



CITY OF FORT LAUDERDALE

APPROVED
BUDGET ADVISORY BOARD MEETING
CITY OF FORT LAUDERDALE
VIRTUAL MEETING
APRIL 21, 2021 – 6:00 P.M.

Board Member	Attendance	10/2020 through 9/2021	
		Cumulative Attendance Present	Absent
Brian Donaldson, Chair	P	6	0
Jeff Lowe, Vice Chair	P	6	0
Ross Cammarata	P	6	0
Catherine Graham	P	6	0
Michael Marshall	P	4	2
A. Abidemi Oladipo	P	5	0
Prabhuling Patel	P	6	0
Adam Sabin	A	5	1
Johnnie Smith	P	6	0
Christopher Williams	P	4	2

Also Attending

- Laura Reece, Budget Director
- Charmaine Crawford, Budget Department and Board Liaison
- Susan Grant, Director of Finance
- Patrick Lynn, Interim Police Chief
- Andrew Parker, Chief Information Officer
- John Herbst, City Auditor
- Phil Thornburg, Director of Parks and Recreation
- Ben Rogers, Director of Transportation and Mobility
- Jamie Opperlee, Prototype Inc. Recording Secretary

Communications to the City Commission

None

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

I. Call to Order

The meeting of the Budget Advisory Board was called to order at 6:00 p.m.

II. Roll Call

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

III. Approval of Meeting Minutes

A. March 17, 2021

Motion made by Mr. Smith, seconded by Mr. Lowe, to approve the minutes of the Board's March 17, 2021 meeting. In a voice vote, motion passed unanimously.

IV. Floor Open for Neighbor Input

None

V. Old Business

None

VIII. Board Member Comments

Revenue Estimating Committee

Mr. Patel had attended four meetings and said it had been straightforward revenue projections with nothing outstanding or new in terms of revenue to report. He had anticipated discussing revenue enhancements and new service offerings but this was not the case.

Chair Donaldson wanted to be sure Board members were prepared for the April 27 meeting when they would determine their final funding recommendations for non-profits. He advised members to review the materials in advance and be prepared to vote yes or no for funding each organization. Chair Donaldson noted that an organization must garner 6 votes to be recommended and 8 votes to be strongly recommended.

Chair Donaldson said there would not be time for discussion of each applicant, but a Board member could make a brief statement prior to voting if he/she felt it was warranted. Board members did not need to rank the applicants prior to the vote; they should approve or not approve of awarding funds to each organization.

Ms. Reece agreed to make sure the software was still available to Board members.

Mr. Cammarata asked about recusing himself from a vote and Ms. Reece said she would ask the City Attorney's opinion.

Ms. Crawford agreed to send the list of the 33 organizations that had scored 17 and above for Board members to make their decisions prior to the April 27 meeting.

VI. New Business

A. FY 2022 Personnel Costs Projection

Ms. Reece and Ms. Grant provided a Power Point presentation, a copy of which is attached to these minutes for the public record.

Chair Donaldson noted that the number of positions in the General Fund had not changed, but the cost of those positions had. Ms. Reece explained that most costs and adjustments were driven by collective bargaining agreements.

Mr. Patel asked if anyone would be eligible for more than the standard merit increases and Ms. Reece explained the "step" plans that allowed members to be eligible for different step increases. She agreed to provide the minimum and maximum step increases.

Ms. Reece stated the increase from 2021 to 2022 was \$14.3 million in salaries *and* related benefits. Chair Donaldson noted that the cost for employee health care was 50% higher and Ms. Reece stated this was a negotiated benefit. The City and the employee both contributed, and Human Resources worked with an actuary every year to determine what employees in the various plans should pay. Chair Donaldson wanted to know why the expenditures were increasing so dramatically, and asked if it was because the employee contribution had decreased. Ms. Reece said Human Resources could discuss this during their May presentation.

Ms. Graham asked if the City had an independent actuary and Ms. Grant explained that for police and fire and the general employee pension plans, staff reviewed the actuary's assumptions and worked closely with the pension boards. Mr. Herbst stated the pension fund did not belong to the bargaining units. The pension fund had representatives from the City and the membership. The fund hired an independent actuary to review the assumptions. The pension board made assumptions about assumed rate of return, in consultation with their investment managers. The actuary calculated other assumptions to determine the annual contribution, and periodically validated those projections with an experience study. Mr. Herbst had been encouraging the pension boards to decrease the assumed rate of return for years, and they had decreased it from 8% to approximately 7%.

