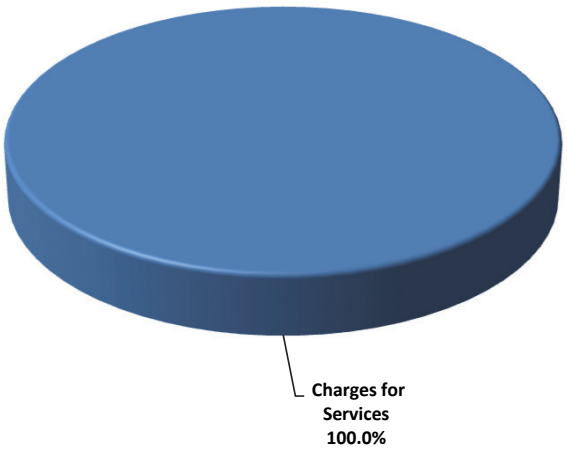

**FY 2020 Adopted Expenses**



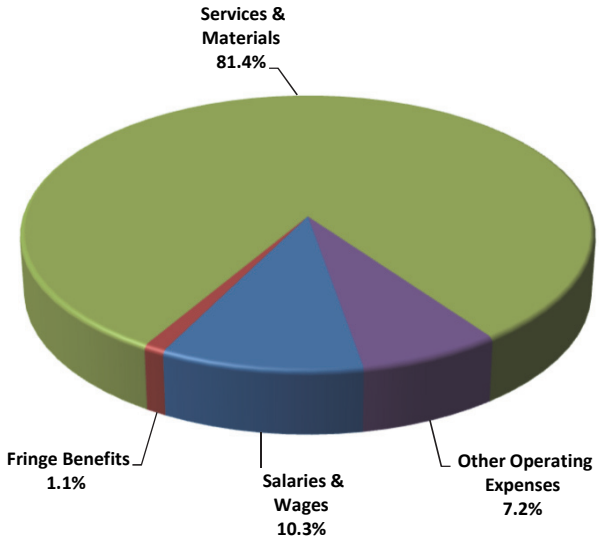
# Arts and Science District Garage Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 1,949,520 | 1,898,399 | 1,898,399 | 1,900,805 | 2,406 |
| **Total Revenues** | **1,949,520** | **1,898,399** | **1,898,399** | **1,900,805** | **2,406** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 213,020 | 183,733 | 252,994 | 196,576 | 12,843 |
| Fringe Benefits | 21,865 | 19,290 | 36,287 | 20,313 | 1,023 |
| Services & Materials | 1,484,119 | 1,560,165 | 1,473,905 | 1,546,155 | (14,010) |
| Other Operating Expenses | 140,043 | 135,211 | 135,213 | 137,761 | 2,550 |
| Transfer Out to Capital Projects | 27,415 | - | - | - | - |
| **Total Expenses** | **1,886,462** | **1,898,399** | **1,898,399** | **1,900,805** | **2,406** |
| | | | | | |
| **Surplus/(Deficit)** | **$ 63,058** | **-** | **-** | **-** | **-** |
| | | | | | |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | - | - | - | - | - |
| Ending Fund Balance | - | - | - | - | - |
| **Net Change** | **$ -** | **-** | **-** | **-** | **-** |

**FY 2020 Adopted Revenues**

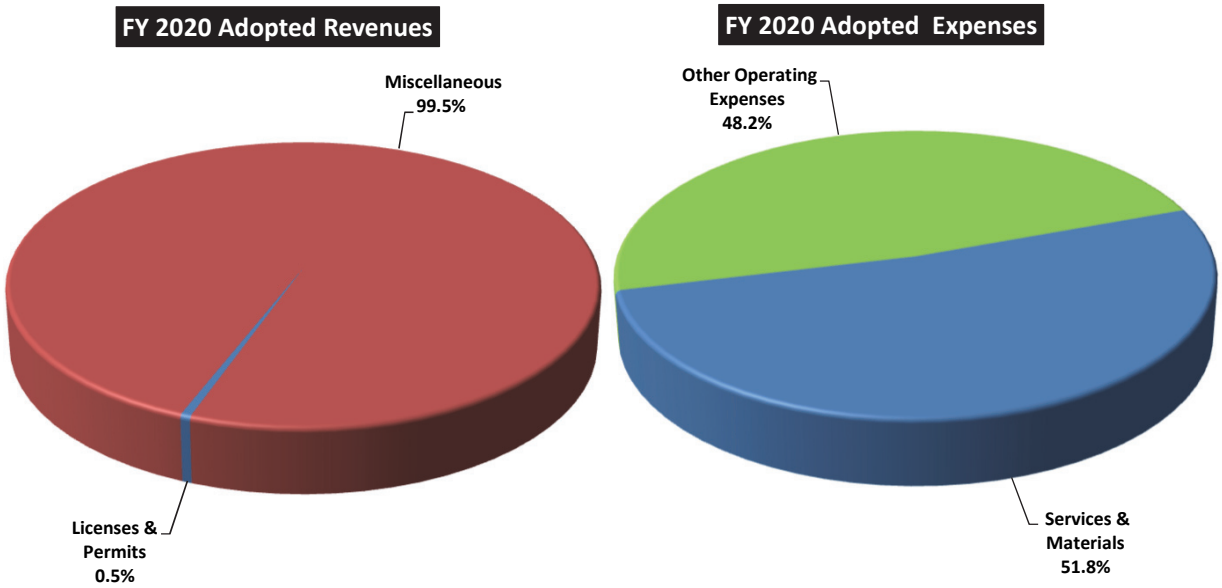



**FY 2020 Adopted Expenses**



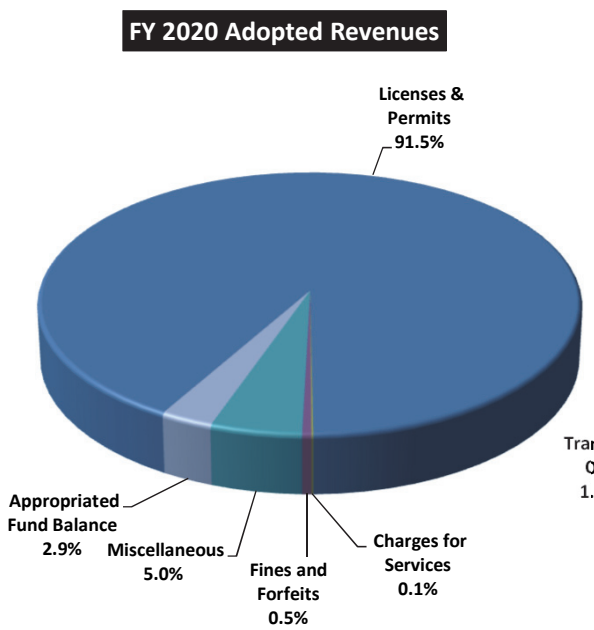
# Beach Business Improvement District Fund

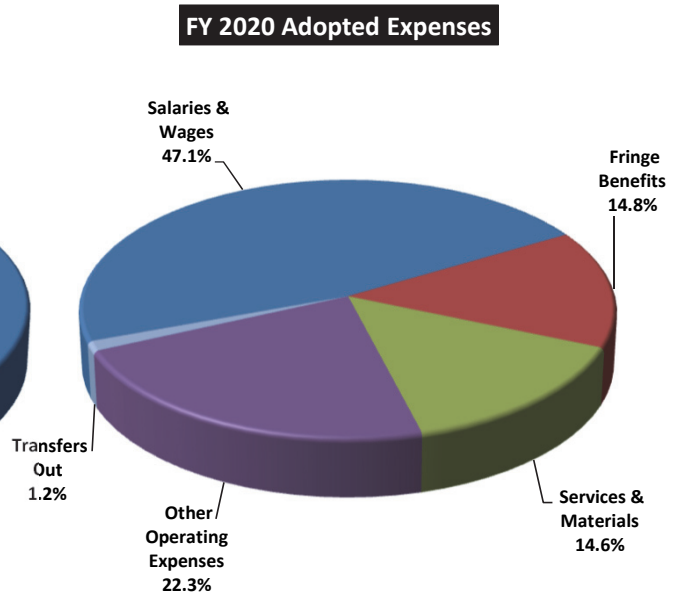
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Licenses & Permits | $ - | 5,000 | - | 5,000 | - |
| Miscellaneous | 967,424 | 996,307 | 1,009,284 | 1,061,809 | 65,502 |
| Appropriated Fund Balance | - | 547,749 | - | - | (547,749) |
| **Total Revenues** | **967,424** | **1,549,056** | **1,009,284** | **1,066,809** | **(482,247)** |
| **EXPENDITURES** | | | | | |
| Services & Materials | 234,858 | 248,294 | 248,424 | 552,482 | 304,188 |
| Other Operating Expenses | 1,078,578 | 1,300,762 | 1,233,339 | 514,327 | (786,435) |
| Capital Outlay | - | - | 67,410 | - | - |
| Transfer Out to Capital Projects | 71,351 | - | - | - | - |
| **Total Expenses** | **1,384,787** | **1,549,056** | **1,549,173** | **1,066,809** | **(482,247)** |
| **Surplus/(Deficit)** | **$ (417,363)** | **-** | **(539,889)** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | 1,292,308 | 874,945 | 874,945 | 335,056 | (539,889) |
| Ending Fund Balance | 874,945 | 327,196 | 335,056 | 335,056 | 7,860 |
| **Net Change** | **$ (417,363)** | **(547,749)** | **(539,889)** | **-** | **547,749** |



# Building Funds

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Licenses & Permits | $ 23,498,547 | 22,250,750 | 20,884,240 | 20,415,000 | (1,835,750) |
| Charges for Services | 92,285 | 145,437 | 45,780 | 32,000 | (113,437) |
| Fines and Forfeits | 286,712 | 35,000 | 57,527 | 121,200 | 86,200 |
| Miscellaneous | 782,414 | 801,679 | 491,701 | 1,110,348 | 308,669 |
| Appropriated Fund Balance | - | - | - | 652,453 | 652,453 |
| **Total Revenues** | **24,659,958** | **23,232,866** | **21,479,248** | **22,331,001** | **(901,865)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 7,411,831 | 9,741,709 | 9,181,371 | 10,538,787 | 797,078 |
| Fringe Benefits | 2,583,695 | 2,957,402 | 2,861,248 | 3,295,865 | 338,463 |
| Services & Materials | 2,635,730 | 3,004,513 | 2,513,049 | 3,257,027 | 252,514 |
| Other Operating Expenses | 4,208,171 | 4,354,803 | 4,387,489 | 4,974,638 | 619,835 |
| Capital Outlay | 442,118 | 659,084 | 711,706 | - | (659,084) |
| Transfer Out to Capital Projects | 1,210,900 | 1,294,495 | 1,541,678 | - | (1,294,495) |
| Transfer Out to Fund Balance | - | 938,153 | - | - | (938,153) |
| Transfer Out to Special Obligation | 395,255 | 282,707 | 282,707 | 264,684 | (18,023) |
| **Total Expenses** | **18,887,700** | **23,232,866** | **21,479,248** | **22,331,001** | **(901,865)** |
| **Surplus/(Deficit)** | **$ 5,772,258** | **-** | **-** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | 37,523,161 | 43,295,419 | 43,295,419 | 43,295,419 | - |
| Ending Fund Balance | 43,295,419 | 44,233,572 | 43,295,419 | 42,642,966 | (1,590,606) |
| **Net Change** | **$ 5,772,258** | **938,153** | **-** | **(652,453)** | **(1,590,606)** |

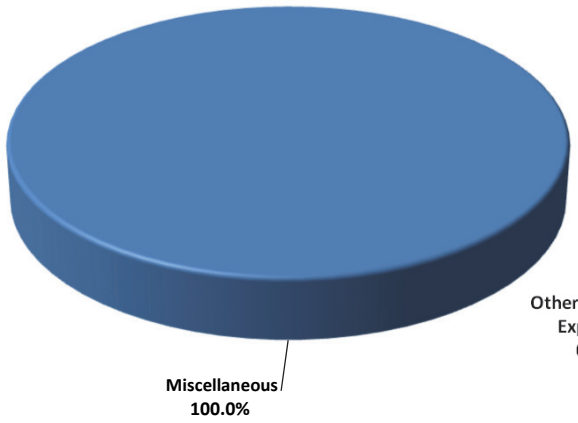


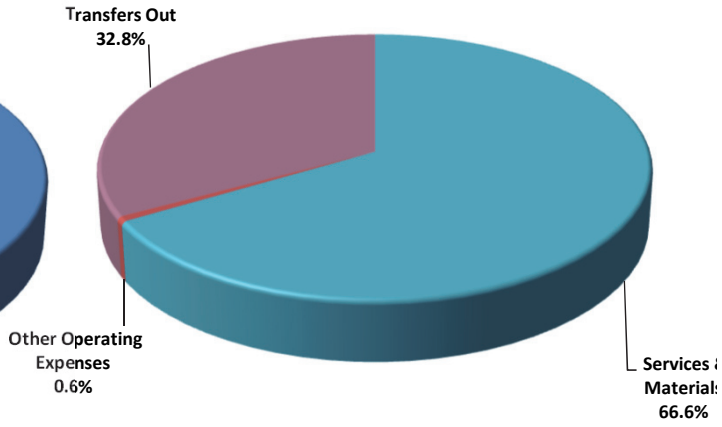
# Cemetery Perpetual Care Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Miscellaneous | $ 1,979,441 | 1,452,500 | 1,592,742 | 1,281,357 | (171,143) |
| **Total Revenues** | **1,979,441** | **1,452,500** | **1,592,742** | **1,281,357** | **(171,143)** |
| **EXPENDITURES** | | | | | |
| Services & Materials | 1,152,190 | 840,000 | 1,613,300 | 854,000 | 14,000 |
| Other Operating Expenses | - | 7,607 | 7,607 | 7,390 | (217) |
| Transfer Out to Fund Balance | - | 604,893 | - | 419,967 | (184,926) |
| **Total Expenses** | **1,152,190** | **1,452,500** | **1,620,907** | **1,281,357** | **(171,143)** |
| **Surplus/(Deficit)** | **$ 827,251** | **-** | **(28,165)** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | 13,597,219 | 14,424,470 | 14,424,470 | 14,396,305 | (28,165) |
| Ending Fund Balance | 14,424,470 | 15,029,363 | 14,396,305 | 14,816,272 | (213,091) |
| **Net Change** | **$ 827,251** | **604,893** | **(28,165)** | **419,967** | **(184,926)** |

**FY 2020 Adopted Revenues**




**FY 2020 Adopted Expenses**



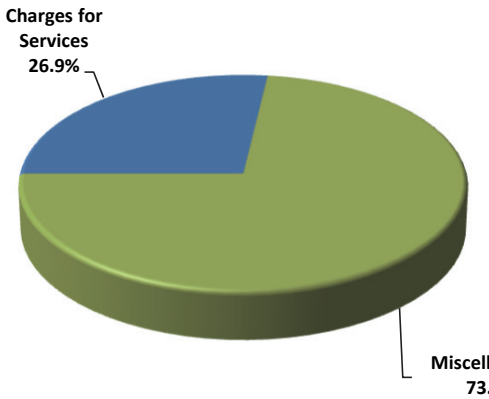
# Cemetery System

| | FY 2018 Actual | FY 2019 Amended* | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Amended vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ - | - | 987,609 | 894,157 | 894,157 |
| Miscellaneous | - | 5,330,017 | 3,122,677 | 2,424,930 | (2,905,087) |
| **Total Revenues** | **-** | **5,330,017** | **4,110,286** | **3,319,087** | **(2,010,930)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | - | 1,366,700 | 1,029,754 | 1,676,312 | 309,612 |
| Fringe Benefits | - | 585,475 | 494,805 | 662,814 | 77,339 |
| Services & Materials | - | 1,255,006 | 1,216,513 | 828,191 | (426,815) |
| Other Operating Expenses | - | 17,000 | 34,128 | 102,874 | 85,874 |
| Capital Outlay | - | 752,300 | 817,767 | - | (752,300) |
| Transfer Out to General Fund | - | 738,536 | 517,319 | - | (738,536) |
| Transfer Out to Other Funds | - | 615,000 | - | - | (615,000) |
| Transfer Out to Special Obligation | - | - | - | 48,896 | 48,896 |
| **Total Expenses** | **-** | **5,330,017** | **4,110,286** | **3,319,087** | **(2,010,930)** |
| **Surplus/(Deficit)** | **$ -** | **-** | **-** | **-** | **-** |

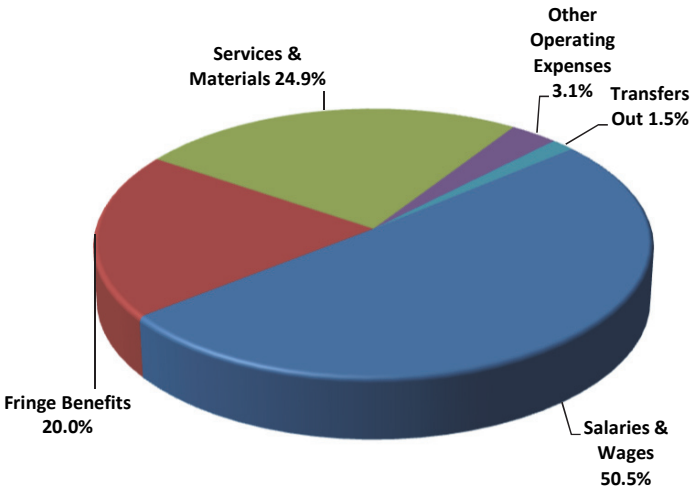
**The FY 2019 Budget was amended on October 9, 2019 and was the first budget for this fund.*

| | | | | | |
|---|---|---|---|---|---|
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | - | - | - | - | - |
| Ending Net Position | - | - | - | - | - |
| **Net Change** | **$ -** | **-** | **-** | **-** | **-** |

**FY 2020 Adopted Revenues**

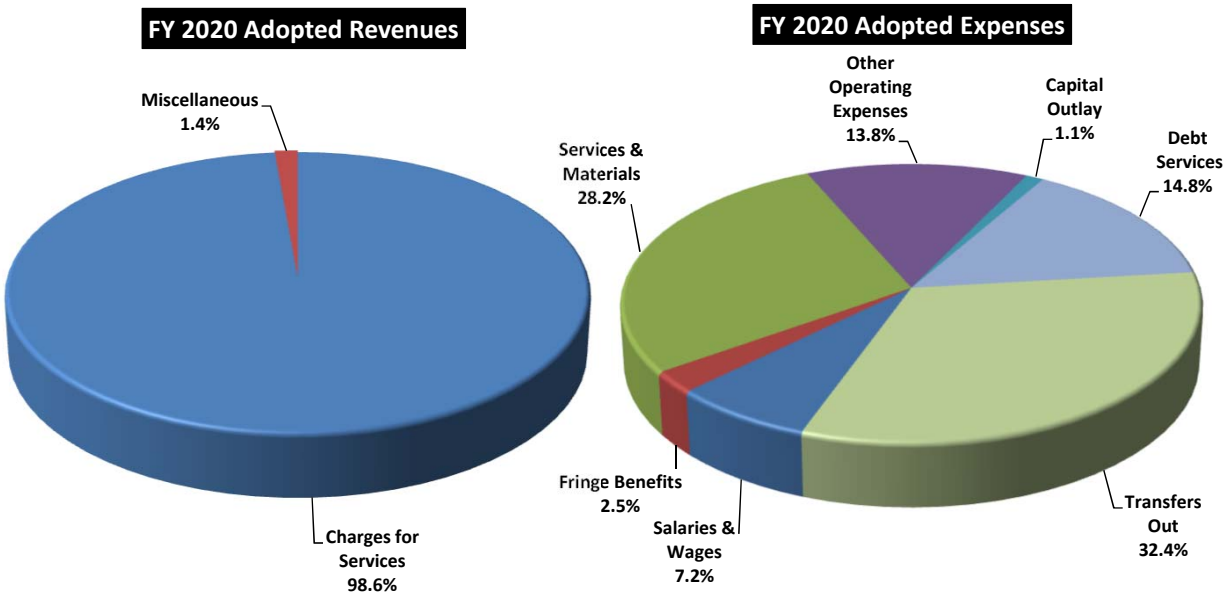



**FY 2020 Adopted Expenses**



# Central Region/Wastewater Fund

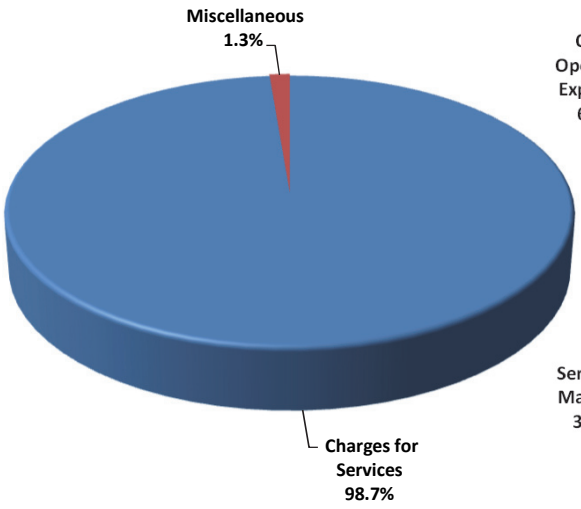
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 32,928,633 | 35,581,208 | 35,733,308 | 32,826,214 | (2,754,994) |
| Miscellaneous | 454,647 | 347,956 | 507,227 | 476,861 | 128,905 |
| Transfers and Other Sources | 2,448,607 | - | - | - | - |
| Appropriated Fund Balance | - | - | - | 14,890 | 14,890 |
| **Total Revenues** | **35,831,887** | **35,929,164** | **36,240,535** | **33,317,965** | **(2,611,199)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 1,921,220 | 2,289,595 | 1,982,703 | 2,395,174 | 105,579 |
| Fringe Benefits | 754,640 | 820,938 | 775,197 | 839,004 | 18,066 |
| Services & Materials | 8,959,314 | 7,631,671 | 8,066,299 | 9,380,972 | 1,749,301 |
| Other Operating Expenses | 6,578,051 | 5,473,140 | 5,473,141 | 4,610,279 | (862,861) |
| Capital Outlay | 903,672 | 376,700 | 430,652 | 376,700 | - |
| Debt Services | 3,602,921 | 4,925,487 | 4,925,487 | 4,926,314 | 827 |
| Transfer Out to Capital Projects | 9,362,638 | 14,267,914 | 14,050,377 | 10,647,100 | (3,620,814) |
| Transfer Out to Special Obligation | 156,631 | 143,719 | 143,719 | 142,422 | (1,297) |
| **Total Expenses** | **32,239,087** | **35,929,164** | **35,847,575** | **33,317,965** | **(2,611,199)** |
| **Surplus/(Deficit)** | **$ 3,592,800** | **-** | **392,960** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 5,596,380 | 9,189,180 | 9,189,180 | 9,582,140 | 392,960 |
| Ending Net Position | 9,189,180 | 9,189,180 | 9,582,140 | 9,567,250 | 378,070 |
| **Net Change** | **$ 3,592,800** | **-** | **392,960** | **(14,890)** | **(14,890)** |



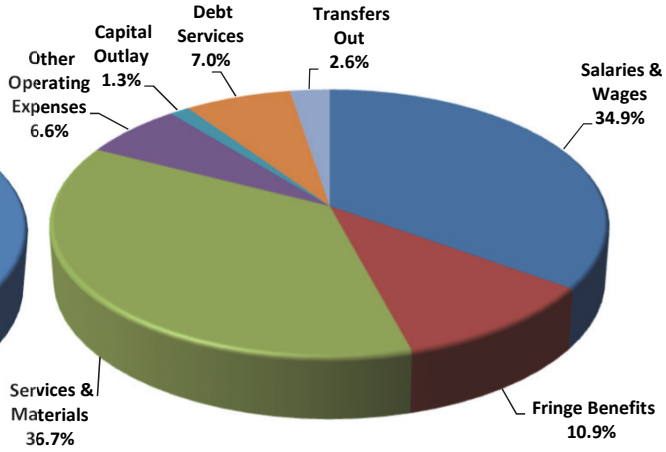
# Central Services Fund
# (Information Technology Services)

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 21,289,670 | 21,766,944 | 21,641,817 | 20,976,572 | (790,372) |
| Miscellaneous | 255,930 | 234,234 | 223,721 | 268,475 | 34,241 |
| Transfers and Other Sources | 12,000 | - | - | - | - |
| Appropriated Fund Balance | - | 100,439 | - | 34,583 | (65,856) |
| **Total Revenues** | **21,557,600** | **22,101,617** | **21,865,538** | **21,279,630** | **(821,987)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 6,229,509 | 7,137,098 | 6,484,331 | 7,437,165 | 300,067 |
| Fringe Benefits | 2,121,597 | 2,213,321 | 2,123,365 | 2,309,570 | 96,249 |
| Services & Materials | 7,582,263 | 7,747,134 | 8,614,234 | 7,803,524 | 56,390 |
| Other Operating Expenses | 1,318,794 | 1,306,806 | 1,306,806 | 1,386,174 | 79,368 |
| Capital Outlay | 413,305 | 1,237,778 | 1,287,778 | 280,000 | (957,778) |
| Debt Services | 1,499,604 | 1,499,604 | 1,499,604 | 1,499,604 | - |
| Transfer Out to Capital Projects | 14,746 | 1,753 | 1,753 | - | (1,753) |
| Transfer Out to Special Obligation | 1,028,893 | 958,123 | 958,124 | 563,593 | (394,530) |
| **Total Expenses** | **20,208,711** | **22,101,617** | **22,275,995** | **21,279,630** | **(821,987)** |
| **Surplus/(Deficit)** | **$ 1,348,889** | **-** | **(410,457)** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 240,725 | 1,589,614 | 1,589,614 | 1,179,157 | (410,457) |
| Ending Net Position | 1,589,614 | 1,489,175 | 1,179,157 | 1,144,574 | (344,601) |
| **Net Change** | **$ 1,348,889** | **(100,439)** | **(410,457)** | **(34,583)** | **65,856** |

**FY 2020 Adopted Revenues**

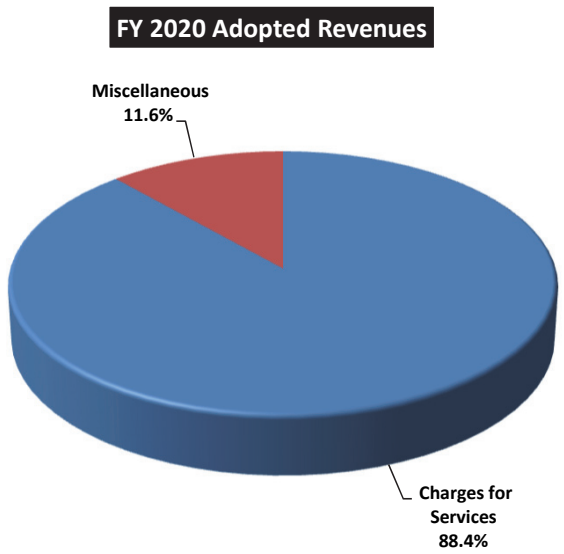


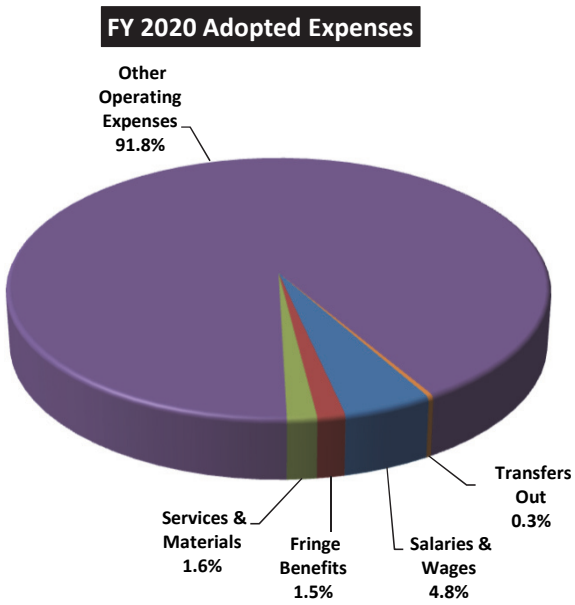

**FY 2020 Adopted Expenses**



# City Property and Casualty Insurance Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 14,501,163 | 17,036,982 | 17,033,378 | 17,353,470 | 316,488 |
| Miscellaneous | 2,016,973 | 2,032,962 | 2,244,431 | 2,281,131 | 248,169 |
| Appropriated Fund Balance | - | 921,500 | - | - | (921,500) |
| **Total Revenues** | **16,518,136** | **19,991,444** | **19,277,809** | **19,634,601** | **(356,843)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 857,260 | 937,351 | 911,556 | 936,263 | (1,088) |
| Fringe Benefits | 260,379 | 270,147 | 268,750 | 299,455 | 29,308 |
| Services & Materials | 300,317 | 273,193 | 289,445 | 323,067 | 49,874 |
| Other Operating Expenses | 16,728,019 | 18,452,433 | 17,822,697 | 18,012,126 | (440,307) |
| Transfer Out to General Capital | 367,527 | - | - | - | - |
| Transfer Out to Special Obligation | 55,222 | 58,320 | 58,320 | 63,690 | 5,370 |
| **Total Expenses** | **18,568,724** | **19,991,444** | **19,350,768** | **19,634,601** | **(356,843)** |
| **Surplus/(Deficit)** | **$ (2,050,588)** | **-** | **(72,959)** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 2,123,547 | 72,959 | 72,959 | - | (72,959) |
| Ending Net Position | 72,959 | (848,541) | - | - | 848,541 |
| **Net Change** | **$ (2,050,588)** | **(921,500)** | **(72,959)** | **-** | **921,500** |

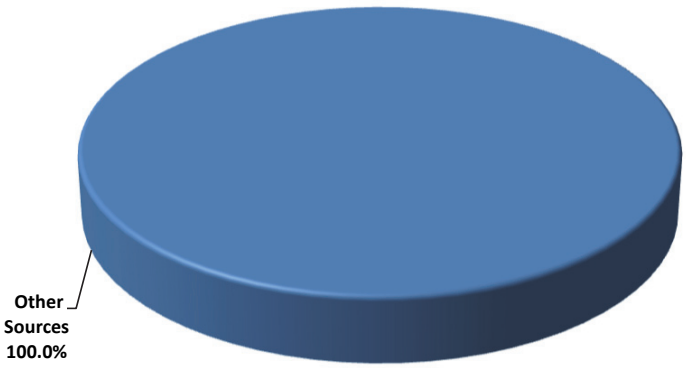


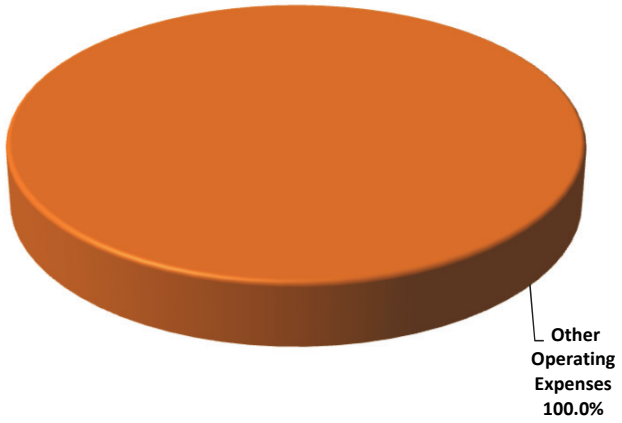
# Community Redevelopment Agency
# Business Incentives Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Transfers and Other Sources | $ | 7,374,843 | 8,318,184 | 8,318,184 | 10,423,191 | 2,105,007 |
| Appropriated Fund Balance | | - | - | 1,439,308 | - | - |
| **Total Revenues** | | **7,374,843** | **8,318,184** | **9,757,492** | **10,423,191** | **2,105,007** |
| **EXPENDITURES** | | | | | | |
| Other Operating Expenses | | 1,529,181 | 8,318,184 | 9,757,492 | 10,423,191 | 2,105,007 |
| **Total Expenses** | | **1,529,181** | **8,318,184** | **9,757,492** | **10,423,191** | **2,105,007** |
| **Surplus/(Deficit)** | **$** | **5,845,662** | **-** | **-** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | | |
| Beginning Fund Balance | | (4,406,354) | 1,439,308 | 1,439,308 | - | (1,439,308) |
| Ending Fund Balance | | 1,439,308 | 1,439,308 | - | - | 1,439,308 |
| **Net Change** | **$** | **5,845,662** | **-** | **(1,439,308)** | **-** | **-** |

**FY 2020 Adopted Revenues**



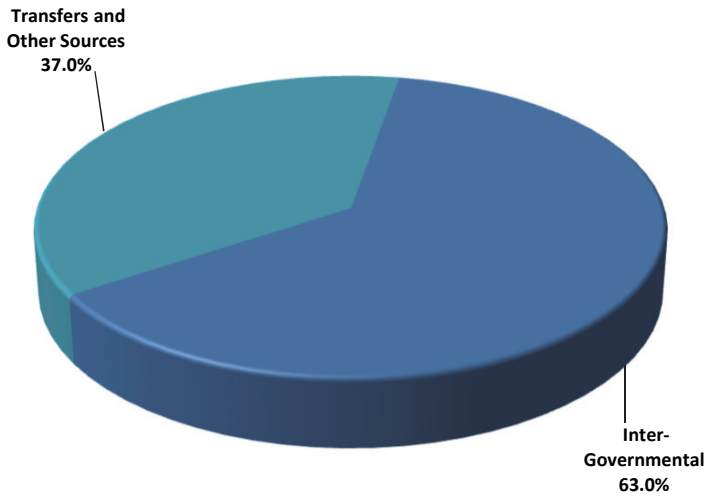

**FY 2020 Adopted Expenses**



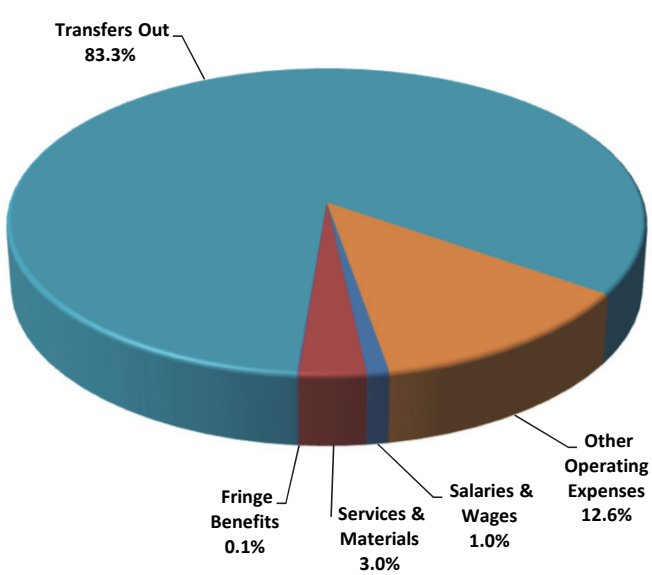
# Community Redevelopment Agency
# Central Beach Area Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Intergovernment Revenue | $ 5,537,148 | 6,033,296 | 5,951,634 | 6,205,118 | 171,822 |
| Miscellaneous | 1,056,111 | - | 946,954 | - | - |
| Transfers and Other Sources | 3,167,970 | 3,478,110 | 3,475,754 | 3,646,822 | 168,712 |
| **Total Revenues** | **9,761,229** | **9,511,406** | **10,374,342** | **9,851,940** | **340,534** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | - | - | 55,000 | 99,840 | 99,840 |
| Fringe Benefits | - | - | - | 7,638 | 7,638 |
| Services & Materials | 301,373 | 218,156 | 319,928 | 295,490 | 77,334 |
| Other Operating Expenses | 1,156,730 | 1,294,465 | 1,294,583 | 1,240,803 | (53,662) |
| Capital Outlay | - | - | 100,746 | - | - |
| Transfer Out to Capital Projects | 8,769,250 | 6,077,101 | 7,998,785 | 8,208,169 | 2,131,068 |
| Transfer Out to Repay Line of Credit | - | 1,921,684 | - | - | (1,921,684) |
| **Total Expenses** | **10,227,353** | **9,511,406** | **9,769,042** | **9,851,940** | **340,534** |
| **Surplus/(Deficit)** | **$ (466,124)** | **-** | **605,300** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | (139,176) | (605,300) | (605,300) | - | 605,300 |
| Ending Fund Balance | (605,300) | (605,300) | - | - | 605,300 |
| **Net Change** | **$ (466,124)** | **-** | **605,300** | **-** | **-** |

**FY 2020 Adopted Revenues**

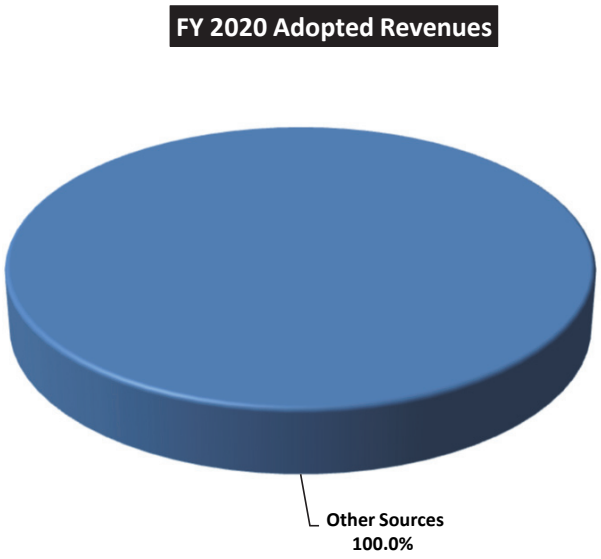


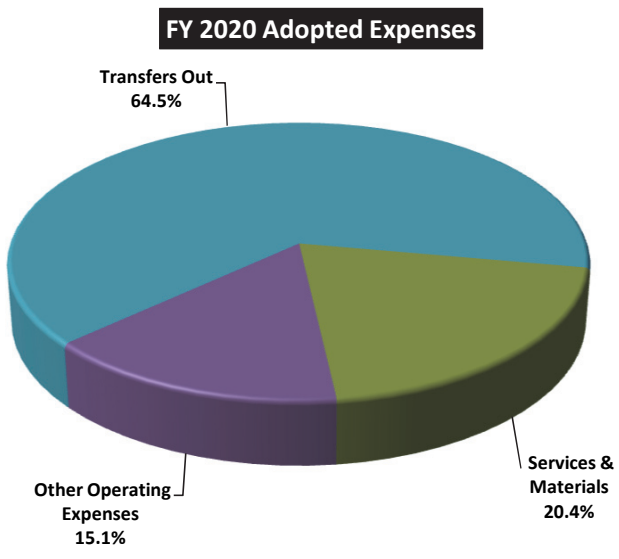

**FY 2020 Adopted Expenses**



# Community Redevelopment Agency
# Central City Area Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Miscellaneous | $ | 3,559 | - | 4,721 | - | - |
| Transfers and Other Sources | | 229,527 | 321,947 | 319,044 | 428,648 | 106,701 |
| **Total Revenues** | | **233,086** | **321,947** | **323,765** | **428,648** | **106,701** |
| **EXPENDITURES** | | | | | | |
| Services & Materials | | 69,694 | 65,000 | 65,470 | 87,352 | 22,352 |
| Other Operating Expenses | | 51,771 | 54,425 | 54,425 | 64,586 | 10,161 |
| Transfer Out to CRA Incentives | | - | 202,522 | 202,522 | 276,710 | 74,188 |
| **Total Expenses** | | **121,465** | **321,947** | **322,417** | **428,648** | **106,701** |
| **Surplus/(Deficit)** | **$** | **111,621** | **-** | **1,348** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | | |
| Beginning Fund Balance | | (112,969) | (1,348) | (1,348) | - | 1,348 |
| Ending Fund Balance | | (1,348) | (1,348) | - | - | 1,348 |
| **Net Change** | **$** | **111,621** | **-** | **1,348** | **-** | **-** |

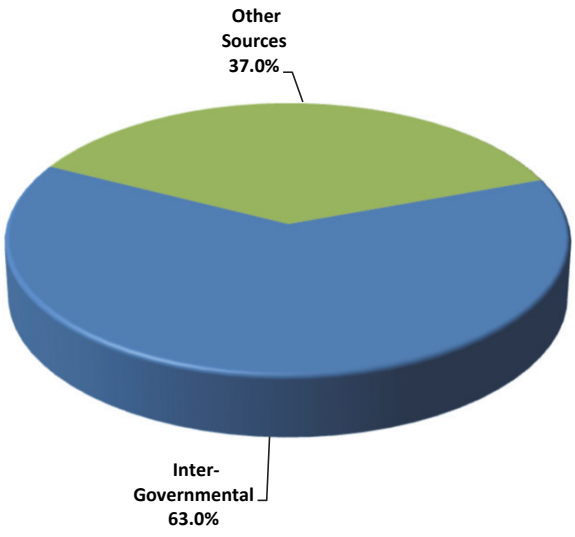


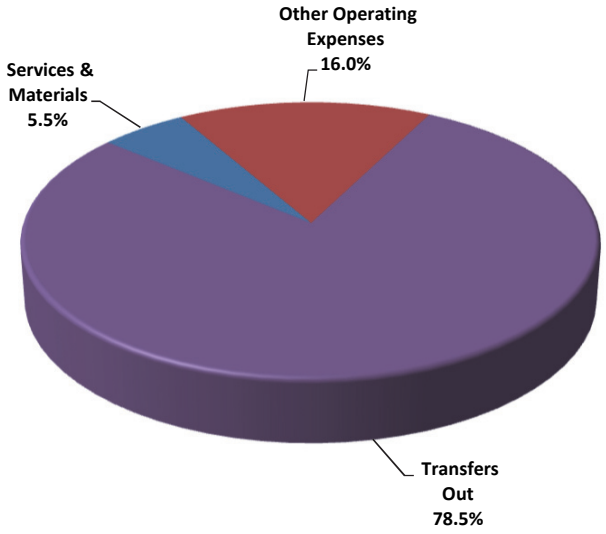
# Community Redevelopment Agency
# NW Progresso Flagler Heights Area Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Intergovernment Revenue | $ | 6,362,452 | 7,357,848 | 7,274,482 | 8,138,874 | 781,026 |
| Miscellaneous | | 51,604 | - | 267,477 | - | - |
| Transfers and Other Sources | | 3,640,895 | 4,242,396 | 4,248,985 | 4,785,760 | 543,364 |
| **Total Revenues** | | **10,054,951** | **11,600,244** | **11,790,944** | **12,924,634** | **1,324,390** |
| **EXPENDITURES** | | | | | | |
| Services & Materials | | 665,918 | 792,520 | 798,925 | 707,009 | (85,511) |
| Other Operating Expenses | | 1,731,963 | 1,838,068 | 1,975,320 | 2,071,144 | 233,076 |
| Capital Outlay | | 13,688 | 5,000 | 5,000 | - | (5,000) |
| Transfer Out to Capital Projects | | 70,685 | - | - | - | - |
| Transfer Out to CRA Incentives | | 6,324,314 | 8,115,662 | 8,115,662 | 10,146,481 | 2,030,819 |
| Transfer Out to Tax Increment Revenue Bonds | | 848,869 | 848,994 | 848,994 | - | (848,994) |
| **Total Expenses** | | **9,655,437** | **11,600,244** | **11,743,901** | **12,924,634** | **1,324,390** |
| **Surplus/(Deficit)** | **$** | **399,514** | **-** | **47,043** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | | |
| Beginning Fund Balance | | (446,557) | (47,043) | (47,043) | - | 47,043 |
| Ending Fund Balance | | (47,043) | (47,043) | - | - | 47,043 |
| **Net Change** | **$** | **399,514** | **-** | **47,043** | **-** | **-** |

**FY 2020 Adopted Revenues**



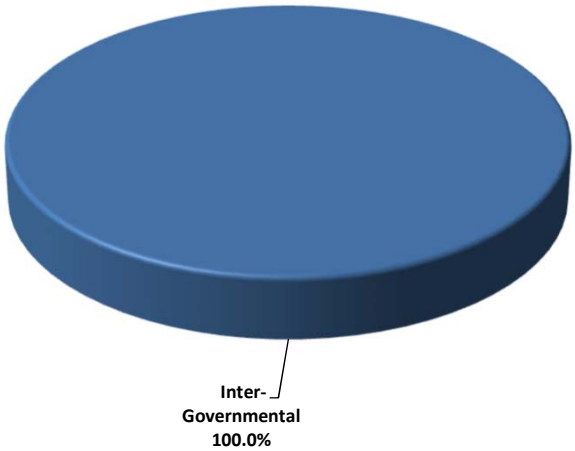

**FY 2020 Adopted Expenses**



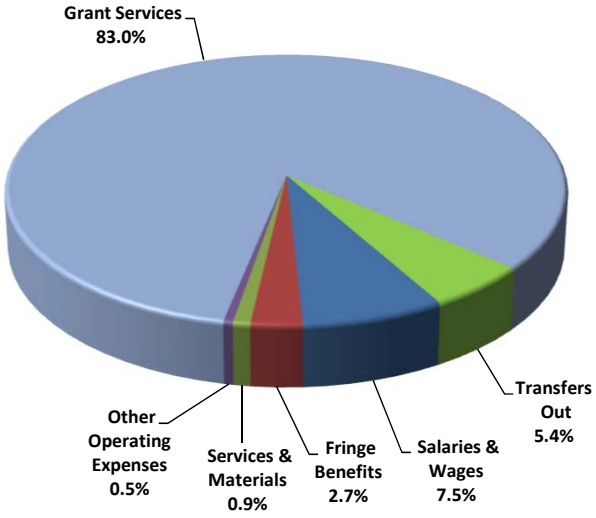
# Housing and Community Development Grants Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Intergovernment Revenue | $ | 8,275,528 | 9,477,967 | 9,477,967 | 9,362,711 | (115,256) |
| Miscellaneous | | 376,401 | - | - | - | - |
| Transfers and Other Sources | | 40,573 | - | - | - | - |
| **Total Revenues** | | **8,692,502** | **9,477,967** | **9,477,967** | **9,362,711** | **(115,256)** |
| **EXPENDITURES** | | | | | | |
| Salaries & Wages | | 672,235 | 642,774 | 642,774 | 702,429 | 59,655 |
| Fringe Benefits | | 109,638 | 236,262 | 236,262 | 248,428 | 12,166 |
| Services & Materials | | 213,067 | 84,820 | 84,820 | 81,098 | (3,722) |
| Other Operating Expenses | | 16,324 | 28,506 | 28,506 | 45,682 | 17,176 |
| Capital Outlay | | 205,768 | 18,583 | 18,583 | - | (18,583) |
| Grant Services | | 7,455,355 | 7,955,258 | 7,937,562 | 7,771,910 | (183,348) |
| Transfer Out to Capital Projects | | - | 500,000 | 500,000 | 500,000 | - |
| Transfer Out to Special Obligation | | 37,811 | 11,764 | 11,764 | 13,164 | 1,400 |
| **Total Expenses** | | **8,710,198** | **9,477,967** | **9,460,271** | **9,362,711** | **(115,256)** |
| **Surplus/(Deficit)** | **$** | **(17,696)** | **-** | **17,696** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | | |
| Beginning Fund Balance | | - | (17,696) | (17,696) | - | 17,696 |
| Ending Fund Balance | | (17,696) | (17,696) | - | - | 17,696 |
| **Net Change** | **$** | **(17,696)** | **-** | **17,696** | **-** | **-** |

**FY 2020 Adopted Revenues**



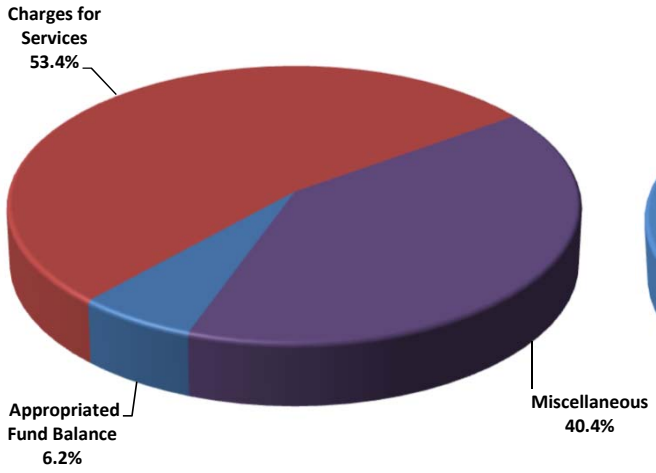

**FY 2020 Adopted Expenses**



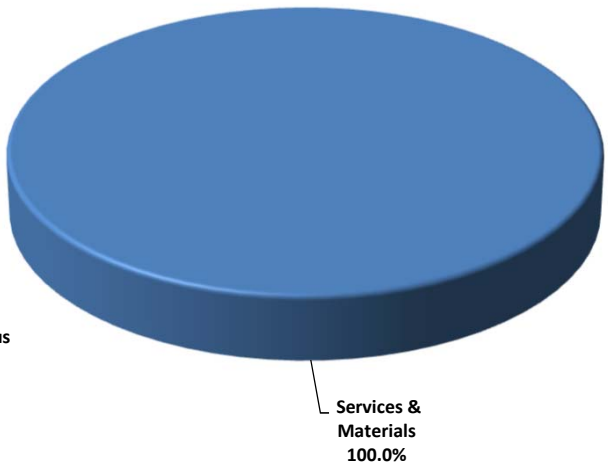
# Nuisance Abatement Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Charges for Services | $ | 103,899 | 110,100 | 105,409 | 100,000 | (10,100) |
| Miscellaneous | | 471,633 | 98,492 | 107,280 | 75,704 | (22,788) |
| Appropriated Fund Balance | | - | - | - | 11,526 | 11,526 |
| **Total Revenues** | | **575,532** | **208,592** | **212,689** | **187,230** | **(21,362)** |
| **EXPENDITURES** | | | | | | |
| Services & Materials | | 163,162 | 208,592 | 185,874 | 187,230 | (21,362) |
| Transfer Out to General Fund | | 500,000 | - | - | - | - |
| **Total Expenses** | | **663,162** | **208,592** | **185,874** | **187,230** | **(21,362)** |
| **Surplus/(Deficit)** | **$** | **(87,630)** | **-** | **26,815** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | | |
| Beginning Fund Balance | | 392,061 | 304,431 | 304,431 | 331,246 | 26,815 |
| Ending Fund Balance | | 304,431 | 304,431 | 331,246 | 319,720 | 15,289 |
| **Net Change** | **$** | **(87,630)** | **-** | **26,815** | **(11,526)** | **(11,526)** |

**FY 2020 Adopted Revenues**



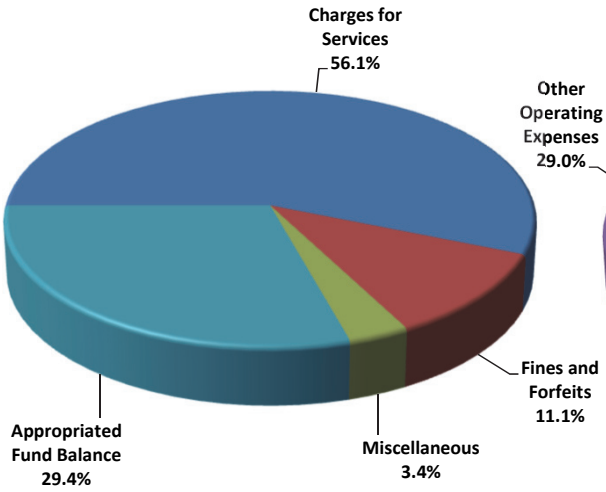

**FY 2020 Adopted Expenses**



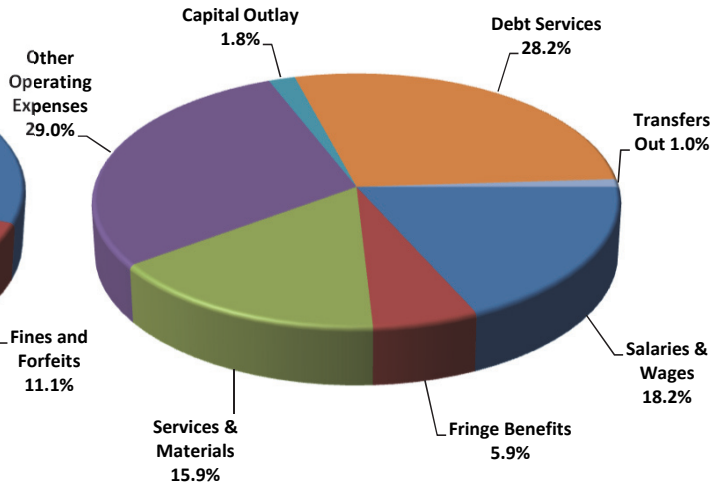
# Parking System Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 15,089,492 | 13,446,216 | 14,907,517 | 14,561,649 | 1,115,433 |
| Fines and Forfeits | 3,102,545 | 4,001,000 | 3,646,660 | 2,874,000 | (1,127,000) |
| Miscellaneous | 912,803 | 789,102 | 788,631 | 875,288 | 86,186 |
| Transfers and Other Sources | 9,204,000 | - | - | - | - |
| Appropriated Fund Balance | - | - | - | 7,623,579 | 7,623,579 |
| **Total Revenues** | **28,308,840** | **18,236,318** | **19,342,808** | **25,934,516** | **7,698,198** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 4,045,576 | 4,549,705 | 4,244,732 | 4,728,123 | 178,418 |
| Fringe Benefits | 1,424,800 | 1,526,205 | 1,524,690 | 1,541,680 | 15,475 |
| Services & Materials | 3,784,103 | 3,476,941 | 4,407,807 | 4,124,111 | 647,170 |
| Other Operating Expenses | 6,442,211 | 7,549,858 | 7,606,227 | 7,505,285 | (44,573) |
| Capital Outlay | 529,575 | 286,000 | 286,000 | 458,885 | 172,885 |
| Debt Services | 166,971 | 115,241 | 314,035 | 7,321,158 | 7,205,917 |
| Transfer Out to Capital Projects | 1,544,519 | 917 | (1,151,155) | - | (917) |
| Transfer Out to Other Funds | - | - | 6,040,081 | - | - |
| Transfer Out to Fund Balance | - | 482,415 | - | - | (482,415) |
| Transfer Out to Special Obligation | 292,885 | 249,036 | 249,036 | 255,274 | 6,238 |
| **Total Expenses** | **18,230,640** | **18,236,318** | **23,521,453** | **25,934,516** | **7,698,198** |
| **Surplus/(Deficit)** | **$ 10,078,200** | **-** | **(4,178,645)** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 4,479,745 | 14,557,945 | 14,557,945 | 10,379,300 | (4,178,645) |
| Ending Net Position | 14,557,945 | 15,040,360 | 10,379,300 | 2,755,721 | (12,284,639) |
| **Net Change** | **$ 10,078,200** | **482,415** | **(4,178,645)** | **(7,623,579)** | **(8,105,994)** |

**FY 2020 Adopted Revenues**

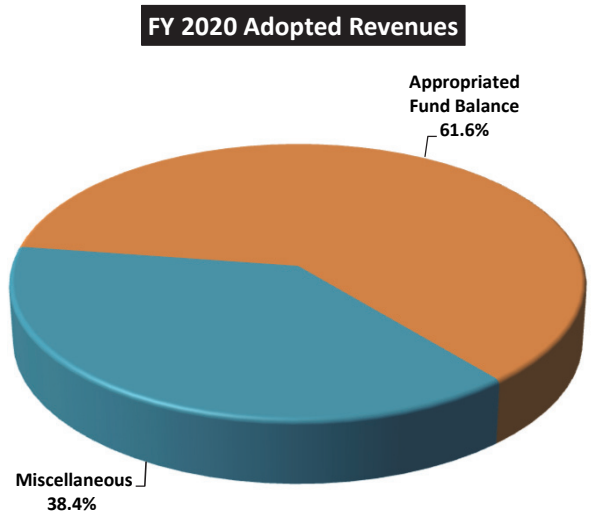


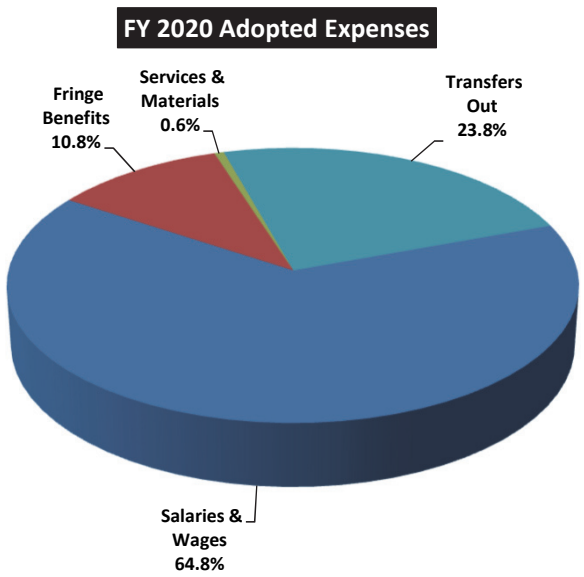

**FY 2020 Adopted Expenses**



# Police Confiscated Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Fines and Forfeits | $ 1,482,205 | - | 1,409,357 | - | - |
| Miscellaneous | 22,784 | 21,867 | 73,824 | 27,638 | 5,771 |
| Appropriated Fund Balance | - | 49,251 | - | 44,386 | (4,865) |
| **Total Revenues** | **1,504,989** | **71,118** | **1,483,181** | **72,024** | **906** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 40,771 | 43,040 | 42,936 | 46,661 | 3,621 |
| Fringe Benefits | 10,026 | 7,166 | 6,941 | 7,800 | 634 |
| Services & Materials | 340,774 | 379 | 836,224 | 440 | 61 |
| Other Operating Expenses | 75,148 | 4,800 | 5,542 | - | (4,800) |
| Capital Outlay | 794,632 | - | 316,402 | - | - |
| Transfer Out to Fund Balance | - | 15,733 | - | 17,123 | 1,390 |
| **Total Expenses** | **1,261,351** | **71,118** | **1,208,045** | **72,024** | **906** |
| **Surplus/(Deficit)** | **$ 243,638** | **-** | **275,136** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | 1,500,358 | 1,743,996 | 1,743,996 | 2,019,132 | 275,136 |
| Ending Fund Balance | 1,743,996 | 1,710,478 | 2,019,132 | 1,991,869 | 281,391 |
| **Net Change** | **$ 243,638** | **(33,518)** | **275,136** | **(27,263)** | **6,255** |

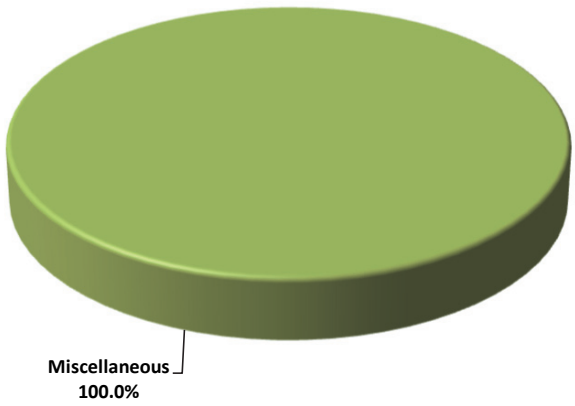


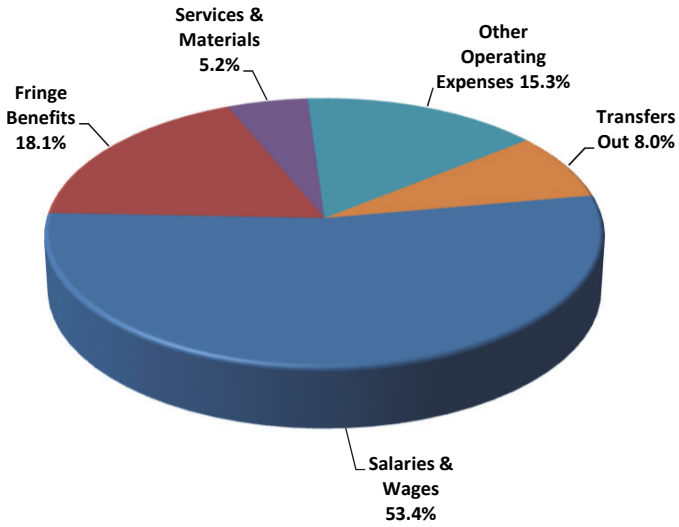
# Project Management Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Miscellaneous | $ | - | - | - | 4,062,723 | 4,062,723 |
| **Total Revenues** | | **-** | **-** | **-** | **4,062,723** | **4,062,723** |
| **EXPENDITURES** | | | | | | |
| Salaries & Wages | | - | - | - | 2,169,988 | 2,169,988 |
| Fringe Benefits | | - | - | - | 734,242 | 734,242 |
| Services & Materials | | - | - | - | 211,999 | 211,999 |
| Other Operating Expenses | | - | - | - | 619,589 | 619,589 |
| Transfer Out to Special Obligation | | - | - | - | 326,905 | 326,905 |
| **Total Expenses** | | **-** | **-** | **-** | **4,062,723** | **4,062,723** |
| **Surplus/(Deficit)** | **$** | **-** | **-** | **-** | **-** | **-** |
| **Changes in Available Net Position** | | | | | | |
| Beginning Net Position | | - | - | - | - | - |
| Ending Net Position | | - | - | - | - | - |
| **Net Change** | **$** | **-** | **-** | **-** | **-** | **-** |

