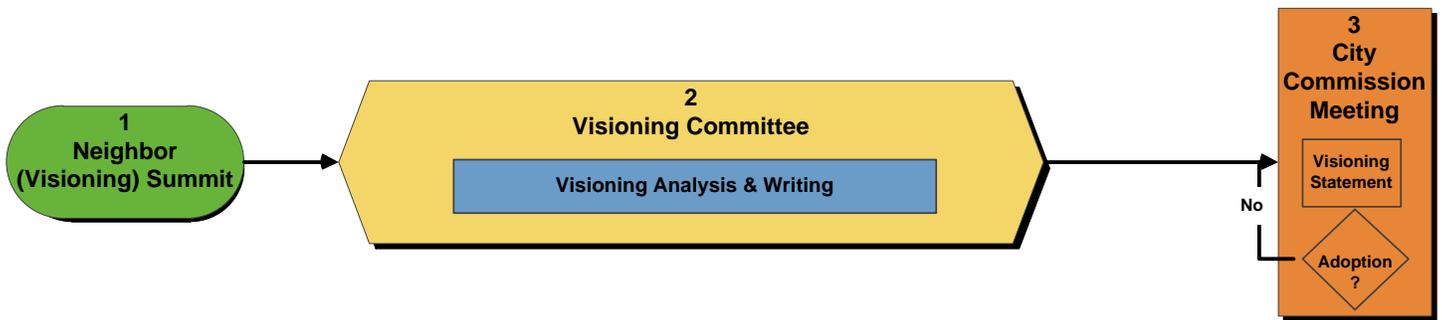


Strategic Planning and Budgeting Cycle

Visioning Lane



November



This event was the culmination of a major two-year outreach process to develop the 2035 Fort Lauderdale Vision. It brought together more than 100 residents, who developed more than 50 Vision Statements across three categories chosen by the group as summit priorities: Connected Development, Infrastructure, and Culture and Public Spaces.

April



The Vision Statement outlines what the community wants to be by 2035. It is a long-term view and concentrates on the future. The Visioning Committee will present the 2035 Vision Plan to the City Commission. The Vision Statement will be aspirational, inspirational, inclusive, and unique to the City of Fort Lauderdale. It will guide City strategic planning and budgeting, as well as communitywide partnerships. The Vision Plan will contain a Vision Statement, Strategic Directions, and an Implementation Strategy. Moving forward, the Implementation Strategy will include integration into strategic planning and budgeting, as well as a Vision Scorecard. Upon adoption by the Commission, the visioning outreach and work of the Visioning Committee will be complete.

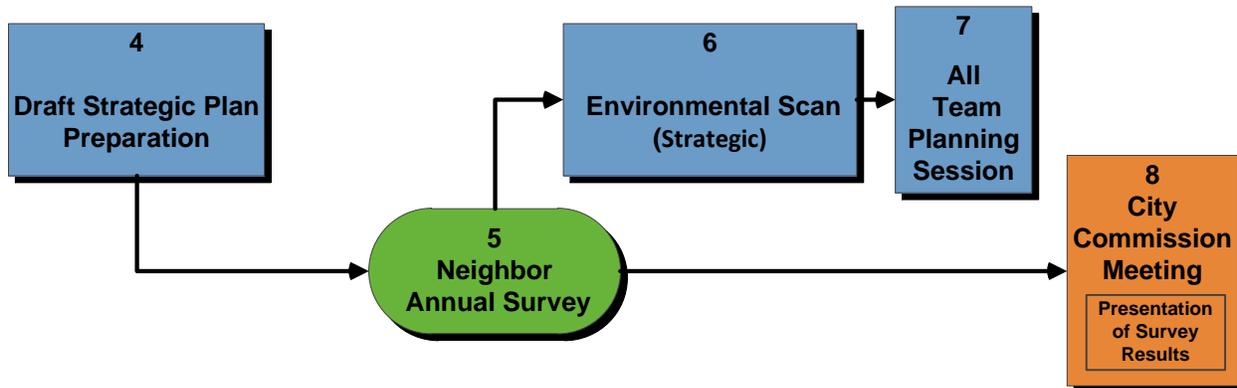
December



The 2035 Fort Lauderdale Vision will be developed from nearly 1,500 ideas generated through various outreach mechanisms. From September of 2011 to December of 2012, community engagement was conducted through Phase 1, which included open houses and stakeholder interviews; and Phase 2, which included the Big Ideas social ideation website, civic association presentations, Telephone Town Hall Meetings, Meetings-in-a-Box, a Big Ideas event, and a Neighbor Summit.