B. Budget Modification Tracking Report

Chair Donaldson said this report had been provided to Board members.

C. Enterprise Resource Planning (ERP) Presentation Update

Mr. Parker provided a Power Point presentation, a copy of which is attached to these minutes for the public record.

Mr. Parker confirmed that of the \$6.6 million spent, \$3 million was spent on consulting services. Mr. Parker said the current platforms were all at different stages and were therefore rescuable to different extents. He stated many components of the current platform were no longer supported by the manufacturers, including accounting, purchasing and payroll.

Mr. Parker stated the \$6.6 million was spent preparing to move to the new platform, Infor. Chair Donaldson asked when the old systems were going to be replaced and how much it would cost. Mr. Parker explained that the project had been put on hold for over a year. He said a lot had changed since that hold and they were now considering what they needed to move forward. The final assessment of this phase would be presented to the Steering Committee on May 14, including a detailed assessment report, a phased implementation to completion and the costs associated with completing the project.

Mr. Parker estimated it would take at least 18 months to implement the new system. They intended to use a phased approach to implementation based on information that would be included in the implementation plan.

Mr. Patel asked about cloud computing with the new platform and Mr. Parker replied the current system was entirely on the City's internal infrastructure and the new platform had the ability for 100% cloud computing. They were conducting a cost of ownership comparison, and this would be part of their decision making process.

Mr. Williams had examined the City's IT systems a few years ago and had been surprised at how primitive they were. He acknowledged that this was a "colossal" amount of work, especially as it must be done while running the City.

Chair Donaldson asked that Mr. Parker's presentation be moved to May 26 and another department could be moved from May 26 to May 12. Ms. Reece agreed to change the schedule.

Ms. Graham requested a copy of Mr. Parker's presentation.

VII. Communications to/from the City Commission

None

April 27 Meeting

Chair Donaldson said he and Ms. Reece had drafted preliminary wording for the Board's recommendation for funding the non-profits at their next meeting. Ms. Reece would email the language to Board members.

Ms. Reece stated several of the applicants had contacted her and requested they be allowed to address the Board on April 27.

Chair Donaldson referred to the "Shot Spotter" gunshot detection system statistics the Board had been provided. He was surprised that the device had captured over 1,500 rounds of gunfire in a four-mile radius during a three-month period but here had only been 23 corresponding calls to 911. The analysis included that there were 11 arrests and 14 guns recovered because the police had been alerted by the system.

IX. Adjourn

Upon motion duly made and seconded, the meeting was adjourned at 7:40 p.m.



ERP Project Update

Andrew Parker, Chief Information Officer
April 2021

Presentation Agenda

ERP Platform High Level Overview



ERP Project History



ERP Project Restart Planning Phase (RPP)