**FY 2020 Adopted Revenues**



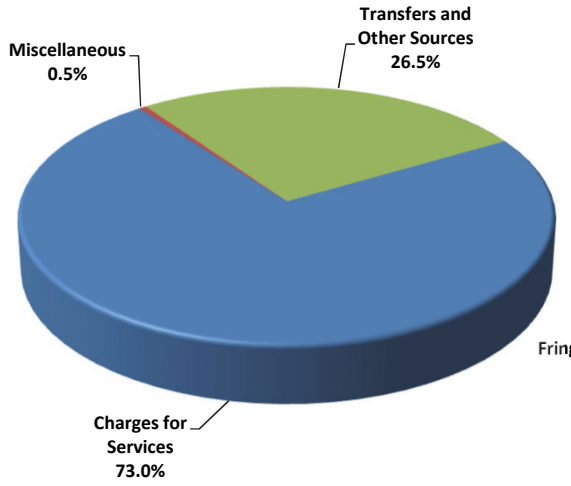

**FY 2020 Adopted Expenses**



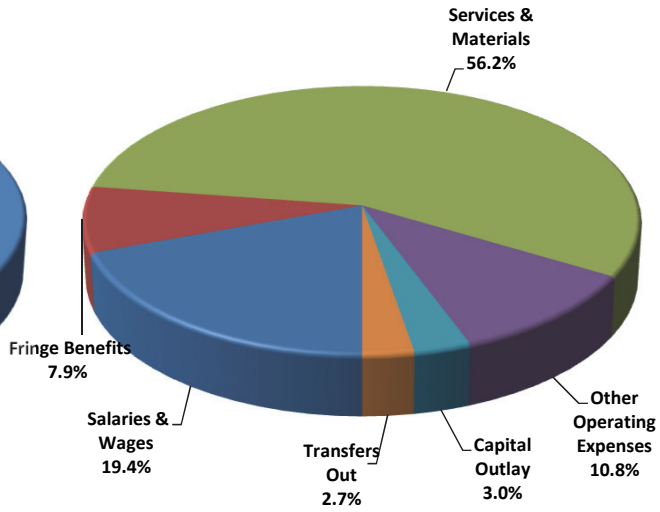
# Sanitation Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 16,675,384 | 17,025,089 | 17,662,004 | 20,444,285 | 3,419,196 |
| Miscellaneous | 860,304 | 132,387 | 227,375 | 133,005 | 618 |
| Transfers and Other Sources | 6,200,000 | 6,100,000 | 6,100,000 | 7,400,000 | 1,300,000 |
| Appropriated Fund Balance | - | 848,674 | - | - | (848,674) |
| **Total Revenues** | **23,735,688** | **24,106,150** | **23,989,379** | **27,977,290** | **3,871,140** |
| ***EXPENDITURES*** | | | | | |
| Salaries & Wages | 4,939,855 | 5,356,844 | 5,150,728 | 5,435,530 | 78,686 |
| Fringe Benefits | 2,136,988 | 2,245,548 | 2,181,029 | 2,211,215 | (34,333) |
| Services & Materials | 10,741,757 | 12,198,823 | 12,771,422 | 15,701,570 | 3,502,747 |
| Other Operating Expenses | 3,614,281 | 2,992,701 | 3,024,888 | 3,025,060 | 32,359 |
| Capital Outlay | 1,369,644 | 831,409 | 832,417 | 840,739 | 9,330 |
| Transfer Out to Fund Balance | - | - | - | 210,930 | 210,930 |
| Transfer Out to Capital Projects | - | 8,789 | 8,789 | - | (8,789) |
| Transfer Out to Other Funds | (750) | - | - | - | - |
| Transfer Out to Special Obligation | 470,422 | 472,036 | 472,036 | 552,246 | 80,210 |
| **Total Expenses** | **23,272,197** | **24,106,150** | **24,441,309** | **27,977,290** | **3,871,140** |
| **Surplus/(Deficit)** | **$ 463,491** | **-** | **(451,930)** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 3,925,194 | 4,388,685 | 4,388,685 | 3,936,755 | (451,930) |
| Ending Net Position | 4,388,685 | 3,540,011 | 3,936,755 | 4,147,685 | 607,674 |
| **Net Change** | **$ 463,491** | **(848,674)** | **(451,930)** | **210,930** | **1,059,604** |

**FY 2020 Adopted Revenues**



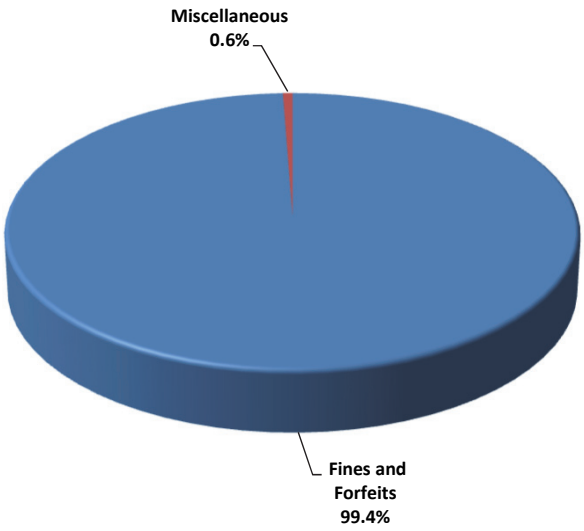

**FY 2020 Adopted Expenses**



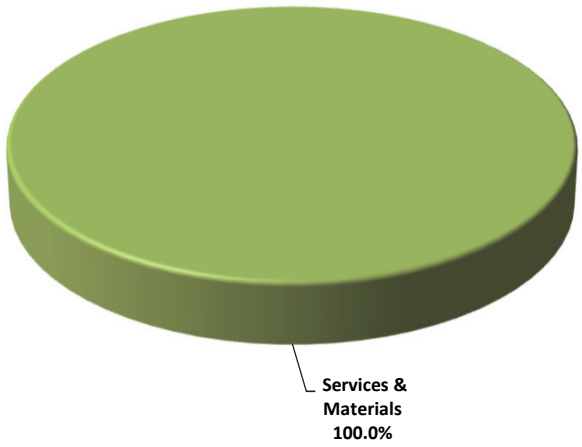
# School Crossing Guards Fund

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Fines and Forfeits | $ | 910,064 | 935,000 | 935,000 | 930,000 | (5,000) |
| Miscellaneous | | 4,175 | 3,679 | 5,221 | 5,589 | 1,910 |
| **Total Revenues** | | **914,239** | **938,679** | **940,221** | **935,589** | **(3,090)** |
| **EXPENDITURES** | | | | | | |
| Services & Materials | | 950,258 | 916,852 | 916,852 | 935,589 | 18,737 |
| Transfer Out to Fund Balance | | - | 21,827 | - | - | (21,827) |
| **Total Expenses** | | **950,258** | **938,679** | **916,852** | **935,589** | **(3,090)** |
| **Surplus/(Deficit)** | **$** | **(36,019)** | **-** | **23,369** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | | |
| Beginning Fund Balance | | 438,078 | 402,059 | 402,059 | 425,428 | 23,369 |
| Ending Fund Balance | | 402,059 | 423,886 | 425,428 | 425,428 | 1,542 |
| **Net Change** | **$** | **(36,019)** | **21,827** | **23,369** | **-** | **(21,827)** |

**FY 2020 Adopted Revenues**



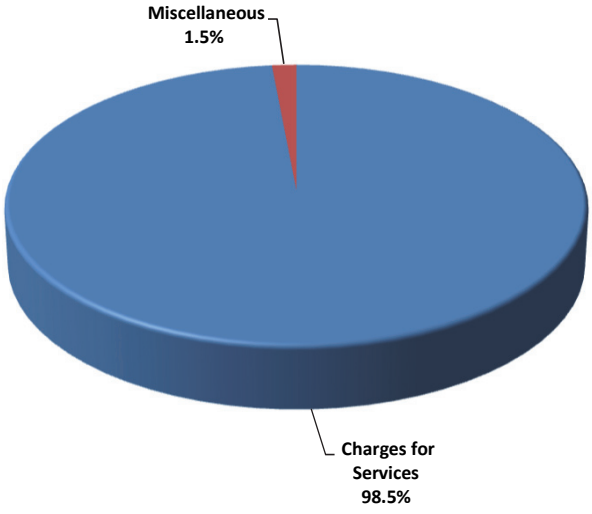

**FY 2020 Adopted Expenses**



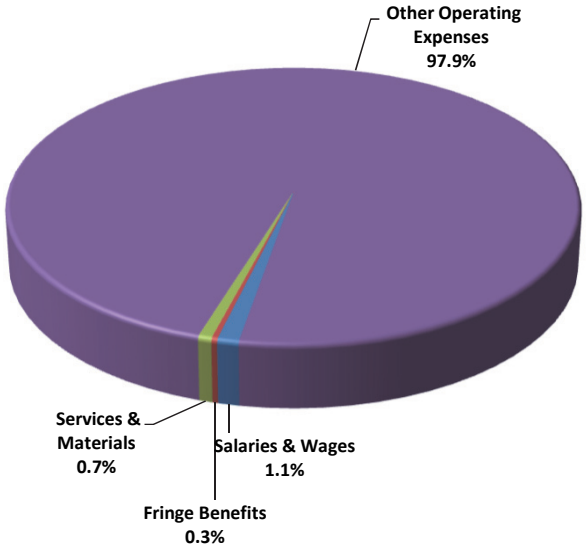
# Self-Insured Health Benefits Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 30,870,470 | 33,735,649 | 33,005,260 | 33,878,853 | 143,204 |
| Miscellaneous | 648,725 | 442,995 | 489,180 | 518,469 | 75,474 |
| **Total Revenues** | **31,519,195** | **34,178,644** | **33,494,440** | **34,397,322** | **218,678** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 370,347 | 343,208 | 375,040 | 358,414 | 15,206 |
| Fringe Benefits | 108,430 | 999,766 | 546,047 | 117,752 | (882,014) |
| Services & Materials | 199,879 | 249,740 | 249,383 | 246,160 | (3,580) |
| Other Operating Expenses | 29,721,267 | 32,585,930 | 31,804,232 | 33,674,996 | 1,089,066 |
| **Total Expenses** | **30,399,923** | **34,178,644** | **32,974,702** | **34,397,322** | **218,678** |
| **Surplus/(Deficit)** | **$ 1,119,272** | **-** | **519,738** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 679,267 | 1,798,539 | 1,798,539 | 2,318,277 | 519,738 |
| Ending Net Position | 1,798,539 | 1,798,539 | 2,318,277 | 2,318,277 | 519,738 |
| **Net Change** | **$ 1,119,272** | **-** | **519,738** | **-** | **-** |

**FY 2020 Adopted Revenues**




**FY 2020 Adopted Expenses**



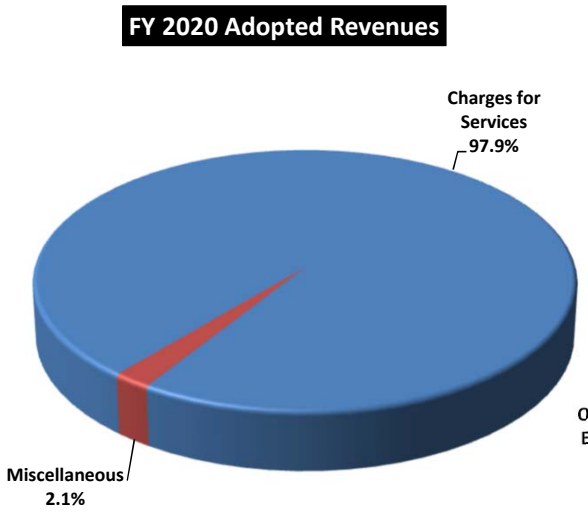
# State Housing Improvement Program (SHIP) Fund

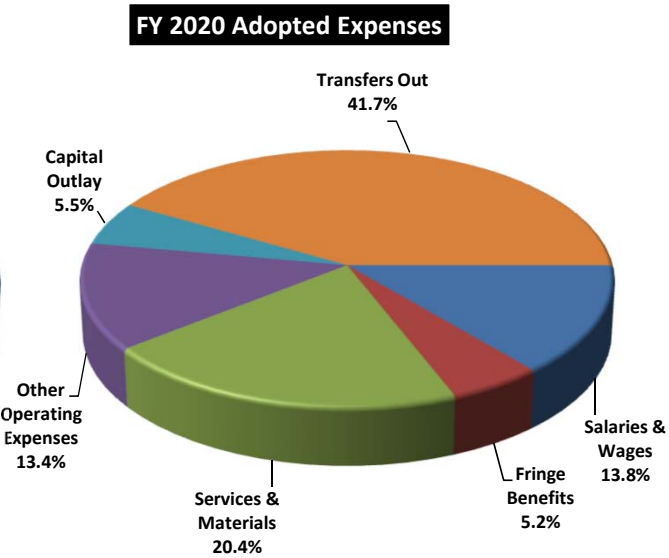
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Intergovernment Revenue | $ 921,282 | - | 234,978 | - | - |
| Miscellaneous | - | - | 299,970 | - | - |
| **Total Revenues** | **921,282** | **-** | **534,948** | **-** | **-** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 83,194 | - | 94,982 | - | - |
| Fringe Benefits | 5,901 | - | 6,536 | - | - |
| Services & Materials | 17,715 | - | 8,022 | - | - |
| Other Operating Expenses | 2,284 | - | 2,223 | - | - |
| Grant Services | 812,188 | - | 423,185 | - | - |
| **Total Expenses** | **921,282** | **-** | **534,948** | **-** | **-** |
| | | | | | |
| **Surplus/(Deficit)** | **$ -** | **-** | **-** | **-** | **-** |
| | | | | | |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | - | - | - | - | - |
| Ending Fund Balance | - | - | - | - | - |
| **Net Change** | **$ -** | **-** | **-** | **-** | **-** |

**The State Housing Improvement Program does not have an Adopted, since it is Amended based based on the State's July 1st fiscal year.*

# Stormwater Fund

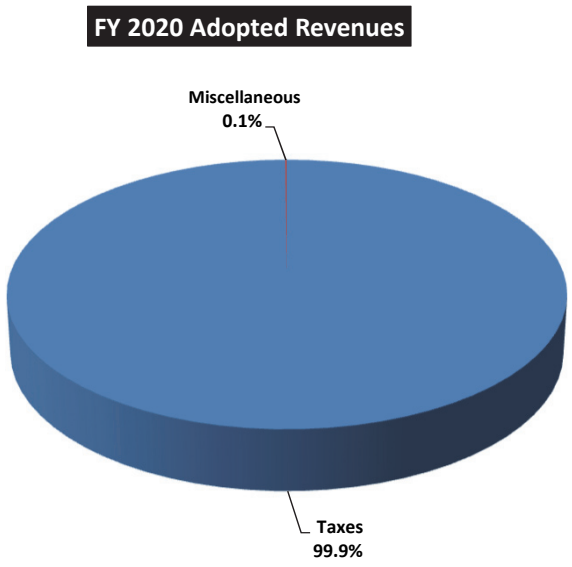
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 13,676,537 | 17,289,000 | 16,401,242 | 19,187,924 | 1,898,924 |
| Miscellaneous | 721,968 | 493,648 | 575,025 | 409,766 | (83,882) |
| **Total Revenues** | **14,398,505** | **17,782,648** | **16,976,267** | **19,597,690** | **1,815,042** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 1,867,361 | 2,281,326 | 2,283,740 | 2,714,136 | 432,810 |
| Fringe Benefits | 761,915 | 901,353 | 895,946 | 1,010,161 | 108,808 |
| Services & Materials | 2,326,792 | 3,678,436 | 3,840,631 | 4,003,584 | 325,148 |
| Other Operating Expenses | 2,203,533 | 2,050,910 | 2,056,449 | 2,621,564 | 570,654 |
| Capital Outlay | 1,659,922 | 421,342 | 421,342 | 1,073,719 | 652,377 |
| Transfer Out to Capital Projects | 2,978,296 | 3,927,221 | 3,927,221 | 4,066,311 | 139,090 |
| Transfer Out to Fund Balance | - | 4,323,884 | - | 3,881,500 | (442,384) |
| Transfer Out to Special Obligation | 193,826 | 198,176 | 198,176 | 226,715 | 28,539 |
| **Total Expenses** | **11,991,645** | **17,782,648** | **13,623,505** | **19,597,690** | **1,815,042** |
| **Surplus/(Deficit)** | **$ 2,406,860** | **-** | **3,352,762** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 2,767,926 | 5,174,786 | 5,174,786 | 8,527,548 | 3,352,762 |
| Ending Net Position | 5,174,786 | 9,498,670 | 8,527,548 | 12,409,048 | 2,910,378 |
| **Net Change** | **$ 2,406,860** | **4,323,884** | **3,352,762** | **3,881,500** | **(442,384)** |

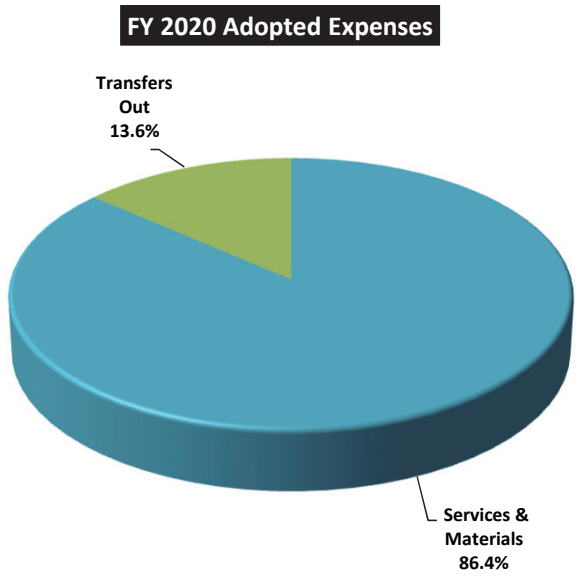


# Sunrise Key Safe Neighborhood District Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | $ 109,936 | 118,384 | 118,384 | 127,315 | 8,931 |
| Miscellaneous | 1,926 | 10 | 85 | 10 | - |
| Appropriated Fund Balance | - | 10,806 | - | - | (10,806) |
| **Total Revenues** | **111,862** | **129,200** | **118,469** | **127,325** | **(1,875)** |
| **EXPENDITURES** | | | | | |
| Services & Materials | 108,121 | 129,200 | 129,200 | 110,000 | (19,200) |
| Transfer Out to Fund Balance | - | - | - | 17,325 | 17,325 |
| **Total Expenses** | **108,121** | **129,200** | **129,200** | **127,325** | **(1,875)** |
| **Surplus/(Deficit)** | **$ 3,741** | **-** | **(10,731)** | **-** | **-** |
| **Changes in Available Fund Balance** | | | | | |
| Beginning Fund Balance | 89,319 | 93,060 | 93,060 | 82,329 | (10,731) |
| Ending Fund Balance | 93,060 | 82,254 | 82,329 | 99,654 | 17,400 |
| **Net Change** | **$ 3,741** | **(10,806)** | **(10,731)** | **17,325** | **28,131** |

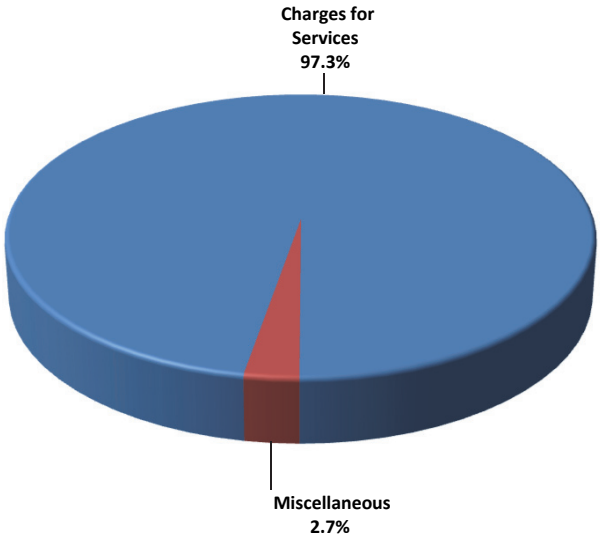


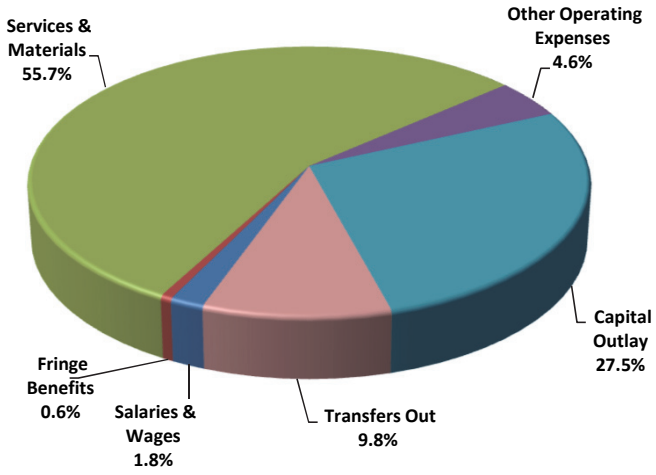
# Vehicle Rental (Fleet) Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 18,267,525 | 19,467,469 | 18,201,751 | 19,360,432 | (107,037) |
| Miscellaneous | 828,896 | 475,923 | - | 541,037 | 65,114 |
| Transfers and Other Sources | - | - | 35,000 | - | - |
| Appropriated Fund Balance | - | 1,330,049 | - | - | (1,330,049) |
| **Total Revenues** | **19,096,421** | **21,273,441** | **18,236,751** | **19,901,469** | **(1,371,972)** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 265,039 | 353,393 | 348,864 | 367,949 | 14,556 |
| Fringe Benefits | 89,382 | 109,312 | 107,457 | 117,070 | 7,758 |
| Services & Materials | 9,939,004 | 11,688,332 | 11,863,439 | 11,077,686 | (610,646) |
| Other Operating Expenses | 652,689 | 802,162 | 802,162 | 906,495 | 104,333 |
| Capital Outlay | 6,866,162 | 8,308,287 | 9,198,287 | 5,467,999 | (2,840,288) |
| Transfer Out to Capital Projects | 1,037,789 | - | - | - | - |
| Transfer Out to Fund Balance | - | - | - | 1,951,299 | 1,951,299 |
| Transfer Out to Special Obligation | 10,646 | 11,955 | 11,956 | 12,971 | 1,016 |
| **Total Expenses** | **18,860,711** | **21,273,441** | **22,332,165** | **19,901,469** | **(1,371,972)** |
| **Surplus/(Deficit)** | **$ 235,710** | **-** | **(4,095,414)** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 12,960,024 | 13,195,734 | 13,195,734 | 9,100,320 | (4,095,414) |
| Ending Net Position | 13,195,734 | 11,865,685 | 9,100,320 | 11,051,619 | (814,066) |
| **Net Change** | **$ 235,710** | **(1,330,049)** | **(4,095,414)** | **1,951,299** | **3,281,348** |

**FY 2020 Adopted Revenues**

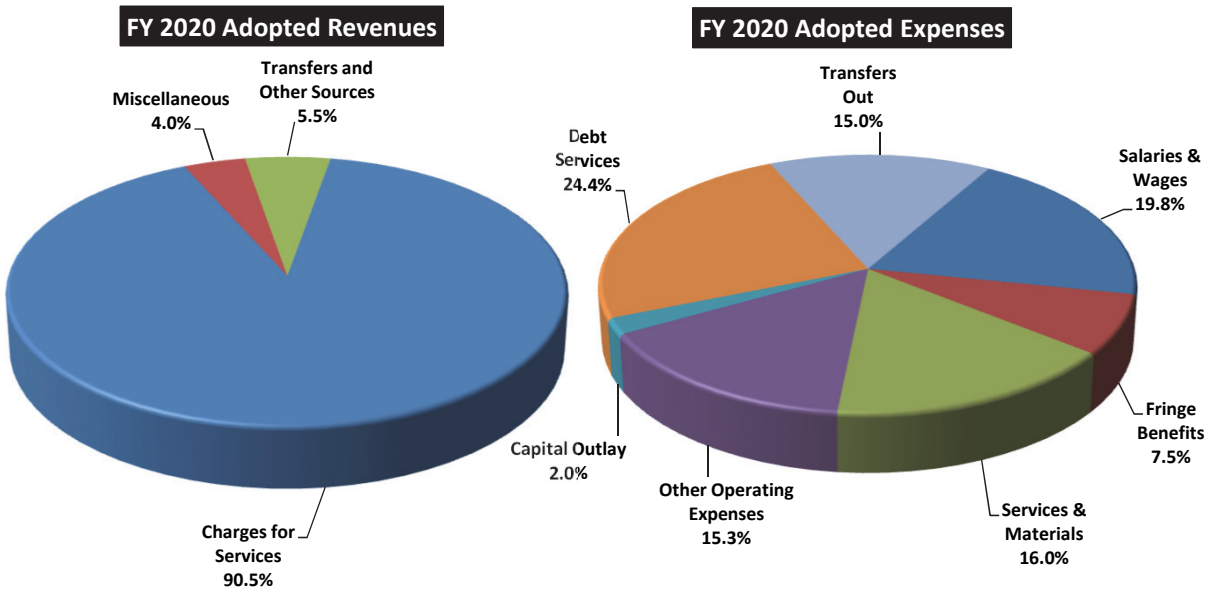



**FY 2020 Adopted Expenses**



# Water and Sewer Fund

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charges for Services | $ 107,938,909 | 114,783,576 | 116,729,122 | 116,467,439 | 1,683,863 |
| Miscellaneous | 5,137,848 | 4,078,850 | 4,409,639 | 5,139,437 | 1,060,587 |
| Transfers and Other Sources | 1,208,515 | - | 448,916 | 7,132,056 | 7,132,056 |
| **Total Revenues** | **114,285,272** | **118,862,426** | **121,587,677** | **128,738,932** | **9,876,506** |
| **EXPENDITURES** | | | | | |
| Salaries & Wages | 21,355,228 | 22,677,676 | 21,676,570 | 25,412,519 | 2,734,843 |
| Fringe Benefits | 7,970,318 | 8,347,865 | 8,217,382 | 9,614,194 | 1,266,329 |
| Services & Materials | 18,935,722 | 20,783,375 | 21,262,337 | 20,634,596 | (148,779) |
| Other Operating Expenses | 27,573,956 | 24,409,028 | 24,428,667 | 19,743,682 | (4,665,346) |
| Capital Outlay | 7,050,953 | 3,881,255 | 3,897,201 | 2,633,105 | (1,248,150) |
| Debt Services | 27,872,431 | 31,322,937 | 31,322,937 | 31,327,409 | 4,472 |
| Transfer Out to Other Funds | 2,000,000 | 355,748 | 355,748 | - | (355,748) |
| Transfer Out to Fund Balance | - | 4,965,053 | - | 17,233,146 | 12,268,093 |
| Transfer Out to Special Obligation | 2,117,027 | 2,119,489 | 2,119,489 | 2,140,281 | 20,792 |
| Transfer Out to Water & Sewer Capital | 10,691,417 | - | - | - | - |
| **Total Expenses** | **125,567,052** | **118,862,426** | **113,280,331** | **128,738,932** | **9,876,506** |
| **Surplus/(Deficit)** | **$ (11,281,780)** | **-** | **8,307,346** | **-** | **-** |
| **Changes in Available Net Position** | | | | | |
| Beginning Net Position | 14,282,587 | 3,000,807 | 3,000,807 | 11,308,153 | 8,307,346 |
| Ending Net Position | 3,000,807 | 7,965,860 | 11,308,153 | 28,541,299 | 20,575,439 |
| **Net Change** | **$ (11,281,780)** | **4,965,053** | **8,307,346** | **17,233,146** | **12,268,093** |



# Long-Term Debt Obligations

## FOR THE 12 MONTH PERIOD ENDING SEPTEMBER 30, 2019

| DETAIL | | Beginning 09/30/2019 | FY 2019 Additions | FY 2019 Principal Payment | Ending 09/30/2019 | FY 2020 Additions | FY 2020 Principal | FY 2020 Interest | FY 2020 Requirement |
|---|---|---|---|---|---|---|---|---|---|
| **Governmental Activities** | | | | | | | | | |
| **General Obligation Bonds** | | | | | | | | | |
| Fund 236 | 2011A | 16,735,000 | - | (480,000) | 16,255,000 | - | 495,000 | 656,025 | 1,151,025 |
| Fund 236 | 2015 | 13,540,000 | - | (575,000) | 12,965,000 | - | 595,000 | 464,900 | 1,059,900 |
| Fund 236 | 2019* | - | - | - | - | 100,000,000 | 1,095,000 | 2,560,933 | 3,655,933 |
| Fund 236 | 2020* | - | - | - | - | 80,000,000 | 875,000 | 2,048,767 | 2,923,767 |
| | | 30,275,000 | - | (1,055,000) | 29,220,000 | 180,000,000 | 3,060,000 | 5,730,625 | 8,790,625 |
| **Special Obligation Bonds (Pension Obligation)** | | | | | | | | | |
| Fund 237 | 2012 | 243,605,000 | - | (16,680,000) | 226,925,000 | - | 17,565,000 | 9,311,114 | 26,876,114 |
| | | 243,605,000 | - | (16,680,000) | 226,925,000 | - | 17,565,000 | 9,311,114 | 26,876,114 |
| **Special Obligation Bonds (Undergrounding Assessment)** | | | | | | | | | |
| Fund 237 | 2020* | - | - | - | - | 7,000,000 | - | 143,950 | 143,950 |
| | | - | - | - | - | 7,000,000 | - | 143,950 | 143,950 |
| **Special Obligation Loans** | | | | | | | | | |
| Fund 243 | 2010A | 2,524,100 | - | (1,246,900) | 1,277,200 | - | 1,277,200 | 31,036 | 1,308,236 |
| Fund 243 | 2010B | 3,708,300 | - | (890,900) | 2,817,400 | - | 914,600 | 74,943 | 989,543 |
| Fund 243 | 2011A | 4,711,000 | - | (463,000) | 4,248,000 | - | 477,000 | 119,483 | 596,483 |
| Fund 243 | 2011B | 391,000 | | (391,000) | | - | | | |
| | | 11,334,400 | - | (2,991,800) | 8,342,600 | - | 2,668,800 | 225,462 | 2,894,262 |
| **Tax increment Revenue** | | | | | | | | | |
| Fund 288 | 2015** | 5,981,000 | - | (669,000) | 5,312,000 | - | 690,000 | 157,544 | 847,544 |
| | | 5,981,000 | - | (669,000) | 5,312,000 | - | 690,000 | 157,544 | 847,544 |
| **Lease Purchase Agreements** | | | | | | | | | |
| Fund 581 | 2015 | 956,312 | - | (472,510) | 483,802 | - | 483,803 | 11,563 | 495,366 |
| Fund 581 | 2017 | 5,537,024 | - | (867,474) | 4,669,550 | - | 888,900 | 115,338 | 1,004,238 |
| Fund 001 | 2017 | 660,192 | - | (46,458) | 613,734 | - | 49,054 | 12,140 | 61,194 |
| | | 7,153,528 | - | (1,386,442) | 5,767,086 | - | 1,421,757 | 139,041 | 1,560,798 |
| **Total Governmental** | | **298,348,928** | **-** | **(22,782,242)** | **275,566,686** | **187,000,000** | **25,405,557** | **15,707,736** | **41,113,293** |

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

***As of September 30, 2019 the Community Redevelopment Agency (CRA) did not receive a reimbursement from the South Florida Regional Transportation Authority (SFRTA) for the WAVE Streetcar. Therefore the CRA is now obligated to make the 2015 TIR Loan payment in November and a budget amendment was presented to the City Commisision on October 2, to Amend the Adopted Budget to cover this required loan payment.*

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Business-Type Activities** | | | | | | | | | |
| **Water & Sewer Revenue Bonds** | | | | | | | | | |
| Fund 450 | 2012 | 48,443,109 | - | (2,768,450) | 45,674,659 | - | 2,911,646 | 1,881,985 | 4,793,631 |
| Fund 451 | 2012 | 2,301,891 | - | (131,550) | 2,170,341 | - | 138,354 | 89,427 | 227,781 |
| Fund 450 | 2014 | 121,520,000 | - | (1,975,000) | 119,545,000 | - | 2,060,000 | 5,276,500 | 7,336,500 |
| Fund 450 | 2016 | 136,694,810 | - | (6,732,076) | 129,962,734 | - | 7,088,969 | 4,331,425 | 11,420,394 |
| Fund 451 | 2016 | 3,105,190 | - | (152,924) | 2,952,266 | - | 161,031 | 98,393 | 259,424 |
| 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 |
| | | 508,100,000 | - | (11,760,000) | 496,340,000 | - | 12,360,000 | 19,363,530 | 31,723,530 |
| **State Revolving Fund Loans** | | | | | | | | | |
| Fund 450 | WW47440S | 7,638,937 | - | (883,874) | 6,755,063 | - | 903,281 | 142,615 | 1,045,896 |
| Fund 450 | WW474410 | 19,399,477 | - | (1,851,419) | 17,548,058 | - | 1,893,738 | 388,520 | 2,282,258 |
| Fund 451 | WW474410 | 4,849,869 | - | (462,855) | 4,387,014 | - | 473,435 | 97,130 | 570,565 |
| Fund 451 | WW474420 | 5,564,318 | - | (502,331) | 5,061,987 | - | 513,646 | 110,528 | 624,174 |
| | | 37,452,601 | - | (3,700,479) | 33,752,122 | - | 3,784,100 | 738,793 | 4,522,893 |

# Long-Term Debt Obligations

## FOR THE 12 MONTH PERIOD ENDING SEPTEMBER 30, 2019

| DETAIL | Beginning 09/30/2019 | FY 2019 Additions | FY 2019 Principal Payment | Ending 09/30/2019 | FY 2020 Additions | FY 2020 Principal | FY 2020 Interest | FY 2020 Requirement |
|---|---|---|---|---|---|---|---|---|
| **Business-Type Activities (continued)** | | | | | | | | |
| **Lease Purchase Agreements** | | | | | | | | |
| Fund 461 2017 | 1,267,220 | - | (89,175) | 1,178,045 | - | 94,157 | 23,302 | 117,459 |
| | 1,267,220 | - | (89,175) | 1,178,045 | - | 94,157 | 23,302 | 117,459 |
| **2017 Parking Line of Credit** | | | | | | | | |
| Fund 461 2017 | 59,000 | 6,959,919 | - | 7,018,919 | - | 7,018,919 | 184,780 | 7,203,699 |
| | 59,000 | 6,959,919 | - | 7,018,919 | - | 7,018,919 | 184,780 | 7,203,699 |
| **Total Business-Type Activiti** | **546,878,821** | **6,959,919** | **(15,549,654)** | **538,289,086** | **-** | **23,257,176** | **20,310,405** | **43,567,581** |
| **Total All Activities** | **845,227,749** | **6,959,919** | **(38,331,896)** | **813,855,772** | **187,000,000** | **48,662,732** | **36,018,141** | **84,680,874** |

The debt levied is attributable to the City's 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 will come from future revenues. The City's maximum debt service policy was previously $750 per capita (population 170,000); however, staff is currently reviewing this policy to determine the appropriate maximum level of debt for the City. In FY 2015, a partial refinancing of the 2006 and 2008 Water & Sewer Revenue Bonds was issued without increasing the City's total debt. The Community Redevelopment Agency (CRA) issued Tax Increment Financing Revenue Notes through bank financing of $7,603,000.

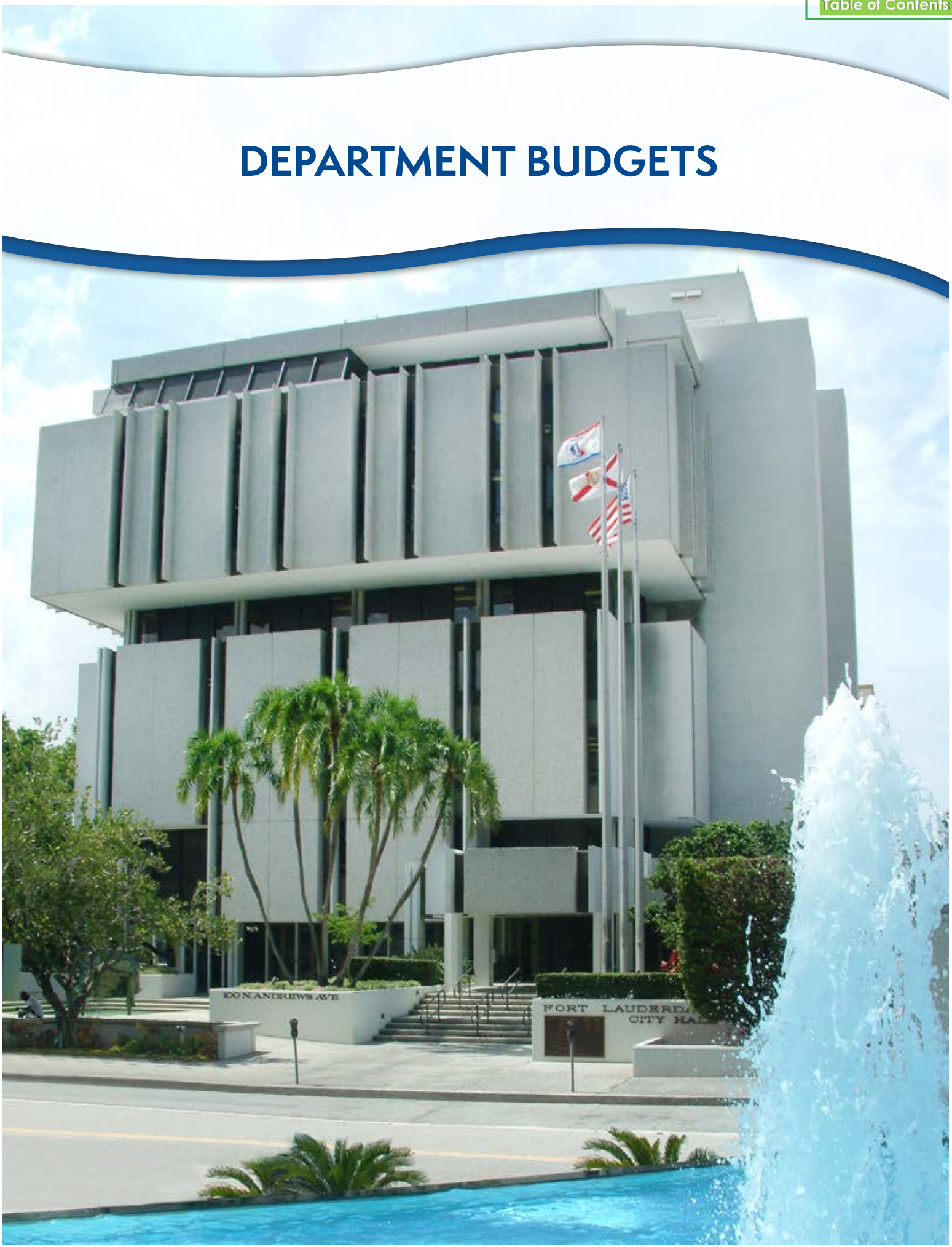
In August 2017 the City entered into a seven-year lease agreement with Motorola Solutions for public safety radio equipment for $6,383,587. The lease carries an interest rate of 2.470% with annual payments of principal and interest. The lease qualifies as capital leases for accounting purposes and, therefore has been recorded at the present value of the future lease payments as of the inception date in the Central Services Fund. The capital assets and depreciation thereon acquired under the lease is also accounted for in the Central Services Fund. As of September 30, 2018, the City's liability for this lease totaled $5,537,024.

On November 21, 2017, the City entered into an agreement with Regions Capital Advantage, Inc. in the form of a non-revolving line of credit not to exceed the amount of $13,000,000 for the purpose of funding a portion of the Las Olas Parking Garage Project. The interest rate on the Non-Revolving Credit Note is subject to change based the One-Month LIBOR for the applicable Interest Period.

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.

CITY OF FORT LAUDERDALE

# DEPARTMENT BUDGETS



# Charter Office and Department Descriptions

This section details the offices and departments that make up the City of Fort Lauderdale governmental structure. The City government is organized into five charter offices and nine operating departments along functional lines. This section provides an overview of each of the component units including the departmental organizational chart, division descriptions, FY 2019 major accomplishments, FY 2020 major projects and initiatives, select performance measures, and departmental financial summaries. Below is a brief description of the Charter Offices and each department that will be highlighted in the Department Budget section.

## Charter Offices

The Charter Offices are comprised of the City Commission, City Attorney, City Auditor, City Clerk, and City Manager. The City Commission operates under the Commission-Manager form of government. The City Commission sets the policies for the effective operation of the city. The City Attorney's Office provides high quality, professional, timely, and cost-effective legal and risk management services. The main focuses of the office are to protect the interests of the city, minimize future legal problems, and ensure compliance with city, State, and Federal laws. The City Auditor provides an independent, objective, and comprehensive auditing program of city operations. The City Clerk's Office serves as custodian of all records of an official character pertaining to the affairs of the city including documentation filed for compliance with state and county ethics laws and ensures public accessibility; supports the City Commission in administrative matters; supervises municipal elections; and directs the City's records management program.

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 leadership team includes one Deputy City Manager, one Assistant City Manager, the Divisions of Budget/CIP and Grants, Housing and Community Development, Neighbor Support, Office of Professional Standards, Strategic Communications, Nighttime Economy, Real Estate, and Structural Innovation. The City Manager's Office is committed to developing a culture of innovation by integrating strategic management and best practices into government operations. By doing so the organization continually improves performance, maximizes efficiencies, and creates value for the tax dollar. The City Manager's Office oversees a Management Fellows program through a partnership with the International City/ County management Association (ICMA); to benefit from preeminent academic education of recent Masters in Public Administration graduates. 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 innovation delivery of services to our neighbors, guests, and community stakeholders.

WE BUILD COMMUNITY

# Charter Office and Department Descriptions

## Community Redevelopment Agency




The mission of the Fort Lauderdale Community Redevelopment Agency (CRA) is to enhance the quality of life in three target areas: Central Beach, Northwest-Progresso-Flagler Heights, and Central City. Each target area established an advisory board in 1989, 1995, and 2012, respectively to support the overall CRA mission and enrich the community. The CRA designs and implements strategic community redevelopment plans to expand economic opportunities and foster dynamic commercial and residential environments. CRA also leverages resources and establishes partnerships with organizations that can help further its mission and improve neighbor quality of life.

To cultivate positive redevelopment, the CRA orchestrates orderly and progressive business development initiatives, facilitates infrastructure and other public improvements to stimulate private investment, encourages the creation of affordable housing, and produces events and seminars that foster economic development with the purpose of building a sense of community.

## Finance Department




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 our neighbors' trust and provide best value to the City. The department is a valuable internal financial resource to all City departments, and strives to provide excellent service to investors and other entities conducting financial and purchasing transactions in accordance with accounting and procurement standards for state and local governments. To achieve its mission, the Finance Department provides services through the functions of financial administration, utility billing and collection, accounting and financial reporting, treasury, and procurement services. As an integral Internal Support partner, Finance ensures all City departments follow sound fiscal management procedures, and the fair, open, and transparent procurement of goods and services, thereby allowing the City to obtain fiscal efficiencies, while maximizing resources and lessening financial burdens.

# Charter Office and Department Descriptions

## Fire-Rescue Department




The Fort Lauderdale Fire-Rescue Department, established in 1912, provides fire rescue and emergency management services to the neighbors and visitors of the City of Fort Lauderdale, the City of Wilton Manors, and the Town of Lazy Lake. The department operates 11 fire stations, and is the busiest city in Broward County, responding to over 53,000 calls for service annually. The department utilizes highly trained special operations teams, including Hazardous Materials, Technical Response, Dive Rescue, Marine Rescue, Special Weapons and Tactics (SWAT) Medical, and Aircraft Rescue Firefighting (ARFF). The department utilizes its own advanced medical protocols, such as induced hypothermia (ICE alert) and a STEMI program. The department also conducts fire prevention inspections on new and existing commercial properties and multi-family occupancies, reviews commercial building plans for fire code compliance, and investigates fire origin and cause. The department's Ocean Rescue division staffs 20 lifeguard towers seven days a week protecting over 3.5 million neighbors annually. The department leads emergency management planning, the Emergency Operations Center (EOC) and the Community Emergency Response Teams.

## Human Resources Department




The Human Resources Department partners with City departments to hire, train, and retain a qualified and diverse professional workforce for the delivery of excellent services to the community. The department maintains all citywide personnel policies, rules, regulations, and work-place safety standards, and administers the compensation and employment benefits to all City staff. Human Resources represents the City during collective bargaining discussions and union grievance hearings.

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. It fosters the development of future workers by administering the Kids and the Power of Work (KAPOW) Program and the Summer Youth Employment Program (SYEP) with Workforce One, and also partners with local institutions of higher education for continual employee development. As part of the Internal Support Platform, Human Resources supports departments to ensure a qualified and well-trained workforce.

## Information Technology Services Department




The Information Technology Services (ITS) Department is a centralized service department that provides technical resources (support, software, hardware, services, direction, and leadership) to the various departments of the City of Fort Lauderdale. The ITS Department delivers customer support, provides computers, telephones, radios, intranet, internet, email, wireless communications, web-site, business software applications, desktop software applications, and training. The ITS group is responsible for all system implementations, security, and the tactical and strategic planning for technology solutions and services to support City functions and service delivery to our neighbors.

# Charter Office and Department Descriptions

## Parks and Recreation Department




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 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 dance, soccer, football, and swimming. There are new parks and expanded green space that contribute to the City's aesthetic enhancement and livability. The department is one of 136 agencies in the country with national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA). This prestigious designation confirms our City's commitment to providing neighbors with quality parks and recreation programming and 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. The department's divisions include Administration, Cemeteries, Facilities Maintenance, Marine Facilities, Parks, Recreation, and Sanitation Services. Parks and Recreation produces award winning special events that build community, enrich lives, and showcase the City's best attributes. Sponsorship and promotion of new, high visibility events have been pivotal in attracting tourists, residents of surrounding cities, and neighbors to downtown Fort Lauderdale and the beach.

## Police Department




The Police Department is comprised of the Operations, Investigations, and Support Services Bureaus. The department employs a collaborative policing philosophy that leverages cross-sector partnerships with our neighbors to reduce crime and improve the quality of life. It champions community engagement via various activities ranging from youth mentoring programs to assigning an officer to each of the City's civic associations. The department also uses data driven performance measurement to guide its proactive crime solving strategies and Vision Zero objectives. The department supports the Public Safety Cylinder of Excellence and is fully accredited by the Commission for Florida Law Enforcement Accreditation.

# Charter Office and Department Descriptions

## Public Works Department




The Public Works Department is made up of four divisions: Engineering, Sustainability, Utilities, and Administrative/Strategic Support. The divisions are comprised of more than 400 full-time community builders 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 distribution and collection system, maintenance of the City's stormwater operations, project management, (directly responsible for over 150 projects totaling more than 120 million dollars for fiscal year 2015), operation and management of the City's 24-hour customer service center, fleet management, management of the City's contract for solid waste and recycling, and ensuring environmental and regulatory affairs compliance. While providing all of these critical services, the department strives to operate sustainably, with a key focus on climate resiliency, not just for today, but for future generations as well.

## Sustainable Development Department







The Department of Sustainable Development is a multi-disciplinary department consisting of four divisions: Building Services, Code Compliance, Economic and Community Investment, and Urban Design and Planning. Sustainable Development 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 provides business liaison functions to the community by focusing on job growth and business attraction, retention, and expansion activities. To improve the overall welfare and appearance of the community, the department conducts code compliance by encouraging voluntary compliance and prompt corrections. The department issues building permits and conducts inspections to ensure safe and quality construction through the Florida Building Code.

## Transportation and Mobility Department










The Transportation and Mobility Department was formed in 2011 to strategically elevate transportation planning and policy in order to combine all modes of transportation within the City under one umbrella: Parking Services, Executive Airport, and Transportation, as well as support of the Transportation Management Association's (TMA) Sun Trolley community bus system. The department is focused on transforming the City into a vibrant multimodal community, in alignment with the community's 2035 Vision Plan. The Complete Street policy, Connecting the Blocks program, and Vision Zero are the start of building a safe, citywide network for pedestrians, cyclists, vehicles, trains, and public transit.

CITY OF FORT LAUDERDALE

# CHARTER OFFICES



# City Attorney's Office

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 30.0***

**ADMINISTRATION - 3**

| | |
|---|---|
| City Attorney | 1 |
| Law Office Manager | 1 |
| Legal Administrative Assistant | 1 |

**CITY PROSECUTORS - 5**

| | |
|---|---|
| Assistant City Attorney III | 1 |
| Assistant City Attorney II | 1 |
| Senior Legal Assistant | 1 |
| Legal Assistant | 2 |

**LITIGATION SERVICES - 8**

| | |
|---|---|
| Assistant City Attorney III | 2 |
| Assistant City Attorney II | 2 |
| Paralegal | 2 |
| Senior Legal Assistant | 2 |

**GENERAL GOVERNMENT - 11**

| | |
|---|---|
| Senior Assistant City Attorney | 1 |
| Assistant City Attorney III | 3 |
| Assistant City Attorney II | 1 |
| Paralegal | 2 |
| Senior Legal Assistant | 4 |

**POLICE LEGAL SERVICES - 3**

| | |
|---|---|
| Assistant City Attorney III | 1 |
| Senior Legal Assistant | 1 |
| Paralegal | 1 |

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

Note: City Attorney III moved to the Other General Governmental - Community Redevelopment Agency but reports to the City Attorney's Office

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 32.6 | 30.0 | -2.6 |

# City Attorney's Office

## Division Description

The City Attorney's Office responds to the City Commission, all city departments, municipal officials, and city advisory boards on legal questions, issues, and requests for information that arise during the course of each business day. In doing so, the City Attorney's Office provides high quality, professional, timely, and cost-effective legal and risk management services. The main focuses of the office are to protect the interests of the city, minimize future legal problems, and ensure compliance with city, State, and Federal laws.

## Core Services

- Advises and assists city staff and the City Commission on various legal issues.
- Prosecutes violations of city ordinances.
- Prosecutes forfeiture actions and generate revenues for the Forfeiture Confiscation Trust Fund.
- Represents the city as trial and appellate counsel in litigation matters.
- Advises and responds to questions and issues pertaining to the standards of conduct for public officers and employees.
- 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.

# City Attorney's Office - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 4,882,134 | 5,597,121 | 5,157,484 | 5,669,895 | 72,774 | 1.3% |
| **Total Funding** | **4,882,134** | **5,597,121** | **5,157,484** | **5,669,895** | **72,774** | **1.3%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| City Attorney | 4,882,134 | 5,597,121 | 5,157,484 | 5,669,895 | 72,774 | 1.3% |
| **Total Expenditures** | **4,882,134** | **5,597,121** | **5,157,484** | **5,669,895** | **72,774** | **1.3%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 3,984,516 | 4,554,279 | 4,128,336 | 4,417,885 | (136,394) | (3.0%) |
| Operating Expenses | 897,618 | 1,042,842 | 1,029,148 | 1,252,010 | 209,168 | 20.1% |
| **Total Expenditures** | **$ 4,882,134** | **5,597,121** | **5,157,484** | **5,669,895** | **72,774** | **1.3%** |
| *Full Time Equivalents (FTEs)* | *32.6* | *32.6* | *32.6* | *30.0* | *(2.6)* | *(8.0%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Elimination of one (1) Legal Fellow, one (1) part time Senior Legal Assistant, and one (1) Assistant City Attorney III position | $ (242,124) |

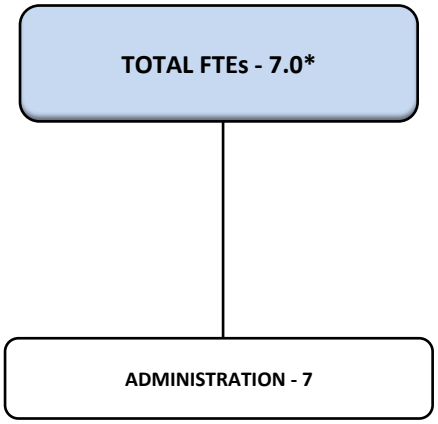
**Operating Expenses**

| | |
|---|---|
| Increase to consolidate outside legal contracts into the City Attorney's Office | 250,000 |
| Decrease in funding for one-time furniture replacement | (26,511) |
| Decrease in other insurance charges | (21,119) |

CITY OF FORT LAUDERDALE

# City Auditor's Office

## FY 2020 Adopted Budget Organizational Chart




| | |
|---|---|
| City Auditor | 1 |
| Assistant City Auditor III | 2 |
| Assistant City Auditor II | 3 |
| Assistant to the Director | 1 |

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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 7.0 | 7.0 | 0.0 |

# City Auditor's Office

## Division 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, 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 an additional 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

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 1,255,591 | 1,482,051 | 1,488,922 | 1,605,725 | 123,674 | 8.3% |
| **Total Funding** | **1,255,591** | **1,482,051** | **1,488,922** | **1,605,725** | **123,674** | **8.3%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| City Auditor | 1,255,591 | 1,482,051 | 1,488,922 | 1,605,725 | 123,674 | 8.3% |
| **Total Expenditures** | **1,255,591** | **1,482,051** | **1,488,922** | **1,605,725** | **123,674** | **8.3%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,079,129 | 1,239,176 | 1,270,863 | 1,373,811 | 134,635 | 10.9% |
| Operating Expenses | 176,462 | 242,875 | 218,059 | 231,914 | (10,961) | (4.5%) |
| **Total Expenditures** | **$ 1,255,591** | **1,482,051** | **1,488,922** | **1,605,725** | **123,674** | **8.3%** |
| *Full Time Equivalents (FTEs)* | *6.0* | *7.0* | *7.0* | *7.0* | - | *0.0%* |

**FY 2020 Major Variances**

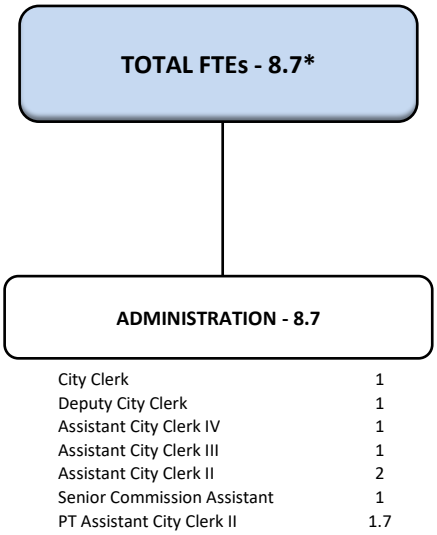
**Personal Services**

| | |
|---|---|
| Increase for wage adjustments | $ 106,393 |

CITY OF FORT LAUDERDALE

# City Clerk's Office

## FY 2020 Adopted Budget Organizational Chart




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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 7.7 | 8.7 | 1.0 |

# City Clerk's Office

## Division Description

The City Clerk's Office serves as custodian of all records of an official character pertaining to the affairs of the city including documentation filed for compliance with state and county ethics laws and ensures public accessibility; 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 agendas.
- Assists departments and appointed boards with proper conduct of public meetings.
- Administers records management program.
- Publishes and posts public notices.
- Facilitates City Commission's appointments to boards and committees.
- Oversees registration of lobbyist and public accessibility to required filing of ethics documentation.
- Supports the City Commission in conducting public hearings.
- Oversees municipal elections.
- Maintains official records.

# City Clerk's Office - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 1,659,142 | 1,148,738 | 1,470,168 | 1,329,060 | 180,322 | 15.7% |
| **Total Funding** | **1,659,142** | **1,148,738** | **1,470,168** | **1,329,060** | **180,322** | **15.7%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| City Clerk | 1,659,142 | 1,148,738 | 1,470,168 | 1,329,060 | 180,322 | 15.7% |
| **Total Expenditures** | **1,659,142** | **1,148,738** | **1,470,168** | **1,329,060** | **180,322** | **15.7%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 769,506 | 830,786 | 833,393 | 982,806 | 152,020 | 18.3% |
| Operating Expenses | 889,636 | 317,952 | 636,775 | 346,254 | 28,302 | 8.9% |
| **Total Expenditures** | **$ 1,659,142** | **1,148,738** | **1,470,168** | **1,329,060** | **180,322** | **15.7%** |
| *Full Time Equivalents (FTEs)* | *7.4* | *7.7* | *7.7* | *8.7* | *1.0* | *0.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Addition of one (1) Senior Commission Assistant position | $ 124,157 |

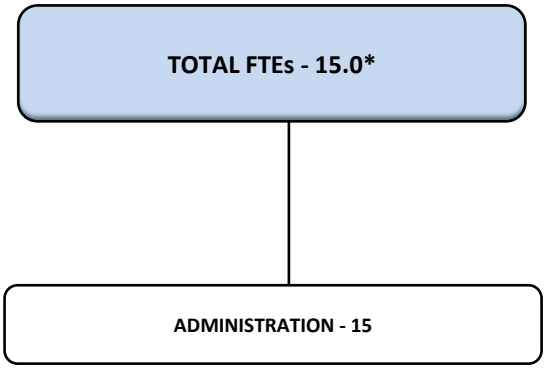
**Operating Expenses**

| | |
|---|---|
| Increase for audio/visual upgrades to 8th floor conference room | 30,000 |

CITY OF FORT LAUDERDALE

# Office of the Mayor and City Commission

## FY 2020 Adopted Budget Organizational Chart




| | |
|---|---|
| Mayor | 1 |
| City Commissioner | 4 |
| Principal Commissioner Assistant - Mayor | 1 |
| Principal Commission Assistant | 3 |
| Senior Commission Assistant | 1 |
| Administrative Aide | 5 |

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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 12.0 | 15.0 | 3.0 |

# Office of the Mayor and the City Commission

## Division Description

The City Commission operates under the Commission-Manager form of government. The Mayor is elected at-large, and the four commissioners are elected by 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 commission staff.
- Provides leadership and direction for the city's future.
- Assures the present and future fiscal integrity of the city.
- Provides prompt and courteous responses to neighbor concerns.
- Adopts the Annual Budget.

# Office of the Mayor and City Commission - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 1,411,158 | 1,387,922 | 1,430,629 | 1,602,783 | 214,861 | 15.5% |
| **Total Funding** | **1,411,158** | **1,387,922** | **1,430,629** | **1,602,783** | **214,861** | **15.5%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| City Commission | 1,411,158 | 1,387,922 | 1,430,629 | 1,602,783 | 214,861 | 15.5% |
| **Total Expenditures** | **1,411,158** | **1,387,922** | **1,430,629** | **1,602,783** | **214,861** | **15.5%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,207,802 | 1,152,197 | 1,194,904 | 1,342,496 | 190,299 | 16.5% |
| Operating Expenses | 203,356 | 235,725 | 235,725 | 260,287 | 24,562 | 10.4% |
| **Total Expenditures** | **$ 1,411,158** | **1,387,922** | **1,430,629** | **1,602,783** | **214,861** | **15.5%** |
| *Full Time Equivalents (FTEs)* | *12.0* | *12.0* | *12.0* | *15.0* | *3.0* | *25.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Addition of five (5) new Administrative Aide positions | $ 292,915 |
| Reduction of one (1) Commission Assistant Coordinator position and transfer of one (1) Senior Commission Assistant position to the City Clerk's Office | (249,905) |
| Increase for wage adjustments | 37,628 |

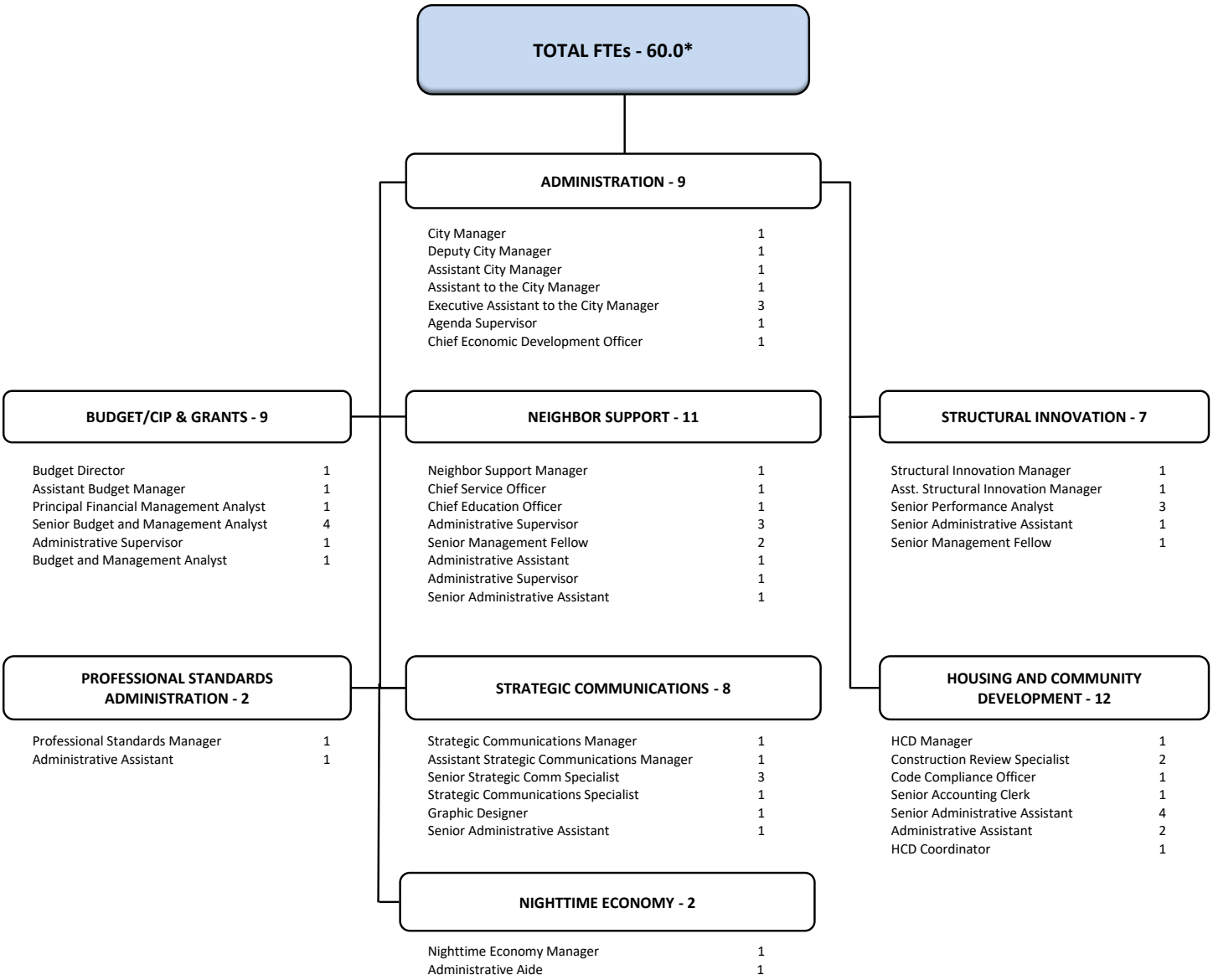
**Operating Expenses**

| | |
|---|---|
| Increase for office equipment purchases for new positions | 25,000 |

CITY OF FORT LAUDERDALE

# City Manager's Office

## FY 2020 Adopted Budget Organizational Chart




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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 60.0 | 60.0 | 0.0 |

# City Manager's Office

## Structural Innovation

### Division Description

The Structural Innovation Division of the City Manager's Office is responsible for managing and coordinating the City's ISO 9001:2015 certified quality management system, FL$^2$STAT, which focuses on continuous exponential improvement and the delivery of quality services. FL$^2$STAT is comprised of a variety of Citywide initiatives crossing all departments, such as the City's Vision and Strategic Plan, the annual budget narrative, process improvement projects, performance management and data analytics, ISO 9001 certification, annual neighbor survey, strategic initiative teams, and the City Commission's Annual Action Plan. The division focuses on creating a cross-functional culture where departments collaborate to efficiently address key areas for improvement and streamline processes and structure. The Structural Innovation Division is a dedicated resource to all departments in the City to provide training, coordination, guidance, and support.

