

**APPROVED  
 BUDGET ADVISORY BOARD MEETING  
 CITY OF FORT LAUDERDALE  
 100 NORTH ANDREWS AVENUE  
 1<sup>ST</sup> FLOOR CITY COMMISSION CHAMBERS  
 FORT LAUDERDALE, FLORIDA, 33301  
 JANUARY 26, 2012 – 6:00 P.M.**

<b>Board Member</b>	<b>Attendance</b>	<b>10/2011 through 9/2012 Cumulative Attendance</b>	
		<b>Present</b>	<b>Absent</b>
June Page, Chair	P	4	0
Anthony Timiraos	A	3	1
Brady Cobb [6:08]	P	2	0
AJ Cross	P	4	0
Nadine Hankerson	P	4	0
Fred Nesbitt	P	3	1
Drew Saito	P	4	0
Andrew Russo	P	3	0
Mark Snead, Vice Chair	P	3	1

**Personnel Attending**

Norm Mason, Staff Liaison, Assistant Budget Manager  
 Kirk Buffington, Deputy Director of Finance  
 John Herbst, City Auditor  
 Douglas R. Wood, Director of Finance  
 Nora Ostrovskaya, City Manager's office  
 Stanley Hawthorne, Assistant City Manager  
 Stacey Balkaran, City Manager's office  
 Bill Goetz, Sustainability Advisory Board member  
 Barbara Hartmann, Prototype Inc.

**Communications to the City Commission**

**Motion** made by Mr. Snead, seconded by Mr. Russo to inform the City Commission that the Board was encouraged by the Budget Prioritization methodology presentation from the City Manager's Office and encouraged the Commission to continue to support it. In a voice vote, motion passed 8-0.

**Motion** made by Mr. Cobb, seconded by Mr. Russo to approve the Memo of Understanding that had been revised by Mr. Feldman and the Board this evening. The Board also noted they wanted the City to work on an ordinance amendment as well. In a voice vote, motion passed 8-0.

**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.

**1. Call to Order/Roll Call**

Chair Page called the meeting of the Budget Advisory Board to order at 6:00 p.m. Ms. Hartmann called roll and determined a quorum was present.

**2. Budget Advisory Board Workshop: Goal-Setting Session**

Ms. Ostrovskaya gave a Power Point presentation describing the Budget Prioritization methodology the City was considering using. A copy of the presentation is included with these minutes for the public record.

Mr. Cobb arrived at 6:08.

Mr. Herbst said there was an ongoing dialogue regarding the best way to incorporate the restructuring of departments into the budgeting and accounting system. They had decided to do the general ledger side with the next budget to get through this year without confusing budgets and actuals.

Chair Page asked if they were considering addressing all City programs this year and incorporating that into the budget. Ms. Ostrovskaya said this was probably a two-year process. She stated the program inventory needed to be revised. Chair Page wondered if the department heads would be able to change their thought processes to accommodate the new methodology. Ms. Ostrovskaya said people were not happy with the current process and she did not feel they would resist change. She thought the hardest part was to create the targeted program inventory, so this year they may use what they currently have and refine the inventory next year.

Mr. Hawthorne said a change in methodology to Budget Prioritization would require that the staff, the City Commission and the Board understand and endorse it. He said they hoped to map out the strategic processing, including the stakeholders, their roles and where they participated in the processes. They would then determine how quickly to implement the different elements. He hoped to bring this back to the Board for their next meeting.

Chair Page had met with Mr. Hawthorne and Mr. Feldman in December to discuss holding a workshop on goal-setting for the Board for 2012; this was why this item was on their agenda this evening.

Mr. Russo advised staff to choose areas where an impact could be made as targets to act on first. Regarding metrics, he remarked, "There's a lot of nice to know things that...we all can agree, nice to know, but so what." Regarding ranking the programs, he said there were many things that were very subjective. Ms. Ostrovskaya said they would poll many people and average the responses. Mr. Russo said he was also aware of the political aspect of the rankings and how the rankings would be perceived.

Mr. Cobb asked the goal of the analysis -- was it to identify areas to be improved or eliminated? Ms. Ostrovskaya said the goal was identify the programs they wanted to keep. Mr. Hawthorne said one outcome would be identifying core services and programs. He stated the goal was to be transparent about what the departments did.