Strategic Planning and Budgeting Cycle

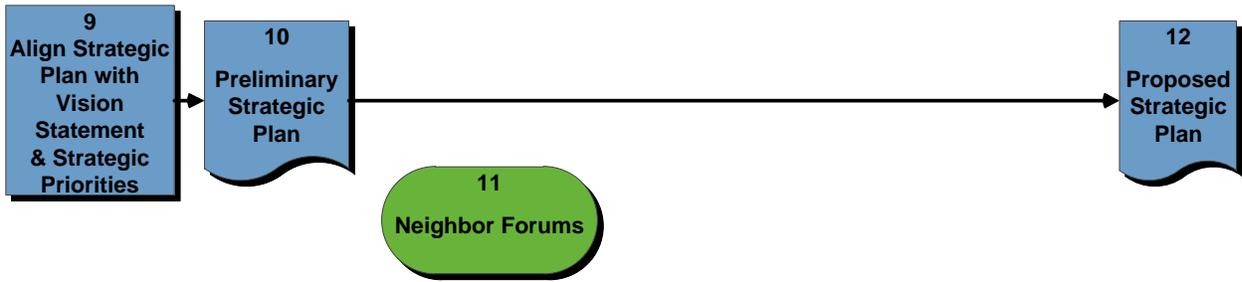
Strategic Plan Lane



November	January
<div data-bbox="139 709 370 848" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">4 Draft Strategic Plan Preparation</p> </div> <p>The Strategic Plan has been in development for several months and significant progress has been made in preparation for the FY 2014 – FY 2018 Strategic Plan.</p>	<div data-bbox="792 709 1049 848" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">6 Environmental Scan (Strategic)</p> </div> <p>The Environmental Scan for the Vision and Strategic Plan was conducted from November through April of FY 2012 and takes into consideration external and internal factors that could influence the direction and priorities of the City such as demographic trends, social change, economic analysis, political factors, legislative issues, land development trends, technology, process improvements, staffing, etc. The Environmental Scan for the five-year strategic planning process will be conducted again in FY 2018 in preparation for the FY 2019 - FY 2023 Strategic Plan.</p>
December/January	February
<div data-bbox="131 1220 378 1358" style="border: 1px solid black; border-radius: 50%; padding: 10px; margin-bottom: 10px; background-color: #90EE90;"> <p style="text-align: center;">5 Neighbor Annual Survey</p> </div> <p>The Neighbor Survey will gauge the overall pulse of the community, and evaluate perceptions regarding the quality of life and satisfaction with City services. The survey results will be compared with and integrated into components of the Vision Plan, and help prioritize the delivery of services through strategic planning and budgeting. A third-party survey provider mailed 5,000 community surveys to Fort Lauderdale residents in December and January. Households were randomly selected, representative of the four Commission districts and the 2010 Census demographics. The survey will be conducted annually and serve as input for the five-year strategic plan, the Commission Annual Action Plan, and annual Cylinder of Excellence team work plans.</p>	<div data-bbox="792 1220 938 1423" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">7 All Team Planning Session</p> </div> <p>The All Team Planning Session will focus on organizational priorities in consideration of the Visioning feedback, the Commission Annual Action Plan, the Neighbor Survey, and key performance/data, and trends. Participants will discuss top budget priorities and Cylinder of Excellence refinements. Attendees include the Community Building Leadership Team (CBLT), Deputy and Assistant Directors, Cylinder of Excellence Teams, and Management Fellows.</p> <div data-bbox="792 1591 976 1839" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p style="text-align: center;">8 City Commission Meeting</p> <p style="text-align: center; font-size: small;">Presentation of Survey Results</p> </div> <p>The City Commission meeting will include presentations on the results of the Neighbor Annual Survey.</p>

