



CITY OF DELRAY BEACH

OFFICE OF THE CITY MANAGER

100 N.W. 1ST AVENUE • DELRAY BEACH • FLORIDA 33444 • (561) 243-7015



City Commission Information Letter

September 30, 2022

Considerations to Implement a Formal Fund Balance Policy

As committed to during the Fiscal Year 2022-2023 Proposed Budget process, both the Office of the City Manager and that of Director of Finance Hugh Dunkley are currently working to develop a formal fund balance policy for City Commission review and consideration.

As referenced in the attached electronic mail message from Director Dunkley, guidance to this effect likewise involves the establishment of a specific and committed fund balance level for purposes of an emergency line-item reserve. Additionally, recommendations to this effect will also include a working capital reserve requirement for each of the City's major enterprise fund operations, involving water, sewer and stormwater utilities.

A workshop meeting dialogue to this effect, to include updated best practice considerations for appropriate levels of unassigned fund balance, will therefore be offered publicly during the December 6th City Commission session.

Goals, Objectives, Direction, and Expectations for Prospective Education and Workforce Development Coordination

With the recent selection of Ms. Cheryl Young-Moffett as Education and Workforce Development Coordinator, direction is currently being offered to enable an expanded collaborative approach for achieving related goals, objectives, and outcomes that are in the best interest of the City of Delray Beach as both a municipal corporation and as a community.

As noted in the attached electronic mail message from Ms. Young-Moffett, she will likewise engage with both educational and community leadership in the coming weeks; for the purposes of personal introductions, as well as to objectively assess opportunities available to enhance the educational and workforce environment.

City Commission Information Letter

September 30, 2022

Page 2

A workshop meeting to enable City Commission's ability to offer direction and guidance accordingly, will take place via the January 10th City Commission session.

Revisions to Administrative Purchasing Policies and Procedures

In response to observations raised by the Palm Beach County Office of the Inspector General (OIG) relative to authorization of items purchased for resale (i.e., such involving both the Delray Beach Municipal Golf Course and the Delray Beach Tennis Center), please be advised that revisions to the City of Delray Beach's Purchasing Policies and Procedures Manual are being directed to address respective concerns.

As referenced in the attached electronic mail message from Director of Finance Hugh Dunkley, guidance to this effect also includes increasing the threshold for the issuance of purchase orders from \$2,500 to \$5,000 (consistent with the current threshold at which departments are required to secure three written quotes for the acquisition of goods and services). Ancillary efficiencies resulting from this adjustment will likewise help minimize applicable transactional processing times, as well as streamline the acquisition of goods and services.

As revised policies will become effective next week, the OIG is also being advised accordingly (concurrent with the update offered via last week's information letter report).

Implementation of Revised Standards for School Safety Signage

In response to commitments first offered last year by representatives of the Florida Department of Transportation (FDOT) to advance ancillary school signage standards for Delray Beach school zones and other areas deemed applicable, please be advised that leadership of the Department of Public Works is currently working with FDOT to procure 38 new safety signs to be installed at nine schools in our community.

Both the Office of the City Manager and that of Director of Public Works Missie Barletto continue to likewise work to ascertain a specific delivery date. Once

City Commission Information Letter
September 30, 2022
Page 3

received, a Public Works crew will commence with installation activities immediately.

Calendar of Meetings, Activities, and Functions

Although both Delray Beach and other areas of South Florida remain extremely fortunate to have only sustained primarily tropical storm related impacts via this week's Hurricane Ian experience, essential personnel have continued to work since Tuesday to respond to isolated flooding, as well as a myriad of debris cleanup activities throughout all neighborhoods and right-of-way areas of the community.

Additionally, as Emergency Operations Center staffing did not necessitate overnight personnel scheduling, related activities and functions were accomplished during daytime hours (during respective operations from Tuesday until yesterday morning).

Enclosures:

Electronic Mail Message from Hugh Dunkley – Formal Fund Balance Policy
Summary of Education and Workforce Coordinator Goals
Electronic Mail Message from Hugh Dunkley – Purchasing Policies and Procedures
Matrix Summary and Schematics – FDOT Schedule of Financial Assistance for Delray Beach School Signage
Calendar for Business Week of September 26, 2022

CM/Documents/City Commission Information Letter 46

Terrence R. Moore

From: Dunkley, Hugh
Sent: Thursday, September 29, 2022 9:24 PM
To: Terrence R. Moore
Subject: Formal Fund Balance Policy

Terrence –

To my knowledge, the City currently does not have a formal fund balance policy. The City has adhered to an informal fund balance guideline of approximately 25% of General Fund expenditures as a benchmark for an appropriate level of unassigned fund balance. While this level of fund balance does not appear to be inadequate, a formal fund balance policy will allow us to better document our rationale for the desired level of fund balance that we are recommending.