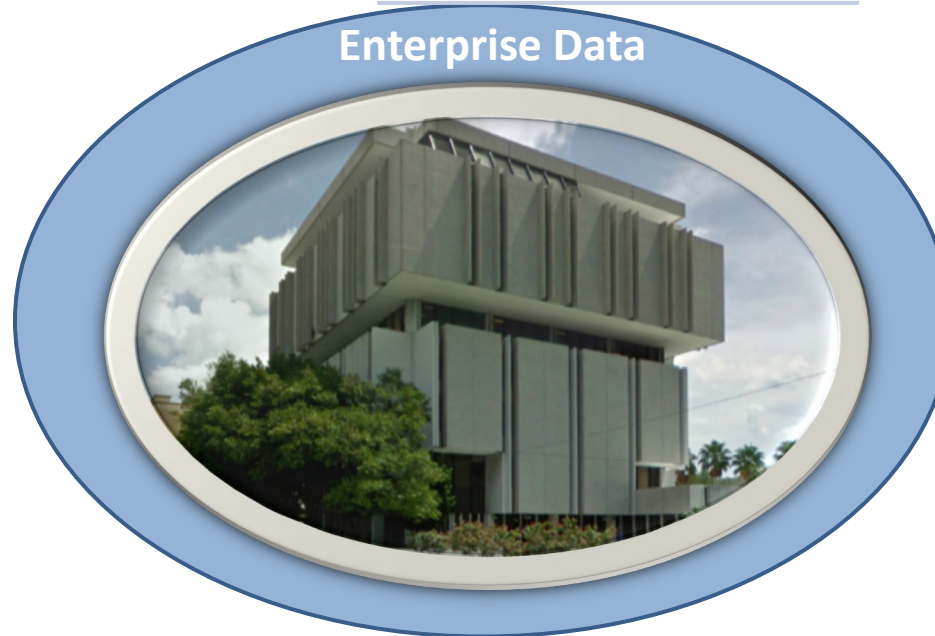
ERP Project Next Steps Summary

ERP Platform High Level Overview - Finance and HR Processes

Finance Management	General Ledger
	Accounts Payables
	Accounts Receivables
	Cash Management
	Fixed Asset Management
	Financial Planning
	Financial Reporting
	Budget Management

Procurement Management	Contract Management
	Inventory Control
	Purchase Orders
	Requisitions
	Strategic Sourcing
	Supplier Portal

Human Resource Management	HR Core Management
	Benefits Management
	Compensation Management
	Learning & Development
	Talent Management
	Recruiting and Onboarding
	Learning Management
Reporting & Analytics	



Debt and Investment Management	Sympro Debt Mgmt.
	Sympro Investment Mgmt.

Budget	Projects and Grants
	Budget Management

Payroll Management	Payroll Process
	Absence Management
	Direct Deposit
	Garnishments

Misc. Payments	T2
	PMS

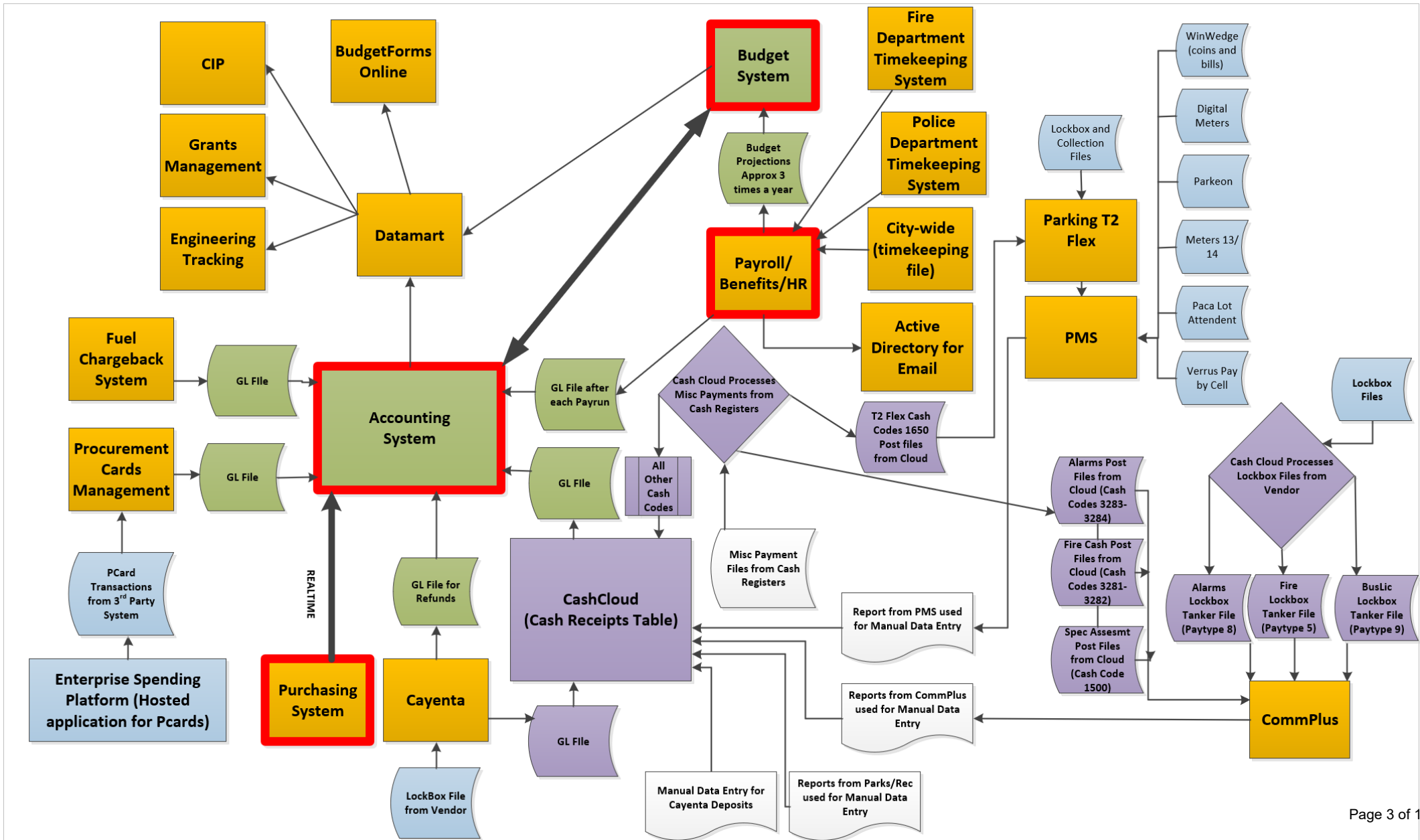
Infrastructure	Applications
	Database
	Servers/Server Users
	Networks
	Firewall
	Maintenance
	Support