### FY 2019 Major Accomplishments

- Coordinated and completed *Press Play Fort Lauderdale 2024*, the City's updated five-year strategic plan.
- Completed a six month open data pilot program to determine an appropriate open data platform to share data sets both internally and with the public. This was an essential step in establishing an Open Data Program for the City.
- Partnered with other City Manager's Office divisions and the Human Resources Department to champion the development of an enhanced orientation for new employees and the implementation of organization-wide values.
- Received the ICMA Certificate of Performance Management Award for the City's performance management program for the fifth consecutive year with an Excellence rating the past three years.
- Participated in the Florida Benchmarking Consortium (FBC) benchmarking program to compare performance with other municipalities and counties across the State of Florida.
- Led departments through the ISO 9001:2015 re-certification audit to maintain the ISO 9001:2015 certification with zero audit findings.
- Launched a Special Neighbor Survey focused on transportation, homelessness, and public education. First launched in Fiscal Year 2017, the continuation of the Special Neighbor Survey provides departments with additional information to implement programs focused on addressing Neighbors' concerns. The survey provides an opportunity for departments to benchmark and measure the success of existing programs against the previous year's results.

# City Manager's Office

## Structural Innovation, continued

### FY 2020 Major Projects and Initiatives

- Implement and expand the City's open data platform to facilitate the publication of datasets. The Open Data program will facilitate communication and collaboration with the public and among City departments, improving the City's ability to deliver quality services to the community.
- Continue to integrate the City's values of integrity, compassion, accountability, respect, and excellence into the organization's processes, policies, and procedures.
- Enable and support employees with LEAN Green Belt training to affect change and increase efficiency through localized process improvements focused on waste reduction.
- Facilitate cross-departmental process improvement projects and activities using LEAN techniques. The focus of the process improvement projects is to develop, implement and maintain better and more efficient solutions to existing processes and to identify, develop, and implement new processes as needed.
- Actively seek out participation and engagement opportunities with leading professional organizations and other municipalities to further the City's innovative culture and to ensure Fort Lauderdale stays on the cutting edge of government transformation and innovation.

# City Manager's Office

## Structural Innovation, continued

### Department Core Processes and Performance Metrics

INTERNAL SUPPORT

**STRATEGIC 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.**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Coordinate the City's Quality Management System (QMS) | Percent of Areas for Improvement (AFI) that have been implemented | 48% | 50% | 75% | 67%[1] | 75% |
| | Ratio of Open AFI's to Closed AFI's | 17:6 | 38:18** | 5:7 | 18:41 | 5:7 |
| | Number of external audit findings | 0 | 0 | 0 | 0 | 0 |
| Foster and coordinate a process improvement program (PIP) | Number of Innovations made through the PIP Academy | 0 | 9 | 24 | 1 | 24 |
| | Number of Employees that have completed Lean Green Belt Training | 36 | 0 | 48 | 1 | 48 |
| | Number of Employees that have completed Lean Black Belt Training | *** | 0 | 36 | 0 | 36 |

***Data correction*

**** New measure, historical information not available*

*[1]This value represents the percent of Areas for Improvement (AFI) that were implemented during the last year. However, 23 AFIs were also closed during this period. A closed status indicates an AFI has been implemented and demonstrates an effective and sustainable improvement. Closed AFIs are not included in the calculation for this measure.*

# City Manager's Office

## Strategic Communications

### Division Description

The Strategic Communications Office oversees the City's internal and external communication initiatives. The division educates and informs neighbors, visitors, businesses and City employees about City programs, services and events. Using targeted communication campaigns, Strategic Communications engages the community in the governmental process, facilitates transparency, enhances tourism, supports local industries, stimulates redevelopment, meets regulatory requirements, promotes business attraction and retention, and increases participation in City programs and activities to generate additional revenue, improve services and strengthen quality of life. Strategic Communications builds community through special events and activities that promote a positive image, generate media attention, heighten awareness and visibility, stimulate business activity and tourism, foster economic vitality, and encourage healthy, active lifestyles.

### FY 2019 Major Accomplishments

- Managed and implemented an informational and educational campaign to gain voter support for the passage of a $100 million public safety bond, a $200 million parks bond, and amendments to the City's Charter. The public safety bond was approved by 63% of voters; the parks bond was approved by 60% of voters; and the charter amendments were approved by 66% of voters.
- Coordinated communications and outreach for the implementation of Fort Lauderdale's first citywide dockless mobility program. Worked extensively with the Transportation and Mobility Department, City Manager, City Attorney, and Police Department to implement ongoing messaging emphasizing safety, rules and regulations, and procedures during high impact events.
- Produced, promoted, coordinated and supported numerous annual signature citywide events to build community and enhance quality of life including: Neighbor Support Night, Light Up Sistrunk, Downtown Countdown, State of the City, St. Patrick's Parade and Festival, Great American Beach Party, Fort Lauderdale Cares Day, Light Up the Galt, Community Appearance Awards, and others.
- Produced, promoted, coordinated more than 50 citywide events, ribbon-cuttings and groundbreakings to build community and enhance quality of life including: Las Olas Beach Park Garage, Fire Rescue Station 54 and Fire Rescue Station 8, Fort Lauderdale Aquatic Complex, Lockhart Stadium, Edgewood Entryway Signs, Household Hazardous Waste Drop-off Events, Tree Giveaways, Resiliency Open House, and others.
- Developed and implemented public outreach campaigns for numerous capital investment, infrastructure, sustainability and quality of life initiatives including: Las Olas Beach Park Project, King Tides, Sistrunk Boulevard 30" force main, More Flavor Less Plastic, Cordova Road Seawall, BEAMS Business Academy, Vision Zero, Neighbor Leadership Academy, Conservation Pays, Vacant Lot Registration, Backflow Prevention, Inflow and Infiltration, repairs to our existing water, stormwater, and sewer systems.
- Developed and implemented outreach campaigns and training programs to encourage use of digital tools to raise awareness and keep neighbors informed of citywide events, initiatives and services including Lauderserv, LauderStreet, Passport Parking, the City of Fort Lauderdale website, Nextdoor, Constant Contact, and social media platforms including Twitter, Facebook, Instagram and YouTube.

# City Manager's Office

## Strategic Communications, continued

- Coordinated five citywide Telephone Town Hall Meetings, prepared background and informational materials for each meeting; promoted the meetings through the City website and monthly newsletter, social media, fliers, and other materials to garner participation from more than 15,000 neighbors.
- Produced and/or supported drafting, design, layout and printing of numerous policy documents, recruiting materials, award applications, brochures and trade show displays including: The Annual Operating Budget, Comprehensive Annual Financial Report, CRA Annual and Financial Reports, Popular Annual Financial Report, Annual Water Quality Report, Annual Bondholder Report, Job Fair ads and fliers, as well as giveaway items, internal newsletters, presentations and templates.
- Coordinated compliance with regulatory requirements by issuing news releases and announcements including Boil Water Notices, No Recreational Use of Waterway and Lift Notices when laboratory testing shows water meets regulatory requirements.
- Coordinated public outreach and awareness campaign in conjunction with Red Tide, including informational materials and signage; participated in daily conference calls and coordinated press conference to provide status and response update.
- Developed, promoted and supported implementation of citywide initiatives including Classification and Compensation Study, employee values, Enterprise Resource Planning (ERP) or Formulating Innovative Responsive Solutions Together (FIRST), ISO Certification, a new employee orientation program, and the monthly employee newsletter.
- Transitioned from launch to implementation and spearheaded adoption and training of new citywide intranet, LauderShare, which replaced the existing internal City intranet, LauderLink, and allows for two-way communication and collaboration through shared files.
- Continued to produce "Go Big, Go Fast!" citywide weekly newsletter to provide regular updates on the progress of citywide infrastructure improvements. The newsletter is distributed to more than 25,000 neighbors each week through email, Nextdoor, social media and the City website.

## FY 2020 Major Projects and Initiatives

- Develop strategic outreach campaigns to increase followers and engagement across digital channels, including social media.
- Develop and implement public outreach campaigns for numerous capital investment, infrastructure, and sustainability and quality of life construction projects and initiatives.
- Produce, coordinate and promote annual signature citywide and other community events, public meetings, ribbon-cuttings, and ground-breaking ceremonies.
- Produce and develop numerous internal and external materials including policy documents, annual reports, ads, fliers, posters, brochures, videos, displays, event giveaways, meeting announcements, signage, etc.
- Support Commission Annual Action plan priorities by providing neighbors with general information and promoting and coordinating public meetings, open houses, and opportunities for public engagement and input.
- Develop a citywide social media policy.
- Coordinate development and rollout of redesign of City website.
- Develop and implement comprehensive outreach campaign to raise awareness and encourage enrollment in Everbridge, the new citywide Emergency Alert System.

# City Manager's Office

## Strategic Communications, continued

- Coordinate ongoing implementation of citywide initiatives including Enterprise Resource System, employee values, LauderShare, employee orientation, Strategic Plan and Management System, and ISO to enhance collaboration and awareness.

# City Manager's Office

## Strategic Communications, continued

### Department Core Processes and Performance Metrics




**STRATEGIC GOALS**

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Foster engagement through electronic messaging | Number of website subscribers and social media followers | 37,397 | 40,547 | 45,000 | 59,345 | 95,000 |
| Educate neighbors about City events and initiatives | Number of electronic communications disseminated | 3,015 | 2,431 | 2,800 | 3,081 | 2,800 |
| Build a positive image and strong brand identity | Number of graphic design projects produced | 671 | 751 | 650 | 756 | 650 |
| Gauge the reach and effectiveness of external communication | Neighbor satisfaction with effectiveness of communication with the community[1] | 41% | 39% | 45% | 39% | 42% |

[1] *This measure is reported in annual citywide Neighbor Survey*

# City Manager's Office

## 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), centralized grants coordination and oversight, audit compliance tracking and reporting, and legislative affairs. The division is responsible for fiscal oversight and control activities associated with the City's operating and capital budgets, including a monthly financial analysis and report of the City's revenues and expenses and position control. In addition, this division is tasked with administration of participation agreements with community organizations, targeted financial analysis, and special projects.

### FY 2019 Major Accomplishments

- Developed the Fiscal Year (FY) 2019 Budget, which was adopted with a culminated 5-0 vote for the Operating budget and 4-1 vote for Community Investment Plan by the City Commission. The FY 2019 adopted budget kept a low millage rate of 4.1193 per $1,000 of taxable value for the twelfth consecutive year.
- Ensured that the City met multiple City, County, and State budget process deadlines and was in compliance with the State's Truth Rate in Millage (TRIM) and non-ad valorem tax regulations.
- Awarded Government Finance Officers Association (GFOA) Distinguished Budget Award for the FY 2019 Budget for the 35th consecutive year.
- Worked with the Revenue Estimating Committee that consists of a representative from the Budget Advisory Board, Audit Advisory Board, Finance, and Budget/CIP and Grants Division to review historical trends for General Fund revenue and make recommendations for the FY 2020 budget.
- Developed and published the Balancing Act simulation on the City's website.
- Updated the citywide cost allocation plan, Information Technology Services cost allocation plan, and City Insurance/Self-Insurance, and Fleet allocation methodology review.
- Assisted with the issuance of $200 Million in Revenue Bonds to fund Water, Sewer, and Wastewater projects. Served on the staff team that prepared data and presented to analysts from various bond rating agencies and participated in compiling data necessary for bond documents.
- Analyzed and estimated the cost of the contracts with the labor organizations that represent the City's workforce as well as Management and Confidential proposed changes.

# City Manager's Office

## Budget/CIP and Grants, continued

### FY 2020 Major Projects and Initiatives

- Enhance multi-year projections for the pension impacts associated with various payroll adjustments through the implementation of new Pension Costing Software.
- Develop the City's first budget in the new Enterprise Resource Planning (ERP) software program.
- Implement a financial health indicator dashboard (via OpenGov) that provides easy access to data that measures the financial resiliency of the City of Fort Lauderdale.
- Increase the availability and accessibility of financial data, both divisionally and citywide, to build capacity for data storytelling and data-driven decision-making.
- Continue to streamline the City's Quarterly Projection Process, with particular emphasis on refining and creating additional opportunities for departmental engagement.
- Engage with Open Gov Workforce planning which will enable the Budget Office to do employee cost calculations, scenario analysis, and integrated personnel budgeting.

# City Manager's Office

## Budget/CIP and Grants, continued

### Department Core Processes and Performance Metrics

| | |
|---|---|
| INTERNAL SUPPORT | **STRATEGIC GOALS**<br>**Goal 8: Build a leading government organization that manages all resources wisely and sustainably.** |

| Department Core Process | Performance Measures | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|
| Develop and Monitor Structurally Balanced Budget Annually | Percent of General Fund balance available for use | 24.4% | 24.6% | 25.0% | 25.0% |
| | Awarded points for Government Finance Officers Association Distinguished Budget Award (372 maximum points on revised criteria) | 320 | 304 | 310 | 320 |
| Invests Strategically in the City's Community Investment Plan (CIP) | Property Values | $30,966,306,786 | $33,528,048,467 | $36,105,845,628 | $39,146,442,006 |
| Providing Centralized Coordination of the City's Grans and Legislative Affairs | Number of Grants Awarded | 32 | 42 | 32 | 27 |
| | Value of Grants Awarded (in dollars) | $8,903,976 | $5,608,565 | $9,747,568 | $6,000,000 |

# City Manager's Office

## Neighbor Support

### Division Description

The Neighbor Support Division is a central resource to address Neighbor and City Commission requests for information and services. The division proactively works to build an approachable government across all segments of the community by actively listening and responding to the community. The Neighbor Support Division is responsible for coordinating City services and responding to Commission and Neighbor-initiated requests while reaching out to business and neighborhood associations. Neighbor Support administers the grants and projects under both the Neighborhood and Business Community Investment Programs (NCIP/BCIP). In addition, the division oversees the Neighbor Volunteer Office which provides meaningful volunteer opportunities. Neighbor Support has introduced a new Chief Education Officer which was created to strengthen the commitment of the City of Fort Lauderdale to effectively develop strong partnerships with educational institutions, and to enhance the effectiveness of educational development of youths and adults in the City.

### FY 2019 Major Accomplishments

- Participated in the launch of the Community Court project through partnerships with 17th Circuit Courts, Broward County Board of Commissioners, Continuum of Care, and the City of Fort Lauderdale Police Department. This new and innovative court approach holds people responsible for their offenses while also offering to help promote behavioral change. The Community Court directly addresses the City's strategic initiative of reducing non-violent crimes, supporting public safety, and reducing homelessness in its pilot phase of the program.
- Joined in a private/public partnership with the United Way and other agencies for the "United We End Homelessness in Broward County Florida" initiative which assists homeless individuals in the City of Fort Lauderdale with housing and emergency needs such as emergency food, clothing, and shelter. Working together, the partnership effectively closed the long standing downtown homeless encampment and relocated 80 individuals, couples and families to permanent housing or provided a way to return them to their families.
- Hired a Chief Education Officer who interfaces directly with Broward County schools, the Broward County School Board, public and private schools, the City's Education Advisory Board, School Resource Officers (SROs) from the Fort Lauderdale Police Department and our Neighbors, and will represent the interests of the City by addressing education issues during pivotal meetings and interactions with stakeholders. The Education Officer will meet with schools and principals to convey their concerns as well.
- Continued implementation of the NCIP/BCIP Comprehensive Maintenance Initiative.
- Coordinated the annual Neighbor Support Night 2019, providing an opportunity for Fort Lauderdale's neighbors to join together with their City to strengthen community ties, elevate public spirit, and build civic awareness in a fun, casual, exciting block party type of atmosphere.
- Implemented the "Adopt a Drain" program, working in conjunction with the Public Works Department, Sustainability Division.
- Enhanced the Neighbor Volunteer program by recruiting specialized talent from within the community.

# City Manager's Office

## Neighbor Support, continued

- Coordinated four major volunteer service days citywide:
  - Fort Lauderdale Cares Day – Focus area: Neighborhood empowerment and beautification. The volunteering activities focused on street cleanups, landscaping, graffiti cleaning, and beach cleanups at several locations throughout the City.
  - Fort Lauderdale United Day – Focus area: Civic Engagement Activities which included removing litter, promoting recycling, and supporting healthy communities.
  - Fort Lauderdale Ready Day – Focus area: Hurricane preparedness. Volunteers partook in ensuring the City's neighborhoods are ready for hurricane season.
  - Fort Lauderdale Make a Difference Day – Focus area: Neighborhood empowerment and beautification. Activities focused on street, waterway, and beach cleanup.
- Continued implementation of the Broward Reads Initiative. The Broward Reads Initiative is a countywide collaborative approach to ensure that Fort Lauderdale children are able to read at grade level by third grade. There was also collaboration with local business and churches to host reading parties and fundraisers.
- Continued programs in an effort to enhance Neighbor outreach and engagement, including the Neighborhood Leadership Academy, Neighborhood Block Parties, Adopt a Street Program and Adopt a Neighbor Program.

## FY 2020 Major Projects and Initiatives

- The Chief Education Officer will investigate the feasibility of a charter school program within the City, and will pursue other programs that may improve the overall performance perceptions of the education system in the City.
- Continue implementing the Community Court Program. Community Court is a collaborative effort of the Seventeenth Judicial Circuit Court of Florida, The City of Fort Lauderdale, Broward County, the Clerk of Courts, the Office of the Public Defender, the State's Attorney's Office and various social services to handle certain low-level misdemeanor crimes and violations of municipal ordinances. It's an innovative way to engage the community, help offenders and assist individuals in need of services, particularly those who are homeless.
- Coordinate four major volunteer service days citywide:
  - Fort Lauderdale Cares Day.
  - Fort Lauderdale United Day.
  - Fort Lauderdale Ready Day.
  - Fort Lauderdale Make a Difference Day.
- Continue implementation of the Broward Reads Initiative.
- Coordinate the annual Neighbor Support Night event.
- Continue creating neighborhood leaders in the Neighborhood Leadership Academy.
- Continue creating goodwill among neighbors with Neighborhood Block Parties.
- Continue assisting neighbors in need with the Adopt-A-Neighbor Program.
- Continue working with the community and business leaders to implement the Adopt-A-Street Program.
- Continue implementing the Adopt a Drain program.

# City Manager's Office

## Neighbor Support, continued

### Department Core Processes and Performance Metrics







**STRATEGIC GOALS**

**Goal 3: Build a healthy and engaging community**

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Coordinate meaningful volunteer opportunities and impact service projects to address neighbor and City goals and objectives while building goodwill and community to enhance the City's quality of life | Number of volunteer hours for events hosted by Neighbor Support Division | 10,400 | 12,950 | 13,000 | * | 12,000 |
| Provide outreach and enhanced services to our neighbors while fostering transparency in government | Number of neighbor inquiries, referrals, and requests processed (Neighbor Concerns) | 2,692 | 2,913 | 2,500 | 2,965 | 2,500 |
| | Number of Neighborhood Association meetings and events attended by Neighbor Support Division (Neighbor Concerns) | 300 | 300 | 400 | 300 | 300 |
| Leverage resources and unify a collaborative effort to ending homelessness in Fort Lauderdale | Number of individuals served through Community Court | *** | *** | 36 | 100 | 48 |

** 2019 data not available at time of publication*

**** New measure, historical information not available*

# City Manager's Office

## Housing and Community Development

### Division Description

The Housing and Community Development (HCD) Division of the City Manager's Office administers, manages, and implements federal and state grant funded programs, such as the Federal Department of Housing and Urban Development (HUD) program and the state funded Florida Housing Finance Corporation (FHFC) program. These programs include Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Housing Opportunities for Persons with HIV/AIDS (HOPWA), Neighborhood Stabilization Program (NSP1 and NSP3), and the State Housing Initiatives Partnership (SHIP). 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 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 2019 Major Accomplishments

- One HOPWA eligible household of four was successfully transitioned from the tenant based rental voucher program to home ownership.
- Using CDBG funding HCD successfully renovated a multi-family housing complex located at 731 NW 2nd Street in Fort Lauderdale, adding four housing units to the affordable housing stock. These units will remain as affordable housing for a minimum of 15 years.
- HCD made homes affordable to nine individuals through the division's purchase assistance program.
- HCD assisted thirteen families in securing safe, decent and habitable housing through the division's home rehabilitation program.
- Successful completion of Dillard Park Crosswalk Neighborhood Capital Improvement Project (NCIP) through partnership with Neighbor Support Division.
- Developed the new Housing and Community Development five-year consolidated plan.
- Developed a 2019-2022 SHIP Local Housing Assistance Plan (LHAP).

# City Manager's Office

## Housing and Community Development, continued

### FY 2020 Major Projects and Initiatives

The Housing and Community Development Division will continue to further the City's strategic plan and Commission priorities. HCD will accomplish this by undertaking project and activities that are deemed eligible for federal funding.

Contingent on the availability of entitlement grant funding, HCD will undertake projects and initiatives that will address the following:

- Capital Improvement Project that will provide a benefit to low- and moderate-income residents.
- Neighborhood Capital Improvement Projects as prioritized by the City Commission.
- Rehabilitation or replacement of eligible residential properties.
- Purchase Assistance to eligible home buyers within the City limits.
- Public Services that include assistance for seniors, homeless, food banks, child care, and victims of domestic violence.
- Provide funding to Community Based Development Organizations (CBDO) to be used for employment initiatives.
- Affordable Housing Initiatives:
  - Assist with providing affordable housing through partnerships with Community Housing Development Organization (CHDO) and the Community Redevelopment Agency (CRA).
  - Affordable rentals through Tenant Based Rental Assistant (TBRA) funded through the HOPWA program.
  - Continued adherence to Fair Housing regulations.

# City Manager's Office

## Housing and Community Development, continued

### Department Core Processes and Performance Metrics

**STRATEGIC GOALS**

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Provide direct assistance, case management, and support services for eligible persons within the Housing Opportunities for Persons with AIDS (HOPWA) Program | Number of households receiving HOPWA subsidy assistance (financial short-term assistance) | 192** | 149 | 215 | *[1] | 200 |
| | Number of households receiving HOPWA service that did not include a financial subsidy (non - financial assistance) | 1,318[2] | 1,364 | 1,100 | *[1] | 1,100 |
| | Number of households receiving HOPWA service that include a financial subsidy (long term financial assistance) | 451 | 419 | 450 | *[1] | 450 |
| | Number of HOPWA households who obtained self-sufficiency in the reported Fiscal Year[3] | 21 | 23 | 15 | *[1] | 5 |

**2019 data not available at time of publication*

***Data correction*

*[1]Data not available due to pending Cloudburst Agency review approval*

*[2] The methodology for this metric has been revised to include Legal Services*

*[3] This metric is directly affected by the number of available Housing and Urban Development (HUD) Home Choice Vouchers. The availability of Vouchers has decreased.*

# City Manager's Office

## Housing and Community Development, continued

### Department Core Processes and Performance Metrics

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Administer and monitor Community Development Block Grant (CDBG) Program | CDBG funding spent | $2,302,153 | $960,682[4] | $1,500,000 | $1,000,000 | $1,000,000 |
| Administer Federal and State Housing Programs to preserve and create Affordable Housing by providing home repairs, purchase assistance, and funding for Community Housing Development Agencies | Number of HUD eligible first-time homebuyers who purchased a home using program incentives | 8 | 4 | 5 | 9 | 5 |
| | Private investment from lending institutions leveraged through Homebuyers and Developer assisted programs[5] | $846,498 | $649,050 | $575,000 | $1,184,800 | $575,000 |
| | Total number of rehabilitated units completed[6] | 8 | 18[7] | 8 | 13 | 10 |

*[4] Delays in various CIP projects impacted expenditures*

*[5] This metric is directly affected by the metric "Number of Housing and Urban Development (HUD) eligible first-time homebuyers who purchased a home using program incentives"*

*[6] This metric is directly affected by availability of State Housing Indicatives Partnership (SHIP) Program funds*

*[7] This number increased in FY2018 as several rehabilitation units that were started in FY2017 finished in FY2018. The division also hired an additional Construction Review Specialist to decrease processing time.*

# City Manager's Office

## Professional Standards

### Division Description

The Professional Standards Division (Office of Professional Standards, OPS) serves as a resource for City Community Builders seeking assistance in effectively handling employment matters. OPS enforces workplace standards to ensure that all Community Builders are treated fairly and in accordance with equal employment opportunity laws. OPS receives, reviews, and resolves inquiries and complaints by Community Builders and neighbors involving issues of discrimination, harassment, retaliation, whistleblowing, and allegations of ethics violations.

Additionally, OPS serves as a resource for City supervisors seeking assistance in effectively handling employment matters, including conflict resolution, with the goal of resolving problems as early as possible.

### FY 2019 Major Accomplishments

- Gathered demographic information on the City's workforce to compile the EEO (Equal Employment Opportunity) Plan and submitted it to the U.S. Department of Justice; analyzed how the City's workforce compares to the metropolitan statistical area.
- Prepared the City's EEO-4 report for submission to the U.S. Equal Employment Opportunity Commission. This report indicates the composition of the city's workforce by sex and race/ethnic category.
- Continued the receipt and resolution of employee complaints of discrimination and harassment; Ensure compliance with all applicable laws.
- Provided training at the new employee orientation on the Florida Code of Ethics for Public Employees.

### FY 2020 Major Projects and Initiatives

- Continue the receipt and resolution of employee complaints of discrimination and harassment; ensure compliance with all applicable laws.
- Work with the city's outside labor counsel on responses to employment litigation matters in an effort to limit the City's liability.
- Continue to provide training at the new employee orientation on the Florida Code of Ethics for Public Employees.

# City Manager's Office

## Professional Standards, continued

### Department Core Processes and Performance Metrics




**STRATEGIC GOALS**

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Objectively Handle Equal Employment Opportunity Commission (EEOC) Charges | Number of Discrimination Claims filed at local, state, and federal levels[1, 3, 4] | 3 | 4 | 4 | 6 | 5 |
| | Number of Discrimination Claims filed at local, state, and federal levels resolved in the City's favor[2, 3, 4] | 6** | 6** | 4 | 3 | 5 |

***Data correction*

*[1]Measure was changed to reflect the number of cases in a filed status (in current period) instead of an opened status. Each case filed with the EEOC remained in an opened status until the EEOC's investigation findings are concluded. If the case is found not to have a reasonable cause (no unlawful discrimination had taken place) the opened case will be dismissed.*

*[2]Measure reflects cases found in favor, either from current period, or opened in a prior period as cases extend across FY periods at times*

*[3]Reporting period changed from Calendar to Fiscal Year*

*[4]FY 2020 target was revised to a 2 Year Rolling Average*

# City Manager's Office

## Nighttime Economy

### Division Description

The Nighttime Economy division of the City Manager's Office provides quality services to Neighbors and businesses as the nighttime economy within the City continues to grow. The division works to promote social order, safety, and enhanced service provisions for all those who work, play and live after 5 pm and on weekends.

### FY 2019 Major Accomplishments

- Authored and implemented an ordinance allowing hotels on the beach expedited permitting for events on the public beach in front of their property. Historically, these hotels have not been able to compete to host beach events for conferences because the City's event permitting process takes too much time to accommodate those requests. This ordinance reduces that time by not requiring City Commission approval.
- With a group of community stakeholders, developed and presented recommendations to the city Commission to improve and streamline the special event permitting process.
- Conducted public safety seminars to educate and offer tips to the hospitality industry in Fort Lauderdale about protecting their employees and customers during Spring Break and the holiday season.

### FY 2020 Major Projects and Initiatives

- Author and implement ordinance amendment to encourage more street performing (busking) activity in Fort Lauderdale.
- Work with commercial neighborhoods to create strategic plans to develop an activated and more vibrant nightlife.

# City Manager's Office

## Nighttime Economy, continued

### Department Core Processes and Performance Metrics







**STRATEGIC GOALS**

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

**Goal 6: Build a safe and well-prepared community**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Proactively addressing the quality of the nighttime economy | Perception of Safety in Commercial/ Business Areas at Night | 55% | 48% | 60% | 53% | 65% |
| | Perception of Safety at Special Events | 88% | 85% | 85% | 88% | [1] |
| | Neighbor Satisfaction with the Amount of Special Events | 72% | 69% | 69% | 70% | [1] |

*[1] The Division will no longer monitor this performance metric*

# City Manager's Office - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 7,539,712 | 8,548,755 | 9,393,729 | 8,609,913 | 61,158 | 0.7% |
| **Total Funding** | **7,539,712** | **8,548,755** | **9,393,729** | **8,609,913** | **61,158** | **0.7%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Administration | 2,525,334 | 2,459,834 | 2,735,775 | 2,603,707 | 143,873 | 5.8% |
| Structural Innovation | 920,763 | 1,188,433 | 962,014 | 1,031,270 | (157,163) | (13.2%) |
| Strategic Communications | 1,109,807 | 1,305,643 | 1,430,212 | 1,369,414 | 63,771 | 4.9% |
| Budget/CIP and Grants | 1,231,780 | 1,301,909 | 1,298,360 | 1,366,647 | 64,738 | 5.0% |
| Neighbor Support | 1,131,344 | 1,243,153 | 1,747,072 | 1,300,390 | 57,237 | 4.6% |
| Housing & Community Development | 96,813 | 149,474 | 132,637 | 169,712 | 20,238 | 13.5% |
| Real Estate | 266,808 | 260,812 | 442,176 | 265,761 | 4,949 | 1.9% |
| Office of Professional Standards | 257,063 | 309,511 | 313,907 | 275,577 | (33,934) | (11.0%) |
| Nighttime Economy | - | 329,986 | 331,576 | 227,435 | (102,551) | (31.1%) |
| **Total Expenditures** | **7,539,712** | **8,548,755** | **9,393,729** | **8,609,913** | **61,158** | **0.7%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 5,693,310 | 6,413,483 | 6,498,736 | 6,818,029 | 404,546 | 6.3% |
| Operating Expenses | 1,799,152 | 2,135,272 | 2,894,993 | 1,791,884 | (343,388) | (16.1%) |
| Capital Outlay | 9,439 | - | - | - | - | 0.0% |
| Grant Service | 37,811 | - | - | - | - | 0.0% |
| **Total Expenditures** | **$ 7,539,712** | **8,548,755** | **9,393,729** | **8,609,913** | **61,158** | **0.7%** |
| *Full Time Equivalents (FTEs)* | *47.0* | *49.0* | *49.0* | *47.0* | *(2.0)* | *(4.1%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Addition of one (1) Chief Economic Development Officer, (1) Budget and Management Analyst, (1) Administrative Aide, (1) Senior Administrative Assistant and reduction of three (3) Senior Management Fellows, one (1) Senior Administrative Assistant, one (1) Assistant Neighbor Support Manager and transfer of one (1) Housing and Community Development Manager | $ 254,701 |
| Increase in temporary salaries | 51,597 |
| Increase in direct labor costs for Housing & Community Development and State Housing Initiatives Partnership Program (SHIP) administrative services | 119,711 |

**Operating Expenses**

| | |
|---|---|
| Decrease in consulting expenses no longer anticipated | (83,750) |
| Decrease in one-time operating expenditure for Open Data Platform Software | (89,850) |

# City Manager's Office - Housing & Community Development Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Housing & Community Development Grants Fund- 108 | $ 8,710,198 | 8,977,967 | 8,960,271 | 8,862,711 | (115,256) | (1.3%) |
| **Total Funding** | **8,710,198** | **8,977,967** | **8,960,271** | **8,862,711** | **(115,256)** | **(1.3%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Housing & Community Development | 8,710,198 | 8,977,967 | 8,960,271 | 8,862,711 | (115,256) | (1.3%) |
| **Total Expenditures** | **8,710,198** | **8,977,967** | **8,960,271** | **8,862,711** | **(115,256)** | **(1.3%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 819,684 | 890,800 | 890,800 | 964,021 | 73,221 | 8.2% |
| Operating Expenses | 229,391 | 113,326 | 113,326 | 126,780 | 13,454 | 11.9% |
| Capital Outlay | 205,768 | 18,583 | 18,583 | - | (18,583) | (100.0%) |
| Grant Service | 7,455,355 | 7,955,258 | 7,937,562 | 7,771,910 | (183,348) | (2.3%) |
| **Total Expenditures** | **$ 8,710,198** | **8,977,967** | **8,960,271** | **8,862,711** | **(115,256)** | **(1.3%)** |
| *Full Time Equivalents (FTEs)* | *11.0* | *11.0* | *11.0* | *12.0* | *1.0* | *9.1%* |

**FY 2020 Major Variances**

| | |
|---|---|
| **Personal Services** | |
| Increase for the transfer of the Housing & Community Development Manager due to a change in methodology for allocating General Fund support to entitlement grants | $ 108,925 |
| **Operating Expenses** | |
| Increase in funding for staff professional development expenses | 14,200 |
| Decrease in funding for external printing | (10,000) |
| **Capital Outlay** | |
| Decrease due to a one-time cost to purchase a vehicle for program delivery | (18,583) |
| **Grant Services** | |
| Decrease in available grant program funds | (115,256) |

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

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Beach Business Improvement District Fund - 135 | $ 1,313,436 | 1,549,056 | 1,549,173 | 1,066,809 | (482,247) | (31.1%) |
| **Total Funding** | **1,313,436** | **1,549,056** | **1,549,173** | **1,066,809** | **(482,247)** | **(31.1%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Beach Business Improvement District | 1,313,436 | 1,549,056 | 1,549,173 | 1,066,809 | (482,247) | (31.1%) |
| **Total Expenditures** | **1,313,436** | **1,549,056** | **1,549,173** | **1,066,809** | **(482,247)** | **(31.1%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Operating Expenses | 1,313,436 | 1,549,056 | 1,481,763 | 1,066,809 | (482,247) | (31.1%) |
| Capital Outlay | - | - | 67,410 | - | - | 0.0% |
| **Total Expenditures** | **$ 1,313,436** | **1,549,056** | **1,549,173** | **1,066,809** | **(482,247)** | **(31.1%)** |
| *Full Time Equivalents (FTEs)* | - | - | - | - | - | *0.0%* |

**FY 2020 Major Variances**

**Operating Expenses**

| | |
|---|---|
| Increase in event expenditures | $ 304,060 |
| Decrease in event promotional contributions | (670,000) |
| Decrease due to one-time contribution in FY 2019 to the Fort Lauderdale Beach Parking Lot Improvement Project | (100,000) |

# Other General Government - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 5,524,480 | 6,718,205 | 6,750,882 | 6,839,720 | 121,515 | 1.8% |
| **Total Funding** | **5,524,480** | **6,718,205** | **6,750,882** | **6,839,720** | **121,515** | **1.8%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Finance | 4,392,588 | 6,214,960 | 6,407,023 | 6,136,475 | (78,485) | (1.3%) |
| Insurance | 973,894 | 203,245 | 163,245 | 203,245 | - | 0.0% |
| Human Resources Dept | 157,998 | 300,000 | 180,614 | 500,000 | 200,000 | 66.7% |
| **Total Expenditures** | **5,524,480** | **6,718,205** | **6,750,882** | **6,839,720** | **121,515** | **1.8%** |

### Financial Summary - Category Expenditures

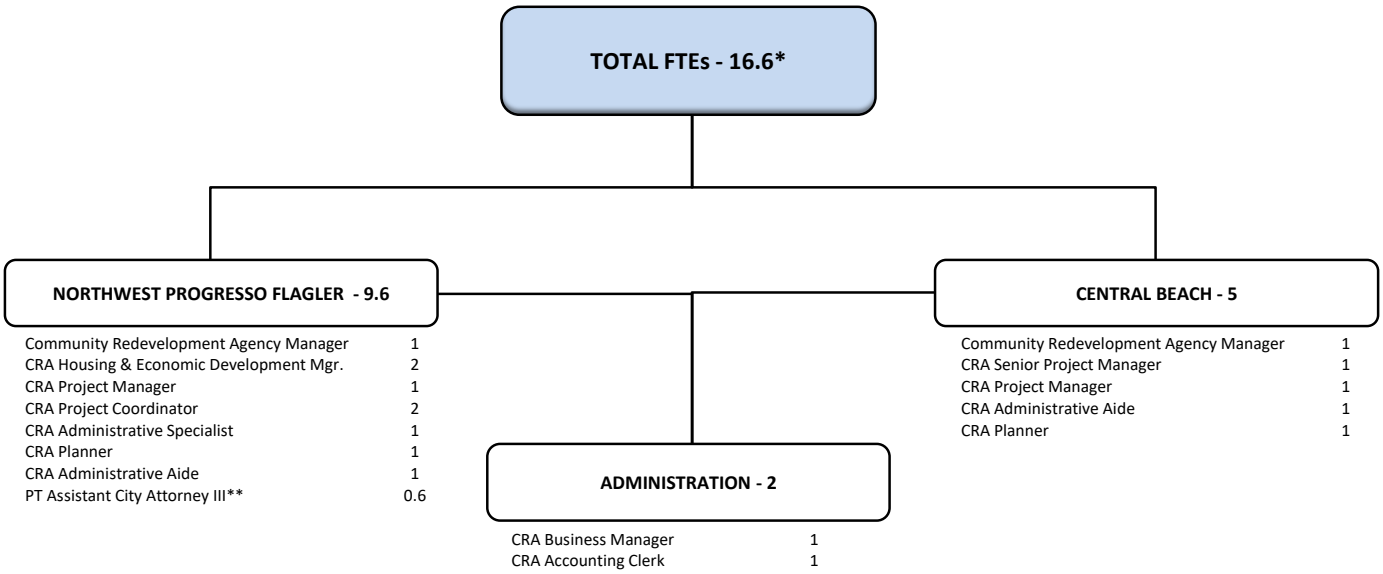
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,217,228 | 2,003,245 | 1,343,859 | 1,503,245 | (500,000) | (25.0%) |
| Operating Expenses | 4,307,252 | 4,714,960 | 5,407,023 | 5,336,475 | 621,515 | 13.2% |
| **Total Expenditures** | **$ 5,524,480** | **6,718,205** | **6,750,882** | **6,839,720** | **121,515** | **1.8%** |
| *Full Time Equivalents (FTEs)* | - | - | - | - | - | *0.0%* |

**FY 2020 Major Variances**

| | |
|---|---|
| **Personal Services** | |
| Reduction for targeted concessions to be negotiated for collective bargaining agreements for FY 2020 | $ (500,000) |
| **Operating Expenses** | |
| Decrease in City-wide retiree health payments | (200,000) |
| Reduction due to staff facilitation of the Commission Prioritzation Sessions | (40,000) |
| Reduction for participation agreements | (66,100) |
| Decrease due to the consolidation of legal services in the City Attorney's budget | (150,000) |
| Increase for a social contribution to fund a visitor's center at the Historic Stranahan House Museum | 100,000 |
| Increase in City contributions for the Winterfest Boat Parade | 60,000 |
| Increase in social contribution to the United Way to address homelessness | 750,000 |
| Increase due to a new City-wide training and travel allocation methodology | 200,000 |

# Other General Governmental - Community Redevelopment Agency

## FY 2020 Adopted Budget Organizational Chart




*Full Time Equivalent (FTE) includes new position(s)
**PT Assistant City Attorney III reports to the City Attorney's Office but is funded directly in the Community Redevelopment Agency

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 16.0 | 16.6 | 0.6 |

# Other General Government - Community Redevelopment Agency

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 1,667,127 | 1,866,810 | 1,849,920 | 2,081,970 | 215,160 | 11.5% |
| **Total Funding** | **1,667,127** | **1,866,810** | **1,849,920** | **2,081,970** | **215,160** | **11.5%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Community Redevelopment Agency | 1,667,127 | 1,866,810 | 1,849,920 | 2,081,970 | 215,160 | 11.5% |
| **Total Expenditures** | **1,667,127** | **1,866,810** | **1,849,920** | **2,081,970** | **215,160** | **11.5%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,667,127 | 1,866,810 | 1,849,920 | 2,076,206 | 209,396 | 11.2% |
| Operating Expenses | - | - | - | 5,764 | 5,764 | 100.0% |
| **Total Expenditures** | **$ 1,667,127** | **1,866,810** | **1,849,920** | **2,081,970** | **215,160** | **11.5%** |
| *Full Time Equivalents (FTEs)* | *15.0* | *16.0* | *16.0* | *16.6* | *0.6* | *3.8%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to the addition of one (1) new part-time attorney position | $ 135,648 |

# Other General Government - Sunrise Key

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Sunrise Key Safe Neighborhood Fund - 112 | $ | 108,121 | 129,200 | 129,200 | 110,000 | (19,200) | (14.9%) |
| **Total Funding** | | **108,121** | **129,200** | **129,200** | **110,000** | **(19,200)** | **(14.9%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Finance | 108,121 | 129,200 | 129,200 | 110,000 | (19,200) | (14.9%) |
| **Total Expenditures** | **108,121** | **129,200** | **129,200** | **110,000** | **(19,200)** | **(14.9%)** |

### Financial Summary - Category Expenditures

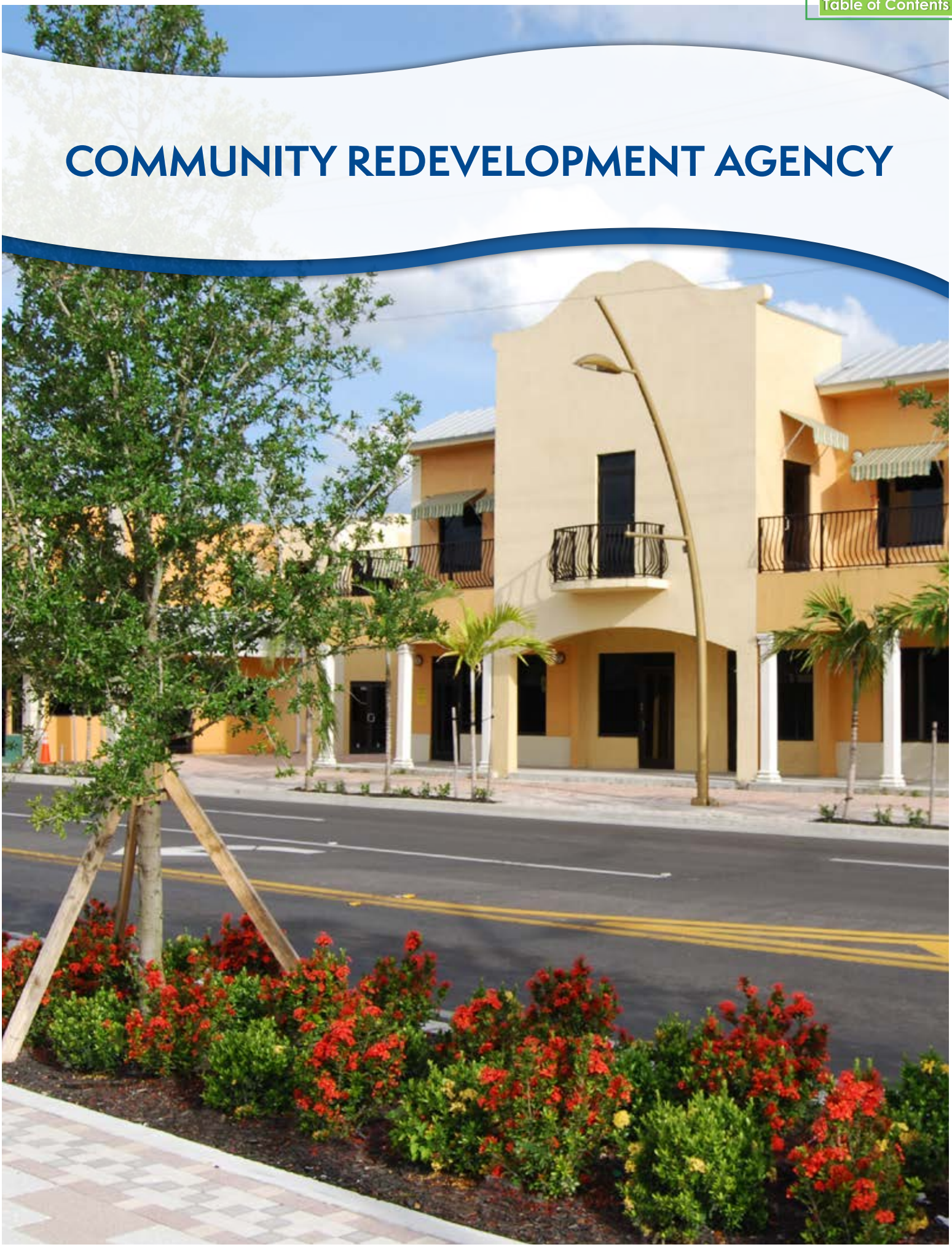
| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Operating Expenses | | 108,121 | 129,200 | 129,200 | 110,000 | (19,200) | (14.9%) |
| **Total Expenditures** | **$** | **108,121** | **129,200** | **129,200** | **110,000** | **(19,200)** | **(14.9%)** |
| *Full Time Equivalents (FTEs)* | | - | - | - | - | - | *0.0%* |

**FY 2020 Major Variances**

No major variances

CITY OF FORT LAUDERDALE

# COMMUNITY REDEVELOPMENT AGENCY



# Community Redevelopment Agency

## Northwest-Progresso-Flagler Heights (NPF) Community Redevelopment Area

### Division Description

The Fort Lauderdale Community Redevelopment Agency Board of Directors adopted the Northwest Progresso-Flagler Heights (NPF) Community Redevelopment Plan on November 7, 1995. The NPF Community Redevelopment Area (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.

During FY 2016, the CRA was reorganized to separate the operations from the Department of Sustainable Development. As part of this move, all CRA positions were moved to the General Fund and the CRA operating budget pays the General Fund for staff through an interlocal agreement.

### FY 2019 Major Accomplishments

- Commenced construction of Start-Up Club at 701 N Andrews Avenue for co-working space, funded in part by the CRA in the amount of $350,000.
- Commenced construction of Dale Properties retail center renovation at 300 West Sunrise Boulevard, funded in part by the CRA in the amount of $350,000.
- Commenced construction of Six13, a mixed use, midrise project at 613 NW 3 Avenue containing 142 units of workforce housing, funded in part by the CRA in the amount of $7,000,000.
- Commenced renovations at the Provident at 610-618 NW 9th Avenue for retail uses, funded in part by the CRA in the amount of $350,000.
- Commenced renovations at the Pharmacy at 900, 914 and 930 Sistrunk Boulevard 610-618 NW 9th Avenue for new co-working space, retail space and corporate headquarters of Florida Prime Acquisitions, funded in part by the CRA in the amount of $748,500.
- Commenced improvements for The Jamaican Jerk Shack Restaurant at 570 NW 7th Avenue Shoppes on Avenue of the Arts, funded in part by the CRA in the amount of $245,000.
- Commenced construction of an off-street parking lot on Sistrunk Boulevard funded by the CRA.
- Commenced construction of the Flagler Village Hotel, a 196 Room, tier 1, dual branded hotel at 315 NW 1 Avenue, funded in part by the CRA in the amount of $329,933.
- Commenced construction of The Quantum at Flagler Village, a mixed-use project that includes hotel, rental apartments and retail space at 701 North Federal Highway, funded in part by the CRA in the amount of $500,000.
- Commenced construction of MAS Café located at 315 East Sistrunk Boulevard, funded in part by the CRA in the amount of $225,000.
- Commenced with building improvements for Smitty's Wing Restaurant at 1134 Sistrunk Boulevard, funded in part by the CRA in the amount of $350,000.
- Commenced renovations for the Sistrunk Market Project at 115 Sistrunk Boulevard, $1,400,000 awarded by the CRA. Funding contingent upon job creation.
- Commenced with new home construction on CRA property transferred to WWA Development LLC in the Sweeting Estates River Gardens neighborhood.
- Commenced planning for the design and construction of six crosswalks along Sistrunk Boulevard to improve safety for pedestrians, funded by the CRA in the amount of $525,000.

# Community Redevelopment Agency

## Northwest-Progresso-Flagler Heights (NPF) Community Redevelopment Area, continued

- Commenced development of a Mobility Master Plan for the entire CRA area, funded by the CRA in the amount of $250,000.
- Completed improvements at 924 NW 1st Street for the corporate office of BTS Towers, Inc./McClinton Holdings, funded in part by the CRA in the amount of $100,000.
- Completed Circle House Coffee improvements at 727 NE 3rd Avenue funded in part by the CRA in the amount of $187,771.
- Completed renovations at 835 NE 2nd Avenue for a change of use from warehouse/light industrial to retail use, funded in part by the CRA in the amount of $50,000.
- Completed renovations at 837 NE 2nd Avenue for a change of use from warehouse/light industrial to retail use, funded in part by the CRA in the amount of $50,000.
- Completed improvements to the building at 1545 Sistrunk Boulevard for eat-in restaurant use, funded by the CRA in the amount of $50,000.
- Completed improvements to Prestige European Auto Service at 711 West Broward Boulevard, funded by the CRA in the amount of $44,493.

### FY 2020 Major Projects and Initiatives

- Complete the construction of Start-Up Club at 701 N Andrews Avenue for co-working space, funded in part by the CRA in the amount of $350,000.
- Complete the construction of Dale Properties retail center renovation at 300 West Sunrise Boulevard, funded in part by the CRA in the amount of $350,000.
- Complete the construction of Six13, a mixed use, midrise project at 613 NW 3 Avenue containing 142 units of workforce housing, funded in part by the CRA in the amount of $7,000,000.
- Complete renovations at the Provident at 610-618 NW 9th Avenue for retail uses, funded in part by the CRA in the amount of $350,000.
- Complete renovations at the Pharmacy at 900, 914 and 930 Sistrunk Boulevard 610-618 NW 9th Avenue for new co-working space, retail space and corporate headquarters of Florida Prime Acquisitions, funded in part by the CRA in the amount of $748,500.
- Mizell YMCA Project, located at 1409 Sistrunk Boulevard, a 65,000 square foot, four-story, mixed-use structure total CRA costs $10,000,000. Project not yet started.
- Jack and Jill Elementary School Project, located at 1315 West Broward Blvd, total CRA costs $2,500,000. Project not yet started.
- Jamaican Jerk Shack Restaurant Project located at 570 NW 7th Avenue Shoppes on Avenue of the Arts. Total CRA costs $245,000.
- Complete the construction of off-street parking lots on Sistrunk Boulevard funded by the CRA.
- Complete Flagler Village Hotel, a 196 Room, tier 1, dual branded hotel at 315 NW 1 Avenue, funded in part by the CRA in the amount of $329,933.
- Complete the MAS Café located at 315 East Sistrunk Boulevard, funded in part by the CRA in the amount of $225,000.
- Complete the Sistrunk Crosswalk Project funded by the CRA in the amount of $525,000.
- Ongoing building improvements for Smitty's Wing Restaurant at 1134 Sistrunk Boulevard, funded in part by the CRA in the amount of $450,000.
- Sistrunk Market Project located at 115 Sistrunk Boulevard. Total CRA costs $1,400,000. Project not yet started.

# Community Redevelopment Agency

## Northwest-Progresso-Flagler Heights (NPF) Community Redevelopment Area, continued

- Fat Village Limited Partners for Gap Financing Affordable Housing Project located at 501 NW 1st Avenue. Total CRA allocation towards project, $5,000,000. Project not yet started.
- Hoover Canvas Products Project, located at 844 NW 9th Avenue, 843 NW 8th Avenue, 831 NW 8th Avenue and 900 NW 9th Avenue. Total CRA allocation towards project, $1,100,000. Project not yet started.
- Avenue D 'Arts LLC for the Comfort Suites Hotel. Total CRA allocation towards project, $3,000,000. Project not yet started.
- Bayit Investments LLC for the Thrive Progresso Project. Total CRA allocation towards project, $2,840,374.87. Project not yet started.
- Malgrip Investment LLC forgivable loan program. Total CRA allocation towards project, $1,500,000. Project not yet started.
- Ongoing construction of 11 new single-family homes in the Sweeting Estates River Gardens neighborhood.
- Complete the Mobility Master Plan for the CRA area, funded by the CRA in the amount of $250,000.
- Commence the construction of six crosswalks along Sistrunk Boulevard to improve safety for pedestrians, funded by the CRA in the amount of $525,000.
- Issue Request for Proposals (RFP) for CRA properties.

# Community Redevelopment Agency

## Central Beach Community Redevelopment Area (CRA)

### Division Description

The Fort Lauderdale Community Redevelopment Agency Board of Directors adopted a comprehensive Community Redevelopment Plan for the Central Beach Community Redevelopment Area (CRA) on November 21, 1989. The area is generally located east to west between the Atlantic Ocean and the Intracoastal Waterway, and north to south between Alhambra Boulevard and the southern property line of the Bahia Mar Beach Resort.

### FY 2019 Major Accomplishments

- Completed Las Olas Corridor Improvement Phase I construction and started Phase II Construction.
- Completed the Aquatic Center renovation design and broke ground.
- Completed the A1A Streetscape Improvement Design and developed bid documents to procure a contractor.
- Completed DC Alexander Park Renovation Design and developed bid documents to procure a contractor.

### FY 2020 Major Projects and Initiatives

- Complete construction of both phases of Las Olas Corridor Improvement Project.
- Complete renovation of the Aquatic Center.
- Complete A1A Streetscape Improvement Project.
- Complete renovation of DC Alexander Park.

# Community Redevelopment Agency

## Central City Community Redevelopment Area (CRA)

### Division Description

Established in April 2012, the Central City Community Redevelopment Area (CRA) 344-acre district 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.

### FY 2019 Major Accomplishments

- Completed renovations to improve four commercial properties: 530 NE, 535 NE, 545 NE, and 603 NE, located along Northeast 13 Street Commercial corridor, owned by Sandbox LLC, funded in part by the CRA in the amount of $170,000.
- Commenced renovation to improve a two-story, mixed-use building, located at 850 NE 13th Street owned by Transforma Realty LLC, funded in part by the CRA in the amount of $200,000.

### FY 2020 Major Projects and Initiatives

- Allocate $276,710 toward Non-residential Incentive Program.
- Establish Event Funding Application and allocate $20,000 toward the program.
- Complete the Central City CRA rezoning.

