

# DELRAY BEACH

F L O R I D A



## All-America City

### City Commission

Mayor .....	Cary Glickstein
Vice Mayor.....	Al Jacquet
Deputy Vice Mayor .....	Shelly Petrolia
Commissioner.....	Angeleta Gray
Commissioner.....	Adam Frankel

### City Manager

Louie Chapman, Jr.



1993  
2001

Prepared By  
Lisa M. Herrmann, Budget Officer

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The highlighted titles below are the tabbed dividers found in this document. All departmental budget pages are organized by fund, beginning with the General Fund, and are numbered using a conventional number format (i.e. 1, 2, 3, etc.). All other sections use a letter before the number indicating what section it is (i.e. Synopsis section numbering is S1, S2, etc.; Capital is C1, C2, etc.). We have also included an alphabetical listing of departments at the end of the table of contents for quick reference when searching for a particular department.

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# CITY OF DELRAY BEACH



1993  
2001

January 31, 2014

Honorable Mayor and City Commission  
City of Delray Beach, Florida

100 N.W. 1st AVENUE • DELRAY BEACH, FLORIDA 33444 • 561/243-7000

Dear Mayor and City Commission Members:

In accordance with Article IV, Section 4.05 of the City Charter, I respectfully submit the Operating Budget as well as a summary of the Capital Improvement Budget for the City of Delray Beach for the fiscal year beginning October 1, 2013 and ending September 30, 2014. The entire Capital Improvement Budget is submitted under separate cover.

This budget presents a financial plan to guide the City through fiscal year 2014. This budget follows a function-based budget format whereby the expenditure of funds is evaluated for each program by function. This serves to evaluate the priority of services provided by the City to determine the ideal level of service given the available revenues for the fiscal year.

We have presented the costs of providing services to the residents of Delray Beach for all General Fund and Enterprise operations. As in previous years, the following tenets were incorporated into the development of this budget:

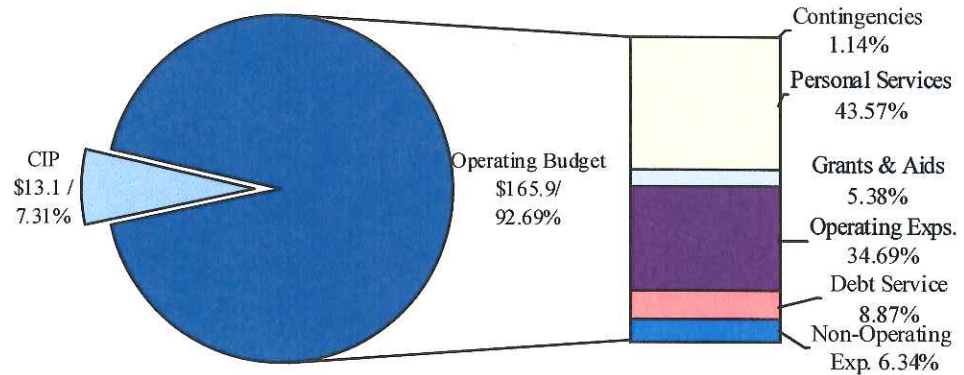
- ◆ The budget provides that current revenues are sufficient to support current expenditures.
- ◆ Funding of renewal and replacement items will be continued so as not to defer the remedial needs of the City into any one year.
- ◆ The budget maintains the Public Safety programs to which the citizens have become accustomed, although some programs have made sacrifices in response to the decrease in anticipated tax revenues.
- ◆ The budget maintains a competitive compensation and benefits package for City employees.

Our total millage rate was decreased this year to 7.5064 mills from 7.8033, and the operating millage of 7.1611 is a decrease of 0.53% over the previous year while the debt service decreased from the rate of 0.6041 mills per \$1.00 of assessed value to 0.3453 mills or 42.8%.

Since 1990 the City has made significant efforts to improve the amenities and public facilities throughout the City. The City will continue to refine its programs and services in order to minimize the financial impact to its Citizens. Our practice of setting fees at levels relative to the cost of producing that service lessens the use of tax dollars.

**Budget in Brief**

The 2013-14 Annual Operating Budgets total \$166 million, supplemented with Capital Improvement Plan monies of \$13.1 million to produce a total financial program of \$179,005,250. This represents a \$3,027,188 or 1.86% increase in the Annual Operating Budget and a \$36.3 million or 73.5% decrease in the Capital Improvement Plan budget compared to the fiscal year 2012-13 revised budget. A major part of the decrease in the CIP budget is the beach renourishment project which totaled \$9 million. The decrease in the General Fund expenses is due in large part to bond refinancing in FY 12/13 and a decrease in general obligation debt in FY 13/14 and the increase in Police and Fire Pension contributions of \$1.6 million. Additional decreases in the general fund include the elimination of four previously budgeted positions. The decrease in capital expenditures is due to mainly to the beach renourishment project (\$8 million) and Federal Highway Enhancement (\$12.7 million) in FY 12/13.



The decrease in the CIP budget is due to mainly to the beach renourishment project (\$8 million) and Federal Highway Enhancement (\$12.7 million) in FY 12/13.

Fund	FY 2012-13 Revised Budget	FY 2013-14 Approved Budget	% Change
<b>General</b>	99,574,063	97,935,900	-1.65%
<b>Enterprise</b>			
City Marina	409,630	466,340	13.84%
Sanitation	5,264,990	5,391,920	2.41%
Water and Sewer	31,778,640	32,284,300	1.59%
Municipal Golf Course	3,245,630	3,298,280	1.62%
Lakeview Golf Course	811,880	785,720	-3.22%
Stormwater Utility	1,543,622	1,713,880	11.03%
<b>Special Revenue</b>			
Community Development Block Grant	2,803,585	1,400,080	-50.06%
Beautification Trust	863,212	843,680	-2.26%
Recreation Impact Fee	380,870	441,220	15.85%
General Construction		230,250	
2004 GO Bond	15,350		
Beach Restoration	155,000	4,094,780	2541.79%
<b>Internal Service</b>			
City Garage	3,096,960	3,207,310	3.56%
Insurance	12,943,910	13,820,870	6.78%
<b>Total Operating Budget</b>	<b>162,887,342</b>	<b>165,914,530</b>	<b>1.86%</b>
Capital Improvements	49,404,228	13,090,720	-73.5%
<b>Total Financial Program</b>	<b>212,291,570</b>	<b>179,005,250</b>	<b>-15.68%</b>

### General Fund Revenues

Revenues for the 2014 Budget total approximately \$96 million, which is \$1.5 million above fiscal year 2012-13 revised. The 2012-13 budget included \$182 million in prior year surplus and prior year encumbrances. There is \$1.7 million surplus budgeted for the 2013-14 fiscal year.

#### Ad Valorem Tax Revenue

The 6.49% increase in the City's taxable assessed valuation is a sign that property values have stabilized. This is the second increase in the City's taxable assessed value since 2008 and is more than the valuation level of 2006. This compares to valuation increases of 30% in 2007 and 20% in 2006 and an average of 11% per year for the prior five year period. The millage with the increased tax base will generate an increase in tax revenues compared to actual fiscal year 2012-13 of approximately \$1.5 million, based on a 96% collection rate compared to an estimated 95% collection rate in past years.

The assessed valuation of property located in the Community Redevelopment Agency's (CRA) district has increased by \$78 million which accounts for 19.5% of the City's valuation increase. Due to the change in the tax rates for the upcoming fiscal year, the CRA's tax increment distribution has increased by approximately 8%.

#### Property Tax Millage and Valuations:

The revenue budget is based on 7.5064 mills per \$1,000 of assessed valuation, an assessed valuation of \$6,612,004,527 for debt service millage, an assessed valuation of \$6,610,035,071 for operating millage, with a 95% and 96% collection rate, respectively. This results in tax revenue of \$47,610,690. The 7.5064 mills consist of \$7.1611 for operating expenditures and \$0.3453 for debt service. This levy amounts to a 4.53% increase over the rolled-back rate which is the millage rate that would provide the same ad valorem tax revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions and property added due to geographic boundary changes.

Property Tax Millage	2011-12 Actual	2012-13 Actual	2013-14 Approved	% Change FY 13 to 14
Operating Millage	\$7.1900	\$7.1992	\$7.1611	-0.53%
Debt Service Millage	.6133	.6041	.3453	-42.85%
<i>Total Millage</i>	\$7.8033	\$7.8033	\$7.5064	-3.81%
Assessed Valuation* (000):				
Operating	\$ 6,149,055	\$6,207,019	\$6,610,035	6.49%
Debt Service	\$ 6,151,046	\$6,209,261	\$6,612,004	6.49%
Revenues Generated	\$46,080,286	\$46,571,308	\$47,610,690	2.23%

\* The assessed valuation used for operating millage is net of the historic buildings exemptions. Therefore, the operating and debt service valuations must be reflected separately.

On January 29, 2008, voters approved a change in the Constitution relative to tax reform. Measures included doubling the homestead exemption to \$50,000, letting homeowners carry up to \$500,000 in Save Our Homes benefits to a new home, capping annual assessment increases to non-homesteaded properties at 10% per year and giving business owners a \$25,000 exemption on property such as computers, furniture and other equipment. The change also placed a cap on future property taxes by tying any changes in the tax rate with personal income growth and made provisions that allow local governments to override the cap by super majority vote.

### **Other Taxes**

The Other Taxes category consists of the Local Option Gas Tax, Utility Taxes, Business tax receipts and the Communication Service Tax. The combined decrease is \$136,000 or 1.3% of the fiscal year 2012-13 revised, which is attributable to a decrease of \$215,000 in the Communications Service Tax due to a one time payment of \$125,000 in FY 13 and lower than expected earnings otherwise.

### **Franchise, Licenses and Permit Fees**

Revenues derived from licenses and permits are projected to increase by \$132,260 or 1.5% over fiscal year 2012-13. Permit fee categories that are being increased are building permits (\$99,870), electrical permits (\$85,000), misc permits (\$40,000), plumbing permits (\$40,000) and A/C Permits (\$80,000). There is also a projected decrease in the Electrical Franchise Fee revenue of \$250,000.

### **Intergovernmental**

The overall intergovernmental revenue reflects a decrease of \$186,585 or 2.77% over fiscal year 2012-13. This estimate may increase as grants are awarded during the fiscal year.

### **Charges for Services**

Charges for Services are projected to increase by \$231,115 or 2.2%. This is primarily due to an increase in the contract with Gulf Stream for Fire/EMS Services (\$74,370), parking fees (\$170,000) and Police Security Services (\$63,000) offset by a decrease to the Old School Square Valet service (\$150,000).

### **Fines and Forfeitures**

Revenues generated from fines and forfeitures are anticipated to decrease by \$99,000 or 9.02%. This is due mainly to the penalties on ad valorem tax being transferred to another account (\$121,000 decrease).

### **Miscellaneous Revenue**

The Miscellaneous Revenue category reflects a decrease of \$35,469 overall.

### **Interfund Transfers**

Interfund Transfers total \$4,553,240 an increase of \$197,690 compared to fiscal year 2012-13.



## General Fund Expenditures

The 2013-14 approved General Fund expenditures total \$97,935,900. Of this, 63.2% is budgeted for personal services, 20% for operating expenses, 4.1% for debt service, including utility tax transfers, and 12.7% for the combined capital, grant and transfer expenditures.

### Personal Services

Personnel changes in the General Fund include no real changes in the total number of positions. The Aquatics division will be adding a lifeguard position back for the reopening of the pool. The Police Department will be eliminating an Administrative Assistant position. In addition to these changes, 33 previously frozen positions with the General Fund that have not been filled since FY 08/09.

Part time positions increased from 38.19 FTE (full time equivalents) in fiscal year 2012-13 to 41.05 FTE in fiscal year 2013-14 with most of the changes in the Parks and Recreation Divisions.

A detailed summary is provided on page S57 in the Synopsis section indicating the changes in the authorized positions and staffing levels over the past five years. The adjacent graph depicts the changes over the past several years which center on hiring more personnel who directly serve the public while relying less on support staff.

### Merit and Step Increases

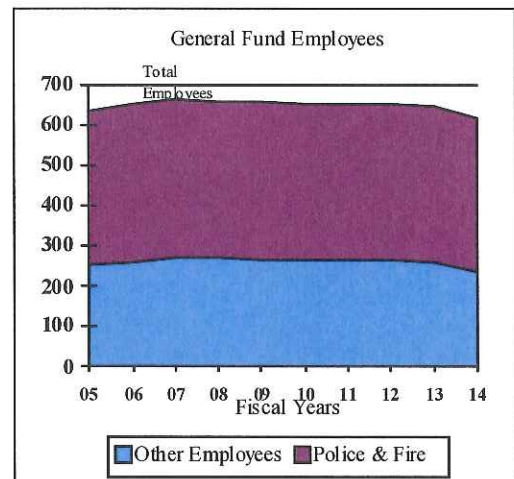
Merit increases are not included in this budget for Police Union, Fire Union and Service Employees International Union (SEIU) employees. Civil Service employees are budgeted to receive a 4% increase in the fiscal year.

### Other Personnel Benefits

The employer contributions for the Police and Fire Pension and the General Employee Pension are derived from the Actuarial Valuation Report prepared for each. The contribution for the General Employee Pension decreased by \$16,170 or 1.1% in the general fund (\$48,670 or 2.29% in all funds) and to only 11.14% of covered payroll. The contribution for the Police and Fire Pension is budgeted at a set amount based on previous covered payroll and is budgeted at an increase of 20.3% or \$1,640,110 from the previous year. The amount budgeted for the City's Police and Fire Pension payment is \$9,716,600.

As of March 2003, the City switched to a self-insured health plan, administered by Cigna Healthcare. Premium rates for the June 2012-13 policy year increased 10.24% over the prior policy year. The City opened an Employee Health Center during the 2009-10 fiscal year and savings in health care premiums are expected as a result.

For worker's compensation coverage, the City has a self-insured \$500,000 deductible per claim. Claims over \$500,000 up to the statutory limits are insured. Excess workers' compensation premiums increased \$4,570 or 0.32% for FY 13/14.



## **Contributions**

During the year, the City receives numerous requests for funding from non-profit organizations. The 2014 Contributions were more than the fiscal year 2012-13 funding by \$6,950. In addition, \$40,000 is included in the Tennis Stadium Division for the Chris Evert Tennis Event for total contributions of \$264,150. The maximum total contributions of one percent of the ad valorem tax revenue as is defined in the City's policies and procedures for Charitable and Benevolent Requests would be \$476,106. The review committee met to discuss the requests totaling \$280,950 for this fiscal year. As a condition of funding, these organizations are required to submit two status reports in an effort to determine the specific results received from the donated funds.

The allocation for the Delray Beach Library is funded at \$1,453,500 which is the same as fiscal year 2012-13.

In addition, the City also maintained the contribution to Old School Square with a donation of \$194,750 to supplement their annual operating expenses. Old School Square is the City's cultural and arts complex consisting of three historically restored school buildings originally built between 1913 and 1926. These buildings have not only provided impetus for a growing arts community within the City, but have also encouraged a general revitalization of the downtown area.

## **Transfers**

The transfer to the Beautification Trust Fund of \$870,000 amounts to 10% from the projected collection of telecommunications, electric and other utility tax revenues. The monies are used to maintain the beautified areas. The transfer is the same as the previous year.

The transfer to the General Construction Fund is \$500,000. This is a decrease of \$585,130 or 53.9% in the transfer. This transfer will primarily fund renewal and replacement programs to maintain the condition of buildings, equipment, and infrastructure as outlined in the Capital Improvement Plan. Specific amounts are set aside for Streets, Traffic & Alleyways, Beautification, and the renewal and replacement of buildings and equipment.

The General Fund monies transferred to the Community Development Fund go toward exterior improvements to residential units. Funding for this program totals \$149,430 for fiscal year 2013-14 which equates to the UDAG loan payment due this fiscal year. This funding in the neighborhood housing program will be used to address ongoing neighborhood issues.

## **Other Funds**

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### **Water and Sewer Fund**

Water sales rates for fiscal year 2013-14 are budgeted to remain the same as fiscal year 2012-13. The rate structure was changed for fiscal year 2009-10 to ensure a more equitable distribution of customer charges predicated on use while overall remaining revenue neutral.

The total Water and Sewer Fund fiscal year 2013-14 budget of \$33,779,200 includes debt service payments of \$5.9 million on Water and Sewer Revenue Bonds.

### **Beautification Trust Fund**

The Beautification Trust Fund is used to account for the maintenance of beautification projects. Revenue is derived from a transfer based on 10% of telecommunications, electric and gas utility tax revenues collected (see note under Transfers). This transfer from the General Fund totals \$870,000 equal to the fiscal year 2012-13. Expenses consist of 94% maintenance and 6% capital projects. The debt repayment was completed in the year 2007.

### **City Marina Fund**

Expenses at the City Marina are budgeted at \$128,010 for fiscal year 2013-14, a decrease of \$3,280 or 2.5% from the prior year. The City decreased the dockage fees in fiscal year 2009-10 by almost 24% and full occupancy for the fiscal year is expected which will result in approximately the same amount of revenue

### **Stormwater Utility Fund**

The Stormwater utility assessments generally fund projects outlined in the Capital Improvement Plan on a pay-as-you-go basis. The stormwater assessment fee remained the same for fiscal year 2013-14. The fiscal year 2013-14 budget decreased by \$2,178,031 mainly due to the decrease for capital expenditures. Operating expenses for maintenance of the drainage system and administration of the assessment are budgeted to reflect an increase of \$14,260 from \$723,830 to \$738,090. Stormwater capital projects decreased from \$2,886,179 in 2012-13 to \$699,100 in 2013-14.

### **Golf Course Funds**

The Municipal Golf Course Fund achieved a net income of \$30,237 in fiscal year 2012-13. Charges for services in fiscal year 2013-14 are estimated at \$3,005,890 or a 0.26% increase compared to the fiscal year 2012-13 actuals.

The Lakeview Course Fund reflected a net loss for 2012-13 of \$61,851 or \$30,404 over 2011-12 loss of \$31,447. The fiscal year 2013-14 budget anticipates a net loss at the end of the fiscal year.

### **Sanitation Fund**

The Sanitation Fund's budget for fiscal year 2013-14 is \$5,391,920, an increase of \$126,930 over fiscal year 2012-13. This increase is attributable to the increase in costs for residential recycling and vegetative pick up costs. Some of the earnings of the Sanitation Fund are used to fund the Beach Cleaning contract for \$94,900. This is reflected in the transfer to the General Fund.

Also in the Sanitation Fund is continued funding of the Anti-Litter Program. This program, which began as a pilot program in fiscal year 1996, has proven to be very successful.

### ***Conclusion***

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The 2013-14 Budget continues to fund a financially sound City government with the collection of sufficient revenues to maintain City programs and services.

In 1988, before many of us were in Delray Beach, including myself, the City established a Mission Statement. It was later affirmed in 1990 and is still followed in 2013. The statement reads:

*The Mission of the City of Delray Beach is to create a renaissance that enhances the unique cultural, historical, and natural resources which make this an attractive community to a diverse and balanced population.*

I believe in many parts of the City we have created this and improving upon it will be challenging. Initially the improvements began with the Decade of Excellence Program where efforts focused on the creation of "A South Florida Renaissance City." These improvements led to a revitalized downtown area, improved parks as well as rebuilt infrastructure and newer facilities. The more recent improvements and planned projects include the Federal Highway Beautification, Beach Renourishment, Reclaimed Water Areas, Automated Meter Reading, SE 2nd St. from Swinton Ave. to SE 3rd Ave. street enhancements, NW 12th Ave. from Atlantic Ave. to MLK Blvd. Beautification, NE 3<sup>rd</sup> Streetscape, SW 9<sup>th</sup> and 10<sup>th</sup> Avenue Improvements and Osceola Alleys.

Through these and many other improvements we have created a community to serve all age groups with some of the finest amenities and public facilities available in the county, not to mention the aesthetic improvements in our streetscape design available to all passersby traveling the City's thoroughfares.

As our redevelopment continues, others have been taking note of our progress. Recognition is evident through the prestigious All America City award received in 1993 and again in 2001. Delray Beach is the only Florida city to ever win the designation twice. In addition, numerous publications have featured articles on Delray Beach and its transformation into a quaint, historic village by the sea. At the heart of these honors was the instrumental role of citizens in the City's turnaround. Especially noted was the effort of citizens representing both the public and private sector to identify and solve problem issues.

The budget presented herein in its simplest form provides a means of preserving and expanding the improvements initiated by the community at large. We collectively review the services we provide and evaluate whether we are meeting the needs of the community as it evolves. It is with great pride that the employees of the City take part in achieving the improvements to both the changing physical image of the City and its reputation as well.

Sincerely,



Louie Chapman, Jr.  
City Manager

**What's Included in this Document**

The City's budget is intended to provide a plan to pay for services to the residents of and businesses located in the City of Delray Beach for the current and future years. It includes both day-to-day operations as well as capital improvements.

What follows is a brief synopsis of the total document including the City's fiscal policies, organizational structure and graphic presentations of projected revenues and expenditures, individual fund summaries and personnel staffing summaries. Further detail is provided in the text and is divided by funding categories. Wherever possible page numbers have been cross referenced for your convenience.

**How to Read this Document**

The budget document is organized by fund. Each fund includes revenues, expenditures and a description of each program. The General Fund has the largest number of programs and accounts for approximately 55% of the total budget. A listing of programs by fund can be found in the table of contents. Each program section includes the following:

1. A mission statement for the department.
2. An organizational chart.
3. A program page for each division which includes the following (see Figure A to the right for illustration):
  - A. The activities or functions provided by the program.
  - B. Long-term divisional goals.
  - C. Specific objectives that state what is to be achieved in fiscal year 2014.
  - D. Actual and projected performance measures.
  - E. Staffing levels with three years of history.
4. A detailed line item budget for expenditures.
5. A summary budget of divisional revenues and expenditures.
6. A summary of divisional accomplishments for the previous two fiscal years.

The departments prepared their requests at one level of funding. A description is provided for the level of service that could be provided given the requested level of funding.

The Capital Funds section includes a summarized version of the Five Year Capital Improvement Program (CIP) for the years 2014 through 2018. Each year consists of programmed projects with fiscal year 2014 representing the Capital Improvement Budget. A detailed version of the CIP will be published in a separate document upon final approval by the Commission.



All supporting documentation of what has been presented herein is available in the Budget Office for review. If you have any questions regarding the material presented you may call (561) 243-7128 or write to the Finance Department, 100 N.W. 1st Avenue, Delray Beach, Florida 33444.

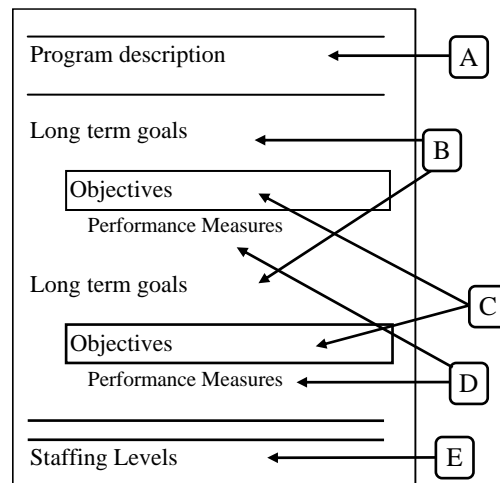
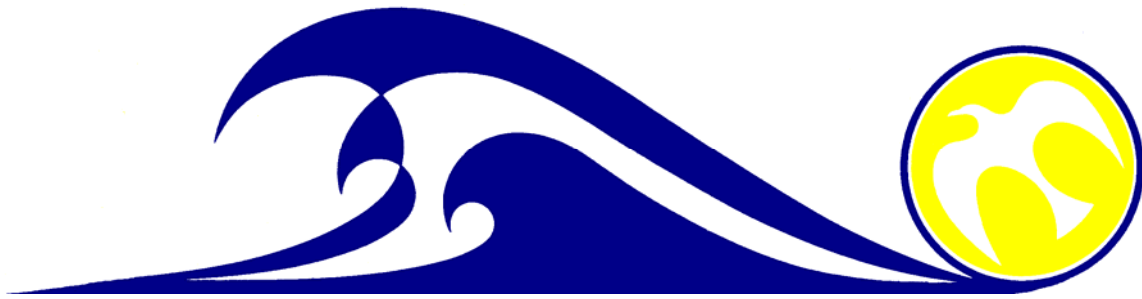


Figure A



# City of Delray Beach

**\* Rebirth**

**\* Revival**

**\* A humanistic revival of culture, literature, and enthusiasm**

**\* An economic revival building on the past for a sound and prosperous future**

**A CITY SET APART IN SOUTH FLORIDA**

## Community Profile

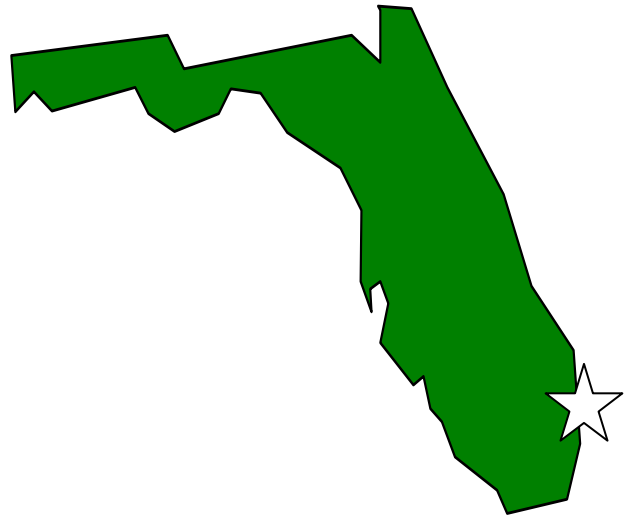
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### A South Florida Renaissance City

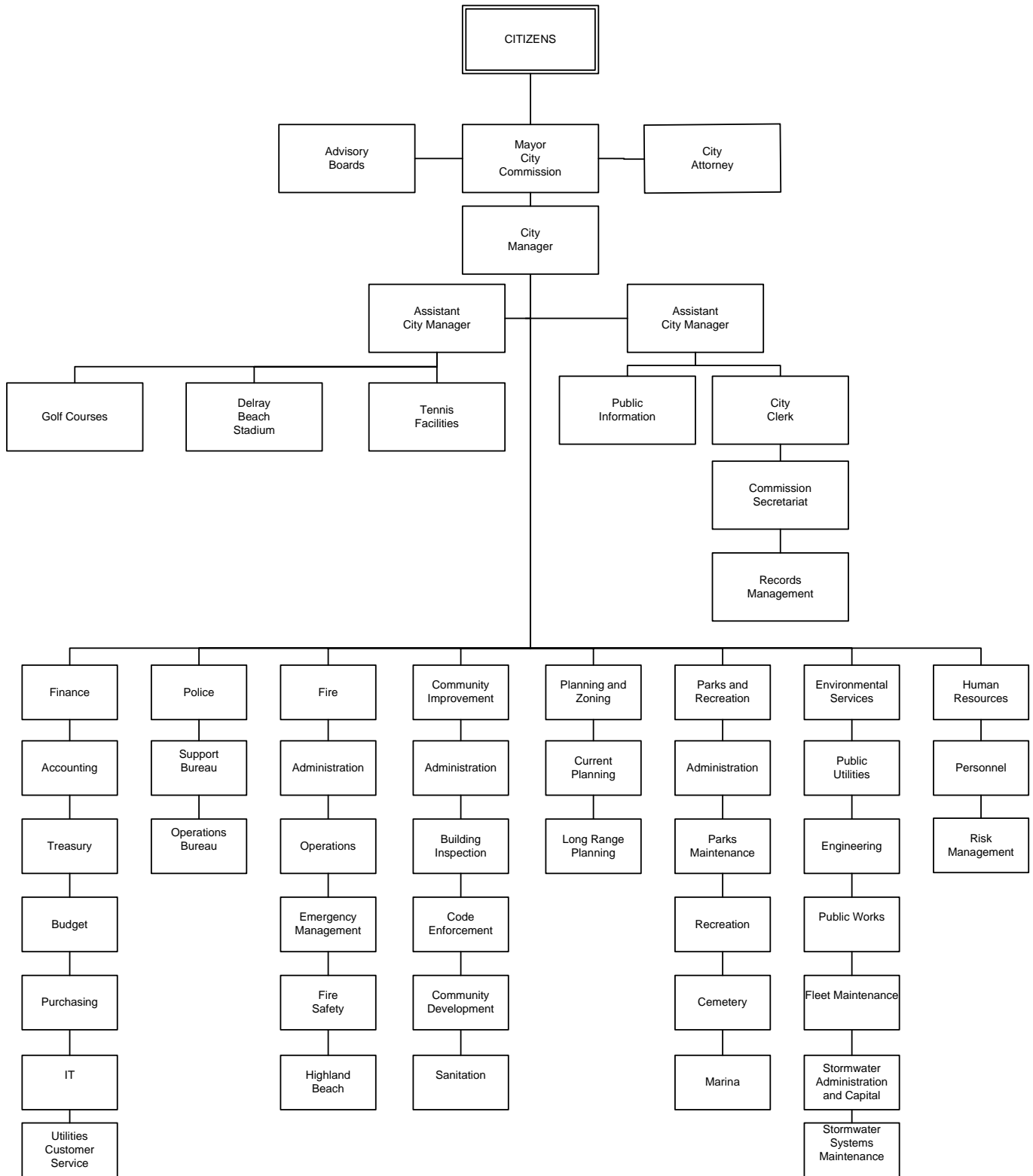
Delray Beach is a truly unique city! From its award winning public beaches and vibrant downtown nightlife to its excellent neighborhoods, bustling economy, and abundance of cultural activities, Delray Beach offers an unparalleled quality of life.

Located in the southern end of Palm Beach County, Delray Beach was settled as an agricultural community in 1895 and later incorporated as the City of Delray Beach on May 11, 1927. The City has experienced substantial growth from 1,015 people in 1920 to 61,801 people today. The City's median age is 45.5 with a median household income of \$45,720 and a median house ownership value of \$191,700.

Delray Beach encompasses 16.5 square miles planning area of which 98.9% has been developed. As the City approaches "build-out", growth management has shifted focus to renewal and redevelopment of the remaining vacant land. Existing land use inventory is 67% residential, 13% recreation/open space/conservation, 1% agricultural/vacant, 10% commercial, 5% education and public facilities and 4% industrial.



# City Organizational Chart





**Executive Staff**

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Assistant City Manager ..... Robert A. Barcinski  
Interim City Attorney ..... Terrill Pyburn  
City Clerk ..... Chevelle D. Nubin  
City Manager ..... Louie Chapman, Jr.  
Community Improvement Director ..... Lula Butler  
Environmental Services Director ..... Randal L. Krejcarek  
Interim Finance Director ..... Milena L. Walinski  
Fire Chief ..... Danielle E. Connor  
Interim Human Resources Director ..... Shirley McKennon  
Parks and Recreation Director ..... Suzanne F. Davis  
Interim Planning Director ..... Mark McDonnell  
Police Chief ..... Anthony W. Strianese

## FY 2014 and Beyond

### Guiding Principles

#### *World Class Beach*

- ◆ Public access to the beach
- ◆ Beautiful, natural beach with vegetation and wildlife
- ◆ Safe, clean and secure beach and waterfront
- ◆ Continual renourishment of beach
- ◆ Family friendly beach area
- ◆ Quiet, relaxing experience
- ◆ Pedestrian friendly beach area

#### *Vibrant Downtown*

- ◆ Safe destination with a distinctive character attracting residents, tourists and guests to visit, enjoy and return
- ◆ Business destinations with quality offices for pedestrians from 5<sup>th</sup> to east of intracoastal and Swinton to I-95
- ◆ People living in downtown year –round with retail necessary for daily living (e.g. grocery store, drug store and unique retail)
- ◆ Quality events and performances drawing residents and visitors
- ◆ Attractive and clean store fronts, streets, streetscapes and public places
- ◆ Low business vacancy rate with a healthy environment for diverse businesses
- ◆ Pedestrian and bike friendly areas
- ◆ Park with public art buffer in front of the Tennis Center along Atlantic Avenue
- ◆ Rail station with passenger (Amtrak to FEC)
- ◆ Downtown expanded north and south of Atlantic Avenue
- ◆ Mix of adequate, affordable and safe parking

#### *Diverse Local Economy*

- ◆ Transit-oriented development around Tri Rail station in a campus-like development and pedestrian friendly
- ◆ Support services available for daily living, including small food markets and neighborhood services
- ◆ Mixed income housing opportunities (home ownership and rental) for the workforce
- ◆ Class A office development: Congress Avenue Corridor Federal Highway, Downtown (Beach, Central Core and West Atlantic) and other selected locations
- ◆ Home for major corporations – regional office to headquarters
- ◆ Quality hotels for corporation guests and families
- ◆ Green industries locating in Delray Beach
- ◆ Opportunities for entrepreneurs and business incubators
- ◆ Sports destination for tennis, baseball, conditioning/training and other sports: participate or observe

#### *Community of Quality Neighborhoods and Schools*

- ◆ Well-maintained, livable homes
- ◆ Well-maintained city neighborhood infrastructure and parks
- ◆ People feeling safe and secure in their homes and their neighborhoods
- ◆ Active partnership among city, parents, community and schools
- ◆ Residents and property owners taking responsibility for their homes and neighborhoods
- ◆ Limited transient housing in single family neighborhoods
- ◆ Safe, clean neighborhoods with properties complying with City codes
- ◆ Top quality school (A rated by State of Florida) with distinctive educational programs
- ◆ Pedestrian friendly, walkable neighborhoods connected to major corridors and community destinations
- ◆ Youth and senior programs addressing the needs of residents

***Recreational and Cultural Opportunities Abound***

- ◆ Cultural and community events and celebrations throughout the year
- ◆ Equal access to athletic fields for a variety of sports
- ◆ Performing arts venues including Tennis Center
- ◆ Private-public partnership for recreational economic opportunities (e.g. personal fitness, fantasy camps, et cetera) with benefits for residents
- ◆ Exercise and healthy living: walking, biking and running
- ◆ Convenience: no need to leave out community during residents' leisure time
- ◆ Sports tournaments attracting teams and individuals from outside area
- ◆ Variety of parks with a variety of amenities and activities attracting families of all generations
- ◆ Arts Garage/Arts Warehouse tapping the potential of our diverse cultural community and arts incubator

***People Embrace Cultural Diversity***

- ◆ Greater understanding and appreciation of other cultures
- ◆ Opportunities to solve community problems together
- ◆ Delray Beach community open and being inclusive to diverse cultures
- ◆ Trust among races and cultural groups
- ◆ Respecting cultural differences and languages
- ◆ Variety of cultural events and celebrations
- ◆ Proactive city reaching out to various cultural communities
- ◆ One sports association for all cultures

## **FY 2014 Target Projects**

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In April 2012, the Mayor, City Commission, City Manager and Department Heads met in order to establish our policy agenda. The following targets for action were established during the 2012 Goal Setting Session. The fiscal year 2013 budget was developed with these priorities in mind. (At time of publication of this book, the 2013 Goal Setting Session data was not available so pages S6 – S9 include information from the 2012 session).

- ◆ *Pompey Park Concession Stand*
- ◆ *Mangrove Park Boat Ramp: Construction*
- ◆ *MLK Drive Beautification Project: Construction*
- ◆ *SW 12<sup>th</sup>/Auburn/SW 14<sup>th</sup> Project: Construction*

### **Actions on the Horizon**

- ◆ *Congress Corridor Development*
- ◆ *Transient Housing: Next Step*
- ◆ *Fire Fee: Decision*
- ◆ *Home Rental: Analysis, Direction*
- ◆ *City Charter Review*
- ◆ *Vision 2020 Development*
- ◆ *Service Analysis, Cost of Service, Service Delivery Options*
- ◆ *Outsourcing City Services: Analysis, Direction, Performance Contract  
Evaluation (including Meter Reading, Parks Maintenance, et cetera)*
- ◆ *Code Enforcement: Evaluation, Direction*
- ◆ *Tennis Center: Evaluation, Direction*

## **FY 2014 Targets for Action**

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### **Top Priority – Policy Agenda**

- ❖ *Pension Plans*
- ❖ *Beach Master Plan: Project Priorities, Funding (including the Pavilion)*
- ❖ *DDA: Evaluation, Direction, City Actions*
- ❖ *Financial Policies: Review, Revision*
- ❖ *Parking Management Study and Fees: Evaluation, Direction*
- ❖ *Pain Clinics: State and Federal Assistance*

### **High Priority – Policy Agenda**

- ❖ *Congress Corridor Redevelopment*
- ❖ *Sidewalk Cafes: Problem Analysis, Options, Direction*
- ❖ *Long Range Financial Plans*
- ❖ *Financial Information System: Funding*
- ❖ *Parks and Recreation Master Plan Update: Direction, Funding*
- ❖ *Atlantic Plaza II: Developer Agreement, Underground Utilities*
- ❖ *Chamber of Commerce Office Space in the Garage: Evaluation of the Best Use, Direction*

### **Top Priority – Management Agenda**

- ❖ *Financial Processes and Procedures: Evaluation, Revision*
- ❖ *Lighting off Atlantic Avenue: Evaluation, Direction, Funding*
- ❖ *State Revenue Restrictions: Monitoring, Analysis of the Impacts*
- ❖ *South Federal Highway Corridor Redevelopment: Plan, Project (South of Linton Blvd.)*
- ❖ *US1 Corridor: Complete Design, Funding for Construction*

### **High Priority – Management Agenda**

- ❖ *One Way Pairs (SE 1<sup>st</sup>: ROW, Funding*
- ❖ *LDR Amendments*

## Budget Policies and Procedures

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### Operating Budget

The City of Delray Beach began using a function based budget format in fiscal year 08/09. This approach requires departments to present their budget requests broken down into the functions of the division. This allows for evaluation of functions as a portion of the total division budget request.

Function based budgeting describes and gives the detailed costs of every activity or function that is to be carried out in a budget. Objectives, outputs and expected results are described fully as are their necessary resource costs. The sum of all activities or functions constitute the Function Budget. Thus, when looking at the function budget, one can easily find out precisely what will be carried out, at what cost and with what expected results in considerable detail.

In preparing the budget, certain policies and assumptions must be made in developing requests. It is important the assumptions be understood and followed by each budgeting unit to maintain consistency. The following were some of the guidelines adhered to during the budget process:

- ◆ The City will maintain its current level of service to the citizens. Each program will be evaluated on a cost/benefit basis to identify and implement improvements in order to provide higher service levels at lower costs to the citizens.
- ◆ Efforts should be made to implement new programs through cost savings or a reorganization of an existing program. Improved technology should be used to achieve the most cost effective service level.
- ◆ All services based on a user fee should be self-supported by those fees. If not, new revenue sources should be identified along with any recommended changes in service.
- ◆ Capital replacements should be limited to items that are no longer functional, not economically repairable or a safety hazard. Requests for new capital must be supported with a complete justification identifying the existing need and proposed improvements to be attained from the purchase.

To prepare their budgets, departments must first develop "decision packages" which provide a departmental breakdown into workable units either by a service provided, an organizational unit, a group of activities or an appropriation item such as a capital

purchase. These decision packages are then included in one departmental request which is then further broken down into the applicable functions.

Each function or alternative budget is then grouped together where it must compete in the ranking process against other departmental programs. The ranking process provides management with a technique to allocate the budget based upon the program's overall benefit to the City such as, importance in terms of welfare and safety; Statutory or Charter provisions; cost effectiveness or potential consequences of not providing the service. All packages are ranked in order of decreasing benefit starting with the highest priorities.

Once this is complete, the prioritized packages can be compared against projected revenue estimates to determine which packages will be funded and at what level. A determination must then be made as to whether programs falling below the revenue cut off should be funded through a tax increase, a reduction in funded packages, a combination of these alternatives, or not be funded at all.

### Budget Guidelines

Under the Florida Statutes and City Charter, the fiscal year of the City begins on the first day of October, and ends on the thirtieth day of September of the following year. This year constitutes the budget year of the City government. The City Manager must submit his recommended budget for the ensuing fiscal year to the Commission on or before the first regular meeting in August.

The proposed budget document is available at City Hall for those citizens who wish to review it. Citizens are also welcome to attend the Commission's budget workshops, which are held during the month of August. Any questions or concerns may be addressed during these meetings. Residents are notified of the dates of these workshops via the News for Neighborhoods publication, which is distributed monthly.

The Budget document must present a complete financial plan for the ensuing fiscal year. It must include, at least, the following information:

## Budget Policies and Procedures

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**Proposed Expenditures.** Detailed estimates of all proposed expenditures for each department and office of the City, showing the expenditures or corresponding items for the last, preceding and current fiscal years with reasons for increases and decreases recommended, as compared with appropriations for the current year;

**Bonded Indebtedness.** Statements of the bonded and other indebtedness of the City, showing the debt reduction and interest requirements, the debt authorized and unissued, and the conditions of the sinking funds, if any;

**Anticipated Income.** Detailed estimates of all anticipated income of the City from sources other than borrowing, with a comparative statement of the amounts received by the City from each of the same or similar sources for the last, preceding and current fiscal years.

**Current Year balance or Deficit.** A statement of the estimated balance or deficit, as the case may be, for the end of the current fiscal year;

**Taxes.** An estimate of the amount of money to be raised from current and delinquent taxes, and the amount to be raised from bond issues which, together with income from other sources, will be necessary to meet the proposed expenditures;

**Other Information.** Such other supporting schedules as the Commission may deem necessary;

**Balanced Budget.** The budget, proposed and final, must be balanced, that is, the total of the estimated receipts, including balances brought forward, must equal the total of the appropriations and reserves.

A Public Hearing on the budget must be held during the first regular Commission meeting in September for each year. Notice of the Public Hearing must be published at least one week in advance by the City Clerk.

At the second regular Commission meeting of the month of September of each year, the Commission must, by resolution, make an appropriation for the money needed for municipal purposes during the ensuing fiscal year of the City, and provide for a levy of the amount necessary to be raised by taxes upon real and personal property for municipal purposes. This tax levy, for the general operating expenses of the City,

may not in any event exceed the millage limitation of ten mills provided by state law on the assessed valuation of all real and personal property subject to taxation in the City. Should the Commission take no final action during said meeting, the budget as submitted, is deemed to have been finally adopted by the Commission.

At the beginning of each quarterly period during the fiscal year, and more often if required by the Commission, the City Manager must submit to the Commission data showing the relation between the estimated and actual income and expenses to date. If it appears that the income is less than anticipated, the Commission shall reduce appropriations, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the income.

### Capital Improvement Budget

The City prepares a five-year Capital Improvement Program which establishes deliberate, strategic improvement programs which define the capital needs, specify the method of financing and ensure continuity in the planning and selection of improvements to the City.

In planning for the future, the following is taken into consideration:

- ◆ The Capital Improvement Program will directly relate to the long-range plans and policies as set forth by the City's Comprehensive Plan.
- ◆ Improvements will be planned over a multi-year period to coordinate the financing and timing in a way that maximizes the return to the public by issuing bonds infrequently, but at the opportune time in the economic cycle.
- ◆ Actively pursue grants and entitlements to supplement the funding requirements of capital improvements.
- ◆ The program will include citizen participation in the establishment of community needs and priorities, and projects will be sensitive to preserving the remaining natural resource areas in the City's final stages of growth.

Annually, the City Manager submits the Capital Improvement Program to the City Commission along with the Annual Operating Budget for final approval and adoption of a Capital Improvement Budget, which

## Budget Policies and Procedures

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appropriates funds for specific facilities, equipment and improvements.

### Accounting of Funds

The accounting and reporting policies of the City conform to Generally Accepted Accounting Principles (GAAP) and policies applicable to governmental units set forth by the Governmental Accounting Standards Board (GASB) and the Generally Accepted Accounting Principles as promulgated by the American Institute of Certified Public Accountants (AICPA) and the Financial Accounting Standards Board (FASB).

### Basis of Presentation

The accounts of the City are organized and operated on the basis of funds or account groups, each of which is considered to be a separate fiscal and accounting entity. The operations of each fund are accounted for with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and charges therein.

### Basis of Accounting

Governmental funds are accounted for on a modified-accrual basis of accounting. Under the modified-accrual basis of accounting, revenue is recognized in the accounting period in which it becomes both measurable and available. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except that principal and interest on general long-term obligations are reported only when due in conformity with GAAP.

The accrual basis of accounting is utilized by the proprietary funds. Their revenue is recognized in the period earned, and expenses recognized in the period incurred.

### Basis of Budgeting

Budgets for the General and Special Revenue Funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). These funds are budgeted for on a modified accrual basis. This means that revenue is projected in the accounting period in which it becomes both measurable and available. Expenditures are projected using the same modified accrual basis except those current encumbrances that are treated as expenditures. Expenditures are identified and controlled primarily by departments with many departments using multiple

division budgets. Unencumbered appropriations lapse at year-end.

Capital Projects Funds are budgeted separately from the Operating Budget and are included in a Capital Improvement Plan that includes five years of planned projects. The initial year of the Capital Improvement Plan is considered as the Capital Improvement Budget for the upcoming fiscal year. These funds are budgeted using projections of expected cash outlay by project. Projects that are incomplete at year-end may have unexpended balances rolled over to another year in order to complete an approved project.

Enterprise and Internal Services Funds are budgeted for on a projected accrual basis. Revenue projections are based upon when they are earned and expenses are projected based upon when they are incurred. Unencumbered appropriations lapse at year-end. All departments within the fund structures require operating budgets for control purposes.

### Financial Policies

These policies are administered to ensure that the City retains a sound financial condition; retains the best possible bond rating; provides future generations with the ability to borrow capital for construction; and to recognize the community's needs and ability to pay.

These goals are accomplished through the following financial and accounting practices:

- ◆ The City will maintain a financial accounting and reporting system in accordance with methods prescribed by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA) utilizing Generally Accepted Accounting Principles (GAAP).
- ◆ An independent audit will be performed annually on all accounts of the City by certified public accountants experienced in municipal accounting, who have no personal interest, direct or indirect, in the fiscal affairs of the City.
- ◆ The City will maintain adequate cash reserves, as well as sufficient working capital to meet the operating needs in all funds.
- ◆ Funds will be managed as independent entities in accordance with legal, administrative or Generally Accepted Accounting Principles and one fund will not subsidize another fund.



## Budget Policies and Procedures

- ◆ The General Fund will maintain a contingency account to meet unanticipated requirements during the budget year.
- ◆ The Insurance Fund shall maintain an equity reserve equal to state requirements, in addition to the actuarially calculated loss liability.

### Deposits and Investments

The deposits and investments of the City are safeguarded by utilizing state approved public depositories and by investing in fully collateralized instruments as required by the State of Florida. A pooled-cash concept is utilized for all funds with the exception of the pension plans and the deferred compensation agency fund.

A major investment objective is to gain the maximum amount of revenue with a minimum of risk. When making investments, the City follows state law and local investment guidelines of maintaining an adequate cash flow, maintaining a liquid position and earning the maximum yield.

Obligations that may be pledged as collateral and are permissible investments include:

- ◆ Financial institutions designated as qualified public depositories by the State Treasurer of Florida meaning the investments are covered by federal depository insurance and by a collateral pool pledged to the State Treasurer.
- ◆ Negotiable direct obligations of or obligations unconditionally guaranteed by the U.S. Government.
- ◆ Interest bearing time deposits or saving accounts in financial institutions located in Florida and organized under federal or Florida laws.
- ◆ Derivative investments with specific Commission approval.
- ◆ Local Government Surplus Trust Funds created by Florida Statutes.

### Debt Management

The City has maintained its insured ratings of AAA from Standard and Poor's and Aaa from Moody's Investors Service for all issues. The City's underlying rating by Moody's

Investors Service is A1 on General Obligation Bonds, A2 on Utility Tax Bonds and A2 on Water and Sewer Bonds.

Prior to the issuance of any new debt, the City will review and determine that every effort has been made to comply with the following:

- ◆ The amount of debt service for General Obligation and Special Revenue debt for special services shall not exceed 15% of the General Fund Revenues.
- ◆ Wherever possible, the City will use Revenue, Self-Supporting or Special Assessment Bonds instead of General Obligation Bonds.
- ◆ The amount of overall net debt attributable to the General Fund shall not exceed an amount equal to \$2,000 per capita.
- ◆ The length of a Bond Issue shall relate to the useful life of the projects that it is financing.
- ◆ Each proposed borrowing shall analyze the impact of the future debt service upon projections of operating revenues and expenditures and the City Commission must make a finding that the impact will not diminish the City's ability to continue to provide services.
- ◆ Long-term borrowing shall be used only for capital projects listed in the Capital Project Schedule of the Capital Improvement Element of the Comprehensive Plan. The renewal and replacement of existing assets should be funded by current revenues and not by debt.

### Revenues

Revenues come from a variety of sources, but are ultimately paid by the citizens. A large part of our revenues are received in the form of local, state and federal taxes; charges for services or user fees; and fines and forfeitures.

Revenues must be maintained to fund the demand on increased services, to pay for capital improvements and to sufficiently maintain the operating requirements of capital improvements. Therefore, a diversified and stable revenue system is required.

#### Moody's Underlying Rating:

<b>General Obligation Bonds</b>	<b>Aa2</b>
<b>Utility Tax Bonds</b>	<b>Aa3</b>
<b>Water and Sewer Bonds</b>	<b>A2</b>

## **Budget Policies and Procedures**

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The City adheres to the following policies when determining projections:

- ◆ Maintain a tax collection rate of 98%+.
- ◆ Ensure that revenues are sufficiently flexible and free from spending restrictions to allow for adjustments to changing conditions.
- ◆ Evaluate the practices in the collection and administration of revenues to ensure efficiency so that revenue performance and yields may not be adversely affected.
- ◆ Revenue sources will be diversified and not be overly dependent on sources considered volatile and close communication maintained with departments and external agencies involved in projecting key revenues.
- ◆ User fees will be regularly evaluated to cover administrative cost increases. All services that are based on a user fee concept should make every effort to be self-supporting.
- ◆ Rate structures will be maintained on each enterprise fund to insure the revenues are adequate for the operations to remain firmly and separately self-supporting.

## General Fund Revenue Projections and Critical Assumptions

### Ad Valorem Tax

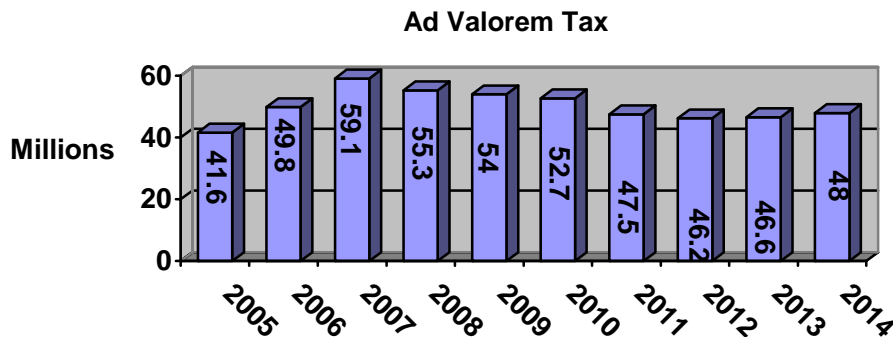
Ad Valorem revenue is derived from a millage tax levy on real and personal property located in the City of Delray Beach. The City's Ad Valorem Tax revenues are based on two assessment valuations. Assessment valuations are given separately for calculating tax revenues based on operating and debt service millage due to the fact that the City exempts historical properties. This exemption is reflected in the calculation of tax revenues based on the operating millage.

The proposed revenue budget is based on 7.5064 mills per \$1,000 of assessed valuation, a preliminary assessed valuation of \$6,612,004,527 for debt service millage, an assessed valuation of \$6,610,035,071 for operating millage and a 95% collection rate for debt service and 96% for operating. This results in proposed tax revenue of \$47,610,690. The 7.5064 mills consist of \$7.1611 for operating expenditures and 0.3453 for debt service. This levy amounts to a 4.53% increase of the rolled-back rate which is the millage rate that provides the same ad valorem tax revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions and property added due to geographic boundary changes.

The City's total assessed valuation increased by \$402,743,484 over the prior year final gross taxable value or by 6.49%. The increase is primarily due to new construction in the City over the previous fiscal year.

On January 29, 2008, voters approved a change in the Constitution relative to tax reform. Measures included doubling the homestead exemption to \$50,000, letting homeowners carry up to \$500,000 in Save Our Homes benefits to a new home, capping annual assessment increases to non-homesteaded properties at 10% per year and giving business owners a \$25,000 exemption on property such as computers, furniture and other equipment. The change also placed a cap on future property taxes by tying any changes in the tax rate with personal income growth and made provisions that allow local governments to override the cap by super majority vote.

Delinquent Tax Revenue is based upon the current year projection. Property Taxes for the current year became delinquent in April 2013.



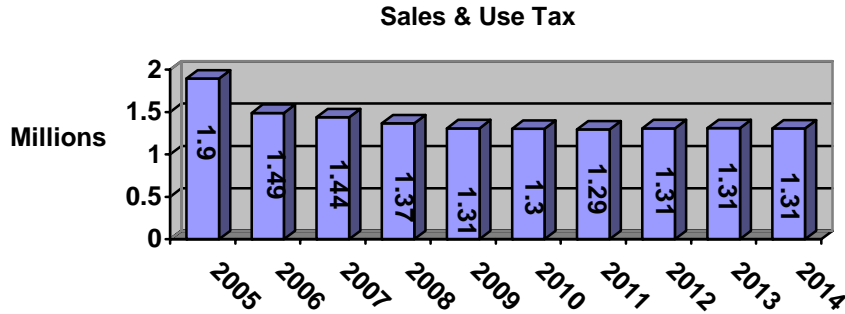
### Sales and Use Taxes

This revenue consists of the City's distribution of the county gas tax levy on motor and special fuel. The revenue collected is derived from a six cent levy originating in 1986 and a subsequent five cent levy adopted in 1993. Through the original Interlocal Agreement dated July 1986 between the County and the municipalities, the County receives two-thirds and the municipalities collectively receive one-third of all sums collected on the six cent levy. The agreement, which expired in June 1995, was renegotiated with the same terms as well as a stipulation to evaluate the distribution method every two years.

In August of 1993, Palm Beach County passed an additional 5 cents in the Local Option Gas Tax on the sale of motor fuel which was effective January 1, 1994. Per this second Agreement, the County receives 79% and the municipalities collectively receive 21% of all sums collected. The City is estimated to receive \$1,305,000 in revenue in fiscal year 2012 from both contracts.

## General Fund Revenue Projections and Critical Assumptions

Budget estimates are based on the anticipated sales (per gallon) of motor fuel and special fuel sold within Palm Beach County. Estimates are furnished by the State, but are only used as an indicator for trending. The city's pro rata share is based 70% on lane miles located within the city and for which the city is responsible for maintenance and 30% upon the population.

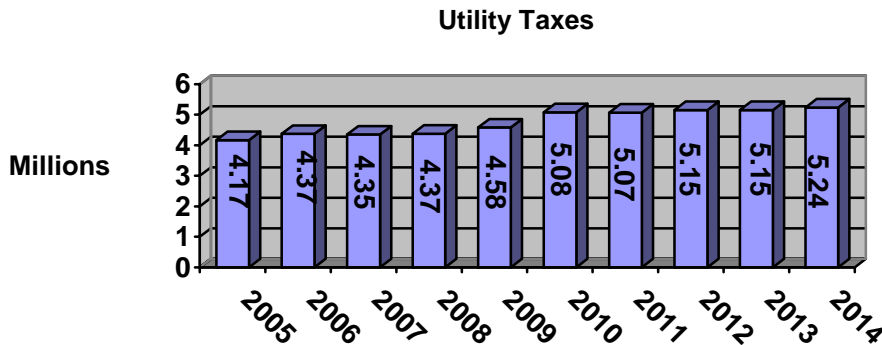


### Utility Taxes

Utility Taxes are levied by the City as a Public Service Tax on the purchase of electricity and metered or bottled gas. Taxes are assessed in the amount of 10% on the payments received for the purchase of electricity and 10% for metered or bottled gas.

Ten percent of the collections are transferred to the Beautification fund for capital and operating expenses relative to the beautification and maintenance of public rights-of-way.

Revenue projections are based on fee adjustments and the City's growth rate. Fiscal year 2014 Utility taxes on electric sales project a 1.9% increase over the fiscal year 2013 estimate.



### Other Taxes

This category was created in fiscal year 2002 as a result of passing the Communication Service Tax Act. Essentially, the Act combined several different state and local taxes or fees and replaced these revenues with a two-tiered tax.

The tax was composed of a Local Option Tax and a State Tax on communication services. This category consists of the Local Option Tax portion. The State Tax portion will be discussed in the Intergovernmental category.

The Local Option Tax replaced the franchise fees based on communication services, franchise fees based on cable, and utility taxes on telecommunication services. Prior to fiscal year 2002, vendors collected franchise fees and utility tax revenues and sent separate checks to each municipality.

Though these revenues are still collected by the vendors, they are now sent to the State. The State, in turn, forwards one check to each municipality for the local option portion.

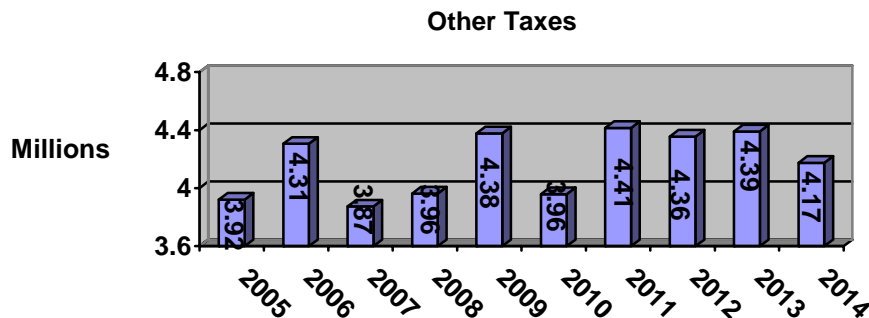
## General Fund Revenue Projections and Critical Assumptions

The Communication Service Tax is comprised of a conversion rate as well as an add-on rate of 0.12%. CST conversion rates for each municipality were determined by the State of Florida Department of Revenue and were based on information provided by the municipalities as well as communication providers.

The conversion rate was intended to result in an amount of revenue equal to the amount of revenue each respective local government would have received from the replaced revenues and the expected growth of such sources. It should be noted that each conversion rate was grossed up for the first year due to the fact that revenues were not disbursed to each municipality until December 2001. The add-on rate is in lieu of charging permit fees to communication providers.

Ten percent of the collections are transferred to the Beautification fund for capital and operating expenses relative to the beautification and maintenance of public rights-of-way.

Each municipality had a choice of levying a permit fee or increasing the conversion rate by the in lieu add-on rate. If the municipality chose to levy permit fees, however, the conversion rate would be decreased by the 0.12%. Additionally, each municipality had a choice to levy above the conversion rate up to the maximum rate determined by the State. The City chose to levy up to the maximum.



### Franchise, Licenses and Permits

The gas, electrical, towing and beach service franchise fees were previously included in a franchise fees category. Beginning in FY 07/08, GFOA Guidelines have changed these revenues to the Franchise, Licenses and Permits category. The fees are based on the sale of electrical energy to residential, commercial and industrial customers (\$4,200,000), the total net revenue of the gas company (\$40,000), a vendor supplying cabana and beach equipment rental (\$170,000) and a vendor providing car towing service (\$162,400). Projections for franchise fees based on electricity reflect a 5.6% decrease over the fiscal year 2013 projection.

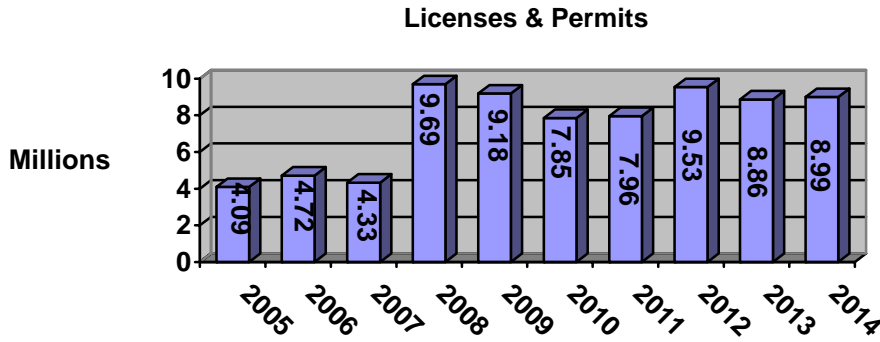
A registration fee is available to those who do not have a permanent location within the City, but wish to do business in the City. Licenses are issued for one year and expire in September of each year.

Source	2014	%
Building Permits	2,150,000	24%
Electrical & Plumbing	495,000	6%
A/C & Heating	425,000	5%
Roof Permits	150,000	2%
Tenant/Landlord	425,000	5%
Franchise Fees	4,575,430	51%
Miscellaneous Permits/Fees	771,200	9%
<b>Total</b>	<b>\$8,991,630</b>	<b>100%</b>

## General Fund Revenue Projections and Critical Assumptions

Permits are required for all building activity including new construction, additions, alterations and rehabilitations within the City. A variety of miscellaneous permits are also required such as paving, pool installation, tree removal, etc. As indicated on the preceding page, Building Permits account for the largest source.

Revenue projections are provided by the Community Improvement Department. Revenues are anticipated to decrease based primarily on an anticipated decrease for the building permits.



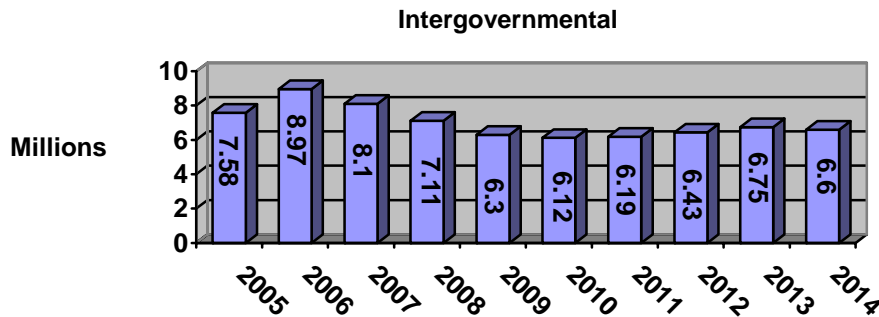
### Intergovernmental

The Intergovernmental Revenue category is one of the largest sources of revenue for the City. It includes State Revenue Sharing with municipalities which is derived from State Sales and Gas Tax collections, Half-Cent State Sales Tax which is based on a pro rata share of the six cent sales tax, and the Mobile Home License Tax which is based on a tax levied on park trailers and mobile homes in-lieu-of ad valorem taxes.

These revenues are distributed at the State level. Estimates are provided by the State as well, but are used only as an indicator for trending projections. The projections for the two largest sources, State Revenue Sharing and Sales Tax Collection, are anticipated to increase by 5.4% from the fiscal year 2013 projections.

Also included in this category are local, state and federal grants, which account for 5.0% of the Intergovernmental revenues.

Additionally, this category includes \$100,000 of revenue for Occupational License fees originating in the County.



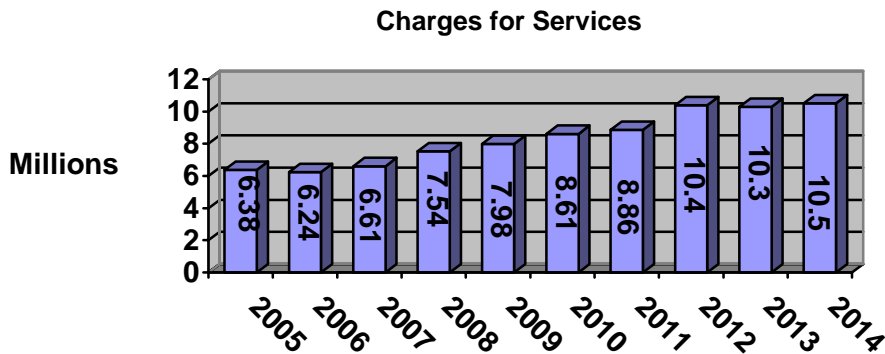
### Charges for Services

These revenues are derived from a variety of governmental services. The major sources come from public safety services provided to surrounding municipalities and organizations, parking meter collections, recreational revenues, and applications for land use changes.

The largest revenue source in this category is the Highland Beach fire services contract totaling approximately \$3 million. The second largest source is EMS transport fees totaling \$2,200,000. Revenues received from the Town of Gulf Stream total \$794,170 and include 911 dispatch services (\$54,630), Fire EMS services (\$389,540) and building

## General Fund Revenue Projections and Critical Assumptions

permitting services (\$350,000). Anticipated parking revenue is \$1,624,000, an increase of \$37,000 from fiscal year 2013.

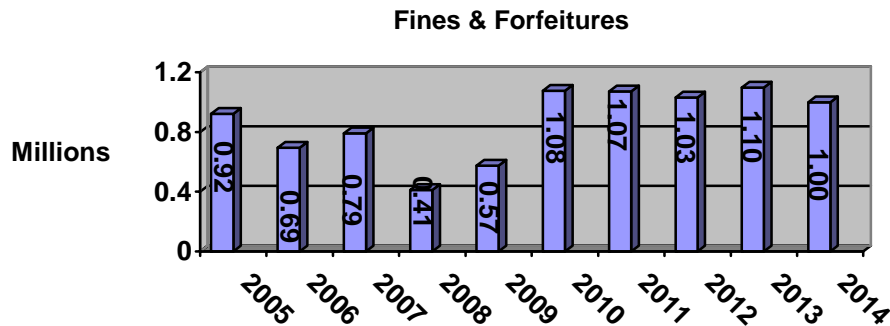


### Fines and Forfeitures

Collections consist of fines for traffic violations, non-compliance of building codes, and late payment of ad valorem taxes, operating without a current business license, re-inspections and for working without a building permit.

Revenues of this category are projected based on prior year trends, the population growth rate and building activity, if applicable.

The 9% decrease in fiscal year 2014 is due mainly to penalties on ad valorem taxes now being coded in another category.



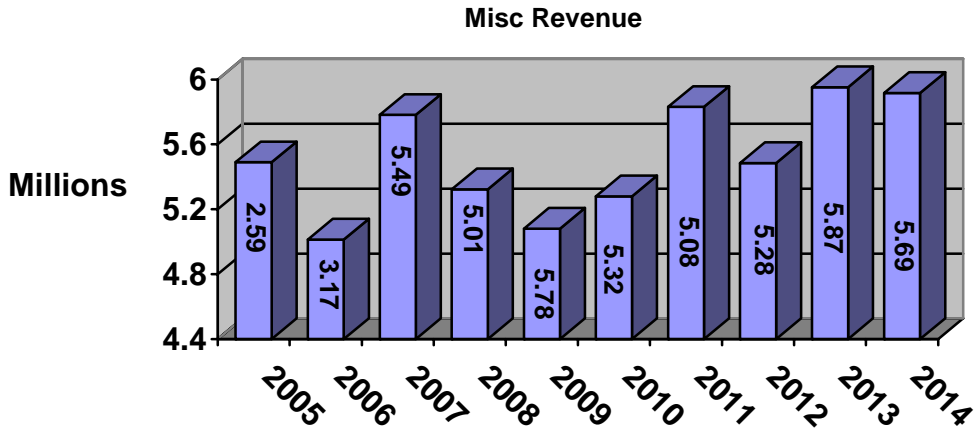
### Miscellaneous Revenue

Miscellaneous revenue consists of all interest earnings, including interest from the Tax Collector, collections from vending machines, license fees charged for the Riverboat enterprise and contributions from other agencies for expenses incurred such as the CRA's contribution towards the retirement of debt for the Tennis Centers in fiscal years 2001 and 2002, and funding from the Drug Enforcement Agency and Community Action Foundation.

Contributions from other funds are also accounted for as the recovery of administrative costs which the General Fund charges for their proportionate share of the cost of general government operations.

## General Fund Revenue Projections and Critical Assumptions

The decrease in fiscal year 2014 is 0.6%.



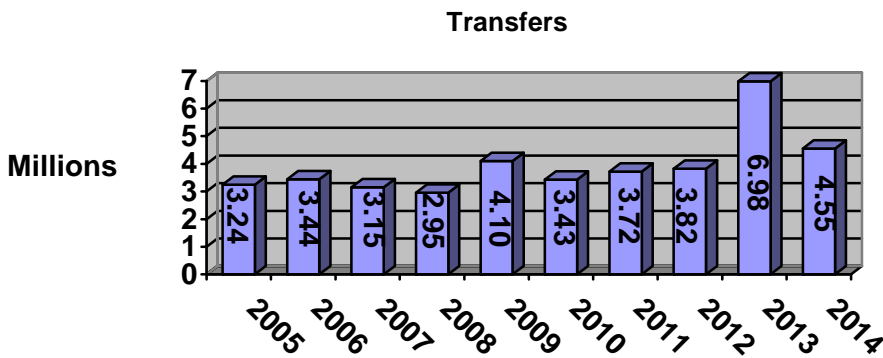
### Transfers

Transfers are revenues received from other funds which represent charges for specified obligations which are provided by the General Fund on behalf of an Enterprise or Bond Construction Fund such as the transfers made by the Enterprise Funds for in-lieu payments for property and utility taxes.

The in-lieu taxes transfer is based on the value of the assets in the Enterprise Fund and the proposed millage for the purpose of paying its share of services provided by the departments within the General Fund such as the Public Works, Police and Fire Departments.

The in-lieu utility tax payment is based upon the City's utility tax rate and the estimated sale of water revenues. The transfer is in-lieu of a utility tax levy on water usage.

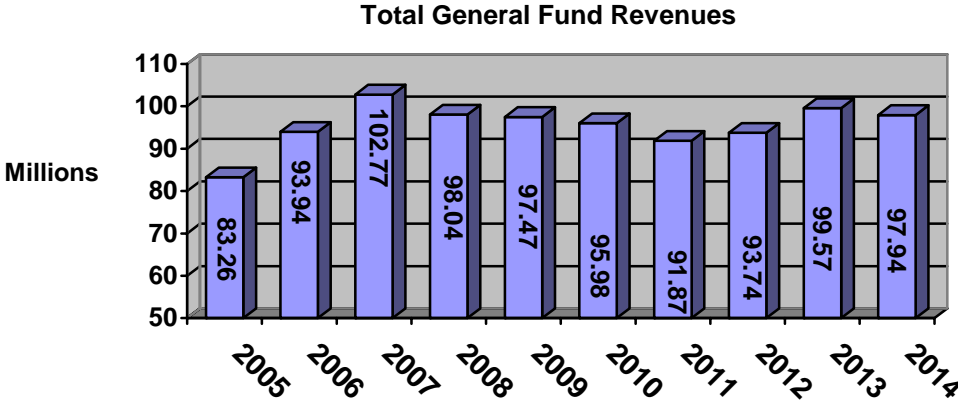
Since this category consists of revenues or transfers from other funds due to special projects or needs brought into the General Fund on an as-needed basis, trending is not feasible.





# General Fund Revenue Projections and Critical Assumptions

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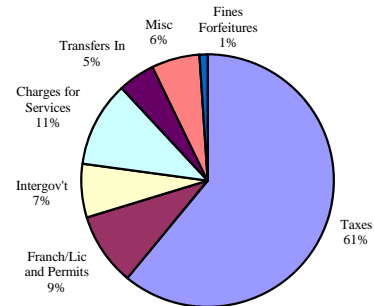


## General Fund Revenues and Expenditures Summary

	2012 Actual	2013 Revised	2014 Budget	% Change FY 13 to 14
<b>Cash Balances Brought Forward:</b>				
Prior Year Surplus	\$ -	\$ 1,826,844	\$ 1,684,190	NA
<b>Revenues:</b>				
Taxes	57,038,424	57,450,210	58,674,690	2.13%
Franchises, Licenses and Permits	9,534,379	8,859,370	8,991,630	1.49%
Intergovernmental	6,433,996	6,746,185	6,599,600	-2.17%
Charges for Services	10,391,252	10,286,425	10,517,540	2.25%
Fines and Forfeitures	1,031,444	1,097,500	998,500	-9.02%
Miscellaneous	5,485,018	5,951,979	5,916,510	-0.60%
<b>Total Revenues</b>	<b>89,914,513</b>	<b>90,391,669</b>	<b>91,698,470</b>	<b>1.45%</b>
<b>Other Financing Sources:</b>				
Operating transfers in	3,821,063	4,355,550	4,553,240	4.54%
Total Other Sources	3,821,063	4,355,550	4,553,240	4.54%
<b>Total Revenue &amp; Other Sources</b>	<b>\$ 93,735,576</b>	<b>\$ 96,574,063</b>	<b>\$ 97,935,900</b>	<b>1.41%</b>

The General Fund includes all general government operations not required to be accounted for in another fund. It finances most City governmental services and is the principal operating fund of the City.

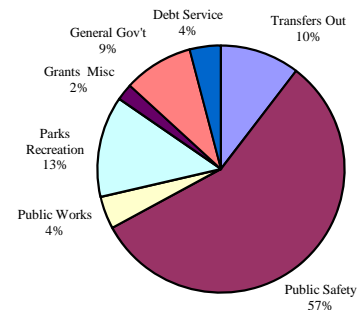
### Where the money comes from:



As you can see our largest source of revenue is derived from taxes. This includes a \$7.5064 property tax levy per \$1,000 of assessed value. Other taxes include franchise and utility taxes, such as those appearing on your monthly electric bills, the City's portion of the county gas tax on motor fuel and the Communications Services Tax.

<b>Expenditures:</b>				
General Government	\$ 8,100,781	\$ 8,820,183	\$ 8,941,380	1.37%
Public Safety	49,475,706	53,290,440	55,501,330	4.15%
Public Works	3,691,136	4,098,297	4,176,370	1.91%
Parks & Recreation	12,435,805	12,888,006	12,956,890	0.53%
Grants	1,855,300	2,045,500	2,108,200	3.07%
Debt Service	5,113,213	5,365,330	3,996,990	-25.50%
Miscellaneous	120,732	58,945	30,260	-48.66%
Land Acquisition and costs	-	-	-	NA
Contingency	-	929	50,000	NA
<b>Total Expenditures</b>	<b>80,792,673</b>	<b>86,567,630</b>	<b>87,761,420</b>	<b>1.38%</b>
<b>Bond Refinancing</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Other Financing Uses:</b>				
Operating transfers out	9,249,208	10,006,433	10,174,480	1.68%
Total Other Uses	9,249,208	10,006,433	10,174,480	1.68%
<b>Total Expenditures &amp; Other Uses</b>	<b>\$ 90,042,631</b>	<b>\$ 96,574,063</b>	<b>\$ 97,935,900</b>	<b>1.41%</b>

### Where the money goes:



A large part of the services provided on a day-to-day basis are funded through the General Fund. This includes police and fire protection, code enforcement, street maintenance and maintenance of the City's grounds, parks and facilities as well as the less visible services such as the executive management, financial accounting, legal counsel and comprehensive planning.

## General Fund Summary By Department

DEPARTMENT	2012 Actual	2013 Revised	2014 Budget	% Change 13-14
City Commission	210,304	327,792	227,650	-30.55%
City Manager	526,476	636,643	494,200	-22.37%
Public Information	84,260	76,430	73,360	-4.02%
City Attorney	758,788	820,281	867,630	5.77%
Human Resources	512,121	508,690	534,270	5.03%
City Clerk	512,019	548,775	566,570	3.24%
Finance	1,657,198	1,644,768	1,672,040	1.66%
Information Technology	1,634,047	1,557,673	1,676,200	7.61%
Administrative Services	796,141	850,441	848,470	-0.23%
Tennis Stadium	2,145,096	2,477,275	2,362,290	-4.64%
Tennis Centers	1,194,314	1,198,170	1,201,030	0.24%
Planning & Zoning	1,128,940	1,169,760	1,262,520	7.93%
Engineering	280,487	678,930	718,470	5.82%
Police Department	25,478,342	27,620,231	29,201,050	5.72%
Fire Department	18,413,114	19,698,359	20,151,290	2.30%
Highland Beach	2,972,040	3,107,353	3,176,780	2.23%
Community Improvement	2,612,210	2,864,497	2,972,210	3.76%
Public Works	3,691,136	4,098,297	4,176,370	1.91%
Parks & Recreation	9,096,395	9,212,561	9,393,570	1.96%
Miscellaneous	120,732	58,945	30,260	-48.66%
Miscellaneous Grants	134,750	134,750	136,950	1.63%
Economic Development	72,300	262,500	323,000	23.05%
Old School Square	194,750	194,750	194,750	0.00%
Library	1,453,500	1,453,500	1,453,500	0.00%
Debt Service	5,113,213	5,365,330	3,996,990	-25.50%
Bond Refinancing	750	0	0	NA
Transfers	9,249,208	10,006,433	10,174,480	1.68%
Contingency	0	929	50,000	NA
<b>TOTAL</b>	<b>90,042,631</b>	<b>96,574,063</b>	<b>97,935,900</b>	<b>1.41%</b>

## General Fund Undesignated Fund Balance

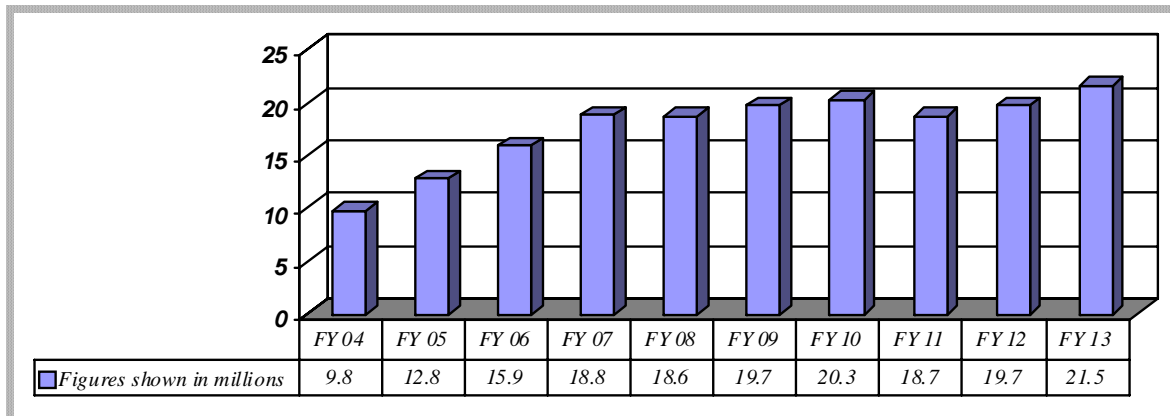
### Changes in Undesignated Fund Balance

FY 2013 Estimated excess/(deficiency) of revenues over expenditures as of September 30	1,720,693
Undesignated Fund Balance, Beginning of Year 2012	19,741,367
Estimated Undesignated Fund Balance, End of Year 2013 (unaudited)	21,462,060

### Undesignated Fund Balance Ten-Year History

<u>Fiscal Year</u>	<u>Undesignated Fund Balance</u>
2003-04	\$9,755,423
2004-05	\$12,760,913
2005-06	\$15,897,365
2006-07	\$18,828,235
2007-08	\$18,593,915
2008-09	\$19,747,589
2009-10	\$20,337,823
2010-11	\$18,682,823
2011-12	\$19,741,367
2012-13	\$21,462,060 (unaudited)

### History of Undesignated Fund Balance



# General Fund Millage and Tax Revenue Projections

YEAR	OPERATING MILLAGE / \$1,000	DEBT MILLAGE / \$1,000	TOTAL MILLAGE / \$1,000	ASSESSED VALUE*	ASSESSED VALUE GROWTH	TAX REVENUE COLLECTED
2004	\$7.5200	\$0.4800	\$8.0000	4,705,803,129	13.35%	36,309,822
2005	\$7.4500	\$0.5500	\$8.0000	5,377,691,728	14.28%	41,514,649
2006	\$7.4500	\$0.5500	\$8.0000	6,451,499,363	19.97%	49,758,932
2007	\$6.8600	\$0.4400	\$7.3000	8,362,590,396	29.62%	59,021,613
2008	\$6.1449	\$0.4334	\$6.5783	8,692,058,600	3.94%	55,213,846
2009	\$6.3900	\$0.4604	\$6.8504	8,149,606,528	-6.24%	53,745,390
2010	\$7.1900	\$0.5316	\$7.7216	7,010,118,472	-13.98%	52,183,869
2011	\$7.1900	\$0.6002	\$7.7902	6,167,344,910	-12.02%	46,940,920
2012	\$7.1900	\$0.6133	\$7.8033	6,149,055,201	-0.30%	45,846,000
2013	\$7.1992	\$0.6041	\$7.8033	6,207,019,373	0.94%	46,100,210
2014	\$7.1611	\$0.3453	\$7.5064	6,610,035,071	6.49%	47,610,690

\*Effective FY01, the Assessed Value listed is net the historic buildings exemptions. FY 2012 is not final assessed values.

## FY 2014 Tax Levy (95% discount debt/96% operating)

Gross Operating Tax Revenue		
\$7.1611/\$1,000 X \$6,610,035,071		\$45,441,717
Debt Service Tax Revenue		
\$0.3453/\$1,000 X \$6,612,004,527		2,168,969
Total Ad Valorem Taxes		<u>\$47,610,686</u>

The operating portion of the tax levy is the millage rate established to fund the general operating expenses other than the portion of the budget to be funded from sources other than ad valorem taxes. Beginning with fiscal year 2001, the assessed valuation used for calculating the operating revenue exempts historical properties.

The debt service levy is the rate or the amount levied for the payment of principal and interest on any debt service secured by the full faith and credit of the City.

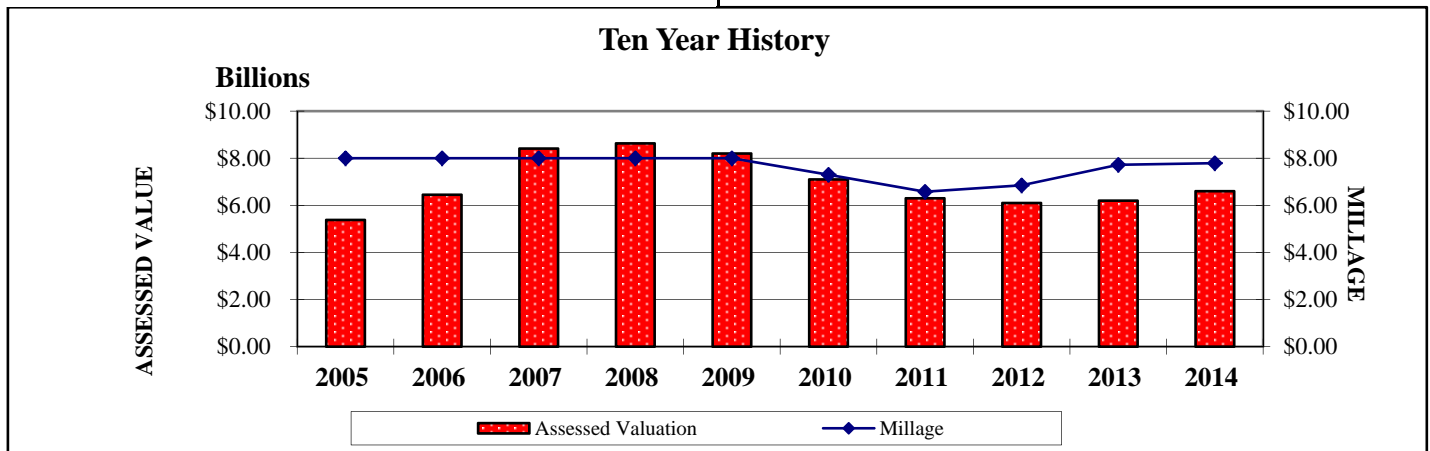
To meet the 2014 payments for all General Obligation Bonds requires revenue totaling \$2,168,937. The rate necessary to fund this amount is computed as follows:

$\$2,168,937 \times \$1,000 / \$6,612,004,527 / 0.95 = \$0.345294921$   
rounded to \$0.3453 mills.

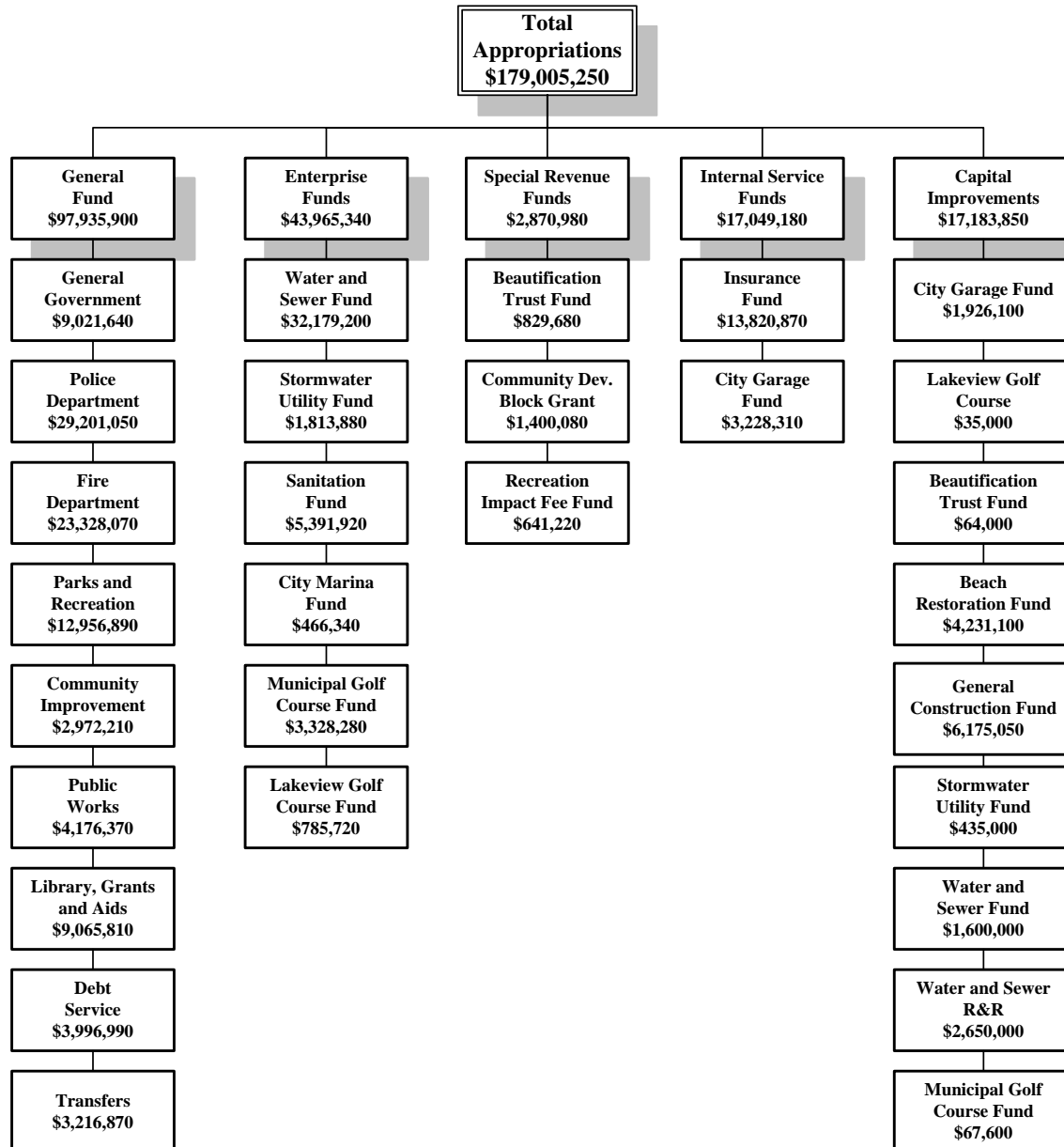
## Distribution of Ad Valorem Tax

The Community Redevelopment Agency (CRA) receives revenue from the City through Tax Incremental Financing (TIF). The increment is based on the increase in the value of property located within the CRA's redevelopment boundary since its inception.

The CRA's preliminary taxable value of \$1,268,350,918 results in an incremental valuation of \$1,022,719,851 over the 1985 tax base. This amounts to \$6,957,609 in revenue based on the operating millage of \$7.1611, leaving the City net revenue of \$40,653,077.



# All Funds Summary



## All Funds Summary

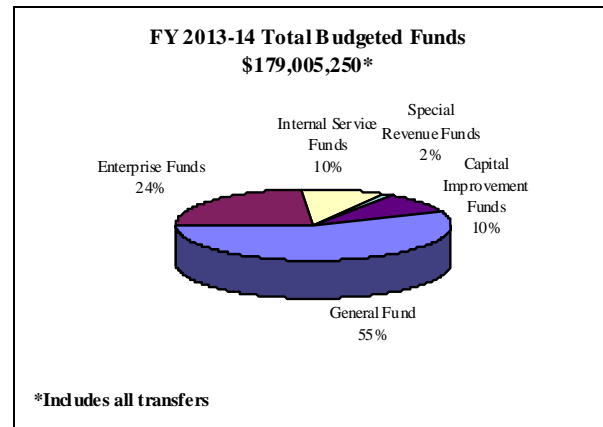
The Fiscal Year 2013-14 Budget totals over \$179 million. Operating budgets were prepared for 17 separate funds consisting mostly of governmental and proprietary funds.

The General Fund is the largest of the governmental funds, accounting for over \$97 million and providing the bulk of the City's services.

Other governmental funds include the Special Revenue Funds for Beautification, the Law Enforcement Trust Fund and Neighborhood Services. The Beautification Fund is funded through a transfer from the General Fund based on 10% of the proceeds for electric and gas. This source of funds goes towards the maintenance on beautification improvements and the debt service of the same.

The Law Enforcement Trust Fund is used to account for and control money and property the Police Department has won through some type of forfeiture. The Neighborhood Services Fund accounts for Federal, State and local grants that benefit low-to-moderate income households. A partial list of the funding includes:

- ◆ \$220,940 for owner-occupied housing rehabilitation.
- ◆ \$388,260 for acquisition rehabilitation and property acquisitions.



As indicated in the above illustration, Enterprise Funds are the second largest category. Revenues for enterprise funds are derived primarily through user fees. A more in-depth discussion on the majority of the budgeted enterprise funds begins on page S37.

Retained earnings relate to the value of the net assets that are owned by the enterprise or the value of depreciated assets not owned by creditors. In funds with retained earnings, the assets include long-term fixed assets, depreciation and long-term debt. These assets are not included in those funds with Fund Balance.

The City's Insurance programs and Fleet operations are administered through Internal Service Funds. The fiscal year 2013 budgets include:

- ◆ Health, Life and Disability for 749 employees and 804 dependents.
- ◆ Business insurance to protect the City's \$182 million in total insurable values.
- ◆ \$900,000 to meet the replacement schedule for the fiscal year 2013 fleet. Also included is \$35,000 for a Fire Department SERV unit replacement.
- ◆ \$75,000 for vehicle restoration in order to extend the useful life of existing fleet vehicles.

**All Funds**  
**Consolidated Budget Summary Fiscal Year 2014**

	<b>GENERAL FUND</b>	<b>DOWNTOWN DEVELOPMENT FUND</b>	<b>ENTERPRISE FUNDS</b>
<b>BEGINNING BALANCE</b>	24,247,156	75,343	128,852,836
<b>REVENUES:</b>			
Property Taxes	47,960,690	534,956	
Sales & Use Taxes	1,305,000	0	
Franchise Taxes	0	0	
Utility Taxes	5,235,000	0	
Other Taxes	4,174,000	0	
Licenses & Permits	8,991,630	0	
Intergovernmental	6,599,600	0	200,000
Charges for Services	10,517,540	0	43,029,310
Fines & Forfeitures	998,500	0	
Miscellaneous Revenues	5,916,510	57,750	-1,390,476
Other Financing Sources	4,553,240	0	112,000
<b>TOTAL REVENUES</b>	<b>96,251,710</b>	<b>592,706</b>	<b>41,950,834</b>
 <b>TOTAL FUNDS AVAILABLE</b>	 <b>120,498,866</b>	 <b>668,049</b>	 <b>170,803,670</b>
 <b>EXPENDITURES/EXPENSES:</b>			
General Government Services	9,593,550	0	
Public Safety	55,501,330	0	
Physical Environment	553,450	0	29,619,886
Transportation	3,362,190	0	
Economic Environment	7,280,610	591,223	
Human Services	59,750	0	
Culture & Recreation	14,321,160	0	3,986,202
Debt Service	3,996,990	0	3,646,930
Other Financing Uses	3,216,870	0	4,656,630
<b>TOTAL EXPENDITURES</b>	<b>97,885,900</b>	<b>591,223</b>	<b>41,909,648</b>
Reserves	50,000	1,570	42,730
 <b>TOTAL USE OF RESOURCES</b>	 <b>97,935,900</b>	 <b>592,793</b>	 <b>41,952,378</b>
 <b>ENDING BALANCE</b>	 <b>\$ 22,562,966</b>	 <b>\$ 75,256</b>	 <b>\$ 128,851,292</b>

Note: Depreciation, Amorization of Bond Discount, and Equity in Joint Venture amounts shown in FY 11/12 and 12/13 are included for year-over-year comparison purposes only. They are not calculated as part of the yearly budget process.

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.



SPECIAL REVENUE FUNDS	INTERNAL SERVICE FUNDS	TOTAL		
		2013-14 BUDGET	2012-13 ESTIMATE	2011-12 ACTUAL
2,169,966	14,019,434	\$ 169,364,735	\$ 160,457,688	\$ 157,406,052
		48,495,646	47,104,776	46,707,095
		1,305,000	1,310,000	1,307,897
		-	-	-
		5,235,000	5,150,000	5,149,785
		4,174,000	4,390,000	0
		8,991,630	8,859,370	9,534,379
651,100		7,450,700	8,117,907	7,442,107
0	15,959,320	69,506,170	68,863,707	67,859,217
93,750		1,092,250	1,174,680	1,131,837
618,040	2,042,160	7,243,984	8,202,637	8,252,069
1,024,620	0	5,689,860	8,172,432	4,960,445
<u>2,387,510</u>	<u>18,001,480</u>	<u>159,184,240</u>	<u>161,345,509</u>	<u>156,700,814</u>
<u>4,557,476</u>	<u>32,020,914</u>	<u>328,548,975</u>	<u>321,803,197</u>	<u>314,106,866</u>
	18,829,652	28,423,202	27,295,577	26,806,460
93,750		55,595,080	53,369,542	49,544,457
		30,173,336	28,739,977	34,280,360
0		3,362,190	3,323,542	2,946,975
1,394,940		9,266,773	8,812,999	9,062,726
		59,750	59,750	59,750
893,680		19,201,042	18,725,397	18,192,626
		7,643,920	9,426,087	6,477,242
0		7,873,500	7,352,592	6,278,582
<u>2,382,370</u>	<u>18,829,652</u>	<u>161,598,793</u>	<u>157,105,463</u>	<u>153,649,178</u>
<u>5,140</u>		<u>99,440</u>	<u>929</u>	<u>0</u>
<u>2,387,510</u>	<u>18,829,652</u>	<u>161,698,233</u>	<u>157,106,392</u>	<u>153,649,178</u>
<b>\$ 2,169,966</b>	<b>\$ 13,191,262</b>	<b>\$ 166,850,742</b>	<b>\$ 164,696,805</b>	<b>\$ 160,457,688</b>

**Special Revenue Funds**  
**Consolidated Budget Summary 2012-2014**  
**Estimated Revenues, Expenses and Changes in Fund Balance**

	LAW ENFORCEMENT TRUST			ARRA ECONOMIC STIMULUS		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET
<b>BEGINNING FUND BALANCE</b>	\$ 298,655	\$ 330,330	\$ 328,408	\$ -	\$ -	\$ (11,483)
<b>REVENUES:</b>						
Property Taxes						
Sales & Use Taxes						
Franchise Taxes						
Utility Taxes						
Licenses & Permits						
Intergovernmental				771,762	14,484	0
Charges for Services						
Fines & Forfeitures	100,393	77,180	93,750			
Miscellaneous Revenues	33	0	0			
Other Financing Sources						
<b>TOTAL REVENUES</b>	<b>100,426</b>	<b>77,180</b>	<b>93,750</b>	<b>771,762</b>	<b>14,484</b>	<b>0</b>
<b>TOTAL FUNDS AVAILABLE</b>	<b>399,081</b>	<b>407,510</b>	<b>422,158</b>	<b>771,762</b>	<b>14,484</b>	<b>(11,483)</b>
<b>EXPENDITURES/EXPENSES:</b>						
General Government Services				215,779	25,967	0
Public Safety	68,751	79,102	93,750	517,654	0	0
Physical Environment						
Transportation				38,329		0
Economic Environment						0
Human Services						
Culture & Recreation						
Debt Service						
Other Financing Uses						
<b>TOTAL EXPENDITURES</b>	<b>68,751</b>	<b>79,102</b>	<b>93,750</b>	<b>771,762</b>	<b>25,967</b>	<b>0</b>
Reserves	0	0	0	0	0	0
<b>TOTAL USE OF RESOURCES</b>	<b>68,751</b>	<b>79,102</b>	<b>93,750</b>	<b>771,762</b>	<b>25,967</b>	<b>0</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 330,330</b>	<b>\$ 328,408</b>	<b>\$ 328,408</b>	<b>\$ -</b>	<b>\$ (11,483)</b>	<b>\$ (11,483)</b>

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

NEIGHBORHOOD SERVICES			BEAUTIFICATION			TOTAL		
2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 BUDGET	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 BUDGET	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 BUDGET
\$ 1,411,555	\$ 988,498	\$ 1,377,677	\$ 296,211	\$ 338,684	\$ 475,364	\$ 2,006,421	\$ 1,657,512	\$ 2,169,966
831,686	1,155,777	651,100	0	10,000	0	1,603,448	1,180,261	651,100
						0	0	0
						100,393	77,180	93,750
580,661	601,344	599,550	2,220	10,259	18,490	582,914	611,603	618,040
149,430	149,430	149,430	886,952	902,712	875,190	1,036,382	1,052,142	1,024,620
1,561,777	1,906,551	1,400,080	889,172	922,971	893,680	3,323,137	2,921,186	2,387,510
2,973,332	2,895,049	2,777,757	1,185,383	1,261,655	1,369,044	5,329,558	4,578,698	4,557,476
						215,779	25,967	0
						586,405	79,102	93,750
						38,329	0	0
1,984,834	1,517,372	1,394,940				1,984,834	1,517,372	1,394,940
						0	0	0
			846,699	786,291	893,680	846,699	786,291	893,680
			0	0	0	0	0	0
1,984,834	1,517,372	1,394,940	846,699	786,291	893,680	3,672,046	2,408,732	2,382,370
0	0	5,140	0	0		0	0	5,140
1,984,834	1,517,372	1,400,080	846,699	786,291	893,680	3,672,046	2,408,732	2,387,510
<b>\$ 988,498</b>	<b>\$ 1,377,677</b>	<b>\$ 1,377,677</b>	<b>\$ 338,684</b>	<b>\$ 475,364</b>	<b>\$ 475,364</b>	<b>\$ 1,657,512</b>	<b>\$ 2,169,966</b>	<b>\$ 2,169,966</b>

**Proprietary Funds**  
**Consolidated Budget Summary 2012-2014**  
**Estimated Revenues, Expenses and Changes in Retained Earnings**

	ENTERPRISE FUNDS			INTERNAL SERVICE FUNDS			TOTAL		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET
<b>Operating Revenues:</b>									
Charges for Services	41,695,257	43,073,882	43,029,310	15,754,698	15,503,400	15,959,320	57,449,955	58,577,282	58,988,630
Miscellaneous Revenues	369,063	519,132	148,830	2,427,382	2,396,391	1,983,160	2,796,445	2,915,523	2,131,990
Intergovernmental/Grants	209,941	205,945	200,000	-	-	-	209,941	205,945	200,000
<b>Total Operating Revenues</b>	<b>42,274,261</b>	<b>43,798,959</b>	<b>43,378,140</b>	<b>18,182,080</b>	<b>17,899,791</b>	<b>17,942,480</b>	<b>60,456,341</b>	<b>61,698,750</b>	<b>61,320,620</b>
<b>Operating Expenses:</b>									
Personal Services	8,675,973	8,063,695	8,588,470	1,184,688	1,182,630	1,195,260	9,860,661	9,246,325	9,783,730
Other Operating Expenses	20,047,157	19,752,325	20,908,330	15,091,794	14,837,634	15,850,930	35,138,951	34,589,959	36,759,260
Depreciation	4,152,018	4,067,702	4,152,018	1,783,462	1,805,535	1,783,462	5,935,480	5,873,237	5,935,480
Depreciation of Regional Plant	-	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>32,875,148</b>	<b>31,883,722</b>	<b>33,648,818</b>	<b>18,059,944</b>	<b>17,825,799</b>	<b>18,829,652</b>	<b>50,935,092</b>	<b>49,709,521</b>	<b>52,478,470</b>
<b>Operating Income</b>	<b>9,399,113</b>	<b>11,915,237</b>	<b>9,729,322</b>	<b>122,136</b>	<b>73,992</b>	<b>(887,172)</b>	<b>9,521,249</b>	<b>11,989,229</b>	<b>8,842,150</b>
<b>Non-Operating Revenues</b>									
<b>(Expenses)</b>									
Interest Revenue	73,826	85,923	37,000	37,600	37,989	6,000	111,426	123,912	43,000
Rents	155,532	158,976	162,050	-	-	-	155,532	158,976	162,050
Interest Expense	(1,363,279)	(1,060,757)	(3,646,930)	-	-	-	(1,363,279)	(1,060,757)	(3,646,930)
Equity in Joint Venture	(1,738,356)	(1,738,356)	(1,738,356)	-	-	-	(1,738,356)	(1,738,356)	(1,738,356)
Insurance Recoveries	-	-	-	-	-	-	-	-	-
Gain (Loss) on Disposal of Fixed Asset	(2,041)	-	-	7,602	91,000	53,000	5,561	91,000	53,000
<b>Total Non-Operating</b>	<b>(2,874,318)</b>	<b>(2,554,214)</b>	<b>(5,186,236)</b>	<b>45,202</b>	<b>128,989</b>	<b>59,000</b>	<b>(2,829,116)</b>	<b>(2,425,225)</b>	<b>(5,127,236)</b>
<b>Income Before Transfers</b>	<b>6,524,795</b>	<b>9,361,023</b>	<b>4,543,086</b>	<b>205,182</b>	<b>235,721</b>	<b>(828,172)</b>	<b>6,729,977</b>	<b>9,596,744</b>	<b>3,714,914</b>
<b>Operating Transfers</b>									
Operating Transfers In	103,000	103,000	112,000	(700)	32,740	-	102,300	135,740	112,000
Operating Transfers (Out)	(3,420,650)	(3,788,290)	(4,656,630)	-	-	-	(3,420,650)	(3,788,290)	(4,656,630)
<b>Total Operating Transfers</b>	<b>(3,317,650)</b>	<b>(3,685,290)</b>	<b>(4,544,630)</b>	<b>-</b>	<b>32,740</b>	<b>-</b>	<b>(3,317,650)</b>	<b>(3,652,550)</b>	<b>(4,544,630)</b>
<b>Net Income (Loss)</b>	<b>4,120,998</b>	<b>5,735,834</b>	<b>(1,544)</b>	<b>205,182</b>	<b>235,721</b>	<b>(828,172)</b>	<b>4,326,180</b>	<b>5,971,555</b>	<b>(829,716)</b>
<b>Net assets</b>									
<b>beginning of year</b>	<b>118,996,004</b>	<b>123,117,002</b>	<b>128,852,836</b>	<b>13,578,531</b>	<b>13,783,713</b>	<b>14,019,434</b>	<b>132,574,535</b>	<b>136,900,715</b>	<b>142,872,270</b>
<b>Net assets</b>									
<b>end of year</b>	<b>123,117,002</b>	<b>128,852,836</b>	<b>128,851,292</b>	<b>\$ 13,783,713</b>	<b>\$ 14,019,434</b>	<b>\$ 13,191,262</b>	<b>136,900,715</b>	<b>142,872,270</b>	<b>142,042,554</b>

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

# Enterprise Funds

These funds account for operations that provide a service to citizens, financed primarily by a user charge, where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.

