

CITY OF FORT LAUDERDALE  
BUDGET WORKSHOP OUTLINE  
February 24-25, 2004

1. Introduction - Acting City Manager Alan Silva
  - A. Budgeting is a Process of Making Choices
  - B. Establish a Base of Common Knowledge
  - C. Review Lessons Learned from the Past
  - D. Reach Consensus on Budget Approach
  
2. Existing Process – Finance Director Terry Sharp/Asst Budget Dir. Pat Rupprecht – Exhibit 1
  - A. Calendar
    1. Decision Points
    2. Data Availability
    3. Legal Requirements
  - B. Lessons Learned
    1. Commission – Participant Input
    2. Staff – Participant Input
  
3. Description of Budget Formats – Asst. Fin. Director Steven Chapman – Exhibit 2, Article 1, Article 2
  - A. Line Item
  - B. Incremental
  - C. Program
  - D. Performance
  - E. Zero-Based

4. Fiscal Funding Priorities - Acting City Manager Alan Silva
  - A. 10-year History of Assessed Values, Tax Rates, and Tax Revenues from New Construction and the Tax Base – Exhibit 3
  - B. Fund Balance Policy (Percentage Reserve Requirement) – Exhibit 4
  - C. Stabilization Fund (Hurricane Fund)
  - D. Debt Ratio (Percentage of Total Assessed Value)
  - E. Revenue Enhancement Options
    1. Fire Assessment Fees (100% funded, (Non-profit & Other Gov.)
    2. Fully-financed User Fees (permits, licenses, etc)
    3. Subsidized User Fees (pool, park programs, EMS, etc)
    4. User Fee Schedule: increases and percent of subsidy
  - F. Expenditure Needs
    1. Capital Investment – Linkage to CIP
    2. Extraordinary Repairs & Maintenance – Accelerated CIP
    3. Preventative Maintenance
    4. Basis for Savings Target (\$15 million plan) Exhibit 5, Exhibit 6
    5. Additional Service Req. (economic. development, historic preservation, transit/transportation, management analysis)
  - G. Programs/Initiatives - Commission Identified – Handout 1
    1. Un-funded or Un-staffed Initiatives
    2. New Programs/Initiatives
  - H. Compensation Package – Exhibit 7
    1. Salary Percentile Policy set at 60% - differential between general employees and public safety
    2. Changes in benefits already implemented (health insurance)
    3. Potential future changes and consequences? - longevity, overtime, allowances, pay comparability study/merit pay plan, DROP,

retirement

(DAY 2)

5. Organizational Issues - Acting City Manager Alan Silva
  - A. Discussion of Appropriateness of Intra- and Inter-departmental Reorganizations/Realignments
    1. Are Organizational Changes Appropriate at this time (criteria and magnitude)
    2. When should Organizational Change be implemented? Phasing?
    3. Relationship to Succession Planning
  - B. Discussion of Resource Requirements
    1. In-house for Phase I
    2. Potential Consulting Services in Phase II (Fire & Police Program and Organizational Analysis)
  - C. Balancing Stakeholder Input (Commission, unions, department directors/management staff) with Time Constraints
  
6. Outsourcing & Enterprise Funding – Finance Director Terry Sharp - Exhibit 8, Memo 02-890
  - A. Areas Currently Privatized/Operating Under Enterprise Funds
  - B. Lessons Learned from City Experience
  - C. Criteria for Selecting Activities or Services for Possible Privatization/Enterprise Funding
  - D. Methods of Contracting Outside Sources
  - E. Areas for Privatization Consideration and How We Proceed
  - F. Areas for Enterprise Fund Consideration (Whether or Not Privatized)

7. Proposed Budget Process - Asst. Finance Director Steven Chapman
  - A. Budget Presentation Format
    1. Line Item Budgeting - Salaries, Benefits
    2. Program Budgeting - Decision on Continuation of Services
    3. Zero-Based Budgeting of Select Areas or Line Items
  - B. Commission Policy Direction
  - C. Role of Commission, Budget Advisory Board, City Manager, and Staff in Budget Process
  - D. Outreach to Public to Provide Budget Information
  
8. Summary and Consensus - Acting City Manager Alan Silva