

**CITY COMMISSION WORKSHOP WITH BUDGET ADVISORY BOARD
MONDAY, NOVEMBER 7, 2011
7 P.M.
CITY HALL, CONFERENCE ROOM, 8TH FLOOR
100 NORTH ANDREWS AVENUE
FORT LAUDERDALE, FLORIDA**

1. Call to Order and Introduction of Budget Advisory Board members
2. Remarks by Budget Advisory Board Chair
3. Review of Payroll Outsourcing Request for Proposals
 - a) City Auditor's review of the process
 - b) Other outsourcing opportunities
4. Budget Advisory Board's fiscal year 2011 Budget recommendations
5. Budget Advisory Board Recommendation Matrix
6. Scheduling future quarterly workshops

2011 NOV -3 PM 1:35

CITY COMMISSION

Note: City Commission and, or City Manager may also bring up other matters of interest.

ALL
COMMISSIONERS
RECEIVED

If you desire auxiliary services to assist in viewing or hearing the City Commission meetings or reading agendas and minutes for the meetings, please contact the City Clerk's Office at 954-828-5002 and arrangements will be made to provide these services to you.

Posted at City Hall Nov 3, 2011

Tab	Budget Advisory Board Recommendation Topics	City Commission Direction	Meeting Minute(s)	Responsible Party	Implementation Date	City Response
Commission Policies and Leadership:						
1	(1) Policies	(A) Establish a written budget policy: (1) that recognizes that the budget is an ongoing process; (2) includes ongoing adjustments of revenues and expenditures; and (3) establishes starting dates for the budget preparation process. (B) Require the monthly financial report to be presented to the City Commission at the 2nd meeting of every month with analytics and comments.	1:00-1:04	City Staff	Currently in place	(A) 1: Current policy is included in the budget document; (A) 2: Endorsed by City Commission on April 6, 2010; (A) 3: Included in the Budget Calendar. (B) Currently prepared 1st meeting of the month. Monthly Financial Reports are now submitted as a separate memo to the City Commission and posted to the City's website when distributed.
2	(2) Fund Balance	The "Fund Balance Policy" has been addressed	1:03	N/A	N/A	N/A
3	(3) Salary and Wage Levels	(A) Develop a 5-year financial forecast ordinance. (B) Provide a comparative analysis/survey of other Broward cities.	1:21-1:23	(A) City Attorney and (B) HR (Jerry Crossley)	(A) Implemented (B) Implemented	(A) Approved on Dec 7, 2010; C-10-42. (B) Comparative analysis/survey was provided to the BAB.
4	(4) Employee Headcount	(A) Provide a targeted, effective employee head-count.	1:31 - 1:34	City Manager	(A) On going efforts to establish date	On going efforts to establish target headcount.
5	(5) Pension Costs	Set targets for long-term pension costs.	1:31 - 1:34	HR (Averill Dorsett)	On going efforts to establish date	Subject to negotiation settlement.
Organizational Structure Recommendations:						
6	(6) Departmental Consolidation	(A) Provide a historical outline of City's organizational structure (progression through last 3 City Managers + Alan Silva's proposal). (B) Include detailed structure at department level. (C) City manager will provide recommendations regarding consolidation of the organizational structure	1:47 - 1:49	(A) City Auditor (B & C) City Manager	(A) Implemented (B) Implemented (C) On going efforts to establish date	(A, B) Organizational Structure distributed to the City Commission Dec 2010.
7	(7) Supervisory Leverage	See recommendation topic (6)			On going efforts to establish date	
8	(8) Intergovernmental Service Agreements	Research and provide information regarding intergovernmental services and mutual aid agreements (State and National search)	1:57 - 1:59	City Auditor	Completed and distributed 05/2011	Per the City Auditor
9	(9) Shared Administrative Services	See recommendation topic (8)			Completed and distributed 05/2011	Per the City Auditor
Budget Process Recommendations:						
10	(10) Budget Process	(A) Establish a procedure that incorporates an earlier start for the budget process. (B) Conduct additional budget workshops. (C) Identify a department(s) to begin "Activity Based Costing"	2:15 - 2:19	City Manager	(A) Implemented (B) Implemented	(A) Budget Process began Jan 31, 2011. (B) Budget Workshops are scheduled for March 15, April 20 & May 17 (C) On going efforts to establish.
11	(11) Activity Based Costing	(A) Investigate how to begin integrating "Activity Based Costing" in the budget process. (B) Research and investigate a new Management Information System.	2:11 - 2:17	(A & B) City Staff (A) City Auditor-advice	On going efforts to establish date	(B) Ongoing efforts to establish.
12	(12) Cost/Benefit Analysis	See recommendation topics (10) & (11)			On going efforts to establish date	
13	(13) Quality Assurance Program	Identify a City department and begin the process to achieve either the Governor's Sterling Award or Malcolm Baldrige Award.	2:39 - 2:42	City Manager	9/30/2011	Procurement department was selected as potential candidate to apply for this award.
Other Specific BAB Recommendations:						
14	(14) Process Improvement	See recommendation topic (13)			On going efforts to establish date	Implementation of Process Improvement Program underway
15	(15) Surplus Property	This is an ongoing process and staff should continually identify property to be surplussed in an expedited manner.	2:44 - 2:45	City Manager	In progress	