# **ENTERPRISE FUNDS**

**Water/Sewer Fund**

**Marina Fund**

**Sanitation Fund**

**Municipal Golf Course Fund**

**Lakeview Golf Course Fund**

**StormWater Utility Fund**

## Enterprise Funds Water and Sewer Fund

The Water and Sewer Fund is used to account for water and sewer services provided to City residents and businesses as well as services to outside-City residents and businesses. In addition to municipal water sales and sewer services, this fund accounts for the operating costs of the South Central Regional Wastewater Treatment and Disposal Plant which is a joint venture with the City of Boynton Beach. Each municipality contributes approximately 50% of the costs to run this plant.

Water and sewer rates were increased by 5% effective October 1, 2008. The City was under Phase II water restrictions since July, 2007 which included a 30% surcharge on water consumption over 15,000 gallons per month. A new restriction was put in place in March 2010 and a reduced 15% surcharge was implemented.

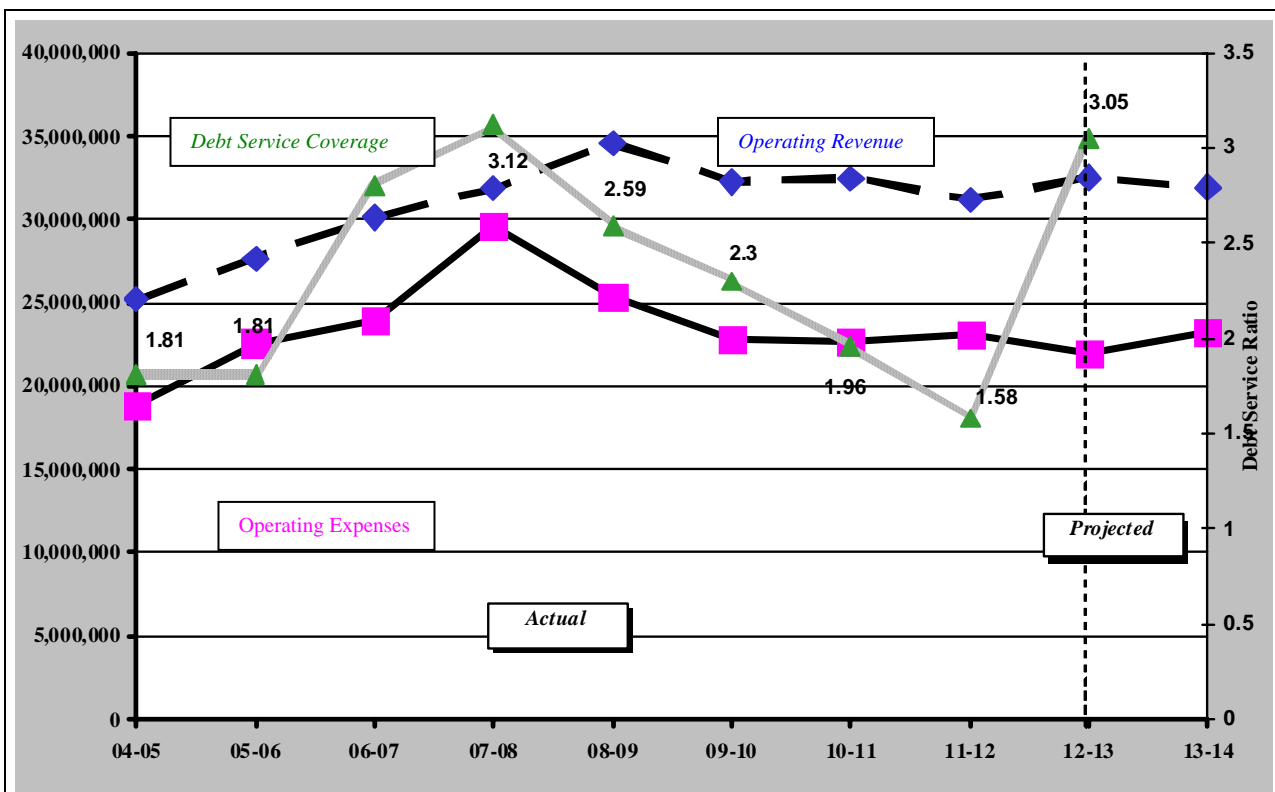
Water and sewer bond resolutions include a rate and debt service covenant that requires the City to maintain sufficient rates and charges to cover operational and maintenance costs of the utility and a debt service coverage factor of 110%. The City is in compliance with the covenant and has been for the past 10 years.

This fund had a net income of \$4,947,018 compared to a net income of \$3,287,105 in FY2012. The City changed the water rate structure effective October 1, 2009 which should be revenue neutral.

### Net Assets

As of 09-30-	Net Assets
1999	26,667,430
2000	26,720,923
2001	31,580,714
2002	62,490,378*
2003	69,593,423
2004	68,921,611
2005	73,070,174
2006	78,833,099
2007	86,407,630
2008	84,989,588
2009	91,725,177
2010	96,023,292
2011	96,423,161
2012	102,609,529
2013	107,556,547

\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.



## Enterprise Funds Water and Sewer Fund

	FY 2012 Audited	FY 2013 Pre-Audit	FY 2014 Approved	% Change
<b>Operating Revenues:</b>				
Charges for Services	\$30,855,031	31,913,159	31,724,040	-0.59%
Miscellaneous Revenues	141,911	384,135	15,000	NA
Grants	209,941	205,945	200,000	-2.89%
<b>Total Operating Revenues</b>	<b>\$31,206,883</b>	<b>\$32,503,239</b>	<b>\$31,939,040</b>	<b>-1.74%</b>
<b>Operating Expenses:</b>				
Personal Services	7,790,114	7,355,051	7,822,720	6.36%
Other Operating Expenses	11,916,064	11,200,787	12,026,920	7.38%
Depreciation	3,364,322	3,388,759	3,364,322	-0.72%
<b>Total Operating Expenses</b>	<b>23,070,500</b>	<b>21,944,597</b>	<b>23,213,962</b>	<b>5.78%</b>
<b>Operating Income</b>	<b>8,136,383</b>	<b>10,558,642</b>	<b>8,725,078</b>	<b>-17.37%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	49,082	56,691	20,000	-64.72%
Miscellaneous	-	-	0	NA
Equity in Joint Venture	(1,738,356)	(1,738,356)	(1,738,356)	NA
Interest Expense	(1,163,376)	(884,149)	(3,518,690)	297.97%
Gain (Loss) on Disposal of Equipment	324	-	-	NA
<b>Total Non-Operating</b>	<b>(2,852,326)</b>	<b>(2,565,814)</b>	<b>(5,237,046)</b>	<b>104.11%</b>
<b>Income Before Transfers</b>	<b>5,284,057</b>	<b>7,992,828</b>	<b>3,488,032</b>	<b>-56.36%</b>
<b>Capital Contributions</b>	<b>913,308</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Operating Transfers</b>				
Operating Transfers In	103,000	103,000	112,000	8.74%
Operating Transfers (Out)	(3,013,260)	(3,148,810)	(3,975,970)	26.27%
<b>Total Operating Transfers</b>	<b>(2,910,260)</b>	<b>(3,045,810)</b>	<b>(3,863,970)</b>	<b>26.86%</b>
<b>Net Income (Loss)</b>	<b>3,287,105</b>	<b>4,947,018</b>	<b>(375,938)</b>	<b>-107.60%</b>
Net assets beginning of year	99,322,424	102,609,529	107,556,547	4.82%
Net assets end of year	\$102,609,529	\$107,556,547	\$107,180,609	-0.35%

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.



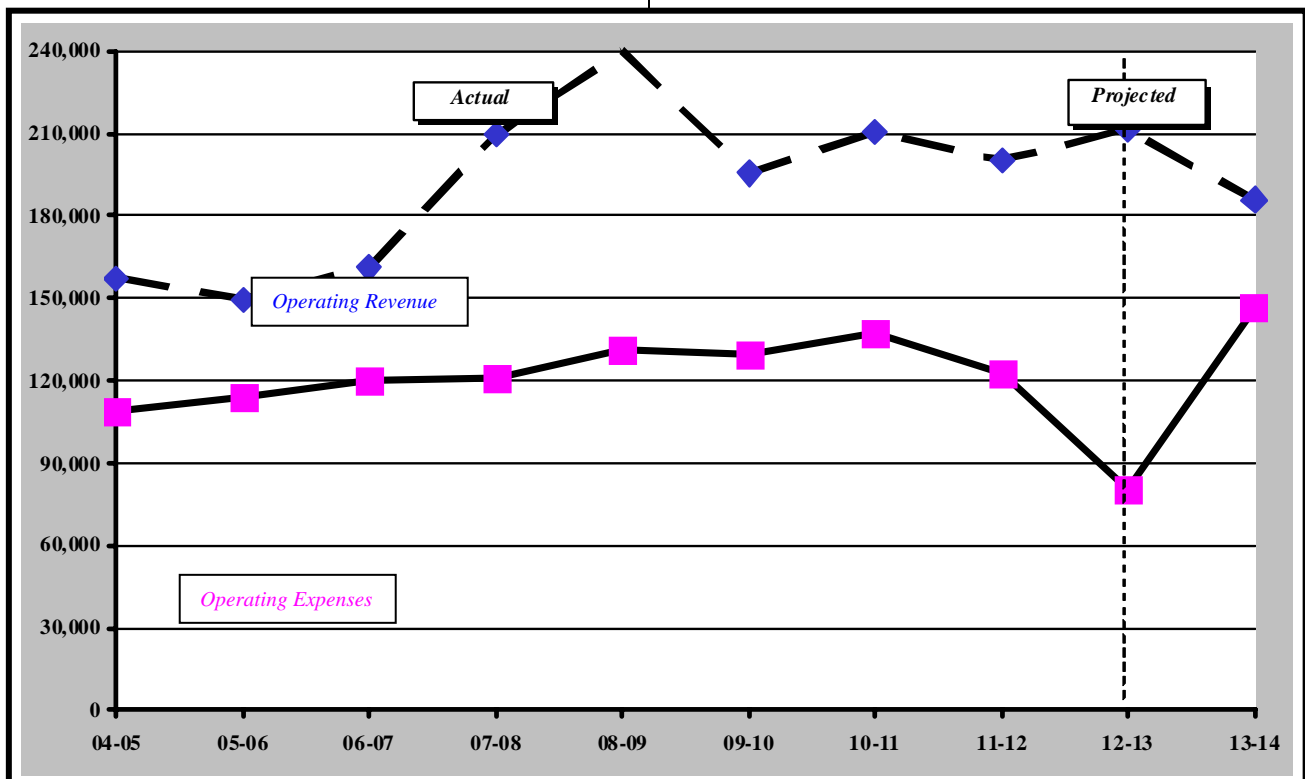
## Enterprise Funds Marina Fund

The City of Delray Beach owns a marina on the Intracoastal Waterway that consists of 24 rental boat slips, docks, restrooms, showers, clothes washing facilities, electric power, telephone services, an ice machine and a parking lot. The marina has 5 open slips as this time and has a waiting list consisting of 32 boat owners. Persons on the waiting list are charged \$50 initially and \$10 per year thereafter. Slip rates were changed effective October 1, 2009. The current rate for a slip is \$.53 per foot per day for both residents and non-residents for an annual lease and \$60 per day if renting by the day.

The Marina Fund had a net income of \$82,968 at the end of FY 2013 compared to a net income of \$30,023 at the end of FY 2012.

As of 09-30-	Net Assets
1999	461,461
2000	533,539
2001	696,889
2002	921,770*
2003	904,255
2004	976,168
2005	984,986
2006	981,418
2007	982,892
2008	1,030,217
2009	1,091,333
2010	1,100,696
2011	1,124,601
2012	1,154,624
2013	1,237,592

\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.



**Enterprise Funds**  
**Marina Fund**

	<b>FY 2012 Audited</b>	<b>FY 2013 Pre-Audit</b>	<b>FY 2014 Approved</b>	<b>% Change</b>
<b>Operating Revenues:</b>				
Charges for Services	\$195,627	\$209,625	\$184,500	-11.99%
Grants	4,542	1,714	1,350	-21.24%
Miscellaneous Revenues	0	0		NA
<b>Total Operating Revenues</b>	<b>200,169</b>	<b>211,339</b>	<b>185,850</b>	<b>-12.06%</b>
<b>Operating Expenses:</b>				
Personal Services	-	-	-	
Other Operating Expenses	54,691	69,527	78,810	13.35%
Depreciation	67,808	10,898	67,808	522.21%
<b>Total Operating Expenses</b>	<b>122,499</b>	<b>80,425</b>	<b>146,618</b>	<b>82.30%</b>
<b>Operating Income</b>	<b>77,670</b>	<b>130,914</b>	<b>39,232</b>	<b>-70.03%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	3,093	3,654	2,000	-45.27%
Gain/Loss on disposal of equipment	-	-		NA
Rents	140	200	150	-25.00%
<b>Total Non-Operating</b>	<b>3,233</b>	<b>3,854</b>	<b>2,150</b>	<b>-44.21%</b>
<b>Income Before Transfers</b>	<b>80,903</b>	<b>134,768</b>	<b>41,382</b>	<b>-69.29%</b>
<b>Operating Transfers</b>				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(50,880)	(51,800)	(49,200)	-5.02%
<b>Total Operating Transfers</b>	<b>(50,880)</b>	<b>(51,800)</b>	<b>(49,200)</b>	<b>-5.02%</b>
<b>Net Income (Loss)</b>	<b>30,023</b>	<b>82,968</b>	<b>(7,818)</b>	<b>-109.42%</b>
Net assets beginning of year	1,124,601	1,154,624	1,237,592	7.19%
Net assets end of year	\$1,154,624	\$1,237,592	\$1,229,774	-0.63%

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

## Enterprise Funds Sanitation Fund

The Sanitation Fund accounts for the solid waste collection and recycling services of the City which is contracted through a private hauler. The City actually performs the billing of residential and multi-family units and the Contractor handles the billing of commercial users. In addition, this fund accounts for the Neighborhood Stabilization Program which is a function of the Community Improvement Department. This program is designed to promote the prevention of litter throughout the City and also monitors the performance of the Contractor and residents regarding completion of contractual terms and conditions. The City has a full-time clamshell truck at its disposal from the Contractor to assist in clean-up of the City streets.

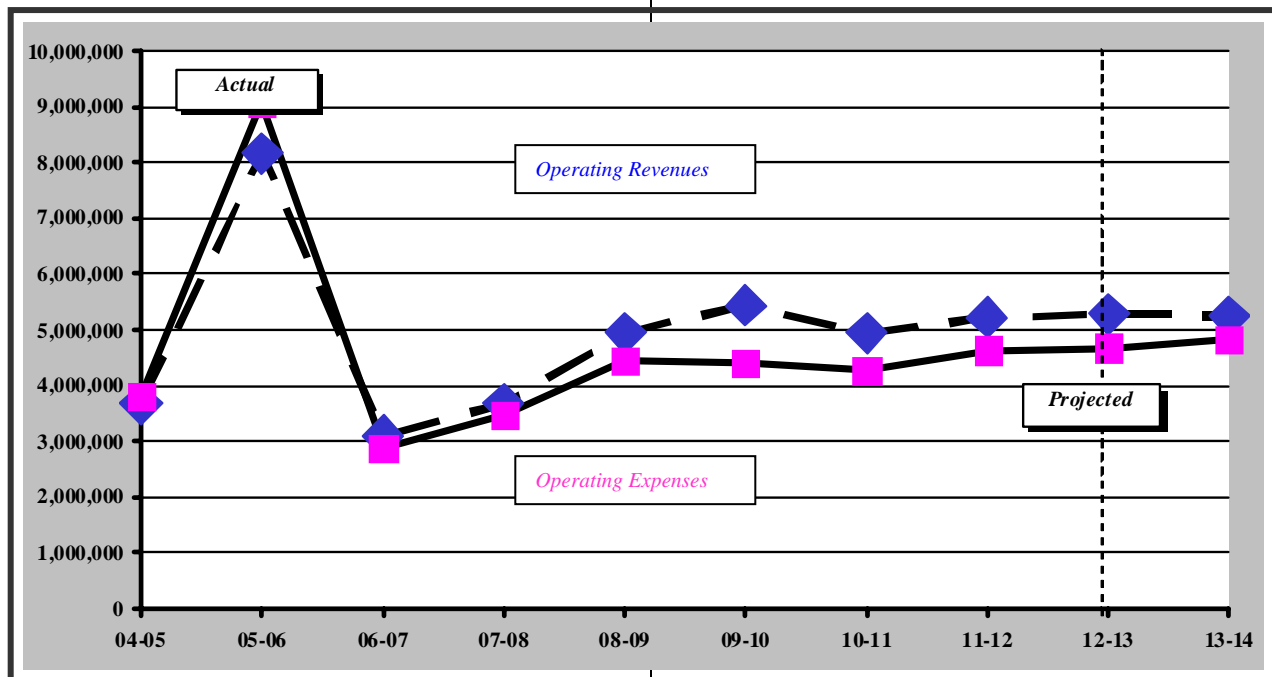
The current Contractor, Waste Management, has a five-year contract effective October 1, 2008 that allows for annual adjustments to collection rates only. These adjustments are dependent upon the consumer price index and the cost of fuel. Residential collection rates were increased by 50-55% effective October 1, 2008. In addition, construction and demolition containers are no longer an exclusive franchise. The rates increased by approximately 4% effective October 1, 2012.

The City owns the Delray Beach Transfer Station which is used by our Contractor as well as other entities. The Transfer Station is rented to the Palm Beach County Solid Waste Authority as a collection station.

The City is presently replacing residential rollout carts at a higher level than in the past due to the age of the carts. In addition, the City purchases all new carts for new neighborhood developments. Residents are charged \$.90 per month for these carts and therefore replaces the carts at no further cost to the residents.

As of 09-30-	Net Assets
1999	414,469
2000	489,920
2001	774,051
2002	1,006,730*
2003	1,132,699
2004	1,018,679
2005	819,678
2006	616,928
2007	776,075
2008	932,862
2009	1,382,211
2010	2,358,436
2011	2,945,115
2012	3,475,705
2013	4,029,812

\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.



## Enterprise Funds Sanitation Fund

	FY 2012 Audited	FY 2013 Pre-Audit	FY 2014 Approved	% Change
<b>Operating Revenues:</b>				
Charges for Services	\$5,046,386	\$5,183,866	\$5,159,050	-0.48%
Miscellaneous Revenues	176,425	97,292	93,000	-4.41%
<b>Total Operating Revenues</b>	<b>5,222,811</b>	<b>5,281,158</b>	<b>5,252,050</b>	<b>-0.55%</b>
<b>Operating Expenses:</b>				
Personal Services	300,369	295,919	343,520	16.09%
Other Operating Expenses	4,338,482	4,382,131	4,477,960	2.19%
Depreciation	1,210	837	1,210	44.56%
<b>Total Operating Expenses</b>	<b>4,640,061</b>	<b>4,678,887</b>	<b>4,822,690</b>	<b>3.07%</b>
<b>Operating Income</b>	<b>582,750</b>	<b>602,271</b>	<b>429,360</b>	<b>-28.71%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	6,874	8,120	5,000	-38.42%
Miscellaneous	-	-	-	NA
Rents	129,476	132,226	134,870	2.00%
<b>Total Non-Operating</b>	<b>136,350</b>	<b>140,346</b>	<b>139,870</b>	<b>-0.34%</b>
<b>Income Before Transfers</b>	<b>719,100</b>	<b>742,617</b>	<b>569,230</b>	<b>-23.35%</b>
<b>Operating Transfers</b>				
Operating Transfers In	-	-	-	
Operating Transfers (Out)	(188,510)	(188,510)	(222,690)	18.13%
<b>Total Operating Transfers</b>	<b>(188,510)</b>	<b>(188,510)</b>	<b>(222,690)</b>	<b>18.13%</b>
<b>Net Income (Loss)</b>	<b>530,590</b>	<b>554,107</b>	<b>346,540</b>	<b>-37.46%</b>
Net assets beginning of year	2,945,115	3,475,705	4,029,812	15.94%
Net assets end of year	\$3,475,705	\$4,029,812	\$4,376,352	8.60%

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## Enterprise Funds Municipal Golf Course

This fund accounts for the Municipal Golf Course which includes an 18-hole par 72 golf course, a driving range, and two putting greens on 150 acres of land. In addition, this entity includes a large, modern clubhouse with a full service restaurant, banquet halls, pro shop, bar, and patio. The entire facility is operated under a contract with a third party management firm.

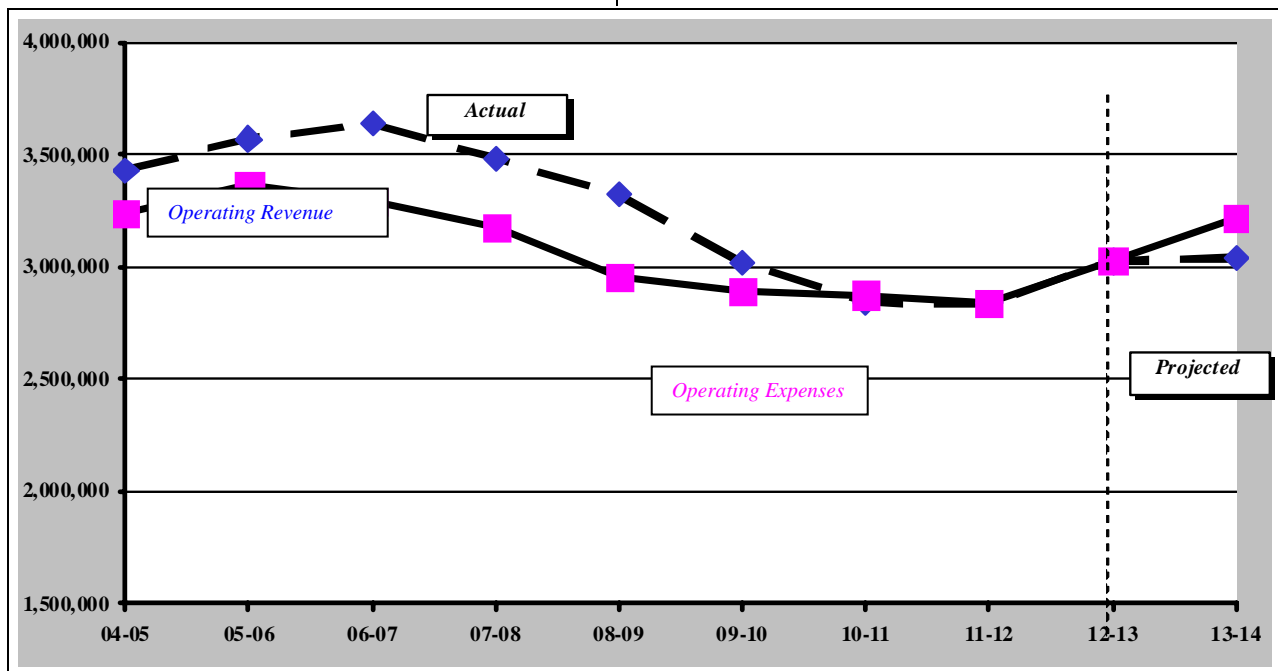
The rates for use of the course are reviewed and adjusted annually according to the survey of comparable rates charged by surrounding entities.

The City now has a water reuse transmission system which will allow the golf course to be irrigated with filtered wastewater from the sewer plant. This system allows the golf course to be fully irrigated even during drought conditions when the rest of the City would have water use restrictions.

This fund has a projected net loss of \$103,312 for FY 2012 and \$72,859 in FY 2013.

As of 09-30-	Net Assets
1999	760,475
2000	796,284
2001	862,937
2002	744,103*
2003	369,866
2004	352,560
2005	367,292
2006	435,438
2007	610,895
2008	815,275
2009	1,170,511
2010	1,170,160
2011	1,035,042
2012	931,730
2013	858,871

\*Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.



## Enterprise Funds Municipal Golf Course

	FY 2012 Audited	FY 2013 Pre-Audit	FY 2014 Approved	% Change
<b>Operating Revenues:</b>				
Charges for Services	\$2,807,593	\$2,998,032	\$3,005,890	0.26%
Miscellaneous Revenues	27,883	25,613	31,480	22.91%
<b>Total Operating Revenues</b>	<b>2,835,476</b>	<b>3,023,645</b>	<b>3,037,370</b>	<b>0.45%</b>
<b>Operating Expenses:</b>				
Other Operating Expenses	2,586,958	2,782,317	2,996,390	7.69%
Depreciation	252,284	245,089	252,284	2.94%
<b>Total Operating Expenses</b>	<b>2,839,242</b>	<b>3,027,406</b>	<b>3,248,674</b>	<b>7.31%</b>
<b>Operating Income</b>	<b>(3,766)</b>	<b>(3,761)</b>	<b>(211,304)</b>	<b>5518.29%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	-	-	-	NA
Rents	25,916	26,550	27,030	1.81%
Interest Expense	(90,642)	(77,648)	(45,360)	-41.58%
Gain (Loss) on Disposal of Equipment	(2,365)	-	-	NA
<b>Total Non-Operating</b>	<b>(67,091)</b>	<b>(51,098)</b>	<b>(18,330)</b>	<b>-64.13%</b>
<b>Income Before Transfers</b>	<b>(70,857)</b>	<b>(54,859)</b>	<b>(229,634)</b>	<b>318.59%</b>
<b>Capital Contributions</b>	<b>545</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Operating Transfers</b>				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(33,000)	(18,000)	(19,000)	5.56%
<b>Total Operating Transfers</b>	<b>(33,000)</b>	<b>(18,000)</b>	<b>(19,000)</b>	<b>5.56%</b>
<b>Net Income (Loss)</b>	<b>(103,312)</b>	<b>(72,859)</b>	<b>(248,634)</b>	<b>241.25%</b>
Net assets beginning of year	1,035,042	931,730	858,871	-7.82%
Net assets end of year	\$931,730	\$858,871	\$610,237	-28.95%

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

## Enterprise Funds Lakeview Golf Course

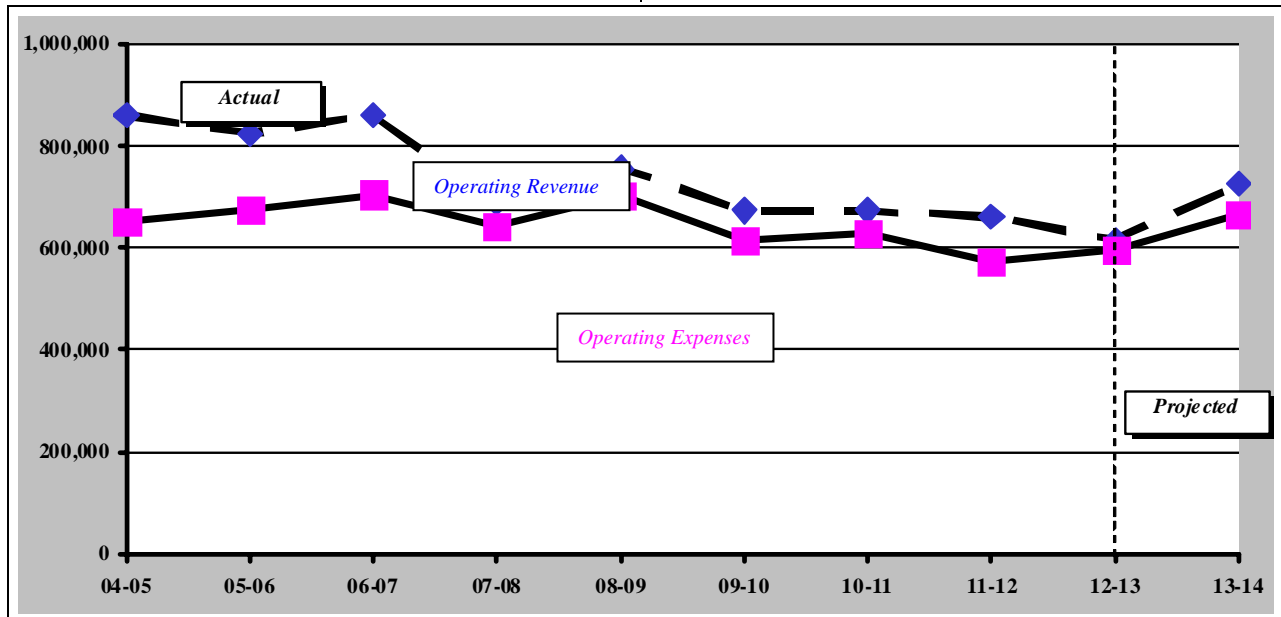
The City owns an executive golf course in addition to its Municipal Golf Course. It is referred to as the Lakeview Golf Course. This golf course was acquired by the City in August 1995 and went through an extensive renovation in 1998. It includes an 18-hole par 60 executive golf course, a snack shop, and pro shop on approximately 45 acres of land. This course allows golfers to walk 365 days per year. It offers golf at affordable rates and encourages families to play golf with their children and grandchildren. This course is professionally managed through a contract with a management firm.

Rates for this golf course are reviewed and adjusted annually so that we remain competitive with the market for local golf entities.

This fund recorded a net income of \$30,723 for FY 2012 and a net loss of \$20,250 in FY 2013. The golf course was closed until November, 2008 for a greens and irrigation improvement project.

As of 09-30	Net Assets
1999	155,990
2000	315,245
2001	398,326
2002	431,481*
2003	545,139
2004	671,294
2005	800,214
2006	967,561
2007	1,058,739
2008	1,218,511
2009	1,210,319
2010	1,198,245
2011	1,179,533
2012	1,210,256
2013	1,190,006

\*Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.



**Enterprise Funds**  
**Lakeview Golf Course**

	<b>FY 2012 Audited</b>	<b>FY 2013 Pre-Audit</b>	<b>FY 2014 Approved</b>	<b>% Change</b>
<b>Operating Revenues:</b>				
Charges for Services	\$655,175	\$610,313	\$719,450	17.88%
Miscellaneous Revenues	5,443	5,118	5,500	7.46%
<b>Total Operating Revenues</b>	<b>660,618</b>	<b>615,431</b>	<b>724,950</b>	<b>17.80%</b>
<b>Operating Expenses:</b>				
Other Operating Expenses	532,020	554,086	622,520	12.35%
Depreciation	41,120	42,798	41,120	-3.92%
<b>Total Operating Expenses</b>	<b>573,140</b>	<b>596,884</b>	<b>663,640</b>	<b>11.18%</b>
<b>Operating Income</b>	<b>87,478</b>	<b>18,547</b>	<b>61,310</b>	<b>230.57%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	-	-	0	NA
Interest Expense	(41,755)	(33,797)	(18,680)	-44.73%
Gain (Loss) on Disposal of Equipment	-	-	-	NA
<b>Total Non-Operating</b>	<b>(41,755)</b>	<b>(33,797)</b>	<b>(18,680)</b>	<b>-44.73%</b>
<b>Income Before Transfers</b>	<b>45,723</b>	<b>(15,250)</b>	<b>42,630</b>	<b>-379.54%</b>
<b>Operating Transfers</b>				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(15,000)	(5,000)	(6,000)	20.00%
<b>Total Operating Transfers</b>	<b>(15,000)</b>	<b>(5,000)</b>	<b>(6,000)</b>	<b>20.00%</b>
<b>Net Income (Loss)</b>	<b>30,723</b>	<b>(20,250)</b>	<b>36,630</b>	<b>-280.89%</b>
Net assets beginning of year	1,179,533	1,210,256	1,190,006	-1.67%
Net assets end of year	\$1,210,256	\$1,190,006	\$1,226,636	3.08%

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.



## Enterprise Funds Stormwater Utility Fund

This fund is used to account for the Stormwater Utility assessment fee that is levied for the purpose of maintaining and upgrading the stormwater and surface water collection system. This maintenance includes stormwater line and basin cleaning and repairs as well as street sweeping which collects debris before it can be deposited in our stormwater system. Stormwater utility assessment fees are billed on the Palm Beach County property tax bills each year as a non-ad valorem assessment.

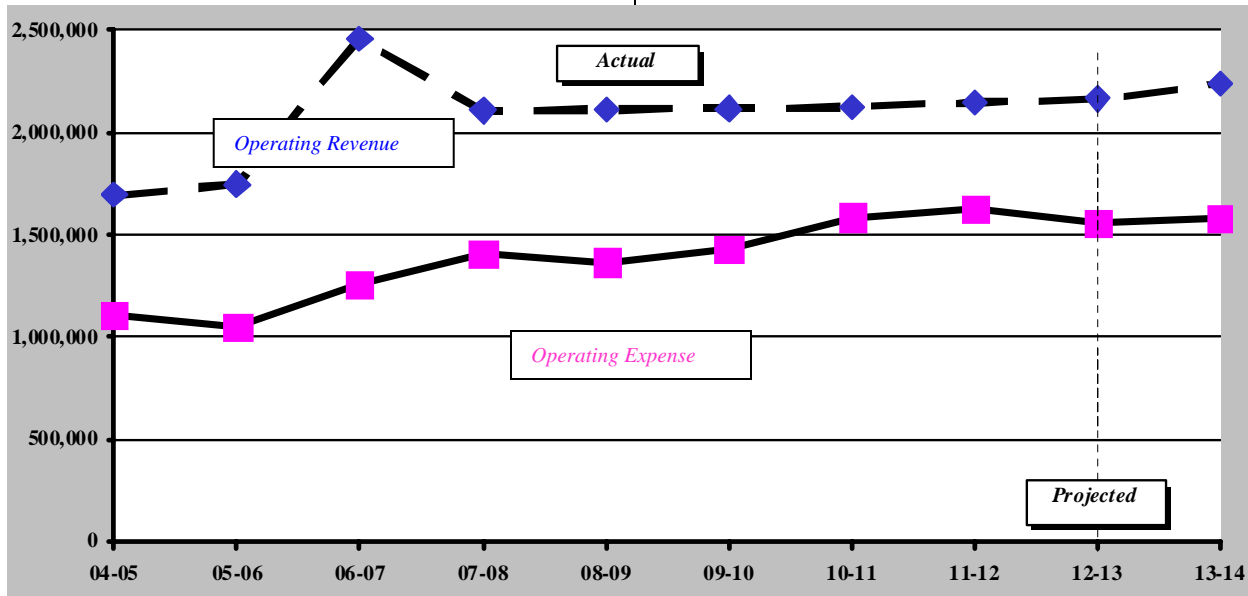
The City currently charges \$5.33 per equivalent residential unit (ERU) per month.

Under the National Pollutant Discharge Elimination System (NPDES) permit requirements, the City is required to submit an annual report which outlines the activities started and completed over the past year. This report is submitted to the Florida Department of Environmental Protection (DEP) which is the agency responsible for the issuance of the NPDES permit.

This fund has a net income of \$345,869 in FY 2012 compared to a net income of \$244,850 in FY 2013. Net income is used for debt principal and capital projects.

As of 09-30-	Net Assets
1999	6,993,082
2000	7,924,419
2001	8,743,033
2002	9,502,573*
2003	9,674,730
2004	10,212,351
2005	10,717,546
2006	11,502,512
2007	11,676,347
2008	12,281,651
2009	12,639,073
2010	13,006,000
2011	13,389,289
2012	13,735,158
2013	13,980,008

\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.



## Enterprise Funds Stormwater Utility Fund

	FY 2012 Audited	FY 2013 Pre-Audit	FY 2014 Approved	% Change
<b>Operating Revenues:</b>				
Charges for Services	\$2,135,445	\$2,158,887	\$2,236,380	3.59%
Miscellaneous Revenues	12,859	5,260	2,500	-52.47%
Grants and Other Financing Sources	0	0	0	NA
<b>Total Operating Revenues</b>	<b>2,148,304</b>	<b>2,164,147</b>	<b>2,238,880</b>	<b>3.45%</b>
<b>Operating Expenses:</b>				
Personal Services	585,490	412,725	422,230	2.30%
Other Operating Expenses	618,942	763,477	735,730	-3.63%
Depreciation	425,274	379,321	425,274	12.11%
<b>Total Operating Expenses</b>	<b>1,629,706</b>	<b>1,555,523</b>	<b>1,583,234</b>	<b>1.78%</b>
<b>Operating Income</b>	<b>518,598</b>	<b>608,624</b>	<b>655,646</b>	<b>7.73%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	14,777	17,458	10,000	-42.72%
Loss on Disposal of Fixed Asset	0	0	0	NA
Interest Expense	(67,506)	(65,163)	(64,200)	-1.48%
<b>Total Non-Operating</b>	<b>(52,729)</b>	<b>(47,705)</b>	<b>(54,200)</b>	<b>13.61%</b>
<b>Income Before Transfers</b>	<b>465,869</b>	<b>560,919</b>	<b>601,446</b>	<b>7.23%</b>
<b>Capital Contributions</b>	<b>0</b>	<b>60,101</b>	<b>0</b>	<b>0.00%</b>
<b>Operating Transfers</b>				
Operating Transfers (In/Out)	(120,000)	(376,170)	(383,770)	2.02%
<b>Total Operating Transfers</b>	<b>(120,000)</b>	<b>(376,170)</b>	<b>(383,770)</b>	<b>2.02%</b>
<b>Net Income</b>	<b>345,869</b>	<b>244,850</b>	<b>217,676</b>	<b>-11.10%</b>
<b>Net assets beginning of year</b>	<b>\$13,389,289</b>	<b>\$13,735,158</b>	<b>\$13,980,008</b>	<b>1.78%</b>
<b>Net assets end of year</b>	<b>\$13,735,158</b>	<b>\$13,980,008</b>	<b>\$14,197,684</b>	<b>1.56%</b>

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

**Enterprise Funds**  
**Consolidated Budget Summary 2012-2014**  
**Estimated Revenues, Expenses and Changes in Retained Earnings**

	WATER & SEWER			MUNICIPAL GOLF COURSE			LAKEVIEW GOLF COURSE		
	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 BUDGET	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 BUDGET	2011-12 ACTUAL	2012-13 ESTIMATE	2013-14 BUDGET
<b>Operating Revenues:</b>									
Charges for Services	\$ 30,855,031	\$ 31,913,159	\$ 31,724,040	\$ 2,807,593	\$ 2,998,032	\$ 3,005,890	\$ 655,175	\$ 610,313	\$ 719,450
Miscellaneous Revenues	141,911	384,135	15,000	27,883	25,613	31,480	5,443	5,118	5,500
Grants	209,941	205,945	200,000	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>31,206,883</b>	<b>32,503,239</b>	<b>31,939,040</b>	<b>2,835,476</b>	<b>3,023,645</b>	<b>3,037,370</b>	<b>660,618</b>	<b>615,431</b>	<b>724,950</b>
<b>Operating Expenses:</b>									
Personal Services	7,790,114	7,355,051	7,822,720	-	-	-	-	-	-
Other Operating Expenses	11,916,064	11,200,787	12,026,920	2,586,958	2,782,317	2,966,390	532,020	554,086	622,520
Depreciation	3,364,322	3,388,759	3,364,322	252,284	245,089	252,284	41,120	42,798	41,120
<b>Total Operating Expenses</b>	<b>23,070,500</b>	<b>21,944,597</b>	<b>23,213,962</b>	<b>2,839,242</b>	<b>3,027,406</b>	<b>3,218,674</b>	<b>573,140</b>	<b>596,884</b>	<b>663,640</b>
<b>Operating Income</b>	<b>8,136,383</b>	<b>10,558,642</b>	<b>8,725,078</b>	<b>(3,766)</b>	<b>(3,761)</b>	<b>(181,304)</b>	<b>87,478</b>	<b>18,547</b>	<b>61,310</b>
<b>Non-Operating Revenues</b>									
<b>(Expenses)</b>									
Interest Revenue	49,082	56,691	20,000	-	-	-	-	-	-
Miscellaneous	-	-	-	25,916	26,550	27,030	-	-	-
Rents	-	-	-	-	-	-	-	-	-
Interest Expense	(1,163,376)	(884,149)	(3,518,690)	(90,642)	(77,648)	(45,360)	(41,755)	(33,797)	(18,680)
Equity in Joint Venture	(1,738,356)	(1,738,356)	(1,738,356)	-	-	-	-	-	-
Gain (Loss) on Disposal of Fixed Assets	324	-	-	(2,365)	-	-	-	-	-
<b>Total Non-Operating</b>	<b>(2,852,326)</b>	<b>(2,565,814)</b>	<b>(5,237,046)</b>	<b>(67,091)</b>	<b>(51,098)</b>	<b>(18,330)</b>	<b>(41,755)</b>	<b>(33,797)</b>	<b>(18,680)</b>
<b>Income Before Transfers</b>	<b>5,284,057</b>	<b>7,992,828</b>	<b>3,488,032</b>	<b>(70,857)</b>	<b>(54,859)</b>	<b>(199,634)</b>	<b>45,723</b>	<b>(15,250)</b>	<b>42,630</b>
<b>Capital Contributions</b>	<b>913,308</b>	<b>-</b>	<b>-</b>	<b>545</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Transfers</b>									
Operating Transfers In	103,000	103,000	112,000	-	-	-	-	-	-
Operating Transfers (Out)	(3,013,260)	(3,148,810)	(3,975,970)	(33,000)	(18,000)	(19,000)	(15,000)	(5,000)	(6,000)
<b>Total Operating Transfers</b>	<b>(2,910,260)</b>	<b>(3,045,810)</b>	<b>(3,863,970)</b>	<b>(33,000)</b>	<b>(18,000)</b>	<b>(19,000)</b>	<b>(15,000)</b>	<b>(5,000)</b>	<b>(6,000)</b>
<b>Net Income (Loss)</b>	<b>3,287,105</b>	<b>4,947,018</b>	<b>(375,938)</b>	<b>(103,312)</b>	<b>(72,859)</b>	<b>(218,634)</b>	<b>30,723</b>	<b>(20,250)</b>	<b>36,630</b>
<b>Net assets</b>									
<b>beginning of year</b>	<b>99,322,424</b>	<b>102,609,529</b>	<b>107,556,547</b>	<b>1,035,042</b>	<b>931,730</b>	<b>858,871</b>	<b>1,179,533</b>	<b>1,210,256</b>	<b>1,190,006</b>
<b>Net assets</b>									
<b>end of year</b>	<b>\$ 102,609,529</b>	<b>\$ 107,556,547</b>	<b>\$ 107,180,609</b>	<b>\$ 931,730</b>	<b>\$ 858,871</b>	<b>\$ 640,237</b>	<b>\$ 1,210,256</b>	<b>\$ 1,190,006</b>	<b>\$ 1,226,636</b>

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

MARINA			SANITATION			STORM WATER			TOTAL		
2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET
\$ 195,627	\$ 209,625	\$ 184,500	\$ 5,046,386	\$ 5,183,866	\$ 5,159,050	\$ 2,135,445	\$ 2,158,887	\$ 2,236,380	\$ 41,695,257	\$ 43,073,882	\$ 43,029,310
4,542	1,714	1,350	176,425	97,292	93,000	12,859	5,260	2,500	369,063	519,132	148,830
-	-	-	-	-	-	-	-	-	209,941	205,945	200,000
200,169	211,339	185,850	5,222,811	5,281,158	5,252,050	2,148,304	2,164,147	2,238,880	42,274,261	43,798,959	43,378,140
-	-	-	300,369	295,919	343,520	585,490	412,725	422,230	8,675,973	8,063,695	8,588,470
54,691	69,527	78,810	4,338,482	4,382,131	4,477,960	618,942	763,477	735,730	20,047,157	19,752,325	20,908,330
67,808	10,898	67,808	1,210	837	1,210	425,274	379,321	425,274	4,152,018	4,067,702	4,152,018
122,499	80,425	146,618	4,640,061	4,678,887	4,822,690	1,629,706	1,555,523	1,583,234	32,875,148	31,883,722	33,648,818
77,670	130,914	39,232	582,750	602,271	429,360	518,598	608,624	655,646	9,399,113	11,915,237	9,729,322
3,093	3,654	2,000	6,874	8,120	5,000	14,777	17,458	10,000	73,826	85,923	37,000
140	200	150	129,476	132,226	134,870	-	-	-	155,532	158,976	162,050
-	-	-	-	-	-	(67,506)	(65,163)	(64,200)	(1,363,279)	(1,060,757)	(3,646,930)
-	-	-	-	-	-	-	-	-	(1,738,356)	(1,738,356)	(1,738,356)
-	-	-	-	-	-	-	-	-	(2,041)	-	-
3,233	3,854	2,150	136,350	140,346	139,870	(52,729)	(47,705)	(54,200)	(2,874,318)	(2,554,214)	(5,186,236)
80,903	134,768	41,382	719,100	742,617	569,230	465,869	560,919	601,446	6,524,795	9,361,023	4,543,086
-	-	-	-	-	-	-	60,101	-	-	-	-
-	-	-	-	-	-	-	-	-	103,000	103,000	112,000
(50,880)	(51,800)	(49,200)	(188,510)	(188,510)	(222,690)	(120,000)	(376,170)	(383,770)	(3,420,650)	(3,788,290)	(4,656,630)
(50,880)	(51,800)	(49,200)	(188,510)	(188,510)	(222,690)	(120,000)	(376,170)	(383,770)	(3,317,650)	(3,685,290)	(4,544,630)
30,023	82,968	(7,818)	530,590	554,107	346,540	345,869	244,850	217,676	4,120,998	5,735,834	(1,544)
<b>1,124,601</b>	<b>1,154,624</b>	<b>1,237,592</b>	<b>2,945,115</b>	<b>3,475,705</b>	<b>4,029,812</b>	<b>13,389,289</b>	<b>13,735,158</b>	<b>13,980,008</b>	<b>\$ 118,996,004</b>	<b>\$ 123,117,002</b>	<b>\$ 128,852,836</b>
<b>\$ 1,154,624</b>	<b>\$ 1,237,592</b>	<b>\$ 1,229,774</b>	<b>\$ 3,475,705</b>	<b>\$ 4,029,812</b>	<b>\$ 4,376,352</b>	<b>\$ 13,735,158</b>	<b>\$ 13,980,008</b>	<b>\$ 14,197,684</b>	<b>\$ 123,117,002</b>	<b>\$ 128,852,836</b>	<b>\$ 128,851,292</b>



**This space left open for notes**

# Internal Service Funds

These funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City, or other governmental units on a cost reimbursement basis.

# **INTERNAL SERVICE FUNDS**

**City Garage Fund  
Insurance Fund**

## Internal Service Funds City Garage Fund

The City Garage Fund accounts for the maintenance and replacement of the City's fleet currently consisting of 531 units (vehicles and other equipment). There are currently twelve employees in this department. Departments within the City are charged a monthly rental fee for the replacement reserve which is then used to replace these units. In addition, departments are charged directly for their routine maintenance, repairs and fuel costs.

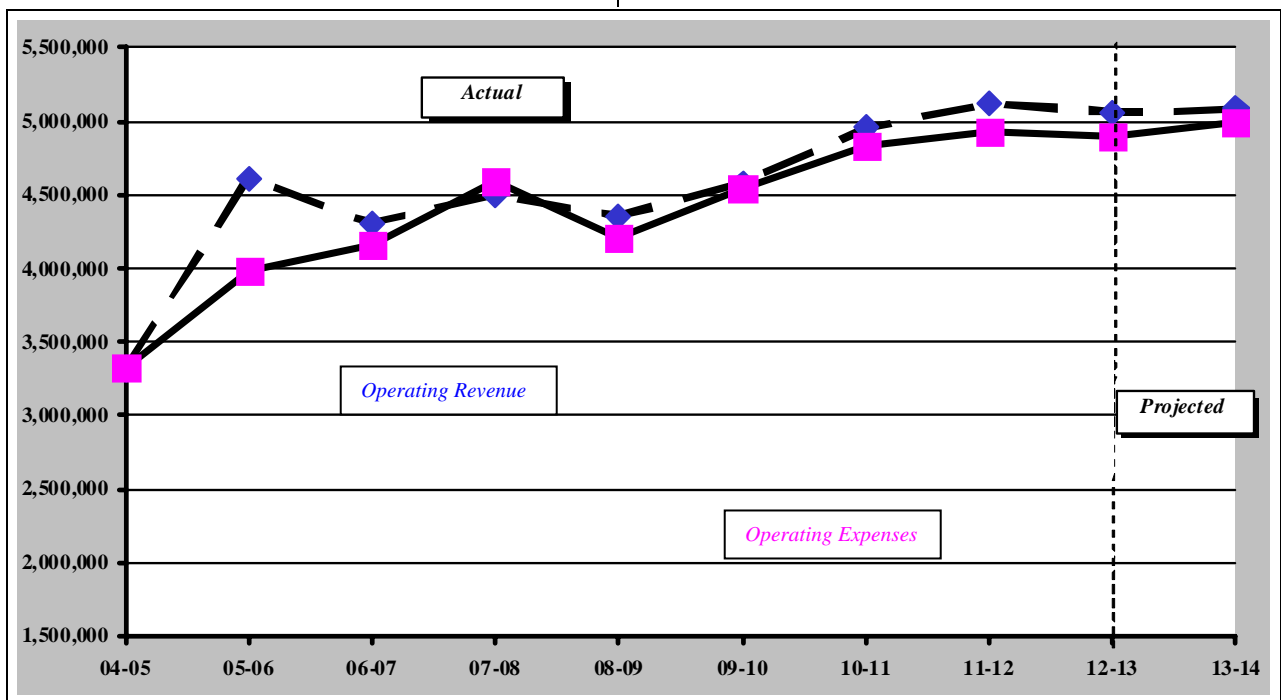
The City initiated its vehicle replacement program in FY 1991 at which time the City Garage became the custodian of all fleet vehicles and equipment considered part of the rolling stock. The Garage currently has assets of \$20 million. A total of \$2.3 million is planned on replacement vehicles this coming year.

Active measures are taken to extend the useful life of fleet vehicles. For example, Police Officers are currently given take-home vehicles and are used solely for single shifts of work whereas prior to this a police vehicle was utilized 24 hours per day, 7 days per week. A preventative maintenance program to include mechanical, tires, brakes, and cosmetic interior and exterior enhancements keep the vehicles in good condition and appearance. With a fleet of 547 units, over 2,188 preventative maintenance inspections are planned for this year (4 per year).

This fund recorded a net income of \$253,096 for FY 2012 compared to \$294,401 in FY 2013.

As of 09-30	Net Assets
1999	1,238,612
2000	1,525,155
2001	2,036,329
2002	4,667,883
2003	5,364,857
2004	5,944,562
2005	6,112,910
2006	7,073,403
2007	7,853,056
2008	8,097,710
2009	8,771,610
2010	9,341,494
2011	9,663,169
2012	9,916,265
2013	10,210,666

\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.





## Internal Service Funds City Garage Fund

	FY 2012 Audited	FY 2013 Pre-Audit	FY 2014 Approved	% Change
<b>Operating Revenues:</b>				
Charges for Services	\$3,238,208	\$3,183,293	\$3,099,660	-2.63%
Miscellaneous Revenues	1,884,019	1,879,318	1,983,160	5.53%
<b>Total Operating Revenues</b>	<b>5,122,227</b>	<b>5,062,611</b>	<b>5,082,820</b>	<b>0.40%</b>
<b>Operating Expenses:</b>				
Personal Services	883,058	833,030	874,810	5.02%
Other Operating Expenses	2,275,717	2,283,904	2,350,510	2.92%
Depreciation	1,767,069	1,786,384	1,767,069	-1.08%
<b>Total Operating Expenses</b>	<b>4,925,844</b>	<b>4,903,318</b>	<b>4,992,389</b>	<b>1.82%</b>
<b>Operating Income</b>	<b>196,383</b>	<b>159,293</b>	<b>90,431</b>	<b>-43.23%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	9,622	11,368	6,000	-47.22%
Insurance Recoveries	-	-	0	NA
Gain on Sale of Equipment	8,547	91,000	53,000	-41.76%
<b>Total Non-Operating</b>	<b>18,169</b>	<b>102,368</b>	<b>59,000</b>	<b>NA</b>
<b>Income Before Transfers</b>	<b>214,552</b>	<b>261,661</b>	<b>149,431</b>	<b>-42.89%</b>
<b>Capital Contributions</b>	<b>38,544</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Operating Transfers</b>				
Operating Transfers In/Out	-	32,740	0	NA
<b>Net Income (Loss)</b>	<b>253,096</b>	<b>294,401</b>	<b>149,431</b>	<b>-49.24%</b>
Net assets beginning of year	9,663,169	9,916,265	10,210,666	2.97%
Net assets end of year	\$9,916,265	\$10,210,666	\$10,360,097	1.46%

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

## Internal Service Funds Insurance Fund

The Insurance Fund accounts for the City's business insurance premiums, claims, and administrative expenses related to property, general liability, automobile liability, employee benefits liability, employee practices liability, employer's liability and crime coverage, unemployment compensation and worker's compensation. In addition, this fund accounts for the City's employee and dependent insurance premiums, claims and administrative expenses related to health care, dental, life, long-term disability and other private insurance.

Business insurance costs are allocated in the budget process to each department of the City and these are then transferred to the Insurance Fund on a monthly basis. Property insurance premiums have been affected due to our location on the coast of Florida and the fact that reinsurance carriers have been hard hit in the past several years and are attempting to recoup their losses.

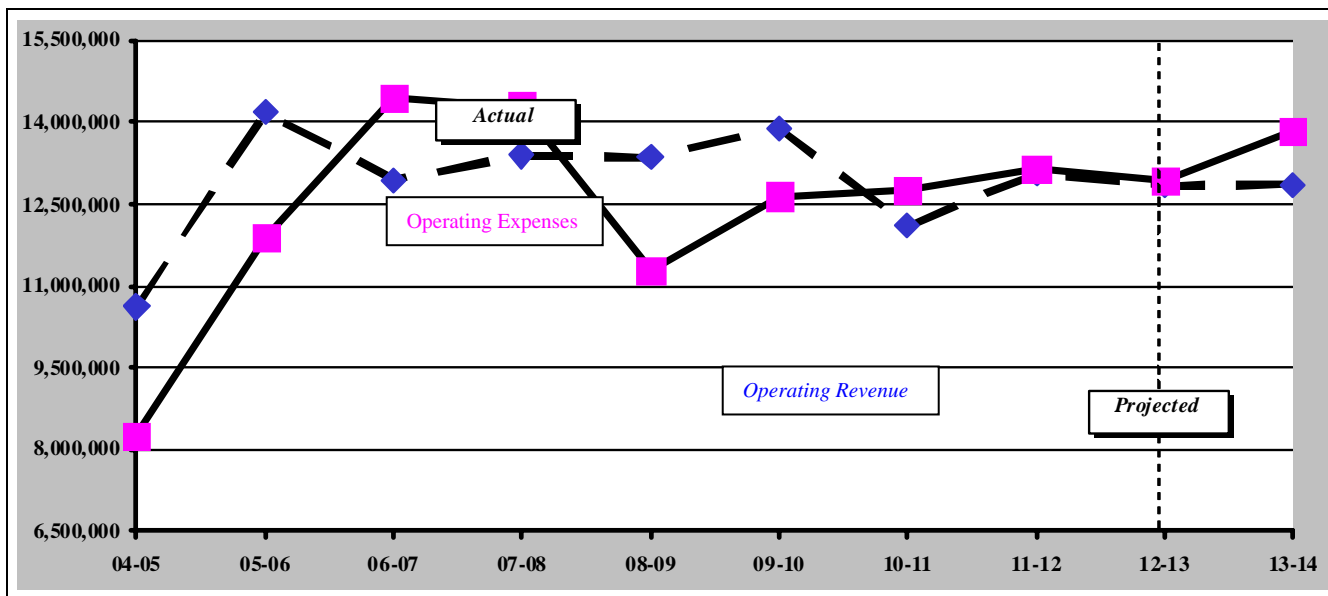
Accounting regulations stipulate that a self-insured entity must set aside sufficient reserves for the total expected payout on all open claims. The City is currently required to set aside a reserve of \$4.3 million compared to \$5.5 million last year for property and casualty liabilities. Reserves were decreased due to favorable claims results in 2010.

The City self-insured its health insurance plan in FY 2002-03. Group health insurance was restructured effective June 1, 2009. The new plan offers a Network Core HMO, a Network Open Access HMO and a Choice Fund HRA. Rates were increased an average of 4.9% with moderate plan changes. The City pays all claims and premium costs less the employee contributions for the medical plan that they have selected and the number of dependents that they have on their plan. Cigna is providing a specific stop loss contract of \$200,000 per participant, as well as an aggregate stop loss which is 120% of expected claims. Approximately 310 of 729 of the City's employees are enrolled in the two HMO plans and 403 are enrolled in the Choice Fund HRA. Retirees are allowed to enroll in our group plan at the same rates as the active employees. Retirees pay 100% of the premium for both themselves and their dependents. The City, now being self-insured, is required to set aside a reserve for runout claims (incurred but not reported claims) and another reserve for "safe harbor" claims activity. These reserves are calculated by an external actuary. The runout reserve is \$495,785 (June 2013) is shown as a current liability and \$1.1 million (3 months claims activity) is sufficient to cover the 60-day safe harbor reserve required by the State Office of Insurance Regulation and is shown in unrestricted net assets.

As of 09-30-	Net Assets
1999	(147,111)
2000	(72,013)
2001	932,677
2002	477,914*
2003	(99,045)
2004	1,084,869
2005	3,549,539
2006	6,025,936
2007	2,643,214
2008	1,883,421
2009	3,641,389
2010	4,232,371
2011	3,915,362
2012	3,867,448
2013	3,808,768

\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings was used previous to this change.

# Internal Service Funds Insurance Fund



\* Net assets are now used in the new GASB 34 reporting model beginning FYE 9/30/02. Unreserved retained earnings/deficit was used previous to this change.

## Internal Service Funds

### Insurance Fund

	FY 2012 Audited	FY 2013 Pre-Audit	FY 2014 Approved	% Change
<b>Operating Revenues:</b>				
Charges for Services	\$12,516,490	\$12,320,107	\$12,859,660	4.38%
Miscellaneous Revenues	543,363	517,073	-	-100.00%
<b>Total Operating Revenues</b>	<b>13,059,853</b>	<b>12,837,180</b>	<b>12,859,660</b>	<b>0.18%</b>
<b>Operating Expenses:</b>				
Personal Services	301,630	349,600	320,450	-8.34%
Other Operating Expenses	12,816,077	12,553,730	13,500,420	7.54%
Depreciation	16,393	19,151	16,393	-14.40%
<b>Total Operating Expenses</b>	<b>13,134,100</b>	<b>12,922,481</b>	<b>13,837,263</b>	<b>7.08%</b>
<b>Operating Income</b>	<b>(74,247)</b>	<b>(85,301)</b>	<b>(977,603)</b>	<b>1046.06%</b>
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	27,978	26,621	0	-100.00%
Insurance Recoveries	(945)	-	-	-
<b>Total Non-Operating</b>	<b>27,033</b>	<b>26,621</b>	<b>-</b>	<b>-100.00%</b>
<b>Income Before Transfers</b>	<b>(47,214)</b>	<b>(58,680)</b>	<b>(977,603)</b>	<b>1565.99%</b>
<b>Operating Transfers</b>				
Operating Transfers Out	(700)	-	-	NA
<b>Total Operating Transfers</b>	<b>(700)</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Net Income (Loss)</b>	<b>(47,914)</b>	<b>(58,680)</b>	<b>(977,603)</b>	<b>1565.99%</b>
Net assets beginning of year	3,915,362	3,867,448	3,808,768	-1.52%
Net assets end of year	\$3,867,448	\$3,808,768	\$2,831,165	-25.67%

Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

**Internal Service Funds**  
**Consolidated Budget Summary 2012-2014**  
**Estimated Revenues, Expenses and Changes in Retained Earnings**

	GARAGE			INSURANCE			TOTAL		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET
<b>Operating Revenues:</b>									
Charges for Services	\$ 3,238,208	\$ 3,183,293	\$ 3,099,660	\$ 12,516,490	\$ 12,320,107	\$ 12,859,660	\$ 15,754,698	\$ 15,503,400	\$ 15,959,320
Miscellaneous Revenues	1,884,019	1,879,318	1,983,160	543,363	517,073	-	2,427,382	2,396,391	1,983,160
<b>Total Operating Revenues</b>	<b>5,122,227</b>	<b>5,062,611</b>	<b>5,082,820</b>	<b>13,059,853</b>	<b>12,837,180</b>	<b>12,859,660</b>	<b>18,182,080</b>	<b>17,899,791</b>	<b>17,942,480</b>
<b>Operating Expenses:</b>									
Personal Services	883,058	833,030	874,810	301,630	349,600	320,450	1,184,688	1,182,630	1,195,260
Other Operating Expenses	2,275,717	2,283,904	2,350,510	12,816,077	12,553,730	13,500,420	15,091,794	14,837,634	15,850,930
Depreciation	1,767,069	1,786,384	1,767,069	16,393	19,151	16,393	1,783,462	1,805,535	1,783,462
<b>Total Operating Expenses</b>	<b>4,925,844</b>	<b>4,903,318</b>	<b>4,992,389</b>	<b>13,134,100</b>	<b>12,922,481</b>	<b>13,837,263</b>	<b>18,059,944</b>	<b>17,825,799</b>	<b>18,829,652</b>
<b>Operating Income</b>	<b>196,383</b>	<b>159,293</b>	<b>90,431</b>	<b>(74,247)</b>	<b>(85,301)</b>	<b>(977,603)</b>	<b>122,136</b>	<b>73,992</b>	<b>(887,172)</b>
<b>Non-Operating Revenues (Expenses)</b>									
Interest Revenue	9,622	11,368	6,000	27,978	26,621	-	37,600	37,989	6,000
Insurance Recoveries	-	-	-	-	-	-	-	-	-
Loss on Disposal of Equipment	8,547	91,000	53,000	(945)	-	-	7,602	91,000	53,000
<b>Total Non-Operating</b>	<b>18,169</b>	<b>102,368</b>	<b>59,000</b>	<b>27,033</b>	<b>26,621</b>	<b>-</b>	<b>45,202</b>	<b>128,989</b>	<b>59,000</b>
<b>Capital Contributions</b>	<b>38,544</b>	<b>-</b>	<b>-</b>				<b>38,544</b>		
<b>Operating Transfers</b>									
Operating Transfers In/Out	-	32,740	-	(700)	-	-	(700)	32,740	-
<b>Net Income (Loss)</b>	<b>253,096</b>	<b>294,401</b>	<b>149,431</b>	<b>(47,914)</b>	<b>(58,680)</b>	<b>(977,603)</b>	<b>205,182</b>	<b>235,721</b>	<b>(828,172)</b>
<b>Net assets</b>									
<b>beginning of year</b>	<b>9,663,169</b>	<b>9,916,265</b>	<b>10,210,666</b>	<b>3,915,362</b>	<b>3,867,448</b>	<b>3,808,768</b>	<b>13,578,531</b>	<b>13,783,713</b>	<b>14,019,434</b>
<b>Net assets</b>									
<b>end of year</b>	<b>\$ 9,916,265</b>	<b>\$ 10,210,666</b>	<b>\$ 10,360,097</b>	<b>\$ 3,867,448</b>	<b>\$ 3,808,768</b>	<b>\$ 2,831,165</b>	<b>\$ 13,783,713</b>	<b>\$ 14,019,434</b>	<b>\$ 13,191,262</b>

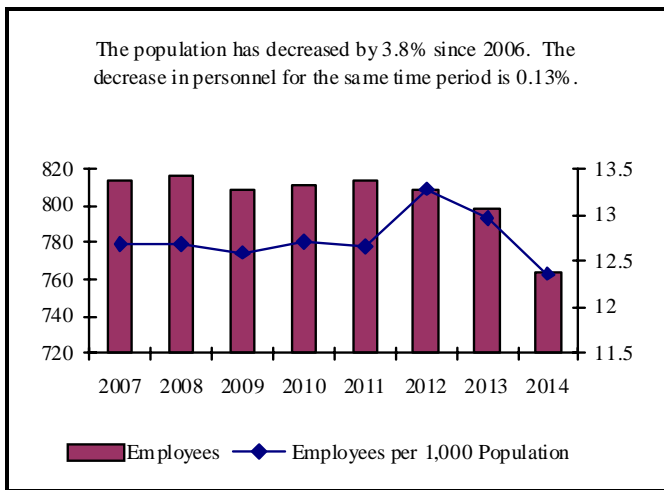
Note: For purposes of the Synopsis portion of the budget book, FY 12/13 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 12/13 revised.

## Authorized Positions

As with most municipalities, the cost of personnel is by far the City's largest expenditure. Funding for its 764 full-time positions including, 5 City Commission positions and 39.25 full-time equivalent positions, amounts to \$72.3 million for fiscal year 2014. Of this \$44 million is for regular wages, \$1.1 million for part-time wages, \$2.3 million for overtime and the remainder, \$24.9 million, for benefits.

The net change in personnel for fiscal year 2014 is a decrease of thirty four positions. A Lifeguard was added back to the Aquatics division for the reopening of the pool. A Utility Billing Specialist was added to the Utility Customer Service division in the Water and Sewer Fund. An Administrative Assistant position in Police Support and a Crew Leader II and Utility Service Worker C in the Water Distribution division were eliminated. Also eliminated were 33 previously frozen positions in the General Fund.

As illustrated by the following chart, the ratio of employees to population is starting to increase slightly.

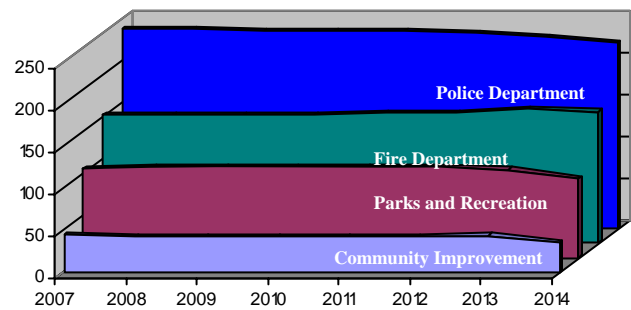
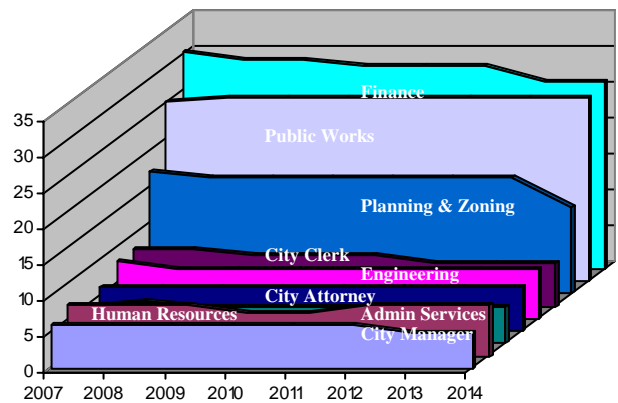


## Full Time Equivalents (FTEs)

The City also utilizes part-time staff for many of the recreation programs in the Parks and Recreation Department such as the evening programs, the out of school care program for children, and to meet staffing requirements at the beach lifeguard towers. The Police Department also uses part-time staff to fill vacancies in Communications. In total the part-time hours are equivalent to 41.55 full time positions with 33.3 FTEs accounted for in Parks and Recreation.

The following graphs indicate the change in the allocation of resources over the past several years.

### General Fund Full Time Positions 2007-2014



## Grant Funded Positions

Of the final total, 10 full-time positions are grant funded. These personnel are funded from the Community Development Block Grant, the Justice Assistance Grant, Energy Efficiency and Conservative Block Grant, Neighborhood Stabilization Program, PBC DRI Recovery Initiative, Homeland Security Grant, FEMA Residential Mitigation Program and the Neighborhood Improvement Program.

## Summary of Staffing Levels

The following pages outline the positions authorized by division, within each fund. The page numbers are included to assist in locating the detailed staffing levels for each program.

**Summary of Staffing Levels  
Fiscal Years 2010-2014**

<b>DEPARTMENT</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>Page #</b>
<i>GENERAL FUND</i>						
CITY COMMISSION	5	5	5	5	5	6
CITY MANAGER	4	4	4	4	4	12
Public Information	2	2	2	1	1	14
CITY CLERK	7	7	6	6	6	28
CITY ATTORNEY	6	6	6	6	6	18
FINANCIAL ADMINISTRATION	17	17	17	16	16	34
IT	11	11	11	10	10	37
HUMAN RESOURCES	5	5	5	5	5	24
ADMINISTRATIVE SERVICES	3	3	4	4	4	42
Clean and Safe	3	3	3	3	3	44
<b>TOTAL GENERAL GOVERNMENT</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>60</b>	<b>60</b>	
<b>POLICE DEPARTMENT</b>						
Support Bureau	61	62	60	55	53	54
Operations Bureau	175	174	173	174	169	59
<b>Total Police Department</b>	<b>236</b>	<b>236</b>	<b>233</b>	<b>229</b>	<b>222</b>	
<b>FIRE DEPARTMENT</b>						
Administration	12	14	13	11	11	66
Highland Beach	22.5	22.5	22.5	22.5	22.5	69
Operations	110	110	110	118	116	72
Fire Safety	9.5	9.5	9.5	8.5	7.5	78
<b>Total Fire Department</b>	<b>154</b>	<b>156</b>	<b>155</b>	<b>160</b>	<b>157</b>	
PLANNING AND ZONING	16	16	16	16	12	82

**Summary of Staffing Levels  
Fiscal Years 2010-2014**

<b>DEPARTMENT</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>Page #</b>
<b>COMMUNITY IMPROVEMENT</b>						
Administration	5	5	5	5	4	88
Building Inspection	20	20	20	20	16	91
Code Enforcement	17	17	17	19	15	94
<b>Total Community Improvement</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>44</b>	<b>35</b>	
<b>ENVIRONMENTAL SERVICES</b>						
Engineering	7	7	7	7	7	98
<b>PUBLIC WORKS</b>						
Administration	1.5	1.5	1.5	1.5	1.5	104
Street Maintenance*	10	10	10	10	10	107
Traffic Operations	5	5	5	5	5	110
Street Lighting	1	1	1	1	1	113
Parking Facilities	2	2	2	2	2	116
Building Maintenance	6	6	6	6	6	119
<b>Total Public Works</b>	<b>25.5</b>	<b>25.5</b>	<b>25.5</b>	<b>25.5</b>	<b>25.5</b>	
<i>*Note: 2 positions for utility cut repairs funded through a transfer from the Water/Sewer Fund</i>						
<b>PARKS AND RECREATION</b>						
Administration	7	7	7	7	6	126
Out of School Program	2	2	2	2	2	128
Teen Center	2	2	2	2	2	131
Athletics	3	2	2	2	2	134
Special Events	0	1	1	1	1	137
Ocean Rescue & Beach Operations	15	15	15	15	15	140
Community Center	3	3	3	3	3	143
Veterans Park/Rec Facility	2	2	2	1	1	146
Pompey Park	8	8	8	7	7	149
Parks Maintenance	56	56	56	56	46	152
Aquatics Operations	4	4	4	3	4	155
Catherine Strong	2	2	2	2	2	158
Cemetery	4	4	4	4	4	161
<b>Total Parks and Recreation</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>105</b>	<b>95</b>	
<b>TOTAL GENERAL FUND</b>	<b>651.5</b>	<b>653.5</b>	<b>649.5</b>	<b>646.5</b>	<b>613.5</b>	



**Summary of Staffing Levels  
Fiscal Years 2010-2014**

<b>DEPARTMENT</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>Page #</b>
<i>ARRA Economic Stimulus Fund</i>						
Cops Hiring Recovery Program	6	6	6	0	0	
EECBG-Sustainability Officer	1	1	0	0	0	
<i>BEAUTIFICATION TRUST FUND</i>						
Beautification Maintenance	9	8	6	6	6	212
<i>COMMUNITY DEVELOPMENT BLOCK GRANT</i>						
Community Block Grant Administration	2	2	2	2	2	202
CDBG Housing Rehab	3	3	3	1	1	202
SHIP Program	0	0	0	1	1	202
Neighborhood Housing	2	2	2	2	2	202
<b>Total CDBG Fund</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	
<i>WATER AND SEWER FUND</i>						
Utilities Customer Service	16	16	16	16	17	168
Environmental Services Administration	12.5	12.5	14	14	14	174
Water Treatment and Storage	13	13	13	13	13	177
Water Distribution	20	20	20	20	18	180
Environmental Compliance	5	5	5	5	5	183
Wastewater Collection	14	14	14	14	14	186
Water Maintenance	10	10	10	10	10	191
Liftstation Maintenance	18	18	18	18	18	194
Construction Services	8	8	8	8	8	197
<b>Total Water and Sewer Fund</b>	<b>116.5</b>	<b>116.5</b>	<b>118</b>	<b>118</b>	<b>117</b>	
<i>SANITATION FUND</i>						
Neighborhood Stabilization Program	4	4	4	4	4	208
<i>STORMWATER UTILITY FUND</i>						
Stormwater Administration	1	1	1.5	1.5	1.5	240
Stormwater System Maintenance	5	5	5	5	5	236
<b>Total Stormwater Fund</b>	<b>6</b>	<b>6</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>	
<i>CITY GARAGE FUND</i>						
Fleet Maintenance	12	12	12	12	12	244
<i>INSURANCE FUND</i>						
Risk Management	4	4	4	4	4	248
<b>TOTAL ALL FUNDS</b>	<b>817</b>	<b>818</b>	<b>813</b>	<b>803</b>	<b>769</b>	



**This space left open for notes**

**General Fund**

<b>Revenues</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Prior Year Revenue	\$0	\$0	\$2,197,844	\$1,684,190
Taxes	58,241,812	57,038,424	57,450,210	58,674,690
Licenses And Permits	7,957,961	9,534,379	8,859,370	8,991,630
Intergovernmental Revenue	6,188,502	6,433,996	6,746,185	6,599,600
Charges for Services	8,857,081	10,391,252	10,286,425	10,517,540
Fines and Forfeits	1,072,260	1,031,444	1,097,500	998,500
Miscellaneous Revenue	5,831,304	5,485,018	5,951,979	5,916,510
Non-Revenues (Transfers)	3,720,390	3,821,063	6,984,550	4,553,240
<b>Total Revenues</b>	<b>\$91,869,310</b>	<b>\$93,735,576</b>	<b>\$99,574,063</b>	<b>\$97,935,900</b>

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$57,498,518	\$55,757,769	\$58,899,576	\$61,878,370
Operating Expenses	17,895,615	17,882,585	19,569,823	19,324,160
Capital Outlay	181,448	156,106	634,401	350,700
Debt Service	6,212,306	6,309,613	9,576,200	5,238,430
Grants and Aids	8,346,812	8,299,276	8,540,631	9,118,810
Non-Operating Expenses	3,044,154	1,661,582	2,353,432	2,025,430
<b>Total Expenditures</b>	<b>\$93,178,853</b>	<b>\$90,066,931</b>	<b>\$99,574,063</b>	<b>\$97,935,900</b>
Per Capita	\$1,450.98	\$1,480.61	\$1,619.22	\$1,584.70

## General Fund

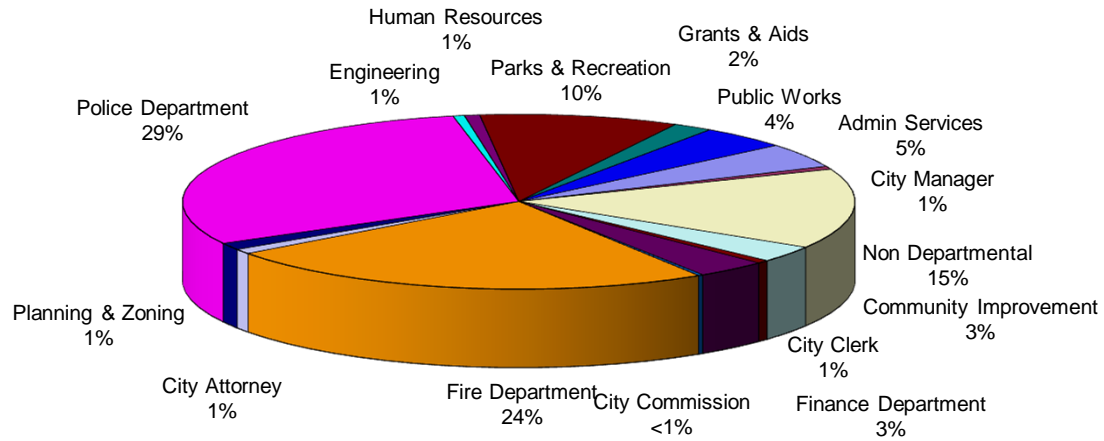
Expenditures by Department	2011 Actual	2012 Actual	2013 Revised	2014 Budget	Page No.
<b>Administrative Services Department</b>					
Administrative Services Administration	620,809	616,697	645,480	644,890	43
Clean & Safe	201,056	179,444	204,961	203,580	46
Tennis Centers	1,150,925	1,194,314	1,198,170	1,201,030	50
Tennis Stadium	2,091,098	2,145,096	2,477,275	2,362,290	48
<b>Total Administrative Services</b>	<b>\$4,063,888</b>	<b>\$4,135,551</b>	<b>\$4,525,886</b>	<b>\$4,411,790</b>	
<b>City Attorney</b>	<b>\$832,003</b>	<b>\$758,788</b>	<b>\$820,281</b>	<b>\$867,630</b>	19
<b>City Clerk</b>	<b>\$519,935</b>	<b>\$512,019</b>	<b>\$548,775</b>	<b>\$566,570</b>	29
<b>City Commission</b>	<b>\$234,255</b>	<b>\$210,304</b>	<b>\$327,792</b>	<b>\$227,650</b>	7
<b>City Manager</b>					
City Manager's Office	530,388	526,476	636,643	494,200	13
Public Information	104,535	84,260	76,430	73,360	15
<b>Total City Manager</b>	<b>\$634,923</b>	<b>\$610,736</b>	<b>\$713,073</b>	<b>\$567,560</b>	
<b>Community Improvement Department</b>					
Community Improvement Administration	445,512	432,286	471,959	525,270	89
Building Inspection	1,256,552	1,227,170	1,313,664	1,334,090	92
Code Enforcement	954,159	952,754	1,078,874	1,112,850	95
<b>Total Community Improvement</b>	<b>\$2,656,223</b>	<b>\$2,612,210</b>	<b>\$2,864,497</b>	<b>\$2,972,210</b>	
<b>Engineering</b>	<b>\$252,705</b>	<b>\$280,487</b>	<b>\$678,930</b>	<b>\$718,470</b>	99
<b>Finance Department</b>					
Financial Administration	1,565,699	1,657,198	1,644,768	1,672,040	35
Information Technology	1,560,053	1,634,047	1,557,673	1,676,200	38
<b>Total Finance Department</b>	<b>\$3,125,752</b>	<b>\$3,291,245</b>	<b>\$3,202,441</b>	<b>\$3,348,240</b>	
<b>Fire Department</b>					
Fire Administration	1,861,085	1,676,288	1,744,342	1,731,850	67
Highland Beach	3,142,810	2,972,040	3,107,353	3,176,780	70
Fire Operations	16,081,075	15,632,107	16,886,894	17,344,750	73
Emergency Management	10,623	11,765	21,821	5,110	76
Fire Safety	1,227,434	1,092,954	1,045,302	1,069,580	79
<b>Total Fire Department</b>	<b>\$22,323,027</b>	<b>\$21,385,154</b>	<b>\$22,805,712</b>	<b>\$23,328,070</b>	
<b>Grants and Aids</b>	<b>\$1,844,000</b>	<b>\$1,855,300</b>	<b>\$1,853,000</b>	<b>\$1,858,200</b>	163
<b>Human Resources</b>	<b>\$518,548</b>	<b>\$512,121</b>	<b>\$508,690</b>	<b>\$534,270</b>	25
<b>Miscellaneous</b>	<b>\$15,734,573</b>	<b>\$14,483,903</b>	<b>\$18,624,137</b>	<b>\$14,501,730</b>	164

**General Fund**

<b>Expenditures by Department</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>	<b>Page No.</b>
<b>Parks &amp; Recreation Department</b>					
Parks & Recreation Administration	587,640	571,701	544,260	535,030	126
Out of School Program	434,871	464,136	447,723	474,630	129
Summer Day Camp	0	0	0	0	
Teen Center	233,287	244,599	244,998	236,850	132
Athletics	452,244	474,433	468,595	470,500	135
Special Events	128,990	130,699	132,350	135,360	138
Ocean Rescue	1,415,660	1,383,456	1,431,923	1,443,220	141
Community Center	264,164	305,465	304,310	309,320	144
Veteran's Park Recreation Facility	140,375	138,745	120,067	146,510	147
Pompey Park Recreation Facility	785,893	788,511	821,326	827,000	150
Parks Maintenance	3,880,168	3,728,010	3,808,226	3,874,270	153
Aquatics	364,016	325,533	291,440	357,150	156
Catherine Strong	154,849	190,733	220,478	222,550	159
Cultural and Facilities Maintenance*	0	0	0	0	
Western Senior Center	0	0	0	0	
Soccer Complex	0	0	0	0	
Cemetery	373,534	350,374	376,865	361,180	162
<b>Total Parks &amp; Recreation</b>	<b>\$9,215,691</b>	<b>\$9,096,395</b>	<b>\$9,212,561</b>	<b>\$9,393,570</b>	
<i>* Combined with Parks Maintenance in 2008</i>					
<b>Planning and Zoning</b>	<b>\$1,122,006</b>	<b>\$1,128,940</b>	<b>\$1,169,760</b>	<b>\$1,262,520</b>	<b>83</b>
<b>Police Department</b>					
Support Bureau	5,748,978	5,686,469	6,016,557	6,165,250	56
Operations Bureau	20,783,967	19,791,873	21,603,674	23,035,800	61
<b>Total Police Department</b>	<b>\$26,532,945</b>	<b>\$25,478,342</b>	<b>\$27,620,231</b>	<b>\$29,201,050</b>	
<i>*The former Police Administration and Support Services have been combined into the Support Bureau and the former Investigations and Districts 1, 2, and 3 have been combined into the Operations Bureau in 2008.</i>					
<b>Public Works Department</b>					
Public Works Administration	178,548	181,217	184,105	192,270	105
Streets Maintenance	784,016	785,178	797,210	810,430	108
Traffic Operations	435,056	423,915	431,329	449,350	111
Street Lighting	733,253	854,274	833,980	801,050	114
Parking Facilities	881,957	883,608	1,261,023	1,301,360	117
Building Maintenance	555,549	562,944	590,650	621,910	120
<b>Total Public Works Department</b>	<b>\$3,568,379</b>	<b>\$3,691,136</b>	<b>\$4,098,297</b>	<b>\$4,176,370</b>	
<b>Total Expenditures</b>	<b>\$93,178,853</b>	<b>\$90,042,631</b>	<b>\$99,574,063</b>	<b>\$97,935,900</b>	

**General Fund**

**General Fund  
FY 2014 Budget by Department**



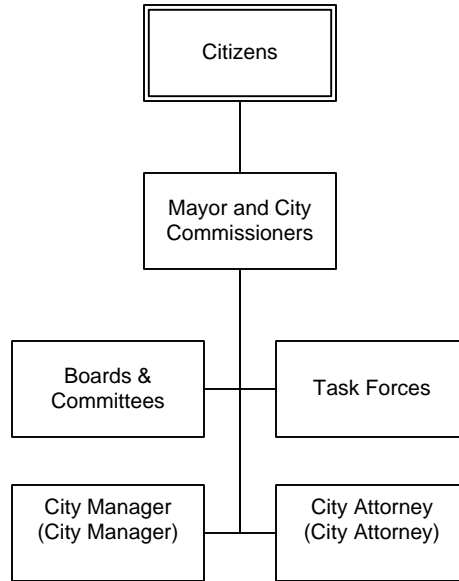
<b>Staffing Levels By Department</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>Page No.</b>
Administrative Services Department	7	7	7	41
City Attorney	6	6	6	18
City Clerk	6	6	6	28
City Commission	5	5	5	6
City Manager	6	5	5	11
Community Improvement Department	42	44	35	76
Engineering	7	7	7	98
Finance Department	28	26	26	33
Fire Department	155	160	157	64
Human Resources	5	5	5	23
Parks and Recreation Department	108	105	95	123
Planning and Zoning	16	16	12	82
Police Department	233	229	222	52
Public Works	25.5	25.5	25.5	102
<b>Total General Fund Personnel</b>	<b>649.5</b>	<b>646.5</b>	<b>613.5</b>	

# City Commission

## Mission Statement

The City Commission will provide sound public policy and lead the City toward our vision of a unified community with a viable downtown, quality neighborhoods, quality educational opportunities and an expanding, diversified local economy.

# City Commission





**Program: City Commission**

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The City Commission is the legislative branch of the City and the community's decision makers. Responsibilities include enacting ordinances and resolutions, issuing proclamations, and approving tax rates and the City's annual budget. The Commission also establishes the City's programs and policies for implementation by the City Manager with administrative guidelines and performance objectives. Commissioners appoint members to City boards as well as serving as liaison to various boards. The City's interests are also represented before the State Legislature, County Commission, League of Cities, and the Federal Government.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To represent the citizens of Delray Beach in an effective and efficient manner through policy making which meets and anticipates the needs of the City.

**Objective:** Meet regularly to discuss and decide current issues within the City and allow citizens a forum to participate in formulating policies affecting their City.

Regular Meetings	24	24	24
Special Meetings and Workshops	57	51	12
Closed Meetings	8	4	6

**Goal:** To enhance community spirit and promote community involvement through use of City Advisory Boards, Committees, and Task Forces.

**Objective:** Support all City Boards and Committees and ensure that all vacant posts are filled.

City Boards and Committees	22	22	22
Appointments to Boards	76	130	80

Staffing Levels	10-12	11-13	13-14
Mayor	1	1	1
City Commissioner	4	4	4
	5	5	5

**City Commission**

*General Fund*

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$112,374	\$114,145	\$119,890	\$135,370
Operating Expenses	121,881	96,159	207,902	92,280
Capital Outlay	0	0	0	0
Grants & Aids	0	0	0	0
<b>Total Expenditures</b>	<b>\$234,255</b>	<b>\$210,304</b>	<b>\$327,792</b>	<b>\$227,650</b>
Per Capita	\$3.65	\$3.46	\$5.33	\$3.68



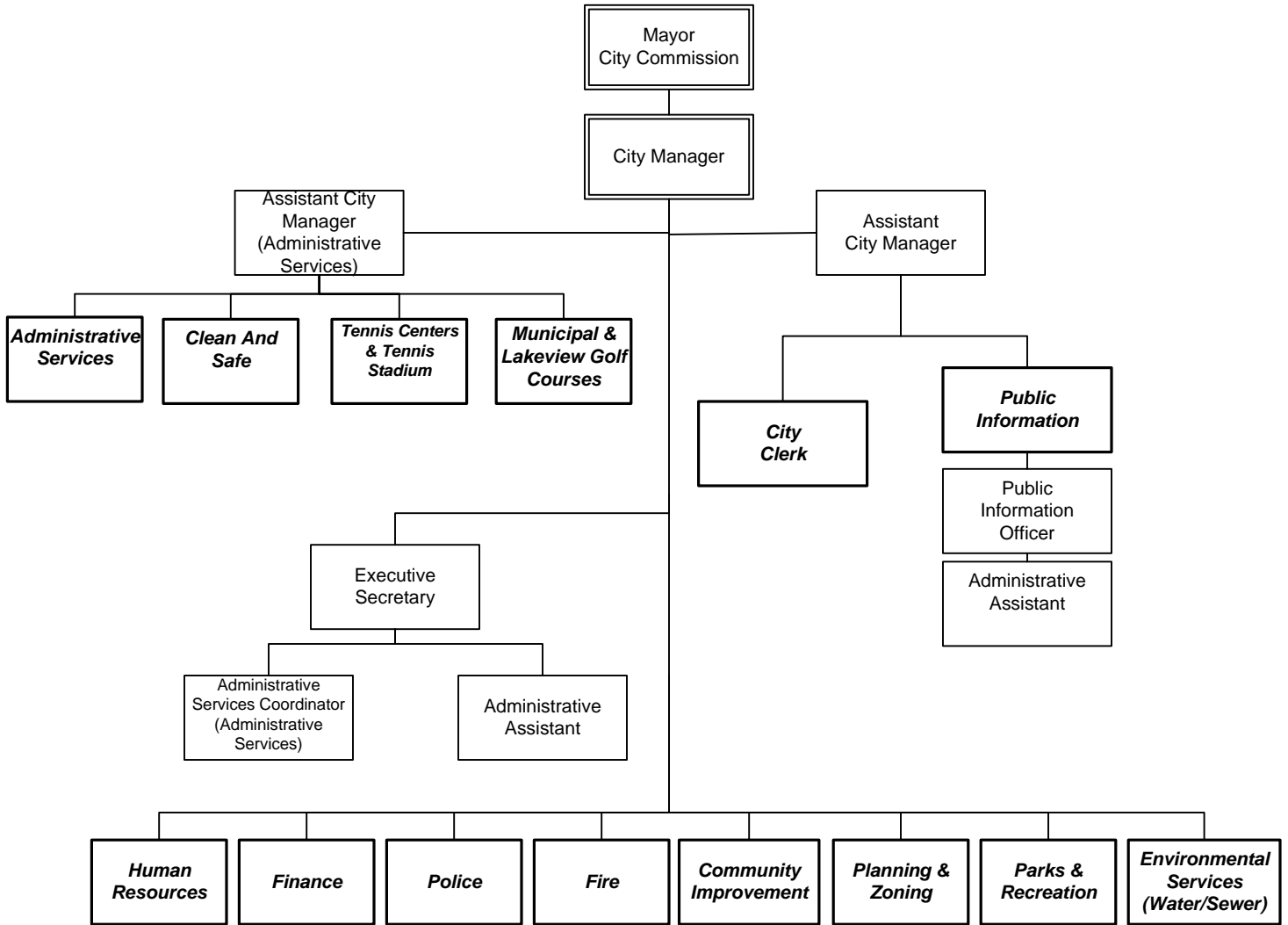
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# City Manager

## Mission Statement

The City Manager's Office implements City Commission policies; oversees all departmental activities, enabling and supporting the departments as they serve our community; instills the City's vision among employees and fosters an outstanding level of service at reasonable cost.

# City Manager



## City Manager's Office

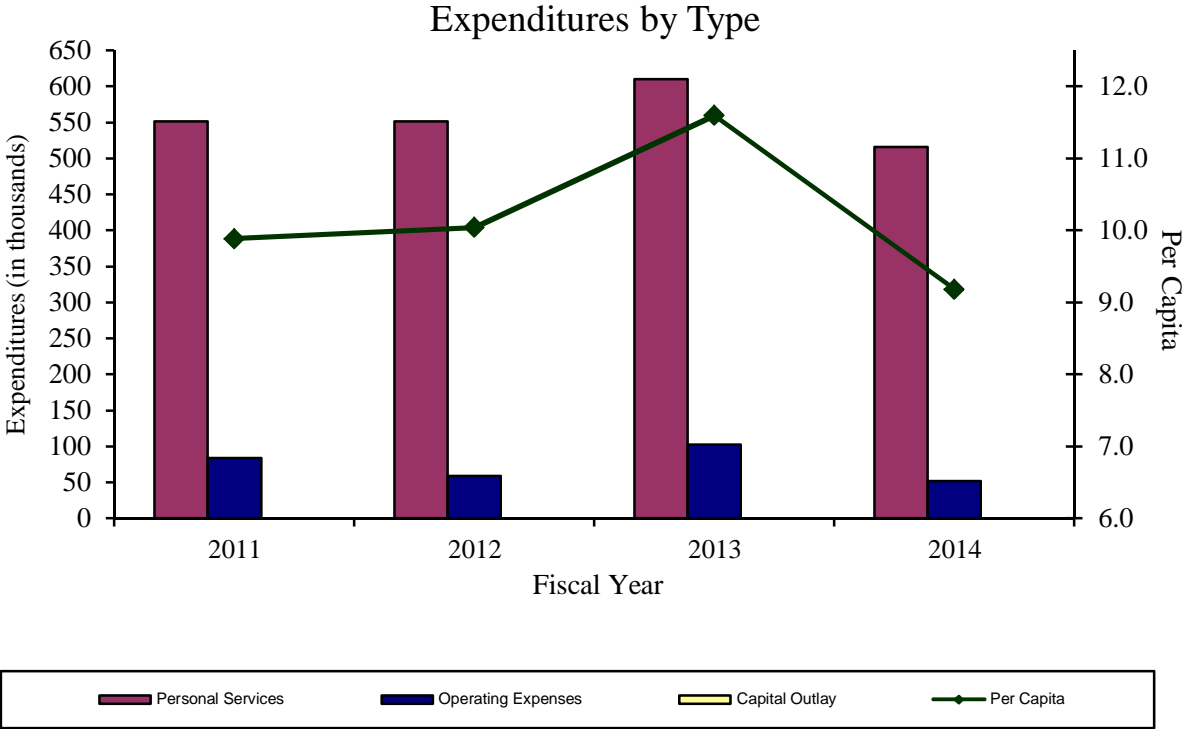
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The City Manager's Office Consists of two divisions: City Manager and Public Information

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$551,371	\$551,659	\$610,315	\$515,790
Operating Expenses	83,552	59,077	102,758	51,770
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$634,923</b>	<b>\$610,736</b>	<b>\$713,073</b>	<b>\$567,560</b>
Per Capita	\$9.89	\$10.04	\$11.60	\$9.18

<b>Expenditures by Program</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
City Manager	\$530,388	\$526,476	\$636,643	\$494,200
Public Information	104,535	84,260	76,430	73,360
<b>Total Expenditures</b>	<b>\$634,923</b>	<b>\$610,736</b>	<b>\$713,073</b>	<b>\$567,560</b>

**City Manager's Office**



<b>Staffing Levels by Program</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
City Manager	4	4	4
Public Information	2	1	1
<b>Total Authorized Personnel</b>	<b>6</b>	<b>5</b>	<b>5</b>

## Program: City Manager

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The City Manager, appointed by the Commission, is the Chief Executive Officer of the City. The Manager administers all policies adopted by the Commission and supervises the daily operations of the City through department heads and assistant managers. Other responsibilities include development of the annual budget, preparation of Commission meeting agendas, development of staff recommendations and supporting information on all matters to be considered by the Commission, responding to Citizen complaints and service requests, conducting disciplinary hearings, approving purchases between \$6,000 and \$15,000, and preparing and reviewing special reports.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To provide professional administration of policies and programs established by the City Commission.

**Objective:** Review all agenda items being presented to the City Commission and attend all Commission meetings.

Attend Commission Meetings, Workshops and Special Meetings	51	51	53
Agenda items reviewed	959	933	950

**Goal:** To provide leadership in the daily administration of City government and assure fair and consistent treatment to all employees and customers of the City.

**Objective:** Respond to all inquiries, both internal and external, in a courteous and timely manner.

Telephone calls inbound and outbound	8,210	5,019	5,300
Respond to letters of inquiry/complaints within 5 days	97%	97%	97%
Conduct grievance/disciplinary hearings	17	5	8
External and Internal Walk-in Customers	264	260	300
Lobbyists Registration*	6	3	4
*started logging effective April 1, 2012			

Staffing Levels	11-12	12-13	13-14
City Manager	1	1	1
Executive Secretary to City Manager	1	1	1
Administrative Assistant	1	1	1
Assistant City Manager	<u>1</u>	<u>1</u>	<u>1</u>
	4	4	4



**City Manager**

*General Fund*

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$501,600	\$499,864	\$557,570	\$460,120
Operating Expenses	28,788	26,612	79,073	34,080
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$530,388</b>	<b>\$526,476</b>	<b>\$636,643</b>	<b>\$494,200</b>
Per Capita	\$8.26	\$8.65	\$10.35	\$8.00

## Program: Public Information Office

The Public Information Office assists in disseminating information on City events, programs and services to the public and employees. Duties and responsibilities include the design, development and publication of the electronic *City Newsletter*, the *Employee News Wave* newsletter, Press Releases; Open City Hall Citizen Forum; Twitter; and City Website updates which include News, Events, Calendar, Photo Slider and Photo Gallery. Support is also provided to departments and City partners regarding event promotion and media coverage. Speakers Bureau requests are processed through this office as well as photography coverage of Commission meetings and City special events. Other duties include promotional advertisements, distribution of City-related information and preparing/maintaining the office's Budget.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To promote community awareness of City information, related functions, services and events in collaboration with City departments and partners, local organizations and community non-profits. To ensure residents, businesses, stakeholders, visitors, media and employees are provided with current, relevant information on important City issues.