# Community Redevelopment Agency

## Department Core Processes and Performance Metrics







**STRATEGIC GOALS**

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

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Eliminate slum and blight conditions in Community Redevelopment Agency areas | Percentage of annual Tax Increment Funding (TIF) revenue spent on public improvements in the Northwest-Progresso-Flagler Heights (NPF) CRA | 8% | 3% | 4% | 1% | 10% |
| | Percentage of annual Tax Increment Funding (TIF) revenue spent on public improvements in the Central Beach Community Redevelopment CRA | 59.6% | 73.3% | 85.0% | 84.0% | 90.0% |
| | Neighbor satisfaction with the City's efforts to revitalize low-income areas[1] | 26% | 22% | 35% | 24% | 40% |

[1] *This measure is reported in the annual citywide Neighbor Survey.*

# Community Redevelopment Agency (CRA) - CRA Funds

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Northwest-Progresso-Flagler Heights (NPF) CRA Fund - 106.02 | $ 3,260,437 | 3,484,582 | 3,628,239 | 2,778,153 | (706,429) | (20.3%) |
| Beach CRA Fund - 106.01 | 1,458,104 | 1,512,621 | 1,770,257 | 1,643,771 | 131,150 | 8.7% |
| Central City CRA Fund - 106.03 | 121,465 | 119,425 | 119,895 | 151,938 | 32,513 | 27.2% |
| CRA Business Incentives Fund - 119 | 1,529,181 | 8,318,184 | 9,757,492 | 10,423,191 | 2,105,007 | 25.3% |
| **Total Funding** | **6,369,187** | **13,434,812** | **15,275,883** | **14,997,053** | **1,562,241** | **11.6%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| NPF Heights CRA | 3,260,437 | 3,484,582 | 3,628,239 | 2,778,153 | (706,429) | (20.3%) |
| Central Beach CRA | 1,458,104 | 1,512,621 | 1,770,257 | 1,643,771 | 131,150 | 8.7% |
| Central City CRA | 121,465 | 119,425 | 119,895 | 151,938 | 32,513 | 27.2% |
| CRA Incentives | 1,529,181 | 8,318,184 | 9,757,492 | 10,423,191 | 2,105,007 | 25.3% |
| **Total Expenditures** | **6,369,187** | **13,434,812** | **15,275,883** | **14,997,053** | **1,562,241** | **11.6%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | - | - | 55,000 | 107,478 | 107,478 | 100.0% |
| Operating Expenses | 5,506,630 | 12,580,818 | 14,266,143 | 14,889,575 | 2,308,757 | 18.4% |
| Capital Outlay | 13,688 | 5,000 | 105,746 | - | (5,000) | (100.0%) |
| Debt Services | 848,869 | 848,994 | 848,994 | - | (848,994) | (100.0%) |
| **Total Expenditures** | **$ 6,369,187** | **13,434,812** | **15,275,883** | **14,997,053** | **1,562,241** | **11.6%** |
| *Full Time Equivalents (FTEs)* | - | - | - | - | - | *0.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase to fund temporary custodians for the portable restrooms on the beach | $ 107,478 |

**Operating Expenses**

| | |
|---|---|
| Increase in CRA incentives due to increase in available funds | 2,105,007 |
| Increase to due to the addition of a part-time attorney position | 135,648 |

**Capital Outlay**

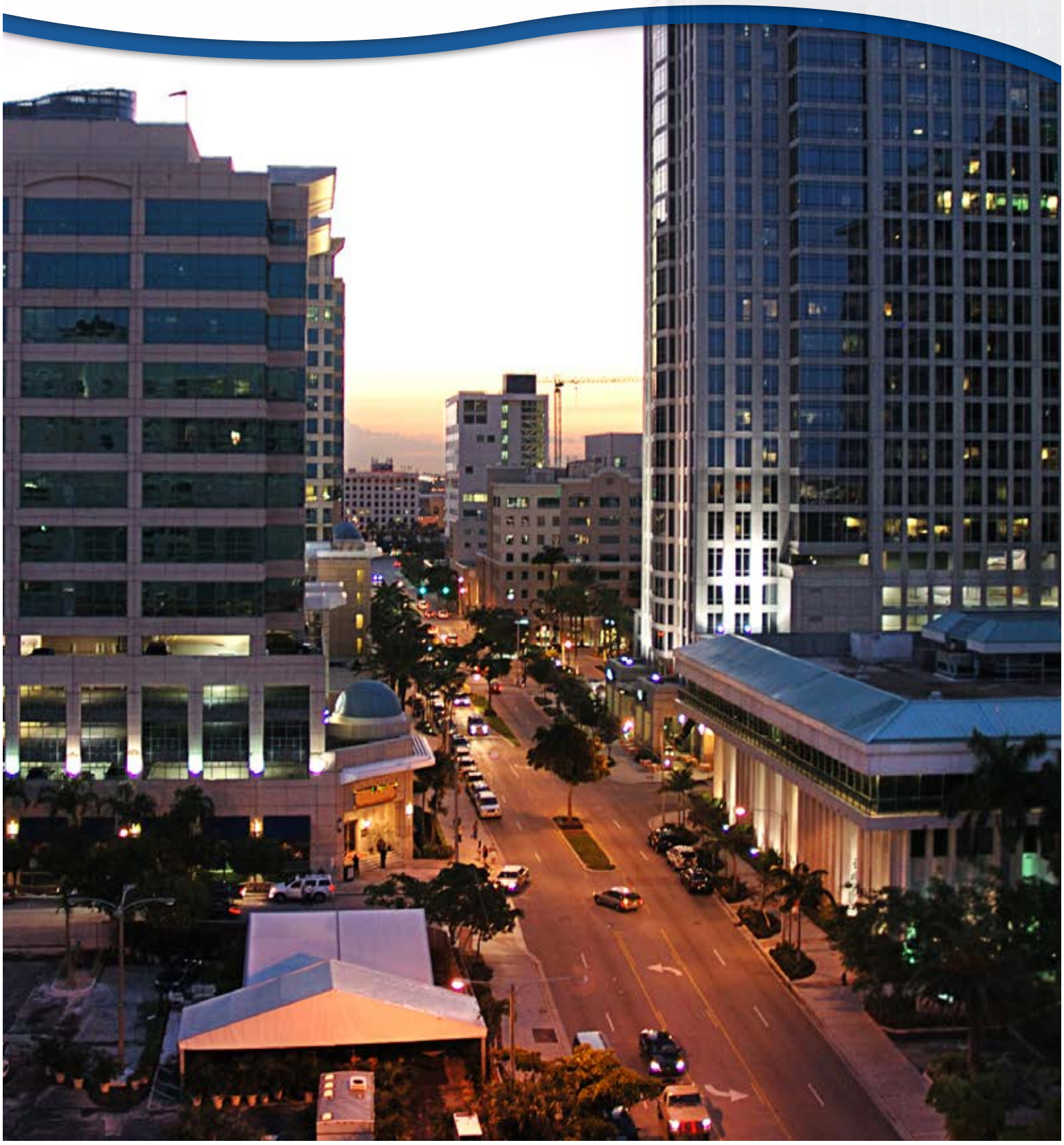
| | |
|---|---|
| Decrease in capital expenditures associated with the one-time purchase of a computer equipment | (5,000) |

**Debt Services**

| | |
|---|---|
| Decrease due to the repayment of the NPF CRA's outstanding debt in FY 2019 | (848,994) |

CITY OF FORT LAUDERDALE

# FINANCE



# Finance Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 73.0***

### ADMINISTRATION - 4

| | |
|---|---|
| Director of Finance | 1 |
| Deputy Director | 1 |
| Management Analyst | 1 |
| Senior Administrative Assistant | 1 |

### ACCOUNTING & FINANCIAL REPORTING - 18

| | |
|---|---|
| Controller | 1 |
| Assistant Controller | 1 |
| Chief Accountant | 1 |
| Senior Accountant | 3 |
| Accountant | 1 |
| Accounts Payable Supervisor | 1 |
| Payroll Supervisor | 1 |
| Senior Accounting Clerk | 3 |
| Payroll Specialist | 1 |
| Accounting Clerk | 4 |
| Payroll Manager | 1 |

### PROCUREMENT - 13

| | |
|---|---|
| Procurement & Contracts Manager | 1 |
| Assistant Procurement & Contracts Manager | 1 |
| Procurement Administrator | 2 |
| Senior Procurement Specialist | 4 |
| Procurement Specialist | 2 |
| Procurement Assistant | 1 |
| Administrative Assistant I | 1 |
| Administrative Assistant | 1 |

### UTILITY BILLING & COLLECTIONS - 26

| | |
|---|---|
| Revenue Collections Manager | 1 |
| Assistant Manager | 1 |
| Billing Supervisor | 2 |
| Senior Accounting Clerk | 3 |
| Senior Customer Service Representative | 6 |
| Customer Service Representative II | 1 |
| Administrative Assistant | 2 |
| Customer Service Representative | 3 |
| Senior Billing Specialist | 1 |
| Billing Specialists | 6 |

### TREASURY - 8

| | |
|---|---|
| Treasurer | 1 |
| Chief Accountant | 1 |
| Senior Accountant | 3 |
| Accountant | 2 |
| Senior Accounting Clerk | 1 |

### BUSINESS TAX - 4

| | |
|---|---|
| Business Tax Supervisor | 1 |
| Business Tax Specialist | 1 |
| Senior Customer Service Representative | 1 |
| Customer Service Supervisor | 1 |

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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 73.0 | 73.0 | 0.0 |

# 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 our neighbors' trust and provide best value to the City.

The department is a valuable internal financial resource to all City departments and strives to provide excellent service to investors and other entities conducting financial and purchasing transactions in accordance with accounting and procurement standards for state and local governments. To achieve its mission, the Finance Department provides services through the functions of financial administration, utility billing and collection, accounting and financial reporting, treasury, and procurement services.

As an integral Internal Support partner, Finance ensures all City departments follow sound fiscal management procedures, and the fair, open, and transparent procurement of goods and services, thereby allowing the City to obtain fiscal efficiencies, while maximizing resources and lessening financial burdens.

# 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 $700 million.

### FY 2019 Major Accomplishments

- Conducted an independent review and assessment of the water metering and billing system to determine whether meter readings and billings are systematically accurate.
- Completed updates of the following policies:
    - Use of City Issued Procurement Card
    - Travel Allowance and Subsistence Policy
- Implemented an image upload process for the Purchasing Card (P-Card) program to allow the uploading and attaching of receipts to transactions. Transitioning to electronic upload of P-Card receipts will provide an increased level of transparency for the City.

### FY 2020 Major Projects and Initiatives

- Continue multi-year implementation of the Citywide Enterprise Resource Planning ("ERP") system to improve the City's financial oversight and reporting capabilities. Implementation of this new system will also increase financial transparency citywide.
- Issue $80 million General Obligation Bonds to finance the acquisition, construction, renovation and improvement of various parks and recreation facilities.
- Issue $100 million General Obligation Bonds to finance the acquisition, construction, renovation and improvement of police and public safety facilities.
- Issue $200 million Stormwater Revenue Bonds to finance the acquisition, construction, renovation and improvements in key areas of the City vulnerable to flooding.
- Issue $7.7 million Special Obligation Bonds to finance the cost of undergrounding overhead utilities for benefiting neighborhoods.

# 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 in-house 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 a number of audiences using a variety of reporting mechanisms; the City Manager's Office monthly financial reports, 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 Comprehensive Annual Financial Report (CAFR) are developed by this division.

### FY 2019 Major Accomplishments

- Implemented mandated GASB Statements:
  - GASB Statement No. 83 Certain Asset Retirement Obligations
  - GASB Statement No. 88 Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements
- Completed Finance Conference Room Pilot (CRP) and Integrated Systems Testing sessions for the ERP. By allowing end- users to use the software, the Finance Department was able to preview how the ERP system works in anticipation of implementation in 2020.

### FY 2020 Major Projects and Initiatives

- Implement mandated GASB Statements:
  - GASB Statement No. 84 - Fiduciary Activities
  - GASB Statement No. 90 – Minority Equity Interest, an amendment of GASB Statements No. 14 and No. 61
- Deploy Phase 1 of the ERP which includes modules for Global Ledger, Payables, Payroll, Asset Accounting, Reconciliation Management and Close Management.

# Finance Department

## Procurement

### Division Description

The Procurement Services division assists all City departments with the purchase of goods and services. 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 2019 Major Accomplishments

- Initiated an independent study to evaluate the City's business practices, focusing on the use of minority owned businesses. The study is being conducted to analyze the past five years of procurement history to determine the allocation of spend.
- Improved the contract renewal process to encourage ongoing collaboration with the departments to determine needs and solicit feedback. This allows the City to make better decisions about contract awards, extensions and renewals.

### FY 2020 Major Projects and Initiatives

- Transition vendor outreach and supplier management from existing systems and processes to the ERP.
- Implement procurement, supply chain, and inventory modules of the ERP.
- Complete the citywide disparity study to determine if the allocation of the City's expenditures match the corresponding ethnic, gender and size distribution of vendors in the local area.
- Implement Job Order Contracting (JOC) to expedite the procurement process for construction projects.

# Finance Department

## Treasury

### Division Description

The Treasury division manages the City's estimated $700 million investment portfolio, which includes over $40 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. It works 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.

### FY 2019 Major Accomplishments

- Created an Investment Advisory Board to assist with the investment of City funds.
- Established a trust fund for the Post-Retirement Pay Steps benefits.
- Negotiated renewal of banking services contract decreasing fees and resulting in additional interest earnings.
- Completed Investment Policy updates.

### FY 2020 Major Projects and Initiatives

- Deploy Phase 1 of the ERP which includes modules for Accounts Receivables, Billing, Cash Management, Grant Management, and Reconciliation Management.
- Secure an energy savings capital lease to finance the acquisition, construction and installation of energy and water conservation measures, which will replace all potable water meters with an Advanced Metering Infrastructure system that will generate operational savings for the City.
- Implement SymPro Software to streamline investment management operations by providing complete investment portfolio accounting, reporting and analysis.
- Complete updates of:
  - Internal Controls Manual and Operational Procedures for Investments
  - Other Post-Employment Benefits (OPEB) Investment Policy
- Secure a $70 million line of credit to fund urgent stormwater infrastructure improvements.

# 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 on a monthly basis, as well as the annual billing and collection of the business tax renewable forms. Additional responsibilities include lien searches and applying liens to delinquent utility accounts. The division also provides the accurate posting of the City's cash collection and the timely upload to the City's Financial Accounting Management Information System (FAMIS). Utility Billing and Collection strives to deliver excellent customer support to neighbors paying for utility services and business taxes.

### FY 2019 Major Accomplishments

- Implemented payment kiosks in the City Hall drive-thru and lobby to help streamline the payment process and reduce wait times.
- Increased operational efficiency and collections of delinquent accounts by $159,000 with the addition of a staff member.
- Redesigned call center area to improve overall efficiency with a reduction in the average speed to answer phone calls from 3 minutes to 1 ½ minutes, and a reduction in total percentage of abandoned calls from 20 percent to 10 percent.
- Implemented an electronic bill presentment and payment system which provides better service and more payment options to the neighbors, including on-line service for paying utility bills.

### FY 2020 Major Projects and Initiatives

- Add a queue callback feature to the phone system to give neighbors the option to request a callback from a representative or continue to wait in queue.
- Implement electronic billing for Business Tax renewals with the option to print the tax certificate on-line.
- Implement recommendations from the independent review of the water metering and billing system.

# Finance Department

## Department Core Processes and Performance Metrics

**STRATEGIC GOALS**

**Goal 8: Build a leading government organization that manages all resources wisely and sustainably.**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Ensure accurate and prompt financial reporting | Number of accounts payable checks issued | 12,079 | 11,847 | 11,680 | 19,062 | 12,030 |
| | Percent of total payments that are electronic | 17.46% | 18.99% | 19.74% | 13.17% | 19.20% |
| Manage and administer the City's cash management and investment strategies | General obligation bond debt per Capita | $173.47 | $163.40** | $712.56[1] | $153.51* | $1,102.47[2] |
| | Total return earned from City investments | 0.83%** | 1.45% | 1.56% | 1.56%* | 2.15% |
| | Governmental debt as a percentage of total governmental expenditures | 9.38% | 7.65% | 8.67% | 7.91%* | 9.22% |
| Maintain records of utility billing revenue collections | Number of Neighbors walking into the lobby | 21,591 | 43,458[3] | 20,000 | 37,239 | 23,000 |
| | Percent of uncollected utility bills | 3.60% | 3.99% | 3.30% | 3.03% | 3.20% |

**2019 Actual data not available at time of publication; listed is an estimate*

***Data correction*

*[1] The target for FY2019 includes $100 million general obligation bonds being issued in Spring 2019, however the bond issuances have been moved to FY2020.*

*[2] The target for FY2020 includes anticipation of up to $180 million general obligation bonds being issued for Parks Improvements and a new Public Safety Facility.*

*[3] The number of walk-ins increased as the drive-thru window was closed due to construction.*

# Finance Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Ensure purchases are made with efficiency, compliance, and due diligence | P-card volume as a percentage of all purchases | 25% | 34% | 35% | 26% | 30% |
| | P-card purchase dollar amount (includes E-payable payments) | $59,992,394 | $71,840,578** | $60,000,000 | $66,623,779 | $60,000,000 |
| | Net P-card rebates | $724,652 | $909,317** | $700,000 | $922,374 | $750,000 |
| Ensure sound fiscal management | General fund cash and investments as a percentage of current liabilities[4] | 510.22% | 332.43% | 500.00% | 505.66%* | 505.00% |
| | Bond rating evaluation by National Bond Rating Agency: General Obligation[5] | AA+ | AA+ | AA+ | AA+ | AA+ |
| | Bond rating evaluation by National Bond Rating Agency: Revenue[5] | AA+ | AA+ | AA+ | AA+ | AA+ |

**2019 Actual data not available at time of publication; listed is an estimate*
*** Data Correction*
*[4]This measure is benchmarked by the Florida Auditor General. The FY 2017 reported average is 419.04% for municipalities with population greater than 150,000.*
*[5] Standard & Poor's Bond Rating Agency*

# Finance - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| General Fund - 001 | $ | 6,466,452 | 6,896,946 | 6,652,623 | 6,860,000 | (36,946) | (0.5%) |
| **Total Funding** | | **6,466,452** | **6,896,946** | **6,652,623** | **6,860,000** | **(36,946)** | **(0.5%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Administration | 1,642,340 | 1,636,046 | 1,614,353 | 1,633,975 | (2,071) | (0.1%) |
| Central Accounting | 1,799,478 | 1,935,833 | 1,789,869 | 2,015,996 | 80,163 | 4.1% |
| Treasury | 1,408,362 | 1,545,863 | 1,520,136 | 1,351,003 | (194,860) | (12.6%) |
| Procurement | 1,289,733 | 1,423,079 | 1,433,392 | 1,485,502 | 62,423 | 4.4% |
| Business Tax | 326,539 | 356,125 | 294,873 | 373,524 | 17,399 | 4.9% |
| **Total Expenditures** | **6,466,452** | **6,896,946** | **6,652,623** | **6,860,000** | **(36,946)** | **(0.5%)** |

### Financial Summary - Category Expenditures

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Personal Services | | 4,826,435 | 5,212,134 | 4,973,021 | 5,493,060 | 280,926 | 5.4% |
| Operating Expenses | | 1,640,017 | 1,684,812 | 1,679,602 | 1,366,940 | (317,872) | (18.9%) |
| **Total Expenditures** | **$** | **6,466,452** | **6,896,946** | **6,652,623** | **6,860,000** | **(36,946)** | **(0.5%)** |
| *Full Time Equivalents (FTEs)* | | *45.0* | *47.0* | *47.0* | *47.0* | *-* | *0.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase for wage adjustments | $ 204,518 |
| Increase due to health insurance costs | 30,254 |
| Increase in employee allowances | 21,960 |
| Increase in wellness incentives | 15,000 |

**Operating Expenses**

| | |
|---|---|
| Decrease in other professional services for acturial reports | (18,500) |
| Decrease in accounting & auditing for removal of the PCard Audit | (25,000) |
| Decrease in data processing services | (24,000) |
| Elimination of BidSync Solicitation services | (30,000) |
| Decrease in investment management consultant fees | (70,000) |
| Decrease in banking analysis fees | (135,000) |

# Finance - Water and Sewer Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Water and Sewer Fund - 450 | $ 2,796,137 | 3,224,508 | 3,232,618 | 3,254,606 | 30,098 | 0.9% |
| **Total Funding** | **2,796,137** | **3,224,508** | **3,232,618** | **3,254,606** | **30,098** | **0.9%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Utility Billing and Collections | 2,796,137 | 3,224,508 | 3,232,618 | 3,254,606 | 30,098 | 0.9% |
| **Total Expenditures** | **2,796,137** | **3,224,508** | **3,232,618** | **3,254,606** | **30,098** | **0.9%** |

### Financial Summary - Category Expenditures

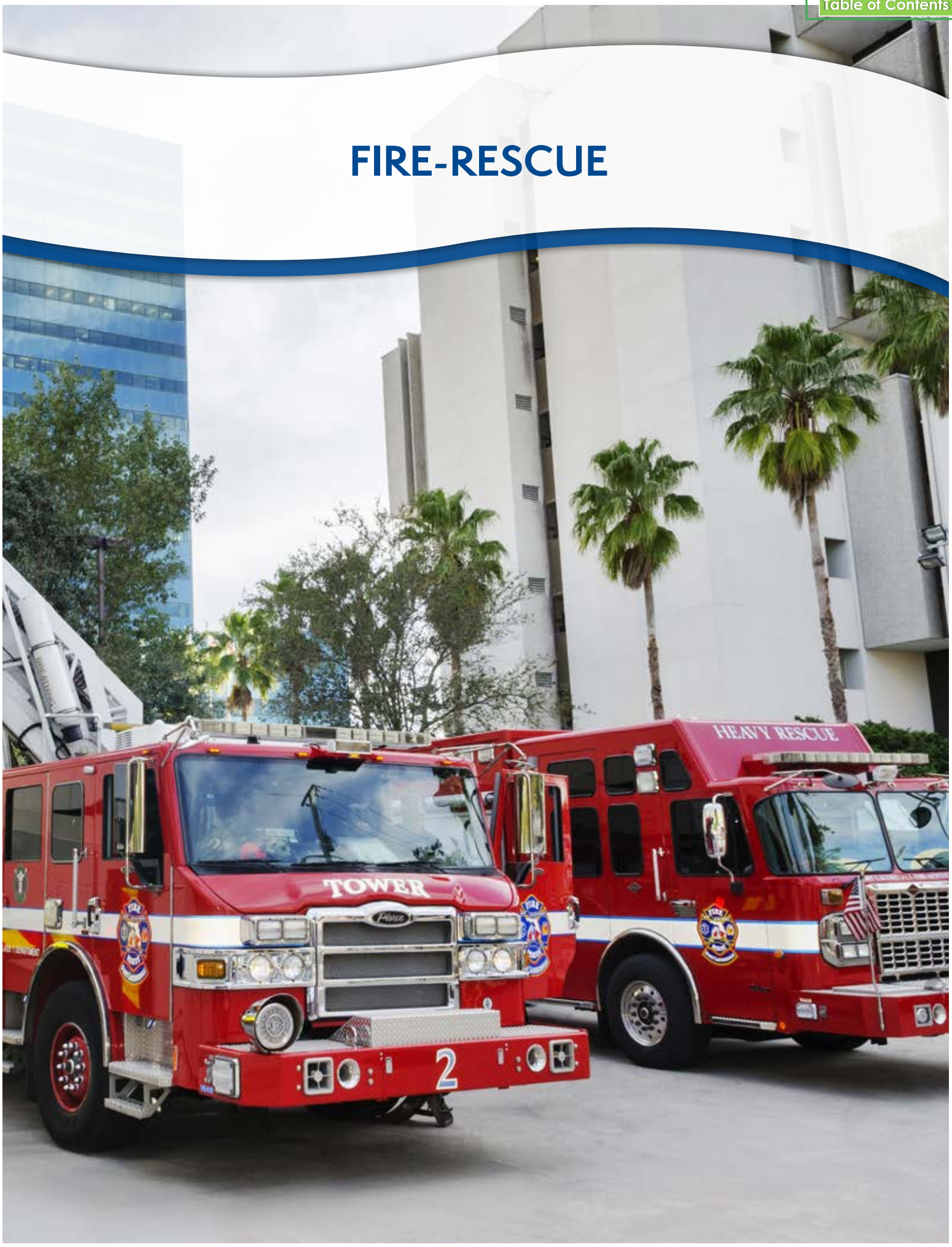
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,727,342 | 1,872,785 | 1,682,224 | 1,911,868 | 39,083 | 2.1% |
| Operating Expenses | 1,022,945 | 1,296,903 | 1,495,574 | 1,342,738 | 45,835 | 3.5% |
| Capital Outlay | 45,850 | 54,820 | 54,820 | - | (54,820) | (100.0%) |
| **Total Expenditures** | **$ 2,796,137** | **3,224,508** | **3,232,618** | **3,254,606** | **30,098** | **0.9%** |
| *Full Time Equivalents (FTEs)* | *26.0* | *26.0* | *26.0* | *26.0* | - | *0.0%* |

**FY 2020 Major Variances**

| | |
|---|---|
| **Personal Services** | |
| Increase for wage adjustments | $ 46,807 |
| Decrease in General Employee Pension allocation | (7,210) |
| **Operating Expenses** | |
| Decrease in postage costs due to fewer water payment mailings | (10,536) |
| Increase in rent allocation costs | 48,000 |
| **Capital Outlay** | |
| Decrease due to one-time purchase of utility billing kiosks in FY 2019 | (54,820) |

CITY OF FORT LAUDERDALE

# FIRE-RESCUE



# Fire-Rescue Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 484.8***

### ADMINISTRATION - 109.8

| | |
|---|---|
| Fire Rescue Chief | 1 |
| Fire Marshal | 1 |
| Deputy Fire Rescue Chief | 3 |
| Assistant Fire Rescue Chief | 2 |
| Battalion Chief | 6 |
| Accreditation Assistant | 1 |
| Administrative Aide | 5 |
| Administrative Assistant | 3 |
| Administrative Supervisor | 1 |
| Billing Specialist | 1 |
| Senior Accounting Clerk | 1 |
| Senior Administrative Assistant | 1 |
| Senior Management Analyst | 1 |
| Fire Captain | 6 |
| Fire Safety Captain | 6 |
| Fire Equipment Aide | 1 |
| Fire Inspector II | 7 |
| Fire Lieutenant | 2 |
| Fire Logistics Coordinator | 1 |
| Fire Logistics Specialist | 1 |
| Paramedic/Firefighter | 2 |
| Public Safety Administrator | 1 |
| Ocean Rescue Chief | 1 |
| Beach Lifeguard | 36 |
| Beach Patrol Lieutenant | 8 |
| PT Beach Lifeguard | 10.8 |

### OPERATIONS - 375

| | |
|---|---|
| Assistant Fire Rescue Chief | 3 |
| Battalion Chief | 13 |
| Fire Captain | 70 |
| Fire Lieutenant | 14 |
| Driver-Engineer | 75 |
| Firefighter | 36 |
| Paramedic/Firefighter | 163 |
| Fire Inspector I | 1 |

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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 485.8 | 484.8 | -1.0 |

# Fire-Rescue Department

## Department Description

Since 1912, Fort Lauderdale Fire Rescue is steadfast in our dedication to providing the highest level of prevention, preparedness, and emergency response to our dynamic community. “We Are More Than Our Mission.” Fort Lauderdale Fire Rescue (FLFR) preserves life and property, promotes public safety, and responds to all calls for emergency assistance within its jurisdiction. The agency provides the highest level of professionalism and efficiency in fire rescue and emergency management services to the neighbors, visitors, property owners, and business interests in Fort Lauderdale, Wilton Manors, the Village of Lazy Lake, and those municipalities with whom it has collaborative agreements.

Fort Lauderdale Fire Rescue is the busiest municipal fire rescue department in Broward County, operating 11 fire stations and responding to over 48,000 service calls annually. Fort Lauderdale Fire Rescue deploys unique, highly trained special operations teams, specializing in Hazardous Materials, Technical Rescue, Marine Rescue and Shipboard Firefighting, Special Weapons and Tactics (SWAT) Medics, and Aircraft Rescue Firefighting (ARFF) disciplines.

# Fire-Rescue Department

## Administrative Services

### Division Description

Administrative Services directs and manages the Fire Logistics Bureau that oversees fleet, facilities, equipment, supplies and the Fire Bond; the Homeland Security/Domestic Preparedness and Emergency Management Bureau that oversees grants, special projects, Community Emergency Response Team (CERT) and Fire Explorers; the Professional Standards Bureau that oversees background checks and internal investigations; the Financial Management Bureau that oversees the Community Investment Plan (CIP), and the Human Resources Bureau. The internal Human Resources Bureau within Fire Rescue oversees the chaplaincy program and the hiring and promotion process. It also functions as a benefits liaison with the Firefighters' Benevolent Association.

### FY 2019 Major Accomplishments

- Established the Bureau of Professional Standards for the internal review of issues to increase accountability, proactively address equity and fairness, and provide timely feedback to the community by directly addressing and managing complaints.
- Acquired Operative IQ software for the Fire Logistics Bureau to support inventory management with automated, Cloud-based supply chain functionality. Operative IQ replaces spreadsheets previously used for inventory control—reducing overages, monitoring par levels, and decreasing waste. It has a service desk feature to track maintenance and repair requests from stations and vehicles.
- Strengthened the Fire Logistics Bureau oversight with a dedicated Battalion Chief to supervise the fleet tasks and to address immediate maintenance needs. The Battalion Chief also evaluates inspection reports, negotiates purchases, evaluates repairs for quality and safety, and makes cost-effective recommendations within our changing infrastructure and increasing traffic concentration.
- Administered the opening of the new replacement Fire Station #54 which is a Category 5 hurricane rated building with new technology that is designed to alert crews of pending calls.
- Attained 10% completion on the new replacement Fire Station #8, which will serve zones south of the New River. Station #8 will provide a faster response to the community on the east side of the railroad tracks and minimize the impact of busy train crossings.
- Launched the Homeland Security Bureau which includes Emergency Management and the Emergency Operations Center (EOC). The Bureau focuses resources on preparedness for severe events by improving community engagement and hurricane readiness with "one message and one voice."
- Continued to implement the Employee Wellness Program. Created a foundation for comprehensive wellness with LifeScan physicals. LifeScan focuses on longevity of firefighter/paramedics and addresses job-related exposures that may cause cancer and terminal illness; it focuses on reducing impact to long-term health care costs.
- Deployed one new Engine, one new Ladder Truck, one new Rescue Transport vehicle within the fleet.
- Purchased replacement Self Contained Breathing Apparatuses (SCBAs) and Bunker Gear.
- Received a grant and began a "Stop the Bleed" (STB) program in public schools; "Hands-only CPR" and STB delivered across City departments.

# Fire-Rescue Department
## Administrative Services, continued

- Attained the Emergency Management Accreditation Process (EMAP) certification which recognizes the ability of emergency management programs to bring together personnel, resources and communications in preparation for and in response to an emergency. EMAP develops emergency management programs that coordinate preparedness and response activities for disasters based on global standards.

## FY 2020 Major Projects and Initiatives

- Actively identify public and private partnerships (P3) to establish cooperatives for long-term planning of additional Emergency Medical Service stations to deal with the increasing volume of EMS "calls for service" in Fort Lauderdale and City of Wilton Manors.
- Open Fire Station #8, to distribute call volume with the goal of reducing response times. The new station will provide a response model on the east side of railway tracks by relocating vehicles from Station #2.
- Research potential staffing increases and space for the Emergency Operations Center (EOC) using collaborative intra-city department partnerships to allocate and integrate fiscal, informational, and operational effectiveness to residents with a one-stop shop for all related EOC concerns.
- Relocate Fire Station #13 to a temporary location to allow the demolition and planning for a new facility on the existing site, pending decisions on property demarcations.
- Continue focusing on the Community Emergency Response Team (CERT) and Fire Explorer Program to enhance community outreach and to establish advertising, brochures, and educational initiatives.
- Deploy three engines and three EMS rescue transport vehicles in the fleet inventory.
- Continue "Stop the Bleed" program for all City employees to further educate on the benefits of crisis management during catastrophic incidents.
- Develop and submit to Fire Rescue staff and City staff a comprehensive Facility Management Program for the proper upkeep of all Fire Rescue facilities.
- Establish the new Ocean Rescue Headquarters location to help support the beach safety operations.

# Fire-Rescue Department

## Emergency Services

### Division Description

Emergency Services oversees the response efforts for incidents and provides emergency services for over 48,000 calls annually. These calls include fire suppression and emergency medical services (EMS) response for medical treatment, transportation accident responses involving automobiles, trains, and aircraft.

Emergency Services also provides special operations responses to the community such as: Technical Rescue Team (TRT); Hazardous Materials emergency response (HazMat); Marine, underwater search and rescue as well as aquatic emergencies; Tactical EMS (medical response) for the Police Department's Special Weapons and Tactics (SWAT) incidents; K-9 search and rescue; Aircraft Rescue Fire Fighting (ARFF) service to the Fort Lauderdale Executive Airport, and Ocean Rescue for the beach medical and life saving emergencies in the ocean.

Emergency Services assists with fire prevention activities supporting the Prevention Bureau personnel with annual fixed fire system testing and fire flow inspections for structures in the City.

Emergency Services personnel are charged with the proactive delivery of public education, community outreach, and injury prevention lectures and demonstrations in schools, businesses, hospitals, special events, and homeowner groups. Emergency Services firefighters are also responsible for the daily maintenance, serviceability, and condition of all Fire Rescue facilities, apparatus fleet, and ancillary equipment.

### FY 2019 Major Accomplishments

- Created the promotional supervisory position of lieutenant for the transport rescue trucks by allocating a third person on a medical rescue unit. This new position has increased supervision in field training as well as quality assurance of patient care in the field, while simultaneously decreasing the workload demand of Fire Rescue personnel per incident.
- Increased accountability and quality of care by promoting 16 lieutenants to form a full complement of advanced life-saving personnel—integrating essential quality control to rescue vehicles.
- Distributed iPads with Tablet Command to Operations Chief Officers allowing them to see real-time information on active emergency incidents throughout the City with live unit status and locations. iPads also have mobile apps for ImageTrend, Operative IQ, a GIS Operations Dashboard, Pulse Point, PowerDMS, First Due Size Up, and Emergency Response Guide—applications that support the firefighters on scene.
- Guided and reorganized staffing with a reengineered department structure; revamped resource assignments with the goal of reducing overtime and enhancing focus on EMS issues across a bureau of 457 full-time employees.
- Enhanced the data analytics and accounting management for the Fire Rescue EMS Bureau by assigning a new budgeted position related to EMS billing issues, inquiries and collections.
- Created an enhanced "Water-Safety" presentation for elementary schools as well as a "Career Day" program at local high schools.

# Fire Rescue Department

## Emergency Services, continued

- Imparted two 40-hour United States Lifesaving Association compliant Surf Rescue courses using City facilities, equipment and off-duty personnel; the funds generated by these courses paid for equipment, travel and uniforms for one national lifeguard and seven Florida local tournaments.

## FY 2020 Major Projects and Initiatives

- Renegotiate the current, inter-local service agreement with the City of Wilton Manors that expires in 2020. This inter-local agreement for fire and emergency response services is a mutually beneficially agreement in that both cities benefit from shared emergency response resources within a common service area.
- Inquire with neighboring cities the possibility of Mutual Aid and Automatic Aid agreements to lessen the drain on resources of participating fire agencies. These agreements provide residents with the response from the unit closest in proximity to the incident location for all high priority calls and increase the survival rate in patients with critical medical emergencies.
- Consolidate EMS Billing processes and related Standard Operating Procedures (SOPs) for more accurate reporting and data analysis of billing to increase collections revenue derived from EMS transport services and provide data transparency to community stakeholders.
- Conduct an apparatus availability analysis with the goal of maximizing rescue unit efficiency for simultaneous incidents. The analysis will also include an optional third person rescue variable in case funding becomes available in the long-term.

# Fire-Rescue Department

## Prevention and Preparedness Services

### Division Description

Prevention and Preparedness Services directs and manages the continued accreditation of the department and oversees fire prevention activities with annual fixed fire system testing and fire flow inspections for structures in the City. In a proactive capacity, Prevention personnel are charged with the delivery of public education, community outreach, and injury prevention lectures and demonstrations in schools, businesses, hospitals, special events, and homeowner groups. The Fire Investigation Bureau conducts fire investigations, enforces fire code compliance, oversees labor management efforts, and develops special projects.

### FY 2019 Major Accomplishments

- Created a five-year community-driven Fire Rescue Strategic Plan for 2019-2023 with the Commission on Fire Accreditation International (CFAI), by engaging external stakeholders from the public and internal Fire Rescue employees across all rank levels and disciplines within the organization.
- Attained the Commission on Accreditation of Ambulance Services (CAAS). CAAS provides a quality assurance system to help identify areas for improvement in service delivery and where standards exceed those of state or local regulation. CAAS standards increase operational efficiency while decreasing risk and liability to our organization and municipality.

### FY 2020 Major Projects and Initiatives

- Hire a public educator to develop and manage a Community Risk Reduction program including “Hands-only CPR” or bystander CPR to turn onlookers into the “first line of defense” before first responders arrive on scene. Educating citizens on fire hazards, safer habits, and “to do your part” will foster community engagement and reduce risk inherent in delayed responses. Breaking the causal chain of events of a fire is learned through public education.
- Add a Fire Plans Reviewer to expedite the turnaround time for the review of plans and also improve the collection times of the revenues this activity produces.
- Deploy Automated External Defibrillators (AED) to all City locations based on the density of City employees to reduce the risk to both employees and neighbors using an early lifesaving intervention.
- Continue the smoke alarm program for early detection of fires with the goal of installing a smoke alarm in every residential home in the City. Further efforts include replacing older 9-volt battery type smoke alarms with 10-year lithium-based smoke alarms that use a smart chip to rule out false alarms.
- Complete the deployment of Accela land management software within the division for fire inspections. Accela offers online plan review for permitting, displays results of permitted projects in the City, and will operationalize the purchase of 17 iPads for mobile use after its deployment.
- Increase the current number of Fire Inspectors by an additional (2) positions to meet the 12-month inspection requirement by the Broward County Board of Rules and Appeals (BORA) and the NFPA guideline recommendations.

# Fire-Rescue Department
## Support Services

### Division Description

Support Services manages the efforts and is comprised of the Communications and Information Technology areas, Research and Development, Safety Committee, Emergency Medical Services and Training Bureaus. This division of Fire Rescue supports all other areas in the department to ensure that Fort Lauderdale Fire Rescue provides the best service possible by managing processes, process improvements and quality management systems; training and researching new and innovative methodologies; and implementing new and supporting current technology across Fire Rescue. The EMS bureau is responsible for the delivery of Emergency Medical Services to the community. Support Services ensures that all our personnel are provided with the information and equipment needed to provide exceptional service to the community.

### FY 2019 Major Accomplishments

- Launched Target Solutions Learning Management System (LMS) as an essential component of digital e-training. The application creates curriculums, sends notifications of scheduled and required courses, tracks progress, and collects data records in a data repository for reporting. The online training platform functions as the primary educational support for the Training & Special Operations Bureau.
- Fully deployed PowerDMS document management software in the Cloud to support the accreditation process, with the potential for optional accreditation modules. PowerDMS is a cost-effective solution and enables unlimited users to collaborate, review, and approve memorandums, rules/regulations, and Standard Operating Procedures.
- Upgraded to a real-time first responder database with First Due Sizeup, a software that has increased usability and efficiency in displaying hazards located on a property for first due responders. The software reduces overall risk to everyone involved in incidents, especially the neighbors within our community.

### FY 2020 Major Projects and Initiatives

- Investigate a self-sustaining Fort Lauderdale Fire Rescue Training Facility as a public/private partnership (P3) which would, as part of the agreement, provide land and support to the facility. This facility, as an asset to the City, would use cost recovery revenues from external client usage and simultaneously engage the community at all levels.
- Upgrade the patient care medical tracking system from Intermedix to National Fire Incident Reporting System (NFIRS) ImageTrend. Cloud-based ImageTrend increases accuracy in reporting with real-time mobile entry and record retrieval from iPads. On-site EMS health reports via iPad improve the timeliness and accuracy of billing for EMS, increase the related revenue and improve collections billing.
- Streamline inventory control within logistics by further integrating Operative IQ into all department and subsidiary bureau processes.
- Monitor Federal and State legislative approvals that would allow the cost reimbursement to Medicaid for public emergency transport services application for Public Emergency Medical Transport (PEMT) Phase II.

# Fire-Rescue Department

## Support Services, continued

- Improve response time deficiencies in the downtown district corridor by running Deccan software statistical models that illustrate increased levels of service east of the railroad tracks in the downtown area, which currently has no fire stations.
- Revolutionize Return of Spontaneous Circulation (ROSC) Improvement/Cardiac Arrest survival rates for patients who go into cardiac arrest using public education to engage bystanders as first responders with CPR. Bystander CPR increases the chances for survival during a cardiac event before the arrival of a paramedic.
- Increase the number of hands-on training hours (night drills, vent-enter-search for new lieutenants, fire truck company training). In 2018, FLFR had approximately four hours per person of facility training—ISO accreditation prefers 18 hours. The goal was increased to eight hours for 2019, and 12 hours for 2020.
- Quantitatively demonstrate, with improved data collection methodology, the need to reduce the training ratio of instructor to sworn staff from 1:200 to 1:80, the average for other municipal fire departments.

# Fire-Rescue Department
## Department Core Processes and Performance Metrics

**STRATEGIC GOALS**

**Goal 6: Build a safe and well-prepared community.**

| Department Core Process | Performance Metric | CY 2017 Actual | CY 2018 Actual | CY 2019 Target | CY 2019 Projection | CY 2020 Target |
|---|---|---|---|---|---|---|
| Maintain, monitor and improve a level of response times consistent with the ability to be an accredited agency, working toward NFPA 1710 standards[1] | Emergency Medical Services (EMS) - Total Time First Unit Arrival[2] (freq. below)[3] ERF 2 | 8:08 | 7:50 | 6:00 | 7:59 | 6:00 |
| | | 31,636[3] | 31,724[3] | Decrease | 32,675 | Decrease |
| | Residential ERF Suppression (Call to Arrival Time of 16th Firefighter)[2] (freq. below)[3] | 10:51 | 13:30 | 10:20 | 11:00 | 10:20 |
| | | 20[3] | 29[3] | Decrease | 39 | Decrease |
| | Commercial ERF Suppression - (Call to Arrival Time of 22nd Firefighter)[2] (freq. below)[3] | 20:21 | 16:17 | 14:20 | 20:00 | 14:20 |
| | | 13[3] | 16[3] | Decrease | 20 | Decrease |
| Improve preparedness of community builders and neighbors through education and coordination of emergency management and disaster recovery | Percent of National Incident Management System (NIMS) Compliant City Employees across all departments | 88.5% | 52.0%[4] | 100.0% | 95.0% | 100.0% |

*[1] Response time performance measures are calculated at the 90th percentile with an Effective Response Force (ERF) designation in the calculation pertaining to the category of response.*

*[2] Response time performance measures and targets have been updated to reflect Center for Public Safety accreditation requirements.*

*All times are reflected in Calendar Year (CY) and not Fiscal Year (FY) for consistency with accreditation requirements and are Code 3.*

*[3] Frequencies displayed to illustrate the variance in robust 90th percentile data record sets. Lower frequency of fire data records results in stronger influence on 90th percentile change with marginal incident increase. Source: StatsFD and Zoll FireRMS CAD Data.*

*[4] 2018 data is an estimate based on existing data, reflecting a change in City position classification and compensation study. New levels produced an adjusted decrease reflecting new NIMS ICS requirements on Level III management category.*

# Fire Rescue Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | CY 2017 Actual | CY 2018 Actual | CY 2019 Target | CY 2019 Projection | CY 2020 Target |
|---|---|---|---|---|---|---|
| Reduce incident levels with risk reduction initiatives through community engagement | Total Number of Calls for Service[5] | 52,674 | 50,161[3] | Decrease | 51,666 | Decrease |
| | "Lives Saved" as a Percent of Interventions – Ocean Rescue[6] | 0.3% | 0.3% | <2.0% | 0.3% | <2.0% |
| | **Performance Metric** | **FY 2017 Actual** | **FY 2018 Actual** | **FY 2019 Target** | **FY 2019 Actual** | **FY 2020 Target** |
| | Percentage of Fires Confined to Structure of Origin | 97.8% | 100.0% | 100.0% | 97.0% | 100.0% |

*[3] Frequencies displayed to illustrate the variance in robust 90th percentile data record sets. Lower frequency of fire data records results in stronger influence on 90th percentile change with marginal incident increase.*

*[5] Overall decrease reflects methodology change in Broward County Computer Aided Dispatch System (CAD) to eliminate duplicate address records and reassign incident numbers in new version.*

*[6] Response times adjusted per updates to reported data released in October 2018.*

# Fire-Rescue - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 87,585,027 | 94,008,602 | 98,461,560 | 97,372,948 | 3,364,346 | 3.6% |
| **Total Funding** | **87,585,027** | **94,008,602** | **98,461,560** | **97,372,948** | **3,364,346** | **3.6%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Office of the Chief | 13,366,575 | 13,513,583 | 13,837,391 | 14,541,263 | 1,027,680 | 7.6% |
| Fire-Rescue | 74,218,451 | 80,495,019 | 84,624,169 | 82,831,685 | 2,336,666 | 2.9% |
| **Total Expenditures** | **87,585,027** | **94,008,602** | **98,461,560** | **97,372,948** | **3,364,346** | **3.6%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 71,507,179 | 75,158,801 | 79,618,194 | 79,177,352 | 4,018,551 | 5.3% |
| Operating Expenses | 15,642,821 | 18,026,301 | 18,019,866 | 18,102,241 | 75,940 | 0.4% |
| Capital Outlay | 435,027 | 823,500 | 823,500 | 93,355 | (730,145) | (88.7%) |
| **Total Expenditures** | **$ 87,585,027** | **94,008,602** | **98,461,560** | **97,372,948** | **3,364,346** | **3.6%** |
| *Full Time Equivalents (FTEs)* | *484.8* | *485.8* | *485.8* | *484.8* | *(1.0)* | *(0.2%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to the 75th percentile pay range adjustments for salaries, benefits, and overtime | $ 3,291,899 |
| Decrease in overtime expenses | (247,654) |
| Increase in health care expenses | 375,290 |
| Decrease in workers compensation expenses | (389,946) |
| Removal of one (1) Fire Inspector for the Nighttime Economy Division | (70,247) |
| Increase in Social Security/Medicare expenses | 246,998 |
| Increase in allocation of pension obligation bond payment | 332,808 |

**Operating Expenses**

| | |
|---|---|
| Decrease in tools and equipment for one-time funding for body armor replacement, uniforms, and bunker gear | (135,000) |
| Increase to fund a Chaplaincy Program | 30,000 |
| Decrease in insurance charges | (209,179) |
| Increase in fleet operation and management expenses | 109,779 |
| Increase in post-retirement pay step (PPS) expenses | 107,426 |
| Increase in computer maintenance due to the addition of First Due Sizeup, Target Solutions, Power Document Manangement Simplified (DMS), and Operative Intelligence Quotient (IQ) computer software programs | 108,047 |

# Fire-Rescue - General Fund
## Departmental Financial Summary, continued

| | |
|---|---|
| **Operating Expenses** | |
| Increase in building lease for Ocean Rescue headquarters | 43,500 |
| Increase in data procurement supplies for SMARSH application and Pulse Point softwares | 29,500 |
| **Capital Outlay** | |
| Decrease in one-time equipment expenses for replacement of thermal imaging cameras, additional power lift stretchers, and self contained breathing apparatus equipment | (646,500) |
| Decrease in one-time vehicle expense for two (2) Fire Rescue HumVees and three (3) administrative vehicles | (150,000) |
| Increase in computer software due to TeleStaff upgrade | 66,355 |

CITY OF FORT LAUDERDALE

# HUMAN RESOURCES



# Human Resources Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 43.2***

### TALENT MANAGEMENT - 26.4

| | |
|---|---|
| Director of Human Resources | 1 |
| Deputy Director of Human Resources | 1 |
| Human Resources Manager - Recruitment | 1 |
| Human Resources Manager - Org. Dev. and Learning | 1 |
| Human Resources Manager - Class and Comp | 1 |
| Financial Administrator | 1 |
| Senior Human Resources Analyst | 1 |
| Human Resources Analyst | 4 |
| Human Resources Assistant | 3 |
| Human Resources Specialist | 2 |
| Human Resources Technician | 2 |
| Learning and Development Specialist | 1 |
| Administrative Supervisor | 1 |
| Senior Administrative Assistant | 1 |
| PT Administrative Aide | 0.6 |
| Receptionist | 1 |
| Security Guard | 3 |
| PT Security Guard | 0.8 |

### EMPLOYEE RELATIONS - 2

| | |
|---|---|
| Employee Relations Manager | 1 |
| Assistant Employee Relations Manager | 1 |

### RISK MANAGEMENT - 14.8

| | |
|---|---|
| Risk Manager | 1 |
| Assistant Risk Manager | 1 |
| Senior Claims Adjuster | 2 |
| Claims Adjuster | 1 |
| Claims Analyst | 1 |
| PT Claims Adjuster | 0.8 |
| Occupational Safety and Training Coordinator | 1 |
| Training Specialist | 1 |
| Human Resources Assistant | 2 |
| Human Resources Manager - Benefits | 1 |
| Benefits Specialist | 2 |
| Senior Accounting Clerk | 1 |

*Full Time Equivalent (FTE) includes new position(s)
Note: Human Resource Analyst moved to the Sustainable Development Department but reports to the Human Resource Department

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 39.4 | 43.2 | 3.8 |

# Human Resource Department

## Department Description

The Human Resources Department (HRD) partners with other City departments to hire, train, and retain a qualified and diverse professional workforce for the delivery of excellent services to the community. The department administers employment benefits to all City staff. The staff of the HRD represents the City in collective bargaining sessions and union grievance hearings. 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. It fosters the development of future workers by administering the Kids and the Power of Work (KAPOW) Program and the Summer Youth Employment Program (SYEP) with CareerSource Broward, and partners with local institutions of higher education for continual employee development.

# Human Resource Department

## Talent Management

### Division Description

The Talent Management Division provides professional and responsive human resource services, including the recruiting, hiring, classification, compensation, orientation, and training of a diversified workforce. Outreach extends to the leaders of tomorrow through career expos 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 2019 Major Accomplishments

- Completed and implemented the City Commission approved recommendations from the Classification and Compensation Study.
- Recommended revisions of the Personnel Rules to the Civil Service Board.
- Identified a compliance training solution that will accommodate the Fire Department's service and staffing constraints.

### FY 2020 Major Projects and Initiatives

- Develop a citywide succession plan in tandem with the Classification and Compensation Study.
- Collaborate with department directors and supervisors to reallocate resources and resolve inequities within City departments to better utilize resources and capitalize on team members' skill sets.
- Increase the number of employees receiving discrimination and harassment training (compliance training).
- Improve the on-time performance evaluations rate by instituting a formal system of tracking, including incorporating web-based and interactive technology in conjunction with development of new learning resources via NeoGov's Perform Online Performance Evaluation module or Enterprise Resource Planning (ERP)/Formulation Innovative Responsive Solutions Together (FIRST) Talent Management module.

# Human Resource 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 attempts to protect the City's physical and financial assets against loss by maintaining effective insurance programs, minimizing the City's exposure to risk, providing for appropriate reserve levels, funding incurred liabilities, and providing for the proper cost allocation of incurred losses. The division provides internal investigative services on claims arising out of automobile, general, police professional, and employment practices liability exposures. Risk Management also supervises workers' compensation and related legal expenditures being handled by third party administrators.

### FY 2019 Major Accomplishments

- Implemented a new wellness incentive program, which included substantially more City employees and provided on-line capabilities for a more streamlined program.
- At the request of many City employees, changed our voluntary benefits provider to Aflac, a noted leader in voluntary insurance products.
- Enacted an enhanced Safety Program, which includes a variety of Defensive Driving classes and Hazardous Waste Operations and Emergency Response, HAZWOPER, training.
- Implemented the use of certified aftermarket parts in the repair of City vehicles that have been involved in crashes. The savings average 15% of the cost of the parts.

### FY 2020 Major Projects and Initiatives

- Update City Ordinances regarding insurance coverage requirements to address outdated language and insufficient limits.
- Develop an enhanced online benefits enrollment system in association with the ERP project. The goal is to have an enhanced online benefits enrollment system that will provide an efficient, streamlined, educational annual enrollment process. The online system is expected to eliminate the use of two third party vendor systems, reduce manual staff labor by using up to date technology, provide functional education to City employees, and potentially reduce costs by encompassing internal resources to eliminate third party contracts.
- Evaluate and update the accident review committee process to provide for greater accountability in preventable crashes.
- Implement and improve accident reporting to transition from a paper-based process to an on-line system for greater efficiencies, including faster reporting and standardized content.

# Human Resource Department

## Risk Management, continued

- Update and distribute a safety manual to all applicable employees.
- Enhance the safety and training program. A redesigned and improved required training program based on job descriptions will increase employee safety awareness and reduce preventable crashes. The new ERP will have the ability to track training requirements by job descriptions and provide notification to individuals needing training. The ERP will also store crash information, providing a central record of what currently is tracked in two separate databases.
- Initiate scenario-based Active Killer Training for all City of Fort Lauderdale employees.
- Implement an Internal Security Committee to conduct or update security audits of all City facilities.
- Establish and recommend proposed minimum mandatory safety training for designated City job descriptions (except for Police and Fire).

# Human Resource Department

## Employee Relations

### Division Description

The Employee Relations Division provides a direct link between employees, managers, and executives. Employee Relations negotiates, administers, and interprets six collective bargaining agreements, and ensures compliance with employment labor laws and City policies and procedures. Employee Relations is responsible for bargaining with four labor organizations representing the City's workforce, labor contract administration, training in contract changes and other related areas, conducting research on operational and emerging employer issues and communicating the findings, and assisting department directors and managers in policy and organizational development.

### FY 2019 Major Accomplishments

- Prepared, opened and participated in the bargaining process with the Teamsters and Federation of Public Employees units.
- Continued the ongoing review and update of City policies.
- Completed approximately 100 investigations of employee incidents.
- Resolved approximately 14 union grievances prior to arbitration.
- Continued to review and monitor the class and compensation system following initial rollout and recommend changes as needed.

### FY 2020 Major Projects and Initiatives

- Reduce the number of employees who did not successfully complete initial probationary period.
- Conduct union contract administration training to departments impacted by changes in contract language resulting from bargaining.
- Collaborate with the other HR Divisions to implement a new performance evaluation system.

# Human Resource Department

## Department Core Processes and Performance Metrics




**STRATEGIC GOALS**

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Hire and retain employees[2] | Citywide vacancy rate | 5.36% | 5.68% | 5.50% | 4.67% | 5.50% |
| | Average number of working days to complete an external recruitment | 94.69[1] | 71.39 | 60.00 | 118.78 | 60.00 |
| | Citywide employee turnover rate[2] | 6.98% | 6.31% | 5.00% | 8.22% | 5.00% |
| Manage disciplinary actions | Number of employees who did not successfully complete initial probationary period[2] | *** | 6 | 0 | 14 | 0 |
| Train employees[2] | Citywide percent of employees receiving compliance training (Discrimination, Sexual Harassment, Violence in the Work Place, and Bullying )[2&3] | 52.72% | 55.34% | 100.00% | 51.93% | 100% |
| | Average number of training hours per employee[3] | 29.28 | 37.00 | 12.00 | 34.18 | 12.00 |

****New measure, historical information not available*

*[1]Between FY 2016 and FY 2017 a total of 158 new positions were created. The new positions created an influx of applications to process for a division that was not fully staffed until January 2017.*

*[2]Community Builders are now referred to as employees*

*[3]Measure title revision*

# Human Resource Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Manage employees' health benefits[2] | Changes in revenues and expenditures for the health fund, annually[5] | R: 2.5%<br>E: 3.4% | R: 15.3%[6]<br>E: 8.6% | R: 9.0%<br>E: 9.0% | R:4.4 %<br>E:7.1 % | R: 9.0%<br>E: 9.0% |
| | Utilization rate of the employee health and wellness center | 90.25% | 75.62%[7] | 90.00% | 71.84% | 90.00% |
| Manage City's liability | Citywide number of new on the job injuries (Workers' Compensation Claims filed) | 286 | 250 | Decrease | 332 | 291[4] |
| | Percent of employee driver caused crashes[2] | 44.69% | 41.53% | Decrease | 47.11% | 45.56%[4] |

*Community Builders are now referred to as employees*

*FY 2020 target was revised to a 2 Year Rolling Average*

*"R" represents revenues and "E" represents expenses.*

*The increase in revenues is due to increased City contribution.*

*The decrease in utilization rate is partly due to construction activities in the surroundings of the health center and partly due to ddition of staff which generated more available appointment times. The number of appointment slots filled in FY2018 were the ighest overall since the start of the health center.*

# Human Resource Department - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 3,481,657 | 3,891,154 | 4,108,834 | 4,134,794 | 243,640 | 6.3% |
| **Total Funding** | **3,481,657** | **3,891,154** | **4,108,834** | **4,134,794** | **243,640** | **6.3%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Human Resources | 3,151,414 | 3,526,997 | 3,744,823 | 3,819,523 | 292,526 | 8.3% |
| Employee Relations | 330,243 | 364,157 | 364,011 | 315,271 | (48,886) | (13.4%) |
| **Total Expenditures** | **3,481,657** | **3,891,154** | **4,108,834** | **4,134,794** | **243,640** | **6.3%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 2,410,284 | 2,648,877 | 2,871,140 | 3,033,307 | 384,430 | 14.5% |
| Operating Expenses | 1,071,373 | 1,242,277 | 1,237,694 | 1,101,487 | (140,790) | (11.3%) |
| **Total Expenditures** | **$ 3,481,657** | **3,891,154** | **4,108,834** | **4,134,794** | **243,640** | **6.3%** |
| *Full Time Equivalents (FTEs)* | *24.6* | *24.6* | *28.4* | *28.4* | *3.8* | *15.4%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to the addition of three (3) full-time and one (1) part-time security guard positions | $ 231,222 |
| Increase for an estimated one-time payout to a retiring staff member | 29,640 |

**Operating Expenses**

| | |
|---|---|
| Reduction due to the funding for legal services related to collective bargaining negotiations being moved to the City Attorney's budget | (70,000) |
| Reduction due to the cancellation of the employee management software in conjunction with Enterprise Resource Planning (ERP) implementation | (24,500) |
| Reduction due to decreased costs of City sponsored programs | (22,800) |
| Reduction due to a decrease in employment advertisement expense | (10,000) |

# Human Resources Department - City Insurance Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| City Insurance Fund - 543 | $ | 18,201,194 | 19,991,444 | 19,350,768 | 19,634,601 | (356,843) | (1.8%) |
| **Total Funding** | | **18,201,194** | **19,991,444** | **19,350,768** | **19,634,601** | **(356,843)** | **(1.8%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Risk Management | 3,730,520 | 3,880,838 | 3,870,490 | 4,096,170 | 215,332 | 5.5% |
| Self Insurance Claims | 4,952,338 | 8,198,115 | 7,657,286 | 7,004,000 | (1,194,115) | (14.6%) |
| Self Insurance Claims - Workers Comp | 9,518,336 | 7,912,491 | 7,822,992 | 8,534,431 | 621,940 | 7.9% |
| **Total Expenditures** | **18,201,194** | **19,991,444** | **19,350,768** | **19,634,601** | **(356,843)** | **(1.8%)** |

### Financial Summary - Category Expenditures

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Personal Services | | 1,172,859 | 1,265,818 | 1,238,626 | 1,299,408 | 33,590 | 2.7% |
| Operating Expenses | | 17,028,335 | 18,725,626 | 18,112,142 | 18,335,193 | (390,433) | (2.1%) |
| **Total Expenditures** | **$** | **18,201,194** | **19,991,444** | **19,350,768** | **19,634,601** | **(356,843)** | **(1.8%)** |
| *Full Time Equivalents (FTEs)* | | *9.8* | *9.8* | *9.8* | *9.8* | *-* | *0.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Decrease associated with a one-time payout to a staff member who retired in FY 2019 | $ (25,204) |

**Operating Expenses**

| | |
|---|---|
| Increase in projected workers' compensation liability claim expenses based on the actuarial report | 466,827 |
| Increase in projected automobile collision repairs expenses to the City's fleet based on historical claim costs | 160,000 |
| Increase in automobile liability carrier expense | 128,000 |
| Increase in costs associated with the Citywide Cost Allocation Plan | 154,651 |
| Increase in all risk property carrier expense for city buildings | 93,000 |
| Decrease in projected automobile liability claim expenses due to the introduction of an automobile liability carrier | (845,067) |
| Decrease in projected general liability claim expenses based on actuarial report | (461,607) |
| Decrease in projected employment practices claim expenses based on actuarial report | (203,201) |

# Human Resouces Department - Health Benefits Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Health Benefits Fund - 545 | $ 30,399,924 | 34,178,644 | 32,974,702 | 34,397,322 | 218,678 | 0.6% |
| **Total Funding** | **30,399,924** | **34,178,644** | **32,974,702** | **34,397,322** | **218,678** | **0.6%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Risk Management | 926,221 | 1,735,615 | 1,313,655 | 902,047 | (833,568) | (48.0%) |
| Self-Insured Health Benefits | 29,473,703 | 32,443,029 | 31,661,047 | 33,495,275 | 1,052,246 | 3.2% |
| **Total Expenditures** | **30,399,924** | **34,178,644** | **32,974,702** | **34,397,322** | **218,678** | **0.6%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 478,776 | 1,342,974 | 921,087 | 476,166 | (866,808) | (64.5%) |
| Operating Expenses | 29,921,148 | 32,835,670 | 32,053,615 | 33,921,156 | 1,085,486 | 3.3% |
| **Total Expenditures** | **$ 30,399,924** | **34,178,644** | **32,974,702** | **34,397,322** | **218,678** | **0.6%** |
| *Full Time Equivalents (FTEs)* | *5.0* | *5.0* | *5.0* | *5.0* | - | *0.0%* |

**FY 2020 Major Variances**

**Personal Services**

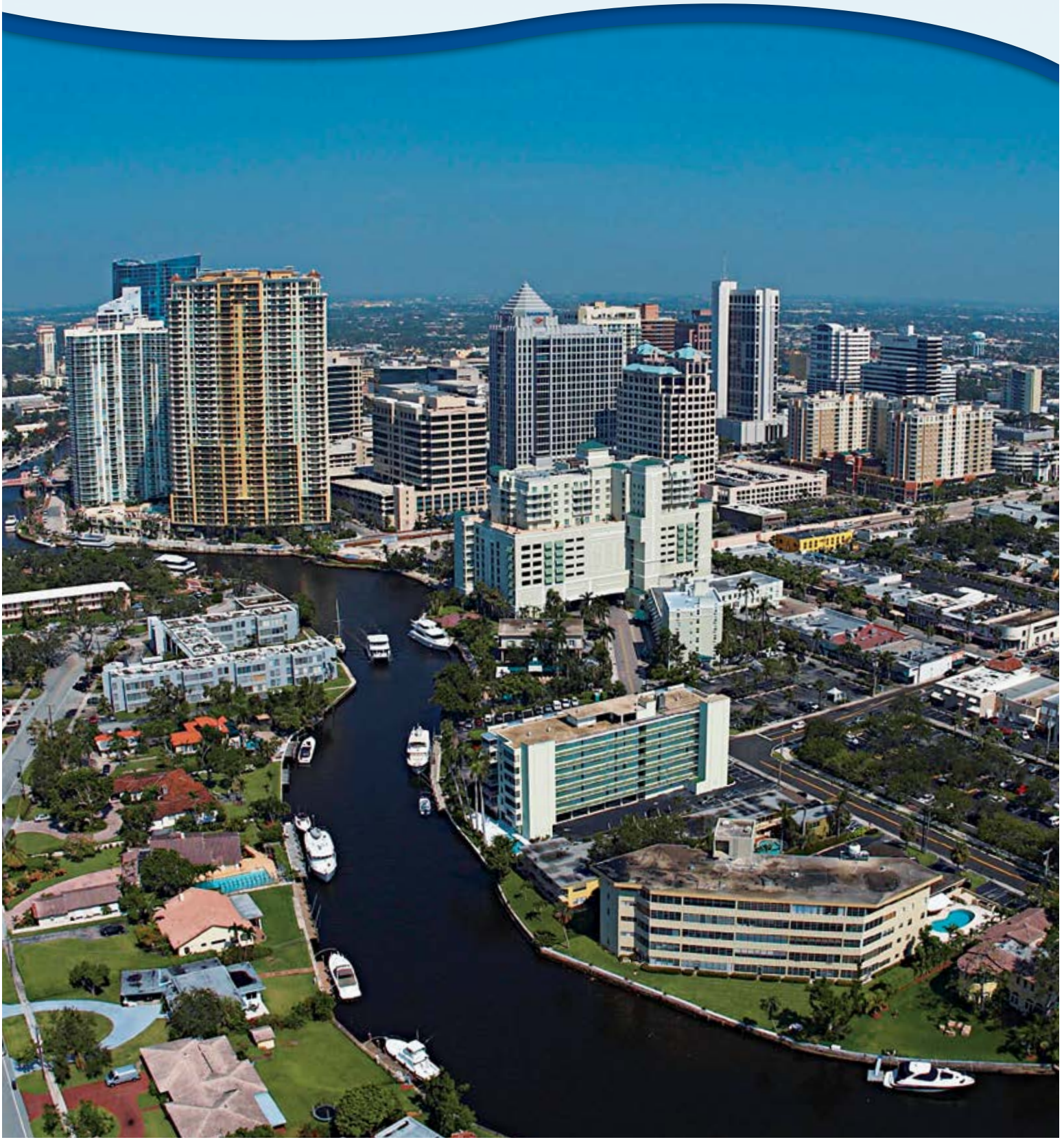
| | |
|---|---|
| Decrease due to the transition of the wellness incentive expense from a centrally allocated cost to a department level cost | $ (888,000) |

**Operating Expenses**

| | |
|---|---|
| Increase in expense for health benefits for the Fraternal Order of Police bargaining unit | 561,312 |
| Increase in projected expense for health claim expenditures based on actuarial report | 369,257 |
| Increase in expense for third party health claim administrative fees and stop-loss insurance costs | 90,171 |

CITY OF FORT LAUDERDALE

# INFORMATION TECHNOLOGY SERVICES



# Information Technology Services Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 84.0***

### INFORMATION TECHNOLOGY SERVICES ADMINISTRATION - 20.5

| | |
|---|---|
| ITS Director | 1 |
| Deputy Director | 1 |
| Senior Financial Administrator | 1 |
| Senior Accounting Clerk | 3 |
| Administrative Assistant | 2 |
| Administrative Supervisor | 1 |
| Senior Administrative Assistant | 2 |
| PT Messenger | 1.2 |
| PT Copy Center/Mail Technician | 0.5 |
| Publishing Services Administrator | 1 |
| Copy Center/Mail Technician | 1 |
| Offset Printing Press Operator II | 1 |
| Senior Info Technology Security Analyst | 2 |
| PT Administrative Aide | 0.8 |
| IT Security Analyst | 1 |
| Technical Support Analyst | 1 |

### APPLICATION SERVICES - 33

| | |
|---|---|
| Application Services Manager | 1 |
| Application Support Specialist | 3 |
| Data Warehouse Analyst | 2 |
| Senior Technology Strategist | 2 |
| Technology Strategist | 3 |
| Geographic Info Systems Manager | 1 |
| Senior Geographic Info Systems Analyst | 2 |
| Geographic Info Systems Application Developer | 1 |
| Geographic Info Systems Analyst | 2 |
| Senior Database Administrator | 1 |
| Database Administrator | 1 |
| IT Service Desk Manager | 1 |
| IT Service Desk Supervisor | 1 |
| IT Service Desk Coordinator | 3 |
| Senior Technical Support Analyst | 2 |
| Technical Support Analyst | 5 |
| Web Engineer | 1 |
| Webmaster | 1 |

### POLICE INFORMATION TECHNOLOGY SERVICES - 17

| | |
|---|---|
| Police ITS Manager | 1 |
| Senior Technology Support Analyst | 3 |
| Senior Technology Strategist | 2 |
| Senior Systems Engineer | 1 |
| Technical Support Analyst | 3 |
| Technical Support Coordinator | 1 |
| Telecommunications Manager | 1 |
| Telecommunications Coordinator | 1 |
| Telecommunications Technician | 2 |
| Technology Strategist | 1 |
| Administrative Assistant | 1 |

### INFRASTRUCTURE & OPERATIONS - 13.5

| | |
|---|---|
| Technology Infrastructure & Ops. Manager | 1 |
| Technology Infrastructure & Ops. Supervisor | 1 |
| Senior Systems Engineer | 1 |
| Systems Engineer | 1 |
| Technology Strategist | 1 |
| Senior Network Engineer | 1 |
| Network Engineer | 1 |
| Senior Voice Engineer | 1 |
| Voice Engineer | 1 |
| Technical Infrastructure Support Technician | 2 |
| PT Technical Support Coordinator | 0.5 |
| PT Intern | 2 |

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

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 84.0 | 84.0 | 0.0 |

# Information Technology Services

## Department Description

The Information Technology Services (ITS) Department is a centralized service department that provides technical resources (i.e., support, software, hardware, services, direction, and leadership) to the various departments of the City of Fort Lauderdale. The ITS Department delivers customer support, and provides computers, telephones, radios, intranet, internet, email, wireless communications, website, business software applications, desktop software applications, and training. The ITS group is responsible for all system implementations, security, City wide technology purchases, and the tactical and strategic planning for technology solutions and services to support City functions and service delivery to Neighbors.

