

DELRAY BEACH

F L O R I D A



All-America City

City Commission

Mayor	Woodie McDuffie
Vice Mayor.....	Thomas Carney
Deputy Vice Mayor	Adam Frankel
Commissioner.....	Angeleta Gray
Commissioner.....	Al Jacquet

City Manager

David T. Harden



1993
2001

Prepared By
Lisa M. Herrmann, Budget Officer

Table of Contents

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.

INTRODUCTION

City Manager’s Message	i
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SYNOPSIS AND GRAPHICS

What’s Included in this Document	S1
Vision Statement	S2
Community Profile	S3
City Organizational Chart.....	S4
Department Heads	S5
Guiding Principle for 2013 and Beyond.....	S6
Target Ideas for FY 2013	S8
Budget Policies and Procedures	S10
General Fund Revenue Projections and Critical Assumptions.....	S15
General Fund Revenues & Expenditures	S22
General Fund Budget Summary By Department.....	S23
General Fund Undesignated Fund Balance History ..	S24
Millage and Tax Revenue Projections.....	S25
All Funds Summary.....	S26
Consolidated Budget Summary-All Funds.....	S28
<i>Enterprise Funds at a Glance</i>	
Water & Sewer Fund.....	S34
Marina Fund	S36
Sanitation Fund.....	S38
Municipal Golf Course.....	S40
Lakeview Golf Course.....	S42
Stormwater Utility Fund.....	S44
Consolidated Funds Summary-Enterprise Funds	S46
<i>Internal Service Funds at a Glance</i>	
City Garage Fund	S50
Insurance Fund	S52
Consolidated Funds Summary-Internal Service Funds	S55
Authorized Positions	S56
Summary of Staffing Levels.....	S57

GENERAL FUND

General Fund Revenues.....	1
Expenditures by Type Summary	1
Expenditures by Department Summary	2
Staffing Levels by Department Summary	4
<i>Divisional Program Detail Pages</i>	
City Commission	5
City Manager’s Office	
Departmental Summary	10
City Manager	12
Public Information.....	14
City Attorney	17
Human Resources	24
City Clerk	27
Finance Department	34
Departmental Summary	32
Financial Administration	34
Information Technology	37
Administrative Services Department	39
Departmental Summary	40
Administration	42
Clean & Safe.....	44
Tennis Stadium	47
Tennis Centers	49
Police Department	53
Departmental Summary	53
Support Bureau	55
Operations Bureau	60
Fire Department.....	65
Departmental Summary	65
Administration	67
Highland Beach	70
Operations.....	73
Emergency Management	77
Fire Safety.....	79
Planning and Zoning	83
Community Improvement Department	87
Departmental Summary	87
Administration	89
Building Inspection.....	92
Code Enforcement	95
Engineering	99

Table of Contents

Public Works Department	103
Departmental Summary	103
Administration	105
Street Maintenance	108
Traffic Operations	111
Street Lighting	114
Parking Facilities	117
Building Maintenance	120
Parks and Recreation Department	123
Departmental Summary	124
Administration	126
Out School Program	129
Teen Center	132
Athletics	135
Special Events	138
Ocean Rescue	141
Community Center	144
Veterans Park Recreation Facility	147
Pompey Park	150
Parks Maintenance	153
Aquatics	156
Catherine Strong Park	159
Cemetery	162
Grants and Aids	165
Miscellaneous Non-Departmental Expenditures	166

WATER AND SEWER FUND

Water and Sewer Fund Revenues	167
Expenditures by Type/Division Summaries	167
Staffing Levels by Program	168
Utilities Customer Service	169
Environmental Services Departmental Summary	173
<i>Divisional Program Detail Pages</i>	
Environmental Services Administration	175
Water Treatment and Storage	178
Water Distribution	181
Environmental Compliance	184
Wastewater Collection	187
Sewage Treatment	190
Water Maintenance	192
Liftstation Maintenance	195
Construction Services	198
Miscellaneous Expenditure	201

OTHER OPERATING FUNDS

Neighborhood Services	203
Sanitation Fund	208
Sanitation Revenue and Expense Summaries	208
Neighborhood Stabilization Program	210
Beautification Trust Fund	213
City Marina Fund	217
Law Enforcement Trust Fund	221
Beach Restoration Fund	223
Delray Beach Municipal Golf Course	227
Lakeview Golf Course	231
Stormwater Utilities Fund	
Stormwater Revenue and Expense Summaries	235
<i>Divisional Program Detail Pages</i>	
Stormwater Maintenance	237
Stormwater Administration	241

INTERNAL SERVICE FUNDS

City Garage Fund	245
Insurance Fund	249

CAPITAL FUNDS

Capital Improvement Program	C1
Impact of Capital Spending on Operating Budget	C4
Debt Management	C5
Debt Policy	C6
Project/Planning Area Map	C15
Project Descriptions	C16
Capital Improvement Budget	C17
Special Projects Fund	C17
Recreation Impact Fee Fund	C18
Neighborhood Services Fund	C19
Beautification Fund	C20
Beach Restoration Fund	C21
General Construction Fund	C22
2004 GO Bond	C26
Marina Fund	C27
Water and Sewer	C28
Water and Sewer Renewal and Replacement	C29
Municipal Golf Course Fund	C31
Lakeview Golf Course Fund	C32
Stormwater Utility Fund	C33
City Garage Fund	C34

Table of Contents

APPENDIX

Supplemental Information and Demographics	A1
Budget Calendar	A10
Developing the Annual Budget	A13
Budget Amendment Policies	A15
Budget Formats	A16
Budget Resolutions.....	A17
Glossary of Terms	A22
Index.....	A30

Alphabetical Listing of Departments

Administrative Services.....	37
Clean & Safe.....	44
Lakeview Golf Course.....	231
Municipal Golf Course.....	227
Tennis Centers	49
Tennis Stadium.....	47
City Attorney	17
City Clerk	27
City Commission.....	5
City Manager.....	12
Community Improvement.....	87
Neighborhood Services	203
Sanitation.....	210
Environmental Services.....	175
Engineering	99
Stormwater Administration	241
Finance	34
Utilities Customer Service.....	169
Fire Department.....	65
Human Resources.....	24
Risk Management.....	249
Parks and Recreation	123
Beautification Maintenance.....	213
City Marina.....	217
Planning & Zoning	83
Beach Restoration.....	223
Police Department	53
Law Enforcement Trust Fund.....	221
Public Works	102

CITY OF DELRAY BEACH

DELRAY BEACH
FLORIDA



1993
2001

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

January 4, 2013

Honorable Mayor and City Commission
City of Delray Beach, Florida

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, 2012 and ending September 30, 2013. The entire Capital Improvement Budget is submitted under separate cover.

This budget presents a financial plan to guide the City through fiscal year 2013. 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:

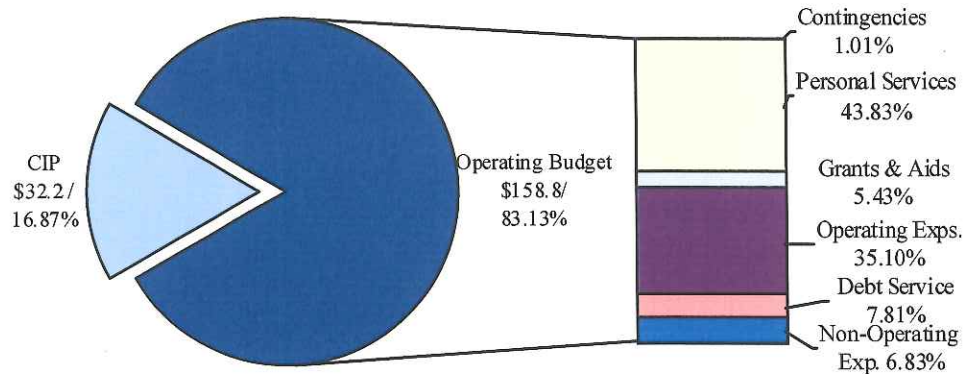
- ◆ The budget provides that current revenues are sufficient to support current expenditures.
- ◆ Funding of renewal and replacement items will be continued so as not to defer the remedial needs of the City into any one year.
- ◆ The budget maintains the Public Safety programs to which the citizens have 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 not increased this year remaining at 7.8033 mills, but the operating millage of 7.1992 is an increase of 0.13% over the previous year while the debt service decreased from the rate of 0.6133 mills per \$1.00 of assessed value to 0.6041 mills.

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 2012-13 Annual Operating Budgets total \$158.8 million, supplemented with Capital Improvement Plan monies of \$32.2 million to produce a total financial program of \$191,002,840. This represents a \$481,000 or 0.30% increase in the Annual Operating Budget and an \$8.4 million or 35.1% increase in the Capital Improvement Plan budget compared to the fiscal year 2011-12 revised budget. A major part of the increase in the CIP budget is the beach renourishment project which totals \$9 million. The increase in the General Fund expenses is due in large part to an



increase in the transfer to the General Construction Fund of \$532,040 and the increase in Police and Fire Pension contributions of \$1.28 million. Additional decreases in the general fund include the elimination of four previously budgeted positions. The increase in capital expenditures is due to mainly to the beach renourishment project (\$9.6 million) and Federal Highway Enhancement (\$1.1 million).

Fund	FY 2011-12 Revised Budget	FY 2012-13 Approved Budget	% Change
General	93,533,282	96,055,490	2.70%
Enterprise			
City Marina	357,810	409,630	14.48%
Sanitation	5,185,160	5,259,590	1.44%
Water and Sewer	32,236,172	31,698,290	-1.67%
Municipal Golf Course	3,261,510	3,185,830	-2.32%
Lakeview Golf Course	845,230	809,880	-4.18%
Stormwater Utility	2,034,651	1,557,890	-23.43%
Special Revenue			
Community Development Block Grant	3,330,756	2,013,810	-39.54%
Beautification Trust	849,150	825,690	-2.76%
Recreation Impact Fee	85,271	591,170	593.28%
Internal Service			
City Garage	3,289,210	3,103,380	-5.65%
Insurance	13,085,206	12,908,720	-1.35%
Total Operating Budget	158,093,408	158,574,580	0.30%
Capital Improvements	24,002,641	32,428,260	35.10%
Total Financial Program	182,096,049	191,002,840	4.89%

General Fund Revenues

Revenues for the 2013 Budget total approximately \$96 million, which is \$2.5 million above fiscal year 2011-12 revised. The 2011-12 budget included \$1.2 million in prior year surplus and prior year encumbrances. There is \$1.6 million surplus budgeted for the 2012-13 fiscal year.

Ad Valorem Tax Revenue

The 1.13% increase in the City's taxable assessed valuation is a sign that property values have started to stabilize. This is the first increase in the City's taxable assessed value since 2008 and is near 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 2011-12 of approximately \$255,000, based on a 95% collection rate.

The assessed valuation of property located in the Community Redevelopment Agency's (CRA) district has increased by \$6.2 million which accounts for 9% 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 1.09%.

Property Tax Millage and Valuations:

Property Tax Millage	2010-11 Actual	2011-12 Actual	2012-13 Approved	% Change FY 12 to 13
Operating Millage	\$7.1900	\$7.1900	\$7.1992	0.12%
Debt Service Millage	.6002	.6133	.6041	-1.51%
<i>Total Millage</i>	\$7.7216	\$7.8033	\$7.8033	0%
Assessed Valuation* (000):				
Operating	\$ 6,167,344	\$6,149,055	\$6,218,550	1.13%
Debt Service	\$ 6,169,336	\$6,151,046	\$6,220,735	1.13%
Revenues Generated	\$46,940,920	\$46,080,287	\$46,100,210	0.04%

** 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.*

The revenue budget is based on 7.8033 mills per \$1,000 of assessed valuation, an assessed valuation of \$6,220,735,327 for debt service millage, an assessed valuation of \$6,218,550,013 for operating millage and a 95% collection rate. This results in tax revenue of \$46,100,210. The 7.8033 mills consist of \$7.1992 for operating expenditures and \$0.6041 for debt service. This levy amounts to a 0.26% 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.

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 increase is \$185,000 or 1.7% of the fiscal year 2011-12 revised, which is attributable totally to an increase of \$170,000 and \$15,000 in the projections for the Electrical Utility Tax and Local Option Gas Tax, respectively.

Franchise, Licenses and Permit Fees

Revenues derived from licenses and permits are projected to increase by \$407,720 or 4.8% over fiscal year 2011-12. Three permit fee categories that are being increased are building permits (\$50,130), a/c permits (\$45,000) and Tenant Landlord Permits (\$55,000). There is also a projected increase in the Electrical Franchise Fee revenue of \$150,000.

Intergovernmental

The overall intergovernmental revenue reflects a decrease of \$50,248 or 0.76% over fiscal year 2011-12. This estimate may increase as grants are awarded during the fiscal year.

Charges for Services

Charges for Services are projected to increase by \$468,020 or 4.8%. This is primarily due to an increase in the contract with Gulf Stream for Fire/EMS Services as a result Amendment 1 which allowed for a rate increase (\$112,620), EMS transport fees (\$100,000), and the new Old School Square Valet service (\$200,000).

Fines and Forfeitures

Revenues generated from fines and forfeitures are anticipated to increase by \$73,000 or 7.13%. This is due mainly to an anticipated increase in parking fine revenue (\$35,000) and late fees on parking tickets (\$35,000)

Miscellaneous Revenue

The Miscellaneous Revenue category reflects an increase of \$273,095 overall. The increase is due mainly to an increased contributions from the CRA for the Downtown Roundabout Shuttle service (\$100,000) and Clean & Safe District (\$150,000).

Interfund Transfers

Interfund Transfers total \$4,355,550, an increase of \$536,960 compared to fiscal year 2011-12.

General Fund Expenditures

The 2012-13 approved General Fund expenditures total \$96,055,490. Of this, 61.8% is budgeted for personal services, 19.4% for operating expenses, 6.9% for debt service, including utility tax transfers, and 11.9% for the combined capital, grant and transfer expenditures.

Personal Services

Personnel changes in the General Fund include the addition of one full-time position. The Fire Administration Division will be adding a civilian Technical Support and Logistics Manager. The Police Support Bureau is eliminating one PINS positions and the Parks And Recreation Department will be eliminating a Building Maintenance Worker, Recreation Supervisor and a Lifeguard. In addition, ten previously frozen positions are also being eliminated leaving 34 frozen in the current budget.

Part time positions increased from 34.85 FTE (full time equivalents) in fiscal year 2011-12 to 38.19 FTE in fiscal year 2012-13 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

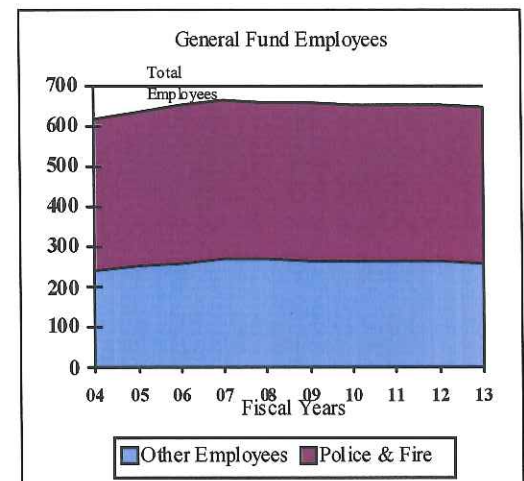
Merit increases are not included in this budget for Civil Service, Fire Union and Service Employees International Union (SEIU) employees. They will not earn increases for Fiscal Year 2012-13 due to revenue shortfalls and the desire not to lay off any current employees (n.b. at the November 20, 2012 City Commission meeting, a 3% raise was approved effective November 17, 2012 for all Civil Service employees who had not received merit increases since fiscal year 07/08).

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 \$124,876 or 8.06% in the general fund (\$236,950 or 10.02% in all funds) and to only 11.95% of covered payroll. The contribution for the Police and Fire Pension is no longer a set amount based on previous covered payroll, but will be 47.3% of the fiscal year 2012-13 payroll, an increase of 5.6% from the previous year. The amount budgeted for the City's Police and Fire Pension payment is \$8,076,490.

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 13.56% 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 decreased \$255,750 or 15.37% for FY 12/13.



Contributions

During the year, the City receives numerous requests for funding from non-profit organizations. The 2013 Contributions were more than the fiscal year 2011-12 funding by \$24,700. In addition, \$40,000 is included in the Tennis Stadium Division for the Chris Evert Tennis Event for total contributions of \$257,200. 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 \$425,302. The review committee met to discuss the requests totaling \$309,158 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 2012-12.

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 \$10,000 more than the previous year.

The transfer to the General Construction Fund is \$1,141,130. This is an increase of \$532,040 or 87.5% 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 2012-13 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

Water and Sewer Fund

Water sales rates for fiscal year 2012-13 are budgeted to remain the same as fiscal year 2011-12. 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 2012-13 budget of \$31,868,290 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, a \$10,000 increase from fiscal year 2011-12. 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 \$131,290 for fiscal year 2012-13, an increase of \$6,960 or 5.3% 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 2012-13. The fiscal year 2012-13 budget decreased by \$882,512 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 \$85,074 from \$632,506 to \$717,580 due to changes in funding sources for positions in the Engineering division. Stormwater capital projects decreased from \$2,349,846 in 2011-12 to \$1,355,390 in 2012-13.

Golf Course Funds

The Municipal Golf Course Fund achieved a net loss of \$57,414 in fiscal year 2011-12. Charges for services in fiscal year 2012-13 are estimated at \$2,953,950 or a 5.2% increase compared to the fiscal year 2011-12 actuals.

The Lakeview Course Fund reflected a net loss for 2011-12 of \$31,447 or \$12,735 over 2010-11 loss of \$18,712. The fiscal year 2012-13 budget anticipates a \$4,082 net loss at the end of the fiscal year.

Sanitation Fund

The Sanitation Fund's budget for fiscal year 2012-13 is \$5,289,590, an increase of \$74,430 over fiscal year 2011-12. 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 \$79,080. 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

The 2012-13 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, 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 and SCBA replacement for the Fire Department.

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,



David T. Harden
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 50% 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 2013.
 - 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 2013 through 2017. Each year consists of programmed projects with fiscal year 2013 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.

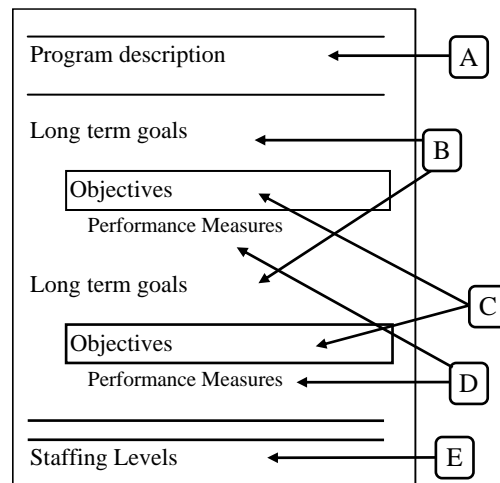
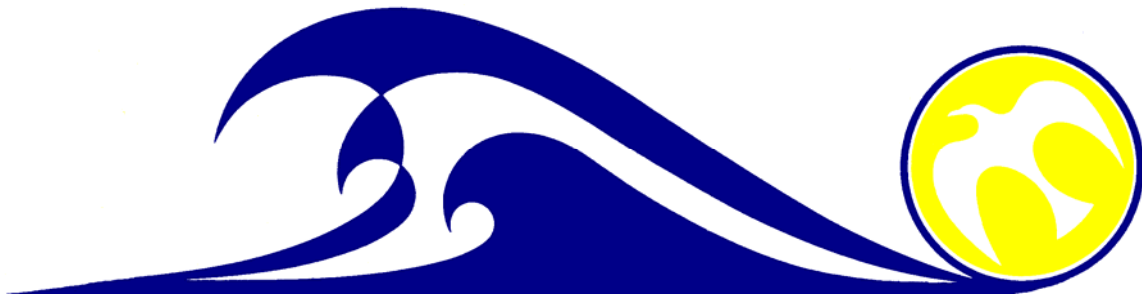


Figure A



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

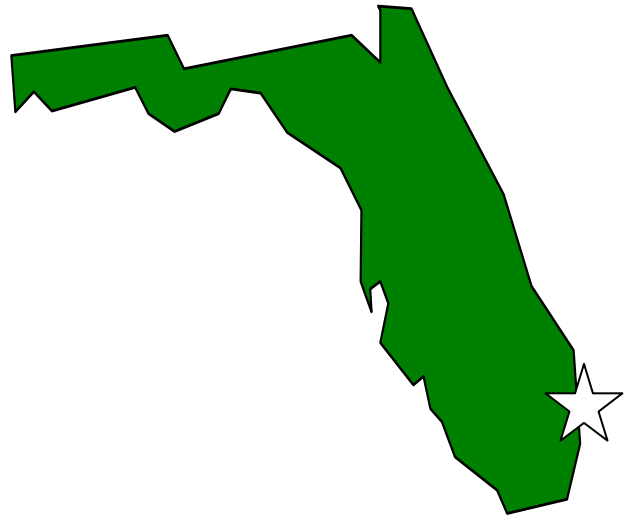
Community Profile

A South Florida Renaissance City

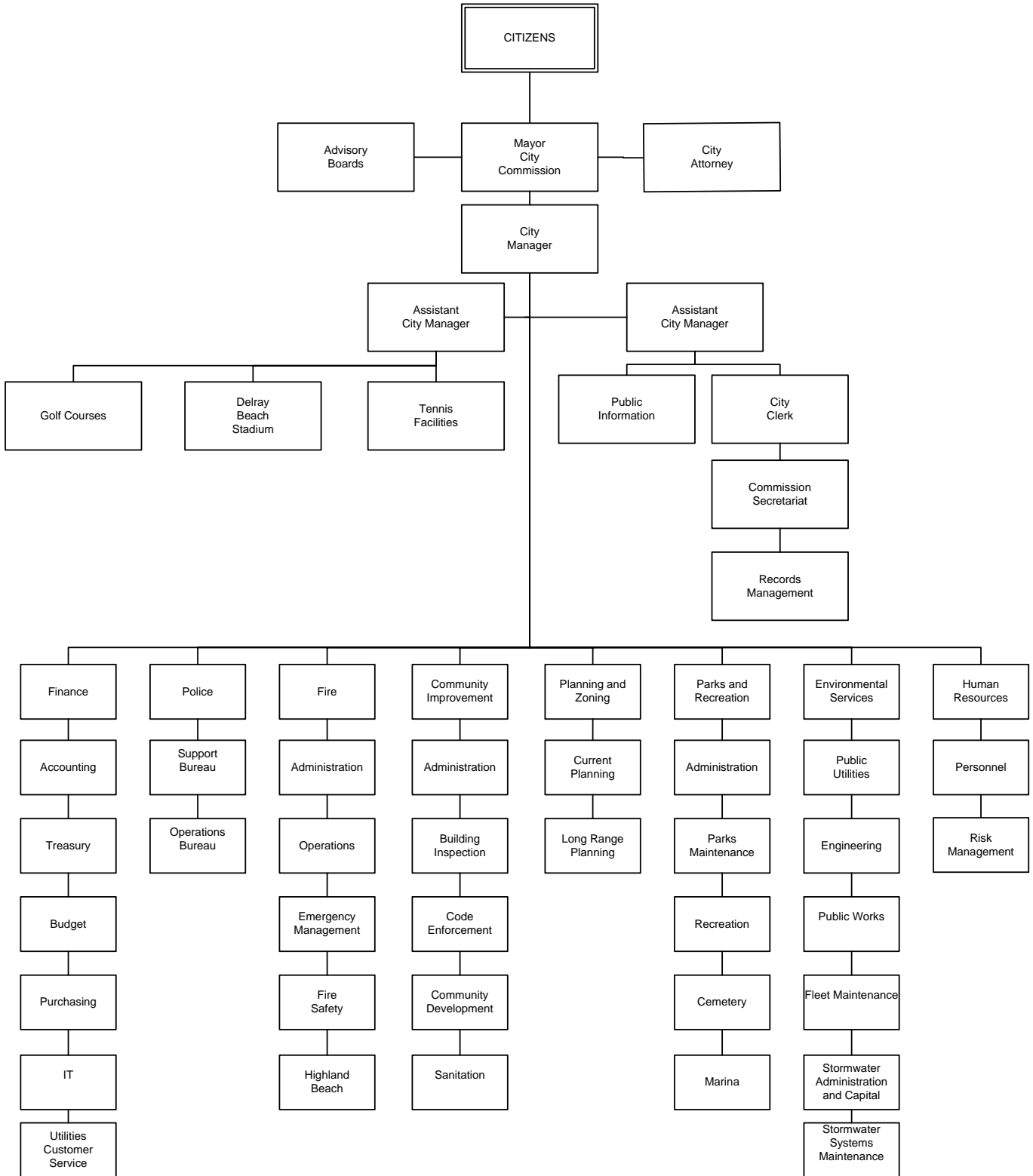
Delray Beach is a truly unique city! From its award winning public beaches and vibrant downtown nightlife to its excellent neighborhoods, bustling economy, and abundance of cultural activities, Delray Beach offers an unparalleled quality of life.

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 61,495 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.

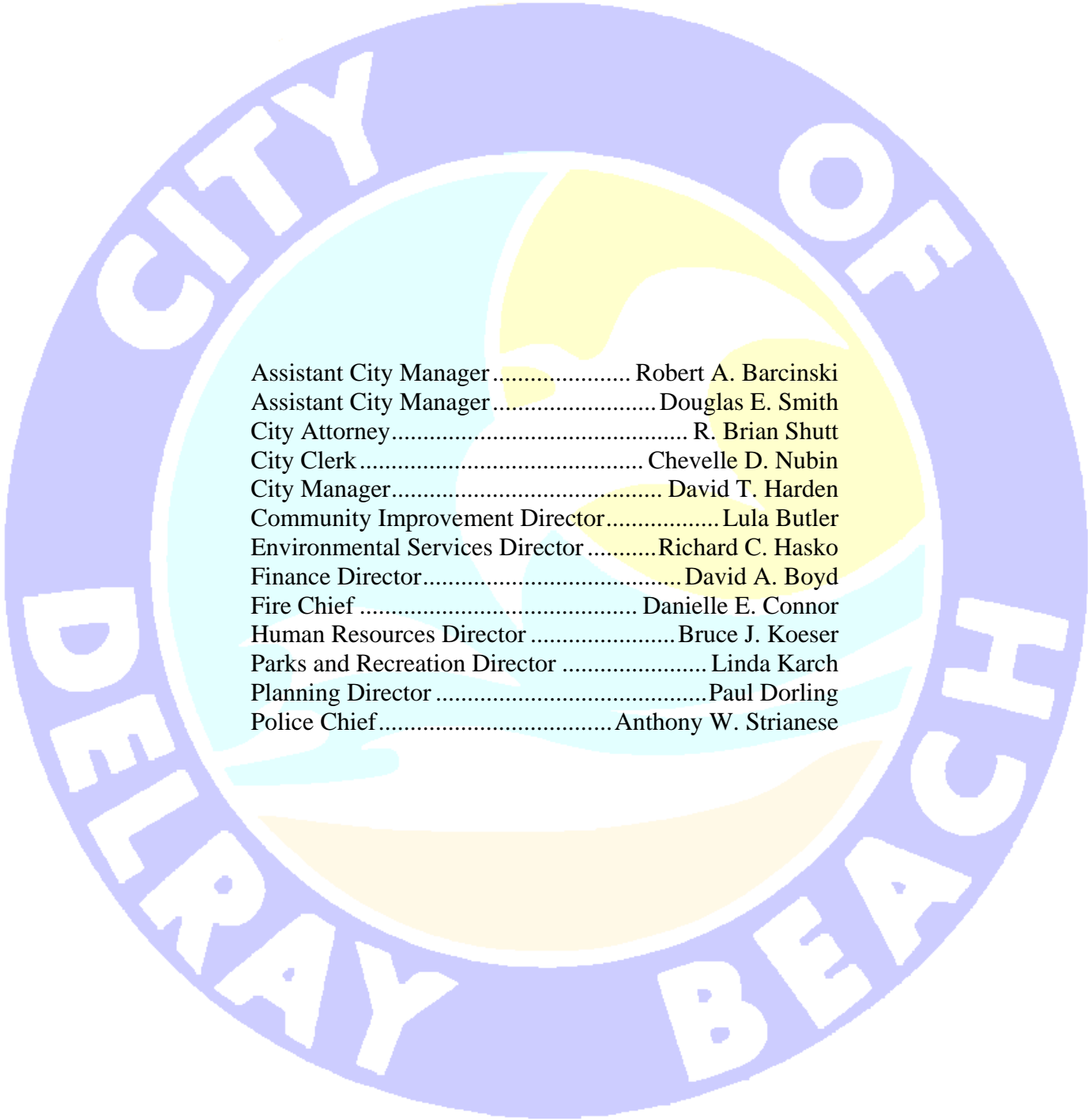
Delray Beach encompasses 16.5 square miles planning area of which 98.9% has been developed. As the City approaches "build-out", growth management has shifted focus to renewal and redevelopment of the remaining vacant land. Existing land use inventory is 67% residential, 13% recreation/open space/conservation,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



City Organizational Chart



Executive Staff



Assistant City Manager Robert A. Barcinski
Assistant City Manager Douglas E. Smith
City Attorney R. Brian Shutt
City Clerk Chevelle D. Nubin
City Manager David T. Harden
Community Improvement Director Lula Butler
Environmental Services Director Richard C. Hasko
Finance Director David A. Boyd
Fire Chief Danielle E. Connor
Human Resources Director Bruce J. Koeser
Parks and Recreation Director Linda Karch
Planning Director Paul Dorling
Police Chief Anthony W. Strianese

FY 2013 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 5th 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 2013 Target Projects

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.

- ◆ *Pompey Park Concession Stand*
- ◆ *Mangrove Park Boat Ramp: Construction*
- ◆ *MLK Drive Beautification Project: Construction*
- ◆ *SW 12th/Auburn/SW 14th 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 2013 Targets for Action

Top Priority – Policy Agenda

- ❖ *Pension Plans*
- ❖ *Beach Master Plan: Project Priorities, Funding (including the Pavalion)*
- ❖ *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 1st: ROW, Funding*
- ❖ *LDR Amendments*

Budget Policies and Procedures

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

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

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:

General Obligation Bonds	A1
Utility Tax Bonds	A2
Water and Sewer Bonds	A2

Budget Policies and Procedures

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

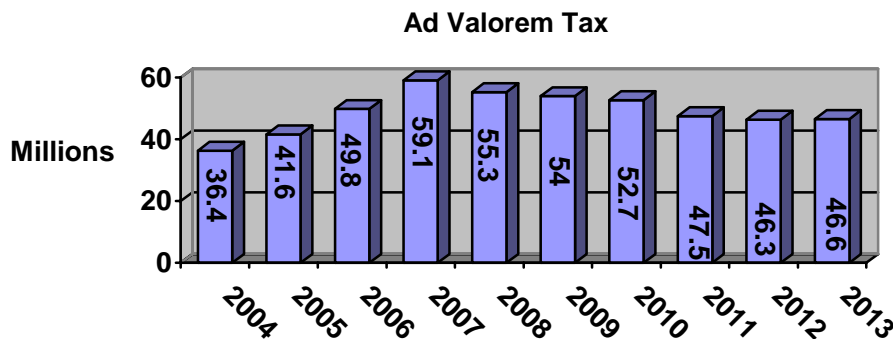
Ad Valorem revenue is derived from a millage tax levy on real and personal property located in the City of Delray Beach. The City's Ad Valorem Tax revenues are based on two assessment valuations. Assessment valuations are given separately for calculating tax revenues based on operating and debt service 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 7.1992 mills per \$1,000 of assessed valuation, a preliminary assessed valuation of \$6,220,735,327 for debt service millage, an assessed valuation of \$6,218,550,013 for operating millage and a 95% collection rate. This results in proposed tax revenue of \$46,100,210. The 7.8033 mills consist of \$7.1992 for operating expenditures and \$0.6041 for debt service. This levy amounts to a 0.26% 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 \$69,494,812 over the prior year final gross taxable value or by 1.13%. 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 2012.



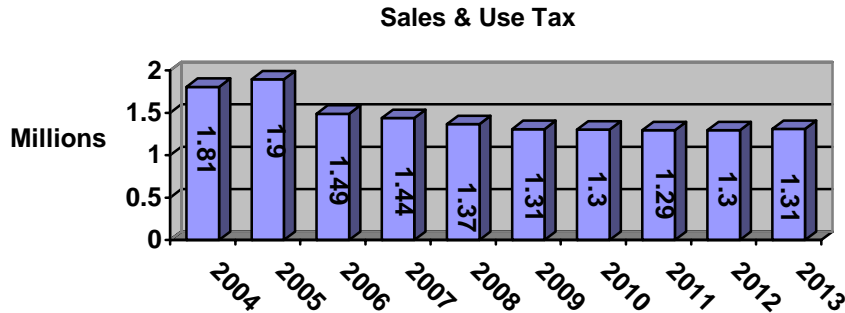
Sales and Use Taxes

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 \$1,310,000 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.

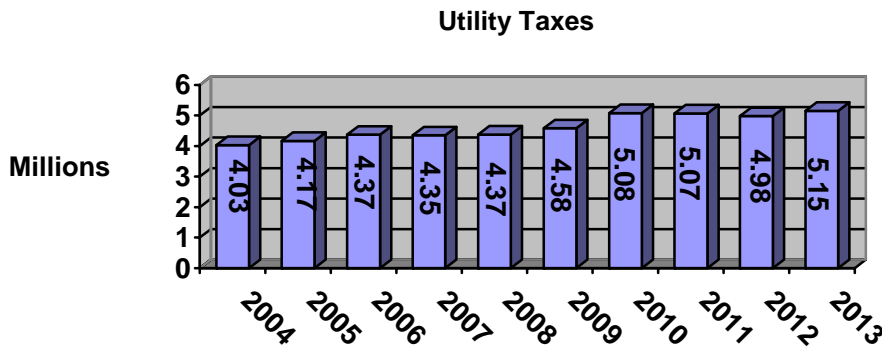


Utility Taxes

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 2013 Utility taxes on electric sales project a 1.5% increase over the fiscal year 2012 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.

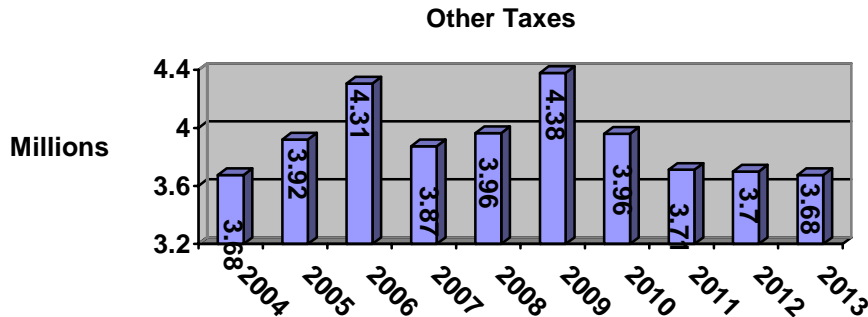
General Fund Revenue Projections and Critical Assumptions

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 (\$4,450,000), the total net revenue of the gas company (\$65,000), 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 slight increase (0.5%) over the fiscal year 2012 projection.

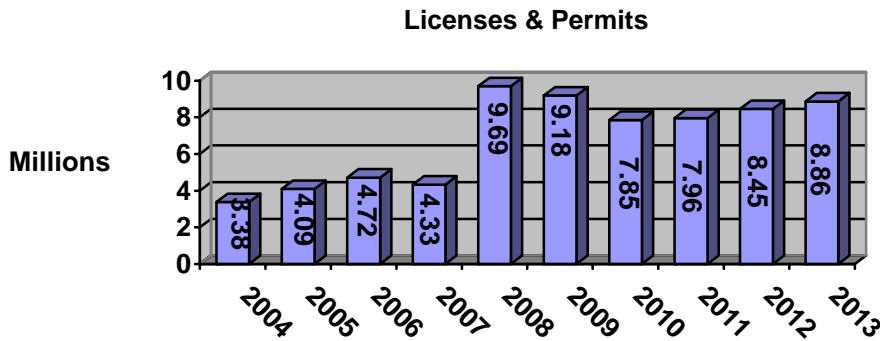
Business Tax Receipts are fees charged to any person who engages in any business, profession or occupation within the City limits. A registration fee is available to those who do not have a permanent location within the City, but wish to do business in the City. Licenses are issued for one year and expire in September of each year.

Source	2013	%
Building Permits	2,050,130	23%
Electrical & Plumbing	370,000	4%
A/C & Heating	345,000	4%
Roof Permits	130,000	1%
Tenant/Landlord	480,000	5%
Franchise Fees	4,850,290	55%
Miscellaneous Permits/Fees	633,950	7%
Total	\$8,859,370	100%

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.



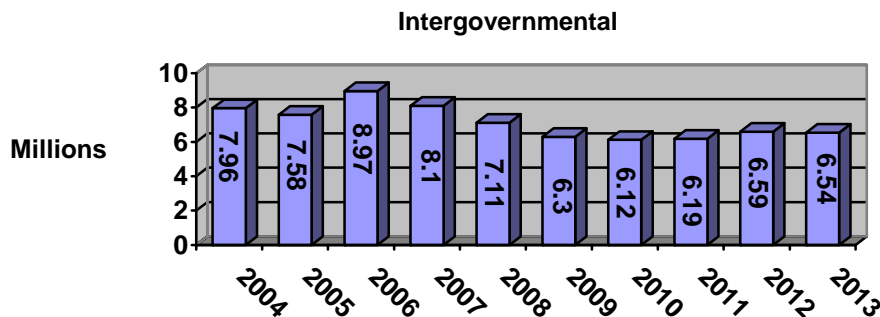
Intergovernmental

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 1% from the fiscal year 2012 projections.

Also included in this category are local, state and federal grants, which account for 9.6% of the Intergovernmental revenues.

Additionally, this category includes \$120,000 of revenue for Occupational License fees originating in the County.



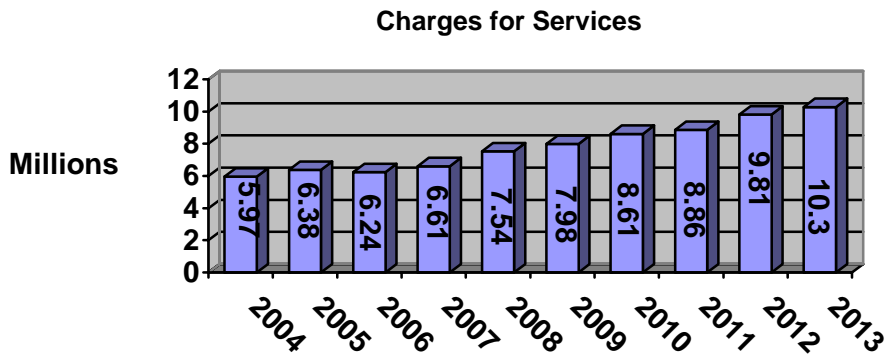
Charges for Services

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 \$2.93 million. The second largest source is EMS transport fees totaling \$2,200,000. Revenues received from the Town of Gulf Stream total \$832,250 and include 911 dispatch services (\$54,050), Fire EMS services (\$428,200) and building

General Fund Revenue Projections and Critical Assumptions

permitting services (\$350,000). Anticipated parking revenue is \$1,587,000, an increase of \$123,000 from fiscal year 2012.

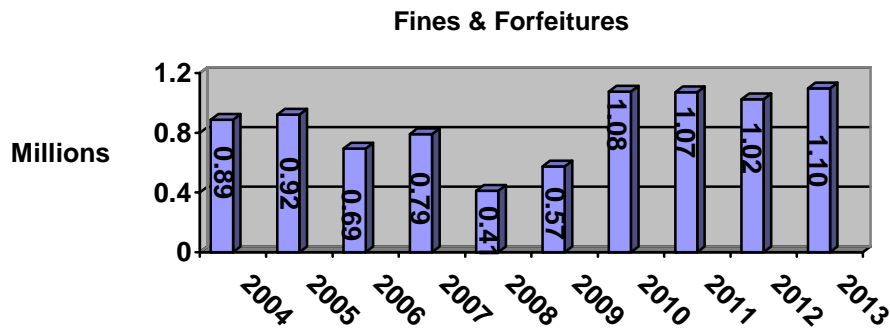


Fines and Forfeitures

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 7% increase in fiscal year 2013 is due mainly to an anticipated increase in police parking ticket fees.



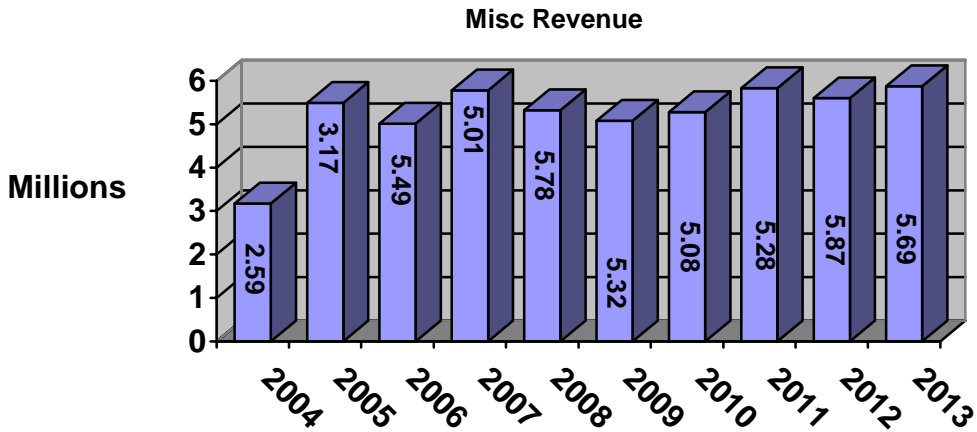
Miscellaneous Revenue

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 increase in fiscal year 2013 is 4.9% and is primarily due to an increase from the CRA for funding the Clean and Safe program.



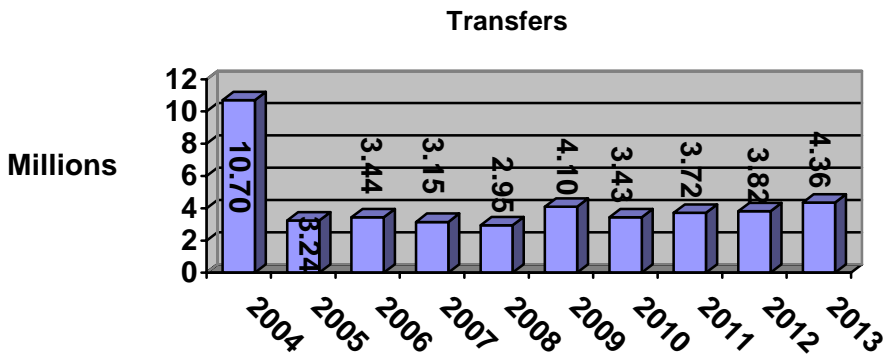
Transfers

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.

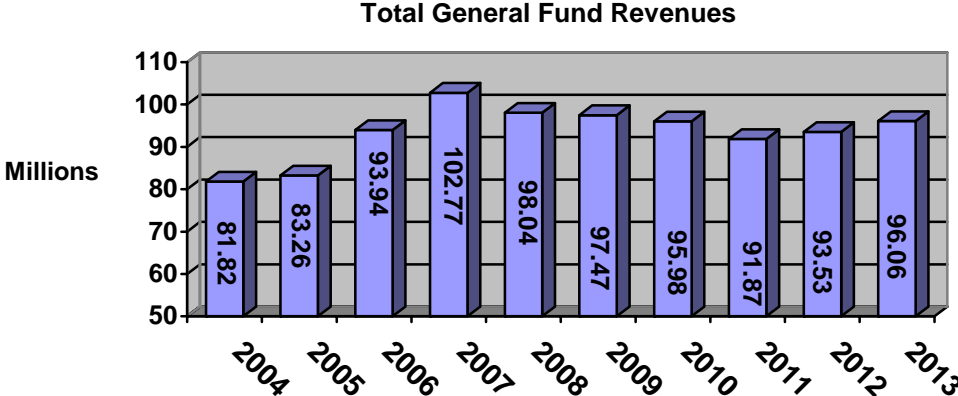
The in-lieu taxes transfer is based on the value of the assets in the Enterprise Fund and the proposed millage for the purpose of paying its share of services provided by the departments within the General Fund such as the Public Works, Police and Fire Departments.

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

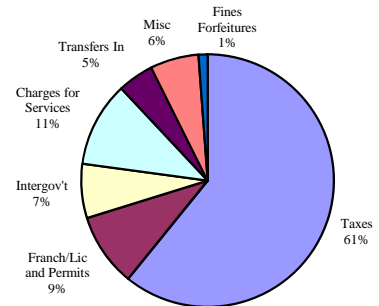


General Fund Revenues and Expenditures Summary

	2011 Actual	2012 Revised	2013 Budget	% Change FY 11 to 12
Cash Balances Brought Forward:				
Prior Year Surplus	\$ -	\$ 1,225,549	\$ 1,600,000	NA
Revenues:				
Taxes	58,241,812	57,011,000	57,450,210	0.77%
Franchises, Licenses and Permits	7,957,961	8,451,650	8,859,370	4.82%
Intergovernmental	6,188,502	6,588,628	6,538,380	-0.76%
Charges for Services	8,857,081	9,814,480	10,282,500	4.77%
Fines and Forfeitures	1,072,260	1,024,500	1,097,500	7.13%
Miscellaneous	5,831,304	5,598,885	5,871,980	4.88%
Total Revenues	88,148,920	88,489,143	90,099,940	1.82%
Other Financing Sources:				
Operating transfers in	3,720,390	3,818,590	4,355,550	14.06%
Total Other Sources	3,720,390	3,818,590	4,355,550	14.06%
Total Revenue & Other Sources	\$ 91,869,310	\$ 93,533,282	\$ 96,055,490	2.70%

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.

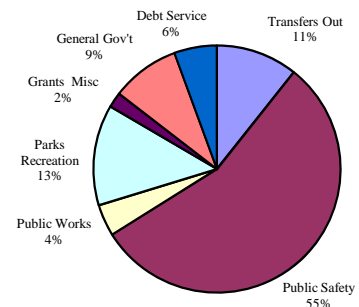
Where the money comes from:



As you can see our largest source of revenue is derived from taxes. This includes a \$7.8033 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.

Expenditures:				
General Government	\$ 8,061,992	\$ 8,381,739	\$ 8,630,030	2.96%
Public Safety	51,512,195	51,328,477	53,221,480	3.69%
Public Works	3,568,379	3,787,190	3,974,160	4.94%
Parks & Recreation	12,457,714	12,692,323	12,669,580	-0.18%
Grants	1,844,000	1,868,000	1,853,000	-0.80%
Debt Service	5,012,566	5,644,910	5,365,330	-4.95%
Miscellaneous	42,301	90,715	29,950	-66.98%
Land Acquisition and costs	-	-	-	NA
Contingency	-	476,978	70,740	NA
Total Expenditures	82,499,147	84,270,332	85,814,270	1.83%
Bond Refinancing	-	-	-	NA
Other Financing Uses:				
Operating transfers out	10,679,706	9,262,950	10,241,220	10.56%
Total Other Uses	10,679,706	9,262,950	10,241,220	10.56%
Total Expenditures & Other Uses	\$ 93,178,853	\$ 93,533,282	\$ 96,055,490	2.70%

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	2011 Actual	2012 Revised	2013 Budget	% Change 12-13
City Commission	234,255	202,830	218,210	7.58%
City Manager	530,388	530,880	645,950	21.68%
Public Information	104,535	84,960	76,430	-10.04%
City Attorney	832,003	895,580	779,060	-13.01%
Human Resources	518,548	518,360	517,990	-0.07%
City Clerk	519,935	526,810	530,080	0.62%
Finance	1,565,699	1,671,079	1,586,560	-5.06%
Information Technology	1,560,053	1,662,070	1,565,690	-5.80%
Administrative Services	821,865	836,380	866,600	3.61%
Tennis Stadium	2,091,098	2,164,480	2,276,260	5.16%
Tennis Centers	1,150,925	1,204,480	1,196,370	-0.67%
Planning & Zoning	1,122,006	1,172,130	1,169,980	-0.18%
Engineering	252,705	280,660	673,480	139.96%
Police Department	26,532,945	26,389,798	27,670,830	4.85%
Fire Department	19,180,217	19,296,869	19,769,460	2.45%
Highland Beach	3,142,810	2,988,870	3,044,940	1.88%
Community Improvement	2,656,223	2,652,940	2,736,250	3.14%
Public Works	3,568,379	3,787,190	3,974,160	4.94%
Parks & Recreation	9,215,691	9,323,363	9,196,950	-1.36%
Miscellaneous	42,301	90,715	29,950	-66.98%
Miscellaneous Grants	140,750	134,750	134,750	0.00%
Economic Development	55,000	85,000	70,000	-17.65%
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	5,012,566	5,644,910	5,365,330	-4.95%
Bond Refinancing	0	0	0	NA
Transfers	10,679,706	9,262,950	10,241,220	10.56%
Contingency	0	476,978	70,740	NA
TOTAL	93,178,853	93,533,282	96,055,490	2.70%

General Fund Undesignated Fund Balance

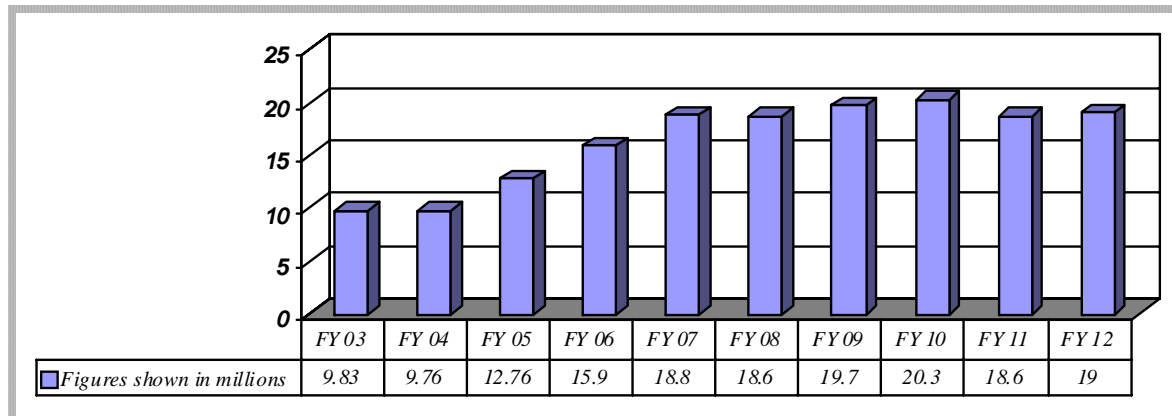
Changes in Undesignated Fund Balance

FY 2012 Estimated excess/(deficiency) of revenues over expenditures as of September 30	356,910
Undesignated Fund Balance, Beginning of Year 2011	18,682,823
Estimated Undesignated Fund Balance, End of Year 2012 (unaudited)	19,039,733

Undesignated Fund Balance Ten-Year History

<u>Fiscal Year</u>	<u>Undesignated Fund Balance</u>
2002-03	\$9,833,986
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	\$19,039,733 (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	6,218,550,013 *	1.13%	46,100,210

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

Fiscal Year 2010 Tax Levy (at 95% discount)

Gross Operating Tax Revenue

\$7.1992/\$1,000 X \$6,218,550,013 \$42,530,156

Debt Service Tax Revenue

\$0.6041/\$1,000 X \$6,220,735,327 3,570,049

Total Ad Valorem Taxes

\$46,100,205

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.

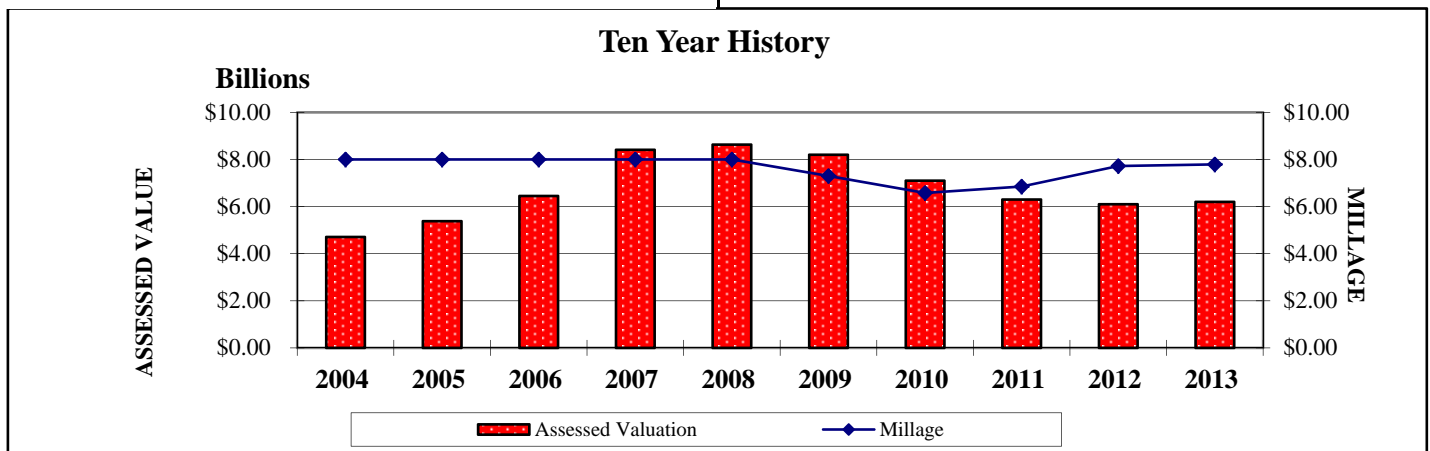
To meet the 2013 payments for all General Obligation Bonds requires revenue totaling \$3,569,827. The rate necessary to fund this amount is computed as follows:

$\$3,569,827 \times \$1,000 / \$6,220,735,327 / 0.95 = \0.604062451
rounded to \$0.6041 mills.

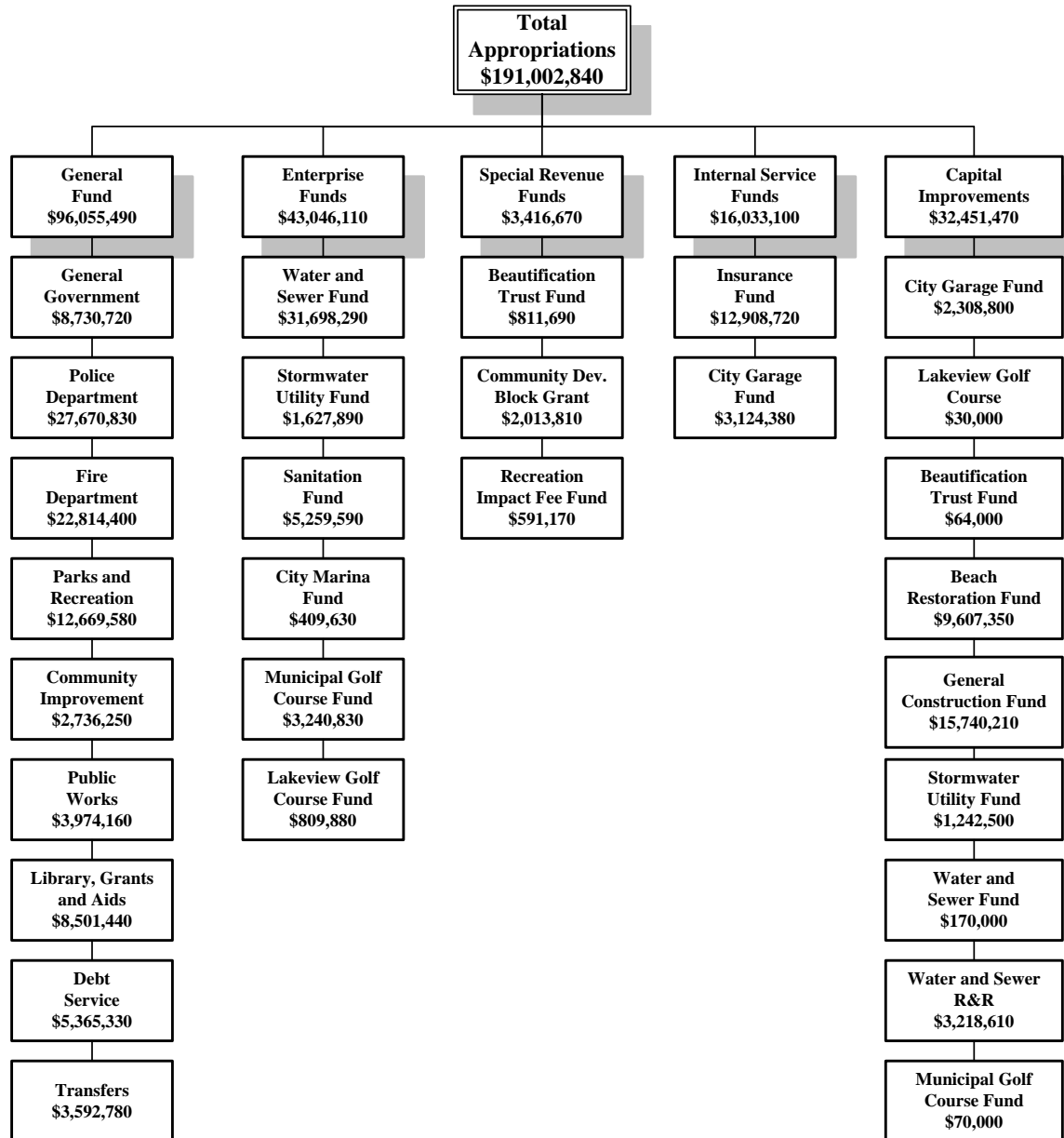
Distribution of Ad Valorem Tax

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 \$1,189,586,854 results in an incremental valuation of \$943,955,787 over the 1985 tax base. This amounts to \$6,455,940 in revenue based on the operating millage of \$7.1992, leaving the City net revenue of \$39,644,265.



All Funds Summary



All Funds Summary

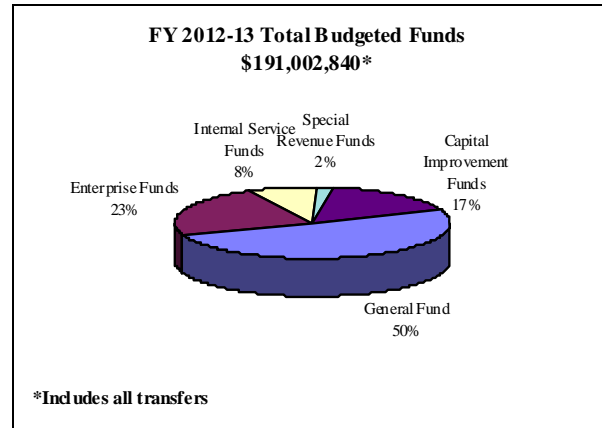
The Fiscal Year 2012-13 Budget totals over \$191 million. Operating budgets were prepared for 18 separate funds consisting mostly of governmental and proprietary funds.

The General Fund is the largest of the governmental funds, accounting for over \$96 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:

- ◆ \$344,520 for owner-occupied housing rehabilitation.
- ◆ \$430,000 for acquisition rehabilitation.



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 729 employees and 819 dependents.
- ◆ Business insurance to protect the City's \$179 million in total insurable values.
- ◆ \$860,000 to meet the replacement schedule for the fiscal year 2012 fleet. Also included is \$35,000 for a Fire Department SERV unit replacement.
- ◆ \$70,700 for vehicle restoration in order to extend the useful life of existing fleet vehicles.

All Funds
Consolidated Budget Summary Fiscal Year 2013

	GENERAL FUND	DOWNTOWN DEVELOPMENT FUND	ENTERPRISE FUNDS
BEGINNING BALANCE	21,526,486	74,402	117,732,103
REVENUES:			
Property Taxes	46,600,210	494,566	
Sales & Use Taxes	1,310,000	0	
Franchise Taxes	0	0	
Utility Taxes	5,150,000	0	
Other Taxes	4,390,000	0	
Licenses & Permits	8,859,370	0	
Intergovernmental	6,538,380	0	270,000
Charges for Services	10,282,500	0	42,451,570
Fines & Forfeitures	1,097,500	0	
Miscellaneous Revenues	5,871,980	85,000	-1,745,967
Other Financing Sources	4,355,550	0	103,000
TOTAL REVENUES	94,455,490	579,566	41,078,603
TOTAL FUNDS AVAILABLE	115,981,976	653,968	158,810,706
EXPENDITURES/EXPENSES:			
General Government Services	9,250,630	0	
Public Safety	53,221,480	0	
Physical Environment	560,970	0	28,802,827
Transportation	3,201,510	0	
Economic Environment	6,718,440	577,996	
Human Services	59,750	0	
Culture & Recreation	14,013,860	0	3,868,381
Debt Service	5,365,330	0	3,734,590
Other Financing Uses	3,592,780	0	3,788,290
TOTAL EXPENDITURES	95,984,750	577,996	40,194,088
Reserves	70,740	1,570	42,730
TOTAL USE OF RESOURCES	96,055,490	579,566	40,236,818
ENDING BALANCE	\$ 19,926,486	\$ 74,402	\$ 118,573,888

Note: Depreciation, Amorization of Bond Discount, and Equity in Joint Venture amounts shown in 2010-11 and 2011-12 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 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 revised.

SPECIAL REVENUE FUNDS	INTERNAL SERVICE FUNDS	TOTAL		
		2012-13 BUDGET	2011-12 ESTIMATE	2010-11 ACTUAL
2,095,223	13,818,664	\$ 155,246,878	\$ 149,739,984	\$ 154,766,242
		47,094,776	46,833,520	47,916,592
		1,310,000	1,295,000	1,293,963
		-	-	-
		5,150,000	4,980,000	5,066,109
		4,390,000	4,390,000	0
		8,859,370	8,451,650	7,957,961
1,026,490		7,834,870	7,556,494	7,514,172
0	15,563,010	68,297,080	67,248,213	66,268,196
116,500		1,214,000	1,159,000	1,198,468
838,390	2,220,890	7,270,293	8,318,350	8,898,680
1,024,620	0	5,483,170	4,957,972	4,851,576
<u>3,006,000</u>	<u>17,783,900</u>	<u>156,903,559</u>	<u>155,190,199</u>	<u>155,379,977</u>
<u>5,101,223</u>	<u>31,602,564</u>	<u>312,150,437</u>	<u>304,930,183</u>	<u>310,146,219</u>
	17,819,052	27,069,682	27,103,335	26,204,799
116,500		53,337,980	52,004,031	51,620,587
		29,363,797	29,870,068	34,194,259
0		3,201,510	3,020,110	2,834,282
2,006,860		9,303,296	8,539,607	9,191,828
		59,750	59,750	59,750
875,690		18,757,931	18,409,736	18,468,460
		9,099,920	9,261,177	9,779,556
0		7,381,070	6,256,120	8,052,714
<u>2,999,050</u>	<u>17,819,052</u>	<u>157,574,936</u>	<u>154,523,934</u>	<u>160,406,235</u>
<u>6,950</u>		<u>121,990</u>	<u>476,978</u>	<u>0</u>
<u>3,006,000</u>	<u>17,819,052</u>	<u>157,696,926</u>	<u>155,000,912</u>	<u>160,406,235</u>
\$ 2,095,223	\$ 13,783,512	\$ 154,453,511	\$ 149,929,271	\$ 149,739,984

Special Revenue Funds
Consolidated Budget Summary 2012-2013
Estimated Revenues, Expenses and Changes in Fund Balance

	LAW ENFORCEMENT TRUST			ARRA ECONOMIC STIMULUS		
	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET
BEGINNING FUND BALANCE	\$ 280,621	\$ 298,655	\$ 275,255	\$ -	\$ -	\$ 3
REVENUES:						
Property Taxes						
Sales & Use Taxes						
Franchise Taxes						
Utility Taxes						
Licenses & Permits						
Intergovernmental				926,131	771,762	0
Charges for Services						
Fines & Forfeitures	126,208	134,500	116,500			
Miscellaneous Revenues	218	0	0			
Other Financing Sources						
TOTAL REVENUES	126,426	134,500	116,500	926,131	771,762	0
TOTAL FUNDS AVAILABLE	407,047	433,155	391,755	926,131	771,762	3
EXPENDITURES/EXPENSES:						
General Government Services				72,454	212,039	0
Public Safety	108,392	157,900	116,500	548,508	517,654	0
Physical Environment						
Transportation				305,169	42,066	0
Economic Environment						0
Human Services						
Culture & Recreation						
Debt Service						
Other Financing Uses						
TOTAL EXPENDITURES	108,392	157,900	116,500	926,131	771,759	0
Reserves	0	0	0	0	0	0
TOTAL USE OF RESOURCES	108,392	157,900	116,500	926,131	771,759	0
ENDING FUND BALANCE	\$ 298,655	\$ 275,255	\$ 275,255	\$ -	\$ 3	\$ 3

Note: For purposes of the Synopsis portion of the budget book, FY 10/11 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 10/11 revised.