**Objective:** To increase City visibility within the community. To provide greater opportunities for direct public contact through social media including the City's Website, Open City Hall Citizen Forum and Speakers Bureau.

Open City Hall Citizen Forum (visitors/participants)	1039/81	361/38	400/50
Website Events and News Postings	23	102	110
City Website E-mail Subscriptions	1,786	1,980	2,100
Speakers Bureau (completed requests)	8	6	10
Twitter Messages/Followers	272/2,000	307/3,080	330/3,300

**Objective:** To produce quality electronic publications & press releases as well as distribute relevant brochures & pamphlets. To provide facts & information to the media to assist with a balanced representation of City issues.

Media Releases (excludes releases issued by other departments - Parks & Recreation, Police, Fire-Rescue, etc.)	220	237	260
<i>Hometown Connection Annual Edition &amp; Budget Report</i>	0	0	0
<i>News for Neighborhoods</i> monthly newsletter (# of editions/total copies distributed annually)	5/115,000	0	0
City E-Newsletter – electronic newsletter publication (# of editions/total email subscribers)	N/A	17/1,640	20/2,000
Local Newspaper Coverage (articles published)	94	157	170
<i>Sustainability Annual Report</i> electronic & printed annually (# of editions/total copies distributed)	0	1/500	0

**Objective:** To provide informational materials during special events promoting the City of Delray Beach, its services and programs. To support partner organizations through marketing & promotional campaigns. To provide photography coverage at various meetings and special events.

Special Event Appearances - distribution of City information (# of events/total # of event coverage days)	3/11	4/15	3/11
Marketing & Promotional Campaigns (special events that are sponsored and/or partnered by the City)	26	20	33
Special Events Photography Coverage	24	35	29

Staffing Levels	11-12	12-13	13-14
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
	1	1	1

## Public Information

*General Fund*

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$49,771	\$51,795	\$52,745	\$55,670
Operating Expenses	54,764	32,465	23,685	17,690
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$104,535</b>	<b>\$84,260</b>	<b>\$76,430</b>	<b>\$73,360</b>
Per Capita	\$1.63	\$1.39	\$1.24	\$1.19

### 2012-13 Accomplishments

- ◆ Published over 230 press releases.
- ◆ Represented the City at the following special events: International Tennis Championships, Chris Evert/Raymond James Pro-Celebrity Tennis Classic, USTA Fed Cup and Earth Day 2013.
- ◆ Provided photo coverage at 35 City events.
- ◆ Sent over 300 Twitter messages to approximately 3,000 followers.
- ◆ Fulfilled six Speakers Bureau requests.
- ◆ Launched newsletter and issued seventeen publications.
- ◆ Launched website photo gallery and published nine picture albums.
- ◆ Launched "Event Closures and Roadway Projects" advisory on website.



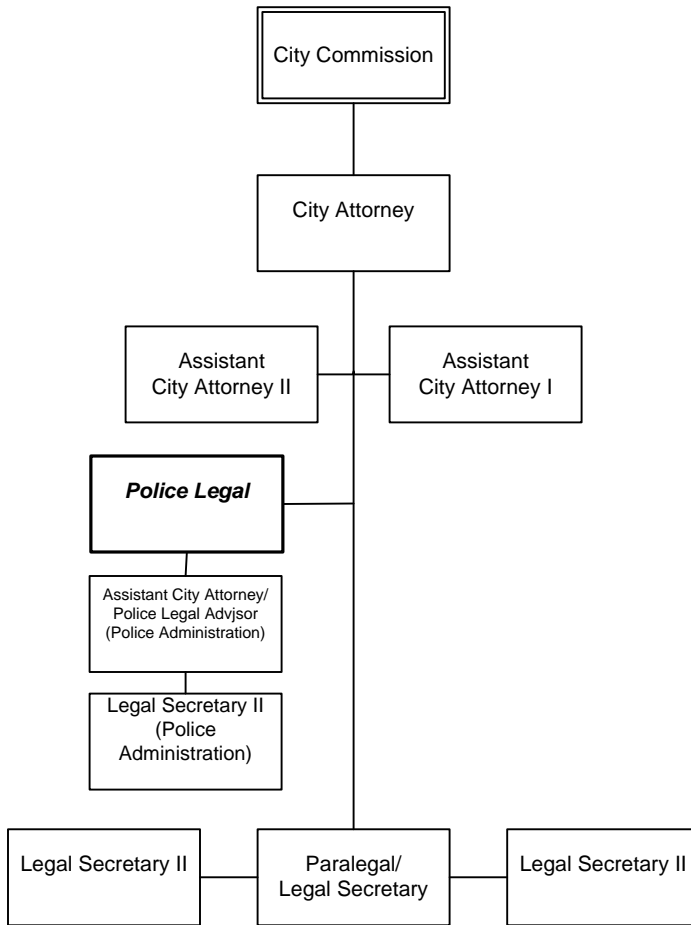
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# City Attorney

## Mission Statement

The City Attorney's Office provides quality, timely, professional, cost-effective legal representation to the City Commission, other officials and employees of the City of Delray Beach.

# City Attorney



## Program: City Attorney

The City Attorney is appointed by the City Commission to serve as the City's chief legal counsel. It is the goal of this office to provide quality, timely, professional, cost-effective legal representation to the City Commission, other officials and employees of the City of Delray Beach.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To provide quality, timely, professional, cost-effective legal representation to the City Commission, other officials and employees of the City of Delray Beach.

**Objective:** To provide legal advice; to review, draft and negotiate contracts and agreements between the City and other entities or persons; and to draft/review ordinances, resolutions, agenda items and board orders.

Inquiries that require a legal opinion response	549	379	300
Contracts drafted/revised/reviewed	684	918	500
Ordinances and resolutions drafted/reviewed	112	89	90
Agenda items prepared/reviewed	197	264	200
Board orders prepared	61	48	48

**Objective:** To represent the City's interests and positions in legal proceedings.

Court cases/claims	185	186	170
Bankruptcy issues	43	34	10
Forfeiture cases	25	44	20
Nuisance abatement cases	8	2	2
Municipal ordinance violation prosecution cases	10	8	6
Percentage of cases/claims handled in-house	97.8%	97.8%	97%

Staffing Levels	11-12	12-13	13-14
City Attorney	1	1	1
Assistant City Attorney II	1	1	1
Assistant City Attorney I	1	1	1
Paralegal/Legal Secretary	1	1	1
Legal Secretary II	<u>2</u>	<u>2</u>	<u>2</u>
	6	6	6

## City Attorney

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$505,062	\$540,424	\$609,567	\$641,650
Operating Expenses	326,941	213,986	206,431	225,980
Capital Outlay	0	4,378	4,283	0
<b>Total Expenditures</b>	<b>\$832,003</b>	<b>\$758,788</b>	<b>\$820,281</b>	<b>\$867,630</b>
Per Capita	\$12.96	\$12.47	\$13.34	\$14.04

### 2012-13 Accomplishments

- ◆ The City Attorney's Office issued approximately 379 legal opinions, revised/reviewed/drafted 918 contracts, revised/reviewed/drafted 89 ordinance and resolution matters, submitted/reviewed 264 agenda items, prepared/revised 82 board orders and drafted/revised/reviewed 64 real estate matters. The City Attorney's Office handled 186 cases/claims and 34 bankruptcy issues.
- ◆ The Police Legal Advisor, who reports to the City Attorney and the Police Chief, handled 44 forfeiture cases, 2 nuisance abatement matters and prosecuted 8 ordinance violations. The Police Legal Advisor also provided legal opinions to the Chief and officers, reviewed agreements and provided law updates and training to police officers.
- ◆ The City Attorney's Office handled matter including Old School Square retail space, Arts Garage, Chamber lease, property transfer from the CRA, several property matters for the Neighborhood Stabilization Program, numerous right-of-way deeds, easement deeds, dedications, abandonments and unity of title matters.
- ◆ Employees of the City Attorney's Office were involved in numerous community service projects.





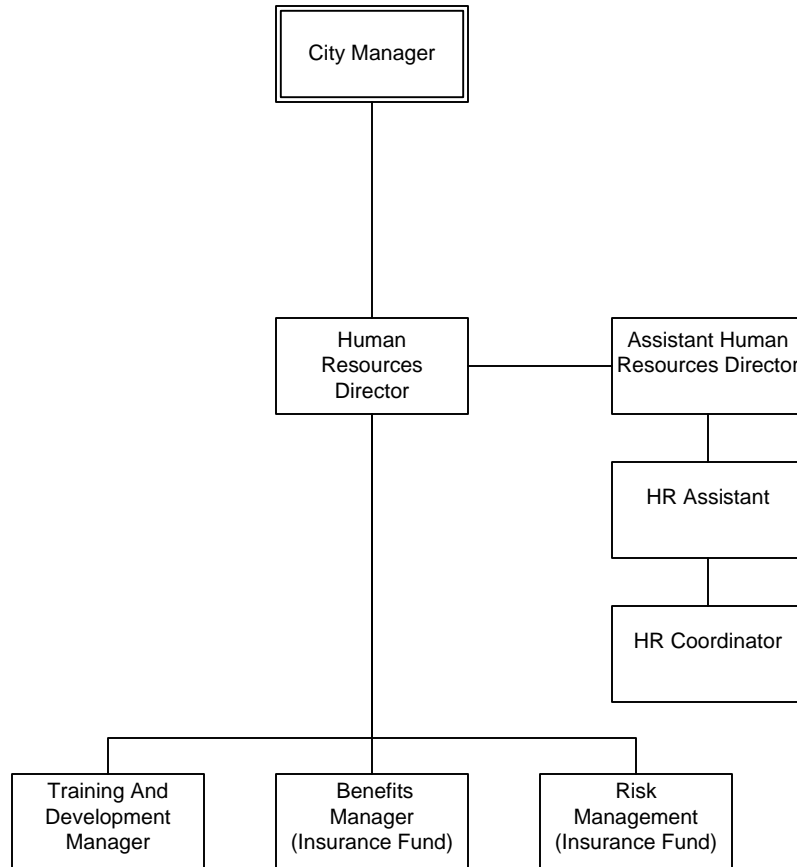
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# HUMAN RESOURCES Department

## Mission Statement

The mission of the Human Resources Department is to recruit, select and retain productive employees for the City of Delray Beach while creating an environment that has a positive impact on employees, motivating them to meet City goals and objectives.

# Human Resources



## Human Resources Department

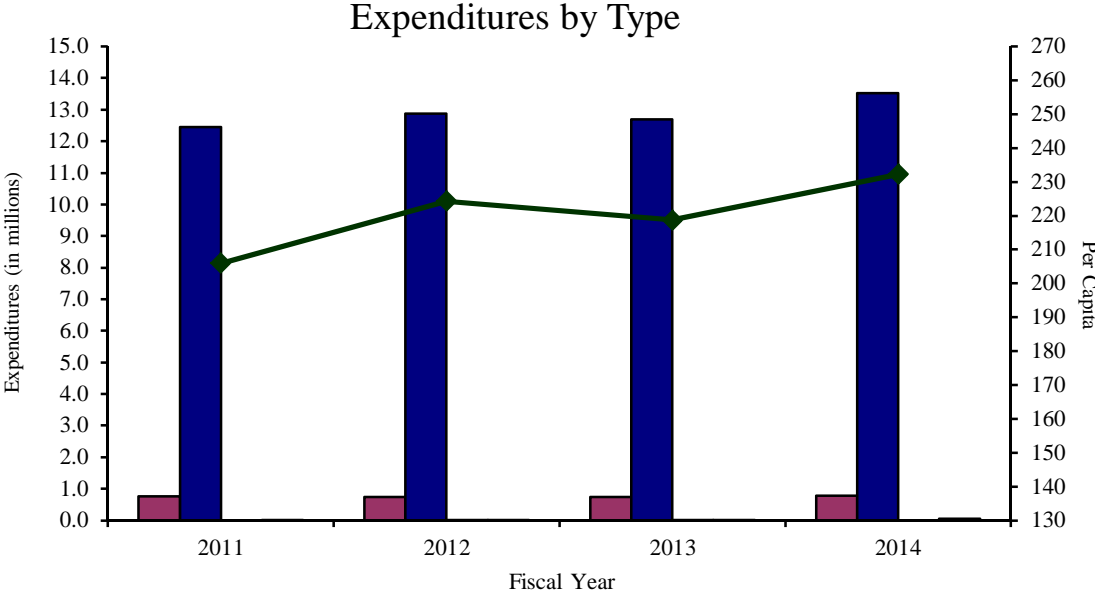
The Human Resources Department consists of two divisions: Human Resources and Risk Management.

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Insurance Fund	\$12,390,996	\$13,087,832	\$12,943,910	\$13,820,870
<b>Total Revenues</b>	<b>\$12,390,996</b>	<b>\$13,087,832</b>	<b>\$12,943,910</b>	<b>\$13,820,870</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$757,859	\$743,360	\$746,880	\$786,550
Operating Expenses	12,451,684	12,881,615	12,690,795	13,518,670
Capital Outlay	0	3,331	5,302	0
Non-Operating	17,012	18,038	9,623	49,920
<b>Total Expenditures</b>	<b>\$13,226,555</b>	<b>\$13,646,344</b>	<b>\$13,452,600</b>	<b>\$14,355,140</b>
Per Capita	\$205.96	\$224.33	\$218.76	\$232.28

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Human Resources	\$518,548	\$512,121	\$508,690	\$534,270
Risk Management (Insurance Fund)	12,708,007	13,134,223	12,943,910	13,820,870
<b>Total Expenditures</b>	<b>\$13,226,555</b>	<b>\$13,646,344</b>	<b>\$13,452,600</b>	<b>\$14,355,140</b>
% Covered by Department Revenues	93.68%	95.91%	96.22%	96.28%

**Human Resources Department**



<b>Staffing Levels by Program</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Human Resources (General Fund)	5	5	5
Risk Management (Insurance Fund)	4	4	4
<b>Total Authorized Personnel</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Program: Human Resources

The Human Resources Department manages the recruitment and employment of the City's workforce; coordinates City-wide training; administers compensation plans; manages employee relations; administers contracts for collective bargaining with four bargaining units; plans and organizes City-wide employee events; develops employment policies and procedures; consults with management and employees on Human Resources related issues; and oversees the Employee Health and Wellness Center.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
<b>Goal:</b> To maintain effective and positive employee/labor relations through the administration and development of sound employment policies and procedures.			
<b>Objective:</b> Update established policies and programs that address employee needs.			
# of Administrative Policies and Procedures Revised	3	7	5
# of Personnel Policy Revisions	2	3	2
# of Civil Service Rules and Regulations Revisions	0	0	5
Interpret city policies/union contracts, respond within 24 hrs	100%	100%	100%
<b>Goal:</b> To recruit for the highly professional/technical candidate; to provide immediate assistance to the departments in meeting and maintaining adequate staffing levels.			
<b>Objective:</b> To assist departments with the recruitment of key positions.			
New Hires (full time & part time)	61	78	50
Terminations (full time & part time)	61	69	40
Turnover ratio	7.5%	8.5%	7.5%
<b>Goal:</b> To provide for continual development and training of the City's workforce. To implement and establish both a career and succession plan; to maintain a focal point for enhancing employee skills and job knowledge.			
<b>Objective:</b> To provide training programs for employees that will develop skills required for their current and future positions. To provide a comprehensive training for new employees.			
Employees Trained (count duplicated)	1,175	1,130	1,200
Training Sessions Provided	52	81	90
New employee orientation sessions	17	16	20
Employee candidates involved in mentoring/succession plan	9	7	10
<b>Goal:</b> To assure a fair and equitable classification and compensation plan for employees.			
<b>Objective:</b> To survey other municipalities to ensure competitiveness of wages and benefits.			
Percentage of positions surveyed	64%	64%	64%
<b>Goal:</b> To develop and maintain organizational productivity and employee effectiveness.			
<b>Objective:</b> To provide programs that recognize and motivate employees. To develop rewards systems to compensate employees.			
Service Award Honorees at Quarterly Ceremonies	175	126	136
Employees nominated for S.P.I.R.I.T. Awards	25	12	25
Employee Suggestion Award Recipients	2	1	4
Employee Health Fair Participants	N/A	N/A	N/A
Employee Fitness Challenge Participants	123	171	250
Medical Center Vitalization Rate	75%	80%	80%
Percentage of Employees and Covered Dependents Participating in the Medical Center	45%	55%	60%
Percentage of Employees and Covered Dependents Participating in the Medical Center HRA's	80%	80%	85%

Staffing Levels	11-12	12-13	13-14
Human Resources Director	1	1	1
Assistant Human Resources Director	1	1	1
Human Resources Coordinator	1	1	1
Training and Development Manager	1	1	1
Human Resources Assistant	$\frac{1}{5}$	$\frac{1}{5}$	$\frac{1}{5}$
	5	5	5

## Human Resources

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$438,415	\$441,730	\$430,130	\$466,100
Operating Expenses	80,133	67,060	78,560	68,170
Capital Outlay	0	3,331	0	0
<b>Total Expenditures</b>	<b>\$518,548</b>	<b>\$512,121</b>	<b>\$508,690</b>	<b>\$534,270</b>
Per Capita	\$8.07	\$8.42	\$8.27	\$8.65

### 2012-13 Accomplishments

- ◆ Seven employees comprised the second graduating class of Impact Delray, the City's formal mentoring initiative. The purpose of this year long program was to prepare employees for future leadership positions through instruction, collaboration and a personal mentoring relationship with a senior manager.
- ◆ Implemented OptiView electronic document storage system. This is in alignment with the City's efforts for a greener workplace. This system will reduce paper and provide for faster retrieval and sharing of information.
- ◆ Thirty five employees completed Supervisor Skills, an in house training program designed to teach leadership and management principles to current and future supervisors and managers. The program is a four-module series that uses lectures, discussion, video teaching and case study.
- ◆ Held an annual random drug test in compliance with the Federal Omnibus Transportation Employees Testing Act for City employees who possess a commercial driver license (CDL) as it required by federal law for their position.
- ◆ Staff continued to coordinate City wide efforts in maintaining compliance with FMLA, HIPPA, ADA, COBRA and associated State and Federal regulations.
- ◆ Successfully completed the City's 2013 Equal Employment Opportunity Report (EEO-4). This report is mandated under Title VII of the Civil Rights Act. The report collects labor force data, providing information on the City's employment totals, employees' job categories and salary by sex and race/ethnic groups.
- ◆ Chartered the City's first Toastmasters Club. Toastmasters provide a cost effective way to develop communication, public speaking and leadership skills.
- ◆ Completed job classification/salary comparison study with other local municipalities to determine the City's position with regard to recruitment and retention of workforce.
- ◆ Approved 81 Family and Medical Leave Act requests and audit FMLA compliance.
- ◆ Continued to handle investigations into employee complaints and performance issues with the goal of maintaining compliance with all EEOC standards. Coaching and support was also provided to department managers in designing and monitoring performance improvement plans.

## **Human Resources**

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### **2012-13 Accomplishments con't.**

- ◆ Service awards were presented to 124 employees including one who retired after thirty-five years of service and received an engraved bronze plate that was affixed to the wall behind the flag pole in front of City Hall. Two employees with thirty years of continuous full time service were honored with special plaques and resolutions passed by the City Commission.
- ◆ Processed 4,014 applications through Neogov online applicant system. Continued to assist applicants with application process and administered employment related testing. 340 typing tests were administered for clerical positions.
- ◆ Prevailed in 13 unemployment cases.
- ◆ Administered the City's Volunteer Program not including volunteers for the Police and Fire Departments. There were 12 active volunteers who participated in the program during this fiscal year. They provided 802 hours of volunteer services throughout the City.
- ◆ New hires filled 78 vacant City positions during this fiscal year. Processed 69 employment terminations, 78 E-verify social security checks and coordinated 78 pre-employment physicals.
- ◆ The City Manager approved an employee suggestion award submitted by a member of the Finance Department. The suggestion offered an improvement in a process that saved the City over \$18,000.

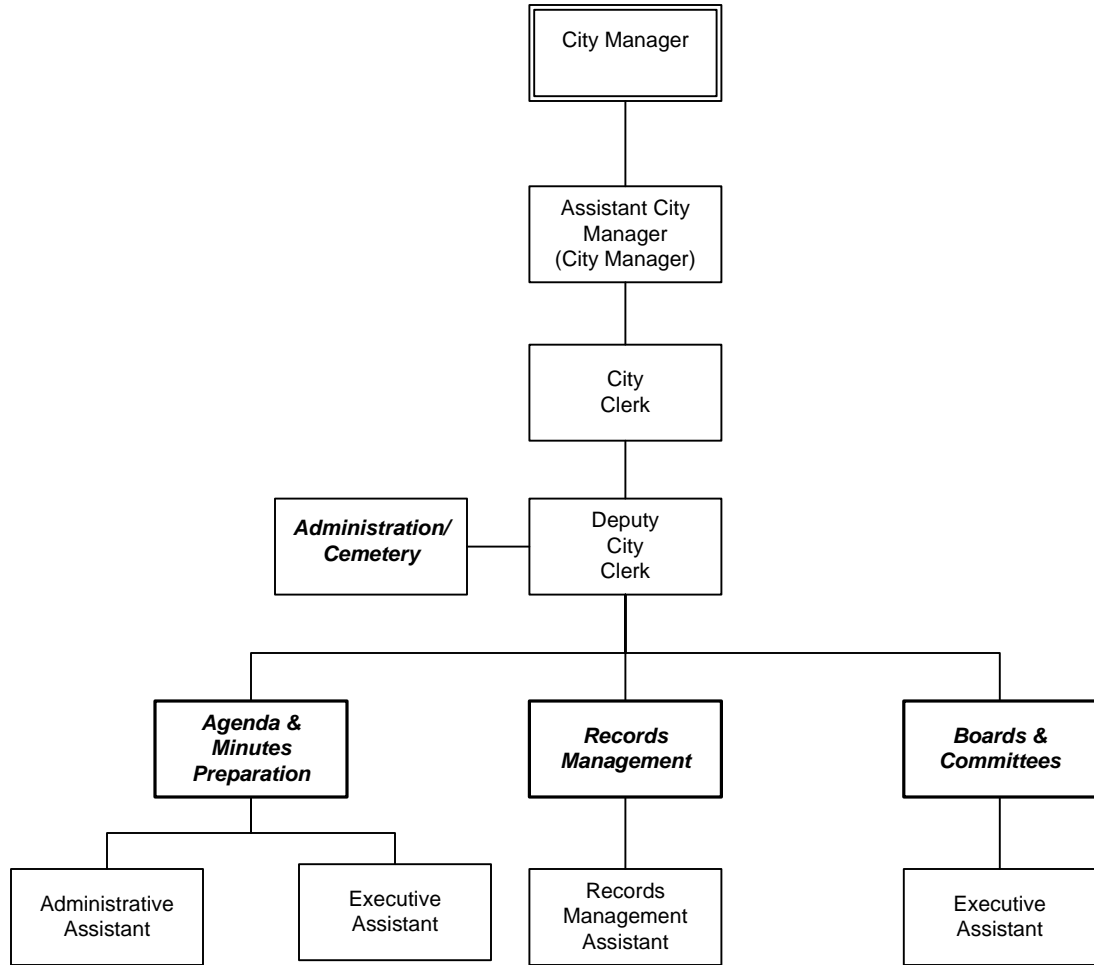


# City Clerk

## Mission Statement

The City Clerk's Office creates or maintains accurate, unbiased records of all municipal business activities, and retrieves these records in a courteous and expeditious manner, providing the means for citizens to participate in City government and together build a more harmonious community in which to live.

# City Clerk



## Program: City Clerk

The City Clerk's Office maintains all official records in compliance with state regulations. Serves as secretariat for the City Commission through the preparation of agenda documents as well as taking and transcribing minutes of proceedings. Provides support to advisory boards and committees, including applicant tracking, monitoring appointments, and rotation sequence. Issues residency cards and responds to public records and general information requests. Coordinates municipal elections, as well as employee elections for the Civil Service Board. Prepares and maintains proclamations, ordinances and resolutions. Maintains the Code of Ordinances. Oversees and implements the City's records management and scanning program in accordance with State requirements.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To provide for and ensure the accurate and unbiased compilation and maintenance of documents and legislative history for official actions of the City of Delray Beach.

**Objective:** (1) To compile and distribute all agenda documents for City Commission meetings, special meetings and assigned advisory boards, (2) to attend meetings and prepare accurate, unbiased minutes of proceedings in accordance with established procedures and time frames and (3) prepare applications for advisory board appointments.

Prepare agendas and attend Commission meetings	51	40	40
Prepare Commission minutes within 2 weeks	98%	98%	98%
Prepare agendas/minutes & attend Advisory Board meetings	122	80	80
Prepare applications for Advisory Board appointments	231	300	300
Advisory Board appointments	130	76	76
Number of Corrections to Advisory Board Minutes	0	0	2

**Objective:** (1) To ensure accurate execution of all City contracts and documents within one week from date of approval, (2) provide for timely publication of legal notices per statutory and code requirements, (3) maintain State standards in the Records Management Facility for retention and destruction of public records, and (4) scanning of current and permanent records.

Execute contracts/documents within 1 week of approval	90%	90%	90%
Legal notices published	88	80	80
Receipt and destruction of public records (cubic feet)	969	1,000	1,000
Maintain agenda and backup records up-to-date	98%	98%	98%
Scanning of Cemetery Index Records (New)	33%	N/A	N/A
Scanning of Palm Beach County Contracts (New)		80%	100%

**Goal:** To serve as a principal contact for citizen inquiries and inform the residents about the actions of the City using the most current means and methods.

**Objective:** Provide effective and courteous customer service within targeted response times; walk-ins-immediate; telephone inquiries within 24 hours; written requests within 2 to 3 days; posting of official actions on website within 1-2 days.

Telephone inquiries responded to within 24 hours	95%	95%	>95%
Written requests responded to within 2 to 3 days	95%	95%	>95%
Post Agendas and Backup, Agenda Results and Minutes on website within 1 to 2 days	95%	95%	>95%

Staffing Levels	11-12	12-13	13-14
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Executive Assistant	2	2	2
Administrative Assistant	1	1	1
Records Management Assistant	<u>1</u>	<u>1</u>	<u>1</u>
	6	6	6

## City Clerk

General Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Residency Cards	\$17,422	\$14,358	\$20,000	\$11,000
Certifications, Searches and Copies	110,424	127,885	110,000	130,000
<b>Total Revenues</b>	<b>\$127,846</b>	<b>\$142,243</b>	<b>\$130,000</b>	<b>\$141,000</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$431,223	\$408,373	\$414,660	\$429,970
Operating Expenses	88,712	103,646	134,115	136,600
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$519,935</b>	<b>\$512,019</b>	<b>\$548,775</b>	<b>\$566,570</b>
Per Capita	\$8.10	\$8.42	\$8.92	\$9.17

### 2012-13 Accomplishments

- ◆ The City Code Book of Ordinances is available to other City Departments and the public via the City Clerk's webpage. We continue to codify the Code Book bi-annually to include new ordinances passed by the City Commission.
- ◆ Currently, all agenda backup is scanned immediately after the City Commission Meeting; including executed approved ordinances, resolutions and minutes. City Clerk staff and other City Departments are able to retrieve these records/documents from their own computers. Staff has currently scanned all municipal cemetery records and continues scanning archived/current contracts.
- ◆ The City Clerk's office prepared agendas for forty nine City Commission Meetings. Agendas, agenda results and minutes were emailed to 667 people total. The agenda was faxed to 14 people. The City Commission Regular Meetings are now live streamed and archived via Granicus. Agenda Information and Backup can be accessed on the city's website via the paperless agenda.
- ◆ The Clerk's office completed 2,385 municipal lien searches. In addition, a total of 168 cemetery interments and pre-need/at-need purchases were made this fiscal year. The Clerk's office processed approximately 72 public records requests.



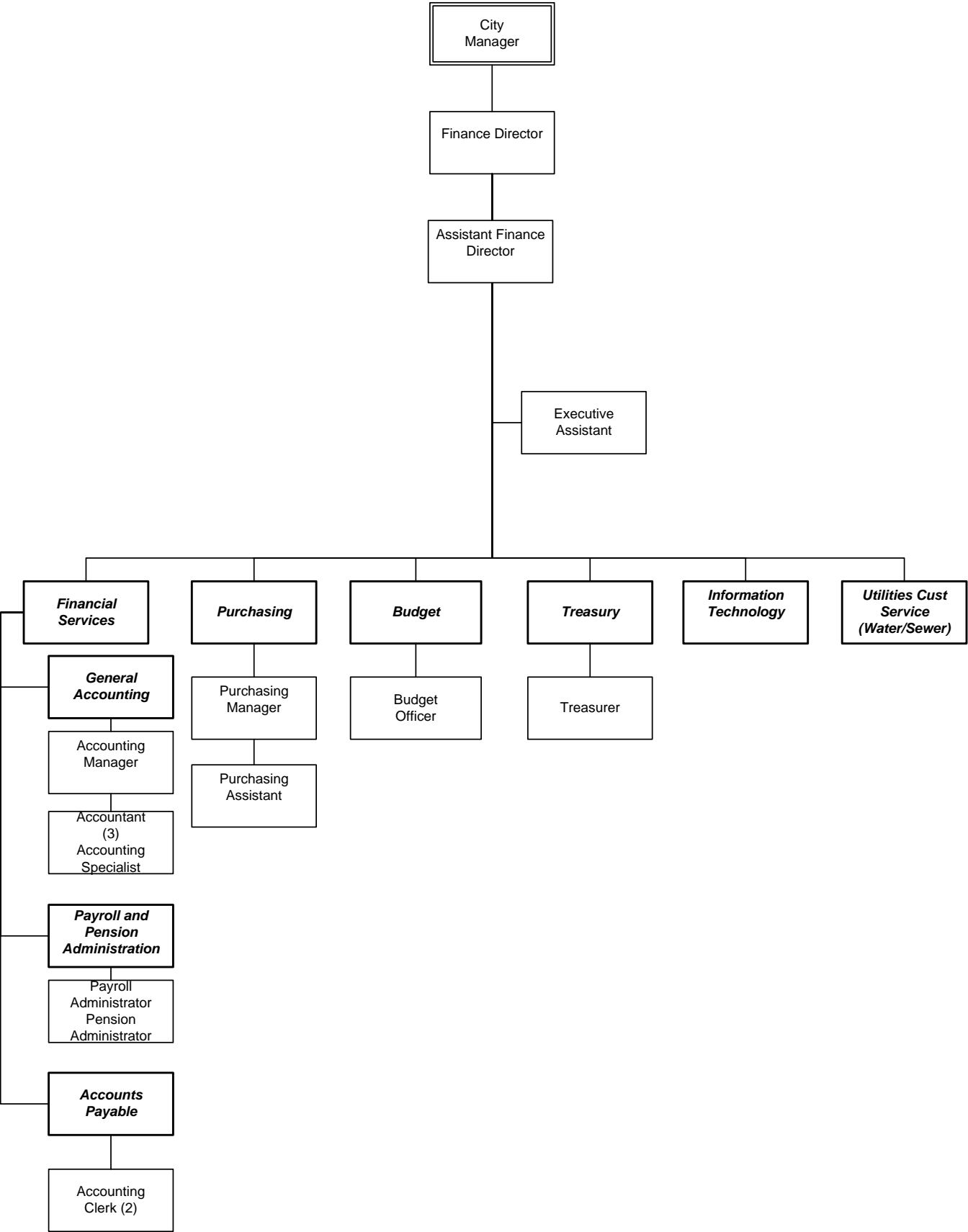
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# Finance Department

## Mission Statement

The Finance Department develops and manages financial and information technology services, programs, and resources as efficiently and effectively as possible and communicates the results of these efforts in a timely manner to internal and external customers of the City.

# Finance Department Administration



## Finance Department

The Finance Department consists of three divisions: Finance Administration, Information Technology, and Utilities Customer Service.

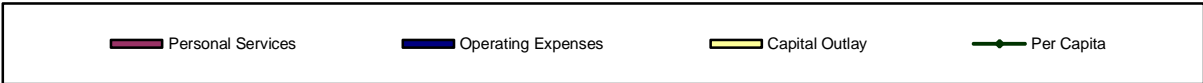
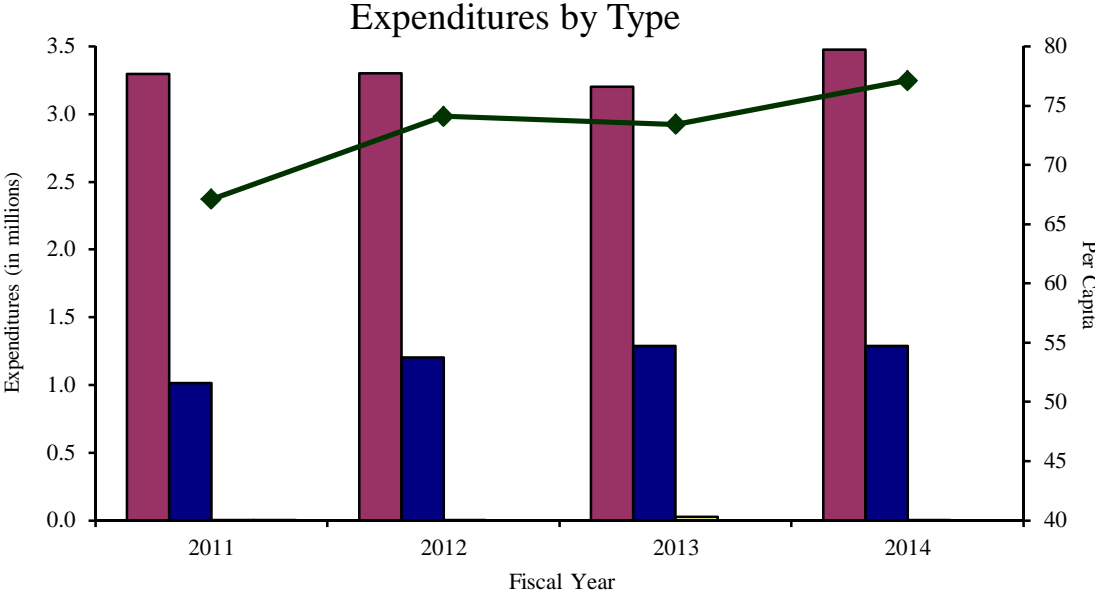
<b>Revenues</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Interest Earnings	\$111,544	\$60,970	\$90,000	\$90,000
Auction	1,903	1,727	3,000	3,000
Water Service Charges (Water & Sewer Fund)	266,363	256,432	250,000	250,000
<b>Total Revenues</b>	<b>\$379,810</b>	<b>\$319,129</b>	<b>\$343,000</b>	<b>\$343,000</b>

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$3,296,065	\$3,302,317	\$3,202,450	\$3,476,350
Operating Expenses	1,012,465	1,204,897	1,286,667	1,289,140
Capital Outlay	1,228	1,156	25,721	1,150
<b>Total Expenditures</b>	<b>\$4,309,758</b>	<b>\$4,508,370</b>	<b>\$4,514,838</b>	<b>\$4,766,640</b>
Per Capita	\$67.11	\$74.11	\$73.42	\$77.13

<b>Expenditures by Program</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Administration	\$1,565,699	\$1,657,198	\$1,644,768	\$1,672,040
Information Technology	1,560,053	1,634,047	1,557,673	1,676,200
Utilities Customer Service (Water & Sewer Fund)	1,184,006	1,217,125	1,312,397	1,418,400
<b>Total Expenditures</b>	<b>\$4,309,758</b>	<b>\$4,508,370</b>	<b>\$4,514,838</b>	<b>\$4,766,640</b>
% Covered by Department Revenues	8.81%	7.08%	7.60%	7.20%



**Finance Department**



<b>Staffing Levels by Program</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	17	16	16
Information Technology	11	10	10
<i>Subtotal - General Fund</i>	<u>28</u>	<u>26</u>	<u>26</u>
Utilities Customer Service (Water & Sewer Fund)	16	16	17
<i>Subtotal - All Other Funds</i>	<u>16</u>	<u>16</u>	<u>17</u>
<b>Total Authorized Personnel</b>	<b>44</b>	<b>42</b>	<b>43</b>

## Program: Finance Administration

Finance Administration is responsible for overseeing the financial operations of the City which include: Accounts Payable, Accounts Receivable, Audits, Operating and Capital Improvement Budgets, Capital Project Accounting, Cash Management, Collections, Debt Administration, Financial Analysis, Financial Reporting and Accounting, Fixed Asset Reporting, Payroll, Pension and Deferred Compensation Administration, Revenue Forecasting and Monitoring, and Procurement of goods and services for the City.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To produce relevant, accurate, and timely financial reports on-line (current) monthly, and annually. Manage the accounting, budgeting and financial processes, to ensure accuracy, timeliness, and adherence to established practices and guidelines.

**Objective:** Process accurate financial and budgetary transactions, reports and analyses and provide customer assistance in a timely manner. Coordinate and prepare the annual operating and capital improvement budgets which reflect the vision and goals of the City of Delray.

Complete month-end closing within four working days*	92%	84%	92%
Issue financial reports within 6 working days of closing	100%	100%	100%
Payroll/Pension Report completed within set timeframe	100%	100%	100%
Monthly Financial Reports completed	12	12	12
Audit adjustments	8	10	10

\*Note: Year-end closing cannot be done within this timeframe.

**Goal:** Monitor policy compliance by conducting internal audits of the City's operations and conducting training on various City procedures.

**Objective:** Conduct at least 3 internal audits and 3 training sessions by September.

Internal Audits of City Operations completed	3	3	3
Number of performance audits/process/compliance reviews	3	5	4
Number of training sessions (credit card, year end and purchasing)	12	12	15
Approximate number of employees trained	60	21	74

**Goal:** Maintain payable, payroll and procurement processes in accordance with Federal, State, and local guidelines.

**Objective:** To ensure timely and accurate issuance of all vendor checks, bi-weekly payroll disbursements, and procurement and renewal of goods and services for the City.

Accounts payable payments issued	11,346	11,596	11,000
Accounts payable e-payments issued	1,965	1,941	2,000
% issued within 30 days of receipt of invoice	95%	95%	95%
Paychecks/Direct Deposit available by Friday 8:00am	100%	100%	100%
Process formal bids through award process	40	60	70
% Bids advertised within 5 days of department request	100%	100%	100%
Requisitions processed within 24 hours	95%	90%	100%
Renew contracts prior to expiration	75%	70%	100%

Staffing Levels	11-12	12-13	13-14
Director of Finance	1	1	1
Assistant Finance Director	1	1	1
Accountant	3	3	3
Accounting Manager	0	1	1
Administrative Assistant	1	0	0
Executive Assistant	0	1	1
Accounting Specialist	2	1	1
Accounting Clerk	2	2	2
Budget Officer	1	1	1
Executive/Technical Assistant	1	1	0
Payroll Administrator	1	1	1
Pension Administrator	1	1	1
Purchasing Manager	1	1	1
Senior Buyer	1	0	0
Purchasing Assistant	0	0	1
Treasurer	<u>1</u>	<u>1</u>	<u>1</u>
	17	16	16

## Finance Administration

General Fund

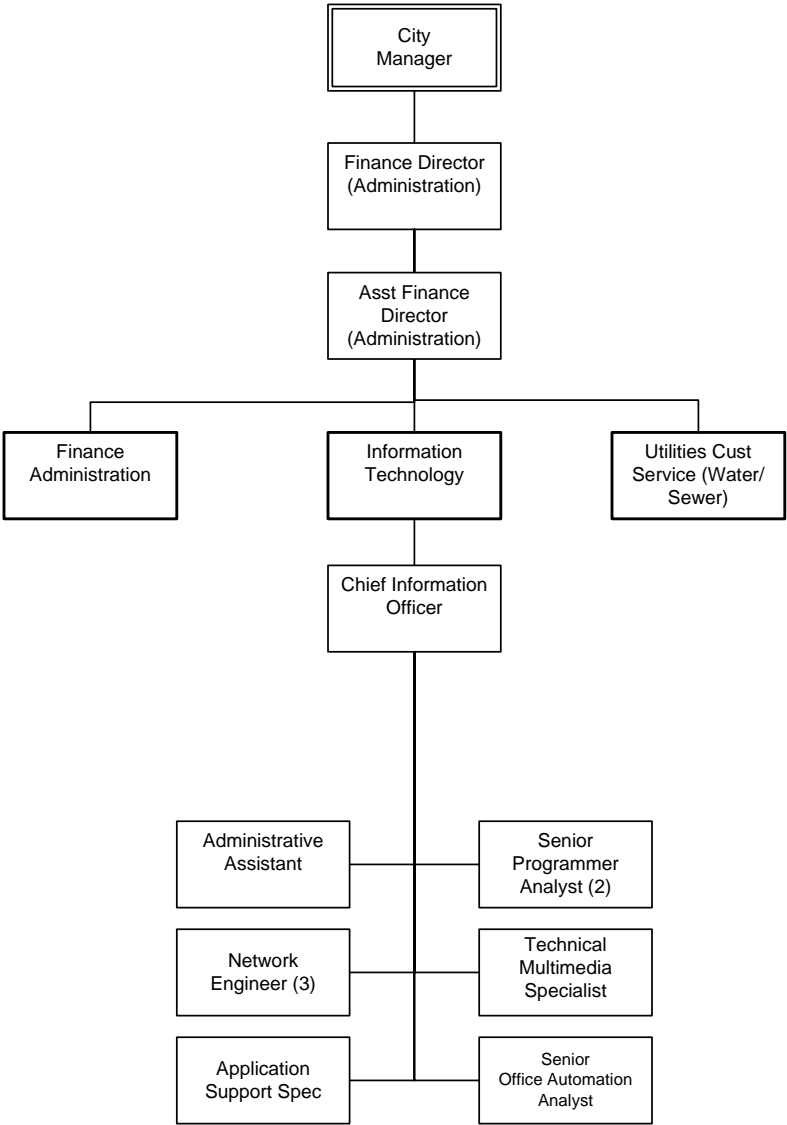
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Interest Earnings	\$111,544	\$60,970	\$90,000	\$90,000
Auction	1,903	1,727	3,000	3,000
<b>Total Revenues</b>	<b>\$113,447</b>	<b>\$62,697</b>	<b>\$93,000</b>	<b>\$93,000</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$1,388,815	\$1,391,828	\$1,355,985	\$1,417,070
Operating Expenses	176,884	264,214	269,583	254,970
Capital Outlay	0	1,156	19,200	0
<b>Total Expenditures</b>	<b>\$1,565,699</b>	<b>\$1,657,198</b>	<b>\$1,644,768</b>	<b>\$1,672,040</b>
Per Capita	\$24.38	\$27.24	\$26.75	\$27.06

### 2012-13 Accomplishments

- ◆ Reviewed and analyzed the City's state sales tax submittal process and made several improvements to make process more time and cost efficient.
- ◆ Improved process for submitting special event invoice processing.
- ◆ Implemented (1) wire function on CashPro Online for quicker processing and (2) remote deposit for the Police and Fire Departments.
- ◆ Issued the \$22,250,000 Revenue Improvement Anticipation Bonds, Series 2013 which were issued for the purpose of funding the Federal Highway Beautification Project as well as the Beach Renourishment Project.
- ◆ Issued \$2,269,000 Revenue Improvement Refunding Bonds, Series 2013 (Taxable) which refunded the Revenue Improvement Bonds, Series 2008 extending the maturity date.
- ◆ Issued quarterly investment reports to the Finance Director.

Finance Department  
Information Technology



## Program: Information Technology

The Information Technology (IT) Division maintains an informational network that effectively supports the decision-making processes within the City while maintaining integrity of the City's data. IT is accountable for the strategic plan, tactical plan, business interruption/continuity plan, and the IT project work plan. Responsibilities include the City Hall and Police Department IBM iSeries, 30 physical servers, 74 virtual servers, 6 SAN units, 725 users, and 200 laptops and attached peripherals. IT is in charge of iSeries processing, 911 technical support, output distribution, security data integrity, e-mail, e-government, Internet usage, website content management, office automation, hardware and software acquisition and maintenance, LAN administration, system security, virus protection, systems analysis and design plus offsite storage of back-up data. IT continually updates its plans to project future growth.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To provide for cost-effective state of the art management information systems and support services to enhance employee productivity throughout the City.

**Objective:** To effectively contribute to the overall productivity of the City through the integration of automated functions and ensure that all system software is current within one release of latest version and functioning properly.

iSeries releases behind current (The old iSeries cannot run the current OS version)	2	3	4
LAN programs behind current	0	0	0

**Objective:** To maintain the host system back-up and recovery process to ensure recovery media is available in the event of a system failure or disaster.

Daily full system backups performed	100%	100%	100%
Number of system failures (IBM iSeries)	5	6	7
Number of system failures (LAN Servers)	1	0	0

**Objective:** Reduce Help Desk requests by analyzing and resolving repeated issues and by maintaining and utilizing IT technical skills within the division.

Help Desk (DP) requests completed:	1,425	1,411	1395
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**Objective:** To update and distribute an annual IT work plan for all major projects by November and to complete all stated objectives by target dates.

Work plan distributed on time	Yes	Yes	Yes
iSeries scheduled projects completed	100%	100%	100%
Website scheduled projects completed	91%	100%	90%
PC/LAN scheduled projects completed	89%	100%	85%

Staffing Levels	11-12	12-13	13-14
Chief Information Officer	1	1	1
Project Manager-Local Area Networks	1	0	0
Project Manager – Software	0	1	1
Project Manager – Hardware	0	1	1
Senior Programmer / Analyst	2	1	0
Senior Programmer Database Administrator	0	0	1
Application Support Specialist	1	1	1
Network Engineer	3	2	2
Sr. Office Automation Analyst	1	1	1
Technical Multimedia Specialist	1	1	1
IT Services Coordinator	0	0	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>0</u>
	11	10	10

## Information Technology

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,026,962	\$1,013,651	\$970,170	\$1,062,120
Operating Expenses	531,863	620,396	587,503	614,080
Capital Outlay	1,228	0	0	0
<b>Total Expenditures</b>	<b>\$1,560,053</b>	<b>\$1,634,047</b>	<b>\$1,557,673</b>	<b>\$1,676,200</b>
Per Capita	\$24.29	\$26.86	\$25.33	27.1225385

### 2012-13 Accomplishments

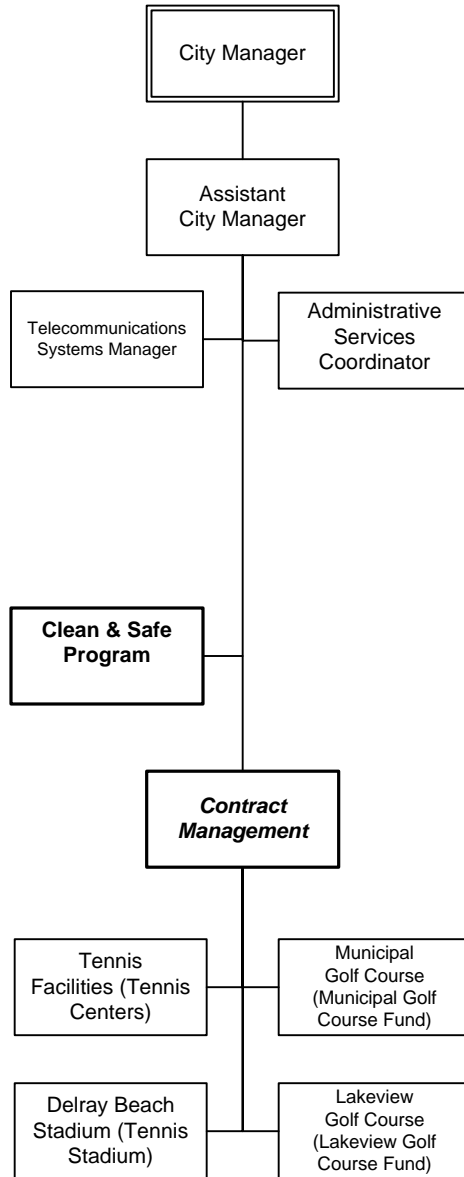
- ◆ Completed the setup of a Microsoft Forefront TMG server used to secure connections to the Exchange Server from the internet. This server also protects Domain accounts from being locked out by bad passwords on devices.
- ◆ Moved the Exchange 2010 Client Access Server from the DMZ to the inside network to improve Outlook/Exchange server performance.
- ◆ Police Department/City Hall changed out and implemented a new Firewall security system.
- ◆ Police Department/City Hall core switch change out: increased backbone speed from 2 gb to 20 gb.
- ◆ Police Department/City Hall DMZ switch change out: increased bandwidth from 1 gb to 20 gb.
- ◆ P2P (Police to Police) and P2C (Police to Citizen) implementation.
- ◆ Verizon private network implementation for Police Department and City Hall.
- ◆ Finance Department Cybernetics SAN solution for document imaging storage.
- ◆ A/V HD upgrades in City Hall (speakers, camera, audio).
- ◆ Cleared and brightened the 1620AM radio station band throughout the City.
- ◆ Live and streaming HD broadcasts of our municipal beach cam.
- ◆ Completed IP CCTV cameras at all exits in City Hall.
- ◆ Implemented mobile viewing of Commission Meetings (Granicus).
- ◆ Blackberry Enterprise Service 10 for mobile data management that completed a Verizon private network.
- ◆ City Hall and Community Center public wifi installation and configuration.
- ◆ Upgraded the SunGard Public Sector software from v7 to v9.
- ◆ Preparing to switch out the financial system from the IBM iSeries to a PC based network system. This is all the mission critical software other than the public safety software that the City uses.

# Administrative Services

## Mission Statement

The office of the Assistant City Manager provides team oriented leadership and direction to Administrative Services staff, contracted staff for Golf and Tennis Facilities, Clean And Safe Team, Customer Relations Management staff and assigned City Boards, ensuring SPIRIT driven service is provided in a timely manner.

# Administrative Services Department





## Administrative Services Department

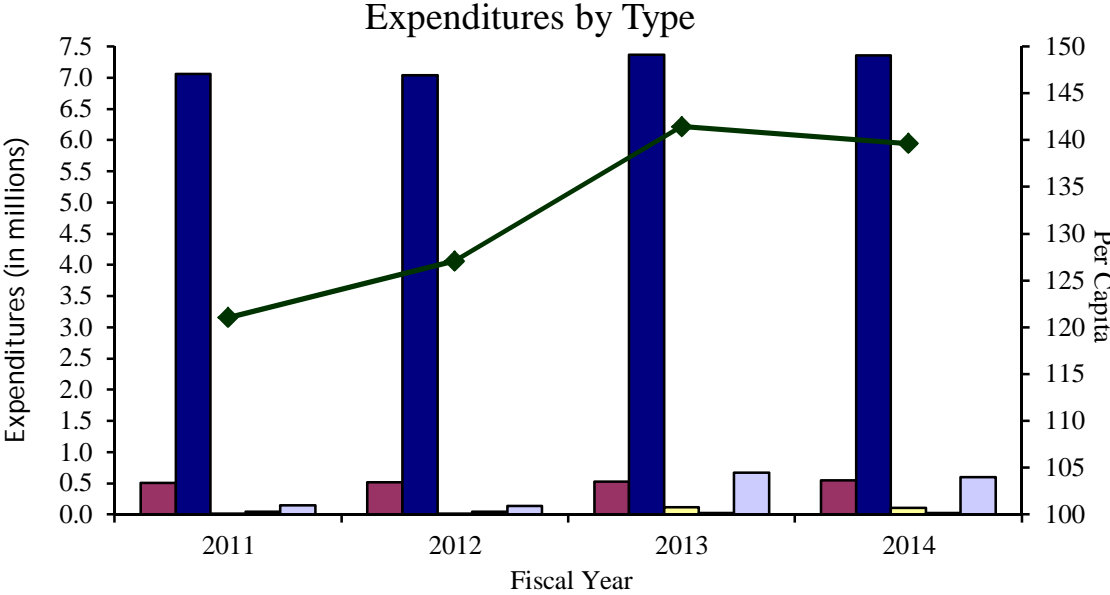
The Assistant City Manager heads the Administrative Services Department. It consists of six organizational units: Administration, Tennis Centers, Tennis Stadium, Municipal Golf Courses, Telecommunications and Clean & Safe.

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Assessments on Leased Properties	\$35,540	\$36,994	\$35,340	\$36,080
Tennis Centers	798,129	882,911	855,000	857,000
Tennis Stadium	354,958	38,489	48,425	48,000
Municipal Golf Course Fund	2,883,514	2,861,937	3,329,032	3,395,880
Lakeview Golf Course Fund	672,164	660,618	841,880	820,720
<b>Total Revenues</b>	<b>\$4,744,305</b>	<b>\$4,480,949</b>	<b>\$5,109,677</b>	<b>\$5,157,680</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$502,359	\$514,337	\$525,496	\$542,580
Operating Expenses	7,055,893	7,034,769	7,362,910	7,355,520
Capital Outlay	14,930	1,200	118,402	102,600
Non-Operating Expenses	48,000	48,000	23,000	25,000
Debt Service	152,211	132,395	666,990	602,690
<b>Total Expenditures</b>	<b>\$7,773,393</b>	<b>\$7,730,701</b>	<b>\$8,696,798</b>	<b>\$8,628,390</b>
Per Capita	\$121.05	\$127.08	\$141.42	\$139.62

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Administration and Telecommunications	\$620,809	\$616,697	\$645,480	\$644,890
Clean & Safe	201,056	179,444	204,961	203,580
Tennis Centers	1,150,925	1,194,314	1,198,170	1,201,030
Tennis Stadium	2,091,098	2,145,096	2,477,275	2,362,290
Municipal Golf Course Fund	3,018,630	2,965,253	3,329,032	3,395,880
Lakeview Golf Course Fund	690,875	629,897	841,880	820,720
<b>Total Expenditures</b>	<b>\$7,773,393</b>	<b>\$7,730,701</b>	<b>\$8,696,798</b>	<b>\$8,628,390</b>
% Covered by Department Revenues	61.03%	57.96%	58.75%	59.78%

**Administrative Services Department**



<b>Staffing Levels by Program</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	4	4	4
Clean & Safe	3	3	3
Tennis Centers	0	0	0
Tennis Stadium	0	0	0
<i>Subtotal - General Fund</i>	7	7	7
Municipal Golf Course	0	0	0
Lakeview Golf Course	0	0	0
<i>Subtotal - All Other Funds</i>	0	0	0
<b>Total Authorized Personnel</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Program: Administrative Services

Administrative Services provides management and administrative support to the Office of the City Manager, the City Commission and other departments through problem analysis and resolution and complaint and inquiry processing. Responsibilities also include oversight of Customer Relations Management tasks. The Telecommunications Systems Manager provides telecommunications support for all departments. This office also provides management and administrative support to the Sister Cities Committee and serves as a liaison to Delray Beach Center for the Arts, Delray Beach Marketing Cooperative and The Friends of Sandoway House. Coordination and staff support are provided for over 50 special events including permit processing and assistance. Managerial and administrative support as well as monitoring is provided for the golf courses and tennis facilities as well as the Clean and Safe Program, which includes coordination of four departments.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Provide additional and improved service support to the City Manager's Office, Boards, Commission and Departments, providing timely and accurate information and responses to both internal and external Customers.

**Objective:** (1) Provide support to the City Manager and provide management and administrative support to the assigned Boards. (2) Respond to City Manager, City Commission, and citizen inquiries in a timely and effective manner.

Respond to over 5,000 phone calls within 8 working hours	96%	96%	96%
Respond to over 8,000 emails within 24 hours	97%	97%	97%
Respond to other written request/complaints within 72 hours	96%	97%	97%
Complete agendas, minutes and back up material for all Board meetings 5 working days prior to meeting	96%	95%	96%

**Goal:** To provide the highest level of telecommunication and receptionist services to our internal and external customers.

**Objective:** (1) Support telecommunication services to all departments and respond to emergency calls within 4 hours. (2) Maintain cost effectiveness, billing accuracy, and system efficiencies through the processing, allocation, and auditing of all monthly telecommunication bills. (3) Coordinate all radio and cellular telephone repairs in a timely manner. (4) Provide courteous uninterrupted switchboard services.

Respond to emergency calls within 4 working hours	97%	98%	98%
Process 35 telephone/192 cell phone bills and 753 network lines for payment within 1 week of receipt	98%	98%	98%
Process billing for 237 air cards within 1 week of receipt	98%	98%	98%
Complete requests for repairs to all phones within 48 hours	99%	99%	98%
Complete repair requests for radios within 5 working days	98%	97%	98%
Receive and process over 99 GovQA inquiries per month within 1 day	98%	95%	96%
Reduce City wide telephone line costs by 5%	9%	5%	3%

**Goal:** Provide managerial and administrative support, to be recognized as having world class tennis events and tennis and golf facilities and to become a benchmark for quality of other events.

**Objective:** (1) Provide support for Tennis event sponsorships and grant revenue generation and logistic support for parking, transportation, ticket and other benefit distribution, and in obtaining new events. (2) Streamline the application process and provide additional direction to special event sponsors. (3) Provide support to ensure golf and tennis operations comply with contract standards.

Reduce City costs for all events by 1%	1%	.5%	1%
Increase Tennis Stadium event revenue by 1%	.5%	0%	1%
Complete monthly site inspections of tennis/golf facilities	95%	90%	92%

Staffing Levels	11-12	12-13	13-14
Assistant City Manager	1	1	1
Administrative Services Coordinator	1	1	1
Telecommunications Systems Manager	1	1	1
Customer Service Assistant	1	1	1
FTEs	<u>.17</u> 4.17	<u>.13</u> 4.13	<u>.21</u> 4.21

## Administrative Services Administration

General Fund

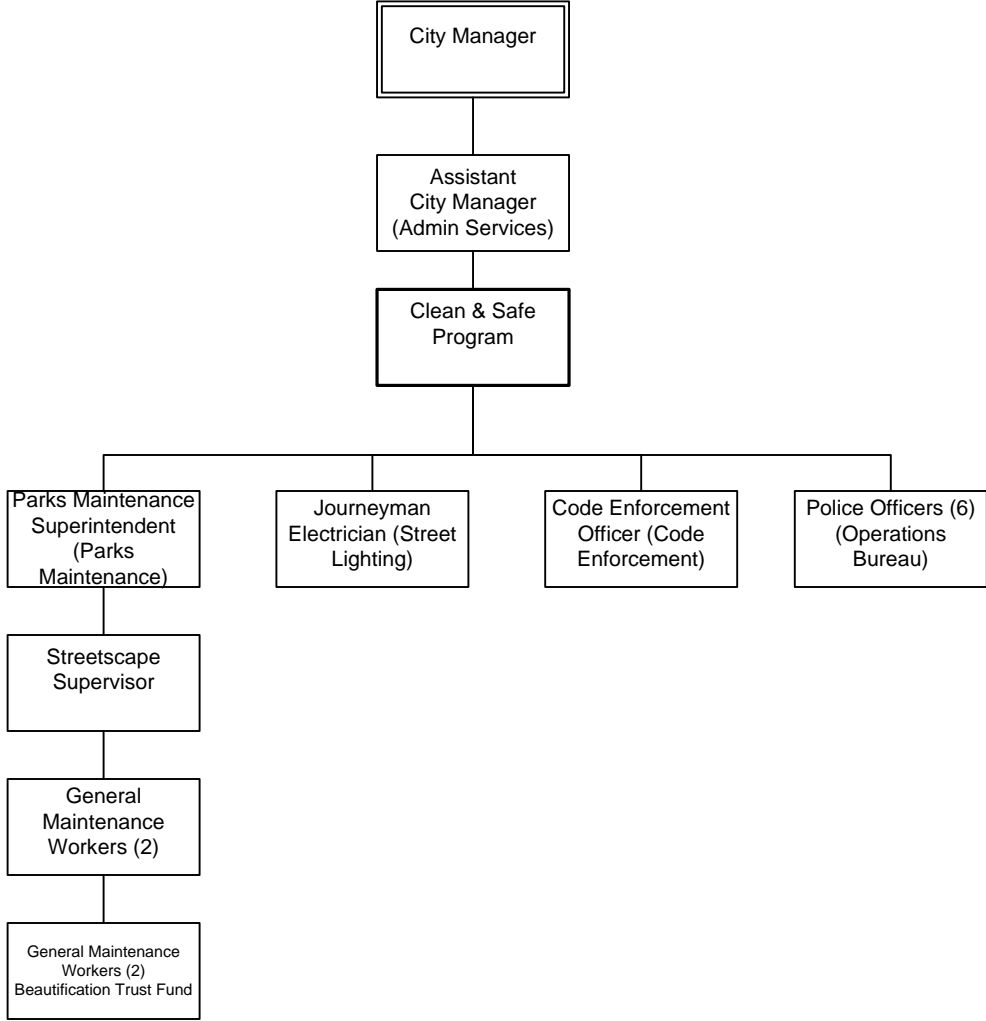
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Assessments on Leased Properties	\$35,540	\$36,994	\$35,340	\$36,080
<b>Total Revenues</b>	<b>\$35,540</b>	<b>\$36,994</b>	<b>\$35,340</b>	<b>\$36,080</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$363,662	\$380,584	\$384,720	\$398,330
Operating Expenses	257,147	236,113	260,760	246,560
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$620,809</b>	<b>\$616,697</b>	<b>\$645,480</b>	<b>\$644,890</b>
Per Capita	\$9.67	\$10.14	\$10.50	\$10.43

### 2012-13 Accomplishments

- ◆ Provided managerial and staff support coordination for approximately 67 events.
- ◆ Obtained commitment of \$535,000 from the CRA to offset Tennis Tournament costs.
- ◆ Obtained a commitment of \$1,294,795 from the CRA to offset the costs of the Clean and Safe Program, an increase of \$150,000 from the previous year.
- ◆ Renewed service contract with AT&T saving the City approximately \$32,000 a year for three years.
- ◆ Increased Tennis event parking revenue by 3.5% over previous fiscal year.
- ◆ Successfully obtained bid to be host site for FED Cup Tie and secured a \$35,000 grant to offset costs from the Palm Beach County Sports Commission.

Administrative Services  
Department  
Clean & Safe Program



## Program: Clean and Safe Streetscape

The Clean and Safe Streetscape crew provides litter control, landscape maintenance and coordinates tasks with other departments in the clean and safe area. Litter is picked up on a daily basis five days a week Wednesday through Sunday (with Parks Maintenance crews picking up litter on Monday and Tuesday).

Responsibilities also include removal of illegal signs on light poles and litter collection around dumpsters on City property and reporting graffiti.

Landscape maintenance includes weeding, mulching, hedge trimming, plant removal and replacement, flower planting, and the application of fertilizers and herbicides on a scheduled and/or as needed basis.

The Clean and Safe Streetscape crew is also responsible for inspecting and reporting damage to street furniture and sidewalks, street light conditions and other code violations.

The Assistant City Manager oversees and coordinates all department Clean and Safe tasks.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Keep Clean and Safe area litter free and attractive and ensure public health is maintained.

**Objective:** (1) Remove litter daily from all areas (2) Eliminate rodent problems (3) Keep areas around trash containers and dumpsters clean and sanitary.

Receive less than 1 complaint per month on litter control	1	1	1
Daily removal of litter from all areas, including parking lots and garages and around trash cans and dumpsters	97%	96%	96%
Provide monthly rodent control services	12	12	12
Pressure clean under trash cans and around benches Swinton to Federal once per month	12	12	12
Additional pressure cleaning to remove gum from approximately 2 blocks of sidewalk	-	3	2
Pressure clean under benches and trash cans, Federal Hwy to A-1A quarterly	4	4	4
Pressure clean under benches and trash cans, Swinton to NW/SW12th	1	1	1

**Goal:** Provide Class A Landscape services to all landscape areas in the Clean and Safe District.

**Objective:** (1) Ensure landscape materials are healthy and replaced in a timely manner (2) Keep areas free of weeds (3) Add varying shades of color to landscape nodes.

Receive less than one complaint per week	95%	97%	97%
Daily remove weeds to ensure less than 2% weed coverage of landscape areas	93%	88%	91%
Replace flowers 2 times per year	2	2	2
Remove dead plants within 1 week and replace	75%	70%	75%
Fertilize twice per year per plant and tree schedules	2	2	2
Spray all plant materials for white fly infestation	1	4	4

**Goal:** Ensure Clean and Safe tasks performed by other departments are completed as required.

**Objective:** (1) Inspects street lights, street furniture, sidewalks and banners monthly (2) Advise Code Enforcement of graffiti, sidewalk café violations and other code violations as observed on daily basis.

Inspect all street furniture and banners at least once per week	90%	90%	92%
Inspect decorative street lights daily	94%	90%	92%
Check for graffiti, illegal signs, illegal dumping, sidewalk café violations and other code violations daily and report to Code Enforcement	99%	99%	99%

Staffing Levels	11-12	12-13	13-14
Streetscape Supervisor	1	1	1
General Maintenance Worker I	2	2	2
Total	3	3	3

## Clean & Safe

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$138,697	\$133,753	\$140,776	\$144,250
Operating Expenses	62,359	45,691	64,185	59,330
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$201,056</b>	<b>\$179,444</b>	<b>\$204,961</b>	<b>\$203,580</b>
Per Capita	\$3.13	\$2.95	\$3.33	\$3.29

### 2012-13 Accomplishments

- ◆ Completed two flower plantings: one in the fall and one in the spring; over 4,200 flowers, 1,200 begonias and 3,000 pentas.
- ◆ Replaced three Royal Palm trees.
- ◆ Removed gum stains from four blocks in the downtown area.
- ◆ Completed four sprayings for white fly infestation.
- ◆ Mulched all landscape areas two times during the past year.

# Tennis Stadium

## Mission Statement

The Delray Beach Stadium will be recognized as a premier center for special events in South Florida while serving the needs of the citizens and community through tennis and other events.



## Program: Tennis Stadium

The Delray Beach Tennis Center Stadium is an 8,200-seat facility with approximately 3,000 box and reserved seats. The facility includes bathrooms, a courtyard area, VIP seating area and a television booth equipped to televise live or taped delay. The City hosts a variety of premier events at the stadium such as the Chris Evert Pro Celebrity, International Tennis Championships, Fed Cup, ATP Champions Tour and other community events.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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Goal: To promote the Stadium as a multi faceted venue available for professional tennis, amateur tennis, other sports events, and community and charity events while promoting the City of Delray Beach through national and international television exposure.

**Objective:** Host events in the stadium that market the City of Delray Beach and add economic impact as well as support the community and charitable organizations.

International Tennis Championships	1	1	1
USTA Junior Tennis Tournaments	4	4	4
ATP Champions Tour	1	1	1
Chris Evert Charity Event (Annual celebrity event)	1	1	1
First Night	1	1	1
Special Events (other miscellaneous events)	1	2	1

Staffing Levels	11-12	12-13	13-14
Contracted Service	n/a	n/a	n/a

## Tennis Stadium

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Charges for Services	29,448	28,112	44,425	38,000
Miscellaneous Revenue	1,330	10,377	4,000	10,000
Transfers	324,180	0	0	0
<b>Total Revenues</b>	<b>\$354,958</b>	<b>\$38,489</b>	<b>\$48,425</b>	<b>\$48,000</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Expenses	\$0	\$0	\$0	\$0
Operating Expenses	2,091,098	2,145,096	2,477,275	2,362,290
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,091,098</b>	<b>\$2,145,096</b>	<b>\$2,477,275</b>	<b>\$2,362,290</b>
Per Capita	\$32.56	\$35.26	\$40.28	\$38.22

### 2012-13 Accomplishment:

- ◆ The stadium hosted The Chris Evert Pro-Celebrity Tennis Classic which was televised.
- ◆ The stadium hosted the First Night Grand Finale on New Year's Eve.
- ◆ Hosted week long ATP World Tour Event and ATP Champions Tour Event.
- ◆ Held pre-qualifiers for ATP World Tour Event.
- ◆ Resurfaced court to meet ATP tournament standards.
- ◆ Hosted FEDCUP Event (USA vs Sweden).
- ◆ Host site for Obama Presidential rally, coordinated both on and off site parking venues, created a parking map, worked with Secret Service regarding security and barricade plans, liaised with City staff and Secret Service to accommodate audience entrance and exit, worked with Secret Service to provide water for attendees, worked with City staff to provide photo op room for visiting dignitaries, worked with election staff on ticket distribution, prepared stadium for event and post event clean up.

# Tennis Centers

## Mission Statement

The Delray Beach Tennis Centers will be recognized as the best public tennis facilities in South Florida; serving the needs of the entire community through well-planned tennis programs, special events, and a wide variety of well-managed amateur and professional tournaments.

## Program: Tennis Centers

The Delray Beach Tennis Center is open from 8:00am to 9:00pm Monday through Friday and 8:00am to 6:00pm Saturday and Sunday year round. The Delray Swim & Tennis Club is open from 8:00am to 5:00pm Monday through Sunday in season, with reduced summer hours. The facilities consist of 38 clay and 7 hard courts, pro shops, swimming pool and lounge areas. Private and group lessons are available from certified tennis professionals. Tennis programs include beginner to advanced classes, Tennis USA, leagues for men and women, junior clinics, and camps.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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Goal: To create a friendly, welcoming environment for players and patrons while maintaining a high standard of customer service in all areas.

**Objective:** Continue efforts to improve customer satisfaction. Providing professional and welcoming facilities to the community.

Conduct Member Satisfaction Survey	1	1	1
Overall Satisfaction Rating (Average of all)	4.4	4.4	4.4
Customer Service Rating (Staff Friendliness)	4.8	4.7	4.8
Court Condition Rating	4.5	4.5	4.5
Maintenance/Cleanliness	4.4	4.4	4.4
Adult Programs	4.7	4.5	4.7
Junior Programs	4.7	4.6	4.7

*Note: Rating Scale 1 to 5 with 5 being the highest.*

Goal: Develop and implement new programs that will enhance and create a positive experience for members and increase and sustain membership.

**Objective:** To promote player and community camaraderie through organized and professional programs and policies.

Summer Memberships	30	24	25
Annual memberships (renewals and new memberships)	323	333	333
Established Member Guest Days	12	12	12
Established City Championships	1	1	1

Goal: Expand and enhance communications and marketing tools utilized to inform members and residents about events, programs and policies.

**Objective:** To develop and distribute newsletters and monthly calendars to the general public, guests and members to raise awareness of programs and opportunities at the facilities.

Number of newsletters distributed per year	4	4	4
Number of calendars distributed per year	12	12	12

Goal: Enhance and develop additional opportunities and programs for juniors.

**Objective:** Provide opportunities for juniors to learn and experience the sport of tennis by hosting various camps and programs.

Delray Beach Tennis Patron Program Participants	317	190	200
Summer Junior Camps Participants	1,151	1,312	1,320
Christmas Junior Camp Participants	162	180	180
Junior Tournament Participants	4,547	4,138	4,200
Collaborative youth program efforts with Parks & Rec. Dept. (Local schools, Boys & Girls Club etc...)	1,579	1,823	1,850

*\*Numbers represent total participants*

Staffing Levels	11-12	12-13	13-14
Contracted Service	n/a	n/a	n/a

## Tennis Centers

General Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Tennis Memberships	\$146,135	\$140,173	\$140,000	\$142,000
Tennis Lessons	485,262	564,936	540,000	540,000
Tennis Equipment Rental	3,251	1,861	2,500	2,500
Commissions	5,000	5,000	0	0
League and Tournament Fees	42,377	45,596	47,500	47,500
General Admission	94,284	104,114	103,000	103,000
Pro Shop Sales	21,820	21,231	22,000	22,000
<b>Total Revenues</b>	<b>\$798,129</b>	<b>\$882,911</b>	<b>\$855,000</b>	<b>\$857,000</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$1,135,995	\$1,193,114	\$1,193,170	\$1,201,030
Capital Outlay	14,930	1,200	5,000	0
<b>Total Expenditures</b>	<b>\$1,150,925</b>	<b>\$1,194,314</b>	<b>\$1,198,170</b>	<b>\$1,201,030</b>
Per Capita	\$17.92	\$19.63	\$19.48	\$19.43

### 2012-13 Accomplishments

- ◆ Held the following Junior Programs/Camps: National Juniors Camp, Junior Camp: Summer Holiday, Spring (1,632 participation units), Patrons Program which was held at the Tennis Center (190 participation units), Collaborative Youth Programs (over 1,800 participation units), and the On-Site Junior Program at both the Tennis Center and Swim & Tennis Club (over 6,800 participation units).
- ◆ Hosted many Junior Tournaments such as the following Gulfstream Junior Tournaments; Delray Junior Super Series, Delray Junior Holiday Rookie Championships, Gulfstream Designated, ITC's Holiday Designated Tennis Championship, USTA Boys and Girls Under 12 National Spring Championship; USTA Boys 18 & 16 National Clay Court Championship; ITC's Halloween Super Series, and Summer Smash Regional Championship, ITF Delray Beach Level 4 Tournament and two Pre-Qualifying events for ITC's ATP Tournament.
- ◆ Hosted USPTA Ladies Round Robin during the ITC event with approximately 50 ladies, six teams in South Palm Beach County Women's Tennis Association, the Rainbow Tournament (216 participation units), 3rd Annual Palm Beach County Bar Association and 4th Annual Delta Airlines Tournament (392 participation units).
- ◆ Increased junior and adult program participation by 9%.
- ◆ Renovated the shower areas of both men's and ladies' bathrooms and installed new lines to 10 clay courts.
- ◆ The back 10 clay courts have all had 3 tons of clay added per court, surfaces were laser graded, new lines installed and net posts painted.

# Police Department

## Mission Statement

The Delray Beach Police Department is committed to protecting the life, property, and rights of all people, resolving issues and promoting peace in our community through ongoing partnerships, and ensuring the continuous professional development of our organization and its members.

## Police Department

The Police Department provides a safe and secure environment for the citizens of Delray Beach. The Department consists of 149 sworn and 65 civilian positions, organized as follows: Support Bureau and Operations Bureau.

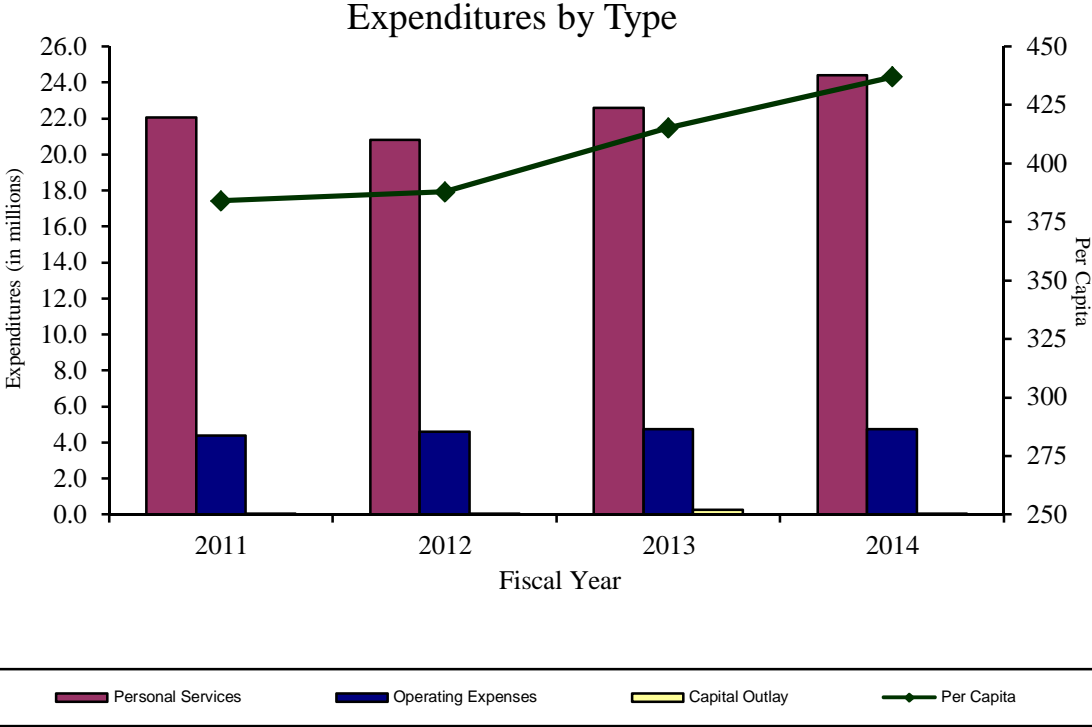
Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Gulf Stream Dispatch	\$51,192	\$51,411	\$54,040	\$54,630
Police Security Services	115,912	180,251	137,000	80,000
Other Public Safety	139,547	57,892	190,000	35,000
Fines	185,278	179,831	170,000	180,000
Police Education	16,842	17,963	18,000	18,000
False Alarm Fees	4,642	53,650	40,000	50,000
School Crossing Guard Ordinance	84,225	101,865	95,000	90,000
<b>Total Revenues</b>	<b>\$597,638</b>	<b>\$642,863</b>	<b>\$704,040</b>	<b>\$507,630</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$22,060,114	\$20,825,160	\$22,595,702	\$24,411,140
Operating Expenses	4,396,370	4,588,752	4,757,394	4,740,260
Capital Outlay	61,461	64,430	267,135	49,650
Grants & Aids	15,000	0	0	0
<b>Total Expenditures</b>	<b>\$26,532,945</b>	<b>\$25,478,342</b>	<b>\$27,620,231</b>	<b>\$29,201,050</b>
Per Capita*	\$383.99	\$387.82	\$415.15	\$436.91

\*Includes estimated Highland Beach and Gulf Stream population figures.

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Support Bureau*	\$5,748,978	\$5,686,469	\$6,016,557	\$6,165,250
Operations Bureau*	20,783,967	19,791,873	21,603,674	23,035,800
<b>Total Expenditures</b>	<b>\$26,532,945</b>	<b>\$25,478,342</b>	<b>\$27,620,231</b>	<b>\$29,201,050</b>
% Covered by Department Revenues	2.25%	2.52%	2.55%	1.74%

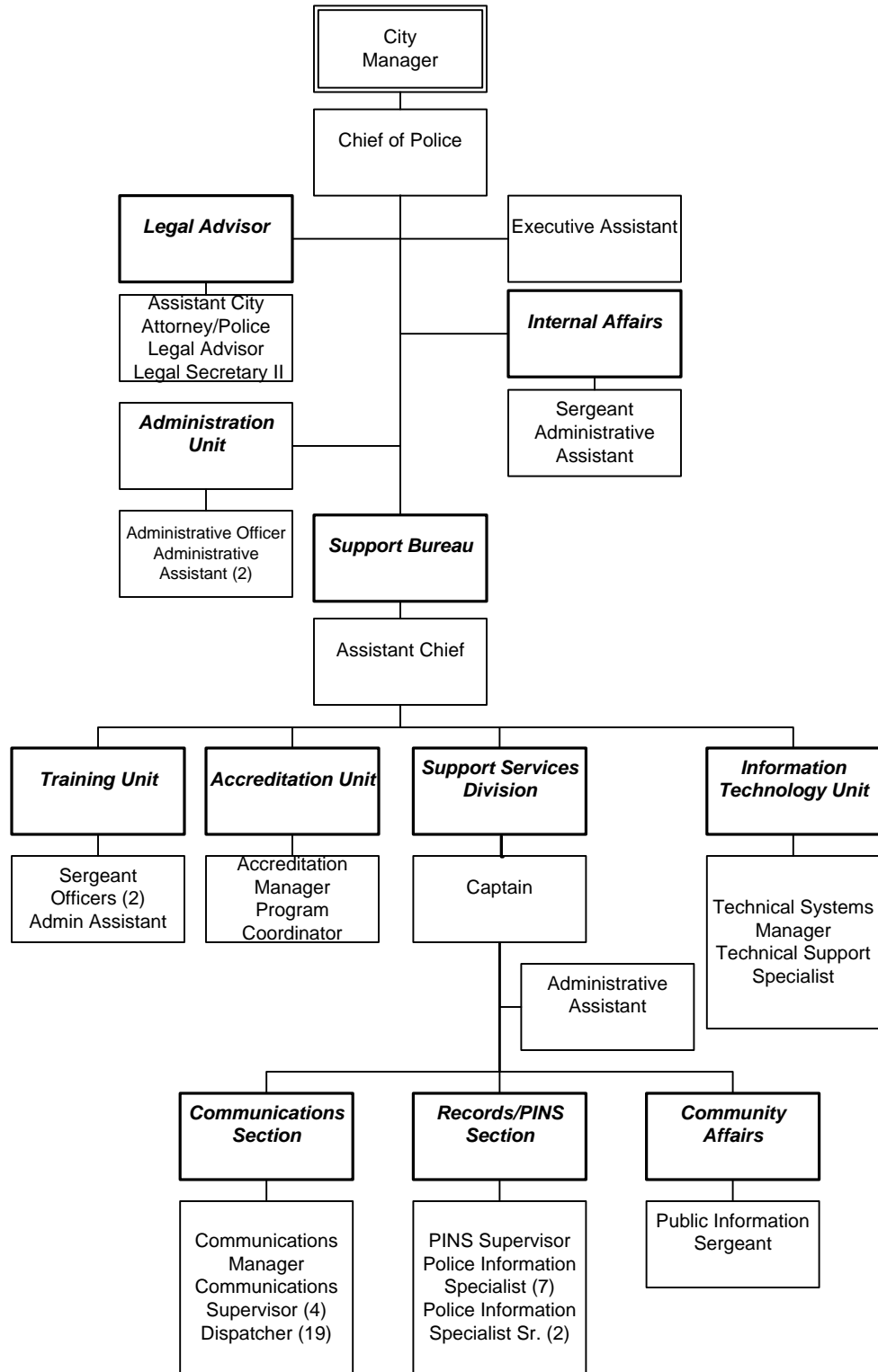
**Police Department**



<b>Staffing Levels by Division</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Support Bureau	60	55	53
Operations Bureau	173	174	169
<i>Subtotal General Fund</i>	233	229	222
COPS Hiring Recovery Program	6	0	0
<b>Total Authorized Personnel</b>	<b>239</b>	<b>229</b>	<b>222</b>



# Police Department Support Bureau



## Program: Police Department Support Bureau

The *Support Bureau* includes the budget for the Office of the Chief of Police, the Internal Affairs Unit, the Police Legal Advisor and the Administrative Unit, which is tasked with payroll, purchasing, and budgeting. Additional units and functions funded from this budget include the *Support Services Division*. This division is comprised of the Accreditation Unit, which monitors compliance with state law enforcement accreditation standards and re-accreditation, manages the Department's grant reporting, and manages the Power DMS electronic document distribution system; the Training Unit identifies and addresses training needs, ensures mandatory certification training requirements are met, manages recruitment and hiring efforts and tests new equipment; the Public Information Officer (PIO) serves as the liaison with the local media, and the delivery of crime prevention programs and youth initiatives; the Communications Section and 911 Operations answers all incoming calls on the non-emergency and E-911 lines for the cities of Delray Beach and Gulf Stream, as well as fire calls for Highland Beach; the Information Technology Unit ensures daily functionality of computer equipment, as well as the research and testing of new technologies; the Records/Police Information Section enters data, stores, maintains and distributes all police reports in accordance with Florida Public Records Laws, and conducts Uniform Crime Reporting; and the Volunteer Section consists of two separate volunteer groups (Operations and Support) with 400 participants. The Support Services Division also coordinates all facility maintenance issues.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** The Support Bureau will provide the community with professional, effective, well trained police and Communication personnel.

**Objective:** Annual promotional examinations will be given for the positions of Sergeant, Lieutenant, Captain, and Communications Supervisors. Promotional materials for written examinations will be produced by a validated outside vendor, and testing will be conducted in accordance with accreditation standards. We will continue the development of a comprehensive in-service training plan for both sworn and non-sworn members of the department that will provide the basis for the promotion of the best personnel possible.

Employees taking the annual Police promotional test	15	16	17
Employees taking the annual Communications Suprvsr Test	0	3	4
Number of Hours of Training Completed	20,199	25,000	25,000

**Goal:** The Support Bureau will strive to provide the department with a workforce representative of the community we serve, to better mirror the community demographics.

**Objective:** To recruit and hire minority and protected-class individuals as police officer candidates and continually review and update our plan for the recruitment of all individuals as dictated by the requirements of the department. Minority recruitment efforts will include advertising at selected colleges and universities, and academy recruitment trips.

Police Officers Hired	4	4	5
Minority/Protected-Class representation ( <u>Percentages</u> )	25%	25%	25%
College and Minority/Protected-Class Recruitment trips Including Police Academies*	8	12	12

*\*Note: Recruiting has been done mostly via Internet, publications and minority advertising due to budget constraints. Recruitment trips to local College Campuses and Police Academies have occurred.*

**Goal:** The Support Bureau will provide timely, professional and courteous service and referrals to the community and customers who utilize our Communications Section's services.

**Objective:** Increase first line supervisory involvement in problem solving and personnel development on each shift while providing excellent customer service through training and inspections in Dispatch.

Supervisory skills refreshment (hours worked each console)	1,339	1,716	1,450
Average hours of training per Communications Specialist	33	45	38
Calls reviewed for quality assurance (5 per person per month).	905	985	960

Performance Measures	2012 Actual	2013	2014 Projected
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**Goal:** The Support Bureau will enhance police ties with the community we serve.

**Objective:** (1) To teach students about valuable character traits. (2) Continue patrolling neighborhoods and providing customer assistance utilizing our volunteers.

Approximate number of youth participating in Police Dept. programs designed to promote good character traits.	1,000	800	800
Total number of volunteers	400	400	410
Volunteer hours worked.	43,415	34,213	36,500
Monetary value to the City of Delray Beach (based on avg. CSO hourly rate of \$18.05 for DBPD)	\$783,641	\$617,545	\$658,825

\* Update: Perry Corman's hours added to 2012 number.

**Goal:** The Support Bureau will utilize technological advances to enhance the efficiency and productivity of programs and employees allowing for the preservation of evidence and providing officer safety and training opportunities.

**Objective:** Obtain and implement new hardware/ software to include Digital Recording Equipment for Community Patrol vehicles.

Total number of police vehicles with audio/visual systems	77	90	98
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Staffing Levels	11-12	12-13	13-14
Police Chief	1	1	1
Assistant Police Chief	1	1	1
Support Services Captain	1	1	1
Support Services Lieutenant	1	0	0
Police Sergeant (Training)	1	1	1
Police Sergeant (Community Relations & Crime Prevention)	1	1	1
Police Sergeant (IA)	1	1	1
Police Officers (Training & Recruiting)	2	2	2
Legal Advisor	1	1	1
Administrative Officer	1	1	1
Accreditation Manager	1	1	1
Executive Assistant	1	1	1
Legal Secretary	1	1	1
Administrative Assistant	5	5	4
Technical Systems Manager	1	1	1
Communications Manager	1	1	1
Technical Support Specialist	1	1	1
Communications Supervisor	4	4	4
Communications Specialist	19	19	18
PINS Supervisor	1	1	1
Police Information Specialist	11	7	7
Police Information Specialist, Sr.	2	2	2
Program Coordinator	1	1	1
FTEs	0.89	0.60	1.85
	60.89	55.60	54.85

## Police Support Bureau

General Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Police Security Services	115,912	180,251	137,000	80,000
Police Education	16,842	17,963	18,000	18,000
Gulf Stream Dispatch	\$51,192	\$51,411	\$54,040	\$54,630
Fines	185,278	179,831	170,000	180,000
False Alarm Fees	4,642	53,650	40,000	50,000
Other Public Safety	139,547	57,892	190,000	35,000
<b>Total Revenues</b>	<b>\$513,413</b>	<b>\$540,998</b>	<b>\$609,040</b>	<b>\$417,630</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$4,466,364	\$4,353,007	\$4,439,164	\$4,716,440
Operating Expenses	1,268,281	1,307,415	1,493,459	1,418,160
Capital Outlay	14,333	26,047	83,934	30,650
<b>Total Expenditures</b>	<b>\$5,748,978</b>	<b>\$5,686,469</b>	<b>\$6,016,557</b>	<b>\$6,165,250</b>
Per Capita*	\$83.20	\$86.56	\$90.43	\$92.24

\*Includes estimated Highland Beach and Gulf Stream population figures.

### 2012-13 Accomplishment:

- ◆ Completed a successful audit by the National Crime Information Center Advisory Board. This audit demonstrated that the DBPD is in compliance with FCIC/NCIC rules, regulations and user agreements. No issues or concerns were raised.
- ◆ The DBPD has been an accredited agency since 2004 and reaccreditation by the Commission for Florida Accreditation takes place every three years. DBPD successfully completed its third reaccreditation by complying with a total of 276 training, policy and procedural standards established by the Florida Department of Law Enforcement.
- ◆ New technology was implemented to allow citizens easier access to information and to make the department more efficient. The new website P2P(Police-to-Citizen) provides citizens many options including the ability to map crime in their neighborhood, access to the department's daily bulletin, recent arrests/mug shots and the ability to retrieve police reports. Another tool, S2S (Switch-to-Switch) was launched later in the year. It provides officers with the ability to tap into the databases of compatible local agencies. Now when officers conduct a name search on their mobile device, the system automatically checks the name in other local systems for any history. Through this system, we are currently connected with West Palm Beach PD and Palm Beach Gardens PD. Other agencies will be brought online soon.
- ◆ Successful mentoring programs not only benefit the youths through potential job opportunities, but benefit the organization as well. One of these programs is the DBPD Explorer Program. One explorer was sponsored through the Police Academy and ultimately hired as a full time auxiliary officer. An added benefit to the department is that this officer remains as an active advisor with the Explorers Program.

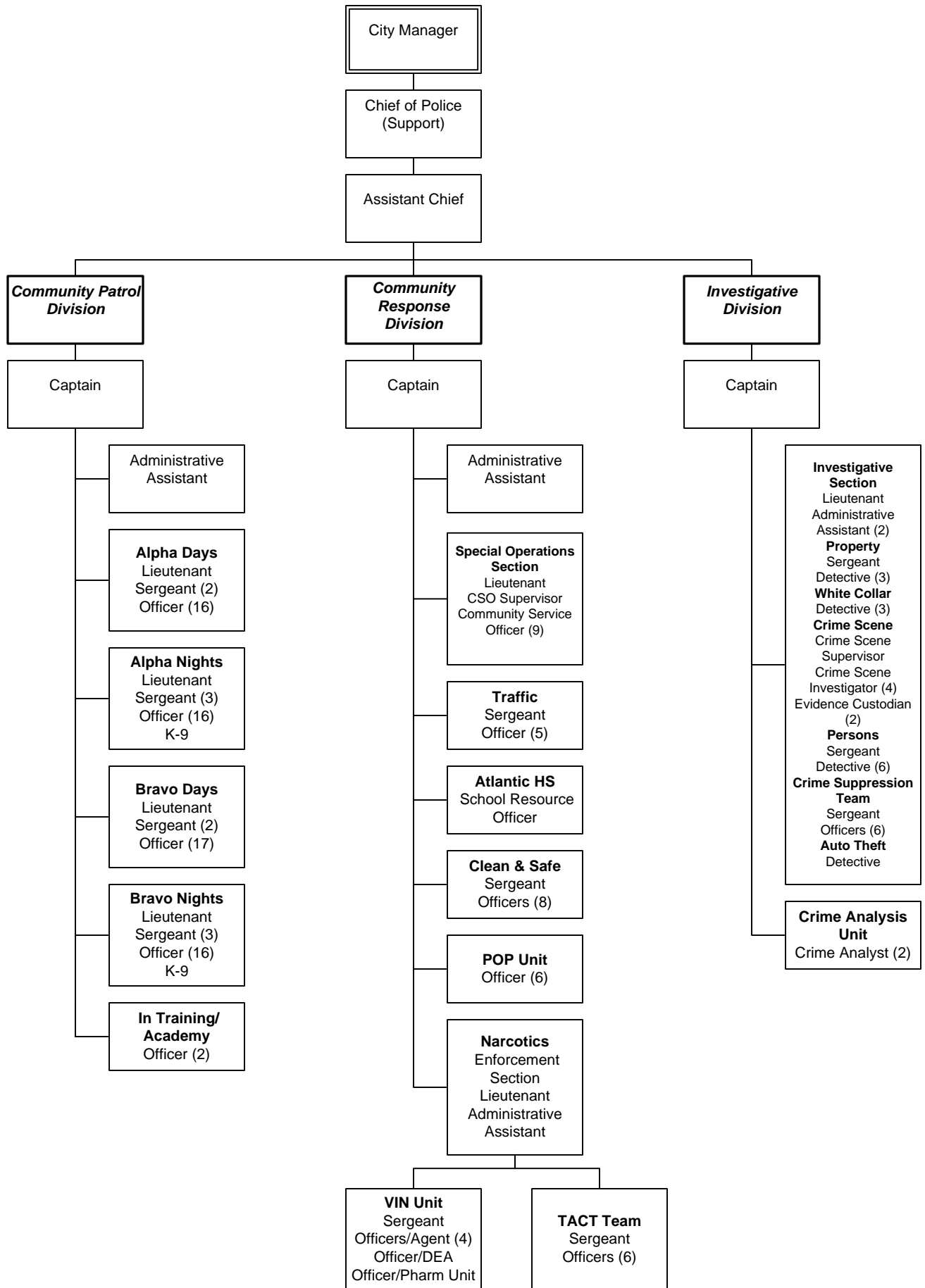
## **Police Support Bureau**

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### **2012-13 Accomplishments con't.**

- ◆ A total of 12,332 parking tickets were issued from October 2012 - September 2013. Of the 10,771 collectible tickets, we received payment for 9,290 (this may include previous years) yielding a collection rate of 86%. The revenue from paid parking tickets for this time period totaled \$331,774 and with collection agency efforts the total is \$340,504.
  
- ◆ DBPD Volunteers worked 43,4415 hours which equals a savings to the City of Delray Beach in the amount of \$783,641 in full time salaries.

# Police Department Operations Bureau



## Program: Operations Bureau

The Operations Bureau consists of the Criminal Investigations Division, the Community Response Division and the Community Patrol Division.

The **Community Patrol Division** is responsible for the preliminary investigation of crimes, first responders for all calls for service and identification of criminal opportunity. These efforts are accomplished through ongoing relationships with citizens (community policing).

The **Community Response Division** takes a proactive approach in dealing with crime, repeat criminals, gangs and street level narcotics. They also are responsible for safe vehicular and pedestrian traffic city-wide. This division works in harmony with the community in improving the quality of life for all within the city limits.

The **Criminal Investigative Division's** task is to conduct thorough follow up investigations on criminal cases, identify and arrest suspects charged with perpetrating crimes. This division is comprised of Persons Unit, Property Unit, White Collar Unit, Crime Suppression Unit; Crime Scene; Crime Analysis; and Evidence.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
<b>Goal:</b> Proactively work to deter crime			
<b>Objective:</b> Increase traditional enforcement efforts.			
Field Interview Reports	2,498	3,221	3,930
Extra Patrols	14,235	22,147	30,120
Special Enforcement Efforts	24	25	26
Number of Arrests	2,903	3,068	3,221

**Goal:** Apply Community Policing philosophy and Problem Oriented Policing strategies to address issues and problems.

<b>Objective:</b> Establish and maintain a working relationship with homeowners, business and community associations.			
Active homeowners associations	216	171	171
Active business owners associations	7	7	7
Community Policing Initiatives	25	30	35
P.O.P Unit Neighborhoods Served	8	7	7
Citizen rating: feeling of safety during the day	93%	95%	95%
Citizen rating: feeling of safety after dark	72%	73%	74%
Citizen rating of Police Services overall	75%	82%	83%

*\*FY 12/13 from 2012 Citizen Survey*

**Goal:** Reduce traffic crashes through enforcement and increasing the public's awareness regarding safe, responsible operation of motor vehicles.

<b>Objective:</b> Conduct traffic crash analysis and initiate selective traffic enforcement in areas where data indicates a need and in areas identified by the community.			
City-wide Traffic Crashes	2,066	2,363	2,300
Traffic Selective Enforcements	1,363	1,371	1,400
Number of Citations Issued	13,944	10,115	13,000
DUI Arrests *	114	103	110

*\*DUI Arrests are calculated into the total Number of Arrests for agency*

**Goal:** To conduct comprehensive, follow up investigations on select criminal cases in order to identify and arrest perpetrators of crimes against our residents, visitors and businesses.

<b>Objective:</b> Utilize established solvability factors and common sense in determining case assignment for follow up investigation.			
Clearance rate of assigned violent crime investigations	45.6%	*43.7%	45%
Clearance rate of assigned property crime investigations	24.5%	32%	34%

*\*Avg of FY 2010-2012*

**Objective:** Increase case linkage and crime solution through regular inspection of regulated, legitimate businesses utilized by criminals.

Admin inspections of tow yards, pawn shops, junk yards, recycling, etc.	20	20	20
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Staffing Levels	11-12	12-13	13-14
Assistant Police Chief	1	1	1
Police Captain	3	3	3
Police Lieutenant	8	7	7
Police Sergeant	17	18	18
Police Officer	120	121	116
Crime Scene Supervisor	1	1	1
Crime Scene Specialist	4	4	4
Crime Analyst	2	2	2
Evidence Custodian	1	1	1
Evidence Custodian Assistant	1	1	1
Administrative Assistant	5	5	5
Community Service Officer Supervisor	1	1	1
Community Service Officer	9	9	9
FTEs	<u>1.5</u>	<u>1.16</u>	<u>1.17</u>
	174.5	175.16	170.17



## Police Operations Bureau

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$17,593,750	\$16,472,153	\$18,156,538	\$19,694,700
Operating Expenses	3,128,089	3,281,337	3,263,935	3,322,100
Capital Outlay	47,128	38,383	183,201	19,000
Grants & Aids	15,000	0	0	0
<b>Total Expenditures</b>	<b>\$20,783,967</b>	<b>\$19,791,873</b>	<b>\$21,603,674</b>	<b>\$23,035,800</b>
Per Capita	\$323.65	\$325.36	\$351.31	\$372.74

### 2012-13 Accomplishments

- ◆ The DBPD has embraced the use of social media. In addition to its successful Facebook page, the department has a Twitter feed where crime prevention tips, exceptional police work and road closures are tweeted daily. The department also prepares a monthly crime prevention article for the Delray Tribune.
- ◆ A new patrol beat was added this year. This unit is assigned to patrol the West Atlantic Avenue corridor increasing our visibility and the quality of life for the area businesses. The beat's boundaries are West Atlantic Avenue from I-95 to Swinton Avenue.
- ◆ Two K-9 officers were added this year. Both have greatly enhanced the department's ability to identify and apprehend those individuals who prey on our community and neighborhoods.
- ◆ In FY 2012/13, our City had five homicides occur within thirty days. Through diligent investigative teamwork, all give were cleared by arrest within the year.
- ◆ After an increase in iPhone thefts throughout the County, DBPD detectives were able to successfully apprehend subjects that were involved in those thefts. Similar cases were cleared in Boca Raton and Boynton Beach as a result of arresting those subjects.
- ◆ Acting on a complaint that a tax company was filing fraudulent claims and benefiting from massive refunds which included operating an illegal, private lottery, a collaborative effort between the investigative division, the VIN unit and the FBI found the defendants who admitted that they cashed more than \$29 million worth of income tax checks in the past two years and purchased a house for \$575,000 in Palm Beach County. Two search warrants were obtained for Atlantic Multi-Services in Delray Beach and at JT's Paperwork's & Tax Services in Lake Worth and two arrests were made.
- ◆ A case involving skimming money and tax fraud in Hollywood, FL was solved due to a collaborative effort between DBPD, Boca Raton PD and the Secret Service. It resulted in the seizure of \$200,000 and one arrest.
- ◆ On October 23, 2012, the City hosted President Obama's rally and provided three days coverage for Mitt Romney during the same weekend. The events were carried off successfully and there were no significant issues.
- ◆ DBPD agents conducted a long-term video narcotics buy operation resulting in 148 narcotics sales charge cases against street level drug dealers. As a result of this significant investigation, many of them have received lengthy prison sentences.