Strategic Planning and Budgeting Cycle

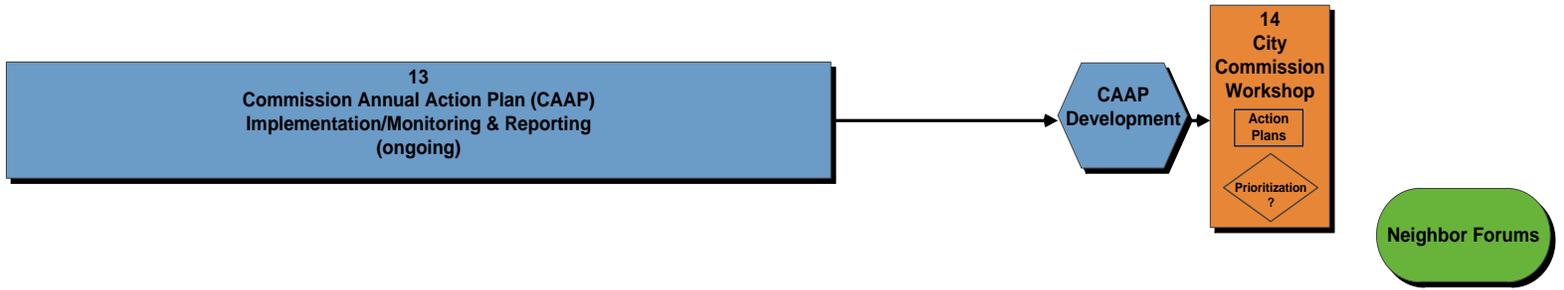
Strategic Plan Lane



March/April		May	
<p>9 Align Strategic Plan with Vision Statement & Strategic Priorities</p>	<p>The draft Strategic Plan will be aligned with the 2035 Vision Statement to reflect community feedback in City goals, objectives, performance indicators, initiatives, and resource allocation.</p>	<p>11 Neighbor Forums</p>	<p>Various communication forums which include neighbors, business owners and other stakeholders, held throughout the year to ensure neighbor engagement in the City's Visioning, Strategic Planning, Community Annual Action Plan (CAAP), and Budget and Community Investment Plan (CIP) Development. Neighbor forums include community visioning sessions, neighbor surveying, focus group discussions, telephone town hall meetings, electronic forums, meetings in a box, other outreach, etc.</p>
July			
<p>10 Preliminary Strategic Plan</p>	<p>The Strategic Plan is a roadmap to set direction for the future, guide decision-making and resource allocation, enabling an excellent and sustainable quality of life. The proposed Strategic Plan document will be presented to the City Commission along with the Proposed Budget and the Five Year Community Investment Plan in July.</p>	<p>12 Proposed Strategic Plan</p>	<p>The Proposed Strategic Plan will be presented to the City Commission along with the Proposed Budget and the Five Year Community Investment Plan.</p>

Strategic Planning and Budgeting Cycle

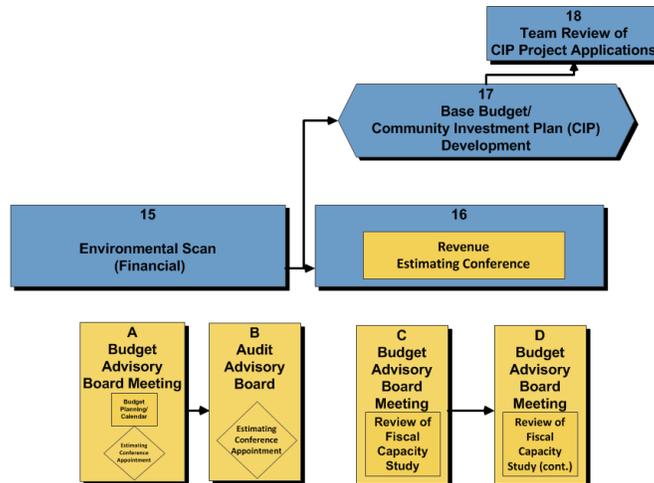
Action Plan Lane



On-going Throughout Year	April	
<div data-bbox="134 667 743 808" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">13 Commission Annual Action Plan (CAAP) Implementation/Monitoring & Reporting (ongoing)</p> </div> <p>The Commission Annual Action Plan (CAAP) is the product of collaboration and prioritization by the City Commission, the City Manager’s Office, and Department Directors. It contains initiatives of significant importance to the organization. Progress is monitored through the monthly FL²STAT, with quarterly Commission reporting. The CAAP is integrated into the Cylinders of Excellence annual work plans.</p>	<div data-bbox="776 667 927 934" style="border: 1px solid black; padding: 5px; text-align: center;"> <p>14 City Commission Workshop</p> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Action Plans</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Prioritization ?</div> </div>	<p>This Commission Workshop will be dedicated to prioritization of the City Commission Annual Action plan items to ensure that resources are accurately allocated according to the City Commission’s priorities.</p>