Time Entry & Absence Management	Time Entry Schedule
	Absence & Attendance

Cash Cloud	Cash Receipts
	Misc. Payments, Permits, Licenses, Tickets
Sherpa	Budget Management
	Position Budgeting

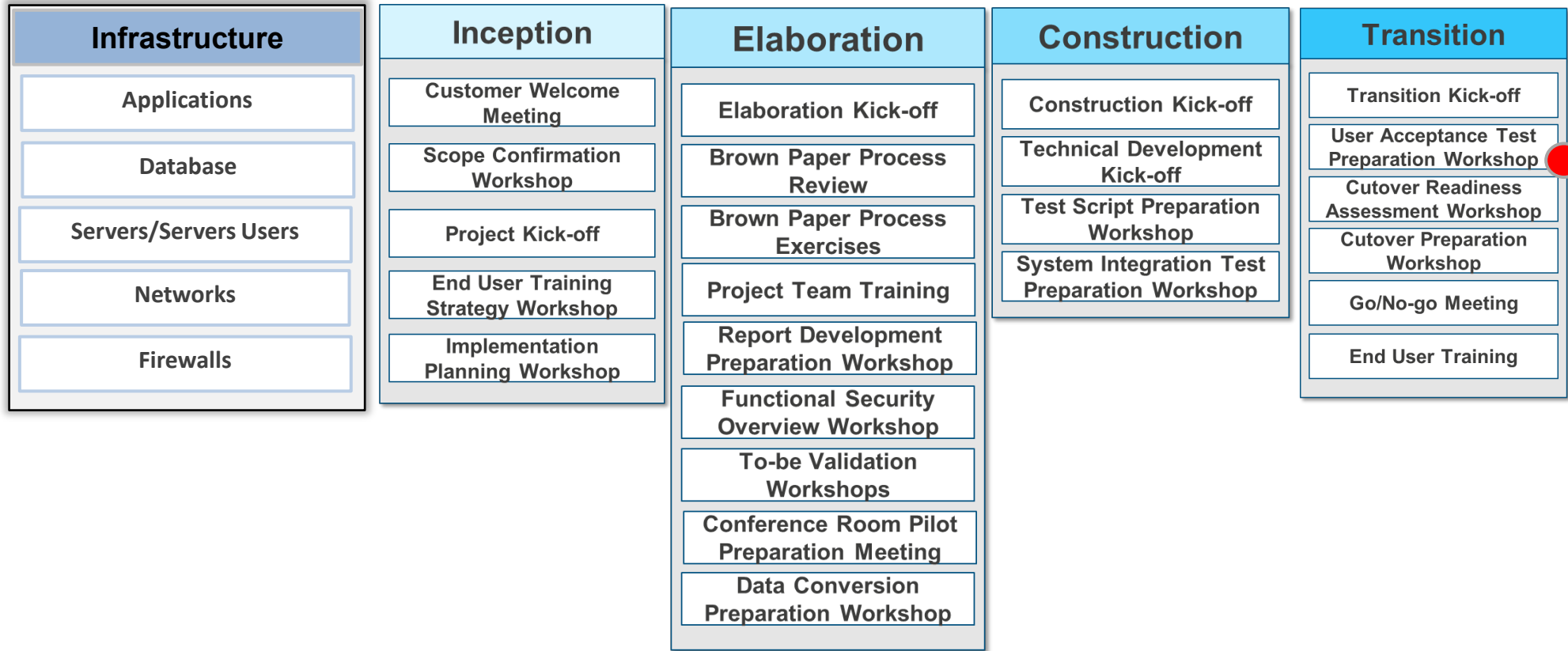
Inventory	Mobile
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Existing Platform High Level Overview - Data Flow