## **Police Operations Bureau**

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### **2012-13 Accomplishments con't.**

- ◆ Officer Daniel Cramer was selected for a distinguished service award in the area of Special Enforcement by the Traffic Safety Committee of the Palm Beaches.
  
- ◆ Another successful mentoring program in the Atlantic High School Criminal Justice Academy. Enrollment for FY 2012/13 topped at 168 students and from this program, DBPD hired one student as a full-time Community Service Officer who also is an active Police Explorer advisor for that program.

# Fire-Rescue Department

## Mission Statement

The Delray Beach Fire Department will provide the highest quality emergency services to the residents and visitors of our community; effectively mitigating incidents threatening life or property; educating the public in specific aspects of health and safety to assure a superior quality of life.

## **Fire Department**

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The Fire Department is responsible for the protection of life and property in the City by minimizing the effects of fire, medical incidents, and other emergencies and disasters. This is accomplished with certified personnel and civilian personnel. Our goal is provide an equitable quality service through pro-active prevention and public education programs, community involvement, and emergency response.

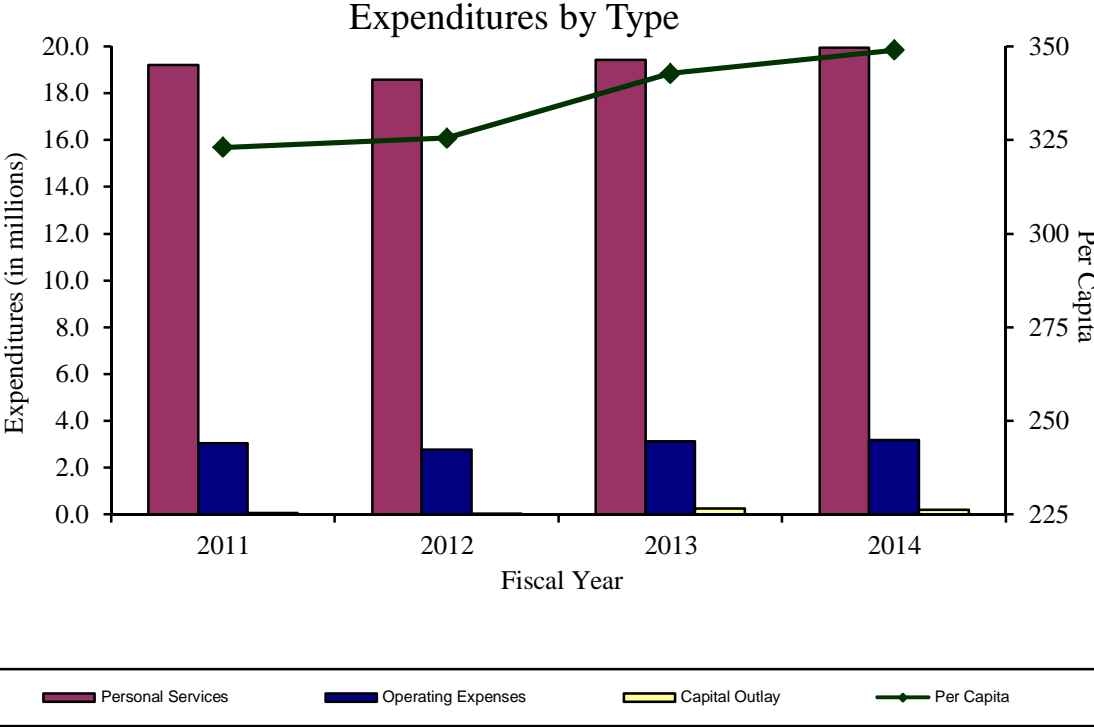
<b>Revenues</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Transport Fees	\$1,633,447	\$2,209,105	\$2,200,000	\$2,200,000
Intergovernmental Contracts Gulf Stream	300,563	315,580	428,200	389,540
Highland Beach	2,976,041	2,951,886	2,928,030	3,002,400
Highland Beach - Transport	12,000	12,000	12,000	12,000
Fire-Emergency Services	28,648	27,345	32,200	45,000
State Reimbursed Fire Incentive	58,758	60,352	57,120	60,000
Regional HazMat Team	221,685	228,336	235,190	242,250
E.M.S Grants	0	0	70,000	0
Alarm Ordinance	1,150	-150	1,500	0
<b>Total Revenues</b>	<b>\$5,232,292</b>	<b>\$5,804,454</b>	<b>\$5,964,240</b>	<b>\$5,951,190</b>

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$19,221,203	\$18,567,083	\$19,416,365	\$19,933,120
Operating Expenses	3,034,092	2,781,427	3,124,145	3,185,050
Capital Outlay	67,732	36,644	265,202	209,900
<b>Total Expenditures</b>	<b>\$22,323,027</b>	<b>\$21,385,154</b>	<b>\$22,805,712</b>	<b>\$23,328,070</b>
Per Capita*	\$323.06	\$325.51	\$342.79	\$349.03

\*Includes estimated Highland Beach and Gulf Stream population figures.

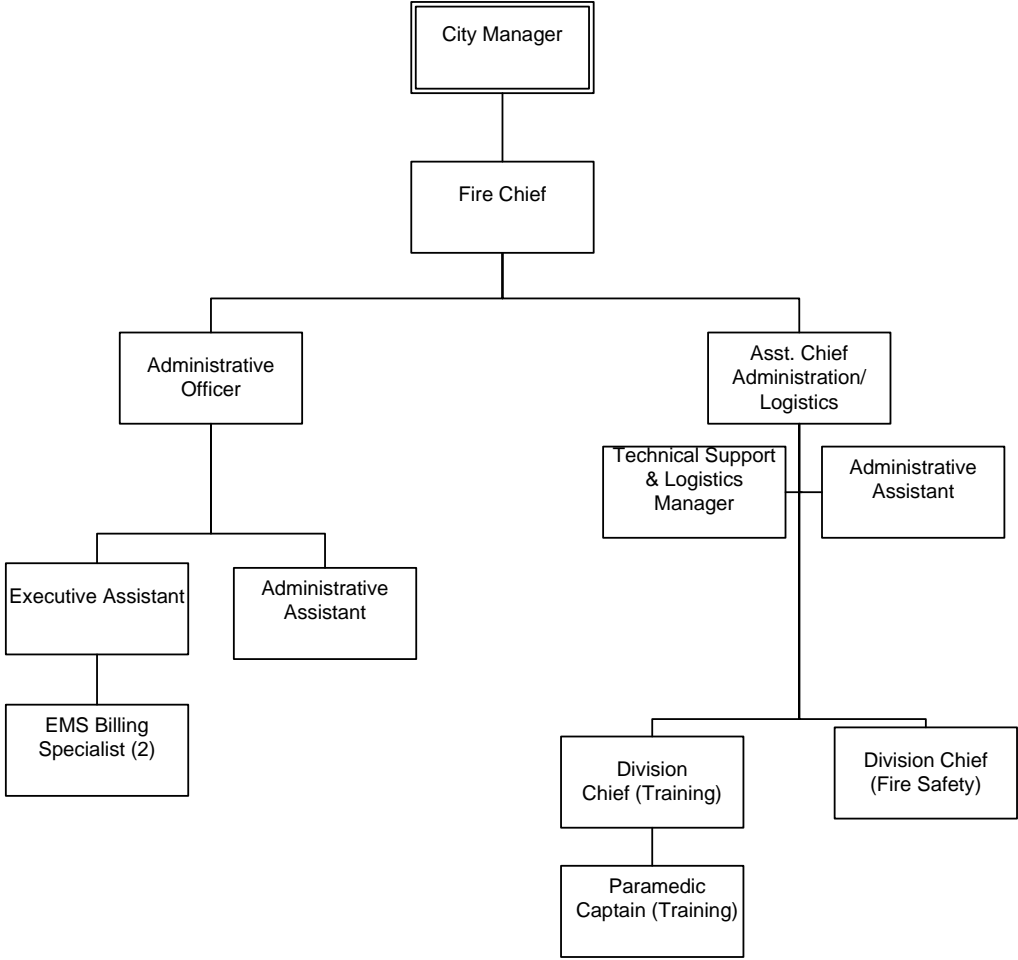
<b>Expenditures by Program</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Administration	\$1,861,085	\$1,676,288	\$1,744,342	\$1,731,850
Highland Beach	3,142,810	2,972,040	3,107,353	3,176,780
Fire Operations	16,081,075	15,632,107	16,886,894	17,344,750
Emergency Management	10,623	11,765	21,821	5,110
Fire Safety	1,227,434	1,092,954	1,045,302	1,069,580
<b>Total Expenditures</b>	<b>\$22,323,027</b>	<b>\$21,385,154</b>	<b>\$22,805,712</b>	<b>\$23,328,070</b>
% Covered by Department Revenues	23.44%	27.14%	26.15%	25.51%

**Fire Department**



<b>Staffing Levels by Division</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	13	11	11
Highland Beach	22.5	22.5	22.5
Fire Operations	110	118	116
Fire Safety	9.5	8.5	7.5
<b>Total Authorized Personnel</b>	<b>155</b>	<b>160</b>	<b>157</b>

Fire Department  
Administration



## Program: Fire-Rescue Department Administration

The Administration Program provides leadership and direction for administrative, managerial, budgetary, logistic, and planning activities for departmental operations. Activities include personnel recruitment; coordination of promotional testing; managerial and specialized technical training; approval and processing of all purchases; coordination and oversight of the EMS transport revenue program; preparation and administration of the annual budget; coordination and supervision of preventive maintenance for the fire and rescue apparatus fleet; coordination of departmental facility maintenance; coordination and availability of a Critical Incident Debriefing System; and coordination of other employee assistance activities and functions.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Provide career development, education and training for personnel to meet future challenges and issues that will impact the City. Maintain pro-active recruitment programs to attract and retain high quality professional staff.

**Objective:** Provide effective leadership and management team development programs for all managers and supervisors at least once per year to improve department operations and service quality.

Total hours of in-service and technical training for Admin. Staff	2,030	1,561	2,000
Percentage of authorized staffing filled	100%	100%	100%

**Goal:** Be responsive to all customer and citizen needs by identifying appropriate service levels through interaction with citizens and other local government departments. Maintain high level of compliance with industry standards.

**Objective:** Secure and maintain stated levels of recognition and compliance with Insurance Services Office; State of Florida Emergency Medical Services Inspections; and State/County Hazardous Materials Team compliance.

I.S.O. Public Protection Classification	Class 2	Class 2	Class 2
State EMS Compliance Inspection Outcomes	100%	100%	100%
State/County HazMat Inspection Compliance	100%	100%	100%

**Goal:** Enhance Fire-Rescue Department revenues.

**Objective:** Collect user fees for emergency patient transport at a rate of at least 65%.

E.M.S. fees invoiced	6,992	7,025	7,100
Collection rate	62%	63%	65%
Percent of total budget off-set by contracts/fees	22%	22%	22%

Staffing Levels	11-12	12-13	13-14
Fire Chief	1	1	1
Assistant Fire Chief – Administration	1	1	1
Division Chief – Training & Safety	1	1	1
Paramedic Captain – Training	1	1	1
Administrative Officer	1	1	1
Executive Assistant	1	1	1
Administrative Assistant	2	2	2
EMS Billing Specialist	2	2	2
Technical Support & Logistics Manager	<u>0</u>	<u>1</u>	<u>1</u>
	10	11	11

## Fire Administration

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,271,800	\$1,166,516	\$1,097,371	\$1,189,480
Operating Expenses	578,106	498,224	591,450	501,870
Capital Outlay	11,179	11,548	55,521	40,500
<b>Total Expenditures</b>	<b>\$1,861,085</b>	<b>\$1,676,288</b>	<b>\$1,744,342</b>	<b>\$1,731,850</b>
Per Capita*	\$26.93	\$25.52	\$26.22	\$25.91

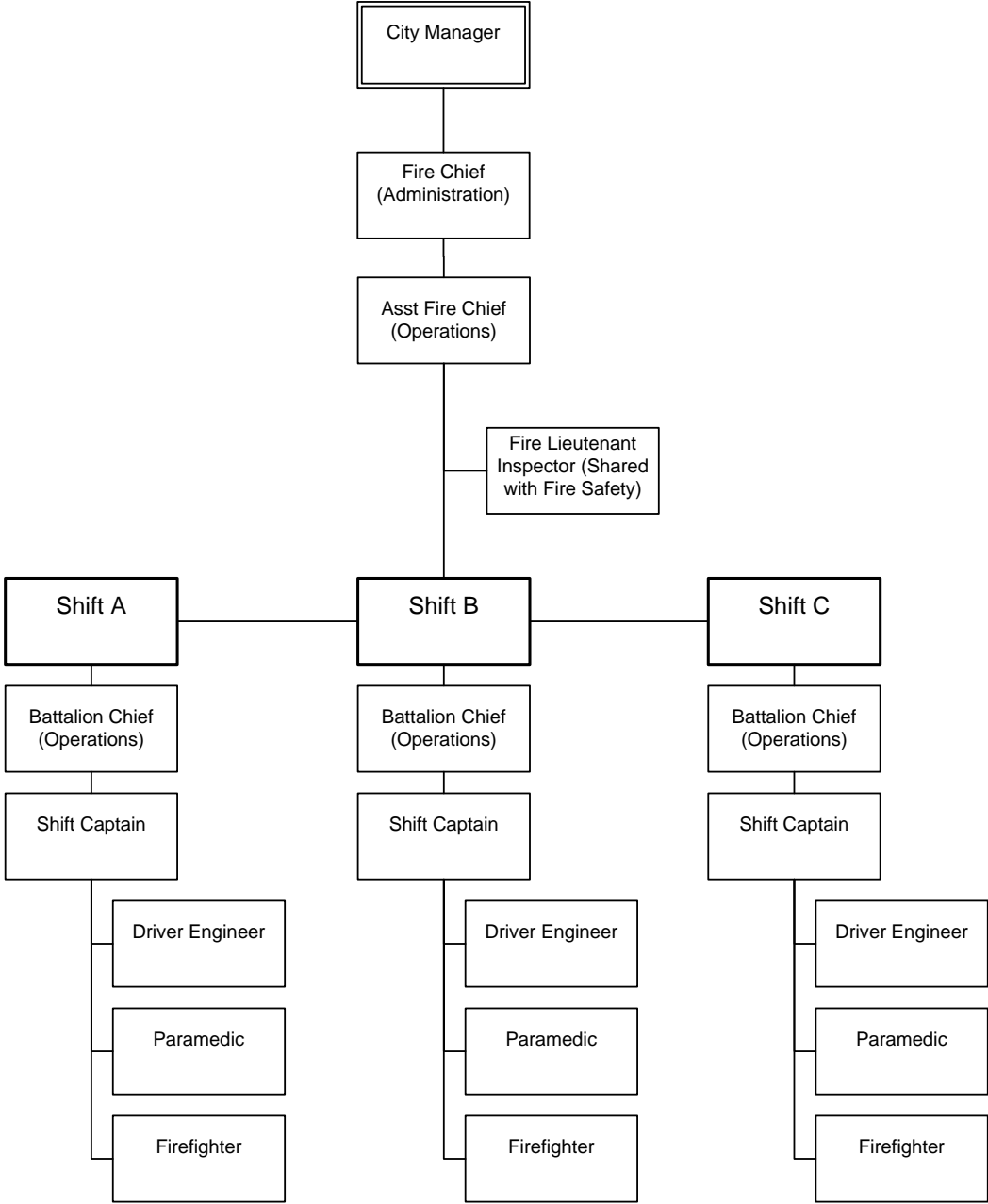
\*Includes estimated Highland Beach and Gulf Stream population figures.

### 2012-13 Accomplishments

- ◆ Completed second full year of the EMS billing in house, exceeding our revenue goal established for the year by \$111,086. We collected \$2,311,086 in EMS transport fee revenue for this fiscal year.
- ◆ Annual recertification requirements met by EMS billing staff. Enhanced training standards to meet Medicare guidelines.
- ◆ The Administrative staff completed 1,561 hours of in-service training.
- ◆ Hired ten new Firefighters/Paramedics.
- ◆ Hired a new Technical Support Manager.
- ◆ Replaced thirty three sets of structural firefighting gear.
- ◆ Firehouse Medic Implementation.
- ◆ Telestaff upgrade implementation to utilize more of the program capabilities in our quest of becoming a more paperless organization.
- ◆ The addition of Vinelight dashboard services as a reporting tool to better ensure data collection and reporting quality.
- ◆ Completed storm hardening renovation of Fire Station 1. The city received a grant from the state to harden the building to prevent wind damage due to storms. This hardening included the replacement of all windows and flat roofs. It also included a new 200kw generator capable of powering the entire station including the City's Emergency Operations Center.
- ◆ Placed an order for a new Medic Unit.
- ◆ Purchased and installed four GoPro cameras to enhance training opportunities. Cameras purchased with donated funds.
- ◆ Completed outfitting all operational personnel with Class A Suits and hats to promote unity and uniformity.



Fire Department  
Highland Beach



## Program: Highland Beach

The Highland Beach Program provides contractual Fire-Rescue services within the Town of Highland Beach. The Program's mission is the preservation of life, stabilization of emergency incidents, and the protection of property and the environment. Services are designed to improve the quality of life in Highland Beach.

Activities include: providing advanced or basic life support for medical emergencies and medical transportation for patients; confining and extinguishing structure, vehicle, brush, and trash fires; and special operations such as hazardous materials incident control, underwater search and rescue, confined space rescue, vehicle extrication and technical rescue. The program provides fire safety inspections and public education in fire safety and hurricane preparedness.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Protect the lives and property of the community through timely emergency response.

**Objective:** To respond and effectively mitigate 100% of the daily calls for emergency medical, fire, and special operations incidents while maintaining an average response time of 4 minutes or less, from dispatch to arrival.

Emergency medical service responses	566	755	500
Fire suppression and related responses	282	280	300
EMS patient transports	369	476	350
Emergency incident response times (average in minutes)	4:44	4:46	4:45

**Goal:** Provide career development, education and training for personnel to meet future challenges and issues that will impact the City.

**Objective:** To provide 20 hours of in-service training each month to all employees in this division while on duty.

Total hours of in-service and technical training	5,000	5,053	5,000
Minimum daily staffing level	5	5	5

**Goal:** Reduce preventable deaths, injuries and property loss in the community through public education programs.

**Objective:** To provide various community education programs in order to teach the citizens of the community how to prepare for and respond to an emergency situation.

Fire safety and health and wellness education classes	2	1	1
Hurricane Preparedness training classes	1	1	1

Staffing Levels	11-12	12-13	13-14
Fire Captain – Shift	3	3	3
Paramedic	13	13	13
Driver Engineer	3	3	3
Fire Fighter	3	3	3
Fire Captain Inspector (1)	.5	.5	.5
	22.5	22.5	22.5

(1) Shared with Fire Safety

## Highland Beach

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Intergovernmental Contract: Highland Beach	\$2,976,041	\$2,951,886	\$2,928,030	\$3,002,400
Highland Beach - Transport	12,000	12,000	12,000	12,000
<b>Total Revenues</b>	<b>\$2,988,041</b>	<b>\$2,963,886</b>	<b>\$2,940,030</b>	<b>\$3,014,400</b>

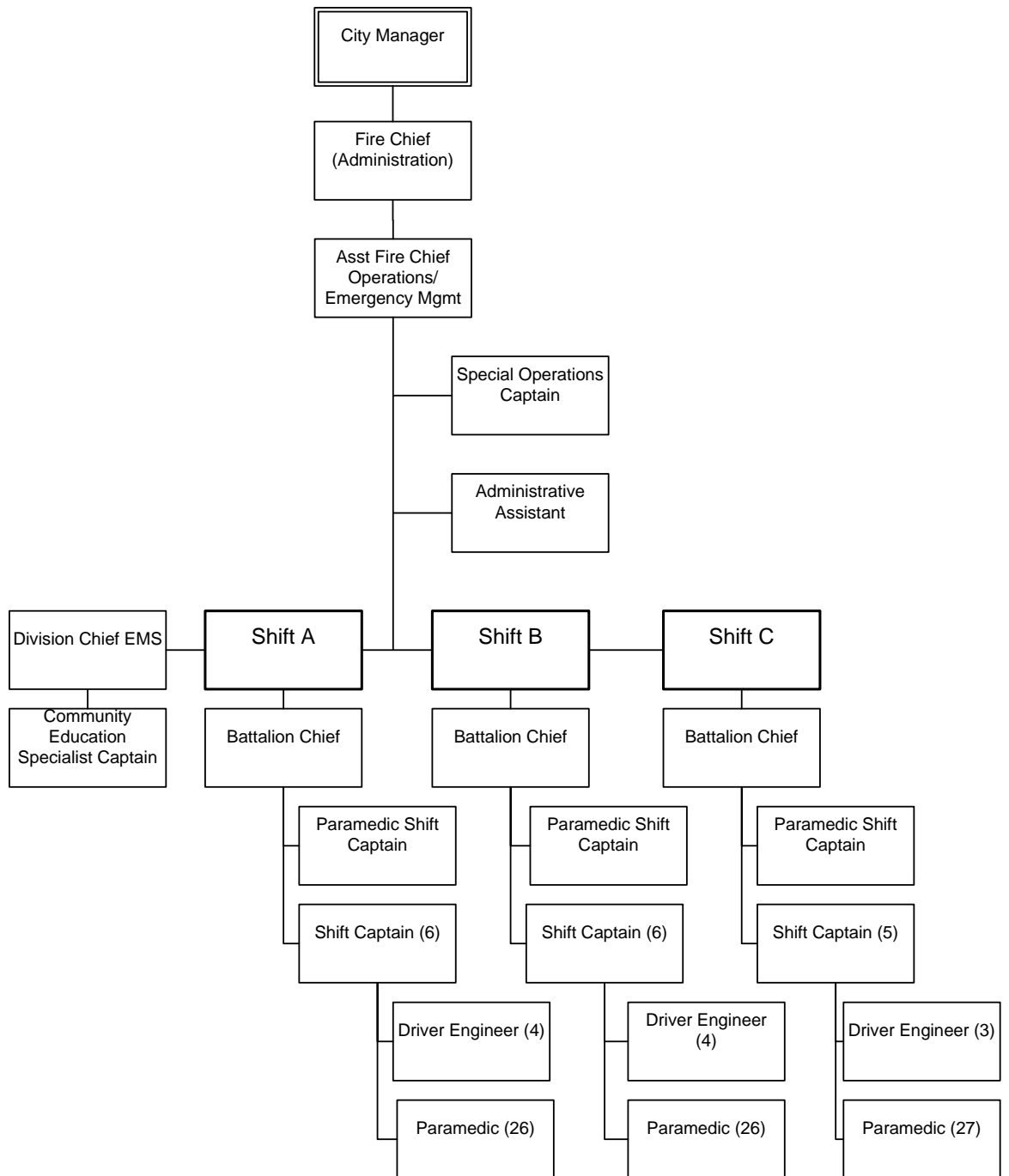
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$3,037,453	\$2,871,200	\$2,931,738	\$2,989,800
Operating Expenses	96,940	100,840	161,810	175,080
Capital Outlay	8,417	0	13,805	11,900
<b>Total Expenditures</b>	<b>\$3,142,810</b>	<b>\$2,972,040</b>	<b>\$3,107,353</b>	<b>\$3,176,780</b>
Per Capita*	\$754.76	\$716.15	\$748.76	\$ 765.49

\*Based on estimated Highland Beach population figures.

### 2012-13 Accomplishments

- ◆ Responded to 755 calls for emergency assistance.
- ◆ Conducted building surveys of high-rise condominiums.
- ◆ Completed 5,053 hours of in service training.

# Fire Department Operations



## Program: Fire Operations

The Operations Division is responsible for providing and supporting emergency response to medical incidents, fire incidents, special operations, and natural and man-made disasters. The division's mission is the preservation of life, stabilization of emergency incidents, and the protection of property and the environment. All services are designed to improve the quality of life in Delray Beach and contract communities. Activities include: providing advanced or basic life support and transportation for medical emergencies; confining and extinguishing structure, vehicle, brush and trash fires; and special operations such as hazardous materials incident control, underwater search and rescue, confined space rescue, vehicle extrication, and technical rescue. The division also performs inspections of fire hydrants and provides public education in CPR/AED, Stroke, Diabetes, fall prevention, flu vaccinations for the elderly, fire safety and hazardous materials training. Delray Beach Fire Rescue operates a State of Florida Haz Mat/WMD Team as a Regional Domestic Security Task Force in Region 7, also is one of four county-wide Regional Haz Mat Teams jointly with Boca Raton Fire-Rescue.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Protect life and property in the community through timely emergency response.

**Objective:** To respond and effectively mitigate 100% of the daily calls for emergency medical, fire and special operations incidents while achieving an average response time of 5.0 minutes or less, from dispatch to arrival.

Emergency medical service responses	9,253	9,692	9,500
EMS Patient transports	6,992	7,085	7,800
Fire suppression and related responses	3,029	3,091	3,000
Actual number of fires	157	175	175
Total property loss (Estimated)	\$1,693,350	\$1,522,174	\$1,500,000
Emergency incident response time (average in minutes)	5:17	5:21	5:20
Minimum daily staffing level	28	28	28

**Goal:** Provide career development, education, and training for personnel to meet future challenges and issues that will impact the City.

**Objective:** To provide 20 hours of in-service training each month to all employees in the division while on duty.

Total hours of in-service and technical training	42,837	40,316	41,000
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**Goal:** Reduce preventable deaths, injuries, and property loss in the community through public education programs.

**Objective:** To participate in various community education programs in order to teach the citizens of the community how to be prepared in an emergency situation.

Fire safety and health and wellness education classes	240	104	100
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Staffing Levels	11-12	12-13	13-14
Assistant Chief – Operations	1	1	1
Division Chief-EMS	1	1	1
Battalion Chief	3	3	3
Fire Captain/Paramedics-Shift	19	20	20
Paramedic Captain – Shift	3	3	3
Driver Engineers	9	9	9
Paramedics	81	80	78
Administrative Assistant	1	1	1
	118	118	116

## Fire Operations

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Transport Fees	\$1,633,447	\$2,209,105	\$2,200,000	\$2,200,000
Intergovernmental Contract: Gulf Stream	300,563	315,580	428,200	389,540
Fire-Emergency Services	28,648	27,345	32,200	45,000
Regional HazMat Team	221,685	228,336	235,190	242,250
State Reimbursed Fire Incentive	58,758	60,352	57,120	60,000
E.M.S. Grants - Equipment	0	0	70,000	0
<b>Total Revenues</b>	<b>\$2,243,101</b>	<b>\$2,840,718</b>	<b>\$3,022,710</b>	<b>\$2,936,790</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$13,790,024	\$13,527,282	\$14,430,634	\$14,790,370
Operating Expenses	2,244,499	2,079,729	2,263,384	2,396,880
Capital Outlay	46,552	25,096	192,876	157,500
<b>Total Expenditures</b>	<b>\$16,081,075</b>	<b>\$15,632,107</b>	<b>\$16,886,894</b>	<b>\$17,344,750</b>
Per Capita*	\$247.65	\$253.99	\$270.71	\$276.69

\*Includes Gulf Stream population figures.

### 2012-13 Accomplishments

- ◆ The Operations and Highland Beach Divisions of the Fire Rescue Department completed 40,316 hours of in service training.
- ◆ Transported 7,085 patients to area hospitals.
- ◆ Responded to 9,692 Emergency Medical calls and 3,091 fire related calls.
- ◆ Successfully passed the Palm Beach County Emergency Management ALS and BLS apparatus recertification.
- ◆ Conducted timed company evolutions to ensure we meet the 2010 edition of NFPA 1410 Training for Initial Emergency Scene Operations.
- ◆ Replaced the Battalion Chief's command vehicle with a 2013 Chevrolet Suburban.
- ◆ Replaced a medical transport unit with a 2013 Horton Rescue Truck.
- ◆ Added a new K 1000 Thermal Imaging Camera to the Battalion Chief's vehicle.
- ◆ Placed 80 new self-contained breathing apparatus (SCBA) into service. This was a total replacement of our old and outdated SCBA.
- ◆ Added two new Hydrogen Cyanide gas detection monitors to the Battalion Chief and EMS Captain's

## **Fire Operations**

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### **2012-13 Accomplishments con't.**

- ◆ Secured the 2012 State Homeland Security Grant funds totaling \$14,765 to assist us with sustaining our State resources as a funded HazMat team in Region 7.
- ◆ Selected as one of three HazMat teams in Region 7 to continue receiving funds through the State Homeland Security Grant Program (SHSGP).
- ◆ Received a new piece of HazMat equipment called a Gas ID from Smiths Detection. The funds came from the state to enhance our abilities in chemical and WMD detection. This instrument cost approximately \$50,000 and was provided at no cost to us through the SHSGP.
- ◆ Onboard wireless mobile router and broadband access point were installed on every ALS unit to improve Paramedic communications when transmitting critical patient data to the receiving medical facility.
- ◆ Six recertified Zoll E Series Defibrillator monitors were purchased for each ALS Suppression unit to enhance critical patient data transmission to receiving medical facility.
- ◆ Met requirements set forth in Chapter 401 Florida Statutes and Chapter 64J Florida Administrative Code to successfully renew Advanced Life Support license.

## Program: Emergency Management

The Emergency Management Program is authorized by Chapter 95 of the Delray Beach Code of Ordinances. Activities include: the mitigation of, preparation for, response to, and recovery from any condition which threatens or adversely affects public health, safety or security and which is, or threatens to be, beyond the control of those public and private agencies normally responsible for the management of such condition, resulting from an act or imminent threatened act of war, civil disturbance, terrorism, mob or other acts of violence; from conflagration, explosion, hazardous materials incident or release; from a weather event such as a flood, hurricane or tornado; from a disruption in the City's utility system; or from any other cause.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To provide a City readiness plan to address various types of major emergencies and disasters.

**Objective:** Conduct an annual review of the City's NIMS Compliance Plan.

Annual NIMSCAST submitted (required once/year)	1	1	1
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**Objective:** To maintain and conduct an annual exercise at the emergency operations center to facilitate the management, communications and control of emergency conditions.

Annual exercise	1	1	1
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**Goal:** To provide career development, education, and training for personnel to meet future challenges and issues that will impact the City pertaining to emergency management.

**Objective:** To provide training to City employees with Emergency Management responsibilities.

Integrated Emergency Management Course Hurricane Program Attendees	3	3	3
Governor's Hurricane Conference Attendees	3	5	5

**Goal:** To provide training and information to our Community Emergency Response Teams (CERT).

**Objective:** To maintain skills and facilitate management of CERT volunteers.

CERT Disaster Drill	1	1	0
CERT Refresher classes	2	2	0
CERT training classes (new participants)	1	1	0

Staffing Levels	11-12	12-13	13-14
There are no budgeted and permanently assigned positions within the City dedicated solely to this program.	0	0	0



## Emergency Management

General Fund

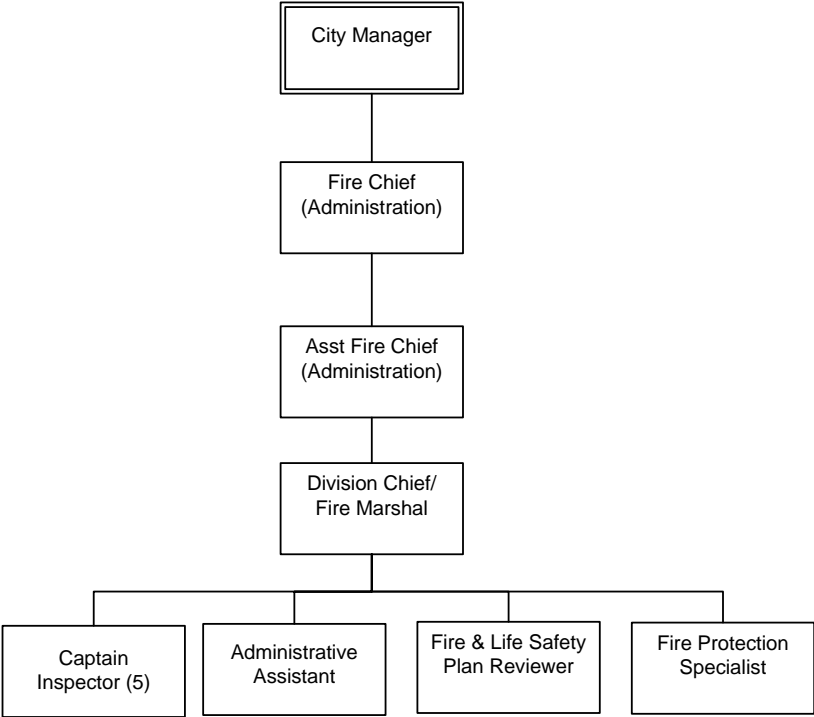
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$6,397	\$7,081	\$10,000	\$0
Operating Expenses	4,226	4,684	8,821	5,110
Capital Outlay	0	0	3,000	0
<b>Total Expenditures</b>	<b>\$10,623</b>	<b>\$11,765</b>	<b>\$21,821</b>	<b>\$5,110</b>
Per Capita*	\$0.15	\$0.18	\$0.33	\$0.08

\*Includes estimated Highland Beach and Gulf Stream population figures.

### 2012-13 Accomplishments

- ◆ City Staff participated in an annual disaster drill in the City Emergency Operations Center at Fire-Rescue Headquarters.
- ◆ City Staff participated in a two hour hurricane/disaster plans review.
- ◆ Two staff members received training on utilizing the City operated AM station.
- ◆ Three individuals from the Fire Rescue Department attended the Governor's Hurricane Conference.
- ◆ Updated the departmental disaster/hurricane plan.
- ◆ Provided a hurricane preparedness course to 75 residents.

Fire Department  
Fire Safety



## Program: Fire Safety

The Fire Safety Division provides engineering, education, and enforcement services to reduce life and property losses from fires and other emergencies. Engineering service utilizes a permit and plans review process for new construction and hazardous activities. Educational programs are provided to residents of all ages on topics such as fire safety, accident prevention, and disaster preparedness. In addition, technical in-service training is provided to personnel assigned to Operations. Enforcement responsibilities are accomplished through inspections of new and existing commercial, industrial, and multi-family residential occupancies. The Fire Safety Division also investigates the origin and cause of fire incidents to prosecute arsonists and/or identify faulty products or procedures.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Require all buildings to be in compliance with the appropriate Local and State fire codes.

**Objective:** (1) To provide technical fire and life safety inspections for commercial and multi-family buildings located within the City; and (2) provide plan review for new construction projects in a timely manner.

Fire safety inspections and re-inspections	7,789	8,575	8,500
Code violations identified	704	1,044	1,000
% corrected within 90 days	92%	92%	92%
New construction permits reviewed	934	1,214	1,200

**Goal:** Reduce preventable and intentional fires in the City.

**Objective:** (1) To promptly investigate fires of a suspicious or undetermined origin; and (2) to prevent loss of life from fire and fire-related injuries.

Fire cause/origin investigations	40	61	60
Investigation response time (minutes)	30	30	30
Loss of Life from fire	0	1	0
Firefighter Injuries from fire incidents	25	1	0

**Goal:** Educate the community on methods of reducing preventable injuries through instructional programs, teacher training in schools, and adult group presentations throughout the community.

**Objective:** (1) To provide outreach programs to citizens on fire safety, injury prevention, drowning prevention, and hurricane preparedness; and (2) to provide technical training to Division personnel.

Persons provided with fire and accident safety training	4,683	7,500	7,500
Total hours of in-service and technical training	338	365	400

Staffing Levels	11-12	12-13	13-14
Div. Chief - Fire Marshal	1	1	1
Fire Captain Inspector*	4.5	4.5	4.5
Fire Protection Specialist	1	1	0
Administrative Assistant	1	1	1
Fire & Life Safety Plan Reviewer ( <i>shared with Building Inspection</i> )	<u>0.6</u>	<u>0.6</u>	<u>0.6</u>
	8.1	8.1	7.1

\* Highland Beach pays for ½ Fire Inspector

## Fire Safety

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Alarm Ordinance	\$1,150	-\$150	\$1,500	\$0
<b>Total Revenues</b>	<b>\$1,150</b>	<b>-\$150</b>	<b>\$1,500</b>	<b>\$0</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,115,529	\$995,004	\$946,622	\$963,470
Operating Expenses	110,321	97,950	98,680	106,110
Capital Outlay	1,584	0	0	0
<b>Total Expenditures</b>	<b>\$1,227,434</b>	<b>\$1,092,954</b>	<b>\$1,045,302</b>	<b>\$1,069,580</b>
Per Capita*	\$17.76	\$16.64	\$15.71	\$16.00

\*Includes estimated Highland Beach and Gulf Stream population figures.

### 2012-13 Accomplishments

- ◆ Increased total number of fire safety inspections by 10%. Elimination of fire code violations resulting in a safer community.
- ◆ Increased number of total construction plans reviewed by 25%. Expands the local economy.
- ◆ Increased number of community education programs by 38%. Raises level of public awareness in the areas of fire/life safety, health and wellness.
- ◆ Increased fees for fire safety services. Diversifies revenues from levied taxes to fees for service.
- ◆ Retired two Captain/Fire Inspectors after 26.5 and 30 years of dedicated service.
- ◆ Promotion of two Captains into the Fire Safety Division.
- ◆ Promotion of the Division Chief/Fire Marshal into the Fire Safety Division.
- ◆ Five members currently serving the Milagro Center as Youth Mentors.



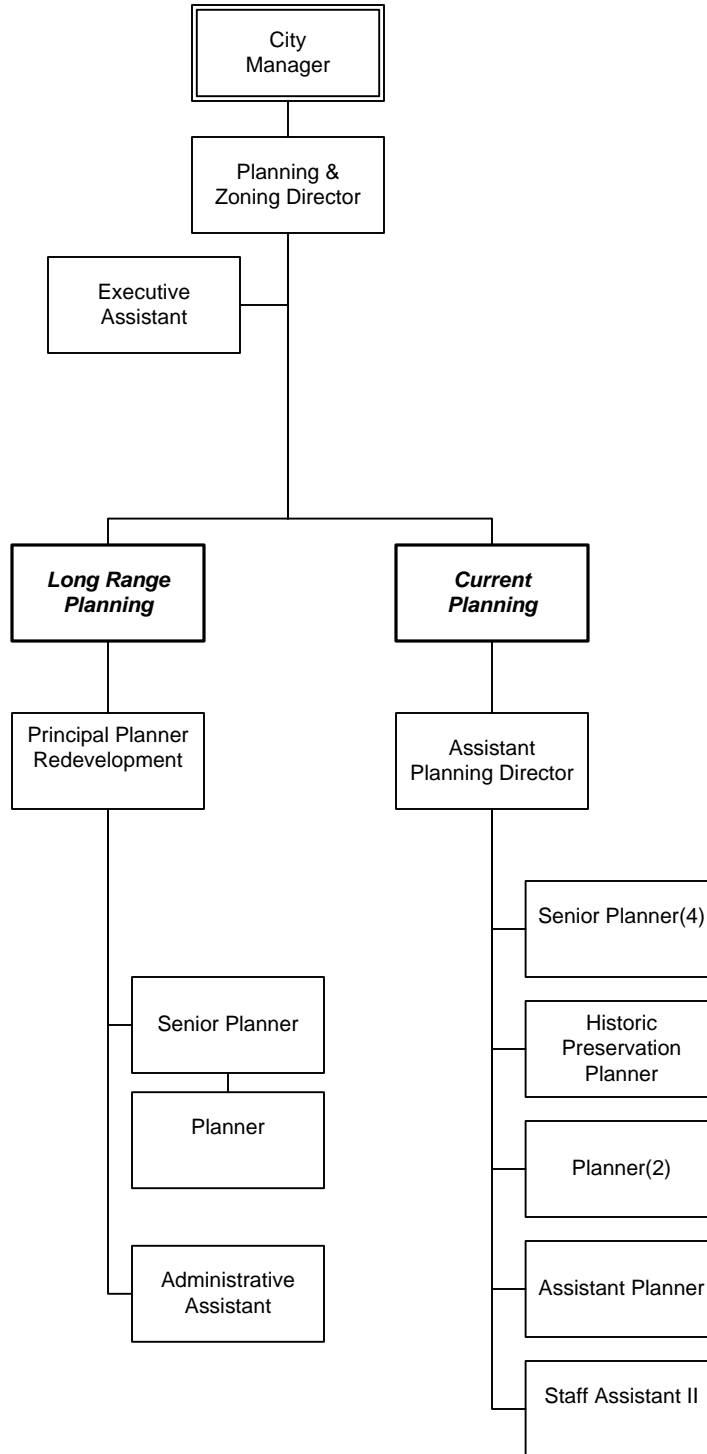
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# Planning and Zoning Department

## Mission Statement

The Planning and Zoning Department will guide the physical development of the City, in accordance with City Commission policy, and in a manner that preserves its unique characteristics and enhance the quality of life for present and future residents.

# Planning and Zoning



**Program: Current and Long Range Planning**

The Planning and Zoning Department provides services with respect to land use, zoning and development issues; overseeing the land use review and approval process; providing professional advice and direction with respect to the physical development and redevelopment of the City; developing, maintaining and providing compliance review of the City's Comprehensive Plan; implementation of historic preservation programs; preparation and maintenance of the City's base map; management of the beach renourishment program; providing technical assistance and staff support to the Site Plan Review and Appearance Board, the Historic Preservation Board and the Planning and Zoning Board.

<b>Performance Measures</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Projected</b>
▪ Prepare technical staff reports for Land Development Boards including SPRAB, HPB, and P&Z.*	190	155	230
▪ Prepare CC documents and present project developments for CC consideration.	126	180	150
▪ Answering phone inquiries from the general public for general information.	5,099	5,815	6,500
▪ Provide technical information at the Planning counter for walk-in traffic.	2,556	3,168	3,200
▪ Provide staff support for seven Planning related Boards including P&Z, SPRAB, HPB, PGMS, CRA, CC, and DDA;* and requiring preparation, presentation, and attendance at 112 associated night meetings and 12 (124 total) day meetings - approximately 408 hours.	124	116	124
▪ Provide staff support/representation on five local and regional organizations including LMS, HRRB, MPO, IPARC and BC, requiring attendance at 25 additional meetings annually.	25	25	25
▪ Prepare and transcribe SPRAB, HPB, and P&Z* Board Agenda and Minutes for 64 Board meetings per year.	64	56	64
▪ Review of Building Permits for compliance with approved site plan or site plan modifications.	572	560	560
▪ Prepare notices/stuff envelopes for development advertising notices.	4,856	7,199	8,300
▪ Research and prepare zoning verification letters for the development community.	102	111	154

<b>Staffing Levels</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Planning Director	1	1	1
Assistant Planning Director	1	1	1
Principal Planner	1	1	1
Senior Planner	6	6	4
Planner	3	3	3
Assistant Planner	1	1	0
Administrative Assistant	1	1	1
Staff Assistant II	1	1	0
Executive Assistant	1	1	1
	16	16	12

\* Site Plan Review and Appearance Board (SPRAB), Planning and Zoning Board (P&Z), Historic Preservation Board (HPB), Pineapple Grove Mainstreet (PGMS), Community Redevelopment Agency (CRA), City Commission (CC), Downtown Development Authority (DDA), Local Mitigation Strategy Committee (LMS), Historic Resource Review Board (HRRB), Metropolitan Planning Organization (MPO), Intergovernmental Plan Amendment Review Committee (IPARC), and Beach Council (BC).



## Planning and Zoning

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Land Use Applications	\$115,185	\$150,787	\$174,540	\$201,860
Sale of Maps & Publications-Non Taxable	1,024	832	900	1,500
Taxable Items	793	1,321	1,100	1,000
CRA Redevelopment Reimbursement	85,265	66,576	65,000	65,000
CRA Reimbursement for Planning Services	0	0	0	0
<b>Total Revenues</b>	<b>\$202,267</b>	<b>\$219,516</b>	<b>\$241,540</b>	<b>\$269,360</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,040,474	\$1,060,241	\$1,062,774	\$1,122,410
Operating Expenses	81,532	68,699	106,986	140,110
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,122,006</b>	<b>\$1,128,940</b>	<b>\$1,169,760</b>	<b>\$1,262,520</b>
Per Capita	\$17.47	\$18.56	\$19.02	\$20.43

### 2012-13 Accomplishments

- ◆ Processed 249 applications for land use and development approvals, in accordance with the time frames established in the Land Development Regulations.
- ◆ Processed and codified 13 separate LDR amendments; including but not limited to changes to address Transient Residential Uses, Local Register of Historic Place Additions, Modifications of List of SAD's, Height, Parking in CBD, Stacking Distances, Submission Requirements and Advisory Board Composition.
- ◆ Processed two small scale Comprehensive Plan Amendments including MD Now (Medical Office) Linton Blvd and Bermuda Gardens (Land Use change to subdivision).
- ◆ Continue to work closely on implementation of the Downtown Master Plan through participation in various sub-committees.
- ◆ Processed 49 COA applications.
- ◆ Updated zoning maps, FLUM maps, Group Homes maps, Code Enforcement maps, City Property maps, Neighborhood Association map and Historic District maps.
- ◆ Provided staff support for eight City related boards including P&Z, SPRAB, HPB, PGMS, CRA, PMAB, CC and DDA.

## **Planning and Zoning**

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### **2012-13 Accomplishments con't.**

- ◆ Continued all operations associated with the administration of the land management property addressing functions including maintaining listings of all approved street names, correcting/changing problematic addresses and research problems or addressing questions relating to addresses city wide.
- ◆ Provided staff support/representation on five local and regional organizations including LMS, MPO, IPARC, HRRB and the Beach Council.
- ◆ Reviewed approximately 560 building permits for compliance with approved site plan or site plan modifications.

# Community Improvement Department

## Mission Statement

The Community Improvement Department will provide timely, efficient permitting and assure all citizens the opportunity for a quality, livable community by promoting voluntary compliance to ordinances and laws; encouraging life long learning, affordable housing opportunities, citizen involvement, and the preservation of our heritage in a supportive environment.

## Community Improvement Department

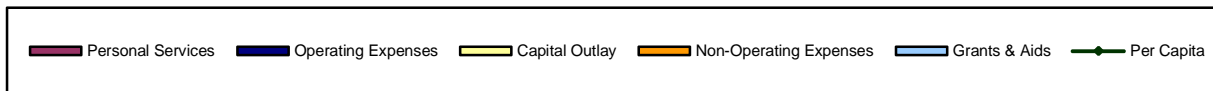
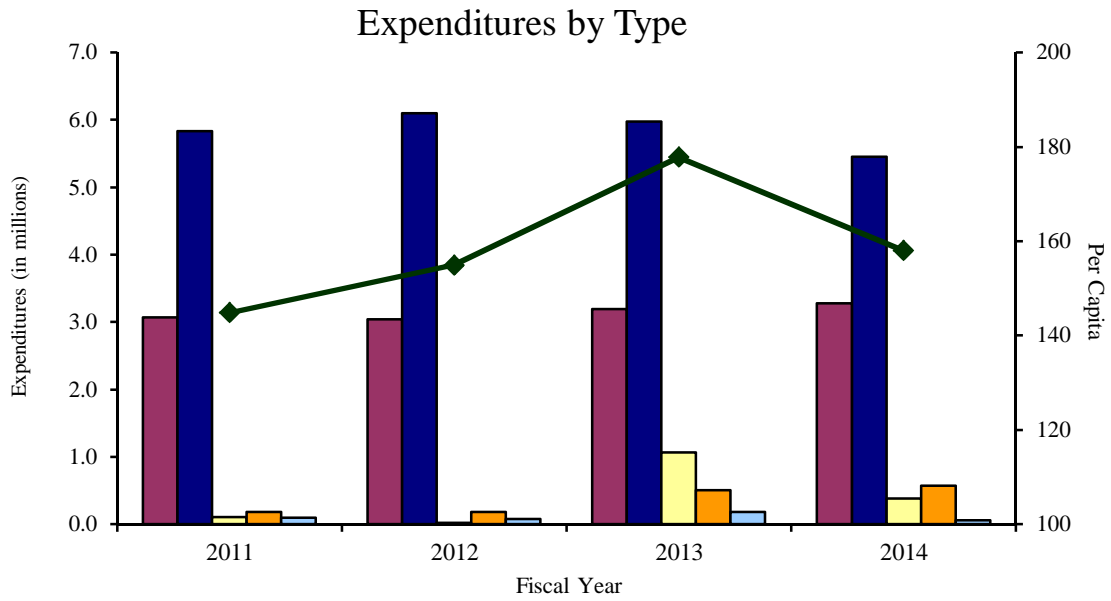
The Community Improvement Department consists of the Administration, Building Inspections, Code Enforcement, Neighborhood Services and Sanitation.

<b>Revenues</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Permit Fees	\$3,034,495	\$4,691,190	\$3,943,220	\$4,307,530
Occupational License Fees	115,572	122,613	120,000	100,000
Building Re-inspection Fee	8,300	26,400	12,000	40,000
Alarm Registrations	137,130	165,144	175,000	190,000
Miscellaneous	354,958	781,659	514,750	568,000
Nuisance Abatement	8,620	4,264	10,000	12,000
Nuisance Abatement Administrative Fee	6,865	9,039	4,500	7,000
Code Enforcement Fines	43,100	23,400	25,000	15,000
No Building Permit Penalties	18,905	11,448	18,000	15,000
Business License Penalties	15,625	16,938	18,000	18,000
Community Development Fund	2,098,417	1,561,777	2,803,585	1,400,080
Sanitation Fund	5,062,733	5,359,161	5,264,990	5,391,920
<b>Total Revenues</b>	<b>\$10,904,720</b>	<b>\$12,773,033</b>	<b>\$12,909,045</b>	<b>\$12,064,530</b>

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$3,072,936	\$3,043,023	\$3,198,188	\$3,282,010
Operating Expenses	5,833,387	6,096,029	5,975,762	5,456,330
Capital Outlay	112,471	18,892	1,065,174	388,260
Grants and Aids	101,000	78,540	186,970	62,030
Non-Operating Expenses	182,570	188,510	506,978	575,580
<b>Total Expenditures</b>	<b>\$9,302,364</b>	<b>\$9,424,994</b>	<b>\$10,933,072</b>	<b>\$9,764,210</b>
Per Capita	\$144.86	\$154.94	\$177.79	\$157.99

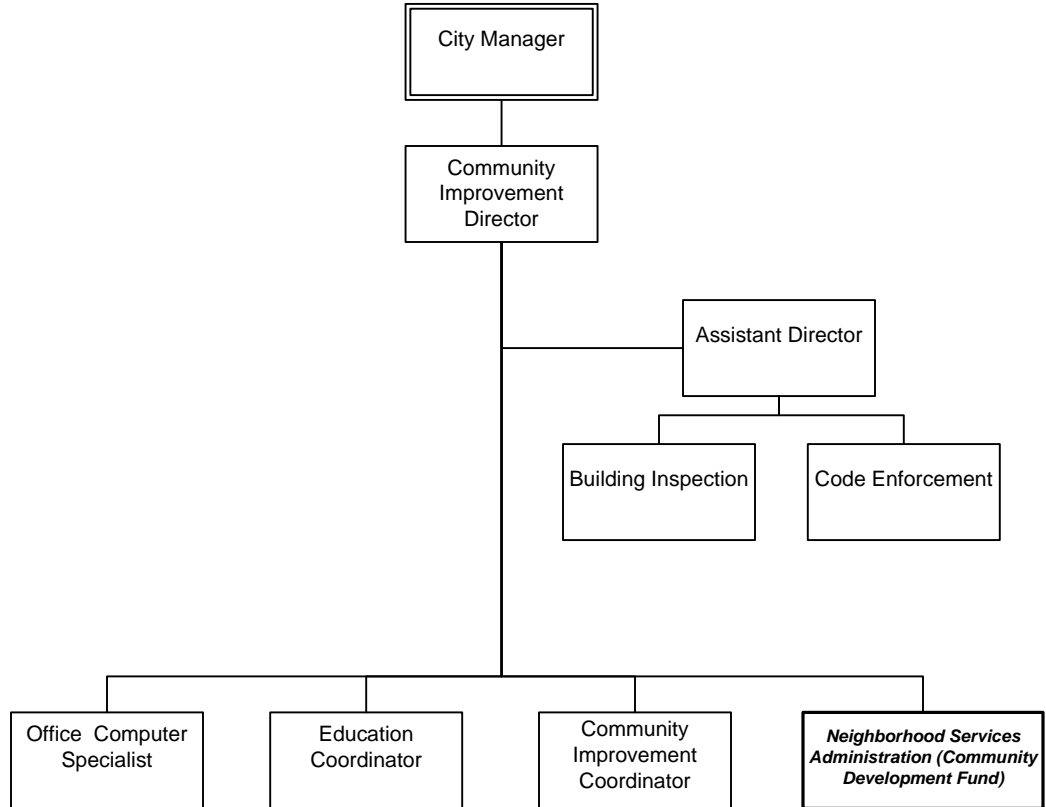
<b>Expenditures by Program</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Administration	\$445,512	\$432,286	\$471,959	\$525,270
Building Inspection	1,256,552	1,227,170	1,313,664	1,334,090
Code Enforcement	954,159	952,754	1,078,874	1,112,850
Neighborhood Services Fund	2,170,086	1,984,836	2,803,585	1,400,080
Sanitation Fund	4,476,055	4,827,948	5,264,990	5,391,920
<b>Total Expenditures</b>	<b>\$9,302,364</b>	<b>\$9,424,994</b>	<b>\$10,933,072</b>	<b>\$9,764,210</b>
% Covered by Department Revenues	117.23%	135.52%	118.07%	123.56%

## Community Improvement Department



<b>Staffing Levels by Division</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	5	5	4
Building Inspection	20	20	16
Code Enforcement	17	19	15
<i>Subtotal - General Fund</i>	42	44	35
Neighborhood Services Fund	7	6	6
Sanitation (Sanitation Fund)	4	4	4
<i>Subtotal - All Other Funds</i>	11	10	10
<b>Total Authorized Personnel</b>	<b>53</b>	<b>54</b>	<b>45</b>

# Community Improvement Department Administration



## Program: Community Improvement Administration

Administration is responsible for the management of all departmental activities and coordination of special projects. This division serves as liaison for special projects, Education Board, Youth Council and designated Task Forces and/or committees that may be associated with specific projects assigned by the City Manager or City Commission. Policy direction and administrative support for the department's overall activities and functions are centralized in the Administration Division.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To develop administrative programs and procedures designed to provide efficient customer service in all functions of the department.

**Objective:** Review existing processes and existing software systems identifying enhancements to improve approval turnaround times and maintenance of accurate information in permitting, all annual renewal processes, code enforcement activities and support to assigned Commission appointed boards.

Computer software enhancements	2	2	2
Self-directed staff process review teams	4	3	4

**Goal:** To ensure the continued professional development of staff utilizing training in performance measurement, current trends in management, computer software, quality performance techniques and "best practices".

**Objective:** To establish and provide competent project management designed to encourage team work, creative problem-solving, and staff involvement in decisions and improve staff morale.

Training workshops/seminars	7	6	4
Annual meeting with each staff member	75%	80%	100%
Staff Project Teams (TAC, Efficiency & SPIRIT)	6	4	6
Policies and Procedures Reviews			

**Goal:** To encourage and educate citizens on issues affecting quality of life.

**Objective:** To encourage City Staff participation with the public to educate, develop public relations and facilitate citizen involvement.

Community-Wide Meetings & Workshops	6	8	6
Mayor's Advisory Meetings		2	4
Public Speaking Opportunities	8	12	12

**Objective:** To respond to all correspondence items and/or request for information within established timeframes.

Respond to all correspondence within 5 working days	85%	90%	90%
Return all phone calls same day	80%	85%	95%

Staffing Levels	11-12	12-13	13-14
Community Improvement Director	1	1	1
Assistant Community Improvement Director	1	.75	.75
Community Improvement Coordinator	1	1	1
Office Computer Specialist	1	1	0
Education Coordinator	.5	.5	.75
Neighborhood Services Administrator	<u>0</u>	<u>2</u>	<u>3</u>
	4.5	4.45	3.80

## Community Improvement Administration

General Fund

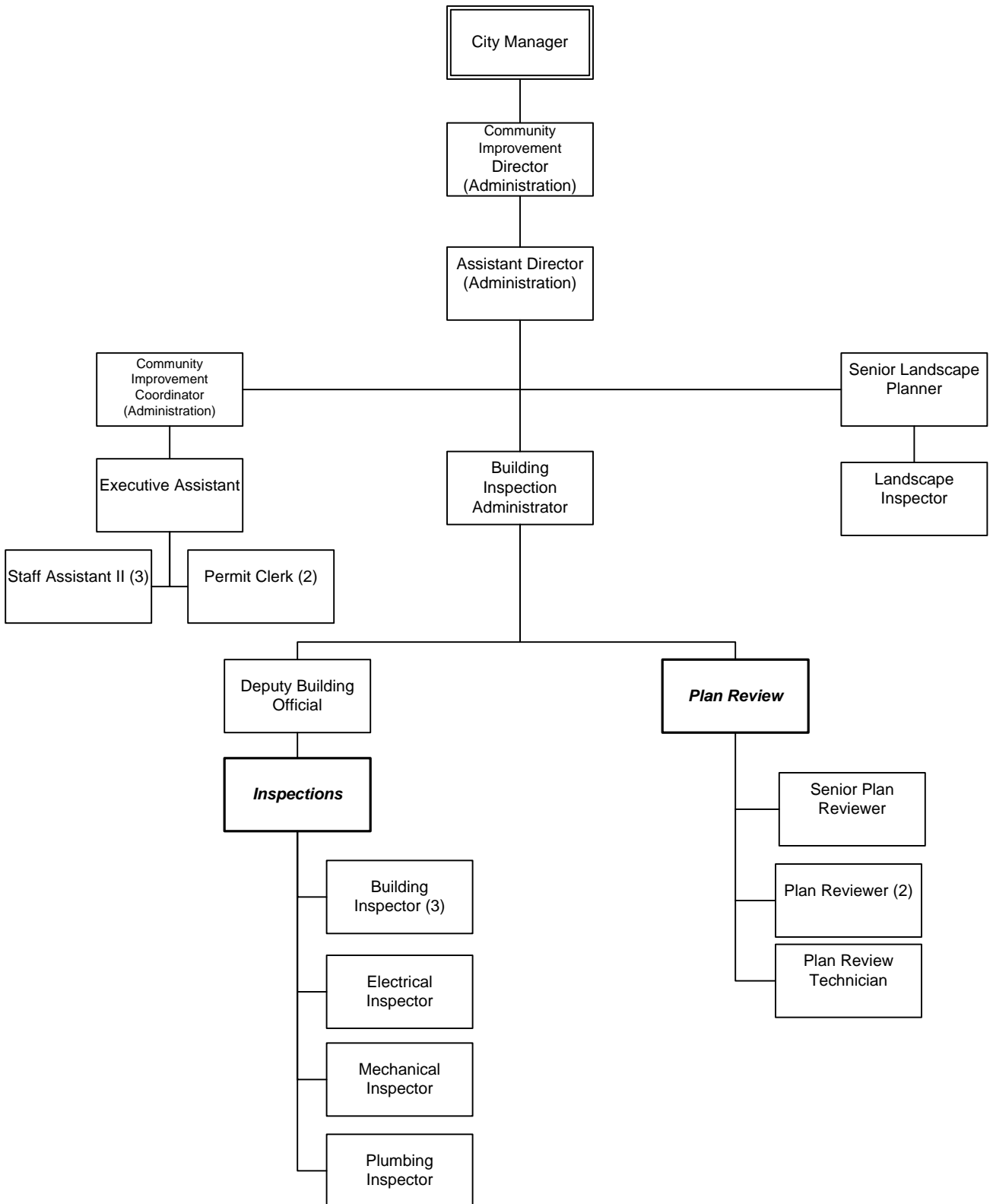
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$402,257	\$374,925	\$404,728	\$457,260
Operating Expenses	43,255	57,361	67,231	68,010
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$445,512</b>	<b>\$432,286</b>	<b>\$471,959</b>	<b>\$525,270</b>
Per Capita	\$6.94	\$7.11	\$7.67	\$8.50

### 2012-13 Accomplishments

- ◆ Successfully coordinated the City's first "Youth Town Hall" meeting, attracting over 200 youth who were eager to share their visions and suggest new recreation and social programs designed by and for youth of the community. The Town Hall meeting highlighted the need and importance of effective communication with citizens of all ages.
- ◆ Expanded summer learning opportunities to low-income children. A collaborative partnership was created between the Children's Services Council (CSC), Palm Beach County School District and Achievement Center for Children and Families (ACCF) to provide 120 low-income children access to an eight week summer camp at Pine Grove Elementary school at no cost to the parent. The partnership provided \$200,000 of in-kind services, including the use of School Board property (costs covered electricity and janitorial, County vouchers \$100/week/child for 8 weeks, free breakfast, lunch, snack, professional development and the use of the School District's Journeys curriculum). This process included a tri-party agreement approved by the School Board/City/ACCF.
- ◆ Expanded the Summer Book bag program from 160 students to 600 low-income children attending Pine Grove and Orchard View Elementary schools.
- ◆ Launched a City-wide Mayor's Attendance Campaign to raise awareness about the importance of going to school and being on time.
- ◆ City of Delray Beach was one of ten municipalities selected nationwide by the National League of Cities (NLC) for technical assistance on our Community Solutions Actions Plan (CSAP). The NLC brought in the National Campaign for Grade Level Reading Liaison and worked with 20 community members to validate our CSAP and helped to rejuvenate the community wide conversation and deepen the buy-in.



# Community Improvement Department Building Inspection



## Program: Building Inspection

The Building Inspection Division is responsible for plan review, permitting and inspection of all construction activity, sign permits and the interpretation and development of code requirements relating to building, housing and landscape improvements. The division staff reviews and inspects all landscaping for new single family units, commercial and multi-family projects and encourages water conservation and the preservation of trees and coastal vegetation. Staff provides technical assistance to the Boards of Adjustment and Site Plan Review and Appearance Board.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To ensure the health and safety of citizens by providing for the enforcement of minimum building safety standards and laws through efficient and timely permitting and inspections, facilitating the proper construction of buildings throughout the City in accordance with applicable building codes.

**Objective:** To review and approve all building permits within adopted timeframes and provide same-day inspections (for construction activity) on all requests in the City.

Review and approval timeframe (in days) for:

Single family/duplex/multi-family (3 or more units)	10/30/45	10/30/45	10/30/45
Commercial – renovations/new construction	25/40	30/45	30/45
Number of same-day permits/turnaround time	3,112/0.5hr	3,400/0.5hr	3,500/0.5hr
Number of Building Inspections Performed same-day	20,219	28,521	30,000

**Goal:** To improve customer service by providing voice automated and internet access capabilities; expedited approvals, to protect and preserve the appearance, character and value of neighborhoods, commercial and industrial areas; and to encourage compliance with landscape requirements.

**Objective:** To provide user-friendly and relevant automated services. To improve the appearance, value and stability of neighborhoods through the design and installation of landscaping and other streetscape elements pursuant to approved plans.

Number of inspections scheduled via the IVR & website	16,636	20,500	21,000
Number of plan inquiries through website	10,783	11,500	12,500
Number of approved xeriscape designs	82	100	107
Beautification Projects (residential and City facilities)	16	18	20
Number of neighborhoods assisted	8	10	9

Staffing Levels	11-12	12-13	13-14
Building and Inspection Administrator/CBO	1	1	1
Deputy Building Official	1	1	0
Senior Landscape Planner	1	1	1
Plan Reviewer	2	2	1
Landscape Inspector	1	1	0
Senior Plan Reviewer	1	1	1
Building Inspector	3	3	3
Electrical Inspector	1	1	1
Mechanical Inspector	1	1	1
Plumbing Inspector	1	1	1
Plan Review Technician	1	1	0
Permit Clerk	2	2	1
Staff Assistant II	3	3	2
Executive Assistant	1	1	3
Education Coordinator	.5	.5	.25
Fire and Life Safety Plan Reviewer ( <i>shared with Fire Safety</i> )	.4	.4	.4
FTE	<u>12</u>	<u>0</u>	<u>0</u>
	21.02	20.9	16.65

## Building Inspection

General Fund

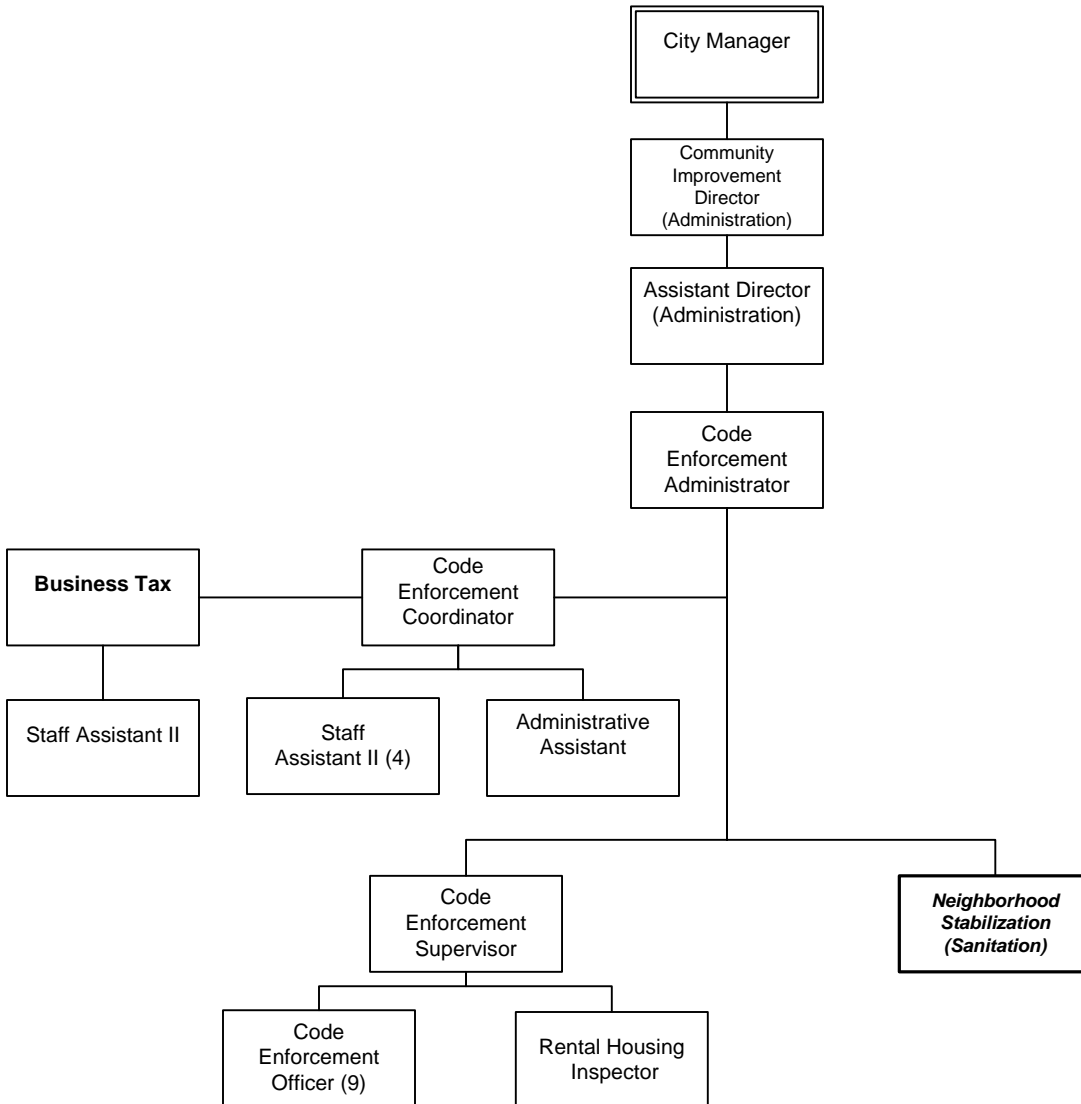
Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Permit Fees	\$3,034,495	\$4,691,190	\$3,943,220	\$4,307,530
Occupational License Fees	115,572	122,613	120,000	100,000
Building Re-inspection Fee	8,300	26,400	12,000	40,000
Alarm Registration	137,130	165,144	175,000	190,000
Miscellaneous	354,958	781,659	514,750	568,000
<b>Total Revenues</b>	<b>\$3,650,455</b>	<b>\$5,787,006</b>	<b>\$4,764,970</b>	<b>\$5,205,530</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,131,930	\$1,095,141	\$1,172,170	\$1,192,040
Operating Expenses	124,622	132,029	141,494	142,050
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,256,552</b>	<b>\$1,227,170</b>	<b>\$1,313,664</b>	<b>\$1,334,090</b>
Per Capita	\$19.57	\$20.17	\$21.36	\$21.59

### 2012-13 Accomplishments

- ◆ Implemented an expanded number and types of building permit applications that could be issued under our "same day, walk-through" permitting process which reduced the time it takes to get an approved permit from one week to one day.
- ◆ Streamlined the one-stop reception check-in process, allowing for greater efficiencies of customer services.
- ◆ Successfully completed the annual Community Rating System (CRS) recertification and the Insurance Services Office (ISO) building code enforcement evaluation report.
- ◆ Coordinated the initial staff review and commentary to the accuracy of the proposed and revised FEMA Flood Map. Staff comments resulted in further study and revisions for accuracy which will affect flood insurance rated for Delray Beach residents.
- ◆ Landscape Planner managed the design and implementation of the Tree Replenishment plan for the Lakeview Golf Course that was the result of a monetary donation made by a patron. The design included several shade and flowering trees and tropical shrubs and groundcovers strategically placed throughout the course to provide a beautiful backdrop for golfers.
- ◆ Landscape Planner took the lead role in partnership with the Code Enforcement Supervisor to address minimum landscape requirements for condominiums along South Congress Avenue. The initiative required multiple meetings with association representatives and individual owners, provided technical assistance on the new landscape and irrigation plans. To date, 90% of the properties cited have come into compliance resulting in vast visual improvements.

# Community Improvement Department Code Enforcement



## Program: Code Enforcement

The Community-Oriented Code Enforcement Program is designed to create a quality living environment through ensuring compliance with the City's housing, zoning and property maintenance codes. The division staff encourages voluntary compliance through the use of community-oriented problem-solving techniques, the issuance of violation notices, warnings, civil citations, informational brochures, notices to appear, and other creative methods. This division provides technical assistance to the Code Enforcement Board and Hearing Officer and serves as contract administrator to the City's solid waste collection contractor for compliance with performance pursuant to approved contract.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To create an attractive and safe living environment through the community-oriented Code Enforcement Program.

**Objective:** To proactively encourage voluntary compliance with the City's building, housing and property maintenance codes and to promptly remove abandoned vehicles and abate other nuisances that negatively impact the neighborhood.

Number of new cases investigated	13,070	12,646	14,000
# of Code Board cases processed	670	894	800
# of vacant lots cleaned	233	265	275
# of vehicles towed	27	0	5
% of cases resolved within 30 days of violation/notice	94%	95%	95%
# of civil violations issued	342	287	300

**Objective:** To create partnerships with neighborhood associations using community-oriented problem-solving techniques to improve and resolve urgent or high priority needs for each neighborhood.

Community projects	14	16	20
Neighborhood Association Meetings Attended	17	20	20
Turnaround time on response to life safety complaints	4 hrs	4 hrs	4hrs
Litter Abatement Initiatives (# of hot spots)	46	38	40

**Objective:** To provide educational materials and training seminars for Landlords and Tenants designed to assist in improving properties; inspect rental units and initiate action for required repairs.

Number of seminars held	5	10	10
# of rental units inspected	248	420	500
# of properties brought into compliance	385	718	850

Staffing Levels	11-12	12-13	13-14
Code Enforcement Administrator	1	1	0
Code Enforcement Supervisor	1	1	1
Code Enforcement Officer	8	9	7
Code Enforcement Coordinator	1	.5	.5
Administrative Assistant	0	1	1
Alarm Specialist	0	1	1
Code Board Specialist	0	1	1
Business Tax Receipt Specialist	0	1	1
Staff Assistant II	5	2	2
Rental Housing Inspector	1	1	0
Rehab Specialist	0	0	.3
FTE	<u>.75</u>	<u>.80</u>	<u>.80</u>
	19.25	19.60	15.60

## Code Enforcement

General Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Nuisance Abatement	\$8,620	\$4,264	\$10,000	\$12,000
Nuisance Abatement Administrative Fee	6,865	9,039	4,500	7,000
Code Enforcement Fines	43,100	23,400	25,000	15,000
No Building Permit Penalties	18,905	11,448	18,000	15,000
Business License Penalties	15,625	16,938	18,000	18,000
Animal Control Service	0	0	0	0
<b>Total Revenues</b>	<b>\$93,115</b>	<b>\$65,089</b>	<b>\$75,500</b>	<b>\$67,000</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$806,059	\$793,602	\$914,394	\$932,130
Operating Expenses	134,386	159,152	164,480	180,720
Capital Outlay	13,714	0	0	0
<b>Total Expenditures</b>	<b>\$954,159</b>	<b>\$952,754</b>	<b>\$1,078,874</b>	<b>\$1,112,850</b>
Per Capita	\$14.86	\$15.66	\$17.54	\$18.01

### 2012-13 Accomplishments

- ◆ Developed a comprehensive strategy on the issuance and renewal of Landlord Permits in compliance with the new Transient Ordinance and amended requirements governing landlord permits. Enhanced requirements included the issuance of parking decals for all rental units, mandated the submission of leases/rental agreements and increased focus on inspections and working with the City Attorney's office on specific challenges related to compliance to these Ordinances.
- ◆ Created a systematic process for monitoring a variety of activities within the downtown inclusive of sidewalk cafes, signage, solid waste, cleanliness and compliance to liquor license requirements. Established weekend and late-night code enforcement to ensure compliance and desired standards are both met and sustained.
- ◆ Increased the use of Civil Violation Notices (tickets) targeting the offender on multiple types of violations. The use of the tickets reduces the time of compliance of nuisances that can and should be cured quickly and puts the responsibility on the person/business actually creating the problem.



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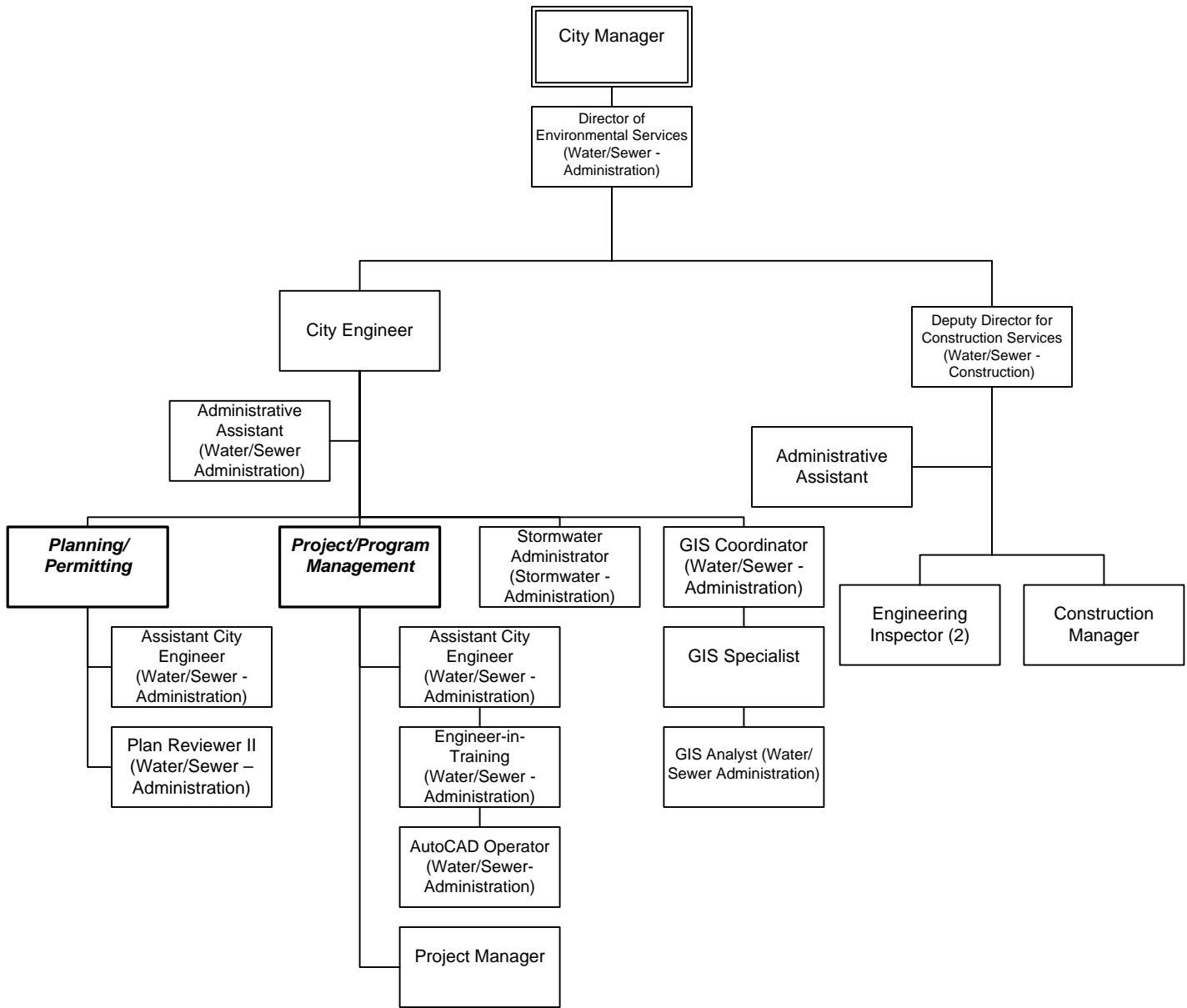
# Engineering

## Mission Statement

To provide safe, efficient design, design review, construction, maintenance and operation of the City's public infrastructure systems.



# Environmental Services Department Engineering



## Program: Engineering

The Engineering Division is responsible for the strategic development, coordination, and oversight of the City's Capital Infrastructure program as well as the monitoring of private land development activities occurring within the City. The review of state and county highway construction projects within the city limits is orchestrated through the Engineering Division. Technical staff prepares detailed construction documents in-house and oversee similar work performed for the City by consultants. Additional functions performed include oversight of construction within road rights-of-way and maintenance of as-built documents utilized by other divisions and departments in operations and maintenance activities.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To ensure infrastructure systems integrity and serviceability to provide the most cost effective service to the residents of the City.

**Objective:** Administer capital infrastructure program within established budgets and timeframes.

Design of projects initiated in fiscal year on schedule	52%	188%	95%
Percent of total fiscal year capital projects where design is completed within 30 days of schedule	100%	100%	95%
<i>*Includes possible carryover of projects from previous year</i>			
Percent of projects where design is completed within budget	100%	90%	95%

**Objective:** Maintain accurate records of all City infrastructure, and provide this information to other City Departments and the public.

Distribute amended system atlas sheets on a quarterly basis	75%	75%	100%
Reflect completed projects on system atlases within one quarter of completion	100%	94%	95%

**Objective:** Optimize levels of customer service provided.

Respond to customer inquiries not exceeding 5 business days	100%	99%	95%
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Staffing Levels	11-12	12-13	13-14
City Engineer	1	1	1
Construction Manager	1	1	1
Administrative Assistant	1	1	1
Engineering Inspector	2	2	2
GIS Specialist	1	1	1
Project Manager (CRA Funded)	$\frac{1}{7}$	$\frac{1}{7}$	$\frac{1}{7}$
	7	7	7

## Engineering

General Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Project Inspection Fees	\$5,414	\$16,776	\$8,000	\$12,000
<b>Total Revenues</b>	<b>\$5,414</b>	<b>\$16,776</b>	<b>\$8,000</b>	<b>\$12,000</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$217,445	\$243,200	\$576,560	\$613,400
Operating Expenses	31,929	37,287	102,370	105,070
Capital Outlay	3,331	0	0	0
<b>Total Expenditures</b>	<b>\$252,705</b>	<b>\$280,487</b>	<b>\$678,930</b>	<b>\$718,470</b>
Per Capita	\$3.94	\$4.61	\$11.04	\$11.63

### 2012-13 Accomplishments

- ◆ Began construction of US 1 Beautification Improvements.



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# Public Works

## Mission Statement

The mission of Public Works is to maintain a safe and aesthetically pleasing environment for residents, visitors and employees through top quality maintenance of vehicular and pedestrian ways, parking facilities, municipal buildings, drainage infrastructure and the City's vehicle and equipment fleet.

## Public Works Department

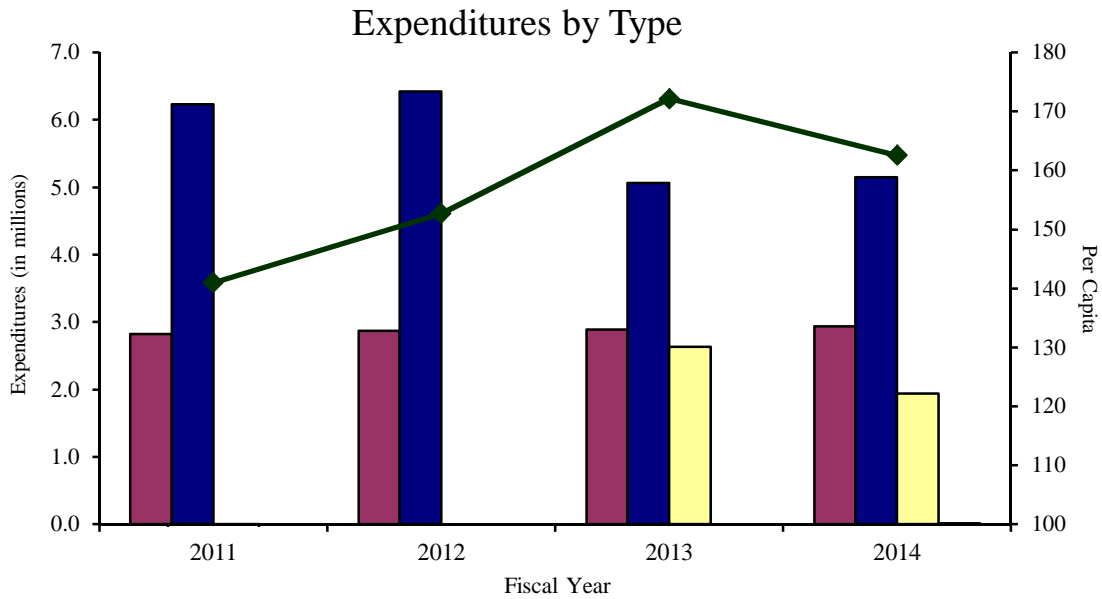
The Public Works Department consists of the following programs: Administration, Street Maintenance, Traffic Operations, Street Lighting, Parking Facilities, Building Maintenance, Stormwater System Maintenance and City Garage. Beginning FY 2005, the Public Works Department is now under the Environmental Services Department.

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Meter Collections	\$1,030,786	\$1,175,241	\$1,133,000	\$1,303,000
Parking Decals	36,720	48,180	42,000	42,000
City Garage Fund	5,179,593	5,214,451	5,777,873	5,154,410
<b>Total Revenues</b>	<b>\$6,247,099</b>	<b>\$6,437,872</b>	<b>\$6,952,873</b>	<b>\$6,499,410</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$2,820,273	\$2,869,223	\$2,887,235	\$2,941,350
Operating Expenses	6,233,760	6,417,644	5,063,000	5,150,540
Capital Outlay	0	0	2,637,747	1,943,730
Non-Operating Expenses	0	0	0	9,840
<b>Total Expenditures</b>	<b>\$9,054,033</b>	<b>\$9,286,867</b>	<b>\$10,587,982</b>	<b>\$10,045,460</b>
Per Capita	\$140.99	\$152.67	\$172.18	\$162.55

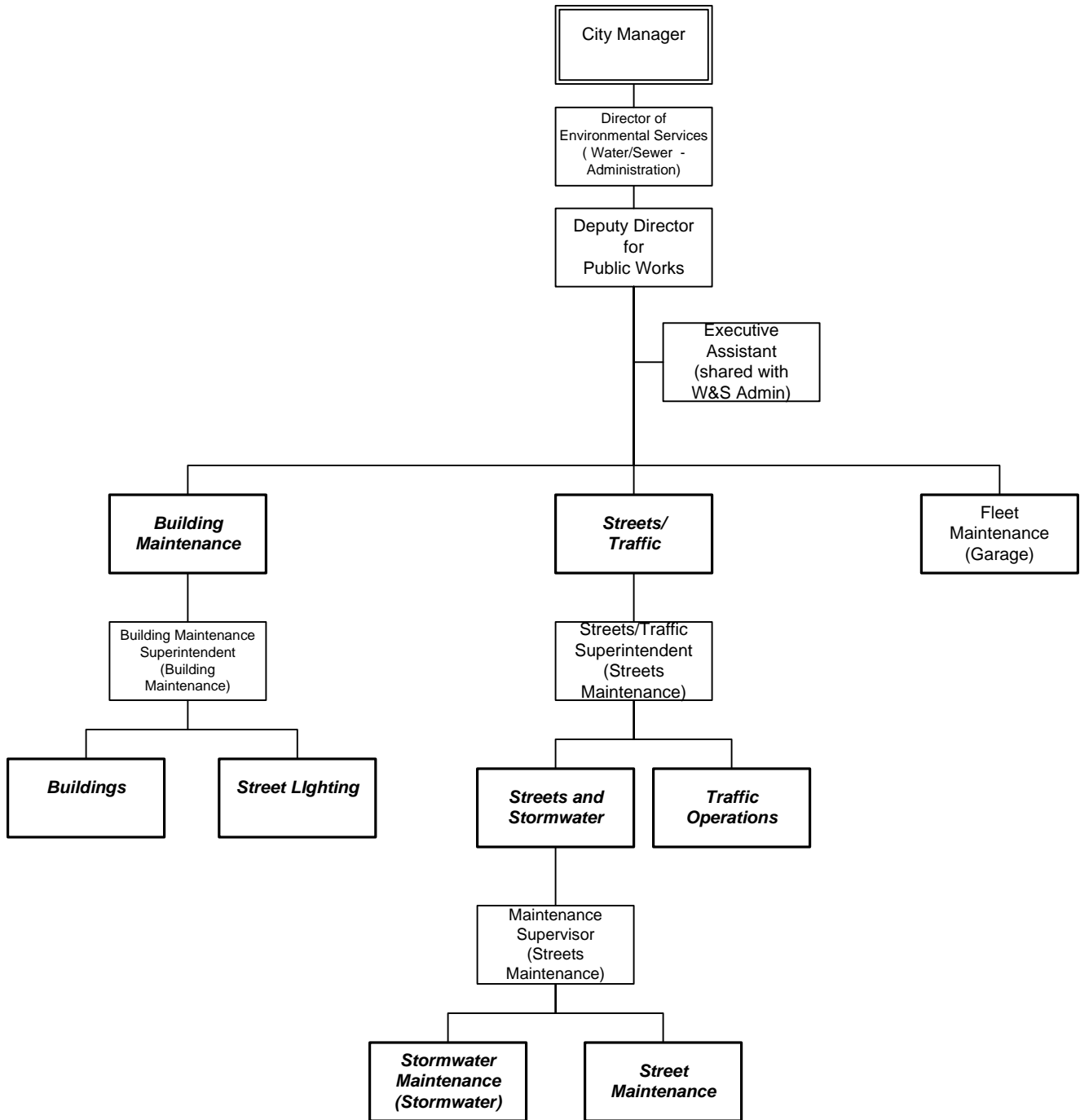
	2011	2012	2013	2014
Expenditures by Program	Actual	Actual	Revised	Budget
Administration	\$178,548	\$181,217	\$184,105	\$192,270
Street Maintenance	784,016	785,178	797,210	810,430
Traffic Operations	435,056	423,915	431,329	449,350
Street Lighting	733,253	854,274	833,980	801,050
Parking Facilities	881,957	883,608	1,261,023	1,301,360
Building Maintenance	555,549	562,944	590,650	621,910
Stormwater System Maintenance	630,235	644,739	711,812	704,840
City Garage Fund	4,857,918	4,960,492	5,777,873	5,154,410
<b>Total Expenditures</b>	<b>\$9,056,532</b>	<b>\$9,296,367</b>	<b>\$10,587,982</b>	<b>\$10,035,620</b>
% Covered by Department Revenues	68.98%	69.25%	65.67%	64.76%

## Public Works Department



<b>Staffing Levels by Division</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	1.5	1.5	1.5
Street Maintenance	10	10	10
Traffic Operations	5	5	5
Street Lighting	1	1	1
Parking Facilities	2	2	2
Building Maintenance	6	6	6
<i>Subtotal - General Fund</i>	25.5	25.5	25.5
Stormwater System Maintenance (Stormwater Utilities Fund)	5	5	5
Fleet Maintenance (City Garage Fund)	12	12	12
<i>Subtotal - All Other Funds</i>	17	17	17
<b>Total Authorized Personnel</b>	<b>42.5</b>	<b>42.5</b>	<b>42.5</b>

Environmental Services Department  
Public Works Administration





## Program: Public Works Administration

Public Works Administration is responsible for the effective operation of the Department of Public Works. The Public Works Department consists of the following divisions: Administration, Street Maintenance, Traffic Operations, Street Lighting, Parking Facilities, Building Maintenance, Stormwater Maintenance, and Fleet.

Administration provides managerial oversight and technical support for the divisions and provides support for special projects and problem analysis assigned by the Environmental Services Director and City Manager. Additional responsibilities include the daily management of the above divisions including, developing work plans for personnel, ensuring the development of annual budgets and for proper purchasing of all services, materials, and supplies. Works with other Departments in establishing the vehicle replacement list.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Support the achievement of divisional goals and objectives while providing oversight for the planning and prioritization of division operation and maintenance activities and optimizing levels of customer service.

**Objective:** Ensure the availability of adequate resources for achievement of divisional goals and objectives..

Employee evaluations completed within 2 weeks of due date	100%	100%	95%
Complete work orders within 14 days	95%	98%	95%
Attend Special Event planning meetings	12	12	12
Divisional performance measures met or exceeded	65%	100%	90%

**Objective:** Optimize customer service levels.

Return citizens phone calls for service within 24 hours.	95%	97%	98%
Response to requests for information not exceeding 3 working days.	95%	96%	98%

**Goal:** Provide effective and efficient administration of surplus asset disposal program.

**Objective:** To dispose of surplus assets in a timely and cost effective fashion.

Asset pick up within 3 days	100%	100%	90%
Asset disposal within 30 days.	70%	100%	90%
Surplus Sales Revenues	\$4,236	\$888	\$3,000

Staffing Levels	11-12	12-13	13-14
Deputy Director of Public Works	1	1	1
Executive Assistant	.50	.50	.50
	1.5	1.5	1.5

## Public Works Administration

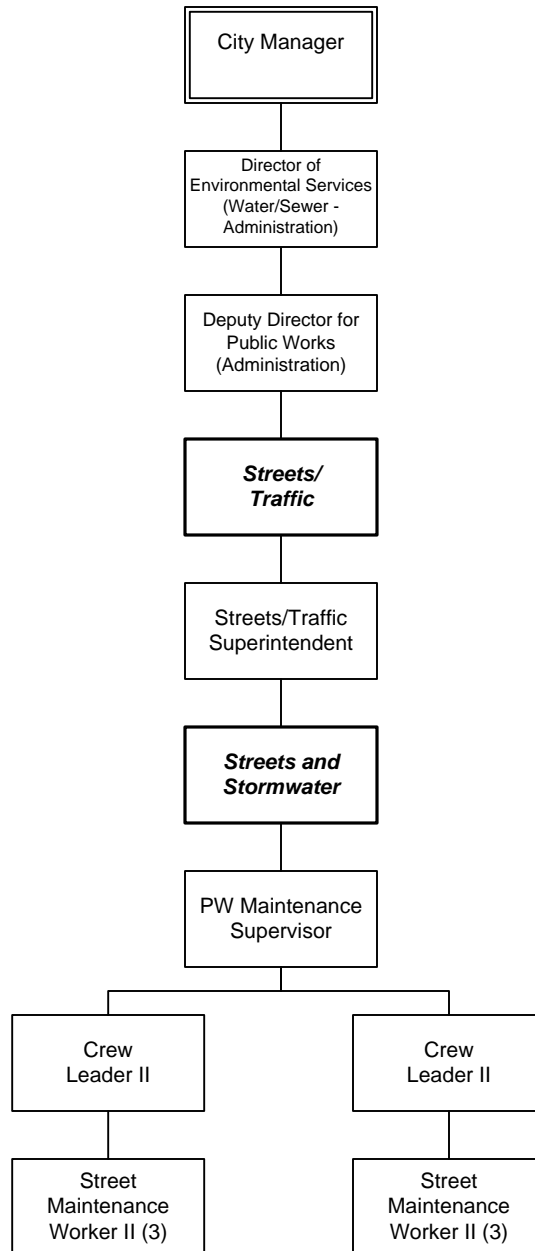
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$148,456	\$150,601	\$152,535	\$161,380
Operating Expenses	30,092	30,616	31,570	30,890
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$178,548</b>	<b>\$181,217</b>	<b>\$184,105</b>	<b>\$192,270</b>
Per Capita	\$2.78	\$2.98	\$2.99	\$3.11

### 2012-13 Accomplishments

- ◆ Maintained achievement of all divisional performance goals at a minimum of 90%.
- ◆ Participate in the planning, coordination and active support of all special events (e.g. Christmas Tree and tennis tournaments) including scheduling of vendors for tree moving and construction.
- ◆ Provided project management support for the successful restoration of the roadway along SW 10th Street in conjunction with the CSX's Railroad Crossing Rehabilitation.
- ◆ Used PropertyRoom.com and internet auction sales for disposal or surplus assets on a monthly basis resulting in reduced storage volume requirements for surplus asset storage.
- ◆ Successfully extended life of deteriorating storm drainage pipes by administering contracts for lining of drainage pipes in the Chatelaine subdivision and on Hyacinth Drive.

Environmental Services Department  
Streets Maintenance Division



## Program: Streets Maintenance

Streets Maintenance is responsible for the maintenance of all City streets and rights-of-way. General maintenance includes: street repair, repair of utility cuts, pothole patching; and sidewalk repair and construction. Responsibilities include: assisting in emergency utility cuts, repairing roads and sod installation on rights-of-way, and providing street and site maintenance for special events to include barricading and clean up assistance.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To ensure all paved streets, sidewalks, and curbs within the City are properly maintained so they provide a structurally sound and safe means for public travel.

**Objective:** To promptly respond to all notifications of deterioration and damage to sidewalks and roadways and ensure that they are safe for public use.

Number of days patch truck operation provides street inspections and repair.	154	185	170
Barricade unsafe conditions within 1 ½ hours	100%	100%	100%
Emergency repairs completed within 24 hours	100%	100%	100%
Non-emergency road repairs within 1 week	97%	97%	100%
Non-emergency sidewalk repairs within 10 business days	95%	95%	95%
Repair approximately 7,500 linear feet of sidewalk and curbs annually.	3,398	5,860	7,500
Road cuts/repairs for Utilities within 5 business days.	96%	99%	97%
Square feet of asphalt repaired	30,265	39,629	35,000

**Goal:** To provide responsive services to the community for approved special events.

**Objective:** To ensure street closures for events are completed in a timely manner and are properly advertised.

Provide barricading assistance for events	38	38	40
Ensure street closure announcements are provided to Public Information office at least 2 weeks prior to event	100%	100%	100%

Staffing Levels	11-12	12-13	13-14
Superintendent of Streets	1	1	1
Public Works Maintenance Supervisor	1	1	1
Crew Leader II	2	2	2
Street Maintenance Worker II	<u>6</u> 10	<u>6</u> 10	<u>6</u> 10

## Streets Maintenance

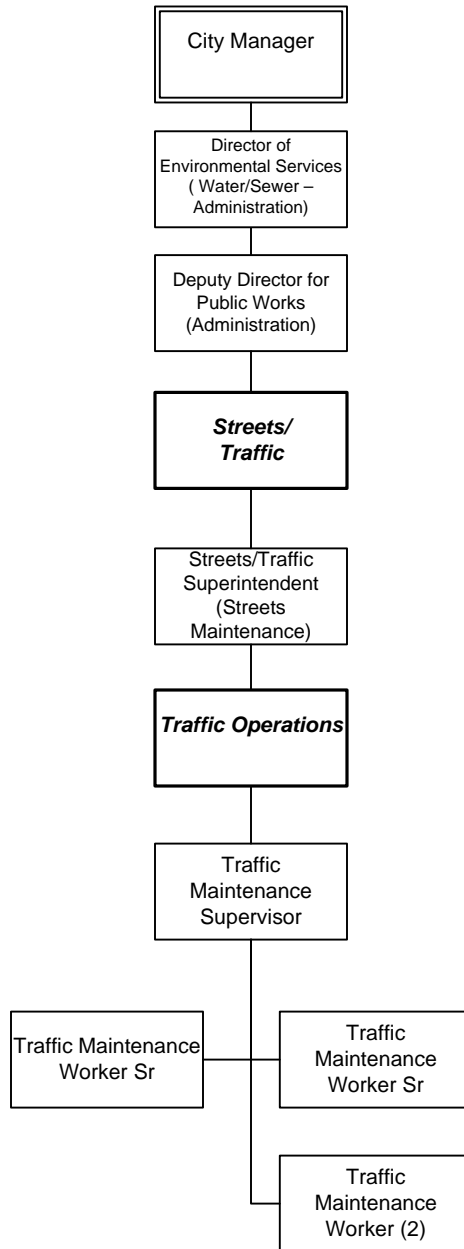
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$555,180	\$554,140	\$559,760	\$575,070
Operating Expenses	228,836	231,038	237,450	232,960
Capital Outlay	0	0	0	2,400
<b>Total Expenditures</b>	<b>\$784,016</b>	<b>\$785,178</b>	<b>\$797,210</b>	<b>\$810,430</b>
Per Capita	\$12.21	\$12.91	\$12.96	\$13.11

### 2012-13 Accomplishments

- ◆ The Street Maintenance Division maintained approximately 314 lane miles of streets at an adequate level of service and safety. A total of 39,629 square footage of hot asphalt repairs were completed.
- ◆ An important function is pothole maintenance which was performed 185 days.
- ◆ Repaired 5,860 linear feet of sidewalks and curbs. The goal is to make the City's sidewalks safe for pedestrians and help prevent injuries caused by defective sidewalks.

Environmental Services Department  
Traffic Operations Division



## Program: Traffic Operations

Traffic Operations Division duties include: fabrication, installation, repair, removal, and replacement of signs, as needed, on 297 lane miles of City streets. Additionally, street markings, barricade maintenance, specialty signs, traffic counts, and maintenance of traffic are provided. Signage, barricade placement and maintenance of traffic are provided for special events, as needed. Traffic studies are performed to determine speed and volume data information which is supplied to other departments for evaluation. Banners, flags, and Christmas decorations are installed on Atlantic Avenue, N.E. 2nd Avenue, NW/SW 5<sup>th</sup> Avenue and in certain parking lots for special events and holidays.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To maintain signage, replace damaged and faded signs, markings and striping on all City streets and in parking areas so as to enhance the safety of motorists and pedestrians.

**Objective:** (1) To maintain adequate signage on all City streets through repair and replacement activities for the City's 26,500+ signs and provide specialty signs as needed. (2) To evaluate and ensure all signs are visible and meet retro-reflectivity levels. (3) To ensure the removal of obsolete signs.