The Government Finance Officers' Association (GFOA) promotes a risk-based approach to determining the appropriate level of fund balance. This approach categorizes a government's risks into two main categories: primary and secondary. The primary risk factors that will be considered in developing the appropriate level of fund balance will be such things as revenue volatility, infrastructure upkeep, and vulnerability to extreme events and public safety concerns (being a coastal city or a city that is located in an earthquake-prone zone, for instance). The secondary risk factors will take into account such things as leverage, expenditure volatility, liquidity/cash flow and growth rate of the city.

In addition to establishing an adequate level of fund balance for the General Fund, it is also important for us to create a policy that sets an acceptable level of working capital for the City's major enterprise funds, i.e., Water & Sewer, Stormwater, Solid Waste & Recycling. Since most of the assets of these enterprise funds are typically in a form that cannot be readily converted into cash (e.g., water plant and related improvements, storm drains, etc), it is paramount that we keep an adequate level of working capital, in case any of these major systems require immediate repair or replacement.

In the very near future, it is our hope to present to you a draft of such a policy to indicate what level of fund balance/working capital we feel would be adequate for the City's major funds.

Please advise if you have any questions.



Hugh B. Dunkley, CPA, CGFO

Finance Director

City of Delray Beach

100 N.W. 1st Avenue

Delray Beach, FL 33444

(561) 243-6204

DunkleyH@mydelraybeach.com

" PUBLIC RECORDS NOTE: Florida has a very broad public records law. Most written communications to or from local officials, employees, or the general public regarding city business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

Education and Workforce Coordinator Goals

The purpose of this document is to outline my intent and expectation as the Education and Workforce Coordinator.

Mission Statement: The mission of the Education and Workforce Coordinator role is to enhance and support the education initiatives and to develop the workforce program for the Delray Beach community.

Goals:

- To foster a continued relationship with Delray Beach educational leaders, Palm Beach State College, and local non-profit organizations.
- To support the improvement and sustainment of local educational services.

Education Initiatives:

Education Board

- A continued liaison to support the Education Board and to function as an administrator updating monthly meeting minutes and agenda.

School Outreach (commences October 10th)

- Connect with Peter Licata, Area Superintendent
- Schedule appointments with Educational Leadership

Schools	Contacts
Atlantic High School	Sandra Edwards
Banyon Creek Elementary	Gerry Riopelle
Carver Middle School	Dr. Shannon Grice
Orchard View	Fred, Barch
Pine	Danielle Garcia,
Grove Elementary	Shantay King
Plumosa School of the Arts	Catherine Reynolds
S.D. Spady	Rona Tata
Village Academy	Latoya Dixon
Delray GED Site	Fred Barch

Workforce Program: The plan is to identify and connect the community with local resources and training programs for workforce development.

Under the direction of Sara Maxfield, Economic Development Director, the goal is to provide an overview of the newly formed workforce development program.

We will perform the following:

- Inventory existing workforce programs (local, state, federal, private) available in the area and facilitate awareness that would culminate in stronger partnerships with area providers.
- Engage in community outreach to better understand the business needs and identify programmatic gaps; surveys, one on one business visits, collaboration with partners (DDA, Chamber, SBDC)

The intended outcome is to develop a workforce program that will strengthen existing partnerships and forge new partnerships to support career and business development.

City Manager: I am proposing bi-weekly touchpoints to connect and align on core tasks, as I transition into the role.

Terrence R. Moore

From: Dunkley, Hugh
Sent: Friday, September 30, 2022 7:59 AM
To: Terrence R. Moore
Cc: Gelin, Lynn
Subject: Purchasing Policies and Procedures

Terrence –

Finance has worked with the Office of the City Attorney over the past several weeks to make some needed revisions to the City's Purchasing Policies and Procedures Manual ("PPM"). Some of the revisions include clarification of purchasing authorization levels; clarification of the purchases that are exempt from the competitive solicitation process (specifically, items acquired for resale to customers of the City's golf courses and tennis center); and clarification of various definitions within the PPM, especially those pertaining to consultant/professional services. As you might recall, the Palm Beach County's Office of Inspector General had made some specific recommendations regarding us updating our PPM relative to items purchased for resale. We believe that these revisions will address their concerns.

Regarding purchase authorization levels, we felt that it was appropriate to increase the dollar threshold (from \$2,500 to \$5,000) of purchases requiring a purchase order. This is so because this will bring about some efficiencies in operations: of the 1,375 purchase orders issued to date for FY2022, 654 (or 47.6%) had a PO value of \$5,000 or less. Increasing this threshold will undoubtedly free up staff time to pursue other more important tasks. This threshold level (\$5,000) is also the level at which departments must provide at least 3 written quotes to substantiate their purchases.