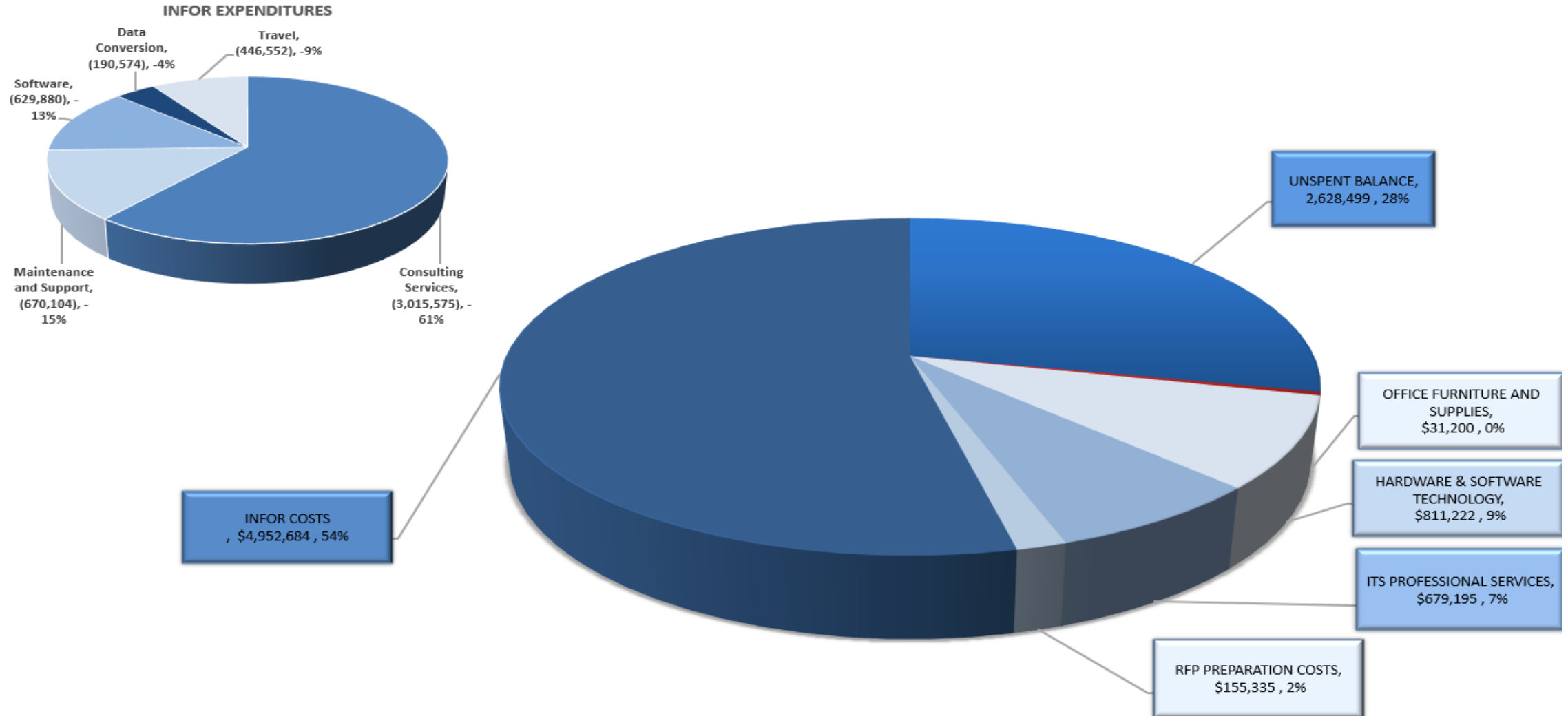
ERP Project History

Total Project Budget Spent \$6.6 M (Plus Panorama Assessment \$69,258)