Replace missing or damaged stop signs within 2 hours	100%	100%	100%
Replace other traffic control signs within 2 business day	100%	100%	100%
Replace missing street name signs within 5 business days	100%	100%	100%
Inspect one quadrant per month for missing/damaged signs	100%	100%	100%
Number of traffic control signs fabricated	418	552	320
Number of specialty signs fabricated for other departments and special events	2,052	916	1,000
Replace damaged/faded/missing signs	689	876	780
Obsolete Signs Removed (Pathfinder, business signs ect.)	4	4	0

**Objective:** To maintain and enhance markings and striping on streets and in parking areas throughout the City.

Install road markings within 3 weeks of work order	100%	100%	100%
Linear feet of striping applied – paint	7,105	8,870	8,100
Linear feet of striping applied – thermoplastic	23,756	36,150	29,950
Striping crew operations (days)	47	54	52
Complete inspection and develop striping program for each quadrant of City.	100%	100%	100%

**Objective:** To maintain banners installed on light poles throughout the city. Banners are located at the following locations: E & W Atlantic Avenue, N & S Swinton Avenue, Pineapple Grove Way, N & S Federal Highway, NW & SW 5<sup>th</sup> Avenue, NE 4<sup>th</sup> Avenue, SW 2<sup>nd</sup> Avenue and Cason Cottage.

Number of times banners are changed out for different events and banner maintenance is performed.	58	62	60
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**Objective:** Supply field data from limited traffic studies to requesting departments or agencies to determine traffic control needs within thirty days of request.

Traffic counts conducted	33	33	33
Results submitted within 30 days of work order	100%	100%	100%

Staffing Levels	11-12	12-13	13-14
Traffic Maintenance Supervisor	1	1	1
Traffic Maintenance Worker Senior	2	2	2
Traffic Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>
	5	5	5

## Traffic Operations

General Fund

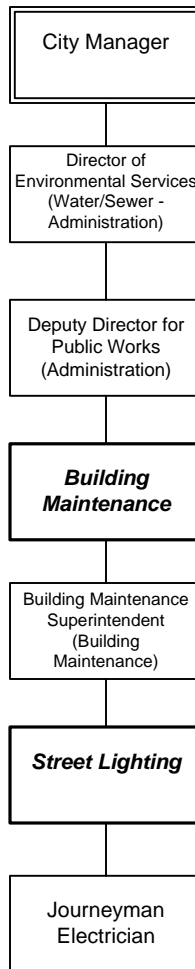
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$286,415	\$290,629	\$288,376	\$298,920
Operating Expenses	148,641	133,286	142,953	149,230
Capital Outlay	0	0	0	1,200
<b>Total Expenditures</b>	<b>\$435,056</b>	<b>\$423,915</b>	<b>\$431,329</b>	<b>\$449,350</b>
Per Capita	\$6.77	\$6.97	\$7.01	\$7.27

### 2012-13 Accomplishments

- ◆ In order to provide for a safe and efficient movement for vehicular and pedestrian traffic, 45,012 linear feet of striping was completed.
- ◆ Traffic Operations provided barricade assistance for 54 special events to ensure the safety of pedestrians and motorists.
- ◆ Conducted a total of 33 traffic studies in order to measure effectiveness of traffic control devices.



Environmental Services Department  
Street Lighting Division



## Program: Street Lighting

Operate and maintain the existing system of street lights. Install or upgrade street lighting in response to requests by homeowner's associations or residents to enhance the safety of motorists and pedestrians within the City through appropriate use of street lighting and coordinated efforts with Florida Power and Light Company (FPL). Maintain the safety and aesthetics of the Central Business District through timely repairs of City owned decorative street lights.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To maintain adequate lighting throughout the City so as to enhance public safety.

**Objective:** To report street light outages to FP&L and monitor their repair in a timely manner.

FPL lighting repair needs identified and reported to FPL	2463	600	500
Street Light outages reported to FP&L within 24 hours	2463	600	500
% reported within 24 hours of notice	100%	100%	100%

**Objective:** Respond to neighborhood associations' requests for lighting and coordinate with FPL to determine areas which may require additional and/or upgraded street lighting.

Street light requests for neighborhood lighting	3	3	3
Follow-up street light requests within 2 weeks	100%	100%	100%

**Objective:** (1) Perform inspections of all decorative street lights, turtle lights, flood lights, and twinkle lights to assure proper operation and repair as needed and (2) continue decorative street light globe change out program.

Number of decorative street lights inspected	710	726	726
Weekly inspection of downtown lighting	100%	100%	100%
Decorative street light globe change outs	105	25	40
Repair decorative street lights within 24 hours of discovery	96%	99%	99%
Inspect palm tree rope lights, twinkle lights, and outlet boxes weekly	94%	100%	100%
Inspect turtle lights weekly	100%	100%	100%
Maintain a minimum inventory of ten low pressure sodium bulbs and two fixtures to enable Florida Power and Light to repair turtle lights in a timely manner.	100%	100%	100%

Staffing Levels	11-12	12-13	13-14
Journeyman Electrician*	1	1	1
PT Journeyman Electrician FTE	<u>.63</u>	<u>.63</u>	<u>.63</u>
	1.63	1.63	1.63

\*Part of the Clean & Safe program funded by CRA

## Street Lighting

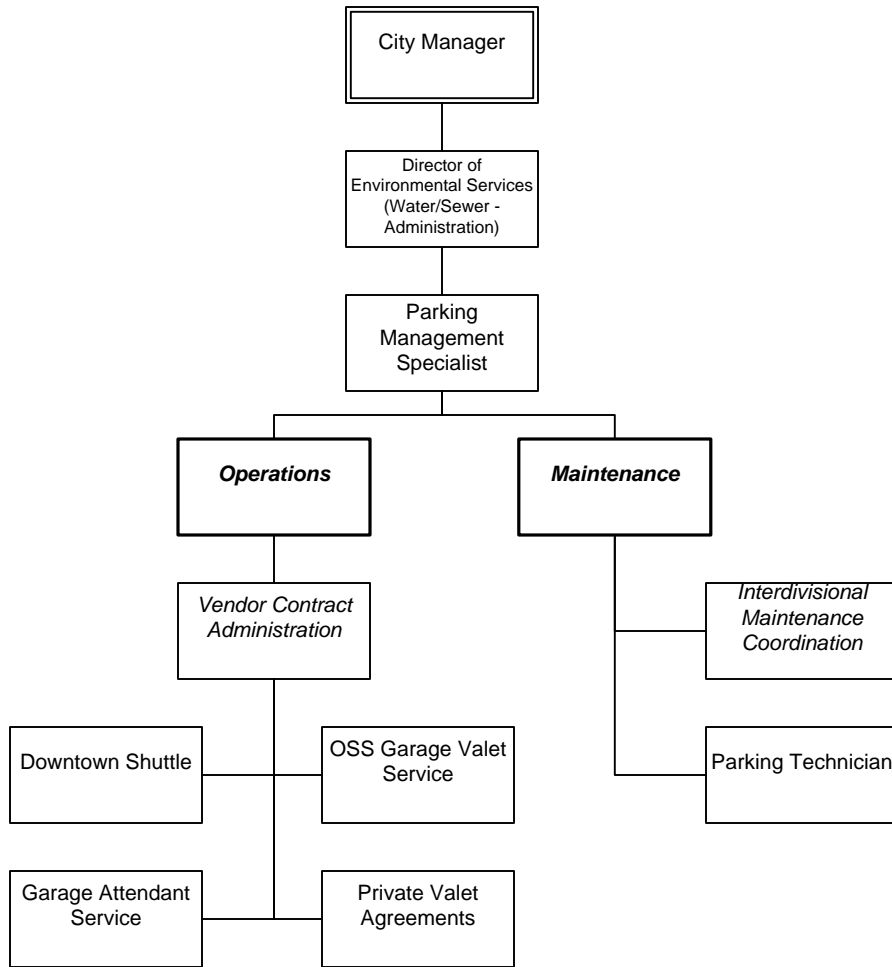
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	67,652	91,887	93,684	94,920
Operating Expenses	665,601	762,387	740,296	696,290
Capital Outlay	0	0	0	9,840
<b>Total Expenditures</b>	<b>\$733,253</b>	<b>\$854,274</b>	<b>\$833,980</b>	<b>\$801,050</b>
Per Capita	\$11.42	\$14.04	\$13.56	\$12.96

### 2012-13 Accomplishments

- ◆ Enhancement to the FPL Inspection program (which verifies the operational status of FPL street lighting fixtures) by increasing the area that is checked. The outages are reported to FPL within 24 hours.
- ◆ Completed an FPL audit with Danvers Consulting resulting in a credit from FPL in the amount of \$12,658.28.
- ◆ Started relocating electric power in all of the tree planters along East Atlantic Avenue to help eliminate tripping hazards.

Environmental Services Department  
Parking Facilities Division



## Program: Parking Facilities

Parking Facilities division is responsible for the operation and maintenance of the city's parking system which entails two multi-level parking structures totaling 627 spaces, nineteen surface lots totaling 1,474 spaces, an additional 1,053 on street spaces, and operation of the downtown shuttle service. In addition, the parking division administers vendor contracts for garage attendant and city valet services, and monitors and administers private valet services in the downtown district.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To maintain all City parking facilities through preventive maintenance and repair and replacement activities, and coordination with Public Information Officer to alert public of parking services.

**Objective:** Provide maintenance, repair and cleaning services in a timely manner.

Number of metered parking spaces	718	718	1218
Repair malfunctioning meters within 24 hours	97%	98%	98%
Complete timing verifications twice a year	100%	100%	100%
Clean and safe inspections of the garages including lighting	52	52	52
Check cleanliness and operation of garage elevators (7/wk)	100%	100%	100%
Pick up debris, sweep and clean garages (daily)	52	52	52
Pressure Clean garage interiors	5	6	6
Repair mechanical equipment within 48 hours	95%	100%	96%

**Goal:** To maximize meter revenue while ensuring that customers are treated fairly. Respond to Police Department's Parking Enforcement Specialist or citizen complaints within 24 working hours of complaint.

**Objective:** To ensure maximum revenue by performing meter collections at least 100 days per year.

Parking meter collection (days per year)	139	144	145
Parking meter revenue	\$1,118,000	\$1,189,000	\$1,190,000
Meters operational (weekly average)	97%	98%	98%

**Objective:** Investigate and respond to complaints relative to parking violation citations, shuttle service and garage operations in a timely and courteous manner.

Respond to complaints within 24 hours	83%	90%	95%
Trolleys operational	2	3	3
Hours trolleys are operational per week	148	148	148
Trolley Passengers per week	3004	3500	3500

Staffing Levels	11-12	12-13	13-14
Parking Facilities Technician	1	1	1
Parking Facilities Manager	1	1	1
FTE	0	.75	.75
	2	2.75	2.75

## Parking Facilities

General Fund

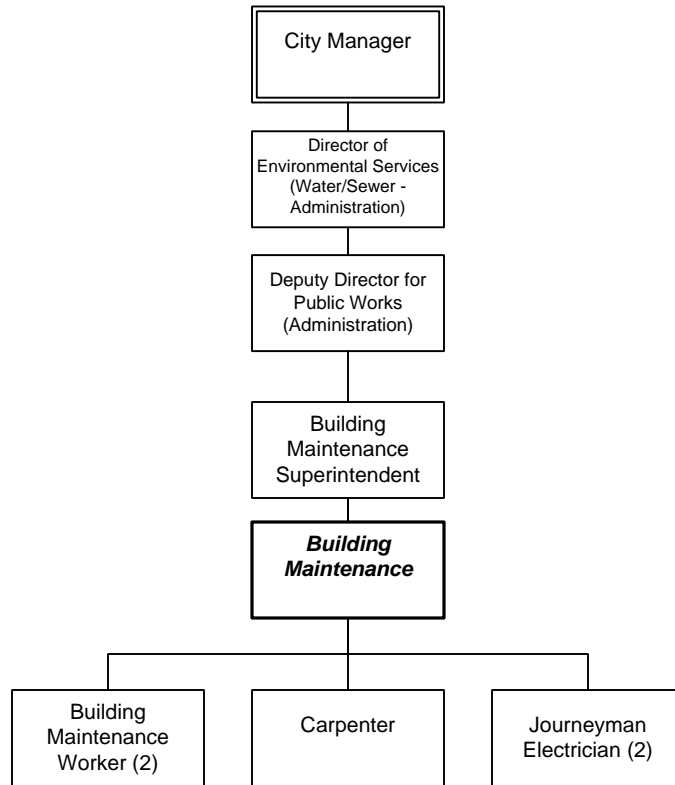
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Parking Fees	\$1,030,786	\$1,175,241	\$1,133,000	\$1,303,000
Parking Decals	36,720	48,180	42,000	42,000
<b>Total Revenues</b>	<b>\$1,067,506</b>	<b>\$1,223,421</b>	<b>\$1,175,000</b>	<b>\$1,345,000</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$152,193	\$155,342	\$178,220	\$189,240
Operating Expenses	727,265	718,766	1,082,803	1,112,120
Capital Outlay	2,499	9,500	0	0
<b>Total Expenditures</b>	<b>\$881,957</b>	<b>\$883,608</b>	<b>\$1,261,023</b>	<b>\$1,301,360</b>
Per Capita	\$13.73	\$14.53	\$20.51	\$21.06

### 2012-13 Accomplishments

- ◆ Increased Downtown Roundabout ridership by 18% serving 185,026 passengers.
- ◆ Exceeded \$1,000,000 in parking meter revenues again this year.
- ◆ Received the downtown trolleys and put them in service.
- ◆ Established Valet Parking Services in the OSS Garage to increase utilization and provide convenience to residents and visitors to the Downtown Core Area.

Environmental Services Department  
Building Maintenance Division



## Program: Building Maintenance

Building Maintenance is responsible for the routine and preventive maintenance of City buildings (approximately 100 facilities totaling about 984,447 square feet) in order to maintain all City facilities in a safe, structurally sound, and aesthetically pleasing condition for employee and general public occupancy in compliance with all City codes and standards. Special jobs are also performed as requested by departments that include: plumbing, carpentry, electrical, painting, relocation of equipment or furniture, and roofing. Other responsibilities include: performing general preventive maintenance, responding to emergency calls pertaining to vandalism, power outages, plumbing leaks or electrical malfunctions. Provide electrical repair work for buildings, assist departments in obtaining contract maintenance and construction services and monitor contract services for air conditioning, plumbing, electrical work, and janitorial services.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To maintain all City buildings in a safe, structurally sound, and aesthetically pleasing condition for public and employee occupancy, in compliance with all City codes and standards, through preventive maintenance and repairs.

**Objective:** (1)To complete a comprehensive inspection of all City buildings at least once every two years and (2) to provide technical support for special events.

Number of City buildings maintained	98	98	98
Facilities Inspected Annually	51	45	50
Preventative Maintenance service on A/C units			
Change filters every 3 months	100%	100%	100%
Clean A/C coils and drains and check belts every 6 months	100%	100%	100%
Respond to emergencies within 4 hours	100%	100%	100%
Work order response time			
Schedule within 2 days of receipt	98%	99%	99%
Complete within 2 weeks	97%	97%	97%
Number of Events Supported	50	50	50
Janitorial Service Inspections (Weekly)	52	52	52

**Objective:** To ensure all City departments are kept informed on the status of work orders and project recommendations.

Provide monthly project status reports to departments	12	12	12
Provide project recommendations within 72 hours of receipt	95%	96%	96%
Customer Satisfaction Rating (Out of a maximum rating of 5)	4.78	4.80	4.80

Staffing Levels	11-12	12-13	13-14
Building Maintenance Superintendent	1	1	1
Carpenter	1	1	1
Building Maintenance Worker	2	2	2
Journeyman Electrician	2	2	2
	6	6	6



## Building Maintenance

*General Fund*

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$440,068	\$444,329	\$445,380	\$448,650
Operating Expenses	115,481	118,615	145,270	173,260
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$555,549</b>	<b>\$562,944</b>	<b>\$590,650</b>	<b>\$621,910</b>
Per Capita	\$8.65	\$9.25	\$9.60	\$10.06

### 2012-13 Accomplishments

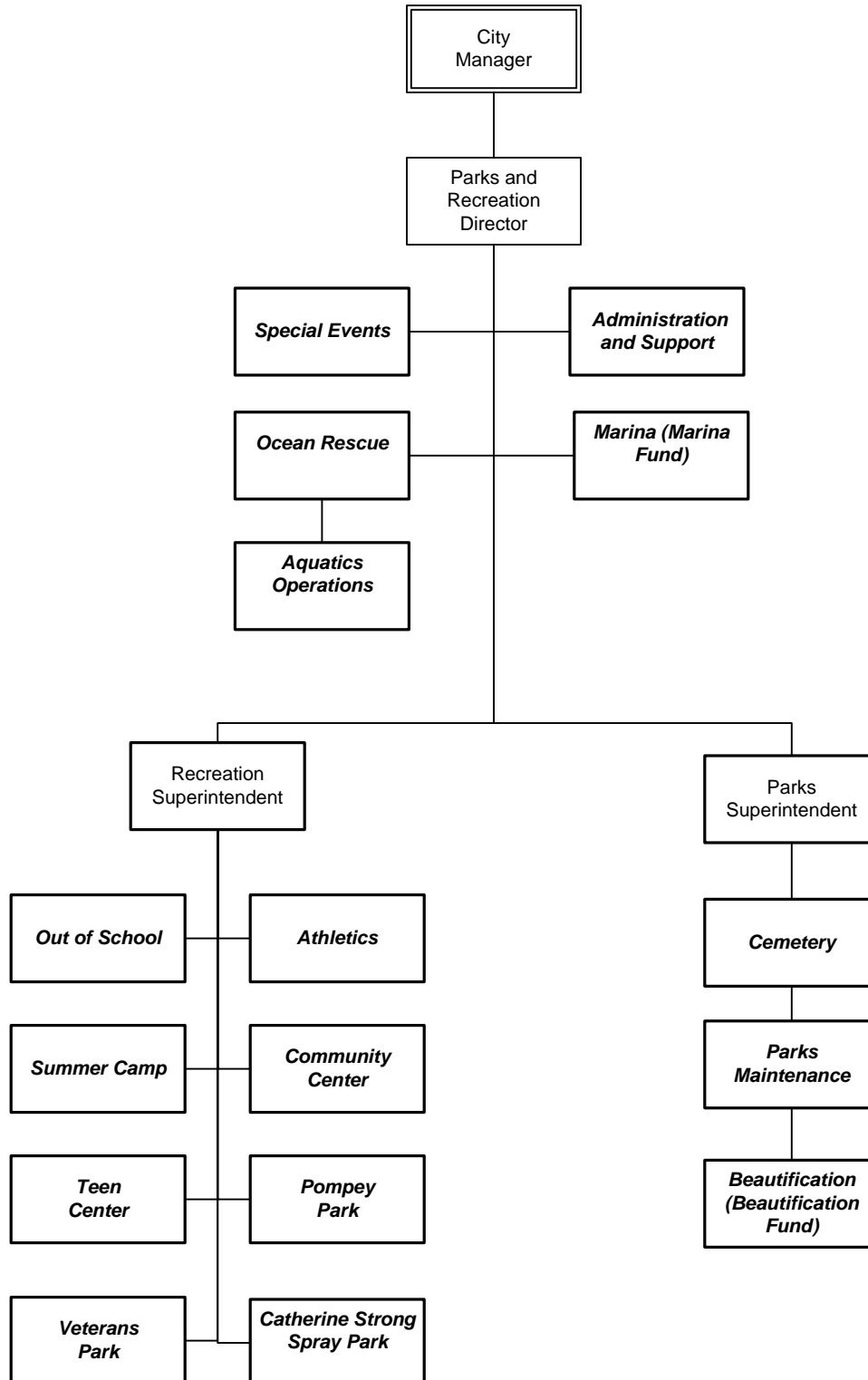
- ◆ Continued program of developing the database of all air conditioning systems within City facilities for use in a future asset management system module.
- ◆ Continued program of installing hands free motion sensor faucets in various City buildings to enhance water conservation efforts.
- ◆ Initiated program to install keyless locks in various City facilities to increase security and limit the number of keys that are needed.
- ◆ Upgraded the City Attorney's building with impact rated windows for providing storm protection and energy efficiency and also replaced the carpeting throughout the building.

# Parks and Recreation Department

## Mission Statement

The Parks and Recreation Department will enrich the quality of life for the people of Delray Beach by providing significant recreational opportunities in exemplary park environments.

# Parks and Recreation Department



## Parks and Recreation Department

The Parks and Recreation Department is responsible for the coordination, planning and operation of a comprehensive recreational, beautification and parks maintenance program. It provides a variety of safe and enjoyable recreational areas on over 500 acres of park land.

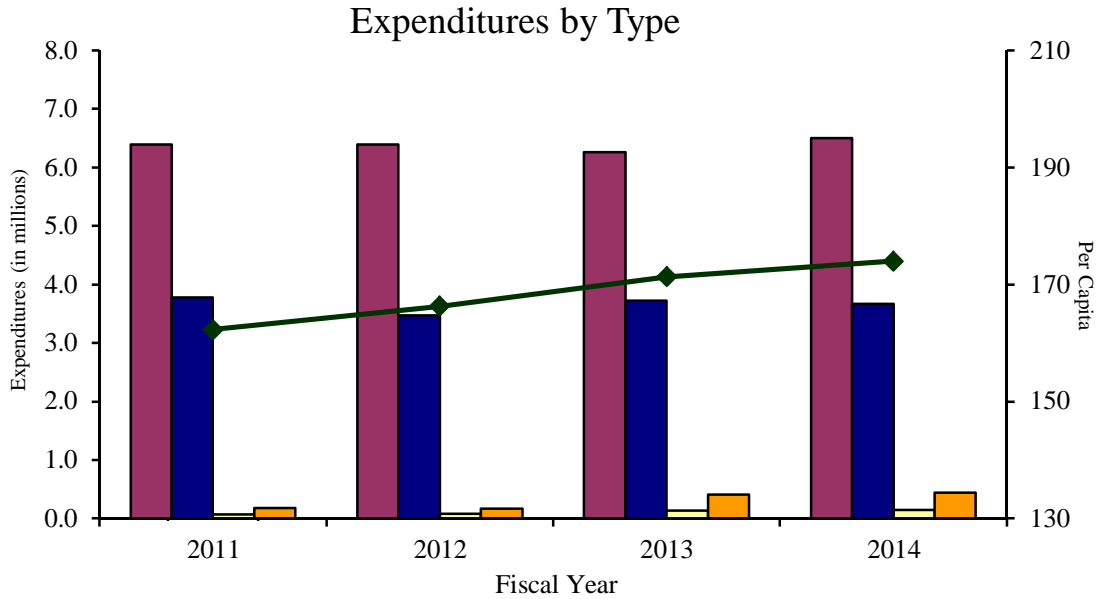
<b>Revenues</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Children's Services Council Grant	\$0	\$0	\$0	\$0
Beach Sailboat Fees	\$8,875	\$11,625	\$13,500	\$10,000
Recreation Facility Rental	\$62,761	\$61,830	\$58,000	77,500
Miscellaneous Boat Dockage	\$2,000	\$4,500	\$6,000	\$5,000
Out of School Registration	\$1,910	\$4,390	\$2,500	\$2,700
Out of School Program Fees	\$80,156	\$87,082	\$85,000	\$85,000
Gray Line Water Tours	\$20,311	\$15,600	\$18,500	\$18,500
Veteran's Park Adult Center	\$1,066	\$1,483	\$1,500	\$1,700
Bucky Dent Baseball School	\$1,800	\$1,800	\$1,800	\$1,800
Catherine Strong Park	\$4,422	\$4,084	\$4,000	\$4,000
Pompey Park Pool	\$13,512	\$12,135	\$9,400	\$6,500
Cemetery Fees, Open/Close	\$63,605	\$63,853	\$65,000	\$65,000
Other Parks & Recreation	\$17,392	\$18,127	\$16,000	\$16,000
Beautification Trust Fund Revenues	\$885,105	\$889,172	\$913,212	\$893,680
Marina Fund Revenues	\$211,480	\$203,403	\$409,630	\$466,340
<b>Total Revenues</b>	<b>\$1,374,395</b>	<b>\$1,379,084</b>	<b>\$1,604,042</b>	<b>\$1,653,720</b>

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$6,396,508	\$6,390,777	\$6,261,468	\$6,502,900
Operating Expenses	3,779,938	3,469,374	3,725,675	3,668,450
Capital Outlay	68,949	85,357	137,598	141,710
Non-Operating Expenses	175,587	170,688	410,662	440,530
<b>Total Expenditures</b>	<b>\$10,420,982</b>	<b>\$10,116,196</b>	<b>\$10,535,403</b>	<b>\$10,753,590</b>
Per Capita	\$162.28	\$166.30	\$171.32	\$174.00

<b>Expenditures by Program</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Administration	\$587,640	\$571,701	\$544,260	\$535,030
Out of School Program	434,871	464,136	447,723	474,630
Summer Day Camp	0	0	0	0
Teen Center	233,287	244,599	244,998	236,850
Athletics	452,244	474,433	468,595	470,500
Special Events	128,990	130,699	132,350	135,360
Ocean Rescue	1,415,660	1,383,456	1,431,923	1,443,220
Community Center	264,164	305,465	304,310	309,320
Veterans Park Recreation Facility	140,375	138,745	120,067	146,510
Pompey Park	785,893	788,511	821,326	827,000
Parks Maintenance	3,880,168	3,728,010	3,808,226	3,874,270
Aquatics	364,016	325,533	291,440	357,150
Catherine Strong	154,849	190,733	220,478	222,550
Soccer Complex*	0	0	0	0
Cemetery	373,534	350,374	376,865	361,180
Beautification Maintenance	1,017,717	846,699	913,212	893,680
City Marina	187,574	173,102	409,630	466,340
<b>Total Expenditures</b>	<b>\$10,420,982</b>	<b>\$10,116,196</b>	<b>\$10,535,403</b>	<b>\$10,753,590</b>
% Covered by Department Revenues	13.19%	13.63%	15.23%	15.38%

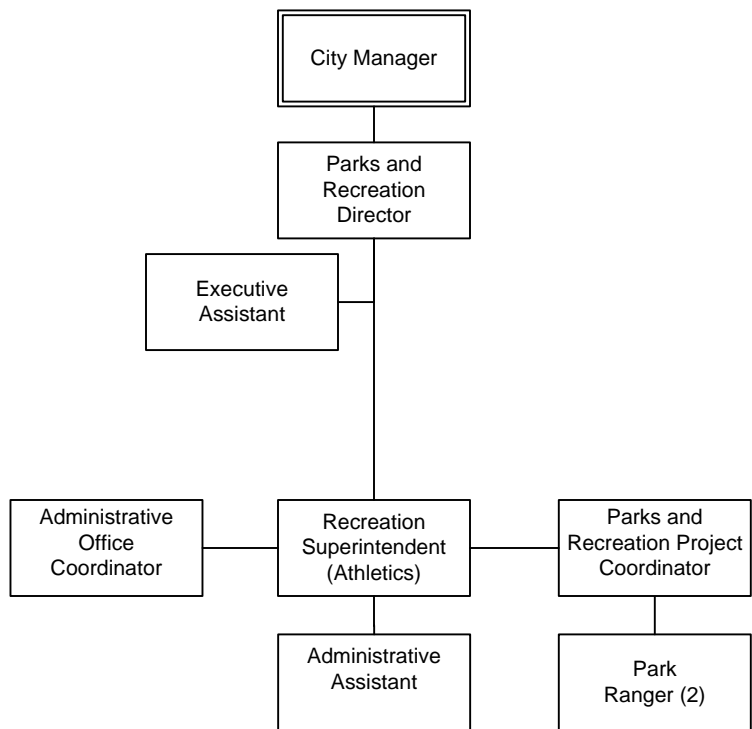
\* Soccer Complex combined with Athletics in FY 2010

## Parks and Recreation Department



<b>Staffing Levels by Division</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	7	7	6
Out of School Program	2	2	2
Teen Center	2	2	2
Athletics	2	2	2
Special Events	1	1	1
Ocean Rescue	15	15	15
Community Center	3	3	3
Veteran's Park Facility	2	1	1
Pompey Park	8	7	7
Parks Maintenance	56	56	46
Aquatics	4	3	4
Catherine Strong	2	2	2
Cemetery	4	4	4
<i>Subtotal - General Fund</i>	108	105	95
Beautification Maintenance (Beautification Trust Fund)	6	6	6
City Marina (City Marina Fund)	0	0	0
<i>Subtotal - All Other Funds</i>	6	6	6
<b>Total Authorized Personnel</b>	<b>114</b>	<b>111</b>	<b>101</b>

# Parks and Recreation Department Administration



## Program: Parks and Recreation Administration

The Parks and Recreation Administration Division provide administrative oversight and managerial support to all parks and recreation divisions, promoting the effective and efficient delivery of leisure services to the citizens of Delray Beach. The division oversees a variety of citywide volunteer and non-profit operations, special events, athletic and sports programs, working closely with the Palm Beach County School District and other community agencies. Responsibilities also include development, design, and improvement of all city parks and leisure facilities.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Develop a progressive and effective training program for all department employees.

**Objective:** (1) To provide extensive training for all staff with focus on customer service, (2) encourage professional training and attendance in City sponsored and other institutions of learning, and (3) encourage participation in educational opportunities through the tuition reimbursement program.

Management training classes attended *	3	2	4
Seminars attended	6	7	8
Tuition reimbursement program participants	0	0	1
Staff meetings/strategic planning meetings	51	81	80

**Goal:** To ensure the most economical and cost effective use of all Parks and Recreation resources to include capital and operating expenditures.

**Objective:** (1) To monitor all capital and operating expenditures, (2) to administer and monitor various contracted services and (3) to evaluate employee performance.

Number of purchase orders processed and approved	975	1,309	1,400
Percentage of performance evaluation completed within 10 days of employee anniversary. (Based on 103 employees)	75%	39%	90%
Expenditures as a percentage of budget	96%	97%	98%

**Goal:** To manage and maintain a high level of safety, efficiency, and quality standards relating to all Parks and Recreation services and facilities. To monitor sailboat permits and rental of park pavilions.

**Objective:** To provide for and ensure public safety, enforce city ordinances and document incidents at all park facilities through the Park Ranger program.

Park Ranger hours of coverage	4,160	4,160	4,940
Police incident reported (#'s provided by the PD)	251	147	200

**Objective:** To increase the rental of park pavilions by the public.

Park pavilion rentals	126	136	140
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\* New Performance Measure for FY 12-13.

Staffing Levels	11-12	12-13	13-14
Parks and Recreation Director	1	1	1
Project Coordinator	1	1	0
Executive Assistant	1	1	1
Administrative Assistant	1	1	1
Administrative Office Coordinator	1	1	1
Park Ranger	2	2	2
FTE	0	0	38
	7	7.00	6.38

## Parks and Recreation Administration

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Beach Sailboat Fees	\$8,875	\$11,625	\$13,500	\$10,000
Rental Of Park Pavilions	21,750	14,994	18,000	25,000
Miscellaneous Dockage Rents	2,000	4,500	6,000	5,000
Other Parks and Recreation	17,392	18,127	16,000	16,000
<b>Total Revenues</b>	<b>\$50,017</b>	<b>\$49,246</b>	<b>\$53,500</b>	<b>\$56,000</b>

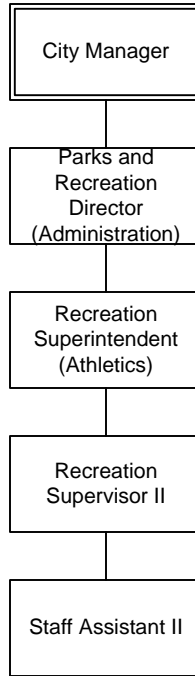
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$430,241	\$426,228	\$385,908	\$381,160
Operating Expenses	105,399	93,473	105,352	100,870
Capital Outlay	0	0	0	0
Grants & Aids	52,000	52,000	53,000	53,000
<b>Total Expenditures</b>	<b>\$587,640</b>	<b>\$571,701</b>	<b>\$544,260</b>	<b>\$535,030</b>
Per Capita	\$9.15	\$9.40	\$8.85	\$8.66

### 2012-13 Accomplishments

- ◆ A team from the Parks and Recreation Department prepared and submitted two Florida Recreation Development Assistance Program (FRDAP) Grant applications, one for Veterans Park Playground and one for Pompey Pool. These grants are competitive, reimbursement grant programs that provide financial assistance for public outdoor recreation. The proposed renovations at Pompey Pool would add new physical characteristics to the pool for the families of the community to enjoy while becoming compliant with the new ADA Standards. The proposed new Veterans Park Playground would enhance the recreation opportunities of this area and attract families while meeting ADA Standards. If we are awarded either of these grants, the fiscal impact would not occur until FY 14/15.
- ◆ The Delray Beach Sports Destination Committee was created to enhance and promote Delray Beach as a prime destination for sports and athletics. The committee is developing strategies to enhance sporting events in the City of Delray Beach, analyzing the economic impact to be realized by these opportunities while working with other municipalities, businesses and organizations to benefit the City of Delray Beach.
- ◆ The City of Delray Beach commemorated Florida's 500th Anniversary by participating in Viva Florida 500, a statewide campaign that celebrates the discovery of our great state. To commemorate this important historic event, the Parks and Recreation Department, the City's Public Art Advisory Board and students from the Plumosa School of the Arts planted native wildflowers that would have been prominent in Florida when the first Spanish settlers arrived nearly 500 years ago in commemorative planters on the front lawn of City Hall.



Parks and Recreation Department  
Out of School Program



**Program: Out of School Program**

Our Out of School Program is primarily for Delray Beach residents and City employees. The program is for school children ages 5 through 12 and provides a supervised, structured program of traditional and non-traditional recreational and athletic activities, as well as academic and cultural programs. The program provides the opportunity for our youth to participate in activities, teaches life-long beneficial skills and provides an educational program in which they might not otherwise be able to participate.

The program is licensed to serve 220 children at two locations (Pompey Park and Delray Beach Community Center), Monday through Friday from 2:00pm to 6:00pm during the school year and 7:30am to 5:30pm during 8 weeks of summer. Full day camp programs are provided for all school holidays including weeklong Christmas and spring break camps.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Provide elementary school age children with social, cultural, and academic structured quality programs, while maintaining a safe, clean, and secure environment for the children.

**Objective:** To provide supervised out of school activities by trained staff for elementary school-age children.

Average number of children enrolled	174	211	210
Average daily attendance	143	164	165
Average number of Inclusion children enrolled per quarter **	2	2	2
Number of staff training courses attended	10	10	10

**Goal:** To provide special events, traditional and non-traditional activities, and cultural activities.

**Objective:** (1) To monitor all capital and operating expenditures, (2) to administer and monitor various contracted services and (3) to evaluate employee performance.

Special Events	12	11	12
Parents/children participating in special events	464	411	450
Traditional activities/classes: tennis, golf, soccer, and swimming	67	56	60
Non-traditional activities (cub scouts, drumming, silk painting, etc.)	12	13	13
Number of off-site field trip destinations	138	113	120
Average number of arts and cultural classes per week	20	15	20

**Objective:** To encourage academic excellence by utilizing 1.5 hours of daily program time for academic assistance by contract teachers: includes English, Math, Reading, Science, Spelling, Social Studies, etc. Provide an education program to improve study and other skills required by National and State standards (FCAT) evaluated through pre/post student assessments.

Homework assistance ( <i>sessions= 3days/wk. x38 wks. x 2 teachers</i> )	246	227	250
Number of Educational Programs	21	25	25
Summer Literacy Program Enrollment *	118	119	120

**Objective:** To provide a Cub Scouts program for boys ages 5 to 12 years old to encourage positive character, by helping parents and involvement with community organizations and activities.

Average number of Scout participants	43	35	40
Number of Scout field trips ( <i>No scouts during the summer</i> )	13	7	10

**Objective:** Provide a safe environment for the Out of School Program at the Community Center and Pompey Park. (*This goal was moved from Community Center to Out of School performance measures for FY12-13*)

Avg. exit time (minutes) for fire drills – Comm. Center	3.75	2.75	2.75
Avg. exit time (minutes) for fire drills – Pompey	4	5.50	5.00
Avg. exit time (minutes) for crisis response drills – Comm. Center	3.25	4.00	3.50
Avg. exit time (minutes) for crisis response drills – Pompey Park	3	3.88	3.50

\* New Performance Measure for FY 12-13

\*\* New calculation and/or measure method used for FY 12-13

Staffing Levels	11-12	12-13	13-14
Out of School Program Recreation Supervisor	1	1	1
Staff Assistant II	1	1	1
FTEs	<u>8.91</u>	<u>8.86</u>	<u>8.86</u>
	10.91	10.86	10.86

## Out of School Program

General Fund

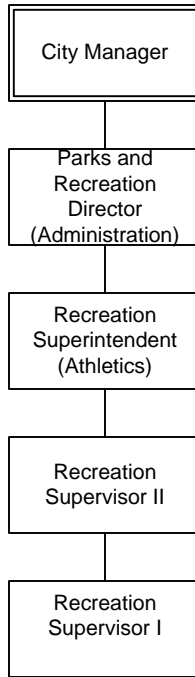
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Children's Services Council Grant	\$0	\$0	\$0	\$0
Day Camp Fees	24,076	31,925	24,000	26,000
Registration Fees	1,910	4,390	2,500	2,700
Program Fees	80,156	87,082	85,000	85,000
<b>Total Revenues</b>	<b>\$106,142</b>	<b>\$123,397</b>	<b>\$111,500</b>	<b>\$113,700</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$346,618	\$361,933	\$353,180	\$381,740
Operating Expenses	88,253	102,203	94,543	92,890
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$434,871</b>	<b>\$464,136</b>	<b>\$447,723</b>	<b>\$474,630</b>
Per Capita	\$6.77	\$7.63	\$7.28	\$7.68

### 2012-13 Accomplishments

- ◆ The Out of School Program participated in the "Lights on Afterschool" which celebrates the important role that afterschool programs play in keeping children safe while helping working families and improving academic achievement. The goal is to get parents, community leaders, volunteers and kids and others excited by afterschool programs. The children showcased the program by drawing, coloring or writing an essay of why they liked afterschool. The event was topped off with the children, parents and the afterschool staff going to McDonalds.
- ◆ In February the Out of School students participated in a Black History celebration. The students from Pompey Park performed for their parents a tribute to Motown with lip syncing to songs by the Supremes and other Motown favorites. The Community Center students performed a skit titled "Know Where You Come From" for their parents.
- ◆ The Out of School division continued to supplement its regular schedule with special events such as the annual Thanksgiving Feast where the children have a chance to decorate the tables in a friendly competition for the best table. The Police Department lends a hand by serving the food to the children at the Community Center and the Fire Department serves the children at Pompey Park.
- ◆ The Out of School children had the opportunity to experience Zumba, a fitness program that involves dance and aerobic elements. They also had a great experience with a group called "P.E.X. - Game, Inc" (Physical Education and Exercise). It is a unique program in that it provides the children with a variety of extraordinary physical activities in thirty minute sessions; each activity introduces a cultural lesson by explaining the origin of the activity and the rules.
- ◆ During the summer, our Out of School program had a Family Reading Night hosted by the Literacy Coalition of Palm Beach County. This event was presented at both the Community Center and at Pompey Park for the summer camp children and their families. Children were given a free book to take home along with other prizes.

Parks and Recreation Department  
Teen Center



## Program: Teen Center

The “505” Teen Center has computers designated for music and video production. The center has a computer station for research projects and homework. The center also offers a lounge room with magazines and a television. The center offers the following: tutorial programs, staff vs. teen challenge nights, basketball tournaments, video game tournaments, movie nights, pizza nights, billiards, and music and film production. Teens have daily access to traditional games of skill and video games. Bus trips to theaters, museums, points of interest, and professional sporting events will be offered. The Hobbit Skate Park includes ramps and a half pipe available for patrons to use.

The “505” Teen Center is a recreation center complete with kitchen facilities. A large room is available for Youth Council Meetings, Woman’s Club meetings, classes, dances and special events. The center is open Mon. – Fri. 3:00-9:00 pm, Sat. noon- 9:00 pm., during summer months, Christmas vacation and spring break Mon. – Sat. noon – 9:00 p.m. and opens at 9:00 a.m. for the Summer Camp Program. The center is available for rentals on Sundays from 10:00 am – 9:00 pm.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** To increase registrants and participation in teen activities and programs.

Number of membership payments per quarter **	547	116	120
Teen activities per quarter	88	160	150

**Objective:** To increase the number of participants in classes, programs, activities, events, and tutorial programs.

Number of teens participating in Youth Council **	47	215	225
Number of participants in skate camp	187	338	330
Participants in educational programs	21	133	130
Teens in career work programs	0	39	30
Fund raising events	6	10	10
Monthly functions: dances, pizza nights, etc. **	16	166	165
Number of skateboard park participants **	71	2,953	3,000
Number of teen center participants **	85	3,113	3,200
Number of Special Events	22	17	17
Number of field trips	20	23	23

**Objective:** To encourage parent and teen interaction through presentations by guest speakers such as police officers, fire fighters, college representatives and work force professionals.

Number of presentations	5	17	15
Number of teens and parents in attendance *	19	106	100

\*New performance measure for FY 12-13

\*\* New calculation and/or measure method used for FY 12-13.

Staffing Levels	11-12	12-13	13-14
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
Building Maintenance Worker	.5	0	0
FTEs	<u>2.2</u>	<u>2.74</u>	<u>2.78</u>
	4.7	4.74	4.78

## Teen Center

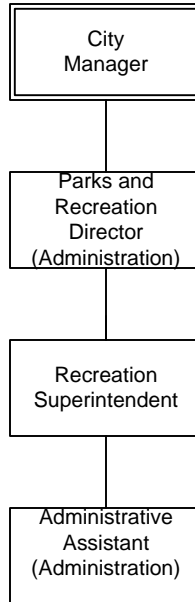
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$195,031	\$205,550	\$206,346	\$196,110
Operating Expenses	38,256	39,049	38,652	40,740
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$233,287</b>	<b>\$244,599</b>	<b>\$244,998</b>	<b>\$236,850</b>
Per Capita	\$3.63	\$4.02	\$3.98	\$3.83

### 2012-13 Accomplishments

- ◆ The 505 Teen Center continues to go above and beyond with special events for the teens. A fashion show was held in October and attracted 60 spectators to see the 15 teen models wearing clothes from local vendors. A car wash fundraiser was held in November to purchase turkeys for families in need.
- ◆ The teens gave away 111 turkeys at the Turkey Give Away for Thanksgiving.
- ◆ The Teen Center Youth Council increased its membership. The Youth Council works towards giving back to the community by volunteering at City events throughout the year.
- ◆ The Teen Center Youth Council has increased the membership by over 43% from the first quarter which is a very encouraging and positive sign. The Youth Council works towards giving back to the community by volunteering at events such as the Holiday Parade, Tree Lighting, First Night, Habitat for Humanity and Clean-up Delray and donating the funds to worthwhile causes such as the Caring Kitchen.
- ◆ The Teen Center also hosted the 1st Annual All Star Basketball Tournament with over 280 in attendance and raised \$1,400 towards the replacement of equipment in the recording studio.

Parks and Recreation Department  
Athletics



## Program: Athletics

Athletics plans, organizes, and supervises athletic league cycles for adults in lacrosse, golf and basketball. Coordinates with community run youth athletic leagues including: lacrosse, soccer, and Miracle League baseball.

The Recreation Superintendent oversees the following sites: Community Center, Pompey Park, Veterans Park Recreation Center, Teen Center, Merritt Park, Currie Commons Park, Robert P. Miller Park, Hilltopper Stadium, Catherine Strong Park and Pine Grove Park. They also oversee the following programs in Athletics: Out of School Program and youth basketball, and works directly with the Delray Beach Little Leagues and Soccer League Presidents for their sports seasons.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure all athletic fields are maintained to a high level of quality standards.

**Objective:** Coordinate maintenance of all athletic fields at Miller Park, Currie Commons Park, Pine Grove Park, Plumosa Park, Merritt Park and Seacrest Soccer Complex.

Athletic fields maintained	22	22	22
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**Goal:** Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** Organize community run athletic leagues for youth and adult participants.

Number of Miracle League participants (2 Seasons)	110	120	120
Number of youth lacrosse participants (1 Season)	325	550	550
Number of youth recreation soccer participants (1 Season)	740	610	700
Number of travel soccer participants (1 Season)	122	240	240
Number of adult co-ed kickball participants (1 Season)	70	240	240

**Objective:** Organize City run athletic leagues for youth and adult participants.

Youth basketball participants (1 Season)	180	215	225
Golf league participants (1 Season)	117	126	130
Adult basketball league participants (1 Season)	64	72	72
Adult softball league participants; D, D+ and Co-ed (2 Seasons)	465	320	500
Co-ed softball league participants (2 Seasons) *	60	200	200

\* New Performance measure for FY 12-13.

Staffing Levels	11-12	12-13	13-14
Recreation Superintendent	1	1	1
Administrative Assistant	.5	.5	.5
FTE	<u>2.19</u>	<u>2.20</u>	<u>2.46</u>
Total	3.69	3.70	3.96



## Athletics

General Fund

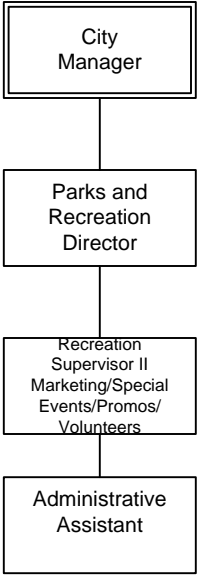
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Bucky Dent Baseball School	1,800	1,800	1,800	1,800
<b>Total Revenues</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$184,872	\$201,829	\$197,816	\$206,170
Operating Expenses	258,787	266,124	270,779	256,330
Capital Outlay	8,585	6,480	0	8,000
<b>Total Expenditures</b>	<b>\$452,244</b>	<b>\$474,433</b>	<b>\$468,595</b>	<b>\$470,500</b>
Per Capita	\$7.04	\$7.80	\$7.62	\$7.61

### 2012-13 Accomplishments

- ◆ Travel soccer had an increase in participation this year. There were also increases for lacrosse and co-ed kickball. City run leagues continue to provide recreation opportunities for area adults and youth.
- ◆ Miami Marlins Logon Morrison Baseball Camp in February at Robert P Miller Park.
- ◆ Seacrest Soccer Complex hosted David Clowney Football Camp in May.
- ◆ Seacrest Soccer Complex hosted Brandon Flowers Football Camp 7 on 7 Flag Football Tournament in July.
- ◆ Elev8 Sports Institute hosted baseball tournament at Robert P Miller park in September.

Parks and Recreation Department  
Special Events



## Program: Special Events

The Recreation Supervisor II plans City wide special events such as Turkey Trot, Senior Games, Kidsfest, etc. This division also performs the Parks and Recreation Department's marketing, including public presentations, quarterly brochures, and news releases regarding departmental events, programs, and activities. The Recreation Supervisor II Marketing/Promotions will coordinate 17 city wide special events. This includes contacting and promoting through local businesses to secure support and sponsorships for our events. This program also provides support for the 4<sup>th</sup> of July event.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Improve and expand the quality of special events within the City.

**Objective:** To provide Parks & Recreation special events during the year.

Number of Parks and Recreation special events	16	15	16
Number of participants at major special events *			
Turkey Trot	450	436	450
Kids Fest	1,000	1,000	1,050
Easter Egg Hunt	800	800	820
Senior Games	192	190	200
Dad and Daughter Night	56	65	100
Mom and Son Challenge	56	118	120

**Goal:** Effectively market and communicate to the public all programs offered by the Parks and Recreation Dept.

**Objective:** Publish brochures and updates at least 60 news releases and web sites per year to market Parks and Recreation programs to the public.

Number of news releases	37	27	35
Number of Web Site updates	50	59	60
Number of brochures published	4	2	3
Number of flyers published	106	114	120

**Objective:** Parks & Recreation presentations given to the community.

Number of Parks and Recreation presentations	30	31	30
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\* New performance measure for FY 12/13.

Staffing Levels	11-12	12-13	13-14
Recreation Supervisor II, Marketing/Promotions	1	1	1
Administrative Assistant	<u>.5</u>	<u>.5</u>	<u>.5</u>
Total	1.5	1.5	1.5

## Special Events

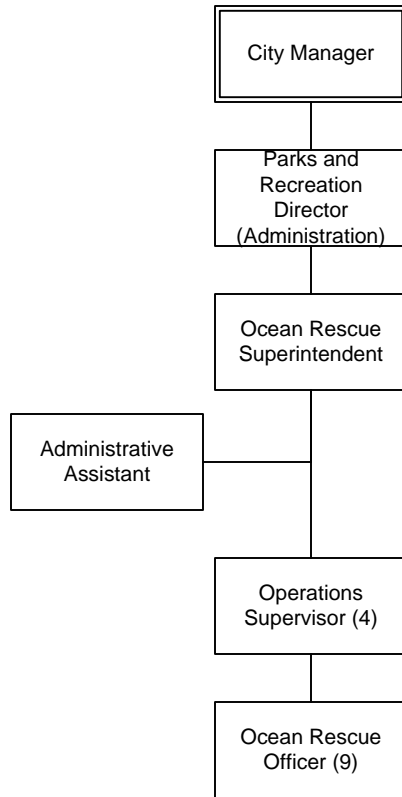
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$93,292	\$99,461	\$97,981	\$99,480
Operating Expenses	35,698	31,238	34,369	35,880
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$128,990</b>	<b>\$130,699</b>	<b>\$132,350</b>	<b>\$135,360</b>
Per Capita	\$2.01	\$2.15	\$2.15	\$2.19

### 2012-13 Accomplishments

- ◆ The Special Events Division presented to several classes at three local elementary schools: Pine Grove, Crosspointe and SD Spady for their career days. These presentations offer the students the opportunity to learn and ask questions about the Parks and Recreation Department.
- ◆ There were many opportunities to promote Parks and Recreation programs outside of normal business hours. Among these were the Delray Affair, Great American Clean Up (for the beach), Earth Day and Kids to Parks Day.

Parks and Recreation Department  
Ocean Rescue and Beach Operations



**Program: Ocean Rescue & Beach Operations**

Ocean Rescue provides lifeguard supervision on one mile of beachfront at two separate locations, the Municipal Beach and Atlantic Dunes Park, from eight lifeguard towers and three all-terrain vehicles 365 days per year from 9:00am to 5:00pm. A self-administered training and certification program ensures a high level of physical fitness in conjunction with thorough knowledge and experience with lifesaving techniques and equipment. The division is one of 43 agencies in the U.S.A. certified by the United States Lifesaving Association as an Advanced Open Water Lifesaving Agency. All staff are required to be licensed Emergency Medical Technicians. The City Codes are also enforced and assistance provided to other departments and agencies as requested including Police, Fire, Florida Marine Patrol, Palm Beach County Marine Unit, and the U.S. Coast Guard. Ocean Rescue provides two "surf chairs" for the physically challenged population at both beach parks. Daily ocean conditions are updated on the Parks and Recreation Department Web Site. Additionally, the division is involved with: Pride Community Service, Beach Walkers Club, Junior Lifeguard Program, Ocean Awareness Classes, United States Lifesaving Association, and the Florida Beach Patrol Chiefs Association. Rescue response by Personal Rescue Craft is also provided.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Provide a safe, properly protected and supervised ocean beach operation.

**Objective:** To provide safe oceanfront through emergency response and preventive lifesaving, which includes identifying and limiting risks to the public. To ensure the safety and enhance the public's perception by providing public assistance and enforcement of City Ordinances on the Municipal Beach.

Beach attendance	1,822,688	1,775,415	1,800,000
Water rescues	51	72	55
Boating accidents	4	3	5
Medical emergencies	33	43	35
EMS/911 medical assistance required	15	22	18
Sea Pest stings treated *	-	2,020	1,500
Missing persons located	26	14	28
Preventive actions	36,499	33,857	35,000
Public assists	79,157	52,310	65,000
Code enforcements	17,493	18,205	18,000

**Objective:** To ensure that all Ocean Rescue Officers are licensed as EMT's and participate in a comprehensive training program to maintain Delray's status as an "Advanced Lifesaving Agency" within the United States Lifesaving Association.

% staff certified as Emergency Medical Technicians (34 staff)	100%	100%	100%
Total lifeguard staff USLA training hours (34 staff)	5,265	4,174	5,000
Physical Training (Miles ran, swan & paddled) *	7,534	6,613	7,000
Hours of Medical Training & Classroom Skills Review *	-	1,503	2,000

**Objective:** To promote ocean safety, positive public relations and valued public service through educational programs such as, CPR classes, Ocean Awareness Presentations, the Junior Lifeguard Program and various special events.

Number of CPR classes *	5	10	10
Number of CPR class participants *	20	54	50
Ocean Awareness presentations **	7	8	10
Ocean Awareness participants **	2,425	850	1,500
Number of Junior Lifeguard programs/participants **	2	3	4
Number of Junior Lifeguard participants**	38	49	55
Number of Special Events	33	29	33

**Objective:** To effectively manage and supervise the beach cleaning service, cabana service and maintenance of the towers and equipment.

Maintenance hours by Staff *	141	497	500
Beach Cleaning Services: *			
Beach Raked	167	210	230
Trash and recycling cans emptied	-	219	260

**Objective:** To oversee the permit process for sailboat storage. (Performance measured moved from Adm. to Ocean for FY 12-13)

Sailboat permits **	49	41	50
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\*New performance measure for FY 12-13

\*\* New calculation and/or measure method used for FY 12-13.

Staffing Levels	11-12	12-13	13-14
Ocean Rescue Superintendent	1	1	1
Operations Supervisor	4	4	4
Ocean Rescue Officer (EMT)	9	9	9
Administrative Assistant	1	1	1
FTEs	<u>6.19</u>	<u>6</u>	<u>7.25</u>
	21.19	21	22.25

## Ocean Rescue & Beach Operations

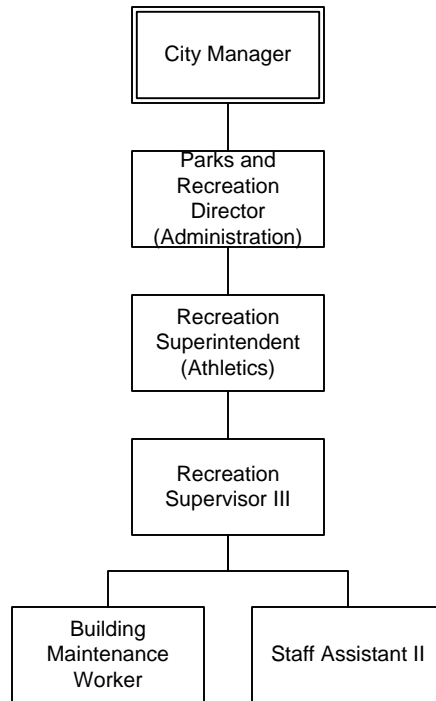
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,133,980	\$1,121,935	\$1,090,961	\$1,139,780
Operating Expenses	277,382	261,521	288,322	294,840
Capital Outlay	4,298	0	52,640	8,600
<b>Total Expenditures</b>	<b>\$1,415,660</b>	<b>\$1,383,456</b>	<b>\$1,431,923</b>	<b>\$1,443,220</b>
Per Capita	\$22.04	\$22.74	\$23.29	\$23.35

### 2012-13 Accomplishments

- ◆ Applied for renewal of Agency Certification with the United States Lifesaving Association and received highest classification as an "Advanced Lifesaving Agency." All Ocean Rescue lifeguards completed the annual requalification test.
- ◆ In conjunction, the Waves Surf Academy and the City of Delray Beach Summer Camp kicked off a new summer camp in June for ages 6 - 14 years of age. This camp is for beginners as well as those who want to improve their skills and was held at Anchor Park for ten one week sessions throughout the summer. The first session was well received by parents and students.
- ◆ In June, we held our Summer Junior Lifeguard session with 30 participants. This program provides the opportunity to introduce participants to new skills and methods used by professional Ocean Rescue Lifesavers.
- ◆ The Extreme Volleyball Professionals tournament was held this year with the assistance of the Ocean Rescue superintendent. Since it was turtle season, special requirements needed to be met to hold the tournament on the beach.

Parks and Recreation Department  
Community Center





## Program: Community Center

The Community Center provides diverse activities for youths, adults, and senior citizens of the community and houses the administrative offices for the Parks and Recreation Department. The gym with stage and multi-purpose rental rooms allows for athletic events, meetings, entertainment, and arts and crafts programs for Delray Beach residents and guests. Numerous adult activities are conducted in the evening including service clubs, exercise and aerobic classes, and open play basketball. The Community Center is the host to 100 children in a yearly Out of School Program, which includes an After School program, Christmas, Spring and One Day camps, and a eight week Summer Day camp program with space for an additional 20 children ages 5 to 12. The Center operates from 8:00am to 9:00pm Monday through Friday and 8:00am to 3:00pm on Saturday. The Center is available after hours for special group parties and activities. The major events for the center are the International ITC Tennis Championships/Chapmions Tour, Chris Evert Pro Celebrity Tournament, Project Holiday Karate Tournament and XPE Sports training sessions.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** To increase participation in gym programs and activities by youths and adults of the community.

Number of participants in adult athletic programs (aerobics, badminton and pickle ball) **	43	3,315	3,550
Number of participants in instructional classes *	250	281	300
Number of participants in youth programs (youth basketball) **	15	215	250
Number of weekly open gym participants **	17	510	650
Number of weekly participants in meetings **	180	2,530	3,000

**Objective:** Increase usage of the center for meeting space by local civic / public groups.

Number of meetings in conference room *	96	112	120
Average number of meetings in other rooms	28	25	30
Number of special events at the Community Center	6	8	7
Number of facility rentals *	-	26	35

\* New performance measure for FY 12-13

\*\* New calculation and/or measure method used FY 12-13.

Staffing Levels	11-12	12-13	13-14
Recreation Supervisor III	1	1	1
Staff Assistant II	1	1	1
Building Maintenance Worker	1	1	1
FTEs	<u>.68</u>	<u>.68</u>	<u>.68</u>
	3.68	3.68	3.68

## Community Center

General Fund

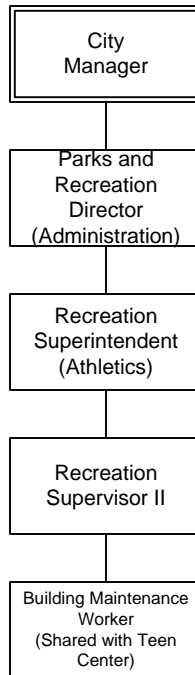
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Recreation Facility Rental	\$15,706	\$17,534	\$16,000	\$14,500
<b>Total Revenues</b>	<b>\$15,706</b>	<b>\$17,534</b>	<b>\$16,000</b>	<b>\$14,500</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$188,813	\$208,371	\$208,371	\$209,740
Operating Expenses	75,351	89,944	95,939	99,580
Capital Outlay	0	7,150	0	0
<b>Total Expenditures</b>	<b>\$264,164</b>	<b>\$305,465</b>	<b>\$304,310</b>	<b>\$309,320</b>
Per Capita	\$4.11	\$5.02	\$4.95	\$5.01

### 2012-13 Accomplishments

- ◆ The Community Center added some new programs this year. Pickleball has had a large following with most days having over twenty participants. Pilates has also done very well increasing in numbers as the program continues.
- ◆ The International Tennis Championships and Chris Evert Pro-Celebrity Tennis brought in many visitors to the City during their events held in part at the Community Center.

Parks and Recreation Department  
Veterans Park



## Program: Veterans Park

Veterans Park includes a recreation center complete with a main area, kitchen facilities, lounge area with a television and DVD player, piano and a library. A large meeting room is available for club meetings and classes, which is equipped with a projection screen, and a podium with a microphone. Veterans Park is open from 8:00 a.m. to 4:30 p.m., Tuesday through Saturday. The center is also available upon request for evening activities and rentals.

Year round programs offered at the center include acrylic painting, watercolors, belly dancing, yoga, kindermusik, butterfly ballet, chess club, tai chi, bridge, shuffleboard, lawn bowling, and drawing classes. During the summer months, the center offers children's activities such as arts and crafts, dance, and music programs. Also, offered to all age groups during the "snowbird" season are bus trips to theaters, museums, points of interest, and professional sporting events such as a Marlins baseball game.

The exterior grounds have seven lighted lawn bowling courts and sixteen lighted shuffleboard courts and several tournaments are held throughout the year. A covered patio with handicap accessible picnic tables and a barbecue grill are available to anyone wishing to barbecue, celebrate birthdays, or just enjoy the scenery and cool breezes of the Intracoastal Waterway. The two age appropriate playgrounds are very busy with parents and children. Participation increases during the tourist season, school breaks and special events.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** To maintain memberships, participation, and tournaments in lawnbowling, shuffleboard, chess and bridge activities.

Number of annual lawn bowling memberships issued per quarter	40	49	50
Number of annual shuffleboard memberships issued per quarter	6	2	6
Number of annual chess memberships issued per quarter	12	20	21
Number of bridge memberships issued per quarter	44	44	50
Number of lawn bowling participants	1,263	1,543	1,600
Number of shuffleboard participants	575	353	500
Number of chess participants	563	627	630
Number of bridge participants	1,738	1,570	1,700

**Objective:** To increase the number of participants in classes, center activities, and events.

Number of adult class participants	1,536	1,660	1,700
Number of children/kids class participants	3,122	2,260	3,000
Number of day trip participants	44	23	44
Number of participants at rentals and special events	5,159	3,243	5,000

Staffing Levels	11-12	12-13	13-14
Recreation Supervisor II	1	1	1
Building Maintenance Worker	.5	0	0
FTEs	<u>.45</u>	<u>.92</u>	<u>1.02</u>
	1.95	1.92	2.02

*Building Maintenance Worker changed to part-time 2012*

## Veterans Park

General Fund

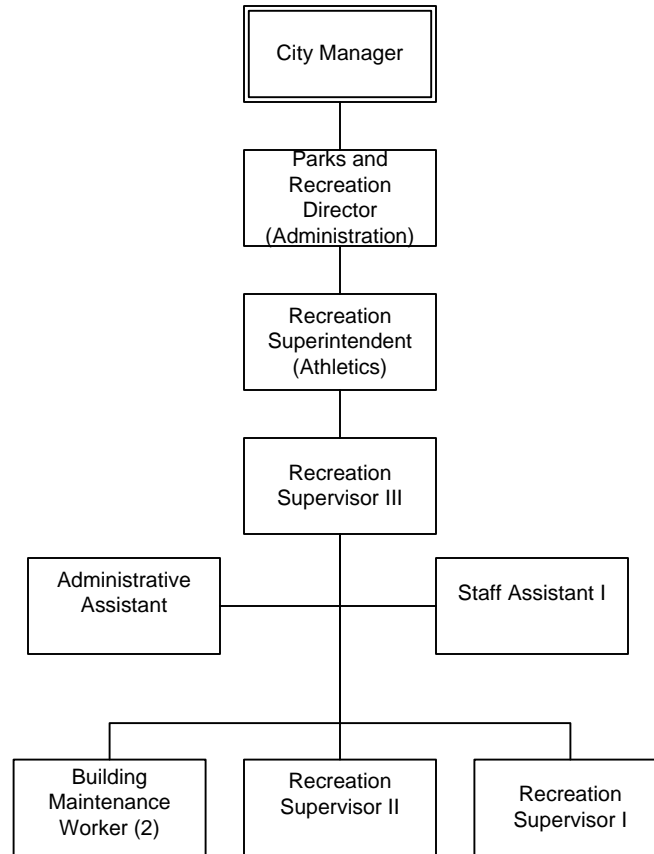
Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Recreational Facility Rental	\$7,155	\$11,485	\$9,000	\$10,000
Riverboat Water Tours	20,311	15,600	18,500	18,500
Adult Center	1,066	1,483	1,500	1,700
<b>Total Revenues</b>	<b>\$28,532</b>	<b>\$28,568</b>	<b>\$29,000</b>	<b>\$30,200</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$99,001	\$103,575	\$89,840	\$96,130
Operating Expenses	41,374	35,170	30,227	39,580
Capital Outlay	0	0	0	10,800
<b>Total Expenditures</b>	<b>\$140,375</b>	<b>\$138,745</b>	<b>\$120,067</b>	<b>\$146,510</b>
Per Capita	\$2.19	\$2.28	\$1.95	\$2.37

### 2012-13 Accomplishments

- ◆ On display at Veterans Park is their Annual Art Exhibit featuring art created by students from their Young Artwork Program. This event introduces children to the world of art and the experience of showcasing in a professional art gallery setting. The exhibit opened with a ribbon cutting ceremony and it will remain on display for about a year with the artwork changing quarterly.
- ◆ In March, Veterans Park hosted the 1st Annual Kid's Family Fun Day in the park which included a sing along with our Kindermusik, arts and crafts with our Young Artwork Program and live performances with ballet butterflies. There were also special guests from the jazz ensemble from the Art's Garage Performing Arts Academy who featured some of their music and a live stand up comedian for this event.
- ◆ Several new classes were started such as Zumba Gold for ages 55+ and Cardio Kettlebell. Also new is the Kids Cultural Dance class for ages 4 - 9.

Parks and Recreation Department  
Pompey Park



## Program: Pompey Park

Pompey Park is a diversified recreational facility on 17.5 acres with: outdoor lighted tennis, basketball, and racquetball courts, one ball field pavilion, one major league/multi purpose lighted field and two little league lighted fields with a newly renovated concession stand, pressbox, and restroom facilities, lighted batting cage, lighted parking lots, and a large playground with a pavilion, benches, and barbecue grills. Inside the facility is an auditorium that can be subdivided into three smaller rooms with a stage, game room, technology center, large meeting/class room, lounge area, conference room, gymnasium, locker rooms, and a full service kitchen.

Athletic programs include youth basketball, fast pitch, tackle football, flag football, track and field, adult basketball, netball, intramural sports and tennis lessons and clinics. Senior Program Activities as well as Teen Program Activities have been added to the daily program operation. Activities and classes include: Martial Arts, Delray Divas Step Team, Folk Line Dancing, VITA Tax Preparation, Computer Classes and many more. The annual Roots Cultural Festival Basketball Tournament (Youth and Adults), Keith Straghn Thanksgiving Dinner, Rev. Dr. Martin Luther King Jr. Birthday Celebration, Annual Family Fun Day, Annual Delray Divas Step Show, Basketball Shoot Out Series and the All America YBOA Basketball Tournament are held at the site. Community groups, civic organizations and homeowner associations hold monthly meetings at the facility. The center hours of operation are 8:00am to 9:00pm Monday through Friday, 8:00am to 8:00pm Saturdays, and 1:00pm to 6:00pm Sundays.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** To increase use of outdoor facilities with two organized leagues with at least one tournament per year.

Number of outdoor leagues started per quarter **	8	11	11
Number in attendance for outdoor leagues (tennis, racquetball and ball fields)	39,022	52,714	53,000
Total number of outdoor tournaments	10	6	8
Number of clinics	4	10	10

**Objective:** To increase use of the center by community groups and associations; develop evening programs for adults and youth.

Number of community groups/associations usages	42	191	200
Number of class/activity participants	21,386	35,559	36,000
Number of different adult evening class/activities offered **	34	48	50
Number of different youth evening classes/activities offered**	61	70	75
Senior Program Participants *			
Bingo	-	1,168	1,200
Mae Volen	-	8,672	8,100
Arts and Crafts	-	411	450
Field Trips	-	344	400

**Objective:** To plan and organize indoor athletic leagues for adults and youths.

Number of indoor adult leagues and /or clinics	8	11	11
Number of indoor youth leagues and/or clinics	21	37	37
Number of indoor adult participants	10,168	5,881	7,000
Number of indoor youth participants	10,814	25,174	26,000

\* New performance measure for FY 12-13

\*\* New calculation and/or measure method used FY 12-13.

Staffing Levels	11-12	12-13	13-14
Recreation Supervisor III	1	1	1
Recreation Supervisor II	1	1	1
Recreation Supervisor I	2	2	1
Administrative Assistant	1	1	1
Building Maintenance Worker	2	2	2
Staff Assistant I	1	1	1
FTEs	<u>3.75</u>	<u>4.01</u>	<u>4.27</u>
	11.75	12.01	11.27

## Pompey Park

General Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Recreation Facility Rental	\$18,150	\$17,817	\$15,000	\$28,000
Recreational Swimming	7,112	0	0	0
Swim Lessons	6,400	0	0	0
<b>Total Revenues</b>	<b>\$31,662</b>	<b>\$17,817</b>	<b>\$15,000</b>	<b>\$28,000</b>

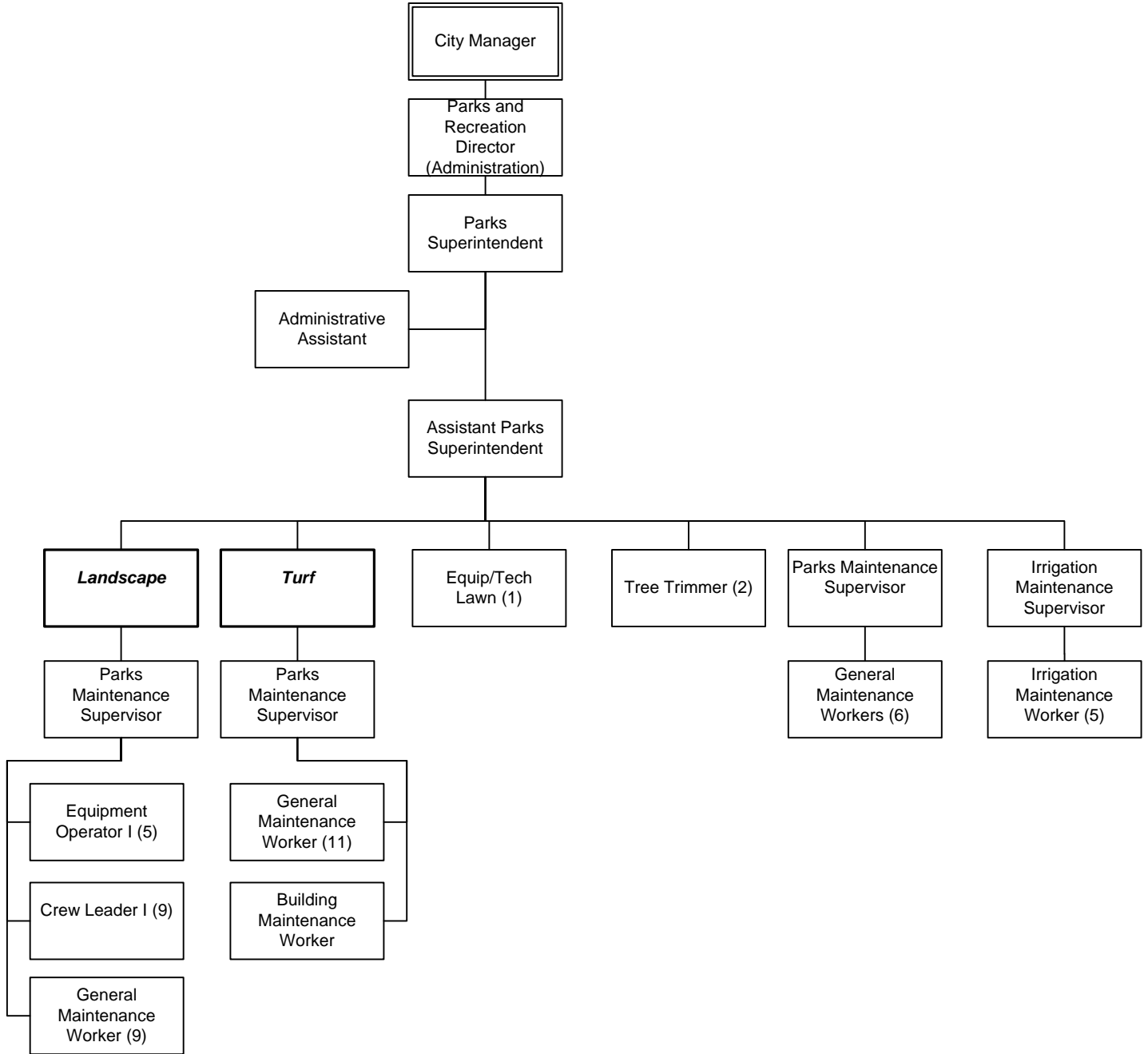
	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$497,772	\$522,140	\$497,528	\$535,320
Operating Expenses	288,121	253,233	322,477	279,430
Capital Outlay	0	13,138	1,321	12,250
Grants & Aids	0	0	0	0
<b>Total Expenditures</b>	<b>\$785,893</b>	<b>\$788,511</b>	<b>\$821,326</b>	<b>\$827,000</b>
Per Capita	\$12.24	\$12.96	\$13.36	\$13.38

### 2012-13 Accomplishments

- ◆ The new Pompey Park Senior Club is a great success. In December, Pompey hosted the 1st Annual Senior Holiday Luncheon which was a success. The Omega Psi Phi made a donation towards the Senior Luncheon. In April, Pompey Park Senior Club participated in a field trip to the brand new IMAX Theatre. In May, Pompey Park hosted a Mother's Day celebration in the gym. In attendance was Mayor Glickstein, Comm Jacquet, Kappa Fraternities, Omega Psi Phi Fraternity, the President of the Community Home Owner Association and a number of special guests.
- ◆ Pompey Park hosted the All Peoples Day event in a multicultural celebration to allow children, adults and seniors an opportunity to embrace the beauty of their diversity.
- ◆ Delray Divas and the Junior Divas competed in the Break the Stage Step South Regional Championship in Sanford, FL. Both teams placed first qualifying them to compete in the National Championships. In June, the Junior Divas competed at the National Middle School Step Team Championships in the Ferst Theatre of Georgia Institute of Technology. This National Competition featured 16 teams competing for the title of Best Step Team in the country. The Junior Divas were this year's National Middle School Step Team Champions. In addition, the Delray Divas placed 4th at their National Championships. We are proud to have them represent Delray Beach.
- ◆ Pompey Park began offering ACT Prep courses. This resulted from a college visit that the Delray Blazers attended at FAU. After learning about the different programs offered at Pompey Park, a representative from FAU reached out and suggested that the site be used for the ACT Prep Course of proctor tests. In August, Pompey Park held the ACT Prep Course and the actual test which was open to all high school students in the community. At this time, they are in the planning stages of offering this to the community again in November.



# Parks and Recreation Department Parks Maintenance



## Program: Parks Maintenance

The Parks Maintenance Division is responsible for the upkeep, repairs, and renovations for all parks, athletic facilities, medians, and other landscaped areas throughout the City. This division provides for attractive, clean, sanitary, and safe facilities at the Parks through an effective systematic maintenance program. Facilities are maintained through a routine schedule of operations as well as a work-order system at a pre-determined level of quality. The Parks Maintenance Division provides support for the Recreation division and for various citywide groups and associations conducting special events as well as for regularly scheduled events and activities.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Maintain all parks and public facilities at a high level of quality by utilizing a standard maintenance classification system (A, B, C, D) which emphasizes frequency per activity.

<b>Objective:</b> To provide Class "A" maintenance for all park areas and public facilities.			
Number of acres mowed (548 acres x 52 wks)	28,496	28,496	28,496
Number of acres mowed twice a week (May - October)	48	48	50
Maintenance rating for parks/ 2012 citizens survey	86%	86%	86%

<b>Objective:</b> To trim and prune trees throughout the City as needed. Apply fertilizer as nine times a year.			
Average number of sites maintained	246	246	246
Number of fertilizer applications for:			
Turf (includes weed and feed)	2	3	5
Palm Trees	2	2	2
Ornamental Shrubs	4	2	2
Number of hardwood trees pruned and trimmed	300	300	300
Number of palm trees pruned and trimmed	1,280	1,280	1,280

<b>Objective:</b> To monitor private vendor contracts for landscape services. Inspect facilities, equipment, and irrigation systems to achieve a high level of cleanliness and a preventative maintenance.			
Average number of contracts monitored on a weekly basis	12	13	13
Average number of daily inspections	246	246	246

<b>Objective:</b> To ensure safe, accessibility and sanitary restroom services throughout the City Parks on a daily basis.			
Average number of building restrooms maintained daily -	17	17	17
17			
Accessibility of facilities rating/citizen survey	80%	80%	80%

Staffing Levels	11-12	12-13	13-14
Parks Superintendent	1	1	1
Assistant Parks Superintendent	1	1	1
Parks Maintenance Supervisor	3	3	3
Administrative Assistant	1	1	1
Irrigation Maintenance Supervisor	1	1	1
Equipment Technician / Lawn	1	1	1
Crew Leader I	9	9	9
Tree Trimmer	2	2	1
Equipment Operator I	5	5	4
Irrigation Maintenance Worker	5	5	5
General Maintenance Worker (	26	26	18
Building Maintenance Worker	1	1	1
FTEs	<u>1.25</u>	<u>1.25</u>	<u>1.25</u>
	57.25	57.25	47.25

## Parks Maintenance

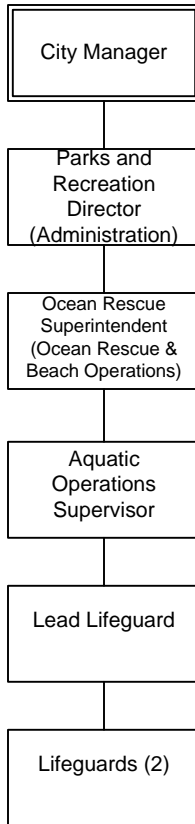
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$2,267,019	\$2,270,796	\$2,270,383	\$2,348,460
Operating Expenses	1,611,853	1,448,515	1,522,983	1,508,910
Capital Outlay	1,296	8,699	14,860	16,900
<b>Total Expenditures</b>	<b>\$3,880,168</b>	<b>\$3,728,010</b>	<b>\$3,808,226</b>	<b>\$3,874,270</b>
Per Capita	\$60.42	\$61.28	\$61.93	\$62.69

### 2012-13 Accomplishments

- ◆ Parks Maintenance contributed to the beautification of the City of Delray Beach by planting 21 Silver Buttonwood trees, 40 Palm Trees, 7 Gumbo Limbo trees and 4,200 Begonias in the first quarter of the fiscal year. They continued the program for the treatment of the white fly infestation throughout the city, applied five applications of turf fertilizer on public park grounds, two ornamental fertilizer applications and two palm and hardwood fertilizations through the year. Parks Maintenance provided staffing assistance for First Night, Fourth of July and various other special events throughout the City.
- ◆ Parks Maintenance staff placed third in this year's Annual Southeast Region Turf Rodeo. The "Rodeo" allows participants the opportunity to compete in activities showcasing their skills individually and as teams.

Parks and Recreation Department  
Aquatics Operations



## Program: Aquatics Operations

Provides lifeguard supervision and aquatics programs at Pompey Pool for the community. Aquatics programs and activities offered for all ages and skill levels to include: swimming instruction, recreational swimming, lifeguard training instruction, Jr. Lifeguard program, and water safety for everyone, swim lessons for non-profit groups and organizations, pool rental and special events. Operating hours at Pompey Park Pool are Tuesday through Saturday 9am to 5pm October 1 through April 30. Operating hours for May 1 through September 30 are Monday through Saturday 9am to 5pm at Pompey Park Pool. Coverage may be provided during holidays; Memorial Day, July 4, Labor Day, etc.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Provide lifeguard supervised aquatic recreational programming at both pools for a variety of age groups and swimming skill levels. Teach water safety awareness, develop basic swimming skills, and enhance proficiency levels of aquatic skills. Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** To develop a comprehensive community swim program to increase the safety of residents and visitors using the aquatics facilities.

Total pool attendance *	15,937	17,622	18,000
Number of Adult Swimming Class participants	1,493	4,331	4,500
Number of Youth Swimming Class participants	7,500	8,438	8,500
Number of Water Fitness Class participants *	-	5,652	5,800
Number of SCUBA Class participants *	36	211	210
Number of School Presentations *	4	28	28

**Objective:** To increase services, programs and use of the pool by community groups and associations; implement evening and youth classes.

Number of Special Events **	8	18	18
Number of Special Event participants *	-	1,717	1,800
Number of Dive Rescue Trainings at facility *	12	15	15
Number of canopy rentals *	32	16	25
<b>American Red Cross Certification Classes Offered: *</b>			
Number of Lifeguard Instructor Course participants	7	19	20
Number of Water Safety Instruction Class participants	8	0	5
Number of Boating Safety Class participants	-	15	15

**Objective:** For the Supervisor and Lead Lifeguard to obtain/maintain a certified pool operators license and certificates in lifeguard instructor and water safety instructor and for all staff to maintain lifeguard-training certifications.

Number of staff certified as Lifeguards *	10	10	12
Number of staff certified as Lifeguard Instructors	8	5	8
Number of staff certified as Water Safety Instructors	8	7	8
Number of staff certified as Scuba Divers *	6	5	6
Number of staff certified as Certified Pool Operator *	3	3	3

\* New performance measure for FY 12-13

\*\* New calculation and/or measure method used for FY 12-13.

Delray Swim and Tennis Club closed 10/1/12, and the numbers reflect Pompey Park pool measures.

Staffing Levels	11-12	12-13	13-14
Aquatic Operations Supervisor	1	1	1
Lead Lifeguard	1	1	1
Lifeguards	2	1	2
FTEs	<u>2.6</u>	<u>1.96</u>	<u>2.88</u>
	6.6	4.96	6.91

## Aquatics Operations

General Fund

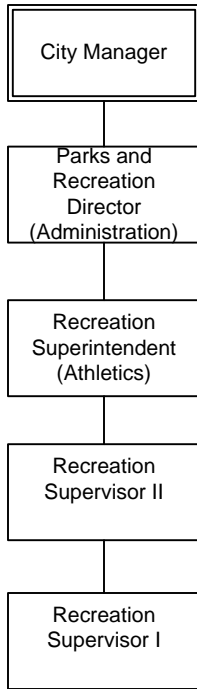
	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Recreational Swimming	\$0	\$6,565	\$4,900	\$2,000
Red Cross Classes	90	1,025	1,000	500
Swim Lessons	0	4,545	3,500	4,000
<b>Total Revenues</b>	<b>\$90</b>	<b>\$12,135</b>	<b>\$9,400</b>	<b>\$6,500</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$247,667	\$248,372	\$221,216	\$262,830
Operating Expenses	116,349	77,161	70,224	84,320
Capital Outlay	0	0	0	10,000
<b>Total Expenditures</b>	<b>\$364,016</b>	<b>\$325,533</b>	<b>\$291,440</b>	<b>\$357,150</b>
Per Capita	\$5.67	\$5.35	\$4.74	\$5.78

### 2012-13 Accomplishments

- ◆ The Ocean Water Front Lifeguard Training was held at Pompey Pool for participants to obtain their American Red Cross Lifeguard Certifications so they could be instructors for the Delray Beach Surf Camp. The Delray Beach Fire Rescue and Police Dive Teams held trainings at Pompey Park Pool to prepare them in case of an emergency.
- ◆ In June, we kicked off the summer with 19 cap groups using the site which are nine more camps than last year. During camp, the lifeguards educated the youth with important water safety information/ skills that may help save a life.
- ◆ The Aquatics Division is going full speed with the reopening of the Delray Swim and Tennis Club pool. Our Aquatics staff was well prepared and waiting for the Delray Community to enjoy the pool.
- ◆ The summer camp participants had a great time with the "Let's Move" campaign by Michelle Obama as the staff incorporated activities to promote physical fitness into the summer camp programs.

Parks and Recreation Department  
Catherine Strong Park



## Program: Catherine Strong Park

Catherine Strong Park will be open Tuesday-Sunday from 8:00am-dusk. During summer vacation, the park will be open Monday-Friday 7:30am-dusk and open Saturday and Sunday 10:00am-7:00pm. During the school year a preschool sports program will be conducted for Head Start and at least two other preschools in the area. Two outdoor basketball leagues will include teens and elementary age players. Additional programs that will be offered are the NRPA Start Smart Program, Skill Drill Basketball, Fitness Program and Summer Camp Program. Special events include, Back to School Splash party, teen league basketball championship game and a Community Spring Festival.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure the park is maintained at NRPA Level A quality standards.

**Objective:** Coordinate maintenance at the splash park, basketball courts and the tennis courts.

Basketball and tennis courts checked by Catherine Strong Staff/days	280	280	280
Splash Park controls checked/days	280	280	280
Community Service Workers	13	13	15

**Goal:** Improve and expand the quality, diversity, and number of recreation programs and activities.

**Objective:** To retain consistent or increased participation at the park per year.

Number of Splash Park participants per year	21,660	21,211	22,000
Number of basketball participants	7,699	8,655	8,000
Number of yearly tennis and fitness trail participants	5,706	6,303	6,000
Number of pavilion rentals	106	81	100

**Objective:** Provide special events for the community and programs to increase parent to child interaction.

Number of participants at special events	885	675	800
Numbers of Start Smart program participants parent/child	411	412	500
Numbers of tennis program participants	97	80	100
Preschools that participate in the sports program	9	8	8
Number of camp participants *	18	73	75

**Objective:** To increase teen participation through sports programs, vocational programs and field trips

Number of teen participants per field trips	24	110	100
Number of outdoor basketball leagues	7	4	5

**Objective:** To create a partnership with local schools and organizations.

Number of schools and camps utilizing the facility	49	40	50
Partnership with outside agencies	28	9	15

\* New calculation and/or measure method used for FY 12-13.

Staffing Levels	11-12	12-13	13-14
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
FTEs	<u>.66</u>	<u>1.16</u>	<u>1.51</u>
	2.66	3.16	3.51



## Catherine Strong Park

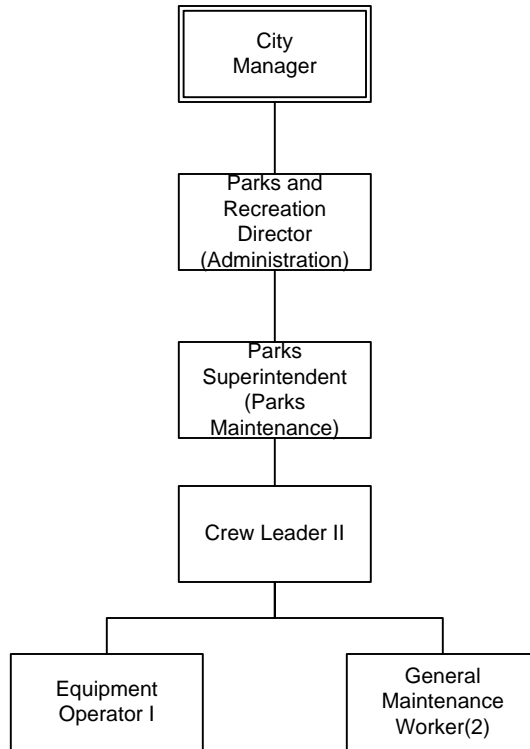
General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$107,506	\$143,719	\$169,270	\$165,660
Operating Expenses	47,343	47,014	51,208	50,490
Capital Outlay	0	0	0	6,400
<b>Total Expenditures</b>	<b>\$154,849</b>	<b>\$190,733</b>	<b>\$220,478</b>	<b>\$222,550</b>
Per Capita	\$2.41	\$3.14	\$3.59	\$3.60

### 2012-13 Accomplishments

- ◆ Catherine Strong held their first annual Kids Spring Festival with almost 200 in attendance. The families and children enjoyed music provided by a DJ, hot dogs and chips, an egg hunt, bounce houses and an array of other games and events. This community event to bring families together was a great success and well enjoyed by all who attended.
- ◆ The Catherine Strong staff received letters of accommodation from the Achievement Center of Delray Beach and from the Delray Beach Head Start Center for their "time, effort and dedication to the Physical Education Programs they provide to their students." These programs provide the students with hands on activities allowing them to experience different sports and exercises in a fun manner while showing them the health benefits of exercise.

# Parks and Recreation Department Cemetery



## Program: Cemetery

The City cemetery is promoted through the City of Delray Beach. The Parks Superintendent is responsible for the enforcement of the rules and regulations governing the use of burial plots, crypts, niches, monuments, vaults, etc. All funeral procedures are under the direct control and supervision of the Parks Superintendent.

City employees are responsible for the preparation of approximately three ceremonies a week. This includes the opening and closing procedures and set up (placement of chairs, tent, and artificial turf) for each interment. The City's maintenance crew provides daily cleanup and turf care consisting of mowing and weeding. In addition, irrigation maintenance, fertilization and pesticide applications, tree pruning, and shrub trimming are also provided.

The City Clerk or his/her designee is responsible for sales, records, and research for the Delray Beach Memorial Gardens Municipal Cemetery. The original conveyance "CERTIFICATE OF OWNERSHIP" is given by the City to the original purchaser. Transfers, assignments and repurchases must be made on forms provided by the City Manager.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Coordinate with city clerk's office and funeral directors to ensure that services are provided to families in a timely and orderly manner.

**Objective:** To perform opening, set-up, and closing duties for each interment in a timely and efficient manner.

Total interments per year	136	146	150
Labor hours for interments (average of 10 hours per interment, two employees 5 hours each)	1,360	1,500	1,400

**Goal:** Provide a Class A level of landscape maintenance by following NRPA maintenance standards.

**Objective:** To provide a safe and appealing facility through weekly mowing and weeding, litter control, and maintenance of vaults and one fountain.

Number of acres maintained/year (38 acres x 52 wks.)	1,976	1,976	1,976
Days of litter control	260	260	260
Number of vaults maintained and one fountain	560	560	560
Number of fertilizer applications for:			
Turf (includes weed and feed)	3	3	5
Palm Trees	2	2	2
Ornamental Shrubs	4	2	4

Staffing Levels	11-12	12-13	13-14
Crew Leader II	1	1	1
Equipment Operator I	1	1	1
General Maintenance Worker	2	2	2
	4	4	4

## Cemetery

General Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Cemetery Fees, Open/Close	\$63,605	\$63,853	\$65,000	\$65,000
<b>Total Revenues</b>	<b>\$63,605</b>	<b>\$63,853</b>	<b>\$65,000</b>	<b>\$65,000</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$220,679	\$221,433	\$213,915	\$215,460
Operating Expenses	150,481	128,941	158,190	140,960
Capital Outlay	2,374	0	4,760	4,760
<b>Total Expenditures</b>	<b>\$373,534</b>	<b>\$350,374</b>	<b>\$376,865</b>	<b>\$361,180</b>
Per Capita	\$5.82	\$5.76	\$6.13	\$5.84

### 2012-13 Accomplishments

- ◆ The Cemetery staff was responsible for 146 internments throughout the year. They applied three fertilizer treatments on the cemetery grounds and two Palm Tree and ornamental fertilizer treatments throughout the year.

Miscellaneous

## Grants and Aids

General Fund

Expenditures by Organization	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Economic Development	\$20,000	\$34,300	\$0	\$0
Economic Incentive-ABC Carpet	0	0	0	0
Joint Venture	35,000	38,000	70,000	73,000
Nonprofit Resource Institute	0	0	0	0
American Legion	0	0	0	0
<i>Economic Environment</i>	<b>\$55,000</b>	<b>\$72,300</b>	<b>\$70,000</b>	<b>\$73,000</b>
Aid to Victims of Domestic Assault	\$0	\$0	\$0	\$0
American Legion	0	0	0	0
Mae Volen Senior Center	12,000	12,000	12,000	12,000
Drug Abuse Foundation	0	0	0	0
Hospice by the Sea	0	0	0	0
School Readiness Coalition	0	0	0	0
Deaf Service Center	0	0	0	0
Community Child Care Center	22,750	22,750	22,750	22,750
Urban League	0	0	0	0
Boys and Girls Club	25,000	25,000	25,000	25,000
The Arc	0	0	0	0
Wayside House	0	0	0	0
Community Neighborhood Helping	0	0	0	0
CLASS of Palm Beach County	0	0	0	0
Kids in Distress	0	0	0	0
Milagro Foundation	0	0	0	0
Other Grants and Aids	0	0	0	0
<i>Human Services</i>	<b>\$59,750</b>	<b>\$59,750</b>	<b>\$59,750</b>	<b>\$59,750</b>
Other Grants and Aids	\$0	\$0	\$0	\$0
Expanding and Preserving Our Cultural Heritage	31,000	31,000	31,000	31,000
Friends of Sandoway House	20,000	20,000	20,000	21,200
Delray Beach Chorale	30,000	24,000	24,000	25,000
Museum of Lifestyle and Fashion History	0	0	0	0
Delray Beach Tennis Patrons	0	0	0	0
Roots Cultural Festival	0	0	0	0
Old School Square	194,750	194,750	194,750	194,750
Library	1,453,500	1,453,500	1,453,500	1,453,500
<i>Culture/Recreation</i>	<b>\$1,729,250</b>	<b>\$1,723,250</b>	<b>\$1,723,250</b>	<b>\$1,725,450</b>
<b>Total Expenditures</b>	<b>\$1,844,000</b>	<b>\$1,855,300</b>	<b>\$1,853,000</b>	<b>\$1,858,200</b>
Per Capita	\$28.71	\$30.50	\$30.13	\$30.07

## Miscellaneous

General Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Operating Expenses	42,301	120,732	59,874	30,260
Capital Outlay	0	0	0	0
Manger's Contingency	0	0	0	50,000
Debt Service	5,012,566	5,113,963	8,365,330	3,996,990
CRA-Ad Valorem Taxes	6,418,010	6,376,396	6,442,131	6,957,610
CRA-Other	17,802	15,580	0	0
Transfers	4,243,894	2,857,232	3,564,302	3,216,870
<b>Total Expenditures</b>	<b>\$15,734,573</b>	<b>\$14,483,903</b>	<b>\$18,431,637</b>	<b>\$14,251,730</b>
Per Capita	\$245.02	\$238.10	\$299.73	\$230.61

**Water and Sewer Fund**

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Revenue	\$0	\$0	\$2,993,427	\$795,160
Intergovernmental Revenue	\$132,175	\$0	\$220,000	\$150,000
Charges for Services	31,962,662	30,855,031	31,288,040	31,724,040
Miscellaneous Revenue	396,717	196,185	5,000	35,000
Non-Revenues	-1,186,831	-722,048	103,000	1,075,000
<b>Total Revenues</b>	<b>\$31,304,723</b>	<b>\$30,329,168</b>	<b>\$34,609,467</b>	<b>\$33,779,200</b>

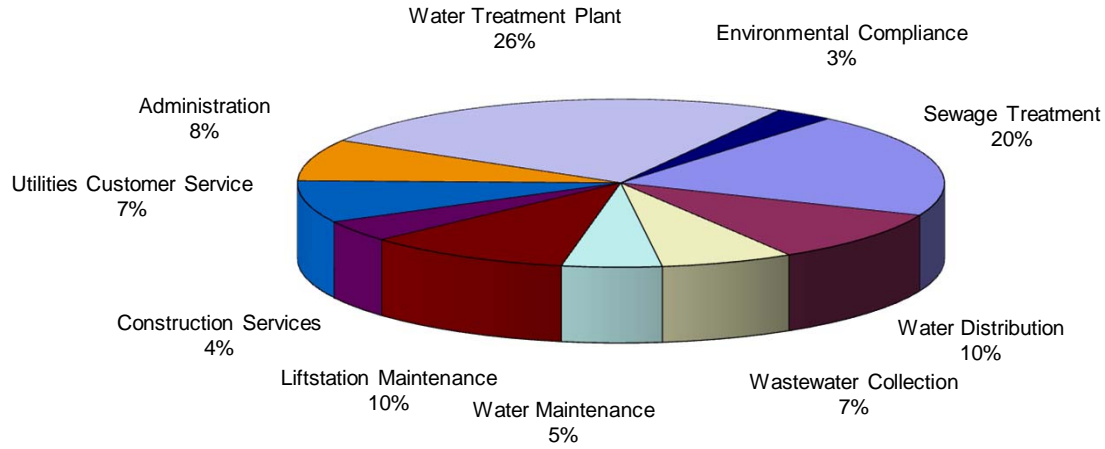
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$7,612,548	\$7,790,113	\$7,602,665	\$7,822,720
Operating Expenses	14,393,437	14,168,000	11,727,394	11,816,920
Capital Outlay	0	0	2,324,060	1,434,150
Grants and Aids	0	0	0	0
Non-Operating Expenses	6,587,810	7,063,260	7,122,208	6,825,970
Debt Service	4,559,464	1,149,228	5,833,140	5,879,440
<b>Total Expenditures</b>	<b>\$33,153,259</b>	<b>\$30,170,601</b>	<b>\$34,609,467</b>	<b>\$33,779,200</b>
Per Capita	\$516.26	\$495.97	\$562.80	\$546.58

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Utilities Customer Service	1,184,006	1,217,125	1,312,397	1,418,400
Environmental Services Administration	\$1,435,353	\$1,509,440	\$1,408,290	\$1,409,390
Water Treatment and Storage	4,156,186	4,008,461	4,282,904	4,340,330
Environmental Compliance	504,312	495,629	501,431	510,780
Sewage Treatment	2,923,995	3,268,514	3,405,920	3,540,650
Water Distribution	1,465,404	1,503,922	1,632,534	1,751,270
Wastewater Collection	1,047,414	1,108,016	1,117,916	1,164,400
Water Maintenance	833,401	827,468	860,678	875,320
Liftstation Maintenance	1,711,860	1,712,832	1,728,622	1,801,000
Construction Services	709,658	708,323	703,640	717,500
Miscellaneous	17,181,670	13,810,871	17,655,135	16,250,160
<b>Total Expenditures</b>	<b>\$33,153,259</b>	<b>\$30,170,601</b>	<b>\$34,609,467</b>	<b>\$33,779,200</b>



**Water and Sewer Fund**

**Water and Sewer Fund  
FY 2012 Budget by Program**



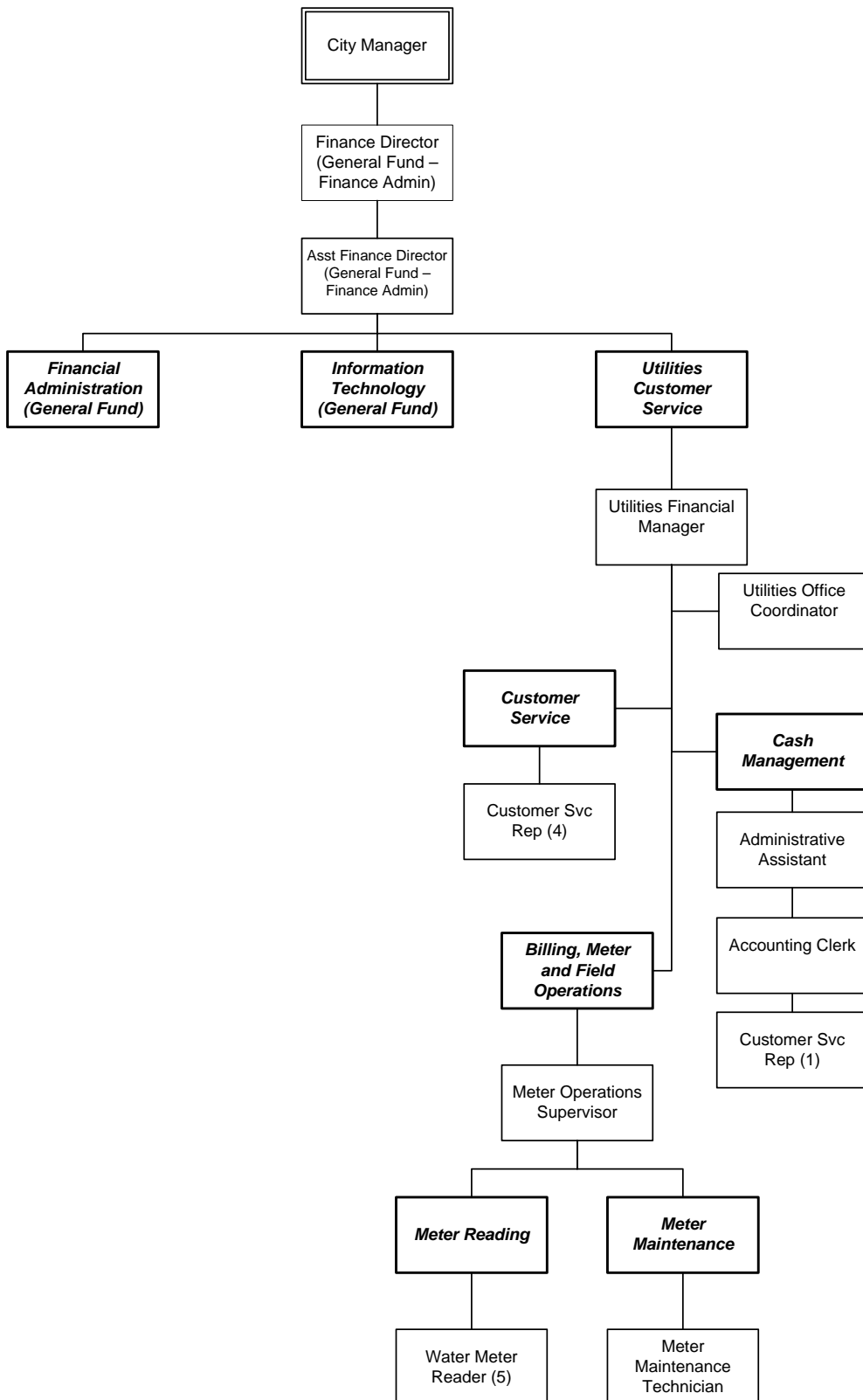
<b>Staffing Levels By Department</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>Page No.</b>
Utilities Customer Service	16	16	16	168
Environmental Services Administration	12.5	14	14	174
Water Treatment and Storage	13	13	13	177
Water Distribution	20	20	20	180
Environmental Compliance	5	5	5	183
Wastewater Collection	14	14	14	186
Water Maintenance	10	10	10	191
Liftstation Maintenance	18	18	18	195
Construction Services	8	8	8	197
<b>Total Authorized Personnel</b>	<b>116.5</b>	<b>118</b>	<b>118</b>	

# Utilities Customer Service

## Mission Statement

The Utilities Customer Service Division will consistently exceed customer expectations in providing timely, accurate and courteous service for meter reading, meter installation and maintenance, utility billing, collection activities and cashier operations.