The revisions to the PPM will become effective during FY2023. Please advise if you have any questions.



Hugh B. Dunkley, CPA, CGFO

Finance Director

City of Delray Beach

100 N.W. 1st Avenue

Delray Beach, FL 33444

(561) 243-6204

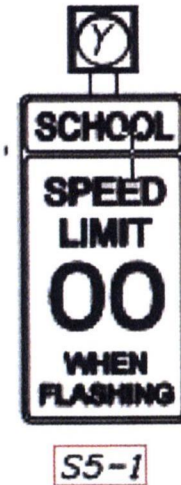
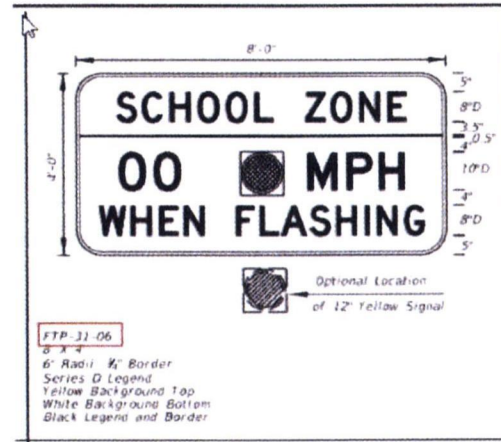
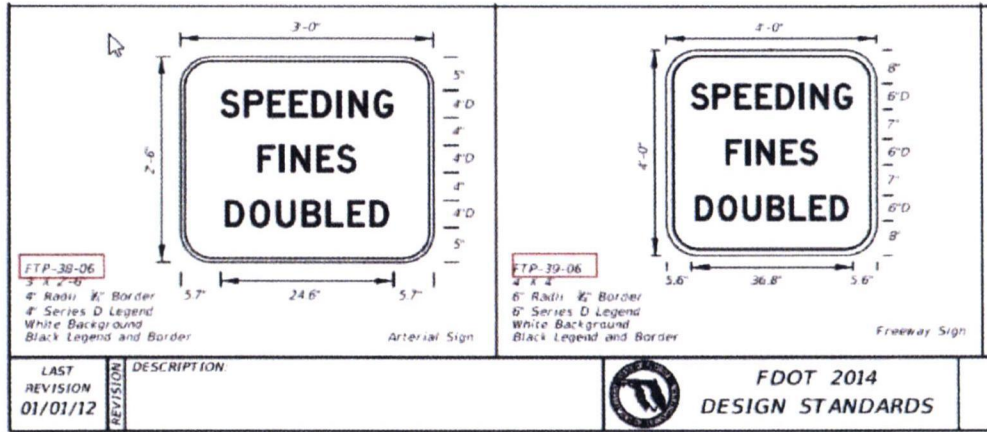
DunkleyH@mydelraybeach.com

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PLEASE NOTE: Pursuant to Florida's Government in the Sunshine Act (a.k.a. "Sunshine Law"), e-mails containing city business should be directed to either: all City Commissioners or only 1 City Commissioner at a time and should not include prior responses from other Commissioners in order to avoid the perception that a third party is acting as a liaison between Commissioners. "

EXHIBIT B - SCHEDULE OF FINANCIAL ASSISTANCE

School Name	Street	Deficiency	FTP 38-06	S5-1
Orchard View Elementary	Germantown Rd	Speeding Fine Double Signs	3	
		Solar Flashers		1
Pine Grove Elementary	SW 10th St	Speeding Fine Double Signs	1	
		Solar Flashers		1
Village Academy on the Art & Sara Jo Kobacker Campus	SW 12th Ave	Speeding Fine Double Signs	6	
S.D. Spady Elementary School	NW 3rd St	Speeding Fine Double Signs	9	
		Solar Flashers		4
Daughter of Zion Jr. Academy	NW 3rd Ave	N/A		
Trinity Delray Lutheran School	N Swinton Ave	Speeding Fine Double Signs	3	
		Solar Flashers		1
		Flashing Beacon Assembly		
		Speeding Fine Double Signs		
Unity School	NW 22nd St	Speeding Fine Double Signs	4	
Banyan Creek Elementary	Sabal Lakes Rd	Speeding Fine Double Signs	4	
Carver Community Middle	Barwick Rd	Speeding Fine Double Signs	1	



September 26, 2022 - October 2, 2022

September 2022						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October 2022						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Monday, September 26