NEIGHBORHOOD SERVICES			BEAUTIFICATION			TOTAL		
2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET
\$ 1,484,493	\$ 1,408,873	\$ 1,474,751	\$ 428,823	\$ 296,211	\$ 345,214	\$ 2,193,937	\$ 2,003,739	\$ 2,095,223
1,128,086	757,925	1,026,490	0	0	0	2,054,217	1,529,687	1,026,490
						0	0	0
						126,208	134,500	116,500
820,900	567,386	837,890	349	2,220	500	821,467	569,606	838,390
149,430	149,430	149,430	884,756	886,952	875,190	1,034,186	1,036,382	1,024,620
2,098,416	1,474,741	2,013,810	885,105	889,172	875,690	4,036,078	3,270,175	3,006,000
3,582,909	2,883,614	3,488,561	1,313,928	1,185,383	1,220,904	6,230,015	5,273,914	5,101,223
						72,454	212,039	0
						656,900	675,554	116,500
						305,169	42,066	0
2,174,036	1,408,863	2,006,860				2,174,036	1,408,863	2,006,860
						0	0	0
			1,017,717	840,169	875,690	1,017,717	840,169	875,690
			0	0	0	0	0	0
2,174,036	1,408,863	2,006,860	1,017,717	840,169	875,690	4,226,276	3,178,691	2,999,050
0	0	6,950	0	0		0	0	6,950
2,174,036	1,408,863	2,013,810	1,017,717	840,169	875,690	4,226,276	3,178,691	3,006,000
\$ 1,408,873	\$ 1,474,751	\$ 1,474,751	\$ 296,211	\$ 345,214	\$ 345,214	\$ 2,003,739	\$ 2,095,223	\$ 2,095,223

Proprietary Funds
Consolidated Budget Summary 2011-2013
Estimated Revenues, Expenses and Changes in Retained Earnings

	ENTERPRISE FUNDS			INTERNAL SERVICE FUNDS			TOTAL		
	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET
Operating Revenues:									
Charges for Services	42,510,121	41,679,034	42,451,570	14,894,236	15,754,699	15,563,010	57,404,357	57,433,733	58,014,580
Miscellaneous Revenues	747,903	369,148	218,430	2,435,523	2,427,382	2,119,890	3,183,426	2,796,530	2,338,320
Intergovernmental/Grants	-	209,941	270,000	-	-	-	-	209,941	270,000
Total Operating Revenues	43,258,024	42,258,123	42,940,000	17,329,759	18,182,081	17,682,900	60,587,783	60,440,204	60,622,900
Operating Expenses:									
Personal Services	8,472,917	8,572,075	8,390,800	1,193,703	1,174,810	1,193,580	9,666,620	9,746,885	9,584,380
Other Operating Expenses	19,474,942	20,031,300	20,075,150	14,556,632	15,090,278	14,830,850	34,031,574	35,121,578	34,906,000
Depreciation	4,247,988	4,238,247	4,247,988	1,794,622	1,819,918	1,794,622	6,042,610	6,058,165	6,042,610
Depreciation of Regional Plant	-	-	-	-	-	-	-	-	-
Total Operating Expenses	32,195,847	32,841,622	32,713,938	17,544,957	18,085,006	17,819,052	49,740,804	50,926,628	50,532,990
Operating Income	11,062,177	9,416,501	10,226,062	(215,198)	97,075	(136,152)	10,846,979	9,513,576	10,089,910
Non-Operating Revenues									
(Expenses)									
Interest Revenue	29,327	77,359	6,450	17,020	37,690	1,000	46,347	115,049	7,450
Rents	157,944	159,466	26,510	-	-	-	157,944	159,466	26,510
Interest Expense	(4,766,990)	(3,616,267)	(3,734,590)	-	-	-	(4,766,990)	(3,616,267)	(3,734,590)
Equity in Joint Venture	(1,997,357)	(1,997,357)	(1,997,357)	-	-	-	(1,997,357)	(1,997,357)	(1,997,357)
Insurance Recoveries	-	-	-	37,073	-	-	-	-	-
Gain (Loss) on Disposal of Fixed Asset	(322,300)	-	-	113,449	69,523	100,000	(208,851)	69,523	100,000
Total Non-Operating	(6,899,376)	(5,376,799)	(5,698,987)	167,542	107,213	101,000	(6,731,834)	(5,269,586)	(5,597,987)
Income Before Transfers	4,162,801	4,039,702	4,527,075	4,666	204,288	(35,152)	4,167,467	4,243,990	4,491,923
Operating Transfers									
Operating Transfers In	97,000	103,000	103,000	-	-	-	97,000	103,000	103,000
Operating Transfers (Out)	(3,808,820)	(3,420,650)	(3,788,290)	-	-	-	(3,808,820)	(3,420,650)	(3,788,290)
Total Operating Transfers	(3,711,820)	(3,317,650)	(3,685,290)	-	-	-	(3,711,820)	(3,317,650)	(3,685,290)
Net Income (Loss)	1,239,914	1,635,360	841,785	4,666	204,288	(35,152)	1,244,580	1,839,648	806,633
Net assets									
beginning of year	114,856,829	116,096,743	117,732,103	13,573,865	13,578,531	13,818,664	128,430,694	129,675,274	131,550,767
end of year	116,096,743	117,732,103	118,573,888	\$ 13,578,531	\$ 13,818,664	\$ 13,783,512	129,675,274	131,550,767	132,357,400

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 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.

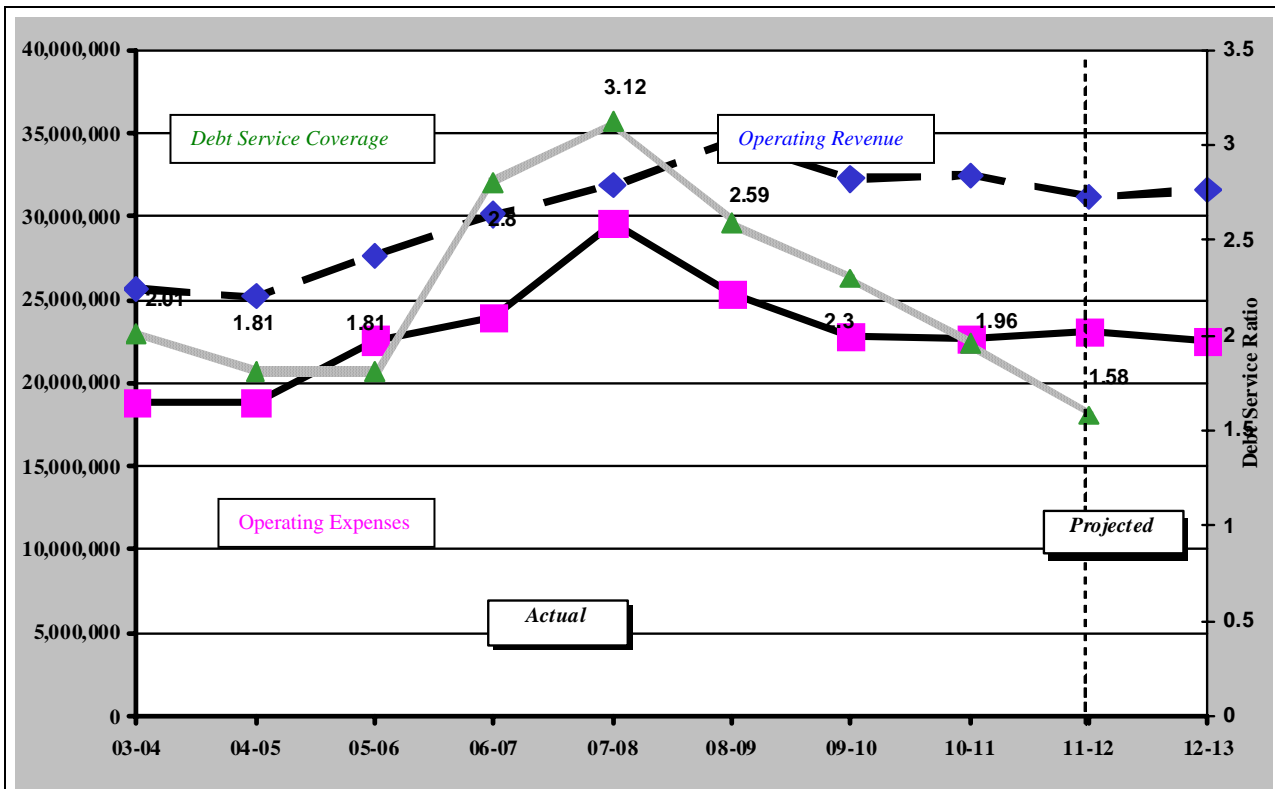
Water and sewer bond resolutions include a rate and debt service covenant that requires the City to maintain sufficient rates and charges to cover operational and maintenance costs of the utility and a debt service coverage factor of 110%. The City is in compliance with the covenant and has been for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

This fund had a net income of \$810,329 compared to a net income of \$399,869 in FY2011. This was primarily due to reduced costs of reclaimed water projects. The City changed the water rate structure effective October 1, 2009 which should be revenue neutral.

Net Assets

As of 09-30-	Net Assets
1998	25,017,028
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	97,233,490

* 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 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$31,962,663	30,860,018	31,288,040	1.39%
Miscellaneous Revenues	511,829	141,911	-	NA
Grants		209,941	270,000	28.61%
Total Operating Revenues	\$32,474,492	\$31,211,870	\$31,558,040	1.11%
Operating Expenses:				
Personal Services	7,612,548	7,695,938	7,684,270	-0.15%
Other Operating Expenses	11,600,605	11,899,993	11,377,590	-4.39%
Depreciation	3,448,186	3,448,186	3,448,186	0.00%
Total Operating Expenses	22,661,339	23,044,117	22,510,046	-2.32%
Operating Income	9,813,153	8,167,753	9,047,994	10.78%
Non-Operating Revenues (Expenses)				
Interest Revenue	21,388	52,615	5,000	-90.50%
Miscellaneous	-	-	0	NA
Equity in Joint Venture	(1,997,357)	(1,997,357)	(1,997,357)	NA
Interest Expense	(4,545,317)	(3,415,730)	(3,582,790)	4.89%
Gain (Loss) on Disposal of Equipment	(321,714)	-	-	NA
Total Non-Operating	(6,843,000)	(5,360,472)	(5,575,147)	4.00%
Income Before Transfers	2,970,153	2,807,281	3,472,847	23.71%
Capital Contributions	713,526	913,308	-	NA
Operating Transfers				
Operating Transfers In	97,000	103,000	103,000	0.00%
Operating Transfers (Out)	(3,380,810)	(3,013,260)	(3,148,810)	4.50%
Total Operating Transfers	(3,283,810)	(2,910,260)	(3,045,810)	4.66%
Net Income (Loss)	399,869	810,329	427,037	-47.30%
Net assets beginning of year	96,023,292	96,423,161	97,233,490	0.84%
Net assets end of year	\$96,423,161	\$97,233,490	\$97,660,527	0.44%

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 revised.

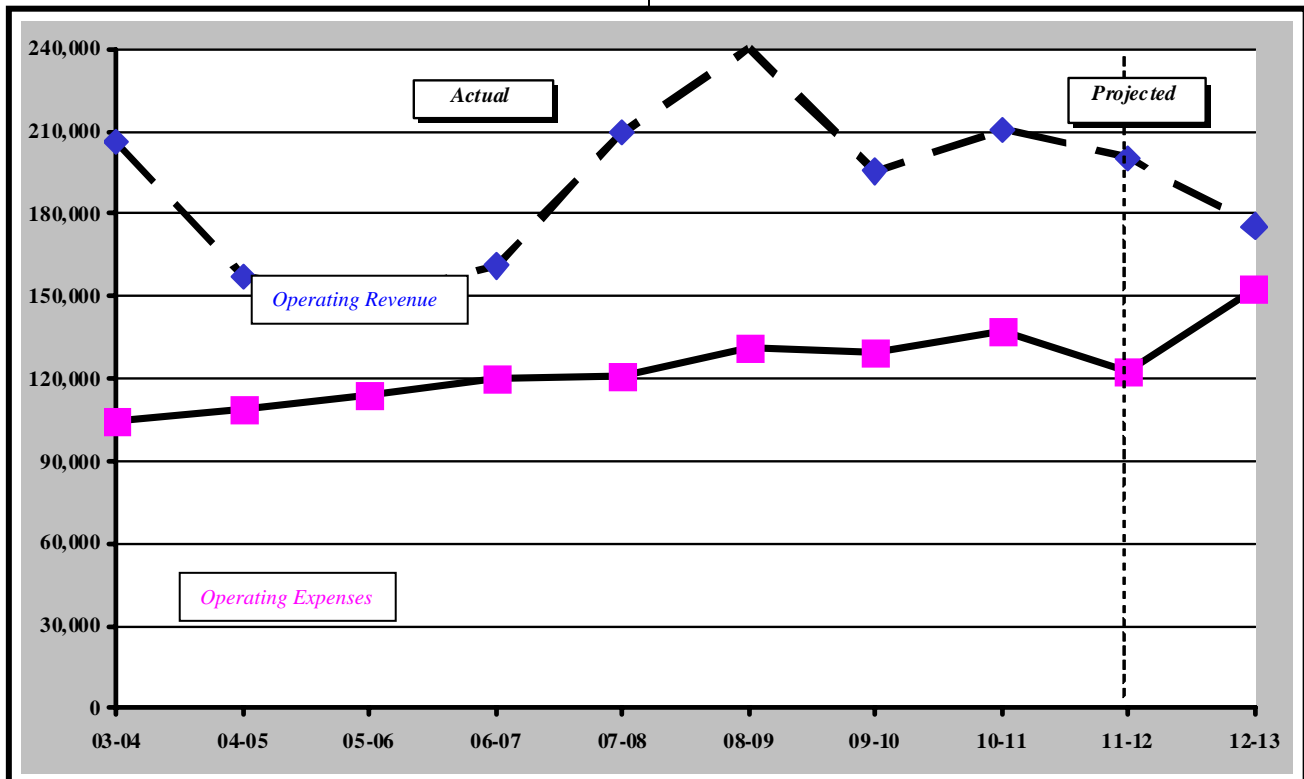
Enterprise Funds Marina Fund

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 \$30,021 at the end of FY 2012 compared to a net income of \$23,905 at the end of FY 2011.

As of 09-30-	Net Assets
1998	390,871
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	1,154,622

* 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

	FY 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$209,145	\$195,628	\$174,600	-10.75%
Grants	1,518	4,542	950	-79.08%
Miscellaneous Revenues	0	0		NA
Total Operating Revenues	210,663	200,170	175,550	-12.30%
Operating Expenses:				
Personal Services	-	-	-	
Other Operating Expenses	63,988	54,694	79,490	45.34%
Depreciation	72,967	67,808	72,967	7.61%
Total Operating Expenses	136,955	122,502	152,457	24.45%
Operating Income	73,708	77,668	23,093	-70.27%
Non-Operating Revenues (Expenses)				
Interest Revenue	707	3,093	450	-85.45%
Gain/Loss on disposal of equipment	-	-		NA
Rents	110	140	150	7.14%
Total Non-Operating	817	3,233	600	-81.44%
Income Before Transfers	74,525	80,901	23,693	-70.71%
Operating Transfers				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(50,620)	(50,880)	(51,800)	1.81%
Total Operating Transfers	(50,620)	(50,880)	(51,800)	1.81%
Net Income (Loss)	23,905	30,021	(28,107)	-193.62%
Net assets beginning of year	1,100,696	1,124,601	1,154,622	2.67%
Net assets end of year	\$1,124,601	\$1,154,622	\$1,126,515	-2.43%

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 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.

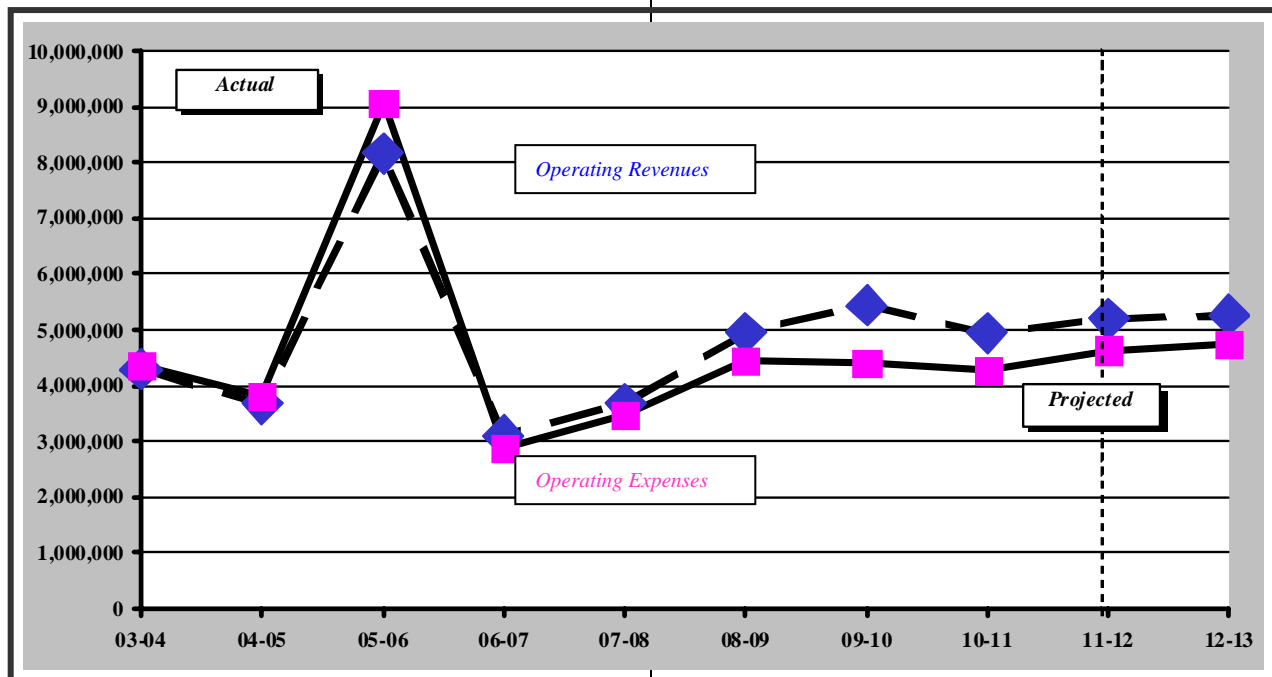
The current Contractor, Waste Management, has a five-year contract effective October 1, 2008 that allows for annual adjustments to collection rates only. These adjustments are dependent upon the consumer price index and the cost of fuel. Residential collection rates were increased by 50-55% effective 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
1998	211,058
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	3,457,771

* 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 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$4,739,150	\$5,025,175	\$5,079,090	1.07%
Miscellaneous Revenues	197,584	176,425	180,000	2.03%
Total Operating Revenues	4,936,734	5,201,600	5,259,090	1.11%
Operating Expenses:				
Personal Services	270,515	295,560	293,550	-0.68%
Other Operating Expenses	4,021,700	4,340,014	4,466,590	2.92%
Depreciation	1,569	1,210	1,569	29.67%
Total Operating Expenses	4,293,784	4,636,784	4,761,709	2.69%
Operating Income	642,950	564,816	497,381	-11.94%
Non-Operating Revenues (Expenses)				
Interest Revenue	1,573	6,874	500	-92.73%
Miscellaneous	-	-	-	NA
Rents	124,426	129,476	0	-100.00%
Total Non-Operating	125,999	136,350	500	-99.63%
Income Before Transfers	768,949	701,166	497,881	-28.99%
Operating Transfers				
Operating Transfers In	-	-	-	
Operating Transfers (Out)	(182,270)	(188,510)	(188,510)	0.00%
Total Operating Transfers	(182,270)	(188,510)	(188,510)	0.00%
Net Income (Loss)	586,679	512,656	309,371	-39.65%
Net assets beginning of year	2,358,436	2,945,115	3,457,771	17.41%
Net assets end of year	\$2,945,115	\$3,457,771	\$3,767,142	8.95%

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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.

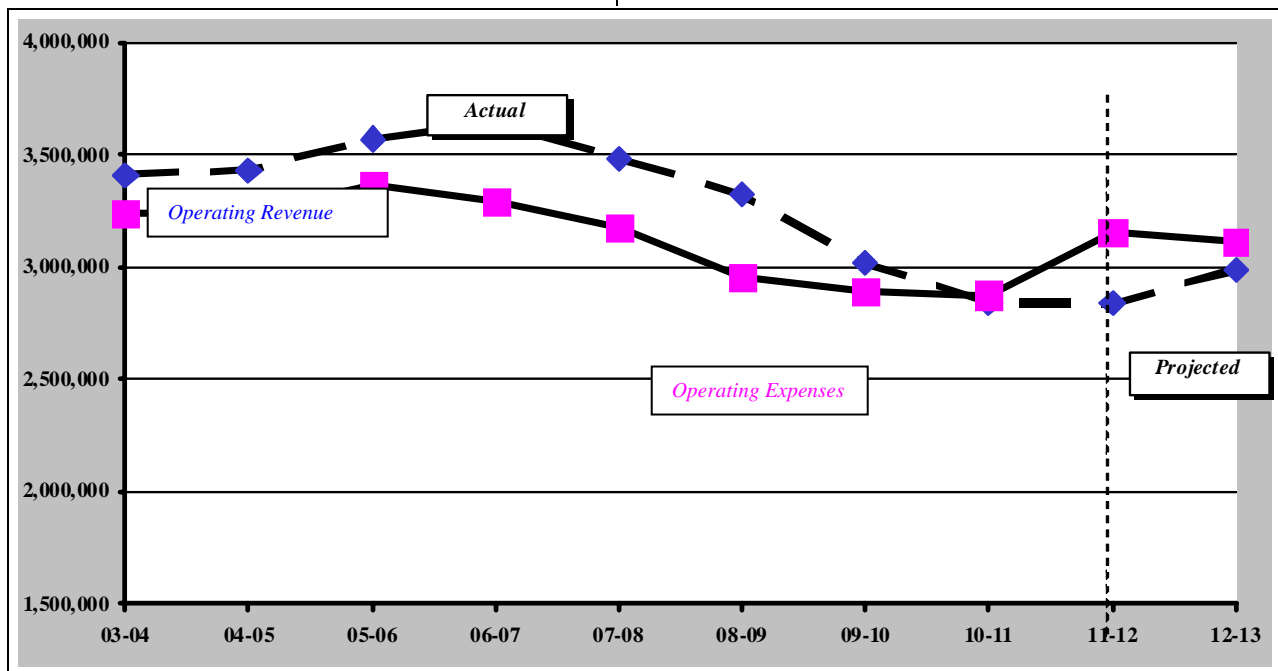
The rates for use of the course are reviewed and adjusted annually according to the survey of comparable rates charged by surrounding entities.

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 \$135,118 for FY 2011 and \$409,842 in FY 2012.

As of 09-30-	Net Assets
1998	571,543
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	625,200

*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 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$2,820,197	\$2,807,593	\$2,953,950	5.21%
Miscellaneous Revenues	18,361	27,968	31,480	12.56%
Total Operating Revenues	2,838,558	2,835,561	2,985,430	5.29%
Operating Expenses:				
Other Operating Expenses	2,616,519	2,586,962	2,851,230	10.22%
Depreciation	256,920	564,649	256,920	-54.50%
Total Operating Expenses	2,873,439	3,151,611	3,108,150	-1.38%
Operating Income	(34,881)	(316,050)	(122,720)	-61.17%
Non-Operating Revenues (Expenses)				
Interest Revenue	-	-	-	NA
Rents	33,408	29,850	26,360	-11.69%
Interest Expense	(103,939)	(90,642)	(57,090)	-37.02%
Gain (Loss) on Disposal of Equipment	532	-	-	NA
Total Non-Operating	(69,999)	(60,792)	(30,730)	-49.45%
Income Before Transfers	(104,880)	(376,842)	(153,450)	-59.28%
Capital Contributions	2,762	-	-	NA
Operating Transfers				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(33,000)	(33,000)	(18,000)	-45.45%
Total Operating Transfers	(33,000)	(33,000)	(18,000)	-45.45%
Net Income (Loss)	(135,118)	(409,842)	(171,450)	-58.17%
Net assets beginning of year	1,170,160	1,035,042	625,200	-39.60%
Net assets end of year	\$1,035,042	\$625,200	\$453,750	-27.42%

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 revised.

Enterprise Funds Lakeview Golf Course

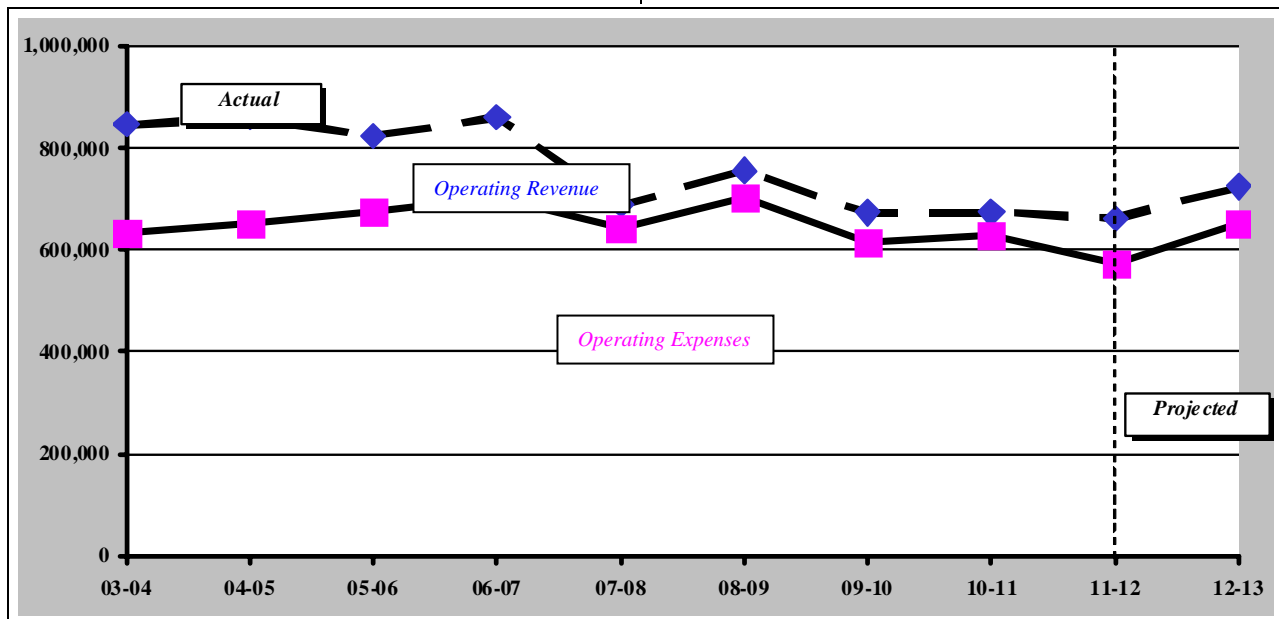
The City owns an executive golf course in addition to its Municipal Golf Course. It is referred to as the Lakeview Golf Course. This golf course was acquired by the City in August 1995 and went through an extensive renovation in 1998. It includes an 18-hole par 60 executive golf course, a snack shop, 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 loss of \$18,710 for FY 2011 and a net income of \$30,721 in FY 2012. The golf course was closed until November, 2008 for a greens and irrigation improvement project.

As of 09-30	Net Assets
1998	101,666
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	1,179,535
2012	1,210,256

*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

	FY 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$666,591	\$655,175	\$718,100	9.60%
Miscellaneous Revenues	5,855	5,443	5,500	1.05%
Total Operating Revenues	672,446	660,618	723,600	9.53%
Operating Expenses:				
Other Operating Expenses	585,319	532,024	609,490	14.56%
Depreciation	41,014	41,120	41,014	-0.26%
Total Operating Expenses	626,333	573,144	650,504	13.50%
Operating Income	46,113	87,474	73,096	-16.44%
Non-Operating Revenues (Expenses)				
Interest Revenue	(282)	-	0	NA
Interest Expense	(48,423)	(41,753)	(28,490)	-31.77%
Gain (Loss) on Disposal of Equipment	(1,118)	-	-	NA
Total Non-Operating	(49,823)	(41,753)	(28,490)	-31.77%
Income Before Transfers	(3,710)	45,721	44,606	-2.44%
Operating Transfers				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(15,000)	(15,000)	(5,000)	-66.67%
Total Operating Transfers	(15,000)	(15,000)	(5,000)	-66.67%
Net Income (Loss)	(18,710)	30,721	39,606	28.92%
Net assets beginning of year	1,198,245	1,179,535	1,210,256	2.60%
Net assets end of year	\$1,179,535	\$1,210,256	\$1,249,862	3.27%

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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.

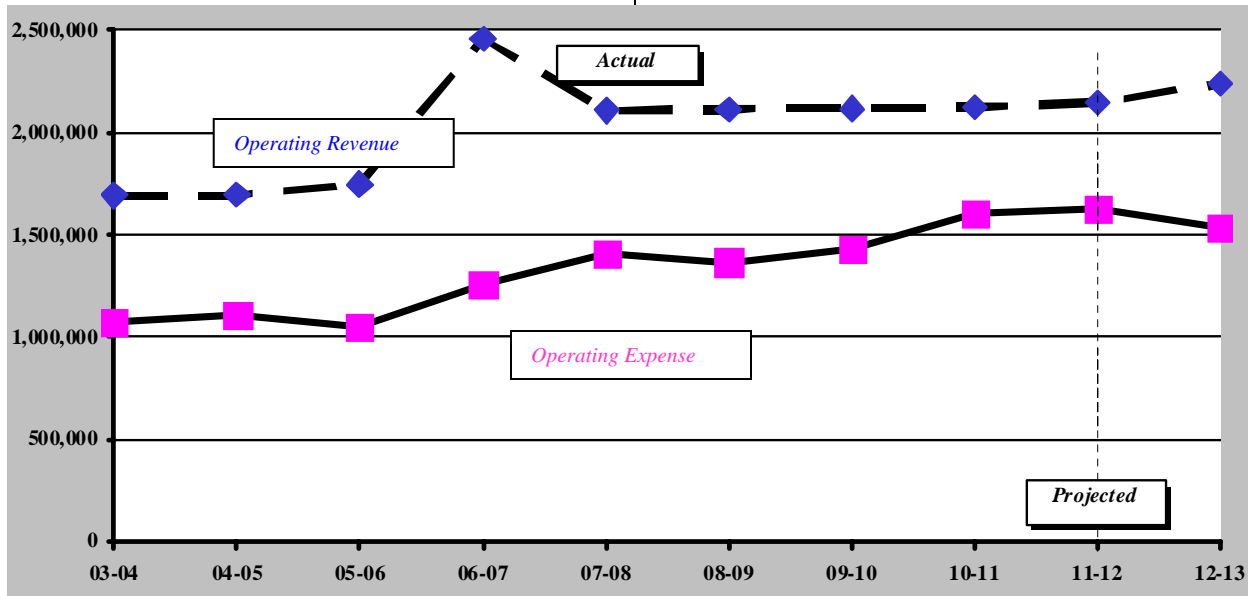
The City currently charges \$5.33 per equivalent residential unit (ERU) per month.

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 \$382,289 in FY 2011 compared to a net income of \$351,475 in FY 2012. Net income is used for debt principal and capital projects.

As of 09-30-	Net Assets
1998	6,088,684
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	13,740,764

* 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 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$2,112,375	\$2,135,445	\$2,237,790	4.79%
Miscellaneous Revenues	12,756	12,859	500	-96.11%
Grants and Other Financing Sources	0	0	0	NA
Total Operating Revenues	2,125,131	2,148,304	2,238,290	4.19%
Operating Expenses:				
Personal Services	589,854	580,577	412,980	-28.87%
Other Operating Expenses	586,811	617,613	690,760	11.84%
Depreciation	427,332	425,274	427,332	0.48%
Total Operating Expenses	1,603,997	1,623,464	1,531,072	-5.69%
Operating Income	521,134	524,840	707,218	34.75%
Non-Operating Revenues (Expenses)				
Interest Revenue	5,941	14,777	500	-96.62%
Loss on Disposal of Fixed Asset	0	0	0	NA
Interest Expense	(69,311)	(68,142)	(66,220)	-2.82%
Total Non-Operating	(63,370)	(53,365)	(65,720)	23.15%
Income Before Transfers	457,764	471,475	641,498	36.06%
Capital Contributions	72,645	0	0	0.00%
Operating Transfers				
Operating Transfers (In/Out)	(147,120)	(120,000)	(376,170)	213.48%
Total Operating Transfers	(147,120)	(120,000)	(376,170)	213.48%
Net Income	383,289	351,475	265,328	-24.51%
Net assets beginning of year	\$13,006,000	\$13,389,289	\$13,740,764	2.63%
Net assets end of year	\$13,389,289	\$13,740,764	\$14,006,092	1.93%

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 revised.

Enterprise Funds
Consolidated Budget Summary 2011-2013
Estimated Revenues, Expenses and Changes in Retained Earnings

	WATER & SEWER			MUNICIPAL GOLF COURSE			LAKEVIEW GOLF COURSE		
	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET
Operating Revenues:									
Charges for Services	\$ 31,962,663	\$ 30,860,018	\$ 31,288,040	\$ 2,820,197	\$ 2,807,593	\$ 2,953,950	\$ 666,591	\$ 655,175	\$ 718,100
Miscellaneous Revenues	511,829	141,911	-	18,361	27,968	31,480	5,855	5,443	5,500
Grants		209,941	270,000	-	-	-	-	-	-
Total Operating Revenues	32,474,492	31,211,870	31,558,040	2,838,558	2,835,561	2,985,430	672,446	660,618	723,600
Operating Expenses:									
Personal Services	7,612,548	7,695,938	7,684,270	-	-	-	-	-	-
Other Operating Expenses	11,600,605	11,899,993	11,377,590	2,616,519	2,586,962	2,851,230	585,319	532,024	609,490
Depreciation	3,448,186	3,448,186	3,448,186	256,920	254,649	256,920	41,014	41,120	41,014
Total Operating Expenses	22,661,339	23,044,117	22,510,046	2,873,439	2,841,611	3,108,150	626,333	573,144	650,504
Operating Income	9,813,153	8,167,753	9,047,994	(34,881)	(6,050)	(122,720)	46,113	87,474	73,096
Non-Operating Revenues									
(Expenses)									
Interest Revenue	21,388	52,615	5,000	-	-	-	(282)	-	-
Miscellaneous									
Rents	-	-	-	33,408	29,850	26,360	-	-	-
Interest Expense	(4,545,317)	(3,415,730)	(3,582,790)	(103,939)	(90,642)	(57,090)	(48,423)	(41,753)	(28,490)
Equity in Joint Venture	(1,997,357)	(1,997,357)	(1,997,357)	-	-	-	-	-	-
Gain (Loss) on Disposal of Fixed Assets	(321,714)	-	-	532	-	-	(1,118)	-	-
Total Non-Operating	(6,843,000)	(5,360,472)	(5,575,147)	(69,999)	(60,792)	(30,730)	(49,823)	(41,753)	(28,490)
Income Before Transfers	2,970,153	2,807,281	3,472,847	(104,880)	(66,842)	(153,450)	(3,710)	45,721	44,606
Capital Contributions	713,526	913,308	-	2,762	-	-	-	-	-
Operating Transfers									
Operating Transfers In	97,000	103,000	103,000	-	-	-	-	-	-
Operating Transfers (Out)	(3,380,810)	(3,013,260)	(3,148,810)	(33,000)	(33,000)	(18,000)	(15,000)	(15,000)	(5,000)
Total Operating Transfers	(3,283,810)	(2,910,260)	(3,045,810)	(33,000)	(33,000)	(18,000)	(15,000)	(15,000)	(5,000)
Net Income (Loss)	399,869	810,329	427,037	(135,118)	(99,842)	(171,450)	(18,710)	30,721	39,606
Net assets									
beginning of year	96,023,292	96,423,161	97,233,490	1,170,160	1,035,042	935,200	1,198,245	1,179,535	1,210,256
Net assets									
end of year	\$ 96,423,161	\$ 97,233,490	\$ 97,660,527	\$ 1,035,042	\$ 935,200	\$ 763,750	\$ 1,179,535	\$ 1,210,256	\$ 1,249,862

Note: For purposes of the Synopsis portion of the budget book, FY 10/11 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 10/11 revised.

MARINA			SANITATION			STORM WATER			TOTAL		
2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET
\$ 209,145	\$ 195,628	\$ 174,600	\$ 4,739,150	\$ 5,025,175	\$ 5,079,090	\$ 2,112,375	\$ 2,135,445	\$ 2,237,790	\$ 42,510,121	\$ 41,679,034	\$ 42,451,570
1,518	4,542	950	197,584	176,425	180,000	12,756	12,859	500	747,903	369,148	218,430
-	-	-	-	-	-	-	-	-	-	209,941	270,000
210,663	200,170	175,550	4,936,734	5,201,600	5,259,090	2,125,131	2,148,304	2,238,290	43,258,024	42,258,123	42,940,000
-	-	-	270,515	295,560	293,550	589,854	580,577	412,980	8,472,917	8,572,075	8,390,800
63,988	54,694	79,490	4,021,700	4,340,014	4,466,590	586,811	617,613	690,760	19,474,942	20,031,300	20,075,150
72,967	67,808	72,967	1,569	1,210	1,569	427,332	425,274	427,332	4,247,988	4,238,247	4,247,988
136,955	122,502	152,457	4,293,784	4,636,784	4,761,709	1,603,997	1,623,464	1,531,072	32,195,847	32,841,622	32,713,938
73,708	77,668	23,093	642,950	564,816	497,381	521,134	524,840	707,218	11,062,177	9,416,501	10,226,062
707	3,093	450	1,573	6,874	500	5,941	14,777	500	29,327	77,359	6,450
110	140	150	124,426	129,476	-	-	-	-	157,944	159,466	26,510
-	-	-	-	-	-	(69,311)	(68,142)	(66,220)	(4,766,990)	(3,616,267)	(3,734,590)
-	-	-	-	-	-	-	-	-	(1,997,357)	(1,997,357)	(1,997,357)
-	-	-	-	-	-	-	-	-	(322,300)	-	-
817	3,233	600	125,999	136,350	500	(63,370)	(53,365)	(65,720)	(6,899,376)	(5,376,799)	(5,698,987)
74,525	80,901	23,693	768,949	701,166	497,881	457,764	471,475	641,498	4,162,801	4,039,702	4,527,075
						72,645	-	-			
-	-	-	-	-	-	-	-	-	97,000	103,000	103,000
(50,620)	(50,880)	(51,800)	(182,270)	(188,510)	(188,510)	(147,120)	(120,000)	(376,170)	(3,808,820)	(3,420,650)	(3,788,290)
(50,620)	(50,880)	(51,800)	(182,270)	(188,510)	(188,510)	(147,120)	(120,000)	(376,170)	(3,711,820)	(3,317,650)	(3,685,290)
23,905	30,021	(28,107)	586,679	512,656	309,371	383,289	351,475	265,328	1,239,914	1,635,360	841,785
1,100,696	1,124,601	1,154,622	2,358,436	2,945,115	3,457,771	13,006,000	13,389,289	13,740,764	\$ 114,856,829	\$ 116,096,743	\$ 117,732,103
\$ 1,124,601	\$ 1,154,622	\$ 1,126,515	\$ 2,945,115	\$ 3,457,771	\$ 3,767,142	\$ 13,389,289	\$ 13,740,764	\$ 14,006,092	\$ 116,096,743	\$ 117,732,103	\$ 118,573,888



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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.

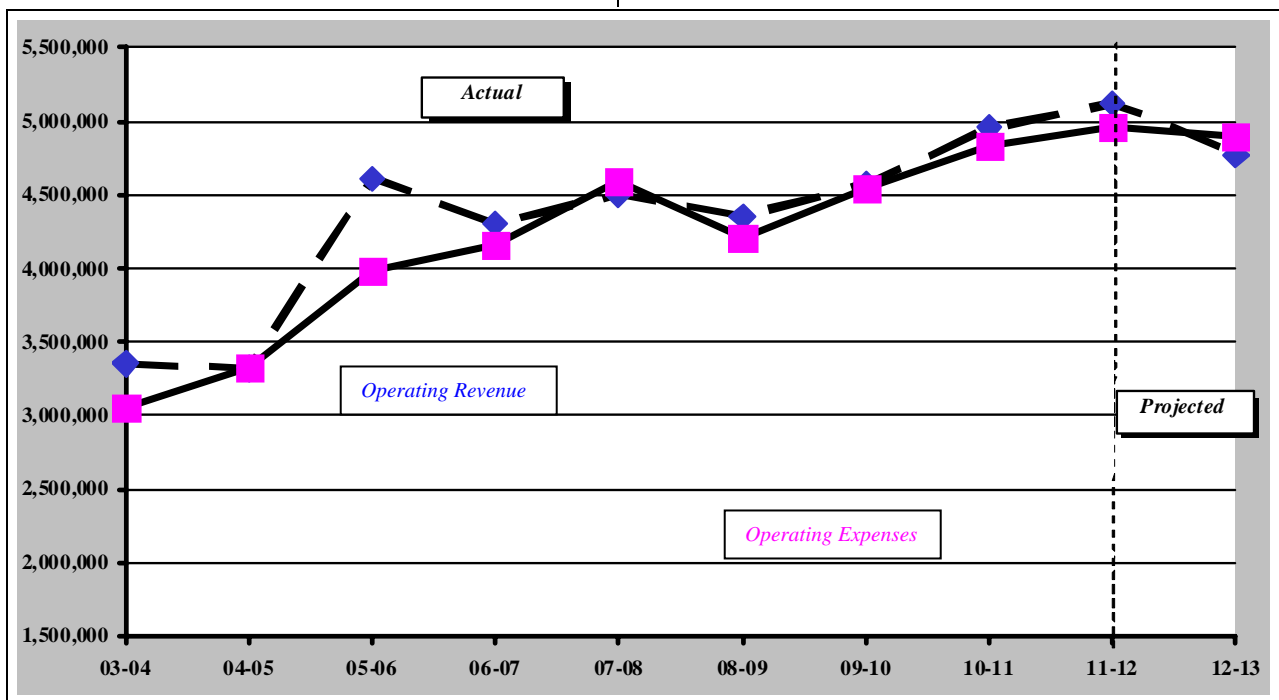
The City initiated its vehicle replacement program in FY 1991 at which time the City Garage became the custodian of all fleet vehicles and equipment considered part of the rolling stock. The Garage currently has assets of \$20 million. A total of \$2.3 million is planned on replacement vehicles this 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 \$569,884 for FY 2010 compared to \$463,497 in FY 2011.

As of 09-30	Net Assets
1998	880,589
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	9,945,717

* 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 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$3,086,534	\$3,238,208	\$2,887,490	-10.83%
Miscellaneous Revenues	1,867,533	1,884,019	1,886,690	0.14%
Total Operating Revenues	4,954,067	5,122,227	4,774,180	-6.79%
Operating Expenses:				
Personal Services	874,259	876,456	876,830	0.04%
Other Operating Expenses	2,185,083	2,275,723	2,238,880	-1.62%
Depreciation	1,777,610	1,802,580	1,777,610	-1.39%
Total Operating Expenses	4,836,952	4,954,759	4,893,320	-1.24%
Operating Income	117,115	167,468	(119,140)	-171.14%
Non-Operating Revenues (Expenses)				
Interest Revenue	1,716	9,712	1,000	-89.70%
Insurance Recoveries	37,073	-	0	NA
Gain on Sale of Equipment	113,449	69,523	100,000	43.84%
Total Non-Operating	152,238	79,235	101,000	NA
Income Before Transfers	269,353	246,703	(18,140)	-107.35%
Capital Contributions	52,322	35,845	-	NA
Operating Transfers				
Operating Transfers In/Out	-	-	0	NA
Net Income (Loss)	321,675	282,548	(18,140)	-106.42%
Net assets beginning of year	9,341,494	9,663,169	9,945,717	2.92%
Net assets end of year	\$9,663,169	\$9,945,717	\$9,927,577	-0.18%

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 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.

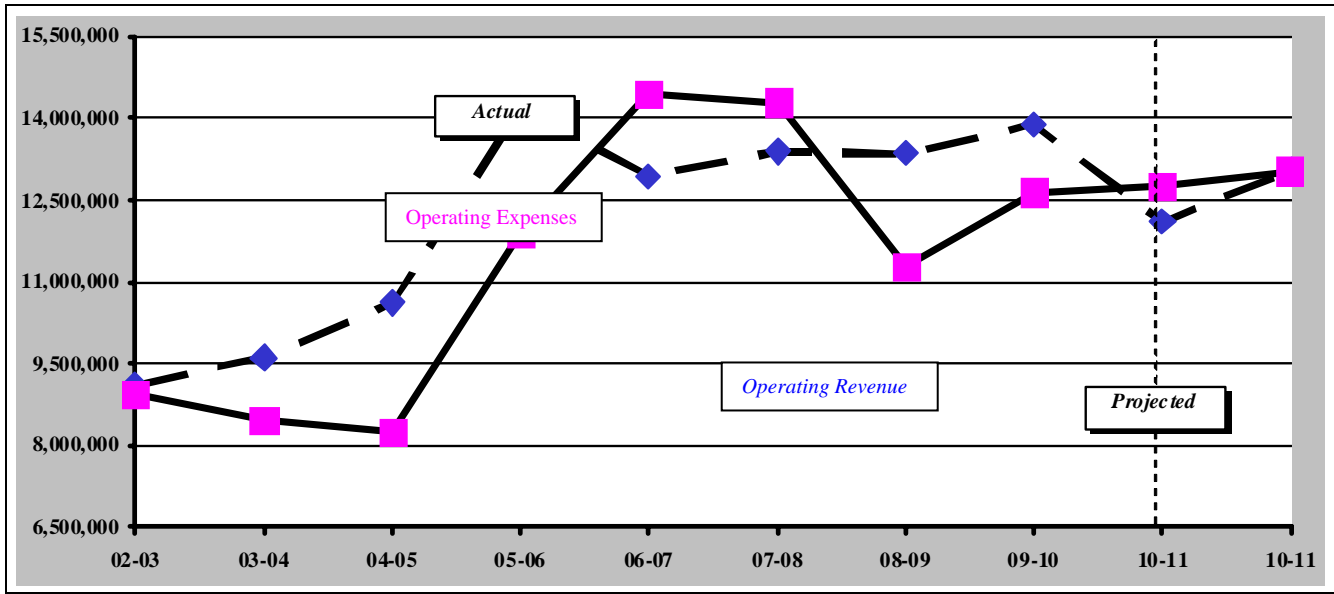
Accounting regulations stipulate that a self-insured entity must set aside sufficient reserves for the total expected payout on all open claims. The City is currently required to set aside a reserve of \$4.3 million compared to \$5.5 million last year for property and casualty liabilities. Reserves were 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 13.56% 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 356 of 773 of the City's employees are enrolled in the two HMO plans and 417 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 \$481,600 (June 2009) is shown as a current liability and \$1.5 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
1998	(738,579)
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	3,872,947

* 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 2011 Audited	FY 2012 Pre-Audit	FY 2013 Approved	% Change
Operating Revenues:				
Charges for Services	\$11,807,702	\$12,516,491	\$12,675,520	1.27%
Miscellaneous Revenues	567,990	543,363	233,200	-57.08%
Total Operating Revenues	12,375,692	13,059,854	12,908,720	-1.16%
Operating Expenses:				
Personal Services	319,444	298,354	316,750	6.17%
Other Operating Expenses	12,371,549	12,814,555	12,591,970	-1.74%
Depreciation	17,012	17,338	17,012	-1.88%
Total Operating Expenses	12,708,005	13,130,247	12,925,732	-1.56%
Operating Income	(332,313)	(70,393)	(17,012)	-75.83%
Non-Operating Revenues (Expenses)				
Interest Revenue	15,304	27,978	0	-100.00%
Insurance Recoveries	-	-	-	-
Total Non-Operating	15,304	27,978	-	-100.00%
Income Before Transfers	(317,009)	(42,415)	(17,012)	-59.89%
Operating Transfers				
Operating Transfers Out	-	-	-	NA
Total Operating Transfers	-	-	-	NA
Net Income (Loss)	(317,009)	(42,415)	(17,012)	-59.89%
Net assets beginning of year	4,232,371	3,915,362	3,872,947	-1.08%
Net assets end of year	\$3,915,362	\$3,872,947	\$3,855,935	-0.44%

Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 revised.

Internal Service Funds
Consolidated Budget Summary 2011-2013
Estimated Revenues, Expenses and Changes in Retained Earnings

	GARAGE			INSURANCE			TOTAL		
	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET	2010-11 ACTUAL	2011-12 ESTIMATE	2012-13 BUDGET
Operating Revenues:									
Charges for Services	\$ 3,086,534	\$ 3,238,208	\$ 2,887,490	\$ 11,807,702	\$ 12,516,491	\$ 12,675,520	\$ 14,894,236	\$ 15,754,699	\$ 15,563,010
Miscellaneous Revenues	1,867,533	1,884,019	1,886,690	567,990	543,363	233,200	2,435,523	2,427,382	2,119,890
Total Operating Revenues	4,954,067	5,122,227	4,774,180	12,375,692	13,059,854	12,908,720	17,329,759	18,182,081	17,682,900
Operating Expenses:									
Personal Services	874,259	876,456	876,830	319,444	298,354	316,750	1,193,703	1,174,810	1,193,580
Other Operating Expenses	2,185,083	2,275,723	2,238,880	12,371,549	12,814,555	12,591,970	14,556,632	15,090,278	14,830,850
Depreciation	1,777,610	1,802,580	1,777,610	17,012	17,338	17,012	1,794,622	1,819,918	1,794,622
Total Operating Expenses	4,836,952	4,954,759	4,893,320	12,708,005	13,130,247	12,925,732	17,544,957	18,085,006	17,819,052
Operating Income	117,115	167,468	(119,140)	(332,313)	(70,393)	(17,012)	(215,198)	97,075	(136,152)
Non-Operating Revenues (Expenses)									
Interest Revenue	1,716	9,712	1,000	15,304	27,978	-	17,020	37,690	1,000
Insurance Recoveries	37,073	-	-	-	-	-	37,073	-	-
Loss on Disposal of Equipment	113,449	69,523	100,000	-	-	-	113,449	69,523	100,000
Total Non-Operating	152,238	79,235	101,000	15,304	27,978	-	167,542	107,213	101,000
Capital Contributions	52,322	35,845	-				52,322		
Operating Transfers									
Operating Transfers In/Out	-	-	-	-	-	-	-	-	-
Net Income (Loss)	321,675	282,548	(18,140)	(317,009)	(42,415)	(17,012)	4,666	204,288	(35,152)
Net assets									
beginning of year	9,341,494	9,663,169	9,945,717	4,232,371	3,915,362	3,872,947	13,573,865	13,578,531	13,818,664
end of year	\$ 9,663,169	\$ 9,945,717	\$ 9,927,577	\$ 3,915,362	\$ 3,872,947	\$ 3,855,935	\$ 13,578,531	\$ 13,818,664	\$ 13,783,512

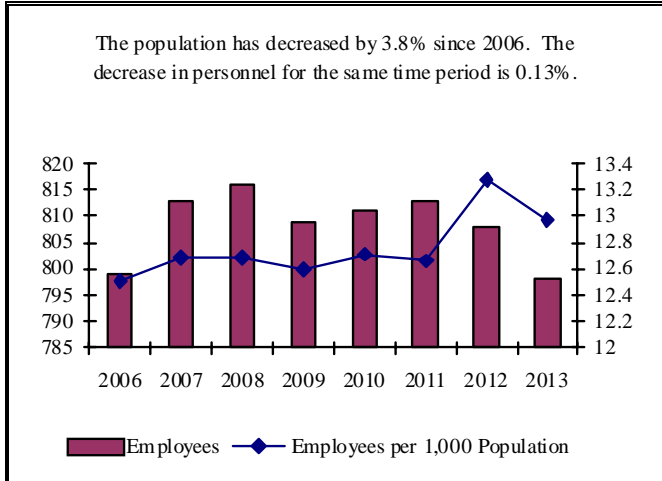
Note: For purposes of the Synopsis portion of the budget book, FY 11/12 figures for all enterprise, special revenue and internal service funds are for close of accounting period 13, pre-audit figures and not FY 11/12 revised.

Authorized Positions

As with most municipalities, the cost of personnel is by far the City's largest expenditure. Funding for its 798 full-time positions including, 5 City Commission positions and 38.19 full-time equivalent positions, amounts to \$69.6 million for fiscal year 2013. Of this \$43 million is for regular wages, \$1 million for part-time wages, \$2.4 million for overtime and the remainder, \$23.3 million, for benefits.

The net change in personnel for fiscal year 2013 is a decrease of fourteen positions. A Technical Support and Logistics Manager position was added in the Fire Administration Division. Positions previously frozen in recent budgets that were eliminated were the Public Information Officer, three Police Information Specialists and six Police officers (police officer positions were transferred from a grant fund). Previously budgeted positions that were eliminated were one Police Information Specialist, a Building Maintenance Worker at Veterans Park, a Recreation Supervisor at Pompey Park and a Lifeguard in the Aquatics division. A Staff Assistant position was also eliminated in the Neighborhood Services Fund. There are currently thirty four frozen, unfunded positions still in the General Fund.

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

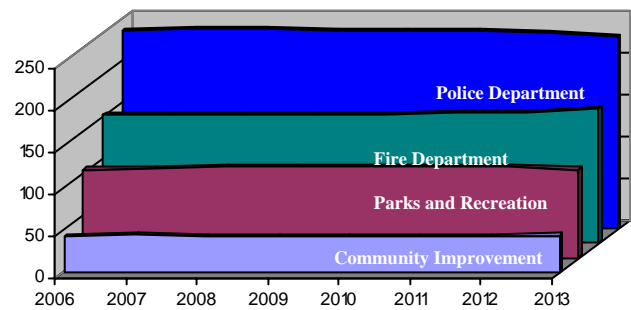
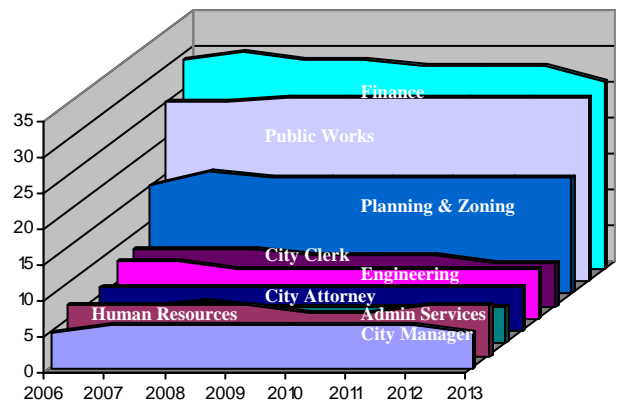


Full Time Equivalents (FTEs)

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 38.19 full time positions with 30.9 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 2006-2013



Grant Funded Positions

Of the final total, 17 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 2009-2013**

DEPARTMENT	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Page #
<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	2	1	14
CITY CLERK	7	7	7	6	6	28
CITY ATTORNEY	6	6	6	6	6	18
FINANCIAL ADMINISTRATION	18	17	17	17	16	34
IT	11	11	11	11	10	37
HUMAN RESOURCES	5	5	5	5	5	24
ADMINISTRATIVE SERVICES	4	3	3	4	4	42
Clean and Safe	3	3	3	3	3	44
TOTAL GENERAL GOVERNMENT	65	63	63	63	60	
POLICE DEPARTMENT						
Support Bureau	61	61	62	60	55	56
Operations Bureau	175	175	174	173	174	61
Total Police Department	236	236	236	233	229	
FIRE DEPARTMENT						
Administration	12	12	14	13	11	68
Highland Beach	22.5	22.5	22.5	22.5	22.5	71
Operations	110	110	110	110	118	74
Fire Safety	9.5	9.5	9.5	9.5	8.5	80
Total Fire Department	154	154	156	155	160	
PLANNING AND ZONING	16	16	16	16	16	84

**Summary of Staffing Levels
Fiscal Years 2009-2013**

DEPARTMENT	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Page #
COMMUNITY IMPROVEMENT						
Administration	5	5	5	5	5	90
Building Inspection	20	20	20	20	20	93
Code Enforcement	18	17	17	17	19	96
Total Community Improvement	43	42	42	42	44	
ENVIRONMENTAL SERVICES						
Engineering	7	7	7	7	7	100
PUBLIC WORKS						
Administration	1.5	1.5	1.5	1.5	1.5	106
Street Maintenance*	10	10	10	10	10	109
Traffic Operations	5	5	5	5	5	112
Street Lighting	1	1	1	1	1	115
Parking Facilities	2	2	2	2	2	118
Building Maintenance	6	6	6	6	6	121
Total Public Works	25.5	25.5	25.5	25.5	25.5	
<i>*Note: 2 positions for utility cut repairs funded through a transfer from the Water/Sewer Fund</i>						
PARKS AND RECREATION						
Administration	7	7	7	7	7	128
Out of School Program	2	2	2	2	2	130
Teen Center	2	2	2	2	2	133
Athletics	3	3	2	2	2	136
Special Events	0	0	1	1	1	139
Ocean Rescue & Beach Operations	15	15	15	15	15	142
Community Center	3	3	3	3	3	145
Veterans Park/Rec Facility	2	2	2	2	1	148
Pompey Park	8	8	8	8	7	151
Parks Maintenance	56	56	56	56	56	154
Aquatics Operations	4	4	4	4	3	157
Catherine Strong	2	2	2	2	2	160
Cemetery	4	4	4	4	4	163
Total Parks and Recreation	108	108	108	108	105	
<i>*Note: Building Maintenance Worker split between Teen Center and Veterans Park</i>						
TOTAL GENERAL FUND	654.5	651.5	653.5	649.5	646.5	

**Summary of Staffing Levels
Fiscal Years 2009-2013**

DEPARTMENT	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Page #
<i>ARRA Economic Stimulus Fund</i>						
Cops Hiring Recovery Program	0	6	6	6	0	
EECBG-Sustainability Officer	0	1	1	0	0	
<i>BEAUTIFICATION TRUST FUND</i>						
Beautification Maintenance	9	9	8	6	6	214
<i>COMMUNITY DEVELOPMENT BLOCK GRANT</i>						
Community Block Grant Administration	2	2	2	2	2	204
CDBG Housing Rehab	2	3	3	3	1	204
SHIP Program	1	0	0	0	1	204
Neighborhood Housing	2	2	2	2	2	204
Total CDBG Fund	7	7	7	7	6	
<i>WATER AND SEWER FUND</i>						
Utilities Customer Service	16	16	16	16	16	170
Environmental Services Administration	13.5	12.5	12.5	14	14	176
Water Treatment and Storage	13	13	13	13	13	179
Water Distribution	20	20	20	20	20	182
Environmental Compliance	5	5	5	5	5	185
Wastewater Collection	14	14	14	14	14	188
Water Maintenance	10	10	10	10	10	193
Liftstation Maintenance	18	18	18	18	18	196
Construction Services	8	8	8	8	8	199
Total Water and Sewer Fund	117.5	116.5	116.5	118	118	
<i>SANITATION FUND</i>						
Neighborhood Stabilization Program	4	4	4	4	4	210
<i>STORMWATER UTILITY FUND</i>						
Stormwater Administration	1	1	1	1.5	1.5	242
Stormwater System Maintenance	5	5	5	5	5	238
Total Stormwater Fund	6	6	6	6.5	6.5	
<i>CITY GARAGE FUND</i>						
Fleet Maintenance	12	12	12	12	12	246
<i>INSURANCE FUND</i>						
Risk Management	4	4	4	4	4	250
TOTAL ALL FUNDS	814	817	818	813	803	



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General Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Revenue	\$0	\$0	\$1,225,549	\$1,600,000
Taxes	63,613,102	58,241,812	57,011,000	57,450,210
Licenses And Permits	7,848,363	7,957,961	8,451,650	8,859,370
Intergovernmental Revenue	6,121,335	6,188,502	6,588,628	6,538,380
Charges for Services	8,612,920	8,857,046	9,814,480	10,282,500
Fines and Forfeits	1,075,158	1,072,260	1,024,500	1,097,500
Miscellaneous Revenue	5,279,669	5,831,304	5,598,885	5,871,980
Non-Revenues (Transfers)	3,433,374	3,720,390	3,818,590	4,355,550
Total Revenues	\$95,983,921	\$91,869,275	\$93,533,282	\$96,055,490

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$59,520,670	\$57,498,518	\$57,605,087	\$59,362,920
Operating Expenses	18,133,068	17,895,615	18,347,512	18,698,820
Capital Outlay	239,625	181,448	274,845	410,460
Debt Service	6,229,362	6,212,306	6,840,560	6,576,200
Grants and Aids	9,290,113	8,346,812	8,348,480	8,554,440
Non-Operating Expenses	2,251,431	3,044,154	2,116,798	2,452,650
Total Expenditures	\$95,664,269	\$93,178,853	\$93,533,282	\$96,055,490
Per Capita	\$1,499.70	\$1,450.98	\$1,537.59	\$1,562.00

General Fund

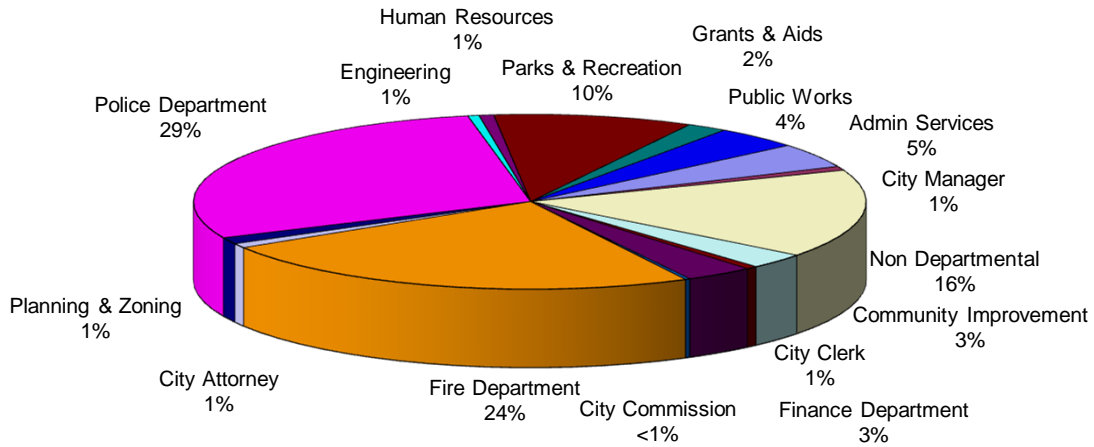
Expenditures by Department	2010 Actual	2011 Actual	2012 Revised	2013 Budget	Page No.
Administrative Services Department					
Administrative Services Administration	681,793	620,809	638,140	647,980	43
Clean & Safe	206,460	201,056	198,240	218,620	46
Tennis Centers	1,127,159	1,150,925	1,204,480	1,196,370	50
Tennis Stadium	1,585,893	2,091,098	2,164,480	2,276,260	48
Total Administrative Services	\$3,601,305	\$4,063,888	\$4,205,340	\$4,339,230	
City Attorney	\$892,645	\$832,003	\$895,580	\$779,060	19
City Clerk	\$583,112	\$519,935	\$526,810	\$530,080	29
City Commission	\$309,774	\$234,255	\$202,830	\$218,210	7
City Manager					
City Manager's Office	519,693	530,388	530,880	645,950	13
Public Information	100,304	104,535	84,960	76,430	15
Total City Manager	\$619,997	\$634,923	\$615,840	\$722,380	
Community Improvement Department					
Community Improvement Administration	513,765	445,512	434,900	454,400	91
Building Inspection	1,393,262	1,256,552	1,242,880	1,229,270	94
Code Enforcement	1,003,893	954,159	975,160	1,052,580	97
Total Community Improvement	\$2,910,920	\$2,656,223	\$2,652,940	\$2,736,250	
Engineering	\$620,916	\$252,705	\$280,660	\$673,480	101
Finance Department					
Financial Administration	1,630,015	1,565,699	1,671,079	1,586,560	35
Information Technology	1,588,015	1,560,053	1,662,070	1,565,690	38
Total Finance Department	\$3,218,030	\$3,125,752	\$3,333,149	\$3,152,250	
Fire Department					
Fire Administration	1,957,806	1,861,085	1,773,544	1,696,060	69
Highland Beach	3,031,561	3,142,810	2,988,870	3,044,940	72
Fire Operations	16,222,046	16,081,075	16,385,615	17,003,180	75
Emergency Management	12,498	10,623	15,200	21,600	78
Fire Safety	1,204,345	1,227,434	1,122,510	1,048,620	81
Total Fire Department	\$22,428,256	\$22,323,027	\$22,285,739	\$22,814,400	
Grants and Aids	\$1,806,550	\$1,844,000	\$1,868,000	\$1,853,000	165
Human Resources	\$530,019	\$518,548	\$518,360	\$517,990	25
Miscellaneous	\$16,436,804	\$15,734,573	\$15,475,553	\$15,707,240	166

General Fund

Expenditures by Department	2010 Actual	2011 Actual	2012 Revised	2013 Budget	Page No.
Parks & Recreation Department					
Parks & Recreation Administration	641,816	587,640	585,032	524,390	128
Out of School Program	491,624	434,871	468,144	471,930	131
Summer Day Camp	150	0	0	0	
Teen Center	233,498	233,287	250,800	243,580	134
Athletics	557,373	452,244	442,606	450,820	137
Special Events	676	128,990	130,683	126,190	140
Ocean Rescue	1,473,687	1,415,660	1,408,611	1,450,470	143
Community Center	303,156	264,164	295,785	281,440	146
Veteran's Park Recreation Facility	149,009	140,375	146,117	131,710	149
Pompey Park Recreation Facility	922,286	785,893	825,490	817,560	152
Parks Maintenance	3,966,566	3,880,168	3,844,091	3,837,290	155
Aquatics	365,661	364,016	348,188	284,140	158
Catherine Strong	184,311	154,849	194,553	198,460	161
Cultural and Facilities Maintenance*	0	0	0	0	
Western Senior Center	0	0	0	0	
Soccer Complex	94	0	0	0	
Cemetery	382,018	373,534	383,263	378,970	164
Total Parks & Recreation	\$9,671,925	\$9,215,691	\$9,323,363	\$9,196,950	
<i>* Combined with Parks Maintenance in 2008</i>					
Planning and Zoning	\$1,172,338	\$1,122,006	\$1,172,130	\$1,169,980	85
Police Department					
Support Bureau	6,134,516	5,748,978	5,822,526	5,949,560	58
Operations Bureau	20,810,302	20,783,967	20,582,272	21,721,270	63
Total Police Department	\$26,944,818	\$26,532,945	\$26,404,798	\$27,670,830	
<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>					
Public Works Department					
Public Works Administration	183,266	178,548	182,440	182,000	107
Streets Maintenance	843,136	784,016	795,840	797,210	110
Traffic Operations	439,805	435,056	422,690	421,220	113
Street Lighting	794,791	733,253	816,060	811,360	116
Parking Facilities	1,041,291	881,957	985,520	1,171,720	119
Building Maintenance	614,571	555,549	584,640	590,650	122
Total Public Works Department	\$3,916,860	\$3,568,379	\$3,787,190	\$3,974,160	
Total Expenditures	\$95,664,269	\$93,178,853	\$93,548,282	\$96,055,490	

General Fund

**General Fund
FY 2012 Budget by Department**



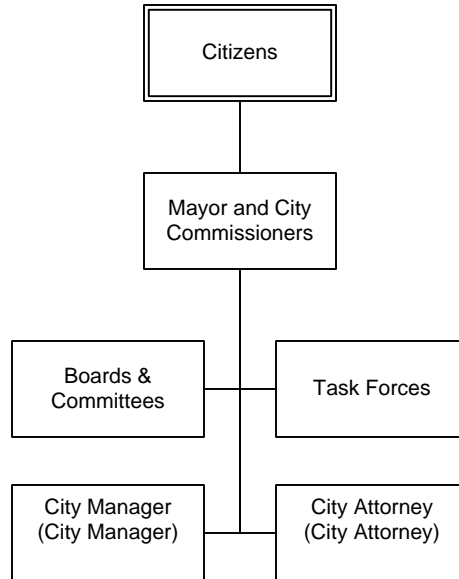
Staffing Levels By Department	10-11	11-12	12-13	Page No.
Administrative Services Department	6	6	7	41
City Attorney	6	6	6	18
City Clerk	7	7	6	28
City Commission	5	5	5	6
City Manager	6	6	6	11
Community Improvement Department	42	42	42	78
Engineering	7	7	7	100
Finance Department	28	28	28	33
Fire Department	154	156	155	66
Human Resources	5	5	5	23
Parks and Recreation Department	108	108	108	125
Planning and Zoning	16	16	16	84
Police Department	236	236	233	54
Public Works	25.5	25.5	25.5	104
Total General Fund Personnel	651.5	653.5	649.5	

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

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	2011 Actual	2012 Actual	2013 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	22	57	22
Closed Meetings	8	0	2

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	23	21
Appointments to Boards	76	76	76

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

City Commission

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$116,368	\$112,374	\$112,230	\$119,890
Operating Expenses	193,406	121,881	90,600	98,320
Capital Outlay	0	0	0	0
Grants & Aids	0	0	0	0
Total Expenditures	\$309,774	\$234,255	\$202,830	\$218,210
Per Capita	\$4.86	\$3.65	\$3.33	\$3.55



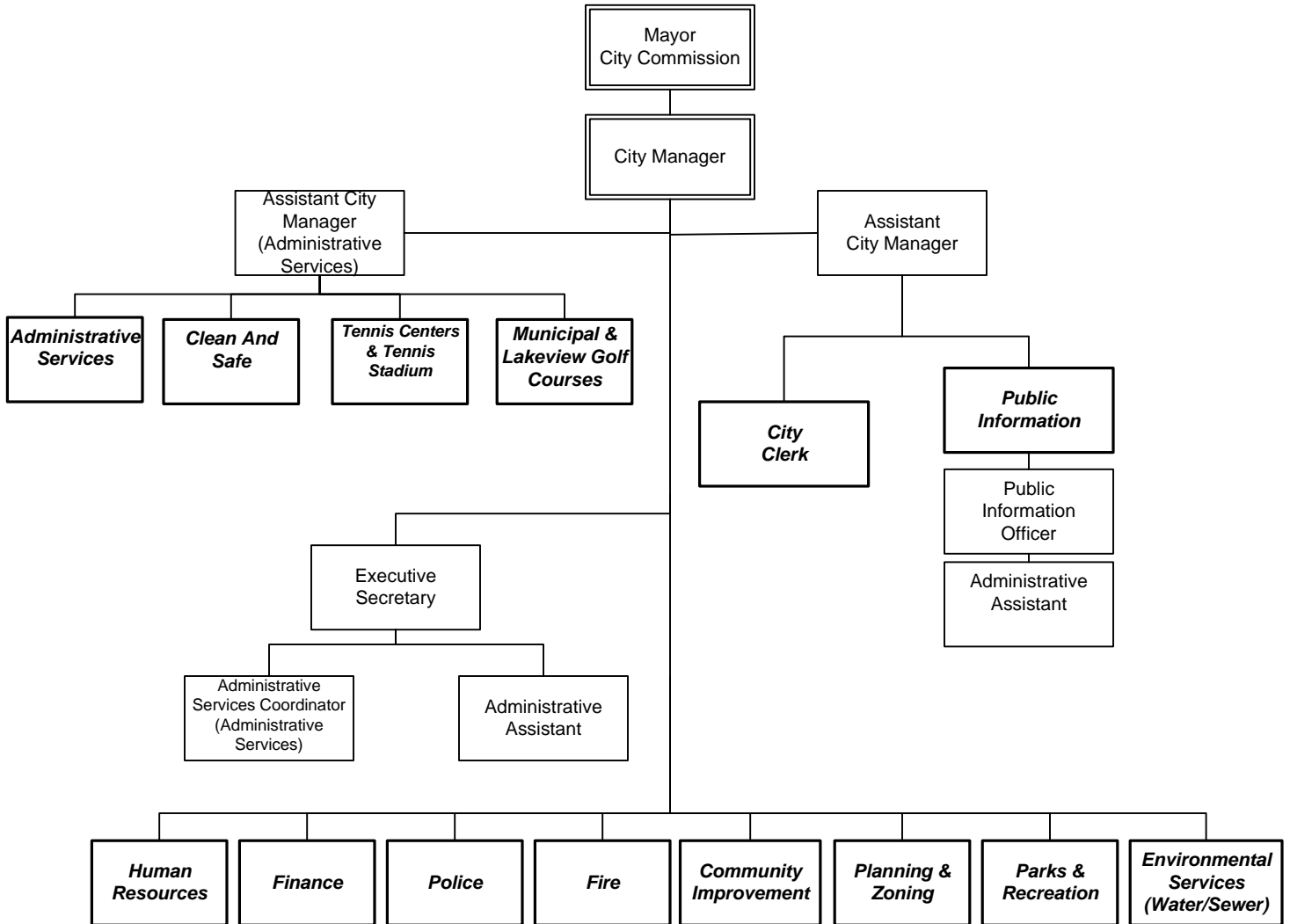
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City Manager

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



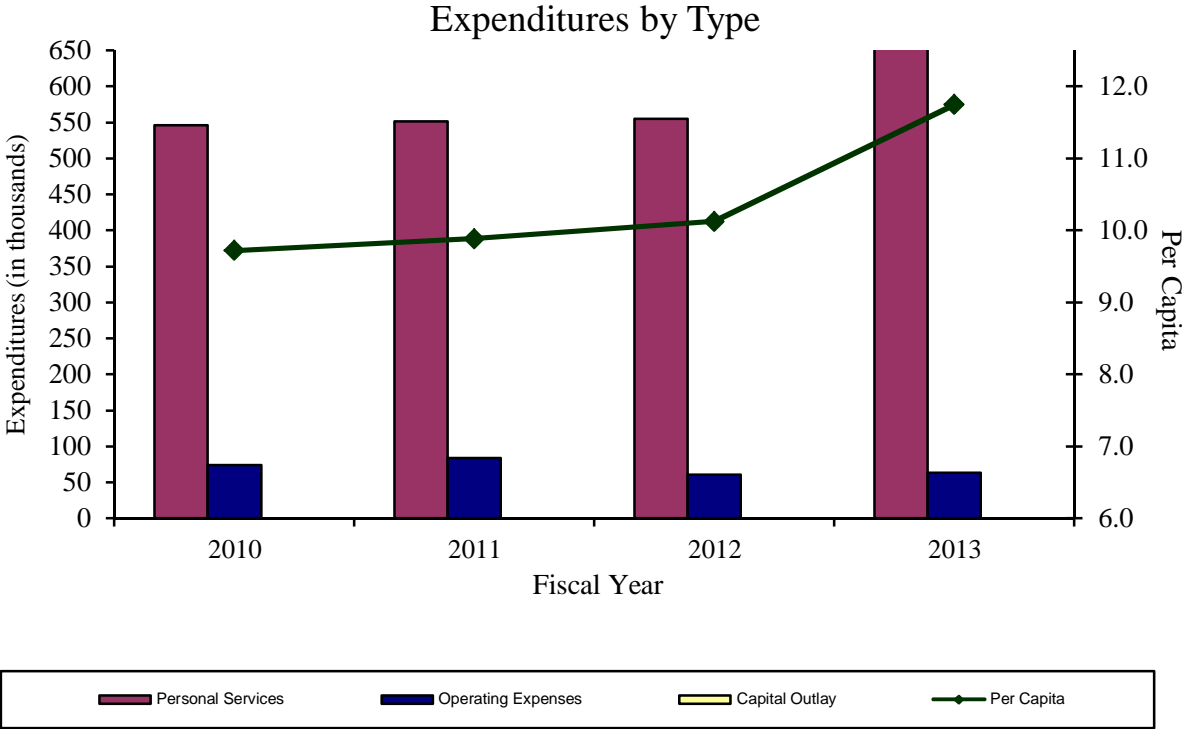
City Manager's Office

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

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$546,117	\$551,371	\$555,010	\$659,080
Operating Expenses	73,880	83,552	60,830	63,300
Capital Outlay	0	0	0	0
Total Expenditures	\$619,997	\$634,923	\$615,840	\$722,380
Per Capita	\$9.72	\$9.89	\$10.12	\$11.75

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
City Manager	\$519,693	\$530,388	\$530,880	\$645,950
Public Information	100,304	104,535	84,960	76,430
Total Expenditures	\$619,997	\$634,923	\$615,840	\$722,380

City Manager's Office



Staffing Levels by Program	10-11	11-12	12-13
City Manager	4	4	4
Public Information	2	2	1
Total Authorized Personnel	6	6	5

Program: City Manager

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	2011 Actual	2012 Actual	2013 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	46	51	40
Agenda items reviewed	953	959	1,000

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	8,367	8,210	8,620
Respond to letters of inquiry/complaints within 5 days	97%	97%	97%
Conduct grievance/disciplinary hearings	17	11	10
External and Internal Walk-in Customers	261	264	300
Lobbyists Registration*	-	6	8
*started logging effective April 1, 2012			

Staffing Levels	10-11	11-12	12-13
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

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$492,469	\$501,600	\$503,170	\$607,570
Operating Expenses	27,224	28,788	27,710	38,380
Capital Outlay	0	0	0	0
Total Expenditures	\$519,693	\$530,388	\$530,880	\$645,950
Per Capita	\$8.15	\$8.26	\$8.73	\$10.50

Program: Public Information Office

The Public Information Office (PIO) prepares and distributes quality information regarding City policies, programs, events and activities to residents, the general public, the media and City staff. Since numerous projects are not covered by traditional media outlets, the City's PIO utilizes other avenues of communication with our citizens and community partners, including: the City's *NEW* website, the *NEW* Open City Hall Citizen Forum, the Emergency Radio advisory station, Twitter, Community Gardening (*NEW* program that promotes civic engagement between members of the community and City Staff) and a City Staff Speakers Bureau. The Public Information Office prepares an E-Newsletter (commencing FY 2012-2013) and the employee e-newsletter "*News Wave*". In addition, video/audio streaming capability provides live and recorded video of City Commission meetings on the City's website as well as audio broadcast of these meetings on the City's Emergency Radio Station – 1620 AM. Targeted groups for distribution of City information include the general public, media, local churches, civic organizations & neighborhood associations.