City of Fort Lauderdale
City Commission Special Meeting 10/27/2010

Tab	Budget Advisory Board Recommendation Topics	City Commission Direction	Meeting Minute(s)	Responsible Party	Implementation Date	City Response
16	(16) Service Fees	(A) Draft a resolution adopting a policy for reviewing cost of services and adjusting fees biennially. (B) Have the reviews completed at least 3 months before the budget kick-off.	2:45 - 2:53	(A) City Attorney (B) City Manager	(A) Implemented (B) Implemented	(A) Cost Recovery Resolution was adopted by the City Commission 7/6/11 (B) Per the Resolution (by March 1, 2012)
	Other Commission/BAB Consensus Topics:					
17	(17) Quarterly Meeting Between the City Commission and BAB	Establish a quarterly meeting schedule between the City Commission and BAB.	3:05 - 3:07	City Commission (Maxine S.)	Implemented	Next meeting scheduled for Nov 7, 2011.
18	(18) Benchmarks and Timeframes	Establish a set of timelines and benchmarks for adopting and implementing budget recommendations.	3:05 - 3:07	City Manager	Implemented	
19	(19) Implementation Updates	Provide BAB with monthly status updates on the implementation of budget recommendations.	3:05 - 3:07	City Manager	Implemented	
20	(20) BAB Outsourcing Recommendations	BAB investigate opportunities for outsourcing. See also recommendation topics (8) and (9).		BAB	Ongoing	ADP provided a presentation to the BAB at the Dec 10, 2010 meeting. Calvin, Giordano, & Associates provided a presentation at the Jan 20, 2011 meeting. Staff provided a status update on the outsourcing of payroll to the BAB 4/21/11. RFP was discussed at the Oct 19th mtg.
21	(21) BAB Feedback	(A) Establish a policy of free exchange of information to BAB. (B) Strive for and ensure transparency of government. (C) BAB stands in the shoes of the Commission.	2:27 - 2:38	City Manager	Ongoing	

Contract Government Services



Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS



Thursday, January 20, 2011

Company Background

Calvin, Giordano & Associates, Inc. began as M.E. Berry & Associates in 1937, in Broward County, Florida, becoming Berry & Calvin in 1985. Twelve years later in 1997, the transformation was made to Calvin, Giordano & Associates, Inc. (CGA). CGA has developed into a multi-disciplinary professional services firm, leading as a pioneer in the sector of Contract Government Services. From the beginning, much of our reputation has been built on long term, repeat business with clients from the public and private sectors. Our success is reflected in the quality of work we consistently provide, and also in the personal approach we take with each client.

1937

M.E. Berry & Associates

1985

Berry & Calvin

1997

Calvin, Giordano & Associates, Inc.

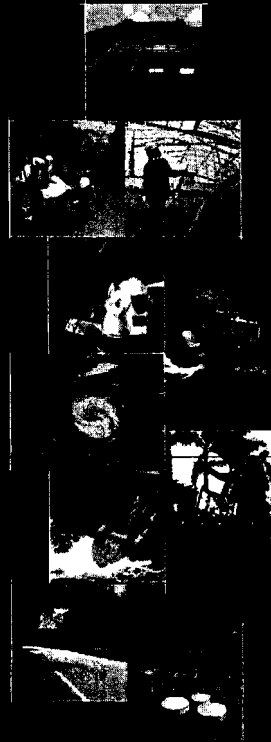


Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Professional Services

Based in Fort Lauderdale, CGA has five offices in Florida and Georgia and employs approximately 220 professionals who provide a broad range of services including:

- Building Code Services
- Code Enforcement
- Construction Engineering & Inspection
- Contract Government Services
- Data Technologies & Development
- Emergency Management Services
- Engineering
- Indoor Air Quality
- Landscape Architecture & Environmental Services
- Municipal Engineering
- Planning
- Project Management
- Public Administration
- Redevelopment & Urban Design
- Surveying & Mapping
- Transportation Planning & Traffic Engineering
- Utility & Community Maintenance Services



Government Jurisdictions Served

- City of Weston
- City of Pompano Beach
- City of Pembroke Pines
- City of Hollywood
- Town of Davie
- Town of Surfside
- Town of Sunny Isles Beach
- City of West Park
- City of Miami Gardens
- City of Miami Lakes
- Florida Dept. of Transportation
- City of Dunwoody, Ga.
- Fulton County, Ga.