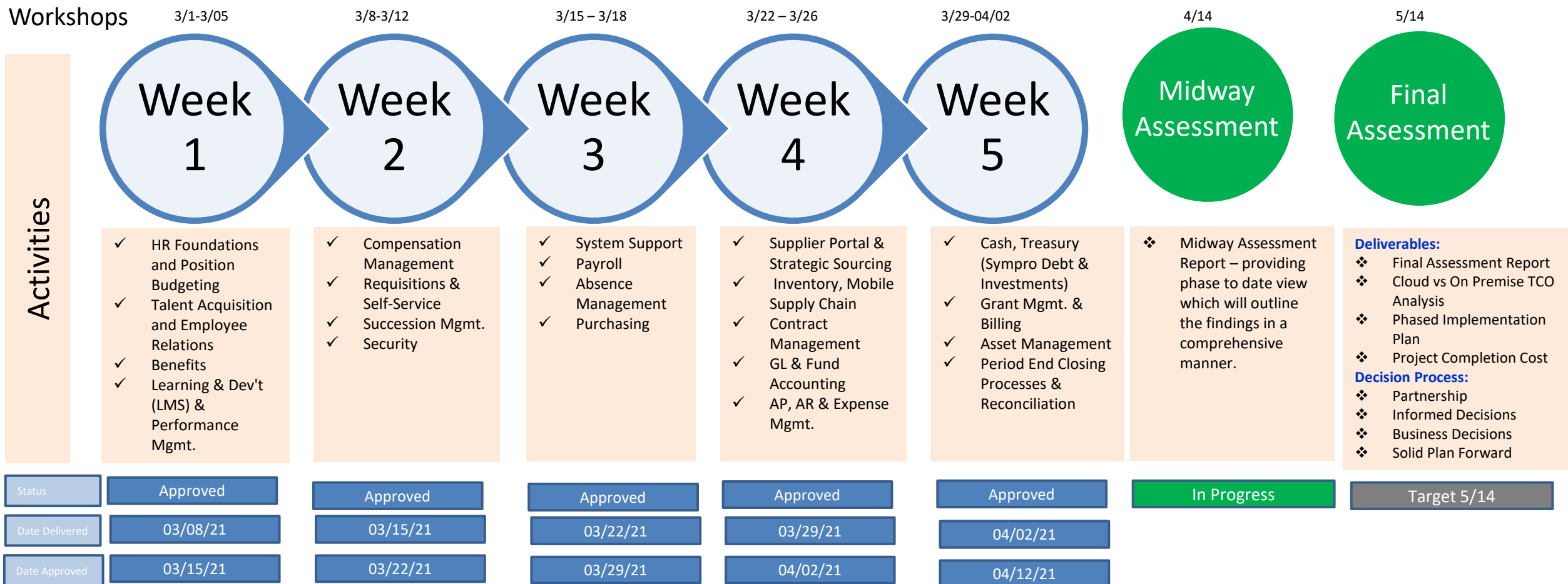


ERP Project History - Expenditures by Category

Total Project Budget Spent \$6.6 and Unspent \$2.6 (Plus Panorama Assessment \$ 69,258)