Performance Measures	2011 Actual	2012 Actual	2013 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 the City's *NEW* website, *NEW* Open City Hall Citizen Forum, *NEW* Community Gardening Program, Speakers Bureau and Social Media.

<i>NEW</i> Open City Hall Citizen Forum (visitors/participants)	N/A	494/117	540/130
Website Events and News Postings	32	23	25
<i>NEW</i> City Website Email Subscriptions	1,638	1,786	1,965
Speakers Bureau Speaking Engagements	9	8	10
<i>NEW</i> Community Gardening Program	N/A	1	12
Twitter Messages/Followers	320/NA	272/2,000	300/2,200

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.)	242	220	245
Hometown Connection – hardcopies printed/distributed annually	5,500	0*	0*
News for Neighborhoods – hardcopies printed/distributed annually	276,000	92,000*	0*
E-Newsletter – monthly electronic publication (posted on City's website and & distributed via E-mail)	N/A	N/A	12
Local Newspaper Coverage (articles published)	122	94	115
Sustainability Annual Report	N/A	N/A	1

Objective: To provide informational materials during special events promoting the City of Delray Beach and its services and programs. To support community organizations through marketing & promotional campaigns. To provide photo coverage at special events.

Special Event Appearances (distribution of informational material promoting City services and programs)	3	3	3
Marketing & Promotional Campaigns (for special events that are sponsored and/or partnered by the City)	17	26	30
Special Events Photo Coverage	33	24	26

Staffing Levels	10-11	11-12	12-13
Public Information Officer	1	1	0
Administrative Assistant	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{1}$
	2	2	1

*Due to budgetary constraints, the *Hometown Connection* and the *News for Neighborhoods* newsletters were discontinued as of February 2012 (FY 2011-2012 savings estimated at \$17,660).

Public Information

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$53,648	\$49,771	\$51,840	\$51,510
Operating Expenses	46,656	54,764	33,120	24,920
Capital Outlay	0	0	0	0
Total Expenditures	\$100,304	\$104,535	\$84,960	\$76,430
Per Capita	\$1.57	\$1.63	\$1.40	\$1.24

2011-12 Accomplishments

- ◆ Published over 220 press releases.
- ◆ Represented the City at the following special events: International Tennis Championships, Chris Evert/Raymond James Pro-Celebrity Tennis Classic and Earth Day 2012.
- ◆ Provided photo coverage at 24 City events.
- ◆ Sent over 270 Twitter messages to approximately 2,000 followers.
- ◆ Fulfilled eight Speakers Bureau requests.
- ◆ Implementation of Community Gardening Program.
- ◆ Generated six topics for civic engagement discussion on Open City Hall Citizen Forum that resulted in more than 400 viewers and over 100 participants.



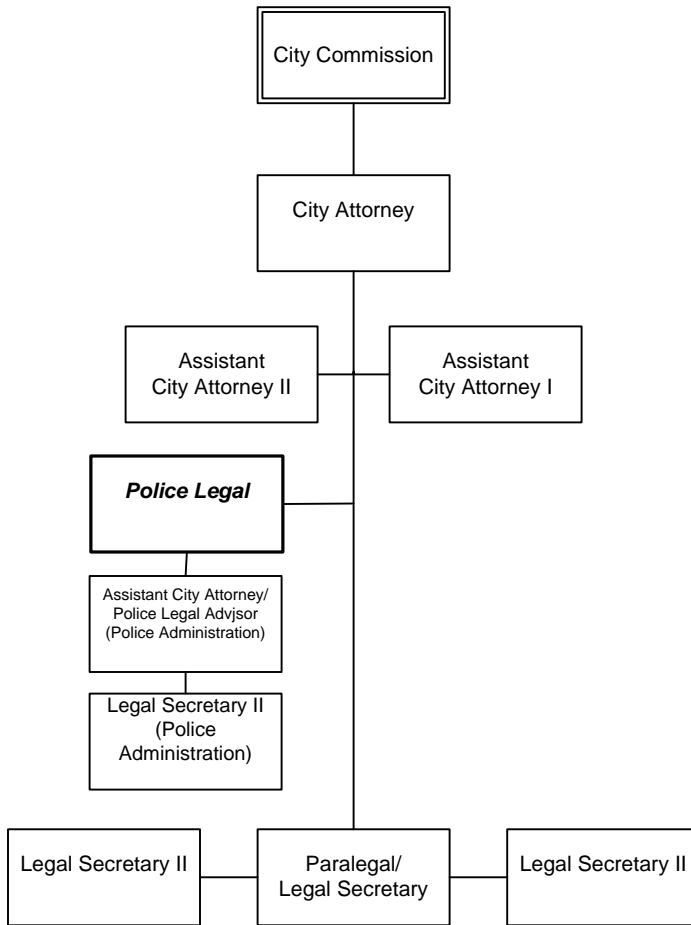
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City Attorney

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	2011 Actual	2012 Actual	2013 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	551	549	500
Contracts drafted/revised/reviewed	644	684	500
Ordinances and resolutions drafted/reviewed	94	112	90
Agenda items prepared/reviewed	231	197	200
Board orders prepared	86	61	48

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

Court cases/claims	167	185	170
Bankruptcy issues	24	43	10
Forfeiture cases	25	25	20
Nuisance abatement cases	4	8	2
Municipal ordinance violation prosecution cases	6	10	6
Percentage of cases/claims handled in-house	97.3%	97.8%	97%

Staffing Levels	10-11	11-12	12-13
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	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$533,957	\$505,062	\$551,198	\$602,360
Operating Expenses	358,688	326,941	330,002	176,700
Capital Outlay	0	0	14,380	0
Total Expenditures	\$892,645	\$832,003	\$895,580	\$779,060
Per Capita	\$13.99	\$12.96	\$14.72	\$12.67

2011-12 Accomplishments

- ◆ The City Attorney's Office issued approximately 549 legal opinions, revised/reviewed/drafted 684 contracts, revised/reviewed/drafted 112 ordinance and resolution matters, submitted/reviewed 197 agenda items, prepared/revised 61 board orders and drafted/revised/reviewed 127 real estate matters. The City Attorney's Office handled 185 cases/claims, 43 bankruptcy issues and 20 grievance/arbitrations/employee matters.
- ◆ The Police Legal Advisor, who reports to the City Attorney and the Police Chief, handled 25 forfeiture cases, 8 nuisance abatement matters and prosecuted 10 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 Franklin Square, Atlantic Plaza, Historic Depot Square, Chamber relocation, Old School Square retail space, Village Academy and numerous property matters for the Neighborhood Stabilization Program.
- ◆ Employees of the City Attorney's Office were involved in numerous community service projects.



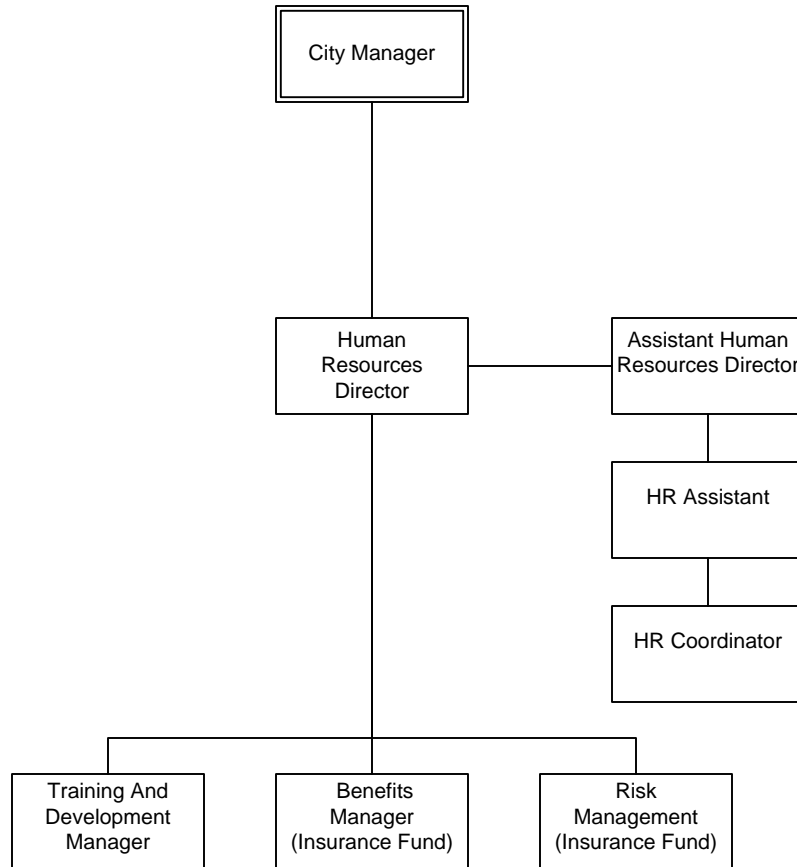
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HUMAN RESOURCES Department

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

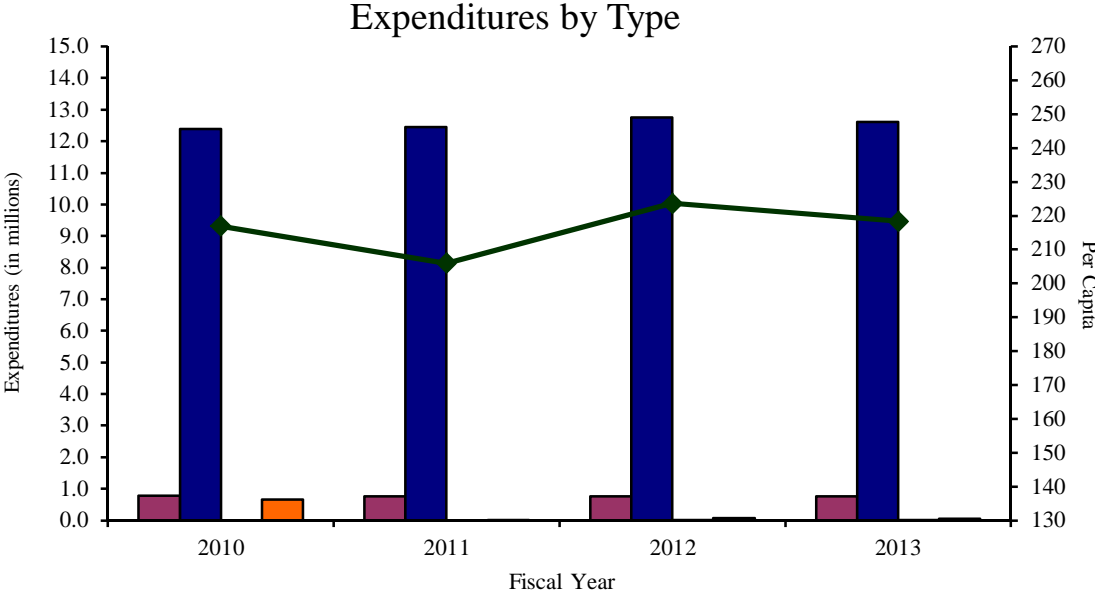
The Human Resources Department consists of two divisions: Human Resources and Risk Management.

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Insurance Fund	\$13,898,984	\$12,390,996	\$13,085,206	\$12,908,720
Total Revenues	\$13,898,984	\$12,390,996	\$13,085,206	\$12,908,720

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$786,305	\$757,859	\$767,301	\$758,880
Operating Expenses	12,390,179	12,451,684	12,760,089	12,610,290
Capital Outlay	0	0	7,840	4,500
Non-Operating	661,534	17,012	68,336	53,040
Total Expenditures	\$13,838,018	\$13,226,555	\$13,603,566	\$13,426,710
Per Capita	\$216.93	\$205.96	\$223.63	\$218.34

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Human Resources	\$530,019	\$518,548	\$518,360	\$517,990
Risk Management (Insurance Fund)	13,307,999	12,708,007	13,085,206	12,908,720
Total Expenditures	\$13,838,018	\$13,226,555	\$13,603,566	\$13,426,710
% Covered by Department Revenues	100.44%	93.68%	96.19%	96.14%

Human Resources Department



Staffing Levels by Program	10-11	11-12	12-13
Human Resources (General Fund)	5	5	5
Risk Management (Insurance Fund)	4	4	4
Total Authorized Personnel	9	9	9

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	2011 Actual	2012 Actual	2013 Projected
Goal: To maintain effective and positive employee/labor relations through the administration and development of sound employment policies and procedures.			
Objective: Update established policies and programs that address employee needs.			
# of Administrative Policies and Procedures Revised	3	3	5
# of Personnel Policy Revisions	2	2	2
# of Civil Service Rules and Regulations Revisions	0	0	2
Interpret city policies/union contracts, respond within 24 hrs	100%	100%	100%
Goal: To recruit for the highly professional/technical candidate; to provide immediate assistance to the departments in meeting and maintaining adequate staffing levels.			
Objective: To assist departments with the recruitment of key positions.			
New Hires (full time & part time)	46	61	50
Terminations (full time & part time)	51	61	40
Turnover ratio	6.2%	7.5%	7.5%
Goal: 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.			
Objective: 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)	1,235	1,175	1,600
Training Sessions Provided	59	52	75
New employee orientation sessions	20	17	20
Employee candidates involved in mentoring/succession plan	9	9	8
Goal: To assure a fair and equitable classification and compensation plan for employees.			
Objective: To survey other municipalities to ensure competitiveness of wages and benefits.			
Percentage of positions surveyed	64%	64%	64%
Goal: To develop and maintain organizational productivity and employee effectiveness.			
Objective: To provide programs that recognize and motivate employees. To develop rewards systems to compensate employees.			
Service Award Honorees at Quarterly Ceremonies	139	175	125
Employees nominated for S.P.I.R.I.T. Awards	20	25	25
Employee Suggestion Award Recipients	3	2	3
Employee Health Fair Participants	180	N/A	N/A
Employee Fitness Challenge Participants	N/A	123	175
Medical Center Vutilization Rate	N/A	75%	80%
Percentage of Employees and Covered Dependents Participating in the Medical Center	25%	45%	50%
Percentage of Employees and Covered Dependents Participating in the Medical Center HRA's	N/A	80%	80%

Staffing Levels	10-11	11-12	12-13
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	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$446,998	\$438,415	\$440,910	\$442,130
Operating Expenses	83,021	80,133	74,110	75,860
Capital Outlay	0	0	3,340	0
Total Expenditures	\$530,019	\$518,548	\$518,360	\$517,990
Per Capita	\$8.31	\$8.07	\$8.52	\$8.42

2011-12 Accomplishments

- ◆ Nine employees graduated from the City's first formal mentoring initiative, IMPACT Delray in June 2012. The purpose of this year long program was to prepare employees for future leadership positions through instruction and collaboration.
- ◆ Hosted Leadercast 2012, a one day leadership seminar for manager and key personnel. Tickets were sold to the public and sponsors were enlisted which not only defrayed the cost of 50 employees attending the conference, but resulted in a profit of \$3,000. The funds were used to defray the cost of the mentoring program.
- ◆ Seventeen employees completed Supervisor Skills, an in house training program designed to teach leadership and management principles to current and future supervisors and managers.
- ◆ 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 2011 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.
- ◆ Successfully completed the City's Equal Employment Opportunity Plan (EEOP) Short Form that is regulated by the Office of Civil Rights. The EEOP Short Form collects and analyzes key employment data, organized by race, national origin and sex.
- ◆ 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 75 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

2011-12 Accomplishments con't.

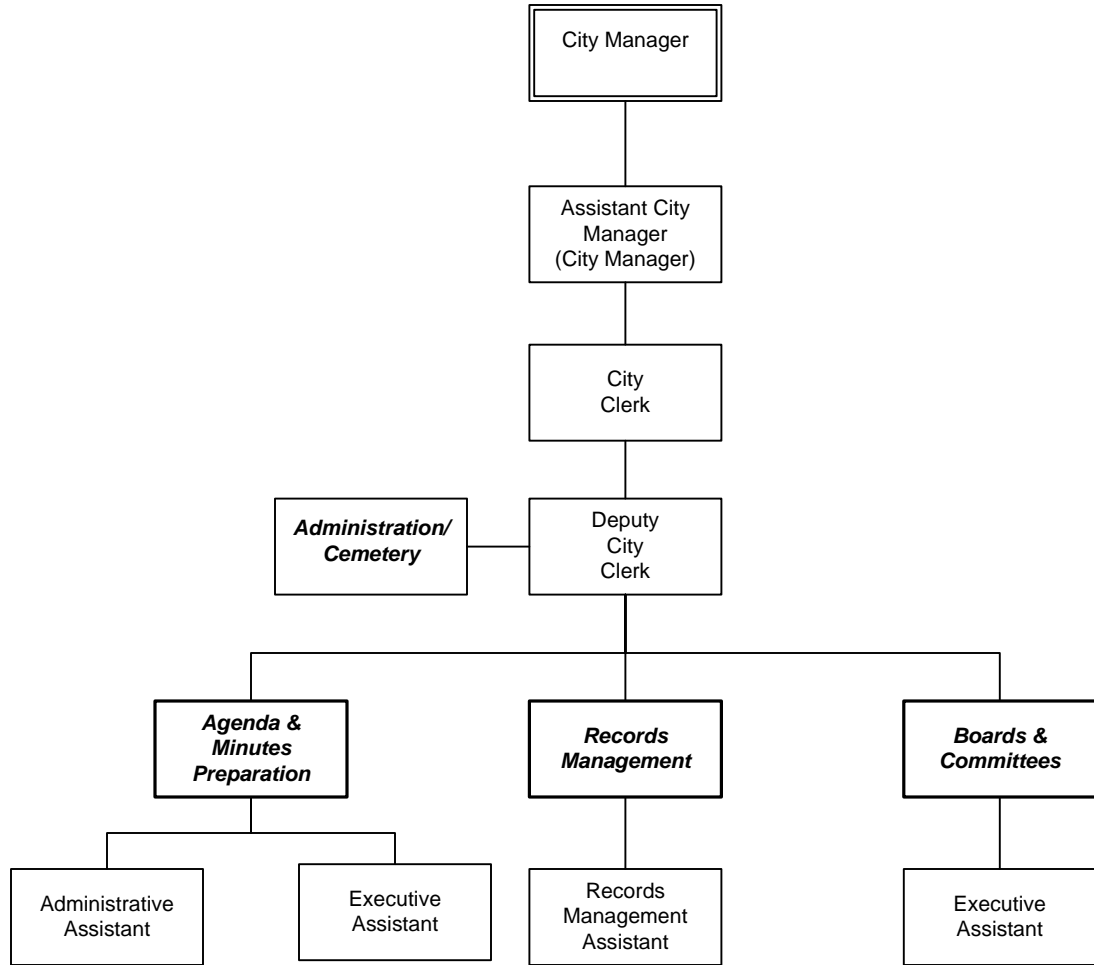
- ◆ The 2012 IMPACT Delray collaboration project was entitled Team Delray, a forum that provides an opportunity for employees to discuss ideas and implement them. The 2011-2012 Team Delray began with 40 employees coming to a roundtable session and creating a Working Committee that has completed three projects that will improve employee morale. Human Resources continues to provide support and guidance for this group.
- ◆ 160 employees received service awards including 10 who were honored for 30 years of continuous full time service and received special plaques and resolutions. Engraved bronze plates honoring seven retirees for 35 years of service were affixed to the wall behind the flag pole in front of City Hall.
- ◆ Processed 4,555 applications through Neogov online applicant system. Continued to assist applicants with application process and administered employment related testing. 480 typing tests were administered for clerical positions.
- ◆ Prevailed in 19 unemployment cases.
- ◆ Administered the City's Volunteer Program not including volunteers for the Police and Fire Departments. There were 11 active volunteers who participated in the program during this fiscal year. They provided 889 hours of volunteer services throughout the City.
- ◆ The City Manager approved two Employee Suggestion awards. The first award went to five members of the Finance Department for implementing an E-Payment Process which created a revenue sharing of over \$83,000. The team divided 20% of the first year's savings resulting in an award of \$3,324 each. The second award went to two Utility Service Workers for suggesting a safer way to perform maintenance of the wet wells in all the City's lift stations. They received \$50 each for their idea.
- ◆ New hires filled 63 vacant City positions during this fiscal year. Processed 61 employment terminations, 71 E-verify social security checks and coordinated 71 per-employment physicals.

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	2011 Actual	2012 Actual	2013 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	46	51	40
Prepare Commission minutes within 2 weeks	98%	98%	98%
Prepare agendas/minutes & attend Advisory Board meetings	155	122	80
Prepare applications for Advisory Board appointments	658	231	300
Advisory Board appointments	141	130	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	86	88	80
Receipt and destruction of public records (cubic feet)	981.50	969	1,000
Maintain agenda and backup records up-to-date	98%	98%	98%
Scanning of Cemetery Index Records (New)	100%	33%	N/A
Scanning of Palm Beach County Contracts (New)			80%

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	10-11	11-12	12-13
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Executive Assistant	2	2	2
Administrative Assistant	1	1	1
Records Management Assistant	1	1	1
Staff Assistant I	<u>1</u>	<u>0</u>	<u>0</u>
	7	6	6

City Clerk

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Residency Cards	\$13,871	\$17,422	\$20,000	\$20,000
Certifications, Searches and Copies	84,363	110,424	95,000	110,000
Total Revenues	\$98,234	\$127,846	\$115,000	\$130,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$461,106	\$431,223	\$407,390	\$405,700
Operating Expenses	122,006	88,712	119,420	124,380
Capital Outlay	0	0	0	0
Total Expenditures	\$583,112	\$519,935	\$526,810	\$530,080
Per Capita	\$9.14	\$8.10	\$8.66	\$8.62

2011-12 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 fifty one City Commission Meetings. Agendas, agenda results and minutes were emailed to 628 people total. The agenda was faxed to 16 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 2,351 municipal lien searches. In addition, a total of 140 cemetery interments and pre-need/at-need purchases were made this fiscal year. The Clerk's office processed approximately 72 public records requests.



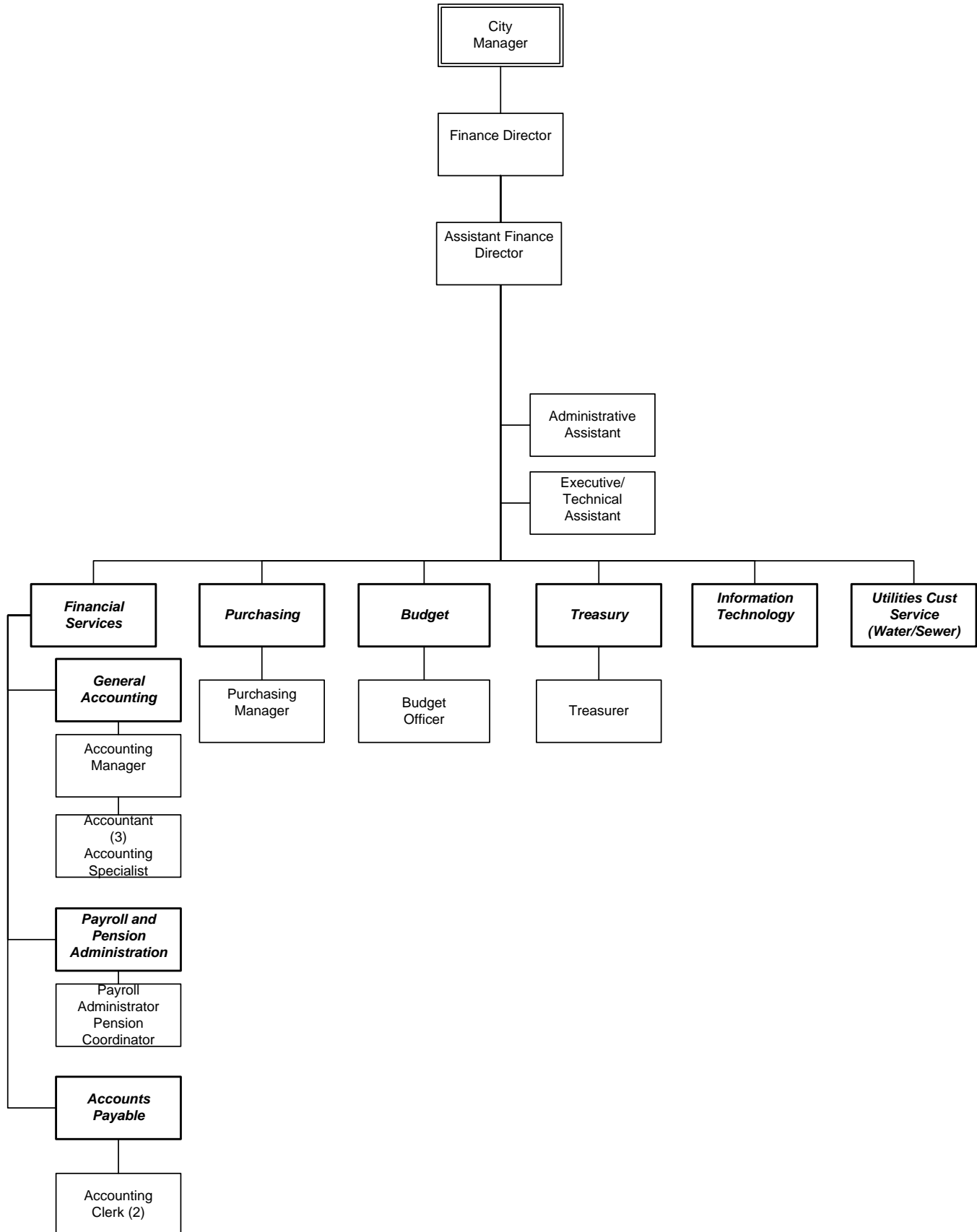
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Finance Department

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

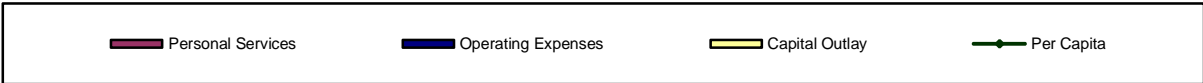
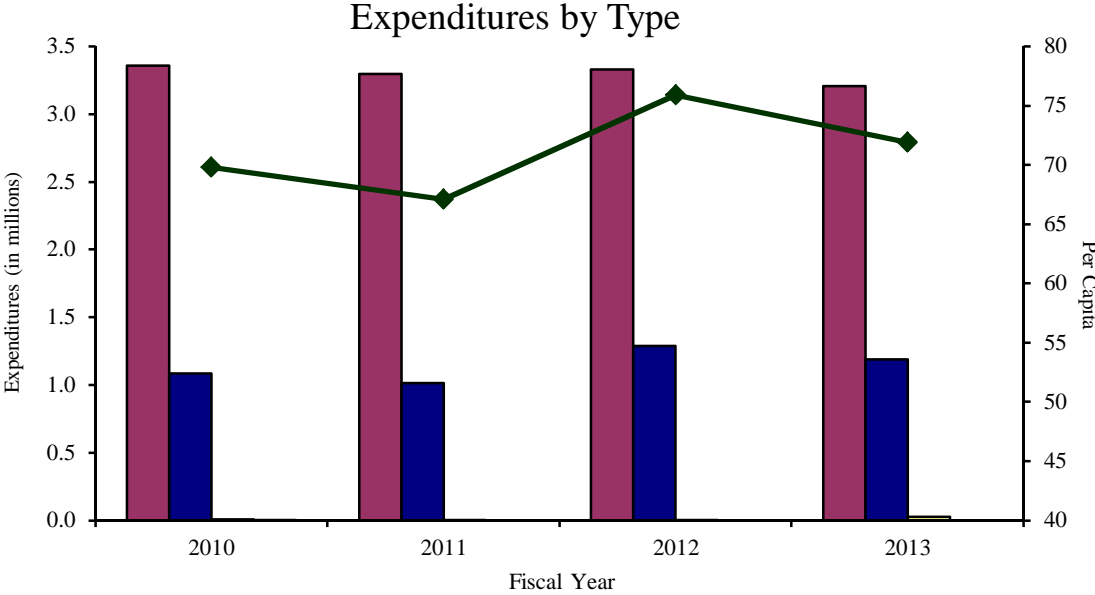
The Finance Department consists of three divisions: Finance Administration, Information Technology, and Utilities Customer Service.

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Interest Earnings	\$133,390	\$111,544	\$90,000	\$90,000
Auction	22,161	1,903	3,000	3,000
Water Service Charges (Water & Sewer Fund)	246,366	266,363	210,000	250,000
Total Revenues	\$401,917	\$379,810	\$303,000	\$343,000

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$3,360,492	\$3,296,065	\$3,327,854	\$3,207,780
Operating Expenses	1,085,596	1,012,465	1,288,445	1,189,150
Capital Outlay	7,402	1,228	749	25,000
Total Expenditures	\$4,453,490	\$4,309,758	\$4,617,048	\$4,421,930
Per Capita	\$69.82	\$67.11	\$75.90	\$71.91

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Administration	\$1,630,015	\$1,565,699	\$1,671,079	\$1,586,560
Information Technology	1,588,015	1,560,053	1,662,070	1,565,690
Utilities Customer Service (Water & Sewer Fund)	1,235,460	1,184,006	1,283,899	1,269,680
Total Expenditures	\$4,453,490	\$4,309,758	\$4,617,048	\$4,421,930
% Covered by Department Revenues	9.02%	8.81%	6.56%	7.76%

Finance Department



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

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	2011 Actual	2012 Actual	2013 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%	92%	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	17	8	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	6
Number of performance audits/process/compliance reviews	3	3	3
Number of training sessions (credit card, year end and purchasing)	3	1	3
Approximate number of employees trained	55	60	60

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	11,708	11,346	11,000
Accounts payable e-payments issued	1,489	1,965	1,700
% 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	47	40	40
% Bids advertised within 5 days of department request	100%	100%	100%
Requisitions processed within 24 hours	99%	90%	90%
Renew contracts prior to expiration	95%	80%	80%

Staffing Levels	10-11	11-12	12-13
Director of Finance	1	1	1
Assistant Finance Director	1	1	1
Accountant	3	3	3
Accounting Manager	0	0	1
Administrative Assistant	1	1	1
Accounting Specialist	2	2	1
Accounting Clerk	2	2	2
Budget Officer	1	1	1
Executive/Technical Support Assistant	1	1	1
Payroll Administrator	1	1	1
Pension Coordinator	1	1	1
Purchasing Manager	1	1	1
Senior Buyer	1	1	0
Treasurer	1	1	1
	17	17	16

Finance Administration

General Fund

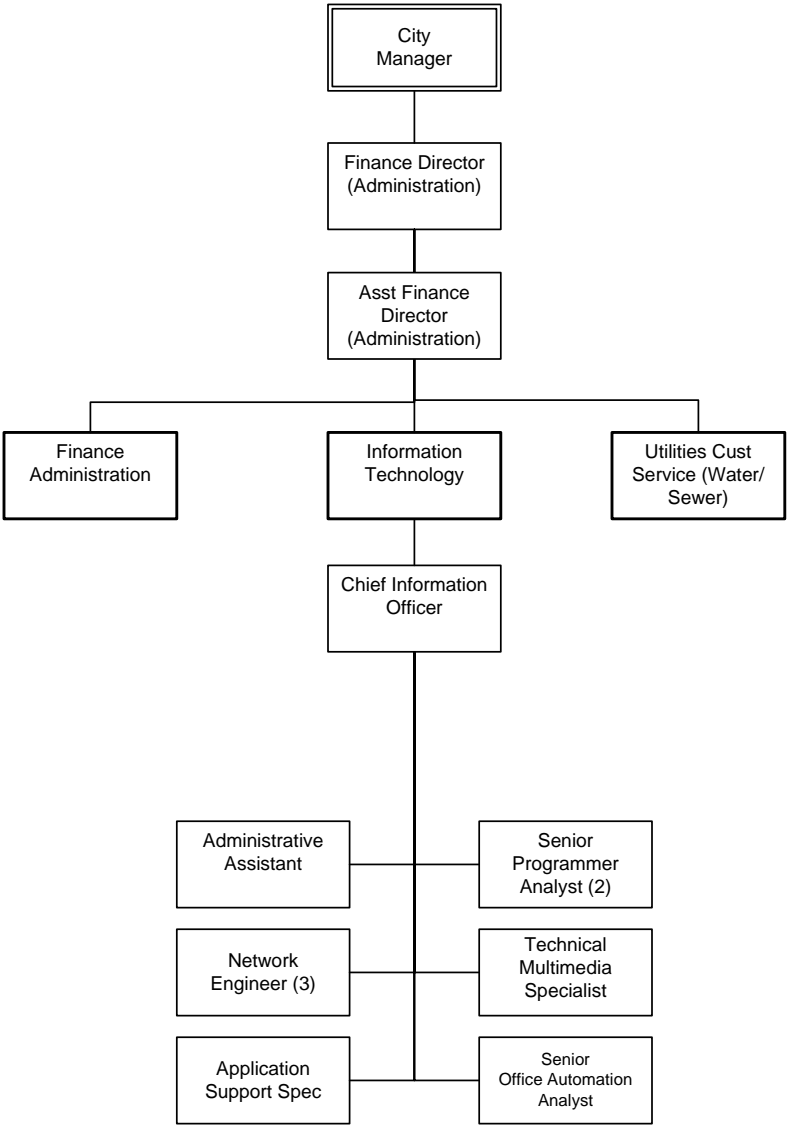
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Interest Earnings	\$133,390	\$111,544	\$90,000	\$90,000
Auction	22,161	1,903	3,000	3,000
Total Revenues	\$155,551	\$113,447	\$93,000	\$93,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$1,385,629	\$1,388,815	\$1,409,984	\$1,342,490
Operating Expenses	244,386	176,884	261,095	219,070
Capital Outlay	0	0	0	25,000
Total Expenditures	\$1,630,015	\$1,565,699	\$1,671,079	\$1,586,560
Per Capita	\$25.55	\$24.38	\$27.47	\$25.80

2011-12 Accomplishments

- ◆ Refinanced \$8.1 million of Water Sewer bonds resulting in 10 year interest savings of \$1.1 million.
- ◆ Implemented accounts payable positive pay program resulting in stronger internal control over vendor payments.
- ◆ Improved management and safety of \$48 million investment funds through contract with professional management firm and implementation of new investment policy.
- ◆ Researched electronic document storage solutions, finding solution that integrates with current financial system. Will help resolve 600+ storage box dilemma currently faced by Finance division.
- ◆ Implemented disaster planning contract with O'Brien's Response Management to facilitate future FEMA disaster reimbursements.
- ◆ Reorganized department by: creating a new Accounting Manager position and promoting from within two people - one for Accounting Manager and one for Accountant Position; moving two positions to new locations that facilitated either better staff support (Purchasing Manager) or better customer service (Pension Administrator); and eliminated one position freeing up resources for promotions.
- ◆ Partially renovated office suite through painting, new lobby furniture, artwork and carpet which updated décor unchanged for 15+ years.

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	2011 Actual	2012 Actual	2013 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	2	3
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)	1	5	6
Number of system failures (LAN Servers)	0	1	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:	1,529	1,425	1,368
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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	96%	100%	98%
Website scheduled projects completed	51%	91%	95%
PC/LAN scheduled projects completed	88%	89%	96%

Staffing Levels	10-11	11-12	12-13
Chief Information Officer	1	1	1
Project Manager-Local Area Networks	1	1	0
Senior Programmer / Analyst	2	2	2
Application Support Specialist	1	1	1
Network Engineer	3	3	3
Sr. Office Automation Analyst	1	1	1
Technical Multimedia Specialist	1	1	1
Administrative Assistant	1	1	1
	11	11	10

Information Technology

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,052,025	\$1,026,962	\$1,018,830	\$970,170
Operating Expenses	528,588	531,863	643,240	595,520
Capital Outlay	7,402	1,228	0	0
Total Expenditures	\$1,588,015	\$1,560,053	\$1,662,070	\$1,565,690
Per Capita	\$24.89	\$24.29	\$27.32	\$25.46

2011-12 Accomplishments

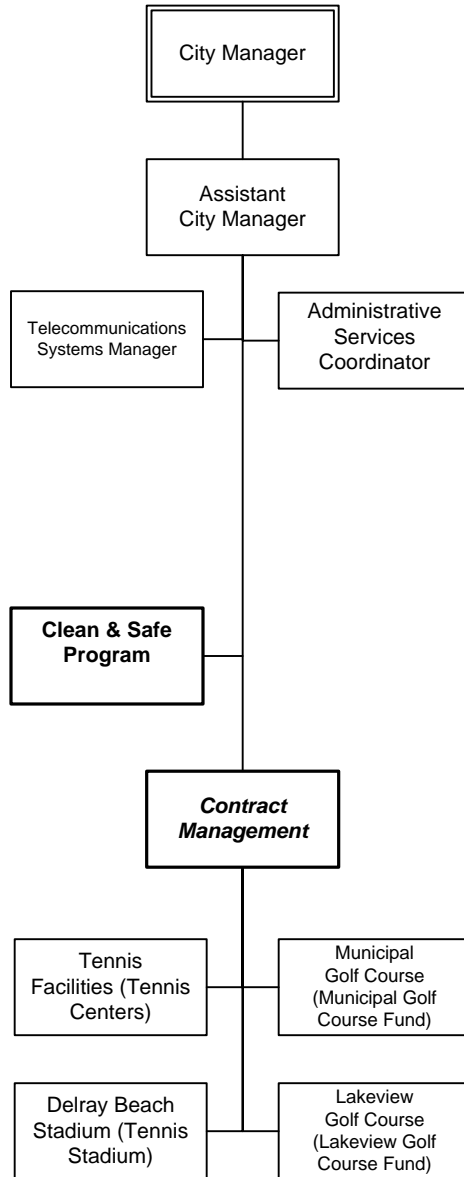
- ◆ Developed new city website using internal resources and saving city approximately \$35k.
- ◆ Implemented new golf course and restaurant software system for the Delray Beach and Lakeview golf courses.
- ◆ Designed and implemented a secure video Wi-Fi- system for the police department, allowing automatic uploads of police vehicle security cameras.

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

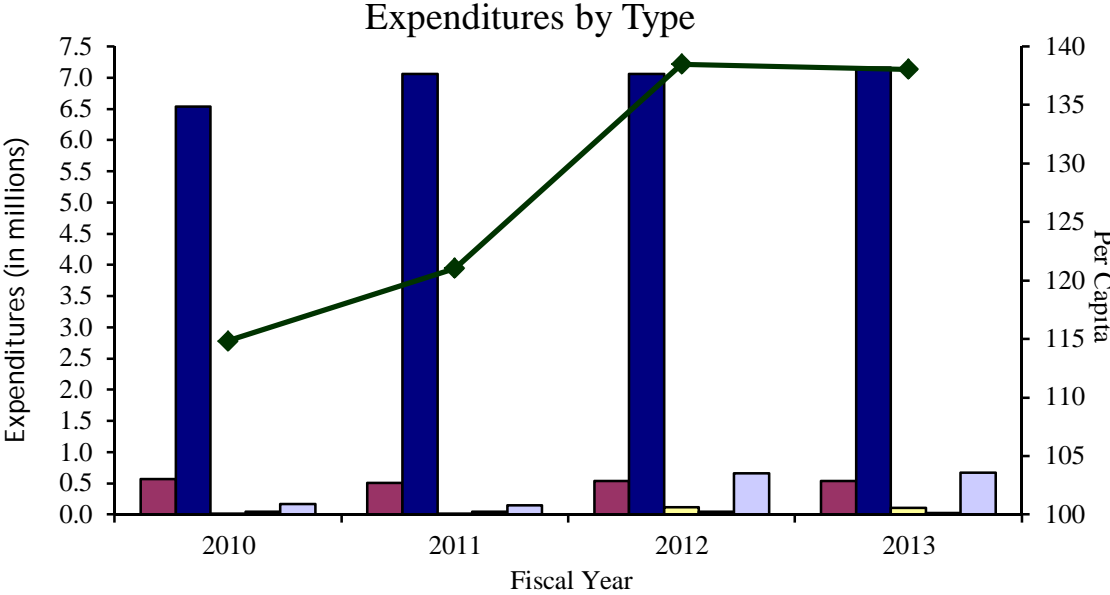
The Assistant City Manager heads the Administrative Services Department. It consists of six organizational units: Administration, Tennis Centers, Tennis Stadium, Municipal Golf Courses, Telecommunications and Clean & Safe.

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Assessments on Leased Properties	\$28,335	\$35,540	\$36,630	\$35,340
Tennis Centers	736,669	798,129	784,500	855,000
Tennis Stadium	358,835	30,778	31,500	44,500
Municipal Golf Course Fund	3,039,009	2,883,514	3,343,510	3,310,830
Lakeview Golf Course Fund	672,517	672,164	874,730	839,880
Total Revenues	\$4,835,365	\$4,420,125	\$5,070,870	\$5,085,550

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$566,919	\$502,359	\$536,820	\$533,150
Operating Expenses	6,534,405	7,055,893	7,061,870	7,161,800
Capital Outlay	5,670	14,930	112,600	105,000
Non-Operating Expenses	48,000	48,000	48,000	23,000
Debt Service	170,265	152,211	664,290	666,990
Total Expenditures	\$7,325,259	\$7,773,393	\$8,423,580	\$8,489,940
Per Capita	\$114.84	\$121.05	\$138.48	\$138.06

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Administration and Telecommunications	\$681,793	\$620,809	\$638,140	\$647,980
Clean & Safe	206,460	201,056	198,240	218,620
Tennis Centers	1,127,159	1,150,925	1,204,480	1,196,370
Tennis Stadium	1,585,893	2,091,098	2,164,480	2,276,260
Municipal Golf Course Fund	3,039,360	3,018,630	3,343,510	3,310,830
Lakeview Golf Course Fund	684,594	690,875	874,730	839,880
Total Expenditures	\$7,325,259	\$7,773,393	\$8,423,580	\$8,489,940
% Covered by Department Revenues	66.01%	56.86%	60.20%	59.90%

Administrative Services Department



Staffing Levels by Program	10-11	11-12	12-13
Administration	3	4	4
Clean & Safe	3	3	3
Tennis Centers	0	0	0
Tennis Stadium	0	0	0
<i>Subtotal - General Fund</i>	6	7	7
Municipal Golf Course	0	0	0
Lakeview Golf Course	0	0	0
<i>Subtotal - All Other Funds</i>	0	0	0
Total Authorized Personnel	6	7	7

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 Old School Square, 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	2011 Actual	2012 Actual	2013 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 5 working hours	96%	96%	96%
Respond to over 8,000 emails within 24 hours	96%	97%	97%
Respond to other written request/complaints within 72 hours	95%	96%	97%
Complete agendas, minutes and back up material for all Board meetings 5 working days prior to meeting	99%	96%	97%

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.

Obtain customer satisfaction rating of at least 4 of possible 5	-	-	4.2
Respond to emergency calls within 4 working hours	97%	97%	97%
Process 35 telephone/192 cell phone bills and 753 network lines for payment within 1 week of receipt	99%	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%	98%	98%
Receive and process over 99 GovQA inquiries per month within 1 day	98%	98%	98%
Reduce City wide telephone line costs by 5%	-	9%	5%

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%	4%	1%	1%
Increase Tennis Stadium event revenue by 1%	-.5%	.5%	1%
Complete monthly site inspections of tennis/golf facilities	93%	95%	95%

Staffing Levels	10-11	11-12	12-13
Assistant City Manager	1	1	1
Administrative Services Coordinator	1	1	1
Telecommunications Systems Manager	1	1	1
Customer Service Assistant	0	1	1
FTEs	<u>1.25</u>	<u>.17</u>	<u>.13</u>
	4.25	4.17	4.13

Administrative Services Administration

General Fund

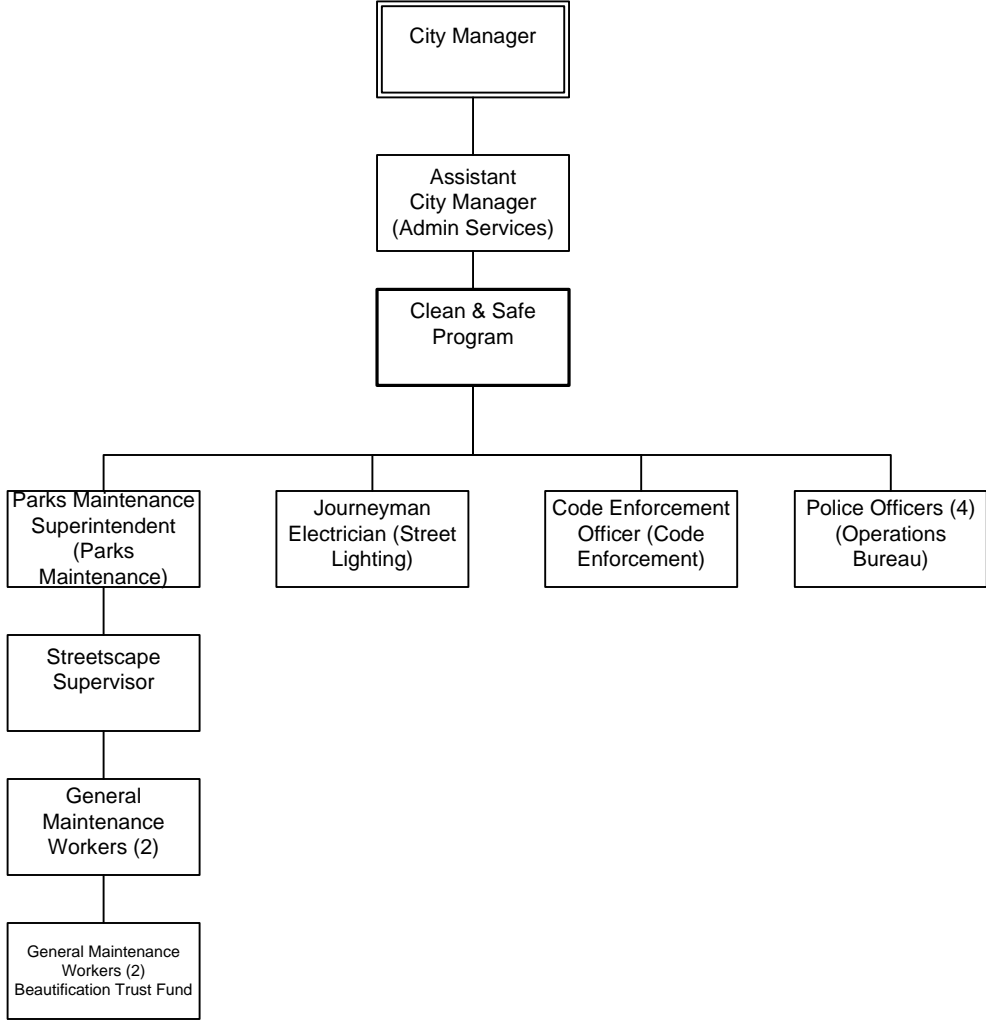
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Assessments on Leased Properties	\$28,335	\$35,540	\$36,630	\$35,340
Total Revenues	\$28,335	\$35,540	\$36,630	\$35,340

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$422,016	\$363,662	\$387,990	\$384,720
Operating Expenses	259,777	257,147	250,150	263,260
Capital Outlay	0	0	0	0
Total Expenditures	\$681,793	\$620,809	\$638,140	\$647,980
Per Capita	\$10.69	\$9.67	\$10.49	\$10.54

2011-12 Accomplishments

- ◆ Provided managerial and staff support coordination for approximately 47 events.
- ◆ Obtained commitment of \$535,000 from the CRA to offset Tennis Tournament costs.
- ◆ Obtained a commitment of \$1,144,795 from the CRA to offset the costs of the Clean and Safe Program.
- ◆ Reduced City wide cellular and telecommunication costs by approximately 6.7%.
- ◆ Increased Tennis event parking revenue by 4.4% and other event parking revenue by 14.1%.
- ◆ Recycled 4,500 lbs of cardboard and over 700 lbs of plastic and aluminum for the Champions/ITC Tournament.

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	2011 Actual	2012 Actual	2013 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	96%	97%	98%
Provide monthly rodent control services	12	12	12
Pressure clean under trash cans and around benches Swinton to Federal once per month	6	12	12
Additional pressure cleaning to remove gum from approximately 2 blocks of sidewalk	-	-	1
Pressure clean under benches and trash cans, Federal Hwy to A-1A quarterly	-	4	4
Pressure clean under benches and trash cans, Swinton to NW/SW12th	-	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%	95%	96%
Daily remove weeds to ensure less than 2% weed coverage of landscape areas	93%	93%	94%
Replace flowers 2 times per year	2	2	2
Remove dead plants within 1 week and replace	84%	75%	80%
Fertilize twice per year per plant and tree schedules	2	2	2
Spray all plant materials for white fly infestation	-	1	1

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	91%	94%	95%
Check for graffiti, illegal signs, illegal dumping, sidewalk café violations and other code violations daily and report to Code Enforcement	98%	99%	99%

Staffing Levels	10-11	11-12	12-13
Streetscape Supervisor	1	1	1
General Maintenance Worker I	2	2	2
Total	3	3	3

Clean & Safe

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$144,903	\$138,697	\$148,830	\$148,430
Operating Expenses	61,557	62,359	49,410	70,190
Capital Outlay	0	0	0	0
Total Expenditures	\$206,460	\$201,056	\$198,240	\$218,620
Per Capita	\$3.24	\$3.13	\$3.26	\$3.56

2011-12 Accomplishments

- ◆ Completed two flower plantings: one in the fall and one in the spring; over 5,000 flowers, 3,000 begonias and 2,000 pentas.
- ◆ Completed replanting of over 480 other plant material in the area of various types and sizes in the area.
- ◆ Removed , replaced and relocated approximately 17 hardwood and 7 palm trees.
- ◆ 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	2011 Actual	2012 Actual	2013 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	1	1
Obtain Tournament Sponsor (Increase sponsor revenue by \$30,000)	0	\$15,000	\$45,000

Staffing Levels	10-11	11-12	12-13
Contracted Service	n/a	n/a	n/a

Tennis Stadium

General Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Intergovernmental Revenue	\$0	\$0	\$0	\$0
Charges for Services	30,655	29,448	27,500	40,500
Miscellaneous Revenue	4,000	1,330	4,000	4,000
Transfers	324,180	0	0	0
Total Revenues	\$358,835	\$30,778	\$31,500	\$44,500

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Expenses	\$0	\$0	\$0	\$0
Operating Expenses	1,585,893	2,091,098	2,164,480	2,276,260
Capital Outlay	0	0	0	0
Total Expenditures	\$1,585,893	\$2,091,098	\$2,164,480	\$2,276,260
Per Capita	\$24.86	\$32.56	\$35.58	\$37.02

2011-12 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 (178 participants).
- ◆ Installed new carpeting around inside perimeter of Stadium.
- ◆ Painted all kick plates and green areas inside Stadium.
- ◆ Installed three new permanently affixed Stadium Seating signs at outside east end of the Stadium.
- ◆ Painted inside floors, walls and doors of Stadium bathrooms.
- ◆ Installed a concrete step by courts 4/5 at the Swim & Tennis Club.
- ◆ Ran new electrical wire to water fountains at courts 4/5 of the Swim & Tennis Club,

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	2011 Actual	2012 Actual	2013 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)	4.3	4.4	4.4
Customer Service Rating (Staff Friendliness)	4.6	4.8	4.8
Court Condition Rating	4.3	4.5	4.5
Maintenance/Cleanliness	4.2	4.4	4.4
Adult Programs	4.5	4.7	4.7
Junior Programs	4.6	4.7	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	19	30	30
Annual memberships (renewals and new memberships)	333	323	323
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	329	317	330
Summer Junior Camps Participants	1,771	1,170	1,200
Christmas Junior Camp Participants	128	162	165
Collaborative youth program efforts with Parks & Rec. Dept. (Local schools, Boys & Girls Club etc...)	5,555	5,863	5,900

**Numbers represent total participants*

Staffing Levels	10-11	11-12	12-13
Contracted Service	n/a	n/a	n/a

Tennis Centers

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Tennis Memberships	\$147,717	\$146,135	\$147,000	\$140,000
Tennis Lessons	441,722	485,262	480,000	540,000
Tennis Equipment Rental	4,267	3,251	3,500	2,500
Commissions	5,000	5,000	0	0
League and Tournament Fees	28,547	42,377	40,000	47,500
General Admission	90,436	94,284	92,000	103,000
Pro Shop Sales	18,980	21,820	22,000	22,000
Total Revenues	\$736,669	\$798,129	\$784,500	\$855,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$1,121,489	\$1,135,995	\$1,204,480	\$1,191,370
Capital Outlay	5,670	14,930	0	5,000
Total Expenditures	\$1,127,159	\$1,150,925	\$1,204,480	\$1,196,370
Per Capita	\$17.67	\$17.92	\$19.80	\$19.45

2011-12 Accomplishments

- ◆ Held the following Junior Programs/Camps: National Juniors Camp, Junior Camp: Summer Holiday, Spring (1,400 participation units), Patrons Program which was held at the Tennis Center (317 participation units), Collaborative Youth Programs (over 1,500 participation units), and the On-Site Junior Program at both the Tennis Center and Swim & Tennis Club (over 5,800 participation units).
- ◆ Hosted the annual Rainbow Tournament (approx. 308 participation units).
- ◆ Hosted USPTA Ladies Clinic during the ITC event with approximately 150 ladies.
- ◆ Hosted six teams in Palm Beach County Senior Men's and Women's Tennis League.
- ◆ Hosted six teams in South Palm Beach County Women's Tennis Association.
- ◆ Hosted 2nd Annual Palm Beach County Bar Association Tournament.
- ◆ Hosted 3rd Annual Delta Airlines Tournament (approximately 415 participation units).
- ◆ Total revenue increased by approximately 11% over prior year with an approximate 40% increase in the last 3 years. Program/lesson revenue increased by approximately 16% when compared to prior year and by approximately 60% increase in the last three years.

Tennis Centers

2011-12 Accomplishments con't

- ◆ Hosted many Junior Tournaments such as: Gulfstream Junior Tournaments, Delray Rookie Challenge, Jr. Summer Championships, Delray Beach Junior Rookie Tournament, Elks' Junior Rookie Tournament, Delray Junior Super Series, Delray junior Holiday Rookie Championships, Gulfstream Designated 16's and 18's, Florida Designated Tournament, USA Team Tennis Junior Event, USTA Boys and Girls 12 National Spring Championship, USTA Boys 18 & 16 National Clay Court Championship, Halloween Super Series, Summer Smash Regional Championship, ITF Delray Beach Level 4 Tournament and the USTA Team Tennis Super Invitational Tournament.



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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 158 sworn and 71 civilian positions, organized as follows: Support Bureau and Operations Bureau.

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Gulf Stream Dispatch	\$50,090	\$51,192	\$52,950	\$54,040
Police Security Services	129,312	115,912	120,000	80,000
Other Public Safety	102,893	139,547	132,360	24,000
Fines	161,254	185,278	185,000	170,000
Police Education	15,773	16,842	17,000	18,000
False Alarm Fees	28,659	4,642	25,000	40,000
School Crossing Guard Ordinance	93,475	84,225	90,000	95,000
Total Revenues	\$581,456	\$597,638	\$622,310	\$481,040

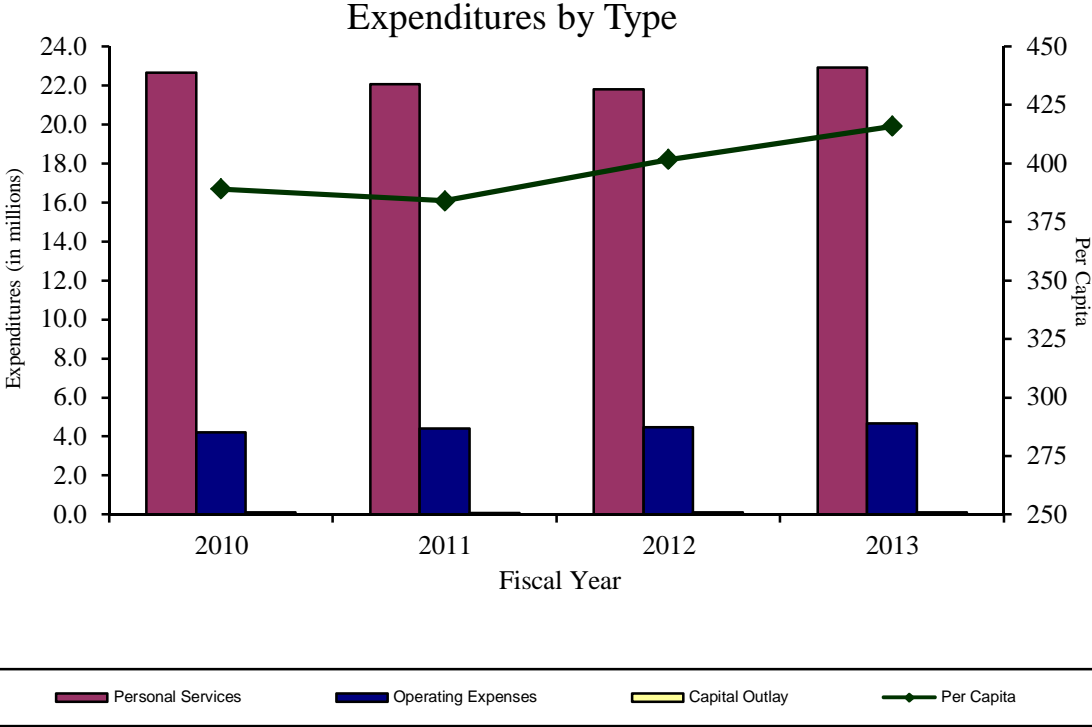
Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$22,646,409	\$22,060,114	\$21,814,010	\$22,913,820
Operating Expenses	4,202,495	4,396,370	4,475,908	4,657,870
Capital Outlay	95,914	61,461	99,880	99,140
Grants & Aids	0	15,000	0	0
Total Expenditures	\$26,944,818	\$26,532,945	\$26,389,798	\$27,670,830
Per Capita*	\$389.04	\$383.99	\$401.69	\$415.92

*Includes estimated Highland Beach and Gulf Stream population figures.