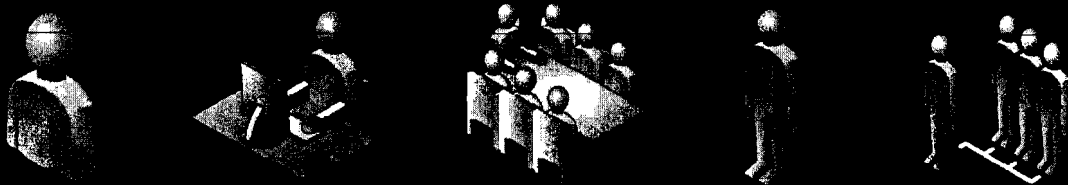
Contract Government Service Trends

- Development Activity Cycles
- Property Value Fluctuations
- Public Revenue Sources
- Government Evolutions
- Levels of Service Delivery & Expectation
- Efficiencies & "Taking Care of Business"
- Automation
- Professional Development
- Hourly Incremental Costing

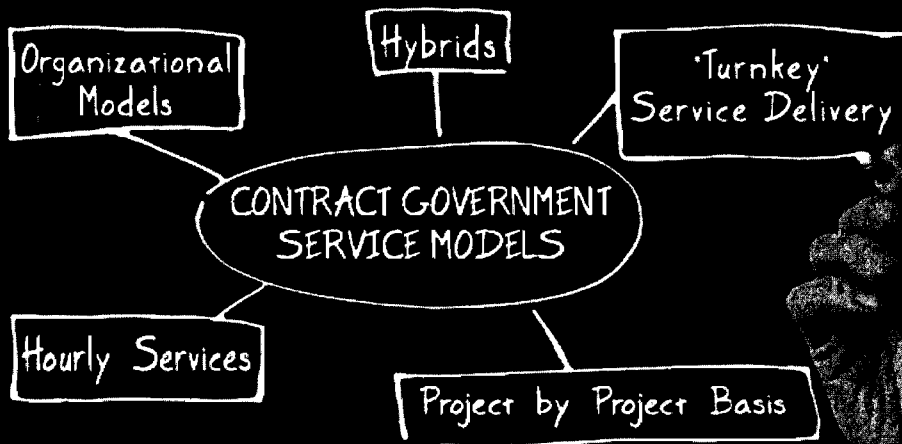


How Contract Government Services Works

Contract Government Services, as provided by Calvin, Giordano & Associates, Inc., describes a portfolio of professional services that are designed as dedicated, ongoing, internal operations for units of local government. Essentially, this means that local governments have a cost effective alternative to hiring full time "in house" employees; with all the associated costs of benefits, compensation and expenses. Governmental Services can be tailored to as little, or as much needed, based on each individual service requirement, or funding limitation. The CGA professionals providing these services become the dedicated staff of the government entity, working side by side with other traditional "in house" employees. These dedicated internal operating services represent a valuable resource to supplant or supplement local governments' staffing needs, and budgetary constraints. CGA does of course offer these services, and others; on an hourly, or project by project basis as well.



Contract Government Service Models



Benefits of Contract Government Services

- Tailored "Case by Case" Approach
- Pay Only for the Time and Expertise Needed
- Injection of New Skills, Energy and Attitudes
- Increased Efficiencies and Customer Service Delivery
- Reduced Personnel and Operating Expenses
- Reduced Infrastructure and Equipment Expenses
- Create an Entrepreneurial Environment
- Innovation