Finance Department  
 Utilities Customer Service Division



## Program: Utilities Customer Service

The Utilities Customer Service Division is responsible for meter reading, billing and collection of all water, sewer and garbage accounts and water theft deterrence. The Division also works in conjunction with the Water Sewer Network to insure that meters are maintained and functioning properly. Additionally, this division is responsible for utility customer services to include new service, service termination, and inquiries. This division also serves as the collection center for all city cash receipts and customer payments.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To provide cost-effective meter reading and meter maintenance services in the City.

**Objective:** Provide timely and accurate monthly utility bills for water, sewer, and garbage accounts.

Number of water meters read per month	21,596	21,649	21,800
Billing cost per meter/account number for Customer Service	\$2.76	\$2.76	\$2.95
Read meters within 28-32 days of previous reading	100%	96%	100%
Number of estimated routes	51	44	3
Number of months that individual meter estimates are 4% or less**	6	10	12

\* Routes are sometimes estimated due to shortage of staff. We have had a 1-2 vacant meter reader positions intermittently for the last year for various reasons.

\*\* Meters are estimated for various reasons; having no access to the meter, covered meter, or touch-pad not working. This necessitates the initiation of a work-order for the staff to address the problem. Staffing issues have caused the large increase.

**Objective:** Provide comprehensive meter maintenance working with Water Sewer Network and compliance program to include detection of defective meters, water theft deterrence and the completion of service orders and the replacement of worn out or defective meters. Track completion of work orders and address problem areas. Increase completion of turn off for non-payment work orders.

Complete new work-orders issued to Public Works within four weeks	N/A	80%	85%
Percentage of Turn off Work Orders Completed (New Measure)		24%	25%

**Objective:** Provide a comprehensive collection program.

To lien a delinquent status property within six months	75%	60%	85%
Number of liens recorded	331	255	400

Staffing Levels	11-12	12-13	13-14
Utilities Financial Manager	1	1	1
Administrative Assistant	1	1	1
Accounting Clerk	1	1	1
Meter Operations Supervisor	1	1	1
Customer Service Representative	5	5	5
Water Meter Reader	5	5	5
Utilities Office Coordinator	1	1	1
Utility Billing Specialist	0	0	1
Meter Maint./Compliance Technician	<u>1</u>	<u>1</u>	<u>1</u>
	16	16	17

## Utilities Customer Service

Water and Sewer Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Water Service Charges	\$266,363	\$256,432	\$250,000	\$250,000
<b>Total Revenues</b>	<b>\$266,363</b>	<b>\$256,432</b>	<b>\$250,000</b>	<b>\$250,000</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$880,288	\$896,838	\$876,295	\$997,160
Operating Expenses	303,718	320,287	429,581	420,090
Capital Outlay	0	0	6,521	1,150
<b>Total Expenditures</b>	<b>\$1,184,006</b>	<b>\$1,217,125</b>	<b>\$1,312,397</b>	<b>\$1,418,400</b>
Per Capita	\$18.44	\$20.01	\$21.34	\$22.95

### 2012-13 Accomplishment:

- ◆ Completed replacing approximately 920 damaged or broken water meters throughout the City in order to reduce the number of estimated readings which was occurring due to a variety of reasons. This included meters where the glass was broken on the dial, meters that had become entangled in landscaping, meters with damaged registers, broken wires or meters that were not working properly.
- ◆ Secured Commission approval to renovate the entire Utility Billing area to make it more safe and secure. The renovation was completed and the Utility Billing area is now a secure location which includes secure locked entry and exit points and security glass. The cashier area has been made ADA compliant and a work station has been added to the front for Customer Service. The work stations have been redesigned to be more ergonomic.



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# Environmental Services Department

## Mission Statement

The Environmental Services Department will ensure the quality, safety and reliability of city-wide infrastructure systems including water and sewer utility services.

## Environmental Services Department

The Environmental Services Department consists of ten divisions: Administration, Water Treatment and Storage, Environmental Compliance, Sewage Treatment, Water Distribution, Wastewater Collection, Water Maintenance, Liftstation Maintenance, Construction Services, and Engineering.

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Charges for Services	\$31,962,662	\$30,855,031	\$31,288,040	\$31,724,040
Construction Services Revenues	0	0	0	0
Miscellaneous	495	1,060	0	0
Project Inspection Fee (General Fund)	5,414	16,776	8,000	12,000
Public Works Revenues (General Fund)*	1,067,506	1,223,421	1,175,000	1,345,000
City Garage Fund	5,179,593	5,214,451	5,777,873	5,154,410
Stormwater Utility Fund**	2,203,717	2,163,081	4,426,911	2,248,880
<b>Total Revenues</b>	<b>\$31,968,571</b>	<b>\$30,872,867</b>	<b>\$31,296,040</b>	<b>\$31,736,040</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$10,063,782	\$10,291,951	\$10,310,695	\$10,504,180
Operating Expenses	12,706,070	13,095,361	14,251,605	14,732,140
Capital Outlay	5,830	9,500	19,714	35,630
<b>Total Expenditures</b>	<b>\$22,775,682</b>	<b>\$23,396,812</b>	<b>\$24,582,014</b>	<b>\$25,271,950</b>
Per Capita	\$354.66	\$384.62	\$399.74	\$408.92

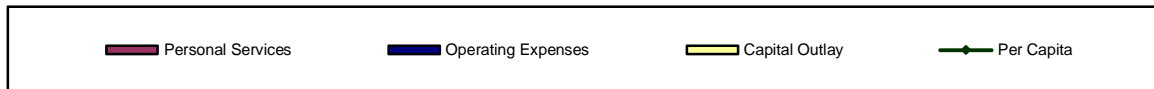
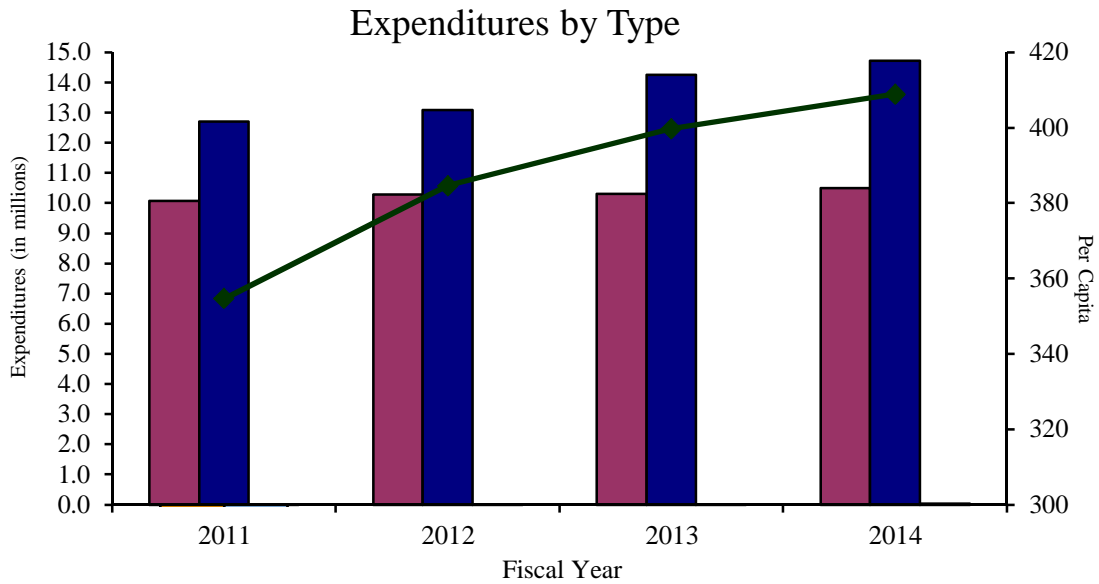
Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Administration	\$1,435,353	\$1,509,440	\$1,408,290	\$1,409,390
Water Treatment and Storage	4,156,186	4,008,461	4,282,904	4,340,330
Environmental Compliance	504,312	495,629	501,431	510,780
Sewage Treatment	2,923,995	3,268,514	3,405,920	3,540,650
Water Distribution	1,465,404	1,503,922	1,632,534	1,751,270
Wastewater Collection	1,047,414	1,108,016	1,117,916	1,164,400
Water Maintenance	833,401	827,468	860,678	875,320
Liftstation Maintenance	1,711,860	1,712,832	1,728,622	1,801,000
Construction Services	709,658	708,323	703,640	717,500
Engineering (General Fund)	252,705	280,487	678,930	718,470
Public Works (all General Fund divisions)*	3,568,379	3,691,136	4,098,297	4,176,370
Fleet Maintenance (City Garage Fund)	3,025,668	3,156,965	3,103,380	3,207,310
Stormwater System Administration and Maintenance	1,141,347	1,125,619	1,059,472	1,059,160
<b>Total Expenditures</b>	<b>\$22,775,682</b>	<b>\$23,396,812</b>	<b>\$24,582,014</b>	<b>\$25,271,950</b>
% Covered by Department Revenues	140.36%	131.95%	127.31%	125.58%

\*For breakdown, refer to page 101

\*\*For breakdown, refer to page 235

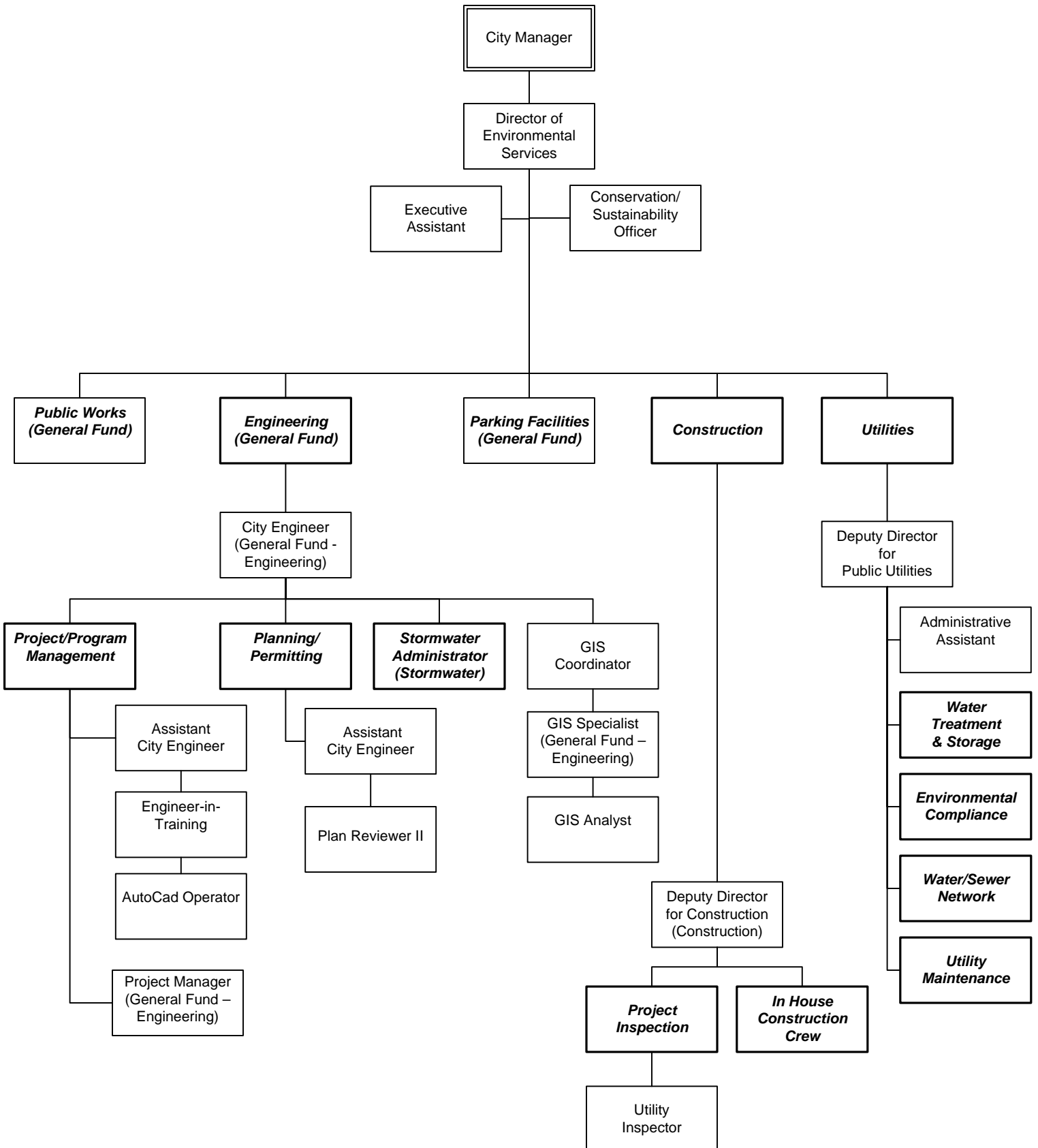


## Environmental Services Department



<b>Staffing Levels by Department</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	14	14	14
Water Treatment and Storage	13	13	13
Environmental Compliance	5	5	5
Water Distribution	20	20	18
Wastewater Collection	14	14	14
Water Maintenance	10	10	10
Liftstation Maintenance	18	18	18
Construction Services	8	8	8
<i>Subtotal - Water and Sewer Fund</i>	102	102	100
Engineering (General Fund)	7	7	7
Public Works (General Fund - all divisions)	25.5	25.5	25.5
<i>Subtotal - General Fund</i>	32.5	32.5	32.5
Stormwater System Administration	1.5	1.5	1.5
Stormwater System Maintenance	5	5	5
<i>Subtotal - Stormwater Utilities Fund</i>	6.5	6.5	6.5
Fleet Maintenance	12	12	12
<i>Subtotal - City Garage Fund</i>	12	12	12
<b>Total Authorized Personnel</b>	<b>153</b>	<b>153</b>	<b>151</b>

Environmental Services Department  
Administration Division



## Program: Environmental Services Administration

Environmental Services Administration is responsible for overall management and direction of the activities of Public Works, Public Utilities, Engineering, and Construction. Primary functions include interdivisional coordination and direction, administration of Personnel Policies and Procedures, development and implementation of water conservation and other resource efficiency programs and public information and customer service programs including outreach and educational initiatives. Additional responsibilities include planning for future infrastructure and organizational needs as well as optimizing efficiency and effectiveness in providing services.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Support the achievement of divisional goals and objectives while providing direction in the planning, prioritization and implementation of operation, maintenance, and capital infrastructure programs, and optimizing levels of customer service.

**Objective:** Ensure the availability of adequate resources for achievement of divisional goals and objectives.

Percentage of full staffing maintained	97%	97%	95%
Divisional performance measures met or exceeded	71%	84%	90%

**Objective:** Equitable and timely administration of Personnel Policies and Procedures.

Employee attendance at training sessions (Voluntary only)	27	23	25
Employee evaluations processed within 2 weeks of anniversary	65%	61%	90%
Grievances/conflicts resolved at the department level	91%	50%	90%

**Objective:** Optimize customer service levels and provide consumer information and education opportunities.

Response to customer inquiries not exceeding 5 working days	100%	100%	95%
Interactive citizen forums	24	10	12
Water Conservation educational forums	0	0	4

Staffing Levels	11-12	12-13	13-14
Director of Environmental Services	1	1	1
Deputy Director of Public Utilities	1	1	1
Engineer-In-Training	1	1	1
Assistant City Engineer , Capital Planning	1	1	1
Utility Inspector	1	1	1
AutoCAD Operator	1	1	1
Assistant City Engineer, Program Administration	1	1	1
Plan Reviewer	1	1	1
Executive Assistant	1.5	1.5	1.5
GIS Analyst	1	1	1
GIS Coordinator	1	1	1
Conservation/Sustainability Officer	.5	.5	.5
Administrative Assistant	2	2	2
	14	14	14

## Environmental Services Administration

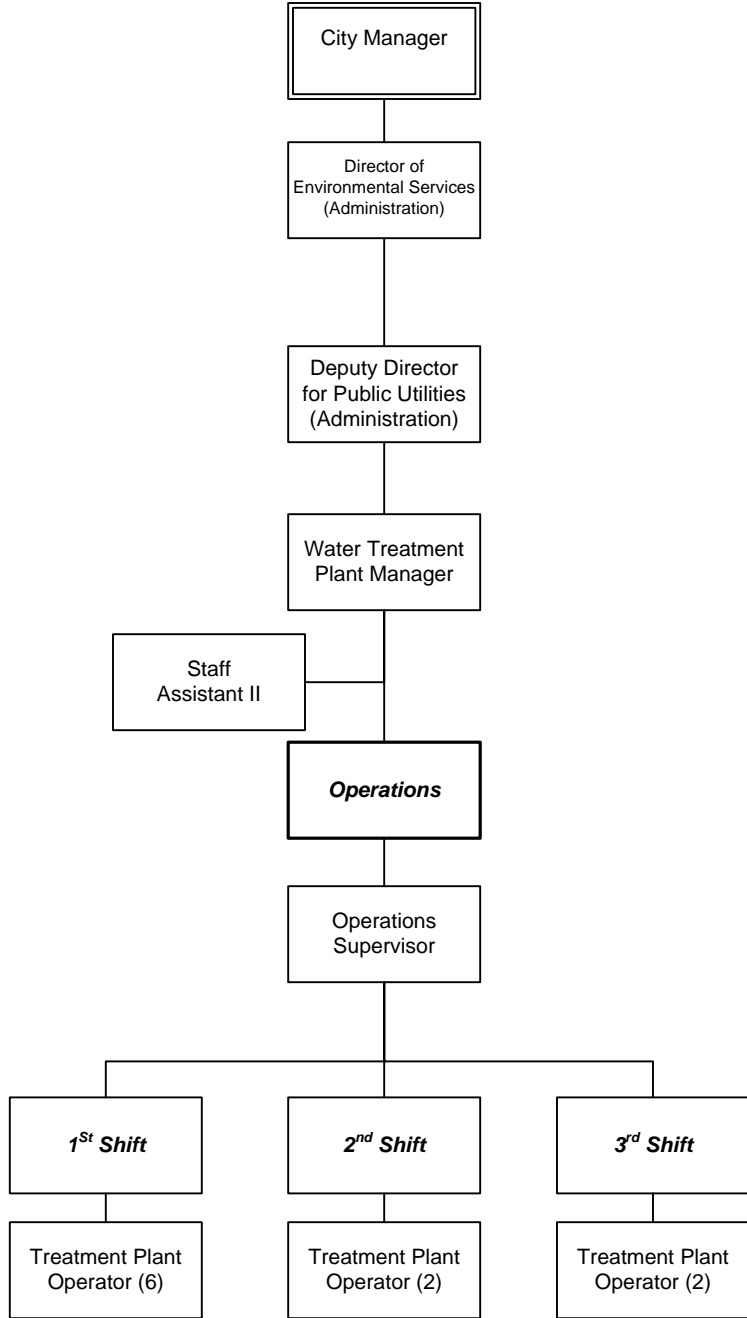
### Water and Sewer Fund

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,262,491	\$1,338,277	\$1,239,483	\$1,222,160
Operating Expenses	172,862	171,163	168,787	187,230
Capital Outlay	0	0	20	0
<b>Total Expenditures</b>	<b>\$1,435,353</b>	<b>\$1,509,440</b>	<b>\$1,408,290</b>	<b>\$1,409,390</b>
Per Capita	\$22.35	\$24.81	\$22.90	\$22.81

### 2012-13 Accomplishments

- ◆ Started construction of the Federal Highway Improvement project which will be under construction over the next two years.
- ◆ Balanced Water & Sewer Fund 2014 budget with no rate increase for the fifth consecutive year.
- ◆ Completed upgrades to LS100A increasing the capacity of the station to accommodate future demands and completed the replacement of the Congress Ave Force Main piping increasing the life expectancy and reliability of the main.

Environmental Services Department  
Water Treatment and Storage



## Program: Water Treatment and Storage

The Water Treatment and Storage division is responsible for the extraction, transmission, purification and storage of water resources to provide an adequate supply and an enhanced quality of drinking water for the residents of Delray Beach meeting, or exceeding, all Federal, State and Local regulations.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** The cost efficient provision of a safe and reliable drinking water supply with adequate raw water resources compliant with all current and future Federal, State, and Local requirements for drinking water quality.

**Objective:** Maintain potable water quality within all regulatory parameters.

Primary contaminant concentrations below MCL(1)	100%	100%	100%
Secondary contaminant concentrations/aesthetic characteristics below MCL(2)	61%	99%	99%
Water quality notices of violation received	0	0	0
<i>(1) Maximum Contaminant Level (MCL) based on semi-annual monitoring of 76 primary contaminants.</i>			
<i>(2) Maximum Contaminant Level (MCL) based on monthly monitoring of 6 elements (chloride, color, iron, pH, fluoride and zinc).</i>			

**Objective:** Maintain monthly average distribution system pressure above 50 psi and maintain potable water aesthetic quality.

Hardness reduction of 50% or more	100%	100%	100%
Color 12 units or below on a monthly average	42%	33%	50%
Monthly average water pressure (P.S.I.)	54	53	54

**Objective:** Ensure consistent operational reliability of all water treatment and storage facilities.

Cleaning, descaling, and preventive maintenance of clarifiers	1	2	3
Cleaning and preventive maintenance of 2 sludge thickeners	2	2	2
Semi-Annual Washwater Recovery Basin cleaning	1	1	1
Weekly site inspections of Water Treatment Plant and four re-pump facilities to include report and required maintenance	240	240	240

Staffing Levels	11-12	12-13	13-14
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WTP Manager	1	1	1
Staff Assistant II	1	1	1
WTP Operations Supervisor	1	1	1
Treatment Plant Operator A/Reports Specialist	1	1	1
Treatment Plant Operator A/Trainer	1	1	1
Treatment Plant Operator A	1	1	1
Treatment Plant Operator B	1	1	3
Treatment Plant Operator C	5	6	4
Treatment Plant Operator Trainee	<u>1</u>	<u>0</u>	<u>0</u>
	13	13	13

## Water Treatment and Storage

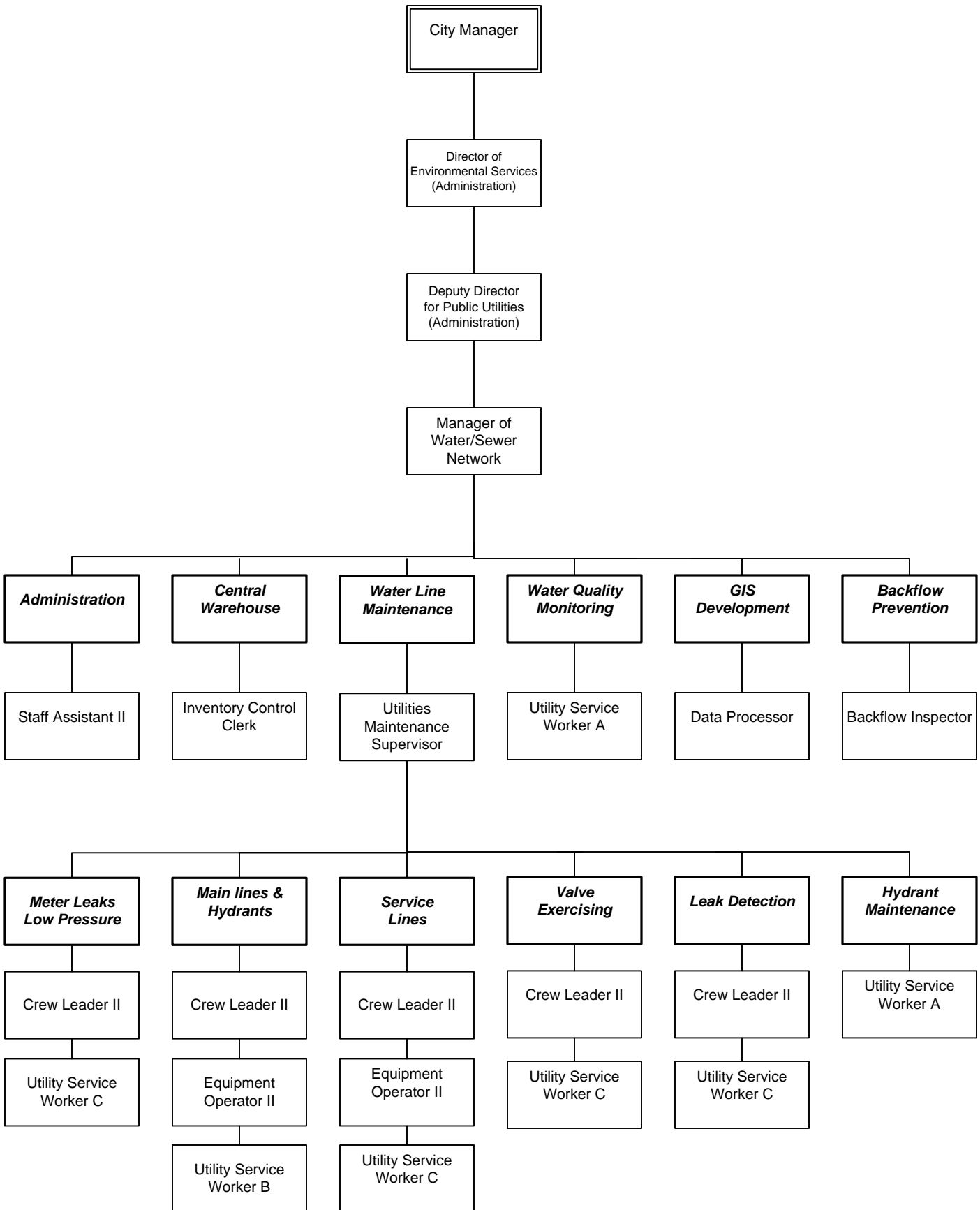
Water and Sewer Fund

Expenditures by Type	2011	2012	2013	2014
	Actual	Actual	Revised	Budget
Personal Services	\$894,899	\$919,895	\$902,624	\$939,380
Operating Expenses	3,261,287	3,088,566	3,372,708	3,387,950
Capital Outlay	0	0	7,572	13,000
<b>Total Expenditures</b>	<b>\$4,156,186</b>	<b>\$4,008,461</b>	<b>\$4,282,904</b>	<b>\$4,340,330</b>
Per Capita	\$64.72	\$65.90	\$69.65	\$70.23

### 2012-13 Accomplishments

- ◆ Maintained finished water quality without exceeding any Maximum Containment Levels. Monitored primary contaminant concentrations of 76 contaminants and secondary contaminant concentrations of 6 elements.
- ◆ Maintained consistent levels of chlorine residuals in the distribution system through performance of super disinfection processes using only free chlorine as the primary disinfectant in the City's drinking water distribution system. This process enhances water quality in the system and ensures that the drinking water remained safe and compliant with all State and Federal water quality requirements.
- ◆ Excavated the sludge drying lagoon to its original size increasing capacity for storing sludge.
- ◆ Achieved superior results of required lead and copper testing through adjustments to chemical treatment and dosage to improve corrosion control in the distribution system.
- ◆ Successfully passed annual County Health Department inspection of the WTP and Wellfields.

# Environmental Services Department Water Distribution





## Program: Water Distribution

Water distribution is responsible for operation and maintenance of the underground piping network providing drinking water and fire protection to the citizens of Delray Beach. Facilities include in excess of 431 miles of water distribution and transmission mains, 21,861 service lines, 8,600 valves and 2,670 fire hydrants. Ensures water quality through the administration of the Backflow Prevention Program and maintenance and monitoring of remote chlorine injection stations. Provides support for the GIS/Cartograph data base management system by the collection and input of data. This division also provides administration of the utility warehouse, which stocks commonly used general operating supplies and materials. It is the responsibility of the warehouse to conduct physical inventories, reorder and stock these items as necessary.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure the reliable distribution of drinking water to residents of Delray Beach in a cost efficient manner compliant with all current and proposed Federal, State, and Local requirements for system pressure, integrity, and water quality.

**Objective:** Respond to water main/ service line failures in one hour or less, replace deteriorating residential service lines and construct new service line installations within five days of being requested.

Water main/Service line failures	442	401	400
% repaired within one hour	100%	100%	100%
Service line replacement/new installation	24	31	40
% replaced or installed within five days of request	100%	100%	100%

**Objective:** To install new water meters within one week of receipt of paid applications and ensure optimum levels of customer service.

Water meters installed	132	234	250
% completed within one week	100%	100%	100%

**Objective:** Ensure consistent operational reliability of water distribution system through routine operation and maintenance of system components i.e. Fire Hydrants, Isolation valves and replacement of water meters.

Hydrants inspected/maintained (twice per year)	2360	2863	4000
Valves inspected/exercised	2482	2899	3,500
Utility locations completed within 48 hours of request	100%	100%	100%
Leak Detection Line Segments	0	0	0
Leaks Detected/Repaired	0	0	0
Water Meters Replaced	473	399	600

**Objective:** Prevent water system contamination through administration of the City's Backflow Prevention Program.

City owned backflow devices inspected (once per year)	459	412	500
% of total units inspected	100%	100%	100%
Notification for reinspection of private backflow devices posted no later than 30 days prior to expiration date	100%	100%	100%

**Objective:** Provide cost effective inventory and supply of essential tools and equipment for day to day operations and utilize annual contracts to obtain the best available price.

Conduct quarterly review and delete non-essential or obsolete supplies from inventory and return to vendor.	100%	100%	100%
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Staffing Levels	11-12	12-13	13-14
Manager of W & S Network	1	1	1
Staff Assistant I	1	1	1
Inventory Control Clerk	1	1	1
Data Processor	1	1	1
IPP/Backflow Inspector	1	1	1
Utilities Supervisor	1	1	1
Crew Leader II	3	5	4
Equipment Operator II	2	2	2
Utility Service Worker A	3	2	2
Utility Service Worker B	1	1	1
Utility Service Worker C	5	4	3
	20	20	18

## Water Distribution

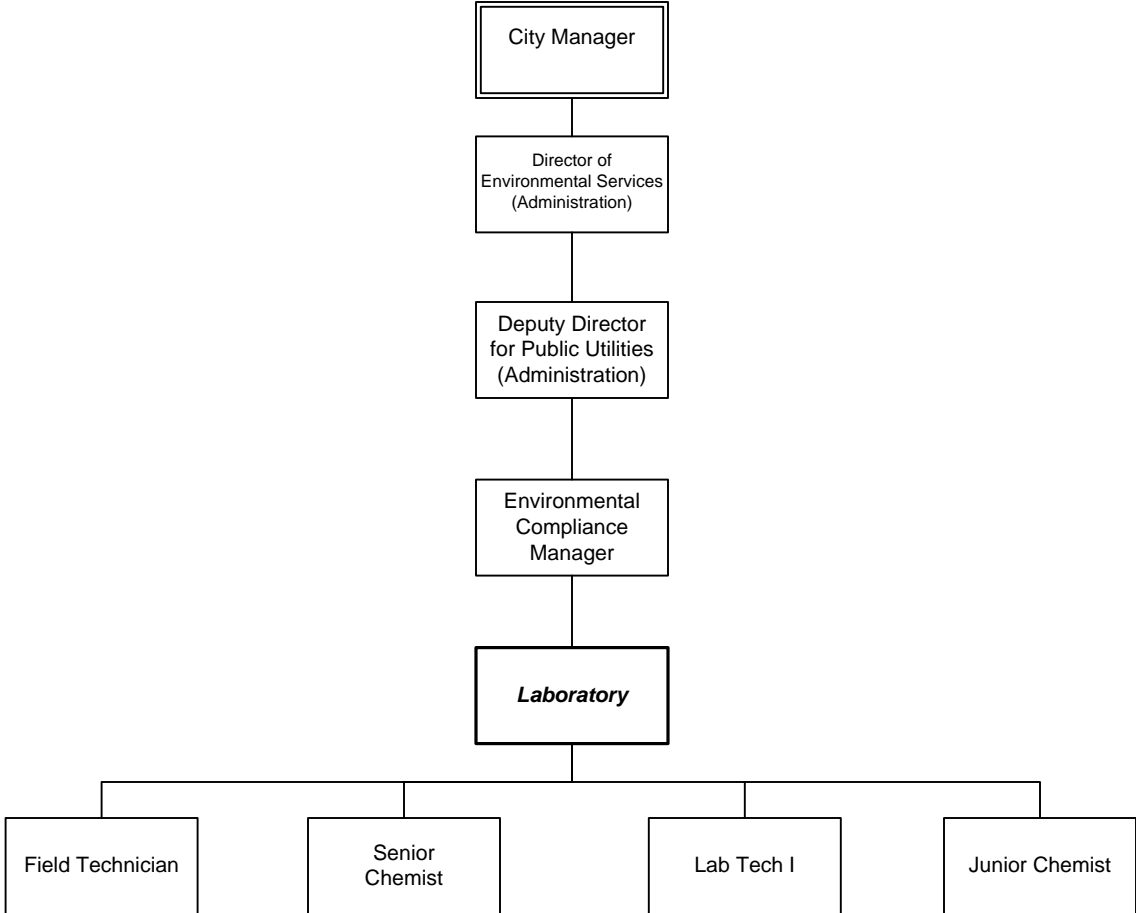
*Water and Sewer Fund*

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,054,943	\$1,060,410	\$1,084,764	\$1,070,870
Operating Expenses	410,461	443,512	545,252	680,400
Capital Outlay	0	0	2,518	0
<b>Total Expenditures</b>	<b>\$1,465,404</b>	<b>\$1,503,922</b>	<b>\$1,632,534</b>	<b>\$1,751,270</b>
Per Capita	\$22.82	\$24.72	\$26.55	\$28.34

### 2012-13 Accomplishments

- ◆ Contributed to the effectiveness of City-wide super disinfection process in the water distribution system through enhanced fire hydrant flushing.
- ◆ Replaced 399 water meters to maintain their operational reliability, thus ensuring all potential revenues and reducing unaccounted water.
- ◆ Exercised 2,899 water valves within the distribution system for the purpose of maintaining their operational reliability.
- ◆ Inspected 412 City owned backflow prevention devices to ensure their reliability in protecting our water distribution system.
- ◆ Received an overall customer satisfaction rating of 4.61 out of a possible 5.0 from survey questionnaires.
- ◆ Contributed to the purchase and installation of 22 Hydro guard auto flushers to the City's water distribution system to enhance water quality.

Environmental Services Department  
Environmental Compliance



## Program: Environmental Compliance

The Environmental Compliance Division is responsible for the operation of the City of Delray Beach's Environmental Services Laboratory Program.

The laboratory monitors drinking water quality and compliance with State and Federal requirements through collection and analysis at strategic locations throughout the distribution system, as well as reporting of test results on drinking water and environmental samples to state regulatory agencies.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Continue monitoring of the City's drinking water and maintain necessary license to keep the laboratory operational. To respond to all regulatory agencies' data requirements and maintain all records related to safe drinking water requirements. Perform daily routine drinking water analysis, special testing during emergency spills, main breaks, and natural disaster events.

**Objective:** Monitor raw and finished water to ensure compliance with all pertinent Federal, State, and Local regulations. Minimize use of outside laboratory services.

Water quality samples processed	45,460	42,015	40,000
% of total samples processed in house	98%	98%	95%

**Objective:** To maintain quality assurance and quality control throughout the Delray Beach Environmental Services Laboratory.

% Laboratory Certification Program Proficiency Testing results within acceptable ranges	98%	98%	95%
% Monthly Compliance Reports reviewed	100%	100%	100%

**Objective:** Maintain laboratory proficiency through in-house cross training and monitor division's budget along with additional NELAP (National Environmental Laboratory Accreditation Program) surveillance.

Meet NELAP requirements by maintaining Quality Manual and Standard Operating Procedures current and up-to-date.	98%	98%	95%
Conduct cross training on a monthly basis to ensure balanced capabilities of compliance division staff.	98%	98%	95%

Staffing Levels	11-12	12-13	13-14
Environmental Compliance Manager	1	1	1
Senior Chemist	1	1	1
Junior Chemist	1	1	1
Field Technician	1	1	1
Laboratory Technician	$\frac{1}{5}$	$\frac{1}{5}$	$\frac{1}{5}$
	5	5	5

## Environmental Compliance

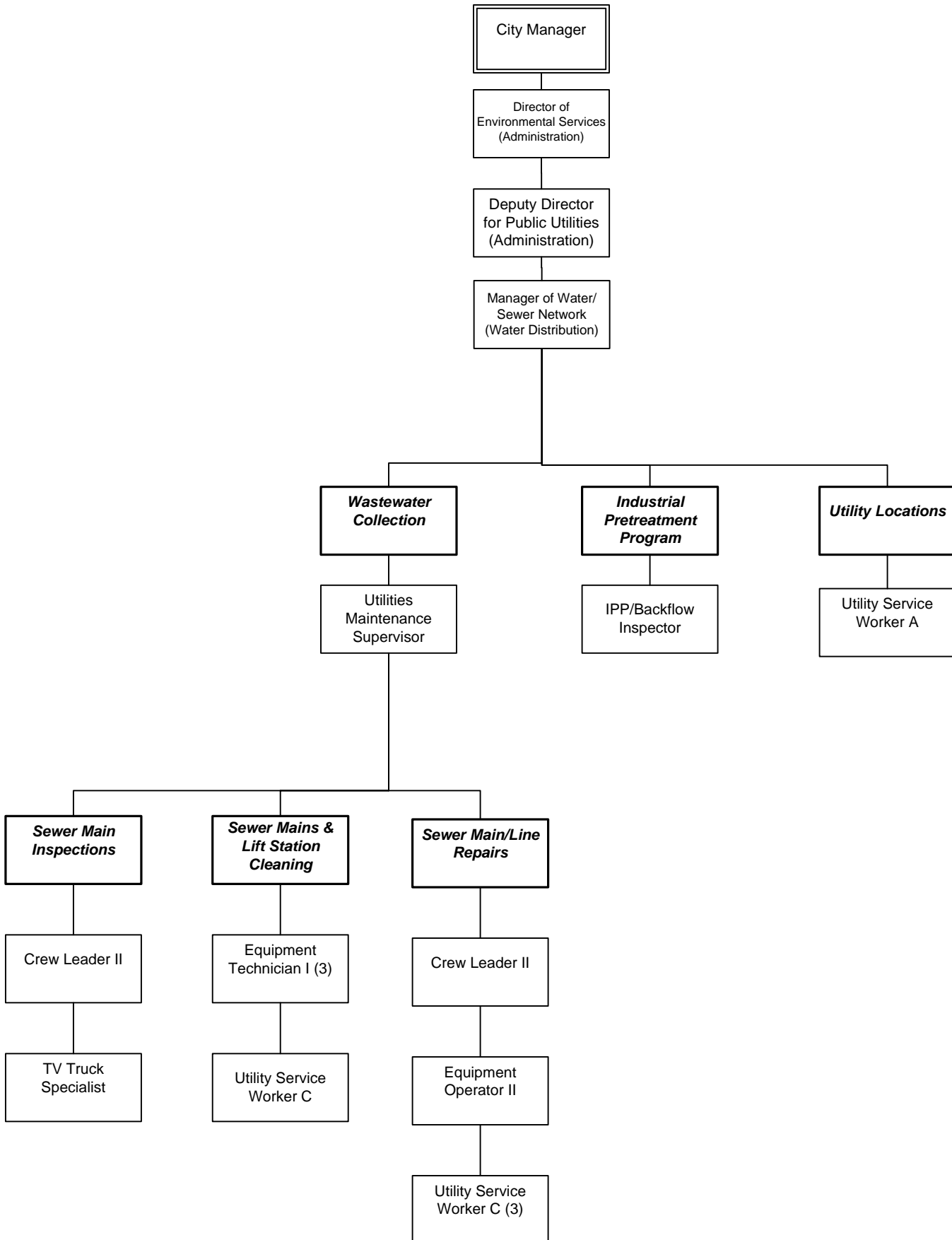
*Water and Sewer Fund*

Expenditures by Type	2011	2012	2013	2014
	Actual	Actual	Revised	Budget
Personal Services	\$378,722	\$380,604	\$365,831	\$380,180
Operating Expenses	125,590	115,025	132,416	130,600
Capital Outlay	0	0	3,184	0
<b>Total Expenditures</b>	<b>\$504,312</b>	<b>\$495,629</b>	<b>\$501,431</b>	<b>\$510,780</b>
Per Capita	\$7.85	\$8.15	\$8.15	\$8.26

### 2012-13 Accomplishments

- ◆ Renewed the laboratory's certification for performing analyses of 120 analytes for the period of July 1, 2012 to June 30, 2013, by NELAP (National Environmental Laboratory Accreditation Program).
- ◆ Maintained a 98% success rate through two rounds of proficiency testing for fiscal year 2013 and a 100% rate for Diesel Fuel and for Synthetic Organic Semi-Annual Monitoring Sampling & Testing Protocols.
- ◆ Successfully completed two city wide studies for lead and copper achieving compliance with the State and EPA Lead and Copper Rule.
- ◆ Successfully completed additional monitoring of Unregulated Contaminants meeting compliance with EPA UCMR III (Unregulated Contaminant Monitoring Rule III).

# Environmental Services Department Wastewater Collection



## Program: Wastewater Collection

Wastewater Collection is responsible for the operation and maintenance of the underground gravity and force main piping systems that receive and transmit wastewater discharged from homes and businesses to the Regional Wastewater Treatment Plant. Facilities include 355 miles of gravity and force mains, 20,972 service laterals and approximately 4,975 manholes. Programs include preventive maintenance, chemical applications, root control, cleaning and closed circuit televised inspections of gravity sewer mains. The Industrial Pretreatment Program monitors all discharges from commercial and industrial users into the public sanitary sewer system. Provides for utility locations reducing the potential for service interruption resulting from construction activities. Provides data acquisition for the GIS/Hansen data base management system. Assistance is provided to other divisions as needed.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure the reliable operation of the wastewater collection and transmission systems through the regular cleaning, inspecting, and rehabilitating of system components.

**Objective:** Maintain system integrity and operational condition to comply with minimum regulatory parameters.

Response to main breaks not exceeding 1 hour	100%	100%	100%
Main and lateral stoppages cleared	360	438	400
Clearance of main blockages not exceeding 1 working day	100%	100%	100%
Sanitary Sewer Spills Resolved not exceeding 24hrs.	N/A	N/A	100%

**Objective:** Monitor system condition, ensure consistent operational reliability, and confirm system rehabilitation requirements. (Quantities based on typical footage for Utilities comparable to the City of Delray Beach.)

Gravity sewer mains inspected (ft)	110,000	78,000	200,000
Gravity main cleaned (ft)	111,000	124,000	225,000
Manholes inspected and repaired	1833	1037	1500

**Objective:** Ensure optimum levels of customer service.

Response to requests within 1 working day	100%	100%	100%
Utility locations completed within 48 hours of request	100%	100%	100%
Customer Survey Questionnaire, initiate within 3 days of completed work-order	100%	100%	100%
Overall Customer Rating from Survey Questionnaire (not less than "3" out of "5")	4.79	4.87	4.00

**Objective:** Minimize the introduction of corrosive, toxic, and contaminating pollutants into the wastewater collection system through enforcement of the City's industrial pretreatment program. Based on DEP requirements that a total of 80% of commercial businesses subject to IPP requirements (i.e. restaurants, dental offices, hospitals, etc.) in the City's service area must be inspected annually.

Commercial/Industrial discharge facilities inspected	452	313	1,100
IPP Notices of Violation issued	109	69	100
Notices of Violation (NOV) issued within 5 business days of inspection	100%	100%	100%

Staffing Levels	11-12	12-13	13-14
Utilities Supervisor	1	1	1
Crew Leader II	2	2	2
IPP/Backflow Inspector	1	1	1
TV Truck Specialist	1	1	1
Equipment Operator II	1	1	1
Equipment Technician I	3	3	3
Utility Service Worker A	1	1	1
Utility Service Worker B	1	0	0
Utility Service Worker C	3	4	4
	14	14	14

## Wastewater Collection

*Water and Sewer Fund*

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$790,545	\$806,490	\$821,006	\$837,910
Operating Expenses	256,869	301,526	296,910	321,490
Capital Outlay	0	0	0	5,000
<b>Total Expenditures</b>	<b>\$1,047,414</b>	<b>\$1,108,016</b>	<b>\$1,117,916</b>	<b>\$1,164,400</b>
Per Capita	\$16.31	\$18.21	\$18.18	\$18.84

### 2012-13 Accomplishments

- ◆ Recorded and inspected 124,000 linear feet (23.48 miles) of sanitary sewer lines ensuring the system's operational efficiency by identifying problematic areas.
- ◆ Cleaned in excess of 78,000 linear feet (14.77 miles) of sewer lines ensuring the system's operational efficiency.
- ◆ Performed over 12,500 water and sewer utility locations to prevent damage to existing utilities as a result of underground construction activities.
- ◆ Received an overall customer satisfaction rating of 4.87 out of a possible 5.0 from survey questionnaires.



## Program: Sewage Treatment

This division funds the City's portion of costs associated with the operation of the South Central Regional Wastewater Treatment and Disposal Board (SCRWTDB), Sewage Treatment Facility, a joint venture between the City of Boynton Beach and Delray Beach, which provides for the treatment and disposal of wastewater generated within the Cities. The SCRWTDB also monitors the city's program administration for permitted facilities that are subject to the Industrial Pretreatment Program (IPP) and provides a source of reclaimed water for irrigation use within the City.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Control costs and contribute to maximum efficiency of operation of wastewater treatment facility.

**Objective:** Reduce groundwater inflow and infiltration through rehabilitation of wastewater collection system (10,000 L.F./yr.).

Rehabilitate wastewater collection system (L.F./year)	0	1,285	5,000
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**Objective:** Maintain chloride levels at SCRWTDB entry point below 250 parts per million (ppm)

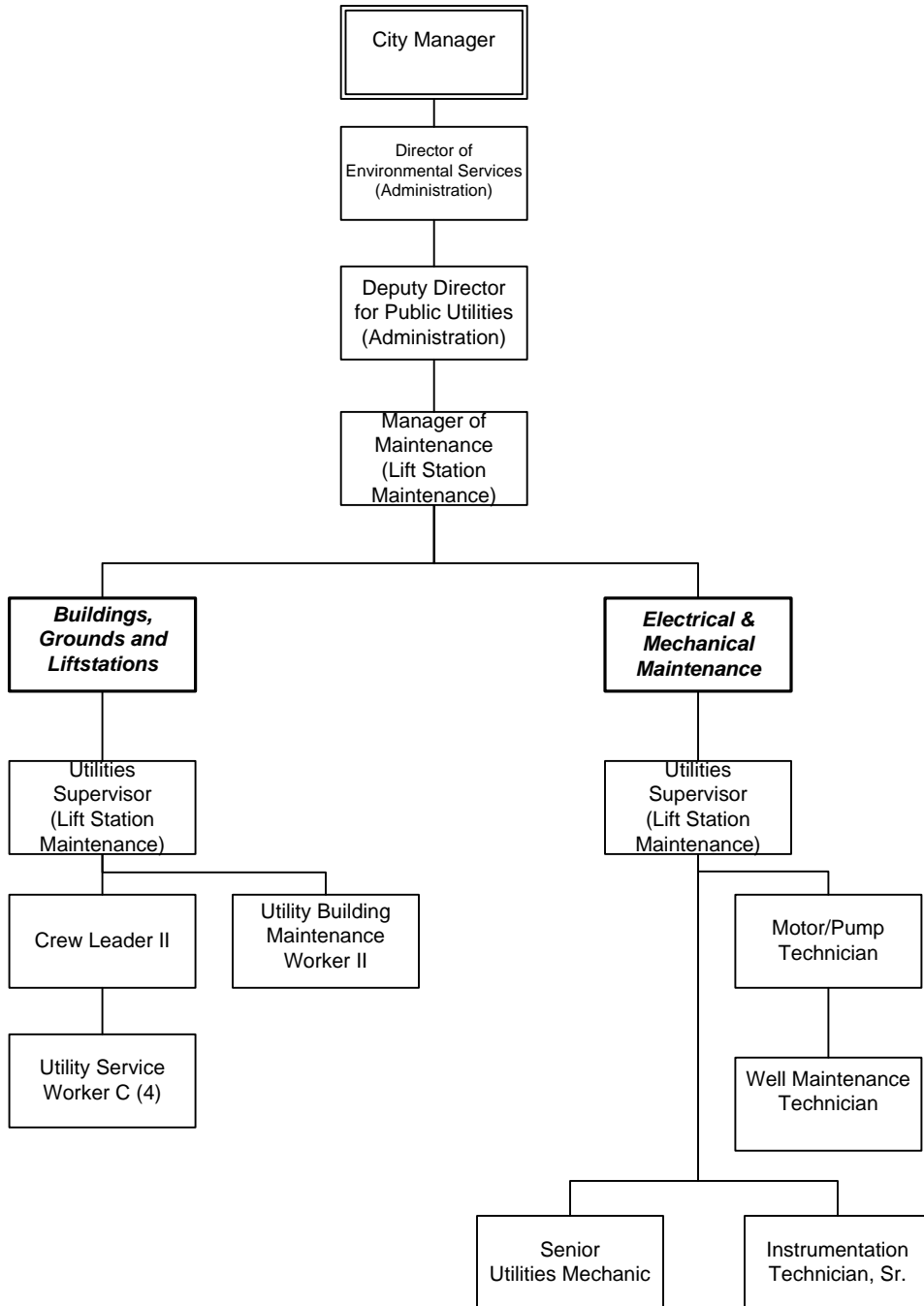
Chloride levels in wastewater stream (Annual monthly average)	199	166	250
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# Sewage Treatment

*Water and Sewer Fund*

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Operating Expenses	\$2,923,995	\$3,268,514	\$3,405,920	\$3,540,650
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$2,923,995</b>	<b>\$3,268,514</b>	<b>\$3,405,920</b>	<b>\$3,540,650</b>
Per Capita	\$45.53	\$53.73	\$55.39	\$57.29

Environmental Services Department  
Water Maintenance



## Program: Water Maintenance

The Water Maintenance division is responsible for the maintenance of electrical and mechanical components of the City's Water Treatment Plant, raw water wells and pumping and storage facilities. Activities include repairs, scheduled preventive maintenance, monitoring critical equipment, grounds maintenance and cross-training technical staff in all areas.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure consistent and reliable service is provided to water treatment and storage facilities through regular inspection and maintenance of component systems.

**Objective:** Ensure operational reliability of water supply, treatment, and storage facilities.

Inspections of raw water wells (based on 36 per month)	473	280	432
Inspections of mechanical/electrical components at WTP and pumping stations including stormwater stations.	261	241	300
Quarterly vibration analysis inspections of critical process components (over 15 hp)	43	64	56
Critical process equipment operational rate (based on 400 units)	100%	100%	100%
Inspect, exercise, and maintain weekly all fixed and portable auxiliary generators (based on 38 units per week.)	1,774	1,827	1,976
Buildings and Grounds maintenance at the WTP and related facilities	1,324	1789	1,600

**Objective:** To respond to emergencies within one hour or less and complete at least 95% of work orders within 3 days of receipt.

Response to system emergencies not exceeding one hour	100%	100%	100%
Work orders completed within 3 working days	100%	100%	100%

Staffing Levels	11-12	12-13	13-14
Crew Leader II	1	1	1
Utility Building Maintenance Worker II	1	1	1
Utilities Mechanic, Sr.	1	1	1
Motor/Pump Technician	1	1	1
Well Maintenance Technician	1	1	1
Utility Service Worker C	4	4	4
Instrumentation Tech., Sr.	<u>1</u>	<u>1</u>	<u>1</u>
	10	10	10

## Water Maintenance

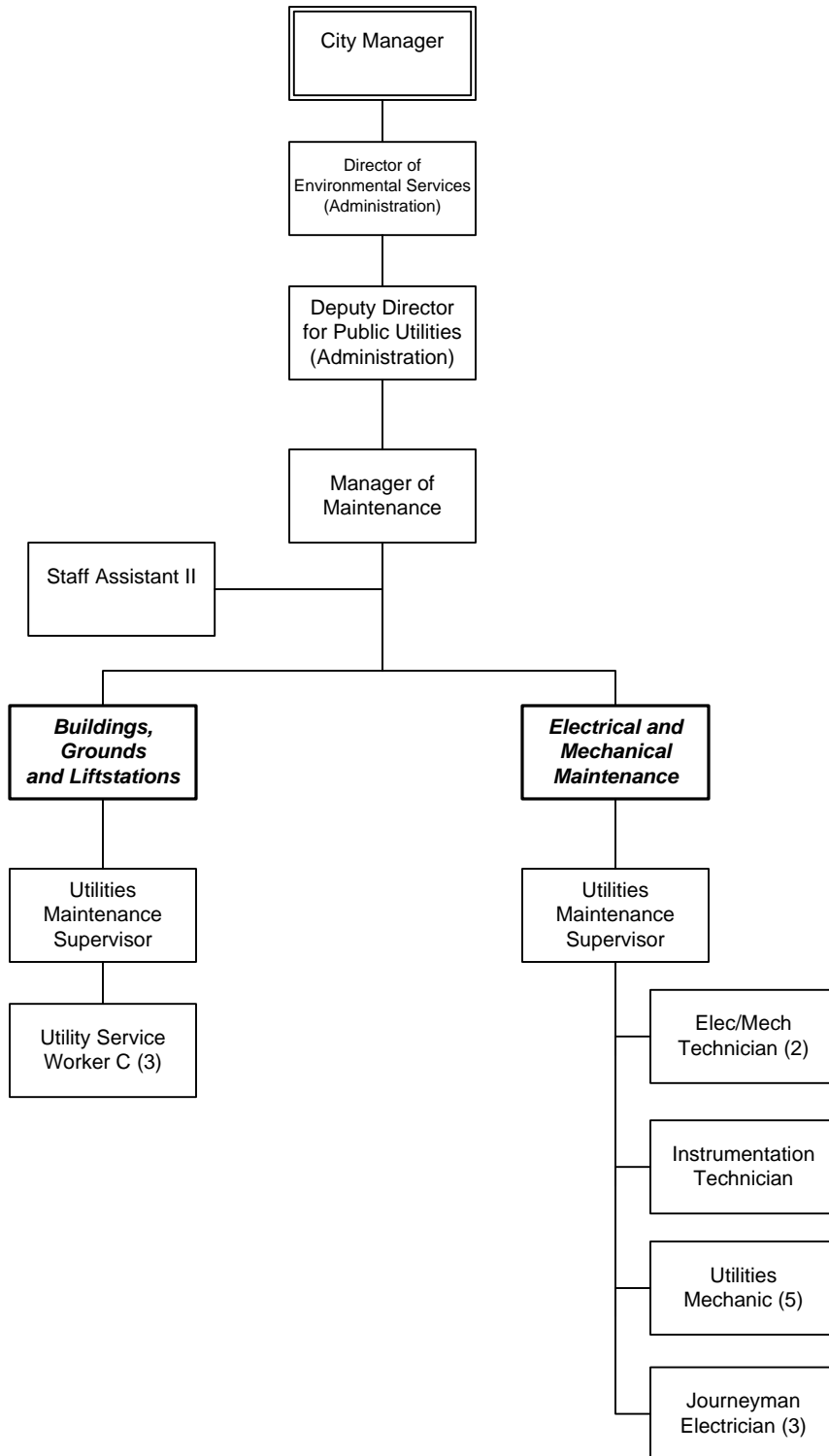
*Water and Sewer Fund*

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$629,483	\$643,946	\$617,770	\$619,500
Operating Expenses	203,918	183,522	242,908	255,820
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$833,401</b>	<b>\$827,468</b>	<b>\$860,678</b>	<b>\$875,320</b>
Per Capita	\$12.98	\$13.60	\$14.00	\$14.16

### 2012-13 Accomplishments

- ◆ Replaced the pumps at the Wash Water Recovery Basin creating a more efficient pumping atmosphere.
- ◆ Successfully completed all programmed preventative maintenance work orders to extend useful life of equipment.
- ◆ Installed a new variable frequency drive at the north water re-pump station to increase the pumping efficiency of the station.
- ◆ Constructed a new vault for the south raw water flow meters allowing easier cleaning, servicing and protection of the valves.

Environmental Services Department  
Lift Station Maintenance



## Program: Liftstation Maintenance

The Liftstation Maintenance division is responsible for the electrical and mechanical maintenance and repair of all sewage liftstations (127) and stormwater pumping stations (7) in the City. Liftstation Maintenance monitors levels of odor and gases at liftstations, maintains lift station buildings and grounds, responds to odor complaints, and provides 24-hour on-call personnel for emergencies. The division also provides parts and equipment for maintenance of portable generators associated with lift stations.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure consistent and reliable levels of service are provided by wastewater and stormwater pumping facilities through regular inspection and maintenance of component systems.

**Objective:** Ensure operational reliability of sewage liftstations and stormwater pump stations.

Cleaning and inspecting of sewage pumping facility components (based on 64 per week)	3,238	3327	3,302
Inspection of stormwater pumping facility components (based on 7 per month)	122	97	84
Vibration analysis of primary transmission components (over 15 hp) of sewage/stormwater pump stations	68	73	77
Preventive maintenance tasks of sewage pumping facilities	470	496	620
Preventive maintenance tasks of stormwater pumping facilities (based on 14 per month)	122	168	168
Operational Ability of Primary Equipment	100%	100%	100%
Response to system emergencies not exceeding 1 hour	100%	100%	100%

**Objective:** To properly maintain all liftstations and surrounding grounds in order to minimize their impact on residential communities.

Odor complaints (not to exceed 6 per year)	0	0	0
Semi-monthly facility grounds maintenance including mowing, trimming, edging, and litter control based on maintenance of 127 lift stations and all other utility sites (43).	100%	100%	100%

Staffing Levels	11-12	12-13	13-14
Instrumentation Tech	1	1	1
Manager of Maintenance	1	1	1
Utilities Maintenance Supervisor	2	2	2
Utilities Mechanic	5	5	5
Journeyman Electrician	3	3	3
Mech/Elec Technician	2	2	2
Utility Service Worker C	3	3	3
Staff Assistant II	1	1	1
	18	18	18

## Liftstation Maintenance

*Water and Sewer Fund*

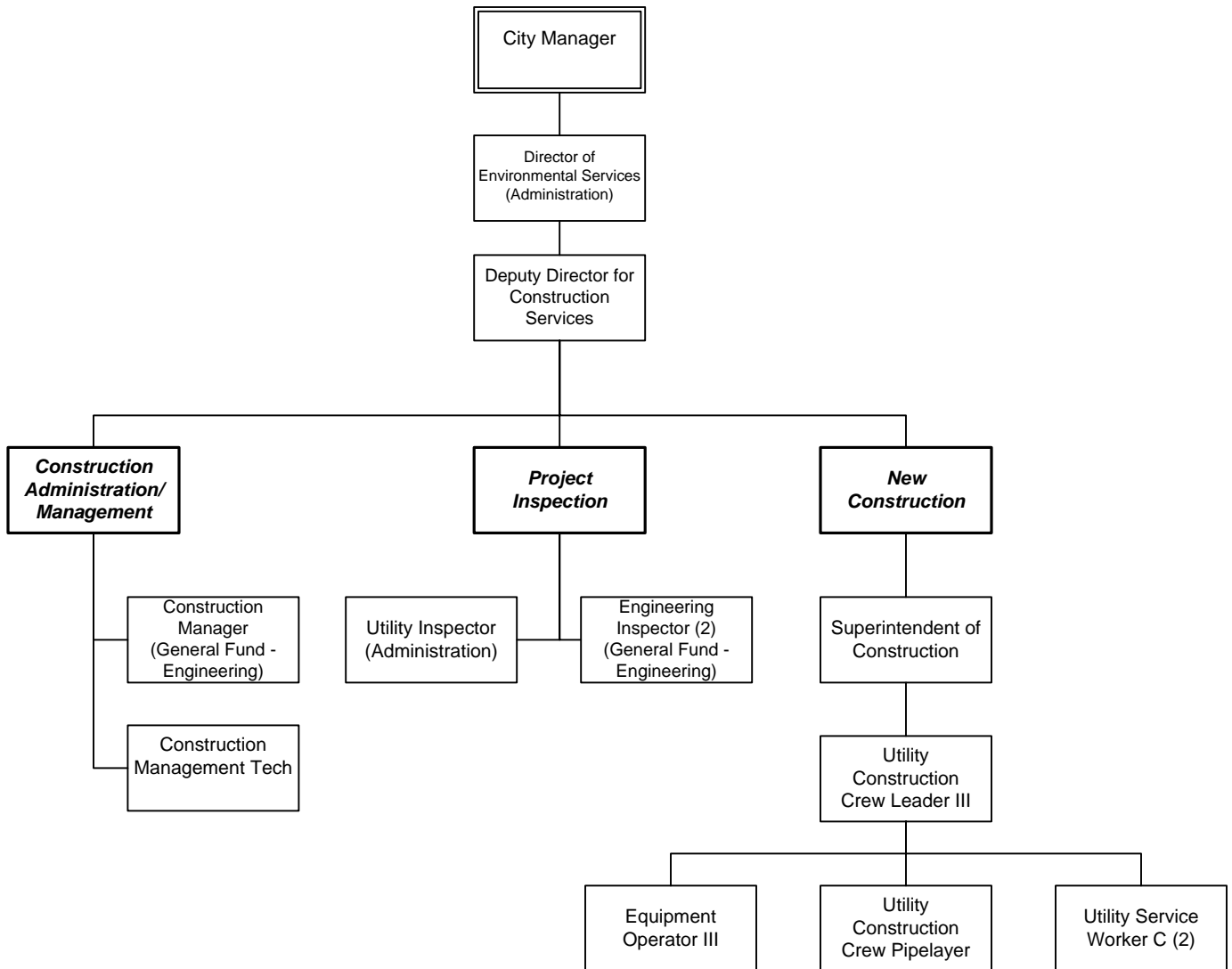
Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$1,145,062	\$1,158,818	\$1,139,082	\$1,166,670
Operating Expenses	566,798	554,014	589,540	634,330
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,711,860</b>	<b>\$1,712,832</b>	<b>\$1,728,622</b>	<b>\$1,801,000</b>
Per Capita	\$26.66	\$28.16	\$28.11	\$29.14

### 2012-13 Accomplishments

- ◆ Successfully extended the useful life of Liftstations 35 and 60 (Delray Community Hospital) through cleaning, reconditioning and rehabilitation of internal equipment and physical structure.
- ◆ Increased the capacity and storage of Sewage Liftstation 100A (Veterans Park) through the contracted installation of a second wet well, larger pumps and new emergency stand-by generator.
- ◆ Increased the operational dependability of Sewage Liftstation 34 during power outages through the replacement of its aging generator.



Environmental Services Department  
Construction Services



## Program: Construction Services

The Construction Services division provides in-house construction services in support of the City's Infrastructure Capital Improvement plan and assists with unscheduled and emergency repairs and replacement for potable water, wastewater, and storm drainage systems. Other divisional activities include monitoring and inspecting of both City and private site construction projects for compliance with minimum construction standards, assisting with departmental engineering/architectural plan review duties, and administration of capital construction contracts.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Administer the construction phase of the City's infrastructure capital improvement program within established time and budgetary parameters.

**Objective:** Construct City Capital Improvement projects relative to water, sanitary sewer, and storm drainage in an efficient and cost effective manner.

Projects constructed within $\pm$ 10% of budget	100%	100%	90%
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**Objective:** Provide construction inspection service and plan review in a timely manner.

Review engineering/architectural plans within 5 days	100%	100%	90%
Prepare inspection reports for City projects within 24 hours	100%	100%	90%
Prepare/return inspection slips to Bldg. Dept. within 5 days	100%	100%	90%

**Objective:** Achieve a minimum of 20% savings over value of improvements constructed utilizing in-house construction resources.

Gross profit/savings of construction budget	17%	42%	20%
Savings as compared to engineering estimate of project cost.	\$168,000	\$389,000	\$100,000

Staffing Levels	11-12	12-13	13-14
Deputy Director of Construction	1	1	1
Construction Management Technician	1	1	1
Superintendent of Construction	1	1	1
Utility Service Worker C	2	2	2
Equipment Operator III	1	1	1
Utility Construction Crew Pipelayer	1	1	1
Utility Construction Crew Leader III	1	1	1
	8	8	8

## Construction Services

*Water and Sewer Fund*

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Construction Services Revenues	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$576,115	\$584,835	\$555,810	\$588,890
Operating Expenses	133,543	123,488	147,830	128,610
Capital Outlay	0	0	0	0
<b>Total Expenditures</b>	<b>\$709,658</b>	<b>\$708,323</b>	<b>\$703,640</b>	<b>\$717,500</b>
Per Capita	\$11.05	\$11.64	\$11.44	\$11.61

### 2012-13 Accomplishments

- ◆ Constructed the Area 12A Reclaimed water project this year, one of the City's prominent projects.
- ◆ Completed a total of nine capital construction projects all of these completed within the budget established.
- ◆ Completed nine in house construction projects realizing savings to the City exceeding the 20% goal established for these projects.
- ◆ Constructed the Atlantic Ave Gateway Art Feature Project; a focal Delray Beach element.

Miscellaneous

## Miscellaneous

*Water and Sewer Fund*

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Operating Expenses	\$2,264,496	\$2,234,385	\$2,395,542	\$2,129,750
Capital Outlay	0	0	2,304,245	1,415,000
Project Reserve	0	0	118,798	250,000
Debt Service	4,559,464	1,149,228	5,833,140	5,879,440
Depreciation	3,769,900	3,363,998	0	0
Transfers	6,587,810	7,063,260	7,003,410	6,575,970
<b>Total Expenditures</b>	<b>\$17,181,670</b>	<b>\$13,810,871</b>	<b>\$17,655,135</b>	<b>\$16,250,160</b>
Per Capita	\$267.55	\$227.04	\$287.10	\$262.94



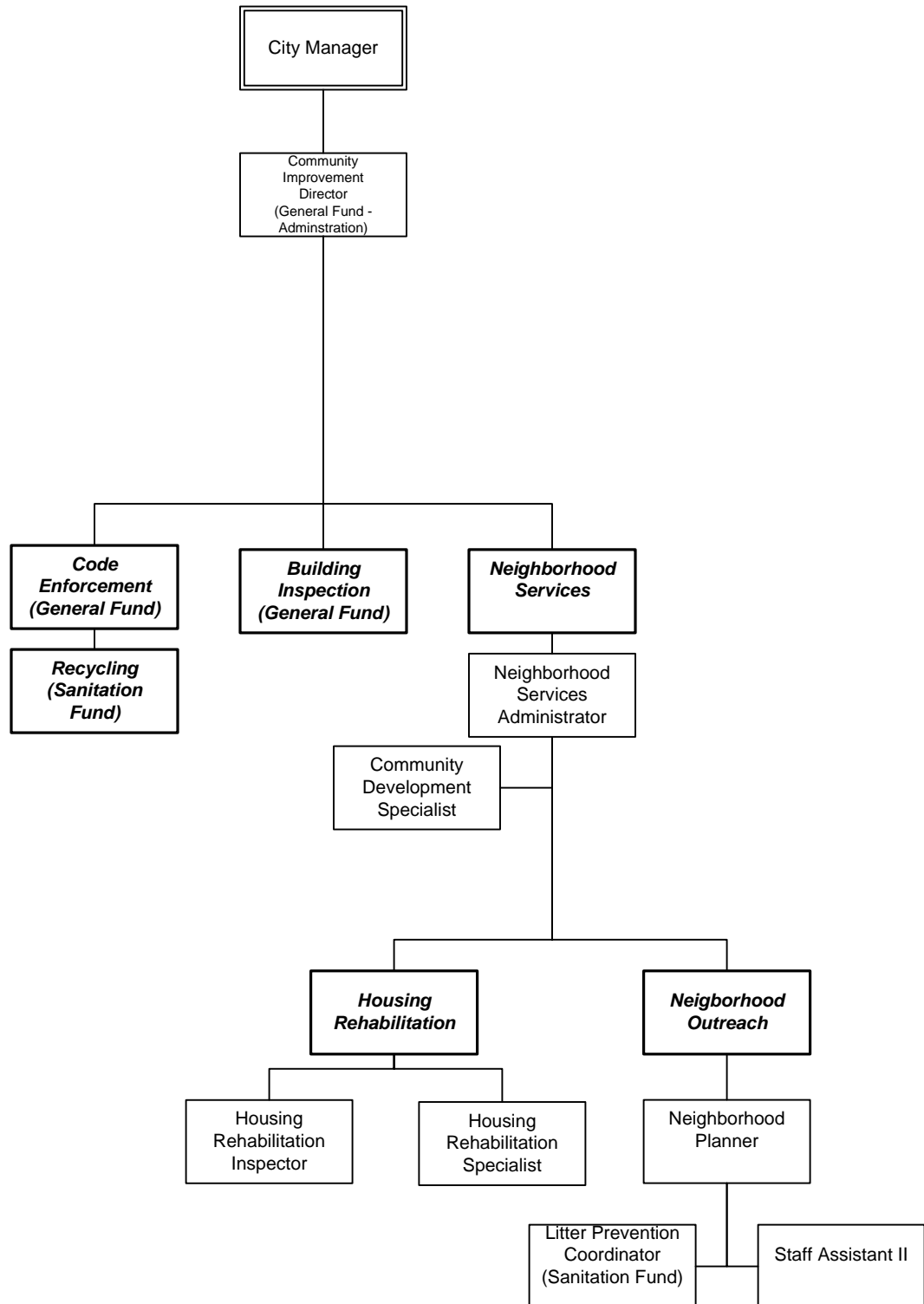
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# Neighborhood Services Fund

## Mission Statement

The mission of Neighborhood Services is to provide a quality living environment for residents of the city by providing the opportunity for civic engagement, decent, affordable housing, expanding economic and job opportunities and eliminating slum and blighted conditions.

Community Improvement Department  
Neighborhood Services





## Program: Neighborhood Services

The Neighborhood Services Division manages and implements various programs utilizing Federal, State and local grant dollars that are designed to benefit low to moderate income residents and to improve the livability of neighborhoods throughout the City. Emphasis is on preserving existing residential units, cultivating engaged neighborhoods, providing disaster assistance as needed, increasing affordable homeownership opportunities, and creating economic development opportunities including job creation for low-moderate income residents. Staff assigned to the Neighborhood Services Division works to foster public/private partnerships to improve the quality of living within neighborhoods. The Neighborhood Resource Center is funded under this division and serves an instrumental vehicle for the delivery of services to individuals and homeowners associations throughout the City.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To cultivate more safe and suitable living environments for low-to-moderate income households.

**Objective:** To complete housing rehabilitation of owner-occupied units in order to provide decent, safe and standard housing units and to make improvements to the designated historic neighborhood.

Full-Rehabilitation (CDBG & Curb Appeal) SHIP	12	10	13
Rehabilitation of historic homes in West-Settlers District	2	1	1

**Objective:** To create affordable home ownership and rental opportunities for low-moderate income households.

Purchase Assistance NSP/ CLT/CDC/DBHA/SHIP	14	5	5
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**Goal:** To provide financial resources to stimulate business retention and expansion within the CDBG target area.

**Objective:** To expand economic opportunities primarily for persons of low to moderate incomes.

	0	0	5
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**Goal:** To make available broad-ranging city-wide support to neighborhoods including homeowner's associations through education, outreach and helping to improve curb appeal.

**Objective:** To further empower residential homeowner's associations, to provide new and enhance existing neighborhood initiatives promoting partnerships between the City and HOAs.

Partnerships/Initiative/Activities- Homeowner's Assoc.	30	32	35
Neighborhood Outreach Workshops	2	4	5

**Objective:** To create more attractive neighborhoods by way of exterior and landscaping improvements.

Landscaping and Exterior Improvements Projects	8	13	20
Neighborhood Pride Grant Project	4	0	0
Strategic Task Team	1	0	1

**Goal:** To offer hurricane disaster assistance by making necessary repairs when damage occurs due to natural disaster, as well as to protect existing housing units from future storm damage.

**Objective:** To repair and protect existing owner-occupied housing units and to correct issues of urgent need related to past and future storm damage.

DRI* Rehabilitation & Hardening Program	3	0	unknown
Residential Construction Mitigation	17	0	18

Staffing Levels	11-12	12-13	13-14
Neighborhood Services Administrator	1	.8	.8
Housing Rehabilitation Inspector	1	.5	.5
Housing Rehabilitation Specialist	1	.7	.7
Community Development Specialist	1	1	1
Neighborhood Planner	1	1	1
Education Coordinator	.5	.5	0
Staff Assistant II	<u>2</u>	<u>1</u>	<u>1</u>
	7.5	5.5	5

## Neighborhood Services

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Revenue	\$0	\$0	\$401,870	\$0
Intergovernmental Revenue	227,480	92,092	73,778	87,540
Miscellaneous Revenue	6,413	48,652	12,070	32,080
Non-Revenues (Transfers)	149,430	149,430	149,430	149,430
<b>Total Revenues</b>	<b>\$383,323</b>	<b>\$290,174</b>	<b>\$637,148</b>	<b>\$269,050</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$462,175	\$480,519	\$413,346	\$357,060
Operating Expenses	1,507,854	1,406,885	1,130,567	587,590
Capital Outlay	98,757	18,892	1,065,174	388,260
Grants and Aids	101,000	78,540	186,970	62,030
Contingency	300	0	7,528	5,140
<b>Total Expenditures</b>	<b>\$2,170,086</b>	<b>\$1,984,836</b>	<b>\$2,803,585</b>	<b>\$1,400,080</b>
Per Capita	\$33.79	\$32.63	\$45.59	\$22.65

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Hope 3	\$0	\$0	\$250	\$0
Ship Program - State Grant	214,640	36,823	23,778	87,540
Substance Abuse State Grant	0	0	0	0
CRA Easement Grant Program	38,085	25,443	121,472	65,000
Beacon Center	0	0	0	0
Hurricane Housing Recovery	0	0	0	0
Workforce Housing	499	0	4,594	0
Neighborhood Stabilization	886,712	926,020	879,613	460,550
Disaster Recovery Initiative	90,576	52,615	0	0
Program/Planning Admin	105,688	99,247	74,170	65,210
Housing Rehabilitation-Federal Grant	434,659	381,034	603,405	296,970
Miscellaneous Expense-Federal Grant	90,206	18,892	86,108	25,000
Grants and Aids	101,000	78,540	186,970	62,030
Neighborhood Housing	186,383	221,935	209,875	187,780
Miscellaneous	300	0	0	0
<b>Total Expenditures</b>	<b>\$2,148,748</b>	<b>\$1,840,549</b>	<b>\$2,190,235</b>	<b>\$1,250,080</b>

## **Neighborhood Services**

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### **2012-13 Accomplishments**

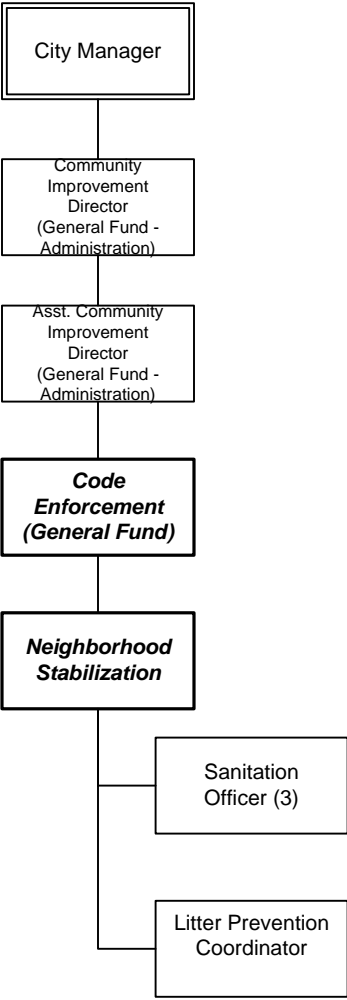
- ◆ Worked in partnership with the Community Redevelopment Agency to create the CDBG/CRA Micro Enterprise Program.
- ◆ Purchased ten new Neighborhood Stabilization Properties making a grand total of acquisitions to 25 foreclosed (bank owned) properties. Six of the properties have been sold to eligible homebuyers.
- ◆ Coordinated the Curb Appeal by the Block project which provided assistance to eight homeowners in the northwest area with over 250 volunteers participating. The project generated over \$15,000 in sponsorships which included grants from TD Bank, Home Depot Foundation, Wigglesworth Rindom Insurance, Ben & Jerry's ice cream store and the CRA.
- ◆ Introduced two new agencies into the Neighborhood Resource Center: Faith, Hope, Love Charities (Veteran Services) and Healthy Mother's Healthy Babies.

# Sanitation Fund

## Mission Statement

The Sanitation Program will ensure the best possible solid waste collection service to both residential and commercial customers, to enforce compliance with service contracts, ensure that customer service problems are resolved within 24 hours, and provide effective litter control and graffiti abatement.

Community Improvement Department  
Sanitation



## Sanitation Fund

The Sanitation Fund consists of the Sanitation and Recycling Divisions and is under the direction of the Community Improvement Department.

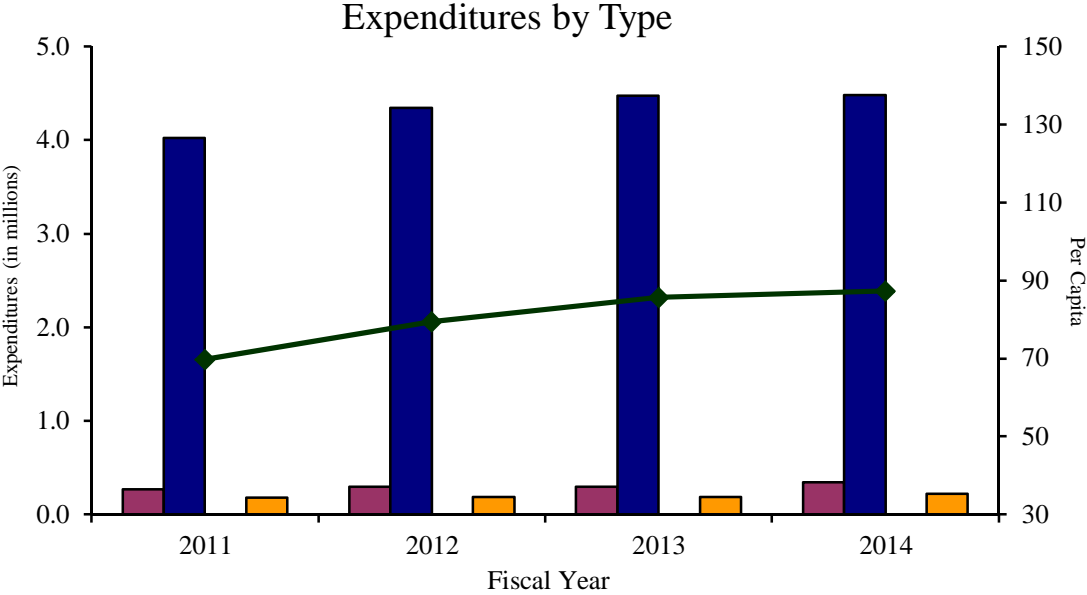
The City of Delray Beach contracts with a private company to provide residential and commercial garbage, trash, recycling and vegetative removal and collection services. Residents pay for the disposal of garbage directly to the Solid Waste Authority through an annual non-ad valorem assessment.

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Intergovernmental Revenue	\$195,584	\$176,425	\$180,000	\$93,000
Franchise Fees	2,000	0	0	0
Charges for Services	4,739,150	5,046,386	5,079,090	5,159,050
Miscellaneous Revenue	125,999	136,350	5,900	139,870
Transfers	0	0	0	0
<b>Total Revenues</b>	<b>\$5,062,733</b>	<b>\$5,359,161</b>	<b>\$5,264,990</b>	<b>\$5,391,920</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$270,515	\$298,836	\$293,550	\$343,520
Operating Expenses	4,023,270	4,340,602	4,471,990	4,477,960
Capital Outlay	0	0	0	0
Project Reserve	0	0	310,940	347,750
Non-Operating Expenses	182,270	188,510	188,510	222,690
<b>Total Expenditures</b>	<b>\$4,476,055</b>	<b>\$4,827,948</b>	<b>\$5,264,990</b>	<b>\$5,391,920</b>
Per Capita	\$69.70	\$79.37	\$85.62	\$87.25

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Sanitation	\$4,291,343	\$4,638,228	\$5,076,480	\$5,169,230
Miscellaneous	184,712	189,720	188,510	222,690
<b>Total Expenditures</b>	<b>\$4,476,055</b>	<b>\$4,827,948</b>	<b>\$5,264,990</b>	<b>\$5,391,920</b>
% Covered by Department Revenues	113.11%	111.00%	100.00%	100.00%

**Sanitation Fund**



<b>Staffing Levels by Division</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Sanitation	4	4	4
<b>Total Authorized Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Program: Sanitation (Including Neighborhood Stabilization)

The Neighborhood Stabilization Program is under the direction of the Community Improvement Department. The program administers the waste collector's contract and serves as the department's liaison with designated supervisors in collecting regular garbage, recycling, bulk, and vegetation and monitors neighborhoods for early trash set-outs. The program oversees the daily operation of Waste Management's clam truck assigned to the Code Enforcement Division, and the delivery of carts and bins for City residents. The program includes the abatement of graffiti throughout the City and other nuisances that are non-reoccurring from time to time. Staff is assigned as support to grass root events throughout the year.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure timely and efficient solid waste collection service to all residential customers, decrease the amount of nuisances appearing in neighborhoods, and ensure the desired level of performance is achieved.

**Objective:** To track the level of service provided by accurately monitoring for early set-outs, the abatement of graffiti, and responsiveness to complaints for all customers.

Fees for Special Collections	144,900	142,635	145,000
Number of complaints successfully resolved	1,760	1,700	1,850
Number of sites receiving graffiti abatement	72	70	80
Delivery of carts	48hrs	48hrs	48 hrs
Number of vacant lots cleaned within 36 hrs	61	60	85
Total tons recycled annually	4,190	4,057	4,200

**Goal:** To provide excellent customer service to the residents and citizens of the City by handling a variety of important projects without the delays and costs associated with employing outside vendors.

**Objective:** To facilitate cost-effective and successful completion of special projects directed at maintaining a "Clean City".

Number of bus stops cleaned weekly	44	36	40
Number of sight obstructions abated within 24 hrs	26	58	60
Number of "hot spots" abated annually (re-occurring problem areas)	133	142	138

Staffing Levels	11-12	12-13	13-14
Assistant Director	.25	.25	.25
Code Enforcement Coordinator	.5	.5	.5
Sanitation Officer	3	3	3
Litter Prevention Coordinator	<u>1</u>	<u>1</u>	<u>0</u>
	4.75	4.75	3.75



## Sanitation and Recycling

### Sanitation Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Revenues	\$0	\$0	\$5,400	\$0
Residential Service Fees	4,095,375	4,387,968	4,411,090	4,482,450
Franchise Fees	394,794	407,039	408,000	408,000
Special Collection Fee	227,981	239,379	245,000	253,600
Intergovernmental Revenue	0	0	0	0
Interest on Investments	1,573	6,874	500	5,000
Rent-Transfer Station	124,426	129,476	0	134,870
Recycling Grants	0	0	0	0
Miscellaneous	0	0	0	0
<b>Total Revenues</b>	<b>\$4,844,149</b>	<b>\$5,170,736</b>	<b>\$5,069,990</b>	<b>\$5,283,920</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$270,515	\$298,836	\$293,550	\$343,520
Operating Expenses	4,023,270	4,340,602	4,471,990	4,477,960
Capital Outlay	0	0	0	0
Non-Operating Expenses	182,270	188,510	499,450	570,440
<b>Total Expenditures</b>	<b>\$4,476,055</b>	<b>\$4,827,948</b>	<b>\$5,264,990</b>	<b>\$5,391,920</b>
Per Capita	\$69.70	\$79.37	\$85.62	\$87.25

### 2012-13 Accomplishments

- ◆ Sanitation Officers abated litter from and cleaned 120 vacant lots and/or rights-of-way and boarded up 30 abandoned buildings throughout the city during this fiscal year under our "Clean City" initiative.
- ◆ Staff removed 637 illegally discarded shopping carts and 505 illegally dumped vehicle tires.



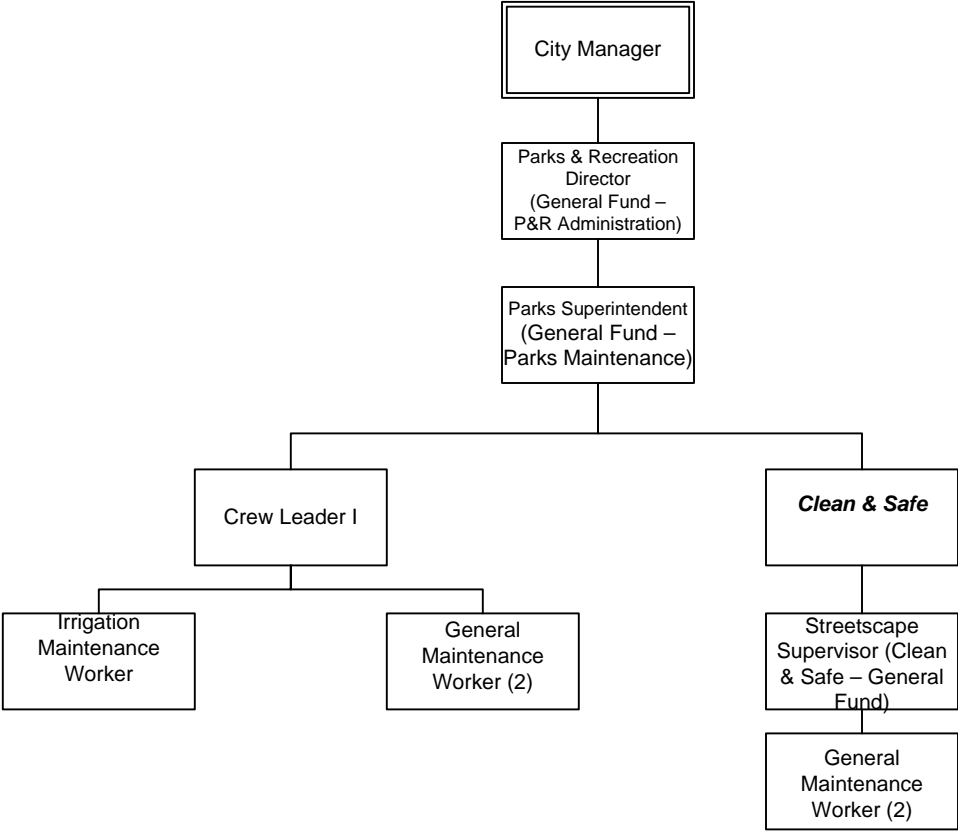
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# Beautification Trust Fund

## Mission Statement

The Beautification Program maintains the landscaping in designated public rights-of-way to provide an aesthetically pleasing appearance to citizens and visitors in the City of Delray Beach.

Parks and Recreation Department  
Beautification Trust Fund



## Program: Beautification Trust Fund

The Beautification Trust Fund is funded by a portion of the utility tax collection. The Fund's share is 1.2% of the 10% charged on electric sales and competing energy sources, and a proportionate amount on communications service. It is used for the landscape maintenance of beautification areas.

The primary areas maintained in this fund consist of landscaped areas along highways, streets, interchanges, and medians identified in the 1986 Comprehensive Beautification Program and landscaped through the Beautification Bond issue. Maintenance includes not only turf care, edging, weeding, and trimming, but also irrigation maintenance and litter pick up in the beautification areas.

Maintenance is performed both in house by a crew of maintenance workers as well as by contract with landscape companies. Contract areas include Linton Boulevard from Military Trail to I-95; Congress Avenue from Linton Boulevard to Lake Ida Road; West Atlantic Avenue medians from Swinton Avenue to Military Trail; Greenways on West Atlantic Avenue; South Federal Highway from Linton Boulevard to the C-15 canal; Lake Ida between N.W. 5<sup>th</sup> Ave. and Military Trail; George Bush Boulevard East of Federal Highway to Andrews Avenue, Del-Aire (3 medians on Military Trail) and Gulfstream Boulevard (interlocal agreement with City of Boynton Beach). The Parks crew maintains Beautification areas on North Federal Highway, North Congress, all Downtown along East Atlantic Avenue from Swinton Avenue to A1A, Homewood Blvd., and Linton Boulevard from I-95 to A1A.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Maintain all landscaped areas within the targeted Beautification Trust areas in an attractive and pleasing manner.

**Objective:** Continue maintenance of targeted areas through proper grooming, fertilization, and litter control by following National Recreation and Parks Association maintenance standards.

Number of sites maintained weekly	10	10	10
Number of beautification areas where litter is picked up three times/week	3,380	3,380	3,380
Number of acres mowed (15 acres x 52 wks)	780	780	780
Number of Fertilizer application for:			
Turf (includes weed and feed)	2	3	3
Palm Trees	2	2	2
Ornamental Shrubs	4	2	2

Staffing Levels	11-12	12-13	13-14
Crew Leader I	1	1	1
Irrigation Maintenance Worker	1	1	1
General Maintenance Worker	4	4	4
	6	6	6

## Beautification Trust Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Surplus	\$0	\$0	\$0	\$0
Intergovernmental Revenue	0	0	10,000	0
Charges for Services	0	0	0	0
Miscellaneous Revenue	349	0	500	0
Non-Revenues (Transfer)	884,756	886,952	902,712	875,190
<b>Total Revenues</b>	<b>\$885,105</b>	<b>\$886,952</b>	<b>\$913,212</b>	<b>\$875,190</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$384,017	\$255,435	\$258,753	\$264,860
Operating Expenses	581,304	541,374	562,920	564,820
Capital Outlay	52,396	49,890	64,017	64,000
Non-Operating Expenses	0	0	27,522	0
Grants & Aids	0	0	0	0
Transfers	0	0	0	0
<b>Total Expenditures</b>	<b>\$1,017,717</b>	<b>\$846,699</b>	<b>\$913,212</b>	<b>\$893,680</b>
Per Capita	\$15.85	\$13.92	\$14.85	\$14.46

### 2012-13 Accomplishments

- ◆ The Beautification staff supplemented the Clean and Safe staff two days a week. This staff also continued the treatment of the white fly infestation along with fertilizer applications at the cemetery.



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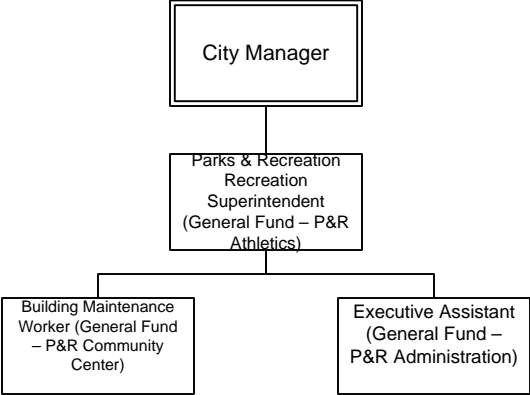
# City Marina Fund

## Mission Statement

The City Marina will provide a safe, clean, secure and nicely landscaped environment for Marina residents and visiting boaters.



Parks and Recreation Department  
City Marina



## Program: City Marina

The City's Marina provides 24 rental slips in a nicely landscaped environment on the Intracoastal Waterway. Marina residents are provided with services in a facility containing restrooms, showers, washer and dryer, an ice machine, and an open sitting/reading room. A coin-operated wastewater pump is available for the convenience of all boaters on the Intracoastal, as well as marina residents. A dumpster is also available for solid waste disposal.

The Parks and Recreation Department maintains files on all residents, collects all fees, and monitors all operations and activities at the marina. The City allows live-aboard renters and provides a service box for each slip with connections for electricity, sewer, water, telephone, and cable TV. The electricity, sewer, and water are provided at no extra cost, but renters must arrange and pay for telephone and cable TV service.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Ensure safe and secure dockage services for live-aboard and other boaters and provide daily restroom and laundry room maintenance.

**Objective:** Conduct regular inspections and visits to ensure a high level of maintenance quality. Provide a pumpout station for boaters to safely dispose of wastewater.

Inspections of marina facilities *	117	115	120
Repairs by Building Maintenance division	9	8	10
Repairs by Parks Maintenance division	13	12	15
Number of days Parks Maintenance services marina building	365	365	365
Yearly gallons pumped/pumpout station	199,618	184,788	180,000

\*Inspections are done by the Community Center Maintenance employee and ride by inspectors are done by the Park Rangers daily.

**Goal:** Maintain open communications with marina residents.

**Objective:** To respond to marina residents' requests within 24 hours and maintain an accurate and up-to-date waiting list.

Number of resident complaints and issues **	7	18	20
Response time exceeding 24 hours to resolve complaints	1	5	5
Number of general inquiries regarding the marina	96	303	300
Number of people on the City Marina waiting list**	47	47	50
Maintain monthly occupancy rate	99%	99%	100%
Number of Transient Rental Days (Only available when vacant slips or occupant out of town.)	110	66	80

\*\* New calculation and/or measure method used for FY 12-13.

Staffing Levels	11-12	12-13	13-14
No full time staff assigned to this program	0	0	0

## City Marina Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$233,480	\$278,340
Intergovernmental Revenue	1,200	1,200	800	1,200
Charges for Services	209,145	195,628	174,600	184,500
Miscellaneous Revenue	1,135	6,575	750	2,300
Non-Revenues (Transfer)	0	0	0	0
<b>Total Revenues</b>	<b>\$211,480</b>	<b>\$203,403</b>	<b>\$409,630</b>	<b>\$466,340</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$63,987	\$54,414	\$79,490	\$78,810
Capital Outlay	0	0	0	0
Non-Operating Expenses	50,620	50,880	330,140	387,530
Depreciation	72,967	67,808	0	0
<b>Total Expenditures</b>	<b>\$187,574</b>	<b>\$173,102</b>	<b>\$409,630</b>	<b>\$466,340</b>
Per Capita	\$2.92	\$2.85	\$6.66	\$7.55

### 2012-13 Accomplishments

- ◆ The occupancy rate for the marina for the fiscal year was 99%.
- ◆ The number of general inquiries about the City Marina concerning dockage, transient dockage and the waiting list tripled.
- ◆ All of the piling bumpers on the main dock by the pump out station were replaced and wood trim added to enclose and protect the dock giving it a pleasant finished look.



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# Law Enforcement Trust Fund

## Mission Statement

We, the members of the Delray Beach Police Department, are committed to improving the quality of life, promoting peace, and resolving problems through a working partnership with our community and empowerment of our members.

## Law Enforcement Trust Fund

The Law Enforcement Trust Fund (LETF) is a fund set up by the State of Florida to allow Law Enforcement Agencies to account for and control money and property that the agency has won through some type of forfeiture. The account is used at the discretion of the chief law enforcement official, within the guideline set down in Florida Statute, in support fo law enforcement activities.

The Police Department uses the LETF to support training requirements, undercover activities, youth programs, anti-drug programs and equipment purchases.

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$9,000	\$0
Fines and Forfeits	126,208	100,393	116,500	93,750
Miscellaneous Revenue	218	33	0	0
<b>Total Revenues</b>	<b>\$126,426</b>	<b>\$100,426</b>	<b>\$125,500</b>	<b>\$93,750</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$77,861	\$62,192	\$107,000	\$83,750
Capital Outlay	30,532	6,560	18,500	10,000
Non-Operating Expenses	0	0	0	0
Grants and Aids	0	0	0	0
<b>Total Expenditures</b>	<b>\$108,393</b>	<b>\$68,752</b>	<b>\$125,500</b>	<b>\$93,750</b>
Per Capita	\$1.69	\$1.13	\$2.04	\$1.52



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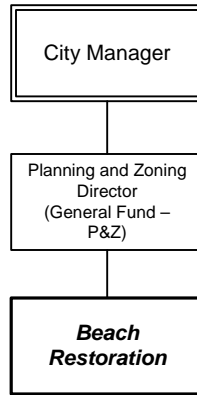
# Beach Restoration Fund

## Mission Statement

The Beach Restoration program will provide the highest quality beach environment for upland property protection, habitat enhancement, and the recreational enjoyment of residents and visitors to Delray Beach.



Planning and Zoning Department  
Beach Restoration Fund



## Program: Beach Restoration Fund

The Planning and Zoning Department manages the Beach Renourishment Program, including funding applications, permit acquisition, consultant and construction contract supervision; management of the Sea Turtle Conservation Program, and professional advice and direction regarding issues relating to the coastline and its management. The main focus of this program is to provide for the protection and enhancement of the beach and coastal resources in accordance with State and Federal permits.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** (1) Maintain the beach and dune system at the optimum design section to provide an adequate recreation beach and storm protection and (2) implement and monitor the annual Sea Turtle Conservation Program which requires reporting nesting frequencies and nesting successes in Delray Beach.

**Objective:** Manage the beach renourishment project, ensuring that it is accomplished on schedule and within budget, without harming nesting turtles.

Implement required design and monitoring tasks	2	7	5
Sea Turtle Conservation Project	Mar.-Oct.	Mar.-Oct.	Mar.-Oct.
Final Engineering	10/30/12		
Construction Engineering		01/30/13	
Construction Environmental		01/30/13	
Fill Placement		04/01/13	04/30/14
Construction Loans		02/01/13	
1 Year Physical Survey			06/30/14
Beach Tilling		4/01/13	04/30/14
Construction Management			04/30/14

**Objective:** To maintain or increase nesting frequency on the City beaches and dune systems.

Monitor, report and prepare yearly nesting activity report on the entire beach.	212 Nests	245 Nests	245 Nests
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**Objective:** To maintain or increase nesting success (number of nests divided by number of crawls onto the beach) on the City's beaches and dune systems.

Monitor, report and prepare yearly nesting success rate report on the entire beach.	47%	44%	44%
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**Goal:** Maximize State, Federal, and County reimbursements for beach nourishment.

**Objective:** To maintain the cost to the City for beach nourishment at less than 5.1%.

Portion of nourishment project costs paid by City	0%**	0%**	0%**
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\*\* Does not include Sea Turtle task.