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Support Bureau*	\$6,134,516	\$5,748,978	\$5,822,526	\$5,949,560
Operations Bureau*	20,810,302	20,783,967	20,567,272	21,721,270
Total Expenditures	\$26,944,818	\$26,532,945	\$26,389,798	\$27,670,830
% Covered by Department Revenues	2.16%	2.25%	2.36%	1.74%

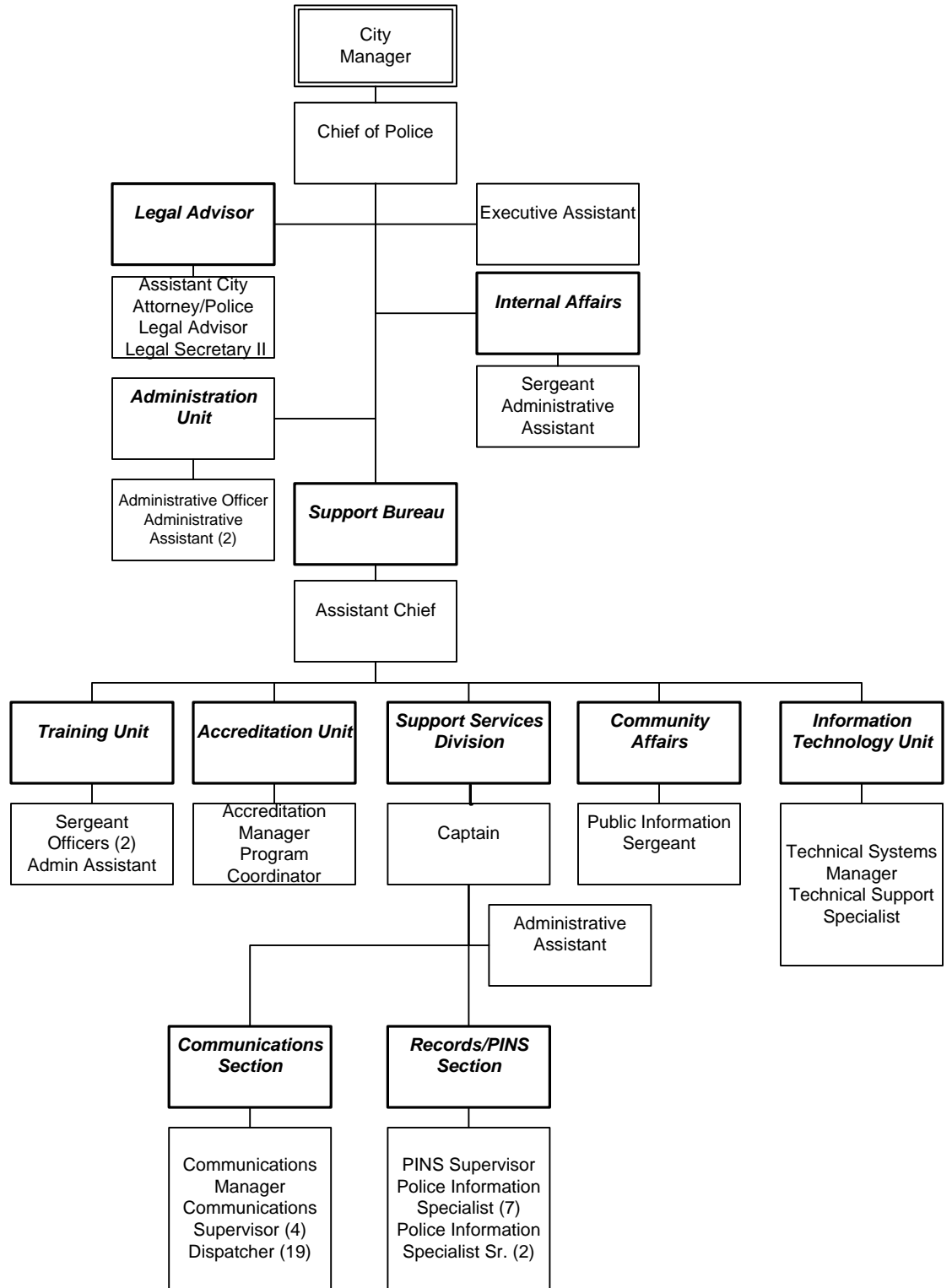
*The former Police Administration and Support Services have been combined into the Support Bureau and the former Investigations and Districts 1, 2, and 3 have been combined into the Operations Bureau in 2008.

Police Department



Staffing Levels by Division	10-11	11-12	12-13
Support Bureau	62	60	55
Operations Bureau	174	173	174
<i>Subtotal General Fund</i>	236	233	229
COPS Hiring Recovery Program	6	6	0
Total Authorized Personnel	242	239	229

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, city PIO, 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 389 participants. The Support Services Division also coordinates all facility maintenance issues.

Performance Measures	2011 Actual	2012 Actual	2013 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 the written examination 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	10	15	16
Employees taking the annual Communications Suprvsr Test	5	2	3
Number of Hours of Training Completed (<i>New Goal, FY 11/12</i>)	24,376	25,000	25,500

Goal: The Support Bureau will 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, minority job fairs and referrals.

Police Officers Hired	4	3	4
Minority/Protected-Class representation (<u>Percentages</u>)	25%	35%	35%
College and Minority/Protected-Class Recruitment trips *	2	2	2

**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 has 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)	980	980	980
Average hours of training per Communications Specialist	34	34	34
Calls reviewed for quality assurance (5 per person per month).	960	960	960

Performance Measures	2011 Actual	2012 Actual	2013 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	1,000	800
Total number of volunteers	389	425	425
Volunteer hours worked.	28,339	40,000	40,500
Monetary value to the City of Delray Beach <i>(based on avg. CSO hourly rate of \$18.05 for DBPD)</i>	\$511,519	\$722,000	\$731,025

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	10*	78**	98
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*Eliminated from CIP

**Commission approved Oct. 2011

Staffing Levels	10-11	11-12	12-13
Police Chief	1	1	1
Assistant Police Chief	1	1	1
Support Services Captain	1	1	1
Support Services Lieutenant	1	1	0
Police Sergeant (Training)	1	1	1
Police Officer (Community Relations & Crime Prevention)	1	0	0
Police Sergeant (Community Relations & Crime Prevention)	0	1	1
Police Sergeant (IA)	0	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	5
Technical Systems Manager	1	1	1
Communications Manager	1	1	1
Police Officer (Volunteer Coordinator)	1	0	0
Technical Support Specialist	1	1	1
Communications Supervisor	4	4	4
Communications Specialist <i>(1 frozen position)</i>	19	19	19
PINS Supervisor	2	1	1
Police Information Specialist	14	11	7
Police Information Specialist, Sr.	1	2	2
Program Coordinator	0	1	1
FTEs	<u>1.26</u>	<u>0.89</u>	<u>0.60</u>
	63.26	60.89	55.60

Police Support Bureau

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Police Security Services	129,312	115,912	120,000	80,000
Police Education	15,773	16,842	17,000	18,000
Gulf Stream Dispatch	\$50,090	\$51,192	\$52,950	\$54,040
Fines	161,254	185,278	185,000	170,000
False Alarm Fees	28,659	4,642	25,000	40,000
Other Public Safety	102,893	139,547	132,360	24,000
Total Revenues	\$487,981	\$513,413	\$532,310	\$386,040

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$4,732,354	\$4,466,364	\$4,359,260	\$4,454,330
Operating Expenses	1,371,863	1,268,281	1,415,416	1,447,580
Capital Outlay	30,299	14,333	47,850	47,650
Total Expenditures	\$6,134,516	\$5,748,978	\$5,822,526	\$5,949,560
Per Capita*	\$88.57	\$83.20	\$88.63	\$89.43

*Includes estimated Highland Beach and Gulf Stream population figures.

2011-12 Accomplishment:

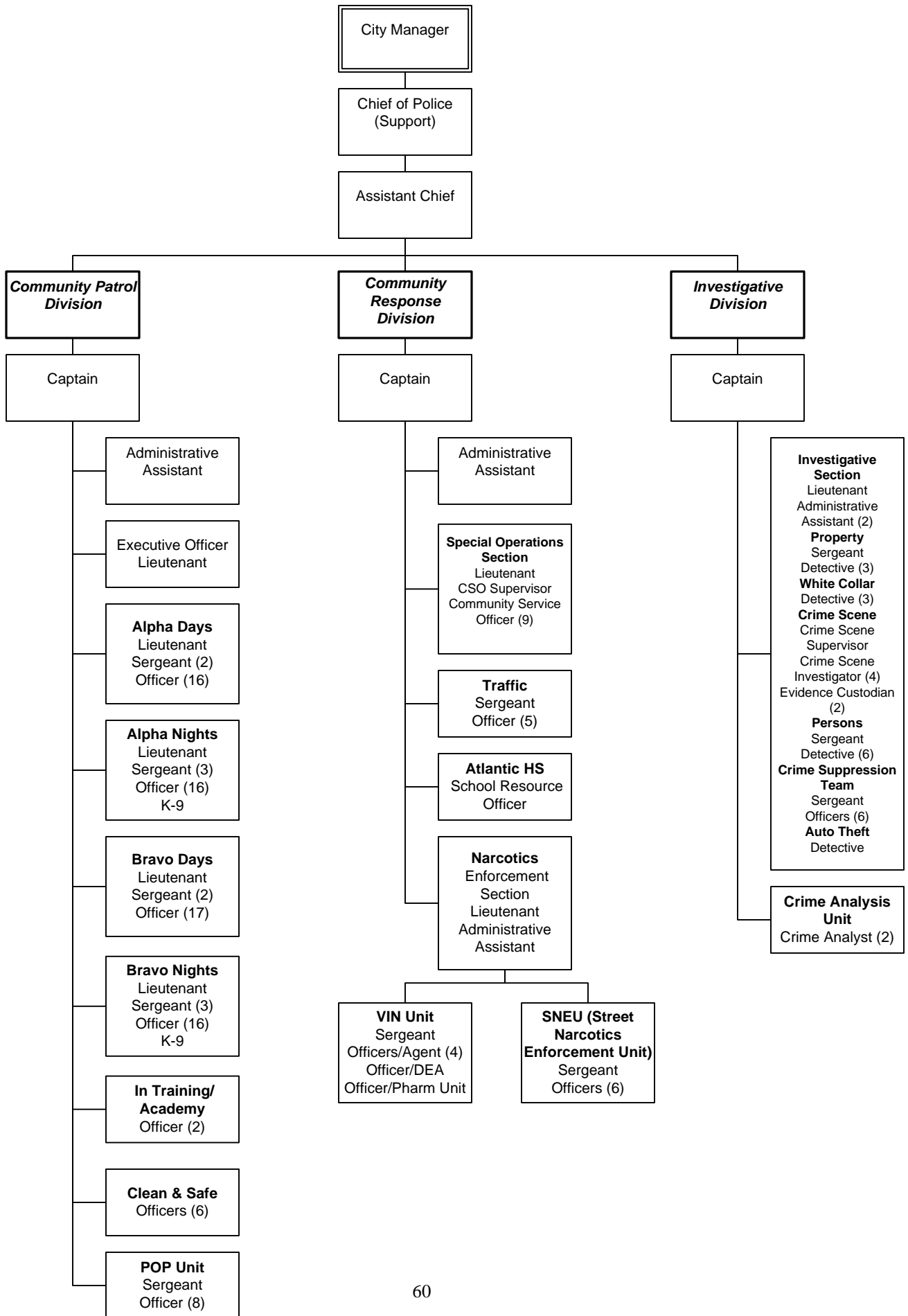
- ◆ Completed high liability driving training. This training was geared towards putting officers in high stress situations that they may encounter during their tour of duty.
- ◆ The volunteers worked 42,007 hours which equates to \$758,226 in monetary value to the City.
- ◆ The Ambassadors Program was implemented in the downtown area to address the issues that the visitors might have. This includes providing directions, attending to safety concerns and monitoring street lights. They have also become additional eyes and ears in the downtown area.
- ◆ The Explorers Program produced its first Police Academy graduate that was paid for by the Explorers Program.
- ◆ In July 1, 2010, the State of Florida passed a law requiring that all Public Safety Communications Specialists become State Certified through the Department of Health by October 1, 2012. Currently all employees who are capable of performing the duties of Communications Specialist have their certification.
- ◆ Front desk personnel handled 801 reports either by telephone or as a walk-in.
- ◆ A total of 14,578 parking tickets were issued. Of the 12,866 collectable tickets, we received payment on 10,831. This yields a collection rate of 84%.
- ◆ The revenue from paid parking tickets for this time period totals \$378,561. With additional collection agency's efforts, the total is \$387,504.

Police Support Bureau

2011-12 Accomplishments con't.

- ◆ The Department installed 68 in car video systems. This allowed the department to fully equip all of the take home patrol vehicles as well as those vehicles used in high risk situations. This equipment has become an industry standard. It has the ability to secure solid evidence for criminal prosecution, real time recording of events and enhanced officer safety. It also reduces the likelihood of civil liability claims. This brings our total of operational cameras up to 77.
- ◆ This year the department consolidated its recording systems. There were three separate systems: investigative interview recording, security cameras in the holding facility and cameras linked to the Communications Center. All of which had been experiencing failures. This project integrated the systems, replaced outdated equipment and converted maintenance to one reliable vendor.
- ◆ A General Orders Committee was organized that reviewed, revised and published 80 of 146 existing orders.
- ◆ An accreditation team was convened to prepare the department for its 2013 law enforcement re-accreditation.
- ◆ This unit provided oversight of 87 sworn participants in the Career Officer Program-an increase of six officers since last year.
- ◆ New electronic accreditation file-building software was implemented. The system is sanctioned through the Commission for Florida Law Enforcement Accreditation and by FDLE.
- ◆ The original ventilation system in the range was not designed for present usage. Improvement were necessary to properly filter out exhaust from weapons' discharge. Renovations are currently underway.
- ◆ The Department projects savings of approximately \$25,000 annually through the revisions to our undercover vehicle leasing contract which was awarded to Delray Beach Auto Mall in July 2012.
- ◆ Outsourcing of the department's off duty details produces revenue for the City and saves of staffing costs. The project was in jeopardy when the original vendor provided notice that they would cease to provide this service. The department researched opportunities, put the project out to bid and awarded a new contract to the Delray Beach Billing Agency as of December 2011.
- ◆ A portable garage was installed to protect the SWAT vehicle. The project was completed in May 2012.

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	2011 Actual	2012 Actual	2013 Projected
Goal: Proactively work to deter crime			
Objective: Increase traditional enforcement efforts.			
Field Interview Reports	3,174	2,498	2,500
Extra Patrols	14,620	14,235	14,600
Special Enforcement Efforts	24	24	25
Number of Arrests	2,930	2,903	2,900

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

Objective: Establish and maintain a working relationship with homeowners, business and community associations.			
Active homeowners associations	271	216	220
Active business owners associations	7	7	7
Community Policing Initiatives	23	25	30
P.O.P Unit Neighborhoods Served	6	8	8
Citizen rating: feeling of safety during the day	92%*	93%	93%
Citizen rating: feeling of safety after dark	69%	72%	72%
Citizen rating of Police Services overall	87%	75%	80%

*FY 10/11 data taken from 2010 Citizen Survey & FY 11/12 from 2011 Citizen Survey

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

Objective: 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	2,136	2,066	2,100
Traffic Selective Enforcements	1,067	1,363	1,400
Number of Citations Issued	13,135	13,944	14,000
DUI Arrests *	167	114	120

*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.

Objective: Utilize established solvability factors and common sense in determining case assignment for follow up investigation.			
Clearance rate of assigned violent crime investigations	47.95%	45.6%	49%
Clearance rate of assigned property crime investigations	25.92%	24.5%	32%

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. 19 20 20

Staffing Levels	10-11	11-12	12-13
Assistant Police Chief	1	1	1
Police Captain	3	3	3
Police Lieutenant	8	8	7
Police Sergeant	19	17	18
Police Officer (5 frozen positions)	118	120	121
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	6	5	5
Program Manager Community Renewal	1	0	0
Community Service Officer Supervisor	1	1	1
Community Service Officer	9	9	9
FTEs	<u>1.50</u>	<u>1.52</u>	<u>1.16</u>
	176.5	174.52	175.16

Police Operations Bureau

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$17,914,055	\$17,593,750	\$17,454,750	\$18,459,490
Operating Expenses	2,830,632	3,128,089	3,060,492	3,210,290
Capital Outlay	65,615	47,128	52,030	51,490
Grants & Aids	0	15,000	0	0
Total Expenditures	\$20,810,302	\$20,783,967	\$20,567,272	\$21,721,270
Per Capita	\$326.24	\$323.65	\$338.11	\$353.22

2011-12 Accomplishments

- ◆ Several new technologies were implemented this year that enhance the efficiency and effectiveness of the officers in reporting (OSSI) and the identification of stolen vehicles/tags (LPR) and individuals (Cross Match).
- ◆ After noticing a suspicious vehicle on patrol, a fleeing subject was arrested. Due to recent thefts and after interviews from the investigative division, the suspect was subsequently charged with Aggravated Assault on a Law Enforcement Officer, Battery on a Police Dog, Fleeing and Eluding and Loitering and Prowling.
- ◆ Officers recognized the photo of a suspect from a bank robbery which allowed them to arrest him a short time later. This was an outstanding job by Community Patrol Officers in bringing this violent individual to justice.
- ◆ Working in conjunction with Boynton Beach Police Department, three subjects were taken into custody following a shooting. Grand Jury indictments were secured on all three subjects for First Degree Murder and Robbery with a Firearm. These three subjects have also been linked to a second homicide in the Palm Beach County Sheriff's Office jurisdiction as well as a robbery in Boca Raton.
- ◆ In conjunction with AVDA (a local organization providing services to victims of domestic violence), a General Order was created to address Law Enforcement's (DBPD) response to silent alarm at their shelter.
- ◆ Detective James Finley was awarded the annual SPIRIT award for obtaining much needed services and housing for an elderly resident who was living in deplorable conditions.
- ◆ Community Response division staffed, planned and coordinated in excess of 100 special events.
- ◆ Agency reorganization meant that the Problem Oriented Policing and Clean and Safe Units were reassigned to the Community Response division.
- ◆ Students from the Atlantic High Criminal Justice Academy assisted Officers in the delivery of Thanksgiving meals to support families of the Delray Beach Achievement Center for Children & Families.
- ◆ Officers coached a team during Pompey Park's Youth Baseball Spring League and participated in the men's Midnight Basketball League.
- ◆ Over 800 youth attended the Third Annual Brandon Flowers Youth Fitness and Sports Camp and Officers assisted with this event.

Police Operations Bureau

2011-12 Accomplishments con't.

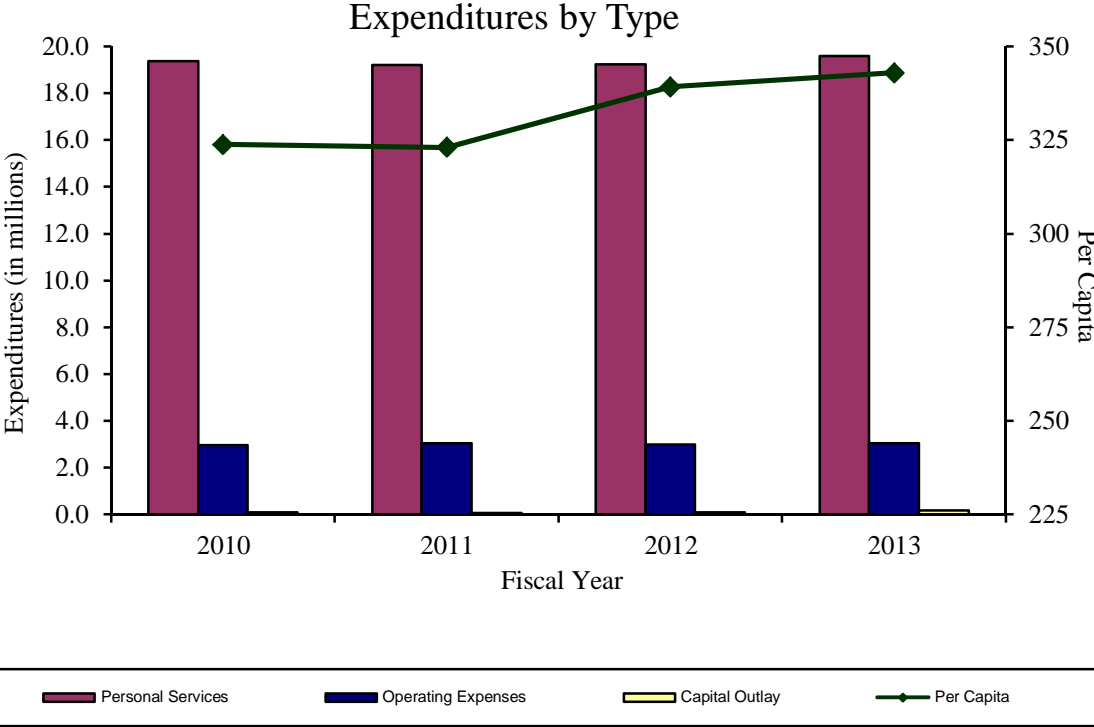
- ◆ Officers assisted with the Christmas Toy Drive Giveaway passing out gifts to kids and the Community Child Care Center, Pine Grove Elementary, Pompey Park and the Community Center.
- ◆ During the Coalition for Kids Safety Day, Traffic Officers trained the public in the proper installation of child seats.
- ◆ Design features and modifications were completed on newly selected fleet vehicle (the Ford Interceptor).
- ◆ Officers participated in the annual Doris Slosberg Arrive Alive on 95 - Click It or Ticket Traffic campaign to promote seat belt safety and countywide DUI enforcement efforts where five DUI saturation patrols were conducted.
- ◆ The Traffic Unit was selected for a distinguished service award in the area of Special Enforcement by the Traffic Safety Committee of the Palm Beaches.
- ◆ Sgt. Jeffrey Rasor was named to the first sergeant's position over the Clean and Safe Unit.

Fire-Rescue Department

Mission Statement

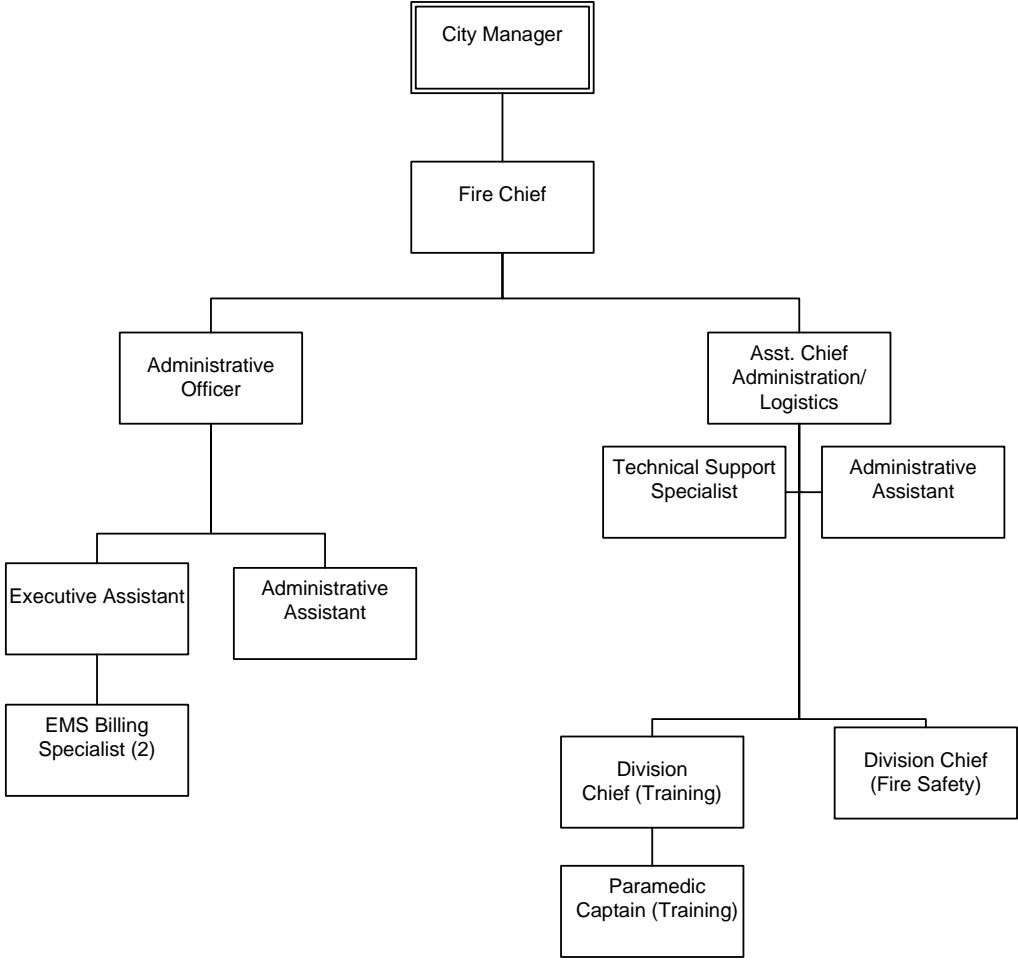
The Delray Beach Fire Department will provide the highest quality emergency services to the residents and visitors of our community; effectively mitigating incidents threatening life or property; educating the public in specific aspects of health and safety to assure a superior quality of life.

Fire Department



Staffing Levels by Division	10-11	11-12	12-13
Administration	14	13	11
Highland Beach	22.5	22.5	22.5
Fire Operations	110	110	118
Fire Safety	9.5	9.5	8.5
Total Authorized Personnel	156	155	160

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	2011 Actual	2012 Actual	2013 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	2,075	2,030	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	5,159	6,992	6,500
Collection rate	58.5%	61.7%	65%
Percent of total budget off-set by contracts/fees	22%	22%	22%

Staffing Levels	10-11	11-12	12-13
Fire Chief	1	1	1
Assistant Fire Chief – Administration	1	1	1
Division Chief – Training & Safety	1	1	1
Division Chief – EMS	1	0	0
Paramedic Captain – Training	1	1	1
Paramedic Captain – Special Operations	1	0	0
Technical Support Specialist	0	0	1
Administrative Officer	1	1	1
Executive Assistant	1	1	1
Administrative Assistant	3	2	2
EMS Billing Specialist	2	2	2
	13	10	11

Fire Administration

General Fund

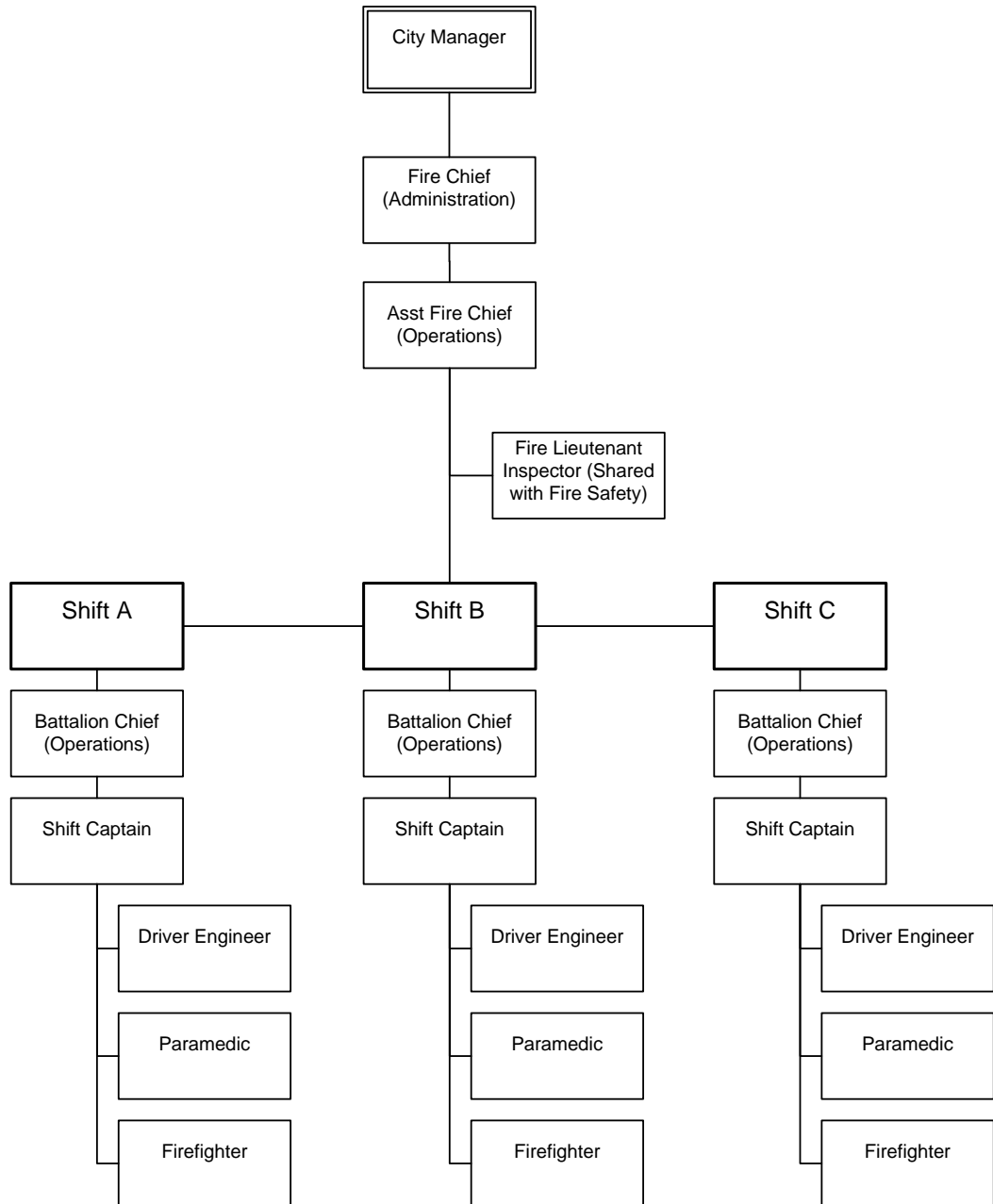
Expenditures by Type	2010	2011	2012	2013
	Actual	Actual	Revised	Budget
Personal Services	\$1,341,619	\$1,271,800	\$1,238,790	\$1,102,680
Operating Expenses	614,222	578,106	523,125	534,780
Capital Outlay	1,965	11,179	11,629	58,600
Total Expenditures	\$1,957,806	\$1,861,085	\$1,773,544	\$1,696,060
Per Capita*	\$28.27	\$26.93	\$27.00	\$25.49

*Includes estimated Highland Beach and Gulf Stream population figures.

2011-12 Accomplishments

- ◆ Completed one full year of the EMS billing in house, exceeding our revenue goal established for the year by \$125,053. We collected \$2,225,053 in EMS transport fee revenue for this fiscal year.
- ◆ Took delivery of a new replacement vehicle for the EMS Captain. This replaces a 2001 vehicle.
- ◆ Took delivery of a new fire apparatus for Engine 3. This new engine replaced a 1992 engine.
- ◆ Added a new breathing air compressor and fill station at Fire Station 5. This new system allows the department to fill self-contained breathing apparatus (SCBA) cylinders as well as the cascade system on the Special Operation truck without having to drive to Fire Station 2. Prior to this purchase, Station 2 was the only location able to fill SCBA cylinders and the Special Operation truck. This purchase will save fuel, wear and tear on apparatus and out of service time for other operational units that would otherwise have to travel to Station 2.
- ◆ Hired six new firefighters.
- ◆ Installed a WeatherBug weather station at Fire Station 1. This new system allows for real time weather data which provides an increased level of situational awareness during extreme weather events.
- ◆ Replaced all the flooring in the common areas and the Emergency Operation Center of Fire Station 1.
- ◆ Replaced fifteen sets of bunker gear.
- ◆ Installed motion sensors for inside lighting and new programmable thermostats to reduce electrical cost and work toward the "green" initiative.

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	2011 Actual	2012 Actual	2013 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	540	566	500
Fire suppression and related responses	340	282	300
EMS patient transports	391	369	350
Emergency incident response times (average in minutes)	4:35	4:44	4:00

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	4,648	5,000	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	0	2	2
Hurricane Preparedness training classes	0	1	1

Staffing Levels	10-11	11-12	12-13
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

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Intergovernmental Contract: Highland Beach	\$2,903,130	\$2,976,041	\$2,951,890	\$2,928,030
Highland Beach - Transport	12,000	12,000	12,000	12,000
Total Revenues	\$2,915,130	\$2,988,041	\$2,963,890	\$2,940,030

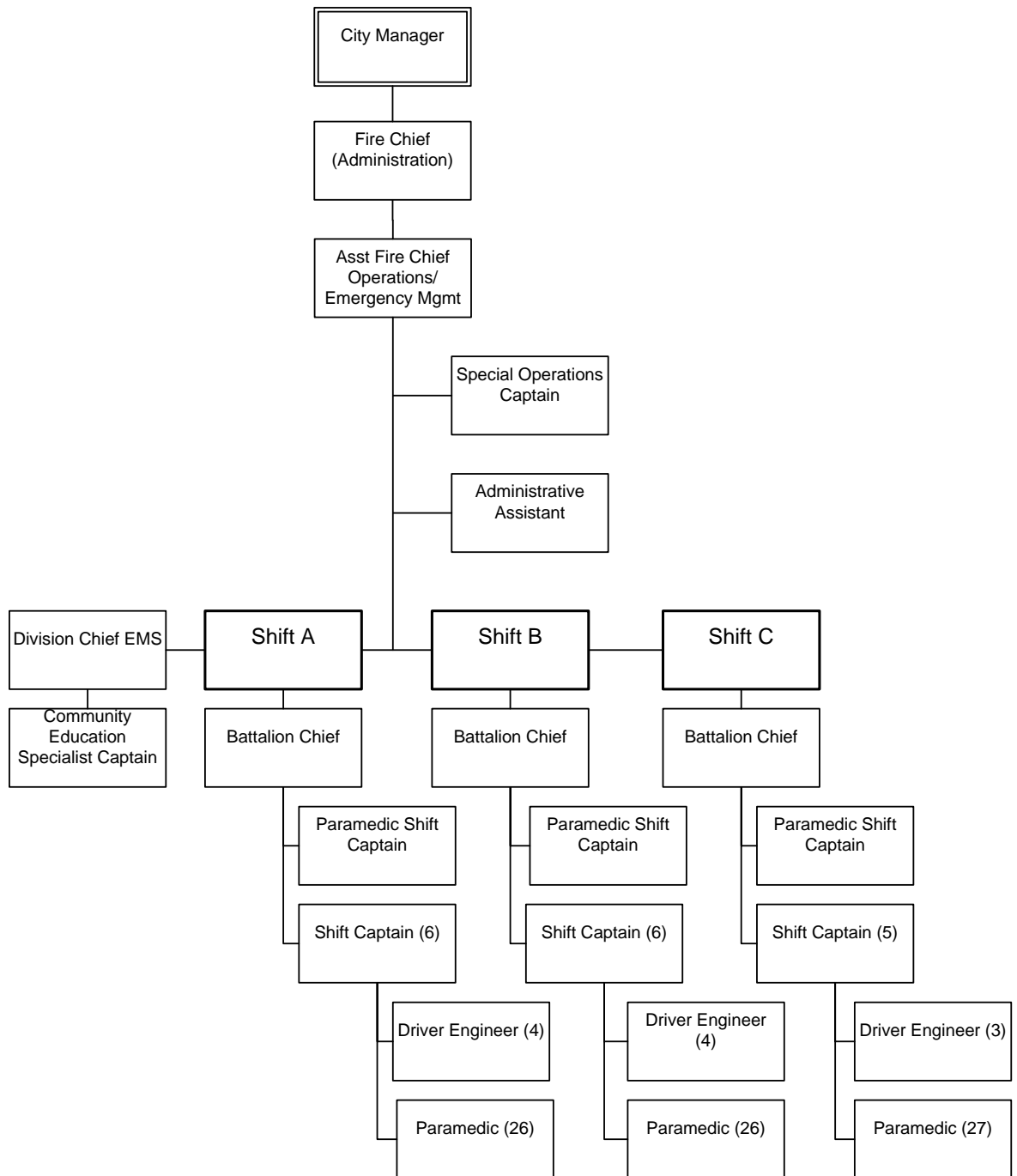
	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$2,951,933	\$3,037,453	\$2,833,260	\$2,876,360
Operating Expenses	79,628	96,940	153,241	157,480
Capital Outlay	0	8,417	2,369	11,100
Total Expenditures	\$3,031,561	\$3,142,810	\$2,988,870	\$3,044,940
Per Capita*	\$637.69	\$754.76	\$720.21	\$733.72

*Based on estimated Highland Beach population figures.

2011-12 Accomplishments

- ◆ Responded to 566 calls for emergency assistance.
- ◆ Conducted building surveys of high-rise condominiums.
- ◆ Completed 5,000 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	2011 Actual	2012 Actual	2013 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	9,462	9,253	9,600
EMS Patient transports	6,731	6,715	6,800
Fire suppression and related responses	2,558	3,029	3,000
Actual number of fires	180	157	150
Total property loss (Estimated)	\$1,198,464	\$1,693,350	\$1,200,000
Emergency incident response time (average in minutes)	5:15	5:17	5:00
Minimum daily staffing level	27	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	32,526	42,837	42,000
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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	239	240	250
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Staffing Levels	10-11	11-12	12-13
Assistant Chief – Operations	1	1	1
Division Chief-EMS	0	1	1
Battalion Chief	3	3	3
Fire Captain/Paramedics-Shift	18	19	19
Paramedic Captain – Shift	3	3	3
Driver Engineers	24	9	9
Paramedics (2 frozen positions)	61	81	81
Administrative Assistant	0	1	1
	110	118	118

Fire Operations

General Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Transport Fees	\$1,902,989	\$1,633,447	\$2,100,000	\$2,200,000
Intergovernmental Contract: Gulf Stream	286,250	300,563	315,580	428,200
Fire-Emergency Services	22,017	28,648	27,000	32,200
Regional HazMat Team	215,228	221,685	228,340	235,190
State Reimbursed Fire Incentive	56,622	58,758	60,100	57,120
E.M.S. Grants - Equipment	0	0	0	0
Total Revenues	\$2,483,106	\$2,243,101	\$2,731,020	\$2,952,710

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$13,967,776	\$13,790,024	\$14,125,590	\$14,661,820
Operating Expenses	2,156,264	2,244,499	2,189,333	2,237,060
Capital Outlay	98,006	46,552	70,692	104,300
Total Expenditures	\$16,222,046	\$16,081,075	\$16,385,615	\$17,003,180
Per Capita*	\$251.49	\$247.65	\$266.23	\$272.57

*Includes Gulf Stream population figures.

2011-12 Accomplishments

- ◆ The Operations and Highland Beach Divisions of the Fire Rescue Department completed 47,837 hours of in service training.
- ◆ Transported 6,715 patients to area hospitals.
- ◆ Responded to 9,253 Emergency Medical calls and 3,029 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.
- ◆ Certified three Dive Rescue Specialist Instructors to provide training for our Dive Rescue Team.
- ◆ Placed Medic 2 in service full time by adding one FF/Paramedic to bring daily minimum staffing to 28 with a Federal Safer Grant award received December 2011.
- ◆ Trained ten new Dive Rescue Specialists which is a 26% increase in certified rescue divers. This helps to reduce the time to have rescue divers in the water at water related emergency incidents and run these types of calls in a safer manner.
- ◆ Trained ten Hazardous Materials Technicians for a total of 70 haz-mat technicians in the department.

Fire Operations

2011-12 Accomplishments con't.

- ◆ Added newly designed Incident Command/Accountability Boards to the Battalions Chiefs', EMS Supervisor's and Operation Chief's vehicles to improve Incident Management capability.
- ◆ Added new K1000 Thermal Imager to Engine 2.
- ◆ The department put carbon monoxide detectors in service on all suppression and medic units. This allows responders to detect carbon monoxide gas and mitigate the hazard quicker and safer for both occupants and responders.

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. This program also provides staff service and supplies needed to equip citizen volunteers trained for the Community Emergency Response Teams (CERT).

Performance Measures	2011 Actual	2012 Actual	2013 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 (July 21, 2012)	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	2	3	3
Governor's Hurricane Conference Attendees	4	3	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	0	1	1
CERT Refresher classes	4	2	2
CERT training classes (new participants)	1	1	1

Staffing Levels	10-11	11-12	12-13
There are no budgeted and permanently assigned positions within the City dedicated solely to this program.	0	0	0

Emergency Management

General Fund

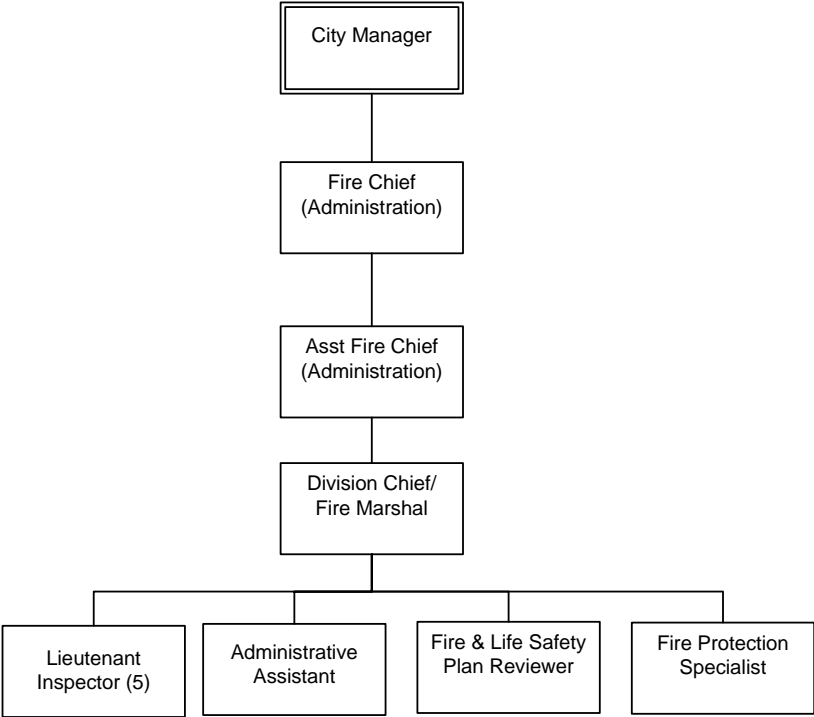
Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$6,928	\$6,397	\$7,100	\$7,000
Operating Expenses	5,570	4,226	8,100	8,300
Capital Outlay	0	0	0	6,300
Total Expenditures	\$12,498	\$10,623	\$15,200	\$21,600
Per Capita*	\$0.18	\$0.15	\$0.23	\$0.32

*Includes estimated Highland Beach and Gulf Stream population figures.

2011-12 Accomplishments

- ◆ City Staff participated in an annual disaster drill in the City Emergency Operations Center at Fire-Rescue Headquarters.
- ◆ City Staff participated in a four hour desktop exercise involving a Category 4 hurricane.
- ◆ City Staff participated in a six hour functional exercise at the City EOC involving a Category 4 hurricane.
- ◆ Three individuals from the Fire Rescue Department attended the Governor's Hurricane Conference.
- ◆ Made continued enhancements to the City EOC and disaster/hurricane plans.
- ◆ Two CERT training classes (new participants) were completed this year and four CERT refresher classes.

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	2011 Actual	2012 Actual	2013 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	7,052	7,789	8,000
Code violations identified	1,231	704	1,000
% corrected within 90 days	92%	92%	92%
New construction permits reviewed	776	934	1,000

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	49	40	50
Investigation response time (minutes)	30	30	30
Loss of Life from fire	0	0	0
Firefighter Injuries from fire incidents	5	25	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	8,313	4,683	7,500
Total hours of in-service and technical training	510	338	500

Staffing Levels	10-11	11-12	12-13
Div. Chief - Fire Marshal	0	1	1
Assistant Fire Chief	1	0	0
Fire Captain Inspector*	4.5	4.5	4.5
Fire Protection Specialist (<i>1 frozen position</i>)	1	1	1
Community Educational Specialist	1	0	0
Administrative Assistant	1	1	1
Fire & Life Safety Plan Reviewer (<i>shared with Building Inspection</i>)	<u>1</u>	<u>0.6</u>	<u>0.6</u>
	9.5	8.1	8.1

* Highland Beach pays for ½ Fire Inspector

Fire Safety

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Alarm Ordinance	\$1,300	\$1,150	\$1,500	\$1,500
Total Revenues	\$1,300	\$1,150	\$1,500	\$1,500

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$1,097,363	\$1,115,529	\$1,017,660	\$945,340
Operating Expenses	104,786	110,321	104,850	103,280
Capital Outlay	2,196	1,584	0	0
Total Expenditures	\$1,204,345	\$1,227,434	\$1,122,510	\$1,048,620
Per Capita*	\$17.39	\$17.76	\$17.09	\$15.76

*Includes estimated Highland Beach and Gulf Stream population figures.

2011-12 Accomplishments

- ◆ Increased total number of fire safety inspections by 26%. Elimination of fire code violations resulting in a safer community.
- ◆ Increased number of total construction plans reviewed by 6%. Expands the local economy.
- ◆ Increased number of community education programs by 30%. 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.
- ◆ Held fire station open house event with a focus on community health and wellness. Enhanced public education in areas of fire safety, health and wellness, and fire.



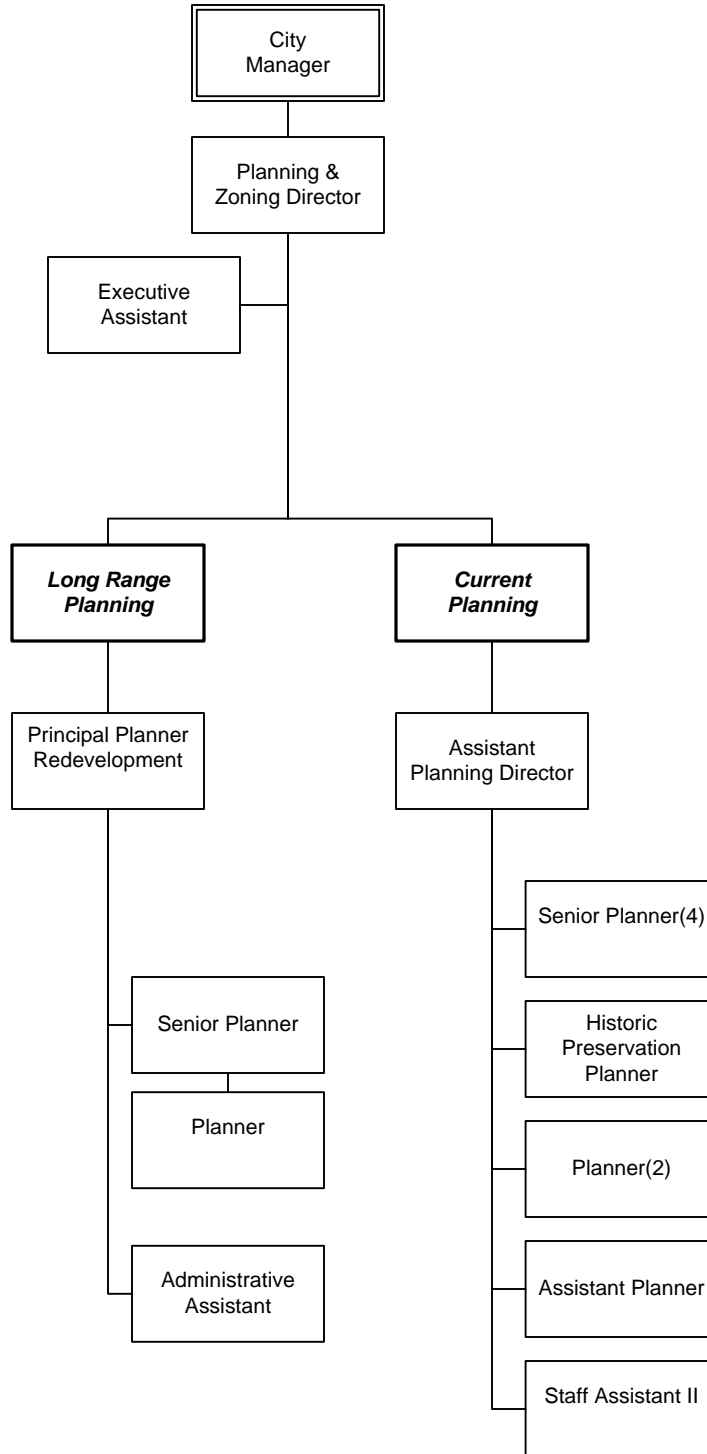
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Planning and Zoning Department

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.

Performance Measures	2011 Actual	2012 Actual	2013 Projected
▪ Prepare technical staff reports for Land Development Boards including SPRAB, HPB, and P&Z.*	188	194	230
▪ Prepare CC documents and present project developments for CC consideration.	144	128	150
▪ Answering phone inquiries from the general public for general information.	4,505	5,099	6,500
▪ Provide technical information at the Planning counter for walk-in traffic.	2,360	2,880	3,070
▪ 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	124	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.	80	25	25
▪ Prepare and transcribe SPRAB, HPB, and P&Z* Board Agenda and Minutes for 64 Board meetings per year.	64	64	64
▪ Review of Building Permits for compliance with approved site plan or site plan modifications.	290	526	680
▪ Prepare notices/stuff envelopes for development advertising notices.	6,239	4,210	5,830
▪ Research and prepare zoning verification letters for the development community.	71	77	122

Staffing Levels	10-11	11-12	12-13
Planning Director	1	1	1
Assistant Planning Director	1	1	1
Principal Planner	1	1	1
Senior Planner (2 frozen positions)	6	6	6
Planner	3	3	3
Assistant Planner (1 frozen position)	1	1	1
Administrative Assistant	1	1	1
Staff Assistant II (1 frozen position)	1	1	1
Executive Assistant	1	1	1
	16	16	16

* 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	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Land Use Applications	\$124,795	\$119,685	\$179,580	\$174,540
Sale of Maps & Publications-Non Taxable	1,050	1,024	750	900
Taxable Items	834	793	800	1,100
CRA Redevelopment Reimbursement	133,909	85,265	70,000	65,000
CRA Reimbursement for Planning Services	0	0	0	0
Total Revenues	\$260,588	\$206,767	\$251,130	\$241,540

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,068,476	\$1,040,474	\$1,068,860	\$1,064,390
Operating Expenses	101,788	81,532	103,270	105,590
Capital Outlay	2,074	0	0	0
Total Expenditures	\$1,172,338	\$1,122,006	\$1,172,130	\$1,169,980
Per Capita	\$18.38	\$17.47	\$19.27	\$19.03

2011-12 Accomplishments

- ◆ Processed 288 applications for land use and development approvals, in accordance with the time frames established in the Land Development Regulations.
- ◆ Processed and codified 17 separate LDR amendments; including but not limited to changes to address Assisted Living Facilities, Simulated Gambling Devices, Historic Preservation Guidelines, Transient Residential Uses, Landscape Regulations, Parking, Public Arts and Sidewalk Cafes.
- ◆ Processed two small scale Comprehensive Plan Amendments including one associated with hotel on West Atlantic Avenue (MD-CC) and one SW 10th & 10th Center (Commerce to Transitional).
- ◆ Prepared South Federal Redevelopment Plan.
- ◆ Continue to work closely on implementation of the Downtown Master Plan through participation in various sub-committees.
- ◆ Processed 59 COA applications.
- ◆ Prepared and presented departmental PowerPoint presentations for two Resident's Academies and one Leadership Delray class.
- ◆ Provided staff support for eight City related boards including P&Z, SPRAB, HPB, PGMS, CRA, PMAB, CC and DDA.

Planning and Zoning

2011-12 Accomplishments con't.

- ◆ Updated Annexation Map and database, zoning maps, FLUM maps, sanitation map, Group homes map, Downtown Cluster map, Annexation maps, Bus Shuttle and Shelter map, Code Enforcement maps, Parks and Recreation maps, City Property map, Vacant Land maps, Neighborhood Association map, Community Improvement Map and Historic District maps.
- ◆ Provided staff support/representation on six local and regional organizations including LMS, MPO, IPARC and South Florida Regional Transportation Authority.
- ◆ Reviewed approximately 526 building permits for compliance with approved site plan or site plan modifications.
- ◆ 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.

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

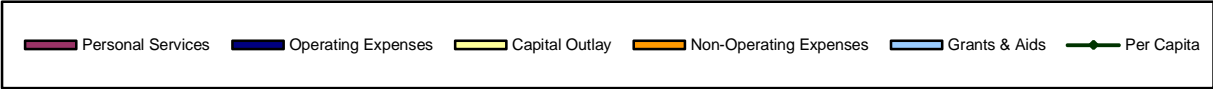
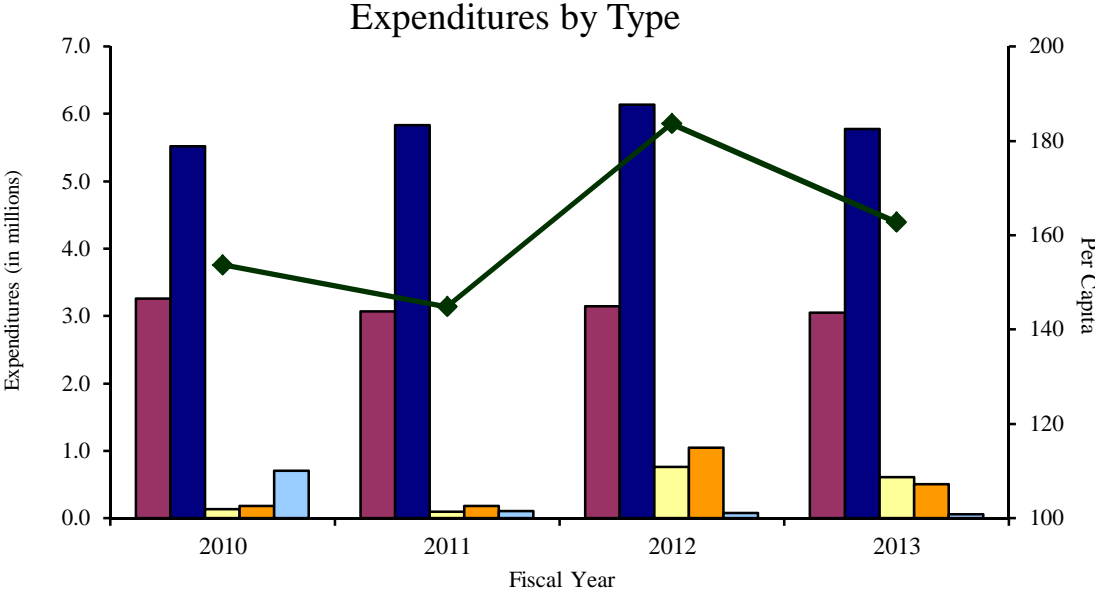
The Community Improvement Department consists of the Administration, Building Inspections, Code Enforcement, Neighborhood Services and Sanitation.

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Permit Fees	\$2,773,096	\$3,034,495	\$3,684,050	\$3,943,220
Occupational License Fees	126,057	115,572	120,000	120,000
Building Re-inspection Fee	13,275	8,300	12,000	12,000
Alarm Registrations	2,770	137,130	140,000	190,000
Miscellaneous	277,493	354,958	592,200	514,750
Nuisance Abatement	2,625	8,620	10,000	10,000
Nuisance Abatement Administrative Fee	4,235	6,865	4,500	4,500
Code Enforcement Fines	25,364	43,100	30,000	25,000
No Building Permit Penalties	25,074	18,905	26,000	18,000
Business License Penalties	17,111	15,625	25,000	18,000
Community Development Fund	3,726,838	2,098,417	3,330,756	2,013,810
Sanitation Fund	5,551,745	5,062,733	5,185,160	5,259,590
Total Revenues	\$12,545,683	\$10,904,720	\$13,159,666	\$12,128,870

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$3,257,650	\$3,072,936	\$3,146,244	\$3,053,310
Operating Expenses	5,516,156	5,833,387	6,132,895	5,774,620
Capital Outlay	140,557	103,920	765,596	613,350
Grants and Aids	709,920	109,551	78,540	61,970
Non-Operating Expenses	184,150	182,570	1,045,581	506,400
Total Expenditures	\$9,808,433	\$9,302,364	\$11,168,856	\$10,009,650
Per Capita	\$153.76	\$144.86	\$183.60	\$162.77

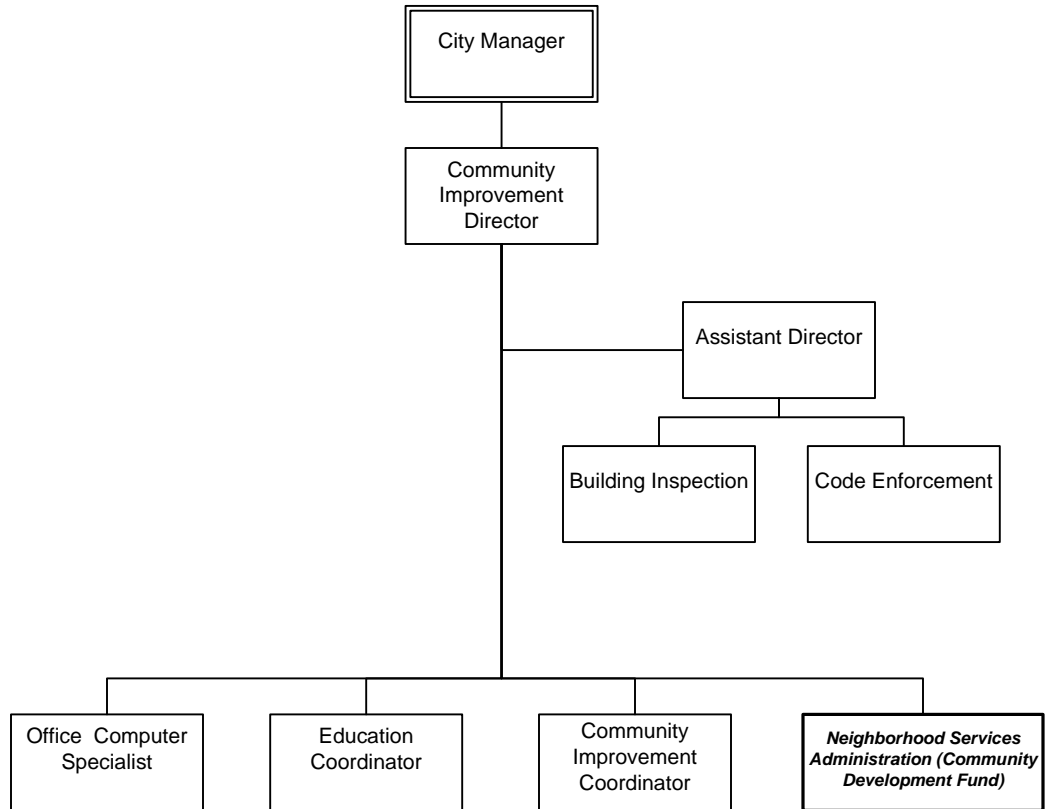
Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Administration	\$513,765	\$445,512	\$434,900	\$454,400
Building Inspection	1,393,262	1,256,552	1,242,880	1,229,270
Code Enforcement	1,003,893	954,159	975,160	1,052,580
Neighborhood Services Fund	2,321,993	2,170,086	3,330,756	2,013,810
Sanitation Fund	4,575,520	4,476,055	5,185,160	5,259,590
Total Expenditures	\$9,808,433	\$9,302,364	\$11,168,856	\$10,009,650
% Covered by Department Revenues	127.91%	117.23%	117.82%	121.17%

Community Improvement Department



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

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	2011 Actual	2012 Actual	2013 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, business tax receipts, code enforcement activities and creating sustainable living environments.

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

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	6	2	2
Annual meeting with each staff member	80%	70%	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	2	2	3
Mayor's Advisory Meetings & Study Circles	5	2	4
Public Speaking Opportunities	6	6	5

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

Respond to all correspondence within 5 working days	100%	90%	90%
Return all phone calls same day	95%	95%	95%

Staffing Levels	10-11	11-12	12-13
Community Improvement Director	1	1	1
Assistant Community Improvement Director	1	.75	.75
Community Improvement Coordinator	1	1	1
Office Computer Specialist (<i>1 position frozen</i>)	1	1	1
Education Coordinator	.5	.5	.5
Neighborhood Services Administrator	0	0	0
	4.5	4.25	4.25

Community Improvement Administration

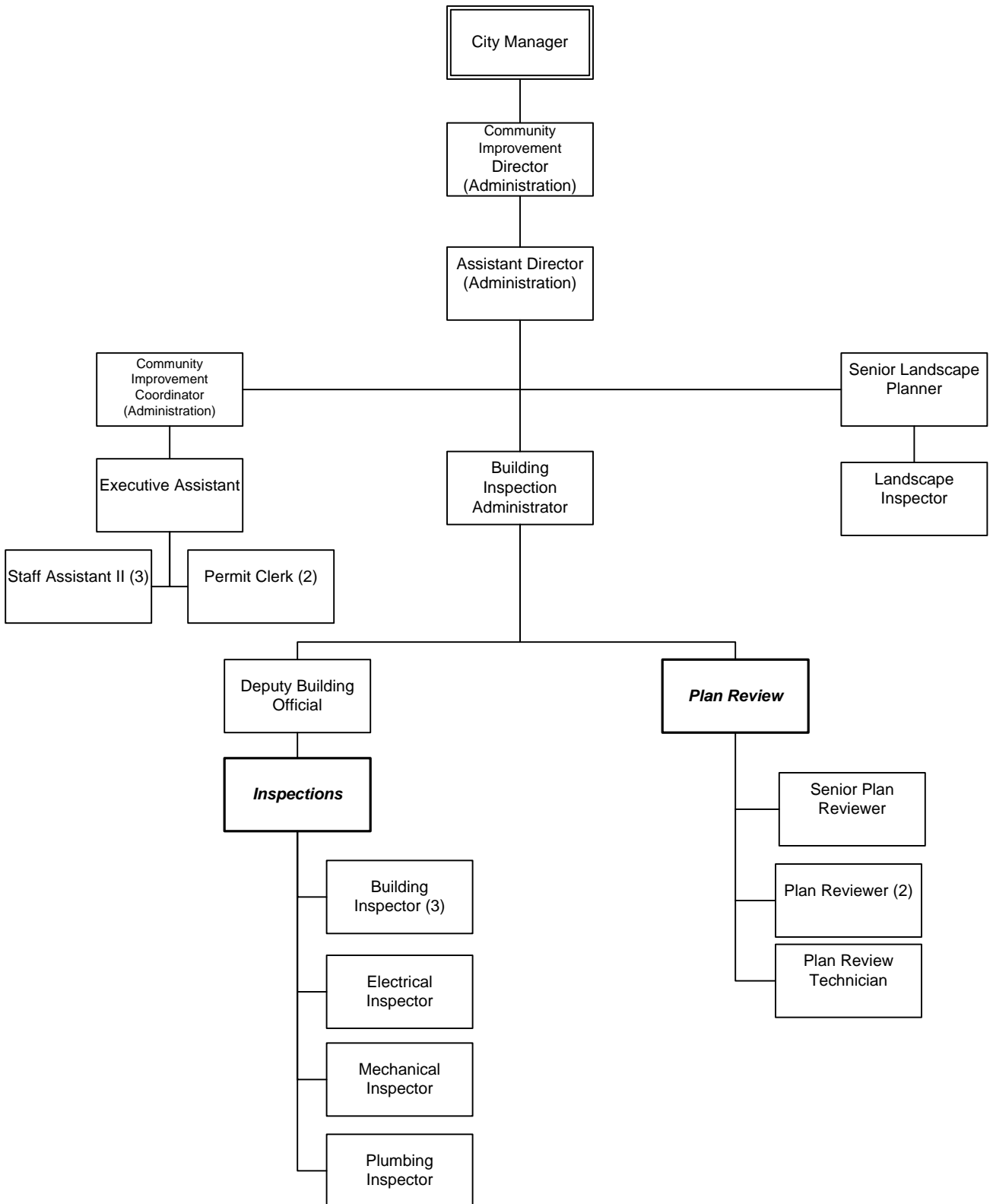
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$460,244	\$402,257	\$376,150	\$392,440
Operating Expenses	53,521	43,255	58,750	61,960
Capital Outlay	0	0	0	0
Total Expenditures	\$513,765	\$445,512	\$434,900	\$454,400
Per Capita	\$8.05	\$6.94	\$7.15	\$7.39

2011-12 Accomplishments

- ◆ Selected as a Finalist for the 2012 All-America City Award for our comprehensive Community Solutions Action Plan in response to the challenge from the National Civic League for the Campaign for Grade Level Reading.
- ◆ Expanded partnerships under the Grade Level Reading Campaign inclusive of Memorandum of Understanding for data collection between the City and Palm Beach County School District and the Children's Services Council.
- ◆ City Commission adopted new landscape code requirements February 2012 as proposed by staff. The code now incorporates Green Industry Standards and Best Management Practices and provides for a sustainable urban landscape.
- ◆ Coordinated with contracted consultants during final landscape design phase of Worthing Park and SW 12th Avenue Streetscape Beautification projects. Designed and provided oversight of the project through completion for six homes under the CRA funded Curb Appeal grant program.

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.

Performance Measures	2011 Actual	2012 Actual	2013 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	25/45	30/45	30/45
Number of same-day permits/turnaround time	2,650/0.5hr	2,800/0.5hr	2,900/0.5hr
Number of Building Inspections Performed same-day	15,352	15,400	15,500

Goal: To improve customer service by providing voice automated and internet access capabilities; 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 to support previously-adopted neighborhood plans.