# Information Technology Services

## Administration

### Division Description

The Administration Division provides overall management services and coordination for the Information Technology Services (ITS) Department. The division also oversees budget and City Commission agenda coordination, contract administration, purchasing, accounts payable, and payroll for the ITS Department. Administration has implemented an information-privacy and security-conscious culture in the infrastructure of the City. The effort includes developing and administering the City's strategy and vision for its information privacy and security policy. The strategy and vision include assessing privacy and security risks while coordinating these efforts across the City. In addition, Publishing and Mail Services are 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 area supplies City letterhead, envelopes, business cards, brochures, postcards, and other printed materials for all City departments. The Mail Services area manages the collection and distribution network of incoming and outgoing US Mail, City interoffice correspondence, and FedEx and UPS packages.

### FY 2019 Major Accomplishments

- Continued implementation of Policies and Procedures for Information Technology Services Finance Administration area.
- Continued development of the ITS Home page and Administration Page in LauderShare for ITS staff collaboration.
- Continued development of external ITS page (accessible by other departments) in LauderShare to be a central source for IT-related information, resources, and tools.
- Created policies and provided guidance regarding document storage in the new LauderShare intranet.

### FY 2020 Major Projects & Initiatives

- Continue to roll out the new text message archiving software to City issued and personal mobile phones.
- Continue to work on the electronic Print Shop Requisition submission to take advantage of SharePoint technology that was recently set up for Citywide collaboration.
- Continue to train administrative staff in project management and coordination. This will enhance administrative support in the project lifecycles.

# Information Technology Services

## Application Services

### Division Description

The Application Services Division provides project management, business analysis, software implementation, reporting, and technical support to the City's enterprise, departmental, and desktop applications. The division handles Data & Web Integration Services which manages all aspects of the City's critical databases and websites used by our employees and Neighbors. In addition, Geographic Information Systems (GIS) staff provides computerized mapping and location-based analytical services to City staff, Neighbors, businesses, and visitors. Helpdesk staff delivers Neighbor support and maintains the City's computer replacement plan.

### FY 2019 Major Accomplishments

- Continued implementation of the Enterprise Resource Planning (ERP), FIRST (Formulating Innovation Responsive Solutions Together), system in the third year of a multiple year effort to replace the core City financial applications including general ledger, accounts payable, accounts receivable, purchasing, inventory, investments, budgeting, payroll, human resources and benefits management.
- Continued implementation of Accela Land Management System The system became operational October 2019. Implemented ePermitHub for online submission of plans for electronic plan review. Planned go live for ePermitHub is Winter 2019, following the Accela go live.
- Completed the migration of the old Document Management system to Laserfiche.
- Built a map-centric ArcGIS Dashboard to help the City's Vision Zero Task Force, City officials, and neighbors monitor the City's Vision Zero initiative.
- Completed a pilot implementation of Esri's ArcGIS Hub Open Data. The pilot concluded with Structural Innovation selecting ArcGIS Hub Open Data as the Citywide open data platform.
- Implemented an ArcGIS Survey 123 solution for tracking inspections of water valves. Water service crews use this tool on a mobile device to log their inspection activities. Office managers and supervisors can track daily progress and see inspection results through a dashboard application.
- Built LauderServ GIS Viewer to display the progress of neighbor requests made in the most recent 30 days through the City's QAlert program. This ArcGIS Web App Builder based application allows City staff and neighbors to filter results by location including City Commission Districts and neighborhood associations.
- Developed a 3-dimensional (3D) solution to assist the Executive Airport with investigating complaints of aircrafts that allege to violate Federal Aviation Administration (FAA) flight restrictions in relation to the height of buildings in their flight path. The solution brings flight data from the Airport Noise Monitoring and Management System (ANOMS) into an ArcGIS 3D scene. ArcGIS 3D tools are then used to check flight path and flight altitude against 3D modeled buildings.

# Information Technology Services

## Application Services, continued

- Created a resilient ArcGIS infrastructure to help support spatial data needs of the Accela land management and permitting system as well as the Cityworks Enterprise Asset Management System. Cityworks will be used to manage inspections, work orders preventative maintenance, and needs forecasting for the City's water, sewer and stormwater systems.
- Developed the City's Adopt-A-Drain application, a map-centric web solution to allow neighbors to participate in a program to adopt and clean stormwater drains. The solution also sends automated adoption reports to City staff responsible for the Adopt-A-Drain program as well as identify participants eligible for green your routine points.
- Rebuilt the Parking Customer Service GIS Application to help resolve customer discrepancies, provided immediate information pertaining to parking facilities, and addressed incompatibility between hand held meter readers and the new meter management software.
- Provided cloud-based data and web applications technology to allow for higher availability, as well as faster implementation of same, in the cloud.
- Configured new Microsoft Azure Cloud web services and implemented Contracts Lists, Ethics Trac, Ethics Docs, Helistop, Meet Manager, LauderServ Portal, Lien Interest, Lobby Manager, Parking Locations and Wave Refund.
- Continued upgrades and migration of multiple databases, along with their respective web applications, to the Azure Cloud.
- Implemented a new cloud hosted solution, LauderShare, to replace the City's previous intranet, LauderLink. This provides online functionality for intranet collaboration, giving employees the ability to collaborate and distribute information quickly and easily. LauderShare also includes tools to support social media, information/executive dashboards, and search functions across all information stored within the system.
- Worked with Microsoft and internal City departments to train community builders on the new cloud-based intranet.
- Implemented virtual database configurations at the Emergency Operations Center (EOC) to have selected databases locally stored in case of an EOC activation. This will also serve as a potential second database data center location. This accomplishment continues the expansion of our Microsoft SQL Server virtual environment, allowing us to migrate and upgrade Microsoft SQL Server databases from physical servers to virtual environments. Currently, over 95% of City databases have been virtualized.
- Implemented Microsoft database technology for our new ERP databases that creates environments which replicate each other in case one fails. In that scenario, the databases fail-over to the other environment and continue to stay up and working.
- Implemented cybersecurity best practices for City websites, web applications, and databases. Remediated higher risk vulnerabilities resulting from security scans.
- Updated online payment portals to integrate with the Wells Fargo Payment Gateway. This includes the configurations of the Payment Gateways to achieve PCI compliance.
- Continued PC replacement of 300 computers scheduled for replacement due to aging systems, as well as upgrading all operating systems to Windows 10.
- Continued to upgrade Microsoft Office 365 and Office 2016 on computers running Microsoft Office 2010, which is no longer supported by Microsoft.

# Information Technology Services

## Application Services, continued

- Migrated 300 network printers from an aging print server to a newer server running a supported operating system.14

## FY 2020 Major Projects & Initiatives

- Continue to monitor the Enterprise Resource Planning (ERP), FIRST (Formulating Innovation Responsive Solutions Together), project following its implementation in FY2020 and provide support-related tasks that are anticipated as the City starts using the new system.
- Implementation of ArcGIS for Open Data as the City's open data platform. The timeframe for this will be largely dictated by the Office of Structural Innovation.
- Create an interactive mapping application for allowing the crowdsourcing of bicycle facility locations.
- Build an interactive dashboard for the Nighttime Economy division (NITE) of the City Manager's Office. This dashboard will allow the NITE team to view police calls for service in the City's entertainment districts during the nighttime economy hours. This tool will help the NITE team understand the required response in the different entertainment zones and where possible, formulate programs to maintain levels of safety.
- Implement a cloud hosted environment for the City's websites and migrate and upgrade the City's websites to the Granicus cloud hosted solution, allowing for easier website updates and higher availability. This will also facilitate layout modifications to keep up with current web trends.
- Continue SharePoint Online Intranet Enhancements by using new functionality enhancements Microsoft provides with new SharePoint Online updates.
- Continue the virtualization process of any remaining on-site physical servers as new application updates are released.
- Continue the migration of web applications and respective databases to the cloud.
- Perform in-place upgrades of the remaining 500 computers that are running on a Windows 7 operating system and upgrading them to Windows 10 Enterprise due to Microsoft no longer providing support for Windows 7.
- Complete upgrading the remaining computers running on Microsoft Office 2010 to Microsoft Office 365 and Microsoft Office 2016.

# Information Technology Services

## Infrastructure and Operations Services

### Division Description

The Infrastructure and Operations Services Division provides innovative and reliable IT Infrastructure Services with the goal of improving the City's operational efficiencies. To achieve this goal the division plans, designs, implements, maintains, and provides a 24/7 tier 2, 3 and 4 Network Operations Center (NOC) support for the City's IT infrastructure consisting of several data centers, enterprise network and firewalls, Internet, remote access and Wi-Fi communications, identity and access management (IAM), physical, virtualized and cloud computing, storage area networks (SAN), Cloud Infrastructure as a Service (IaaS), enterprise Email systems, Voice over Internet Protocol (VoIP) telephone and call center systems, video conferencing and collaborations systems, and audio visual and digital signage systems.

### FY 2019 Major Accomplishments

- Replaced critical end of life (EOL) network communications equipment at the Police Department headquarters and remote sites to create a more reliable, Criminal Justice Information Services (CJIS) compliant, and manufacturer supported network.
- Upgraded the enterprise Voice over Internet Protocol (VoIP) telephone, call center and video collaboration systems. The systems are five major versions behind. The goal of this upgrade is to prevent the current systems from getting to a manufacturer End of Life (EOL) and End of Support (EOS) state, which will expose the systems to security vulnerabilities and prevent staff from obtaining support, maintenance and security patches. Upgrading to the latest stable software version will provide new innovative features and services, aimed at improving communications and collaborations.
- Migrated email services from the on-premise Microsoft Exchange system to the Microsoft Office 365 (O365) cloud email service. The goal is to leverage the O365 services to improve the business continuity for email services, while reducing the upgrade, maintenance and energy cost as well as administrative overhead. The cloud platform provides more effective integration between O365 applications such as SharePoint and provides employees with more reliable access to email services during emergencies or disaster situations. It will also allow for more frequent and streamlined installation of security, maintenance and feature upgrades.
- Migrated the complex infrastructure services for the GIS platform from the on-premise EOC data center to the Microsoft public cloud data center. The new environment will create a more resilient infrastructure for the GIS applications.

# Information Technology Services

## Infrastructure and Operations Services, continued

### FY 2020 Major Projects & Initiatives

- Consolidate four (4) data centers to two (2), while conforming to higher data center standards for assuring the integrity and functionality of the City's computer environment and provide effective business continuity, disaster recovery and security services. The ITS department currently manages four data centers - City Hall, Police, Public Works and EOC - that houses critical electronic data, applications and IT assets from the current payroll system to the new ERP platform. The EOC data center was upgraded and modernized in 2018; however, the City Hall, Police and EOC data centers are obsolete, inadequate and are plagued with deficiencies. The buildings that house these centers are also not structurally capable of protecting the City's critical data and IT assets and are non-compliant with current data center building and management standards. This initiative will consolidate and modernize the City's data centers to take advantage of improved operations, performance, energy efficiency, space reduction, security, disaster recovery and capabilities of newer IT equipment.
- Implement a hybrid cloud data center by designing and implementing a new IT infrastructure to consist of (1) a private cloud data center which provides high speed connections between the City's two on-premise data centers, and (2) high-speed connections between the private cloud and the Microsoft public cloud to create a modern, centralized, optimized and secured hybrid cloud data center. The hybrid data center will provide the city with the option of leveraging private, public, or both data centers based on application resource requirements, cost and security. The design will also focus on security to ensure the City's data center infrastructure is compliant with Criminal Justice Information Services (CJIS), Payment card industry (PCI), General Data Protection Regulation (GDPR), Supervisory Control and Data Acquisition (SCADA) and Health Insurance Portability and Accountability Act HIPAA security regulations.

# Information Technology Services

## Police Information Technology and Radio Services

### Division Description

The Police Information Technology Services Division uses technology resources, including mobile and radio communications, to support the mission of the City of Fort Lauderdale Police Department. The division is responsible the implementation and support of software applications and technology, Automatic Vehicle Location (AVL) units, License Plate Readers (LPR), fingerprint readers, body camera technology, access control and security systems, and interoperable communications for emergency first responders. In addition, the division supports the City's mission-critical radio communications networks and staff plays an integral role with the Florida Regional Domestic Security Task Force (RDSTF) and the Miami-Fort Lauderdale Urban Areas Security Initiative (UASI) through the facilitation of Department of Homeland Security target capabilities.

### FY 2019 Major Accomplishments

- Conducted a pilot for hard drive encryption of laptops to give added security for laptops that have sensitive law enforcement data on them.
- Continued the upgrade for the access control system at the Police Department and City Hall.
- Initiated consolidation of Citywide Access Control, eliminating multiple, failing systems and implementing a new, enterprise class access system throughout the City.
- Installed security cameras in the City Hall Parking Garage, Southside School and other select locations.
- Upgraded current security cameras at prioritized locations across the City and repaired cameras previously damaged during Hurricane Irma.
- Replaced the public safety subscriber two-way radios, component and accessories. This project supports public safety operations and provides current digital technology and meets Broward County specification to access its new 700 MHz Public Safety Radio System.
- Completed the Hazmat Emergency Trailer Communications Upgrade project which supports the core capability of operational communications and operational coordination to ensure continuous flow of information and effective communication. This project was a grant awarded by the Department of Homeland Security (DHS) Urban Area Security Initiative (UASI This project also supports the Miami/Fort Lauderdale UASI Area Hazmat Response Teams.
- Upgraded the Emergency Operations Center (EOC) audio visual system to current technology. The project provides funding for upgrading the center audio components and visuals (i.e., monitor, projector, smartboard). This project affords Emergency Management staff the capabilities to effectively coordinate and disseminate real-time information that is critical during incident and emergency operations. This project funded by DHS UASI grant award.
- Upgraded the Diagnostic X System to meet the digital standard of the current subscriber fleet.

# Information Technology Services

## Police Information Technology and Radio Services, continued

- Implemented the required communications infrastructure (i.e., Fire Alerting, and CERT system) for the new Fire Station #54.
- Completed the Regional Domestic Security Task Force (RDSTF) 7 interoperable communications trailer enhancement communications capabilities. This was a regional project awarded to the City's Radio Shop to support its core capability of operational communications by further sustaining and increasing capabilities of the interoperable communications trailer with ability of PBX system and satellite services. The enhancement provided additional capabilities to ensure criterial communications resources are available to effectively communicate, coordinate and disseminate information during a local emergency or multijurisdictional incident.
- Upgraded cache radios and added service monitor for Mobile Emergency Radio System (MERS) Trailer. This project was accomplished through grant funding from DHS UASI that provided for new multiband APX subscriber radios and R8100 Service Monitor to increase the regional trailer capabilities.

## FY 2020 Major Projects & Initiatives

- Commence with the Fire Alerting System Project. This project is per Regional E9-1-1 Consolidated Agreement with Broward County mandate which requires the City to replace its current Zetron Fire Alerting System with the County's new Phoenix G2 Alerting System by US Digital Design. This will ensure that the City continues to receive Fire Rescue dispatch services that are provided by Broward County
- Implement the required communications infrastructure (i.e., Fire Alerting, and CERT system) for new Fire Station #8.
- Implement the Uniformed County-wide Law Enforcement & Fire Rescue Service Radio Template. Broward County Police & Fire Chief Association adopted a Uniformed Regional Radio Template Programming for Public Safety in Broward County. This allows for departments to have similar platforms and enable interoperability.
- Implement the Radio Management System. This project is a phase of the Public Safety Subscriber Radio Project. The management system enables staff to manage radio assets, radio IDs, firmware, programming code plugs, and services tickets. The management suites also provide staff with analytical data.
- Implement the Global Traffic Technologies (GTT) Upgrade & Replacement. Fire Rescue services utilize Opticom GPS Priority Control System to preempt traffic light signals. This system gives priority to emergency vehicles which aides in better response times and safer responses. This project will provide firmware upgrades to Emergency Vehicles Preemption (EVP) devices and commence with the replacement of some legacy devices. The firmware upgrade and replacement will support the new analytical platform and address technical parameters.

# Information Technology Services

## Police Information Technology and Radio Services, continued

- Continue to upgrade the Emergency Operations Center (EOC) audio visual system to current technology. The project provides funding for upgrading the center audio components and visuals (i.e., monitor, projector, smartboard, laptop, satellite phone). This project affords Emergency Management staff the capabilities to effectively coordinate and disseminate real-time information that is critical during incident and emergency operations. This project funded by DHS UASI grant award.
- Upgrade GENWATCH to meet radio infrastructure digital technologies.
- Continue Citywide Access Control consolidation to implement an advanced, enterprise class access system throughout the City.
- Roll-out hard drive encryption to additional users providing added security for laptops.
- Continue installation of security cameras at prioritized locations throughout the City.

- Deploy Automatic Vehicle Location (AVL) System for remaining Police and City vehicles to allow tracking of City assets.
- Continue upgrades of existing video recording and surveillance equipment at the Department of Sustainable Development facility. This will monitor lobby transactions with the public and the parking lots for security purposes.

# Information Technology Services

## Department Core Processes and Performance Metrics







**STRATEGIC GOALS**

**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.**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Provide effective and efficient IT customer service | Application Support Problem Resolution Repair: Percent Corrected within 24 hours | 52% | 20% | 75% | 21% | 50% |
| | Percentage of Mobile Problem Work Orders Completed within 24 Hours[1] | 69% | 40% | 80% | 79% | 60% |
| | Quality of General IT Services: Overall Satisfaction | 94% | 92% | 95% | 95% | 95% |
| | Percentage of Help Desk Repair Calls Resolved at Time of Call | 56% | 70%[2] | 62% | 65% | 62% |
| | Percentage of Help Desk Repair Calls Resolved within 24 Hours | 80% | 76% | 83% | 84% | 78% |

*[1] The annual survey conducted by the Information Technology Services Department is reported for the calendar year.*

*[2] Data for this measure was not collected in Quarter 3 of FY 2018. The value reported is a fiscal year to date average excluding Quarter 3.*

# Information Technology Services

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Provide effective and efficient IT customer service | Percentage of Radio Repair Service Tickets Completed within 24 Hours | 69%** | 44% | 80% | 50% | 80% |
| | Customer Satisfaction with Help Desk Ticket Survey: Overall Support[1] | 99% | 98% | 95%** | * | 97% |
| | Percent of Telephone Repair Calls Resolved within 24 Hours | 87%** | 73%** | 80% | 66% | 80% |
| | Help Desk Open Requests Work Order Aging (> 120 days)[1] | 20** | 481** | 68 | * | 75 |
| | Percentage of Network Repair Calls Resolved within 24 Hours | 76% | 67% | 80% | 57% | 80% |
| Manage projects collaboratively that implement technology across the City | Average monthly visits to GIS applications and GIS website | 18,499 | 19,279 | 25,000 | 18,731 | 18,500 |
| | Percent of Police Servers Virtualized | 59% | 61% | 65% | 61% | 65% |
| Foster an environment for technology advancement | Savings from Utilizing Electronic Certified Mail in Place of Traditional Certified Mail | $15,907 | $17,589 | $17,000 | $16,510 | $18,000 |

**2019 data not available at time of publication*

*** Data correction*

*[1] The annual survey conducted by the Information Technology Services Department is reported for the calendar year.*

# Information Technology Services (ITS) - Central Services Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Central Services Fund - 581 | $ 20,193,965 | 22,099,864 | 22,274,242 | 21,279,630 | (820,234) | (3.7%) |
| **Total Funding** | **20,193,965** | **22,099,864** | **22,274,242** | **21,279,630** | **(820,234)** | **(3.7%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| ITS Administration | 4,446,372 | 4,867,833 | 5,247,522 | 4,979,305 | 111,472 | 2.3% |
| Application Services | 4,345,342 | 6,391,741 | 6,159,370 | 6,686,283 | 294,542 | 4.6% |
| Police ITS | 6,223,218 | 6,742,703 | 6,668,650 | 5,916,733 | (825,970) | (12.2%) |
| Infrastructure and Operations | 5,179,033 | 4,097,587 | 4,198,700 | 3,697,309 | (400,278) | (9.8%) |
| **Total Expenditures** | **20,193,965** | **22,099,864** | **22,274,242** | **21,279,630** | **(820,234)** | **(3.7%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 8,982,740 | 9,911,752 | 9,169,030 | 10,310,328 | 398,576 | 4.0% |
| Operating Expenses | 8,901,057 | 9,053,940 | 9,921,040 | 9,189,698 | 135,758 | 1.5% |
| Capital Outlay | 413,305 | 1,237,778 | 1,287,778 | 280,000 | (957,778) | (77.4%) |
| Debt Services | 1,896,863 | 1,896,394 | 1,896,394 | 1,499,604 | (396,790) | (20.9%) |
| **Total Expenditures** | **$ 20,193,965** | **22,099,864** | **22,274,242** | **21,279,630** | **(820,234)** | **(3.7%)** |
| *Full Time Equivalents (FTEs)* | *81.2* | *84.0* | *84.0* | *84.0* | *-* | *0.0%* |

**FY 2020 Major Variances**

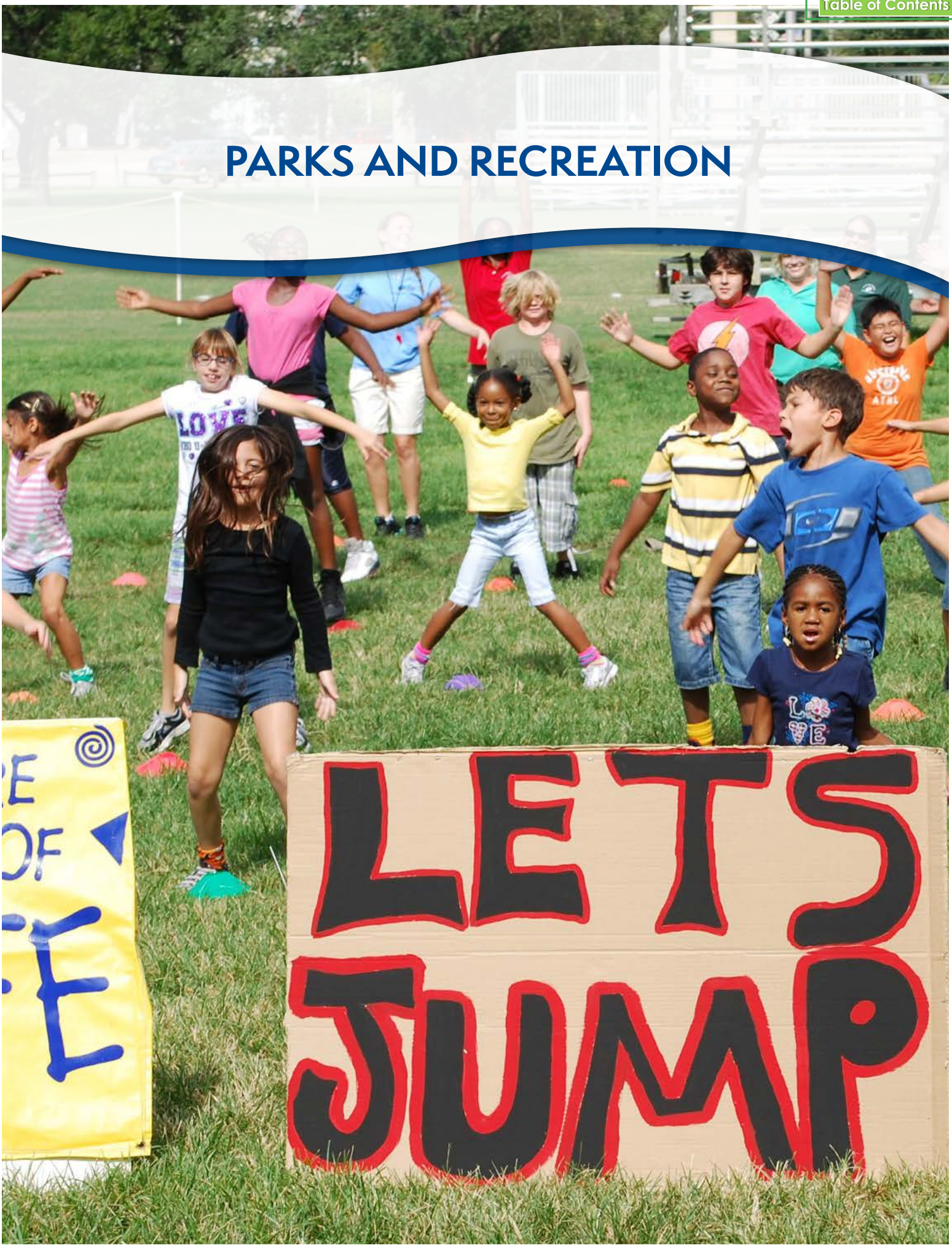
| | |
|---|---|
| **Personal Services** | |
| Increase in defined contribution pension allocation | $ 37,326 |
| Increase in employee allowances related to the City's Classification and Compensation Study | 103,320 |
| **Operating Expenses** | |
| Increase in City Hall rent allocations | 214,000 |
| Increase due to replacement of subscriber radio batteries | 62,900 |
| Decrease in software maintenance and support for Citywide Applications | (554,901) |
| Decrease in computer replacements for Police Patrol laptops and desktops | (162,200) |
| Decrease in Telephone/Cable TV services | (65,100) |
| Decrease for the replacement of telephone system components and parts | (83,000) |

# Information Technology Services - Central Services Fund
## Departmental Financial Summary, continued

| | |
|---|---|
| **Operating Expenses, continued** | |
| Decrease in data processing supplies | (50,000) |
| Increase due to data center co-location services | 162,000 |
| Increase due to maintenance and support for Enterprise Resource Platform (ERP) and ACCELA implementation | 389,192 |
| Increase due to firmware upgrade for subscriber radios to meet County mandate | 156,000 |
| Increase in maintenance and support for new fire alerting system | 75,000 |
| **Capital Outlay** | |
| Decrease in one-time expenses associated with security services and encryption | (100,000) |
| Decrease in one-time expenses associated with GIS resiliency for Accela/Cityworks enterprise asset management system | (105,647) |
| Decrease in one-time expenses associated with enhancing network systems management tolls for Information Technology Services infrastructure | (98,500) |
| Decrease in one-time expenses associated with migrating cloud networking and email services to Azure | (125,192) |
| Decrease in one-time purchase for costs associated with storage and architecture for Police ITS services | (364,000) |
| Decrease in computer server equipment costs | (110,000) |
| Decrease in funding for one-time vehicle requests | (24,000) |
| **Debt Services** | |
| Reduction due to the final payment made in FY 2019 for the 800 MHz Public Safety Radio Communication Services System special obligation loan | (396,790) |

CITY OF FORT LAUDERDALE

# PARKS AND RECREATION



# Parks and Recreation Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 438.5***

### RECREATION - 128.5

| | |
|---|---|
| Aquatic Complex Manager | 1 |
| Administrative Aide | 3 |
| Administrative Assistant | 1 |
| Apprentice Facilities Worker | 2 |
| Aquatics Complex Coordinator | 1 |
| Pool Equipment Mechanic | 2 |
| Pool Lifeguard | 6 |
| Community Program Coordinator | 4 |
| Lead Facilities Worker | 1 |
| Facilities Worker II | 1 |
| Facilities Worker I | 5 |
| Rec Program Supervisor | 10 |
| Senior Rec Program Coordinator | 19 |
| Rec Program Coordinator | 10 |
| PT Event/Recreation Workers | 62.5 |

### MARINE FACILITIES - 9.5

| | |
|---|---|
| Marine Facilities Manager | 1 |
| Dock Master | 2 |
| Marina Attendant | 4 |
| Marine Facilities Supervisor | 1 |
| Senior Administrative Assistant | 1 |
| PT Custodian | 0.5 |

### CEMETERY SYSTEM OPERATIONS - 34

| | |
|---|---|
| Parks Manager | 1 |
| Cemetery Administrator | 1 |
| Administrative Aide | 3 |
| Administrative Supervisor | 1 |
| Apprentice Facilities Worker | 7 |
| Equipment Mechanic | 1 |
| Facilities Worker I | 7 |
| Facilities Worker II | 3 |
| Family Services Coordinator | 4 |
| Irrigation Technician | 1 |
| Lead Facilities Worker | 1 |
| Parks Supervisor | 1 |
| Senior Accountant | 1 |
| Senior Accounting Clerk | 1 |
| Senior Administrative Assistant | 1 |

### SPECIAL FACILITIES & ADMINISTRATION - 23.1

| | |
|---|---|
| Parks and Recreation Director | 1 |
| Parks and Recreation Deputy Directors | 2 |
| Business Operations Manager | 1 |
| Facilities Worker I | 1 |
| Grants & Special Projects Coordinator | 1 |
| Public Information Specialist | 1 |
| Senior Recreation Program Coordinator | 1 |
| Recreation Program Coordinator | 1 |
| Senior Accounting Clerk | 1 |
| Senior Administrative Assistant | 5 |
| Administrative Supervisor | 1 |
| Administrative Assistant | 3 |
| Administrative Aide | 1 |
| Senior Financial Administrator | 1 |
| Senior Management Analyst | 1 |
| PT Administrative Aide | 0.6 |
| PT Receptionist | 0.5 |

### SANITATION - 100.4

| | |
|---|---|
| Parks Supervisor | 6 |
| Parks Manager | 1 |
| Code Compliance Officer | 2 |
| Lead Facilities Worker | 9 |
| Facilities Worker II | 29 |
| Facilities Worker I | 21 |
| Apprentice Facilities Worker | 17 |
| Heavy Equipment Operator | 5 |
| Senior Administrative Assistant | 1 |
| Administrative Aide | 1 |
| PT Custodian (Street Sweeper) | 8.4 |

### PARKS - 97

| | |
|---|---|
| Parks Manager | 3 |
| Administrative Assistant | 2 |
| Apprentice Facilities Worker | 10 |
| Equipment Mechanic | 1 |
| Facilities Worker I | 12 |
| Facilities Worker II | 25 |
| Horticulturist | 1 |
| Irrigation Technician | 2 |
| Lead Construction Worker | 1 |
| Lead Facilities Worker | 22 |
| Painter | 1 |
| Parks Operations Superintendent | 1 |
| Parks Supervisor | 7 |
| Pest Control Tech | 3 |
| PT Apprentice Maintenance Worker | 6 |

### FACILITIES MAINTENANCE - 46

| | |
|---|---|
| Project Manager I | 1 |
| Lead Facilities Worker | 2 |
| Facilities Manager | 1 |
| Facilities Worker II | 1 |
| Apprentice Facilities Worker | 1 |
| Administrative Assistant | 1 |
| Carpenter | 1 |
| Lead Construction Worker | 5 |
| Construction Worker | 13 |
| Electrical Assistant | 1 |
| Electrician | 5 |
| Fabricator-Welder | 1 |
| HVAC Technician | 4 |
| Painter | 4 |
| Parks Supervisor | 3 |
| Plumber | 2 |

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 408.5 | 438.5 | 30.0 |

*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 our neighbors. The Department's divisions include Administration, Cemeteries, Recreation and Special Facilities, Facilities Maintenance, Park Operations, Marine Facilities, and Sanitation.

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. There are new parks and expanded green space that contribute to the City's aesthetic enhancement and livability.

The Department is one of 169 agencies in the country with national endorsement from the Commission for Accreditation of Park and Recreation Agencies (CAPRA). This prestigious designation confirms our 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. Parks and Recreation produces award winning special events that build community, enrich lives, and showcase the City's best attributes. Sponsorship and promotion of new high visibility events have been pivotal in attracting tourists, residents of surrounding cities, and neighbors to downtown Fort Lauderdale and the beach.

# Parks and Recreation Department

## Administration

### Division Description

The 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 staffing matters.

### FY 2019 Major Accomplishments

- Received approval for a Parks and Recreation bond that will be used to improve local parks with energy efficient products, upgrade or replace existing city buildings, protect public green space, and implement programs to address sea-level rises through increasing the height of seawalls.
- Restated and amended the lease agreement with Broward Trust Historical Preservation for Annie Beck House at Middle River Terrace Park, allowing for Fort Lauderdale Police Department to occupy the building.
- Received FIND (Florida Inland Navigation District) grants for:
  - Removal of a small-scale derelict vessel
  - Future completion of Phase II Coontie Hatchee Lagoon construction
- Launched MainTrac Work Order upgrade to 3.1 version July 2019
  - MainTrac Work Order is a module of the RecTrac program used to facilitate work order requests from City Departments to Facilities Maintenance and Park Operations divisions
  - Parks and Recreation conducted City wide training for new and returning users in preparation for update
  - New update to provide mobile device access and improved reporting capabilities

### FY 2020 Major Projects and Initiatives

- Purchase new vehicles for transporting seniors to events and activities pending the funding determination of a grant application
- Award license agreement with AutoNation, Inc. for construction of Pink Ribbon Statue at Welcome Park.
- Additional MainTrac Work Order 3.1 upgrade to include:
  - Mobile device access for work crews, improved reporting capabilities, as well as streamlined task closures

# Parks and Recreation Department

## Cemeteries

### Division Description

The City of Fort Lauderdale owns four cemeteries within the City limits. The Parks and Recreation department recently absorbed the administrative and land maintenance duties for all four cemeteries to enhance the quality of service. The properties play an important role in preserving the history of Fort Lauderdale as well as serving the needs of current and future residents.

Evergreen Cemetery is one of the oldest cemeteries in Broward County and it is located in the Rio Vista neighborhood. Evergreen was established from a portion of a 90 acres estate owned by Mr. and Mrs. Ed T. King between 1910 and 1911. The City of Fort Lauderdale purchased the first few acres of the King Family land in 1917 for $2,000 and continued to purchase portions of the parcel until 1938; by then the City acquired a total of 11 acres.

Lauderdale Memorial Park Cemetery was established in 1945 when The City of Fort Lauderdale purchased the 56 acres. The property has a veterans' garden with a monument to honor all veterans that served our country and hosts the City's largest Memorial Day ceremony annually.

Sunset Memorial Gardens Cemetery property was purchased in 1959 and opened to service City of Fort Lauderdale neighbors in 1961. The property consists of 30 acres and offers full burials, a community mausoleum, and hedge estates (concrete or marble wall of urns).

Woodlawn Cemetery is a historical resting place of many pioneering African-American residents. Previous owners abandoned the property and no burial records exist of those interred in the cemetery. In the 1990's the City of Fort Lauderdale acquired the property to retain part of its heritage and renovated the burial site. At this time, no new burials are allowed at Woodlawn.

### FY 2019 Major Accomplishments

- Conducted All-Hands work day at Lauderdale Memorial Park in October 2018where participants added new landscaping and trees, painted and replaced the lights in the mausoleum, removed dead plants, and replaced all landscaping around the front office.
- Conducted All-Hands work day at Sunset Memorial Gardens in December 2018 where participants added new landscaping and trees, painted and replaced lights in the mausoleum, removed dead plants, and replaced the outdated sign at the office.
- Increased the level of service for maintenance at the cemeteries to mimic the level of service provided at City Parks.
- Completed the Cemetery Master Plan which was accepted by the City Commission.

### FY 2020 Major Projects and Initiatives

- Install smart irrigation controllers at Sunset Memorial Gardens and Lauderdale Memorial Park to implement sustainable irrigation practices which will generate substantial savings.
- Initiate the process of obtaining a suitable cemetery management software.
- Initiate the implementation of the Cemetery Master Plan.

# Parks and Recreation Department

## Recreation and Special Facilities

### Division Description

The Recreation and Special Facilities 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 and facilities to meet the year-round leisure needs of neighbors and visitors of all ages. This division is responsible for special event coordination and management of the City's recreation programs. Recreation facilities include City parks, activity centers, community pools, the War Memorial Auditorium (WMA), and the Aquatic Complex.

This Division is also responsible for conducting youth, adult, senior, athletic, teen, and aquatic programs, management of the War Memorial Auditorium, management of the Fort Lauderdale Aquatic Complex, and providing support for community and special events. In addition, the Division also provides licensed after-school care programs, summer camps, adult fitness and wellness programs, and environmental awareness education.

### FY 2019 Major Accomplishments

- Broke ground and began reconstruction for the Fort Lauderdale Aquatic Center Renovation Project.
- Provided power in city medians for large events in the Sistrunk community.

### FY 2020 Major Projects and Initiatives

- Collaborate with the Information Technology Services Department to determine feasibility of Wi-Fi connectivity in all City parks after piloting Wi-Fi connectivity at select parks.
- Increase green space availability for dog owners while providing safe distance from other park patrons.
- Provide power in city medians for large events, such as Holiday lighting, in the Galt community.
- Installed outdoor lighting for Riverland Park multipurpose field.
- Replace locker rooms at Fort Lauderdale Aquatic Complex.
- Conduct repairs and general improvements at the International Swimming Hall of Fame Museum according to the 40-year facilities maintenance plan.
- Address structural building concerns for the south buildings at Fort Lauderdale Aquatic Complex that are not part of renovation project, such as structural building issues and window replacement needs**.**
- Seek accreditation for the PLAY afterschool sites.
- Continue expansion of Fit Fort Lauderdale, a Fitness Initiative.
- Add an After-School Program at South Side Cultural Arts Center.
- Repurpose Lauderdale Manors Park and Lauderdale Manors Pool to serve as a dedicated Teen Center within the City of Fort Lauderdale.

# 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. A few examples are carpentry, electrical and plumbing service repairs, and painting services. The Facilities Maintenance Division manages several maintenance service contracts and provides support for the City's special events.

In March 2019, the neighbors approved the City's request for a $200 million Parks Bond. The Parks Bond includes many improvements to parks and facilities and will support projects that include major improvements and upgrades to Holiday Park, Joseph Carter Park, Lockhart Stadium, and a new Tunnel Top Park above the Federal Highway/ US 1 at the Henry Kinney Tunnel. Once the signature projects are completed, additional improvements will be undertaken at all parks across the City through public comment and advisory boards. The budget includes funds to purchase property to expand green spaces throughout the City. The capital infusion of Parks Bond funds will assist the Facilities Maintenance and Park Operations Divisions with replacement or upgrades of aging City amenities.

### FY 2019 Major Accomplishments

- Completed new construction installations:
  - Swimming Hall of Fame banquet hall, Lauderdale Memorial Cemetery office building, Hardy Park sewer pump station house, Fort Lauderdale Aquatic Center (FLAC) Wave and Museum Buildings, and George T. Lohmeyer (GTL) Administration Building roofs.
  - Accessible water fountain at Virginia Young Park
  - New pavilions and park amenities at Holiday Park Dog Park
  - Installed playground at Bayview Park

### FY 2020 Major Projects and Initiatives

- Implement the Parks Bond to improve the conditions of park facilities throughout the Park system.
- Replace more street lights with energy efficient LED lighting.
- Install 200 additional Smart Nodes for street light fixtures; this will report streetlight conditions in real time throughout the city.
- Install Playgrounds at Lincoln Park.
- Planned roof installations: Jimmy Evert Tennis Center and Croissant Park, Joseph Carter Park Recreation Center, Joseph Carter Park Social Center, Peel Dixie Generator Building and the George T. Lohmeyer Chlorine Building

# Parks and Recreation Department

## Parks Operations

### Division Description

The Parks Operation Division performs all mowing operations, irrigation repairs and installations, ball field maintenance, trash collections and removal, cemetery 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 set-up of special events when necessary. Staff is also responsible for removal of seaweed from the beach, removal of sand from roadways and sidewalks, canal cleaning, and pressure cleaning of river walks and park gazebos.

### FY 2019 Major Accomplishments

- Began construction of several artificial turf cool play fields at Holiday Park to increase the usage of the athletic fields.
- Refurbished and replanted medians throughout the City along A1A, Sistrunk, US 1, Davie and Broward Boulevards.
- Acquired a dune grant from Broward County to increase dune planting, providing for additional resiliency along A1A.
- Resurfaced the outdoor basketball court at Fort Lauderdale Beach.
- Installed new sod at Tarpon River Park and Snyder Dog Park.
- Improved the bike trail at Snyder Park.
- Restored turf and irrigation system at the baseball and multipurpose fields at Osswald Park.
- Installed new Smart Irrigation system at 31 high consumption parks and cemetery locations

### FY 2020 Major Projects and Initiatives

- Begin operations and programming of Oceanside Park on Las Olas and A1A.
- Implement the Parks Bond to improve the conditions of parks throughout the Park system.
- Implement the Neighborhood Capital Improvement Program (NCIP) Entryway Team that cleans and maintains the entrances to the City and homeowner associations.

# 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 facilities and services, commercial leases, launching facilities, capital projects, and Marine Advisory Board (MAB) functions.

### FY 2019 Major Accomplishments

- Completed Phase I Design and Permitting for the construction of a lagoon at Coontie Hatchee Park with 50% of the project costs funded by a Florida Inland Navigation District Waterways (FIND) Assistance Grant.
- Awarded a FIND Grant for 50% cost sharing for Phase II Construction of the Coontie Hatchee Lagoon.
- Awarded a FIND Grant for 50% cost sharing for the design and permitting to place an additional floating dock along the New River by Esplanade Park.
- Awarded a FIND Grant for 50% cost sharing for the design and permitting to stabilize the shoreline of the Bill Keith Preserve.
- Awarded a FIND Grant for 50% cost sharing for Phase II Construction for the renovation of the George English Park boat ramps.
- Awarded a Broward Boating Improvement Program (BBIP) Grant for 27% cost share for Phase II Construction for the renovation of the George English Parks boat ramps.
- Awarded two FIND Grants for 75% cost sharing for the removal of two derelict vessels from the City's waterways.
- Surpassed annual occupancy percentage targets of 80% at the City's marine facilities despite operational challenges created by the construction of the Las Olas Parking Garage.
- Secured a contractor for repair and maintenance of the New River pump out system.

# Parks and Recreation Department

## Marine Facilities, continued

### FY 2020 Major Projects and Initiatives

- Construct Coontie Hatchee Park Lagoon.
- Complete construction of Sweeting Park dock.
- Complete renovation of George English Park boat ramps.
- Attain award of Broward Boating Improvement Program Derelict Vessel Removal Grant of $50,000.
- Renovate Marshall Point Marine sewage pump out system.
- Complete Design and Permitting of New River Floating Dock.
- Complete Design and Permitting of Bill Keith Preserve Shoreline Stabilization.
- Apply to BBIP for Phase II Construction funding assistance for Riverwalk Floating Dock.
- Apply to FIND for Phase II Construction funding assistance for Riverwalk Floating Dock.
- Apply to FIND for Phase II Construction funding assistance for Bill Keith Shoreline Stabilization.
- Apply to FIND for Phase II Construction funding Assistance for North New River Electrical Upgrade.

# Parks and Recreation Department

## Sanitation

### Division Description

This Division provides sanitation services to the City's neighbors. The Division is responsible for removal of refuse and bulk items. The Division is also responsible for cleaning bus shelters, beach debris, canal debris, parking lots cleanup, and maintenance of public places, such as alleys and City-owned lots. Additional services carried out by the Division include identification and cleanup of code violations. The Division also participates in special event cleanup and is trained to address all levels of disaster preparation and recovery.

### FY 2019 Major Accomplishments

- Added temporary public restrooms at two locations on Fort Lauderdale Beach prior to Spring Break.
- Obtained Federal Emergency Management Agency (FEMA) certification for all full-time staff on the sanitation team to be prepared for weather related and various city emergencies.

### FY 2020 Major Projects and Initiatives

- Transition to new software, Accela, which will be the new program Code Officers use to track compliance issues with properties in the City. Accela will allow our neighbors to view their cases and pay their bills online making the process seamless.

# Parks and Recreation Department

## Department Core Processes and Performance Metrics







**STRATEGIC GOALS**

**Goal 3: Build a healthy and engaging community.**

**Goal 8: Build a leading government organization that manages all resources wisely and sustainably.**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Manage City's public spaces to be functioning, attractive, and accessible to all neighbors and visitors | Percent of waterfront parks accessible by boat | 80% | 80% | 80% | 80% | 80% |
| | Percent occupancy of New River, Cooley's Landing and Las Olas Marinas | 88% | 82% | 88% | 79% | 82% |
| | Percent of Neighbors that perceive the overall appearance of the City as excellent or good[1] | 59% | 52% | 53% | 59% | 54% |
| | Neighbor satisfaction with quality of Parks and Recreation programs and facilities[1] | 71% | 67% | 68% | 71% | 69% |
| | Percent of Neighbors satisfied with the maintenance of City buildings and facilities[1] | 51% | 48% | 49% | 43% | 45% |

[1] *This measure is reported in the annual citywide neighbor survey.*

# Parks and Recreation Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Manage City's public spaces to be functioning, attractive, and accessible to all neighbors and visitors | Neighbor satisfaction with maintenance of City Parks[1] | 74% | 69% | 70% | 73% | 71% |
| | Percent of Parks and Recreation patrons who feel "safe" in parks as indicated by surveys[2] | 83% | 84% | 85% | 82% | 84% |
| | Satisfaction with residential bulk trash collection[1] | 80% | 73% | 74% | 71% | 74% |
| | Percent of neighbors that live within a 10-minute walk of a park[3] | 88% | 89% | 89% | 89% | 89% |
| Provide City hosted special events to build community among our neighbors | Neighbor satisfaction with quality of special events[1] | 64% | 63% | 64% | 64% | 65% |

*[1] This measure is reported in the annual citywide neighbor survey*

*[2] The Parks and Recreation Department administers this survey annually via Survey Monkey*

*[3] The data for this indicator is obtained from the Parks and Recreation Department in collaboration with the City's GIS division and AECOM consulting.*

# Parks and Recreation Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Provide quality experiences and opportunities for neighbor enrichment | Number of meals served to youths in in fall, spring, and summer programs[4] | 98,259 | 99,873 | 100,000 | 104,820 | 76,000 |
| | Number of recreation and aquatic program participants[5] | 47,005 | 53,576 | 55,000 | 23,867 | 50,000 |
| | Percent of "good" or "excellent" recreation program survey ratings[6] | 87% | 85% | 90% | 94% | 87% |

*[4] This metric is tracked by Calendar Year; listed total is an estimate based on data from available sessions plus the 3yr average of Fall 2019 Sessions. Actual data will be available at CY end.*

*[5] This metric has been revised from "Number of registrants for recreation programs", and now includes all youth and adult program registrants, pass holders, team registrants and daily visitors to recreational programs and aquatic programs. The decline is due to a decrease in aquatic visitors as a result of the closure of the Swimming Hall of Fame.*

*[6] The data for this metric is obtained from surveys administered to participants at the end of each recreation program.*

# Parks and Recreation Department - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 46,295,787 | 50,397,098 | 49,898,801 | 50,619,870 | 222,772 | 0.4% |
| **Total Funding** | **46,295,787** | **50,397,098** | **49,898,801** | **50,619,870** | **222,772** | **0.4%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Special Facilities & Administration | 7,508,499 | 8,368,917 | 8,214,192 | 8,609,405 | 240,488 | 2.9% |
| Recreation | 13,856,938 | 14,276,678 | 14,287,952 | 13,519,311 | (757,367) | (5.3%) |
| Parks | 13,965,039 | 15,582,809 | 15,419,597 | 15,965,974 | 383,165 | 2.5% |
| Facilities Maintenance | 9,546,524 | 10,564,978 | 10,366,089 | 10,821,940 | 256,962 | 2.4% |
| Marine Facilities | 1,418,787 | 1,603,716 | 1,610,971 | 1,703,240 | 99,524 | 6.2% |
| **Total Expenditures** | **46,295,787** | **50,397,098** | **49,898,801** | **50,619,870** | **222,772** | **0.4%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 25,008,158 | 26,590,654 | 25,614,870 | 27,729,370 | 1,138,716 | 4.3% |
| Operating Expenses | 21,160,223 | 23,623,494 | 23,935,061 | 22,839,000 | (784,494) | (3.3%) |
| Capital Outlay | 127,406 | 182,950 | 348,870 | 51,500 | (131,450) | (71.9%) |
| **Total Expenditures** | **$ 46,295,787** | **50,397,098** | **49,898,801** | **50,619,870** | **222,772** | **0.4%** |
| *Full Time Equivalents (FTEs)* | *301.1* | *305.1* | *307.1* | *304.1* | *(1.0)* | *(0.3%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase for a mid-year addition of four (4) positions to maintain Neighborhood Community Investment Plan projects in FY 2019 | $ 233,727 |
| Increase in workers' compensation insurance costs | 645,500 |
| Increase for the addition of two (2) painters to paint the beach wall | 128,108 |
| Transfer one (1) Senior Administrative Assistant position from the City Manager Nighttime Economy Division | 94,474 |
| Decrease due to a mid-year transfer of one (1) administrative assistant and one (1) parks supervisor to the cemetery fund in FY 2019 | (181,513) |
| Reduction of five (5) War Memorial Auditorium positions: one (1) Senior Accounting Clerk, one (1) Auditorium Manager, one (1) Facilities Worker I, one (1) Auditorium Supervisor, and one (1) Production Coordinator | (430,425) |
| Reduction of one (1) Senior Procurement Specialist | (96,202) |

# Parks and Recreation Department - General Fund

## Departmental Financial Summary, continued

| | |
|---|---|
| **Operating Expenses** | |
| Reduction in utility costs, maintenance costs, bus rentals, and various pool supplies due to the closing of the Aquatic Complex from October 2019 to September 2020 | (474,989) |
| Reduction in costs due to the transfer of War Memorial Auditorium to the Panthers | (310,512) |
| Reduction in electricity costs for Southside School due to available history of actual expenditures | (189,355) |
| Reduction in internal service charges for print shop, information systems, and fleet | (213,143) |
| Increase in costs due to lawn & tree service for the Oceanside Park maintenance | 200,000 |
| Increase in costs due to funding the painting of the beach wall | 83,910 |
| Increase in costs due to the closing of the Aquatic Complex and the need for pool rentals | 104,395 |
| Increase in land leases due to the Florida Department of Transportation air space agreement | 58,470 |
| Increase in permit costs due to permits needed every five (5) years | 54,450 |
| Increase in other equipment costs due to the transfer of responsibility of barricades from the Nighttime Economy Division | 82,500 |
| Increase for pumpout facility repairs and program advertising | 50,000 |
| **Capital Outlay** | |
| Reduction due to one-time vehicle purchases in FY 2019 | (86,450) |
| Increase in one (1) vehicle for Paint crew to paint beach wall | 45,000 |

# Parks and Recreation Department - Sanitation Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Sanitation Fund - 409 | $ 12,566,880 | 12,284,487 | 12,103,798 | 12,318,302 | 33,815 | 0.3% |
| **Total Funding** | **12,566,880** | **12,284,487** | **12,103,798** | **12,318,302** | **33,815** | **0.3%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Sanitation | 12,566,880 | 12,284,487 | 12,103,798 | 12,318,302 | 33,815 | 0.3% |
| **Total Expenditures** | **12,566,880** | **12,284,487** | **12,103,798** | **12,318,302** | **33,815** | **0.3%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 6,975,671 | 7,394,512 | 7,213,619 | 7,507,241 | 112,729 | 1.5% |
| Operating Expenses | 4,261,551 | 4,058,566 | 4,058,770 | 4,114,762 | 56,196 | 1.4% |
| Capital Outlay | 1,329,658 | 831,409 | 831,409 | 696,299 | (135,110) | (16.3%) |
| **Total Expenditures** | **$ 12,566,880** | **12,284,487** | **12,103,798** | **12,318,302** | **33,815** | **0.3%** |
| *Full Time Equivalents (FTEs)* | *103.4* | *103.4* | *103.4* | *100.4* | *(3.0)* | *(2.9%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase in salaries due to contractual wage adjustments | $ 263,807 |
| Reduction of Nightime Economy positions; one (1) Parks Supervisor, one (1) Municipal Maintenance Worker III, and one (1) Facilities Worker I | (208,106) |

**Operating Expenses**

| | |
|---|---|
| Reduction in custodial services | (18,000) |
| Reduction in disposal (tip) fees for the disposal of contaminated material | (50,551) |
| Reduction in diesel fuel costs | (75,048) |
| Increase in indirect administrative allocation charges | 129,708 |
| Increase in Other insurance charges | 44,782 |

**Capital Outlay**

| | |
|---|---|
| Decrease to fund vehicles scheduled for replacement in FY 2020 | (135,110) |

# Parks and Recreation Department - Cemetery Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Amended | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Amended vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Cemetery Fund - 430 | $ - | 3,976,481 | 3,592,967 | 3,319,087 | (657,394) | (16.5%) |
| **Total Funding** | **-** | **3,976,481** | **3,592,967** | **3,319,087** | **(657,394)** | **(16.5%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Amended | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Amended vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Parks | - | 3,976,481 | 3,592,967 | 3,319,087 | (657,394) | (16.5%) |
| **Total Expenditures** | **-** | **3,976,481** | **3,592,967** | **3,319,087** | **(657,394)** | **(16.5%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Amended | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Amended vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | - | 1,952,175 | 1,524,559 | 2,388,022 | 435,847 | 22.3% |
| Operating Expenses | - | 1,272,006 | 1,250,641 | 931,065 | (340,941) | (26.8%) |
| Capital Outlay | - | 752,300 | 817,767 | - | (752,300) | (100.0%) |
| **Total Expenditures** | **$ -** | **3,976,481** | **3,592,967** | **3,319,087** | **(657,394)** | **(16.5%)** |
| *Full Time Equivalents (FTEs)* | *-* | *34.0* | *34.0* | *34.0* | *-* | *0.0%* |

***** FY 2019 Budget was amended on October 9, 2019 and was the first budget for this division***

**FY 2020 Major Variances**

| | |
|---|---|
| **Personal Services** | |
| Increase in salaries due to contractual wage adjustments | $ 370,374 |
| Increase in workers' compensation insurance costs | 29,140 |
| Increase in retirement benefits | 40,359 |
| **Operating Expenses** | |
| Reduction in one-time computer and office equipment | (156,263) |
| Reduction of merchandise expenses | (228,875) |
| Increase in training & travel expenses | 10,200 |
| Increase in costs of tools & equipment | 10,000 |
| Increase in internal service charges | 73,764 |
| **Capital Outlay** | |
| Reduction in one-time vehicle and equipment purchases | (752,300) |

# Parks and Recreation Department - Perpetual Care Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Perpetual Care Fund - 627 | $ | 1,152,190 | 847,607 | 602,558 | 861,390 | 13,783 | 1.6% |
| **Total Funding** | | **1,152,190** | **847,607** | **602,558** | **861,390** | **13,783** | **1.6%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Perpetual Care | 1,152,190 | 847,607 | 602,558 | 861,390 | 13,783 | 1.6% |
| **Total Expenditures** | **1,152,190** | **847,607** | **602,558** | **861,390** | **13,783** | **1.6%** |

### Financial Summary - Category Expenditures

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Operating Expenses | | 1,152,190 | 847,607 | 602,558 | 861,390 | 13,783 | 1.6% |
| **Total Expenditures** | **$** | **1,152,190** | **847,607** | **602,558** | **861,390** | **13,783** | **1.6%** |
| *Full Time Equivalents (FTEs)* | | - | - | - | - | - | *0.0%* |

**FY 2020 Major Variances**

No Major Variances

# POLICE



# Police Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 732.4***

### OFFICE OF THE CHIEF - 20

| | |
|---|---|
| Police Chief | 1 |
| Police Major | 1 |
| Police Captain | 1 |
| Police Sergeant | 5 |
| Police Officer | 1 |
| Senior Police Administrative Aide | 2 |
| Public Safety Grants Manager | 1 |
| Public Information Specialist | 1 |
| Administrative Assistant | 3 |
| Administrative Aide | 1 |
| Accreditation Coordinator | 1 |
| Senior Administrative Assistant | 1 |
| Accountant | 1 |

### SUPPORT SERVICES - 115.1

| | |
|---|---|
| Police Major | 2 |
| Police Captain | 1 |
| Police Lieutenant | 2 |
| Police Sergeant | 3 |
| Police Officer | 11 |
| Business Operations Manager | 1 |
| Body Worn Camera Administrator | 1 |
| Administrative Supervisor (Detention) | 3 |
| Senior Administrative Assistant | 2 |
| Administrative Assistant I (Detention) | 12 |
| Administrative Assistant | 3 |
| Senior Police Administrative Aide | 4 |
| Administrative Aide | 5 |
| Accountant | 1 |
| Lead Construction Worker | 1 |
| Construction Worker | 1 |
| Court Liaison Supervisor | 1 |
| Management Analyst | 1 |
| Photolab Specialist | 1 |
| Police Administrative Aide | 4 |
| Police Armorer | 1 |
| Police Property/Evidence Supervisor | 1 |
| Police Property/Evidence Tec | 1 |
| Police Property/Evidence Tech | 4 |
| Police Psychologist | 1 |
| Police Records Clerk | 18 |
| Police Records Supervisor | 1 |
| Senior Police Records Clerk | 4 |
| Police Supply Specialist | 8 |
| Police Supply Supervisor | 1 |
| Senior Police Teletype Oper | 1 |
| Police Teletype Operator | 9 |
| PT Administrative Assistant | 2.4 |
| Receptionist | 2 |
| PT Police Aide | 0.7 |

### OPERATIONS - 453.1

| | |
|---|---|
| Police Major | 3 |
| Accident Investigator | 4 |
| Administrative Aide | 4 |
| Crime Scene Investigator | 4 |
| Park Ranger | 10 |
| Police Captain | 5 |
| Police Lieutenant | 10 |
| Police Officer | 315 |
| Police Officer (K9) | 16 |
| Police Sergeant | 42 |
| Police Sergeant (K9) | 1 |
| PT Park Ranger | 1 |
| PT Plant Maintenance Worker | 1.3 |
| Public Safety Aide | 35 |
| PT Public Safety Aide | 0.8 |
| PT Police Aide (Barn Aides) | 1 |

### INVESTIGATIONS - 143.2

| | |
|---|---|
| Police Major | 2 |
| Administrative Aide | 8 |
| Administrative Assistant | 2 |
| Crime Analysis Supervisor | 1 |
| Crime Analyst | 1 |
| Crime Analyst II | 3 |
| Crime Analyst Trainee | 1 |
| Crime Scene Investigator | 3 |
| Criminalist | 1 |
| Latent Fingerprint Examiner | 2 |
| Latent Fingerprint Ex Trainee | 1 |
| Police Captain | 3 |
| Police Officer | 92 |
| Police Property/Evidence Tech | 1 |
| Police Sergeant | 13 |
| Public Safety Aide | 2 |
| Senior Police Administrative Aide | 2 |
| Victim Advocate | 2 |
| PT Clerk Typist | 3.2 |

### STATE CONFISCATION/ FORFEITURE TRUST - 1

| | |
|---|---|
| Police Forfeiture Coordinator | 1 |

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

| Adopted FY 2019 | Adopted FY 2020 | *Differece* |
|---|---|---|
| 736.4 | 732.4 | -4.0 |

# Police Department

## Department Description

The Police Department is comprised of the Office of the Chief and the Operations, Investigations, and Support Services Bureaus. The Department employs a collaborative policing philosophy that leverages cross-sector partnerships with our neighbors to reduce crime and improve quality of life. The Department champions community engagement through a variety of activities, ranging from youth mentoring programs, school and hospital visitation, response to chronic neighborhood law enforcement issues, and agency representation at the City's civic associations. The Department also uses data-driven information as a guide to proactive crime solving strategies and public safety initiatives. The Department is fully accredited by the Commission for Florida Law Enforcement Accreditation.