Strategic Planning and Budgeting Cycle

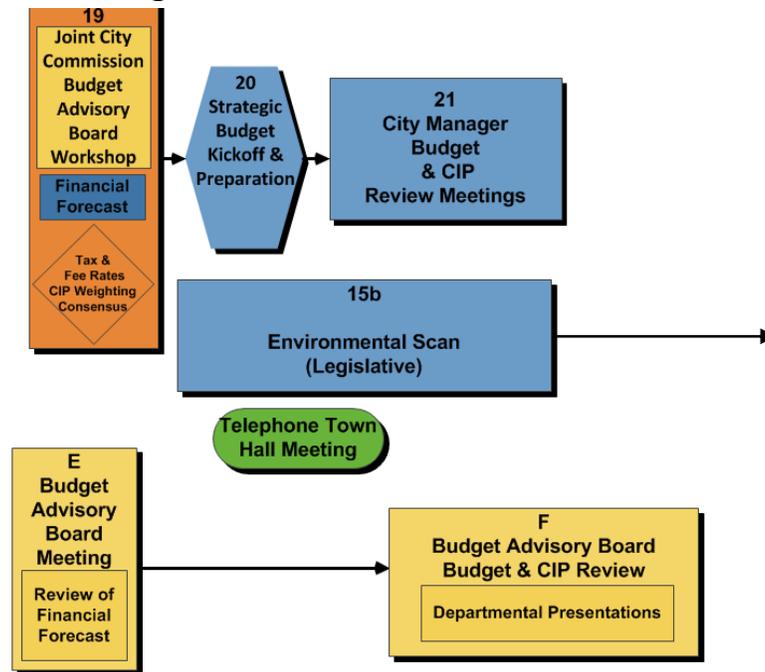
Budget/CIP Plan Lane



December		February	
	<p>The Financial Scan includes the preparation of the fiscal capacity study, the financial forecast, and the on-going development of fiscal integrity principles and policies. Each of these components of the financial scan are underway with completion scheduled for early 2013.</p>		<p>The kickoff of the development of the City's base operating budget, five year Community Investment Plan, performance measures and current year estimates for both revenues and expenditures. Departments will be asked to update their submissions into a more aligned and strategic budget during the coming months.</p>
January		March	
	<p>The Budget Advisory Board (BAB) sets the upcoming budget process calendar and establishes their priorities for the upcoming budget cycle.</p>		<p>Staff presents the first part of the Fiscal Capacity Study to the Budget Advisory Board. The Board makes recommendations for changes.</p>
	<p>Audit Advisory Board selects a member to participate on the Revenue Estimating Committee.</p>		<p>The Community Investment Plan (CIP) applications will be reviewed for consideration and funding by the CIP Review Committee. Each application will be scored utilizing the prioritized matrix. Scores and final ranking will be utilized as a guide to funding.</p>
February			
	<p>The Revenue Estimating Conference will be established and used to review revenue estimates for the budget process. Conference principals will include one principal from the budget office; one principal from the Finance Department, one principal from the Budget Advisory Board, and one principal from the Audit Advisory Board.</p>		<p>Staff presents the second part of the Fiscal Capacity Study to the Budget Advisory Board. The Board makes recommendations for changes.</p>