Number of inspections scheduled via the IVR & website	14,409	15,500	18,500
Number of plan inquiries through website	8,190	8,300	8,500
Number of approved xeriscape designs	96	100	100
Beautification Projects (residential and City facilities)	15	16	20
Number of neighborhoods assisted	10	6	6

Staffing Levels	10-11	11-12	12-13
Building and Inspection Administrator/CBO	1	1	1
Deputy Building Official (<i>1 position frozen</i>)	1	1	1
Senior Landscape Planner	1	1	1
Plan Reviewer (<i>1 position frozen</i>)	2	2	2
Senior Plan Reviewer	1	1	1
Building Inspector (<i>1 position frozen</i>)	3	3	3
Electrical Inspector	1	1	1
Mechanical Inspector	1	1	1
Plumbing Inspector	1	1	1
Plan Review Technician (<i>1 position frozen</i>)	1	1	1
Landscape Inspector (<i>1 position frozen</i>)	1	1	1
Permit Clerk	2	2	2
Staff Assistant II	3	3	3
Executive Assistant	1	1	1
Education Coordinator	.5	.5	.5
Fire and Life Safety Plan Reviewer (<i>shared with Fire Safety</i>)	0	.4	.4
FTE	<u>.15</u>	<u>.12</u>	<u>0</u>
	20.65	21.02	20.9

Building Inspection

General Fund

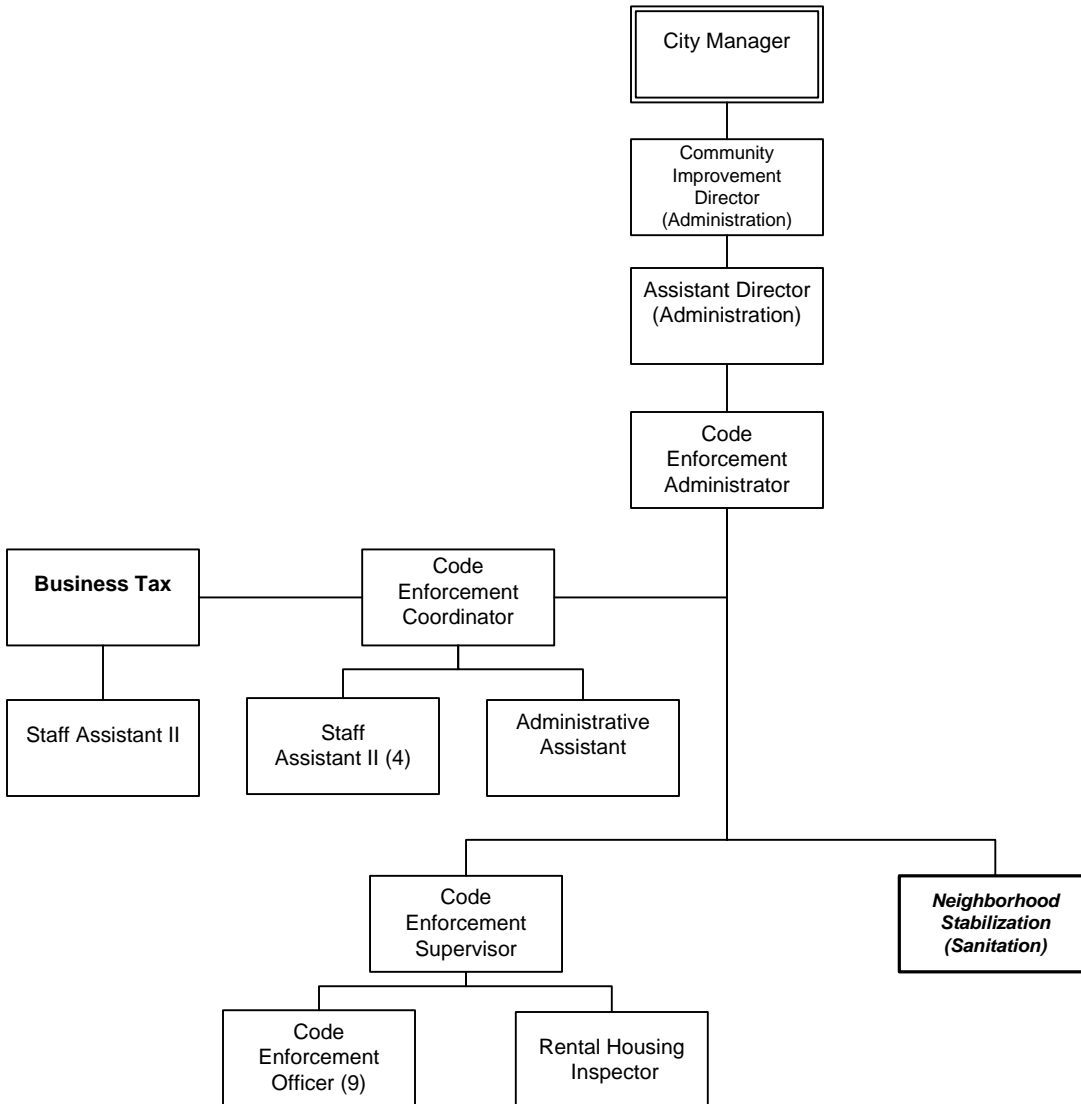
Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Permit Fees	\$2,773,096	\$3,034,495	\$3,684,050	\$3,943,220
Occupational License Fees	126,057	115,572	120,000	120,000
Building Re-inspection Fee	13,275	8,300	12,000	12,000
Alarm Registration	2,770	137,130	140,000	190,000
Miscellaneous	277,493	354,958	592,200	514,750
Total Revenues	\$3,192,691	\$3,650,455	\$4,548,250	\$4,779,970

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,236,175	\$1,131,930	\$1,110,690	\$1,094,180
Operating Expenses	157,087	124,622	132,190	135,090
Capital Outlay	0	0	0	0
Total Expenditures	\$1,393,262	\$1,256,552	\$1,242,880	\$1,229,270
Per Capita	\$21.84	\$19.57	\$20.43	\$19.99

2011-12 Accomplishments

- ◆ Successfully handled increase in building permit activity for both the City and Town of Gulfstream meeting turnaround time on permitting 90% of the time. Revenues generated from the Town of Gulfstream permit activity increased by 45.8% from prior year.
- ◆ Chief Building Official received certification as a Floodplain Manager under the Community Service Rating System (CRS) which increased the working knowledge and ability to improve the City's rating in future years that will result in Flood Insurance savings for residents. Also reviewed and improved procedures for the City's flood rating program assuring all activities are documented correctly in preparation for our request to upgrade the rating category.
- ◆ Implemented the use of Laserfiche to digitize building permit plans effective 2012 forward.

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.

Performance Measures	2011 Actual	2012 Actual	2013 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	9,156	9,436	9,600
# of Code Board cases processed	923	670	950
# of vacant lots cleaned	202	243	250
# of vehicles towed	26	22	30
% of cases resolved within 30 days of violation/notice	96%	94%	95%
# of civil violations issued	278	183	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	13	14	12
Neighborhood Association Meetings Attended	26	17	30
Turnaround time on response to life safety complaints	4 hrs	4 hrs	4hrs
Litter Abatement Initiatives (# of hot spots)	39	46	50

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	23	5	20
# of rental units inspected	338	240	720
# of properties brought into compliance	286	385	600

Staffing Levels	10-11	11-12	12-13
Code Enforcement Administrator (<i>1 frozen position</i>)	1	1	1
Code Enforcement Supervisor	1	1	1
Code Enforcement Officer (<i>2 frozen positions</i>)	8	9	9
Code Enforcement Coordinator	1	.5	.5
Administrative Assistant	0	1	1
Staff Assistant II	5	5	5
Rental Housing Inspector (<i>1 frozen position</i>)	1	1	1
Rehab Specialist	0	0	.3
FTE	<u>0</u>	<u>.75</u>	<u>.80</u>
	17	19.25	19.60

Code Enforcement

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Nuisance Abatement	\$2,625	\$8,620	\$10,000	\$10,000
Nuisance Abatement Administrative Fee	4,235	6,865	4,500	4,500
Code Enforcement Fines	25,364	43,100	30,000	25,000
No Building Permit Penalties	25,074	18,905	26,000	18,000
Business License Penalties	17,111	15,625	25,000	18,000
Animal Control Service	189	0	0	0
Total Revenues	\$74,598	\$93,115	\$95,500	\$75,500

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$846,999	\$806,059	\$824,050	\$888,100
Operating Expenses	156,894	134,386	151,110	164,480
Capital Outlay	0	13,714	0	0
Total Expenditures	\$1,003,893	\$954,159	\$975,160	\$1,052,580
Per Capita	\$15.74	\$14.86	\$16.03	\$17.12

2011-12 Accomplishments

- ◆ Expanded the City's alarm registration and renewal program by improving the registration data, following-up on the delinquent accounts, installing safeguards and procedures to track new and outstanding accounts for over 7,000 active accounts, generating revenue in the amount of \$220,000 for fiscal year 2012.
- ◆ Revised inspection, approval and enforcement of regulation processes for both Sidewalk Café and Business Tax Receipts generating a 10% increase in revenues for both programs and reduced the number of complaints by 20%.



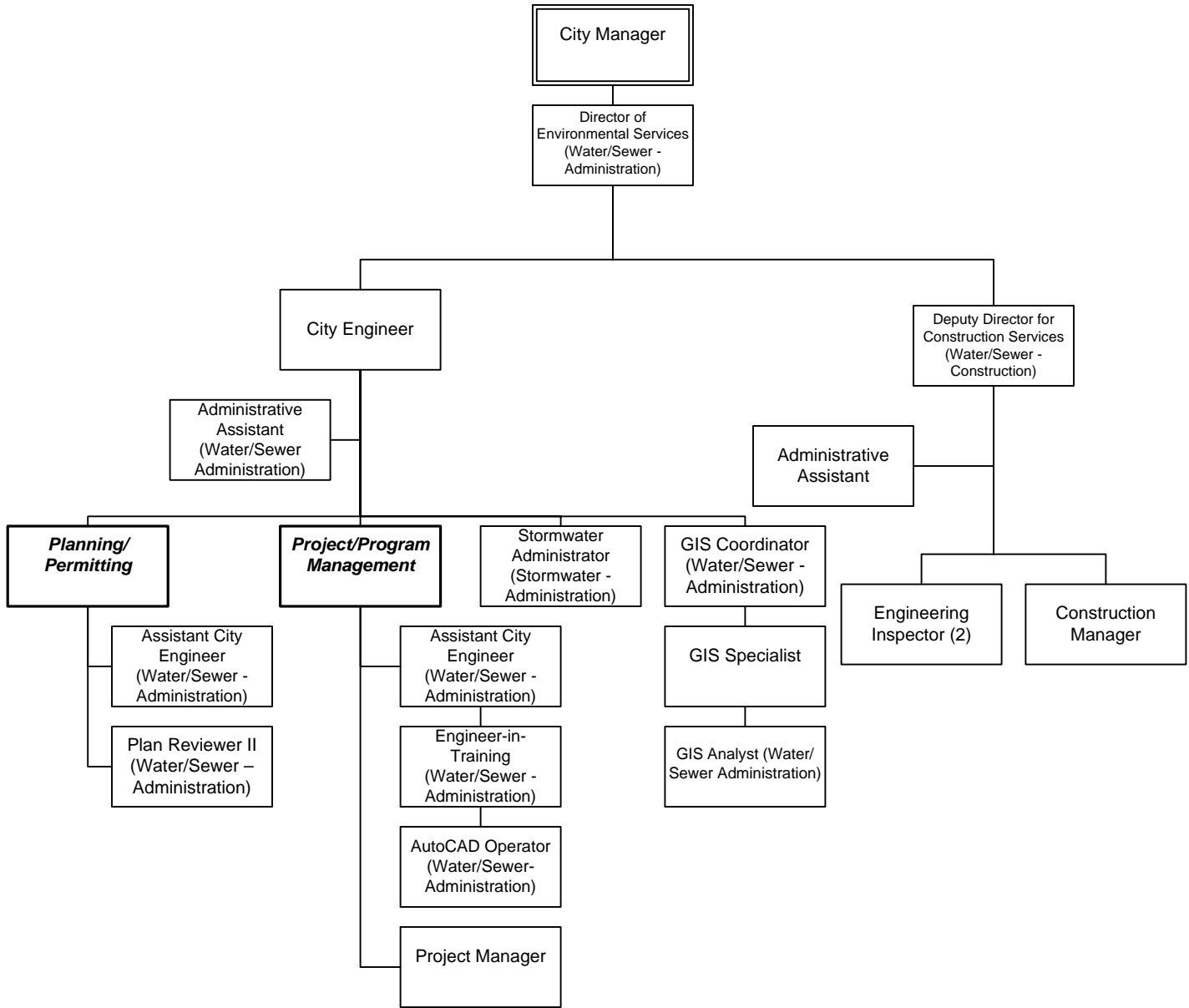
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Engineering

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	2011 Actual	2012 Actual	2013 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%	100%	87%
Percent of total fiscal year capital projects where design is completed within 30 days of schedule	117%*	100%	95%
<i>*Includes possible carryover of projects from previous year</i>			
Percent of projects where design is completed within budget	100%	100%	100%

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	50%	75%	100%
Reflect completed projects on system atlases within one quarter of completion	100%	100%	95%

Objective: Optimize levels of customer service provided.

Respond to customer inquiries not exceeding 5 business days	100%	100%	100%
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Staffing Levels	10-11	11-12	12-13
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

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Project Inspection Fees	\$15,511	\$5,414	\$5,000	\$8,000
Total Revenues	\$15,511	\$5,414	\$5,000	\$8,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$528,106	\$217,445	\$239,340	\$576,560
Operating Expenses	92,810	31,929	41,320	96,920
Capital Outlay	0	3,331	0	0
Total Expenditures	\$620,916	\$252,705	\$280,660	\$673,480
Per Capita	\$9.73	\$3.94	\$4.61	\$10.95

2011-12 Accomplishments

- ◆ Finalized design of US1 Beautification Improvements.
- ◆ Completed installation of Cartegraph system department wide.
- ◆ Began design of 34 new capital projects.
- ◆ Completed design of 17 capital projects.



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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

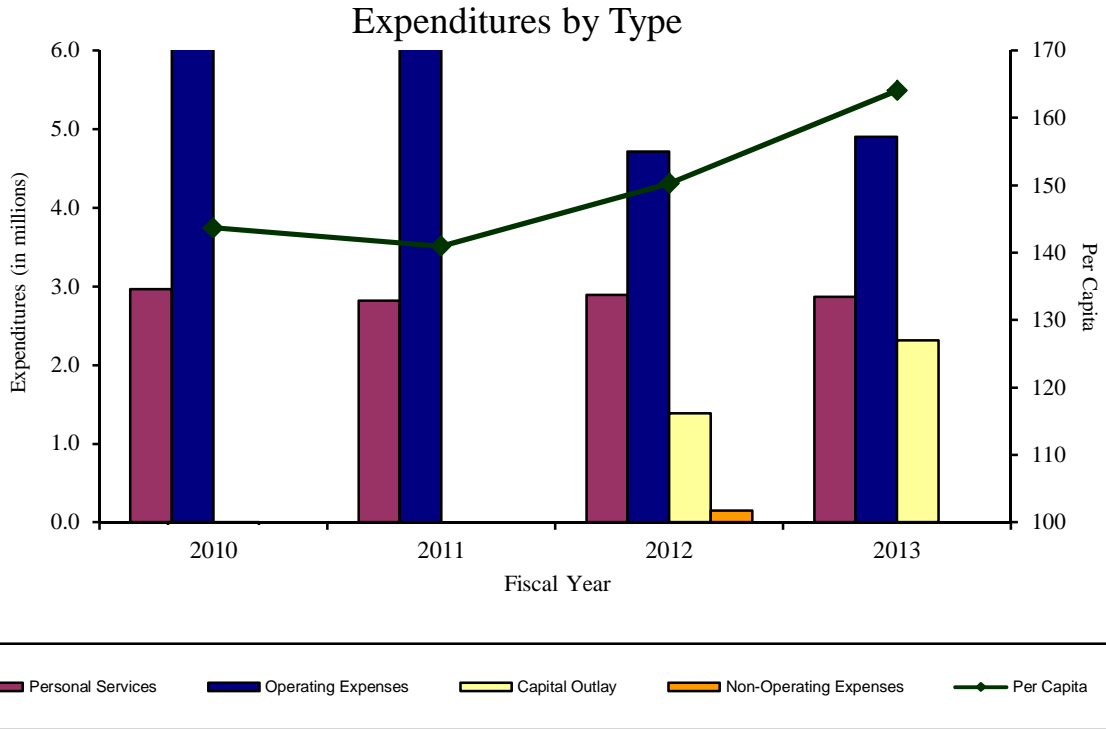
The Public Works Department consists of the following programs: Administration, Street Maintenance, Traffic Operations, Street Lighting, Parking Facilities, Building Maintenance, Stormwater System Maintenance and City Garage. Beginning FY 2005, the Public Works Department is now under the Environmental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

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Meter Collections	\$1,024,815	\$1,030,786	\$1,240,000	\$1,133,000
Parking Decals	27,680	36,720	37,100	42,000
City Garage Fund	5,145,892	5,179,593	4,698,967	5,433,180
Total Revenues	\$6,198,387	\$6,247,099	\$5,976,067	\$6,608,180

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$2,961,475	\$2,820,273	\$2,891,510	\$2,869,540
Operating Expenses	6,204,927	6,233,760	4,715,292	4,901,660
Capital Outlay	0	0	1,389,215	2,317,470
Non-Operating Expenses	0	0	146,360	0
Total Expenditures	\$9,166,402	\$9,054,033	\$9,142,377	\$10,088,670
Per Capita	\$143.70	\$140.99	\$150.29	\$164.06

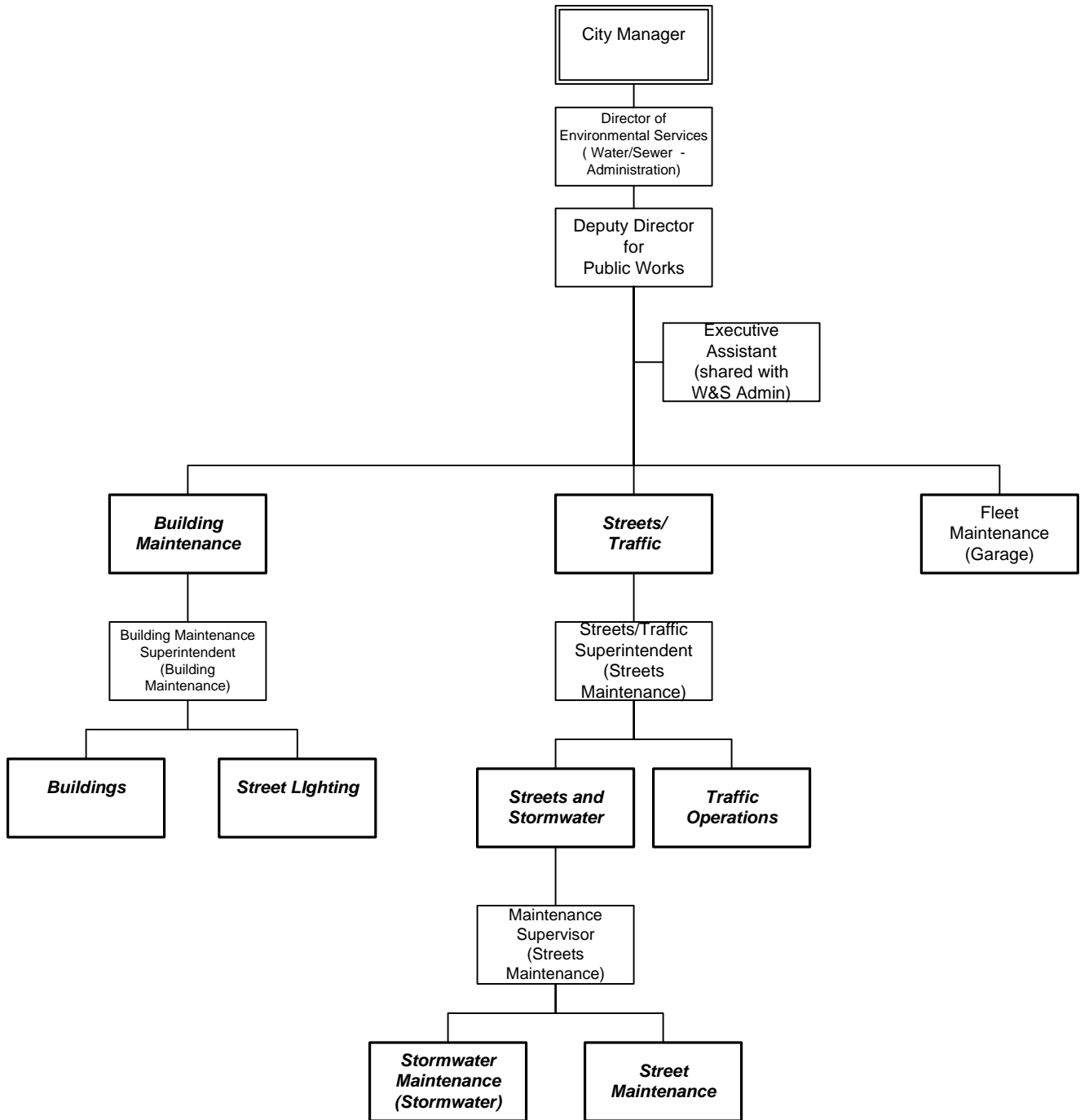
	2010	2011	2012	2013
Expenditures by Program	Actual	Actual	Revised	Budget
Administration	\$183,266	\$178,548	\$182,440	\$182,000
Street Maintenance	843,136	784,016	795,840	797,210
Traffic Operations	439,805	435,056	422,690	421,220
Street Lighting	794,791	733,253	816,060	811,360
Parking Facilities	1,041,291	881,957	985,520	1,171,720
Building Maintenance	614,571	555,549	584,640	590,650
Stormwater System Maintenance	675,309	630,235	665,720	692,330
City Garage Fund	4,576,008	4,857,918	4,698,967	5,433,180
Total Expenditures	\$9,168,177	\$9,056,532	\$9,151,877	\$10,099,670
% Covered by Department Revenues	67.61%	68.98%	65.30%	65.43%

Public Works Department



Staffing Levels by Division	10-11	11-12	12-13
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
Total Authorized Personnel	42.5	42.5	42.5

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	2011 Actual	2012 Actual	2013 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%	100%
Complete work orders within 14 days	95%	97%	95%
Attend Special Event planning meetings	12	12	12
Divisional performance measures met or exceeded	65%	100%	100%

Objective: Optimize customer service levels.

Return citizens phone calls for service within 24 hours.	95%	96%	98%
Response to requests for information not exceeding 3 working days.	95%	100%	100%

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	\$1,697	\$3,000

Staffing Levels	10-11	11-12	12-13
Deputy Director of Public Works	1	1	1
Executive Assistant	.50	.50	.50
	1.5	1.5	1.5

Public Works Administration

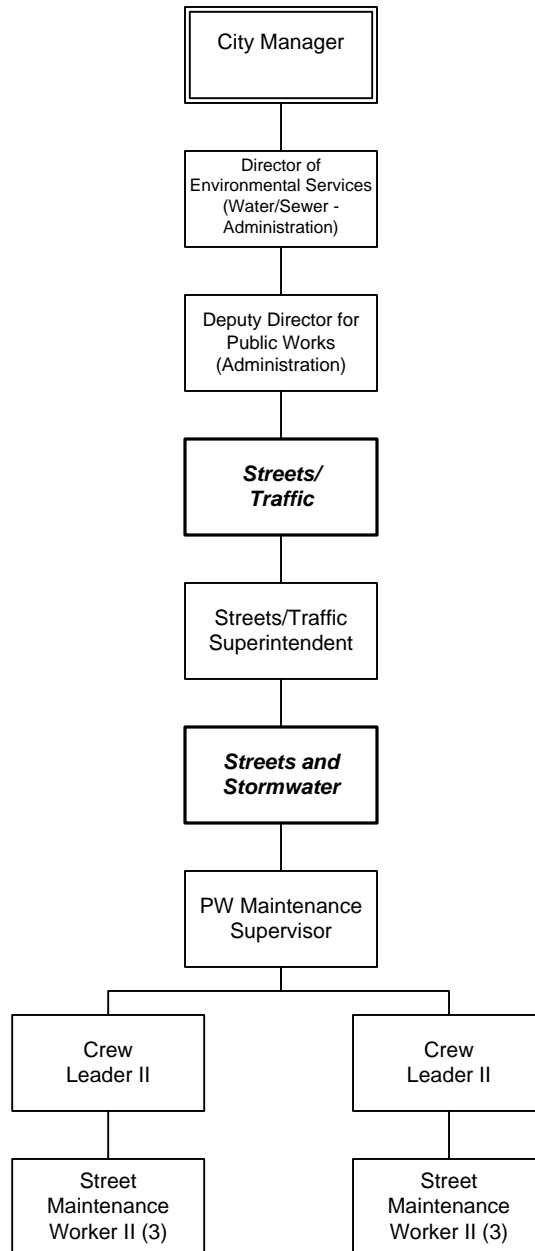
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$152,795	\$148,456	\$151,270	\$150,430
Operating Expenses	30,471	30,092	31,170	31,570
Capital Outlay	0	0	0	0
Total Expenditures	\$183,266	\$178,548	\$182,440	\$182,000
Per Capita	\$2.87	\$2.78	\$3.00	\$2.96

2011-12 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.
- ◆ Successfully acquired hurricane debris management contracts through a competitive bidding process to replace expired agreements.
- ◆ 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.

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	2011 Actual	2012 Actual	2013 Projected
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Goal: To ensure all paved streets, sidewalks, and curbs within the City are properly maintained so they will be a fit 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.	165	154	150
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	96%	95%	95%
Repair approximately 7,500 linear feet of sidewalk and curbs annually.	7,837	3,398	7,500
Road cuts/repairs for Utilities within 5 business days.	98%	96%	97%
Square feet of asphalt repaired	24,237	30,265	26,000

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	28	38	45
Ensure street closure announcements are provided to Public Information office at least 2 weeks prior to event	100%	100%	100%

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

Streets Maintenance

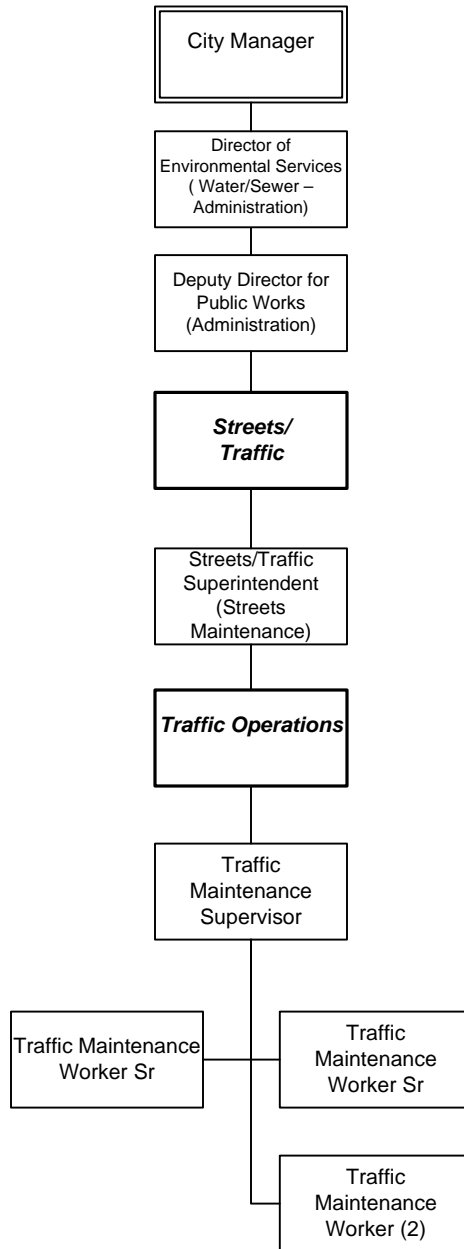
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$579,100	\$555,180	\$568,400	\$563,560
Operating Expenses	264,036	228,836	227,440	233,650
Capital Outlay	0	0	0	0
Total Expenditures	\$843,136	\$784,016	\$795,840	\$797,210
Per Capita	\$13.22	\$12.21	\$13.08	\$12.96

2011-12 Accomplishments

- ◆ Completed 102 utility asphalt repairs using a total of 30,265 square feet of hot asphalt throughout the City in support of Public Utilities maintenance activities.
- ◆ Extended useful life of various street segments through operation of the patch truck for 154 days. This activity is a part of a preventative maintenance program to minimize annual parking lot and road repair costs through identifying and repairing minor pavement problems before they develop into major problems.
- ◆ Met or exceeded established divisional performance goals at a 100% success rate.

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 and warrant 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 5th Avenue and in certain parking lots for special events and holidays.

Performance Measures	2011 Actual	2012 Actual	2013 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	326	418	320
Number of specialty signs fabricated for other departments and special events	1,166	2,052	1,550
Replace damaged/faded/missing signs	162	689	350
Obsolete Signs Removed	6	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	13,894	7,105	8,200
Linear feet of striping applied – thermoplastic	16,459	23,756	20,000
Striping crew operations (days)	44	47	44
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.

Number of times banner changes and maintenance performed	54	58	54
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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	10-11	11-12	12-13
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

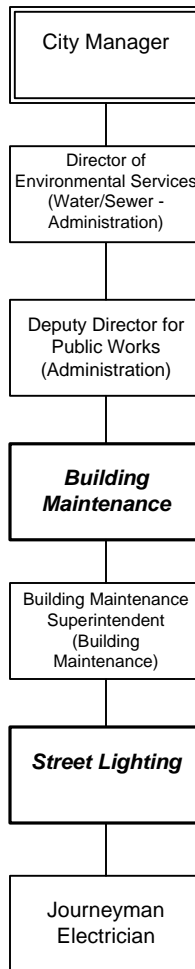
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$292,264	\$286,415	\$291,850	\$288,560
Operating Expenses	147,541	148,641	130,840	132,660
Capital Outlay	0	0	0	0
Total Expenditures	\$439,805	\$435,056	\$422,690	\$421,220
Per Capita	\$6.89	\$6.77	\$6.95	\$6.85

2011-12 Accomplishments

- ◆ Completed a total of 30,861 linear feet of striping on roadways and City parking lots. Striping maintenance is important to the safety of our citizens, not only does this provide for a safe and efficient movement of vehicular and pedestrian traffic, it also ensures effective compliance with the Americans with Disabilities Act (ADA) regulations.
- ◆ Conducted a total of 33 traffic studies in order to measure effectiveness of traffic control devices and assist Engineering in determining if additional traffic control measures were needed such as roundabouts or speed bumps.
- ◆ Met or exceeded established performance goals at a 100% success rate.

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 decorative street lights.

Performance Measures	2011 Actual	2012 Actual	2013 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 FPL notified	679	2463	1000
Street Light outages reported to FP&L within 24 hours	679	2463	1000
% 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	4	3	5
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	710	726	726
Weekly inspection of downtown lighting	100%	100%	100%
Decorative street light globe change outs	37	105	40
Repair decorative street lights within 24 hours of discovery	97%	96%	98%
Inspect palm tree rope lights, twinkle lights, and outlet boxes weekly	98%	100%	98%
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	10-11	11-12	12-13
Journeyman Electrician*	1	1	1
PT Journeyman Electrician FTE	<u>0</u>	<u>.63</u>	<u>.63</u>
	1	1.63	1.63

*Part of the Clean & Safe program funded by CRA

Street Lighting

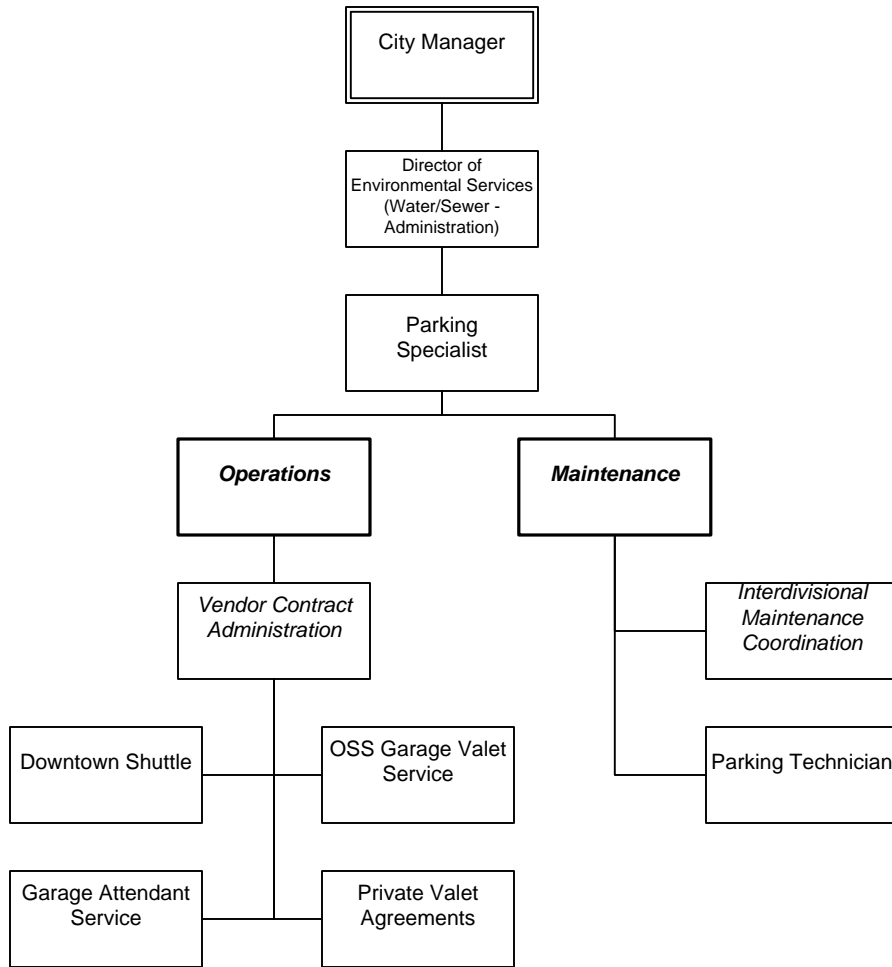
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	72,817	67,652	86,780	95,100
Operating Expenses	721,974	665,601	729,280	716,260
Capital Outlay	0	0	0	0
Total Expenditures	\$794,791	\$733,253	\$816,060	\$811,360
Per Capita	\$12.46	\$11.42	\$13.42	\$13.19

2011-12 Accomplishments

- ◆ Employed GPS and electronic data acquisition technology to expanded area of proactive inspection for operational status of FPL street lighting fixtures to include more of the clean and safe area such as streets off the major roads, alleys and secondary use roads.
- ◆ Completed field verification of street lights for use in an audit of FPL street lighting records and associated operation/maintenance charges to the City.
- ◆ Implemented use of "Perma-Post" power outlets in the tree planters resulting in fewer outlets being vandalized.
- ◆ Replace the steel street light poles on East Atlantic Ave (second block east of Swinton) with new concrete poles and LED fixtures.
- ◆ Replace 80 light fixtures on West Atlantic Ave with LED fixtures as part of the Department of Energy EECBG Grant.

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	2011 Actual	2012 Actual	2013 Projected
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Goal: To maintain all City parking facilities through preventive maintenance and repair and replacement activities.

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

Number of metered parking spaces	718	718	718
Repair malfunctioning meters within 24 hours	98%	97%	98%
Complete timing verifications twice a year	100%	100%	100%
Clean and safe inspections of the garages including lighting	48	52	52
Check cleanliness and operation of garage elevators (3/wk)	100%	100%	100%
Pick up debris, sweep and clean garages (weekly)	52	52	52
Pressure Clean garage interiors	10	5	10
Repair mechanical equipment within 48 hours	95%	100%	95%

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)	117	128	128
Parking meter revenue	\$1,049,000	\$1,195,000	\$1,130,000
Meters operational (weekly average)	98%	97%	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	97%	83%	98%
Buses operational	2	2	2
Hours buses operational per week	148	148	148
Bus Shuttle Passengers per week	2,350	3,004	2,500

Staffing Levels	10-11	11-12	12-13
Parking Facilities Technician	1	1	1
Parking Specialist	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$

Parking Facilities

General Fund

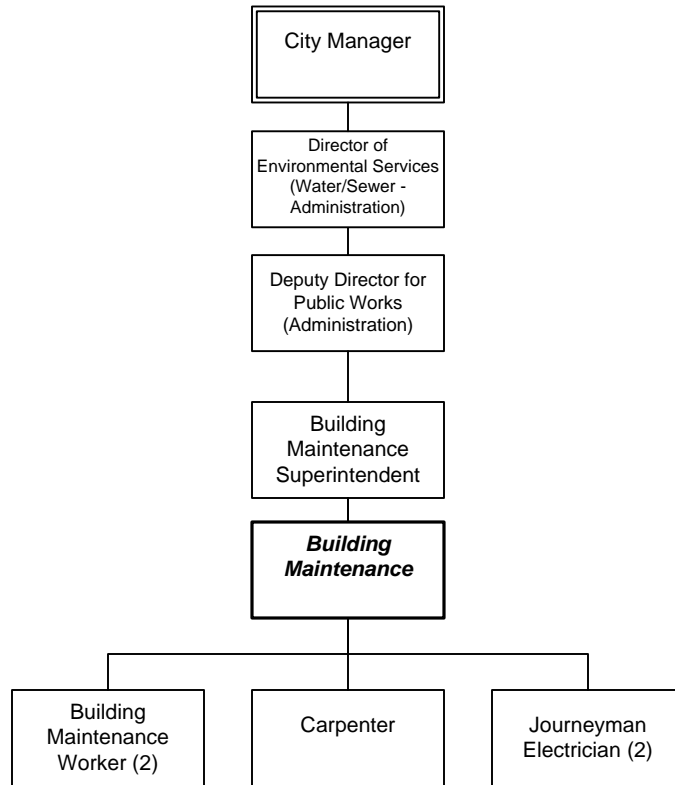
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Parking Fees	\$1,024,815	\$1,030,786	\$1,240,000	\$1,133,000
Parking Decals	27,680	36,720	37,100	42,000
Total Revenues	\$1,052,495	\$1,067,506	\$1,277,100	\$1,175,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$158,404	\$152,193	\$156,770	\$157,230
Operating Expenses	881,112	727,265	819,250	1,003,490
Capital Outlay	1,775	2,499	9,500	11,000
Total Expenditures	\$1,041,291	\$881,957	\$985,520	\$1,171,720
Per Capita	\$16.32	\$13.73	\$16.20	\$19.05

2011-12 Accomplishments

- ◆ Implemented Valet Parking Services in the OSS Garage to increase utilization and provide convenience to residents and visitors to the Downtown Core Area.
- ◆ Exceeded \$1,000,000 in parking meter revenues again this year.
- ◆ Established the Parking Study Implementation team comprised of various stakeholders to refine parking management study recommendations and forward recommendations for implementation.
- ◆ Increased Downtown Roundabout ridership by 23%, serving 128,000+ passengers.
- ◆ Coordinated grant funding from FDOT in the amount of \$200,000 for shuttle service operations through 2011/12 and \$100,000 capital for the purchase of trolleys which will be matched by the CRA.
- ◆ Reducing annual contract costs for the management of the garages by 27%, a \$33,000 savings with improved services.

Environmental Services Department
Building Maintenance Division



Program: Building Maintenance

Building Maintenance is responsible for the routine and preventive maintenance of City buildings (approximately 984,447 square feet) in order to maintain all City facilities in a safe, structurally sound, and aesthetically pleasing condition for public and employee 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	2011 Actual	2012 Actual	2013 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	51	52
P.M. 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%	98%	98%
Complete within 2 weeks	96%	97%	97%
Number of Events Supported	50	50	50
Janitorial Service Inspections	48	52	48

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%	95%	95%
Customer Satisfaction Rating	4.78	4.80	4.80

Staffing Levels	10-11	11-12	12-13
Building Maintenance Superintendent	1	1	1
Carpenter	1	1	1
Building Maintenance Worker	2	2	2
Journeyman Electrician	<u>2</u>	<u>2</u>	<u>2</u>
	6	6	6

Building Maintenance

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$482,278	\$440,068	\$461,900	\$445,380
Operating Expenses	132,293	115,481	122,740	145,270
Capital Outlay	0	0	0	0
Total Expenditures	\$614,571	\$555,549	\$584,640	\$590,650
Per Capita	\$9.63	\$8.65	\$9.61	\$9.60

2011-12 Accomplishments

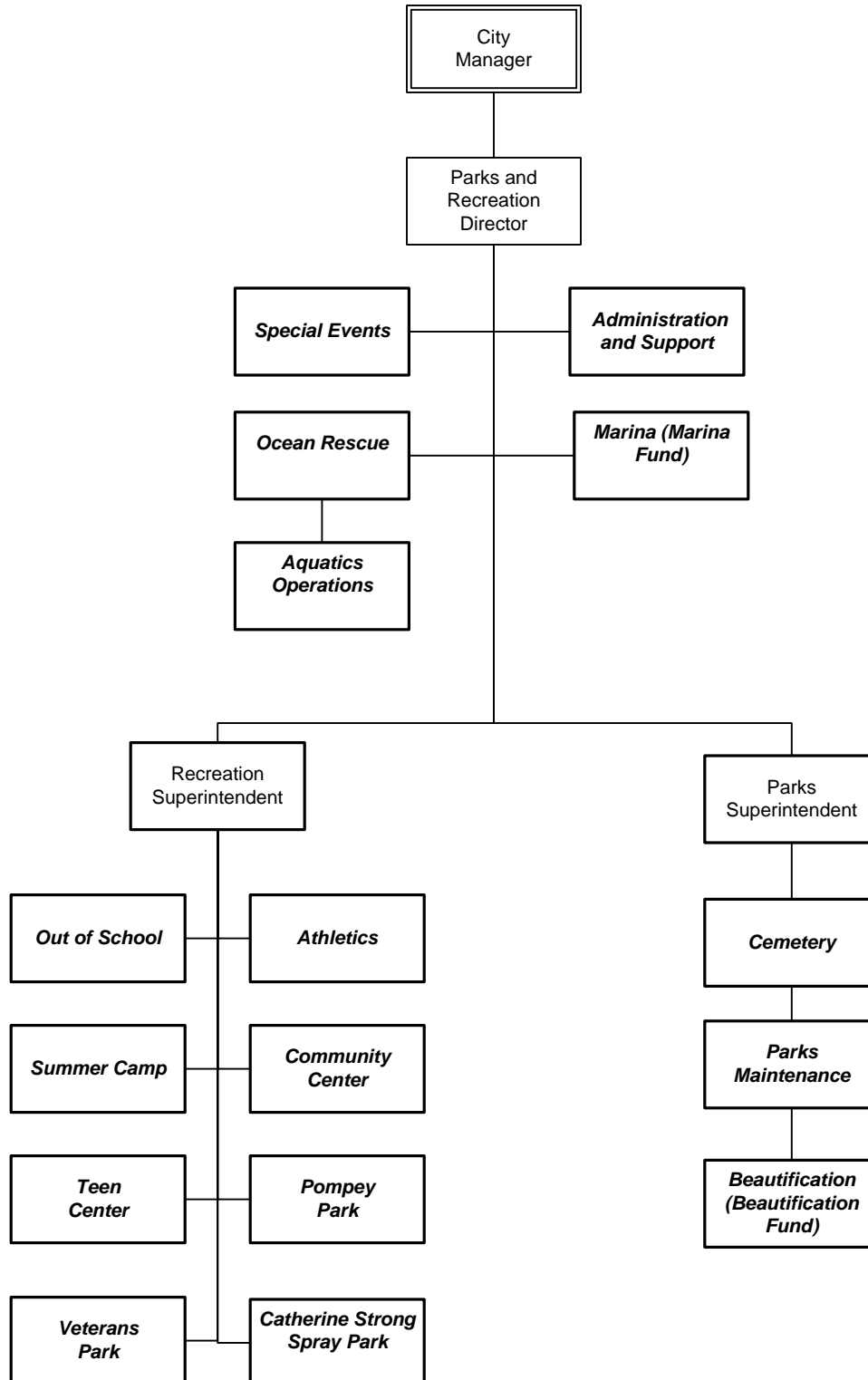
- ◆ Completed the EECBG Grant to install T-8 bulbs and electronic ballasts, motion sensing switches and programmable thermostats in various City facilities.
- ◆ Maintained program to develop the database of the air conditioning systems in the City for use in future asset management system module.
- ◆ Maintained program to install hands free motion sensing faucets in various City buildings.

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.

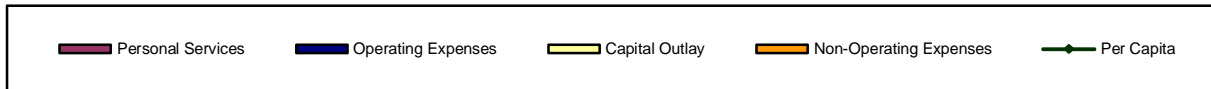
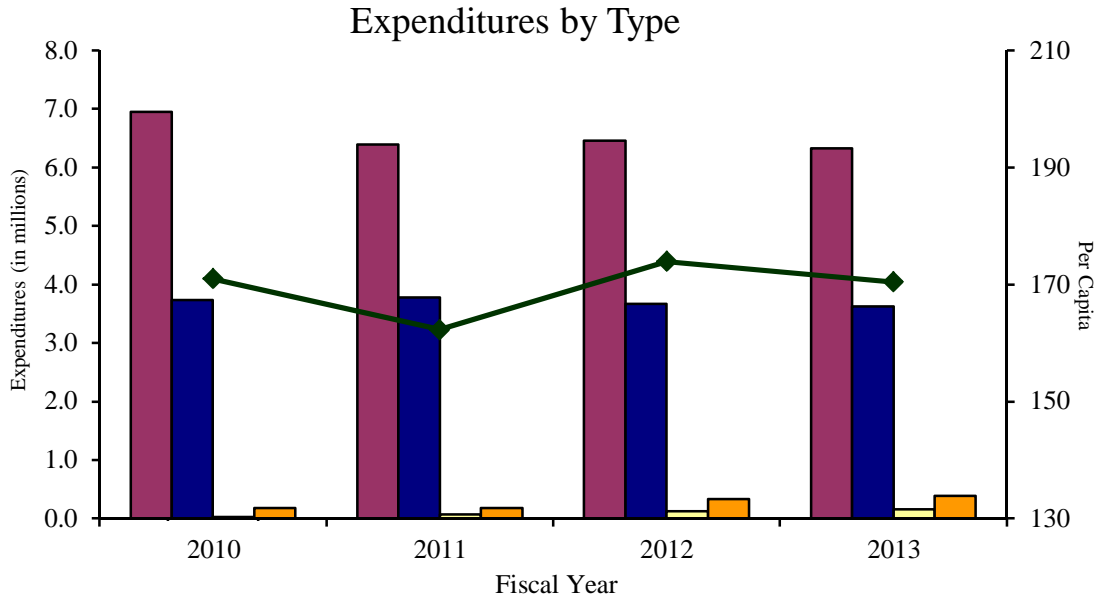
Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Children's Services Council Grant	\$0	\$0	\$0	\$0
Beach Sailboat Fees	\$9,000	\$8,875	\$13,500	\$13,500
Recreation Facility Rental	\$48,080	\$62,761	\$54,000	58,000
Miscellaneous Boat Dockage	\$3,000	\$2,000	\$4,600	\$6,000
Out of School Registration	\$1,516	\$1,910	\$3,000	\$2,500
Out of School Program Fees	\$118,500	\$80,156	\$85,000	\$85,000
Gray Line Water Tours	\$18,409	\$20,311	\$18,500	\$18,500
Veteran's Park Adult Center	\$1,461	\$1,066	\$1,500	\$1,500
Bucky Dent Baseball School	\$1,800	\$1,800	\$1,800	\$1,800
Catherine Strong Park	\$6,486	\$4,422	\$3,500	\$4,000
Pompey Park Pool	\$6,924	\$13,602	\$13,000	\$9,400
Cemetery Fees, Open/Close	\$65,750	\$63,605	\$65,000	\$65,000
Other Parks & Recreation	\$15,032	\$17,392	\$15,000	\$16,000
Beautification Trust Fund Revenues	\$910,546	\$885,105	\$899,150	\$875,690
Marina Fund Revenues	\$195,757	\$211,480	\$357,810	\$409,630
Total Revenues	\$1,402,261	\$1,374,485	\$1,535,360	\$1,566,520

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$6,955,280	\$6,396,508	\$6,457,770	\$6,321,780
Operating Expenses	3,738,148	3,779,938	3,666,138	3,623,330
Capital Outlay	30,623	68,949	119,055	154,020
Non-Operating Expenses	181,737	175,587	337,360	383,140
Total Expenditures	\$10,905,788	\$10,420,982	\$10,580,323	\$10,482,270
Per Capita	\$170.97	\$162.28	\$173.93	\$170.46

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Administration	\$641,816	\$587,640	\$585,032	\$524,390
Out of School Program	491,624	434,871	468,144	471,930
Summer Day Camp	150	0	0	0
Teen Center	233,498	233,287	250,800	243,580
Athletics	557,373	452,244	442,606	450,820
Special Events	676	128,990	130,683	126,190
Ocean Rescue	1,473,687	1,415,660	1,408,611	1,450,470
Community Center	303,156	264,164	295,785	281,440
Veterans Park Recreation Facility	149,009	140,375	146,117	131,710
Pompey Park	922,286	785,893	825,490	817,560
Parks Maintenance	3,966,566	3,880,168	3,844,091	3,837,290
Aquatics	365,661	364,016	348,188	284,140
Catherine Strong	184,311	154,849	194,553	198,460
Soccer Complex*	94	0	0	0
Cemetery	382,018	373,534	383,263	378,970
Beautification Maintenance	1,047,467	1,017,717	899,150	875,690
City Marina	186,396	187,574	357,810	409,630
Total Expenditures	\$10,905,788	\$10,420,982	\$10,580,323	\$10,482,270
% Covered by Department Revenues	12.86%	13.19%	14.51%	14.94%

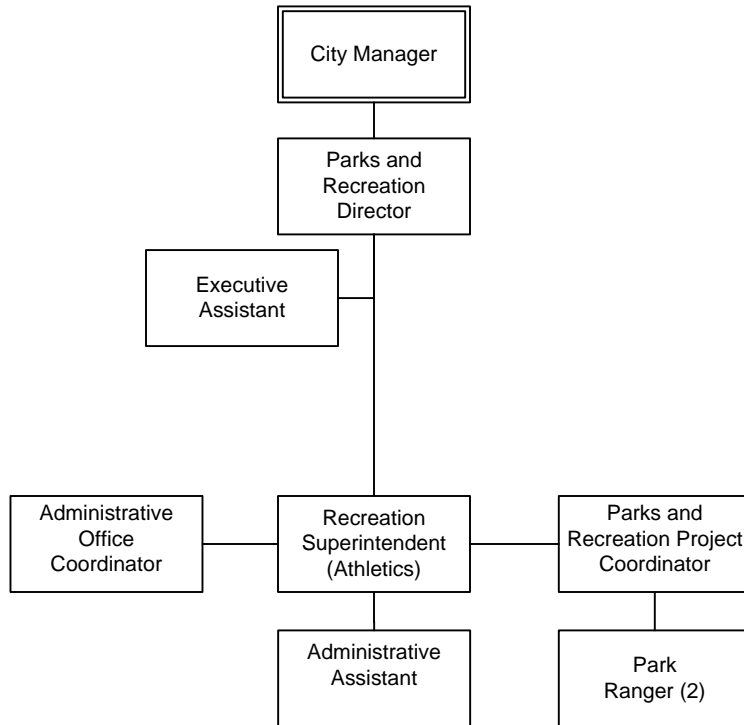
* Soccer Complex combined with Athletics in FY 2010

Parks and Recreation Department



Staffing Levels by Division	10-11	11-12	12-13
Administration	7	7	7
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	2	1
Pompey Park	8	8	7
Parks Maintenance	56	56	56
Aquatics	4	4	3
Catherine Strong	2	2	2
Cemetery	4	4	4
<i>Subtotal - General Fund</i>	108	108	105
Beautification Maintenance (Beautification Trust Fund)	8	6	6
City Marina (City Marina Fund)	0	0	0
<i>Subtotal - All Other Funds</i>	8	6	6
Total Authorized Personnel	116	114	111

Parks and Recreation Department Administration



Program: Parks and Recreation Administration

The Parks and Recreation Administration Division provides 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	2011 Actual	2012 Actual	2013 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 held	2	3	3
Seminars attended	2	6	8
Tuition reimbursement program participants	1	0	0
Staff meetings/strategic planning meetings	100	51	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	1,098	975	1,100
Percentage of performance evaluation completed within 10 days of employee anniversary.	42%	75%	90%
Actual expenditures as a percentage of budget	95.6%	98%	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 sail boat 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 reports	247	251	140

Objective: (1) To provide space for annual sail boat storage at the municipal beach. (2) To increase the rental of park pavilions by the public.

Sailboat permits	39	49	50
Park pavilion rentals	122	140	140

Staffing Levels	10-11	11-12	12-13
Parks and Recreation Director	1	1	1
Project Coordinator (<i>frozen position</i>)	1	1	1
Executive Assistant	1	1	1
Administrative Assistant	1	1	1
Administrative Office Coordinator	1	1	1
Park Ranger	2	2	2
FTE	<u>0</u>	<u>0</u>	<u>.38</u>
	7	7	7.38

Parks and Recreation Administration

General Fund

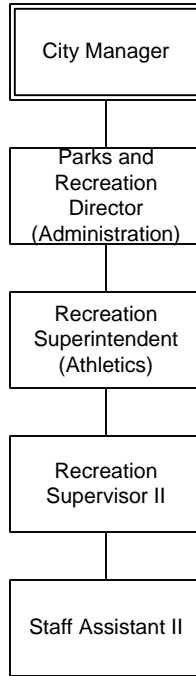
Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Beach Sailboat Fees	\$9,000	\$8,875	\$13,500	\$13,500
Rental Of Park Pavilions	8,255	21,750	17,000	18,000
Miscellaneous Dockage Rents	3,000	2,000	4,600	6,000
Other Parks and Recreation	15,032	17,392	15,000	16,000
Total Revenues	\$35,287	\$50,017	\$50,100	\$53,500

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$503,512	\$430,241	\$437,923	\$378,270
Operating Expenses	86,304	105,399	94,109	93,120
Capital Outlay	0	0	0	0
Grants & Aids	52,000	52,000	53,000	53,000
Total Expenditures	\$641,816	\$587,640	\$585,032	\$524,390
Per Capita	\$10.06	\$9.15	\$9.62	\$8.53

2011-12 Accomplishments

- ◆ Our park pavilion rentals increased by 15% from last year for an average monthly revenue of \$5,780.
- ◆ Our administrative staff also increased the number of seminars attended by over 50% from the fiscal year 2012 projection.
- ◆ A Palm Beach County grant in the amount of \$92,629 was awarded to the City of Delray Beach to renovate the Pompey Park fields and concession stand.
- ◆ On June 9th, the ribbon cutting ceremony for Pompey Park's new concession was held with over 100 people in attendance.
- ◆ Worthing Park was completely renovated and was dedicated on December 22, 2011. DeBilazn Artwork was unveiled and is the centerpiece of the park. This park now features café style tables and chairs in an open air community setting.
- ◆ A Boy Scout Statue was donated by Shelly Weil and unveiled in Old School Square Park.
- ◆ Two FRDAP Grants were submitted, one in the amount of \$178,350 to revamp the Pompey Park Wading Pool and the second for \$138,000 to replace the playground at Veterans Park.

Parks and Recreation Department
Out of School Program



Program: Out of School Program

The Parks and Recreation Department provides an Out of School Program primarily for Delray Beach residents and City employees. The program is for elementary 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 services 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 elementary school age 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 week long Christmas and spring break camps.

Performance Measures	2011 Actual	2012 Actual	2013 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.

Total number of children enrolled	210	174	200
Average daily attendance	147	143	170
Inclusion children enrolled	2	6	4
Number of staff training courses	8	10	10

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

Special events	8	12	12
Parents/children participating in special events	618	464	600
Traditional activities/classes: tennis, golf, soccer, and swimming	117	67	60
Non-traditional activities (cub scouts, drumming, computer building, environment education program, etc.)	15	12	15
Average number of field trips (day camps)	125	138	130
Average number of on-site activities*	122	101	120
Arts and cultural classes per week	25	38	35

*On-site activities include contractual activities

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 (sessions)*	108	246	240
Average number of education programs	21	20	24
Summer Reading Program – Student Improvement	70%	75%	75%

*3days/wk x38 wks x 2 teachers = sessions

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

Cub Scouts / number of participants	45	43	50
Cub Scouts / number of field trips	8	13	12

Staffing Levels	10-11	11-12	12-13
Out of School Program Recreation Supervisor	1	1	1
Staff Assistant II	1	1	1
FTEs	<u>11.46</u>	<u>8.91</u>	<u>8.86</u>
	13.46	10.91	10.86

Out of School Program

General Fund

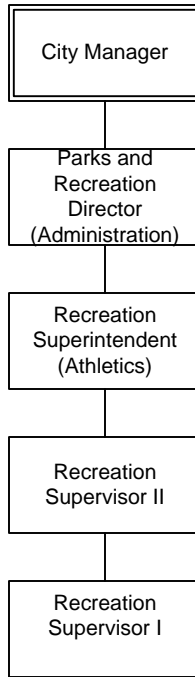
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Children's Services Council Grant	\$0	\$0	\$0	\$0
Day Camp Fees	26,092	24,076	20,000	24,000
Registration Fees	1,516	1,910	3,000	2,500
Program Fees	118,500	80,156	85,000	85,000
Total Revenues	\$146,108	\$106,142	\$108,000	\$111,500

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$398,786	\$346,618	\$366,415	\$374,210
Operating Expenses	92,838	88,253	101,729	97,720
Capital Outlay	0	0	0	0
Total Expenditures	\$491,624	\$434,871	\$468,144	\$471,930
Per Capita	\$7.71	\$6.77	\$7.70	\$7.67

2011-12 Accomplishments

- ◆ Afterschool Literacy Enrichment Initiative (ALEI) was implemented into our Summer Camp program along with Kidz Lit, as new summer reading programs, which was met with a great response from the children and parents. This program is designed to avoid reading loss over the summer months for children K - 3rd grade.
- ◆ Certified teachers continue to assist the participants with their homework.
- ◆ The Out of School Division continued to supplement its regular schedule with special events in the evening such as dances and holiday parties, Black History month, et cetera.
- ◆ The Cub Scout program which is run through the Out of School program is designed to encourage positive character and we are pleased to see an increase in their participants by 50%. The program also provided an additional five field trips over their goal which helps enlighten and educate the children with many new experiences.
- ◆ The Cub Scouts performed a flag ceremony on Veterans Day at the "Homewood Residence." The Scouts performed a symbolic, honorable Veterans Day for the assisted living residents.
- ◆ The Cub Scouts were also invited to participate at the Ritz Carlton Hotel Beach Cleanup and were rewarded with a party which included lunch, access to state of the art facility, rock climbing, learning how to be a DJ and many more fun activities.

Parks and Recreation Department
Teen Center



Program: Teen Center

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 Hobbit Skate Park includes ramps and a half pipe available for patrons to use. The center has a computer station for research projects and homework. Bus trips to theaters, museums, points of interest, and professional sporting events will be offered. The center will be open Monday through Friday 3pm-9:00pm, Saturday 12pm-9:00pm, and closed on Sundays. During the summer months, Christmas vacation and spring break the hours will be 12:00pm-9:00pm Monday - Saturday. The center will be open for rentals on Sundays from 10:00am-9:00pm. The center will open at 9:00am for the eight week Summer Camp Program. Teens have daily access to traditional games of skill and video games. The “505” Teen Center has computers designated for music and video production. 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, Image Works, music and film production.

Performance Measures	2011 Actual	2012 Actual	2013 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.

Average number of members/year	533	547	550
Teen activities per quarter	94	88	100

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

Number of teens participating in Youth Council/quarter	33	47	50
Number of participants in skate camp programs	147	187	200
Participants in educational programs annually	266	21	50
Teens in career work programs	4	0	5
Fund raising events	4	6	6
Monthly functions e.g. dances, pizza nights, programs, etc.	14	16	18
Average weekly skateboard park participants	118	71	100
Average weekly teen center participants	161	83	100
Special events per year	13	22	20
Trips	16	20	20

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 per quarter	2	5	5
Average number of participants	27	9.5	15

Staffing Levels	10-11	11-12	12-13
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
Building Maintenance Worker	.5	.5	0
FTEs	<u>1.9</u>	<u>2.2</u>	<u>2.73</u>
	4.4	4.7	4.73

"505" Teen Center

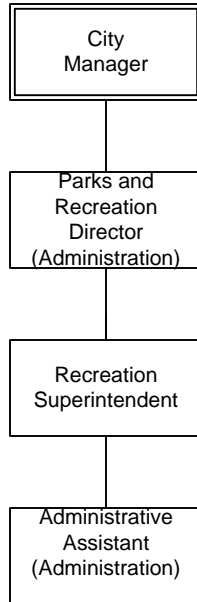
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$193,616	\$195,031	\$211,255	\$200,180
Operating Expenses	39,882	38,256	39,545	41,000
Capital Outlay	0	0	0	2,400
Total Expenditures	\$233,498	\$233,287	\$250,800	\$243,580
Per Capita	\$3.66	\$3.63	\$4.12	\$3.96

2011-12 Accomplishments

- ◆ Staff pitched in to renovate a room for young women and set up a weight room at the "Center" with donated equipment.
- ◆ Participation increased in the Youth Council Program and Skate Camps by more than 20% each.
- ◆ The teens went on a field trip to CiCi's Pizza for a VIP tour and learned about owning a business.
- ◆ The teens participated in a men's breakfast and were encouraged through presentations.
- ◆ The first three weeks of summer camp maxed out each week.
- ◆ Outdoors speakers were added to the Skate Park.
- ◆ The Teen Center made a connection with a local Girls Group encouraging them to frequent the Teen Center.
- ◆ First Annual Fashion Show featured young girls and boys showing off new fall fashions.
- ◆ In an effort to encourage parent and teen interaction through presentations by guest speakers, the number of presentations for this fiscal year exceeded the 2012 projection by over 60%.

Parks and Recreation Department
Athletics



Program: Athletics

Athletics plans, organizes, and supervises athletic league cycles for adults in lacrosse, basketball, and golf, as well as youth 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. The Recreation Superintendent also oversees the following programs: 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	2011 Actual	2012 Actual	2013 Projected
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Goal: Ensure all athletic fields are maintained to a high level of quality standards.

Objective: Coordinate athletic field maintenance with Parks Maintenance at Robert P. 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	69	110	110
Number of youth lacrosse participants	120	325	350
Number of youth recreation soccer participants	700	740	800
Number of weekly travel soccer participants	130	122	140
Number of adult co-ed softball participants	60	0	60
Number of adult co-ed Kickball participants	70	70	80
Number of adult lacrosse participants	25	30	30

Objective: Organize City run athletic leagues for youth and adult participants.

Youth basketball participants	160	180	180
Golf league participants	126	117	126
Adult basketball league participants	69	64	72
Adult softball league participants	0	465	500

Staffing Levels	10-11	11-12	12-13
Recreation Superintendent	1	1	1
Administrative Assistant	.5	.5	.5
FTE	<u>2.19</u>	<u>2.20</u>	<u>2.21</u>
Total	3.69	3.70	3.71

Athletics

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Bucky Dent Baseball School	1,800	1,800	1,800	1,800
Total Revenues	\$1,800	\$1,800	\$1,800	\$1,800

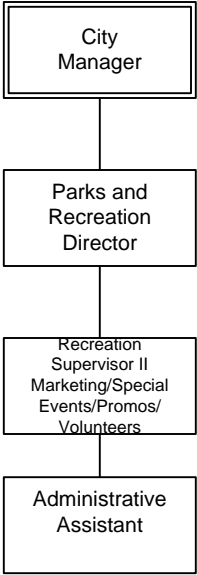
	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$279,517	\$184,872	\$200,080	\$189,950
Operating Expenses	277,856	258,787	236,046	260,870
Capital Outlay	0	8,585	6,480	0
Total Expenditures	\$557,373	\$452,244	\$442,606	\$450,820
Per Capita	\$8.74	\$7.04	\$7.28	\$7.33

***Athletics and Special Events separated into two divisions starting FY 2010/11

2011-12 Accomplishments

- ◆ The Athletics Division had significant increases in participation for the Youth Basketball and Miracle League Baseball Programs.
- ◆ Top Flight Basketball Camp was added as a new program for the summer. There were 136 total participants for the six week program.
- ◆ College Women's Lacrosse Spring Fling at Hilltopper Stadium was held March 8 - 16, 2012. The main game was Notre Dame Vs Yale on March 13th with over 1,500 spectators.
- ◆ The David Clowney Football Camp was held on June 9, 2012 at the Seacrest Soccer Complex.

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.

Performance Measures	2011 Actual	2012 Actual	2013 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.

Parks and Recreation special events and ribbon cuttings	17	16	17
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Goal: Effectively market and communicate to the public all programs offered by the Parks and Recreation Dept.

Objective: Publish brochures, and at least 60 news releases and web site updates per year to market Parks and Recreation programs to the public.

News releases	50	37	50
Web Site Updates	59	50	60
Brochures	4	4	4
Flyers	86	106	100

Objective: Parks & Recreation presentations given to the community.

Parks and Recreation presentations	1	30	10
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Staffing Levels	10-11	11-12	12-13
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Recreation Supervisor II, Marketing/Promotions	1	1	1
Administrative Assistant	.5	.5	.5
Total	1.5	1.5	1.5

Special Events

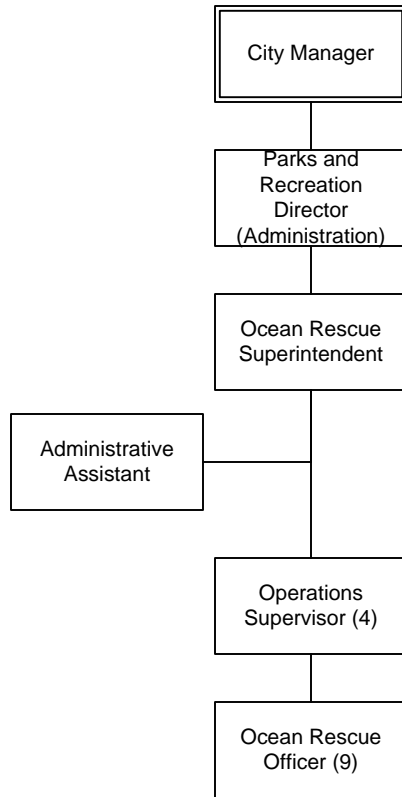
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$676	\$93,292	\$96,842	\$95,410
Operating Expenses	0	35,698	33,841	30,780
Capital Outlay	0	0	0	0
Total Expenditures	\$676	\$128,990	\$130,683	\$126,190
Per Capita	\$0.01	\$2.01	\$2.15	\$2.05

2011-12 Accomplishments

- ◆ The National Kids to Parks Day was combined with Michelle Obama Program for USA Fitness in May 2012. This was a grassroots movement to reclaim America's parks through play.
- ◆ The Special Events Coordinator conducted eight classes at SD Spady, Pine grove and Crosspointe Elementary Schools informing students about careers in Parks and Recreation for Career Day.
- ◆ The 26th Annual Turkey Trot had over 450 runners and walkers and raised \$2,000 to be donated to the Keith Straghn Foundation for the "Feed the Hungry Drive."
- ◆ Fitness Day at Old School Square Park was a partnership with Ground Zero Fitness and had about 150 in attendance with 14 vendors.
- ◆ The 2nd Annual Amazing Mom and Son Challenge event went off with 56 people racing on June 23, another successful event.
- ◆ In April, Earth Day 2012 was held at Old School Square Park, however the attendance was lower than the previous year.

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	2011 Actual	2012 Actual	2013 Projected
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Goal: Provide a safe, properly protected and supervised ocean beach operation.

Objective: To provide safe oceanfront recreation through preventive lifesaving by identifying the risks to the public from the marine environment.

Beach attendance	1,677,575	1,822,688	2,000,000
Water rescues	40	51	55
Boating accidents	5	4	5
Medical emergencies	25	33	35
Resuscitation with AED unit	0	0	0
EMS/911 medical assistance required	19	15	18
Missing persons located	22	26	28
Preventive actions	27,151	36,499	37,000
Public assists	59,531	79,157	80,000
Code enforcements	17,607	17,493	18,000
Part-time man hours used	19,184	15,085	17,500
Average assists and enforcements per man-hour	2.2	2.4	2.6

Objective: For all lifeguards to be hired with EMT certification or Ocean Lifeguard Trainees to obtain EMT within one year of hire and to maintain a comprehensive lifeguard training and re-certification program.

% staff certified as Emergency Medical Technicians (35)	98%	100%	100%
Total lifeguard staff USLA training hours (35)	4,504	5,265	5,300

Objective: To promote ocean safety awareness through the junior lifeguard program and ocean safety classes offered on a monthly basis as well as hosting various special events .