# Police Department

## Office of the Chief

### Division Description

The Office of the Chief directs the activities of the Fort Lauderdale Police Department. The Public Information Office, Staff Inspections Unit, Public Safety Grants Unit, Legal Unit, and the Office of Internal Affairs are administered directly under the Office of the Chief.

The Public Information Office delivers Departmental messages to media outlets and the public, processes public records requests, and disseminates neighbor engagement information using various platforms, including social media.

The Staff Inspections Unit maintains the agency's professional standards and accreditation status, and conducts agency-wide inspections to ensure compliance with current policy and best practices.

The Public Safety Grants Unit researches and applies for federal, state, and county grants awarded to increase public safety and ensures the Department's adherence to grant requirements.

The Office of Internal Affairs investigates allegations of police misconduct, tracks all uses of force, and ensures compliance with due process when discipline is administered. The Office of Internal Affairs, due to the nature of its work, is located outside of Police Headquarters.

The Performance Management aspect of the Chief's Office focuses on the development and accomplishment of the Department's objectives by ensuring appropriate initiative and performance indicators are developed, monitored, reported, and analyzed to meet strategic and budgetary goals.

### FY 2019 Major Accomplishments

- Extended downward trend in the City's overall crime rate: Efforts continued to effectively utilize data and allocate resources to prevent crime and establish partnerships within the community.
- Completed the implementation of the Body Worn Camera Program. The program is meant to enhance officer interactions with the public. The program captures statements, actions and evidence during the course of an incident, enhancing documentation for reporting purposes and courtroom presentations.
- The Staff Inspections Unit evaluated the overall performance of Department units and personnel in preparing for the 2019 re-accreditation process. The Department earned Excelsior status for its compliance with Florida State Statutes, Accreditation standards, department policies, and individual unit standard operating procedures. This status level was attained by achieving our 7th reaccreditation (21 years) with no conditions as noted by the Commission for Florida Law Enforcement Accreditation.
- The Department successfully pushed for passage of the Special Weapons and Tactics (SWAT) Medic Bill by the Florida Legislature. This initiative was spearheaded by Fort Lauderdale, Coral Springs, and Plantation Police Departments. The collaboration between these agencies allowed us to author a new law allowing tactical medical professionals to deploy with SWAT officers and be legally armed to protect themselves in any defensive measure. The new law allows legal protection if the medical professional utilizes their weapon, granting them the same civil rights and affording the same due process as a law enforcement officer. This action provides medics physical and legal protection.

# Police Department

## Office of the Chief, continued

### FY 2020 Major Projects and Initiatives

- Continue the downward trend in the overall crime rate by effectively utilizing data to allocate resources in a proactive manner: the Department will develop a range of analytical protocols to minimize opportunities for criminal activity and foster community involvement strategies that establish partnerships and meaningful interactions with neighbors.
- Institutionalize the Body Worn Camera Program, making it an effective tool for officer interactions with the public. The program captures statements, actions and evidence during the course of an incident enhancing documentation for reporting purposes and courtroom presentations. The program reduces unreasonable or false complaints against the Department while enhancing all participants' safety.
- Ensure recruitment and hiring activities continue to provide the workforce necessary to facilitate the best possible safety and security of our neighbors.
- Develop plans for the construction of a new Police Department Headquarters, utilizing standards that will meet the current and future needs of law enforcement in the City. Assist in facilitating the financial requirements required to utilize the bonding authority approved by neighbors.

# Police Department

## Support Services Bureau

### Division Description

The Support Services Bureau recruits, trains, and develops the Department's employees. Members of the Support Services team assist with the acquisition and management of resources and finances for the agency's operations and investigative functions. The Support Services Bureau is also responsible for scheduling employees through Telestaff administration. The Bureau—comprised of the Logistics, Records, Staff Development, and Budget/Finance Divisions—seeks best practices and technologies to enhance the Department's effectiveness.

The Logistics Division is responsible for the maintenance of police facilities, police fleet, and departmental asset records. The Division includes the Building Maintenance Unit, Fleet Services, Booking/Police Reserves, Police Supply, and Reception.

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 general public. The Division includes the Records, Teletype, Evidence, Court Liaison, Communication/Technology, and Camera Administration Units (Body Worn Cameras and the Real Time Crime Center).

The Staff Development Division is responsible for seeking the most qualified candidates for positions, both sworn and civilian, throughout the Police Department, maintaining a system that documents those candidates as they continue throughout the hiring and training processes. The Division includes the Recruiting, Background Investigations, Training, Photographic Lab, and Behavioral Services Units. This Behavioral Services Unit coordinates pre-employment psychological evaluations for sworn candidates, counseling services, and fitness-for-duty evaluations.

The Budget and Finance Division is responsible for the coordination of Police Department fiscal management, including payroll and personnel activities. The Division includes the Alarm, Personnel/Payroll, Budgeting, and Accounting Units.

### FY 2019 Major Accomplishments

- The City has begun the process of moving toward the construction of a new police headquarters through the passage of a police bond package. The new facility will house the department's many units in a modern design and layout that will also accommodate the rapidly growing technology needs of the agency.
- The Department's Support Services Bureau completed a major overhaul of the police hiring process. When hiring was re-opened, the agency faced 46 sworn vacancies. An aggressive recruitment plan was adopted, resulting in a significant reduction in Departmental vacancies.
- The Record's Division Technology Unit completed a department-wide deployment of new, upgraded APX 6000 radios. The new radios offer better coverage, an easier-to- use fleet map, and is compatible with the new county-wide system.
- The Training Unit moved into its stand-alone training facility, which was refurbished from the old Parks and Recreation building. This reconstructed training building encompasses a firearms simulator, defensive tactic room, conditioning room, and classrooms with Wi-Fi and networking for computers. The firearms simulator allows for real-life scenario-based decision-making.

# Police Department

## Support Services Bureau, continued

- Hired a certified Police Psychologist for the continued well-being of officers and their families.
- The Department successfully completed the body worn camera pilot program ahead of schedule and moved the process forward into its implementation phase. As a result, the Department was able to use grant funding for the pilot for actual program implementation, saving the City $600,000 in start-up costs. All officers have been trained and assigned a body worn camera. The program allows more transparency in interactions with the public and we anticipate a positive impact on our relationship with neighbors.

### FY 2020 Major Projects and Initiatives

- With the passage of the Police Bond Issue, the architectural design of the new police station will begin. The Department's many units will be brought together in a modern design and layout which facilitates many needs. We will be able to incorporate many of our satellite locations into one building, saving the City lease expenses for those sites. The new building will allow the inclusion of the rapidly growing technology needs of Department. The new complex will have a separate parking garage to house police and utility vehicles as well as provide employee parking. The Department will be hiring a construction manager for the project with an anticipated contract award in FY 2020.
- The Department will operationalize a new mobile command vehicle for large public gatherings and emergency applications. The roll-out of this equipment allows for more efficient and effective control of situations by monitoring activity in real-time.
- Recruitment and hiring will be an ongoing effort by the Support Services Bureau to supply the needed officers and support personnel requirements. Having completed a major overhaul of the police hiring process, the Department is capable of generating an active group of candidates to fill projected vacancies.
- The Department is evaluating quartermaster programs that could either change the internal structure of current inventory and property processes or replace it with an external application that better serves the equipment needs of officers while allowing management better control over the purchasing process.

# Police Department

## Operations Bureau

### Division Description

The Operations Bureau provides uniformed police services throughout the City for emergency and non-emergency calls. It serves the community by enforcing laws and ordinances. The Operations Bureau is responsible for the physical 24-hour delivery of Police services in the three police districts of the City. The bureau is comprised of the Patrol Division, Special Operations, Operations Support, and Community and Traffic Services.

The Patrol Division, the largest division in the agency, is comprised of the City's first responders for all law enforcement aspects. Maintaining a safe community ensures the best quality of life possible for the neighbors of Fort Lauderdale. The Special Weapons and Tactics team (SWAT) is assigned to the Patrol Division and conducts life-saving missions, warrant service, dignitary protection, and other operations requiring specialized training and equipment.

The Operations Support Division contains three sections specifically designed to support the operation of the Police Department. They are Special Operations, Special Events and Emergency Management, and Community and Traffic Services.

Special Operations supports the Patrol Division using multiple resources and specialized trained personnel. It includes the Apprehension and Detection Canine Units, Marine Unit, Field Training Officer Program, Dive Team, Truancy Unit Crossing Guards, Citizens on Patrol, and Chaplain Unit.

Special Events and Emergency Management is responsible for developing unique approaches and deploying personnel in unusual law enforcement situations and events. It includes the Special Events Unit, Emergency Management, Storm Response, the Honor Guard, the Tactical Bicycle Platoon, Code Enforcement, Park Rangers, LGBT Liaison, Juvenile Civil Citation Program, Community Police Forum, Traffic Certified Civilian Program, and School Resource Officers.

Community and Traffic Services is the lead component for traffic safety, enforcement, and education. It is comprised of highly proactive units that are unique and fall outside of the realm of the normal patrol duties. Community and Traffic Services include the Community Engagement Team, Traffic Homicide, Motor, Mounted, Driving Under the Influence (DUI) Units, Crime Prevention, Homeless Outreach, Graffiti Enforcement, Downtown Ambassador Program, and Environmental Crimes.

### FY 2019 Major Accomplishments

- Increased the number of officers in Community Engagement, funded with the Community Oriented Policing Services (COPS) hiring grant, with the goal of increasing community engagement.
- Procured updated fingerprint scanners and increased the number of Automated External Defibrillators (AED) in Department vehicles. An increased number of AEDs gave department personnel an increased ability to save lives.
- Reconstructed the arena and training circle next to the Mounted Unit's barn to provide a safe place for officers and horses to train.

# Police Department

## Operations Bureau, continued

- Created a public awareness campaign, titled BarWatch, aimed at curtailing alcohol related sexual assaults at bars and restaurants in the entertainment districts. The Department partnered with the Sexual Assault Treatment Center and local businesses to raise awareness and create a safer environment for neighbors and patrons.
- The Bureau participated in the launch of the Community Court via partnerships with 17th Circuit Courts, Broward County Board of Commissioners and Continuum of Care. This new court innovation approach, the first of its kind in the State of Florida, held violators responsible for their minor offenses while also offering to help promote behavioral change. The Community Court directly addressed the City's strategic initiative of reducing non-violent crimes, supporting public safety, and reducing homelessness in its pilot phase of the program.
- The Agency partnered with SaferWatch, a free mobile application service, to facilitate two-way communication between its subscribers and the Fort Lauderdale Police Department. This service encouraged the public to embrace "see something, say something," by submitting non-emergency tips directly to the Department. Additionally, this service allows the Department to proactively push notifications to subscribers' cell phones warning of traffic hazards, missing children, and other urgent police related matters.
- The Department launched an autism awareness campaign, titled "FLPD Cares", which provides resources and helpful identifiers for the City's Autism community. This voluntary program registers affected households with the communications center and describes any unique symptoms or triggers for responding officers. Additionally, the neighbor receives a laminated ID card with emergency contact numbers and notable characteristics. Due to the overwhelming public response, every law enforcement agency, including Broward Sheriff's Office, has adopted this program county-wide.
- The Fort Lauderdale Police Department DUI unit was implemented in 2018. The unit has reached an operational staffing level allowing them to provide the City with coverage seven days a week. Together, the unit raised the number of DUI arrests in the city by over 800% compared to 2017. The success of the DUI unit was realized when all four original members of the unit qualified for the Mothers Against Drunk Driving Gold Award for achieving over 100 arrests each during their first calendar year.
- Through partnership with the Miami Dolphins, members of the Community Engagement Team were able to participate in several community outreach initiatives designed to bridge the gap between police officers, the community, and professional sports. Two high-profile events from the partnership included a flag football game that featured NFL players as coaches and police officers teamed with Special Olympic Athletes as participants, and Operation Santa Stop where police officers and Miami Dolphins gave away NFL themed gifts to neighbors prior to the holiday season.

## FY 2020 Major Projects and Initiatives

- Continue to address the shortage of school safety personnel at all Broward County schools located within the City. We are actively engaged with the Broward County School Board to maximize and increase student safety.
- The Field Training Officer (FTO) Program will be training a considerable number of rookie officers in 2020. These numbers may increase to approximately fifty trainees in the coming year and will place a substantial burden on the FTO program.

# Police Department

## Operations Bureau, continued

- Conduct a Work Shift Evaluation to determine the viability of the current shift configurations.
- The Community and Traffic Services Division is currently working with the City GIS department to develop a real-time traffic citation dashboard. This dashboard will allow department management to visually observe where traffic citations and warnings are being issued so they can more efficiently direct resources based on needs. Additionally, the mapping feature of the dashboard will allow the Department to express historical enforcement to neighbors when questions arise.

# Police Department

## Investigations Bureau

### Division Description

The Investigations Bureau is responsible for investigating a wide range of criminal activity and proactive enforcement to curtail future criminal activity. The Bureau integrates responses to criminal activity with the other bureaus in the Department with the goal of reducing and solving Part One Crimes through proactive and follow-up investigations. The Bureau is comprised of the Criminal Investigations Division (CID), the Special Investigations Division (SID), the FBI Broward County Public Corruption Task Force, and the Street Crimes Division (SCD).

The Criminal Investigations Division is responsible for the follow-up investigation of "persons" crimes and includes the Homicide/Missing Persons Unit, the Fugitive/Career Criminal Unit, the Violent Crimes Unit, Special Victims Unit, Economic Crimes Unit, the Crime Scene Investigation/Fingerprint Unit, the Digital Forensic Lab and the Critical Incident Stress Debriefing (CISD) Unit.

The Special Investigations Division is responsible for proactive policing efforts used to eradicate all levels of drug/vice activity and affect a reduction in Part One Crimes. Other units within the Special Investigations Division include the Drug Enforcement/Vice Unit, the Major Narcotics Unit, the Strategic Investigations Unit, the Threat Response Unit, the Technical Services Unit, and Nuisance Abatement.
The Street Crimes Division is responsible for the follow-up investigation of property crimes and includes the Property Crime Unit, the Rapid Offender Control Unit, and the Crime Analysis Unit.

### FY 2019 Major Accomplishments

- Participated in the Seek the Other Path (S.T.O.P.) pre-arrest diversion program.
- Working in partnership with Henderson Behavioral Health, the Fort Lauderdale Police Department participated in the "Angel" Program. With this partnership, individuals suffering from drug/substance addiction and seeking help are placed in a recovery program instead of being arrested or serving jail time. This initiative gives the police department a unique opportunity to address the issue of substance abuse with the goal of reducing the rate of overdose deaths in the community.
- Created a Terrorism Liaison Officer (TLO) Program - A framework was established to create a team of officers spread across shifts and assignments. Officers were specially trained in terrorism topics and intelligence gathering and received quarterly training as well as periodic electronic articles, journals and training assignments. The officers are called by other patrol officers when there is any indication of potential intelligence related to terrorism/sovereign citizens. They have a direct line of communication to facilitate reporting with the FBI's Joint Terrorism Task Force detectives.
- Developed and implemented a 'Tip Line' that provides leads on planned and executed criminal intent. As a result of this effort, the Department has a new source of information available to solve and prevent crimes.
- The Department successfully implemented a new initiative that deploys detectives to overdose scenes to investigate and identify drug dealers for federal prosecution. The Department's Special Investigations Division has developed a partnership with the Drug Enforcement Agency (DEA) which will boost funding through task forces (High Intensity Drug Trafficking Area/Organized Crime Enforcement Drug Task Force). The Department has been successful in its first effort under this new program through a positive criminal case outcome.

# Police Department

## Investigations Bureau, continued

- The Department developed and staffed a Threat Response Unit responsible for the investigation of any incident that may cause an immediate concern to public safety. This new unit is established with industry-leading best practices and is a collaborative effort with neighboring police agencies. The Department works with the Broward Sheriff's Office in holding a regional monthly intelligence meeting to foster information sharing. The unit also shares information with the School Resource Officer program to ensure constant communication and understanding of roles for any situation involving educational facilities.

## FY 2020 Major Projects and Initiatives

- In an effort to better serve neighbors, reduce costs, and continue with nationwide best practices, the Department is re-aligning its approach to crime scene investigations. The Department has announced and reclassified the position of Crime Scene Investigator and is currently recruiting civilians for these new positions. Once the unit becomes fully staffed and trained in the new fiscal year, the Department will release five sworn officers to return to traditional methods of investigations.
- The Department is working with the Northwest Community Redevelopment Agency (NW CRA) to purchase additional license plate readers (LPRs) to be utilized in targeted areas within its boundaries. LPRs utilize cameras that capture and read vehicle license plates traversing nearby. These cameras act as a force multiplier in identifying and apprehending criminals who have either committed or are about to commit crimes. Cameras are a valuable tool for both the Department and neighbors in efforts to reduce crime and increase the quality of life. The implementation of these cameras in the new fiscal year should assist us in accomplishing this effort.
- The Department will evaluate the use of contract workers to supplement and support permanent staffing in the investigation of assigned cases and auxiliary activities. The viability of using such workers as Intelligence Analysts in gathering information on specific targets who are the subject of investigation is under consideration. The Bureau projects that employees in these categories may be hired and retained for a lower cost without the commitment of a Full-time employee.

# Police Department

## Department Core Processes and Performance Metrics







**STRATEGIC GOALS**

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

**Goal 6: Build a safe and well-prepared community**

| Department Core Process | Performance Metric | CY 2017 Actual | CY 2018 Actual | CY 2019 Target | CY 2019 Actual | CY 2020 Target |
|---|---|---|---|---|---|---|
| Reduce crime to improve public safety[1] | Crime Rate per 100,000 Population | 6,186.6 | 5,500.3 | 5,186.0 | * | 5,348.3[2] |
| Solve crimes through active investigations to improve public[2] | FDLE Crime Clearance Rate for Part I Crimes | 13.5% | 14.6% | 14.6% | * | 15.4%[2] |

**2019 data not available at time of publication.*

*[1]CY2019 Core Process and Measures were revised after the proposed budget narratives.*

*[2]Target based on preliminary data and may be modified pending the release of CY 2019 actual data from Florida Department of Law Enforcement (FDLE).*

# Police Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Foster community involvement strategies that establish partnerships and meaningful interactions with neighbors[1] | Community Engagement Team (CET) hours spent engaging Neighbors[3] | *** | 1628.75 | 1440.00 | * | 1440.00 |
| | Neighbor satisfaction with how quickly police respond to 911 calls | 62.2% | 61.5% | * | 60.3% | 62.5%[4] |
| | Neighbor satisfaction with overall feeling of safety in the City | 50.0%** | 42.2% | * | 49.0% | 53.0%[4] |
| | Neighbor satisfaction with overall quality of local police protection | 66.0%** | 63.2% | * | 63.8% | 65.3%[4] |
| | Neighbor satisfaction with the visibility of police in neighborhoods | 43.6%** | 44.8% | * | 47.0% | 50.3%[4] |
| [1]Manage resources strategically, efficiently, and effectively | Sworn Police Officer Vacancies Rate (%) | 7.1% | 3.0% | 4.0% | 1.3% | 4.0% |
| | Overall Police Budget Utilized (%) | 100.2% | 98.4% | 100.0% | 98.5% | 100.0% |

**2019 data not available at time of publication.*
***Data correction*
****New measure, historical information not available.*
*[1]CY2019 Core Process and Measures were revised after the proposed budget narratives.*
*[3]The reporting frequency for this measure is tracked by Calendar Year.*
*[4]FY2020 Target methodology was revised. It is based on the historical average of the forecast and upper confidence bounds.*

# Police Department - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 123,007,284 | 127,517,197 | 126,838,180 | 130,978,409 | 3,461,212 | 2.7% |
| **Total Funding** | **123,007,284** | **127,517,197** | **126,838,180** | **130,978,409** | **3,461,212** | **2.7%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Office of the Chief | 3,008,764 | 3,661,320 | 2,982,369 | 3,148,074 | (513,246) | (14.0%) |
| Support Services | 28,976,801 | 29,965,750 | 29,393,058 | 31,588,813 | 1,623,063 | 5.4% |
| Operations | 67,047,837 | 69,157,769 | 73,040,757 | 74,443,801 | 5,286,032 | 7.6% |
| Investigations | 23,973,882 | 24,732,358 | 21,421,996 | 21,797,721 | (2,934,637) | (11.9%) |
| **Total Expenditures** | **123,007,284** | **127,517,197** | **126,838,180** | **130,978,409** | **3,461,212** | **2.7%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 100,169,535 | 103,965,373 | 103,419,909 | 107,196,255 | 3,230,882 | 3.1% |
| Operating Expenses | 22,641,475 | 23,551,824 | 23,351,645 | 23,740,154 | 188,330 | 0.8% |
| Capital Outlay | 196,274 | - | 66,626 | 42,000 | 42,000 | 100.0% |
| **Total Expenditures** | **$ 123,007,284** | **127,517,197** | **126,838,180** | **130,978,409** | **3,461,212** | **2.7%** |
| *Full Time Equivalents (FTEs)* | *726.9* | *727.4* | *722.1* | *723.4* | *(4.0)* | *(0.5%)* |
| *COPS grant (FTEs)* | *8.0* | *8.0* | *8.0* | *8.0* | - | *0.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Transfer of three (3) full-time and one (1) part-time Security Guard positions to the Human Resources Department | $ (227,379) |
| Transfer of one (1) Administrative Assistant I and one (1) part-time Driver to Public Works Sustainability Division | (117,228) |
| Increase in salaries and overtime due to cost of living and step adjustments | 2,740,171 |
| Increase in payroll attrition | 550,000 |
| Decrease in overtime expenses | (550,000) |
| Addition of twelve (12) Detention Officers and three (3) Detention Supervisors | 1,219,915 |
| Removal of 8.7 part-time Reserve Officer positions | (476,125) |
| Removal of Nighttime Economy positions; three (3) Police Officers, one (1) Police Lieutenant, and one (1) Public Safety Aide | (575,271) |

# Police Department - General Fund

## Departmental Financial Summary, continued

| | |
|---|---|
| **Personal Services, continued** | |
| Decrease in overtime in order to facilitate the revised Detention Program | (1,293,790) |
| Increase for COPS hiring grant salaries | 276,957 |
| Increase in City's contribution to health insurance | 946,947 |
| Increase in workers compensation | 380,399 |
| **Operating Expenses** | |
| Increase for the bulletproof vest replacement program | 166,400 |
| Increase due to ongoing licensing for the body worn camera program | 650,000 |
| Increase to fund a Chaplaincy Program | 30,000 |
| Decrease in Information Technology service charges | (600,398) |
| **Capital Outlay** | |
| Increase for animal replacement program | 42,000 |

# Police Department - Confiscation/Forfeiture Trust

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Police State Confiscation Operations - Fund 104 | $ 197,089 | 55,385 | 126,385 | 54,901 | (484) | (0.9%) |
| Justice Task Force - Fund 107 | 1,064,261 | - | 1,081,660 | - | - | 0.0% |
| **Total Funding** | **1,261,350** | **55,385** | **1,208,045** | **54,901** | **(484)** | **(0.9%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Confiscation/Forfeiture Trust | 197,089 | 55,385 | 126,385 | 54,901 | (484) | (0.9%) |
| Justice Federal Conf/Forfeitures | 1,064,261 | - | 1,081,660 | - | - | 0.0% |
| **Total Expenditures** | **1,261,350** | **55,385** | **1,208,045** | **54,901** | **(484)** | **(0.9%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 50,796 | 50,206 | 49,877 | 54,461 | 4,255 | 8.5% |
| Operating Expenses | 415,923 | 5,179 | 841,766 | 440 | (4,739) | (91.5%) |
| Capital Outlay | 794,631 | - | 316,402 | - | - | 0.0% |
| **Total Expenditures** | **1,261,350** | **55,385** | **1,208,045** | **54,901** | **(484)** | **(0.9%)** |
| *Full Time Equivalents (FTEs)* | *1.0* | *1.0* | *1.0* | *1.0* | - | *0.0%* |

**FY 2020 Major Variances**

No Major Variance

# Police Department - School Crossing Guard Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| School Crossing Guard - Fund 146 | $ | 950,258 | 916,852 | 916,852 | 935,589 | 18,737 | 2.0% |
| **Total Funding** | | **950,258** | **916,852** | **916,852** | **935,589** | **18,737** | **2.0%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Operations | 950,258 | 916,852 | 916,852 | 935,589 | 18,737 | 2.0% |
| **Total Expenditures** | **950,258** | **916,852** | **916,852** | **935,589** | **18,737** | **2.0%** |

### Financial Summary - Category Expenditures

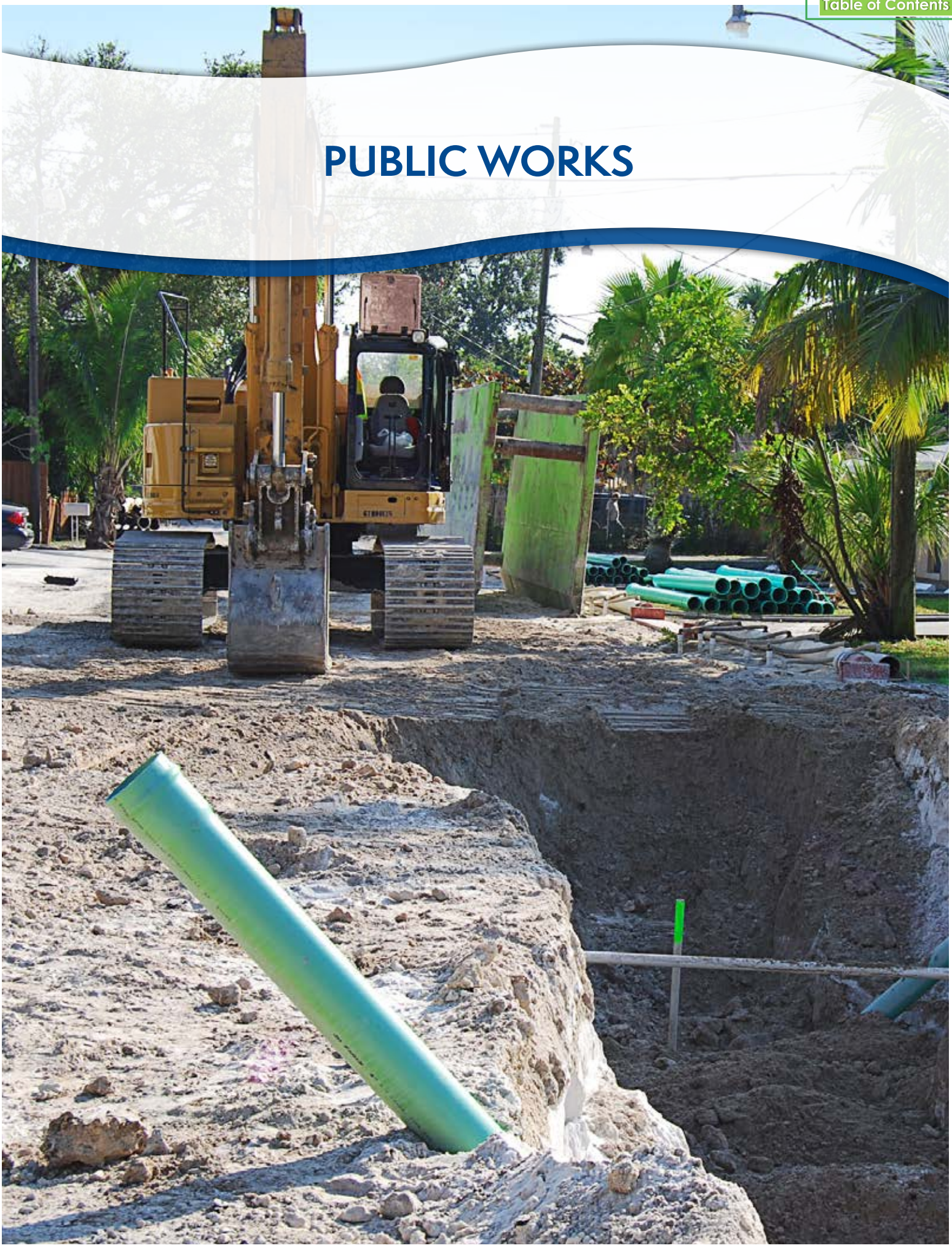
| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Operating Expenses | 950,258 | 916,852 | 916,852 | 935,589 | 18,737 | 2.0% |
| **Total Expenditures** | **950,258** | **916,852** | **916,852** | **935,589** | **18,737** | **2.0%** |
| *Full Time Equivalents (FTEs)* | - | - | - | - | - | *0.0%* |

**FY 2020 Major Variances**

No Major Variance

CITY OF FORT LAUDERDALE

# PUBLIC WORKS



# Public Works Department

# Public Works Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 478.8***

### ADMINISTRATION - 31

| | |
|---|---|
| Director - Public Works | 1 |
| Deputy Director - Public Works | 1 |
| Assistant Public Works Director - Utilities | 1 |
| Senior Administrative Assistant | 8 |
| Administrative Assistant | 4 |
| Administrative Assistant I | 3 |
| Administrative Supervisor | 2 |
| Senior Financial Administrator | 1 |
| Senior Management Analyst | 1 |
| Senior Accounting Clerk | 3 |
| Learning and Development Specialist | 1 |
| Chief Engineer | 1 |
| Project Manager I | 2 |
| Project Manager II | 1 |
| Engineering Technician | 1 |

### CUSTOMER SERVICE - 32.8

| | |
|---|---|
| Business Operations Manager | 1 |
| Administrative Aide | 14 |
| Administrative Assistant | 1 |
| Administrative Assistant I | 1 |
| Administrative Supervisor | 2 |
| Meter Reader Coordinator | 2 |
| Procurement & Invent Specialist | 1 |
| PT Administrative Aide | 0.8 |
| PT Meter Reader | 1 |
| Senior Administrative Assistant | 4 |
| Senior Proc & Inventory Specialist | 1 |
| Water Meter Serviceworker | 4 |

### ENGINEERING SERVICES - 13

| | |
|---|---|
| Project Manager II | 1 |
| Construction Worker | 2 |
| Lead Construction Worker | 1 |
| Program Manager | 1 |
| Public Works Maint Supervisor | 1 |
| Senior Utilities Serviceworker | 2 |
| Utilities Crew Leader | 1 |
| Utilities Serviceworker | 4 |

### FLEET SERVICES - 5

| | |
|---|---|
| Program Manager | 1 |
| Auto & Equipment Specialist | 2 |
| Administrative Assistant | 1 |
| Administrative Assistant I | 1 |

### SANITATION - 7

| | |
|---|---|
| Senior Plant Maintenance Worker | 1 |
| Plant Maintenance Worker | 1 |
| Administrative Supervisor | 1 |
| Administrative Assistant | 2 |
| Administrative Assistant I | 1 |
| Program Manager | 1 |

### UTILITIES ENGINEERING OPERATIONS - 37

| | |
|---|---|
| Survey/CADD Coordinator | 1 |
| Senior Project Manager | 3 |
| Administrative Aide | 1 |
| Engineering Aide | 5 |
| Engineering Inspector II | 5 |
| Engineering Technician | 2 |
| Engineering Technician II | 1 |
| Geographic Info Sys Analyst | 1 |
| Project Manager I | 1 |
| Project Manager II | 11 |
| Senior Procurement Specialist | 1 |
| Senior Technology Strategist | 1 |
| Survey Operations Supervisor | 1 |
| Surveying Supervisor | 2 |
| Surveyor | 1 |

### PROJECT MANAGEMENT - 22

| | |
|---|---|
| Assistant Public Works Director-Engineering | 1 |
| Administrative Assistant | 1 |
| Administrative Assistant I | 2 |
| Chief Engineer | 1 |
| Engineering Inspector II | 1 |
| Engineering Inspector I | 1 |
| Engineering Technician II | 2 |
| Senior Project Manager | 2 |
| Project Manager II | 10 |
| Project Engineer | 1 |

### ENVIRONMENTAL RESOURCES - 14

| | |
|---|---|
| Environmental Compliance Supervisor | 1 |
| Administrative Assistant I | 1 |
| Environmental Inspector | 3 |
| Environmental Inspector II | 2 |
| Environmental Program Coordinator | 1 |
| Project Manager II | 5 |
| Sustainability Analyst | 1 |

### SUSTAINABILITY OPERATIONS - 9

| | |
|---|---|
| Assistant Public Works Director - Sustainability | 1 |
| Administrative Assistant I | 1 |
| Environmental Compliance Manager | 1 |
| Senior Administrative Assistant | 2 |
| Sustainability Administrator | 1 |
| Sustainability Coordinator | 1 |
| Sustainability Manager | 1 |
| Urban Forestry Supervisor | 1 |

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

## DISTRIBUTION & COLLECTION - 207

WATER & SEWER: 173

| | |
|---|---|
| Senior Project Manager | 2 |
| Administrative Assistant | 1 |
| Construction Worker | 7 |
| Diesel Technician | 3 |
| Dist & Collection Chief | 8 |
| Dist & Collection Supervisor | 2 |
| Electro Technician | 2 |
| Fabricator - Welder | 2 |
| Heavy Equipment Operator | 1 |
| HVAC Technician | 1 |
| Industrial Electrician | 3 |
| Lead Construction Worker | 2 |
| Machinist | 1 |
| Plumber | 1 |
| Public Works Maint Supervisor | 4 |
| Senior Electro Technician | 1 |
| Senior Industrial Electrician | 2 |
| Senior Utilities Mechanic | 13 |
| Senior Utilities Serviceworker | 24 |
| Util Dist & Coll Sys Manager | 2 |
| Utilities Crew Leader | 22 |
| Utilities Mechanic | 11 |
| Utilities Serviceworker | 47 |
| Utility Service Representative | 11 |

STORMWATER: 34

| | |
|---|---|
| Stormwater Oper Manager | 1 |
| Facilities Worker II | 1 |
| Senior Administrative Assistant | 1 |
| Senior Utilities Serviceworker | 9 |
| Stormwater Oper Chief | 2 |
| Utilities Crew Leader | 7 |
| Utilities Serviceworker | 11 |
| Senior Project Manager | 2 |

## TREATMENT - 101

WATER & SEWER: 64

| | |
|---|---|
| Water & Watewater Treatment Manager | 1 |
| Administrative Aide | 1 |
| Construction Worker | 2 |
| Diesel Technician | 1 |
| Electro Technician | 3 |
| Environmental Chemist | 1 |
| Environmental Lab Supervisor | 1 |
| Environmental Lab Technician | 8 |
| Industrial Electrician | 2 |
| Lead Water Treatment Plant Operator | 10 |
| Plant Maintenance Worker | 3 |
| Process Control Engineer | 4 |
| Public Works Maintenance Supervisor | 2 |
| Senior Plant Maintenance Worker | 3 |
| Senior Utilities Mechanic | 4 |
| Utilities Mechanic | 3 |
| Water Facilities Manager | 2 |
| Water Operations Supervisor | 2 |
| Water Treatment Plant Operator | 10 |
| Water Treatment Plant Operator Trainee | 1 |

CENTRAL REGIONAL: 37

| | |
|---|---|
| Wastewater Facilities Manager | 1 |
| Administrative Assistant | 1 |
| Construction Worker | 1 |
| Electro Technician | 2 |
| Industrial Electrician | 1 |
| Lead Wastewater Plant Op | 7 |
| Plant Maintenance Worker | 1 |
| Project Manager II | 1 |
| Public Works Maintenance Supervisor | 1 |
| Senior Industrial Electrician | 1 |
| Senior Plant Maintenance Worker | 2 |
| Senior Utilities Mechanic | 2 |
| Utilities Mechanic | 5 |
| Wastewater Plant Operator Trainee | 3 |
| Wastewater Operations Sup | 2 |
| Wastewater Plant Operator | 6 |

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 479.8 | 478.8 | -1.0 |

# Public Works Department

## Department Description

The Public Works Department is made up of four (4) Divisions: Engineering, Sustainability, Utilities, and Strategic Support. The Divisions are comprised of 483 Full-time Community Builders 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 system
- Construction and maintenance of the City's stormwater system and facilities
- Project management for Community Investment Projects
- Operation and management of the City's 24-hour Neighbor Call Center
- Development and maintenance of the City's Asset Management Program
- Fleet management
- Manage the City's contract for solid waste and recycling
- Environmental and regulatory affairs compliance

While providing all these critical services, the Department strives to operate sustainably, with a focus on climate resiliency.

# Public Works Department

## Administration/Strategic Support

### Division Description

The Administration/Strategic Support Division provides financial, budgeting, payroll/personnel, grant management, and administrative support to the Public Works Department. The Citywide Neighbor Call Center is part of this division and provides customer service and Neighbor support, 24 hours a day, 365 days a year.

### FY 2019 Major Accomplishments

- Water and Sewer Rate Study: Completed Water and Sewer Rate Study and presented results to stakeholders, Budget Advisory Board, and City Commission for implementation. The new rates effective in FY 2020 will support the Water and Sewer Utilities Strategic Master Plan.
- Stormwater Rate Study: Reconciled the Stormwater Utility Billing Database with the Broward County Property Appraiser and identified approximately 3,000 billable parcels that had not previously been paying stormwater fees. Worked with the City's consultant to prepare and present the Hybrid Stormwater Rate Methodology requested by the City Commission based on the assumption the stormwater fee will be collected as a tax assessment beginning in FY 2021.
- Asset Management Program: To create a comprehensive database of City owned infrastructure, Strategic Support hired a Senior Technology Strategist (Cityworks Administrator) to implement an Asset Management policy and plan using the Asset Management framework, continued populating the existing Asset Management Database with infrastructure assets and developed a Comprehensive Asset Management Plan. The completion of the database and implementation of the management plan will allow for long-range planning, life-cycle costing, proactive operations and maintenance, and capital replacement plans based on cost-benefit analysis.
- Public Works Facilities: Secured funding to design and build facilities to house the Utilities Meter Repair Shop, Road Repair Crew, Stormwater Operations Section, and administrative support.
- Personnel Training and Development: Continued mentoring and developing new personnel focusing on improving teamwork, accountability, and technical skills. This was done using tenured personnel through senior management training meetings, job-specific training, classes, and other means to provide an average of 3 hours of dedicated training time per quarter for each Community Builder.
- Formulating Innovative Responsive Solutions Together (FIRST) Enterprise Resource Program (ERP) Development: Assisted in the development and necessary system updates for implementation of the new FIRST ERP software.

# Public Works Department

## Administration/Strategic Support, continued

### FY 2020 Major Projects and Initiatives

- Stormwater Rate Study: Seek Commission approval of the new Hybrid Stormwater Rate Methodology, coordinate with the Public Information Office to provide Neighbor outreach to implement the new stormwater rate.
- Asset Management Program: Continue assembling the Asset Management Team, implementing the Comprehensive Asset Management Plan, and populating the Asset Management Database with infrastructure assets.
- Neighbor Notification Process: Evaluate and improve the processes currently in place for notifying neighbors of emergency and non-emergency events which may impact their service.
- Succession Planning: Continue departmental phase II succession planning following completion of the Citywide Classification and Compensation Study. This includes updating position profiles, implementing a comprehensive training and recruitment plan throughout each of the Public Works Divisions, and performing a Staffing Relief Factor Analysis to better balance operational needs and provide data driven budget requests for future fiscal years.
- Formulating Innovative Responsive Solutions Together (FIRST) Enterprise Resource Program (ERP) Development and Implementation: Assist in the continued development and necessary system updates for the secondary phases of the FIRST ERP software. Begin implementing the initial phase of the FIRST ERP software.
- Apprenticeship Program: Collaborate with Human Resources to develop and implement an apprenticeship program for specific trades and skills needed within the Public Works Department.

# Public Works Department

## Engineering

### Division Description

The Engineering Division provides engineering and project management services for the City's Community Investment Plan (CIP) and other departments within the City. The division works to ensure that projects are in compliance with approved plans, specifications, applicable codes and standards as well as adhering to quality, schedule, and budget requirements. The primary aim of the division is to realize sustainable CIP projects as efficiently as possible for future generations.

### FY 2019 Major Accomplishments

- Consent Order: Continued to implement all requirements identified in the voluntary Florida Department of Environmental Protection Consent Order 16-1487. This includes mapping of existing assets, evaluating capacity of the collection system, and identifying assets with insufficient capacity to meet projected demand over the next 20 years. Initiated nine (9) new Consent Order projects totaling over $20 million. Installed and trained staff on the Asset Management Program and began populating the program with City infrastructure assets. Completed 80% of the required mapping and 65% of the force main condition assessment.
- Bridge Program: Commenced construction of the Coconut Isle Bridge and West Lake Bridge along with finalizing the design and permitting for the South Ocean Drive Bridge.
- Fire Station Program: Completed construction of Fire Station 54, commenced construction of Fire Station 8, and started the planning and design of Fire Station 13 to allow for construction to start in FY 2020.
- 40 Year Inspection Report: Completed the inspections and started construction repairs identified as part of the 40 Year Inspection Report. This report comes from the 40 Year or Older Building Safety Program that calls for structural and electrical safety inspections for buildings 40 years or older and every ten years thereafter.
- Go Big, Go Fast: Continued to focus City efforts to complete priority water and wastewater projects. Construction was completed on five priority wastewater lift stations including the Las Olas/Downtown area, Central Beach Alliance, and Imperial Point neighborhoods to increase capacity and system reliability. The City also completed rehabilitation of the 2nd Avenue Water Tower while completing the design, permitting, and bidding for a $33 Million Reliability Upgrade project at the Fiveash Regional Water Treatment Plant.
- Roadway Maintenance Programs: Completed 4.8 miles of micro-surfacing and 7.04 miles of milling and resurfacing of roadways using available annual funds to continually improve quality of the City's roadways.
- Sidewalk and Walkway Maintenance Program: Administered Citywide risk reduction through additional repairs of approximately eight miles of the City's 425 total miles of sidewalks and walkways per the Sidewalk Master Plan at an annual cost of $1.9 million.
- Wastewater Infiltration and Inflow (I&I) Program: Continued the multi-year rehabilitation plan of gravity mains, wastewater laterals, and manholes for pump station basins throughout the City, with focus on execution of $33 Million in work needed within six priority basins identified for rehabilitation work as part of the consent order. Completed rehabilitations of 61% of targeted wastewater mainlines.

# Public Works Department

## Engineering, continued

### FY 2020 Major Projects and Initiatives

- Consent Order: Continue to comply with the voluntary Florida Department of Environmental Protection (FDEP) Consent Order 16-1487 agreement to carry out specified projects. The Consent Order outlines approximately $150 million of projects to be completed before 2026, a majority of which will be funded by the City's recent $200 Million Water/Sewer Bond.
- Bridge Program: Continue bridge repairs, restorations and/or replacements across the City. Some key projects include the bridge replacements at Coconut Isle, South Ocean Drive and West Lake Drive. For FY 2020, approximately $4 million has been allocated.
- Fire Station Program: Complete the design and permitting and begin construction of Fire Station 13.
- Continue to focus City efforts to complete priority water and wastewater projects. This includes the $33 Million Reliability Upgrade Project at the Fiveash Regional Water Treatment Plant along with the $20 Million of annual Water/Sewer priorities.
- Sidewalk and Walkway Maintenance Program: Continue to administer Citywide risk reductions by undertaking repairs to high risk sections of the City's 425 total miles of sidewalks and walkways per the Sidewalk Master Plan at an annual cost of $1.9 million.
- Stormwater: A FY 2019 goal was to issue an approximately $200 million bond to fund the construction of seven neighborhoods between FY 2020 through FY 2025. The stormwater designs for these seven neighborhoods are complete and permitted. Once the funding is secured the City will competitively bid out to contractors for construction. The City will also implement approximately $1.5 million of other Citywide stormwater projects to improve the local system's level of service.
- Roadway Maintenance Programs: Continue to micro-surface, mill and resurface roadways using available annual funds to continually improve quality of the City's roadways.
- Wastewater Infiltration and Inflow (I&I) Program: Continue rehabilitation work within the six priority basins identified for I&I work as part of the voluntary FDEP Consent Order agreement. This multi-year project includes rehabilitation of the gravity mains, laterals, and manholes for pump station areas throughout the City.

# Public Works Department

## Sustainability

### Division Description

The Sustainability Division provides coordination of the City's internal and external sustainability initiatives and planning for a climate resilient community. The division is organized into five sections to meet its mission: 1) Sustainability and Climate Resilience, 2) Environmental and Regulatory Affairs, 3) Solid Waste and Recycling, 4) Fleet Services, and 5) Stormwater Operations.

Internally, these sections work to promote a cultural shift toward integrating sustainable decision-making into planning, the budget process, and procurement practices. It also integrates current and future climate impacts into infrastructure master planning and community projects. The division serves as an internal business consultant to other departments by helping to integrate sustainable practices and climate resiliency into daily operations. Community Builders in the division are leading the ISO 14001 Environmental and Sustainability Management System (ESMS) process to provide Citywide support on implementing ESMS throughout the organization.

Externally, these sections are moving sustainability and adaptation initiatives into the community to make Fort Lauderdale more resilient to the effects of climate change. This includes: providing education on sustainable activities, recycling and other forms of waste diversion; incorporating sustainability and sea level rise through ordinance modifications, administering contracts on residential waste collection (cart service); conducting environmental inspections, enhancing the tree canopy; improving the economic and environmental viability of the City; and addressing stormwater and tidal flooding issues by maintaining 183.5 miles of storm pipe; 2,402 manholes; 1,038 outfalls; 6 drainage wells; 8,848 inlets; 165 tidal valves; and 8,288 catch basins.

### FY 2019 Major Accomplishments

- Florida Green Building Coalition's Green Local Government Designation: Received recertification as a Florida Green Building Coalition's gold level Green Local Government, which documents and recognizes cities for outstanding environmental stewardship.
- Energy Efficiency Initiatives: Advanced efforts to achieve internal energy conservation goals through energy consumption tracking, installation of 40+ programmable thermostats and support of other energy efficiency improvements.
- Urban Design and Construction Manual: Completed the Urban Design and Construction Manual with internal City partners and began process for final review and approval.
- Protect Waterways: Implemented the National Pollution Discharge Elimination System (NPDES) Permit, to include the development of an assessment plan to establish the source and amount of pollutants in waterbodies of concern.
- Automated Vehicle Locator (AVL): Installed AVL units in 1,250 City vehicles including motorcycles, boats and other miscellaneous equipment to track vehicle location, to monitor vehicle information, and to generate alerts on safety and maintenance concerns.

# Public Works Department

## Sustainability, continued

- Watershed Asset Management Plan (WAMP): Finalized the initial phase of the WAMP for stormwater and environmental programs, including the determination of current level of services, completion of a gap assessment of current business processes, and creation of the development of the inaugural WAMP Stormwater Operations Inspections. Completed the expansion of the Inspections Team to support ongoing operations and maintenance activities for both existing and future stormwater assets including the 160+ tidal valves currently installed throughout the City.
- Stormwater Operations Maintenance: Expanded the Maintenance Team to include additional pipe cleaning equipment and added a CCTV crew to perform condition assessments of existing and future stormwater assets throughout the City.
- Stormwater Operations Street Sweeping: Successfully transitioned the Street Sweeping Crew into Public Works which optimized routing throughout the City.
- Food Recovery: Developed a new program, branded Full Circle Fort Lauderdale, to rescue leftover, consumable food, and miscellaneous personal goods from commercial and retail establishments for distribution to licensed shelters and not-for-profit agencies.
- Green Your Routine (GYR): Transitioned the Green Your Routine volunteer program from Parks and Recreation to Public Works to support the City's sustainability and resiliency goals.
- Disaster Recovery: Successfully submitted more than $28 million in projects through the Federal Emergency Management Agency's Stafford Act, seeking reimbursement for debris operations and emergency protective measures following Hurricane Irma.

## FY 2020 Major Projects and Initiatives

- Replace Streetlights: Evaluate Florida Power and Light (FPL) program to retrofit all 10,000 FPL owned streetlights in the City with more energy efficient fixtures to reduce costs and increase safety.
- Install Advanced Metering Infrastructure: Identify funding to begin installation of smart water meters, improving the accuracy of water billing and allowing real time monitoring of leaks.
- Implement a Tree Canopy Strategic Plan: Enhance and maintain the urban forest and prioritize planting in low canopy neighborhoods to meet the Press Play urban tree canopy goal.
- Reduce Community Energy Consumption: Advance community energy conservation by introducing ordinance changes such as the cool roof ordinance.
- Implement Sustainability Action Plan (SAP): Finalize and begin to implement the 2019 SAP Update.
- Apply Design and Construction Manual (DCM) to City Projects: Implement the Design and Construction Manual, training internal staff on its use and applying it to City operations including specifying, designing, constructing, maintaining, and procuring services for a more sustainable and resilient public realm.
- Protect Waterways: Implement the National Pollution Discharge Elimination System (NPDES) Permit and finalize the Bacteriological Pollution Control Plan.
- Mitigate Algal Blooms: Implement strategies to proactively reduce the causes of algal bloom and to explore mitigation techniques to treat blooms once they occur.

# Public Works Department

## Sustainability, continued

- Advance Watershed Asset Management Plan (WAMP): Start the implementation phase of the WAMP, including alignment of the WAMP with the Enterprise Asset Management System (Cityworks), development of tailored Operations & Maintenance Plans specific for each of the ten (10) watersheds, and planning the alignment of the WAMP.
- Enhance Fleet Area. Upgrade “Decommissioned Storage Lot” to include a large vehicle wash area and install a solar canopy at the GTL fueling stations.
- Administer Residential Curbside Collection: Manage new residential curbside collection contract including initiating planning for a Citywide reroute for all services and expanding curbside electronics recycling pick-up program Citywide.

# Public Works Department

## Utilities

### Division Description

The Utilities Division of Public Works is responsible for maintaining and supporting the City's water and wastewater infrastructure. The division provides water to 176,000 Neighbors; 300,000 visitors; and six neighboring municipalities within the consecutive system. It also manages and operates a wastewater system that collects and treats an average of 40 million gallons per day (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 is able to monitor the efficiency of the Wastewater Treatment Plant and ensure adequate capacity and regulatory compliance.

The division is organized into two operational sections to effectively meet the City's strategic objectives and to provide essential water and wastewater services, including Distribution and Collections and Treatment. The Distribution and Collection 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 our neighbors with safe and efficient, water production, and wastewater treatment and disposal. The Division's Environmental Laboratory 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, the 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 2019 Major Accomplishments

**Utilities**

- Received the annual Florida Section American Water Works Association Region VI Best Tasting Drinking Water Contest held in Deerfield Beach in March 2019.

**Water Distribution**

- Replaced 23 large water meters and installed 25 water quality sampling stations. The new meters will provide accurate water billing data and the sampling stations allow water quality monitoring at each large meter point of service. As a result of the master meter replacement program, there has been an increase in water billing revenue in the amount of $3.2 million from the Consecutive Systems since the 23 meters were replaced.
- Installed eight Distribution System Monitoring Panels which provide real-time water quality monitoring. The panels monitor chlorine residual, pH, turbidity, conductivity, system pressure, and temperature, and provide this data to the Fiveash Regional Water Treatment Plant via SCADA.

# Public Works Department

## Utilities, continued

- A process improvement project was introduced using the Effective Utility Management model to reduce the length of time it takes to complete new utilities service installations. A review of the intradepartmental process was completed, recommendations were made to reduce process time, and a benchmark of 40 installations per month was instituted. After implementing the recommendations made, the benchmark of 40 installations per month was achieved and surpassed for the entire Fiscal Year 2019 with an average of 41 installations per month.

**Wastewater Collections & Utilities Maintenance**

- Completed the rehabilitation of five raw water wells in the Fiveash Wellfield in accordance with Florida Department of Environmental Protection Agency (FDEP) standards.
- Completed the replacement of all variable frequency drive (VFD) units at master wastewater pumping stations B and E Re-Pumps. This upgrade provides consistency in performance and improved operations from these large wastewater repump stations.
- Removed and replaced two pumps at S-1 and S-2 Stormwater Stations. These stations are part of the downtown stormwater system that help reduce flooding during King Tides.
- Revised the Wastewater Use Ordinance to update requirements for grease trap maintenance and clean outs, which will reduce the number of blockages leading to Sanitary Sewer Overflow (SSO) events in the City.

**Treatment**
**Fiveash Water Treatment Plant**

- Introduced a redundant communications network for the high service pumps and installed new Programmable Logic Controllers (PLC) to improve monitoring of Fiveash Water Plant operations.
- Replaced 32 (95%) flowmeters improving accuracy and reliability of flow measurement throughout multiple locations within the Fiveash Water Treatment Plant.
- Replacement of the 4160v cable from the Fiveash Water Treatment Plant to the Public Works Administration Building. This upgrade provides 24-hour electrical reliability to the Public Works Administration Building.
- Upgraded the Second Avenue and Poinciana Tanks control systems. This included the installation of a new single Server/Workstation SCADA system for control of the remote facilities from the Fiveash Water Treatment Plant Control Room. Providing improved communication and operations of the remote two tanks.
- Applied protective coating to the seven (7) million gallon and the five (5) million-gallon water storage tanks at Fiveash which extended the life and ensures compliance with water quality standards.
- Performed specialized inspection and maintenance of the Fiveash Water Plant's seven (7) clearwells, aeration, and the recarbonation basins to maintain optimal plant operation and continue providing quality water for our Neighbors.

# Public Works Department

## Utilities, continued

**Peele Dixie Water Treatment Plant**

- Replaced all 2,156 membrane elements at the Peele Dixie Water Treatment Plant, which will result in a lower electrical consumption as well as lower chemicals used to clean the membranes.
- Replaced 21 flow meters at Peele Dixie allowing for tighter controls of the various chemicals and process flows.
- Replaced the centralized uninterrupted power supply of the Peele Dixie Water Plant's supervisory control and data acquisition (SCADA) system to ensure consistent power, service, and communication.
- Replacement of air compressor and dryer in the old decommissioned lime softening plant. The maintenance staff uses compressed air for their air operated hand tools. With the new equipment, staff maintenance time on the old compressor/dryer is eliminated and reliability is enhanced. Electric consumption was also reduced due to new energy efficient compressor and dryer equipment.
- Completed removal of old chemical tanks at the old lime softening plant in order to clean up and maintain the area.
- Applied protective coating to both four (4) million-gallon storage tanks at Peele Dixie and installed a temporary bulk hypochlorite storage system.

**George T. Lohmeyer Wastewater Treatment Plant (GTL)**

- Completed the turnaround maintenance of the cryogenic plant at GTL (generates pure oxygen used in the biological process), which restored the efficiency of the cryogenic plant and increased its reliability.
- Replaced GTL's Administration building roof which eliminated water leaks in the building and achieved a small improvement with electric consumption of the air conditioning system.
- Completed replacement of Effluent Motors 1 & 2. This provides added depth in the plant's ability to meet regulatory compliance as well as facilitate the operation of the plant.
- Conducted an Environmental and Sustainability Management System (ESMS) drill scenario involving businesses around GTL, employees from: Fire-Rescue, Public Works, and the City Manager's Office. This mock exercise provided an opportunity to practice emergency response.
- Replaced instrument air compressor at GTL. This equipment supports vital wastewater treatment process equipment. The upgraded equipment will provide consistent and effective operations.
- Procured a replacement alternator for the backup generator. This will enable the cryogenic plant to continue operations in the event of a loss of power.
- Paved one-third of the facility roads to decrease the runoff of decaying asphalt particles into the stormwater system.
- Completed the Mechanical Integrity Testing (MIT) before the regulatory deadline of the five underground injection wells that discharge the fully treated wastewater.
- Replaced all air conditioning systems supporting the computer server room at the Effluent Building.
- Installed new electrical conduit and conductors at the Pretreatment Building where temporary conduit had been used by previous contractors.
- Repaired 24-inch and 30-inch ductile iron pipe using advanced carbon fiber reinforced wrapping.

# Public Works Department

## Utilities, continued

### FY 2020 Major Projects and Initiatives

**Utilities**

- Consent Order: Continue implementation of all requirements identified in the voluntary Florida Department of Environmental Protection Consent Order 16-1487, including mapping of the gravity sewer system, force main condition assessment and initiating development of Asset Management (AM) and Capacity, Maintenance, Operations, and Management (CMOM) programs for the wastewater system. Complete construction of Isle of Venice, Imperial Point, Downtown Area, and Harbor Beach wastewater pump stations to improve reliability and system capacity. Continue the multi-year rehabilitation plan of gravity mains, wastewater laterals, and manholes for pump station areas throughout the City to reduce Wastewater Infiltration and Inflow (I&I) with an increased focus on Consent Order related basins.
- Effective Utility Management: Continue implementation of the Effective Utility Management (EUM) model developed by the U.S. Environmental Protection Agency (EPA) to meet the current challenges of aging infrastructure and lay the foundation for an efficient, modern, and resilient utility.
- Asset Management: Implement asset management software and programs for the wastewater and water utilities, providing long-range planning, life-cycle costing, proactive operations and maintenance, and capital replacement plans based on cost-benefit analysis.
- Comprehensive Utilities Strategic Master Plan: Initiate planning and design of high priority Master Plan projects funded for FY2020, while ensuring the Master Plan and Consent Order efforts are aligned.
- Administration Building: Complete remediation of the of Public Works Administration Building which includes office spaces, air conditioning units, air handlers, ductwork for over 30,000 square feet of space, and the 3rd Floor glass block wall removal and replacement which is causing water damage.
- Standard Operating Procedures (SOPs): Review, update and develop SOPs for various programs within operations.

# Public Works Department

## Utilities, continued

**Water Distribution**

- Automatic Meter Reading/Advanced Metering Infrastructure (AMR/AMI): Modernize City water meters through the installation of meters that allow for remote readings and real time data collection to improve billing accuracy and increase revenues.
- Water Valve Exercise Program: Establish a formal valve maintenance program by hiring two crews and purchasing two specialized valve exercising trucks. The new valve maintenance crews will be responsible for locating, exercising, and documenting the condition of over 13,000 valves in the Distribution system including the wellfields and treatment plants.
- Water Main Flushing Program: Plan and implement a dead end watermain flushing program which includes the installation and programming of automatic flushing devices in order to improve water quality in these areas.
- Dead-end Water Mains: Implement a short and long term water main program for the Las Olas Isles to improve the system reliability; to prevent area shut down due to a single failure; to allow for effective directional flushing during repairs; to install additional valves on the main line to provide operational flexibility with isolation of individual isles; to eliminate dead ends pipes that results in aging water; and to minimize water service disruption to customers. The short- term program is to replace 30 entry valves to the Las Olas finger isles. The long-term project will encompass the addition of strategically located valves on the 16-inch main on Las Olas Boulevard to allow for limited smaller area isolation (one to two finger isles) rather than area-wide shut down and interruption.
- Implement a Leak Detection Program (LDP): The overall goal of the LDP is to detect water leaks quickly and with certainty, facilitating quicker shutdown of water service therefore minimizing negative consequences and restoring water service to our neighbors quickly and efficiently.
- Pompano Beach Agreement: Initiate upgrading and rehabilitating the emergency interconnect with the City of Pompano which will assist in providing continued operations during emergencies.

**Wastewater and Utilities Maintenance**

- Emergency Diesel Generator: Removal and replacement of the east emergency diesel generator buried fuel tank. This project was initiated due to a leak in the underground fuel tank discovered during routine maintenance inspections.
- Prospect Wellfield Electrical Cable: Replacement of direct buried electrical cable. This project is to replace degraded buried electrical cable with new electrical conduits, wiring and vaults suppling raw water wells 39, 40, 41 and 42 from the east diesel house in the Prospect Wellfield.
- City Hall Basement Generator: If funded, implement previous recommendations to improve the reliability and functionality of the City Hall basement generator.
- Update Inventory Report: Utilize the wastewater valve assessment and inventory report to locate and identify missing or unfound critical assets utilizing the newly purchased ground penetrating radar and soft dig equipment. Update the inventory report as needed and schedule and plan valve additions as necessary.