Success Criteria for Contract Government Services

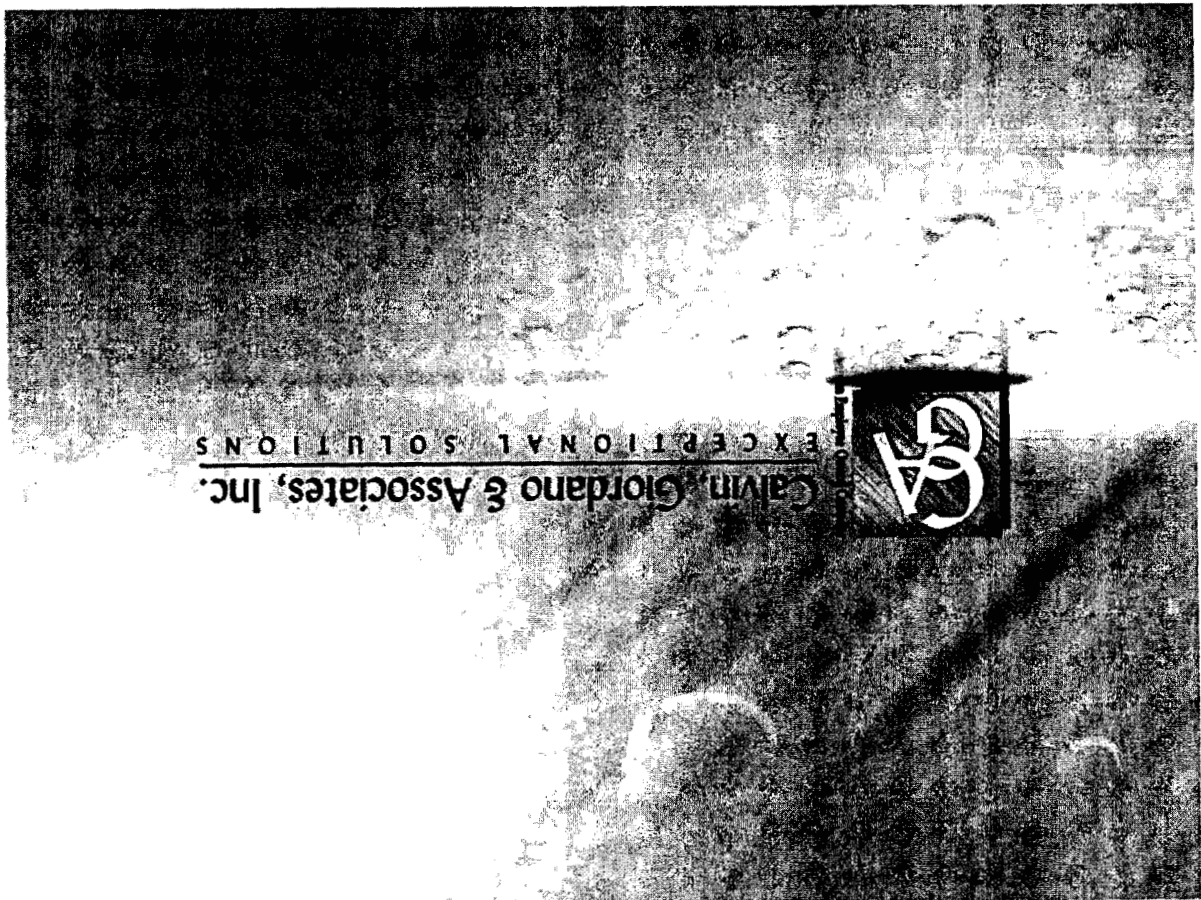
- Willingness to Change
- Motivation for Results vs. Process Orientation
- Senior Elected and Administrative Leadership
- Progressive Attitudes
- Flexibility
- Commitment Over Time



Procurement Processes for Government Services

- Traditional Structured Formal RFPs
- Existing Government Contract "Piggybacking"
- "Sole Source" Contracts
- Pilot Projects
- Hourly Services
- Hybrids





Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS



11-7-11
Workshop
Additional
Backup

**Budget Advisory Board Recommendations - From May 2011 to
Date**

MAY

- 1. Recommend the City Commission follow a national trend and adopt inclusion of domestic partnership benefits for all City employees. Unanimous.**

- 2. The Budget Advisory Board recommends the following regarding the 250 non-unionized staff who have not received pay increases since fiscal 2009:**
 - These staff members should be compared to the Federation Union regarding pay issues**
 - For the 2011 fiscal year, these staff members should receive the same 5% salary increase as members of the Federation Union**
 - That there be no retro-activity to this pay increase**
 - That all future hires in this category (250 non-unionized workers) do not receive any kind of longevity pay; this would make this group's benefits comparable to those of the Federation Union employees. 5 to 1**

- 3. Recommend the City Commission establish an irrevocable employees' post-employment benefits trust and that it initially be financed with General Fund and other fund reserves needed to bring it up to the net OPEB obligation to date, as of the end of 2011, that this be done before the end of the fiscal year. The amount is anticipated to be approximately \$10 million from all funds. Going forward, the City should put into the trust what is actuarially required on an annual basis from all funds. Unanimous.**

JUNE 2011

Recommend to the City Commission that they raise the \$10 parking fee limit and allow Parking and Fleet Services to look at particular areas for event rates or beach weekend rates to raise the rates to come closer to the market rate. 7 to 2.

JULY 2011

The Board recommends to the City Commission that on an interim basis, until the revised investment policy is adopted, the number of investment managers be increased from two to three and the amount they each control be increased from \$50 million up to \$100 million. Unanimous.

SEPTEMBER 2011

Amend reserve policy so that the unrestricted fund balance be increased from 10% to 15% to no less than 17% of the total appropriations for operating expenditures and required transfers out, in accordance with the rules of the GFOA. Unanimous.

The City establish a policy that when any enterprise fund's working capital balance appeared to be in danger of falling below 45 days of operating expenses, a plan of action would be developed to ensure a return of it to the 90-day level. Passed 4 to 3.