Ocean awareness presentations/participants	18/4,676	*7/2,425	18/4,600
Number of junior lifeguard programs/participants	5/114	*2/38	5/120
Number of special events	39	33	45
Community service hours	2,602	2,556	2,700
Beach cleaning inspections at Municipal Beach and Atlantic Dunes	111	167	150

* NUMBER REDUCED BECAUSE PROGRAM IS CONTINUED ON LIMITED BASIS WITHOUT FUNDING

Staffing Levels	10-11	11-12	12-13
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> 21.19	<u>6</u> 21	<u>6.19</u> 21.19

Ocean Rescue & Beach Operations

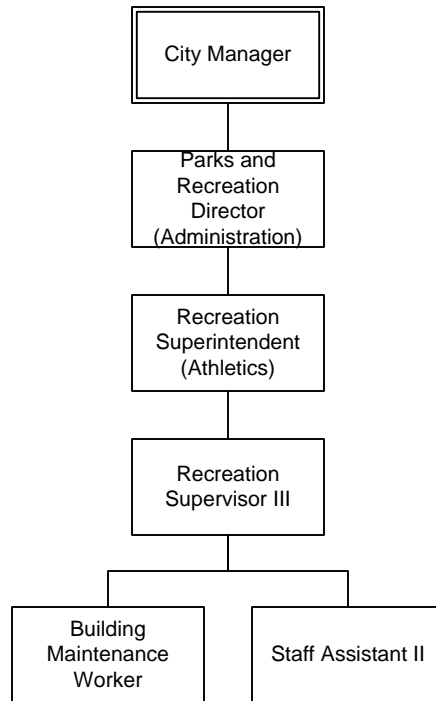
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,194,100	\$1,133,980	\$1,121,366	\$1,116,530
Operating Expenses	266,388	277,382	274,445	282,940
Capital Outlay	13,199	4,298	12,800	51,000
Total Expenditures	\$1,473,687	\$1,415,660	\$1,408,611	\$1,450,470
Per Capita	\$23.10	\$22.04	\$23.16	\$23.59

2011-12 Accomplishments

- ◆ Attendance at the beach increased substantially from 1,685,623 in 2011 to 1,822,688 in 2012.
- ◆ Increases of 22% were seen in public assists and preventive measures over the projection for the year.
- ◆ Schedules were adjusted and staff members volunteered time to continue to provide underfunded programs, such as our Junior Lifeguard Program and Ocean Awareness presentations through the schools.
- ◆ Ocean Rescue in conjunction with the Fire Department launched a new program to provide free CPR classes for City employees and Delray Beach residents.
- ◆ The Ocean Rescue staff completed 153 hours of tower and equipment maintenance during the fiscal year along with 2,556 community service hours.
- ◆ Ocean Rescue officer Lindsay Kenney earned two national titles with first place finishes in the Women's Paddleboard Race and The American Ironman (female division). After these prestigious victories, Lindsay Kenney was selected to be a member of the USLA World Team which is comprised of the twelve best competitors in the country.
- ◆ Planning for beach renourishment project.

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 Annual Antique Show, serving as the operation center for the International ITC Tennis Championships/Chapmions Tour, Chris Evert Pro Celebrity Tournament, Project Holiday Karate Tournament and XPE Sports training sessions.

Performance Measures	2011 Actual	2012 Actual	2013 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.

Average number of weekly participants in adult programs (aerobics and badminton)	109	43	55
Average number of weekly participants in youth programs (youth basketball)	32	15	30
Average number of weekly open gym participants	14	17	20
Average number of weekly participants in meetings	100	180	220

Objective: Increase usage of the center for meeting space by local civic / public groups.

Average number of weekly meetings (Church Service, Bible study, Al Anon, HOA's, etc.)	5	4	5
Average number of meetings in conference room/quarter	28	32	45
Number of special events at the Community Center	9	6	8
Average number of weekly rentals	3	1.25	3

Objective: Provide a safe environment for the Out of School Program.

Number of participants in the Out of School Program	166	88	100
Average monthly exit time for fire drills-minutes*	2.80	3.0	3.0
Average monthly exit time for crisis response drills-minutes*	3.0	3.0	3.0

Staffing Levels	10-11	11-12	12-13
Recreation Supervisor III	1	1	1
Staff Assistant II	1	1	1
Building Maintenance Worker	1	1	1
FTEs	<u>.68</u> 3.68	<u>.68</u> 3.68	<u>.68</u> 3.68

Community Center

General Fund

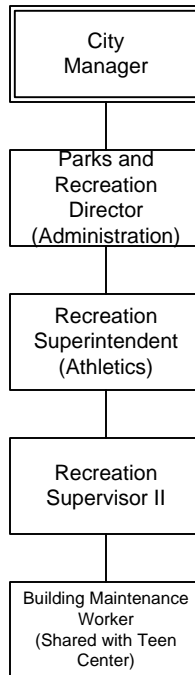
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Recreation Facility Rental	\$16,231	\$15,706	\$14,000	\$16,000
Total Revenues	\$16,231	\$15,706	\$14,000	\$16,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$202,402	\$188,813	\$205,870	\$201,800
Operating Expenses	100,754	75,351	82,764	79,640
Capital Outlay	0	0	7,151	0
Total Expenditures	\$303,156	\$264,164	\$295,785	\$281,440
Per Capita	\$4.75	\$4.11	\$4.86	\$4.58

2011-12 Accomplishments

- ◆ The Community Center hosted six special events at the Community Center in striving to increase their usage of the center. It was used as a site for early voting during August and the host site for XPE Sports Training for future NFL players along with other events.
- ◆ Haunted Halls of Horror was held at the Community Center from October 21 - November 1 with over 300 people going through the Haunted House. The event kicked the 2012 year off with plans for the event to return in the fall of 2013.
- ◆ A Clay Creations class was started in the summer of 2012 teaching students the basics of working with clay and pottery. The class will continue in the future on Thursday evenings.

Parks and Recreation Department
Veterans Park



Program: Veterans Park

Veterans Park includes a recreation center complete with kitchen facilities, lounge area with a television and DVD player, piano and a library. A large meeting room available for club meetings and classes is equipped with a projection screen and podium with microphone. Year round programs being 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. Starting in the summer of 2012 we will be offering an art and music summer program. Bus trips to theaters, museums, points of interest, and professional sporting events such as a Marlins baseball game are offered to all age groups during the "snowbird" season. The center has an art gallery to support the local artists; paintings are rotated approximately every three months. Veterans Park is open from 8:00am to 4:30pm Tuesday through Saturday. The center is also available upon request for evening activities and rentals.

The exterior grounds have seven lighted lawn bowling courts and sixteen lighted shuffleboard courts. Several tournaments are held throughout the year. A covered patio with handicap accessible picnic tables and several grills 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	2011 Actual	2012 Actual	2013 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 lawn bowling, shuffleboard, chess and bridge activities.

Number of lawn bowling memberships	38	40	45
Number of lawn bowling participants	1,273	1,263	1,300
Number of shuffleboard memberships	2	6	10
Number of shuffleboard participants	624	575	600
Number of chess memberships	23	12	15
Number of chess participants	423	563	600
Number of bridge memberships	47	44	50
Number of bridge participants	1,442	1,738	1,800

Objective: To increase the number of participants in classes, center activities, and events.

Number of adult class participants	2,751	1,536	2,000
Number of children/kids class participants	3,971	3,122	3,400
Number of day trip participants	101	44	60
Number of participants at rentals and special events	4,005	5,159	5,200
Number of civic/community group participants	1,738	1,573	1,700

Staffing Levels	10-11	11-12	12-13
Recreation Supervisor II	1	1	1
Building Maintenance Worker	.5	.5	0
FTEs	<u>.45</u>	<u>.39</u>	<u>.92</u>
	1.95	1.89	1.92

Veterans Park

General Fund

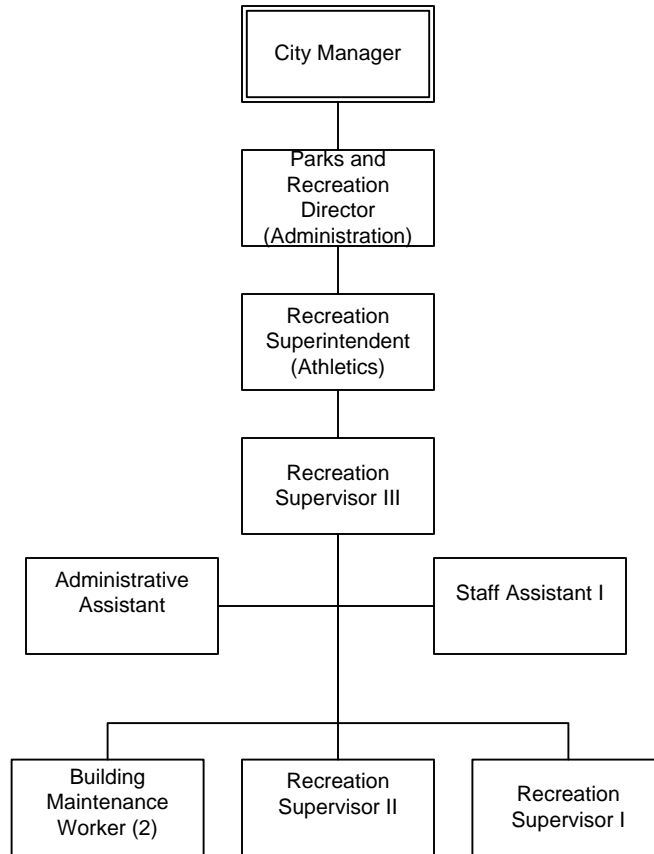
Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Recreational Facility Rental	\$10,645	\$7,155	\$8,000	\$9,000
Riverboat Water Tours	18,409	20,311	18,500	18,500
Adult Center	1,461	1,066	1,500	1,500
Total Revenues	\$30,515	\$28,532	\$28,000	\$29,000

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$101,917	\$99,001	\$106,599	\$90,890
Operating Expenses	47,092	41,374	39,518	40,820
Capital Outlay	0	0	0	0
Total Expenditures	\$149,009	\$140,375	\$146,117	\$131,710
Per Capita	\$2.34	\$2.19	\$2.40	\$2.14

2011-12 Accomplishments

- ◆ Shuffleboard memberships increased by 20% over the projection and 300% over the previous year.
- ◆ Chess participation was up 12% over the projection and 33% above the previous year.
- ◆ Bridge participation increased 16% above the projection and 20% above the previous year.
- ◆ On October 29th, the Kids Fest was held at Veterans Park after the Halloween Parade. Almost 500 attended and took part in the various demonstrations, exhibits, games and music.
- ◆ The Park also hosted several Kids Play Free Demo days where the instructors showcased the classes that they hold here. 73 families participated.
- ◆ On November 19, 2012 the Lawn Bowling Club hosted a tournament and luncheon with a club from London, England.
- ◆ On June 23rd, the park participated in the Annual Mom and Son Challenge. Twenty three teams of mothers and sons played shuffleboard, put together giant floor puzzles and tested their endurance in the park's gazebo.
- ◆ The Mark Gerretson Memorial 18th Annual Fishing Tournament was held on August 11. The fish weigh in, barbeque and awards ceremony was from 10 AM - 4 PM.
- ◆ On February 18th, the Veterans Park took a bus to Lion Country Safari with 22 people and on March 24th, 24 people attended a Miami Marlins baseball game.
- ◆ Veterans Park increased the number of participants at rentals and special events exceeding their projection by 15%.

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, 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, Soul 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, Fall FreeWay, 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	2011 Actual	2012 Actual	2013 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 organized leagues with clinics and at least one tournament per year.

Number of tennis, flag football, and fast-pitch leagues	2	8	8
Number of attendance: tennis, racquetball and ball fields	30,954	39,022	39,000
Number of tournaments	1	10	10
Number of clinics	4	4	4

Objective: To increase use of the center by community groups and associations; develop evening programs for adults and youth.

Number of community groups/associations per month	45	42	45
Number of class/activity participants	12,334	21,386	22,000
Adult evening classes/activities*	78	34	50
Youth evening classes/activities*	94	61	75
Senior Program participants	3,283	8,170	8,900
<i>*City sponsored classes</i>			

Objective: To plan and organize indoor athletic leagues and clinics for adults and youths.

Number of adult leagues/Clinics	1	8	8
Number of youth leagues/Clinics	2	21	21
Number of adult participants/attendees	5,127	10,168	11,000
Number of youth participants/attendees	6,439	10,814	11,000

Staffing Levels	10 - 11	11-12	12-13
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>4.26</u>
	11.75	12.01	11.26

Pompey Park

General Fund

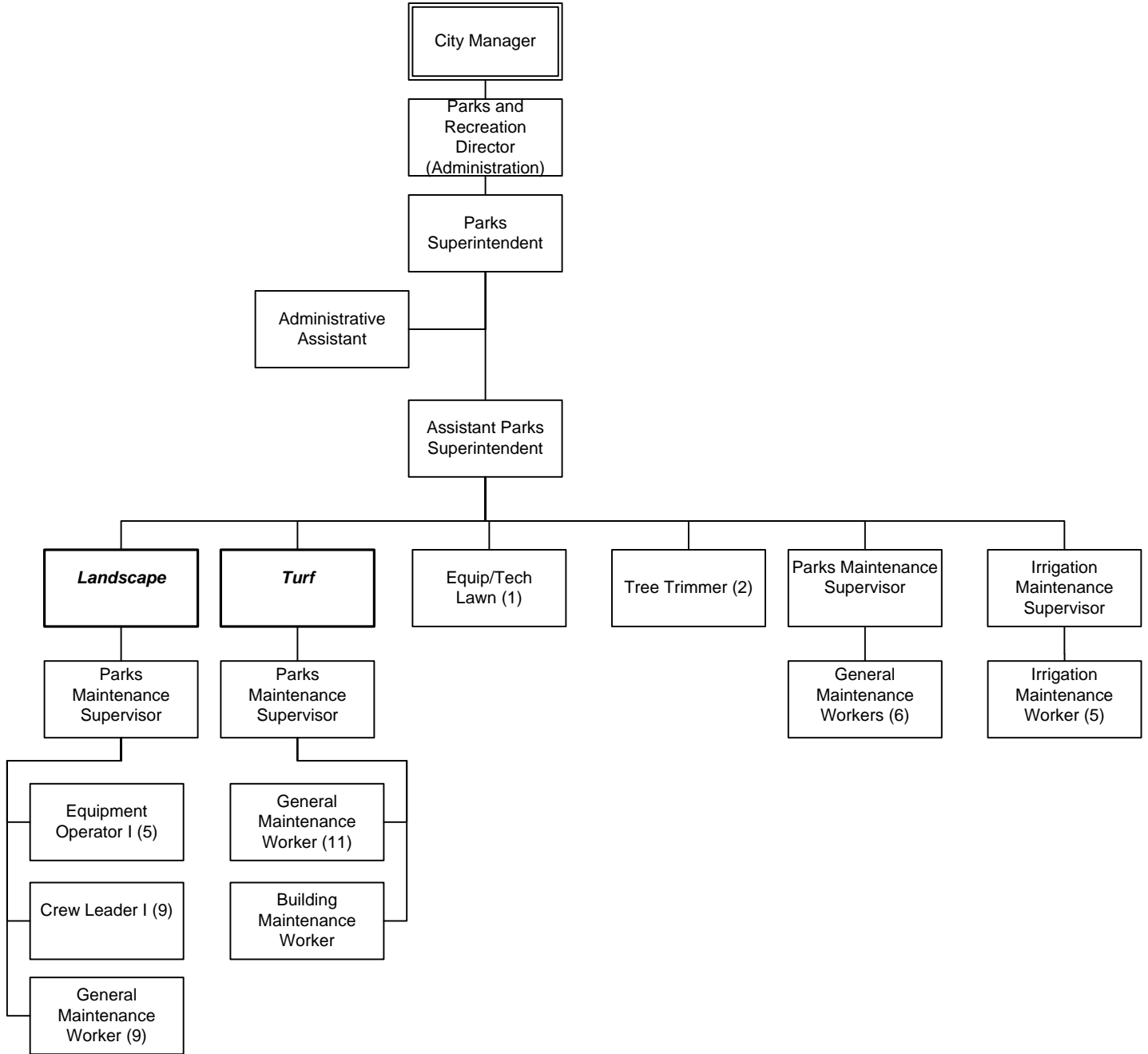
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Recreation Facility Rental	\$12,949	\$18,150	\$15,000	\$15,000
Recreational Swimming	3,589	0	0	0
Swim Lessons	3,335	0	0	0
Total Revenues	\$19,873	\$18,150	\$15,000	\$15,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$582,853	\$497,772	\$525,264	\$519,440
Operating Expenses	333,166	288,121	275,668	281,120
Capital Outlay	6,267	0	24,558	17,000
Grants & Aids	0	0	0	0
Total Expenditures	\$922,286	\$785,893	\$825,490	\$817,560
Per Capita	\$14.46	\$12.24	\$13.57	\$13.29

2011-12 Accomplishments

- ◆ The number of class and activity participants increased by 73% over the fiscal year 2011 actuals.
- ◆ The Performance Measure for senior program participation was 148% higher than the previous year.
- ◆ Youth and adult indoor athletic leagues also increased their participation levels (68% for youth and 98% for adults).
- ◆ The increase in participation also reflects on revenue generated with over \$20,000 from the athletic program at Pompey Park in the fourth quarter.
- ◆ The Delray Divas (Steppers) participated in two competitive Step Shows receiving 1st Place and Superior ratings.
- ◆ The Diamonds and Pearls (Dancers) participated in five Holiday Parades throughout the South Florida Community including a stellar and superior performance at the Bethune Cookman University Homecoming Parade and the Delray Beach Annual Holiday Parade.
- ◆ The Delray Lady Blazers participated in a USSSA (United States Specialty Sports Association) basketball tournament.
- ◆ The National Netball Association hosted the First Annual Netball Jingle Bell Tournament each player or team donated toys to Pompey Park and those toys were donated to the Delray Beach vocational school. Over seventy unwrapped toys were donated.

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 City-wide groups and associations conducting special events as well as for regularly scheduled events and activities.

Performance Measures	2011 Actual	2012 Actual	2013 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.

Objective: 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 thru October)	50	48	50
Maintenance rating for parks of Excellent or Good (Citizen Survey)	52%	86%	86%

Objective: To trim and prune trees throughout the City as needed. Apply fertilizer as needed.

Number of sites maintained	246	246	246
Number of fertilizer applications for:			
Turf (includes weed and feed)	3	2	3
Palm Trees	5	2	5
Ornamental Shrubs	4	4	4
Number of hardwood trees pruned and trimmed	225	300	300
Number of palm trees pruned and trimmed	1,280	1,280	1,280

Objective: To monitor private vendor contracts for landscape services. To inspect facilities, equipment, and irrigation systems to achieve a high level of cleanliness and maintenance.

Number of contracts monitored on a weekly basis	12	12	12
Number of daily inspections	246	246	246

Objective: To ensure safe, accessible and sanitary restroom services throughout the City Parks on a daily basis.

Number of restrooms maintained daily	54	54	54
Accessibility of facilities rating of Excellent or Good (Citizen Survey)	80%	80%	80%

Staffing Levels	10-11	11-12	12-13
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 (1 frozen position)	2	2	2
Equipment Operator I (1 frozen position)	5	5	5
Irrigation Maintenance Worker	4	5	5
General Maintenance Worker (8 frozen positions)	27	26	26
Building Maintenance Worker	1	1	1
FTEs	<u>1.3</u>	<u>1.25</u>	<u>1.25</u>
	57.3	57.25	57.25

Parks Maintenance

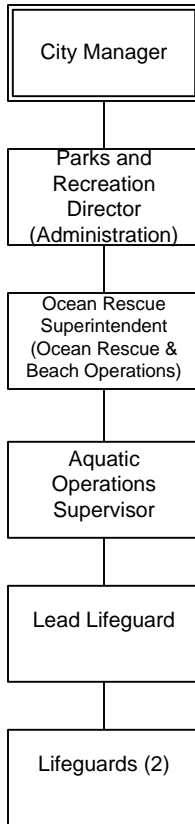
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$2,431,959	\$2,267,019	\$2,295,676	\$2,318,480
Operating Expenses	1,532,967	1,611,853	1,538,385	1,503,950
Capital Outlay	1,640	1,296	10,030	14,860
Total Expenditures	\$3,966,566	\$3,880,168	\$3,844,091	\$3,837,290
Per Capita	\$62.18	\$60.42	\$63.19	\$62.40

201-12 Accomplishments

- ◆ Parks Maintenance achieved 100% of their goal in maintaining our Parks throughout the City and maintained this even during their clean up after Tropical Storm Isaac.
- ◆ Parks Maintenance planted 8 palms, 8 trees, 2,707 flowering plants, 1,133 shrubs/bushes/small trees, 175 ferns/grasses and laid 29 pallets of sod in the parks, public buildings and beautification areas.

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, 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	2011 Actual	2012 Actual	2013 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.

	PPP*	DST**	PPP*	DST**	PPP*	DST**
Youth instructional swim participants	5,248	387	7,500	4,331	7,500	0
Adult instructional swim participants	375	100	1,493	757	1,500	0
Recreational swim attendance	5,710	2,032	6,938	2,246	7,000	0

Objective: To increase use of the pool by community groups and associations; implement evening adult and youth classes.

	PPP*	DST**	PPP*	DST**	PPP*	DST**
Number of community group users	10	9	33	8	35	0
Number of adult classes/activities	5	2	23	8	25	0
Number of youth classes/activities	13	2	18	10	20	0
Aquatics Programs/Special Events	3	0	27	8	25	0

* Pompey Park Pool numbers ** Delray Swim and Tennis Club closed 10/1/2012

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 lifeguard instructors	2	5	7
Number of staff certified as water safety instructors	5	8	7
Number of staff certified as water safety aides	1	4	6

Staffing Levels	10-11	11-12	12-13
Aquatic Operations Supervisor	1	1	1
Lead Lifeguard	1	1	1
Lifeguards	2	2	1
FTEs	<u>2.61</u>	<u>2.6</u>	<u>1.81</u>
	6.61	6.6	4.81

Aquatics Operations

General Fund

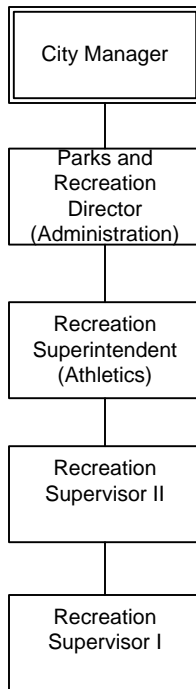
	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Recreational Swimming	\$0	\$7,112	\$10,000	\$4,900
Red Cross Classes	0	90	1,000	1,000
Swim Lessons	0	6,400	2,000	3,500
Total Revenues	\$0	\$13,602	\$13,000	\$9,400

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$261,861	\$247,667	\$258,120	\$204,730
Operating Expenses	103,800	116,349	90,068	79,410
Capital Outlay	0	0	0	0
Total Expenditures	\$365,661	\$364,016	\$348,188	\$284,140
Per Capita	\$5.73	\$5.67	\$5.72	\$4.62

2011-12 Accomplishments

- ◆ The Aquatics Division had significant increases in swimming lesson participants. The youth instructional swim increased by 95% and the adult instructional swim increased by 117% compared to the previous fiscal year.
- ◆ A new scuba program was added along with a mentoring program called Pool-N-School.
- ◆ Pompey Park Pool and the Delray Swim Club both showed an increase in the number of Special Events projected by 170% and 300% respectively.

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 Halloween Party.

Performance Measures	2011 Actual	2012 Actual	2013 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 courts and tennis courts checked daily*	280	280	290
Splash Park controls checked daily*	280	280	290
Community Service Workers	10	13	15

*Park is checked daily by Park Rangers and Parks Maintenance Staff

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	20,742	21,660	22,000
Number of basketball participants	6,946	7,699	7,700
Number of yearly tennis and fitness trail participants	4,683	5,706	6,000
Number of pavilion rentals	117	106	110

Objective: Provide special events for the community and programs to increase parent to child interaction.

Number of Winter & Spring Camp participants (new)*		19	30
Numbers of Start Smart program participants-parent/child	298	411	420
Numbers of tennis programs participants	93	97	100
Preschools that participate in the Sports Program	4	3	3
Number of Summer Camp participants*	14	23	23

Objective: To increase teen participation through sports programs, vocational programs and field trips

Number of teen participants per field trips	14	8	15
Number of outdoor basketball leagues	5	7	7

Objective: To create a partnership with local schools and organizations.

Number of schools and camps utilizing the facility	49	49	50
Partnership with outside agencies	20	28	35

Staffing Levels	10-11	11-12	12-13
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
FTEs	<u>.66</u>	<u>.60</u>	<u>1.16</u>
	2.66	2.60	3.16

Catherine Strong Park

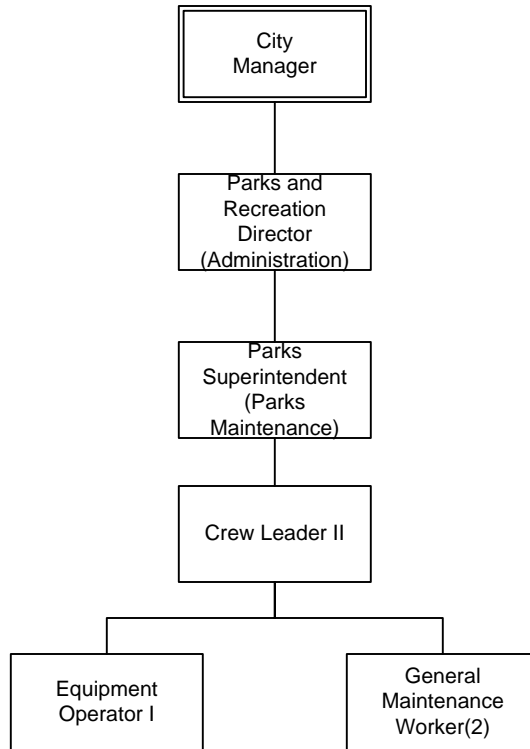
General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$136,926	\$107,506	\$144,925	\$148,670
Operating Expenses	47,385	47,343	49,628	49,790
Capital Outlay	0	0	0	0
Total Expenditures	\$184,311	\$154,849	\$194,553	\$198,460
Per Capita	\$2.89	\$2.41	\$3.20	\$3.23

2011-12 Accomplishments

- ◆ Participation in the Start Smart Programs increased by 37% over the projection from 300 to 411.
- ◆ The number of outdoor basketball leagues increased by 40%.
- ◆ Tennis and fitness trail participation had an increase of 21%.
- ◆ In providing special events for the community, Catherine Strong showed an increase of 20% in the number of camp participants for the fiscal year with over 20 different camps utilizing the park in June.
- ◆ Catherine Strong held a movie night for families.
- ◆ Summer Camp Program was a success. Once again, the program filled to capacity with the addition of a trailer to house the kids.

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	2011 Actual	2012 Actual	2013 Projected
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Goal: Coordinate with city clerks 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*	122	136	150
Labor hours for interments (average of 10 hours per interment, two employees 5 hours each)	1,220	1,360	1,500

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**	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	2	5
Palm Trees	5	2	2
Ornamental Shrubs	4	3	2

**38 acres x 52 weeks

Staffing Levels	10-11	11-12	12-13
Crew Leader II	1	1	1
Equipment Operator I	1	1	1
General Maintenance Worker	2	2	2
	4	4	4

Cemetery

General Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Cemetery Fees, Open/Close	\$65,750	\$63,605	\$65,000	\$65,000
Total Revenues	\$65,750	\$63,605	\$65,000	\$65,000

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$233,740	\$220,679	\$229,910	\$226,440
Operating Expenses	144,761	150,481	151,317	147,770
Capital Outlay	3,517	2,374	2,036	4,760
Total Expenditures	\$382,018	\$373,534	\$383,263	\$378,970
Per Capita	\$5.99	\$5.82	\$6.30	\$6.16

2011-12 Accomplishments

- ◆ This division maintained 100% of their goals in maintaining the facility through the weekly mowing, weeding and litter control.

Miscellaneous

Grants and Aids

General Fund

Expenditures by Organization	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Economic Development	\$0	\$20,000	\$34,500	\$0
Economic Incentive-ABC Carpet	0	0	0	0
Joint Venture	38,000	35,000	38,000	70,000
Nonprofit Resource Institute	0	0	0	0
American Legion	0	0	12,500	0
<i>Economic Environment</i>	\$38,000	\$55,000	\$72,500	\$70,000
Aid to Victims of Domestic Assault	\$0	\$0	\$0	\$0
American Legion	0	0	12,500	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	23,750	22,750	22,750	22,750
Urban League	0	0	0	0
Boys and Girls Club	28,500	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>	\$64,250	\$59,750	\$72,250	\$59,750
Other Grants and Aids	\$0	\$0	\$0	\$0
Expanding and Preserving Our Cultural Heritage	33,250	31,000	31,000	31,000
Friends of Sandoway House	22,800	20,000	20,000	20,000
Delray Beach Chorale	0	30,000	24,000	24,000
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>	\$1,704,300	\$1,729,250	\$1,723,250	\$1,723,250
Total Expenditures	\$1,806,550	\$1,844,000	\$1,868,000	\$1,853,000
Per Capita	\$28.32	\$28.71	\$30.71	\$30.13

Miscellaneous

General Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Operating Expenses	524,448	42,301	90,715	29,950
Capital Outlay	0	0	0	0
Manger's Contingency	0	0	476,978	70,740
Debt Service	5,023,742	5,012,566	5,644,910	5,365,330
CRA-Ad Valorem Taxes	7,405,249	6,418,010	6,404,980	6,455,940
CRA-Other	26,314	17,802	22,500	192,500
Transfers	3,457,051	4,243,894	2,835,470	3,592,780
Total Expenditures	\$16,436,804	\$15,734,573	\$15,475,553	\$15,707,240
Per Capita	\$257.67	\$245.02	\$254.40	\$255.42

Water and Sewer Fund

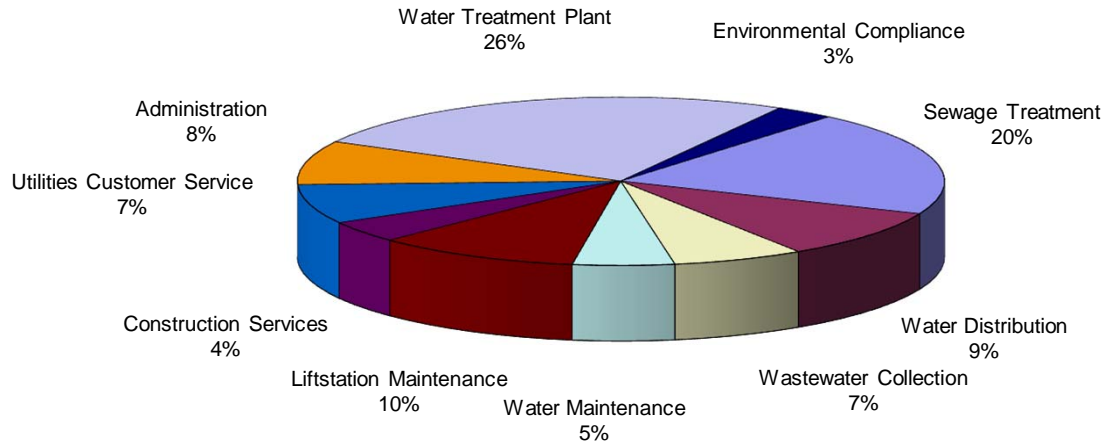
Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Revenue	\$0	\$0	\$3,143,351	\$252,250
Intergovernmental Revenue	\$0	\$132,175	\$0	\$220,000
Charges for Services	31,861,347	31,962,662	31,934,040	31,288,040
Miscellaneous Revenue	379,238	396,717	20,000	5,000
Non-Revenues	-795,926	-1,186,831	103,000	103,000
Total Revenues	\$31,444,659	\$31,304,723	\$35,200,391	\$31,868,290

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$7,693,945	\$7,612,548	\$7,812,220	\$7,684,270
Operating Expenses	14,610,137	14,393,437	11,844,103	11,052,590
Capital Outlay	0	0	2,291,688	187,100
Grants and Aids	0	0	0	0
Non-Operating Expenses	5,841,120	6,587,810	7,315,510	6,996,830
Debt Service	1,897,584	4,559,464	5,936,870	5,947,500
Total Expenditures	\$30,042,786	\$33,153,259	\$35,200,391	\$31,868,290
Per Capita	\$470.97	\$516.26	\$578.66	\$518.23

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Utilities Customer Service	1,235,460	1,184,006	1,283,899	1,269,680
Environmental Services Administration	\$1,271,281	\$1,435,353	\$1,554,866	\$1,422,420
Water Treatment and Storage	4,172,628	4,156,186	4,288,304	4,277,840
Environmental Compliance	502,868	504,312	492,320	494,670
Sewage Treatment	3,348,839	2,923,995	3,374,330	3,405,920
Water Distribution	1,581,009	1,465,404	1,625,737	1,588,240
Wastewater Collection	1,099,981	1,047,414	1,100,010	1,102,940
Water Maintenance	833,775	833,401	848,723	853,140
Liftstation Maintenance	1,729,791	1,711,860	1,705,183	1,722,460
Construction Services	724,334	709,658	699,670	697,900
Miscellaneous	13,542,820	17,181,670	18,227,349	15,033,080
Total Expenditures	\$30,042,786	\$33,153,259	\$35,200,391	\$31,868,290

Water and Sewer Fund

**Water and Sewer Fund
FY 2012 Budget by Program**



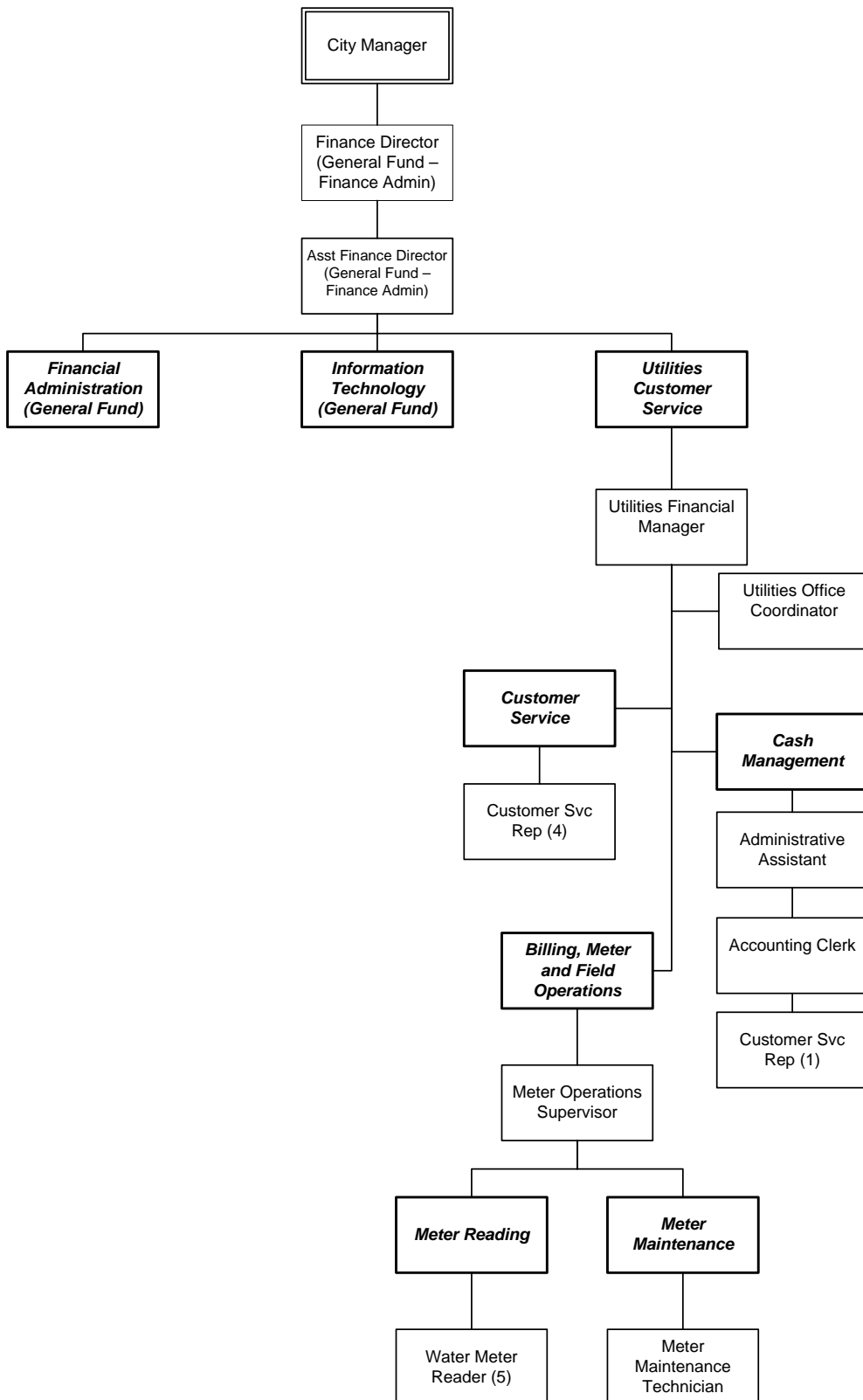
Staffing Levels By Department	10-11	11-12	12-13	Page No.
Utilities Customer Service	16	16	16	170
Environmental Services Administration	12.5	14	14	176
Water Treatment and Storage	13	13	13	179
Water Distribution	20	20	20	182
Environmental Compliance	5	5	5	185
Wastewater Collection	14	14	14	188
Water Maintenance	10	10	10	193
Liftstation Maintenance	18	18	18	197
Construction Services	8	8	8	199
Total Authorized Personnel	116.5	118	118	

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	2011 Actual	2012 Actual	2013 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	21,300	21,596	21,800
Billing cost per meter/account number for Customer Service	\$2.70	\$2.76	\$2.70
Read meters within 28-32 days of previous reading	100%	100%	100%
Number of estimated routes	3	51	3
Number of months that individual meter estimates are 4% or less**	12	6	12

* Routes are sometimes estimated due to shortage of staff. We have had 1 meter reader on extended leave since May 2012 and another meter reader out on extended leave for a month in September.

** 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)		N/A	25%

Objective: Provide a comprehensive collection program.

To lien a delinquent status property within six months	64%	75%	85%
Number of liens recorded	301	331	500

Staffing Levels	10-11	11-12	12-13
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
Meter Maint./Compliance Technician	<u>1</u>	<u>1</u>	<u>1</u>
	16	16	16

Utilities Customer Service

Water and Sewer Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Water Service Charges	\$246,366	\$266,363	\$210,000	\$250,000
Total Revenues	\$246,366	\$266,363	\$210,000	\$250,000

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$922,838	\$880,288	\$899,040	\$895,120
Operating Expenses	312,622	303,718	384,110	374,560
Capital Outlay	0	0	749	0
Total Expenditures	\$1,235,460	\$1,184,006	\$1,283,899	\$1,269,680
Per Capita	\$19.37	\$18.44	\$21.11	\$20.65

2011-12 Accomplishment:

- ◆ Received Commission approval to renovate entire administration office which will improve customer service, improve security for staff and funds and make ADA compliant.
- ◆ Overhauled customer service. Hired three customer service representatives and promoted a new head cashier from within, resulting in a significant drop in customer complaints.



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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	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Charges for Services	\$31,861,347	\$31,962,662	\$31,934,040	\$31,288,040
Construction Services Revenues	0	0	0	0
Miscellaneous	1,669	495	0	0
Project Inspection Fee (General Fund)	15,511	5,414	5,000	8,000
Public Works Revenues (General Fund)*	1,052,495	1,067,506	1,277,100	1,175,000
City Garage Fund	5,145,892	5,179,593	4,698,967	5,433,180
Stormwater Utility Fund**	2,163,230	2,203,717	3,752,902	2,870,390
Total Revenues	\$31,878,527	\$31,968,571	\$31,939,040	\$31,296,040

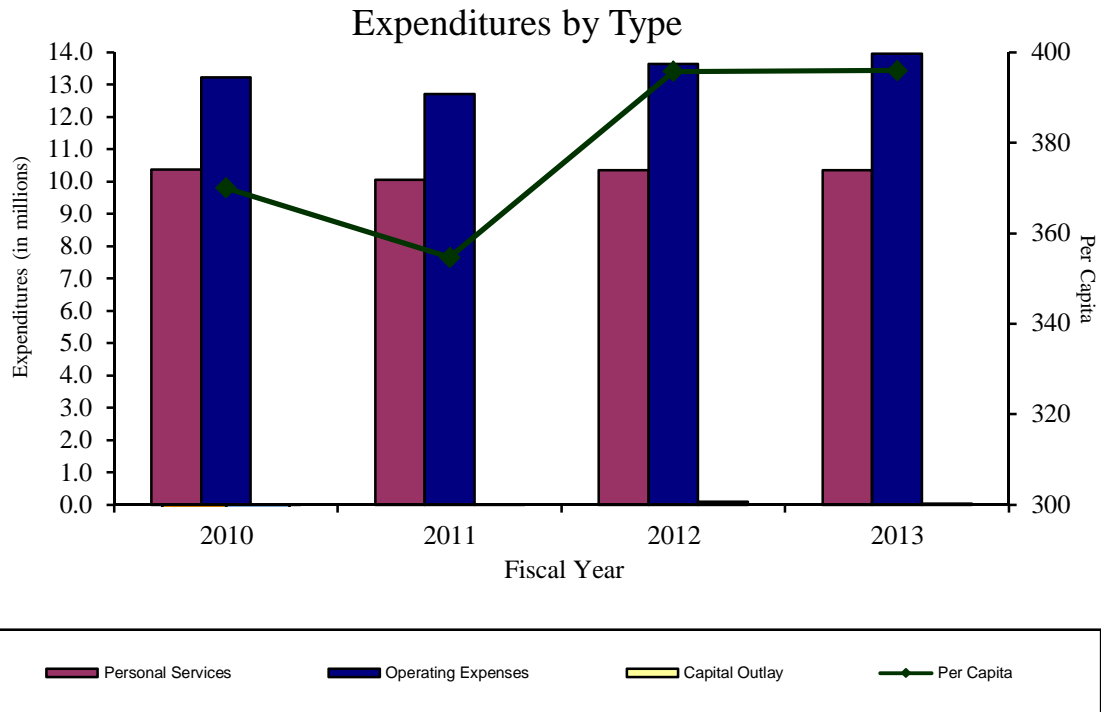
Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$10,370,341	\$10,063,782	\$10,351,470	\$10,355,780
Operating Expenses	13,232,746	12,706,070	13,643,923	13,957,740
Capital Outlay	1,775	5,830	82,676	36,770
Total Expenditures	\$23,604,862	\$22,775,682	\$24,078,069	\$24,350,290
Per Capita	\$370.05	\$354.66	\$395.82	\$395.97

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Administration	\$1,271,281	\$1,435,353	\$1,554,866	\$1,422,420
Water Treatment and Storage	4,172,628	4,156,186	4,288,304	4,277,840
Environmental Compliance	502,868	504,312	492,320	494,670
Sewage Treatment	3,348,839	2,923,995	3,374,330	3,405,920
Water Distribution	1,581,009	1,465,404	1,625,737	1,588,240
Wastewater Collection	1,099,981	1,047,414	1,100,010	1,102,940
Water Maintenance	833,775	833,401	848,723	853,140
Liftstation Maintenance	1,729,791	1,711,860	1,705,183	1,722,460
Construction Services	724,334	709,658	699,670	697,900
Engineering (General Fund)	620,916	252,705	280,660	673,480
Public Works (all General Fund divisions)*	3,916,860	3,568,379	3,787,190	3,974,160
Fleet Maintenance (City Garage Fund)	2,828,447	3,025,668	3,142,850	3,103,380
Stormwater System Administration and Maintenance	974,133	1,141,347	1,178,226	1,033,740
Total Expenditures	\$23,604,862	\$22,775,682	\$24,078,069	\$24,350,290
% Covered by Department Revenues	135.05%	140.36%	132.65%	128.52%

*For breakdown, refer to page 103

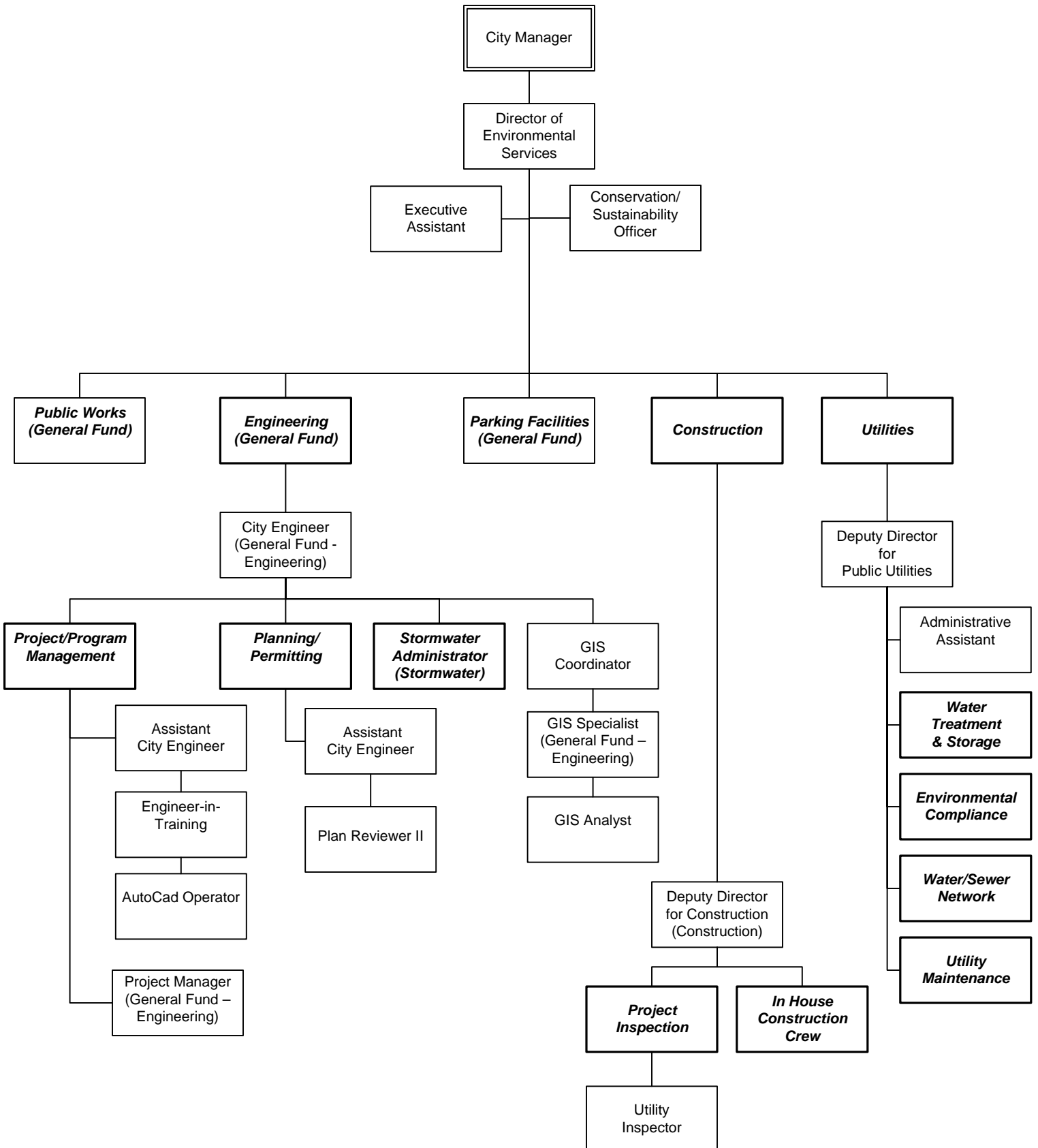
**For breakdown, refer to page 237

Environmental Services Department



Staffing Levels by Department	10-11	11-12	12-13
Administration	12.5	14	14
Water Treatment and Storage	13	13	13
Environmental Compliance	5	5	5
Water Distribution	20	20	20
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>	100.5	102	102
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	1.5	1.5
Stormwater System Maintenance	5	5	5
<i>Subtotal - Stormwater Utilities Fund</i>	6	6.5	6.5
Fleet Maintenance	12	12	12
<i>Subtotal - City Garage Fund</i>	12	12	12
Total Authorized Personnel	151	153	153

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	2011 Actual	2012 Actual	2013 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	98%	97%	95%
Divisional performance measures met or exceeded	57%	84%	90%

Objective: Equitable and timely administration of Personnel Policies and Procedures.

Employee attendance at training sessions (Voluntary only)	17	27	25
Employee evaluations processed within 2 weeks of anniversary	69%	65%	90%
Grievances/conflicts resolved at the department level	83%	91%	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	35	24	12
Water Conservation educational forums	0	2	4

Staffing Levels	10-11	11-12	12-13
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 II	0	1	1
Executive Assistant	1.5	1.5	1.5
GIS Analyst	1	1	1
GIS Coordinator	1	1	1
Conservation/Sustainability Officer	0	.5	.5
Administrative Assistant	2	2	2
	12.5	14	14

Environmental Services Administration

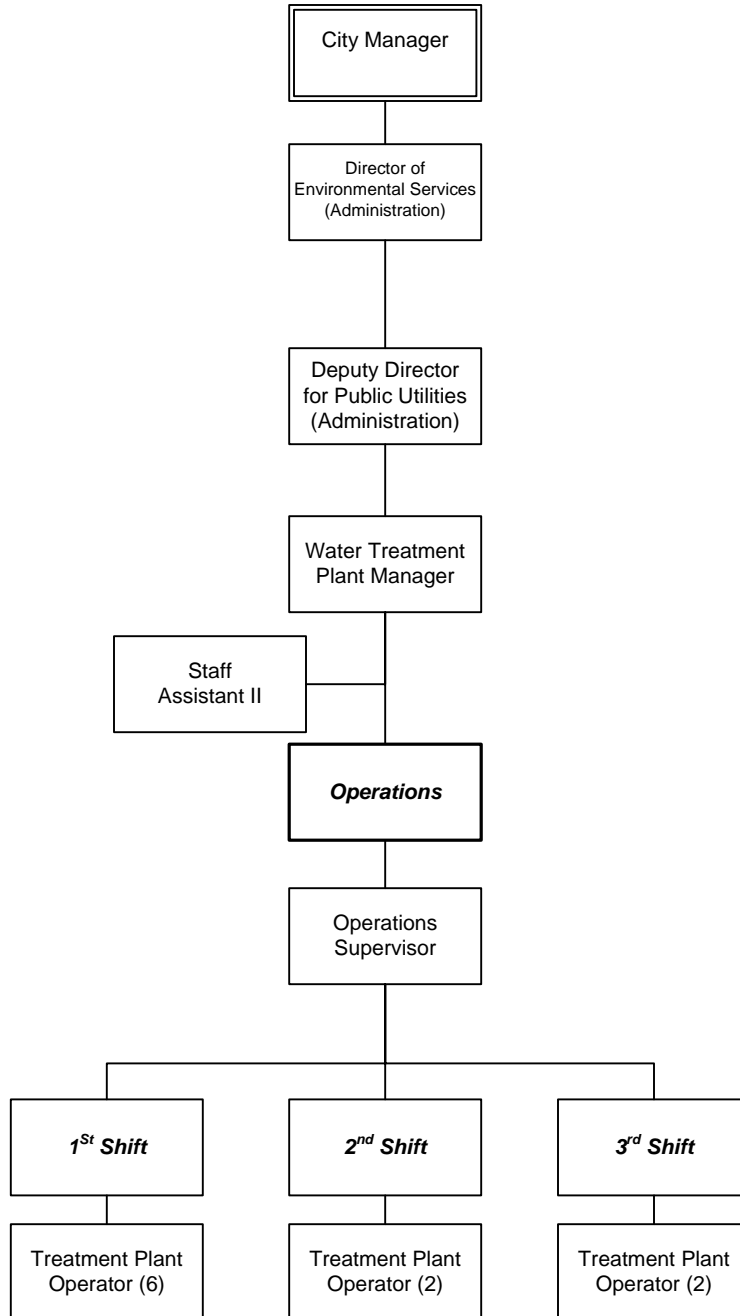
Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,109,578	\$1,262,491	\$1,345,470	\$1,256,590
Operating Expenses	161,703	172,862	195,146	165,830
Capital Outlay	0	0	14,250	0
Total Expenditures	\$1,271,281	\$1,435,353	\$1,554,866	\$1,422,420
Per Capita	\$19.93	\$22.35	\$25.56	\$23.13

2011-12 Accomplishments

- ◆ Completed reconstruction of boat ramps at Mangrove Park on the Intracoastal Waterway south of SE 10th Street. Final funding almost exclusively by grants from the Florida Inland Navigation District (FIND) and the Florida Fish and Wildlife Conservation Commission (FWC).
- ◆ Balanced Water & Sewer Fund 2013 budget with no rate increase for the fourth consecutive year.
- ◆ Reduced general fund expenses by \$35,000 in the 2013 budget by transferring qualified Public Works divisional operating expenses to Storm Water Utility Enterprise Fund.

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	2011 Actual	2012 Actual	2013 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)	17%	61%	90%
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	17%	42%	90%
Monthly average water pressure (P.S.I.)	54	54	54

Objective: Ensure consistent operational reliability of all water treatment and storage facilities.

Cleaning, descaling, and preventive maintenance of clarifiers	2	1	3
Cleaning and preventive maintenance of 2 sludge thickeners	2	2	2
Semi-Annual Washwater Recovery Basin cleaning	2	1	1
Weekly site inspections of Water Treatment Plant and four re-pump facilities to include report and required maintenance	260	260	260

Staffing Levels	10-11	11-12	12-13
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	0	1	1
Treatment Plant Operator B	2	1	3
Treatment Plant Operator C	4	5	4
Treatment Plant Operator Trainee	<u>2</u>	<u>1</u>	<u>0</u>
	13	13	13

Water Treatment and Storage

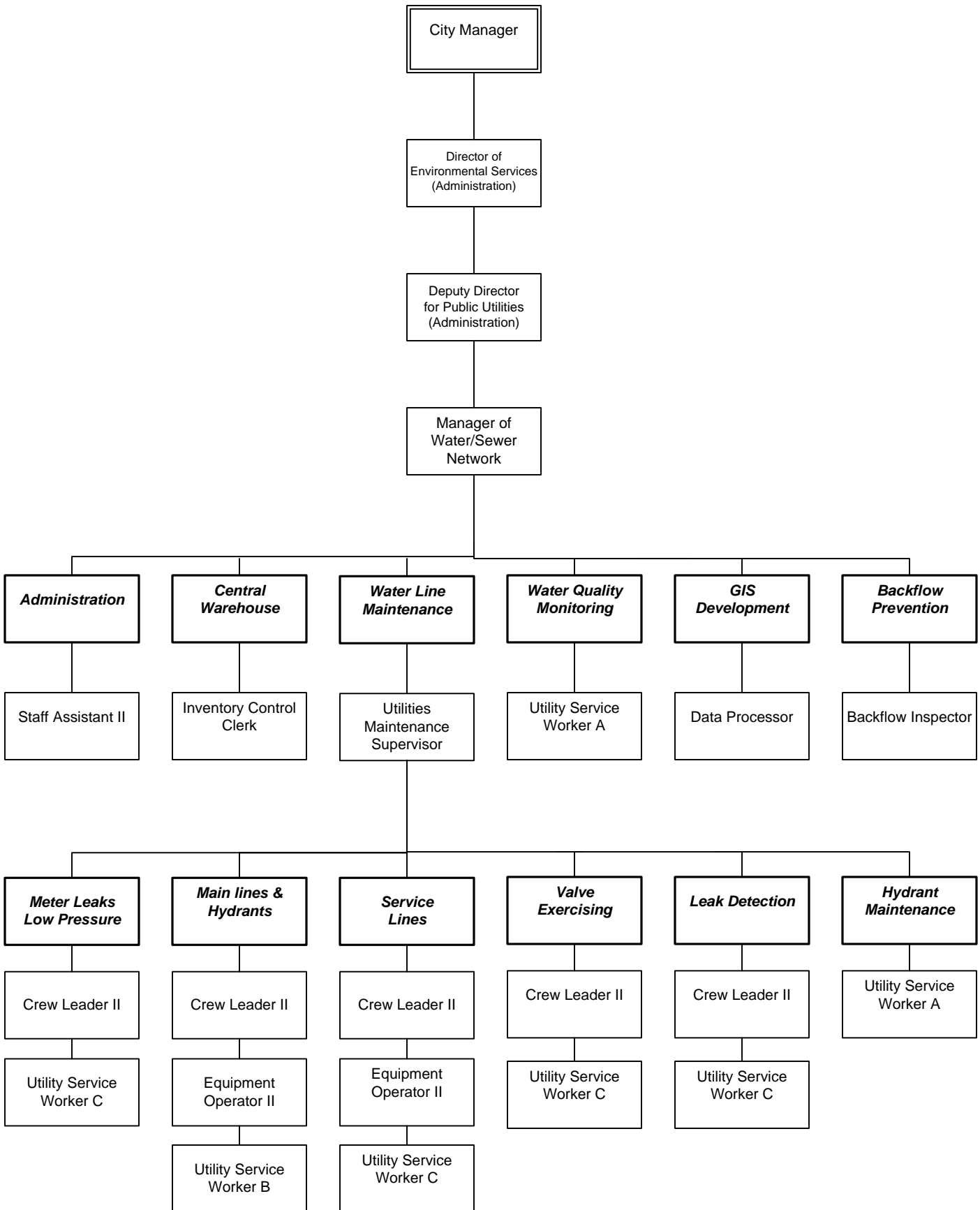
Water and Sewer Fund

Expenditures by Type	2010	2011	2012	2013
	Actual	Actual	Revised	Budget
Personal Services	\$938,321	\$894,899	\$920,650	\$897,560
Operating Expenses	3,234,307	3,261,287	3,363,236	3,368,280
Capital Outlay	0	0	4,418	12,000
Total Expenditures	\$4,172,628	\$4,156,186	\$4,288,304	\$4,277,840
Per Capita	\$65.41	\$64.72	\$70.50	\$69.56

2011-12 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 capacity.
- ◆ Achieved superior results of required lead and copper testing through adjustments to chemical treatment and dosage to improve corrosion control in the distribution system.
- ◆ Extended the useful life of the carbon dioxide tank through complete rehabilitation.
- ◆ 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, 21,361 service lines, 8,570 valves and 2,660 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 reorder and stock these items, and conduct physical inventories.

Performance Measures	2011 Actual	2012 Actual	2013 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	408	442	400
% repaired within one hour	100%	100%	100%
Service line replacement/new installation	18	24	24
% 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	113	132	150
% 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)	1988	2360	5,000
Valves inspected/exercised	3,257	2482	4,500
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	790	473	800

Objective: Prevent water system contamination through administration of the City's Backflow Prevention Program.

City owned backflow devices inspected (once per year)	442	459	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%
Inventory turnover rate	3.47	3.57	4.0

Staffing Levels	09-10	10-11	11-12
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	5
Equipment Operator II	2	2	2
Utility Service Worker A	3	2	2
Utility Service Worker B	0	1	1
Utility Service Worker C	6	4	4
	20	20	20

Water Distribution

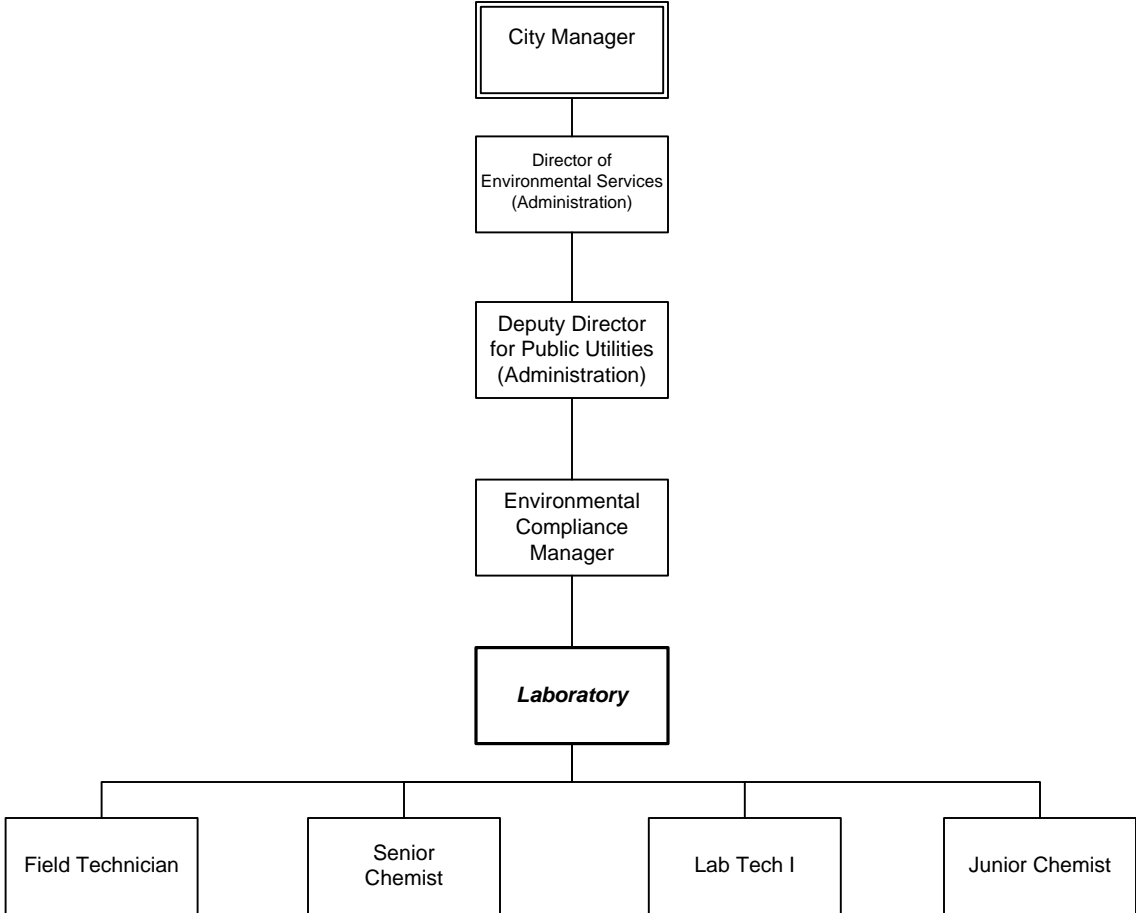
Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,151,936	\$1,054,943	\$1,129,600	\$1,131,760
Operating Expenses	429,073	410,461	447,487	453,080
Capital Outlay	0	0	48,650	3,400
Total Expenditures	\$1,581,009	\$1,465,404	\$1,625,737	\$1,588,240
Per Capita	\$24.78	\$22.82	\$26.73	\$25.83

2011-12 Accomplishments

- ◆ Contributed to the effectiveness of City-wide super disinfection process in the water distribution system through enhanced fire hydrant flushing.
- ◆ Replaced 473 water meters to maintain their operational reliability, thus ensuring all potential revenues and reducing unaccounted water.
- ◆ Exercised 2,482 water valves within the distribution system for the purpose of maintaining their operational reliability.
- ◆ Inspected 459 City owned backflow prevention devices to ensure their reliability in protecting our water distribution system.
- ◆ Received an overall customer satisfaction rating of 4.70 out of a possible 5.0 from survey questionnaires.
- ◆ Installed the Innovye Water Modeling software and received initial training; the program will aid in tracking and monitoring water quality parameters to ensure quality levels are maintained throughout the system.
- ◆ Successfully transitioned over to the new Cartegraph Asset Management system for recording/tracking of work orders as well as populating the asset database (live in July 2012).

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, analysis, and reporting of test results on drinking water and environmental samples at the City of Delray Beach Environmental Services Laboratory, as well as strategic locations throughout the distribution system.

Performance Measures	2011 Actual	2012 Actual	2013 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	45,440	45,460	40,000
% of total samples processed in house	99%	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 to maintain 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	10-11	11-12	12-13
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

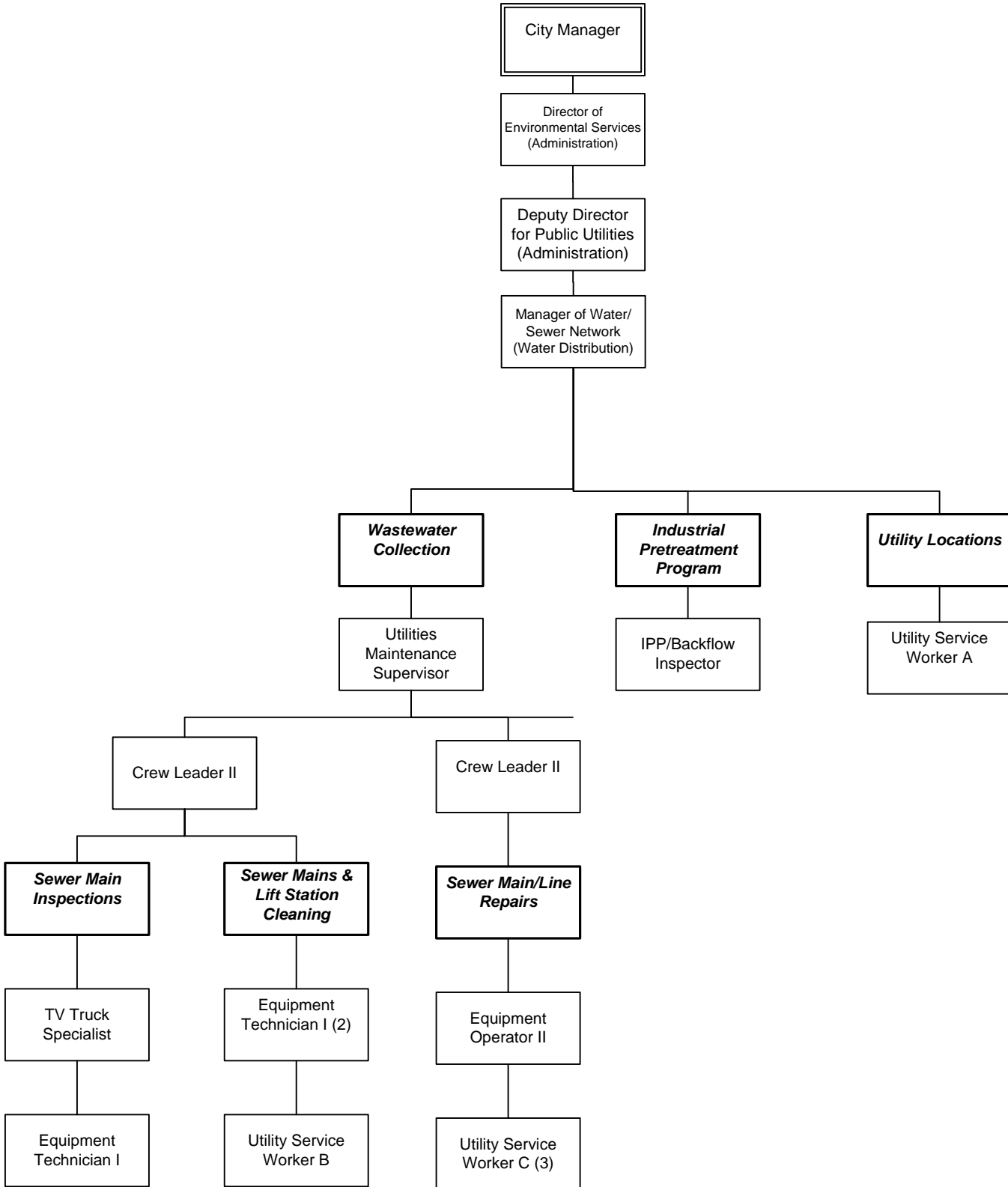
Water and Sewer Fund

Expenditures by Type	2010	2011	2012	2013
	Actual	Actual	Revised	Budget
Personal Services	\$372,797	\$378,722	\$362,720	\$359,070
Operating Expenses	130,071	125,590	129,600	133,900
Capital Outlay	0	0	0	1,700
Total Expenditures	\$502,868	\$504,312	\$492,320	\$494,670
Per Capita	\$7.88	\$7.85	\$8.09	\$8.04

2011-12 Accomplishments

- ◆ Renewed the laboratory's certification for performing analyses of 120 analytes for the period of July 1, 2011 to June 30, 2012, by NELAP (National Environmental Laboratory Accreditation Program).
- ◆ Maintained a 98% success rate through two rounds of proficiency testing for fiscal year 2012 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 as well as performing increased bacteriological sampling and analysis within the distribution network.
- ◆ Provided support to the City of Gulfstream with their lead and copper program as well as water quality parameters testing.
- ◆ Successful on site NELAP Laboratory Inspection from Department of Health.