# Public Works Department

## Utilities, continued

- Implement Valve and Aire Release Valve Program: As part of the implementation of the valve and air release valve (ARV) program, two additional positions and one valve truck were requested in FY 2019. The positions have been filled and the valve truck has been received. The staff is familiarizing themselves with the equipment and new duties. Scope of work duties, performance measures, and standard operating procedures are being finalized for this new wastewater program.
- Wastewater Control Valve and Air Relief Valve Program: Form and implement a new service program that will have a designated crew to provide inspection repair and maintenance services to the City's 900 wastewater control valves and 290 air relief valves.
- Emergency Generator Program: Form and implement an independent maintenance management group to provide and manage maintenance and repair services for all of the City's emergency generators utilizing a fleet type program.
- Control Panel Upgrades: Continued installation and rehabilitation of wastewater pumping station control panels equipped with Supervisory Control and Data Acquisition (SCADA).
- Prospect Wellfield: remove and replace east diesel emergency generator fuel tank, rehabilitate five (5) raw water wells per year, and excavate and remove spent lime sludge.

**Treatment**
**Fiveash Water Treatment Plant**

- Upgrade of Fiveash Water Treatment Plant Programmable Logic Controllers (PLCs) systems: This includes removal of obsolete PLCs and their associated Operator Interface Terminals (OITs) to a fully redundant PLC control system with Maple OITs; parts for this project have been purchased at a cost $300,000. As all the coding and design is being done internally, without the need for an outside Integration company, this offers a saving to the City of over $1,000,000 on a task that is required.
- Fiveash Water Treatment Plant planned upgrades to improve performance and continue to deliver quality service as follows: splitting the existing primary/secondary servers into two separate locations to create a fully redundant SCADA system; replacement of the Motor Control Center (MCC) assembly to the West of Hydrotreater four (4) with its associated cabling (Cost $350,000); replacement of the Turbidity monitoring stations on 22 filters; replacement of the fluoride and polymer dosing systems and controls; upgrade of the Wash-water Recovery System from relay to PLC control; commence upgrade of obsolete PLC controllers for the individual wells with new Allen Bradley PLCs; and replace old ABB Master PLC with an Allen Bradley PLC for control of the wellfield communications to the Fiveash Water Treatment Plant.
- Drive Mechanism Rehab: Rehabilitating the drive mechanism of hydrotreater two (2) at the Fiveash Water Treatment Plant to improves water production and operations.
- Reliability Upgrade: A contract has been awarded to initiate construction for the Reliability Upgrade Project to include construction of a new chlorine storage and dosing facility to replace the aged chlorine disinfection system, build a new emergency generator facility, renovate the primary control room, and install weather hardening features and other components to ensure the safe and reliable operations of the plant. This $33 million project is expected to take three (3) years to complete.

# Public Works Department

## Utilities, continued

- Reliability and Disinfection: Placed out to bid the Fiveash Water Treatment reliability and disinfection project. This will improve the performance of the plant and continue to provide quality water.

**George T. Lohmeyer Wastewater Treatment (GTL)**

- George T. Lohmeyer (GTL) Regional Wastewater Treatment Plant: Continue the efforts on the design and replacement of the existing oxygen generating (cryogenic) plant at George T. Lohmeyer (GTL) Regional Wastewater Treatment Plant. Construction of this project is expected to be complete in FY 2021.
- Replace the roof of the Chlorine Building. Construction is expected to be completed FY 2020.
- Begin the 2nd phase of replacement of aging large diameter Pre-stressed Concrete Cylinder Pipe (PCCP). Construction of this project is expected to be complete in FY 2021
- Bid the replacement of four large motor control centers that provide electrical power to many pieces of treatment process equipment. This is the first phase of several to replace electrical components at GTL that are past their useful life.
- TL: Bid the replacement of five variable frequency drives (VFDs) for the five effluent pumps. VFDs control the speed of the pumps so that GTL can match discharge flowrates to what is entering GTL. The five existing VFDs are old and are no longer supported by the manufacturers.
- Support the Engineering Division to design the replacement of the power and instrumentation wiring Capital Improvement Project at the deepwell site.
- Support the Engineering Division to design the rehabilitation of the chlorine contact basin. The basin is severely corroded and requires concrete and steel gate repairs.
- Water and Wastewater Pipeyard: Continue expansion of on-hand inventory of pipe and materials to improve response to emergency water and wastewater infrastructure repairs, minimize time required for repairs, and reduce cost of wastewater pumping services and potential risk claims.

# Public Works Department

## Department Core Processes and Performance Metrics




**STRATEGIC GOALS**

**Goal 1: Build a sustainable and resilient community.**

**Goal 2: Build a healthy and engaging community.**

**Goal 3: Build a healthy and engaging community.**

**Goal 8: Build a leading government organization that manages all resources wisely and sustainably.**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actuals | FY 2020 Target |
|---|---|---|---|---|---|---|
| Operate and maintain a safe and efficient water and wastewater system[1] | Collection System Integrity – Failures per 100 Miles of Collection Pipe | 6.1 | 8.7 | 3.8 | 4.7 | 2.0 |
| | Wastewater Treated in Million Gallons per Day (MGD) per Full Time Employee (FTE) | 1.3 | 1.2 | 0.3 | 1.2 | 0.3 |
| | Potable Water Produced in Million Gallons per Day (MGD) per Full Time Employee (FTE) | 0.9 | 0.8 | 0.3 | 0.9 | 0.3 |
| | Percent of Days in Compliance with Primary Drinking Water Standards (AWWA) | 100% | 100% | 100% | 99% | 100% |
| | Water Distribution System Integrity – Leaks per 100 Miles of Distribution Pipe | 73.5 | 47.2 | 24.0 | 43.9 | 21.7 |
| | Water Distribution System Integrity – Breaks per 100 Miles of Distribution Pipe | 20.4 | 10.5 | 18.0 | 11.2 | 19.4 |

*[1]Targets based on American Water Works Association (AWWA) Benchmarks*

# Public Works Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actuals | FY 2020 Target |
|---|---|---|---|---|---|---|
| Manage the design and construction of City Community Investment Projects (CIP), Neighborhood Community Investment Projects (NCIP), and other facility and infrastructure related projects | Percent of Projects on Budget and on Schedule | 93.0% | 94.7% | 85.0% | 89.5% | 85.0% |
| Manage resources to achieve the long-term sustainability of the community and City operations | Percent of Environmental Permits in Compliance[2] | *** | 98.3% | 90.0% | N/A[2] | 90.0% |
| | Percentage of Citywide Tree Canopy Coverage on Public and Private Property | 26.4% | 25.9% | 23.6%[3] | 26.2% | 26.0% |
| | Percentage of Refuse Diverted from Disposal | 35.5% | 37.3% | 36.5%[4] | 38.6% | 36.5% |
| | Percent Change in Total Fleet Fuel Consumption (as compared to prior year) | 1.5% | -3.7% | -2.0%** | -2.1% | -2.0%** |
| | Percent Reduction in Greenhouse Gas Emissions from City Operations[5] | -13.1% | -12.8%** | -18.0% | -16.9% | -20.0% |

***Data correction*

****New measure, historical information not available*

*[2]The data collected for this measure is reported for the calendar year*

*[3]The target is based on a rounded average of the results over the last three years.*

*[4]The FY 2019 target is reduced from the FY 2018 target as tonnages for recycling have decreased based on the composition of materials being generated. (Less paper and glass means the volumes collected weigh less). Additionally, changes in the recycling market will impact recyclables processing.*

*[5]Greenhouse gas reductions calculations are based on calendar year data.*

# Public Works Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actuals | FY 2020 Target |
|---|---|---|---|---|---|---|
| Build a resilient community capable of adapting to emerging challenges | Number of Catch Basin Repairs | 124 | 296 | 240 | 470 | 240 |
| | Number of Projects completed in Adaptation Action Areas | 5 | 2 | 4 | 4 | 4 |
| | Percentage of Storm Drains Cleaned | 11.3% | 17.3% | 14.0% | 43.8% | 14.0% |
| | Number of Storm Drain Inspections | 22,063 | 8,550 | 22,884 | 17,610 | 22,884 |

# Public Works - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 9,030,161 | 10,754,800 | 10,082,007 | 5,199,405 | (5,555,395) | (51.7%) |
| **Total Funding** | **9,030,161** | **10,754,800** | **10,082,007** | **5,199,405** | **(5,555,395)** | **(51.7%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Engineering Administration | 7,810,906 | 8,204,672 | 7,442,803 | 1,234,000 | (6,970,672) | (85.0%) |
| Roadway Maintenance | - | 1,296,878 | 1,296,878 | 2,442,301 | 1,145,423 | 88.3% |
| Sustainability | 1,219,255 | 1,253,250 | 1,342,326 | 1,523,104 | 269,854 | 21.5% |
| **Total Expenditures** | **9,030,161** | **10,754,800** | **10,082,007** | **5,199,405** | **(5,555,395)** | **(51.7%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 7,050,063 | 8,162,238 | 7,451,908 | 2,312,543 | (5,849,695) | (71.7%) |
| Operating Expenses | 1,786,575 | 2,592,562 | 2,604,832 | 2,886,862 | 294,300 | 11.4% |
| Capital Outlay | 193,523 | - | 25,267 | - | - | 0.0% |
| **Total Expenditures** | **$ 9,030,161** | **10,754,800** | **10,082,007** | **5,199,405** | **(5,555,395)** | **(51.7%)** |
| *Full Time Equivalents (FTEs)* | *69.0* | *69.0* | *70.5* | *22.0* | *(47.0)* | *(68.1%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Reduction due to the transfer of twenty-two (22) positions to the new Project Management Fund | $ (3,231,153) |
| Reduction due to the elimination of four (4) positions | (488,594) |
| Reduction due to the transfer of nineteen (19) positions to the Water and Sewer Fund | (1,953,775) |
| Increase due to the transfer of one (1) Administrative Assistant position from the Police Department | 99,674 |
| Reduction due to the transfer of two (2) positions to the Stormwater Fund | (286,609) |
| Reduction due to the transfer of one (1) Administrative Assistant to the City Manager's Office Neighbor Support Division for the Food Repatriation Program | (83,731) |

**Operating Expenses**

| | |
|---|---|
| Decrease for Railroad Crossing Maintenance expenses | (47,000) |
| Decrease in expenses associated with transferring staff to other funds | (1,013,957) |
| Decrease in training expenses associated with the new travel and training funding methodology | (25,597) |

# Public Works - General Fund

## Departmental Financial Summary, continued

| | |
|---|---|
| **Operating Expenses, continued** | |
| Increase in Fleet replacement service charges | 78,436 |
| Increase for marine facilities repair and replacement expenses | 130,000 |
| Increase for project management charges related to non-capital projects | 830,000 |
| Increase for road maintenance materials | 90,000 |
| Increase in Public Works administrative service charge due to staff reorganization | 302,191 |

# Public Works - Sanitation Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Sanitation Fund - 409 | $ 10,706,068 | 11,812,874 | 12,328,722 | 15,448,058 | 3,635,184 | 30.8% |
| **Total Funding** | **10,706,068** | **11,812,874** | **12,328,722** | **15,448,058** | **3,635,184** | **30.8%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Sanitation | 10,706,068 | 11,812,874 | 12,328,722 | 15,448,058 | 3,635,184 | 30.8% |
| **Total Expenditures** | **10,706,068** | **11,812,874** | **12,328,722** | **15,448,058** | **3,635,184** | **30.8%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 571,594 | 679,916 | 590,174 | 691,750 | 11,834 | 1.7% |
| Operating Expenses | 10,094,488 | 11,132,958 | 11,737,540 | 14,611,868 | 3,478,910 | 31.2% |
| Capital Outlay | 39,986 | - | 1,008 | 144,440 | 144,440 | 100.0% |
| **Total Expenditures** | **$ 10,706,068** | **11,812,874** | **12,328,722** | **15,448,058** | **3,635,184** | **30.8%** |
| *Full Time Equivalents (FTEs)* | *6.0* | *7.0* | *7.0* | *7.0* | *-* | *0.0%* |

**FY 2020 Major Variances**

**Operating Expenses**

| | |
|---|---|
| Increase in solid waste collection due to change in contract cost | $ 3,337,300 |
| Decrease in disposal (tip) fees | (22,179) |
| Increase for new recycling processing contract | 385,928 |
| Decrease in administrative overhead allocation | (124,185) |

**Capital Outlay**

| | |
|---|---|
| Increase due to one-time vehicle purchases | 144,440 |

# Public Works - Water & Sewer Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Water & Sewer Fund - 450 | $ 109,374,476 | 110,317,117 | 109,691,965 | 108,251,180 | (2,065,937) | (1.9%) |
| **Total Funding** | **109,374,476** | **110,317,117** | **109,691,965** | **108,251,180** | **(2,065,937)** | **(1.9%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Administration | 1,282,454 | 1,636,495 | 1,587,350 | 3,843,606 | 2,207,111 | 134.9% |
| Customer Service | 3,020,653 | 3,227,873 | 3,106,845 | 3,200,015 | (27,858) | (0.9%) |
| Utilities Engineering | 6,623,464 | 7,182,077 | 7,248,970 | 7,411,015 | 228,938 | 3.2% |
| Distribution And Collection | 28,761,576 | 27,486,981 | 27,427,811 | 26,990,091 | (496,890) | (1.8%) |
| Treatment | 12,569,982 | 13,240,079 | 13,037,818 | 13,390,368 | 150,289 | 1.1% |
| Environmental Resources | 912,481 | 1,162,232 | 1,130,353 | 1,113,446 | (48,786) | (4.2%) |
| Dept Support | 27,894,591 | 25,058,443 | 24,329,881 | 20,975,230 | (4,083,213) | (16.3%) |
| Revenue Bonds | 25,001,813 | 27,994,783 | 27,994,783 | 27,999,255 | 4,472 | 0.0% |
| State Revolving Fund Loans | 3,307,462 | 3,328,154 | 3,828,154 | 3,328,154 | - | 0.0% |
| **Total Expenditures** | **109,374,476** | **110,317,117** | **109,691,965** | **108,251,180** | **(2,065,937)** | **(1.9%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 29,715,229 | 31,272,245 | 30,331,217 | 35,255,126 | 3,982,881 | 12.7% |
| Operating Expenses | 44,781,713 | 43,895,500 | 44,195,430 | 39,035,540 | (4,859,960) | (11.1%) |
| Capital Outlay | 7,005,103 | 3,826,435 | 3,842,381 | 2,633,105 | (1,193,330) | (31.2%) |
| Debt Services | 27,872,431 | 31,322,937 | 31,322,937 | 31,327,409 | 4,472 | 0.0% |
| **Total Expenditures** | **$ 109,374,476** | **110,317,117** | **109,691,965** | **108,251,180** | **(2,065,937)** | **(1.9%)** |
| *Full Time Equivalents (FTEs)* | *316.0* | *324.8* | *324.8* | *346.8* | *22.0* | *6.8%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to the transfer of nineteen (19) positions from the General Fund | $ 1,883,358 |
| Increase due to the transfer of an Engineering Technician from Transportation and Mobility Department | 77,750 |
| Increase for the addition of one (1) Industrial Electrician and one (1) Environmental Laboratory Technician | 139,448 |
| Increase in workers compensation allocation | 380,099 |

**Operating Expenses**

| | |
|---|---|
| Decrease in Return on Investment (ROI) paid to the General Fund | (4,058,949) |

# Public Works - Water & Sewer Fund

## Departmental Financial Summary, continued

| | |
|---|---|
| **Operating Expenses, continued** | |
| Decrease in estimated electric costs based upon FY 2018 usage | (101,115) |
| Decrease in Fleet service charges for operations and maintenance | (161,123) |
| Increase in training expenses associated with new travel and training funding methodology | 39,246 |
| Decrease in insurance charges based on updated allocation methodology | (236,076) |
| Decrease in Public Works administrative service charge | (317,283) |
| **Capital Outlay** | |
| Decrease in vehicles scheduled to be replaced in FY 2020 | (1,653,330) |
| Decrease in other equipment due to one-time capital expenses | (50,000) |
| Increase in capital outlay for new heavy equipment to complete sewer repairs | 510,000 |

# Public Works - Central Regional Wastewater Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Central Regional Wastewater Fund - 451 | $ 22,362,132 | 21,661,250 | 21,797,198 | 22,670,865 | 1,009,615 | 4.7% |
| **Total Funding** | **22,362,132** | **21,661,250** | **21,797,198** | **22,670,865** | **1,009,615** | **4.7%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Treatment | 18,440,531 | 16,735,763 | 16,871,711 | 17,744,551 | 1,008,788 | 6.0% |
| Revenue Bonds | 2,736,910 | 3,730,748 | 3,730,748 | 3,731,575 | 827 | 0.0% |
| State Revolving Fund Loans | 1,184,691 | 1,194,739 | 1,194,739 | 1,194,739 | - | 0.0% |
| **Total Expenditures** | **22,362,132** | **21,661,250** | **21,797,198** | **22,670,865** | **1,009,615** | **4.7%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 2,832,491 | 3,254,252 | 2,901,619 | 3,376,600 | 122,348 | 3.8% |
| Operating Expenses | 15,023,048 | 13,104,811 | 13,539,440 | 13,991,251 | 886,440 | 6.8% |
| Capital Outlay | 903,672 | 376,700 | 430,652 | 376,700 | - | 0.0% |
| Debt Services | 3,602,921 | 4,925,487 | 4,925,487 | 4,926,314 | 827 | 0.0% |
| **Total Expenditures** | **$ 22,362,132** | **21,661,250** | **21,797,198** | **22,670,865** | **1,009,615** | **4.7%** |
| *Full Time Equivalents (FTEs)* | *37.0* | *37.0* | *37.0* | *37.0* | *-* | *0.0%* |

**FY 2020 Major Variances**

**Operating Expenses**

| | |
|---|---|
| Decrease in Return on Investment (ROI) paid to the General Fund | $ (1,036,517) |
| Decrease in electricity based on FY 2018 usage | (254,700) |
| Decrease in equipment repair and maintenance | (420,000) |
| Increase in chemicals to improve water quality and reduce future operation and maintenance expenses | 2,300,000 |
| Increase in Public Works administrative service charge | 89,535 |
| Increase in water/sewer/stormwater charges based on FY 2018 usage | 84,342 |
| Increase in insurance charges | 128,443 |

# Public Works - Stormwater Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Stormwater Fund - 470 | $ 9,013,350 | 9,531,543 | 9,696,284 | 11,649,879 | 2,118,336 | 22.2% |
| **Total Funding** | **9,013,350** | **9,531,543** | **9,696,284** | **11,649,879** | **2,118,336** | **22.2%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Distribution And Collection | 6,477,535 | 7,014,577 | 7,075,426 | 7,943,918 | 929,341 | 13.2% |
| Environmental Resources | 548,743 | 696,505 | 727,897 | 1,037,573 | 341,068 | 49.0% |
| Dept Support | 1,987,072 | 1,820,461 | 1,892,961 | 2,668,388 | 847,927 | 46.6% |
| **Total Expenditures** | **9,013,350** | **9,531,543** | **9,696,284** | **11,649,879** | **2,118,336** | **22.2%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 2,823,103 | 3,380,855 | 3,377,862 | 3,951,012 | 570,157 | 16.9% |
| Operating Expenses | 4,530,325 | 5,729,346 | 5,897,080 | 6,625,148 | 895,802 | 15.6% |
| Capital Outlay | 1,659,922 | 421,342 | 421,342 | 1,073,719 | 652,377 | 154.8% |
| **Total Expenditures** | **$ 9,013,350** | **9,531,543** | **9,696,284** | **11,649,879** | **2,118,336** | **22.2%** |
| *Full Time Equivalents (FTEs)* | *32.0* | *37.0* | *37.0* | *39.0* | *2.0* | *5.4%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to the transfer of two (2) Senior Project Managers from the General Fund | $ 286,607 |
| Increase in projected salaries and benefits | 145,900 |

**Operating Expenses**

| | |
|---|---|
| Decrease for one-time asset management software implementation cost | (125,000) |
| Increase in office space rent expense | 89,400 |
| Decrease in training expenses associated with new travel and training funding methodology | (53,310) |
| Increase for enhanced algal bloom response and mitigation | 100,000 |
| Increase to evaluate the best acceptable algae bloom response and control methods | 50,000 |
| Increase in components and parts for stormwater pollution prevention devices | 308,200 |
| Increase in Public Works administrative service charge | 490,488 |

**Capital Outlay**

| | |
|---|---|
| Increase in vehicles scheduled to be replaced in FY 2020 | 337,679 |
| Increase for storm station 1 and 2 pump upgrades | 380,000 |
| Decrease in one-time purchase of sludge container and roll-off ramp | (65,302) |

# Public Works - Project Management Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Project Management Fund - 530 | $ - | - | - | 4,062,723 | 4,062,723 | 100.0% |
| **Total Funding** | **-** | **-** | **-** | **4,062,723** | **4,062,723** | **100.0%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Engineering Administration | - | - | - | 924,099 | 924,099 | 100.0% |
| Project Management | - | - | - | 3,138,624 | 3,138,624 | 100.0% |
| **Total Expenditures** | **-** | **-** | **-** | **4,062,723** | **4,062,723** | **100.0%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | - | - | - | 3,231,135 | 3,231,135 | 100.0% |
| Operating Expenses | - | - | - | 831,588 | 831,588 | 100.0% |
| **Total Expenditures** | **$ -** | **-** | **-** | **4,062,723** | **4,062,723** | **100.0%** |
| *Full Time Equivalents (FTEs)* | - | - | - | *22.0* | *22.0* | *100.0%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase in personal services due to the transfer for twenty-two (22) positions from the General Fund | $ 3,231,135 |

**Operating Expenses**

| | |
|---|---|
| Increase in operating expenses associated with transferring staff from the General Fund | 831,588 |

# Public Works - Vehicle Rental Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Vehicle Rental Fund - 583 | $ 17,822,922 | 21,273,441 | 22,332,165 | 17,950,170 | (3,323,271) | (15.6%) |
| **Total Funding** | **17,822,922** | **21,273,441** | **22,332,165** | **17,950,170** | **(3,323,271)** | **(15.6%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Fleet Services | 17,822,922 | 21,273,441 | 22,332,165 | 17,950,170 | (3,323,271) | (15.6%) |
| **Total Expenditures** | **17,822,922** | **21,273,441** | **22,332,165** | **17,950,170** | **(3,323,271)** | **(15.6%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 365,066 | 474,660 | 468,277 | 497,990 | 23,330 | 4.9% |
| Operating Expenses | 10,591,695 | 12,490,494 | 12,665,601 | 11,984,181 | (506,313) | (4.1%) |
| Capital Outlay | 6,866,161 | 8,308,287 | 9,198,287 | 5,467,999 | (2,840,288) | (34.2%) |
| **Total Expenditures** | **$ 17,822,922** | **21,273,441** | **22,332,165** | **17,950,170** | **(3,323,271)** | **(15.6%)** |
| *Full Time Equivalents (FTEs)* | *5.0* | *5.0* | *5.0* | *5.0* | *-* | *0.0%* |

**FY 2020 Major Variances**

| | |
|---|---|
| **Operating Expenses** | |
| Decrease in fuel expenses due to change in projected gasoline and diesel prices | $ (536,337) |
| Increase in Public Works administrative service charge | 58,906 |
| Decrease in data processing supplies | (60,000) |
| **Capital Outlay** | |
| Decrease for one-time purchase of a solar powered vehicle charging station | (87,000) |
| Decrease in vehicles scheduled to be replaced | (2,571,713) |
| Decrease for one-time purchase of two Diesel Exhaust Fluid (DEF) dispensers | (100,000) |
| Decrease for one-time fuel terminal upgrades | (81,575) |

# SUSTAINABLE DEVELOPMENT



# Sustainable Development Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 241.9***

### ADMINISTRATION - 11

| | |
|---|---|
| Sustainable Development Director | 1 |
| Deputy Director | 2 |
| Business Operations Manager | 1 |
| Senior Technology Strategist*** | 1 |
| Senior Administrative Assistant | 2 |
| Administrative Assistant | 1 |
| Senior Management Analyst | 1 |
| Senior Accounting Clerk | 1 |
| Management Analyst | 1 |

### BUILDING SERVICES - 146

| | |
|---|---|
| Building Official | 1 |
| Assistant Building Official | 3 |
| Human Resources Analyst** | 1 |
| Permit Services Supervisor | 2 |
| Senior Building Inspector | 6 |
| Building Inspector | 16 |
| Business Assistance Coordinator | 2 |
| Chief Building Inspector | 1 |
| Chief Building Compliance Inspector | 1 |
| Chief Electrical Inspector | 1 |
| Chief Mechanical Inspector | 1 |
| Chief Plumbing Inspector | 1 |
| Senior Electrical Inspector | 2 |
| Electrical Inspector | 3 |
| Electrical Plans Examiner | 2 |
| Engineering Inspector I | 1 |
| Floodplain Development Review Spec. | 4 |
| Floodplain Manager | 1 |
| Senior Mechanical Inspector | 1 |
| Mechanical Inspector | 2 |
| Mechanical Inspector - Trainee | 1 |
| Mechanical Plans Examiner | 5 |
| Senior Plumbing Inspector | 2 |
| Plumbing Inspector | 5 |
| Plumbing Plans Examiner | 5 |
| Urban Engineer II | 1 |
| Senior Accounting Clerk | 1 |
| Structural Plans Examiner | 7 |
| Administrative Supervisor | 1 |
| Senior Administrative Assistant | 2 |
| Administrative Assistant | 20 |
| Administrative Aide | 23 |
| Technical Support Coordinator | 2 |
| Code Compliance Officer | 1 |
| Senior Technology Strategist | 2 |
| Telecommunications Coordinator | 2 |
| Technical Support Analyst | 1 |
| Learning and Development Specialist | 1 |
| PT Building Inspector | 1.6 |
| PT Electrical Inspector | 1.6 |
| PT Mechanical Inspector | 1.6 |
| PT Senior Building Inspector | 1.6 |
| PT Plumbing Plans Examiner | 1.6 |
| PT Structural Plans Examiners | 0.8 |
| PT Administrative Assistant | 0.8 |
| PT Administrative Aide | 2.4 |

### COMMUNITY INSPECTION - 44.9

| | |
|---|---|
| Code Compliance Manager | 1 |
| Code Compliance Supervisor | 3 |
| Senior Code Compliance Officer | 5 |
| Code Compliance Officer | 19 |
| Administrative Assistant | 12 |
| Administrative Aide | 2 |
| Custodian | 1 |
| PT Administrative Assistant | 1.9 |

### URBAN DESIGN & DEVELOPMENT - 37

| | |
|---|---|
| Urban Design & Planning Manager | 1 |
| Zoning Administrator | 1 |
| Chief Zoning Examiner | 1 |
| Administrative Assistant | 2 |
| Senior Administrative Assistant | 3 |
| Landscape Inspector | 2 |
| Landscape Plans Examiner | 2 |
| Structural Plans Examiner | 2 |
| Zoning & Landscape Inspector | 1 |
| Building Inspector | 1 |
| Principal Urban Planner | 3 |
| Urban Planner III | 4 |
| Urban Planner II | 3 |
| Urban Planner I | 1 |
| Planning Assistant | 1 |
| Urban Engineer II | 4 |
| Administrative Aide | 2 |
| Land Development Manager | 1 |
| Engineering Inspector II | 1 |
| Engineering Inspector I | 1 |

### ECONOMIC & COMMUNITY INVESTMENT - 3

| | |
|---|---|
| Economic & Business Dev Manager | 1 |
| Economic & Program Analyst | 2 |

*Full Time Equivalent (FTE) includes new position(s)
**Human Resource Analyst reports to the Human Resources Department
but is funded by the Sustainable Development Department
***Senior Technology Strategist reports to the Information Technology Department

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 239.9 | 241.9 | 2.0 |

# Sustainable Development Department

## Department Description

The Department of Sustainable Development facilitates 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 provides business liaison functions to the community by focusing on job growth and business attraction, retention, and expansion activities. To improve the overall welfare and appearance of the community, the department coordinates with property owners on maintenance and code compliance appearance by encouraging voluntary compliance and prompt correction of violations of city ordinances. The department issues building permits and conducts inspections to ensure safe and quality construction through compliance with the Florida Building Code and local ordinances.

# Sustainable Development Department

## Administration

### Division Description

The Administration Division is home to all the internal support services for the Department, including financial administration, budget, human resources and organizational development, information technology, performance management, and facilities management.

### FY 2019 Major Accomplishments

- Rebranded the Accela Land Management and Plan Review platform as LauderBuild.
- Entered the final phase of installation and configuration of the LauderBuild system.
- Recruited and trained additional call center staff, reducing the department-wide call abandonment rate, from 9% (FY 2018) to 6% in FY 2019.
- Added an additional guard and replaced the access gates at the Greg Brewton Center for enhanced security for both neighbors and staff.
- Replaced Android Galaxy cell phones with Apple iPhones to improve synchronization of digital data sharing between iPads and iPhones.

### FY 2020 Major Projects and Initiatives

- Continue restructuring the department's call center in order to maintain a call abandonment rate of 8% or less.
- Continue lobby modernization improvements including restructuring of cubicles, painting, and other aesthetic enhancements.
- Continue building security enhancements recommended from the 2015 Department of Sustainable Development (DSD) Security Audit prepared by Fort Lauderdale Police Department.
- Increase marketing efforts to increase knowledge and understanding of the new land management development software LauderBuild.
- Continue to facilitate the implementation and transition into the new LauderBuild platform.

# Sustainable Development Department

## Building Services

### Division Description

The Building Services 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, in addition to coordination of emergency management and disaster recovery.

### FY 2019 Major Accomplishments

- Recruited a team of four IT professionals to support the LauderBuild team, including two technology strategists, a technical support coordinator, and a technical support analyst.
- Ongoing implementation of E-Permit Hub as a part of the new LauderBuild to increase the ability to track and manage projects with corresponding permits from multiple jurisdictions.
- Replaced fleet vehicles to include 20 Ford Escapes. This will increase safety involving road hazards and provide enough ground clearance to maneuver through job sites.
- Implemented the use of aerial drones with photographic and video graphic capability to assist in Rapid Damage Assessment capability after natural or man-made disaster events. Aerial drones will aid in the determination of damage levels in areas where vehicle traffic may not be possible due to blocked roadways. Additionally, the drones will assist in photographic documentation of complex structure construction in real time and assist in assessing Maintenance of Traffic (MOT) plans. Fort Lauderdale Police Department and Florida Aviation Administration is training and issuing Drone Operator Licenses to staff.
- Entered into an inter-local agreement with Broward County to aid with plan review and inspection services to accommodate a steady increase in workload. Construction and development have returned to a healthy pace not seen prior to 2012.
- Refined and updated the Permit by Affidavit (also known as Private Provider) program, allowing developers and neighbors to utilize the program as an alternative method for construction plan review and inspection. This alternative method is available to developers and builders who elect to pay for and control the plan review and inspection process. Developers and builders may elect to use this alternative approach for projects with very aggressive completion timelines. When Private Provider services are used adjustments to the permit fees offer a percentage reduction in the fees collected.
- Recruited two subject matter experts to assist the current Bi-Directional Amplification Technician. Recent Florida Building Code and State Statute revisions require radio signal strength of First Responders to be clear and strong within a building or structure. Growth and development within the City validate the need for these positions.

# Sustainable Development Department

## Building Services, continued

### FY 2020 Major Projects and Initiatives

- Fully implement the LauderBuild system with electronic plan review which will increase the efficiency of performing plan reviews and issue permits.
- Lease additional office space to allow for a more efficient work environment and to accommodate the increased number of employees that have joined the organization within the last three years.
- Improvements to the Broward County Convention Center and Port Everglades expansion will likely necessitate the need to establish a satellite operation center for permits, plan reviews, and inspection of the adjacent projects.
- Research options for water-based inspections to inspect sea walls, docks and mooring spaces on public and private parcels. Currently, our inspectors must rely on water vessels from other departments or divisions, sometimes outside of the City, to provide inspection capability. The lack of a dedicated vessel reduces the efficiency and ability to perform inspections in a timely basis and limits flexibility in scheduling.

# Sustainable Development Department

## Community Enhancement and Compliance

### Division Description

The Community Enhancement Division's purpose is to assure compliance, through education, with zoning ordinances and other code sections that are related to private property usage and that address promotion of health, safety, property preservation, and community enhancement. The division protects the health, safety, and welfare of our neighbors by conducting a comprehensive community enhancement program which fosters voluntary compliance efforts and prompts correction of violations. The division provides quick response to remedy community concerns and oversees and administers quasi-judicial boards and hearings as mandated through state requirements in the enforcement of code violations.

### FY 2019 Major Accomplishments

- Initiated enforcement for transitional community residences by sending an inspection report providing 60 days for compliance of legal nonconforming community residences. The list will be provided to the Florida Association of Recovery Residences (FARR).
- Continued the review of vacation rental enforcement policies with City Commission. Community and rental industry advocated to address chronic violators due to complaints received regarding registered vacation rentals relating to noise, parking, and maximum occupancy. Strengthening enforcement of non-compliant vacation rentals will have a positive impact on the reduction of noise and parking complaints due to the improvement of staff's ability to identify transient occupants authorized to stay overnight versus guests.
- Streamlined the quasi-judicial hearing process between Community Enhancement and Compliance and Building Services by reassigning staff to hold one comprehensive meeting, which eliminated the need for separate meetings requiring staff and service providers to meet multiple times per month.
- The Community Enhancement Division reached over 75% voluntary compliance for the 2019 fiscal year as a direct result of community-based enforcement.

### FY 2020 Major Projects and Initiatives

- Create and adopt a landlord registration ordinance for long-term rentals and implement a process for enforcement of the program. The Landlord Registration Program will ensure residential dwelling units that are not subject to state regulation meet the minimum standards for the health, safety, and welfare of all city residents. Registration will also ensure there is a responsible person that the City may contact and receive a timely response from for disturbance calls, to prevent and remedy nuisances, and to address minimum housing violations. The ordinance also outlines recourse when the responsible party is nonresponsive to the City's outreach.

# Sustainable Development Department

## Community Enhancement and Compliance, continued

- Prepare for enforcement of the newly adopted straw ordinance. The ordinance requires six months of education prior to any enforcement actions.
- The division's vacation rental program has 50% compliance; however, the division placed the vacation rental monitoring contract to bid in FY 2019 with the goal to have at least 75% voluntary compliance registration, hearings, citations, or by receiving an executed memorandum to cease enforcement.
- Explore process improvement for the Lien Reduction Program to improve program efficiency and ensure the City's presentation of reduction cases does not reduce the effectiveness of hearings. The division wants the program to incentivize chronic offenders to come into compliance, which may require a change in the lien reduction ordinance.

# Sustainable Development Department

## Economic and Community Investment

### Division Description

The Economic and Community Investment Division (ECI) is responsible for economic development activities throughout the City, except for within the boundaries of the individual Community Redevelopment Areas (CRAs). Division responsibilities include fostering a dynamic and vibrant commercial and residential environment, enhancing the capability and success of City businesses, expanding economic opportunities in the community, overseeing the Economic Development Advisory Board and functioning as the primary point of contact with City businesses.

### FY 2019 Major Accomplishments

- Successfully launched and completed year two of Fort Lauderdale Business Engagement Assistance and Mentorships (BEAMs) program to support businesses at all levels, from start- up to successful growth and expansion. Program highlights include:
  - BEAMs received the International Economic Development Council (IEDC) Gold Award, in the category of Business Expansion and Retention. Economic and Community Investment served 70 companies, an increase of 23% from fiscal year 2018.
  - Graduated 36 companies from the BEAMs program, an increase of 38% from fiscal year 2018.
  - Fort Lauderdale/BEAMs program was approved as a Strategic Alliance partner with the US Small Business Administration.
- Secured six new Qualified Target Industry (QTI) projects slated to create 500 new jobs with $33.5 million in annual wages and secured $29.9 million of capital investment, in collaboration with the Greater Fort Lauderdale Alliance.
- The Economic and Community Investment Division was recognized at the Jim Moran Institute for Global Entrepreneurship, Legacy of Excellence Appreciation Conference.
- Organized and participated in a business outreach mission to Taiwan, led by Mayor Trantalis, with the Board Chair of the Greater Fort Lauderdale Chamber, the President of the Greater Fort Lauderdale Sister Cities International, and a senior executive of AutoNation.
- Executed a Cooperation Agreement with Kaohsiung City to mutually collaborate in the continued development, growth, and prosperity of the recreational marine industry and endeavor to improve the factors that influence its future.
- Organized and hosted the Greater Fort Lauderdale Realtors at the “Building Broward – Fort Lauderdale” event at the Tower Club attended by approximately 180 realtors. In addition to Mayor Dean Trantalis, John Travers, the City’s Building Official; Ella Parker, Urban Design and Planning Manager; and Michael Chen, Economic and Business Development Manager were speakers.

# Sustainable Development Department

## Economic and Community Investment, continued

- Organized and Co-hosted a "Doing Business with Israel" event with the Consulate General of Israel.
- Compiled a comprehensive package of marketing materials and data for Neighbors and prospective business owners to support the retention of City businesses and attract businesses to the City.
- Increased presence within the community as speaker at the 2018 AERO Expo, 2018 Broward and Beyond Conference, 2018 FITCE (Florida International Trade & Expo) Conference, and 2018 International Council of Shopping Centers (ICSC) Florida Deal Making Conference.
- Assisted the Community Redevelopment Agency (CRA), in collaboration with the Greater Fort Lauderdale (GFL) Alliance with the following initiatives:
  - Retention and expansion of a long-term manufacturing business in the CRA, preserving approximately 40 high paying jobs and creating 40 new jobs over the next three years. The capital investment is estimated to exceed $2 million.
  - Relocation of a Headquarter/Distribution project to the CRA, retaining 160 existing jobs and creating 450 new jobs over the next three years. The capital investment is estimated to exceed $5 million.

## FY 2020 Major Projects and Initiatives

- Provide one complete Fort Lauderdale Business Engagement Assistance and Mentorships (BEAMs) series to support businesses at all levels. Identify outreach networks to expand participation in the program while maintaining the quality of the BEAMs Business Academy for which it was recognized in 2018. Some potential programming expansion includes:
  - Adding a new module to the series – Business as a Second Language – for international companies opening operations in the US.
  - Conducting BEAMs Spotlight events, single-subject, single-session programs (e.g. Doing Business with Israel).
- Continue to seek and secure new Qualified Target Industry (QTI) projects to create new jobs and raise citywide annual average wages. Initiate QTI prospects and/or collaborate with the Greater Fort Lauderdale Alliance to increase the likelihood of attracting new business opportunities within the City.

# Sustainable Development Department

## Economic and Community Investment, continued

- Continue to conduct activities to market and promote the City as the premier business location in South Florida and as an international business hub, including:
  - Work with Local Intel, a technology company that makes it easier for businesses to find and use the data they need to make better decisions and to create a new economic development webpage platform.
  - Publish an updated comprehensive package of marketing materials and data to support the retention of City businesses and to attract new businesses to the City.
  - Organize and participate in Business Outreach Missions to international markets.
  - Identify and execute Sister Cities Agreements with new cities around the world.
  - Identify and codify collaboration agreements with local organizations, institutions and new cities around the world. Collaborate with Broward College and other institutions and organizations to promote Broward County and Fort Lauderdale as a place to visit for international delegations.
  - Expand the international outreach network by increased collaboration with new members of the Consular Corp in Miami and introduce the economic engines and resources of Broward County.
  - Provide presentations about Fort Lauderdale and Broward County to visiting international delegations.
- Develop and adopt an Economic Development Strategic Action Plan.
  - Continue to assist the CRA by steering new businesses and private sector investment to the CRA and collaborate to maintain and expand existing businesses in the CRA.

# Sustainable Development Department

## Urban Design and Planning

### Division Description

The Urban Design and Planning division encourages and coordinates orderly growth and promotes sustainability and livability through quality redevelopment. To accomplish this mission, the team 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 Vision Plan, Comprehensive Plan, and Unified Land Development Regulations (ULDR), as well as various master planning and community planning initiatives intended to improve the City's neighborhoods. The Urban Design & Planning services portal includes the review and processing of development applications and the coordinated effort of presenting findings and recommendations before advisory boards, committees, and the City Commission.

### FY 2019 Major Accomplishments

- Continued the public participation process and held public hearings with the Planning and Zoning Board and the City Commission on the update to the Advance Fort Lauderdale Comprehensive Plan.
- Developed new Mixed Use Transit Zoning district to coincide with the City's Unified Flex Policy and Strategy. Mixed-use development is a type of urban development that blends residential, commercial, cultural, entertainment, and transit where those functions are physically and functionally integrated. Benefits include greater housing variety, reduced distances between destinations, better access to businesses, and increased walkability.
- Adopted Uptown Urban Village Master Plan and Form-Based Code. The overall intent is to establish a planning framework to guide future growth in the area by amending the current land use designations to a single land use designation that supports a mix of uses and multi-modal development.
- Engaged with a consulting firm to amend the goals, objectives, and policies of the City's Comprehensive Plan I to meet both state and county requirements.
- Expanded Historic Preservation efforts; surveyed larger portions of the City and developed amendments to the Unified Land Development Regulations (ULDR) to address a renewed interest in historic preservation and amended the current historic designation process to match the wishes of the community and City Commission.
- Developed Affordable Housing recommendations with the assistance of the AHAC (Affordable Housing Advisory Board).
- Reconciled the Fort Lauderdale Zoning Code with the Zonar software application allowing zoning reviewers with helpful tools to explain existing and new zoning regulations and aid in the review of plans and create 3D visualizations and analysis tools when developing new zoning code scenarios.

# Sustainable Development Department

## Urban Design and Planning, continued

- Updated the Unified Land Development Regulations (ULDR) with several amendments that include, but are not limited to, regulations for landscaping, medical marijuana, social service residential facilities, microbreweries, additional uses for airport zoning districts, and historic preservation.
- Continued to participate in and assist the Transportation and Mobility Department with the Federal Transit Administration for the City's Transit Oriented Development project.
- Continued to work with the Housing and Community Development division, the Affordable Housing Advisory Committee (AHAC) and the City Commission on the adoption of enhanced affordable housing policies including inclusionary zoning.

## FY 2020 Major Projects and Initiatives

- Prepare possible options for historic preservation incentives to encourage property owners to designate historic properties. Potential incentives may require additional amendments to the Unified Land Development Regulations (ULDR).
- Develop a proposed amendment for a "Demolition Review" process that would allow historic preservation staff to complete the initial review of demolition permits for specific buildings. Many cities utilize a general date or timeframe as a cutoff for review (i.e. buildings that are "50 years or older" or built prior to a specific date), however some cities utilize a reference to architectural resource surveys as a method of narrowing the scope of review.
- Continue conducting architectural resource surveys citywide. In 2018, eight initial areas were surveyed through the Phase I: Citywide Architectural Resource Survey that prioritized based on prior survey data and concentrations of development prior to 1970. Additional areas have been selected for Phase II and III of future rapid building surveys with the intention that the entire city would be assessed through architectural resource surveys over time.
- Analyze and draft amendments to the Unified Land Development Regulations (ULDR) to address: Content neutrality for signs based on the Supreme Court ruling in Reed vs. Town of Gilbert to ensure that the language passes strict scrutiny; social service residential facilities; microbreweries; additional uses for airport zoning districts; dock measurements; policy initiatives to incentivize affordable housing development; and Section 47-21, Landscape and Tree Preservation Requirements, to provide clearer and stronger standards for tree protection. The specification for irrigation standards will be revised for clear and concise standards. The overall goal is to make the entire Landscape section more user-friendly, including sidewalk construction/waiver and standards addressing requirements for covered sidewalks and intermittent road closures during demolition and construction.
- Revise ULDR Section 47-12, Central Beach Districts to require minimum standards for dimensional requirements, streetscape design, and public open space or plaza requirements. Revisions will include updating the existing Point System language with more tangible criteria, interim use requirements, developing language and incentives for adaptive reuse, as well as a Transfer of Development Rights (TDR) program.

# Sustainable Development Department

## Urban Design and Planning, continued

- Revise ULDR Section 47-13, Downtown Regional Activity Center District to codify dimensional requirements including building height, length, floor plate size, podium heights and step backs, tower separation, streetscape design, transition zones and public open space/plaza requirements. Revisions will include updating the existing language in the code.
- Initiate coordination and preparation for the next steps identified in the Implementation Section of the Master Plan.
- Prepare a draft and present “Advance Fort Lauderdale” Comprehensive Plan elements to City advisory boards, the Council of Fort Lauderdale Civic Association, and the Planning and Zoning Board.
- Coordinate site plan review through the multidepartment Development Review Committee process including ensuring site plan review is comprehensive and thorough, and that public participation requirements are met by development applicants.
- Continue participation in the Public School Facility Planning Staff Working Group and preparing quarterly reports on residential development and five year projections of residential certificates of occupancy.

# Sustainable Development Department

## Urban Engineering

### Division Description

The Urban Engineering Division oversees the engineering aspects of the City's development review and permitting process to ensure development projects and urban infrastructure improvements are evaluated based on availability of services, and are constructed in accordance with applicable engineering standards, building codes, and environmental regulations, and vetted through appropriate permitting agencies. The work involved includes evaluation of on-site and roadway geometry, grading, drainage, safe and adequate access, impacts of construction operations, dedication of right-of-ways, provision for easements, review and coordination of storm water, sanitary sewer and surface reconstruction design as well as review, inspection and issuance of engineering permits within the City's right-of-ways and administration of franchise utility permits.

### FY 2019 Major Accomplishments

- Assisted with the development of LauderBuild for integrating the specialized processes for engineering permit submittals and reviews.
- Launched a fee study to identify and quantify costs associated with Engineering staff providing site plan reviews and construction permit reviews.
- Developed and implemented more streamlined procedures in support of development reviews, including maintenance of traffic plans for private utility permits, processing of utility service applications, consolidating site plan review comments, maintenance agreements, and construction impact bonds for single family homes. These improvements were one key factor in the success of reducing average permit review turnaround times by approximately 15 days.
- Restructured the Development Review Committee (DRC) site plan review process to incorporate dedicated reviews of water, wastewater and stormwater systems.
- Developed an online fillable form for capacity allocation requests by developers and a tracking system for capacity allocated to private developments as a tool for determining the remaining capacity of the City's treatment plants and distribution or collection systems.
- Provided a series of training sessions for plumbing staff with respect to the review of single-family home drainage systems and successfully transitioned the review and inspection process from Engineering to Plumbing.
- Provided training for Building and Zoning staff on National Pollutant Discharge Elimination System (NPDES) regulations, compliance and enforcement.

# Sustainable Development Department

## Urban Engineering, continued

### FY 2020 Major Projects and Initiatives

- Continue to incorporate additional workflows in LauderBuild to:
  - Include other departmental functions that interact with engineering related issues.
  - Provide administrative support functions such as developer agreements, revocable licenses, dedication of public easements, bonds, and utility service applications.
- Restructure the construction permit review process, resulting in each development project having a dedicated project manager who administers the reviews from the site planning stage through issuance of the Certificate of Occupancy.
- Continue process improvements and the development of standard operating procedures for site plan reviews, permit reviews, preparation of legal documents and administrative support functions.
- Continue to update and improve the information on the City web page that informs applicants about submittal requirements, engineering standards and anticipated review turnaround times.
- Identify and prioritize areas of the code requiring modification to align with the City's strategic initiatives, current industry practices and development trends.
- In coordination with Public Works staff, develop tools, policies, methodologies and procedures for conducting water and wastewater system capacity analyses more consistently and efficiently.
- Streamline the Revocable License Agreement approval process and more effectively recover the City's costs dedicated to that effort.

# Sustainable Development Department

## Zoning and Landscaping

### Division Description

The Zoning and Landscaping Division oversees the landscaping aspects of the City's development review and permitting process to ensure development projects are evaluated based on compliance with the City's landscape ordinance, implementation of adequate horticultural standards, sustainable landscape design and layout, as well as ensuring the preservation and enhancement of the City's tree canopy. The work involved includes review, inspection and enforcement of maintenance requirements to ensure landscape material meets code and equivalent replacement requirements are in place for tree removal applications. Technical guidance and direction is provided in the application of Landscape Best Management Practices. The Zoning Division reviews and evaluates zoning and land platting applications in addition to preparing community-based development plans and implementing ordinances as part of the planning process.

### FY 2019 Major Accomplishments

- Updated Fort Lauderdale's sign regulations to better promote fair advertising practices that benefit both business and community.
- Created the Neighborhood Design Criteria Revisions (NDCR) to promote key amendments that were adopted to help address common concerns focused on enhancing the unique character of Fort Lauderdale neighborhoods. As a result, there is an increase in redevelopment relating to duplex or two-family, townhouse and cluster residential development.
- The Zoning department, along with Fort Lauderdale Executive Airport, initiated a City Ordinance change to update noise and height requirements mandated by the Federal Aviation Administration (FAA) for increased public safety.
- Updated the seawall code in order to protect properties from sea level rise by increasing the minimum height to 3.9 North American Vertical Datum (NAVD) and the maximum height to Base Flood Elevation (BFE).
- Participated in the development and implementation of LauderBuild, Fort Lauderdale's new Land Development software.
- Participated in the implementation of E-Permit Hub, digital plan review, in concert with LauderBuild.

# Sustainable Development Department

## Zoning and Landscaping, continued

### FY 2020 Major Projects and Initiatives

- In coordination with the Fort Lauderdale Executive Airport, complete the process of updating noise and height requirements that have been mandated by the Florida Aviation Administration (FAA) for increased public safety.
- Research brewery use addition to the Unified Land Development Regulations (ULDR) in commercial zoning districts.
- Revise the dock measurement section and expand protection for tree root and canopy systems within the Unified Land Development Regulations (ULDR).
- Add provisions to the ULDR for offsite sidewalk installation, Right of Way (ROW) temporary closures, and Maintenance of Traffic (MOT).
- Amend the ULDR for the Central Beach District, codifying sections of the Central Beach Master Plan.
- Amend the ULDR for the Downtown Regional Activity Center, codifying sections of the Downtown Master Plan.

# Sustainable Development Department

## Department Core Processes and Performance Metrics










**STRATEGIC 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.**

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Administration of Funding in accordance with internal and external regulations | Percent of budgeted dollars spent/appropriated General Fund | 92% | 98% | 98% | 91% | 98% |
| Enforce the City Code of Ordinances, including the ULDR, supported by special magistrate boards | Average Number of Days from Complaint to First Inspection[1] | 1.7 | 2.0 | 1.5 | 1.9 | 2.0 |
| To sustain and elevate a robust environment by fostering the success and growth of our businesses to provide a better quality of life for our neighbors | Number of Jobs Created for Qualified Target Industries | 525 | 345 | 423 | 425 | 475 |

[1] *Data includes only cases with an inspection date falling within the month and only cases with an inspection type of initial inspection or re-inspection*

# Sustainable Development Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Adhere to State, County, and City comprehensive plan objectives and policies; implemented through the Unified Land Development Regulations (ULDR) and associated boards and committees including Special Review, Planning and Zoning, Historical Preservation, and DRC. | Historic Preservation Board Cases[2] | 32 | 31 | 31** | 37 | 30 |
| | Development Review Applications Submitted Citywide[3] | 110 | 137 | 120** | 196 | 121 |
| | All Minor Applications Reviewed[4] | 94 | 113 | 113 | 85 | 101 |
| | All Major Applications Reviewed[5] | 19** | 23** | 50 | 24 | 48 |
| | Franchise Utility Permits | 337 | 372 | 375 | 383 | 359 |

** *Data Correction*

[2] *Historic Preservation Board Cases include: historic designation, demolition primary, demolition accessory, relocation, new construction*

[3] *DRC Site Plan reviews include all those requiring high level review: Development Review Committee, Planning & Zoning Board, and City Commission approval, as well as "minor" application types.*

[4] *All minor applications submitted include all "minor" application types, Site Plan I and II. Level I applications generally fall under the administrative review process and include amendments to approved projects or new applications which are minor in nature. Level II applications require review and approval by the Development Review Committee (DRC) and generally include "by right" new nonresidential construction greater than 5,000 square feet or "by right" residential projects of 5 units or more.*

[5] *DRC Applications Reviewed include all those requiring high level (Site Plan III and IV) reviews. Level III applications require review and approval by the Planning and Zoning Board and generally include conditional uses, parking reductions, cluster developments, modification of setbacks, waterway uses and vacation of easements. Level IV applications require review and approval by the City Commission and generally include rezoning, innovative development, public purpose uses, higher level development in the Central Beach area, land use amendments, vacation of rights-of-way and plat applications.*

# Sustainable Development Department

## Department Core Processes and Performance Metrics, continued

| Department Core Process | Performance Measures | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Provide a framework for development in the City, according to the Florida Building Code | Days to Issue a Permit when issued in less than 180 days | 27.6 | 26.9** | 30 | 28.4 | 28.3 |
| | Percentage of Permits taking more than 180 days to issue | 7.6% | 7.6% | 10% | 7.9% | 9.1% |
| | Total Number of Inspections Annually[6] | 118,121 | 141,203 | 100,800 | 144,818 | 115,403 |
| | Total Number of Plan Reviews Annually[7] | 90,999 | 124,915 | 90,000 | 119,453 | 116,882 |
| | Building Permits Issued Annually | 25,250 | 30,038** | 27,189 | 30,858 | 26,290 |
| | Number of Engineering Plans Reviewed | 6,872 | 7,326 | 6,768 | * | 7,516 |
| | Number of Engineering Inspections | 21,057 | 28,801 | 19,798 | * | 19,307 |
| | Number of Landscaping Plans Reviewed | 4,227 | 5,545 | 4,438 | * | 5,514 |
| | Number of Landscaping Inspections | 3,037 | 3,490 | 3,010 | * | 3,504 |
| | Number of Zoning Plans Reviewed | 8,275 | 9,409 | 8,842 | * | 9,586 |
| | Number of Zoning Inspections Reviewed | 4,260 | 4,679 | 4,469 | * | 4,673 |

** 2019 actual data totals unavailable at time of publication due to recent software migration from Community Plus to Accela; report queries for the performance measures are in development*

*** Data Correction*

*[6] Data includes inspections and re-inspections. Any permit with an inspection result of "cancel" or "not required" are excluded as they do not represent an actual inspection.*

*[7] Data includes all plan reviews with a review stop type of business tax, Code Enforcement, Fax Out, Plans RM or 86 are excluded as they do not represent an actual plan review*

# Sustainable Development Department - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 13,090,243 | 13,421,616 | 13,420,578 | 14,081,285 | 659,669 | 4.9% |
| **Total Funding** | **13,090,243** | **13,421,616** | **13,420,578** | **14,081,285** | **659,669** | **4.9%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Urban Design & Development | 5,599,951 | 5,570,098 | 5,873,141 | 6,074,083 | 503,985 | 9.0% |
| Community Enhancement & Compliance | 4,106,640 | 4,725,863 | 4,495,293 | 4,674,487 | (51,376) | (1.1%) |
| Economic & Business Development | 1,265,606 | 1,081,529 | 1,023,512 | 1,047,025 | (34,504) | (3.2%) |
| Community Appearance | 4,175 | 4,000 | 4,000 | 9,100 | 5,100 | 127.5% |
| Administration | 2,113,871 | 2,040,126 | 2,024,632 | 2,276,590 | 236,464 | 11.6% |
| **Total Expenditures** | **13,090,243** | **13,421,616** | **13,420,578** | **14,081,285** | **659,669** | **4.9%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 8,628,876 | 9,431,623 | 9,177,662 | 9,895,085 | 463,462 | 4.9% |
| Operating Expenses | 4,200,544 | 3,989,993 | 4,218,156 | 4,186,200 | 196,207 | 4.9% |
| Capital Outlay | 260,823 | - | 24,760 | - | - | 0.0% |
| **Total Expenditures** | **$ 13,090,243** | **13,421,616** | **13,420,578** | **14,081,285** | **659,669** | **4.9%** |
| *Full Time Equivalents (FTEs)* | *96.9* | *97.9* | *97.9* | *95.9* | *(2.0)* | *(2.0%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to one (1) new Urban Engineer II position in Urban Design and Development added mid-year in FY 2019 and the transfer out of one (1) Training Specialist to the Building Fund | $ 39,966 |
| Decrease due to the reduction of one (1) Economic Development Representative and one (1) Senior Code Compliance Officer | (245,833) |
| Increase associated with changes to car and expense allowances from the implementation of the City's classification and compensation study | 39,720 |

**Operating Expenses**

| | |
|---|---|
| Increase in charges from the Building Fund for shared expenses | 151,525 |
| Increase in City's annual Qualified Target Industry (QTI) incentive contributions | 79,000 |
| Decrease in training and travel expenses due to the implementation of a new City-wide training and travel allocation methodology | (90,820) |
| Decrease related to reduction in lien foreclosure activities | (50,000) |
| Increase due to internal service charges primarily related to Building Fund allocations and charges for the Information Systems Technology services | 121,535 |

# Sustainable Development Department
# Nuisance Abatement Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Nuisance Abatement Fund - 147 | $ | 163,161 | 208,592 | 185,874 | 187,230 | (21,362) | (10.2%) |
| **Total Funding** | | **163,161** | **208,592** | **185,874** | **187,230** | **(21,362)** | **(10.2%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Nuisance Abatement | 163,161 | 208,592 | 185,874 | 187,230 | (21,362) | (10.2%) |
| **Total Expenditures** | **163,161** | **208,592** | **185,874** | **187,230** | **(21,362)** | **(10.2%)** |

### Financial Summary - Category Expenditures

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Operating Expenses | | 163,161 | 208,592 | 185,874 | 187,230 | (21,362) | (10.2%) |
| **Total Expenditures** | **$** | **163,161** | **208,592** | **185,874** | **187,230** | **(21,362)** | **(10.2%)** |

**FY 2020 Major Variances**

**Operating Expenses**

| | | |
|---|---|---|
| Decrease due to a discontinuation of legal services for personal asset searches | $ | (36,000) |
| Decrease due to a reduction in nuisance abatement activities | | (11,375) |
| Increase for lawn and tree services | | 25,501 |

# Sustainable Development Department - Building Funds

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Building Fund - 140 | $ 17,283,573 | 20,651,230 | 19,588,727 | 22,227,270 | 1,576,040 | 7.6% |
| Building Certification Maintenance Fund - 141 | 154,385 | 175,636 | 175,636 | 100,054 | (75,582) | (43.0%) |
| Building Technology Fund - 142 | 238,844 | 173,352 | 173,207 | 3,677 | (169,675) | (97.9%) |
| **Total Funding** | **17,676,802** | **21,000,218** | **19,937,570** | **22,331,001** | **1,330,783** | **6.3%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Building Permits | 17,283,573 | 20,651,230 | 19,588,727 | 22,227,270 | 1,576,040 | 7.6% |
| Building Certification Maintenance | 154,385 | 175,636 | 175,636 | 100,054 | (75,582) | (43.0%) |
| Building Technology | 238,844 | 173,352 | 173,207 | 3,677 | (169,675) | (97.9%) |
| **Total Expenditures** | **17,676,802** | **21,000,218** | **19,937,570** | **22,331,001** | **1,330,783** | **6.3%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 10,390,780 | 12,981,818 | 12,325,326 | 14,099,336 | 1,117,518 | 8.6% |
| Operating Expenses | 6,843,904 | 7,359,316 | 6,900,538 | 8,231,665 | 872,349 | 11.9% |
| Capital Outlay | 442,118 | 659,084 | 711,706 | - | (659,084) | (100.0%) |
| **Total Expenditures** | **$ 17,676,802** | **21,000,218** | **19,937,570** | **22,331,001** | **1,330,783** | **6.3%** |
| *Full Time Equivalents (FTEs)* | *135.6* | *142.0* | *146.0* | *146.0* | *4.0* | *2.8%* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Increase due to one (1) Assistant Building Official, one (1) Mechanical Plans Examiner, and one (1) Senior Mechanical Inspector added mid-year in FY 2019; and one (1) Training Specialist position transferred in from the General Fund | $ 431,314 |
| Increase associated with changes to car and expense allowances due to the implementation of the City's classification and compensation study | 57,000 |

**Operating Expenses**

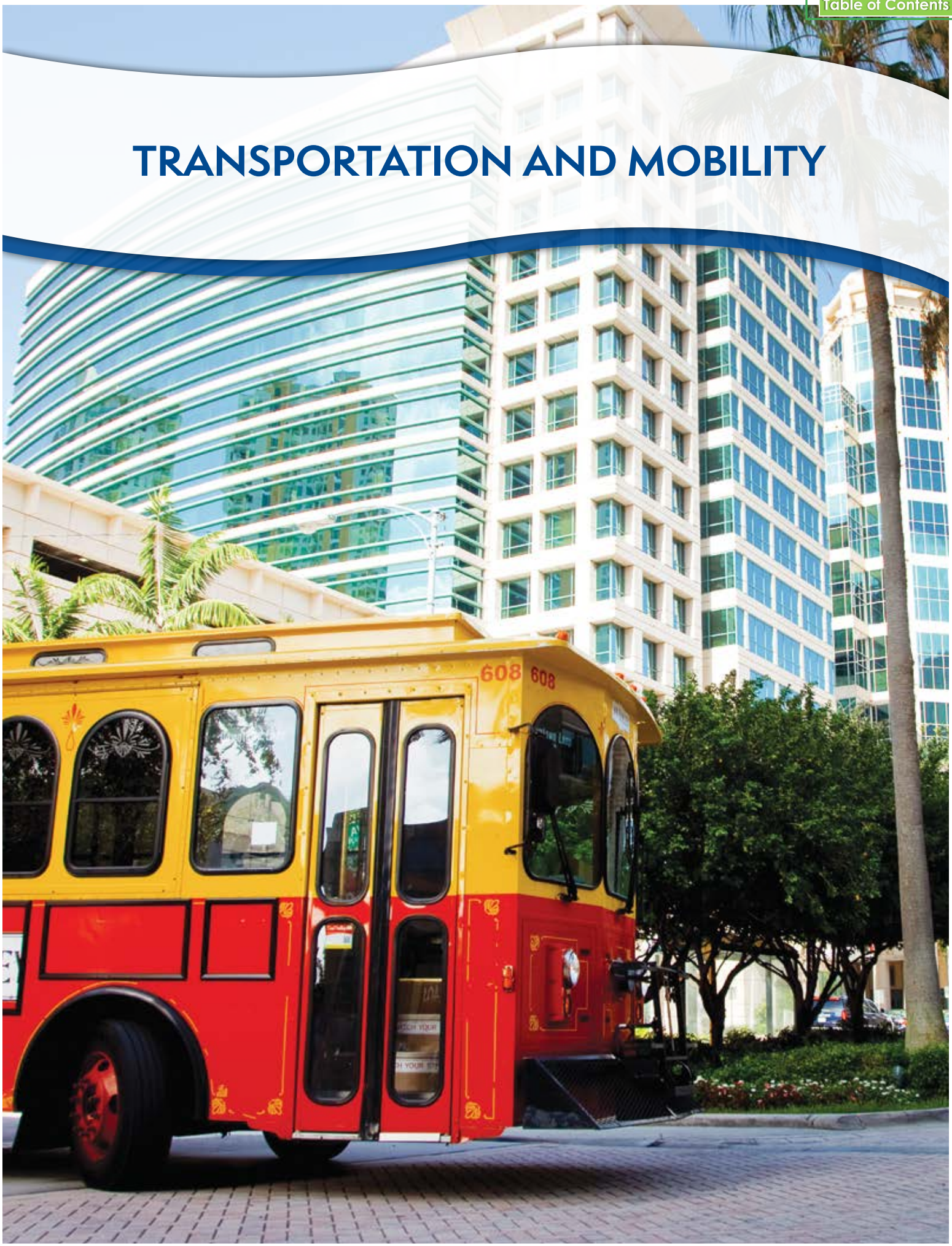
| | |
|---|---|
| Increase in merchant fees associated with additional credit card usage | 100,000 |
| Increase for operating expenses at new facility | 499,345 |
| Decrease due to a reduction in contract services for permit review | (215,000) |
| Increase for department shared staff allocation | 159,569 |
| Increase in training expenses associated with the new travel and training funding methodology | 79,450 |

# Sustainable Development Department - Building Funds

## Departmental Financial Summary, continued

| | |
|---|---|
| **Operating Expenses (Continued)** | |
| Decrease due to historical expenditures for uniforms | (10,000) |
| Increase due to Information Technology Services service charges associated with permitting software licenses | 228,062 |
| **Capital Outlay** | |
| Decrease due to one-time expense in FY 2019 for twenty (20) new vehicles | (600,000) |
| Decrease due to a one-time computer software purchase, related to the City's asset management, permit, and land management systems in FY 2019 | (59,084) |

# TRANSPORTATION AND MOBILITY



# Transportation and Mobility Department

## FY 2020 Adopted Budget Organizational Chart

**TOTAL FTEs - 127.6***

### ADMINISTRATION - 5

| | |
|---|---|
| Transportation & Mobility Director | 1 |
| Deputy Director | 1 |
| Senior Technology Strategist** | 1 |
| Senior Administrative Assistant | 1 |
| Assistant to the Director | 1 |

### EXECUTIVE AIRPORT - 20.8

| | |
|---|---|
| Airport Manager | 1 |
| Assistant Airport Manager | 1 |
| Administrative Assistant | 2 |
| Administrative Assistant I | 2 |
| Administrative Supervisor | 1 |
| Airport Maintenance Technician | 4 |
| Airport Operations Specialist | 3 |
| Airport Operations Supervisor | 1 |
| Business Assistance Coordinator | 1 |
| Electrician - Airfield | 1 |
| Visual Communications Designer | 1 |
| Noise Abatement Officer | 1 |
| Program Manager I | 1 |
| PT Administrative Assistant | 0.8 |

### PARKING SERVICES - 62.2

| | |
|---|---|
| Parking Services Manager | 1 |
| Assistant Parking Services Manager | 1 |
| Parking Enforcement Operations Supervisor | 3 |
| Project Manager II | 1 |
| Administrative Assistant | 1 |
| Facilities Worker II | 6 |
| Parking Enforcement Shift Coord. | 2 |
| Parking Enforcement Specialist | 20 |
| Senior Parking Meter Technician | 1 |
| Parking Meter Technician | 5 |
| Parking Meter Software Support Supervisor | 1 |
| Parking Meter Mechanic Trainee | 5 |
| Parking Facilities Maintenance Coordinator | 2 |
| Security Guard | 4 |
| PT Security Guard | 7.6 |
| PT Facilities Worker II | 1.6 |

### TRANSPORTATION - 18

| | |
|---|---|
| Transportation Manager | 1 |
| Senior Management Analyst | 1 |
| Engineering Design Manager | 1 |
| Planner II | 5 |
| Planner I | 1 |
| Project Manager II | 5 |
| Project Manager I | 1 |
| Senior Administrative Assistant | 1 |
| Administrative Assistant | 1 |
| Program Manager | 1 |

### BUSINESS - 19

| | |
|---|---|
| Business Operations Manager | 1 |
| Senior Financial Administrator | 1 |
| Senior Accounting Clerk | 2 |
| Accounting Clerk | 2 |
| Senior Customer Service Representative | 3 |
| Customer Service Representative | 3 |
| Grants and Special Projects Coordinator | 1 |
| Customer Service Supervisor | 1 |
| Administrative Assistant | 2 |
| Parking Revenue Supervisor | 1 |
| PT Customer Service Representative | 1.4 |
| PT Accounting Clerk | 0.6 |

### ARTS & SCIENCE DISTRICT GARAGE - 2.6

| | |
|---|---|
| Facilities Worker II | 1 |
| PT Lot Attendant | 0.8 |
| PT Security Guard | 0.8 |

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

**Senior Technology Strategist reports to the Information Technology Department

| Adopted FY 2019 | Adopted FY 2020 | *Difference* |
|---|---|---|
| 127.6 | 127.6 | 0.0 |

# Transportation and Mobility

## Department Description

The Transportation and Mobility Department was formed in 2011 to strategically elevate transportation planning and policy in order to combine all modes of transportation within the City under one umbrella: Parking Services, Fort Lauderdale Executive Airport (FXE), and Transportation, as well as support of the Transportation Management Association's (TMA) Sun Trolley community bus system. The department is focused on transforming the City into a vibrant multimodal community in alignment with the City's 2035 Vision Plan. The Complete Street policy, Connecting the Blocks program, and Vision Zero program are the start of building a safe, citywide network for pedestrians, cyclists, vehicles, trains, and public transit.