Mr. Snead felt the methodology seem reasonable and just getting all of the programs defined this year would be a major accomplishment. This would help drive a "what are we doing" mindset, instead of a "how many people do we have and what resources do we have" mindset. He said the one area in which the Board could play a role was tying the outcomes to dollars. Mr. Snead felt there must be an executive process and Board involvement in the continued refinement and assessment of the numbers.

Mr. Nesbitt stated this would also give them the opportunity to look at all City programs and determine if there were some that continued without good reason, just because they were started 20 years ago, and if there was perhaps a better way to provide a service.

Mr. Saito asked if there was a document describing all 300 programs. Ms. Ostrovskaya said they had collected descriptions last year. Mr. Hawthorne stated they needed this list to drive the budget; it should be a budgetary financial guide, an operational document and a communications piece to the Board and the community.

Chair Page thought Ms. Ostrovskaya was seeking support from the Board regarding the Budget Prioritization methodology for a communication to the City Commission. Mr. Snead said he felt the Board was encouraged by the presentation and encouraged the Commission to continue to support it.

Regarding goal setting, Mr. Hawthorne said staff would capture a lot of the things the Board had been discussing and communicating to the City Commission for the past year and in mapping out the budgeting cycle and all of the other strategic components.

By the Board's next meeting, Mr. Hawthorne said the mapping of the process would help illustrate the roles of the Board and other stakeholders.

Ms. Ostrovskaya said the City Commission had not seen the methodology presentation yet; staff thought it was more appropriate to present it to the Board first for their input.

### **3. Review of Meeting Minutes from December 2011**

This item was heard out of order [first].

**Motion** made by Mr. Snead, seconded by Mr. Saito, to approve the minutes from the December meeting. In a roll call vote, motion passed 7 – 0.

### **4. Memorandum of Understanding between BAB and City Management**

Ms. Ostrovskaya distributed a copy of the MOU with Mr. Feldman's revisions and the Board suggested additional edits to Ms. Ostrovskaya.

Mr. Saito recalled that they had also discussed an ordinance amendment. Mr. Hawthorne suggested incorporating that suggestion into their motion to forward the amended MOU to the City Commission and discussing it with the Commission at their joint meeting.

**Motion** made by Mr. Cobb, seconded by Mr. Russo to approve the Memo of Understanding that had been revised by Mr. Feldman and the Board this evening. The Board also noted they wanted the City to work on an ordinance amendment as well. In a voice vote, motion passed 8-0.

### **5. Old Business**

- RFP for Payroll Services

Mr. Buffington said they had convened a task force of the five major users of the time system to develop the new RFP for payroll: Public works, Parks and Recreation; Sustainable Development, Police and Fire. Mr. Buffington said they needed one centralized time-keeping system. He informed the Board that Mr. Wood had determined that \$600,000 per year was spent on timekeeping processing.

Mr. Buffington said the task force would meet on January 31 and he hoped to have a draft by the time of the Board/Commission joint meeting.

Mr. Hawthorne said an RFP for Housing and Community Development grant services had been prepared and the City Commission would review the RFP at a conference meeting.

Mr. Cross said he and Mr. Hawthorne had met with the print shop and he recommended the Board see the presentation he and Mr. Hawthorne had seen. Mr. Cross stated, "If there's ever a department that was not worthy of outsourcing consideration it would be the print shop" because of their amazing productivity with minimal staff. Chair Page suggested the Board see the print shop presentation in March.

## **6. New Business**

- P-Stat Presentation – AJ Cross

Mr. Cross gave a presentation of the P-Stat system, a copy of which it attached to these minutes for the public record.

Mr. Cross informed Mr. Saito that each city determined how to tailor the program to meet its needs and how to implement it. He said the data warehousing was the most labor-intensive aspect of the program and office space was the biggest expense.

Ms. Ostrovskaya stated the RFP for performance measurement software had opened that day. Mr. Buffington said they had received six or seven responses.

## **7. Recommend dates for Quarterly Joint Budget Workshop:**

- City Commission approved February 27 and August 27

The Board agreed on February 27 and August 27.

- Need to determine new dates for May and November 2012

The Board proposed May 21 and December 10.

## **8. February Budget Workshop Discussion**

Discussion deferred.

## **9. Communications to the Commission**

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**10. Adjournment**

With no further business to come before the Board, the meeting was adjourned at 7:51 p.m.

[Minutes prepared by J. Opperlee, Prototype, Inc.]