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	2011 Actual	2012 Actual	2013 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	414	360	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)	167,000	110,000	200,000
Gravity main cleaned (ft)	160,000	111,000	225,000
Manholes inspected and repaired	1833	1863	1412

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")	4.86	4.79	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	668	452	1,100
IPP Notices of Violation issued	74	109	100
Notices of Violation (NOV) issued within 5 business days of inspection	100%	100%	100%

Staffing Levels	10-11	11-12	12-13
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	0	1	1
Utility Service Worker C	4	3	3
	14	14	14

Wastewater Collection

Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$832,318	\$790,545	\$828,210	\$831,410
Operating Expenses	267,663	256,869	266,400	271,530
Capital Outlay	0	0	5,400	0
Total Expenditures	\$1,099,981	\$1,047,414	\$1,100,010	\$1,102,940
Per Capita	\$17.24	\$16.31	\$18.08	\$17.94

2011-12 Accomplishments

- ◆ Recorded and inspected 161,000 linear feet (21.02 miles) of sanitary sewer lines.
- ◆ Cleaned in excess of 110,000 linear feet (20.83 miles) of sewer lines.
- ◆ Performed over 9,500 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 4.79 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	2011 Actual	2012 Actual	2013 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	0	5,000
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Objective: Maintain chloride levels at SCRWTDB entry point below 250 parts per million (ppm)

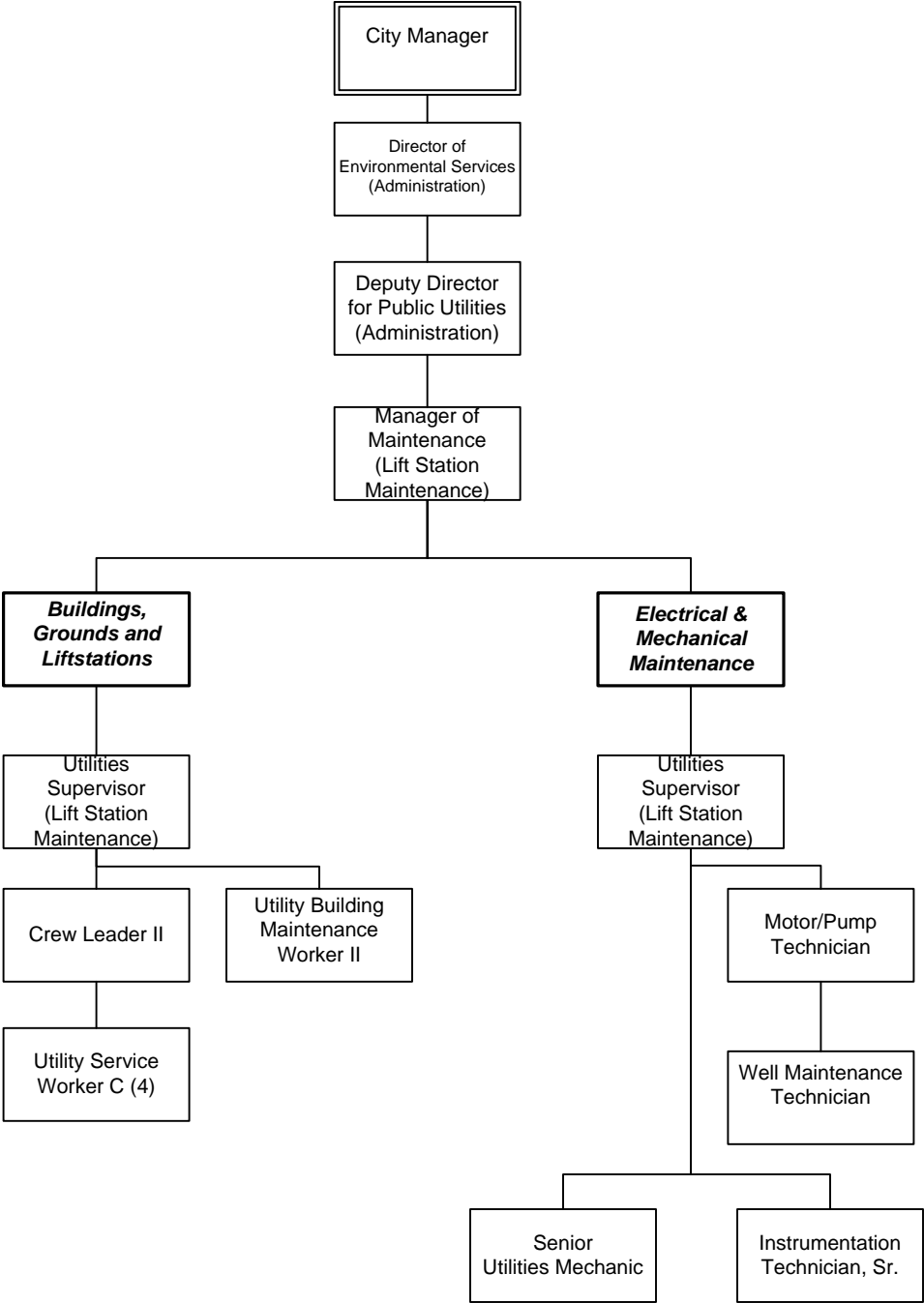
Chloride levels in wastewater stream (Annual monthly average)	236	236	250
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Sewage Treatment

Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Operating Expenses	\$3,348,839	\$2,923,995	\$3,374,330	\$3,405,920
Capital Outlay	0	0	0	0
Total Expenditures	\$3,348,839	\$2,923,995	\$3,374,330	\$3,405,920
Per Capita	\$52.50	\$45.53	\$55.47	\$55.39

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	2011 Actual	2012 Actual	2013 Projected
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Goal: Ensure consistent and reliable service is provided by 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)	443	473	432
Mechanical/electrical components at WTP and pumping stations including stormwater stations	298	261	300
Quarterly vibration analysis inspections of critical process components (over 15 hp)	54	43	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.)	1,677	1,774	1,976
Buildings and Grounds work orders at the WTP and related facilities	1,469	1,324	1,600

Objective: To respond to emergencies within one hour or less and complete at least 95% of work orders for Utility Maintenance 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	10-11	11-12	12-13
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

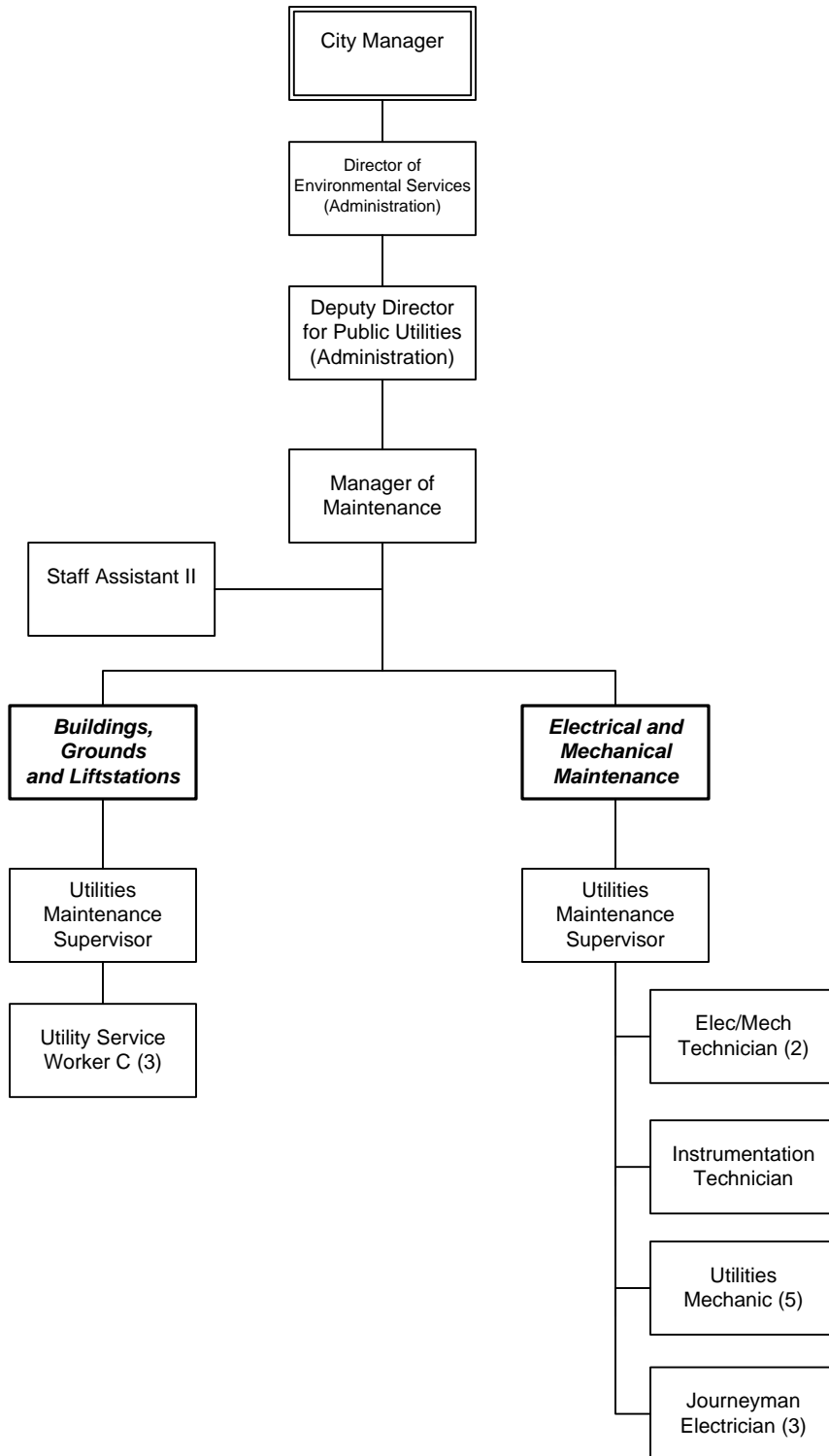
Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$612,245	\$629,483	\$623,350	\$617,770
Operating Expenses	221,530	203,918	225,373	235,370
Capital Outlay	0	0	0	0
Total Expenditures	\$833,775	\$833,401	\$848,723	\$853,140
Per Capita	\$13.07	\$12.98	\$13.95	\$13.87

2011-12 Accomplishments

- ◆ Completed the Wash Water Recovery Basin Re-Piping project resulting in a significant reduction in drinking water color.
- ◆ Successfully completed all programmed preventative maintenance work orders to extend useful life of equipment.
- ◆ Extended useful life of critical plant facilities through replacement of fill and discharge valves on Filter #1 and drive motors on Clarifiers #2 and #3.

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 and stormwater pumping stations 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	2011 Actual	2012 Actual	2013 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)	3,225	3,238	3,302
Inspection of stormwater pumping facility components (based on 7 per month)	84	122	84
Vibration analysis of primary transmission components (over 15 hp) of sewage/stormwater pump stations	73	68	77
Preventive maintenance of sewage pumping facilities	446	470	620
Preventive maintenance of stormwater pumping facilities (based on 14 per month)	149	122	168
Primary Equipment Operational Ability	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)	3	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%	88%	100%

Staffing Levels	10-11	11-12	12-13
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	<u>1</u>	<u>1</u>	<u>1</u>
	18	18	18

Liftstation Maintenance

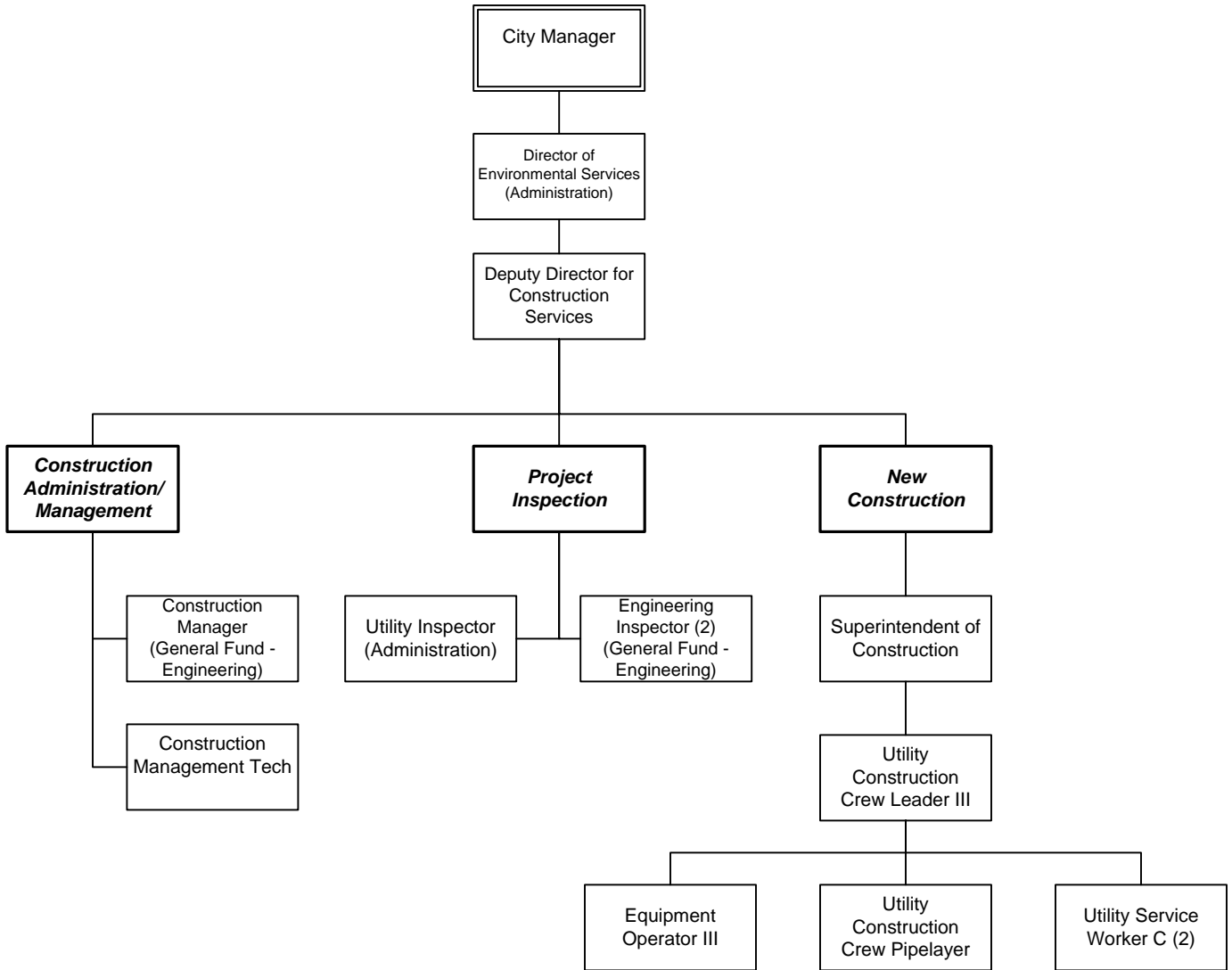
Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$1,172,997	\$1,145,062	\$1,134,420	\$1,132,920
Operating Expenses	556,794	566,798	570,763	589,540
Capital Outlay	0	0	0	0
Total Expenditures	\$1,729,791	\$1,711,860	\$1,705,183	\$1,722,460
Per Capita	\$27.12	\$26.66	\$28.03	\$28.01

2011-12 Accomplishments

- ◆ Cleaned, reconditioned and rehabilitated Lift Stations 52, 55, 59C and 59B to extend the useful life of these stations.
- ◆ Successfully transitioned over to the new Cartegraph Asset Management system for recording/tracking of work orders as well as populating the asset database (live in July 2012).

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	2011 Actual	2012 Actual	2013 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%	95%
Prepare inspection reports for City projects within 24 hours	100%	100%	90%
Prepare/return inspection slips to Bldg. Dept. within 3 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	42%	17%	20%
Savings as compared to engineering estimate of project cost.	\$441,000	\$168,000	\$100,000

Staffing Levels	10-11	11-12	12-13
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

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Construction Services Revenues	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$580,915	\$576,115	\$568,760	\$562,070
Operating Expenses	143,419	133,543	130,910	135,830
Capital Outlay	0	0	0	0
Total Expenditures	\$724,334	\$709,658	\$699,670	\$697,900
Per Capita	\$11.36	\$11.05	\$11.50	\$11.35

2011-12 Accomplishments

- ◆ Constructed the Area 11B Reclaimed water project and the Auburn Avenue Improvements this year, two of the City's prominent projects.
- ◆ Completed a total of thirteen capital construction projects all of these completed within the budget established.
- ◆ Completed eight in house construction projects realizing savings to the City exceeding the 20% goal established for these projects.

Miscellaneous

Miscellaneous

Water and Sewer Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Operating Expenses	\$2,374,116	\$2,264,496	\$2,756,748	\$1,918,750
Capital Outlay	0	0	2,218,221	170,000
Project Reserve	0	0	252,250	848,020
Debt Service	1,897,584	4,559,464	5,936,870	5,947,500
Depreciation	3,430,000	3,769,900	0	0
Transfers	5,841,120	6,587,810	7,063,260	6,148,810
Total Expenditures	\$13,542,820	\$17,181,670	\$18,227,349	\$15,033,080
Per Capita	\$212.31	\$267.55	\$299.64	\$244.46



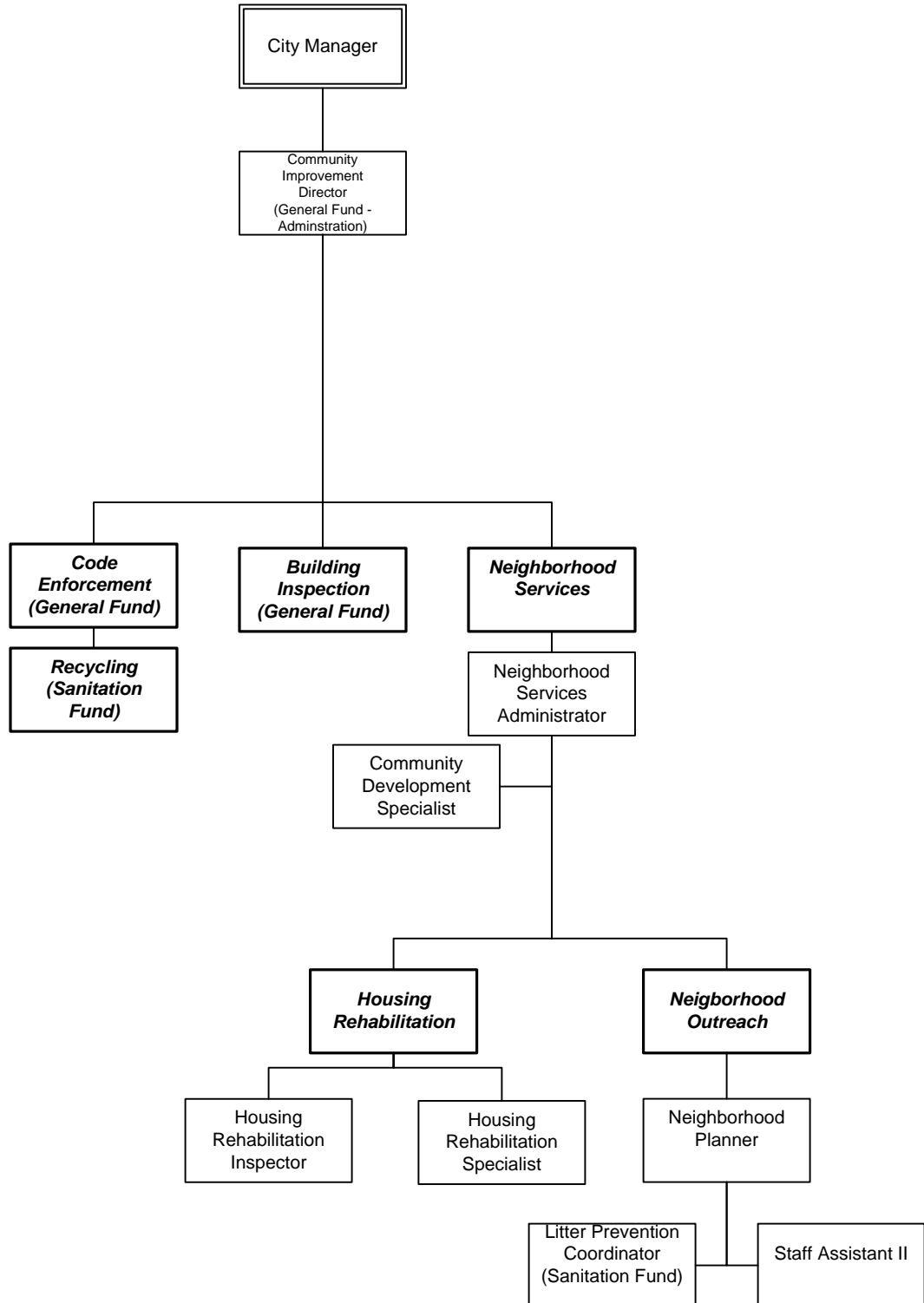
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Neighborhood Services Fund

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	2011 Actual	2012 Actual	2013 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	7	6
Rehabilitation of historic homes in West-Settlers District	1	2	2

Objective: To create affordable home ownership and rental opportunities for low-moderate income households.

Purchase Assistance NSP/ CLT/CDC/DBHA/SHIP	6	4	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.	28	30	30
Neighborhood Outreach Workshops	8	2	5

Objective: To create more attractive neighborhoods by way of exterior and landscaping improvements.

Landscaping and Exterior Improvements Projects	6	8	10
Neighborhood Pride Grant Project	04	0	0
Strategic Task Team	1	1	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	4	3	0
Residential Construction Mitigation	0	17	0

Staffing Levels	10-11	11-12	12-13
Neighborhood Services Administrator	1	1	.80
Housing Rehabilitation Inspector	1	1	1
Housing Rehabilitation Specialist	1	1	.70
Community Development Specialist	1	1	1
Neighborhood Planner	1	1	1
Education Coordinator	.5	.5	0
Staff Assistant II	<u>2</u>	<u>2</u>	<u>1</u>
	7.5	7.5	5.5

Neighborhood Services

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Revenue	\$0	\$0	\$316,867	\$0
Intergovernmental Revenue	1,481,290	227,480	137,154	0
Miscellaneous Revenue	21,580	6,413	107,070	107,070
Non-Revenues (Transfers)	149,430	149,430	149,430	149,430
Total Revenues	\$1,652,300	\$383,323	\$710,521	\$256,500

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$448,316	\$462,175	\$532,664	\$385,040
Operating Expenses	1,023,000	1,507,854	1,408,654	946,500
Capital Outlay	140,557	90,206	765,307	613,350
Grants and Aids	709,920	109,551	78,540	61,970
Contingency	200	300	545,591	6,950
Total Expenditures	\$2,321,993	\$2,170,086	\$3,330,756	\$2,013,810
Per Capita	\$36.40	\$33.79	\$54.75	\$32.75

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Hope 3	\$3,600	\$0	\$250	\$0
Ship Program - State Grant	535,926	214,640	60,944	0
Substance Abuse State Grant	0	0	0	0
CRA Easement Grant Program	66,045	38,085	111,915	100,000
Beacon Center	533,802	0	0	0
Hurricane Housing Recovery	0	0	0	0
Workforce Housing	14,497	499	0	0
Neighborhood Stabilization	62,487	907,200	1,572,983	698,040
Disaster Recovery Initiative	233,054	90,576	97,650	0
Program/Planning Admin	98,489	105,688	112,533	74,170
Housing Rehabilitation-Federal Grant	258,141	434,659	508,290	284,980
Miscellaneous Expense-Federal Grant	165,837	90,206	258,282	0
Grants and Aids	174,018	101,000	229,040	61,970
Neighborhood Housing	173,115	186,383	211,444	181,300
Miscellaneous	0	0	0	0
Total Expenditures	\$2,319,011	\$2,168,936	\$3,163,331	\$1,400,460

Neighborhood Services

2011-12 Accomplishments

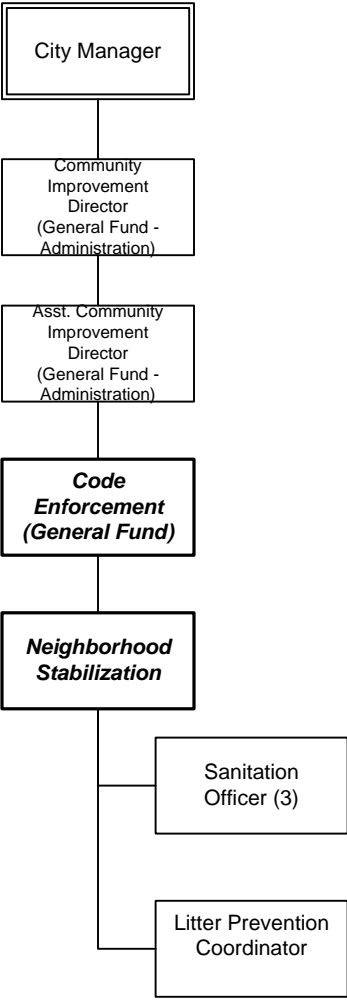
- ◆ Added two new partners and services into the Neighborhood Resource Center, Legal Aid of Palm Beach County and Goodwill Industries, providing some much needed service with job assistance.
- ◆ Completed substantial rehabilitation of 34 properties throughout the CDBG target area with funding from multiple programs (CDBG, DRI, RCMP, CRA Curb Appeal and NSP). These projects provided new homeownership opportunities, decent, safe housing and energy efficient units at an average cost of \$26,000 per unit.
- ◆ Created a "Hot Spot" Street Clean-up Program in partnership with an all volunteer team who picked up litter from streets throughout the City each weekend. Each group averages twelve volunteers and are directed by the Neighborhood Planner.
- ◆ Implemented the National League of Cities Prescription Discount Drug Program March 2012 which is available to all of Delray Beach residents. As of September, 51 residents have utilized the program
- ◆ with a total savings of \$1,288.

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.

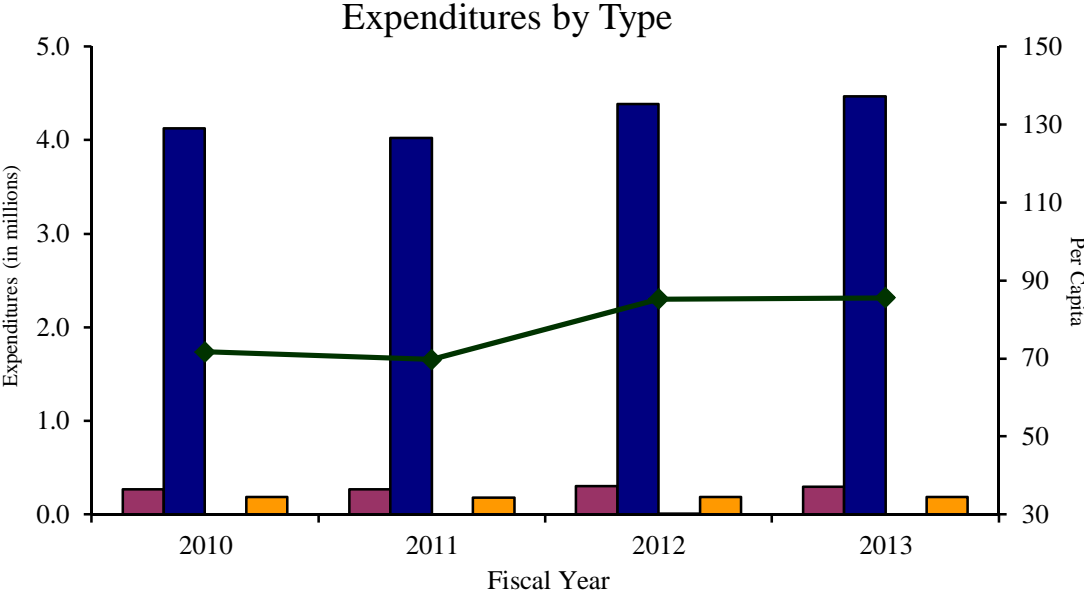
The City of Delray Beach contracts with a private company to provide residential and commercial garbage, trash, recycling and vegetative removal and collection services. Residents pay for the disposal of garbage directly to the Solid Waste Authority through an annual non-ad valorem assessment.

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Intergovernmental Revenue	\$115,015	\$195,584	\$180,000	\$180,000
Franchise Fees	1,000	2,000	0	0
Charges for Services	4,770,586	4,739,150	4,990,720	5,079,090
Miscellaneous Revenue	665,144	125,999	14,440	500
Transfers	0	0	0	0
Total Revenues	\$5,551,745	\$5,062,733	\$5,185,160	\$5,259,590

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$265,916	\$270,515	\$302,690	\$293,550
Operating Expenses	4,125,654	4,023,270	4,382,191	4,466,590
Capital Outlay	0	0	289	0
Project Reserve	0	0	311,480	310,940
Non-Operating Expenses	183,950	182,270	188,510	188,510
Total Expenditures	\$4,575,520	\$4,476,055	\$5,185,160	\$5,259,590
Per Capita	\$71.73	\$69.70	\$85.24	\$85.53

Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Sanitation	\$4,373,322	\$4,291,343	\$4,996,650	\$5,071,080
Miscellaneous	202,198	184,712	188,510	188,510
Total Expenditures	\$4,575,520	\$4,476,055	\$5,185,160	\$5,259,590
% Covered by Department Revenues	121.34%	113.11%	100.00%	100.00%

Sanitation Fund



Staffing Levels by Division	10-11	11-12	12-13
Sanitation	4	4	4
Total Authorized Personnel	4	4	4

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	2011 Actual	2012 Actual	2013 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	141,553	144,900	146,000
Number of complaints successfully resolved	1,723	1,760	1,700
Number of sites receiving graffiti abatement	57	72	70
Delivery of carts	48hrs	48hrs	48 hrs
Number of vacant lots cleaned within 36 hrs	46	61	60
Total tons recycled annually	4,025	4,190	4,300

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	48	44	60
Number of sight obstructions abated within 24 hrs	19	26	30
Number of "hot spots" abated annually (re-occurring problem areas)	102	133	140

Staffing Levels	10-11	11-12	12-13
Assistant Director	0	.25	.25
Code Enforcement Coordinator	0	.5	.5
Sanitation Officer	3	3	3
Litter Prevention Coordinator	<u>1</u>	<u>1</u>	<u>1</u>
	4	4.75	4.75

Sanitation and Recycling

Sanitation Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Revenues	\$0	\$0	\$13,040	\$0
Residential Service Fees	4,172,031	4,095,375	4,365,720	4,411,090
Franchise Fees	338,331	394,794	382,000	408,000
Special Collection Fee	243,724	227,981	231,000	245,000
Intergovernmental Revenue	0	0	0	0
Interest on Investments	659	1,573	1,400	500
Rent-Transfer Station	122,744	124,426	0	0
Recycling Grants	0	0	0	0
Miscellaneous	541,741	0	0	0
Total Revenues	\$5,419,230	\$4,844,149	\$4,993,160	\$5,064,590

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$265,916	\$270,515	\$302,690	\$293,550
Operating Expenses	4,125,654	4,023,270	4,382,191	4,466,590
Capital Outlay	0	0	289	0
Non-Operating Expenses	183,950	182,270	499,990	499,450
Total Expenditures	\$4,575,520	\$4,476,055	\$5,185,160	\$5,259,590
Per Capita	\$71.73	\$69.70	\$85.24	\$85.53

2011-12 Accomplishments

- ◆ Successfully changed garbage service on the Barrier Island from rear/side door to curbside for 1,450 residents inclusive of providing new City-issued containers. The change provided residents with a cost savings of \$10.40 a month.



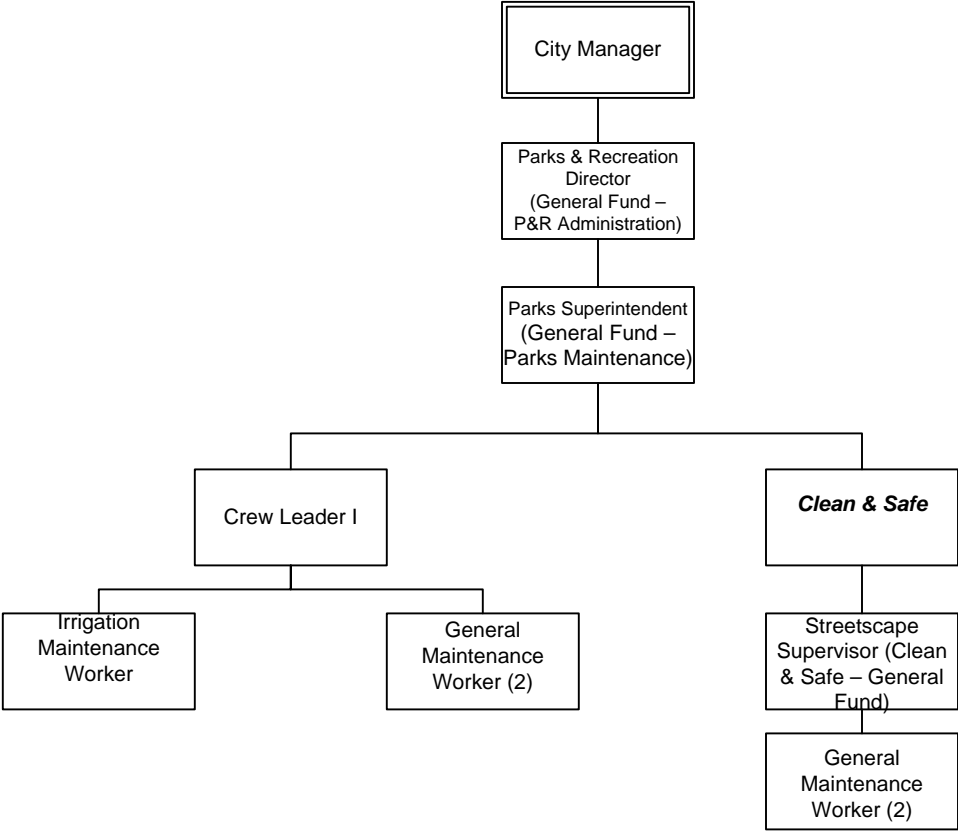
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Beautification Trust Fund

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. 5th 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	2011 Actual	2012 Actual	2013 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 litter pick ups in beautification areas (three/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)	5	2	5
Palm Trees	2	2	2
Ornamental Shrubs	2	4	2

Staffing Levels	10-11	11-12	12-13
Crew Leader I	1	1	1
Irrigation Maintenance Worker	2	1	1
General Maintenance Worker	5	4	4
	8	6	6

Beautification Trust Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Surplus	\$0	\$0	\$10,460	\$0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenue	321	349	500	500
Non-Revenues (Transfer)	910,225	884,756	865,190	875,190
Total Revenues	\$910,546	\$885,105	\$876,150	\$875,690

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$433,415	\$384,017	\$257,525	\$256,780
Operating Expenses	608,052	581,304	585,625	554,910
Capital Outlay	6,000	52,396	56,000	64,000
Non-Operating Expenses	0	0	0	0
Grants & Aids	0	0	0	0
Transfers	0	0	0	0
Total Expenditures	\$1,047,467	\$1,017,717	\$899,150	\$875,690
Per Capita	\$16.42	\$15.85	\$14.78	\$14.24

2011-12 Accomplishments

- ◆ This division achieved 100% of their goal in the number of cites maintained weekly, the number of litter pick-ups and the number of acres mowed for this fiscal year.



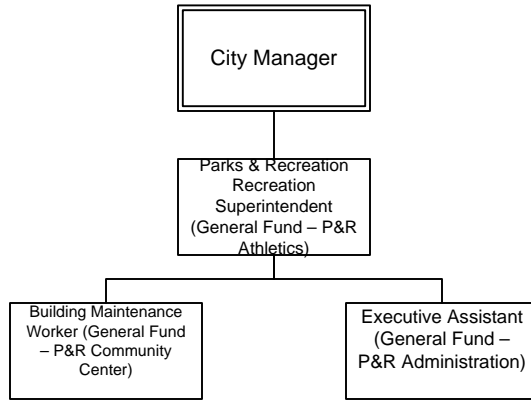
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City Marina Fund

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 waste water 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	2011 Actual	2012 Actual	2013 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 waste water.

Inspections of marina facilities*	87	117	120
Repairs by Building Maintenance division	13	9	12
Repairs by Parks Maintenance division	31	13	15
Number of days Parks Maintenance services marina building	365	366	365
Yearly gallons pumped/pumpout station **	210,896	210,000	211,000

*Inspections are done two times a week by the Administrative Assistant and ride by inspections 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	35	7	15
Response time exceeding 24 hours to resolve complaints	18	1	5
Number of general inquiries regarding the marina *	92	96	100
Number of people on the City Marina waiting list**	40	47	50
Maintain monthly occupancy rate	100%	99%	100%

*Inquiries generally fall into 3 categories – permanent dockage, transient dockage and status on waiting list.

** Waiting List requires a yearly \$50 registration fee.

Staffing Levels	10-11	11-12	12-13
No full time staff assigned to this program	0	0	0

City Marina Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$159,760	\$233,480
Intergovernmental Revenue	9,700	1,200	800	800
Charges for Services	185,435	209,145	196,400	174,600
Miscellaneous Revenue	622	1,135	850	750
Non-Revenues (Transfer)	0	0	0	0
Total Revenues	\$195,757	\$211,480	\$357,810	\$409,630

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$56,659	\$63,987	\$73,450	\$79,490
Capital Outlay	0	0	0	0
Non-Operating Expenses	49,300	50,620	284,360	330,140
Depreciation	80,437	72,967	0	0
Total Expenditures	\$186,396	\$187,574	\$357,810	\$409,630
Per Capita	\$2.92	\$2.92	\$5.88	\$6.66

2011-12 Accomplishments

- ◆ The occupancy rate of the Marina was up 6% from fiscal year 2011 with an average of 47 people on the waiting list.
- ◆ The number of complaints where the response time for resolving it exceeded 24 hours decreased from three in 2011 to only one complaint in 2012.
- ◆ Angel Rodriguez installed a light at the marina which indicates when the pump out station is being used. This was greatly appreciated by the residents as the light is elevated so that they can see this indicator from their boats.



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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.

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$23,400	\$0
Fines and Forfeits	90,787	126,208	134,500	116,500
Miscellaneous Revenue	99	218	0	0
Total Revenues	\$90,886	\$126,426	\$157,900	\$116,500

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$67,960	\$77,861	\$148,702	\$86,500
Capital Outlay	0	30,532	9,198	30,000
Non-Operating Expenses	0	0	0	0
Grants and Aids	0	0	0	0
Total Expenditures	\$67,960	\$108,393	\$157,900	\$116,500
Per Capita	\$1.07	\$1.69	\$2.60	\$1.89



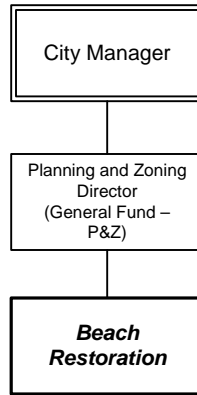
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Beach Restoration Fund

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	2011 Actual	2012 Actual	2013 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	3	2	6
Sea Turtle Conservation Project	Mar.-Oct.	Mar.-Oct.	Mar.-Oct.
Preliminary Engineering	08/08/11		
Final Engineering		10/30/12	
Construction Engineering			01/30/13
Construction Environmental			01/30/13
Fill Placement			02/01/13
Construction Loans			02/01/13
1 Year Physical Survey			06/30/13
Beach Tilling			04/01/13

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.	163 Nests	184 Nests	170 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.	57%	47%	57%
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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%**	1.94%**
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** Does not include Sea Turtle task.

Staffing Levels	10-11	11-12	12-13
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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	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Revenue	\$0	\$0	\$190,178	\$0
Federal Grants	0	275,460	162,360	0
State Grants	36,263	72,255	62,940	0
Palm Beach County Grants	0	118,991	54,480	0
Miscellaneous Revenue	188	212	200	9,386,000
Transfers	15,000	15,000	15,000	221,350
Total Revenues	\$51,451	\$481,918	\$485,158	\$9,607,350

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Operating Expenses	\$193,816	\$350,167	\$485,158	\$9,227,670
Capital Outlay	0	0	0	0
Debt Service	0	0	0	155,000
Project Reserve	0	0	0	224,680
Total Expenditures	\$193,816	\$350,167	\$485,158	\$9,607,350
Per Capita	\$3.04	\$5.45	\$7.98	\$156.23

2011-12 Accomplishments

- ◆ Prepared applications for FDEP funding request for FY 12/13.
- ◆ Administered the ongoing turtle monitoring tasks.
- ◆ Administered ongoing yearly on shore and off shore biological monitoring programs.
- ◆ Conducted ongoing status meetings with permitting agency Army Corps of Engineers for the upcoming 2013 Fill event.
- ◆ 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.



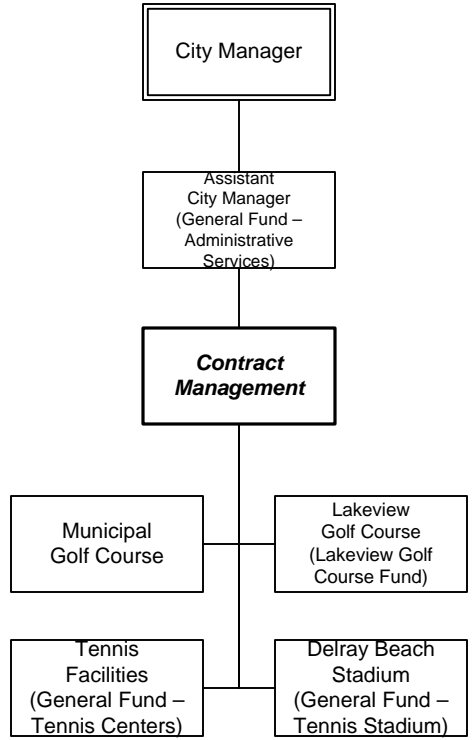
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Municipal Golf Course

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	2011 Actual	2012 Actual	2013 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>	2,626	2,888	2,900
Maintain Golf Rounds annually	58,730	56,551	63,550
Maintain Restaurant Attendees annually	37,209	43,630	43,600
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)*	4.4	4.8	4.8
Course Condition Rating*	3.9	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
Top Dress greens a minimum of 16 times per year to provide consistent and smooth putting surface.	16	16	16
Edge cart paths annually to provide more aesthetic appearance.	1	1	1
Perform semiannual bunker maintenance to ensure continuity of manmade hazards for consistent expectations during play.	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)	(\$107,101)	Pending	Pending
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Staffing Levels	10-11	11-12	12-13
Contracted Service	n/a	n/a	n/a

Municipal Golf Course

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$0	\$299,040
Intergovernmental Revenue	1,730	1,559	1,750	1,750
Charges for Services	2,995,350	2,820,197	3,287,860	2,953,950
Miscellaneous Revenue	41,929	61,758	53,900	56,090
Total Revenues	\$3,039,009	\$2,883,514	\$3,343,510	\$3,310,830

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$2,890,418	\$2,881,842	\$2,786,410	\$2,781,230
Capital Outlay	0	0	83,100	70,000
Non-Operating Expenses	33,000	33,000	33,000	18,000
Debt Service	115,942	103,788	441,000	441,600
Total Expenditures	\$3,039,360	\$3,018,630	\$3,343,510	\$3,310,830
Per Capita	\$47.65	\$47.01	\$54.96	\$53.84

	2010	2011	2012	2013
Expenditures by Program	Actual	Actual	Revised	Budget
Administration	\$520,377	\$479,623	\$515,530	\$556,340
Pro Shop	460,616	404,430	465,890	446,290
Course Maintenance	694,887	765,845	786,220	743,360
Restaurant	952,913	966,619	1,019,870	980,240
Capital Outlay	1,150	0	82,000	125,000
Miscellaneous	409,417	402,113	474,000	459,600
Total Expenditures	\$3,039,360	\$3,018,630	\$3,343,510	\$3,310,830

Municipal Golf Course

2011-12 Accomplishments

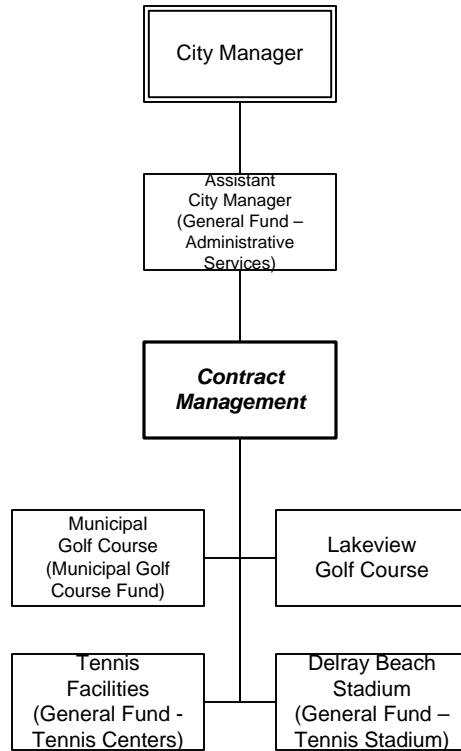
- ◆ Served 43,003 restaurant and banquet patrons with total food and beverage revenues of \$1,106,067.
- ◆ We built a cover for outdoor ice machine for approximately \$600 (quoted at \$2,800).
- ◆ Actual miscellaneous income \$29,407. Budgeted misc. income \$26,000. Beat budget for 12% through correct contract pricing for events.
- ◆ Hosted 25 golf tournaments benefiting non-profits. An increase of 36% over last year.
- ◆ Delray Beach Golf Club is the home course for the Atlantic High School Boys and Girls Varsity Golf for team as well as Lynn University Men's Golf Team.
- ◆ Hosted sixteen golf instructional programs serving approximately 2,800 youth.
- ◆ Received overall customer satisfaction rating of 4.1 out of 5.
- ◆ Aerated greens and tees 3 times and top-dressed 16 times.
- ◆ We upgraded the driving range by adding new mats, upgraded ball machine, a new range picker and a new ball picker.
- ◆ We increased participation in our Friday night Nine and Dine over last year by 112 rounds.

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	2011 Actual	2012 Actual	2013 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	33,824	30,319	35,000
Conduct annual Customer Satisfaction Survey	1	1	1
Overall Satisfaction Rating (Average of all)*	4.5	4.6	4.6
Customer Service Rating (Staff Friendliness)*	4.9	5.0	5.0
Course Condition Rating*	4.2	4.6	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	527	342	350
Adult tournaments and events	3,554	3,249	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)	(\$5,929)	Pending	Pending
Daily green fees and cart income (includes pre-paid)	\$594,807	\$577,310	\$643,100

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	10-11	11-12	12-13
Contracted Service	n/a	n/a	n/a

Lakeview Golf Course

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$64,630	\$116,280
Intergovernmental Revenue	431	390	500	500
Charges for Services	666,965	666,591	804,600	718,100
Miscellaneous Revenue	5,121	5,183	5,000	5,000
Total Revenues	\$672,517	\$672,164	\$874,730	\$839,880

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Operating Expenses	\$615,271	\$627,452	\$606,940	\$579,490
Capital Outlay	0	0	29,500	30,000
Non-Operating Expenses	15,000	15,000	15,000	5,000
Debt Service	54,323	48,423	223,290	225,390
Total Expenditures	\$684,594	\$690,875	\$874,730	\$839,880
Per Capita	\$10.73	\$10.76	\$14.38	\$13.66

	2010	2011	2012	2013
Expenditures by Program	Actual	Actual	Revised	Budget
Administration	\$110,285	\$120,671	\$117,960	\$116,630
Pro Shop	192,886	198,300	215,730	199,900
Course Maintenance	232,091	243,411	257,050	241,510
Restaurant	20,371	22,938	16,200	21,450
Capital Outlay	0	0	29,500	30,000
Miscellaneous	128,961	105,555	238,290	230,390
Total Expenditures	\$684,594	\$690,875	\$874,730	\$839,880

Lakeview Golf Course

2011-12 Accomplishments

- ◆ Lakeview Golf Club hosted eight events: Frog, Delray Racquet Club, Pines of Delray West, IBM, First Presbyterian, George James Memorial, Advent Lutheran and the very popular Rally for the Cure.
- ◆ Lakeview Golf Club extended the very popular Wednesday night scramble to year round, which averaged 60 - 70 participants a night.
- ◆ Lakeview Golf Club is the home course for Trinity Lutheran School.
- ◆ Lakeview Golf Club is the home to two annual junior golf tournaments: The Goblin and the Jingle Bell Scramble.
- ◆ Our customer database has been increased through email blasts, Facebook and golf course surveys and we have continued our quarterly newsletter.
- ◆ Lakeview Golf Club is the home course for many area golf leagues which includes the Odds and Ends, Happy Wanderers, Jamaica Bay, MGA, LGA, Lakeview Leisuretts and the IBM Couples.
- ◆ Lakeview Civic Association has continued to hold their association meetings and golf events at our clubhouse.
- ◆ Received overall customer satisfaction rating of 4.6 out of 5.

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).

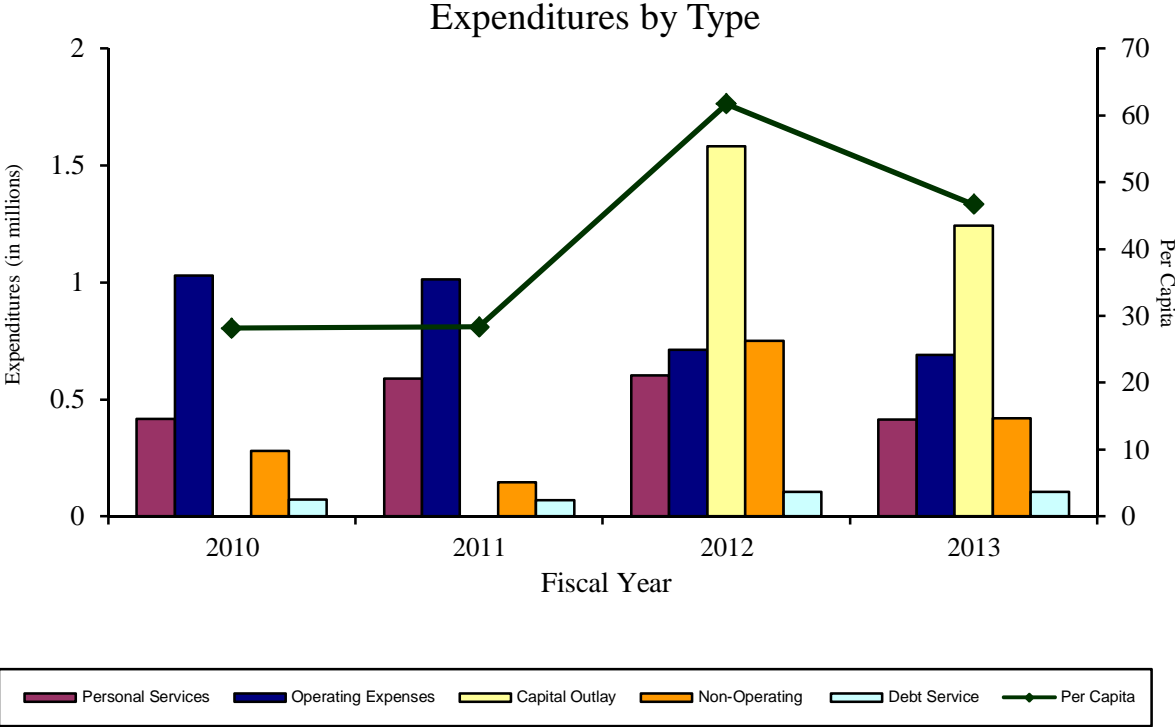
Stormwater Utility Fund

Revenues	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Prior Year Revenue	\$0	\$0	\$1,528,672	\$631,600
Intergovernmental Revenue	454	249	300	500
Charges for Services	2,105,070	2,112,375	2,222,430	2,237,790
Miscellaneous Revenue	57,706	91,093	1,500	500
Total Revenues	\$2,163,230	\$2,203,717	\$3,752,902	\$2,870,390

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$416,199	\$589,854	\$604,130	\$412,980
Operating Expenses	1,028,544	1,014,146	710,946	690,760
Capital Outlay	0	0	1,581,401	1,242,500
Grants and Aids	0	0	0	0
Non-Operating Expenses	280,420	147,120	751,595	419,060
Debt Service	71,138	69,309	104,830	105,090
Total Expenditures	\$1,796,301	\$1,820,429	\$3,752,902	\$2,870,390
Per Capita	\$28.16	\$28.35	\$61.69	\$46.68

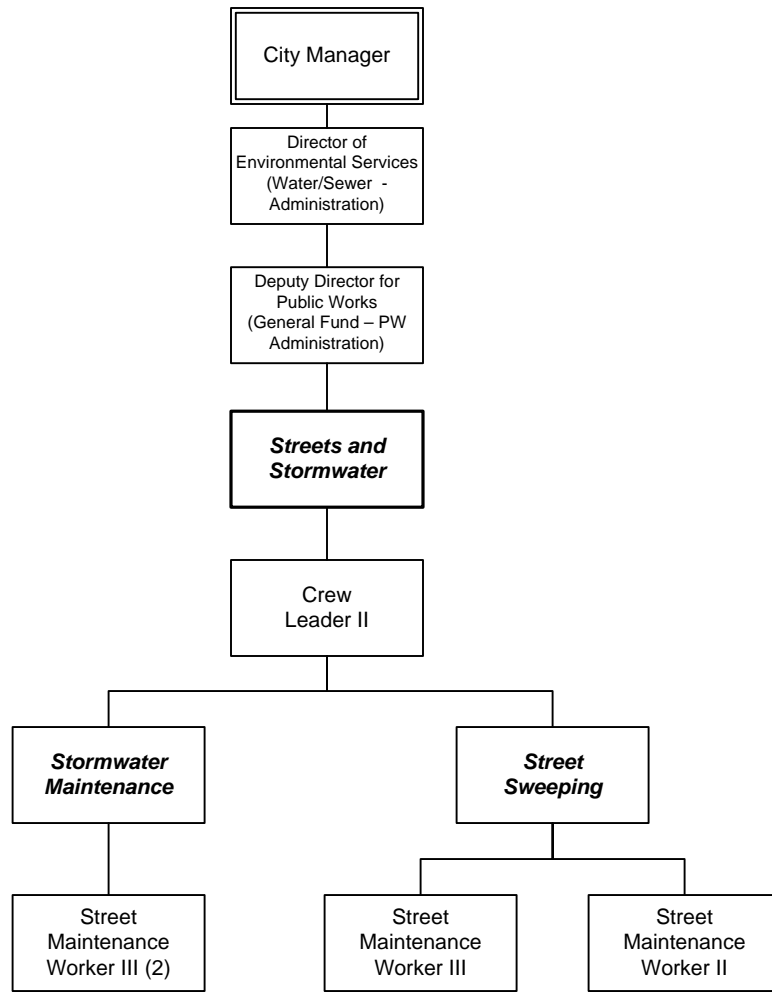
Expenditures by Program	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Administration	\$399,994	\$627,112	\$632,506	\$717,580
Stormwater System Maintenance	675,309	630,235	665,720	692,330
Capital Projects	31,526	34,947	2,349,846	1,355,390
2000 Roadway Bond Program	0	374	0	0
Miscellaneous	689,472	527,761	104,830	105,090
Total Expenditures	\$1,796,301	\$1,820,429	\$3,752,902	\$2,870,390

Stormwater Utility Fund



Staffing Levels by Program	10-11	11-12	12-13
Administration	1	1.5	1.5
Maintenance	5	5	5
Total Authorized Personnel	6	6.5	6.5

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	2011 Actual	2012 Actual	2013 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 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	7,696	8,493	7,200
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	28,882	15,500	19,000
Catch basins / Manholes cleaned	453	210	250
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	10-11	11-12	12-13
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	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$306,546	\$296,050	\$296,690	\$292,450
Operating Expenses	368,763	334,185	369,030	399,880
Capital Outlay	0	0	0	0
Total Expenditures	\$675,309	\$630,235	\$665,720	\$692,330
Per Capita	\$10.59	\$9.81	\$10.94	\$11.26

2011-12 Accomplishments

- ◆ Swept a total of 8,490 curb miles resulting in improved operation of drainage systems and improved water quality of storm runoff.
- ◆ Cleaned 15,500 linear feet of storm lines and exfiltration trenches resulting in improved operation of drainage systems.



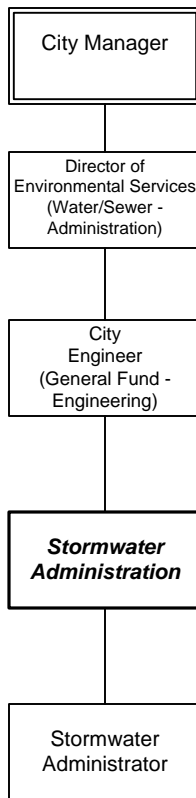
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Stormwater Administration

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	2011 Actual	2012 Actual	2013 Projected
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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%	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	0	0

Staffing Levels	10-11	11-12	12-13
Stormwater Administrator	1	1	1
Conservation/Sustainability Officer	<u>0</u>	<u>.5</u>	<u>.5</u>
	1	1.5	1.5

Stormwater System Administration

Stormwater Utility Fund

Expenditures by Type	2010 Actual	2011 Actual	2012 Revised	2013 Budget
Personal Services	\$109,653	\$293,804	\$307,440	\$120,530
Operating Expenses	189,171	217,308	205,066	220,880
Capital Outlay	0	0	0	0
Non-Operating Expenses	101,170	116,000	120,000	376,170
Total Expenditures	\$399,994	\$627,112	\$632,506	\$717,580
Per Capita	\$6.27	\$9.77	\$10.40	\$11.67

2011-12 Accomplishments

- ◆ National Pollution Discharge Elimination System (NPDES) Annual Report received no comments from the Florida Department of Environmental Regulation.
- ◆ Successfully coordinated succession of retiring Storm Water Administrator.



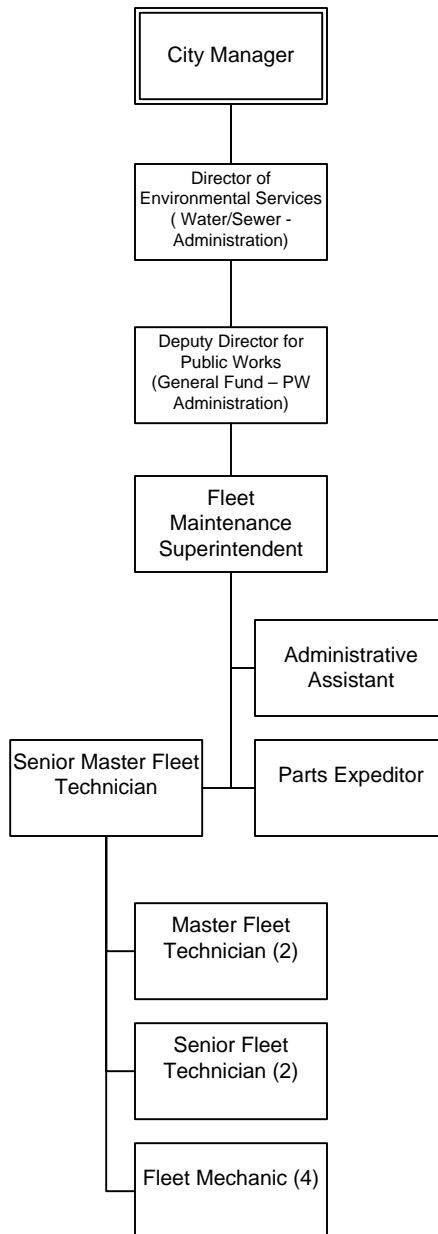
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City Garage

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, 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	2011 Actual	2012 Actual	2013 Projected
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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	531	547	547
Average percent of fleet in service	95%	97%	98%
Complete minor repairs in house within 24 hours	80%	89%	90%
Complete major repairs in house within 3 days	90%	89%	95%
Respond to emergency callout within 2 hours.	83%	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.	6	72	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	2,124	2,085	2,168
PMI's for Fire Rescue Emergency Response 4 times per year	98%	92%	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	95%	94%	95%
PMI's for support equipment minimum 1 time per year	95%	96%	95%
Vehicles with extended life cycle due to low miles/LTD cost	11	21	25

Staffing Levels	10-11	11-12	12-13
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

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Miscellaneous Revenue	\$1,927,804	\$2,040,737	\$2,092,037	\$2,545,690
Non-Revenues (Transfers)	470,524	52,322	0	0
Intergovernmental Services	2,747,564	3,086,534	2,606,930	2,887,490
Total Revenues	\$5,145,892	\$5,179,593	\$4,698,967	\$5,433,180

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$917,271	\$874,259	\$877,850	\$876,830
Operating Expenses	3,658,737	3,983,659	2,285,542	2,238,880
Capital Outlay	0	0	1,389,215	2,317,470
Non-Operating Expenses	0	0	146,360	0
Total Expenditures	\$4,576,008	\$4,857,918	\$4,698,967	\$5,433,180
Per Capita	\$71.74	\$75.65	\$77.25	\$88.35

2011-12 Accomplishments

- ◆ Provided specifications and ordering of 38 replacement vehicles including one EMS Supervisor Response Truck for Delray Beach Fire Rescue as well as a new Cues Sewer Inspection Truck for ESD.
- ◆ 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 95%.
- ◆ Maintained certification from National Institute for Automotive Excellence as an ASE Blue Seal Certified facility achieved by 100% technician certification.
- ◆ Disposed of 53 retired vehicles and equipment through internet auction site providing a revenue of \$74,658.
- ◆ Facilitated internal transfer of 4 vehicles assigned to new departments providing cost savings through downsizing of two vehicles and avoidance of purchasing new vehicles.
- ◆ Six employees achieved EVT certification for repairs and maintenance to emergency vehicles, including Fire Rescue Apparatus, Ambulances and Police Patrol Vehicles.



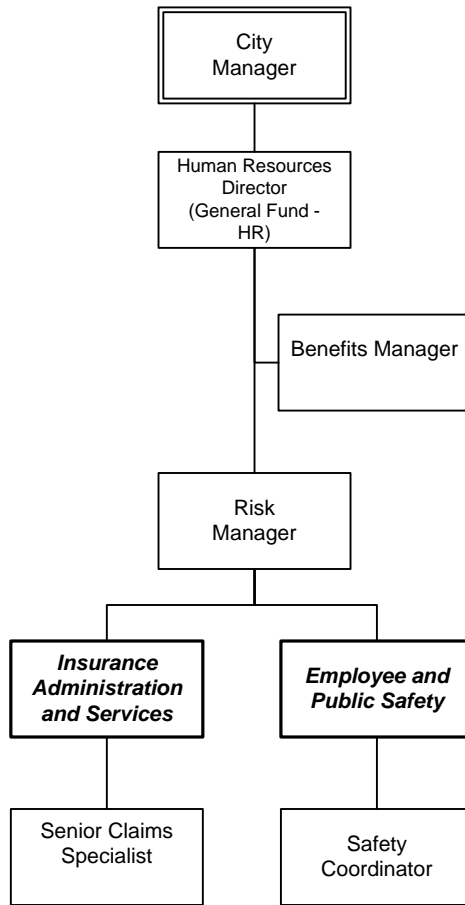
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Insurance Fund

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	2011 Actual	2012 Actual	2013 Projected
Objective: To provide communications and assistance for employees and retirees in matters of group insurance and related claims.			
New employee "group" orientations	19	35	45
Assist employees with "special problem" group health claims	160	260	325
Terminating/retiring employees group benefits administration	30	68	75
Employees trained in formal HIPPA compliance	30	0	2
Group benefits open enrollment meetings/educations sessions	23	23	15
Insurance policy renewals	18	15	15
Objective: To satisfy the administrative requirements related to group and Property & Casualty matters.			
Employee group medical enrollments	776	783	750
Employee group dental enrollments	620	602	630
Employee group vision care enrollments	200	440	440
Group disability and life insurance claims administered	12	6	10
Certificates of insurance issued	65	61	70
Annual monthly premium invoices paid or issued (P&C)	25	25	25
Property & casualty insurance budget total (1575)	2,929,413	3,534,420	3,419,020
Group insurance budget total (1576)	7,958,420	8,674,456	8,416,290
Wellness Center budget total (1577)	857,624	811,870	760,550
Objective: To provide a safe public and employee work environment intended to minimize injury, property damage and related claims costs.			
New employee "safety" orientations	19	20	24
Safety awareness/training sessions within depts/divisions	42	40	50
Accident investigation supervisor training	10	10	10
Field surveys related to employee and public safety, and claims	35	35	45
Workers' comp claims administered	100	80	98
Auto liability claims administered	20	10	23
General liability claims administered	20	17	27
City property damage claims administered (excl. hurricane)	25	24	30
City building/contents, total insurable values	182,886,632	177,735,305	179,425,190

Staffing Levels	10-11	11-12	12-13
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	<u>1</u>	<u>1</u>	<u>1</u>
	4	4	4

Risk Management

Insurance Fund

	2010	2011	2012	2013
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$1,600	\$0
Intergovernmental Revenue	3,021	0	0	0
Miscellaneous Revenue	718,930	583,294	260,000	233,200
Intergovernmental Service Revenue	13,177,033	11,794,248	12,733,106	12,385,520
Total Revenues	\$13,898,984	\$12,377,542	\$12,994,706	\$12,618,720

	2010	2011	2012	2013
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$339,307	\$319,444	\$326,391	\$316,750
Operating Expenses	12,307,158	12,371,551	12,685,979	12,534,430
Capital Outlay	0	0	4,500	4,500
Non-Operating Expenses	0	0	68,336	53,040
Depreciation	4,469	17,012	0	0
Transfers	657,065	0	0	0
Total Expenditures	\$13,307,999	\$12,708,007	\$13,085,206	\$12,908,720
Per Capita	\$208.63	\$197.89	\$215.11	\$209.91

	2010	2011	2012	2013
Expenditures by Program	Actual	Actual	Revised	Budget
Risk Management	\$366,425	\$344,925	\$354,050	\$344,240
Self Insurance	3,522,146	2,929,419	3,534,420	3,387,640
Health Insurance	8,479,738	8,554,952	8,408,186	8,416,290
Health and Wellness Center	278,068	861,699	788,550	760,550
Miscellaneous	661,622	17,012	0	0
Total Expenditures	\$13,307,999	\$12,708,007	\$13,085,206	\$12,908,720

2011-12 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).
- ◆ Staff continued to maintain contact for Workers' Compensation claims with Gallagher Bassett Services (GBS), the City's third party claims administrator and the City's WC attorney. Formal meetings were held to review claims with involved parties on a quarterly basis.
- ◆ Reported monthly to management of actual self-insurance claims expenses for workers' compensation, auto and general liability insurance and for OPEN WC claims.