Strategic Planning and Budgeting Cycle

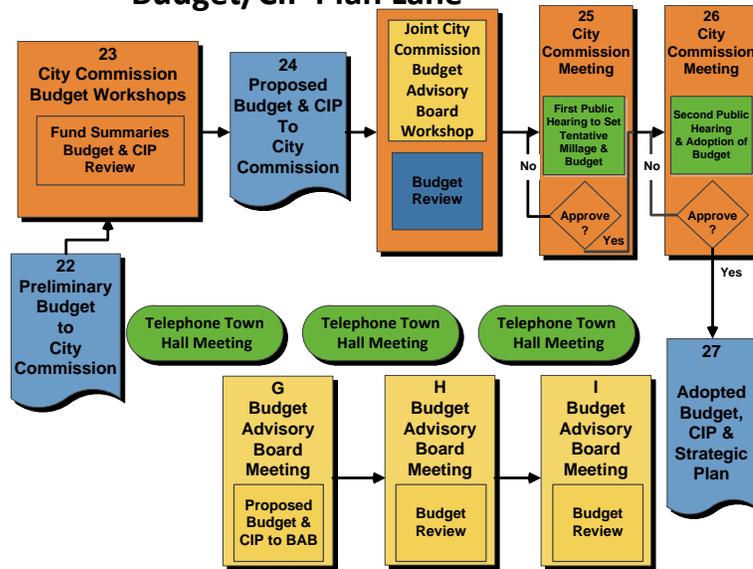
Budget/CIP Plan Lane



April	May
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">19</p> <p style="text-align: center;">Joint City Commission Budget Advisory Board Workshop</p> <p style="text-align: center;">Financial Forecast</p> <p style="text-align: center;">Tax & Fee Rates CIP Weighting Consensus</p> </div> <p>The City Commission will be asked for a consensus on the millage rate and the fire assessment fee during this workshop. Once a consensus is achieved, staff will be able to finalize the budget based on the information provided. The City Commission and Budget Advisory Board Joint Workshop to review the Five Year Financial Forecast and to discuss the budget for the coming year.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">20</p> <p style="text-align: center;">Strategic Budget Kickoff & Preparation</p> </div> <p>During this time, departments will be asked to update their submissions into a more strategic budget, aligned with the City's vision statement and strategic priorities.</p>
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">15b</p> <p style="text-align: center;">Environmental Scan (Legislative)</p> </div> <p>The Legislative Scan considers external factors that could influence the direction and goals of the City such as impacts from legislative processes at the county, state, and federal levels, as well as, by other intergovernmental entities.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">21</p> <p style="text-align: center;">City Manager Budget & CIP Review Meetings</p> </div> <p>This is an administrative review of comprehensive departmental operational budgets including staffing structure, line items, and performance measures with tentative determination by City Manager of Proposed Budget.</p>
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">E</p> <p style="text-align: center;">Budget Advisory Board Meeting</p> <p style="text-align: center;">Review of Financial Forecast</p> </div> <p>The Budget Advisory Board reviews the preliminary results of the Burton and Associates Five Year Financial Forecast in preparation for the Joint Workshop with the City Commission.</p>	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">F</p> <p style="text-align: center;">Budget Advisory Board Budget & CIP Review</p> <p style="text-align: center;">Departmental Presentations</p> </div> <p>City Departments present their FY 2014 Requested Operating Budgets, Community Investment Plan projects, and performance measures to the Budget Advisory Board at one or more meetings.</p>
<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p style="text-align: center;">Telephone Town Hall Meeting</p> </div> <p>Telephone Town Hall meetings are held throughout the year to allow the City Commission to personally interact with neighbors to discuss important topics such as Strategic Planning, the upcoming Budget, and the Community Investment Plan.</p>	

Strategic Planning and Budgeting Cycle

Budget/CIP Plan Lane



June		August	
<p>22 Preliminary Budget to City Commission</p> <p>The presentation of the preliminary budget to the City Commission for their review and discussion at the upcoming Budget Workshops.</p>		<p>H Budget Advisory Board Meeting</p> <p>Budget Review</p> <p>The Budget Advisory Board reviews the Proposed Budget and CIP and makes recommendations for changes prior to the Public Hearing.</p>	
<p>23 City Commission Budget Workshops</p> <p>Fund Summaries Budget & CIP Review</p> <p>Legislative review of the comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department's capital projects and operating budgets.</p>		<p>September</p> <p>I Budget Advisory Board Meeting</p> <p>Budget Review</p> <p>The Budget Advisory Board continues review of the Proposed Budget and CIP and makes recommendations for changes prior to the Public Hearing.</p>	
	<p>July</p> <p>G Budget Advisory Board Meeting</p> <p>Proposed Budget & CIP to BAB</p> <p>Staff presents the Proposed Budget and Community Investment Plan (CIP) to the Budget Advisory Board.</p>	<p>25 City Commission Meeting</p> <p>First Public Hearing to Set Tentative Millage & Budget</p> <p>Approve?</p> <p>The first public hearing is legally required with time table requirements for setting of tentative property tax millage rate and tentative budget.</p>	
<p>24 Proposed Budget & CIP To City Commission</p> <p>The Proposed Budget document and Five Year Community Investment Plan are published and presented to the City Commission and made available to the public. The Proposed Strategic Plan document will be presented along with the Budget document.</p>		<p>26 City Commission Meeting</p> <p>Second Public Hearing & Adoption of Budget</p> <p>Approve?</p> <p>The second public hearing is legally required with time table requirements for adoption of property tax millage rate and final budget. The adoption of the Strategic Plan will coincide with the adoption of the Budget and Five Year Community Investment Plan.</p>	
	<p>August</p> <p>Joint City Commission Budget Advisory Board Workshop</p> <p>Budget Review</p> <p>The Joint Workshop between the City Commission and the Budget Advisory Board to discuss the Proposed Budget and the CIP.</p>	<p>27 Adopted Budget, CIP & Strategic Plan</p> <p>The Adopted Budget and Community Investment Plan are uploaded into the City's financial system and a printed version is made available to the City Commission, City Departments, and Neighbors. The Strategic Plan is published.</p>	