- 8:00am - 9:00am Begin CIL (CM Office)
- 9:00am - 10:00am Ancillary Agenda Items to Support the October 11th Regular Meeting (CM Office) - Terrence R. Moore
- 10:00am - 11:30am Mayor mtg w/CM Moore Re: Agenda & Updates (City Manager's Office) - Rangel, Delores ☺
- 2:00pm - 3:00pm Goals and Objectives to Support Education and Workforce Development Coordinator Role and Function (CM Office) - Terrence R. Moore
- 3:00pm - 4:30pm Canceled: Cancelled - Comm. Johnson mtg w/CM Moore Re: Agenda and Updates (Commission Conference Room) - Rangel, Delores ☺

Tuesday, September 27

- Hassan ooo
- 9:00am - 10:00am Compile Information Letter Report - Updates to Administrative Purchasing Policies and Procedures (CM Office) - Terrence R. Moore
- 10:00am - 11:00am Interdepartmental Collaboration Regarding External Communication Function (Including Public Information Dissemination Protocols) (Conference Room - City Manager) - Vega, Brenda
- 11:00am - 12:00pm Various (Various)
- 2:00pm - 3:00pm Compile Information Letter Report - Goals, Objectives, Direction, and Expectations Relative to Education and Workforce Development Coordination, Role, and Focus (CM Office)
- 3:00pm - 4:00pm EJS/Law Enforcement Trust Fund (Conference Room - City Manager) - Vega, Brenda
- 5:00pm - 6:00pm Compile and Deliver (CM Office)

Wednesday, September 28

- 7:30am - 8:30am Kiwanis Club of Delray Beach (Delray Beach Golf Club (2200 Highland Ave, Delray Beach, FL 33445)) ☺
- 7:30am - 8:30am Kiwanis Club of Delray Beach (Delray Beach Golf Club (2200 Highland Ave, Delray Beach, FL 33445)) ☺
- 8:30am - 10:00am EOC (Fairfield Inn)
- 10:30am - 11:30am Compile Letter of Recommendation (CM Office)
- 1:30pm - 2:30pm NON-MANDATORY PRE-PROPOSAL CONFERENCE AND SITE TOUR
- 2:30pm - 4:00pm EOC (Fairfield Inn)

Thursday, September 29

- Hassan ooo
- 8:30am - 9:00am OSS Center for the Arts v. City of Delray Beach (City's Motion for Leave to File Counterclaim) (ZOOM) - Gelin, Lynn
- 8:30am - 9:00am Canceled: OSS Center for the Arts v. City of Delray Beach (City's Motion for Leave to File Counterclaim)
- 9:30am - 10:30am Compile Information Letter Report - Update
- 10:00am - 11:00am Follow-Up Direction Regarding Infrastructure
- 11:00am - 12:00pm Agenda Review Meeting (October 11 CC)
- 11:30am - 1:00pm Various (Various)
- 2:00pm - 3:00pm Step 3 Grievance (Conference Room - City)
- 2:30pm - 3:00pm Various follow-up (CM Office) - Terrence R. Moore
- 3:00pm - 4:30pm Various (Various) ☺
- 4:00pm - 6:00pm Delray Beach CRA: Regular Board Meeting (Arts)
- 4:30pm - 5:30pm Compile Information Letter Report -

Friday, September 30

- Brenda ooo
- Hassan ooo
- 7:30am - 9:00am Finalize CIL (CM Office) ☺
- 9:00am - 10:00am Comm. Boylston mtg w/CM Moore Re: Bi-Weekly Updates (City Manager's Office) - Rangel, Delores ☺
- 9:30am - 10:00am Gretsas v. City: Hearing on City's Motion to Dismiss (ZOOM) - Gelin, Lynn
- 10:00am - 10:30am Bank of America (Bank of America)
- 11:00am - 12:00pm Review of Purchasing Policies and Procedures (First Floor Conference Room) - Ingles, Cathy
- 12:00pm - 12:30pm Board Training for City Boards (non-advisory i.e. HPB, P&Z etc.) (Chambers) - Terrence R. Moore
- 12:30pm - 2:00pm Various (Various)
- 3:00pm - 4:00pm Process DBTC Membership Renewal (Tennis Center)

Saturday, October 1

- 9:00am - 12:00pm Atlantic Community High School Tree Planting
- 10:00am - 11:00am Delray Beach Tennis Center (Hard Court #1) ☺
- 11:00am - 1:00pm Various, CIL Notes, etc. (CM Office) ☺
- 1:00pm - 1:30pm Parker Zelle (CM Office)

Sunday, October 2

- 9:00am - 12:00pm Broward County Senior Games (Track and Field)