# Transportation and Mobility

## Executive Airport

### Division Description

Located approximately five miles north of downtown Fort Lauderdale, the Fort Lauderdale Executive Airport (FXE) serves a variety of general aviation activities. With its two intersecting runways, FXE can accommodate general aviation and business jet aircrafts. FXE's four fixed base operators (FBOs) are ideal for serving local customers as well as those visiting the area. Additionally, FXE has a 24-hour Air Traffic Control Tower, U.S. Customs and Border Protection facility, Airport Rescue and Fire Fighting (ARFF) facility, and is home to over 1,000 based aircraft. FXE also owns and operates the John Fuhrer Downtown Helistop (DT1), which is located in the City's Central Business District. In addition to its aviation operations, Fort Lauderdale Executive Airport features Foreign Trade Zone No. 241 and a 200-acre Industrial Airpark, which offers more than 1.5 million square feet of prime office, warehouse and manufacturing space.

### FY 2019 Major Accomplishments

- Updated the FXE Master Plan and determined the long-term development plans for FXE for a 20-year time period, taking into consideration economic development and the needs and demands of airport tenants, users, and Neighbors.
- Improved the Airfield Electrical Vault based on an evaluation report prepared by FXE's General Aviation Consultant. The upgrade of the regulator/transformer equipment reduced the operating and maintenance costs and increased energy efficiency.
- Designed and constructed the Western Perimeter Loop Road Project, a perimeter loop road system within the secured fence area at the western end of FXE. The Western Perimeter Road project was proposed in FXE's current Airport Layout Plan (ALP). The road enhances the safety of FXE by eliminating unnecessary runway crossings by vehicles and equipment. This project was eligible for 80% grant funding through the Florida Department of Transportation which totaled approximately $800,000.
- Rehabilitated the Taxiway Foxtrot Pavement based on the 2007 Pavement Management Plan, to include the designing, milling, and resurfacing of the Taxiway Foxtrot pavement area. This project was necessary to extend the useful pavement life and to prevent the pavement from structural failure. This project was eligible for 90% grant funding from the Federal Aviation Administration (FAA) and 5% grant funding from the Florida Department of Transportation (FDOT) which totaled $1.9 million from FAA and an additional $135k from FDOT.
- Renovated FXE's Administration Building to include new landscape and irrigation, carpet, lights, tile, HVAC (heating, ventilation, and air conditioning) unit, and plumbing upgrades to obtain Leadership in Energy and Environmental Design (LEED) certification and reduce energy consumption. Additionally, a new conference room was constructed to provide for additional office work space. This project was eligible for 80% grant funding through the Florida Department of Transportation totaling $800k.
- Improved Taxiway Foxtrot Lighting, including design and replacement the existing quartz taxiway lights with new light emitting diode (LED) fixtures along the western portion of Taxiway Foxtrot. This project increased safety and provided an investment to the airport infrastructure that increased the satisfaction of our tenants and guests.

# Transportation and Mobility

## Executive Airport, continued

### FY 2020 Major Projects and Initiatives

- Expand the Aviation Equipment and Service Facility. The existing facility was constructed in 2011, and since that time, FXE has purchased additional maintenance equipment that is currently stored on the apron ramp or offsite. Expansion will include additional ramp space, the construction of two additional bays, and the construction of a covered walk-way between the facility and the Administration Building.
- Relocate the eastern 3,000-foot portion of Taxiway Foxtrot to comply with current Federal Aviation Administration (FAA) design criteria. The existing run-up area will be demolished, and a new run-up area will be constructed to meet current industry criteria. New Light Emitting Diode (LED) lights and signs will also be installed as part of the project. The project is partially funded by grants from the Federal Aviation Administration (FAA) and the Florida Department of Transportation (FDOT) for 95% reimbursement of eligible project costs.
- Replace existing quartz lit airfield guidance signs with new LED guidance signs. The new LED signs will be more efficient, longer lasting, and help reduce maintenance costs. The project is partially funded by a grant from the Florida Department of Transportation for 80% reimbursement of eligible project costs. Most of the airfield guidance signs have been in operation since 2002.
- Design and construct a new taxiway intersection to improve airfield operations. The project will involve demolition of taxiways Hotel and Quebec and the construction of a new taxiway including paving, new LED lights and guidance signs, pavement striping, and sodding. The project is 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 proposed project is in the Airport Layout Plan (ALP) to provide improvements to the airfield taxiway system and to conform to current Federal Aviation Administration (FAA) design criteria.
- Rehabilitate Taxiway Golf pavement based on the Airport's Pavement Management Plan, including the design, milling, and resurfacing of the entire Taxiway Golf pavement area. This project is necessary to extend the useful pavement life and to prevent the pavement from structural failure. This project is eligible for 90% grant funding from the FAA and 5% grant funding from the Florida Department of Transportation.
- Design and install decorative street signage to allow for easier navigation around the FXE roadway system. This will reduce driver confusion and shorten the travel time to destinations on FXE grounds. The new signs will also have a positive impact on the perception of FXE with the community.

# Transportation and Mobility

## 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, where the single occupancy vehicle is not the only choice, and our Neighbors are able to walk, bike, and use transit to get to their many destinations. The division is responsible for traffic and multimodal level of service analysis, transportation planning and programming, major capital projects and program development and implementation, coordination with agency partners on roadway projects, maintenance of traffic (MOT), traffic calming practices, implementation of better ways to move vehicles and people, the community bus program, and coordination with area partners to create a more sustainable community.

### FY 2019 Major Accomplishments

- Collaborated with FDOT Traffic Operations and Broward County Traffic Engineering to improve signal timing throughout the City and created specialized traffic plans for large special events.
- Reviewed Maintenance of Traffic (MOT) plans for private events and developments. Over 325 MOT reviews were completed to date with limited staffing for FY 2019.
- Advanced the completion of the Beach Mobility Master Plan (FY 2015 CAAP). This plan, beginning in FY 2018, provided for a comprehensive evaluation of traffic and mobility conditions on the barrier island, allowing for the identification of issues and solutions.
- Continued to implement the SE 17th Street Mobility Master Plan (FY 2016 CAAP) with collaboration from the SE 17th Street Working Group. The plan identified ten key strategies to address the main concerns of the corridor. Continued to manage improvement requests submitted through the Q-Alert system to include the implementation of necessary traffic management solutions and the installation of new sidewalks. The projects were completed via collaboration between City and stakeholder partners such as Broward County and the Florida Department of Transportation with oversight by Transportation Division staff.
- Continued to advance 13 programmed Community Investment Plan (CIP) projects that contribute to a fully-connected multimodal community by 2035 where Neighbors and visitors can move seamlessly and easily through a safe transportation system. These CIP Projects include Downtown Walkability, Las Olas Safety Project, Central Beach Wayfinding, Tunnel Plaza, Neighborhood Traffic Calming, East Las Olas Lighting, NE 1st Street at Andrews Avenue Pedestrian Crossing, NE 1st Street at NE 3rd Avenue Pedestrian Crossing, Las Olas Boulevard at SE 4th Avenue Pedestrian Crossing Enhancement, NW 15th Avenue Mobility Improvement Design, Breakers Avenue Improvements, Sistrunk Crosswalks, and NE 4th Street Improvements.
- Advocated for the City's best interests for the Brightline Passenger Rail project and Tri-rail Coastal Link, and actively participated with partner agencies in the development of plans, designs, and studies for all roadways within the City (in progress).

# Transportation and Mobility

## Transportation, continued

- Continued to advance several grant projects that improved mobility and promoted smart growth within the City including:
  - $3.5 million Streetscape Mobility Hub Project
  - $19.1 million Transportation Investment Generating Economic Recovery (TIGER) Grant from the U.S. Department of Transportation (USDOT) for a Regional Complete Streets Initiative project for bike and pedestrian improvements in the cities of Fort Lauderdale, Lauderdale Lakes, Oakland Park, and Pompano Beach.
  - $5.3 million Federal Transit Administration (FTA) allocation for the purchase of new vehicles for the City's community bus program as well as American's with Disabilities Act (ADA) improvements to transit stops.
- Advanced Vision Zero: Fort Lauderdale by implementing a first Five Year Action Plan using the 5 E's: Engineering, Education, Enforcement, Encouragement, and Evaluation (in progress) to reduce pedestrian and bicyclist deaths.
  - Implemented the Vision Zero Fort Lauderdale 5-Year Work Plan: Zeroing In 2022 through close coordination with Vision Zero partners.
  - Advanced Safe Routes to School initiatives to implement safety and infrastructure improvements around schools in the City.
  - Implemented a Neighborhood Slow Zone program with three neighborhoods on traffic management including education, enforcement, education and evaluation activities.
- Assisted and supported the "Envision Uptown" business leaders' vision for the economic development of the Uptown Fort Lauderdale area as recommended in the City-adopted Urban Land Institute's Uptown Technical Advisory Panel Report to include land use regulatory updates, long-range planning, infrastructure for pedestrian and bicycle access and safety, Transit Oriented Development (TOD), and multi-modal transit connections to transform the area into a walkable and vibrant urban village (in progress).
- Continued to utilize the Transit Master Plan to develop updated routes and schedules that will better service Neighbor and visitor needs. Work includes extensive outreach, route development and funding identification.

## FY 2020 Major Projects and Initiatives

- Reinforce outstanding projects with improved processes for:
  - Project completion on-time and within budget
  - Reviewing list of projects for Broward County Transportation Surtax funding:
    - Shovel ready projects that have been designed and are on hold due to funding restrictions
    - In design projects
  - Project completion with final project enhancing traffic movement throughout all transportation modes
- Maintenance of Traffic (MOT) permits will see an increase of applications in FY 2020 due to the Broward County Transportation Surtax and new developments within the City. It is the department's goal to at least maintain our current rate of review at ten business days.

# Transportation and Mobility

## Transportation, continued

- Complete the Master Long Range Transportation Plan to include the review of the 2013 Connecting the Blocks Plan.
  - Transit Master Plan identifies the City's vision for transit. The plan lays the foundation for a fully connected system of transit mobility through connections to Brightline, Tri-Rail Coastal Link, and the start of construction of the Mobility Hub.
  - Sidewalk Master Plan creates a sidewalk network within the boundaries of the City of Fort Lauderdale. There have been a large number of requests since 2015 for sidewalk infills through Q-alerts.
  - Multimodal Connectivity Plan continues to improve bicycling as well as wayfinding and pedestrian enhancements.
- Continue the City's commitment to the Vision Zero Policy and its implementation of the City's 5-year work plan that leverages data driven, purposeful, measurable, and cross jurisdictional catalysts to achieve zero fatalities.
  - Continue to implement Vision Zero into the design and speeds along roadways via technology, roadway designs and traffic calming projects.
  - Improve lighting along roadways through coordination with FPL (Florida Power and Lighting), FDOT (Florida Dept of Transportation), and Broward County.
  - Continue to work with neighborhoods to identify mobility concerns such as traffic, pedestrians and bicycles, and transit connections.
  - Critically evaluate past projects against performance measures to understand successes, lessons learned and best practices.
    - Implement Remix and Streetlight which are two tools important to research and best practices. Remix will allow the City to review mobility data with a number of data points, street cross sections, and transit route developments.
- Conduct before, after and safety evaluation studies with the additional staffing of a Traffic Engineer. Evaluation studies will include the collection and analysis of speed data, crash data, and economic factors. This analysis will allow staff to understand and share holistic reports that demonstrate the impact of completed transportation infrastructure investments. Further, the collection of traffic field counts will enable staff to perform analysis to better traffic flow and signalization.

# Transportation and Mobility

## Parking Services

### Division Description

The Parking Services division is a self-sustaining enterprise fund that contributes to the City's general fund annually. The division manages, operates, and maintains over 10,666 parking spaces Citywide, including five garages, and 44 lots. Parking Services is dedicated to increasing sustainable parking initiatives at all of our facilities. With emerging technologies the division is using innovative practices and programs, such as the Pay-by-Phone parking service. These new programs also assist us in keeping expenses stable and utilizing parking demand technologies to assist in reducing the environmental impacts of drivers searching for available parking spaces. This technology, along with the License Plate Recognition (LPR) system, also provides for targeted enforcement for overall better efficiencies and an increase in public safety as we continue to provide improved services.

### FY 2019 Major Accomplishments

- Implemented upgrades to the Riverwalk Center (formerly known as City Park Garage).
  - Relocated the Riverwalk Center entrance and exit points from 2nd Street to 2nd Avenue and 1st Avenue.
  - Improved the aesthetic features and functionality of the Riverwalk Center (Phase III) including a new archway façade to incorporate the district's community style.
  - Installed new crosswalks at SE 2nd Street and SE 1st Street in order to connect the Riverwalk Center with the nearby businesses and corporate centers.
- Created wayfinding signage throughout Riverwalk Center (formerly known as City Park Garage) and the Performing Arts Center (PACA) garages for both vehicular and pedestrian traffic in order to circulate movement throughout the garages. The signage complements the City's current wayfinding program to mirror the theme and style of the district.
- Implemented a Parking Demand Management System, an innovative approach that efficiently manages the ability to meet parking needs by monitoring and collecting vehicle information regarding available parking.
- Branded current inventory of City parking lots and garages for increased usage and public expectations while increasing revenue. Technology such as demand parking, smartphone applications, and informational signage aided in the branding effort.
- Expanded parking inventory in key locations to satisfy community needs:
  - Assisted the Beach Community Redevelopment Area (Beach CRA) in the development of the new Las Olas Parking Garage, including approximately 663 spaces on five parking levels, and a tram transportation system to shuttle those who park in the garage to the beach.
  - Created two new parking lots along Sistrunk Boulevard in partnership with the Northwest Progresso-Flagler Heights CRA (NPF CRA), adding approximately 70 parking spaces while accommodating motorcycle and bicycle parking.
  - Developed additional parking on the beach through the construction of a new parking lot that will add approximately 150 spaces to the barrier island.
- Coordinated a Citywide Parking Study that assessed existing parking conditions, parking space needs for new developments, best parking practices for an urban environment, utilization, rates and projected future parking requirements. This study also included motorcycle, scooter, and bicycle parking requirements.

# Transportation and Mobility

## Parking Services, continued

### FY 2020 Major Projects and Initiatives

- Begin sustainable renovations of public parking lots. These renovations will entail landscaping, solar lighting and Electric Vehicle (EV) charging stations.
  - This project will improve the landscape by utilizing energy efficient, environmentally friendly and maintainable solutions such as rain gardens, shade trees and permeable paving.
  - The solar lighting will provide green energy to power items in our lots. Solar lighting is eco-friendly, renewable and will provide the City with cost savings over using electricity.
  - EV charging stations encourages green living. Installing these stations in our lots emphasizes the City's interest in using sustainable energy and recognizes the growing popularity of electric and hybrid vehicles.
- Increase the number of EV charging stations in the City Hall Garage, Riverwalk Center Garage, PACA Garage and additional parking lots as determined appropriate. By installing EV charging stations, the City meets the needs of the growing number of neighbors who drive electric and hybrid vehicles. EV charging stations keeps the City on the cutting edge of new technology which will attract additional visits to our lots.
- Upgrade meter technology which will be phased in over several years. This technology will include converting coin only meters to offer credit card payment options, which has been shown to increase revenue. This technology will be integrated with a new management system and will incorporate advance notice of parking availability throughout the City.

# Transportation and Mobility

## Business Center

### Division Description

The Business Center encompasses quality support services for the three operating divisions within the Transportation and Mobility Department: Fort Lauderdale Executive Airport (FXE), Transportation and Parking. The main functions within the Business Center include the development and coordination of the Department's budget, grants management and required reporting to grantors, processing of accounts payable invoices from vendors, and accounting of revenue generated through parking permits, parking meters, special events and valet parking. The Business Center also contains the Parking Customer Service Center, which provides information at the request of Neighbors and visitors for questions pertaining to parking citations or other parking programs, and processes the payments for citations issued within the City. The Parking Customer Service team also works collaboratively with the Broward County Clerk's Office in order to give Neighbors the opportunity to appeal citations.

### FY 2019 Major Accomplishments

- Implemented new modules in the Parking Management System (T2 Flex) that included virtual parking permits and electronic invoicing to reduce the need for Neighbors to come into our office in person.
- Created a smart lobby, with self-serve kiosk, that allows Neighbors to apply for permits and pay for permits and citations.
- Continue to assist in the development and implementation of new Citywide software systems such as Formulating Innovation Responsive Solutions Together (FIRST) and Accela.
- Selected a vendor to create a new parking management system that allows for dynamic pricing, notification of space availability and seamless parking payments.

### FY 2020 Major Projects and Initiatives

- Implement a new parking demand management system for the City of Fort Lauderdale that will include new features and benefits such as guided enforcement routes to inform enforcement officers of locations of parking violators, a new digital and on-line permitting platform, and a state-of-the-art mobile application that will allow neighbors to pay for their parking sessions, permits and citation on their mobile devices.
- Develop a Food for Fines campaign that will allow our neighbors to dismiss a citation by donating nonperishable food items to benefit local Non-profit Organizations.
- Collaborate with the Broward County Clerk of Courts to streamline the parking citations appeal process.
- Create a department specific on-boarding process for new hires, that will allow employees to learn about Department operations instead of division specific learning only.
- Amend the City of Fort Lauderdale Chapter 26 Ordinance to reflect industry best practices, and to align with new operating procedures created through the implementation of the new parking demand management system.

# Transportation and Mobility

## Department Core Processes and Performance Metrics










**STRATEGIC GOALS**

**Goal 2: Build a multi-modal and pedestrian friendly community.**

**Goal 3: Build a healthy and engaging community.**

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

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Manage and maintain a prosperous executive airport | Percent Change in Aircraft Takeoffs and Landings | 8.49% | 11.45% | 3.00% | -8.85% | 1.00% |
| | Airfield and Helistop Inspections Conducted | 729 | 861 | 750 | 892 | 760 |
| | Percent Change in Registered Planes at FXE | 4.2% | -0.9% | 3.0% | -1.8% | 0.0% |
| | Time to Complete a Maintenance Request (days) | 2 | 2 | 2 | 3 | 2 |

# Transportation and Mobility

## Department Core Processes and Performance Metrics

| Department Core Process | Performance Metric | FY 2017 Actual | FY 2018 Actual | FY 2019 Target | FY 2019 Actual | FY 2020 Target |
|---|---|---|---|---|---|---|
| Create and manage a network of safe and accessible transportation options | Average number of days to complete a Neighbor Request Resulting in an Infrastructure Project | 110 | 90 | 90 | 90 | 85 |
| | Average number of days to complete a Neighbor Request Resulting in a Repair/Maintenance Project | 64 | 45 | 45 | 30 | 40 |
| | Roadway Improvement Projects Completed through our Connecting the Blocks Program | 31 | 21 | 20 | 16 | 10 |
| | Number of multimodal improvements completed through the Development Review Process | 103 | 143 | 60 | 122 | 70 |
| Create and manage a network of safe and accessible transportation options | Neighbor Satisfaction with overall flow of traffic in our annual Neighbor Survey | 20% | 15% | 20% | 18% | 20% |
| | **Performance Metric** | **CY 2017 Actual** | **CY 2018 Actual** | **CY 2019 Target** | **CY 2019 Actual** | **CY 2020 Target** |
| | Total Traffic Fatalities [1] | 25 | 30 | 17 | * | 16 |
| **Department Core Process** | **Performance Metric** | **FY 2017 Actual** | **FY 2018 Actual** | **FY 2019 Target** | **FY 2019 Actual** | **FY 2020 Target** |
| Manage and Maintain a thriving parking operation | Percent of Calls Abandoned | 4.64% | 7.35% | 4.50% | 13.08% | 4.50% |
| | Average Handle Time (min) | 3:02 | 3:19 | 3:00 | 3:10 | 3:00 |
| | Percent Change in Parking Space Inventory | 0.6% | -3.7% | 0.0% | 7.48% | 0.0% |
| | Percent Change in Pay-by-Phone Transactions | 22% | 18% | 10% | 14.51% | 10% |
| | Percent Change in Parking Citations Issued | -12% | -2% | N/A[2] | -11% | N/A[2] |

**2019 Data not available at time of publication*

*[1]The data collected for this measure is reported for the calendar year*

*[2]There is no target identified for this measure. Citations are monitored to project citations revenue and to identify potential education opportunities on parking procedures for our neighbors.*

# Transportation and Mobility Department - General Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| General Fund - 001 | $ 3,624,374 | 3,836,218 | 3,647,670 | 3,406,781 | (429,437) | (11.2%) |
| **Total Funding** | **3,624,374** | **3,836,218** | **3,647,670** | **3,406,781** | **(429,437)** | **(11.2%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Vehicles for Hire | 1,524 | 3,000 | 3,000 | 2,400 | (600) | (20.0%) |
| Transportation | 2,660,925 | 2,858,378 | 2,669,830 | 2,429,541 | (428,837) | (15.0%) |
| Community Bus | 870,191 | 974,840 | 974,840 | 974,840 | - | 0.0% |
| Transp. & Mobility Grants | 91,734 | - | - | - | - | 0.0% |
| **Total Expenditures** | **3,624,374** | **3,836,218** | **3,647,670** | **3,406,781** | **(429,437)** | **(11.2%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,522,442 | 1,908,011 | 1,646,808 | 1,905,678 | (2,333) | (0.1%) |
| Operating Expenses | 2,101,932 | 1,928,207 | 2,000,862 | 1,501,103 | (427,104) | (22.2%) |
| **Total Expenditures** | **$ 3,624,374** | **3,836,218** | **3,647,670** | **3,406,781** | **(429,437)** | **(11.2%)** |
| *Full Time Equivalents (FTEs)* | *21.0* | *18.0* | *18.0* | *17.0* | *(1.0)* | *(5.6%)* |
| **Grant Funded (FTEs)* | *2.0* | *2.0* | *2.0* | *1.0* | *(1.0)* | *(50.0%)* |

**FY 2020 Major Variances**

**Personal Services**

| | |
|---|---|
| Transfer of one (1) Engineering Technician position to Public Works | $ (77,749) |
| Decrease in health care expenses | (16,597) |
| Decrease in workers compensation expenses | (9,883) |

**Operating Expenses**

| | |
|---|---|
| Decrease in other professional services for one-time funding for studies | (135,000) |
| Decrease in tools and equipment for one-time funding for a speed radar sign program and blue tooth sensors | (101,250) |
| Decrease in insurance charges | (24,213) |
| Decrease in training | (29,558) |
| Decrease in service charges for parking services | (115,544) |

# Transportation and Mobility Department - Parking Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Parking Fund - 461 | $ 16,686,123 | 17,752,986 | 18,632,527 | 25,934,516 | 8,181,530 | 46.1% |
| **Total Funding** | **16,686,123** | **17,752,986** | **18,632,527** | **25,934,516** | **8,181,530** | **46.1%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Transp. & Mobility Admin Support | 1,204,211 | 1,126,968 | 983,438 | 996,005 | (130,963) | (11.6%) |
| Parking Services | 15,314,941 | 16,510,777 | 17,335,054 | 17,617,353 | 1,106,576 | 6.7% |
| Debt Services | 166,971 | 115,241 | 314,035 | 7,321,158 | 7,205,917 | 6252.9% |
| **Total Expenditures** | **16,686,123** | **17,752,986** | **18,632,527** | **25,934,516** | **8,181,530** | **46.1%** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 5,763,261 | 6,324,946 | 6,018,458 | 6,525,077 | 200,131 | 3.2% |
| Operating Expenses | 10,226,317 | 11,026,799 | 12,014,034 | 11,629,396 | 602,597 | 5.5% |
| Capital Outlay | 529,575 | 286,000 | 286,000 | 458,885 | 172,885 | 60.4% |
| Debt Services | 166,971 | 115,241 | 314,035 | 7,321,158 | 7,205,917 | 6252.9% |
| **Total Expenditures** | **$ 16,686,123** | **17,752,986** | **18,632,527** | **25,934,516** | **8,181,530** | **46.1%** |
| *Full Time Equivalents (FTEs)* | *84.2* | *84.2* | *87.2* | *86.2* | *(2.0)* | *(2.4%)* |

**FY 2020 Major Variances**

| | |
|---|---|
| **Personal Services** | |
| Decrease of one (1) Senior Account Clerk position | $ (70,417) |
| Increase of three (3) City Hall Garage full-time positions added mid-year in FY 2019 | 200,085 |
| Increase in deferred contribution pension expenses | 42,128 |
| Increase in Social Security/Medicare expenses | 23,813 |
| Decrease in workers compensation expenses | (47,691) |
| **Operating Expenses** | |
| Increase in operating expenses to manage the City Hall Garage | 846,999 |
| Decrease in computer maintenance due to expense reduction of T2 system | (76,107) |
| Decrease in component/parts due to sufficient inventory | (45,000) |
| Decrease in other insurance charges | (29,557) |
| Decrease in information systems service charge | (47,106) |
| Decrease in payments for the operational management of the City Hall and Bridgeside Square Parking Garages | (110,000) |

# Transportation and Mobility Department - Parking Fund
## Departmental Financial Summary, continued

| | |
|---|---|
| **Capital Outlay** | |
| Decrease in new services/meters due to one-time meter purchase | (251,000) |
| Increase to replace five (5) Vehicles | 83,885 |
| Increase due to single and multi space meter replacement | 250,000 |
| Increase due to implentation of two license plate recognition systems with wheel imaging capability | 90,000 |
| **Debt Services** | |
| Increase to repay the Parking Line of Credit | 7,205,917 |

# Transportation and Mobility Department - Airport Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Airport Fund - 468 | $ 8,031,262 | 10,083,528 | 10,133,418 | 8,272,844 | (1,810,684) | (18.0%) |
| **Total Funding** | **8,031,262** | **10,083,528** | **10,133,418** | **8,272,844** | **(1,810,684)** | **(18.0%)** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Executive Airport | 8,031,262 | 10,083,528 | 10,133,418 | 8,272,844 | (1,810,684) | (18.0%) |
| **Total Expenditures** | **8,031,262** | **10,083,528** | **10,133,418** | **8,272,844** | **(1,810,684)** | **(18.0%)** |

### Financial Summary - Category Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Personal Services | 1,944,527 | 2,157,677 | 2,021,457 | 2,092,161 | (65,516) | (3.0%) |
| Operating Expenses | 5,431,896 | 7,139,851 | 7,325,961 | 6,180,683 | (959,168) | (13.4%) |
| Capital Outlay | 654,839 | 786,000 | 786,000 | - | (786,000) | (100.0%) |
| **Total Expenditures** | **$ 8,031,262** | **10,083,528** | **10,133,418** | **8,272,844** | **(1,810,684)** | **(18.0%)** |
| *Full Time Equivalents (FTEs)* | *20.8* | *20.8* | *20.8* | *20.8* | *-* | *0.0%* |

**FY 2020 Major Variances**

| | |
|---|---|
| **Personal Services** | |
| Decrease in pension due to general employee pension allocation | $ (51,606) |
| Decrease in standby pay expenses | (25,600) |
| **Operating Expenses** | |
| Decrease due to one-time professional service expenses for a traffic calming study, an airport cost center study, ISO certification, and an environmental runway assesment included in the FY 2019 budget | (1,065,000) |
| Decrease due to one-time data supplies for airport operations area training program update | (150,000) |
| Increase in Fire-Rescue expenses for Airport Rescue and Fire Fighting (AARF) community builders | 200,207 |
| Increase in promotional contributions sponsoring events to increase airport exposure | 200,000 |
| **Capital Outlay** | |
| Decrease due to one-time purchase of one (1) vehicle included in the FY 2019 budget | (35,000) |
| Decrease due to one-time purchase of decorative street signage included in the FY 2019 budget | (500,000) |
| Decrease due to one-time equipment purchases (pressure washer, trailer, tractor, and two (2) twenty foot mower decks, one (1) vehicle and line skipping unit) included in the FY 2019 budget | (251,000) |

# Transportation and Mobility Department - Arts and Science District Fund

## Departmental Financial Summary

### Financial Summary - Funding Source

| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Arts and Science District Fund - 643 | $ | 1,859,047 | 1,898,399 | 1,898,399 | 1,900,805 | 2,406 | 0.1% |
| **Total Funding** | | **1,859,047** | **1,898,399** | **1,898,399** | **1,900,805** | **2,406** | **0.1%** |

### Financial Summary - Program Expenditures

| | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|
| Arts & Science District Garage | 1,859,047 | 1,898,399 | 1,898,399 | 1,900,805 | 2,406 | 0.1% |
| **Total Expenditures** | **1,859,047** | **1,898,399** | **1,898,399** | **1,900,805** | **2,406** | **0.1%** |

### Financial Summary - Category Expenditures

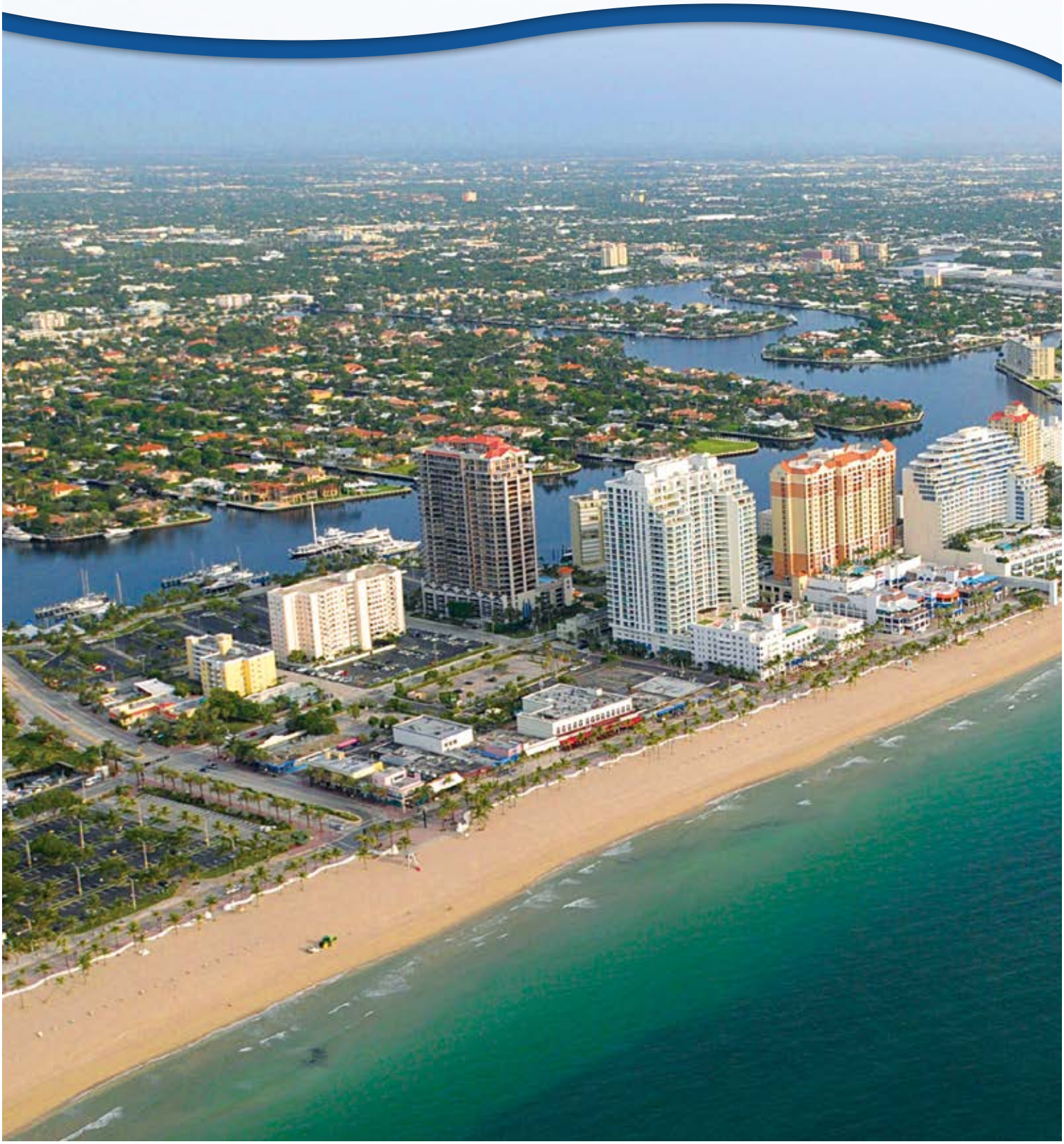
| | | FY 2018 Actual | FY 2019 Adopted | FY 2019 Estimate | FY 2020 Adopted | FY 2019 Adopted vs. FY 2020 | Percent Difference |
|---|---|---|---|---|---|---|---|
| Personal Services | | 234,885 | 203,023 | 289,281 | 216,889 | 13,866 | 6.8% |
| Operating Expenses | | 1,624,162 | 1,695,376 | 1,609,118 | 1,683,916 | (11,460) | (0.7%) |
| **Total Expenditures** | **$** | **1,859,047** | **1,898,399** | **1,898,399** | **1,900,805** | **2,406** | **0.1%** |
| *Full Time Equivalents (FTEs)* | | *2.6* | *2.6* | *2.6* | *2.6* | - | *0.0%* |

**FY 2020 Major Variances**

No major variances

CITY OF FORT LAUDERDALE

# APPENDIX



# Integration of the Strategic Plan and the Budget

As much as big ideas are the inspiration of *Fast Forward Fort Lauderdale 2035*, the City's Vision Plan, action is essential. The City of Fort Lauderdale continues to make great strides implementing an innovative, results-focused government culture. We use a robust ISO 9001:2015 certified Quality Management System to connect planning, budgeting, service provision, measuring, and improving.

*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*. It 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 to move the City closer to achieving the community's vision, as well as the City's mission: We Build Community.

In executing *Press Play Fort Lauderdale 2024*, employees also reference existing and new City plans that are critical to accomplishing our strategic goals. Teams focus on the Commission Annual Action Plan (CAAP), a one-year work plan with specific initiatives and actions that reflect City Commission priorities in alignment with the Vision Plan, Strategic Plan, and Annual Neighbor Survey. The CAAP is a product of collaboration and prioritization by the City Commission, the City Manager's Office, and departments. It highlights initiatives of significant importance to the City Commission for the upcoming fiscal year, ensuring that the organization is agile and prompt in its response to an ever-changing environment.

The Annual Operating Budget is our opportunity to prioritize City resources. Funding should be allocated in alignment with the Vision Plan, Strategic Plan, and Commission Annual Action Plan. While we may not be able to fund all priorities in the upcoming fiscal year, we can make strategic investments in our future. Leveraging community partnerships and seizing grant opportunities will help stretch our dollars and maximize results. The budget process also integrates the strategic alignment of departments, with each identifying major initiatives and performance targets, helping decision makers allocate resources for specific service level results.

The five-year Community Investment Plan (CIP) includes ongoing and new projects, and those that require additional funding. The CIP also includes a plan for future projects based on expected revenues, bond issuances, and other financing mechanisms. Projects are carefully assessed and prioritized by objective criteria and weighting established by the City Commission to ensure the most pressing needs of the community are addressed, supporting *Fast Forward Fort Lauderdale 2035, Press Play Fort Lauderdale 2024,* and the *2020 Commission Annual Action Plan*.

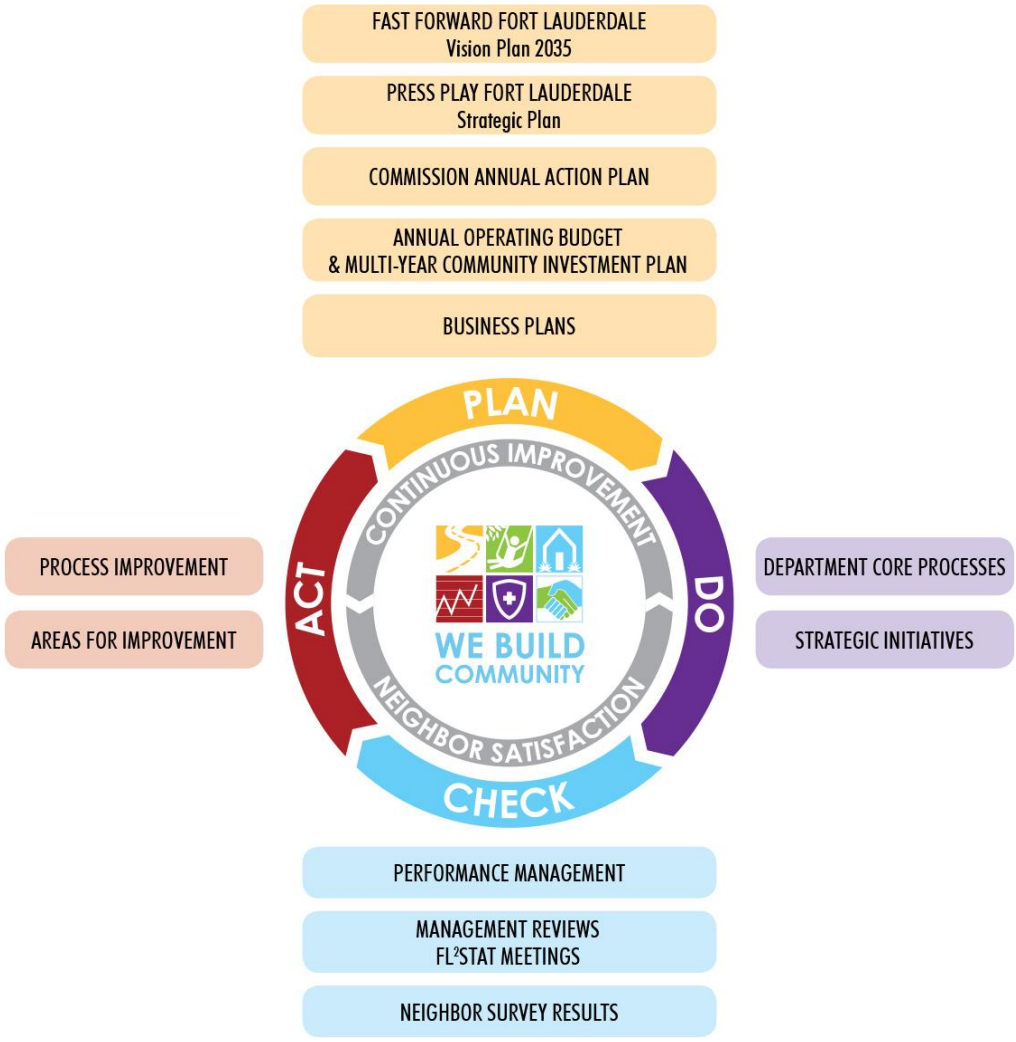
To implement our plans and ensure that the City is consistently providing value and quality services for our neighbors, the City utilizes the Quality Management System, FL$^2$STAT, to review, measure, analyze, and improve results. A connected system of scorecards links the initiatives and performance measures defined in the Vision Plan, Strategic Plan, Commission

# Integration of the Strategic Plan and the Budget

Annual Action Plan, department budgets, and process improvement activities. These results are examined through regular meetings, referred to as management reviews. If challenges are identified, they are defined as Areas for Improvement (AFI). AFIs are tracked until resolution is achieved. Tools such as data analytics and the Process Improvement Program (PIP) are used to identify the root causes of the AFIs and implement solutions. The PIP is based on Lean, a methodology focused on creating value for our neighbors though waste reduction, and continually working to improve key processes to increase quality and satisfaction.

The Community Investment Plan and Grants Management are similarly addressed through a monthly CIP – FL$^2$STAT meeting.

An annual Neighbor Survey provides information about perceptions ranging from City service delivery to quality of life. In addition, feedback is gathered throughout the year, through direct staff interactions with neighbors. As we continue to administer the annual survey, results will alert us where to focus our attention and resources, while also validating targeted improvements. Benchmarking with other cities provides perspective to our performance results, survey results, and national trends.



# Integration of the Strategic Plan and the Budget

Throughout the FY 2020 Adopted Budget, the reader will find references to the goals and objectives of the strategic plan. This cascading of the strategic plan demonstrates each department's commitment to achieving results that matter to our neighbors.



## INFRASTRUCTURE

**GOAL 1 Build a sustainable and resilient community.**

- Proactively maintain our water, wastewater, stormwater, road, and bridge infrastructure
- Secure our community's water supply and support water conservation measures
- Effectively manage solid waste
- Ensure climate change resiliency and implement local and regional strategies to reduce our carbon footprint
- Reduce flooding and adapt to sea level rise
- Actively monitor beach resiliency and support nourishment efforts
- Grow and enhance the urban forest
- Promote energy efficiency and the expansion of renewable energy sources

**GOAL 2 Build a multi-modal and pedestrian friendly community.**

- Improve transportation options and reduce congestion by working with partners
- Improve roads, sidewalks, and trails to prioritize a safer, more walkable and bikeable community



## PUBLIC PLACES

**GOAL 3 Build a healthy and engaging community.**

- Improve access to and enjoyment of our beach, waterways, parks, and open spaces for everyone
- Improve water quality for our natural environment
- Enhance the City's identify through public art, well-maintained green spaces, and streetscapes
- Offer a diverse range of recreational and educational programming

# Integration of the Strategic Plan and the Budget



## NEIGHBORHOOD ENHANCEMENT

**GOAL 4 Build a thriving and inclusive community of neighborhoods.**

- Work with partners to reduce homelessness by promoting independence and self-worth through advocacy, housing, and comprehensive services
- Ensure a range of affordable housing options
- Create a continuum of education services and support



## BUSINESS DEVELOPMENT

**GOAL 5 Build an attractive global and local economic community marketplace.**

- Create a responsive and proactive business climate to attract emerging industries
- Nurture and support existing local businesses
- Create educational pathways and partnerships for workforce development
- Provide best-in-class regional general aviation airport amenities and services



## PUBLIC SAFETY

**GOAL 6 Build a safe and well-prepared community.**

- Prevent and solve crime in all neighborhoods
- Provide quick and exceptional fire, medical, and emergency response
- Be the leading model in domestic preparedness
- Educate stakeholders on community risk reduction, homeland security, and domestic preparedness

# Integration of the Strategic Plan and the Budget

## INTERNAL SUPPORT

**GOAL 7 Build a values-based organization dedicated to developing and retaining qualified employees.**

- Establish an organizational culture that fosters rewarding, professional careers
- Improve employee safety and wellness
- Provide effective internal communication and encourage employee feedback
- Continuously improve service delivery to achieve excellence through innovation
- Be a diverse and inclusive organization

**GOAL 8 Build a leading government organization that manages all resources wisely and sustainably.**

- Maintain financial integrity through sound budgeting practices, prudent fiscal management, cost effective operations, and long-term planning
- Achieve excellent procurement services through technological advancements, improved procedures, and outreach programs
- Provide a reliable and progressive technology infrastructure
- Provide safe, well-maintained, and efficient facilities and capital assets
- Integrate sustainability and resiliency into daily operations

**To view the complete Vision and Strategic Plans:**

View *Fast Forward Fort Lauderdale: Our City, Our Vision 2035* at
www.fortlauderdale.gov/vision

View *Press Play Fort Lauderdale: Our City, Our Strategic Plan 2024* at
www.fortlauderdale.gov/pressplay

CITY OF FORT LAUDERDALE

# GLOSSARY OF TERMS

*Glossary of Terms designed to assist the reader in understanding terms associated with public finance.*

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

**Ad Valorem Taxes** - Property taxes calculated as a percentage of the value of real or personal property. The percentage is expressed in mills (per thousand dollars of taxable value).

**Amended Budget** - A department's authorized budget as modified by City Commission action, through appropriation transfers from contingency, or transfers from or to another department or fund.

**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** - The Performing Arts Center and Authority is 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 Fair Market Value of real estate or other property. 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 desired information.

**Available Fund Balance/Working Capital** - Funds available after all financial obligations are accounted for. These funds are important in order 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** - Determining the quality of products, services, and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

**Block Grant** - Federal grant allocated according to pre-determined formulas and for use within a pre-approved broad functional area such as the Community Development Block Grant (CDBG). CDBG funding can be used as a funding source for qualified projects.

**Bond** - Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments, and a principal repayment.

# GLOSSARY OF TERMS

**Budget Calendar** - A schedule of key dates which 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 time 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 Capital Improvement Program (see capital projects).

**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** - 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 expenditures exceed revenues during a single accounting period.

**Depreciation** - The decline in the value of assets as a result of wear and tear, age, or obsolescence.

**Development Review Committee (DRC)** - The DRC is comprised of representatives from the Planning and Zoning, Economic Development, Fire-Rescue, Police, and Public Services departments. It facilitates the review of plans for private development to ensure quality, design, And compatibility with existing residential and commercial development.

**Direct Debt** - Debt, which the City has incurred in its own name or assumed through the annexation of territory or consolidation with another governmental unit.

**Encumbrances** - Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are reduced correspondingly.

**Enterprise Funds** - Funds established to account for operations, which are financed, and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees.

# GLOSSARY OF TERMS

**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 1st and ends September 30th.

**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.

**FL²STAT (Fort Lauderdale Squared)** - This is the City's approach to experimental improvements. It is a Community focused approach to strategic planning, performance management, and process improvement for all City departments.

**Florida Power and Light** - A private electrical utility company that provides significant franchise fees and utility tax revenue to the City.

**Foreign-Trade Zone** - A Foreign-Trade Zone (FTZ) is an area that, for U.S. Customs purposes, is considered to be an international commerce. Any foreign or domestic material can be moved into an FTZ without being subject to U.S. Customs duties. A FTZ is operated as a public venture and is sponsored by a local municipality or authority.

**Franchise Fees** - Fees levied by the City in return for granting a privilege, which permits the continual use of public property, such as city streets, and usually involves the elements of monopoly and regulation.

**Full-time Equivalent** - Refers to the number of full-time employees, plus all part-time and seasonal employees, pro-rated to full time increments.

**General Fund** - Fund 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 used or expended for a specified purpose, activity, or facility.

**Governmental Funds** - Funds in which most governmental functions of the City are financed. 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** – State law allows Florida homeowners to claim up to a $50,000 Homestead Exemption on their primary residence. The first $25,000 of this 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).

# GLOSSARY OF TERMS

**Intergovernmental Revenues** - Funds received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes (PILOT).

**Internal Service Funds** - Funds established for the funding of 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: 2008** - An International Organizational Standardization related to quality management system.

**Millage Rate** - One mill equals $100 of tax for each $1,000 of property value. The millage rate is the total number of mills of tax assessed against the value.

**Modified Accrual Basis** - The basis of accounting under which transactions are recognized when they become both measurable (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period).

**Operating Budget** - An operating budget is a plan of current (annual) spending and the means to fund it (taxes, fees, etc.).

**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.

**Performance Measures** - Special qualitative and quantitative measures of work performed as an objective of a department.

**Personal Services** - A category of expenditure which includes such objects of expenditures as the payment of salaries and wages of City employees and employee benefits, including the City's contribution to the employees pension, insurance premiums for workers' compensation, and the state's share of employee's health insurance.

**Proprietary Fund** - Fund used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector, such as Enterprise and Internal Service funds.

**Resolution** - A legislative act by the City with less legal formality than an ordinance.

**Revenue** - Money collected by the City from various revenue sources in order 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.

# GLOSSARY OF TERMS

**Save Our Homes** - State constitutional amendment that limits annual growth in homesteaded residential property value for tax purposes.

**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.

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

**Strategic Plan** - A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals, and objectives.

**Strategic Management System** - A quality management process that connects planning, budgeting, measuring and improvement of the City's performance.

**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. Examples would be sewer service charges and dock fees.

**Utility Taxes** - Municipal charges levied by the City on every purchase of a public service within its corporate limits, including electricity, gas, fuel oil, water, and telephone service.

# ABBREVIATIONS & ACRONYMS

**ACE** - Achievement in Community Excellence

**ADA** - Americans with Disabilities Act

**APWA** - American Public Works Association

**ARFF** - Aircraft Rescue Fire Fighting

**ATCT** - Air Traffic Control Tower

**AFI** - Area of Improvement

**BCIP** - Business Capital Improvement Program

**BID** - Beach Business Improvement District, special taxing district

**BOA** - Board of Adjustment

**BRAB** - Beach Redevelopment Advisory Board

**BSO** - BuySpeed Online

**CAAP** - Commission Annual Action Plan

**CAD** - Computer Aided Dispatch

**CAFR** - Comprehensive Annual Financial Report

**CBT** - Central Broward Transit

**CDBG** - Community Development Block Grant

**CEB** - Code Enforcement Board

**CEO** - Chief Executive Officer

**CERT** - Community Emergency Response Team

**CDL** - Commercial Driver's Licenses

**CFS** - Calls for Service in the Police Department

**CID** - Criminal Investigation Division

**CIP** - Capital Improvement Program

**CLERP** - Conservation Land Ecological Restoration Program

**CLG** - Certified Local Government

**COMPSTAT** - Computer Statistics System

**COOP** - Continuity of Operations Plan

**COPJAM** - Community Oriented Policing Juvenile Alternative Motivation

**CPI** - Consumer Price Index

**CPG** - City Parking Garage parking facility

**CPSE** - Center for Public Safety Excellence

**CRA** - Community Redevelopment Agency

**CWA** - Clean Water Act

**DDA** - Downtown Development Authority, an independent special taxing district

**DEP** - Department of Environmental Protection

**DRC** - Development Review Committee

**DRI** - Development of Regional Impact

**DROP** - Deferred Retirement Option Program

**DRT** - Design Review Team

**EAR** - Evaluation and Appraisal Report

**EEO** - Equal Employment Opportunity

**EFT** - Electronic Funds Transfer

**EKG** - Electrocardiogram

**EMS** - Emergency Medical Services

**EMT** - Emergency Medical Technicians

**EOC** - Emergency Operations Center

**EPA** - Environmental Protection Agency

**ERP** - Enterprise Resource Planning

**ESP** - Enterprise Spend Platform

**EVDO/GPS** - Evolution Data Optimized/Global Positioning System

**FAA** - Federal Aviation Administration

**FDOT** - Florida Department of Transportation

**FEMA** - Federal Emergency Management Agency

**FIFC** - Florida Intergovernmental Financing Commission

**FIND** - Florida Inland Navigation District

**FIU** - Florida International University

# ABBREVIATIONS & ACRONYMS

**FLL** - Fort Lauderdale/Hollywood International Airport

**FLAC** - Fort Lauderdale Aquatic Complex

**FMLA** - Family Medical Leave Act

**FOP** - Fraternal Order of Police

**FPL** - Florida Power and Light

**FIRST -** Formulating Innovative Responsive Solutions Together

**FRDAP** - Florida Recreation Development Assistance Program

**FRMBC** - Florida Regional Minority Business Council

**FRPA** - Florida Recreation and Park Association

**FTE** - Full Time Equivalent

**FXE** - FAA Airport identifier for the Fort Lauderdale Executive Airport

**FY** - Fiscal Year

**GAAP** - Generally Accepted Accounting Principles

**GASB** - Governmental Accounting Standards Board

**GED** - General Equivalency Diploma

**GFOA** - Government Finance Officers Association

**GIS** - Geographic Information System

**GOB** - General Obligation Bond

**GTL** - George T. Lohmeyer

**HARS** - Highway Advisories

**HazMat** - Hazardous Material

**HERA** - Housing and economic Recovery Act

**HOPWA** - Housing Opportunities for Persons with AIDS

**HPB** - Historic Preservation Board

**HSMV** - Highway Safety and Motor Vehicle

**HUD** - Housing and Urban Development

**HVAC** - Heating, Ventilating, and Air Conditioning

**IAFF** - International Association of Fire Fighters

**IAS** - International Accreditation Service

**IDIS** - Integrated Disbursement Information System

**ISHOF** - International Swimming Hall of Fame

**ISO -** International Organization for Standardization

**IT** - Information Technology

**IVR** - Interactive Voice Response

**KAPOW** - Kids and the Power of Work

**LEED** - Leadership in Energy and Environmental Design

**LPR** - License Plate Recognition System

**LWCF** - Land Water Conservation Fund

**MPO** - Metropolitan Planning Organization

**MOU** - Memorandum of Understanding

**M/WBE** - Minority and Women's Business Enterprises

**NCIC** - National Crime Information Center

**NCIP** - Neighborhood Capital Improvement Program

**NELAC** - National Environmental Laboratory Accreditation Certification

**NIGP** - National Institute of Governmental Purchasing

**NIMS** - National Incident Management System

**NPDES** - National Pollutant Discharge Elimination System

**NPI** - National Purchasing Institute

**NSP** - Neighborhood Stabilization Program

**NWPFH** - Northwest Progresso Flagler Heights

**OJT** - On the Job Training

**OPEB** - Other Post- Employment Benefits

**OSHG** - On-Site Hypochlorite Generation

**PACA** - Performing Arts Center Authority

**PAVe** - Personally Assigned Vehicle program in the Police Department

**PILOT** - Payment in Lieu of Taxes

# ABBREVIATIONS & ACRONYMS

**PM** - Preventative Maintenance

**PMT** - Program Management Team

**PROP** - Police Referral Outreach Program

**PSA** - Public Safety Aide

**PZ** - Planning and Zoning

**QMS -** Quality Management System

**QTI** - Qualified Target Industry

**RAC** - Regional Activity Center

**RFP** - Request for Proposal

**ROI** - Return on Investment

**RPA** - Requisition Purchase

**SCADA** - Supervisory Control and Data Acquisition

**SDWA** - Safe Drinking Water Act

**SFWMD** - South Florida Water Management District

**SFECCTA** - South Florida East Coast Corridor Transit Analysis

**SHIP** - State Housing Initiative Partnership Program

**SID** - Special Investigations Division

**SIS** - Strategic Intermodal System

**SM** - Special Magistrate

**SMS** - Strategic Management System

**SMART** - Specific, Measurable, Attainable, Realistic, and Timely

**STRU** - Short Term Residential Use

**TEAM** - Transportation Electronic Award Management

**TEC** - Technical Coordinating Committee

**TIF** - Tax Increment Financing

**THOR** - Transit Housing Oriented Redevelopment

**TRIM** - True Rate in Millage

**ULDR** - Unified Land Development Regulation

**USTA** - United States Tennis Association

**WMA** - War Memorial Auditorium

**WTP** - Water Treatment Plant

# NOTES

CITY OF FORT LAUDERDALE



Mayor Dean J. Trantalis

Vice Mayor Robert L. McKinzie, District III

Commissioner Heather Moraitis, District I

Commissioner Steven Glassman, District II

Commissioner Ben Sorensen, District IV

Chris Lagerbloom, City Manager

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