Staffing Levels	11-12	12-13	13-14
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There are no positions within the City dedicated solely to this program.	0	0	0
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## Beach Restoration Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Revenue	\$0	\$0	\$0	\$160,500
Federal Grants	275,460	121,607	0	67,050
State Grants	72,255	80,022	0	1,779,380
Palm Beach County Grants	118,991	80,022	0	1,768,170
Miscellaneous Revenue	212	0	9,549,894	0
Transfers	15,000	15,000	221,350	456,000
<b>Total Revenues</b>	<b>\$481,918</b>	<b>\$296,651</b>	<b>\$9,771,244</b>	<b>\$4,231,100</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Operating Expenses	\$350,167	\$232,623	\$9,391,564	\$136,320
Capital Outlay	0	0	0	0
Debt Service	0	0	155,000	4,094,780
Project Reserve	0	0	224,680	0
<b>Total Expenditures</b>	<b>\$350,167</b>	<b>\$232,623</b>	<b>\$9,771,244</b>	<b>\$4,231,100</b>
Per Capita	\$5.45	\$3.82	\$158.89	\$68.46

### 2012-13 Accomplishments

- ◆ Prepared applications for FDEP funding request for FY 13/14.
- ◆ Administered the ongoing turtle monitoring tasks.
- ◆ Administered ongoing yearly on shore and off shore biological monitoring programs and escarpment removal processes to meet permit requirements.
- ◆ Conducted ongoing status meetings with permitting agency Army Corps of Engineers for the upcoming 204 Fill event (north end).
- ◆ Coordinated with Engineering and Purchasing on the bidding process resulting in the selection of Great Lakes Dredge & Dock as the contractor for the February 2013 fill event.
- ◆ Administered the 2013 Beach Renourishment Fill Event placing 1.1 million cubic yards of sand on 1.9 miles of beachfront.
- ◆ Administered the 2013 Emergency Dune Repair project that placed 3,519 cubic yards of sand on the north end of the beach.



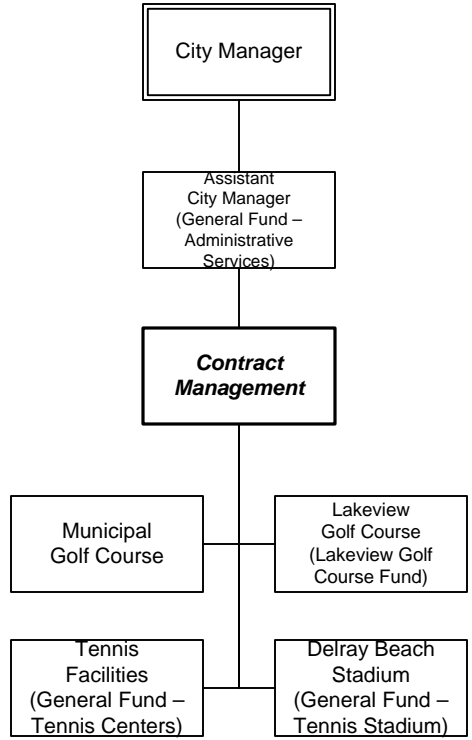
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# Municipal Golf Course

## Mission Statement

The Municipal Golf Course will provide an enjoyable, quality golf and dining experience (including banquets and special events) that afford our citizens service and quality at affordable, competitive rates.

Administrative Services Department  
Municipal Golf Course



## Program: Municipal Golf Course

The Municipal Golf Course is an 18-hole public golf course with a full service restaurant and a pro shop on 150 acres operated and maintained through the services of a golf course management firm. The golf course is supported by user fee charges and the sale of merchandise and food. The course also provides instruction to youth through the City's Parks & Recreation Department, Inner City Junior Programs, junior golf camps and leagues. The restaurant, bar and patio are available for lunch, breakfast and Sunday brunch. The restaurant area is also available for rental for banquets including weddings, bar mitzvahs, parties, card luncheons, and civic meetings.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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Goal: To provide the residents of Delray Beach and nearby communities a club with a restaurant, pro shop and golf course amenities.

Special Program Participants (minimum of 2,500) <i>After School, Juniors, Adults, Camps etc.</i>	2,888	3,037	2,900
Maintain Golf Rounds annually	56,568	58,334	60,350
Maintain Restaurant Attendees annually	43,630	41,934	42,000
Conduct annual Customer Satisfaction Survey	1	1	1
Overall Satisfaction Rating (Average of all)*	4.1	4.1	4.1
Customer Service Rating (Staff Friendliness)*	4.8	4.9	4.8
Course Condition Rating*	4.1	4.1	4.1
* Based on a 0 – 5 scale.			

Objective: Continue to improve the public awareness of the club to meet the needs of all potential customers.

Goal: To maintain the golf course at a championship level while providing customer satisfaction at all skill levels.

Objective: Maintain high quality playing conditions overall to satisfy our customers' expectations.

Aerate Greens and Tees to reduce compaction of putting surface and promote better grass growth.	3	3	3
Provide annual analysis of soil and water used for turf irrigation.	1	1	1
Top Dress greens a minimum of 16 times per year to provide consistent and smooth putting surface.	1	1	1
Apply pre-emergent to fairways for weed control.	2	2	2

Goal: To maintain a positive cash flow while generating income in excess of \$3.5 million and to increase the gross revenue of the clubhouse dining facility to at least \$1.2 million.

Objective: Increase revenue from golf fees, range income, merchandise sales and restaurant income.

Operating surplus (Net Income as per Comparative Income Statement)	(\$57,414)	Pending	Pending
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Staffing Levels	11-12	12-13	13-14
Contracted Service	n/a	n/a	n/a

## Municipal Golf Course

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$317,242	\$331,480
Intergovernmental Revenue	1,559	2,116	1,750	1,750
Charges for Services	2,820,197	2,807,593	2,953,950	2,882,390
Miscellaneous Revenue	61,758	52,228	56,090	56,760
<b>Total Revenues</b>	<b>\$2,883,514</b>	<b>\$2,861,937</b>	<b>\$3,329,032</b>	<b>\$3,272,380</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$2,881,842	\$2,841,611	\$2,786,030	\$2,898,790
Capital Outlay	0	0	83,402	67,600
Non-Operating Expenses	33,000	33,000	18,000	19,000
Debt Service	103,788	90,642	441,600	410,490
<b>Total Expenditures</b>	<b>\$3,018,630</b>	<b>\$2,965,253</b>	<b>\$3,329,032</b>	<b>\$3,395,880</b>
Per Capita	\$47.01	\$48.75	\$54.14	\$54.95

	2011	2012	2013	2014
Expenditures by Program	Actual	Actual	Revised	Budget
Administration	\$479,623	\$443,263	\$541,840	\$519,660
Pro Shop	404,430	402,636	434,290	436,630
Course Maintenance	765,845	718,977	746,360	786,930
Restaurant	966,619	1,018,566	1,004,240	1,125,570
Capital Outlay	0	3,520	142,702	97,600
Miscellaneous	402,113	378,291	459,600	429,490
<b>Total Expenditures</b>	<b>\$3,018,630</b>	<b>\$2,965,253</b>	<b>\$3,329,032</b>	<b>\$3,395,880</b>



## **Municipal Golf Course**

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### **2012-13 Accomplishments**

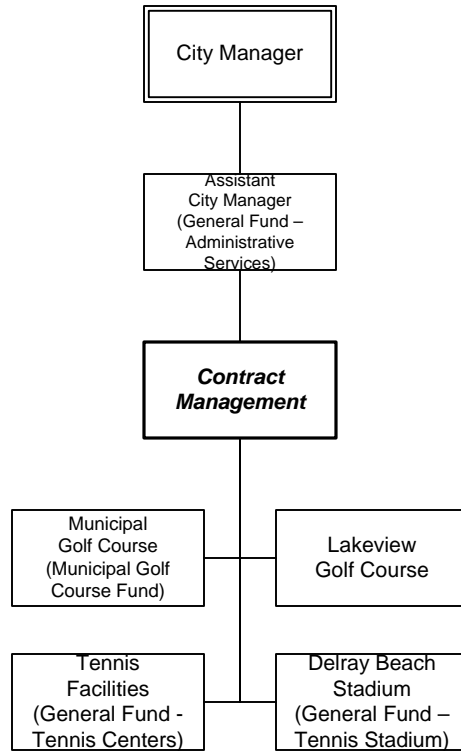
- ◆ Served 41,934 restaurant and banquet patrons with total food and beverage revenues of \$1,153,267.
- ◆ We increased golf rounds over last year by 1,766 rounds.
- ◆ Hosted the annual Beth Daniel free golf clinic with over 375 people in attendance, twenty five golf tournaments benefiting non-profits. An increase of 36% over last year, the Atlantic High School Boys and Girls Varsity Golf Team, sixteen golf instructional programs serving approximately 3,000 youth including over 850 inner city youth in conjunction with the City's Parks and Recreation Department and two Atlantic High School Cross Country Matches.
- ◆ We upgraded the golf shop by replacing carpet and adding fixtures.
- ◆ We increased participation in our Friday Skins Game over last year by 153 rounds and created two Glow Ball events to increase revenues along with creating the Happy Hax's point quota game on Sundays.
- ◆ Received overall customer satisfaction rating of 4.1 out of 5.
- ◆ Renovated lobby restrooms to improve overall appearance for our patrons.
- ◆ Renovated lobby and ballrooms to improve overall perception and appearance for a newer, more modern look.
- ◆ Updated/upgraded patio furniture.
- ◆ Replaced front door with hurricane resistant door and added ADA (automatic door opener).
- ◆ Collected over 1,000 Facebook likes. Used Living Social as a tool to promote clinics for over 300 golfers
- ◆ Drainage added to greens complexes, deep tine aerification, topdressing, aggressive herbicide and insecticide application will assist in maintaining consistent course conditions throughout the season.

# Lakeview Golf Course

## Mission Statement

The Lakeview Golf Club will be known as the best executive golf course in Palm Beach County. Lakeview Golf Club will be a youth golf development facility and also a place for senior golf leagues and recreation.

Administrative Services Department  
Lakeview Golf Course



## Program: Lakeview Golf Course

Lakeview Golf Course is an 18-hole, par 60, executive golf course with a snack bar and pro shop on approximately 45 acres operated through the service of a golf course management firm. The course is supported by user fee charges and the sale of merchandise and food. The course also provides youth programs. Lakeview allows golfers to walk 365 days a year, which provides City residents with a way to exercise and enjoy healthy recreation at a city owned facility. This course offers golf at very affordable rates encouraging families to play golf with their children and grandchildren.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** Provide the community with the finest executive golf course in Palm Beach County.

**Objective:** Continue to maintain a positive public awareness of the club in order to meet the needs of all potential customers.

Increase annual rounds played from previous year	30,319	29,336	35,000
Conduct annual Customer Satisfaction Survey	1	1	1
Overall Satisfaction Rating (Average of all)*	4.6	4.7	4.6
Customer Service Rating (Staff Friendliness)*	5.0	4.9	5.0
Course Condition Rating*	4.6	4.8	4.6

\* Based on a 0 – 5 scale.

**Objective:** Increase awareness of Lakeview Golf Club through customer participation in tournaments and events.

Junior tournaments and events	342	351	350
Adult tournaments and events	3,249	3,329	3,300

**Goal:** To maintain a net operating surplus through increased income from daily golf fees.

**Objective:** To increase annual golf and merchandise revenue, thereby creating a stable income base.

Operating surplus (loss) (Net Income as per Comparative Income Statement)	(\$31,447)	Pending	Pending
Daily green fees and cart income (includes pre-paid)	\$577,310	\$535,327	\$638,450

**Goal:** To continue improvements to the golf course in order to gain recognition as the best executive golf course in Palm Beach County.

**Objective:** Continue course improvements to ensure reliable and satisfactory playing conditions year round.

Aerate greens, tees and fairways twice per year to reduce compaction of putting surface and promote better grass growth	2	2	2
Perform annual bunker maintenance to ensure continuity of manmade hazards for consistent expectations during play	1	1	1

Staffing Levels	11-12	12-13	13-14
Contracted Service	n/a	n/a	n/a

## Lakeview Golf Course

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$118,280	\$95,770
Intergovernmental Revenue	390	529	500	500
Charges for Services	666,591	655,175	718,100	719,450
Miscellaneous Revenue	5,183	4,914	5,000	5,000
<b>Total Revenues</b>	<b>\$672,164</b>	<b>\$660,618</b>	<b>\$841,880</b>	<b>\$820,720</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$627,452	\$573,144	\$581,490	\$587,520
Capital Outlay	0	0	30,000	35,000
Non-Operating Expenses	15,000	15,000	5,000	6,000
Debt Service	48,423	41,753	225,390	192,200
<b>Total Expenditures</b>	<b>\$690,875</b>	<b>\$629,897</b>	<b>\$841,880</b>	<b>\$820,720</b>
Per Capita	\$10.76	\$10.35	\$13.69	\$13.28

	2011	2012	2013	2014
Expenditures by Program	Actual	Actual	Revised	Budget
Administration	\$120,671	\$101,082	\$118,130	\$109,990
Pro Shop	198,300	186,406	201,900	205,630
Course Maintenance	243,411	217,043	240,010	248,950
Restaurant	22,938	27,493	21,450	22,950
Capital Outlay	0	0	30,000	35,000
Miscellaneous	105,555	97,873	230,390	198,200
<b>Total Expenditures</b>	<b>\$690,875</b>	<b>\$629,897</b>	<b>\$841,880</b>	<b>\$820,720</b>

## Lakeview Golf Course

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### 2012-13 Accomplishments

- ◆ Lakeview hosted numerous community golf events this past year including the annual Caddyshack golf tournament for the Lakeview Homeowners Association, the annual "Frog" golf event, Delray Beach Racquet Club event, Pines of Delray West, IBM, First Presbyterian, George James Memorial and Advent Lutheran golf tournaments and awards dinner.
- ◆ Lakeview Golf Club extended the very popular Wednesday night scramble to year round and is now averaging 60 - 100 participants per night. Dinner is served at Delray Beach Golf Club after golf.
- ◆ Lakeview Golf Club is the home course for the Trinity Lutheran School junior golfers.
- ◆ Lakeview Golf Club hosted several junior tournaments and events. The Jingle Bell Scramble and the Goblin are annual events sponsored by Lakeview and Delray Beach Golf Club. In addition to these events, junior camps and junior interclub matches with area a course provided competition for juniors and helps us "grow the game."
- ◆ Lakeview Golf Club is the home course to many area golf leagues such as the Odds and Ends, Happy Wanderers, Jamaica Bay, MGA, LGA, Lakeview Leisures and the IBM Couples League.
- ◆ Received overall customer satisfaction rating of 4.7 out of 5.

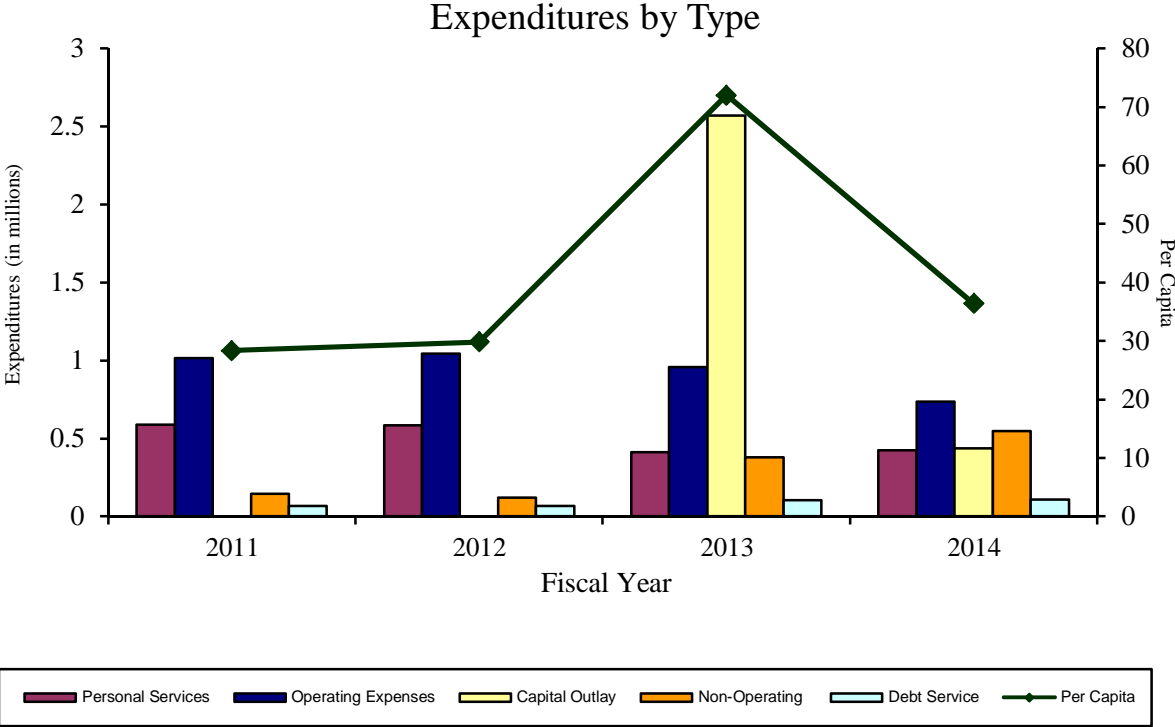
## Stormwater Utility Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Revenue	\$0	\$0	\$2,188,121	\$0
Intergovernmental Revenue	249	1,033	500	500
Charges for Services	2,112,375	2,135,445	2,237,790	2,236,380
Miscellaneous Revenue	91,093	26,603	500	12,000
<b>Total Revenues</b>	<b>\$2,203,717</b>	<b>\$2,163,081</b>	<b>\$4,426,911</b>	<b>\$2,248,880</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$589,854	\$585,490	\$412,980	\$422,230
Operating Expenses	1,014,146	1,042,887	959,302	735,730
Capital Outlay	0	0	2,570,479	436,200
Grants and Aids	0	0	0	0
Non-Operating Expenses	147,120	120,000	379,060	547,870
Debt Service	69,309	67,504	105,090	106,850
<b>Total Expenditures</b>	<b>\$1,820,429</b>	<b>\$1,815,881</b>	<b>\$4,426,911</b>	<b>\$2,248,880</b>
Per Capita	\$28.35	\$29.85	\$71.99	\$36.39

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Administration	\$627,112	\$600,880	\$723,830	\$738,090
Stormwater System Maintenance	630,235	644,739	711,812	704,840
Capital Projects	34,947	77,484	2,886,179	699,100
2000 Roadway Bond Program	374	0	0	0
Miscellaneous	527,761	492,778	105,090	106,850
<b>Total Expenditures</b>	<b>\$1,820,429</b>	<b>\$1,815,881</b>	<b>\$4,426,911</b>	<b>\$2,248,880</b>

**Stormwater Utility Fund**



<b>Staffing Levels by Program</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>
Administration	1.5	1.5	1.5
Maintenance	5	5	5
<b>Total Authorized Personnel</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

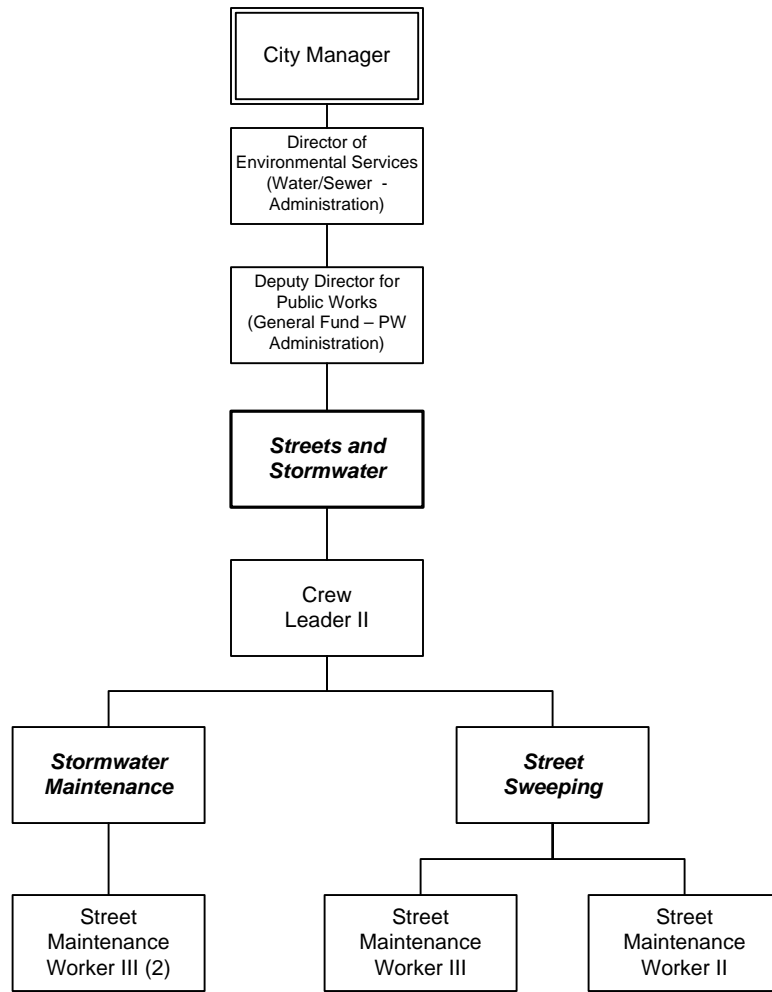


# Stormwater Maintenance

## Mission Statement

The Stormwater Maintenance Division is committed to providing residents within the City of Delray Beach with cleaner, safer surface waters. The division strives to enhance the City's swales, storm drains, catch basins and other stormwater runoff and drainage control systems through proactive management programs, in compliance with the National Pollution Discharge Elimination System (NPDES).

Environmental Services Department  
Stormwater Maintenance



## Program: Stormwater Maintenance

Stormwater Maintenance is responsible for the operation of the stormwater management system including street sweeping, drainage system maintenance, and repairs. Maintenance of drainage includes pipe and catch basin cleaning, as well as installation of swales in rights-of-way. Additionally, canals and drainage ditches under the City's control are maintained.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
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**Goal:** To maintain drainage systems while reducing the volume of street debris that can pollute the stormwater entering water bodies in the City.

**Objective:** To clean 314,225 lane miles of streets, 105,600 linear feet of storm drains and 1,510 catch basins, as needed. To repair damaged or clogged basins in a timely manner.

Curb miles swept	8,493	7,845	8,100
Respond to clogged basin & pipe calls within 2 hours	100%	100%	100%
Repair damaged basins & pipes (non-emergency) within 2 weeks	100%	100%	100%
Repair damaged basins & pipes (emergency) within 24 hours	100%	100%	100%
Linear feet of storm drain cleaned	15,500	10,204	13,000
Catch basins / Manholes cleaned	210	180	215
Sweep 24 city owned parking lots once a week	100%	100%	100%

**Objective:** To comply with NPDES operating and reporting requirements, update and maintain storm sewer mapping, and maintain preventive maintenance program data.

Submit data for input and changes to base map within 30 days	100%	100%	100%
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Staffing Levels	11-12	12-13	13-14
Crew Leader II	1	1	1
Street Maintenance Worker III	3	3	3
Street Maintenance Worker II	$\frac{1}{5}$	$\frac{1}{5}$	$\frac{1}{5}$

## Stormwater Maintenance

*Stormwater Utility Fund*

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$296,050	\$299,237	\$292,450	\$298,360
Operating Expenses	334,185	345,502	419,362	405,280
Capital Outlay	0	0	0	1,200
<b>Total Expenditures</b>	<b>\$630,235</b>	<b>\$644,739</b>	<b>\$711,812</b>	<b>\$704,840</b>
Per Capita	\$9.81	\$10.60	\$11.58	\$11.40

### 2012-13 Accomplishments

- ◆ Achieved 112% of projected goal for street cleaning by sweeping a total of 7,845 curb miles resulting in the collection and removal of 171 tons of debris.
- ◆ Enhanced the operation of the stormwater drainage system by successfully cleaning 10,204 linear feet of storm drainage pipes achieving 60% of yearly target for system cleaning.



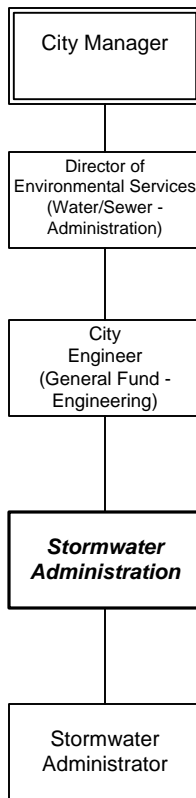
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# Stormwater Administration

## Mission Statement

Stormwater Administration implements the requirements of our National Pollution Discharge Elimination System (N.P.D.E.S) permit, ensures accurate reporting of stormwater assessments to the Property Appraiser and maintains the drainage atlas and database.

Environmental Services Department  
Stormwater Administration



## Program: Stormwater Administration

Stormwater Administration is responsible for administering programs related to our National Pollution Discharge Elimination System (N.P.D.E.S.) permit; such as maintaining the storm water atlas, maintaining the stormwater management system inventory database, verifying changes in assessments from year to year and providing community education. This program is also responsible for the annual preparation of the storm water assessment roll as well as the annual N.P.D.E.S. report. Activities also include identification of best management practices and new technologies with associated funding alternatives to ensure the sustained reduction of storm water pollution and implementation of related public outreach and education initiatives.

The Administration Division is responsible for overall development of the City's Stormwater Capital Program, including a comprehensive master plan and the planning and designing of drainage improvements.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
----------------------	----------------	----------------	-------------------

**Goal:** Maintain inventory of drainage systems and ensure that N.P.D.E.S. requirements are met.

**Objective:** Comply with N.P.D.E.S. operational and reporting requirements, update and maintain both the drainage atlas, and preventive maintenance program data.

Incorporate changes to drainage atlas quarterly	100%	50%	100%
Respond to citizen inquiries within 5 business days	100%	100%	100%
Submit annual NPDES report within established timeframe	100%	100%	100%
Submit annual tax roll to Property Appraiser within established timeframe	100%		100%
Provide required public awareness by quarterly web page updates	4	4	4
Provide required public awareness through distribution of storm water education materials at public event	1	1	1
Public outreach and education forums	2	2	2
Comments received on NPDES Annual report	1	2	0

Staffing Levels	11-12	12-13	13-14
Stormwater Administrator	1	1	1
Conservation/Sustainability Officer	<u>.5</u>	<u>.5</u>	<u>.5</u>
	1.5	1.5	1.5



## Stormwater System Administration

*Stormwater Utility Fund*

<b>Expenditures by Type</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Revised</b>	<b>2014 Budget</b>
Personal Services	\$293,804	\$286,253	\$120,530	\$123,870
Operating Expenses	217,308	194,627	227,130	230,450
Capital Outlay	0	0	0	0
Non-Operating Expenses	116,000	120,000	376,170	383,770
<b>Total Expenditures</b>	<b>\$627,112</b>	<b>\$600,880</b>	<b>\$723,830</b>	<b>\$738,090</b>
Per Capita	\$9.77	\$9.88	\$11.77	\$11.94

### 2012-13 Accomplishments

- ◆ Began integration of stormwater assets between GIS and cartograph.



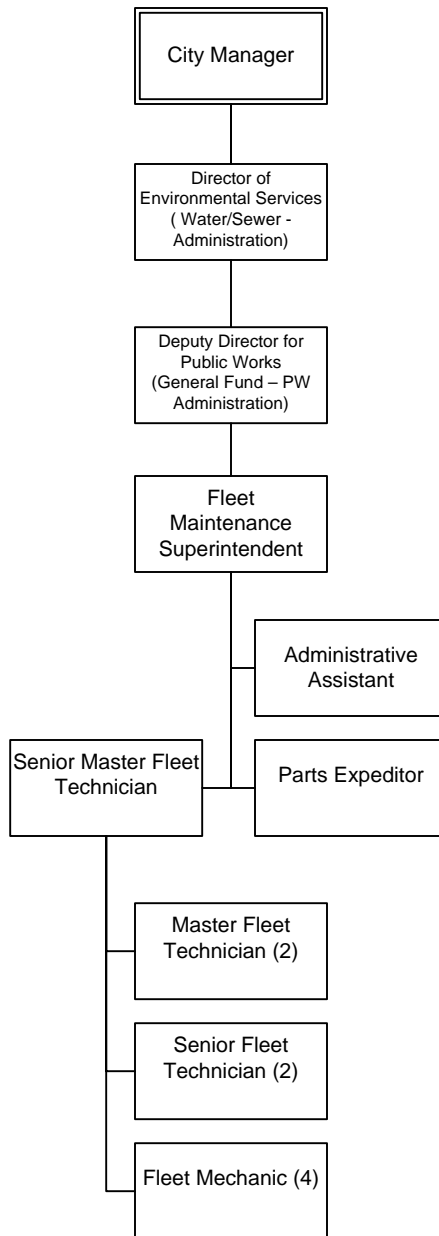
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# City Garage

## Mission Statement

The City Garage will maintain an in-service rating of at least 95% for the City's vehicle and equipment fleet while minimizing total fleet costs through timely, cost effective preventive maintenance and vehicle repair programs.

Environmental Services Department  
Fleet Maintenance



## Program: Fleet Maintenance

Fleet Maintenance is responsible for maintaining, in a safe and reliable manner, all assigned fleet assets which includes: 81 sedans, 125 pickups, 24 pieces of construction equipment/tractors, 18 vans, 27 utility vehicles, 6 medium trucks and 12 heavy duty trucks, 112 police patrol cars, 90 trailers, 13 golf carts, 4 ATV's, 5 motor cycles, 3 boats, 3 street sweepers, 1 bus, and 23 Heavy Fire/Rescue vehicles. Services include a comprehensive preventive maintenance inspection program, consisting of oil and filter changes, as well as emergency repairs. Contract maintenance will be utilized as required to enhance in-house resources and for warranty requirements. Management will provide for the rehabilitation of equipment when economically feasible and develop specifications and recommendations, based on user operational requirements for replacement vehicles. Fleet Maintenance will continue to expedite "Special Projects" for departments as time and resources are available.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
----------------------	----------------	----------------	-------------------

**Goal:** To provide maintenance and repair to the City's vehicle and equipment fleet and fuel sites in a timely manner to ensure adequate fleet availability and fueling capabilities.

**Objective:** Minimize vehicle down time by ensuring timely completion of maintenance and repairs.

Total number of vehicles and equipment	547	547	547
Average percent of fleet in service	97%	98%	98%
Complete minor repairs in house within 24 hours	89%	90%	90%
Complete major repairs in house within 3 days	89%	80%	90%
Respond to emergency callout within 2 hours.	100%	100%	100%
Ensure uninterrupted supply of fuel at Public Works fuel site:			
Number of supply interruptions.	0	0	0
Provide for maintenance and repairs to fuel sites to ensure their reliable operation: Hours of unscheduled down time.	72	168	0

**Goal:** To ensure that the fleet is mechanically safe, in good repair, and meets or exceeds forecasted life.

**Objective:** To complete Preventive Maintenance Inspections (PMI) by scheduled due date.

Number of PMI's scheduled quarterly	2,085	2,168	2,188
PMI's for Fire Rescue Emergency Response 4 times per year	92%	98%	98%
PMI's for Police Patrol every 3,000 miles	98%	98%	98%
PMI's for Police Patrol take home vehicles every 3,000 miles	98%	98%	98%
PMI's for non-emergency vehicles 3 to 4 times per year	94%	94%	95%
PMI's for support equipment minimum 1 time per year	96%	96%	95%
Vehicles with extended life cycle due to low miles/LTD costs	21	25	20

Staffing Levels	11-12	12-13	13-14
Administrative Assistant	1	1	1
Fleet Maintenance Superintendent	1	1	1
Senior Master Fleet Technician	1	1	1
Master Fleet Technician	2	2	2
Senior Fleet Technician	2	2	2
Fleet Mechanic	4	4	4
Parts Expediter	1	1	1
	12	12	12

## Fleet Maintenance

City Garage Fund

	2011	2012	2013	2014
Revenues	Actual	Actual	Revised	Budget
Miscellaneous Revenue	\$2,040,737	\$1,937,699	\$2,857,643	\$2,054,750
Non-Revenues (Transfers)	52,322	38,544	32,740	0
Intergovernmental Services	3,086,534	3,238,208	2,887,490	3,099,660
<b>Total Revenues</b>	<b>\$5,179,593</b>	<b>\$5,214,451</b>	<b>\$5,777,873</b>	<b>\$5,154,410</b>

	2011	2012	2013	2014
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$874,259	\$883,058	\$876,830	\$874,810
Operating Expenses	3,983,659	4,077,434	2,263,296	2,350,510
Capital Outlay	0	0	2,637,747	1,929,090
Non-Operating Expenses	0	0	0	0
<b>Total Expenditures</b>	<b>\$4,857,918</b>	<b>\$4,960,492</b>	<b>\$5,777,873</b>	<b>\$5,154,410</b>
Per Capita	\$75.65	\$81.55	\$93.96	\$83.40

### 2012-13 Accomplishments

- ◆ Five of ten technicians achieved EVT certification for repairs and maintenance to emergency vehicles, including Fire Rescue Apparatus, Ambulances and Police Patrol Vehicles.
- ◆ Provided maintenance and repairs to a fleet of 547 vehicles including Police, Fire, Parks & Recreation, ESD, Public Works and Community Improvement resulting in an average operational fleet status of 98%.
- ◆ Maintained certification from National Institute for Automotive Excellence as an ASE Blue Seal Certified facility achieved by 100% technician certification.
- ◆ Disposed of 45 retired vehicles and equipment through internet auction site providing a revenue of \$101,942.



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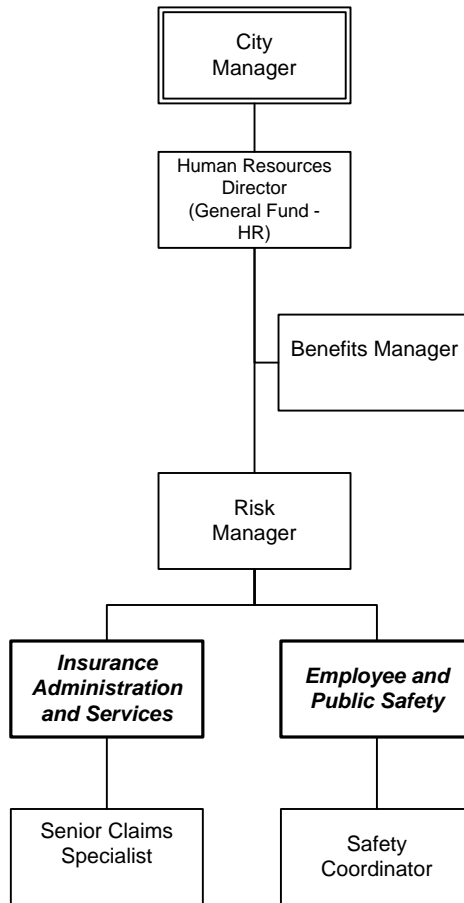
# Insurance Fund

## Mission Statement

The Risk Management Division will develop and manage cost-effective insurance programs, develop procedures and promote practices which provide group and mandated benefits to City employees, improve employee safety and health and maintain quality customer service to employees and the general public.



# Human Resources Risk Management



## Program: Risk Management

The Insurance Fund provides for the City's business insurance (including property damage, legal liability and workers' compensation) and group insurance (including medical, dental, vision, disability, life and the employee assistance program). The former is directly administered by the Risk Management Division and the latter by the Human Resources Director. Administration includes developing and negotiating the City's insurance policies and programs; accounting for the cost of insurance and claims; communicating and assisting employees in matters of workers' compensation claims and group insurance claims including retirees; investigating and settling liability claims; monitoring claims development; monitoring and advising on loss control and safety matters; and communicating with all departments on insurance matters to minimize the overall risk of loss to the City.

Performance Measures	2012 Actual	2013 Actual	2014 Projected
<b>Objective:</b> To provide communications and assistance for employees and retirees in matters of group insurance and related claims.			
New employee "group" orientations	35	52	65
Assist employees with "special problem" group health claims	260	412	420
Terminating/retiring employees group benefits administration	68	73	85
Employees trained in formal HIPPA compliance	0	26	26
Group benefits open enrollment meetings/educations sessions	23	15	15
Insurance policy renewals	15	15	15
<b>Objective:</b> To satisfy the administrative requirements related to group and Property & Casualty matters.			
Employee group medical enrollments	783	767	780
Employee group dental enrollments	602	594	650
Employee group vision care enrollments	440	435	430
Group disability and life insurance claims administered	6	8	16
Certificates of insurance issued	61	70	70
Annual monthly premium invoices paid or issued ( P&C)	25	25	25
Risk Management Division (1571)	382,754	344,240	359,700
Property & casualty insurance budget total (1575)	3,124,723	3,421,240	3,378,750
Group insurance budget total (1576)	8,674,501	8,645,345	9,072,395
Wellness Center budget total (1577)	934,207	698,690	698,690
<b>Objective:</b> To provide a safe public and employee work environment intended to minimize injury, property damage and related claims costs.			
New employee "safety" orientations	20	26	30
Safety awareness/training sessions within depts/divisions	40	46	40
Accident investigation supervisor training	10	23	20
Field surveys related to employee and public safety, and claims	35	56	60
Workers' comp claims administered	80	98	90
Auto liability claims administered	10	23	20
General liability claims administered	17	27	30
City property damage claims administered (excl. hurricane)	24	30	30
City building/contents, total insurable values	177,735,305	179,425,190	182,224,647

Staffing Levels	11-12	12-13	13-14
Risk Manager	1	1	1
Senior Claims Specialist	1	1	1
Compensation And Benefits Manager	1	0	0
Benefits Manager	0	1	1
Safety Coordinator	1	1	1
	4	4	4

## Risk Management

### Insurance Fund

Revenues	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Prior Year Revenue	\$0	\$0	\$33,600	\$961,210
Intergovernmental Revenue	0	0	0	0
Miscellaneous Revenue	583,294	571,341	233,200	0
Intergovernmental Service Revenue	11,794,248	12,395,754	12,385,520	12,593,660
<b>Total Revenues</b>	<b>\$12,377,542</b>	<b>\$12,967,095</b>	<b>\$12,652,320</b>	<b>\$13,554,870</b>

Expenditures by Type	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Personal Services	\$319,444	\$301,630	\$316,750	\$320,450
Operating Expenses	12,371,551	12,814,555	12,612,235	13,450,500
Capital Outlay	0	0	5,302	0
Non-Operating Expenses	0	0	9,623	49,920
Depreciation	17,012	17,338	0	0
Transfers	0	700	0	0
<b>Total Expenditures</b>	<b>\$12,708,007</b>	<b>\$13,134,223</b>	<b>\$12,943,910</b>	<b>\$13,820,870</b>
Per Capita	\$197.89	\$215.91	\$210.49	\$223.64

Expenditures by Program	2011 Actual	2012 Actual	2013 Revised	2014 Budget
Risk Management	\$344,925	\$382,754	\$347,657	\$362,970
Self Insurance	2,929,419	3,124,723	3,417,823	3,449,960
Health Insurance	8,554,952	8,674,501	8,416,290	9,309,250
Health and Wellness Center	861,699	934,207	762,140	698,690
Miscellaneous	17,012	18,038	0	0
<b>Total Expenditures</b>	<b>\$12,708,007</b>	<b>\$13,134,223</b>	<b>\$12,943,910</b>	<b>\$13,820,870</b>

### 2012-13 Accomplishments

- ◆ Provided the mechanism for handling major claims (e.g. hurricane damage) by coordinating with Finance, Human Resources, Environmental Services, et cetera and with Synergy (FMIT insurance losses) and O'Brien's (FEMA uninsured losses).
- ◆ Conducted 8 week long Tobacco cessation program for all interested employees. 15 employees attended and completed the class resulting in a premium discount in their Health insurance.
- ◆ Reported monthly to management of actual self-insurance claims expenses for workers' compensation, auto and general liability insurance and for open workers' compensation claims.

## Risk Management

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### 2012-13 Accomplishments con't.

- ◆ Presented accident analyses and evaluations reports of all claims, experience mod worksheets, et cetera as became apparent to Risk Management.
- ◆ Staff continued to maintain contact for worker's compensation claims with Gallagher Basset Services, the City's former third-party administrator and with the new third-party claims administrator, Preferred Governmental Claim Solutions. Also involved in the process was the City's workers' compensation attorney. Formal meetings were held to review workers' compensation claims with involved parties (GBS, WC Attorney, Risk Management, Human Resources and Insurance Broker) on a quarterly basis.
- ◆ Conducted a 12 week Employee Fitness Challenge. 171 employees began the challenge, 121 finished which was a 71% completion rate. 1098.8 total pounds lost, 9.1 pounds average and 3.5% body fat loss average. In addition, there were 65 that maintained the loss for the 90 days past the challenge.
- ◆ Successfully conducted a paperless benefits open enrollment process for the second year. Employees were afforded the opportunity of one on one insurance counselor meetings which provided them with a greater understanding of the City's employee benefits.
- ◆ Continued to provide health insurance premium discounts to employees who, along with dependent spouses, completed the Health Risk Assessment, Biometric Blood draw, non-tobacco users and follow-up with the Physician.
- ◆ Inspected/evaluated all WC and liability accidents regardless of fault.

## Capital Improvement Program

The Capital Improvement Program (CIP) provides a blueprint for the City to complete its final stages of growth and to provide for continued renewal and replacement programs to maintain the City's infrastructure and equipment needs and provide for a continuing neighborhood rehabilitation and revitalization process. The program places projects valued at \$25,000 or more in priority order, and schedules the projects for funding and implementation. As presented, it is a five-year forecast that allows the City to plan ahead for its new capital and renewal and replacement needs.

The preparation of a Capital Improvement Program serves many of the following purposes:

- ◆ Promotes advanced planning and programming by department heads and serves as a fiscal planning tool to forecast the capital demands on revenues and future borrowing needs.
- ◆ Provides for orderly acquisition or replacement of facilities and equipment.
- ◆ Provides an overall view of the growth and development within the City and helps to coordinate capital improvements within the rate of anticipated growth to satisfy concurrency requirements.
- ◆ Ensures capital projects will be implemented in accordance with objectives set forth in the City's Comprehensive Plan.

The following pages provide a brief description of what governs the planning and implementation of the entire capital improvement process. This includes the basic planning area and population projections to be considered when making decisions as to whether future improvements will be required to sufficiently meet the basic needs of the City. The planning is further defined by individual elements that whether viewed separately or collectively provide the direction of future growth and define how we expect the community to look in the future.

The discussion continues with a look at the management of the city's existing debt, the per capita cost of this debt as well as the savings or recurring expenses resulting from the improvements which impact the operating budgets. A brief description of the improvements from each financing is followed by a summary of the bond requirements for each issue

through its maturity date. The Capital Improvement Program concludes with plans for future debt and a listing of the individual projects by funding source.

## Capital Improvement Budget

In January-March of each year the Capital Improvement Program begins with departments submitting capital budget requests to the budget team. Requests are based on their multi-year new capital needs as well as their on-going renewal and replacement programs. The first year of this multi-year plan is termed the Capital Improvement Budget.

All appropriate departments report on the projected status of their present capital projects, the projects that are programmed for the next fiscal year and any changes desired in the previous five-year plan, such as new requests or modified requests, schedules or costs.

Upon review and approval by the City Manager and the Capital Improvement Committee, the Proposed Capital Improvement Program is reviewed by the Local Planning Agency to determine if the projects are in compliance and consistent with the Comprehensive Plan and for the purpose of adding a new fiscal year to the schedule of improvements. All projects that are included in the Capital Improvement Budget must be found to be consistent with the Comprehensive Plan.

The City Manager, with the Local Planning Agency's recommendations, submits the Capital Improvement Program to the City Commission along with the annual operating budget of the City for their approval and appropriation. The City Commission appropriates the first year projects within the Capital Improvement Plan, which constitute the Capital Improvement Budget for the upcoming fiscal year.

## Program Parameter

To develop a Capital Improvement Program it is necessary to identify what is meant by the term "capital improvement". Capital Improvements can be generally defined as:

- ◆ Physical assets, constructed or purchased, that have a minimum cost of \$25,000 either individually or as the cost of a project or program.
- ◆ Property, assets or improvements with an estimated life of five years or more, including land and interest therein.
- ◆ Large-scale physical developments and acquisitions, typically a one-time investment that results in a capital acquisition.

## Planning Area

The Planning Area is considered not only that area within the municipal limits that are serviced by the City, but also those unincorporated (and other incorporated) areas that are serviced or assigned to be serviced by the City. This area can be generally geographically described as follows:

- ◆ Bounded on the north by the Town of Gulf Stream, the City of Boynton Beach and by Palm Beach County along the L-30 Canal.
- ◆ Bounded by the south by the Town of Highland Beach, the City of Boca Raton and by Palm Beach County along the L-38 Canal.
- ◆ Bounded on the east by the Atlantic Ocean.
- ◆ Bounded on the west by the E-3 Canal less certain specific housing developments.

The complete Planning Area is shown on page C15. This currently represents 16.5 square miles.

## Population Projections for Basic Services

2013 Permanent Residents      61,495

## Level of Service Standards

Levels of service are established in the Comprehensive Plan to ensure that public facilities will be sufficient to provide services given the future growth of the City. These standards and the ability to meet them are as follows:

### Sanitary Sewer Treatment System:

- ◆ 115 gallons per person per day in generation inflow
- ◆ plant design capacity of 24mgd average with a 30mgd peak capacity.

*Status:* Plant capacity 24mgd (City of Delray Beach portion 12.0 mgd with present usage 6.5 mgd). Plant capacity is sufficient to buildout.

### Water Treatment System:

- ◆ 240 gallons per day per person usage
- ◆ storage of 15% of maximum flow + a fire reserve of 1.5mg + an emergency reserve of 25% of storage or 8.0 mg at buildout
- ◆ raw water pumping capacity of 21.0 mgd
- ◆ water treatment capacity of 2 mgd
- ◆ water pressure at 20psi minimum

*Status:* Plant capacity 26.0 mgd, present usage 15.05 mgd (ADF), present per capita use 232 gpd (ADF),

wellfield capacity 30 wells, storage capacity 8 mg. Emergency interconnects with the City of Boca Raton, Boynton Beach and Palm Beach County are in place with plant capacity and available supply sufficient to buildout.

### Solid Waste Collection and Disposal System:

(Net of recycling)

- ◆ 1.95 tons per year per single family unit
- ◆ .67 tons per year per multi-family unit (less than 5 units)
- ◆ 1.68 tons per year per mobile home unit
- ◆ .74 tons per year per multi-family unit (more than 4 units)

*Status:* Incineration plant and landfill under jurisdiction of the Solid Waste Authority, present incineration and landfill with additional recycling, mulching and chipping services sufficient to buildout. Local transfer station owned by the City and leased to the Solid Waste Authority since 1983 is under renovation.

### Stormwater Drainage System:

- ◆ Retention of the first inch of runoff
- ◆ Improvements generally made on a priority basis in accordance with Stormwater Master Plan

Drainage, dependent upon the exact location, could be the responsibility of the South Florida Water Management District, or the Lake Worth Drainage District or the City of Delray Beach.

*Status:* New development must comply with codes to be permitted, existing developed areas to be improved in priority order according to the Stormwater Master Plan and in conjunction with annual capital planning.

### Traffic Systems:

- ◆ The City maintains approximately 156 miles of centerline roads.
- ◆ Local streets must be maintained at a level of service (LOS) of "C" under any condition.
- ◆ City collectors and arterials must be maintained at a LOS of "D" under any condition.
- ◆ State and county streets must be maintained at a LOS of "D" under any condition. These standards are set by Palm Beach County, the Treasure Coast Regional Planning Council and the State of Florida Department of Transportation.

*Status:* System will meet standards with existing improvements.

**Open Space and Recreational Facilities:**

- ◆ 3 acres per 1,000 residents for open space
- ◆ National standard for facilities

*Status:* Facilities exceed current standards, open space at 8 acres per 1,000 people, additional ball fields, basketball courts and boat ramps required to meet deficiencies.

**Major Program Objectives and Activities**

The City's Comprehensive Plan lays the groundwork in identifying improvement areas to be programmed. It identifies separate goals, objectives and activities for conservation, public facilities, traffic, open space, housing, coastal management and future land use. Each of these topics is considered an element of the Comprehensive Plan in planning for future growth requirements. The following briefly outlines some of the goals of each element and includes a few of the major programs and activities identified to obtain these goals.

**Conservation Element** - Includes the protection of the water quality and quantity, conservation of sensitive land and air and waterway quality.

- ◆ Reduce per capita water consumption through conservation programs and rates.
- ◆ Reuse wastewater effluent to reduce dependence on surficial aquifer and minimize ocean outfall discharge.

**Public Facilities Element** - To provide a safe and decent physical environment; potable water shall be planned for and provided; sewer collection systems and water distribution shall be provided to unserved areas and existing systems upgraded for the protection of the environment.

- ◆ Fund renewal and replacement for water and sewer infrastructure.
- ◆ Fund maintenance for municipal buildings.
- ◆ Collect hazardous household waste and recycle solid waste.

**Traffic Element** - Goals include accommodating future growth, maintaining uncongested local traffic ways, safe transportation and the creation of alternative transportation for recreation and leisure purposes.

- ◆ Pursue an in town shuttle system.
- ◆ Provide a Scenic Street program.
- ◆ Reduce the number of accidents in targeted areas by eliminating obstacles to vehicle and traffic safety.

**Open Space and Recreation Element** - Provide recreational opportunities and facilities that promote the spirit of the community through the age of "The family that plays together stays together" and provide an open space retention and enhancement program to enrich the quality of life as well as enhance the property values and community aesthetics.

- ◆ Beautify streetscapes and vistas.
- ◆ Create educational interpretive trails.
- ◆ Focus on teen activities.

**Housing Element** - Goals are directed towards the preservation and maintenance of stable neighborhoods and revitalization of declining neighborhoods, to arrest the deterioration of neighborhoods through redevelopment strategies and to meet the current and future housing needs.

- ◆ Provide financial assistance to individuals who desire to improve their homes and neighborhoods through both special "bootstrapping" and loan programs.
- ◆ Establish and maintain outreach programs to all neighborhoods.

**Coastal Management Element** - Continue programs for the protection, conservation and enhancement of the natural coastal environment; add to the overall economic development of the City and enhance efforts in preparing for and handling disasters within the coastal region.

- ◆ Allow for additional marina and mooring facilities.
- ◆ Enhance beach accessibility.

**Future Land Use Element** - Develop remaining vacant land to enhance the existing quality of life, compliment existing land use which shall result in a predominantly residential community; growth shall occur in a manner where development will be serviceable; blighted areas shall be redeveloped and be the major contributing areas to the renaissance of the City; and the public school system shall contribute to the stabilization of neighborhoods.

- ◆ Historic Preservation shall be a cornerstone for creating an identity for the City.
- ◆ Make the development and redevelopment coordination process more efficient.

## Capital Spending

As identified in the Comprehensive Plan, a mature community at 90% build-out, focuses not upon accommodating future growth but upon quality development of remaining vacant areas and redevelopment of areas which are in a state of decline or deterioration. Internally, the City is continuing its efforts to establish the funding of renewal and replacement programs to maintain the condition of existing and new improvements.

Renewal and replacement programs are funded from operating revenues as opposed to bonds, such as the General Capital Improvement Fund (334), Water and Sewer New Capital Outlay (441) or the Water and Sewer Renewal and Replacement Fund (442).

In addition, specific amounts are also set aside for unbudgeted repairs and replacements that arise during the year. Such items include building maintenance and equipment replacement.

The 2013-14 Capital Improvement expenditures for all funds total \$17,183,850, a 47% decrease from the approved capital budget for fiscal year 2013.

The following chart summarizes the capital appropriations for all funds. A more detailed breakdown of projects by fund is provided on pages C17-C33 with specific descriptions for the largest projects provided on page C16.

Capital Program Category	2013-14								Total
	Fund								
	Marina	Beautification	General Construction	Beach Restoration	Water & Sewer	Golf Courses	Storm Water	Garage	
Streets/Sidewalks			2,875,000						2,875,000
Buildings			750,000						750,000
Parks Improvements			497,400	136,320					633,720
Storm Drains							435,000		435,000
Water/Sewer					4,144,900				4,144,900
Machinery/Equip		64,000	842,400			102,600		1,926,100	2,935,100
Other Improvements			980,000						980,000
Contingency/Reserve Debt			190,250		105,100				295,350
Service/Transfer			40,000	4,094,780					4,134,780
<b>Total</b>	<b>0</b>	<b>64,000</b>	<b>6,175,050</b>	<b>4,231,100</b>	<b>4,250,000</b>	<b>102,600</b>	<b>435,000</b>	<b>1,926,100</b>	<b>17,183,850</b>



## Debt Management

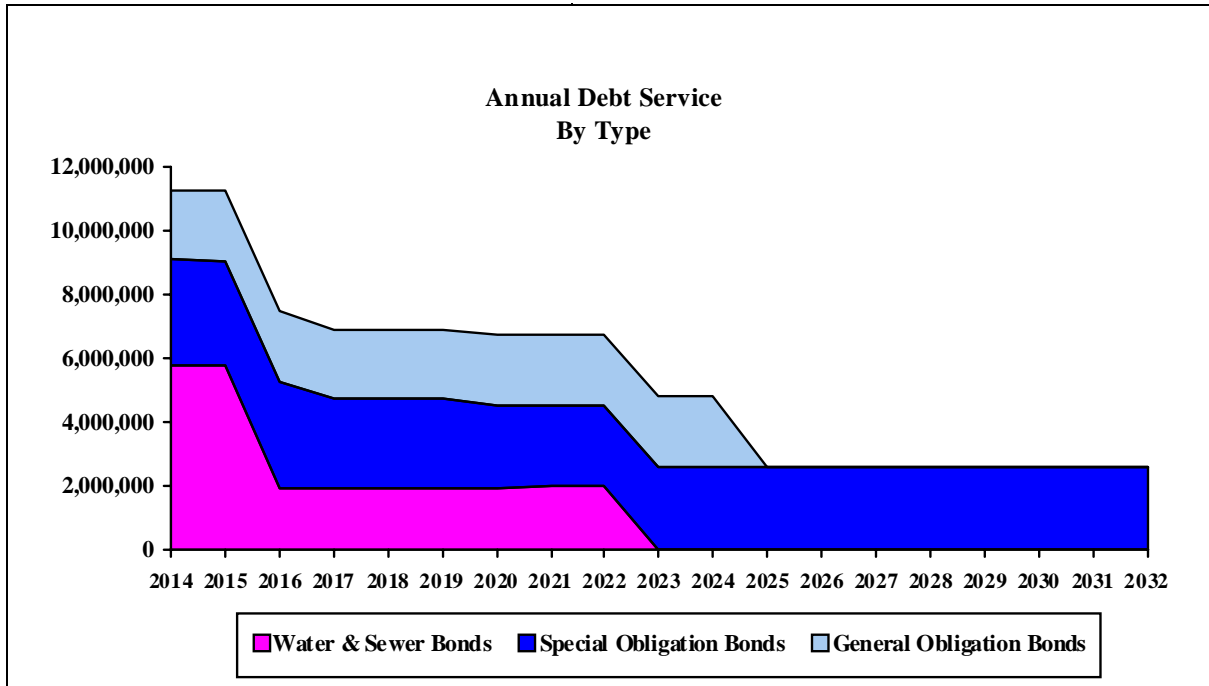
The City has made a conscious effort in the past several years to upgrade the infrastructure of the City to include streets, intersections, sidewalks, water facilities and lines, sewer collection systems, stormwater drainage, alleyways and solid waste. In addition, we have improved fire protection facilities, police facilities, parks, contributed to the restoration of the downtown area and provided for the beautification of our streets and median strips throughout the City.

The majority of our capital requirements are met through the issuance of long-term bonds. These include general obligation bonds, revenue bonds secured by Water and Sewer revenues as well as non-ad valorem tax revenues.

The graph illustrates debt service through the year 2032. As you can see, there is a drastic drop off in the debt service in year 2015. Debt acquired in the future most likely will be structured so that total debt service will be level in year 2015 and years forward.

Each new borrowing is analyzed taking into consideration the amount to be funded, the current borrowing rate and the existing and proposed annual debt service structure. A determination is made on whether taxes or fees must be increased to support the proposed debt and how the rate change, if any, affects the taxpayers or citizens.

Recent bond issues have been structured on a combined basis to achieve level annual debt service. This was accomplished by placing principal amounts in later years, therefore eliminating any substantial rate increases in any one year.



**Debt Management Policy**

**Purpose**

The City of Delray Beach enacts the following policies in an effort to standardize and rationalize the issuance and management of debt. The primary objective is to establish conditions for the use of debt and create procedures and policies that minimize the City’s debt service and issuance costs, retain the highest practical credit rating, and maintain full and complete financial disclosure and reporting.

**Responsibility**

The Director of Finance shall essentially be responsible for compliance of these guidelines and obtaining the necessary resources and assistance to assure their achievement in an economical manner. Where independent professionals are involved or charged with some aspect of the debt management, they shall also follow these guidelines. Responsibilities shall consist of the following:

- ◆ Meet as necessary to consider the need for financing and assess progress on the Capital Improvement Program.

- ◆ Discuss matters relative to the preparation of a financing; review changes in state and federal legislation.
- ◆ Review, as needed, the resolutions authorizing the issuance of obligations to ensure compliance.
- ◆ Review services provided by the Financial Advisor, Bond Counsel, Paying Agent and Registrar and other service providers to evaluate the extent and effectiveness of services being provided.

**Capital Planning**

To enhance credit worthiness and prudent financial management, the City of Delray Beach is committed to systematic capital planning, intergovernmental cooperation and coordination, and long-term financing financial planning. Evidence of this commitment to systematic capital planning will be demonstrated through adoption and periodic adjustment of a Comprehensive Plan. The Comprehensive Plan shall contain a Capital Improvement Element that shall serve as a guide to the development of a five-year Capital Improvement Plan consisting of project lists and revenue sources for the current year as well as the next five.

The CIP shall be reviewed by the Capital Improvement Committee consisting of the City Manager, Assistant City Manager, Director of Finance, Environmental Services Director, Parks and Recreation Director, Public Works Director, Community Improvement Director, Police and Fire Chiefs, Planning Director, Budget Officer, Accountant and the City Engineer. The final draft of the Capital Improvement Plan shall be submitted for review to the Planning and Zoning Board to ensure that projects are in compliance with the Comprehensive Plan.

### **Limitations On City Indebtedness**

- ◆ The City will attempt to maintain primarily a “pay as you go” financing program for capital improvements. Debt financing, to include general obligation bonds, revenue bonds, certificates of participation, lease/purchase agreements, and other obligations permitted to be issued under Florida state law, shall only be used to purchase capital assets and infrastructure that cannot be acquired from either current revenues or fund balance.
- ◆ Long term debt will not be issued in order to finance current operating costs or normal, routine maintenance.
- ◆ All long-term debt will be repaid in a period of time not to exceed the estimated useful life of the asset being purchased or constructed.
- ◆ The City shall not assume more tax-supported general purpose debt than it retires each year without conducting an objective analysis as to the community’s ability to assume and support additional debt service payments.
- ◆ For the City to issue additional pari passu bonds, covenants as authorized in the respective bond issues must be complied with.
- ◆ When appropriate, self-supporting revenue bonds shall be issued before general obligation bonds.
- ◆ The City will strive to maintain a gross bonded general obligation principal debt at a level not to exceed 2% of the assessed value of taxable property within the City.
- ◆ The City will strive to ensure that its net bonded debt per capita does not exceed \$700.

- ◆ The City will strive to ensure that the combined total of its direct net bonded debt and its share of overlapping debt issued within Palm Beach County does not exceed \$2,000 per capita.
- ◆ The City will strive to ensure that annual general bonded debt service costs (principal and interest) will not exceed 15% of General Fund Expenditures (excluding one-time bond and extraordinary expenses).

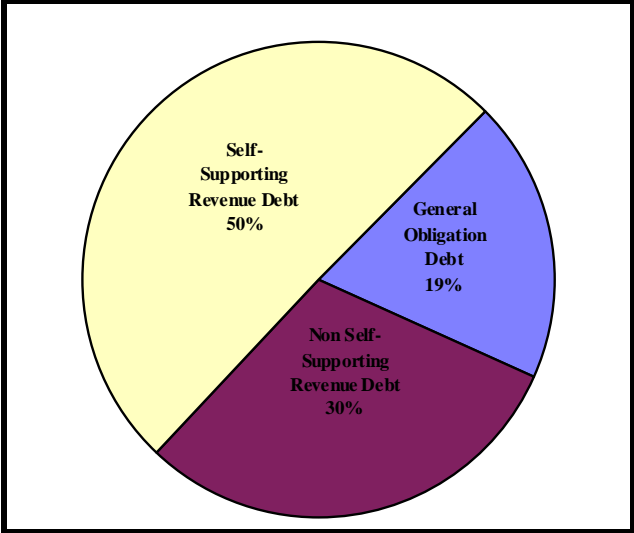
### **Other Fiscal Policies**

- ◆ The City will adopt an annual budget for all funds as required by the State of Florida in which expenditures do not exceed projected revenues.
- ◆ The City will strive to develop and maintain a General Fund Undesignated Fund Balance of 20-25% of annual General Fund revenues (excluding one-time bond and extraordinary receipts).
- ◆ The City will strive to maintain a water/sewer renewal and replacement program annually consisting of 2.5% of the value of fixed assets of the Water and Sewer Fund excluding land and work in progress.

### **Overall Debt Position**

The total principal and interest remaining for all long-term debt through the year 2032 totals \$126,373,789. The ratio of gross General Obligation Debt to assessed value is 0.0005. The gross bonded General Obligation Debt per capita is \$388.35, a decrease of \$27.46 over the prior year. The City’s millage rate decreased in 2014 to 7.5064 mils (State cap at 10.00 mils for operating millage). The total assessed value of properties in the City had consistently increased even with a 3% cap on residential assessed values until FY 2009. The assessed values increased 19.97% in 2006, 29.62% in 2007, 3.94% in 2008 and decreased 6.24% in 2009, 13.98% in 2010, 12.02% in 2011, .30% in 2012 and 1.13% in 2013. The assessed valuation growth increased in 2014 by 6.49%. The millage rate for debt service in 2002 was .6300 mils and is currently .3453 mils.

**Total Direct Debt**



The total principal and interest as a percent of the operating budgets for FY 2014 is as follows:

- ◆ General Fund 5%
- ◆ Water & Sewer Fund 17%
- ◆ Municipal Golf Course Fund 12%
- ◆ Lakeview Golf Course Fund 23%
- ◆ Stormwater Fund 5%

**Total Direct Debt Per Capita  
 FY 2014**

<b>Debt</b>	<b>Debt</b>	<b>Per Capita</b>
General Obligation Debt	\$2,168,937	\$35.10
Non Self-Supporting Revenue Debt	3,463,318	56.04
Self-Supporting Revenue Debt	<u>5,744,504</u>	<u>92.95</u>
<b>Total Direct Debt</b>	<b>\$11,376,759</b>	<b>\$184.09</b>

**Outstanding Debt**

The following pages include schedules by bond type for the remaining principal and interest through the maturity dates, a description of the bond types and the legal debt limitations.

<b>General Obligation Bonds Summary Schedule of Bond Requirements to Maturity</b>			
<b><u>Fiscal Year</u> <u>Ending Sept. 30</u></b>	<b><u>GO 2004</u></b>	<b><u>GO 2005</u></b>	<b><u>Total GO Debt</u> <u>Service</u></b>
2014	1,048,877	1,120,060	2,168,937
2015	1,047,534	1,119,558	2,167,092
2016	1,049,228	1,122,707	2,171,935
2017	1,049,797	1,124,403	2,174,200
2018	1,049,970	1,129,543	2,179,513
2019	1,048,392	1,128,127	2,176,519
2020	1,049,710	1,135,051	2,184,761
2021	1,048,757	1,140,107	2,188,864
2022	1,045,464	1,143,295	2,188,760
2023	1,044,901	1,149,512	2,194,413
<u>2024</u>	<u>1,047,037</u>	<u>1,158,551</u>	<u>2,205,589</u>
<b>Totals</b>	<b>11,529,669</b>	<b>12,470,914</b>	<b>24,000,583</b>

General Obligation (G.O.) Bonds are obligations of the City for which its full faith, credit and taxing power have been irrevocably pledged. These bonds require a majority approval of the voters unless the bonds are issued as refunding bonds that achieve net interest cost savings. The Florida Constitution does not provide a limit on the amount of ad valorem taxes that may be levied to pay the principal and interest of general obligation bonds. It does however, provide a limitation on the tax levy for operating purposes in an amount not to exceed ten mills of the assessed valuation of real and personal property (F.S. 200.081).

The millage rate required to fund the City’s G.O. debt for fiscal year 2014 is \$0.3453 mills per \$1,000 of the preliminary assessed value. This is a 42.8% decrease over fiscal year 2013 as a result of a decrease in the total annual debt service of \$1,400,890.

**Uses of Funds**

**Series 2002** – This series of bonds was issued for the purpose of refunding the Series 1993 bonds which were issued for financing the cost of partially refunding the 1990 Decade of Excellence Phase I bonds and for the purpose of funding the Decade of Excellence Phase II projects. Phase II projects included neighborhood improvements, renovations at five parks, including parks for sports use and adult recreation. Improvements to the City’s fire facilities included the construction of a Fire Headquarters/Fire Station No. 1 facility to replace the central fire station, a new fire station to serve the southwestern section of the City and the renovation of two stations. Equipment was also included for the new station as well as the replacement of three pumpers originally purchased 16 to 20 years earlier. Partial funding was also provided for the historical restoration project known as Old School Square. The former 1926 Delray Beach Elementary School site serves as a culture and arts complex.

**Series 2004 and Series 2005** – These bonds were issued for the costs of acquisition, construction, reconstruction and equipping of new and certain Parks and Recreation centers. Additional projects include a parking garage and furnishings for a new library.

<b>Water &amp; Sewer Revenue Bonds</b>					
<b>Summary Schedule of Bond Requirements to Maturity</b>					
<b>Fiscal Year 2013-14</b>					
<u>Fiscal Year</u> <u>Ending</u> <u>September</u> <u>30th</u>	<u>Water and</u> <u>Sewer</u> <u>Revenue</u> <u>1993</u>	<u>Water and</u> <u>Sewer</u> <u>Revenue</u> <u>2006B</u>	<u>Water and</u> <u>Sewer</u> <u>Revenue</u> <u>2011A</u>	<u>Water and</u> <u>Sewer</u> <u>Revenue</u> <u>2011B</u>	<u>Total Water</u> <u>and Sewer</u> <u>Debt Service</u>
2014	4,475,000	200,298	618,262	450,944	\$ 5,744,504
2015	<u>4,475,000</u>	199,626	616,770	449,701	\$ 5,741,097
2016		213,457	595,278	1,130,722	\$ 1,939,457
2017		211,791	598,731	1,128,843	\$ 1,939,365
2018		214,826	596,907	1,126,522	\$ 1,938,255
2019		212,562	599,807	1,118,814	\$ 1,931,183
2020		215,000	597,431	1,120,665	\$ 1,933,096
2021		212,140	604,724	1,131,852	\$ 1,948,716
<u>2022</u>		<u>209,080</u>	<u>606,630</u>	<u>1,132,376</u>	<u>\$ 1,948,086</u>
<b>Totals</b>	<b>\$ 8,950,000</b>	<b>\$1,888,780</b>	<b>\$5,434,540</b>	<b>\$8,790,439</b>	<b>\$25,063,759</b>

Water and Sewer revenue bonds are pledged with water and sewer net revenues. Net revenues are defined as the gross revenues remaining after the deduction of operating expenses plus any elected special assessments.

The City has covenanted that it will establish and maintain rates in order to provide net revenues which will be adequate to pay at least 110% of the annual debt service requirement. The debt service coverage at September 30, 2013 was 305% (unaudited).

The City further covenants that in order to issue additional parity bonds the City must receive during any 12 consecutive months of the 18 months prior to any issuance an amount equal to 120% of the maximum annual debt service requirement for all outstanding bonds and those proposed to be issued if the rates have been in place and 130% if new rates are proposed.

**Uses of Funds**

**Series 1993** - These bonds were issued in part to refund a portion of the Series 1988 and Series 1991, and to provide funds for the acquisition and construction of certain additions, extensions and improvements to meet future demands of the City's combined public utility.

**Series 2006B** – These bonds were issued to finance the City's share of the reclaimed water treatment project at the South Central Regional Wastewater Plant.

**Series 2011A** – This series of bonds were issued to refinance the outstanding 2006A bonds.

**Series 2011B** – This series of bonds were used to refinance the outstanding 2007 bonds.

<b>Special Revenue Bonds Summary Schedule of Bond Requirements to Maturity Fiscal Year 2013-14</b>			
<u>Fiscal Year</u> <u>Ending Sept. 30</u>	<u>Utility Tax</u> <u>Improvement</u> <u>Bonds</u>	<u>Revenue Bonds</u>	<u>Total Special</u> <u>Revenue Bonds</u>
2014	1,769,060	1,572,542	3,341,602
2015	1,769,460	1,574,258	3,343,718
2016	1,768,620	1,573,406	3,342,026
2017	1,216,500	1,576,654	2,793,154
2018	1,216,500	1,577,228	2,793,728
2019	1,216,500	<u>1,585,132</u>	2,801,632
2020	2,591,500		2,591,500
2021	2,587,750		2,587,750
2022	2,590,750		2,590,750
2023	2,590,000		2,590,000
2024	2,590,500		2,590,500
2025	2,592,000		2,592,000
2026	2,589,250		2,589,250
2027	2,592,250		2,592,250
2028	2,590,500		2,590,500
2029	2,589,000		2,589,000
2030	2,587,500		2,587,500
2031	2,590,750		2,590,750
<u>2032</u>	<u>2,588,250</u>		<u>2,588,250</u>
<b>Totals</b>	<b>42,626,640</b>	<b>9,459,220</b>	<b>52,085,860</b>

Special revenue bonds issued in 2002 and 2007 are pledged with revenues gained by the City's authority to levy a tax on the purchase of utilities. Special revenue bonds issued in 2000, 2003 and 2008 are pledged with non-ad valorem tax revenues. The pledge excludes utility tax revenues previously collateralized. No rates are specifically levied to satisfy debt service coverages.

The City currently levies a utility tax at the rate of 10% on the sale of electricity, 10% on the sale of metered and bottled gas and 5.22% on the sale of telecommunication services.

The utility tax may not exceed 10% of the payments received by the seller of the service pursuant to Florida State Statute 166.23. The City's Bond Covenant further restricts the issuance of any additional parity bonds. The City must collect within any 12 consecutive months of the 18 months prior to any issuance an amount equal to 125% of the maximum annual debt service requirement for all bonds outstanding and those proposed to be issued. At fiscal year ending September 30, 2013, the unaudited debt service coverages for bond issues pledged with utility taxes and non-advalorem tax revenue bonds were 490% and 318%, respectively.

## Uses of Funds

### Utility Tax Bonds

**Series 2002** - The Series 1992, 1994, 1995, 1996, 1998, and 1999 were refunded in December, 2002.

The Series 1992 financing was issued for the purpose of refunding bond series issued in 1967, 1978, 1987 and a 1989 Utility Tax Note as well as providing new proceeds of \$435,000 for renovations to the Crest Theater at Old School Square. The Series 1967 Bonds financed the cost of improvements to prevent beach erosion, construction of a law enforcement building and the acquisition and improvement of off-street parking lots. The Series 1978 Bonds were issued for financing part of the cost for the Public Works facilities, acquisition of the Municipal Golf Course and improvements to the facilities, improvements and extensions to the sanitary sewer system and for acquisition of property for municipal purposes. Projects funded through the Series 1987 Bonds included street beautification, acquisition of land for a county courthouse, improvements and additions to certain fire facilities, as well as extensions and improvements to City Hall.

The Series 1994 bonds were issued to pay the demolition cost of the clubhouse and pro-shop located at the municipal golf course and the design, engineering, construction, and equipping of a new clubhouse, pro-shop and related facilities. The issue amount also included permanent financing for a short-term note obtained to reconstruct the swimming pool at Pompey Park and partial funding for the construction of the Tennis Center project.

The Series 1995 proceeds funded the acquisition cost, improvement and equipping of the Lakeview Executive Golf Course.

The Series 1996 proceeds financed the cost of design, engineering, construction, improving and equipping Lakeview Golf Course.

The Series 1998 Note was issued to finance certain renovations to City Hall including: (1) the fortification and hardening of walls to protect the building from wind damage, (2) renovation of the Finance Department in City Hall, (3) renovation of the Golf Course dining facility, (4) acquisition and construction of a new clubhouse at Lakeview Golf Course.

**Series 2007** – These bonds were issued to finance various Parks and Recreation projects, Fire Station #4, the Environmental Services Building (in part) and to refund the City's 2005 line of credit which was used to fund the Old School Square parking garage project.

### Non-Advalorem Revenue Bonds

**Series 2000** – This financing was for the cost of consultation, design, engineering, construction, and equipping of roadway improvements including appurtenant water, sewer and drainage work. The bonds will also finance, in part, the 800 MHz digital radio system.

**Series 2003** – This note was issued in order to refund the 2002 Line of Credit which provided interim financing for the Atlantic High School Project. These bonds were also issued to finance the library project.

**Series 2013 (Tax Exempt)** – This line of credit provides interim financing for a Beach Renourishment project as well as the North Federal Highway Beautification Project.

**Series 2013 (Taxable)** – This series refunded the 2008 Line of Credit which was issued for the purpose of financing the retail portion of the Old School Project. Future sales proceeds will be used to pay off this note.

**Installment Agreements** – The City has one capital purchase agreement with an original lease amount of \$825,000 for public safety hardware and software.



## Future Debt Planning

The City anticipates entering into a lease agreement for financial software totaling \$900,000 in fiscal year 2013 – 14 and permanently financing the 2013 Tax Exempt line of credit in fiscal year 2015-16.

<b>Summary Schedule of all Debt Service Requirements (Principal and Interest) to Maturity</b>					
<u>Fiscal Year</u> <u>Ending</u> <u>September</u> <u>30th</u>	<u>General</u> <u>Obligation</u> <u>Bonds</u>	<u>Revenue</u> <u>Bonds</u>	<u>Water and</u> <u>Sewer</u> <u>Revenue</u> <u>Bonds</u>	<u>Installment</u> <u>Agreements</u>	<u>Total</u> <u>Requirements</u>
2014	2,168,937	9,340,034	5,744,504	125,764	17,379,239
2015	2,167,092	7,081,677	5,741,097	125,764	15,115,630
2016	2,171,935	18,829,221	1,939,457	125,764	23,066,377
2017	2,174,200	2,793,154	1,939,365	125,763	7,032,482
2018	2,179,513	2,793,728	1,938,255	125,763	7,037,259
2019	2,176,519	2,801,632	1,931,183	20,964	6,930,298
2020	2,184,761	2,591,500	1,933,096		6,709,357
2021	2,188,864	2,587,750	1,948,716		6,725,330
2022	2,188,760	2,590,750	1,948,086		6,727,596
2023	2,194,413	2,590,000			4,784,413
2024	2,205,589	2,590,500			4,796,089
2025		2,592,000			2,592,000
2026		2,589,250			2,589,250
2027		2,592,250			2,592,250
2028		2,590,500			2,590,500
2029		2,589,000			2,589,000
2030		2,587,500			2,587,500
2031		2,590,750			2,590,750
2032		2,588,250			2,588,250
<b>Total</b>	<b>\$24,000,583</b>	<b>\$77,309,446</b>	<b>\$25,063,759</b>	<b>\$881,604</b>	<b>\$127,023,570</b>

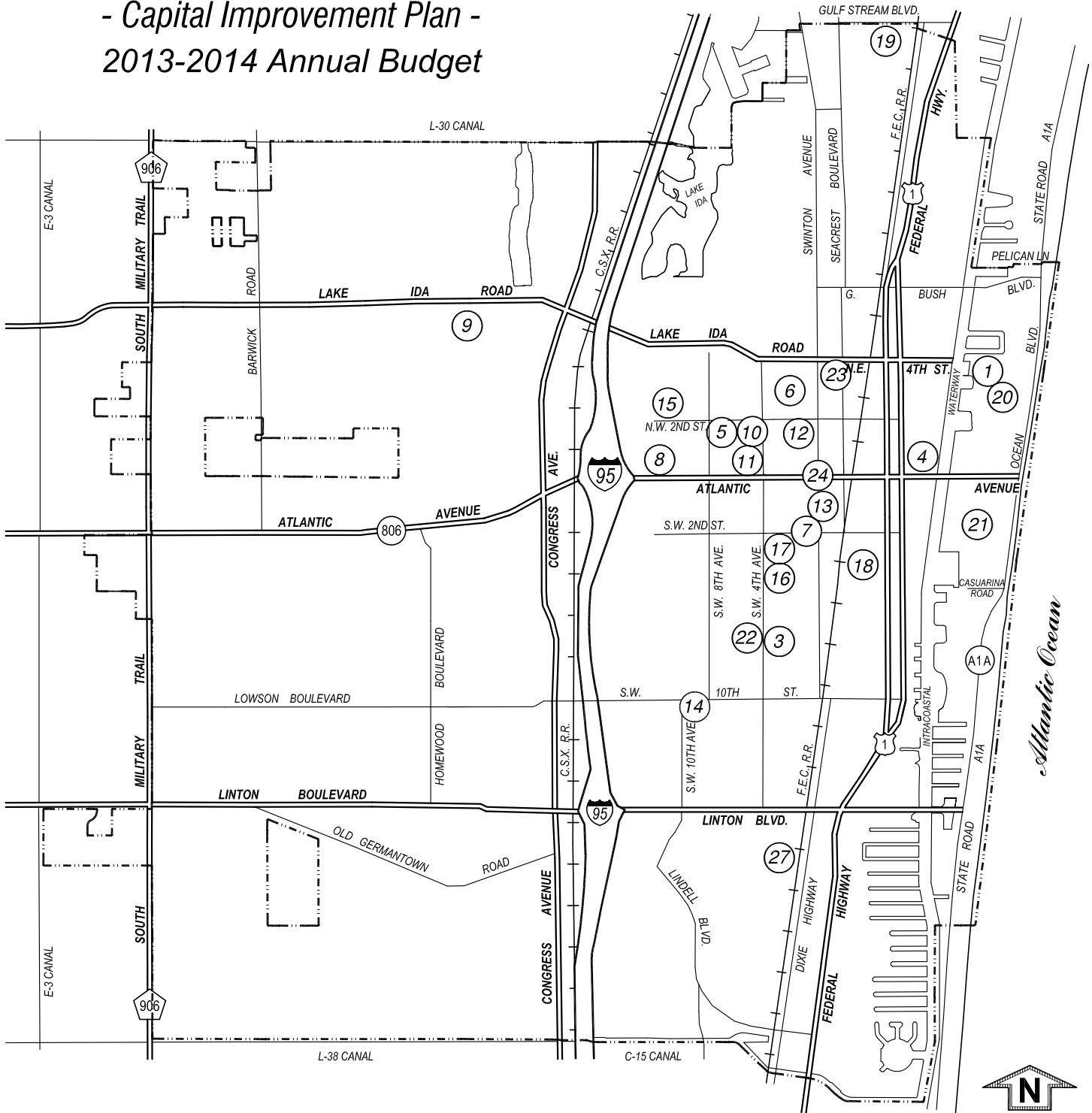
## **Conclusion**

The following pages provide the Capital Improvement Plan as it is presently scheduled for the five-year period 2014 to 2018. The Capital Improvement Budget is presented under the FY 2013-14 column. Brief project descriptions and a location map for some of the larger projects can be found on pages C15.

The presentation follows a cash flow format in order for the reader to understand where the funding sources are derived for the listed projects. Uncommitted or reserved fund balances available for capital projects, renewal and replacement, and emergencies are also disclosed.

# CITY OF DELRAY BEACH, FLORIDA

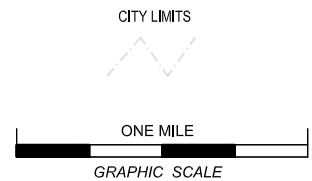
## - Capital Improvement Plan - 2013-2014 Annual Budget



### PROJECTS

- |  |  |
|--|--|
| 1. RECLAIM WATER AREA 12A PHASE 2      | 16. MERRITT PARK                               |
| 2. AUTOMATED METER READING (CITY WIDE) | 17. BUILDING MAINTENANCE                       |
| 3. VEHICLE REPLACEMENT                 | 18. OSCEOLA ALLEYS PHASE 2                     |
| 4. BLOCK 117 GARAGE STUDY              | 19. STREET RESURFACE/RECONSTRUCTION            |
| 5. FIRE ENGINE                         | 20. RECLAIMED WATER DIST-CUST CONNECT          |
| 6. NE 3RD STREETSCAPE                  | 21. RECLAIM WATER AREA 12B                     |
| 7. SE 2ND ST - SWINTON - SE 3RD AVE    | 22. WTP CLARIFIER 1 & 3 REHAB                  |
| 8. NW 12TH AVE - ATLANTIC - MLK        | 23. CANNERY ROW PARK                           |
| 9. DELRAY SHORES W/M                   | 24. SWINTON AND ATLANTIC INTERSECTIONS         |
| 10. FIRE HQ PUBLIC PLAZA               | 25. RR XING MAINTENANCE (CITY WIDE)            |
| 11. ALS TRUCK REPLACEMENT              | 26. COMPUTER REPLACEMENT (CITY WIDE)           |
| 12. OMS SERVER REPLACEMENT             | 27. LITTLE FENWAY PARK                         |
| 13. S SWINTON - SW/E 1ST SIGNAL        | 28. RAPID RECOVERY SYSTEM                      |
| 14. SW 10TH/9TH AVE IMPROV             | 29. PRODUCTION WELL REHABILITATION (CITY WIDE) |
| 15. POMPEY BUILDING REPROOF            | 30. SANITARY SEWER MAIN REHAB (CITY WIDE)      |
|  | 31. DRAINAGE SWALES (CITY WIDE)                |

\* NOTE: NUMBERS NOT DEPICTED ON THE MAP REPRESENT BUDGET ITEMS NOT RELATING TO A SPECIFIC LOCATION OR AREA NOT YET DECIDED AT THIS TIME. SOME PROJECTS MAY APPEAR IN MULTIPLE LOCATIONS.



CITY OF DELRAY BEACH, FL  
PLANNING & ZONING DEPARTMENT  
JANUARY 2014

-- DIGITAL BASE MAP SYSTEM --

## Project Descriptions

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1. **Reclaim Water Area 12A Phase 2 (\$1,250,000):** Phase 2 construction in the Area 12A Reclaimed Water transmission and distribution system on the Barrier Island from Atlantic Ave south to Casuarina Road.
2. **Automated Meter Reading (\$1,000,000):** Continue installation of Automated Meter Reading (AMR) water meter system throughout the City to all water customers. The system is capable of identifying areas of water loss. FY 14 is the second year of this multi-year program with an estimated cost of \$3 million.
3. **Vehicle Replacement (\$900,000):** Annual program for the replacement of fleet vehicles. Not deducted are the costs for vehicles being requested for replacement by the Fire Department or other departments under a separate submittal.
4. **Block 117 Garage Study (\$750,000):** Begin design of new parking structure on Block 117. Construction timeframe undetermined at this time.
5. **Fire Engine (\$604,700):** Fire engine replacement.
6. **NE 3<sup>rd</sup> Streetscape (\$600,000):** Provide street enhancements and install sidewalks on NE 3<sup>rd</sup> St between NE 2<sup>nd</sup> Ave and NE 3<sup>rd</sup> Ave; NE 3<sup>rd</sup> Ave between NE 3<sup>rd</sup> St and NE 4<sup>th</sup> St and the alley that is also known as Artists Alley. Conceptual designs are currently under design.
7. **SE 2 St – Swinton SE 3 Ave (\$580,000):** Provide street enhancements including paver sidewalks, landscaping, decorative street lights and underground utilities, drainage and on street parking.
8. **NW 12 Ave/Atlantic/MLK (\$550,000):** This beautification project will include one-street parallel parking, landscaping and alley improvements. CRA to provide funding for hardscape features.
9. **Delray Shores W/M (\$374,900):** Upgrade water mains – Angler Drive, Dolphin Dr and Fern Lane.
10. **Fire HQ Public Plaza (\$325,000):** Design public plaza at NW corner of W Atlantic Ave and NW 5<sup>th</sup> Ave. CRA to fund design and construction.
11. **ALS Truck Replacement (\$311,400):** Replacement of Advanced Life Support heavy duty transport vehicles.
12. **OMS Server Replacement (\$295,000):** Replace old physical servers that have slow processors, low memory and disk space.
13. **S Swinton – SW/E 1<sup>st</sup> Signal (\$250,000):** Install mast arm signal at this intersection to accommodate two way traffic on SE 1<sup>st</sup> St. Signal design funded in FY 13.
14. **SW 10<sup>th</sup>/9<sup>th</sup> Ave Improvements (\$230,000):** SW 10<sup>th</sup> Ave between W Atlantic Ave and SW 1<sup>st</sup> St; provide paver sidewalk, on street parallel parking and decorative street lights on east side. SW 9<sup>th</sup> Ave between W Atlantic and SW 1<sup>st</sup> St; complete the sidewalk on the west side with paver brick sidewalk.
15. **Pompey Building Reroof (\$225,000):** Reroof Pompey Park Community Center and bring roof top units up to code.
16. **Merritt Park (\$200,000):** Replace sod on playing surface (remove baseball infield on south field); upgrade irrigation system, backstops, fencing and restroom building. Additional parking.
17. **Building Maintenance (\$200,000):** Replacement of failing AC units, wood work and painting at various buildings. Maintenance and repair of tile and flat roofs, interior replacement of various plumbing and electrical fixtures, upgrading lighting to high efficiency – low mercury and motion sensors.
18. **Osceola Alleys Phase 2 (\$200,000):** Pave 3 alleys in Osceola neighborhood.
19. **Street Resurface/Reconstruction (\$200,000):** Annual street resurfacing.
20. **Reclaimed Water Distribution – Customer Connect (\$185,000):** Connections of customers to the reclaimed water system in conjunction with the system expansion.