ERP Project Restart Planning Phase (RPP) Timeline



RPP Midway Report - Infor Reusable Effort

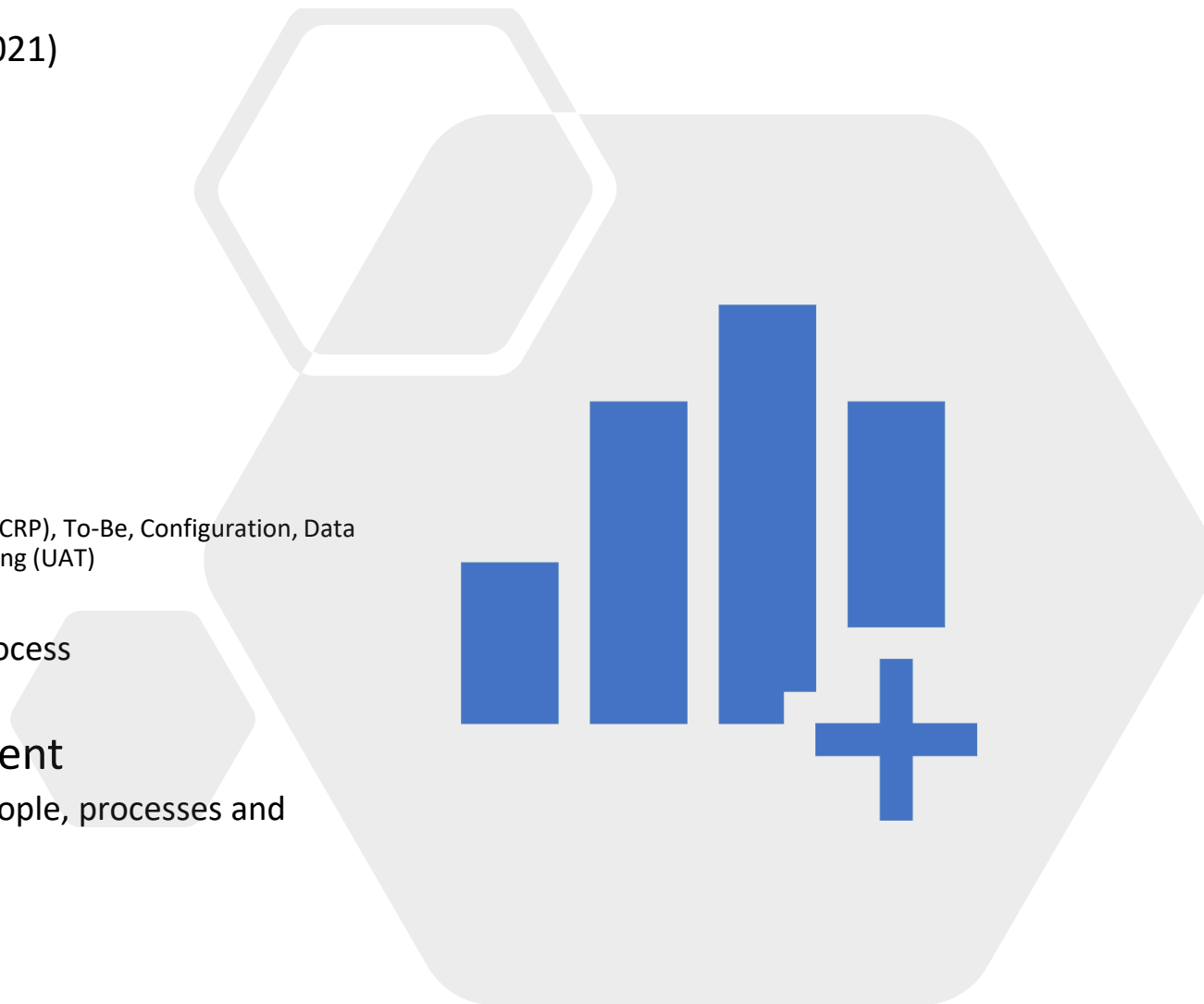
Activity	Reusable Effort
Business Requirments Development	High
Infrastructure	Low
As-Is – Business Process Mapping	High
To-Be - Business Process Mapping	Medium
Configurations	Low
Data Conversion	Medium
Interface Development	Medium
Workflows	Medium
Reports	Medium
User Acceptance Testing	Low
Training	Low

RPP Midway Report Key Findings

Key Status Update (Assessment Period 3/1/2021 – 4/1/2021)

- Infrastructure Single Configuration Architecture
 - High vulnerability for loss of access and loss of data
 - Disaster Recovery vs. High Availability
- FSM and HCM Applications Require Upgrading
 - FSM – 20 releases behind
 - HCM – 19 releases behind
- (30 of the 32) Business Processes
 - Business Processes in various stages
 - Business Requirments Development, As-Is, Conference Room Pilot (CRP), To-Be, Configuration, Data Conversions, Interface Development, Testing, User Acceptance Testing (UAT)
 - Opportunity to adopt industry best practices
 - If no State/Federal requirement - Adopt Core delivered process
 - 60-30-10 model (Core, Differentiators & Unique)
- Opportunity for Organization Change Management
 - Identifying, quantifying and communicating changes in people, processes and roles

Object	Total	Existing	New
Conversions	37	31	6
Interfaces	47	36	11
Workflows	58	49	9
Reports	101	57	44



ERP Project Next Steps Summary

Final RPP Deliverables - May 14

- Final Readiness Report (Processes and Technical)
- Detailed Phased Implementation Plan
- Phased Implementation Task Order

Steering Committee

- RPP Deliverables Review
- Infor Clarifications & Additional Information
- Collaborative Decisions
 - Cloud or On-Prem Decision
- Recommended Path
- Next Steps Recommendation to City Manager





Q & A

*Thank
you*