## Fund 115 Special Projects Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-14	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve		468,976	448,450	448,450	448,450	448,450	448,450
Court Fine & Forfeitures	115-0000-351.10-06	20,000	20,000	20,000	20,000	20,000	20,000
In Lieu of Parking Fees	115-0000-344.56-00	1,084,135	1,082,310	1,172,210	1,176,110	1,180,010	1,183,910
Parking License Fees	115-0000-248.01-05	514,900	78,330	138,330	198,330	258,330	318,330
Transfer from Gen Const	115-0000-381.34-00	21,840	50,690	140,820	6,360	19,500	0
Transfer from Rec Impact Fee	115-0000-381.17-00	0	2,850	0	0	8,220	0
Transfer from Marina	115-0000-381.xx-xx	0	0	0	0	0	0
Interest on Investments	115-0000-361.10-00	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL SOURCES OF FUNDS</b>		2,110,851	1,683,630	1,920,810	1,850,250	1,935,510	1,971,690
<b>USES OF FUNDS</b>							
Other Operating (Fed Forf)	115-6111-581.99-01	60,370	21,000	21,000	21,000	21,000	21,000
Other Professional Services	115-1702-579.31-90	21,840	53,540	140,820	6,360	27,720	0
Transfer to General Fund	115-9111-581.91-01	661,650	0	0	0	0	0
Project Reserve	115-6111-581.99-01	1,385,839	1,609,090	1,758,990	1,822,890	1,886,790	1,950,690
<b>TOTAL USES OF FUNDS</b>		2,129,699	1,683,630	1,920,810	1,850,250	1,935,510	1,971,690
<b>YEAR-END BALANCE</b>		-18,848	0	0	0	0	0

## Fund 117 Recreation Impact Fee Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Fund Balance	Balance Sheet	36,997	0	0	0	0	0
Prior Year Project Reserve	117-0000-303.10-00	460,620	381,117	438,367	463,967	489,567	515,167
Recreation Impact Fees	117-0000-361.17-00	132,500	116,750	25,000	25,000	25,000	25,000
Transfer from Gen Const	117-0000-381.15-00	23,850	0	0	0	0	0
Transfer from General Fund	117-0000-381.34-00	49,150	0	0	0	0	0
Contributions & Donations	117-0000-366.70-00	0	142,850	0	0	0	0
Interest of Investments	117-0000-253.10-00	500	500	600	600	600	600
<b>TOTAL SOURCES OF FUNDS</b>		703,617	641,217	463,967	489,567	515,167	540,767
<b>USES OF FUNDS</b>							
Worthing Park Improvements	117-4133-572.68-19	0	0	0	0	0	0
Merritt Park	117-4151-572.63-40	0	200,000	0	0	0	0
Beach Pavillion	117-4170-572.68-83	240,000	0	0	0	0	0
Transfer to General Const	117-9111-581.91-03	82,500	0	0	0	0	0
Transfer to Public Arts	117-9111-581.91-15	0	2,850	0	0	0	0
Project Reserve	117-4133-572.99-01	381,117	438,367	463,967	489,567	515,167	540,767
<b>TOTAL USES OF FUNDS</b>		703,617	641,217	463,967	489,567	515,167	540,767
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

## Fund 118 Neighborhood Services Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Fund Balance		401,870	0	0	0	0	0
Dept HUD Neighborhood Stab	118-0000-331.84-11	256,589	0	0	0	0	0
Residential Mitigation Prog	118-0000-334.42-00	0	150,000	0	0	0	0
CDBG	N/A	942,673	413,560	600,000	600,000	600,000	600,000
Disaster Recovery Initiative	118-0000-331.84-06	0	0	0	0	0	0
SHIP Program	118-0000-334.48-00	23,778	87,540	0	0	0	0
2005 DRI3 - Fire Headqtrs	118-0000-331.84-15	613,350	0	0	0	0	0
West Settler's Façade	118-0000-337.45-01	50,000	25,000	35,000	35,000	35,000	35,000
NSP Proceeds	118-0000-388.10-00	283,055	0	100,000	50,000	0	0
Federal Grant-NRC	118-0000-331.xx-xx	0	0	0	0	0	0
Citizen-Easement Grant Prg	118-0000-337.28-01	5,000	0	0	0	0	0
Contributions & Donations	Multi	42,840	79,540	42,840	42,840	42,840	42,840
Curb Appeal Program	118-0000-366.70-56	35,000	35,000	35,000	35,000	35,000	35,000
CRA-Neighborhood Stab	118-0000-366.70-57	0	460,010	100,000	50,000	0	0
Transfer from General Fund	118-0000-381-10.00	149,430	149,430	149,430	149,430	149,430	149,430
<b>TOTAL SOURCES OF FUNDS</b>		2,803,585	1,400,080	1,062,270	962,270	862,270	862,270

<b>USES OF FUNDS</b>							
Hope III acquisitions	118-1922-554	250	0	0	0	0	0
SHIP Program-State Grant	118-1924-554	23,778	87,540	0	0	0	0
Western Settlers' Grant	118-1930-554	50,000	65,000	40,000	40,000	40,000	40,000
Curb Appeal	118-1930-554	71,472	0	35,000	35,000	35,000	35,000
Beacon Center Village Prog	118-1931-562	0	0	0	0	0	0
Workforce Housing	118-1933-554	4,594	0	0	0	0	0
Neighborhood Stabilization	118-1934-554	241,715	203,420	100,000	50,000	0	0
Neighborhood Stabilization	118-1935-554	637,898	257,130	100,000	50,000	0	0
Residential Mitigation Prog	118-1936-554	0	150,000	0	0	0	0
Disaster Recovery Initiative	118-1960/2-554	613,350	0	0	0	0	0
Planning Administration	118-1961-554	74,170	65,210	80,000	80,000	80,000	80,000
Housing Rehab-Federal Grant	118-1963-554	603,405	296,970	350,000	400,000	400,000	400,000
Neighborhood Services	118-1965-554	86,108	25,000	100,000	80,000	80,000	80,000
Grants & Aids	118-1966-554	186,970	62,030	70,000	60,000	60,000	60,000
Neighborhood Housing	118-1974-554	209,875	187,780	187,270	187,270	187,270	187,270
Project Reserve	Various						
<b>TOTAL USES OF FUNDS</b>		2,803,585	1,400,080	1,062,270	982,270	882,270	882,270
<b>YEAR-END BALANCE</b>		0	0	0	-20,000	-20,000	-20,000

**Fund 119 Beautification Trust Fund**

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
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<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve		0	0	0	10,100	20,301	30,604
Prior Year Fund Balance	119-0000-271.00-00	0	0	0	0	0	0
Interest on Investments	119-0000-361.10-00	500	0	0	0	0	0
FDOT - Atlantic Ave Median	119-0000-334.62-32	10,000	0	0	0	0	0
Contribution CRA	119-0000-366.70-00	1,095	18,490	0	0	0	0
General Fund Transfers	119-0000-381.10-00	870,000	870,000	878,700	887,487	896,362	905,325
Water/Sewer Fund Transfers	119-0000-381.41-00	5,190	5,190	5,320	5,479	5,671	5,898
<b>TOTAL SOURCES OF FUNDS</b>		886,785	893,680	884,020	903,066	922,334	941,827

<b>USES OF FUNDS</b>							
Computerized Irrigation System	119-4144-572.64-90	50,000	50,000	0	0	0	0
Misc Capital	119-4144-572.64-90	14,017	0	0	0	0	0
Operating Expenses	Various	822,768	843,680	873,920	882,765	891,730	900,817
Project Reserve	119-4144-581.99-01	0	0	10,100	20,301	30,604	41,010
<b>TOTAL USES OF FUNDS</b>		886,785	893,680	884,020	903,066	922,334	941,827
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0



### Fund 332 Beach Restoration Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve			160,500	0	0	0	0
Federal Grants	332-0000-331.37-00	0	67,050	70,384	57,896	59,633	61,422
State Grants	332-0000-334.31-00	0	1,779,380	27,283	12,538	12,915	13,302
County Grants	332-0000-337.31-00	0	1,768,170	3,505	0	0	0
Interest on Investments	332-0000-361.10-00	0	0	0	0	0	0
Construction Loan	332-0000-xxx.xx-xx	9,549,894	0	0	0	0	0
Transfer from General Fund	332-0000-381.10-00	221,350	456,000	41,078	48,326	49,258	51,616
<b>TOTAL SOURCES OF FUNDS</b>		9,771,244	4,231,100	142,250	118,760	121,806	126,340
<b>USES OF FUNDS</b>							
Beach Tilling	332-4164-572.34-90	0	15,120	16,050	0	0	0
Pre Construction Environmental	332-4164-572.31-30	18,120	0	0	0	0	0
Sea Turtles Monitoring	332-4164-572.34-90	38,750	51,350	53,150	44,038	45,360	48,120
Construction - Pre/Post	332-4164-572.31-30	86,640	52,550	55,750	57,422	59,146	60,920
Debt Service	332-7111	155,000	4,094,780				
Dunes Repair-Hurricane Sandy	332-4164-572.34-90	170,694	0	0	0	0	0
Renourishment - Fill placement	334-4164-572.xx-xx	8,030,176	0	0	0	0	0
Construction Administration	332-4164-572.31-30	34,860	0	0	0	0	0
Post Construction Environmental	332-4164-572.31-30	19,880	0	0	0	0	0
Final & Constr Engineering	332-4164-572.31-30	185,210	0	0	0	0	0
Final Engineering/Bid & Neg	Operating Cost						
Travel & Training	Operating Cost	9,300	9,300	9,300	9,300	9,300	9,300
Yearly Replacement (snow fence)	332-4164-572.46-90	8,000	8,000	8,000	8,000	8,000	8,000
Other Expenses	Operating Cost						
Project Reserve	332-4164-572.99-01	1,014,614					
<b>TOTAL USES OF FUNDS</b>		9,771,244	4,231,100	142,250	118,760	121,806	126,340
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

**Fund 334 General Construction Fund**

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Fund Balance		1,447,939	1,531,000	0	0	0	0
Prior Year Encumbrances		1,252,218	0	0	0	0	0
Prior Year Project Reserve		0	0	89,810	170,745	122,388	35,288
Fed Grant-Fed Hwy Phase 1	334-0000-331.62-05	2,189,840	0	0	0	0	0
Fed Grant-Auburn Av Impr	334-0000-331.84-06	31,984	0	0	0	0	0
Fed Grant - Fire Diesel Exhaust	334-0000-331.xx-xx	0	0	225,000	0	0	0
State-Atlantic Ave Gateway	334-0000-334.58-01	199,760	0	0	0	0	0
State-Federal Highway Enh	334-0000-334.62-08	5,051,604	0	0	0	90,300	0
State-Miller Park Shade System	334-0000-334.xx-xx	0	0	0	90,000	0	0
State-NE 2nd Ave/Seacrest Beaut	334-0000-334.xx-xx	0	0	534,232	0	0	0
State-Redesign Pompey Pool	334-0000-334.62-03	0	0	178,000	0	0	0
State-Tri Rail Shuttle	334-0000-334.62-05	100,000	0	0	0	0	0
State-Veterans Park (FRDAP)	334-0000-334.xx-xx	138,500	0	0	0	0	0
Local-Pompey Baseball Fld Reno	334-0000-337.59-33	60,300	0	0	0	0	0
Local Grants-PD Consoles	334-0000-337.59-34	70,000	0	0	0	0	0
Interest Earnings	334-0000-361.10-00	1,000	0	0	0	0	0
CRA-Atl Ave Gateway Feature	334-0000-366.70-25	100,000	0	0	0	0	0
CRA-Block 8 Alley	334-0000-366.70-85	0	99,800	0	0	0	0
CRA-Block 19 & 20 Alley Imp	334-0000-366.70-47	160,000	50,000	0	0	0	0
CRA-Block 32 Alley Improvements	334-0000-366.70-69	100,000	0	0	0	0	0
CRA-Block 117 Garage Study	334-0000-366.70-18	24,200	750,000	0	0	0	0
CRA-Bus Shelters	334-0000-366.70-41	75,000	0	0	0	0	0
CRA-Cannery Row Park	334-0000-366.70-86	0	150,000	0	0	0	0
CRA- Sidewalks	334-0000-366.70-87	0	50,000	0	0	0	0
CRA-Currie Park Renovations	334-0000-366.70-xx	0	0	150,000	0	0	0
CRA-E Atlantic Ave Median	334-0000-366.70-89	0	30,000	0	0	0	0
CRA-E Atlantic Av Ped Impr	334-0000-366.70-90	0	50,000	0	0	0	0
CRA-Fire HQ Public Plaza	334-0000-366.70-67	230,000	253,750	0	0	0	0
CRA-Fed Hwy Enhancements Ph 1	334-0000-366.70-42	3,614,188	9,000	0	0	0	0
CRA-NE 1st Ave Improvements	334-0000-366.xx-xx	275,000	0	0	0	0	0
CRA-NE 2nd Av/Seacrest Beaut	334-0000-366.70-70	150,000	0	339,668	0	0	0
CRA-NE 3rd Streetscape	334-0000-366.70-68	60,000	449,000	0	0	0	0
CRA-NW 12 Ave-Atlantic/MLK	334-0000-366.70-58	600,000	561,250	0	0	0	0
CRA-Osceola Alleys Phase 2	334-0000-366.70-08	230,000	175,000	0	0	0	0
CRA-OSS Garage Meters	334-0000-366.70-83	75,800	0	0	0	0	0
CRA-S Swinton-SW/E 1st Signal	334-0000-366.70-77	115,000	250,000	0	0	0	0
CRA-SE 2 St-Swinton SE 3 Av	334-0000-366.70-78	141,030	591,250	0	0	0	0
CRA - SW 1 Av/SW 1 St/W							
Atlantic Ave Beautification	334-0000-366.xx-xx	0	0	455,350	0	0	0
CRA-SW 2nd St Beautification	334-0000-366.70-59	1,000,000	0	0	0	0	0
CRA - SW 2nd Terr	334-0000-366.70-91	0	77,000	0	0	0	0
CRA-SW 10th/9th Ave Improv	334-0000-366.70-92	0	183,000	0	0	0	0
CRA-Swinton & Atl Intersection	334-0000-366.70-xx	80,000	120,000	564,750	0	0	0
CRA-Tree Grate Replacements	334-0000-366.70-79	140,000	0	0	0	0	0
CRA-Tri Rail Shuttle	334-0000-366.70-20	250,000	0	0	0	0	0
Transfer from General Fund	334-0000-381.10-00	1,085,130	500,000	1,250,000	1,250,000	1,000,000	1,000,000
Transfer from Rec Impact Fee	334-0000-383.02-00	82,500	0	0	0	0	0
Transfer from Special Projects Fund	334-0000-381.15-00	0	0	0	0	0	0
<b>Debt Proceeds</b>							
Fed Hwy Beaut	334-0000-384.14-00	1,757,480	0	0	0	0	0
Blk 117 Garage Study	334-0000-384.xx-xx	0	0	6,600,000	0	0	0
IT-OMS Server Replacement	334-0000-384.14-00	0	295,000	0	0	0	0
New Financial System	334-0000-384.37-00	900,000	0	0	0	0	0
IT-PSS Server Replacement	334-0000-384.14-00	0	0	0	0	295,000	0

## Fund 334 General Construction Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
PD Motorola Radio Repl	334-0000-384.37-00	0	0	6,000,000	0	0	0
Develop Contribution	334-0000-366.51-07	317,234	0	0	0	0	0
<b>TOTAL SOURCES OF FUNDS</b>		22,105,707	6,175,050	16,386,810	1,510,745	1,507,688	1,035,288

<b>USES OF FUNDS</b>							
80 Depot Improvements	334-6111-519.31-30	4,820	0	0	0	0	0
Atlantic Ave St Light Repl	334-3162-541.46-14	0	0	40,000	40,000	40,000	0
Atlantic Ave Median	334-3162-541.61-15	0	30,000	0	0	0	0
Atlantic Ave Gateway Feature	334-3162-541.68-09	973,049	0	0	0	0	0
Atlantic Ave Ped Improvements	334-3162-541.63-11	0	75,000	0	0	0	0
Auburn Ave Improvements	334-3162-541.68-65	20,912	0	0	0	0	0
Beach Master Plan	334-4141-572.68-83	5,710	73,900	0	0	0	0
Block 8 Alley	334-3162-541.68-96	0	98,000	0	0	0	0
Block 19 & 20 Alley Imp	334-3162-541.68-56	160,250	50,000	0	0	0	0
Block 32 Alley	334-3162-541.68-70	100,000	0	0	0	0	0
Block 117 Garage Study	334-3151-545.31-90	24,200	750,000	6,501,000	0	0	0
Bond Interest Expense-Fed Highway	334-7111-519.72-43	97,000	40,000	0	0	0	0
Building Maintenance	334-6112-519.46-10	144,900	200,000	200,000	200,000	200,000	200,000
Bus Shelters-CRA	334-3162-544.65-70	75,000	0	0	0	0	0
City Atty Window R/R	334-6112-519.46-10	25,000	0	0	0	0	0
City Hall Chiller Upgrades	334-6112-519.46-20	50,000	50,000	0	0	0	0
City Wide Master Signage	334-6111.519-63.90	0	50,000	40,000	50,000	0	0
CRA Dist Sidewalks FY 14	334-3162-541.63-11	0	50,000	0	0	0	0
Computer/Equip Replacement	334-6112-519.64-11	86,365	115,000	90,000	90,000	90,000	90,000
Currie Park Renovation	334-4151-572.63-64	0	0	150,000	0	0	0
Equipment <\$1,000	334-6111-519.51-20	3,115	0	0	0	0	0
Family Rec & Fitness Center	334-4148-572.63-81	4,375	0	0	0	0	0
Federal Hwy Beautification	334-3162-541.68-52	12,797,516	0	0	0	0	0
Fire Bay Sprinklers	334-2311-522.xx-xx	50,000	0	0	0	0	0
Fire Dept-Defib/Monitor	334-2311-522.51-20	52,000	0	52,000	0	0	0
Fire Diesel Exhaust Sys	334-2311-522.xx-xx	0	0	225,000	0	0	0
Fire Station 1 Hardening	334-2311-522.62-87	9,830	0	0	0	0	0
Fire HQ Public Plaza	334-2311-522.68-71	252,627	250,000	0	0	0	0
Fire Mobile Radio Repeat	334-2311-522.64-90	53,000	0	0	0	0	0
Fire - SCBA	334-2311-522.64-90	600,000	0	0	0	0	0
FS 2 Generator Upgrade	334-2311-522.64-90	0	40,000	0	0	0	0
FS 3 Generator Upgrade	334-2311-522.64-90	0	0	0	0	40,000	0
FS 5 Generator Upgrade	334-2311-522.64-90	0	50,000	0	0	0	0
Fire Vehicle Laptop Repl	334-2311-522.64-11	0	62,400	0	0	0	0
Hilltopper Resod Agmt	334-4173-572.46-90	35,000	0	0	0	0	0
IT-Data Cabling/Switches	334-6111-519.62-45	68,005	45,000	0	0	0	0
IT-Firewall Security	334-6111-519.66-10	37,880	0	0	0	0	0
IT-OMS Server Replacement	334-6112-519.64-11	0	295,000	0	0	0	0
IT-PSS Server Replacement	334-6112.519.xx-xx	0	0	0	0	295,000	0
IT-Rapid Recovery System	334-6111-519.64-11	0	105,000	0	0	0	0
Little Fenway Park Bldg	334-4173-572.63-90	305,500	115,000	0	0	0	0
Miller Park Renovation	334-4173-572.63-90	12,217	0	0	0	0	0
Miller Park, Shade System	334-4173-572.xx-xx	0	0	0	90,000	0	0
NE 1st Av Improvements	334-3162-541.68-84	333,921	0	0	0	0	0
NE 2nd Av/Seacrest Beaut	334-3162-541.68-78	150,000	0	860,500	0	0	0
NE 3rd Streetscape	334-3162-541.68-72	91,954	440,000	0	0	0	0
NW 12 Ave-Atlantic/MLK	334-3162-541.68-60	604,390	550,000	0	0	0	0

**Fund 334 General Construction Fund**

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
Neighborhood Enhancements	334-6111-519.63-89	20,000	0	0	0	0	0
New Financial System	334-6111-519.xx-xx	900,000	0	0	0	0	0
Office Equip <\$1,000	334-6112-519.51-20	23,635	0	0	0	0	0
Old School Square-PK Impr	334-4151-572.63-59	12,921	0	0	0	0	0
OSS Garage Meters	334-3162-545.64-90	75,800	0	0	0	0	0
OSS Gym AC R&R	334-4151-572.64-90	0	80,000	0	0	0	0
Osceola Alleys Phase 2	334-3162-541.65-85	230,000	175,000	0	0	0	0
Parks Master Plan	334-4151-572.31-90	35,000	0	0	0	0	0
PD A/C Replacement	334-2111-521.46-10	10,340	0	0	0	0	0
Police Access Control System	334-2111-521.63-90	45,000	0	0	0	0	0
Police AEDs	334-2111-521.xx-xx	0	0	60,000	80,000	0	0
Police Consoles	334-2111-521.64-90	70,000	0	0	0	0	0
Police Disk Storage Expansion	334-2111-521.64-11	26,000	0	0	0	0	0
Police Laptop Replace	334-2111-521.64-11	0	0	275,000	275,000	0	0
Police Motorola Radio Repl	334-2111-521.xx-xx	0	0	6,000,000	0	0	0
Police Computer Room Relocate	334-2111-521.46-10	44,420	0	0	0	252,300	0
Police In Car Video System	334-2111-521.64-90	72,000	0	0	48,000	0	0
Police Range Roof	334-2111-521.63-90	0	45,000	0	0	0	0
Police Range Ventilation	334-2111-521.64-90	234,444	0	0	0	0	0
Police-OmniTrak Latent Sta	334-2111-521.xx-xx	0	0	0	82,000	0	0
Police OSSI Software	334-2111-521.66-10	3,322	0	0	0	0	0
PR - Atlantic Dunes Nature Trail	334-4170-572.xx-xx	0	0	0	0	180,600	0
PR - Cannery Row Park	334-4151-572.63-81	0	150,000	0	0	0	0
PR - Lifeguard Towers	334-4123-572.63-40	2,420	72,000	0	72,000	0	0
PR - Pompey Baseball Field Reno	334-4127-572.46-15	60,300	40,000	0	0	0	0
PR - Pompey Bldg Reroof	334-4127-572.62-10	0	225,000	0	0	0	0
Pompey Pool Redesign	334-4127-572.xx-xx	0	46,500	310,000	0	0	0
RR X-ing Annual Maintenance	334-3162-541.46-90	0	132,000	0	75,000	75,000	75,000
SE&NE 1st St One Way Pair	334-3162-541.65-88	16,919	0	0	0	0	0
SE 2 St - Swinton SE 3 Av	334-3162-541.68-30	141,030	580,000	0	0	0	0
Street Assessment	334-3162-541.31-90	49,659	0	0	0	0	0
Street Resurface/Reconstruction	334-3162-541.61-17	197,580	200,000	200,000	200,000	200,000	200,000
S Swinton-SW/E 1st Signal	334-3162-541.68-32	115,000	250,000	0	0	0	0
SW 10th St CSX Crossing	334-3162-541.46-90	336,703	0	0	0	0	0
SW 10th/9th Ave Improv	334-3162-541.68-95	0	180,000	0	0	0	0
SW 2 St Beautification	334-3162-541.65-95	1,002,438	0	0	0	0	0
SW 2nd Terr	334-3162-541.68-94	0	77,000	0	0	0	0
Swinton and Atlantic Intersection	334-3162-541.68-86	119,782	120,000	555,000	0	0	0
SW 1 Ave-SW 1st/Atlantic Ave	334-3162-541.6x-xx	0	0	446,500	0	0	0
TC - Stadium Maintenance	334-4145-572.46-90	0	30,000	30,000	30,000	30,000	30,000
Tennis Court Rehab	334-4145-572.46-90	53,470	48,000	50,000	50,000	50,000	50,000
Tree Grate Replacements	334-3162-541.46-17	140,000	0	0	0	0	0
Trolley Purchase	334-6111-545.64-20	455,100	0	0	0	0	0
Transfer to Garage Fund	334-9111-581.91-50	32,740	0	0	0	0	0
Transfer To Special Projects Fund	334-9111-581.91-15	21,840	50,690	140,815	6,357	19,500	0
Transfer to Rec Impact	334-9111-581.91-xx	49,150	0	0	0	0	0
Veterans Playground	334-4126-572.63-90	277,000	0	0	0	0	0
Village Academy School Zone	334-3162-541.64-90	3,158	0	0	0	0	0
Project Reserve	334-6511-581.99-01	0	139,560	160,995	122,388	35,288	390,288
		22,105,707	6,175,050	16,386,810	1,510,745	1,507,688	1,035,288
		0	0	0	0	0	0

### Fund 380 2007 GO Bond

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Fund Balance		15,350	0	0	0	0	0
Interest on Investments	380-0000-361.10-00		0	0	0	0	0
State-OSS Park		0	0	0	0	0	0
State-Bexley Park		0	0	0	0	0	0
Proceeds from Sale of Land		0	0	0	0	0	0
Interfund Transfers		0					
General Construction Fund		0	0	0	0	0	0
<b>TOTAL SOURCES OF FUNDS</b>		15,350	0	0	0	0	0
<b>USES OF FUNDS</b>							
<b>IMPROVEMENTS</b>							
Other Prof-RE Services	380-4150-572.31-90	5,855	0	0	0	0	0
Pompey Park-Bathroom	380-4150-572.46-90		0	0	0	0	0
Pompey Park-Comm Ctr	380-4150-572.63-28		0	0	0	0	0
Transfer to General Fund	380-9111-581.91-01		0	0	0	0	0
Project Reserve	380-4150-572.99-01	9,495	0	0	0	0	0
<b>TOTAL USES OF FUNDS</b>		15,350	0	0	0	0	0
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

### Fund 426 Marina

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve	426-0000-301.46-00	233,480	278,340	338,310	392,700	457,090	448,830
Renewal/Ext Appl Fee	426-0000-329.43-00	800	1,200	800	800	800	800
Pump Station Charges	426-0000-347.51-00	3,500	3,500	3,700	3,700	4,000	4,000
Marina Dockage Fees	426-0000-347.81-00	170,500	180,500	180,500	190,500	200,500	210,500
Late Fees	426-0000-347.82-00	600	500	700	700	700	700
Interest Earnings	426-0000-361.10-00	450	2,000	450	450	450	450
Laundry Rents	426-0000-362.25-00	150	150	200	200	250	250
Miscellaneous Revenue	426-0000-369.99-00	150	150	350	350	350	350
<b>TOTAL SOURCES OF FUNDS</b>		409,630	466,340	525,010	589,400	664,140	665,880
<b>USES OF FUNDS</b>							
Operating Costs	multi	79,490	78,830	80,510	80,510	80,510	80,510
Riverwalk	426-4311-575.65-22	0	0	0	0	83,000	510,000
Other Machinery/Equip	426-4311-575.64-90	0	0	0	0	0	0
Transfer to General Fund	426-4311-581.91-01	51,800	49,200	51,800	51,800	51,800	51,800
Transfer to Public Arts	426-4311-581.91-15	0	0	0	0	0	7,650
Project Reserve	426-4311-581.99-01	278,340	338,310	392,700	457,090	448,830	15,920
<b>TOTAL USES OF FUNDS</b>		409,630	466,340	525,010	589,400	664,140	665,880
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

## Fund 441 Water and Sewer

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
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<b>SOURCE OF FUNDS</b>							
Prior Year Fund Balance	441-0000-301.41-00	0	0	0	0	0	0
Prior Year Project Reserve		2,414,268	0	0	0	0	0
Revenue Current Operations	multi	335,996	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Water Connection Fee	441-0000-343.34-00	100,000	100,000	100,000	100,000	100,000	100,000
Sewer Connection Fee	441-0000-343.52-00	100,000	100,000	100,000	100,000	100,000	100,000
<b>TOTAL SOURCES OF FUNDS</b>		2,950,264	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000

<b>USES OF FUNDS</b>							
Address Data Maintenance	441-5161-536.31-90						
Fund Website Design	441-5161-536.34-90						
Computer Equipment	441-5161-536.64-11	40,400	0	0	0	0	0
Asset Mgmt System Ph 1	441-5161-536.66-10						
Greenbriar Dr. Sewer	441-5161-536.xx-xx						
Imaging Software	441-5161-536.66-10	40,000	0	0	0	0	0
Office Equipment <\$1,000	441-5161-536.51-20	11,629	0	0	0	0	0
Other Professional Services	441-5161-536.31-90	14,000	0	0	0	0	0
NW 18th Ave Sewer	441-5161-536.63-90	57,600	0	0	0	0	0
PD OSSI Software Application	441-5161-536.31-90						
Reclaimed Water Dist-Cust Con	441-5161-536.49-23	69,473	185,000	220,000	220,000	220,000	220,000
Reclaimed Water Expansion	441-5181-536.65-96	819,734	0	0	0	0	0
Reclaim Water Area 12A	441-5181-536.68-73	1,346,511	0	0	0	0	0
Reclaim Water Area 12A, Ph 2	441-5161-536.68-79	0	1,250,000	0	0	0	0
Reclaim Water Area 12B	441-5161-536.68-79	0	165,000	1,100,000	0	0	0
Reclaim Water Area 6	441-5161-536.xx-xx	0	0	125,000	930,000	0	0
Reclaim Water Area 8	441-5161-536.xx-xx	0	0	0	90,000	600,000	0
Reclaim Water Area 10	441-5161-536.xx-xx	0	0	0	0	285,000	1,200,000
SCR Reclaim & Deepwell	441-5181-536.34-83	11,609	0	0	0	0	0
SCR Regional WW Treatment	441-5181-536.34-85						
SCRWTDB Pelletization Proj	441-5161-536.34-85						
SCRWTDB City Share	441-5161-536.34-85	420,510	0	0	0	0	0
Water Meter/AMR Syst Eval	441-5181-536.31-90						
Project Reserve	441-5161-536.99-01	118,798	0	155,000	360,000	495,000	180,000
<b>TOTAL USES OF FUNDS</b>		2,950,264	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

## Fund 442 Water and Sewer Renewal and Replacement

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
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<b>SOURCE OF FUNDS</b>							
Prior Year Encumbrances	442-0000-301.42-00	889,251	0	0	0	0	0
Prior Year Project Reserve	442-0000-301.24-00	3,415,080	0	0	0	0	0
State Grant-Auto Hydrant Flusher	442-0000-334.65-00	35,945	50,000	50,000	0	0	0
Transfer from Water/Sewer Fund	442-0000-381.41-00	3,854,600	2,600,000	2,750,000	2,700,000	2,700,000	2,700,000
<b>TOTAL SOURCES OF FUNDS</b>		<b>8,194,876</b>	<b>2,650,000</b>	<b>2,800,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>

<b>USES OF FUNDS</b>							
Auto Hydrant Flusher	442-5178-536.64-90	83,340	100,000	100,000	0	0	0
Automated Meter Reading	442-5178-536.64-46	2,231,605	1,000,000	1,200,000	1,147,000	1,000,000	0
Block 32 Alley	442-5178-536.68-70	75,000	0	0	0	0	0
Bldg LS Wet Well Rehab	442-5178-536.68-53	115,800	0	0	0	0	0
Computer Equip Annual Repl	442-5178-536.64-11	5,200	10,000	0	0	0	0
Congress Ave FM Repl	442-5178-536.68-89	1,013,669	0	0	0	0	0
Congress Ave LS Upgrades	442-5178-536.68-63	60,000	0	0	0	0	0
Delray Shores W/M	442-5178-536.6x-xx	548,200	374,900	369,900	0	0	0
Eldorado/Sunshine W/M	442-5178-536.6x-xx	0	0	0	0	190,000	309,000
Elevated Storage Tank Maint	442-5178-536.46-90	19,000	19,000	19,000	19,000	19,000	19,000
Federal Highway Beautification	442-5178-536.68-52	510,632	0	0	0	0	0
Hydrant Flushing Contract	442-5178-536.46-26	69,000	70,000	70,000	70,000	70,000	70,000
Large Meter Replacement Program	442-5178-536.61-81	25,585	0	0	0	0	0
Lift Station Rehab	442-5178-536.68-15	157,998	75,000	75,000	75,000	75,000	75,000
LS100A Capacity Study	442-5178-536.31-30	8,297	0	0	0	0	0
LS100A Capacity Upgrade	442-5178-536.69-29	382,152	0	0	0	0	0
LS Wet Well Rehab	442-5178-536.68-53	0	70,000	70,000	70,000	70,000	70,000
NE 1st Ave Improvements	442-5178-536.68-84	50,000	0	0	0	0	0
NE 2 Ave/Seacrest Beautification	442-5178-536.xx-xx	0	0	30,000	0	0	0
NE 3rd St Streetscape	442-5178-536.68-72	15,000	50,000	0	0	0	0
NE 8 Ave WM Improvements	442-5178-536.65-73	74,920	0	0	0	0	0
N Lake Ida Area WM	442-5178-536.68-64	450,440	0	0	0	0	0
NW 12th Av/Atlantic/MLK	442-5178-536.68-60	75,000	0	0	0	0	0
NW 12th Av WM	442-5178-536.xx-xx	0	0	0	0	0	402,500
NW 16th St WM	442-5178-536.68-61	89,628	0	0	0	0	0
New Financial System - Equip	442-5178-536.64-11	30,000	0	0	0	0	0
New Financial System - Software	442-5178-536.66-10	220,000	0	0	0	0	0
NW 4 Av & 3 Av WM	442-5178-536.68-75	529,900	0	0	0	0	0
Osceola Park WM Phase II	442-5178-536.65-85	6,366	0	0	0	0	0
Other Current Charges	442-5178-536.49-90	14,310	0	0	0	0	0
Other Professional Services	442-5178-536.31-90	10,693	0	0	0	0	0
Production Well Rehabilitation	442-5178-536.68-14	95,700	100,000	100,000	100,000	50,000	150,000
Public Utility Generator Repl	442-5178-536.64-90	0	75,000	75,000	75,000	75,000	75,000
Raw Water Valves at WTP	442-5178-536.68-81	60,000	0	0	0	0	0
Repair WTP Clarifier	442-5178-536.46-20	64,454	0	0	0	0	0
Sanitary Sewer Main Rehab	442-5178-536.63-51	0	100,000	100,000	100,000	50,000	150,000
San Sewer Manhole Rehab	442-5178-536.63-82	50,000	50,000	50,000	50,000	50,000	50,000
Sewer Mains	442-1578-536.63-xx	162,155	0	0	0	0	0
Software	442-5178-536.66-10	4,500	0	0	0	0	0



## Fund 442 Water and Sewer Renewal and Replacement

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
SW 10th Av WM	442-5178-536.68-76	53,536	0	0	0	0	0
SW 11th Av WM	442-5178-536.xx-xx	0	0	0	0	0	103,500
SW 1st AV WM	442-5178-536.68-77	76,700	0	0	0	0	0
SW 2nd Terr	442-5178-536.68-94	0	75,000	0	0	0	0
SW 3 & 6 Av WM	442-5178-536.68-62	5,974	0	0	0	0	0
System 58A Force Main Replace	442-5178-536.63-88	0	45,000	225,000	0	0	0
System 87 Force Main Replace	442-5178-536.xx-xx	0	0	32,000	210,000	0	0
Tropic Palms WM Ph 1	442-5178-536.xx-xx	0	0	75,000	500,000	0	0
Tropic Palms WM Ph 2	442-5178-536.xx-xx	0	0	0	63,000	414,500	0
Tropic Palms WM Ph 3	442-5178-536.xx-xx	0	0	0	0	99,000	660,000
UTB Renovations	442-5178-536.62-10	115,939	0	0	0	0	0
Water Mains	442-5178-536.63-50	240,508	0	0	0	0	0
Water Meter Replacement	442-5178-536.61-81	0	50,000	50,000	50,000	50,000	50,000
Water Meter Replacement <\$1,000	442-5178-536.52-31	144,500	0	0	0	0	0
Water Service Relocations	442-5178-536.49-33	42,439	25,000	25,000	25,000	25,000	25,000
Water Valve Replacement	442-5178-536.64-90	43,830	36,000	36,000	36,000	0	36,000
WTP Ammonia Tank Replacement	442-5178-536.64-60	20,000	0	0	0	0	0
WTP Bleach Tank	442-5178-536.64-90	30,000	0	0	0	0	0
WTP Clarifier 1 & 3 Rehab	442-5178-536.65-92	0	160,000	0	0	0	0
WTP Filter Backwash Valve	442-5178-536.46-90	44,606	0	0	0	0	0
WTP Filter Drain Valves	442-5178-536.xx-xx	0	60,000	60,000	60,000	0	60,000
Water Meter Replacement Contract	442-5178-536.52-34	68,090	0	0	0	0	0
Project Reserve	442-5178-536.99-01	210	105,100	38,100	50,000	462,500	395,000
<b>TOTAL USES OF FUNDS</b>		8,194,876	2,650,000	2,800,000	2,700,000	2,700,000	2,700,000
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

**Fund 445 Municipal Golf Course**

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve	445-0000-301.45-00	18,202	331,480	0	-349,986	-684,929	-596,287
Operating Revenues	445-0000-347.xx-xx	2,953,950	3,005,890	3,047,972	3,090,640	3,133,905	3,177,777
Rental Income	445-0000-362.41-xx	26,350	27,030	27,409	27,789	28,178	28,569
Misc Revenue	445-0000-335.41-00	29,730	29,730	30,148	30,569	30,994	31,423
State Gasoline Tax Refund	445-0000-335.41-00	1,750	1,750	1,750	1,750	1,750	1,750
<b>TOTAL SOURCES OF FUNDS</b>		<b>3,029,982</b>	<b>3,395,880</b>	<b>3,107,279</b>	<b>2,800,762</b>	<b>2,509,898</b>	<b>2,643,232</b>
<b>USES OF FUNDS</b>							
Other Machinery & Eqpt	445-4761-572.64-90	83,402	97,600	100,000	100,000	100,000	100,000
Building Maintenance	445-4761-572.46-10	59,300	0	0	0	0	0
Other Operating Costs	multi	2,726,720	2,868,790	2,897,475	2,926,451	2,955,715	2,985,270
Debt Service	445-7111-582.xx-xx	410,190	410,490	409,320	408,770	0	0
Debt Service - Cart Lease	445-7111-582.xx-xx	31,410	0	32,470	32,470	32,470	32,470
Project Reserve	445-4711-572.99-01	0	0	0	0	0	0
Transfer to General Fund	445-9111-581.91-01	18,000	19,000	18,000	18,000	18,000	18,000
<b>TOTAL USES OF FUNDS</b>		<b>3,329,022</b>	<b>3,395,880</b>	<b>3,457,265</b>	<b>3,485,691</b>	<b>3,106,185</b>	<b>3,135,740</b>
<b>YEAR-END BALANCE</b>		<b>-299,040</b>	<b>0</b>	<b>-349,986</b>	<b>-684,929</b>	<b>-596,287</b>	<b>-492,508</b>

### Fund 446 Lakeview Golf Course

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve		2,000	95,770	0	-94,853	-184,659	-106,255
Operating Revenues	446-0000-347.xx-xx	718,100	719,450	729,525	739,739	750,091	760,592
State Gasoline Tax Refund	446-0000-335.41-00	500	500	500	500	500	500
Misc Revenues	446-0000-369.99-00	5,000	5,000	5,000	5,000	5,000	5,000
<b>TOTAL SOURCES OF FUNDS</b>		725,600	820,720	735,025	650,386	570,932	659,837
<b>USES OF FUNDS</b>							
Other Machinery & Equipment	446-4761-572.64-90	300,000	35,000	25,000	25,000	25,000	25,000
Other Operating Costs	446-4761-572.xx-xx	583,590	587,520	593,399	599,329	605,327	611,386
Debt Service - Bonds	446-7111-582.xx-xx	223,290	163,550	164,619	163,856	0	0
Debt Service - Cart Lease	446-7111-582.xx-xx	0	28,650	41,860	41,860	41,860	13,210
Transfer to General Fund	446-9111-581.91-01	5,000	6,000	5,000	5,000	5,000	5,000
Project Reserve	446-4711-572.99-01						
<b>TOTAL USES OF FUNDS</b>		1,111,880	820,720	829,878	835,045	677,187	654,596
<b>YEAR-END BALANCE</b>		-386,280	0	-94,853	-184,659	-106,255	5,241

## Fund 448 Stormwater Utility Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
<b>SOURCE OF FUNDS</b>							
Prior Year Project Reserve		1,808,121	0	0	0	0	0
Revenue from SW Charges	448-0000-343.61-00	2,233,790	2,221,380	2,225,500	2,200,000	2,200,000	2,200,000
Delinquent SW Charges	448-0000-343.62-00	4,000	15,000	4,000	4,000	4,000	4,000
Interest Earnings	448-0000-361.10-00	500	10,000	0	0	0	0
Interest Earnings-Delinquent	448-0000-361.22-00	0	2,000	0	0	0	0
Interest from Tax Collector	448-0000-338.90-00	500	500	0	0	0	0
<b>TOTAL SOURCES OF FUNDS</b>		<b>4,046,911</b>	<b>2,248,880</b>	<b>2,229,500</b>	<b>2,204,000</b>	<b>2,204,000</b>	<b>2,204,000</b>
<b>USES OF FUNDS</b>							
Allen Ave Drainage	448-5461-538.68-55	83,700	0	0	0	0	0
Alley Drainage Improv	448-5461-538.68-62	75,000	0	0	0	0	0
Auburn Ave Improv	448-5461-538.68-65	200,000	0	0	0	0	0
Basin Pump Sta Upgrade	448-5461-538.xx-xx	0	0	172,500	0	0	0
Bay St Pump Sta Impr	448-5461-538.68-67	172,500	0	0	0	0	0
Block 8 Alley	448-5461-538.68-96	0	40,000	0	0	0	0
Block 32 Alley	448-5461-538.68-70	71,000	0	0	0	0	0
Block 19 and 20 Alley Imp	448-5461-538.68-56	20,870	0	0	0	0	0
Debt Service Bonds	448-7111-538.xx-xx	105,090	0	0	0	0	0
Delray Beach Heights Swales	448-5461-538.65-41	16,690	0	0	0	0	0
Drainage Swales	448-5461-538.46-43	84,145	100,000	100,000	100,000	100,000	100,000
Engineering/Architect	448-5461-538.31-30	25,900	0	0	0	0	0
Federal Hwy Beautification	448-5461-538.68-52	710,683	0	0	0	0	0
Fire HQ Public Plaza	448-5461-538.68-71	0	75,000	0	0	0	0
General Stormwater repairs	448-5416-538.46-90	69,120	0	0	0	0	0
Gleason St Drainage	448-5461-538.68-90	45,555	0	0	0	0	0
Lift Station Level Transmitters	448-5461-538.68-80	33,000	0	0	0	0	0
Lowry St Drainage	448-5461-538.63-90	66,384	0	0	0	0	0
NE 2 Av/Seacrest Blvd	448-5461-538.xx-xx	0	0	30,000	0	0	0
NE 3rd St Streetscape	448-5461-538.68-72	15,000	110,000	0	0	0	0
NW 12th Ave-Atlantic/MLK	448-5461-538.68-60	130,260	0	0	0	0	0
New Financial System	448-5461-538.64-11	250,000	0	0	0	0	0
Operating Expenses	448-5416-multi	1,022,262	1,166,010	1,100,000	1,100,000	1,100,000	1,100,000
Osceola Alleys Phase 2	448-5461-538.65-85	0	25,000	0	0	0	0
Other Improvements	448-5461-538.63-90	5,985	0	0	0	0	0
Pump Station Rehab	448-5461-538.68-18	0	50,000	100,000	250,000	250,000	250,000
Seabreeze Drainage	448-5461-538.xx-xx	9,860	0	0	0	0	0
SE 2 St - Swinton SE 3 Ave	448-5461-538.68-30	170,000	0	0	0	0	0
Stormwater Pump Station Rehab	448-5461-538.68-18	18,130	0	0	0	0	0
Swinton & Atlantic Inter	448-5461-538.68-86	10,000	30,000	95,000	0	0	0
SW 1 Av-SW 1 St/Atlantic Av	448-5461-538.65-25	0	0	232,000	0	0	0
SW 2 St Beautification	448-5461-538.65-95	245,307	0	0	0	0	0
SW 2nd Terr	448-5461-538.68-94	0	55,000	0	0	0	0
SW 10th/9th Ave Improv	448-5461-538.68-95	0	50,000	0	0	0	0
Swale Reconstruction	448-5461-538.65-41	11,410	0	0	0	0	0
Thomas Pump Station Upg	448-5461-538.xx-xx	0	0	0	172,500	0	0
Transfer to General Fund	448-5411-581.91-01	376,170	383,770	400,000	420,000	440,000	460,000
Project Reserve	448-5461-538.99-01	2,890	164,100	0	161,500	314,000	294,000
<b>TOTAL USES OF FUNDS</b>		<b>4,046,911</b>	<b>2,248,880</b>	<b>2,229,500</b>	<b>2,204,000</b>	<b>2,204,000</b>	<b>2,204,000</b>
<b>YEAR-END BALANCE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Fund 501 City Garage Fund

DESCRIPTION	ACCOUNT NO.	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
-------------	-------------	-----------	-----------	-----------	-----------	-----------	-----------

<b>SOURCE OF FUNDS</b>							
Prior Year Reserves	Balance Sheet	693,123	15,590	6,020	0	0	0
Received from Gen Const Fund	501-0000-381.34-00	32,740	0	0	0	0	0
Sales Scrap	501-0000-365.10-xx	10,000	3,000	5,000	5,000	5,000	5,000
Interest Income	501-0000-361.10-00	1,000	6,000	1,500	1,500	1,500	1,500
Sale of Surplus Property	501-0000-364.40-00	90,000	50,000	50,000	55,000	60,000	65,000
Vehicle Rental Fees	501-0000-369.06-00	1,876,690	1,980,160	2,199,570	2,315,870	2,431,670	2,553,260
<b>TOTAL SOURCES OF FUNDS</b>		2,703,553	2,054,750	2,262,090	2,377,370	2,498,170	2,624,760

<b>USES OF FUNDS</b>							
Capital < \$25,000							
Repair and Maintenance	501-3312-591.46-xx	21,000	21,000	0	0	0	0
ALS Rescue Replacement	501-3312-591.64-25	296,600	311,400	0	0	322,300	333,600
Brush Truck Replacement	501-3312-591.64-20	0	0	0	303,800	0	0
Fire Dept - SERV Unit	501-3312-591.64-20	35,000	35,000	0	0	0	0
Fire Dept - Fire Engine	501-3312-591.64-25	0	604,700	622,900	0	660,100	660,800
Garage Facility	501-3312-591.62-10						
Heavy Vehicle Replacement	501-3312-591.64-25	156,610	0	0	0	0	0
Industrial Air Compressor	501-3312-591.64-25	12,547	0	0	0	0	0
Operating Costs	Multi	0	107,650	0	0	0	0
TV Truck Replacement	501-3312-591.64-25	136,507	0	0	0	0	0
Vehicle Replacement	501-3312-591.64-20	1,786,249	900,000	915,000	930,000	945,000	960,000
Vehicle Restoration	501-3312-591.64-21	70,700	75,000	70,900	80,000	85,000	90,000
PD Mobile Command Veh	501-3312-591.64-25	0	0	650,000	0	0	0
VIN Platform Replacement	501-3312-591.64-20	188,340	0	0	0	0	0
Project Reserve	501-3312-591.99-01	0	0	3,290	1,063,570	485,770	580,360
<b>TOTAL USES OF FUNDS</b>		2,703,553	2,054,750	2,262,090	2,377,370	2,498,170	2,624,760
<b>YEAR-END BALANCE</b>		0	0	0	0	0	0

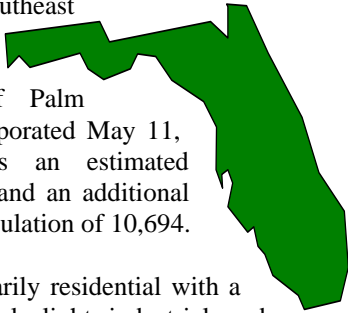


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## Supplemental Information and Demographics

### Delray Beach

The City, approximately 16 square miles in area, is located in the southeast portion of the State of Florida, in the southeast section of Palm Beach County. Incorporated May 11, 1927, the City has an estimated population of 61,495 and an additional estimated seasonal population of 10,694.



Delray Beach is primarily residential with a balance of commercial, light industrial and government complexes. It is a mature community with 99.1% build-out and, therefore, its focus is not upon growth, but upon quality development of remaining vacant areas and redevelopment of areas in a state of decline or deterioration. Redevelopment of commercial and industrial areas, which are no longer functionally competitive in the regional marketplace, is also a goal of the Comprehensive Plan.



The City was recognized as an All-America City in 1993, was a finalist in the 1998 competition and has been recognized again as an All-America City in 2001. The All-America City award program annually recognizes ten communities within the United States for constructive citizen participation and collaboration of

the public, private, and nonprofit sectors in identifying and resolving critical issues. In 1993 the citizens were honored for their community neighborhood efforts, school improvement initiatives and the culture and arts complex. The 2001 award honors the citizens of Delray Beach for their Community Neighbors Helping program, the Youth Enrichment Vocational program and the Village Academy.

The 1990s was a pivotal decade for Delray Beach. Continuing redevelopment throughout the City has brought significant attention to this once forgotten town. The old world charm was touted as *The Delray Difference* in Gold Coast Magazine (February 1998).

The Palm Beach County TravelHost Magazine in the fall of 2009 described the Delray Beach Golf Club as “a meticulously manicured championship track and features 6,907 yards and a par 72.”

The city is mentioned in the Fall 2009 edition of the Art & Culture Magazine and described as a “place where many of the nation’s most influential cartoonists socialized and shared ideas, Palm Beach County in general and Delray Beach in particular hold a very special place in history of American Pop Culture.”

The Travel Holiday magazine (July/August 1992 issue) recognized the City of Delray Beach as having one of the 36 best beaches in the United States and the best beach for swimming in the Southeast. For divers who



chase historic wrecks, the S.S. Inghulva, a steel-hulled ship that sank during a tropical storm in 1903, now rests 150 yards off the public beach.

The February 2008 edition of Atlantic Ave Magazine described a cultural jewel of the City. “The Spady Museum has asserted itself as one of Delray Beach’s cultural jewels, a must-see landmark that chronicles local history that might have otherwise been lost forever if not for the vision and hard work of a group of committed leaders.”

The Cantanese Center for Urban and Environmental Solutions at Florida Atlantic University spotlighted the City of Delray as a “Model for Well Managed Growth”. The study, released May 2004, singled out the City as a model and example of managed growth, revitalization, renewal and development.

An article entitled “Delray Beach Revisited” in Civic Strategies Magazine (August 2004 issue) detailed the writer’s revisit to Delray Beach, ten years later. The article applauded the City’s innovative form of leadership based on shared neighborhood responsibility.

The City of Delray’s “Home front Security Program” was featured on television broadcast stations CBS and CNN, February 2002. The volunteer force is made up of many dedicated senior citizens.

## Supplemental Information and Demographics

The City's cultural and arts complex is known as Old School Square. This renovated facility occupies an entire downtown City block and consists of three historically restored school buildings originally built between 1913 and 1926. These buildings include two schools with an auditorium and a gymnasium, which have become a community center and a cornerstone in the downtown area. The impressive buildings have actually encouraged the revitalization of the downtown area.



Old School Square is also the site of the City's 100 foot lighted Christmas tree, which was erected for the first time in 1995. This event is coordinated by the Downtown Marketing Cooperative with the City contributing funding through the special event donation process.



Old School Square has provided the impetus for a growing art community within the City. The street, which allows for sidewalk cafés and galleries on Atlantic Avenue, promotes pedestrian traffic in the downtown area. Once vacant storefronts along the tree lined Avenue have now been filled with restaurants, cafés, dress shops, galleries and boutiques. The vacancy rate has dropped from about 50 percent in the 1980s to less than 2 percent today.

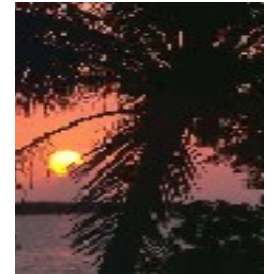
Delray's marketing strategy throughout the City's transformation has been to change the perception of downtown from a dull and dangerous place to a happening scene by creating community events and generating publicity for them. Some of the numerous events include FotoFusion, an annual international photography workshop, as well as downtown art

festivals that bring over 60,000 people to the streets. Art and Jazz on the Avenue, held on Thursday nights during the summer months, is an old time block party where people of all ages mingle along the brick paved avenue while enjoying the sounds of live music. The 4<sup>th</sup> of July celebration and First Night, an annual alcohol free New Year's Eve celebration for the whole family, are also very popular events held every year.



### *Climate*

The climate of the City is best described as subtropical marine. The average year-round temperature is 75.3 degrees with the mean winter temperature at 67.2 degrees and the summer mean temperature at 82.2 degrees. Rainfall occurs year-round, but is heaviest in the summer; the average rainfall is 61.39 inches. The mild climate is primarily a result of the proximity to the Gulf Stream and the prevailing ocean breezes.



### *City Government*

The City Commission is the principal legislative and governing body of the City. The Commission's mailing address is 100 N.W. First Avenue, Delray Beach, Florida 33444. The City operates under a commission-manager form of government. The Mayor, elected every two years, presides over a board of four commission members who are elected to two-year alternating terms by the Community at large. The City Commission appoints the City Manager, City Attorney and certain general advisory boards. Major departments of the City include: Administrative Services, City Clerk, Community Improvement, Environmental Services, Finance, Fire, Human Resources, Parks and Recreation, Planning and Zoning, and Police.



## Supplemental Information and Demographics

### *The City Manager*

The chief administrative official of the City is the City Manager. This official is directly responsible to the Commission for the administration and operation of the City's departments and for execution of all Commission policies. The City Manager is also responsible to the Commission for preparation of the City's budget and for control of expenditures throughout the budget year.

### *Education*

The City is served by seven elementary schools, one middle school, and one high school, all operated by the Palm Beach County School Board. A program called "Sharing for Excellence" establishes a covenant between the citizens of Delray Beach and the Palm Beach County School Board to save inner-city schools and reduce the number of Delray Beach students being bussed out of the City to meet integration mandates.

Higher education is available at Palm Beach Community College (11 miles to the north), Florida Atlantic University (11 miles to the south), Lynn University (7 miles to the south), Palm Beach Atlantic University (20 miles to the north), Barry University School of Adult and Continuing Education (7 miles to the south), New York Institute of Technology (7 miles to the south) and South County Technical Center (just north of the City). Florida Atlantic University is a four-year and graduate university. It has eight colleges: Architecture, Urban and Public Affairs, Arts and Letters, Business, Education, Nursing, Science, Engineering, and Liberal Arts. Masters Degrees are offered in 11 fields.

The Palm Beach County School Board operates 107 elementary schools, 33 middle schools, 23 senior high schools and 22 other schools.

### *Transportation*

Lying along Florida's Gold Coast between Miami and West Palm Beach, the City has benefited greatly from well-developed transportation systems servicing Florida's entire southeast coast.

There are eight north-south highways which run through Palm Beach County, including U.S. Highway 1, Congress Avenue, State Road A1A, the Florida Turnpike and Interstate 95. U.S. Highway 1 and Congress Avenue are the main arteries through the City running north and south. The Florida Turnpike and Interstate 95 have entrance access at Delray Beach. There are also two railroads, Florida East Coast

Railway and CSX Railroad, and four east-west highways to accommodate surface transportation in Palm Beach County. Bus transportation is also available in the City through the County operated bus system.

The City is also served by the Tri-County Rail System. Tri-Rail is a high-speed commuter rail line that operates regularly scheduled service between Miami and West Palm Beach.



Greyhound Bus Lines provide additional ground transportation to most major Florida cities. Amtrak also provides passenger rail accommodations and has a station stop located in the City.

Major air carriers and commuter airlines provide commercial air service at Palm Beach International Airport (PBI). PBI is fifteen miles to the north of the City. The volume passenger traffic at PBI increased from 2,582,802 in 1980 to 5,646,048 in Fiscal Year 2013 (up 39,536 from the previous year). PBI also serves general aviation traffic. There are five general aviation airports in the County.

The Fort Lauderdale-Hollywood International Airport and the Miami International Airport are within 50 miles to the south of the City.

The Port of Palm Beach, located within 30 miles of the City, operates ship terminal facilities on approximately 90 acres of land located in Riviera Beach, Florida and fronting on Lake Worth, Florida. A 35-foot deep channel to the Lake Worth Inlet provides access to the port facilities. It is the fourth busiest container port in Florida and 18<sup>th</sup> busiest in the continental U.S. Port Everglades, within 50 miles of the City is a major port for cruise and cargo transportation.

### *Demographics*

#### Tourism

Visitors to the Palm Beaches have a significant economic impact on the County. According to the Florida Department of Business Regulation, there were 250 licensed hotels and motels in the County, having a total of 16,000 rooms as of September 30, 2013. The Tourism Development Council of Palm Beach County estimates that over 4.9 million people visit the County annually and spend approximately \$3.3 billion.

## Supplemental Information and Demographics

### Population

The following table shows the City, County and State population and the annual average percentage changes from 1993 to 2012.

### The City, County and the State of Florida Population Estimates

Year	City		Palm Beach County		State of Florida	
	Population	% Change	Population	% Change	Population	% Change
1994	49,298	1.345	936,657	2.019	13,859,195	1.838
1995	50,195	1.820	962,802	2.79	14,149,317	2.093
1996	52,039	3.674	981,793	1.972	14,411,463	1.853
1997	52,920	1.693	1,003,684	2.230	14,700,201	2.004
1998	53,471	1.041	1,020,521	1.678	15,000,475	2.042
1999	53,589	0.221	1,042,196	2.124	15,322,040	2.144
2000	60,020	12.001	1,131,184	8.539	15,982,378	4.310
2001	60,645	1.041	1,154,464	2.058	16,331,739	2.186
2002	61,527	1.454	1,183,197	2.489	16,664,189	2.036
2003	62,578	1.708	1,211,448	2.388	17,070,167	2.436
2004	63,439	1.375	1,242,270	2.544	17,516,732	2.616
2005	63,888	.707	1,265,900	1.902	17,764,197	1.413
2006	64,095	.324	1,287,987	1.745	18,349,132	3.293
2007	64,360	.413	1,295,033	.547	18,680,367	1.805
2008	64,220	-.2	1,294,654	-.03	18,807,219	.68
2009	63,789	-.672	1,287,344	-.565	18,750,483	-.302
2010	60,522	-5.213	1,320,134	2.547	18,801,310	2.701
2011	60,831	.511	1,325,758	.426	18,905,048	.552
2012	61,495	1.09	1,335,415	.728	19,074,434	.896
2013	61,801	.498	1,345,652	.767	19,259,543	.970

Sources: U.S. Bureau of the Census as of April 1, for the year 2000 and 2010: University of Florida, Bureau of Economic Business Research for all other years.

### Population Breakdown by Sex\*

Male	29,127
Female	31,395

### Taxes

Local Retail Sales Tax	6.00%
Property Tax (Millage Rate)	7.5064

### Population Breakdown by Race\*

White	39,768
Black or African American	16,961
American Indian and Alaska Native	122
Asian	1,107
Native Hawaiian, Other Pacific Islander	35
Other race	1,490
Two or more races	1,039

### Existing Land Use Inventory\*\*

Category	Acres	% of Total
Residential	6,826	67.2
Commercial	1,004	9.9
Industrial	411	4
Vacant & Agriculture	108	1.1
Recreation, Open Space and Conservation	1,321	13
Education and Public Facilities	492	4.8
<b>TOTAL</b>	<b>10,162</b>	<b>100</b>

\*\* Source: 2012 City of Delray Beach Planning and Zoning Department

### Families & Households\*

Counts of families	14,074
Persons in households	59,408
Persons per family	2.93
Households	27,193
Persons per household	2.18

\*Source: 2010 Census

## Supplemental Information and Demographics

### Economics

#### Building Permit Activity Ten Year History

FY	Industrial and Commercial Construction		Residential Construction	
	No. of Permits	Value	No. of Units	Value
2004	50	27,645,645	401	66,364,186
2005	43	29,836,939	471	79,798,239
2006	33	38,684,983	301	58,174,105
2007	38	83,954,371	240	64,584,286
2008	9	30,255,046	105	29,326,380
2009	19	62,845,517	239	19,104,010
2010	12	31,968,843	168	17,291,583
2011	13	31,477,893	53	22,566,806
2012	12	29,824,260	741	79,424,905
2013	13	17,864,058	321	51,751,341

Source: Community Improvement Department estimates.

#### Principal Taxpayers Fiscal Year 2013

Taxpayers	2013 Municipal Property Taxes Levied (\$)
Florida Power and Light	603,346
Fairfied Spring Harbor LLC	412,266
Granite Worthing LLC	382,791
Citation Club Investors	334,960
Tenet Healthcare Corp	291,718
Ocean Properties Ltd	285,147
Linton Delray LLC	275,639
Morse Operations Inc	234,865
Lifespace Communities Inc	233,694
Investors Warranty of America Inc	174,899
Total	\$3,229,325

Source: Palm Beach County Tax Collector's Office

## Supplemental Information and Demographics

### Property Tax Rates All Direct and Overlapping Governments

FY Ended Sept. 30	General Fund	Debt Service	Total	School District	Palm Beach County	Indepen- dent Districts	South FL Water Mgmt District	Total
2005	7.4500	0.5500	8.0000	8.4320	4.7677	1.1000	0.6970	22.9967
2006	7.4500	0.5500	8.0000	8.1060	4.8000	1.0800	0.6970	22.6830
2007	6.8600	0.4400	7.3000	7.8720	4.2800	0.9700	0.6970	21.1190
2008	6.1449	0.4334	6.5783	7.3560	3.9813	0.8900	0.6240	19.4296
2009	6.3900	0.4604	6.8504	7.2510	3.9656	0.9975	0.6240	19.6885
2010	7.1900	0.5316	7.7216	7.9830	4.5614	1.1451	0.6240	22.0351
2011	7.1900	0.6002	7.7902	8.1540	4.7500	1.1451	0.6240	22.4633
2012	7.1900	0.6133	7.8033	8.1800	4.7815	1.1250	0.2409	22.1307
2013	7.1992	0.6041	7.8033	7.7780	4.9902	1.8865	0.4289	22.8869
2014	7.1611	0.3453	7.5064	7.5860	4.9852	1.8170	0.4110	22.3056

Tax rate limits: Ten mills per Florida Statute 200.081 (one mill is \$1 per \$1,000 of assessed value)

Scope of tax rate limit: No municipality shall levy ad valorem taxes for real and tangible personal property in excess of ten mills of the assessed value, except for special benefits and debt service on obligations issued with the approval of those taxpayers subject to ad valorem taxes.

Taxes due: March 31

Taxes delinquent: April 1

Discount Allowed: 4% November, 3% December, 2% January, 1% February

Penalties for delinquency: 3% plus advertising costs after April 1

Tax Collector: Palm Beach County

Tax Collector's Commission: None

## Supplemental Information and Demographics

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### ***Government Services***

Police Protection: 149 sworn officers including 2 K-9 officers, 65 civilian full-time employees and 8 other part-time employees.  
1 Police Substation located throughout the City.

Fire Protection: 5 Fire Stations and 1 Station in Highland Beach to which the City provides Fire and EMS services.  
141 State Certified Firefighters of which 128 are State Certified Paramedics. There are also 10 civilian employees.  
Equipment: six 1,250 G.P.M. Pumpers, one 61' ladder truck, one 100' platform ladder trucks, one 100' ladder truck, one 104' ladder, one brush truck, two special operations units, one 2,000 gallon tender, three command vehicles, nine Medical Rescue Transport vehicles, one Carolina Skiff 19' boat and one utility unit.

Recreation Facilities: Miracle League Field – 1 (not lighted)  
Little League Fields - 10 (lighted)  
Regulation Baseball Fields - 3 (lighted)  
Softball Fields – 2 (lighted)  
Outdoor Basketball Courts -5 (lighted)  
Outdoor Volleyball Courts - 7 (Beach)  
Soccer/Football Fields - 7 (lighted)  
Shuffleboard Courts - 16 (lighted)  
Lawnbowling Courts - 7 (lighted)  
Tennis Courts - 48 (22 lighted)  
Tennis Pro Shops -2, Clubhouse and Lounge – 8,100 seat stadium  
Swimming Pools - 1 with bath house, wading pool and diving well  
Beach – North End – Storage for 60 boats – 2 physically challenged surf chairs  
Marina - with 24 boat slips  
Skate Park  
Community Centers –Community Center, Pompey Park, Veterans Park and Teen Center  
-4 with meeting rooms and kitchens; 2 with gyms and locker rooms, 4 with computer labs  
Country Club - 18 hole par 72 golf course with driving range, 2 putting greens, pro shop, clubhouse, restaurant and banquet hall.  
Executive Golf Course - 18 hole par 60 golf course with snack bar and pro shop.  
Boat Launching Ramps – 3 – Knowles Park, Mangrove Park and Lakeview Park  
Public Beach 1.50 miles  
Parks - 22 locations with various recreational facilities  
Racquetball Courts - 2 (lighted)  
Playgrounds – 21  
Fitness Trail at Barwick Park - 1 mile  
Nature Trail at Atlantic Dunes Park – ¼ mile  
Pine Grove Multi-Purpose Field and Passive Park and walking trail  
Leon Weekes Nature Preserve – ¼ mile Nature Trail  
LakeView Park – Boat ramp, picnic pavilions, playground and restrooms.  
Catherine Strong Park – Splash Park, playground, picnic pavilions, fitness trail, tennis and basketball courts.  
Cornell Park – Walking trails.  
Mike Machek Boy Scout Park – Fitness trail, picnic pavilion, playground and restrooms.  
Delray Oaks Natural Area – Hiking trail and nature trail with observation platform.  
Bexley Park – walking trail and picnic pavilion  
Atlantic Street Plaza  
Worthing Park

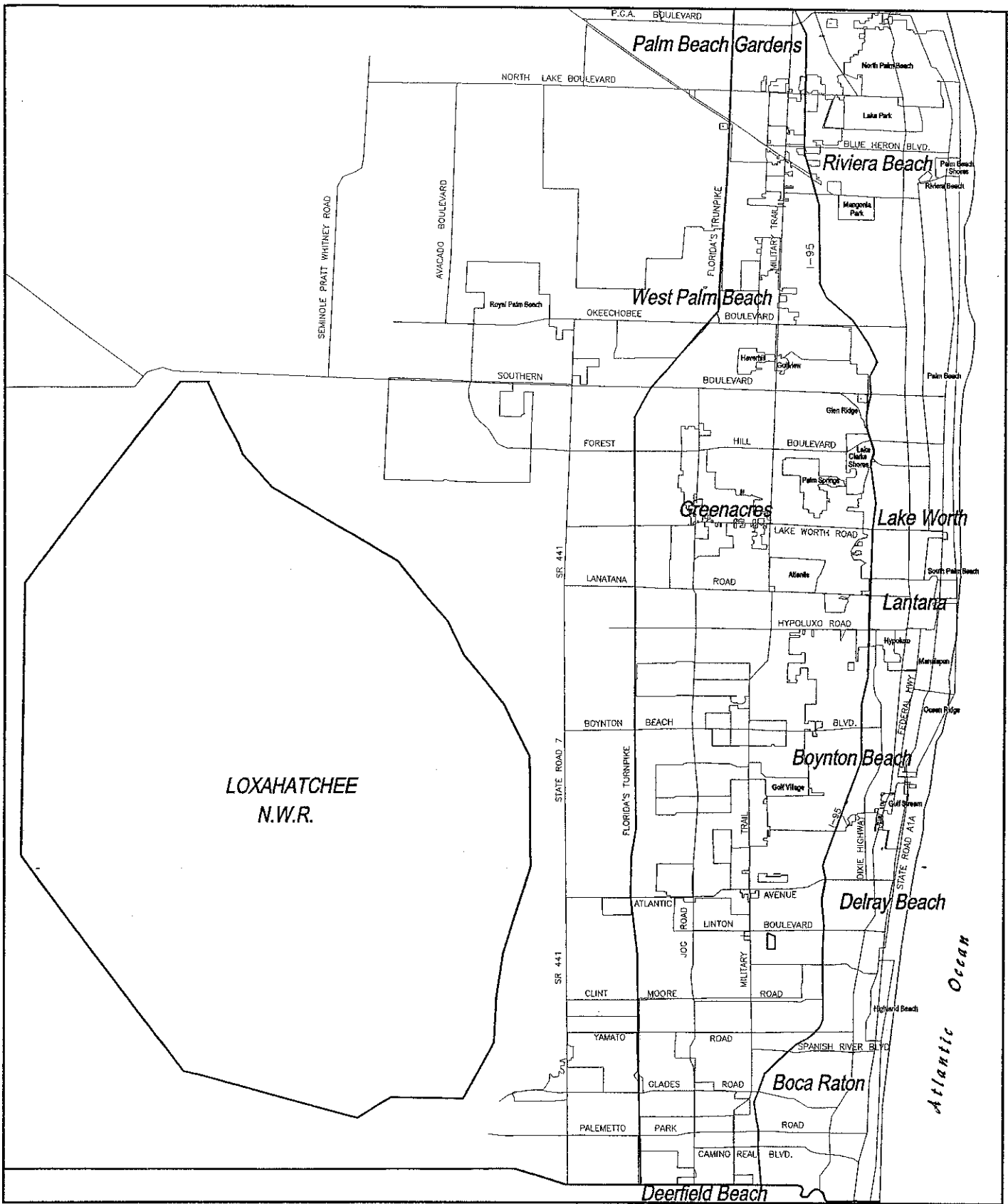
## Supplemental Information and Demographics

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### Property Tax Rates Delray Beach and Surrounding Municipalities

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<i>Municipality</i>	<i>FY 12 Millage</i>	<i>FY 13 Millage</i>	<i>FY12/FY13 Variance</i>	<i>FY 14 Millage</i>	<i>FY13/FY14 Variance</i>	<i>13/14 % Change</i>
Boca Raton	3.5102	3.7225	0.2123	3.7225	0.0000	0%
Boynton Beach	7.1941	7.6000	0.4059	7.9000	0.3000	3.95%
<b>Delray Beach</b>	<b>7.8033</b>	<b>7.8033</b>	<b>0.0000</b>	<b>7.5064</b>	<b>-0.2969</b>	<b>-3.81%</b>
Greenacres	5.6500	5.6500	0.0000	5.4284	-0.2216	3.92%
Lake Worth	5.4945	5.4945	0.0000	5.4945	0.0000	0%
Riviera Beach	8.9980	8.9980	0.0000	8.9980	0.0000	0%
Wellington	2.5000	2.4700	-0.0300	2.4700	0.0000	0%
West Palm Beach	8.2671	8.5469	0.2798	8.5420	-0.0049	-0.06%



CITY OF DELRAY BEACH, FL  
 PLANNING & ZONING DEPARTMENT

### Adjacent Municipalities

Palm Beach County, Florida

-- DIGITAL BASE MAP SYSTEM --

## Fiscal Year 2014 Budget Calendar

JAN	S	M	T	W	T	F	S
			1	2	3	4	5
	6	7	8	9	10	11	12
1	13	14	15	16	17	18	19
3	20	21	22	23	24	25	26
	27	28	29	30	31		

**January 2** – Request input from departments for fleet, insurance, phone lines, tuition reimbursement, and computer hardware and software.

**January 2** – Request security authorizations from departments.

**January 18** – Departments submit departmental security authorizations.

**January 28 – February 8** – Budget office prepares utility projections.

**February 4** – Departments submit responses for projections for fleet, insurance, phone lines, tuition reimbursement, and computer hardware and software.

**February 11 – March 1** – Budget office prepares salary projections.

FEB	S	M	T	W	T	F	S
						1	2
	3	4	5	6	7	8	9
1	10	11	12	13	14	15	16
3	17	18	19	20	21	22	23
	24	25	26	27	28		

**March 20** – Manager’s Kick-Off. Departments receive budget and Capital Improvement Program (CIP) requests packets. Also distribute hardware/software budget request forms to departments.

**April 1** – Departments submit hardware/software requests forms to IT.

**April 15 & 22** Departments submit budget requests. (Reference schedule, pg 4)

**April 8** – Send out donation letters with applications.

**April 8** – IT submits hardware/software budget requests with recommendations to budget office.

**April – June** – City Manager reviews budget requests with Department heads.

**May 24** – Donation applications to be returned to the budget office.

MAR	S	M	T	W	T	F	S
						1	2
	3	4	5	6	7	8	9
1	10	11	12	13	14	15	16
3	17	18	19	20	21	22	23
	24	25	26	27	28	29	30
	31						

APR	S	M	T	W	T	F	S
		1	2	3	4	5	6
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
1	21	22	23	24	25	26	27
3	28	29	30				

MAY	S	M	T	W	T	F	S
				1	2	3	4
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	12	13	14	15	16	17	18
1	19	20	21	22	23	24	25
3	26	27	28	29	30	31	



## Fiscal Year 2014 Budget Calendar

**June 1** – Develop preliminary CIP.

**June 7** – Receive revenue estimates and miscellaneous estimates.

**July 1** – Receive Certificate of Taxable Value, Form DR – 420 from Property Appraiser’s Office. The time periods specified herein are determined by using the date of certification of value or July 1, whichever date is later, as Day 1.

**July 3** – Present proposed budget document to Commission.

**July 16** – Regular Commission meeting to include an item establishing a tentative millage rate to be submitted on Form DR-420 by Friday, August 3.

**August 2** – Within 35 days of certification of value (Sunday, August 4), the City shall advise the Property Appraiser of the following via the completed DR-420 form:

1. Proposed millage rate.
2. Current year rolled back rate.
3. Date, time and place of the tentative budget hearing.

**August 13 and 27** – Commission workshops.

**August 23** – Not later than 55 days after the certification of value (Saturday, August 24), the Property Appraiser shall mail out the Notice of Proposed Property Taxes (TRIM notice).

If the City fails to return the completed DR-420 form within 35 days, as indicated above, the City shall be prohibited from levying a millage rate greater than the rolled back rate for the upcoming year. In this instance, the rolled back rate shall be computed by the Property Appraiser.

**August 27** – Per City Charter, the City shall advertise its intent to tentatively levy a millage and budget. The Notice of Public Hearing must be published at least one week prior to the meeting date of September 4. Advertisement to be submitted to the Clerk’s Office upon notification of newspaper deadline date.

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## Fiscal Year 2014 Budget Calendar

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**September 3** – Within 80 days of certification of value (Wednesday, September 18), but not earlier than 65 days after certification (Tuesday, September 3), the Commission shall hold a public hearing on the tentative budget and proposed millage rate to include the adoption of resolutions tentatively levying a tax and appropriating sums of money. This hearing is publicized via the TRIM notice mailed by the Property Appraiser. Date must not conflict with those of the School Board (434-8837) or Palm Beach County (355-4034).

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**September 12 – 15** – Within 15 days following the tentative budget hearing (Wednesday, September 18), the City shall advertise its intent to adopt a final millage and budget. The advertisement is to be published not less than 2 days or more than 5 days from the date of the final public hearing. To determine the required language and advertisements see the TRIM manual.

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24	25	26	27	28	29	30	

**September 17** – Public Hearing to adopt the final budget shall include:

1. Separate resolutions to levy a tax on all City properties and the Downtown Development Authority
2. A resolution appropriating sums of money.

Date must not conflict with those of the School Board or Palm Beach County.

D	S	M	T	W	T	F	S
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29	30	31					

**September 20** – Within 3 days of the final hearing the resolutions adopting the final millage rate shall be forwarded to the Property Appraiser, the Tax Collector and State Department of Revenue.

**October 17** – Not later than 30 days following the adoption of the budget and millage resolutions, the City shall certify its compliance with provisions of Chapter 200, F.S. to the Division of Ad Valorem Tax and the Department of Revenue. This is to be completed via the Certification of Compliance, Form DR-487 and required attachments.

**End of December** – Property Appraiser notifies taxing authority of the final adjusted tax roll. Within 3 days the City must complete and return a Certificate of Final Taxable Value, Form DR-422 to the Property Appraiser.

## **Developing the Annual Budget**

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### **Budget Instruction Manual:**

The annual budget process begins with the development of a Budget Instruction Manual. The manual contains utility estimates, based on the previous year's activity, for such things as Electricity, Water and Irrigation, Telephones, Solid Waste and Stormwater. The Manual contains the estimate for General Liability Insurance premiums which is allocated to each department. Cost estimates for various computer equipment, along with recommendations from the IT Division on which equipment should be replaced, as well as the renewal estimates for software maintenance is included. Additionally, a listing of City vehicles assigned to each department, along with costs associated with the maintenance of the fleet is contained in the Manual.

This Manual is distributed to each department along with payroll projections for the upcoming fiscal year. Departments use the information contained in the Manual and payroll projections to assist them in developing their budget requests for the upcoming year.

### **Submittal of Budget Requests:**

Departments submit their budget requests to the Budget Office for review. The submittals include the budget dollars requested by line item along with detailed justification. Departments this year were required to submit one total departmental request budget. A spreadsheet was also included which further illustrated and totaled this breakdown and allowed evaluation of functions as a portion of the total division budget.

Along with the budget dollar requests, Program pages are also submitted which describe the department's function, performance measures (goals and objectives) with performance history and projections, and function narratives. The function narratives describe the level of service provided by each of the budget function dollars requested. Five-year projections for Capital Outlay expenditures along with Revenue estimates are also submitted.

The Budget Office reviews each department's request, checking for accuracy of calculations, clarity of the request and duplications of information/requests. Questions and/or irregularities are addressed and corrected in preparation of submitting the department's request to the City Manager for review.

### **Capital Improvement Plan:**

Departments also submit their requests for any capital improvements for the upcoming fiscal year. Capital improvements are generally projects or equipment valued at \$25,000 or more. These requests include not only requests for the next year, but projections on anticipated projects over the next five years. These requests are reviewed by a committee who determines what requests will be recommended for funding during the next fiscal year and what requests will be deferred to later years.

These recommendations are submitted to the City Manager in the form of a separate Capital Improvement Budget. The City Manager includes this information during his review of the City's proposed budget and his recommendation of a proposed millage rate.

### **City Manager's Review:**

The City Manager meets with each department to review their requests. During these meetings, additional clarification and/or justification may be required.

The City Manager then determines what requests he will be recommending to the City Commission for funding, along with any millage rate adjustment, for the upcoming fiscal year.

### **Preparation of Proposed Budget:**

Based on these decisions, the Budget Office prepares a Proposed Budget Document for presentation to the City Commission.

The City Commission reviews the City Manager's recommendation for the proposed millage rate based on his summary of the projects and programs he recommended by funded in the upcoming fiscal year. This recommendation is contained in his management transmittal letter to the City Commission which is contained in the Proposed Budget Document.

Based on the functions and projects the Commission wishes to fund, they will set the proposed millage rate for the next fiscal year. This action may require cuts or adjustments to the departmental requests presented in Proposed Budget Document.

## **Developing the Annual Budget**

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The proposed millage rate is submitted to the County's Property Appraiser's and Tax Collector's Offices.

### **City Commission Review and Public Hearing Process:**

The City Commission holds workshops with the City Manager and department heads to review each department's submittal. These workshops may result in additional changes being made to the Proposed Budget.

Upon completion of the workshops, the Budget Office prepares the Budget Advertisement for the Final Tax Levy and Budget Summary for the next fiscal year along with the Notice of Public Hearings on same.

A Public Hearing on the proposed Tax Levy and Budget is held during the first City Commission meeting in September during which citizens have an opportunity to comment. Consideration may be given to making adjustments to the Budget as a result of this Public Hearing. Any changes are incorporated into the final Budget Summary Ad.

A Public Hearing on the final Tax Levy and Budget is held during the second meeting of the City Commission in September. At this meeting, the City Commission will formally approve the Tax Levy and Budget for the next fiscal year. The Capital Improvement Plan is also approved during this process.

The Budget Office submits the final Tax Levy and Budget Resolutions for the next fiscal year to the Property Appraiser's and Tax Collector's offices.

### **Preparation of the Annual Budget Document:**

The Budget Office then prepares the Annual Budget Document for the next fiscal year. This Document is developed following the guidelines recommended and established by the GFOA for submittal to the Distinguished Budget Award Program.

## **Administrative Procedures to Amend the Approved Budget**

### **Budget Amendment**

The procedures outlined define, standardize and set forth responsibilities for amendments to the commission approved budget. A budget amendment is a change in the authorized budget, either revenue or expenditure. A budget amendment may change an allocation or transfer a specific dollar amount from one budget code to another.

Since budget adjustments result in changes in appropriated fund totals, great care must be taken to ensure changes are justified and expedient.

### **Types of Budget Amendments/Transfers:**

There are basically seven types of budget amendments or transfers:

- A. Transfers from the Commission's Contingency Account
- B. Transfers between Departments
- C. Amendments to Departmental Budgets (Increases/Decreases)
- D. Transfers from the City Manager's Contingency Account
- E. Transfers within a Department or Division
- F. Interfund Transfers
- G. Transfers from Unappropriated Fund Balances or Reserves

### **Responsibilities and Procedures**

#### ***Types A, B, C, and F***

Budget amendments and transfers of this nature can only be authorized by City Commission. It is the responsibility of the City Manager to advise Commission and request these types of Budget transfers/amendments.

The City Manager may recommend a budget transfer between departments, however, these transfers can only be authorized by City Commission through a formally adopted budget amendment.

#### ***Types D and E***

Budget Transfers from City Manager's contingency and within a department or division may be authorized by the City Manager. A transfer of this type will be used to eliminate over-expenditures of various line

items or to meet unexpected emergencies which require an additional expense over the budgeted figure. This type of transfer may be initiated by the City Manager or duly authorized representative, the Budget Office or the Department Head.

Adjustments of this nature shall be kept within expense categories; i.e. personal services, operating expense, and capital outlay. Departments shall strive to keep adjustments within these categories. The City Manager may grant a waiver to this restriction. No department, bureau, agency or individual receiving appropriations under the provision of this resolution shall exceed the amount of its appropriation, except with the consent and approval of the City Commission. To purchase an item without sufficient funds may result in the Department Head being financially responsible for payment.

#### ***Type G***

Adjustments from unappropriated fund balances require formal approval by the City Commission to amend the Budget Resolution then in effect. The amending resolution changes the appropriated sums of money, both revenue and expenditure amounts.

### **Preparation of Amendments/Transfers**

A complete detailed justification for the transfer request is required. The net operational impact as a result of this transfer must be clearly outlined, i.e. changes in an existing project/program scope, or reprogramming of scheduled capital purchases. Salary related transfers shall be supported by personnel forms signed by the City Manager thereby authorizing the transfer.

All budget transfers shall be submitted to the Budget Office for verification of fund availability. Transfers are then forwarded to the City Manager for approval. As noted above, types A, B, C, F and G must then be presented to the City Commission for final approval.

## Budget Formats

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### Line-Item Budgeting

(Also known as Traditional Budgeting) This approach analyzes the budget proposals in terms of increases and decreases from either current year allotments or the revised estimates of the current year. The primary budget focus is departmental expenditure categories. Expenditures and revenues relate to the commodity.

### Management By Objectives

The rationale is to formulate goals and objectives, develop action plans for their accomplishments, and provide quantitative measures or evaluation of goal realization.

### Performance Budgeting

Expenditures and revenues relate to unit costs and work load measures. This budget approach is based primarily upon implementation of measurable performance indicators of activities and work programs. Performance measures or indicators assess the effectiveness, efficiency and quality of municipal services.

### Program Budgeting

This budgeting approach is based primarily on programs of work and secondarily on the line item purchases and performance. Expenditures and revenues relate to public programs and goals.

### Planning/Programming/Budgeting Systems

The PPB System provides for identification of major program issues and consideration of such issues in the framework of a multi-year program structure. Program decisions are made based upon the way resources will be allocated in the future, thereby limiting ineffective allocation of scarce resources in future years. The PPB system requires long-range studies and analyses, and identification and analysis of program alternatives.

### Zero-Based Budgeting

Expenditures and revenues relate to work loads and ranking procedures. Zero-based budgeting, as it implies, starts at zero and the department or agency preparing the budget request must justify every dollar that it requests. The entire budget is to be broken down in "decision packages". These packages are ranked in order of priority, and budget decisions are made for each package according to the justification provided. There are two basic types of decisions packages: (1) Mutually exclusive packages identify alternative means for performing the same function; and (2) Incremental packages reflect different levels of effort that may be expended on a specific function. The City of Delray Beach uses this method to develop its budget.

## Property Tax Levy Resolution

### RESOLUTION NO. 42-13

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, TO LEVY A TAX ON ALL PROPERTIES WITHIN THE CITY OF DELRAY BEACH, FLORIDA, FOR MAINTENANCE AND OPERATION, AND TO LEVY A TAX FOR THE PAYMENT OF PRINCIPAL AND INTEREST ON BONDED INDEBTEDNESS, AND TO ALLOCATE AND APPROPRIATE SAID COLLECTIONS THEREUNDER.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, FLORIDA, AS FOLLOWS:

**Section 1.** That a tax of ~~\$7.3546~~ \$7.1611 per one thousand dollars (\$1,000.00) of assessed valuation is hereby levied on all taxable property within the City of Delray Beach for the fiscal year commencing October 1, 2013, and ending September 30, 2014. There shall be and hereby is appropriated for the General Fund operations of the City revenue derived from said tax for operating and maintenance expenses of the General Fund, and also in addition, all revenues derived by said City during said fiscal year from all other sources other than the tax levy for current bond service and that part of collection of delinquent taxes levied for bond service. The assessed valuation on all taxable property for operating purposes within the City of Delray Beach is \$6,610,035,071. The operating millage rate of ~~\$7.3546~~ \$7.1611 per one thousand dollars (\$1,000.00) is greater than the rolled-back rate of \$6.8505 per one thousand dollars (\$1,000.00) by ~~7.36%~~ 4.53%.

**Section 2.** That the amount of money necessary to be raised for interest charges and bond redemption which constitutes a general obligation bonded indebtedness of the City of Delray Beach is \$2,168,937. There is hereby appropriated for the payment thereof, all revenues derived from the tax levy of \$0.3453 per one thousand dollars (\$1,000.00) of assessed valuation, which is hereby levied for that purpose for the fiscal year commencing October 1, 2013, and ending September 30, 2014, upon the taxable property of the City of Delray Beach, the assessed valuation being \$6,612,004,527.


**Section 3.** That the above millage rates are adopted subject to adjustment in accordance with Section 200.065(5) of the Florida Statutes which provides that a municipality may adjust its adopted millage rate if the taxable value within the jurisdiction of the taxing authority as certified pursuant to Section 200.065(1) is at variance by more than one percent (1%) with the taxable value shown on the assessment roll to be extended.

**Section 4.** That public hearings were held on the budget on September 3, 2013 and September 17, 2013.

PASSED AND ADOPTED in regular session on this the 17th day of September, 2013.

  
\_\_\_\_\_  
MAYOR

ATTEST:

  
\_\_\_\_\_  
City Clerk

**Property Tax Levy Resolution  
Downtown Development Authority**

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RESOLUTION NO. 43-13

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, TO LEVY A TAX ON ALL PROPERTIES WITHIN THE DOWNTOWN DEVELOPMENT AUTHORITY TAXING DISTRICT OF THE CITY OF DELRAY BEACH, FLORIDA, FOR MAINTENANCE AND OPERATION, AND TO APPROPRIATE SAID COLLECTIONS THEREUNDER.

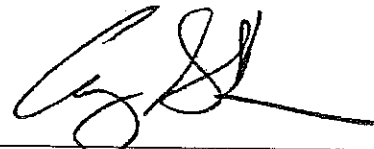
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, FLORIDA, AS FOLLOWS:

**Section 1.** That a tax of \$1.0000 per one thousand dollars (\$1,000.00) of assessed valuation is hereby levied on all taxable property within the Downtown Development Authority Taxing District of the City of Delray Beach for the fiscal year commencing October 1, 2013, and ending September 30, 2014. There shall be and hereby is appropriated for the purpose of financing the operation of the Downtown Development Authority Taxing District revenue derived from said tax for operating and maintenance expenses of the Downtown Development Authority Taxing District, and also in addition, all revenues derived by said Taxing District during said fiscal year from all other sources other than the tax levy for current bond service and that part of collection of delinquent taxes levied for bond service. The assessed valuation on all taxable property for operating purposes within the Downtown Development Authority Taxing District of the City of Delray Beach is \$563,110,918. The operating millage rate of \$1.0000 per one thousand dollars (\$1,000.00) is more than the rolled-back rate of \$0.9555 per one thousand dollars (\$1,000.00) by 4.66%.

**Section 2.** That the above millage rate is adopted pursuant to Florida Statutes Section 200.065(2)(e)(2), and subject to adjustment in accordance with Section 200.065(5) of the Florida Statutes which provides that each affected taxing authority, other than municipalities, counties, school boards, and water management districts, may adjust its adopted millage rate if the taxable value within the jurisdiction of the taxing authority as certified pursuant to Section 200.065(1) is at variance by more than three percent (3%) with the taxable value shown on the assessment roll to be extended.

**Section 3.** That public hearings were held on the budget on September 3, 2013 and September 17, 2013.

PASSED AND ADOPTED in regular session on this the 17th day of September, 2013.



MAYOR

ATTEST:

  
City Clerk



## Appropriation of Funds

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### RESOLUTION NO. 44-13

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, FLORIDA, MAKING APPROPRIATIONS OF SUMS OF MONEY FOR ALL NECESSARY EXPENDITURES OF THE CITY OF DELRAY BEACH FOR THE PERIOD FROM THE 1<sup>st</sup> DAY OF OCTOBER, 2013, TO THE 30<sup>th</sup> DAY OF SEPTEMBER, 2014; TO PRESCRIBE THE TERMS, CONDITIONS AND PROVISIONS WITH RESPECT TO THE ITEMS OF APPROPRIATIONS AND THEIR PAYMENT; AND TO REPEAL ALL RESOLUTIONS WHOLLY IN CONFLICT WITH THIS RESOLUTION AND ALL RESOLUTIONS INCONSISTENT WITH THIS RESOLUTION TO THE EXTENT OF SUCH INCONSISTENCY.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, FLORIDA, AS FOLLOWS:

**Section 1.** That the following sums of money, attached hereto and marked Exhibit "A", are hereby appropriated upon the terms and conditions herein set forth.

**Section 2.** That, subject to the qualifications contained in this resolution, all appropriations made out of the General Fund are declared to be maximum, conditional and proportionate appropriations, the purpose being to make the appropriations payable in full in the amounts herein named if necessary and then only in the event the aggregate revenues collected and other resources available during the period commencing the 1<sup>st</sup> day of October, 2013, and ending the 30<sup>th</sup> day of September, 2014, for which the appropriations are made, are sufficient to pay all the appropriations in full. Otherwise, said appropriations shall be deemed to be payable in such proportion as the total sum of realized revenue of the General Fund is to the total amount of revenues estimated by the City Commission to be available in the period commencing the 1<sup>st</sup> day of October, 2013, and ending the 30<sup>th</sup> day of September, 2014.

**Section 3.** That all balances of the appropriations payable out of the General Fund of the City Treasury unencumbered at the close of business on the 30<sup>th</sup> day of September, 2013, except as otherwise provided for, are hereby declared to be lapsed into the City Treasury and may be used for the payment of the appropriations which may be made in any appropriation for the fiscal year commencing the 1<sup>st</sup> day of October, 2013. However, nothing in this section shall be construed to be applicable to unencumbered balances remaining to the credit of the Water and Sewer Fund, Sanitation Fund or any Fund created by the setting up of special revenue, but such balances shall be used in financing the proposed expenditures of these Funds for the fiscal year commencing the 1<sup>st</sup> day of October, 2013.

## Appropriation of Funds

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Section 4. That no department, bureau, agency or individual receiving appropriations under the provisions of this resolution shall exceed the amount of its appropriation, except with the consent and approval of the City Commission first obtained. If such department, bureau, agency or individual shall exceed the amount of its appropriation without such consent and approval of the City Commission, the administrative officer or individual, in the discretion of the City Commission, may be deemed guilty of neglect of official duty and may be subject to removal therefore.

Section 5. That nothing in this resolution shall be construed as authorizing any reduction to be made in the amounts appropriated in this resolution for the payment of interest on, or retirement of, the debt of the City of Delray Beach, Florida.

Section 6. That none of the monies enumerated in this resolution in connection with the General Fund, Water and Sewer Fund, Sanitation Fund or any other Fund of the City shall be expended for any purposes other than those for which they are appropriated, and it shall be the duty of the Budget Officer and/or Finance Director to report known violations of this section to the City Manager.

Section 7. That all monies collected by any department, bureau, agency or individual of the City government shall be paid promptly into the City Treasury.

Section 8. That the foregoing budget is hereby adopted as the official budget of the City of Delray Beach, Florida, for the aforesaid period. However, the restrictions with respect to the expenditures/expenses of the funds appropriated shall apply only to the lump sum amounts for classes of expenditures/expenses which have been included in this resolution.

Section 9. That public hearings were held on the budget on September 3, 2013 and September 17, 2013.

Section 10. That this resolution shall become effective immediately upon its passage.

PASSED AND ADOPTED in regular session on this the 17th day of September, 2013.

  
MAYOR

ATTEST:

  
City Clerk

# Appropriation of Funds

Exhibit A (As amended)  
Budget Summary

	DOWNTOWN			SPECIAL	TOTAL
	GENERAL FUND	DEVELOPMENT FUND	ENTERPRISE FUNDS	REVENUE FUNDS	
CASH BALANCES BROUGHT FORWARD	1,684,190		1,500,750	0	3,184,940
<b>ESTIMATED REVENUES:</b>					
<b>TAXES</b>					
	Millages				
AD VALOREM TAXES	7.1611	45,441,720	0	0	45,441,720
AD VALOREM TAXES	0.3453	2,168,970	0	0	2,168,970
AD VALOREM-DELINQUENT		350,000	0	0	350,000
AD VALOREM - DDA	1.0000	0	535,706	0	535,706
Sales & Use Taxes		1,305,000	0	0	1,305,000
Utility Taxes		5,235,000	0	0	5,235,000
Other Taxes		4,174,000	0	0	4,174,000
Franchise, Licenses & Permits		8,991,630	0	0	8,992,830
Intergovernmental		6,599,600	0	1,200	7,496,450
Charges for Services		10,517,540	0	245,750	651,100
Fines & Forfeitures		998,500	0	43,029,310	0
Miscellaneous Revenues		5,916,510	57,000	0	93,750
Other Financing Sources		4,553,240	0	250,930	618,040
				1,024,620	6,652,860
TOTAL REVENUES AND OTHER FINANCING SOURCES	96,251,710	592,706	44,602,190	2,387,510	143,834,116
TOTAL ESTIMATED REVENUES AND BALANCES	97,935,900	592,706	46,102,940	2,387,510	147,019,056
<b>EXPENDITURES/EXPENSES:</b>					
General Government Services		9,843,550	0	0	9,843,550
Public Safety		55,501,330	0	0	55,595,080
Physical Environment		553,450	0	93,750	28,042,880
Transportation		3,362,190	0	0	3,362,190
Economic Environment		7,030,610	591,223	0	9,016,773
Human Services		59,750	0	0	59,750
Culture & Recreation		14,321,160	0	0	18,882,560
Debt Service		3,996,990	0	3,667,720	893,680
Other Financing Uses		3,216,870	0	6,588,980	0
				7,256,630	10,473,500
TOTAL EXPENDITURES/EXPENSES	97,885,900	591,223	45,002,760	2,382,370	145,862,253
Reserves	50,000	1,483	1,100,180	5,140	1,156,803
TOTAL EXPENDITURES AND RESERVES	97,935,900	592,706	46,102,940	2,387,510	147,019,056

## Glossary of Terms

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**Account:** Subdivision within a fund for the purpose of classifying transactions.

**Accrual Basis Accounting:** The basis of accounting in which revenues are recorded at the time they are incurred as opposed to when cash is actually received or spent.

**Activity:** A specific and distinguishable line of work performed by one or more organizational components of a government for the purpose of accomplishing a function for which the government is responsible.

**Activity Classification:** Expenditure classification according to the specific type of work performed by organizational units (e.g., recycling program, street cleaning).

**Adjusted Millage:** An adjustment made to the final millage rate when the final certified taxable value is at a variance of one percent or more between the original and final certification of taxable value.

**Ad Valorem Taxes:** A tax based upon the assessed value of property, to include real and personal property.

**Agency Fund:** A fund used to account for assets held by a government as an agent for individuals, private organizations, other governments, for example, taxes collected and held by a municipality for a taxing district.

**Aggregate Millage:** The applicable millage(s) used to determine an overall rate for the principal taxing authority with Dependent Districts, excluding debt service and other voted millage(s).

**Allocate:** To divide a lump-sum appropriation which is designated for expenditure by specific organizational units and or for specific purposes or activities.

**Annual Budget:** A spending plan applicable to a single fiscal year.

**Appropriation:** An authorization made by the City Commission which permits the City to incur obligations and to make expenditures of resources.

**Appropriation Account:** A budgetary account set up to record specific authorizations to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

**Arbitrage:** The difference between interest cost and interest earnings.

**Assessed Valuation:** A value that is established for real and personal property. Valuation used as a basis for levying property taxes.

**Balanced Budget:** A budget in which estimated revenues and appropriations are equal.

**Beach Restoration Fund:** The other operating fund provides services with respect to the management of the Beach re-nourishment program including funding applications, permit acquisition, consultant and contractor contract supervision; management of the Sea Turtle Conservation Program; and professional advice and direction regarding coastal processes and management. The main focus of this program is to provide for the protection and enhancement of the beach and coastal resources in accordance with State and Federal permits.

**Beautification Trust Fund:** This special revenue fund accounts for the receipt of general fund transfers from a 1.2% utility tax to be used for capital and operating expenses incurred in projects for the beautification of the public rights-of-way within the City, the maintenance of such beautification projects and the repayment of the debt service incurred for these projects. These projects were identified in the Comprehensive Beautification Program adopted by the City in 1986.

**Bond:** A written promise to pay a sum of money on a specific date at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common type of bonds are general obligation, revenue and special improvement/assessment bonds.

**Bond Funds:** Resources derived from the issuance of bonds for specific purposes and used to finance capital improvements.

**Budget:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Budgetary Accounts:** Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control techniques of formal budgetary integration.

**Budget Amendment:** A procedure to revise a budget appropriation either by City Commission approval through the adoption of a supplemental resolution, or by City Manager authorization. Interfund adjustments

## Glossary of Terms

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require City Commission approval. Inter departmental adjustments require City Manager approval.

**Budgetary Control:** The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

**Budget Document:** The instrument used to present a comprehensive financial program to the appropriating governing body.

**Budget Message:** A narrative presentation of the proposed or approved annual budget as presented by the City Manager to the Commission. The message identifies the most important aspects of the budget changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming year.

**Capital Improvement Budget:** A plan of proposed Capital outlays for a five-year period and the means of financing them. The Capital budget is usually enacted as part of the complete annual budgetary plan.

**Capital Assets:** Acquired assets having a unit cost of at least \$750 and a useful life of more than one year.

**Capital Outlays:** Expenditures which result in the acquisition of, or addition to, fixed assets.

**Capital Improvement Program (CIP):** A plan for capital expenditures to be incurred each year over a designated period of years to meet capital needs arising from the long-term work programs or other capital needs. It sets forth each project and specifies the resources estimated to be available to finance the projected expenditures.

**Capital Projects Fund:** A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

**Cash Basis:** A basis of accounting under which transactions are recognized only when cash is received or disbursed.

**Central Garage Fund:** This fund accounts for the reservation of funds collected from various departments for the replacement of existing fleet vehicles and other pieces of rolling stock. In addition, this fund also accounts for major restoration of fleet vehicles meant to extend the useful life of the asset.

**City Marina Fund:** This enterprise fund accounts for the acquisition, construction or renewal and replacement of major capital facilities, infrastructure improvements or the purchase of major equipment funded from the net operating revenues of the municipal marina. The primary source of revenues for the fund come from the rental of 24 slips at the marina plus interest earnings from the investment of the marina reserve funds.

**Community Development Fund:** This special revenue fund accounts for the receipt of funds from various Federal, State and local grants which are generally spent on programs that benefit the low to moderate income households within the City. Particular emphasis is placed upon the preservation of existing housing units, increasing home ownership opportunities and landscaping improvements. These funds are also used to encourage and develop public/private partnerships and drug prevention programs.

**Contingency:** An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as hurricane emergencies, Federal mandates, shortfalls in revenue and similar events.

**Cost Accounting:** The method of accounting that provides for the systematic recording and analysis of all the elements of costs incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

**Cost Center:** An organizational operating unit within each City division or department, assigned an account code number. i.e., Beach Operations is a cost center within the Department of Parks and Recreation.

**CRA (Community Redevelopment Agency):** Agency established by the City, governed by a board of appointed commissioners, for the elimination and prevention of the development or spread of slums and blight or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income in a community redevelopment area.

**DDA (Downtown Development Authority):** A dependent district created by the City to analyze the economic changes occurring in the Downtown area, formulate long-range plans for improving the attractiveness and accessibility to the public of Downtown facilities, and to recommend and participate in the implementation of downtown development plans.

## Glossary of Terms

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**Debt:** An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, notes, and floating debt.

**Debt Limit:** The maximum amount of outstanding gross or net debt legally permitted.

**Debt Proceeds:** The difference between the face amount of debt and the issuance discount or the sum of the face amount and the issuance premium. Debt proceeds differ from cash receipts to the extent issuance cost, such as underwriters' fees, are withheld by the underwriter.

**Debt Ratio:** Comparative statistics illustrating the relation between the issuer's outstanding debt and such factors as its tax base, income or population.

**Debt Service Fund Requirements:** The resources which must be provided for a debt service fund so that all principal and interest payments can be made in full and on schedule.

**Debt Service Requirements:** The amount of money required to pay interest on outstanding debt, maturities on serial bonds and required contributions to accumulate monies for future retirement of term bonds.

**Deficit:** The excess of the liabilities of a fund over its assets. The excess of expenditures over revenues during an accounting period.

**Department:** A major work unit or functional unit having related activities aimed at accomplishing a major service or regulatory program for which the City is responsible.

**Depreciation:** Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Depreciation Schedule:** A schedule listing the annual allocation of the cost of fixed assets to future periods, using one of the depreciation methods acceptable under Generally Accepted Accounting Principles.

**Encumbrances:** Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not defined as expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

**Enterprise Funds:** These funds account for operations that provide a service to the citizens, financed primarily by a user charge, where periodic measurement of net income is appropriate for capital maintenance, public policy, management control or other purposes.

**Entitlement:** The amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

**Entity:** The basic unit upon which accounting and/or financial reporting activities focus. The basic governmental legal and accounting entity is the individual fund and account group.

**Expenditure:** The actual outlay of funds from the City Treasury in the payment for goods received or services obtained.

**Expenses:** Charges incurred whether paid immediately or unpaid for operations, maintenance, interest and other charges.

**Fiscal period:** Any period at the end of which a government determines its financial position and the results of its operations.

**Fixed Assets:** Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements.

**Fixed Costs:** Costs of providing goods or services that do not vary proportionately to the volume of goods or services provided.

**Flexible Budget:** A budget whose dollar amounts vary according to the volume of goods or services to be provided.

**Formal Budgetary Integration:** The management control technique through which the annual operating budget is recorded in the general ledger through the use of budgetary accounts. It is intended to facilitate control over revenues and expenditures during the year.

**Franchise:** A tax charged for the privilege of using public rights-of-way and property within the City for public or private purposes, usually involving the elements of monopoly and governmental regulation.

**Full Accrual Accounting:** A basis of accounting used in proprietary funds in which transactions and events are recognized as revenues/gains or expenses/losses

## Glossary of Terms

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when they occur, regardless of the timing of related cash flows.

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., general government).

**Fund:** A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance:** The difference between fund assets and fund liabilities of governmental and similar trust funds.

**Fund Type:** Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

**General Capital Improvement Fund:** This capital projects fund is used to account for the acquisition, construction or renewal and replacement of major capital facilities, infrastructure improvements or the purchase of major equipment of a general City nature other than that financed or funded entirely from proprietary user-fee fund operations such as Enterprise Funds.

**General Obligation Bonds Payable:** Bonds backed by the full faith and credit of government.

**Goals:** A broad statement of intended accomplishments or a description of a general condition deemed desirable.

**Government Fund Types:** Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary funds and fiduciary funds.

**Grants:** Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose, activity or facility.

**Impact Fees:** Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**In Lieu of Parking Fees:** Monies paid by the commercial property owner in-lieu of providing a required number of on-site parking spaces, as stipulated under the City Land Development Regulation, Section 4.6.9 (E) (3). The fee is based on the location of the property for which in-lieu fees are being sought.

**Infrastructure:** The physical assets of the City, i.e., streets, water, sewer, public buildings, and parks, and the support structures within a development.

**Interfund Transactions:** Transactions between funds of the same government reporting entity.

**Interfund Transfers:** All interfund transactions except loans, quasi-external transactions and reimbursements. Transfers can be classified as belonging to one of two major categories: Residual Equity Transfers or Operating Transfers.

**Interim Borrowing:** Short-term loans to be repaid from general revenues during the course of a fiscal year usually in anticipation of tax collections, grants or a bond issuance.

**Investments:** Securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

**Lakeview Golf Course Fund:** This enterprise fund accounts for the construction of projects or the acquisition of equipment meant to maintain, replace or upgrade the Lakeview Golf Course, its facilities, vehicles or equipment. The primary sources of revenue for the fund are user fees related to use of the golf course, the clubhouse or the snack bar.

**Law Enforcement Trust Fund:** This special revenue fund accounts for the receipt of funds from confiscated property and forfeitures by the Police Department through local law enforcement investigations. The expenditure of these funds must comply with Florida State Statute 932.7055. Per this statute, this fund cannot project the future receipt of funds. Such funds may be used only for school resource officers, crime prevention, safe neighborhoods, drug abuse education or drug prevention programs or such other law enforcement purposes as the governing body of the municipality deems appropriate. Such funds shall not be a source of revenue to meet normal operating needs of the law enforcement agency.

**Lease-Purchase Agreements:** Contractual agreements that are termed leases, but that in substance are purchase contracts.

## Glossary of Terms

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**Letter of Credit:** A financial institution's written guarantee of a customer's drafts, up to a specified amount, for a certain period of time.

**Level of Budgetary Control:** One of the three possible levels of budgetary control and authority to which organizations, programs, activities and functions may be subject. These levels of budgetary control are (a) appropriated budget, (b) legally authorized nonappropriated budget review and approval process, which is outside the appropriated budget process or (c) nonbudgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized nonappropriated budget review and approval process, but still are relevant for sound financial management and oversight.

**Levy:** To impose taxes, special assessments or service charges for the support of government activities.

**Liabilities:** Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

**Line Items:** The classification of objects of expenditure (object codes) by major expense category.

**Mill:** One one-thousandth of a dollar of assessed value.

**Millage:** Property Tax levy stated in terms of dollars and cents for every thousand dollars of assessed property value.

**Modified Accrual Accounting:** A basis of accounting used in governmental funds in which revenues (related cash flow) of an economic transaction or event are measurable and available to liquidate liabilities of the current accounting period. Expenditures are recognized when an event or transaction is expected to draw upon current spendable resources.

**Municipal Golf Course Fund:** This enterprise fund accounts for the construction of projects or the acquisition of equipment meant to maintain, replace or upgrade the main golf course, its facilities, vehicles or equipment located off Homewood Boulevard. The primary sources of revenue for this fund are user fees

related to use of the golf course, the clubhouse or the restaurant.

**Nonappropriated Budget:** A financial plan for an organization, program, activity or function approved in a manner authorized by constitution, charter, statute or ordinance but not subject to appropriation and, therefore, outside the boundaries of the definition of appropriated budget.

**Nonoperating Expenditures:** Expenses not directly related to the fund's primary activities (e.g., interest).

**Obligation:** Amounts a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

**Operating Budget:** Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Operating Funds:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and "pay-as-you-go" capital projects.

**Ordinance:** A formal legislative enactment by the governing body of a municipality. If not in conflict with a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**Organizational Unit:** A responsibility center within a government.

**Pari Passu Bonds:** Equal ranking of outstanding bond issues.

**Pay-as-you-go Basis:** In the context of pension accounting and risk management, the failure to finance retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

**Per Capita Debt:** The amount of a government's debt divided by its population. Per Capita debt is used to indicate the government's credit position by reference to the proportionate debt borne per person.

**Performance Indicators:** Specific quantitative and qualitative measures of work performed as an objective of the department.

**Personal Services:** The cost of wages, salaries, and other fringe benefits such as retirement contributions,



## Glossary of Terms

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social security, health care, worker's compensation, unemployment benefits, and various employee stipends or other cash payments.

**Policy:** A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principle.

**Property Tax:** A statutory limited tax levy which may be imposed for any purpose by a governing body.

**Productivity:** A measure of the service output of City programs compared to the per unit input of resources invested.

**Program:** A group of activities, operations or organizational units directed to attain a specific purpose or objective.

**Public Arts Program Fees:** Appropriated at 1.5% of an eligible capital project's construction costs. Eligible projects reflect and enhance the City's diversity, character and heritage through artwork and design. The artwork or design is integrated into the architecture, City streets and landscape throughout Delray Beach.

**Recreation Impact Fee Fund:** This special revenue fund accounts for the receipt of funds from the collection of parks and recreation impact fees from developers in accordance with Chapter 5, Subdivision Regulations, Section 5.3.2(C) (Park Land Dedication – Impact Fee Required) of the City of Delray Beach Land Development Regulations. These funds are to be used only for the development of parks and recreation areas.

**Reserved Fund Balance:** Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

**Residual Equity:** Capital appreciation.

**Resolution:** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenues:** Increases in the net current assets of a governmental fund type, other than expenditure refunds and residual equity transfers.

**Rolled-Back Rate:** The millage rate that will provide the same ad valorem tax revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions and property added due to geographic boundary changes.

**Service Level Objective:** A statement that describes in specific and measurable terms certain results which a program is expected to achieve in a given time frame, including the service to be provided and the standard against which results can be measured.

**South Central Regional Wastewater Treatment and Disposal Board (SCRWTDB):** Founded in 1974 through an interlocal agreement to provide treatment and disposal of wastewater generated within the service areas of the Cities of Boynton Beach and Delray Beach.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special District:** A dependent or independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes.

**Special Projects Fund:** Used to account for revenue held in trust by the City for a variety of earmarked purposes. This revenue source includes and accounts for the in lieu of parking fees, parking license fees and public arts program fees.

**Speical Revenue Funds:** This group of funds is used to account for the proceeds of specific governmental revenue sources (other than major capital projects) requiring separate accounting because of various legal stipulations, regulatory provisions or administrative actions. These revenues can only be spent for specific programs or activities and; therefore, should not be comingled with other unrelated revenue sources. Funds include: Law Enforcement Trust Fund, Federal Forfeiture Trust Fund, Special Project Fund, Recreation Impact Fee and Beautification Trust Fund.

**Stormwater Utility Fund:** This enterprise fund accounts for the construction of projects or the acquisition of equipment meant to maintain, replace or upgrade the present stormwater system. The primary source of revenue for this fund is the stormwater utility assessment fee. This fee is assessed and placed on the County Ad Valorem Tax Bill each year.

**Tax Levy:** The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

## Glossary of Terms

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**Tax Rate:** The amount of tax levied on an assessed valuation.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the municipality and for the repayment of debt.

**Tax Incremental Financing:** A portion of ad valorem tax revenues specifically designated for downtown redevelopment, as authorized by state statute.

**Top-Out Bonuses:** Merit increases for employees who have reached the maximum level of salary within their grade pay range.

**T.R.I.M.:** An acronym for "Truth in Millage". Defines the legal process for establishing the millage rate.

**User Fees:** The payment of a fee for direct receipt of a service by the party benefiting from the service.

**Utility Taxes:** Taxes imposed by the City on each and every purchase of a public service within the corporate limits of the City. Public service includes electricity, gas, fuel, oil, telephone, and telecommunications.

**Water and Sewer – Renewal and Replacement Fund:** This enterprise fund accounts for the construction of projects or the acquisition of equipment meant to maintain, replace or upgrade current water and sewer infrastructure. This would include the water plant, sewer plant, raw water wells, storage facilities, transmission and sewer lines, pump and pump stations and manholes as well as equipment such as meters, backflow devices, fire hydrants and other equipment for either field or office operations.

**Working Capital:** Difference between current assets and current liabilities.

### Acronyms

ADA – Americans with Disabilities Act

AGA – Alliance for Golf Access

AVDA – Aid to Victims of Domestic Abuse

BLS – Basic Life Support

CIP – Capital Improvement Program

CMC – Certified Municipal Clerk

CRA – Community Redevelopment Agency

DARE – Drug Awareness & Resistance Education

DBPD – Delray Beach Police Department

DDA – Downtown Development Authority

EPOCH – Expanding and Preserving Our Cultural Heritage

FEMA – Federal Emergency Management Agency

FDOT – Florida Department of Transportation

FPL – Florida Power & Light

FTE – Full Time Equivalent

FYE – Fiscal Year Ending

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officers Association

GIS – Geographic Information Systems

GOB – General Obligation Bonds

GREAT – Gang Resistance Education and Training

HOA – Home Owner's Association

HR – Human Resources

HUD – Housing and Urban Development

IPP – Industrial Pretreatment Program

IT – Information Technology

IVR – Interactive Voice Response

LAN – Local Area Networks

LDR – Land Development Regulations

LETF – Law Enforcement Trust Fund

MCL – Maximum Contaminant Level

NELAP – National Environmental Laboratory Accreditation Program

NPDES – National Pollutant Discharge Elimination

## **Glossary of Terms**

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System

NRPA – National Recreation and Park Association

NWR – National Wildlife Reserve

PIPE – Prostitution Impact Prevention Education

POP – Problem Oriented Policing

POS – Point of Service

PPB – Planning/Programmimg/Budgeting

PREP – Prostitution Relocation and Enforcement Program

RFQ – Request for Qualifications

RTU – Remote Telemetry Units

SCRWTDB – South Central Regional Wastewater Treatment and Disposal Board

SHIP – State Housing Initiatives Program

STT – Strategic Task Team

TIF – Tax Incremental Financing

TRIM – Truth in Millage

USLA – United States Lifesaving Association

USTA – United States Tennis Association

VIN – Vice, Intelligence, Narcotics

WTP – Water Treatment Plant

ZBB – Zero Based Budgeting

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