Risk Management

2011-12 Accomplishments con't.

- ◆ Staff continued to both informally and formally meet with all department managers and their staff regarding safety concerns, concepts or ideas.
- ◆ Presented accident analyses and evaluations reports of all claims, experience mod worksheets, et cetera as became apparent to Risk Management.
- ◆ Processed in depth Health Risk Assessments/blood draws for more than 80% of the workforce and eligible dependents. This assisted in identifying over 40 diabetic and pre-diabetic conditions, as well as two other very critical medical conditions and began treatment for them all.
- ◆ City per capita claim costs have been nearly flat over the last two years mainly due to medical plan design changes and to the Employee Health and Wellness Center.
- ◆ Increased the rate of utilization of the Employee Health and Wellness Center to over 80% by the end of the year.
- ◆ Continued providing awareness of the City's Employee Assistance Program.
- ◆ Conducted a 12 week Employee Fitness Challenge. 120 employees enrolled in the challenge. Provided weekly lunch and learn sessions covering topics such as Getting Started with Your Journey to Better Health, Fundamentals of Fitness, How to Read a Label, Mindful Eating, Grocery Shopping Tips, What is Healthy Plan and Eating Out Tips. A total of 438 pounds were lost by employees during the challenge.
- ◆ Successfully conducted a paperless benefits open enrollment process. This process achieved greater employee satisfaction, increased efficiency throughout the open enrollment period, decreased costs by eliminating paper and reduced redundant tasks.
- ◆ Continued to provide health insurance premium discounts to employees who, along with dependent spouses, completed the Health Risk Assessment, non-tobacco users or attended the tobacco cessation program. This is a continued effort to raise awareness and improve the health of our employees.
- ◆ Introduced new voluntary benefits for employees during 2012 Open Enrollment through Trustmark and Allstate as well as Flexible Spending Account cards for employees to use when paying for eligible medical and/or dependent care expenses. This eliminated the need for reimbursement requests.
- ◆ Provided one on one benefits meetings with counselors that resulted in better understanding of benefit options and changes for the upcoming plan year.
- ◆ Handled employment separation agreements for six employees. Employees were provided with one year of employee health benefits as an incentive.
- ◆ 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 6.0mg at buildout
- ◆ raw water pumping capacity of 22.4mgd
- ◆ water treatment capacity of 28mgd
- ◆ water pressure at 20psi minimum

Status: Plant capacity 27.2 mgd, present usage 14.6 mgd (ADF), per capita use 232 gpd (ADF), wellfield

capacity 30.0 mgd, storage capacity 8.50 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 2012-13 Capital Improvement expenditures for all funds total \$32,451,470, a 3.6% increase from the approved capital budget for fiscal year 2012.

The following chart summarizes the capital appropriations for all funds. A more detailed breakdown of projects by fund is provided on pages C17-C34 with specific descriptions for the largest projects provided on page C16.

Capital Program	2012-13								
Category	Fund								
	Marina	Beautification	General Construction	Beach Restoration	Water & Sewer	Golf Courses	Storm Water	Garage	Total
Streets/Sidewalks			2,351,600						2,351,600
Buildings			533,500						533,500
Parks Improvements			365,470	9,227,670					9,593,140
Storm Drains							1,242,500		1,242,500
Water/Sewer					3,388,400				3,388,400
Machinery/Equip		64,000	1,191,000			100,000		2,308,800	3,663,800
Other Improvements			11,100,000						11,100,000
Contingency/Reserve Debt Service/Transfer			198,640	379,680	210				578,530
Total	0	64,000	15,740,210	9,607,350	3,388,610	100,000	1,242,500	2,308,800	32,451,470

Debt Management

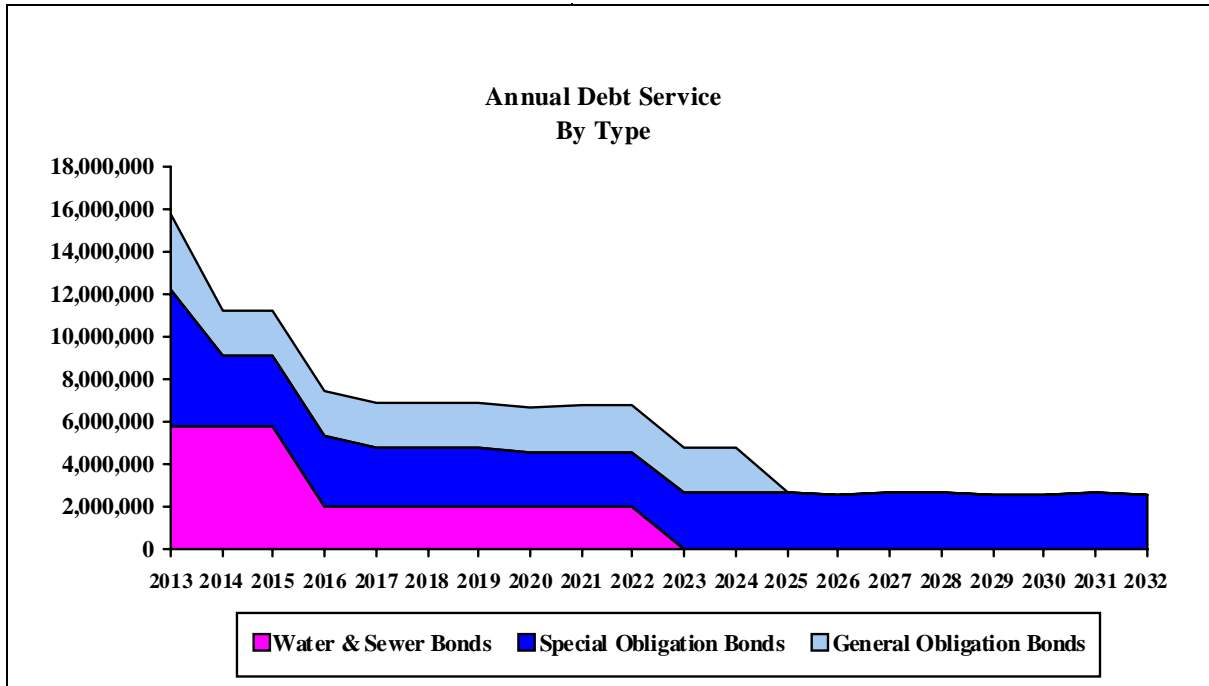
The City has made a conscious effort in the past several years to upgrade the infrastructure of the City to include streets, intersections, sidewalks, water facilities and lines, sewer collection systems, stormwater drainage, alleyways and solid waste. In addition, we have improved fire protection facilities, 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).

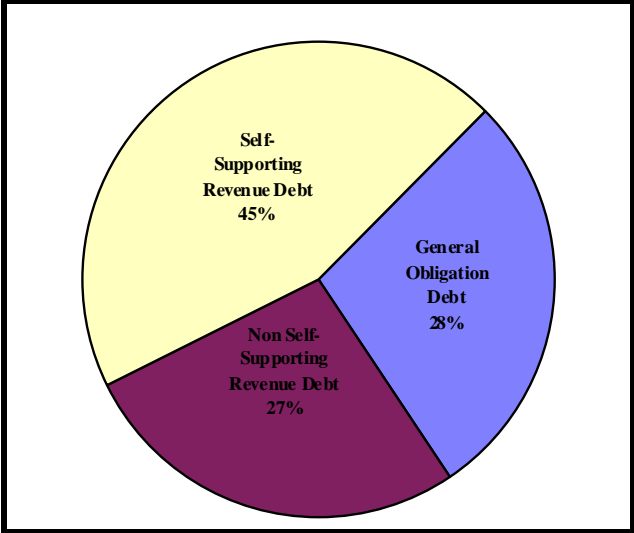
Other Fiscal Policies

- ◆ 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 \$117,787,064. The ratio of gross General Obligation Debt to assessed value is 0.0005. The gross bonded General Obligation Debt per capita is \$415.81, a decrease of \$69.17 over the prior year. The City’s millage rate was maintained at 7.8033 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, 12.01% in 2011 and .30% in 2012. The assessed valuation growth finally increased in 2013 at 1.13%. The millage rate for debt service in 2002 was .6300 mils and is currently .6041 mils.

Total Direct Debt



The total principal and interest as a percent of the operating budgets for FY 2013 is as follows:

- ◆ General Fund 5%
- ◆ Water & Sewer Fund 19%
- ◆ Municipal Golf Course Fund 10%
- ◆ Lakeview Golf Course Fund 27%
- ◆ Stormwater Fund 3.5%

**Total Direct Debt Per Capita
 FY 2013**

Debt	Debt	Per Capita
General Obligation Debt	\$3,569,827	\$58.05
Non Self-Supporting Revenue Debt	3,432,997	55.82
Self-Supporting Revenue Debt	<u>5,752,434</u>	<u>93.54</u>
Total Direct Debt	\$12,755,258	\$207.41

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.

General Obligation Bonds Summary Schedule of Bond Requirements to Maturity				
<u>Fiscal Year Ending Sept. 30</u>	<u>GO Refunding 2002</u>	<u>GO 2004</u>	<u>GO 2005</u>	<u>Total GO Debt Service</u>
2013	2,106,375	1,048,452	415,000	3,569,827
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
2024		1,047,037	1,158,551	2,205,589
	<u>2,106,375</u>	<u>12,578,121</u>	<u>12,885,914</u>	<u>25,570,410</u>

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 2013 is \$.6041 mills per \$1,000 of the preliminary assessed value. This is a 1.5% decrease over fiscal year 2012 as a result of an increase in the total taxable assessed valuation of \$69,688,766.

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 now 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.

Water & Sewer Revenue Bonds
Summary Schedule of Bond Requirements to Maturity
Fiscal Year 2012-13

Fiscal Year Ending September 30th	Water and Sewer Revenue 1993	Water and Sewer Revenue 2006B	Water and Sewer Revenue 2011A	Water and Sewer Revenue 2011B	Total Water and Sewer Debt Service
2013	4,475,000	200,770	614,477	462,187	\$ 5,752,434
2014	4,475,000	200,298	618,262	450,944	\$ 5,744,504
2015	4,475,000	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
2022		209,080	606,630	1,132,376	\$ 1,948,086
Totals	\$ 13,425,000	\$2,089,550	\$6,049,017	\$9,252,626	\$30,816,193

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, 2010 was 232% (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 1997 - These bonds were issued to advance refund, in part, the Series 1991 Bonds.

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.

Special Revenue Bonds

Summary Schedule of Bond Requirements to Maturity Fiscal Year 2012-13			
Fiscal Year Ending Sept. 30	Utility Tax Improvement Bonds	Revenue Bonds	Total Special Revenue Bonds
2013	1,829,495	4,606,502	6,435,997
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	1,585,132	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
2032	2,588,250		2,588,250
	<u>44,456,135</u>	<u>14,065,722</u>	<u>58,521,857</u>

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, 2012, the unaudited debt service coverages for bond issues pledged with utility taxes and non-advalorem tax revenue bonds were 488% and 2,999%, 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 2008 – The Series 2008 Line of Credit was issued to temporarily finance the retail portion of the Old School Project.

Installment Agreements – The City has two Capital Purchase Agreements with leases totaling \$198,620. Assets include golf carts at the Delray Beach municipal golf course and parking meter equipment.

Future Debt Planning

The preceding chart depicts the City's bonding capacity for non-ad valorem and enterprise revenues if long term financing is needed. The amounts calculated

are based on the typical industry standards for debt service coverage, 25 years maturity, with the exception of the Gas Tax at 15 years, and an average coupon rate of 3.5%.

Summary Schedule of all Debt Service Requirements (Principal and Interest) to Maturity

Fiscal Year Ending September 30th	General Obligation Bonds	Revenue Bonds	Water and Sewer Revenue Bonds	Installment Agreements	Total Requirements
2013	3,569,827	6,432,997	5,752,434	220,755	15,976,013
2014	2,168,937	3,341,602	5,744,504	125,763	11,380,806
2015	2,167,092	3,343,718	5,741,097	125,764	11,377,671
2016	2,171,935	3,342,026	1,939,457	125,764	7,579,182
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	125,764	7,037,260
2019	2,176,519	2,801,632	1,931,183	32,031	6,941,365
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
Total	\$27,570,410	\$58,518,857	\$30,816,193	\$881,604	\$117,787,064

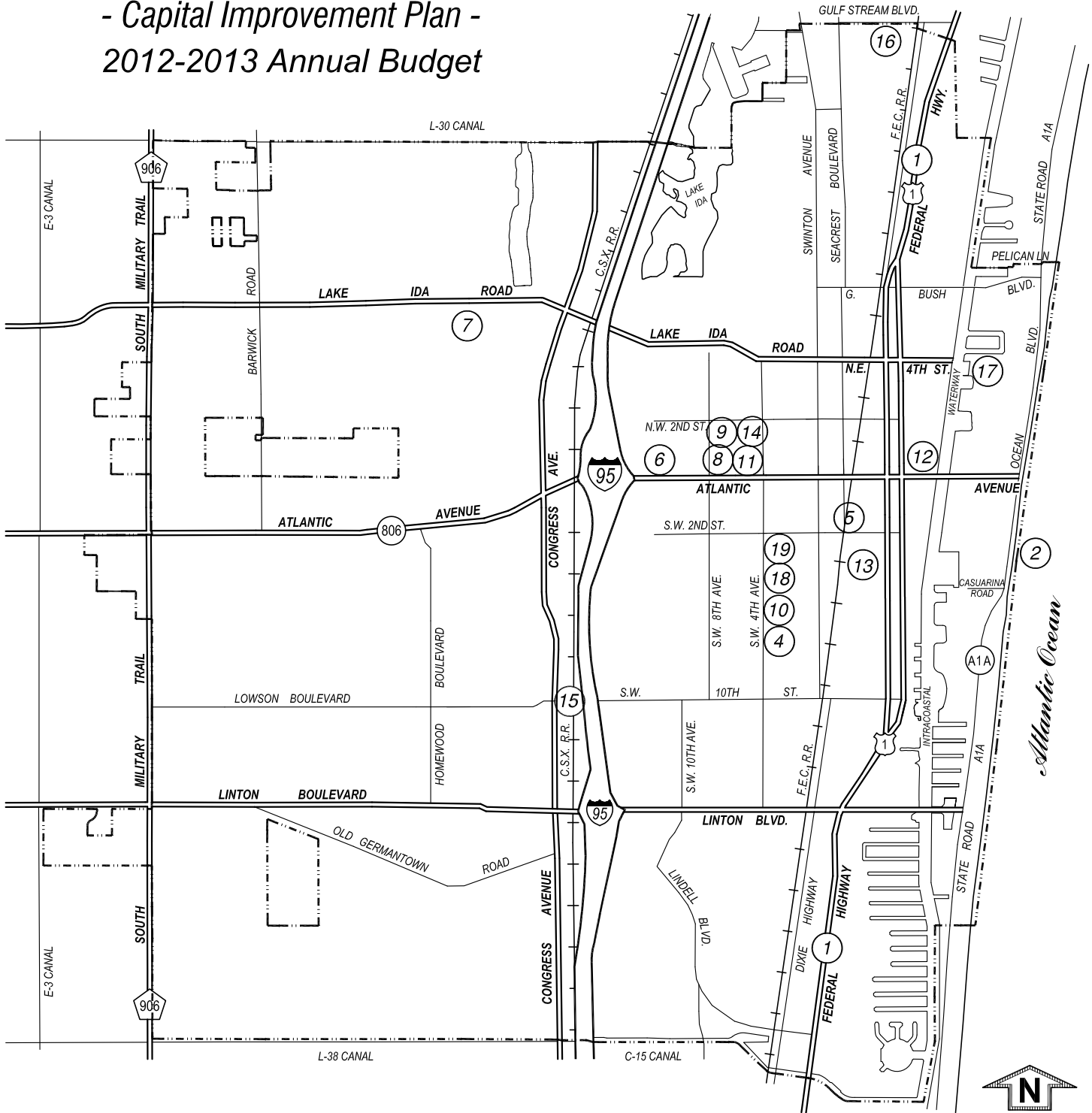
Conclusion

The following pages provide the Capital Improvement Plan as it is presently scheduled for the five-year period 2013 to 2017. The Capital Improvement Budget is presented under the FY 2012-13 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

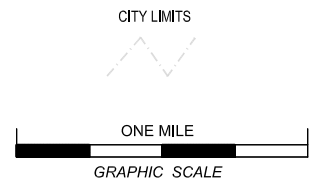
- Capital Improvement Plan - 2012-2013 Annual Budget



PROJECTS

- | | |
|--|---|
| 1. FEDERAL HIGHWAY BEAUTIFICATION | 11. ALS RESCUE |
| 2. BEACH RENOURISHMENT | 12. VETERANS PARK PLAYGROUND |
| 3. AUTOMATED METER READING (CITY WIDE) | 13. OSCEOLA ALLEYS PHASE 2 |
| 4. VEHICLE REPLACEMENT | 14. FIRE HQ PUBLIC PLAZA |
| 5. SE 2ND ST. - SWINTON AVE. - SE 3RD AVE. | 15. SW 10TH ST. - CSX CROSSING |
| 6. NW 12TH AVE.-ATLANTIC/MLK | 16. STREET RESOURFACING (CITY WIDE) |
| 7. DELRAY SHORES WATER MAIN | 17. RECLAIMED WATER AREA 12A |
| 8. FIRE SCBA | 18. POLICE VIN PLATFORM |
| 9. FIRE ENGINE | 19. BUILDING MAINTENANCE |
| 10. FIRE RESCUE BRUSH TRUCK | 20. WATER METER REPLACEMENT (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 2013

-- DIGITAL BASE MAP SYSTEM --

Project Descriptions

1. **Federal Highway Beautification (\$12,280,000):** This project serves a dual purpose of enhancing pedestrian safety and beautification of Federal Highway through downtown.
2. **Beach Renourishment (\$8,820,110):** The project will renourish 1.9 miles of beach frontage using two offshore borrow areas that run parallel to the beach. This is the fifth nourishment which includes 8 years of advanced nourishment to sustain an acceptable nourishment interval.
3. **Automated Meter Reading (\$1,000,000):** Purchase and installation of AMR water meter system throughout the City to all water customers. The system is capable of identifying areas of water loss. This is a multiple year program with a total estimated cost of \$3 million.
4. **Vehicle Replacement (\$860,000):** 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.
5. **SE2 St – Swinton SE 3 Ave (\$805,000) –** Provide street enhancements including paver sidewalks, landscaping, decorative street lights and underground utilities, drainage and on street parking.
6. **NW 12 Ave – Atlantic/MLK (\$700,000):** This beautification project will include on street parallel parking, landscaping and alley improvements.
7. **Delray Shores Water Main (\$623,200):** Upgrade existing 2” water mains.
8. **Fire SCBA (\$600,000):** Replace existing, outdated fire department Self-Contained Breathing Apparatus with current NFPA compliant equipment.
9. **Fire Engine (\$587,100):** Replace Fire Engine according to vehicle replacement schedule.
10. **Fire Rescue Brush Truck (\$303,800) –** Replacement of a 1991 Brush Truck with a similarly designed vehicle, but capable of discharging both Class A and Class B foam.
11. **ALS Rescue (\$296,600):** Replacement of Advanced Life Support heavy duty transport vehicle. The replacement schedule allows for systematic replacement of critical function response vehicles.
12. **Veterans Park Playground (\$277,000):** Replace the wooden playground at Veterans Park with a new theme playground system which includes: shade system, poured in place surfacing, playground equipment, athletic equipment, swings and benches.
13. **Osceola Alleys Phase 2 (\$230,000):** Pave three alleys in Osceola neighborhood.
14. **Fire HQ Public Plaza (\$225,000):** Design public plaza at NW corner of W Atlantic Ave and NW 5th Ave.
15. **SW 10th St. CSX Crossing (\$210,000):** In November 2011, the City Commission approved a construction agreement with CSX for the rebuilding of this crossing.
16. **Street Resurfacing (\$200,000):** Annual resurfacing.
17. **Reclaim Water Area 12A (\$170,000):** Phased construction of expanding the reclaimed water transmission and distribution system.
18. **Police VIN Platform Replacement (\$155,600):** Replace platform used for covert surveillance operations with a new E250 Ford Econoline Van.
19. **Building Maintenance (\$150,000) :** Replace A/C units, wood work and painting at Cason Cottage, repair of tile, flat roofs, interior replacement of various plumbing and electrical fixtures, upgrade lighting and motion sensors.
20. **Water Meter Replacement (\$150,000):** Annual program to replace water meters exceeding manufacturers parameters for metering accuracy.

Fund 115 Special Projects Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Project Reserve		1,727,337	1,786,530	1,288,830	1,473,266	1,608,493	1,691,532
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	198,900	66,950	106,150	54,600	0	0
Parking License Fees	115-0000-248.01-05	62,465	74,690	76,941	79,249	81,626	84,075
Transfer from Gen Const	115-0000-381.34-00	11,720	32,340	14,330	22,010	1,410	8,768
Transfer from Rec Impact Fee	115-0000-381.17-00	0		0	0	0	
Transfer from Marina	115-0000-381.xx-xx			0	0	0	8,700
Interest on Investments	115-0000-361.10-00	2,280	2,310	2,345	2,378	2,413	2,448
TOTAL SOURCES OF FUNDS		2,022,702	1,982,820	1,508,596	1,651,503	1,713,942	1,815,523
USES OF FUNDS							
Other Operating (Fed Forf)	115-6111-581.99-01	95,000		21,000	21,000	21,000	21,000
Other Professional Services	115-1702-579.31-90	18,040	32,340	14,330	22,010	1,410	17,468
Transfer to General Fund	115-9111-581.91-01	123,130	661,650				
Project Reserve	115-6111-581.99-01	1,786,532	1,288,830	1,473,266	1,608,493	1,691,532	1,777,055
TOTAL USES OF FUNDS		2,022,702	1,982,820	1,508,596	1,651,503	1,713,942	1,815,523
YEAR-END BALANCE		0	0	0	0	0	0

Fund 117 Recreation Impact Fee Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
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SOURCE OF FUNDS							
Prior Year Fund Balance	Balance Sheet	187,350	0	0	0	0	0
Prior Year Project Reserve	117-0000-303.10-00	0	460,620	328,370	384,820	410,420	436,020
Recreation Impact Fees	117-0000-361.17-00	386,500	116,750	116,750	25,000	25,000	25,000
Transfer from Gen Const	117-0000-381.34-00	0	0	0	0	0	0
Contr & Donations	117-0000-381.34-00	159,700	13,300	0	0	0	0
Interest of Investments	117-0000-253.10-00	500	500	600	600	600	600
TOTAL SOURCES OF FUNDS		734,050	591,170	445,720	410,420	436,020	461,620

USES OF FUNDS							
Worthing Park Improvements	117-4133-572.68-19	212,230	0	0	0	0	0
Merritt Park		0	0	60,000			
Beach Pavillion	117-4170-572.68-83	59,700	180,300				
Transfer to General Const	117-9111-581.91-03		82,500				
Transfer to Public Arts	117-9111-581.91-15	1,500	0	900	0	0	0
Project Reserve	117-4133-572.99-01	460,620	328,370	384,820	410,420	436,020	461,620
TOTAL USES OF FUNDS		734,050	591,170	445,720	410,420	436,020	461,620
YEAR-END BALANCE		0	0	0	0	0	0

Fund 118 Neighborhood Services Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Fund Balance		316,867	0	63,030	63,030	63,030	63,030
Dept HUD Neighborhood Stab	118-0000-331.84-11	309,082	0	0	0	0	0
Residential Mitigation Prog	118-0000-334.42-00	149,150	0	0	0	0	0
CDBG	N/A	1,072,335	413,140	413,140	413,140	413,140	413,140
Disaster Recovery Initiative	118-0000-331.84-06	97,650	0	0	0	0	0
SHIP Program	118-0000-334.48-00	39,504	0	0	0	0	0
2005 DRI3 - Fire Headqtrs	118-0000-331.84-15	0	613,350	0	0	0	0
West Settler's Façade	118-0000-337.45-01	0	50,000	50,000	50,000	50,000	50,000
NSP Proceeds	118-0000-388.10-00	342,658	0	0	0	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	50,000	0	50,000	50,000	50,000	50,000
Contributions & Donations	Multi	92,840	92,840	42,840	42,840	42,840	42,840
Curb Appeal Program	118-0000-366.70-56	0	0	0	0	0	0
CRA-Neighborhood Stab	118-0000-366.70-57	711,240	695,050	695,050	695,050	695,050	695,050
Transfer from General Fund	118-0000-381-10.00	149,430	149,430	149,430	149,430	149,430	149,430
TOTAL SOURCES OF FUNDS		3,330,756	2,013,810	1,463,490	1,463,490	1,463,490	1,463,490

USES OF FUNDS							
Hope III acquisitions	118-1922-554	250	0	0	0	0	0
SHIP Program-State Grant	118-1924-554	60,944	0	0	0	0	0
Western Settlers' Grant	118-1930-554	50,000	50,000	50,000	50,000	50,000	50,000
Curb Appeal	118-1930-554	61,915	50,000	50,000	50,000	50,000	50,000
Beacon Center Village Prog	118-1931-562	0	0	0	0	0	0
Workforce Housing	118-1933-554	0	0	0	0	0	0
Neighborhood Stabilization	118-1934-554	524,903	203,420	203,420	203,420	203,420	203,420
Neighborhood Stabilization	118-1935-554	1,048,080	494,620	494,620	494,620	494,620	494,620
Residential Mitigation Prog	118-1936-554	167,425	0	0	0	0	0
Disaster Recovery Initiative	118-1960/2-554	97,650	613,350	0	0	0	0
Planning Administration	118-1961-554	112,533	74,170	74,170	74,170	74,170	74,170
Housing Rehab-Federal Grant	118-1963-554	508,290	284,980	284,980	284,980	284,980	284,980
Neighborhood Services	118-1965-554	258,282	0	0	0	0	0
Grants & Aids	118-1966-554	229,040	61,970	125,000	125,000	125,000	125,000
Neighborhood Housing	118-1974-554	211,444	181,300	181,300	181,300	181,300	181,300
Project Reserve	Various						
TOTAL USES OF FUNDS		3,330,756	2,013,810	1,463,490	1,463,490	1,463,490	1,463,490
YEAR-END BALANCE		0	0	0	0	0	0

Fund 119 Beautification Trust Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
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SOURCE OF FUNDS							
Prior Year Project Reserve		0	0	0	10,100	20,301	30,604
Prior Year Fund Balance	119-0000-271.00-00	10,460	0	0	0	0	0
Interest on Investments	119-0000-361.10-00	500	500	512	528	546	568
Contribution CRA	119-0000-366.70-00	23,000	0	0	0	0	0
General Fund Transfers	119-0000-381.10-00	860,000	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
TOTAL SOURCES OF FUNDS		899,150	875,690	884,532	903,594	922,880	942,395

USES OF FUNDS							
Computerized Irrigation System	119-4144-572.64-90	50,000	50,000	0	0	0	0
Misc Capital	119-4144-572.64-90	6,000	0	0	0	0	0
Operating Expenses	Various	843,150	825,690	874,432	883,293	892,276	901,386
Project Reserve	119-4144-581.99-01	0	0	10,100	20,301	30,604	41,009
TOTAL USES OF FUNDS		899,150	875,690	884,532	903,594	922,880	942,395
YEAR-END BALANCE		0	0	0	0	0	0

Fund 332 Beach Restoration Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Project Reserve		231,728	0	0	0	0	0
Federal Grants	332-0000-331.37-00	0	0	5,248,155	61,093	62,272	57,896
State Grants	332-0000-334.31-00	0	0	2,034,324	23,408	15,678	12,538
County Grants	332-0000-337.31-00	0	0	2,015,918	15,220	15,678	12,538
Interest on Investments	332-0000-361.10-00	200	0	200	200	200	200
Construction Loan	332-0000-xxx.xx-xx	0	9,386,000	0	0	0	0
Transfer from General Fund	332-0000-381.10-00	15,000	221,350	706,060	638,332	651,810	649,410
TOTAL SOURCES OF FUNDS		246,928	9,607,350	10,004,657	738,253	745,638	732,582
USES OF FUNDS							
Beach Tilling	332-4164-572.34-90	0	0	15,124	15,580	16,050	0
Pre Construction Environmental	332-4164-572.31-30	0	18,120	0	0	0	0
Sea Turtles Monitoring	332-4164-572.34-90	50,000	45,550	38,748	38,748	44,038	45,360
Construction - Pre/Post	332-4164-572.31-30	0	86,640	52,550	54,125	55,750	57,422
Debt Service	332-7111	0	155,000	9,660,596	612,000	612,000	612,000
Renourishment - Fill placement	334-4164-572.xx-xx	0	8,820,110	0	0	0	0
Construction Administration	332-4164-572.31-30	0	34,860	0	0	0	0
Post Construction Environmental	332-4164-572.31-30	0	19,880	0	0	0	0
Final & Constr Engineering	332-4164-572.31-30	179,628	185,210	0	0	0	0
Final Engineering/Bid & Neg	Operating Cost						
Travel & Training	Operating Cost	8,568	9,300	9,800	9,800	9,800	9,800
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	732	0	0	0	0	0
Project Reserve	332-4164-572.99-01	0	224,680	219,839	0	0	0
TOTAL USES OF FUNDS		246,928	9,607,350	10,004,657	738,253	745,638	732,582
YEAR-END BALANCE		0	0	0	0	0	0

Fund 334 General Construction Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Fund Balance		2,119,972	600,000	0	0	0	0
Prior Year Project Reserve		0	246,480	0	0	55,630	64,972
Fed Grant-Fed Hwy Phase 1	334-0000-331.62-05	0	2,803,189	0	0	0	0
Fed Grant-Auburn Av Impr	334-0000-331.84-06	1,000,000	0	0	0	0	0
State-Atlantic Ave Gateway	334-0000-334.58-01	199,760	0	0	0	0	0
State-Atlantic Dunes Nature Trl	334-0000-334.xx-xx	0	0	0	163,100	0	0
State-Bond-Gulfstream (KPBB)	334-0000-334.xx-xx	200,000	0	0	0	0	0
State-Federal Highway Enh	334-0000-334.xx-xx	0	4,405,369	0	0	0	0
State - Mangrove Boat Ramp (FFWC)	334-0000-334.41.10	102,500	0	0	0	0	0
State-NE 2nd Ave/Seacrest Beaut	334-0000-334.xx-xx	0	0	0	533,470	0	0
State - Sw 29th St-Sw 22nd Ave	334-0000-334.62-03	79,069	0	0	0	0	0
State-Redesign Pompey Pool	334-0000-334.62-03	0	0	200,000	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	0	150,000	0	0	0	0
Local-12th Ave Improv	334-0000-337.59-31	867,239	0	0	0	0	0
Local Grants-PD Consoles	334-0000-337.59-34	0	70,000	0	0	0	0
Local Grant-Mangrove Boat Ramp	334-0000-337.49-03	87,500	0	0	0	0	0
Contributions and Donations	334-0000-366.11-00	17,218	0	0	0	0	0
Interest Earnings	334-0000-361.10-00	84,390	1,000	1,000	1,000	1,000	1,000
CRA-Atl Ave Gateway Feature	334-0000-366.70-25	1,500,000	0	0	0	0	0
CRA-Auburn Ave Improvements	334-0000-366.70-65	10,000	0	0	0	0	0
CRA-Block 19 & 20 Alley Imp	334-0000-366.70-47	200,000	0	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	0	50,000	0	0	0	0
CRA-Bus Shelters	334-0000-366.70-41	37,500	0	0	0	0	0
CRA-Office Sidewalks	334-0000-366.70-75	40,000	0	0	0	0	0
CRA-Currie Park Renovations	334-0000-366.70-xx	0	0	152,250	0	0	0
CRA-Fire HQ Public Plaza	334-0000-366.70-67	35,000	228,375	0	0	0	0
CRA-Fed Hwy Enhancements Ph 1	334-0000-366.70-42	0	2,856,708	0	0	0	0
CRA-Merritt Park	334-0000-366.70-xx	0	0	116,725	0	0	0
CRA-NE 1st Ave Improvements	334-0000-366.xx-xx	350,000	0	0	0	0	0
CRA-NE 2nd Av/Seacrest Beaut	334-0000-366.70-70	0	110,000	0	279,000	0	0
CRA-NE 3rd Streetscape	334-0000-366.70-68	100,000	60,000	429,000	0	0	0
CRA-NW 12 Ave-Atlantic/MLK	334-0000-366.70-58	400,000	586,625	0	0	0	0
CRA-Osceola Alleys Phase 2	334-0000-366.70-08	0	230,000	0	0	0	0
CRA-Pompey Park Concession St	334-0000-366.70-74	200,000	0	0	0	0	0
CRA-S Swinton-SW/E 1st Signal	334-0000-366.70-77	0	115,000	0	0	0	0
CRA-SE&NE 1st St-One Way Pair	334-0000-366.70-10	50,000	0	0	0	0	0
CRA-SE 2 St-Swinton SE 3 Av	334-0000-366.70-78	0	645,500	0	0	0	0
CRA-SE 2nd Av Parking	334-0000-366.70-xx	75,000	0	0	0	0	0
CRA - SW 1 Av/SW 1 St/W							
Atlantic Ave Beautification	334-0000-366.xx-xx	0	0	0	455,350	0	0
CRA-SW12th Av Ph 1 Alley	334-0000-366.70-40	140,000	0	0	0	0	0
CRA-SW 2nd St Beautification	334-0000-366.70-59	600,000	0	0	0	0	0
CRA-Swinton & Atl Intersection	334-0000-366.70-xx	100,000	80,000	520,000	0	0	0
CRA-Tree Grate Replacements	334-0000-366.70-79	0	136,600	0	0	0	0
CRA-Tri Rail Shuttle	334-0000-366.70-20	100,000	0	0	0	0	0
Transfer from General Fund	334-0000-381.10-00	609,090	1,141,130	2,085,190	2,000,000	2,000,000	2,000,000
Transfer from Rec Impact Fee	334-0000-383.02-00	0	82,500	0	0	0	0
Transfer from Special Projects Fund	334-0000-381.15-00	59,700	0	0	0	0	0

Fund 334 General Construction Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
Debt Proceeds							
Fed Hwy Beaut	334-0000-384.14-00	0	836,000	0	0	0	0
New Financial System	334-0000-384.37-00	900,000	0	0	0	0	0
PD Motorola Radio Repl	334-0000-384.37-00	0	0	0	6,000,000	0	0
Develop Contribution	334-0000-366.51-07	0	305,734	0	0	0	0
TOTAL SOURCES OF FUNDS		10,463,938	15,740,210	3,504,165	9,431,920	2,056,630	2,065,972

USES OF FUNDS							
80 Depot Improvements	334-6111-519.31-30	32,940	0	0	0	0	0
Atlantic Ave St Light Repl	334-3162-541.46-14	50,000	0	50,000	50,000	50,000	100,000
Atlantic Ave Median	334-3162-541.61-15	142,790	0	0	0	0	0
Atlantic Ave Gateway Feature	334-3162-541.68-09	1,758,290	0	0	0	0	0
Atlantic Dunes Nature Trail	334-4170-572.63-48	0	0	0	161,000	0	0
Auburn Ave Improvements	334-3162-541.68-65	1,000,661	0	0	0	0	0
Ballfields Cont Link Syst	334-3162-541.xx-xx	0	0	58,000	0	0	0
Beach Master Plan	334-4141-572.68-83	0	0	73,900	73,900	73,900	73,900
Bond-Gulfstream (KPBB)	334-4144-572.63-20	200,000	0	0	0	0	0
Block 19 & 20 Alley Imp	334-3162-541.68-56	200,250	0	0	0	0	0
Block 32 Alley	334-3162-541.68-70	103,250	0	0	0	0	0
Block 117 Garage Study	334-3151-545.31-90	0	50,000	0	0	0	0
Building Maintenance	334-6112-519.46-10	106,603	150,000	150,000	150,000	150,000	150,000
Bus Shelters-CRA	334-3162-544.65-70	37,500	0	0	0	0	0
City Atty Window R/R	334-6112-519.46-10	0	25,000	0	0	0	0
City Hall Chiller Upgrades	334-6112-519.46-20	0	50,000	0	0	0	0
Computer/Equip Replacement	334-6112-519.64-11	23,813	110,000	70,000	70,000	70,000	70,000
CRA Office Sidewalks	334-3162-541.63-11	40,850	0	0	0	0	0
Cultural Loop MLK Blvd Ph 1	334-4141-572.68-57	21,038	0	0	0	0	0
Currie Park Renovation	334-4151-572.63-64	0	0	150,000	0	0	0
Family Rec & Fitness Center	334-4148-572.63-81	12,500	0	0	0	0	0
Federal Hwy Beautification	334-3162-541.68-52	387,585	11,080,000	0	0	0	0
Fire Bay Sprinklers	334-2311-522.xx-xx	0	0	0	0	40,000	0
Fire Dept-Defib/Monitor	334-2311-522.51-20	0	52,000	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	44,300	0	0	0	0	0
Fire HQ Public Plaza	334-2311-522.68-71	35,000	225,000	0	0	0	0
Fire In Vehicle Router	334-2311-522.xx-xx	0	0	0	0	0	77,800
Fire Mobile Radio Repeat	334-2311-522.64-90	0	53,000	0	0	0	0
Fire - SCBA	334-2311-522.64-90	0	600,000	0	0	0	0
Fire Telephone System	334-2311-522.xx-xx	0	0	0	100,000	0	0
FS 2 Generator Upgrade	334-2311-522.xx-xx	0	0	0	0	40,000	0
FS 3 Generator Upgrade	334-2311-522.xx-xx	0	0	0	0	40,000	0
Fire Training Center	334-2311-522.xx-xx	0	0	248,400	219,650	0	0
Fire Vehicle Laptop Repl	334-2311-522.xx-xx	0	0	62,400	100,000	0	0
Fire Video Confer Server	334-2311-522.xx-xx	0	0	0	30,000	0	0
Hilltopper Sidewalk Imp	334-3162-541.46-90	6,673	0	0	0	0	0
Hilltopper Bathroom Reno	334-4173-572.62-10	0	0	0	197,000	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	15,000	70,000	0	0	0	0
IT-Server Mem Upgrade	334-6111-519.64-11	25,000	0	0	0	0	0
IT-Firewall Security	334-6111-519.66-10	0	39,000	0	0	0	0
Keyless Lock/Entry System	334-6111-519.xx-xx	0	0	0	0	0	100,000
Little Fenway Park Bldg	334-4173-572.63-90	410,500	0	300,000	0	0	0

Fund 334 General Construction Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
Mangrove Boat Ramp	334-4174-572.63-90	198,040	0	0	0	0	0
Merritt Park Renovation	334-4313-572.xx-xx	0	0	115,000	0	0	0
Miller Park Combust Gas Mit	334-4173-572.63-90	0	0	0	0	170,000	0
Miller Park Renovation	334-4173-572.63-90	18,205	0	0	0	0	0
Miller Park, Shade System	334-4173-572.xx-xx	0	0	0	0	86,100	0
NE 1st Av Improvements	334-3162-541.68-84	345,500	0	0	0	0	0
NE 1st Stop Sign	334-3162-541.46-90	5,100	0	0	0	0	0
NE 2nd Av/Seacrest Beaut	334-3162-541.68-78	0	110,000	0	800,470	0	0
NE 3rd Streetscape	334-3162-541.68-72	100,000	60,000	420,000	0	0	0
NE 7th Ave Alley	334-3162-541.xx-xx	0	0	0	0	50,000	0
NE 8th Ave Paving	334-3162-541.65-xx	0	0	0	0	84,300	0
NW 12 Ave-Atlantic/MLK	334-3162-541.68-60	434,138	575,000	0	0	0	0
Neighborhood Enhancements	334-6111-519.63-89	0	20,000	0	0	35,000	25,000
New Financial System	334-6111-519.xx-xx	900,000	0	0	0	0	0
Office Equip <\$1,000	334-6112-519.51-20	3,477	0	0	0	0	0
Old School Square-PK Impr	334-4151-572.63-59	12,921	0	0	0	0	0
OSS Park/Site Improvements	334-4151-572.xx-xx	0	0	0	0	310,500	0
Osceola Alleys Phase 2	334-3162-541.65-85	0	230,000	0	0	0	0
Other Contractual Services	334-3162-541.34-90	1,627	0	0	0	0	0
Other Repair & Maintenance	334-6112-519.46-90	8,365	0	0	0	0	0
Parks-LED Message Signs	334-4131-572.xx-xx	0	0	0	0	231,200	0
Parks Master Plan	334-4151-572.31-90	0	35,000	0	0	0	0
PD A/C Replacement	334-2111-521.46-10	0	30,000	0	0	0	0
Police Access Control System	334-2111-521.63-90	0	45,000	0	0	0	0
Police AEDs	334-2111-521.xx-xx	0	0	0	60,000	80,000	0
Police Consoles	334-2111-521.64-90	0	70,000	0	0	0	0
Police Disk Storage Expansion	334-2111-521.64-11	0	26,000	0	0	0	0
Police Evidence Storage	334-2111-521.xx-xx	0	0	60,000	0	0	0
Police Motorola Radio Repl	334-2111-521.xx-xx	0	0	0	6,000,000	0	0
Police Computer Room Relocate	334-2111-521.46-10	0	57,500	0	0	0	0
Police Facility/Roof Maintenance	334-2111-521.46-10	10,500	0	0	0	0	0
Police In Car Video System	334-2111-521.64-90	156,000	72,000	0	48,000	0	0
Police Range Ventilation	334-2111-521.64-90	142,000	0	0	0	0	0
Police-OmniTrak Latent Sta	334-2111-521.xx-xx	0	0	82,000	0	0	0
Police Vehicle GPS	334-2111-521.xx-xx	0	0	161,500	0	0	0
Popmey Gym PA System	334-4127-572.xx-xx	0	0	0	0	25,000	0
Pompey Concession Stand	334-4127-572.62-10	467,187	0	0	0	0	0
Pompey Pool Redesign	334-4127-572.xx-xx	0	0	356,500	0	0	0
Pompey Park Shade System	334-4127-572.xx-xx	0	0	0	0	0	66,000
RR X-ing Annual Maintenance	334-3162-541.46-90	207,280	0	113,000	116,000	119,000	123,000
SE&NE 1st St One Way Pair	334-3162-541.65-88	66,919	0	0	0	0	0
SE 2 St - Swinton SE 3 Av	334-3162-541.68-30	0	635,000	0	0	0	0
SE 2nd Av Parking	334-3162-541.68-85	75,000	0	0	0	0	0
Seacrest Blvd NE 8st Gulfstream	334-3162-541.xx-xx	0	0	0	422,700	0	0
Sidewalks/Bikepaths	334-3162-541.63-11	727	0	0	50,000	50,000	50,000
Software Integration Application	334-2111-521.66-10	128,741	0	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	0	200,000	150,000	160,000	170,000	180,000
S Swinton-SW/E 1st Signal	334-3162-541.68-32	0	115,000	0	0	0	0
SW 1 Ave-SW 1st/Atlantic Ave	334-3162-541.6x-xx	0	0	0	446,500	0	0
SW 29 St-SW 22 Ave Sidewalks	334-3162-54.68-47	152,670	0	0	0	0	0

Fund 334 General Construction Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SW 12th Av/Auburn Av/14th Av	334-3162-541.68-04	982,134	0	0	0	0	0
SW 10th St CSX Crossing	334-3162-541.46-90	0	210,000	0	0	0	0
SW 2 St Beautification	334-3162-541.65-95	627,363	0	0	0	0	0
SW Area Sidewalks PH 2	334-3162-541.63-11						
Swinton and Atlantic Intersection	334-3162-541.68-86	100,000	80,000	511,000	0	0	0
Tennis Center Storage Bldg	334-4145-572.62-10	0	0	0	25,000	0	0
Tennis Court Rehab	334-3162-541.63-90	50,000	53,470	60,000	60,000	60,000	60,000
Traffic Calming	334-3162-541.65-60	0	0	0	0	50,000	100,000
Tree Grate Replacements	334-3162-541.46-17	0	136,600	0	0	0	0
Tri Rail Shuttle	334-6111-545.64-20	200,000	0	0	0	0	0
Transfer To Special Projects Fund	334-9111-581.91-15	11,720	32,340	35,465	36,070	6,658	1,100
Transfer to Rec Impact	334-9111-581.91-xx	59,700	13,300	0	0	0	0
Veterans Playground	334-4126-572.63-90	0	277,000	0	0	0	0
Village Academy School Zone	334-3162-541.64-90	12,942	0	0	0	0	0
Bond Interest Expense-Fed Hwy	334-7111	0	153,000	0	0	0	0
Project Reserve	334-6511-581.99-01	246,480	0	0	55,630	64,972	889,172
		10,463,938	15,740,210	3,504,165	9,431,920	2,056,630	2,065,972
		0	0	0	0	0	0

Fund 380 2007 GO Bond

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Fund Balance		18,286	0	0	0	0	0
Interest on Investments	380-0000-361.10-00	371,000	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
TOTAL SOURCES OF FUNDS		389,286	0	0	0	0	0
USES OF FUNDS							
IMPROVEMENTS							
Other Prof-RE Services	380-4150-572.31-90	8,355	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	436	0	0	0	0	0
Transfer to General Fund	380-9111-581.91-01	371,000	0	0	0	0	0
Project Reserve	380-4150-572.99-01	9,495	0	0	0	0	0
TOTAL USES OF FUNDS		389,286	0	0	0	0	0
YEAR-END BALANCE		0	0	0	0	0	0

Fund 426 Marina

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Project Reserve	426-0000-301.46-00	159,760	233,480	278,340	332,730	397,120	471,860
Renewal/Ext Appl Fee	426-0000-329.43-00	800	800	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	192,000	170,500	180,500	190,500	200,500	210,500
Late Fees	426-0000-347.82-00	900	600	700	700	700	700
Interest Earnings	426-0000-361.10-00	450	450	450	450	450	450
Laundry Rents	426-0000-362.25-00	150	150	200	200	250	250
Miscellaneous Revenue	426-0000-369.99-00	250	150	350	350	350	350
TOTAL SOURCES OF FUNDS		357,810	409,630	465,040	529,430	604,170	688,910
USES OF FUNDS							
Operating Costs	multi	73,450	79,490	80,510	80,510	80,510	80,510
Riverwalk	426-4311-575.65-22	0	0	0	0	0	547,900
Other Machinery/Equip	426-4311-575.64-90	0	0	0	0	0	0
Transfer to General Fund	426-4311-581.91-01	50,880	51,800	51,800	51,800	51,800	51,800
Transfer to Public Arts	426-4311-581.91-15	0	0	0	0	0	8,700
Project Reserve	426-4311-581.99-01	233,480	278,340	332,730	397,120	471,860	0
TOTAL USES OF FUNDS		357,810	409,630	465,040	529,430	604,170	688,910
YEAR-END BALANCE		0	0	0	0	0	0

Fund 441 Water and Sewer

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
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SOURCE OF FUNDS							
Prior Year Fund Balance	441-0000-301.41-00		0	0	0	0	0
Prior Year Project Reserve		2,391,394	252,250	402,250	369,200	137,200	187,200
Revenue Current Operations	multi	710,725	0	1,400,000	1,000,000	1,000,000	1,000,000
SFWMD Alternative WTR Sup	441-0000-334.65-00	0	170,000	0	0	0	0
Water Connection Fee	441-0000-343.34-00	70,000	100,000	100,000	100,000	100,000	100,000
Sewer Connection Fee	441-0000-343.52-00	70,000	100,000	100,000	100,000	100,000	100,000
TOTAL SOURCES OF FUNDS		3,242,119	622,250	2,002,250	1,569,200	1,337,200	1,387,200

USES OF FUNDS							
Address Data Maintenance	441-5161-536.31-90	2,334	0	0	0	0	0
Fund Website Design	441-5161-536.34-90	4,300	0	0	0	0	0
Computer Equipment	441-5161-536.64-11	15,500	0	0	0	0	0
Asset Mgmt System Ph 1	441-5161-536.66-10	120,722	0	0	0	0	0
Greenbriar Dr. Sewer	441-5161-536.xx-xx	0	0	0	0	0	287,500
PD OSSI Software Application	441-5161-536.31-90	10,612	0	0	0	0	0
Reclaimed Water Dist-Cust Con	441-5161-536.49-23	232,876	50,000	220,000	220,000	220,000	220,000
Reclaimed Water Expansion	441-5181-536.65-96	873,429	0	0	0	0	0
Reclaim Water Area 12A	441-5181-536.68-73	1,234,220	170,000	1,250,000	0	0	0
Reclaim Water Area 12B	441-5161-536.68-79	0	0	163,050	1,087,000	0	0
Reclaim Water Area 6	441-5161-536.xx-xx	0	0	0	125,000	930,000	0
Reclaim Water Area 8	441-5161-536.xx-xx	0	0	0	0	0	600,000
SCR Reclaim & Deepwell	441-5181-536.34-83	701	0	0	0	0	0
SCR Regional WW Treatment	441-5181-536.34-85	10,908	0	0	0	0	0
SCRWTDB Pelletization Proj	441-5161-536.34-85	59,825	0	0	0	0	0
SCRWTDB City Share	441-5161-536.34-85	415,000	0	0	0	0	0
Water Meter/AMR Syst Eval	441-5181-536.31-90	9,442	0	0	0	0	0
Project Reserve	441-5161-536.99-01	252,250	402,250	369,200	137,200	187,200	279,700
TOTAL USES OF FUNDS		3,242,119	622,250	2,002,250	1,569,200	1,337,200	1,387,200
YEAR-END BALANCE		0	0	0	0	0	0

Fund 442 Water and Sewer Renewal and Replacement

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Encumbrances	442-0000-301.42-00	1,151,767	0	0	0	0	0
Prior Year Project Reserve	442-0000-301.24-00	2,766,557	168,610	210	85,210	145,210	144,210
State Grant-Auto Hydrant Flusher	442-0000-334.65-00	0	50,000	0	0	0	0
Transfer from Water/Sewer Fund	442-0000-381.41-00	4,050,000	3,000,000	2,700,000	2,700,000	2,700,000	2,700,000
TOTAL SOURCES OF FUNDS		7,968,324	3,218,610	2,700,210	2,785,210	2,845,210	2,844,210
USES OF FUNDS							
Auto Hydrant Flusher	442-5178-536.64-90	0	100,000	0	0	0	0
Automated Meter Reading	442-5178-536.64-46	500,000	1,000,000	1,000,000	1,200,000	1,390,000	1,000,000
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	70,000	70,000	70,000	70,000	70,000	70,000
Computer Equip Annual Repl	442-5178-536.64-11	29,500	5,200	0	0	0	0
Congress Ave FM Repl	442-5178-536.68-89	700,000	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	0	623,200	375,000	375,000	0	0
Eldorado/Sunshine W/M	442-5178-536.6x-xx	0	0	300,000	200,000	0	0
Elevated Storage Tank Maint	442-5178-536.46-90	18,654	19,000	19,000	19,000	19,000	19,000
Equipment Maintenance	442-5178-536.46-20	20,318	0	0	0	0	0
Federal Highway Beautification	442-5178-536.68-52	28,649	500,000	0	0	0	0
Fire Hydrant Replacement	442-5178-536.52-29	6,398	0	0	0	0	0
Hydrant Flushing Contract	442-5178-536.46-26	0	70,000	70,000	70,000	70,000	70,000
Large Meter Replacement Program	442-5178-536.61-81	65,000	20,000	35,000	0	0	0
Lift Station Rehab	442-5178-536.68-15	61,562	75,000	75,000	75,000	75,000	75,000
Lowson Blvd FM	442-5178-536.68-74	389,663	0	0	0	0	0
LS100A Capacity Study	442-5178-536.31-30	69,715	0	0	0	0	0
LS100A Capacity Upgrade	442-5178-536.69-29	350,000	0	0	0	0	0
NE 3rd St Streetscape	442-5178-536.68-72	0	15,000	90,000	0	0	0
NE 8 Ave Paving	442-5178-536.65-73	0	0	0	0	50,000	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	0	75,000	0	0	0	0
NW 12th Av WM	442-5178-536.xx-xx	0	0	0	0	402,500	0
NW 16th St WM	442-5178-536.68-61	109,450	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	378,795	0	0	0	0	0
Other Current Charges	442-5178-536.49-90	2,343	0	0	0	0	0
Other Improvements	442-5178-536.63-90	2,233	0	0	0	0	0
Other Professional Services	442-5178-536.31-90	21,684	0	0	0	0	0
Other Repair and Maint	442-5178-536.46-90	126,550	0	0	0	0	0
Production Well Rehabilitation	442-5178-536.68-14	100,000	100,000	100,000	100,000	100,000	100,000
Public Utility Generator Repl	442-5178-536.64-90	75,000	0	75,000	75,000	75,000	75,000
Raw Water Valves at WTP	442-5178-536.68-81	60,000	60,000	60,000	60,000	0	0
Reclaim Water, Area 11B	442-5178-536.63-90	86,637	0	0	0	0	0
Repair Sewer Mains	442-5178-536.46-24	84,000	0	0	0	0	0
Repair WTP Clarifier	442-5178-536.46-20	94,456	0	0	0	0	0
Sanitary Sewer Main Rehab	442-5178-536.63-51	35,182	100,000	100,000	100,000	100,000	100,000
San Sewer Manhole Rehab	442-5178-536.63-82	105,000	0	50,000	50,000	50,000	50,000
Seacrest Blvd-NE 8 St Gulfstream	442-5178-536.xx-xx	0	0	0	50,000	0	0

Fund 442 Water and Sewer Renewal and Replacement

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SW 10th Av WM	442-5178-536.68-76	391,862	0	0	0	0	0
SW 11th Av WM	442-5178-536.xx-xx	0	0	0	0	103,500	0
SW 12 & 13 Av WM	442-5178-536.68-50	372,480	0	0	0	0	0
SW 1st AV WM	442-5178-536.68-77	98,250	0	0	0	0	0
SW 2 St Beautification	442-5178-536.65-95	50,000	0	0	0	0	0
SW 3 & 6 Av WM	442-5178-536.68-62	256,424	0	0	0	0	0
SW 12/Auburn/14th Av	442-5178-536.68-04	56,252	0	0	0	0	0
UTB Renovations	442-5178-536.62-10	0	100,000	0	0	0	0
Water Mains	442-5178-536.63-50	591,500	0	0	0	0	0
Water Main Leak Repairs	442-5178-536.46-90	66,900	0	0	0	0	0
Water Meter Replacement	442-5178-536.61-81	481,372	150,000	0	0	0	0
Water Meter Replacement <\$1,000	442-5178-536.52-31	109,439	0	0	0	0	0
Water Service Relocations	442-5178-536.49-33	54,136	25,000	25,000	25,000	25,000	25,000
Water Service Osceola Park	442-5178-536.49-33	77,970	0	0	0	0	0
Water Service SW 1st & 3rd	442-5178-536.49-33	1,000	0	0	0	0	0
Water Valve Replacement	442-5178-536.64-90	36,000	36,000	36,000	36,000	36,000	36,000
WTP Ammonia Tank Replacement	442-5178-536.64-60	0	20,000	0	0	0	0
WTP Bleach Tank	442-5178-536.64-90	0	30,000	0	0	0	0
WTP Filter 3 Valve Replacement	442-5178-536.64-90	50,000	0	0	0	0	0
WTP Filter Backwash Valve	442-5178-536.46-90	0	25,000	25,000	25,000	25,000	0
WTP Filter Drain Valves	442-5178-536.xx-xx	0	0	60,000	60,000	60,000	60,000
Water Meter Replacement Contract	442-5178-536.52-34	150,000	0	50,000	50,000	50,000	50,000
Project Reserve	442-5178-536.99-01	168,610	210	85,210	145,210	144,210	1,114,210
TOTAL USES OF FUNDS		7,968,324	3,218,610	2,700,210	2,785,210	2,845,210	2,844,210
YEAR-END BALANCE		0	0	0	0	0	0

Fund 445 Municipal Golf Course

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Project Reserve	445-0000-301.45-00	0	299,040	206,860	189,970	173,760	0
Operating Revenues	445-0000-347.xx-xx	3,287,860	2,953,950	2,961,840	3,003,310	3,045,360	3,087,995
Rental Income	445-0000-362.41-xx	25,900	26,360	26,730	27,100	27,480	27,865
Misc Revenue	445-0000-335.41-00	28,000	29,730	63,610	64,500	65,000	66,315
State Gasoline Tax Refund	445-0000-335.41-00	1,750	1,750	1,750	1,750	1,750	1,750
TOTAL SOURCES OF FUNDS		3,343,510	3,310,830	3,260,790	3,286,630	3,313,350	3,183,925
USES OF FUNDS							
Other Machinery & Eqpt	445-4761-572.64-90	92,000	70,000	100,000	100,000	100,000	100,000
Building Maintenance	445-4761-572.46-10	0	55,000	0	0	0	0
Other Operating Costs	multi	2,776,410	2,726,230	2,699,840	2,726,840	2,754,110	2,781,650
Debt Service	445-7111-582.xx-xx	407,630	409,750	410,480	409,320	408,770	0
Debt Service - Cart Lease	445-7111-582.xx-xx	33,370	31,850	32,470	32,470	32,470	32,470
Project Reserve	445-4711-572.99-01	1,100	0	0	0	0	231,805
Transfer to General Fund	445-9111-581.91-01	33,000	18,000	18,000	18,000	18,000	38,000
TOTAL USES OF FUNDS		3,343,510	3,310,830	3,260,790	3,286,630	3,313,350	3,183,925
YEAR-END BALANCE		0	0	0	0	0	0

Fund 446 Lakeview Golf Course

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
SOURCE OF FUNDS							
Prior Year Project Reserve		64,630	116,280	70,634	67,330	61,550	0
Operating Revenues	446-0000-347.xx-xx	804,600	718,100	728,116	738,350	748,690	759,170
State Gasoline Tax Refund	446-0000-335.41-00	500	500	500	500	500	500
Interest Earnings	446-0000-361.10-00	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL SOURCES OF FUNDS		874,730	839,880	804,250	811,180	815,740	764,670
USES OF FUNDS							
Other Machinery & Equipment	446-4761-572.64-90	30,000	30,000	25,000	25,000	25,000	25,000
Other Operating Costs	446-4761-572.xx-xx	606,440	579,490	585,700	591,560	597,480	603,450
Debt Service - Bonds	446-7111-582.xx-xx	223,290	225,390	163,550	164,620	163,260	0
Debt Service - Cart Lease	446-7111-582.xx-xx	0	0	25,000	25,000	25,000	25,000
Transfer to General Fund	446-9111-581.91-01	15,000	5,000	5,000	5,000	5,000	23,000
Project Reserve	446-4711-572.99-01	0	0	0	0	0	88,220
TOTAL USES OF FUNDS		874,730	839,880	804,250	811,180	815,740	764,670
YEAR-END BALANCE		0	0	0	0	0	0

Fund 448 Stormwater Utility Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
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SOURCE OF FUNDS							
Prior Year Project Reserve		1,528,672	631,600	42,890	100,980	258,280	693,070
Revenue from SW Charges	448-0000-343.61-00	2,217,430	2,233,790	2,237,980	2,237,980	2,237,980	2,237,980
Delinquent SW Charges	448-0000-343.62-00	5,000	4,000	4,000	4,000	4,000	4,000
Interest Earnings	448-0000-361.10-00	1,000	500	1,000	1,000	1,000	1,000
Interest Earnings-Delinquent	448-0000-361.22-00	500	0	500	500	500	500
Interest from Tax Collector	448-0000-338.90-00	300	500	300	300	300	300
TOTAL SOURCES OF FUNDS		3,752,902	2,870,390	2,286,670	2,344,760	2,502,060	2,936,850

USES OF FUNDS							
Allen Ave Drainage	448-5461-538.68-55	95,200	0	0	0	0	0
Alley Drainage Improv	448-5461-538.68-62	3,800	75,000	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 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	870	0	0	0	0	0
Debt Service Bonds	448-7111-538.xx-xx	0	105,090	106,850	106,840	107,150	104,470
Delray Beach Heights Swales	448-5461-538.65-41	58,900	0	0	0	0	0
Drainage Swales	448-5461-538.46-43	45,000	70,000	70,000	100,000	100,000	100,000
DT Parking Lots/Garages	448-5461-538.63-15	100,800	0	0	0	0	0
Federal Hwy Beautification	448-5461-538.68-52	45,066	700,000	0	0	0	0
General Stormwater repairs	448-5416-538.46-90	33,077	0	0	0	0	0
Gleason St Drainage	448-5461-538.68-90	0	60,000	0	0	0	0
Lift Station Level Transmitters	448-5461-538.68-80	30,000	30,000	0	0	0	0
MacFarlane Pipe Groutfill	448-5461-538.68-88	123	0	0	0	0	0
NE 3rd St Streetscape	448-5461-538.68-72	0	15,000	90,000	0	0	0
NE 7th Ave Alley	448-5461-538.xx-xx	0	0	0	0	42,000	0
NE 8th Av Paving	448-5461-538.68-xx	0	0	0	0	75,000	0
NW 12th Ave-Atlantic/MLK	448-5461-538.68-60	9,410	125,000	0	0	0	0
New Financial System	448-5461-538.64-11	250,000	0	0	0	0	0
Operating Expenses	448-5416-multi	1,304,199	1,033,740	1,033,640	1,033,640	1,033,640	1,033,640
Palm Trail Drainage	448-5461-538.68-42	93,368	0	0	0	0	0
Seabreeze Drainage	448-5461-538.xx-xx	0	57,500	0	0	0	0
SE 2 St - Swinton SE 3 Ave	448-5461-538.68-30	0	170,000	0	0	0	0
Seacrest Bv-NE 8St Gulfstream	448-5461-538.xx-xx	0	0	0	162,800	0	0
Stormwater Pump Station Rehab	448-5461-538.68-18	50,000	0	75,000	75,000	75,000	75,000
Swinton & Atlantic Inter	448-5461-538.68-86	0	10,000	89,000	0	0	0
SW 1 Av-SW 1 St/Atlantic Av	448-5461-538.65-25	0	0	0	232,000	0	0
SW 12 Av/Auburn/14th Av	448-5461-538.68-04	169,339	0	0	0	0	0
SW 2 St Beautification	448-5461-538.65-95	252,555	0	0	0	0	0
SW Area Swales	448-5461-538.65-41	16,100	0	0	0	0	0
Thomas Pump Station Upg	448-5461-538.xx-xx	0	0	172,500	0	0	0
Transfer to General Fund	448-5411-581.91-01	120,000	376,170	376,200	376,200	376,200	376,200
Project Reserve	448-5461-538.99-01	631,595	42,890	100,980	258,280	693,070	1,247,540
TOTAL USES OF FUNDS		3,752,902	2,870,390	2,286,670	2,344,760	2,502,060	2,936,850
YEAR-END BALANCE		0	0	0	0	0	0

Fund 501 City Garage Fund

DESCRIPTION	ACCOUNT NO.	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17
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SOURCE OF FUNDS							
Prior Year Reserves	Balance Sheet	137,157	352,110	299,190	80,190	166,490	223,190
Net Income Current Operations	Multi	0	0	0	0	0	0
Received from Insurance Fund	501-0000-381.24-00	0	0	0	0	0	0
Sales Scrap	501-0000-365.10-xx	5,000	10,000	5,000	5,000	5,000	5,000
Interest Income	501-0000-361.10-00	1,500	1,000	1,500	1,500	1,500	1,500
Sale of Surplus Property	501-0000-364.40-00	90,000	90,000	90,000	90,000	90,000	90,000
Vehicle Rental Fees	501-0000-369.06-00	1,858,380	1,876,690	1,860,000	1,865,000	1,870,000	1,875,000
TOTAL SOURCES OF FUNDS		2,092,037	2,329,800	2,255,690	2,041,690	2,132,990	2,194,690

USES OF FUNDS							
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	0	296,600	0	311,400	322,300	333,600
Brush Truck Replacement	501-3312-591.64-20	0	303,800	0	0	0	0
Fire Dept - SERV Unit	501-3312-591.64-20	0	35,000	35,000	0	0	0
Fire Dept - Fire Engine	501-3312-591.64-25	0	587,100	604,700	622,900	641,500	660,800
Garage Facility	501-3312-591.62-10	29,170	0	0	0	0	0
TV Truck Replacement	501-3312-591.64-25	156,000	0	0	0	0	0
Vehicle Replacement	501-3312-591.64-20	1,162,157	860,000	865,000	870,000	875,000	880,000
Vehicle Restoration	501-3312-591.64-21	70,600	70,700	70,800	70,900	71,000	71,000
PD Mobile Command Veh	501-3312-591.64-25	0	0	600,000	0	0	0
VIN Platform Replacement	501-3312-591.64-20	0	155,600	0	0	0	0
Project Reserve	501-3312-591.99-01	653,110	0	80,190	166,490	223,190	249,290
TOTAL USES OF FUNDS		2,092,037	2,329,800	2,255,690	2,041,690	2,132,990	2,194,690
YEAR-END BALANCE		0	0	0	0	0	0

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 (expected build-out in the year 2013) 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 Spade 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.

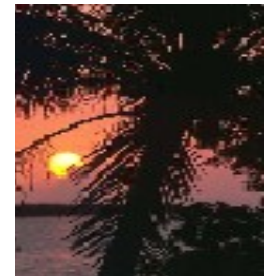
Delray's marketing strategy throughout the City's transformation has been to change the perception of downtown from a dull and dangerous place to a happening scene by creating community events and generating publicity for them. Some of the numerous events include FotoFusion, an annual international photography 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 4th 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 5,603,512 in Fiscal Year 2012 (down 250,681 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 18th 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, 2012. 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
1993	48,644	0.616	918,119	2.358	13,609,094	1.300
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

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

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

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

Taxes

Local Retail Sales Tax	6.00%
Property Tax (Millage Rate)	7.8033

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
TOTAL	10,162	100

** Source: 2012 City of Delray Beach Planning and Zoning Department

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
2003	37	14,246,005	606	77,976,436
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

Source: Community Improvement Department estimates.

Principal Taxpayers Fiscal Year 2012

Taxpayers	2012 Municipal Property Taxes Levied (\$)
Florida Power and Light	593,406
Granite Worthing, LLC	392,503
RREEF	349,434
Citation Club Investors	321,235
Tenet Healthcare Corp	295,481
Linton Delray LLC	288,722
Ocean Properties Ltd.	280,919
Lifespace Communities Inc.	226,187
Morse Operations Inc	207,320
Investors Warranty of America Inc	187,435
Total	\$3,142,642

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
2004	7.5200	0.4800	8.0000	8.5710	4.7910	1.1300	0.6970	23.1890
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

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

Government Services

Police Protection: 158 sworn officers including 2 K-9 officers, 71 civilian full-time employees and 5 other part-time employees.
1 Police Substation located throughout the City.

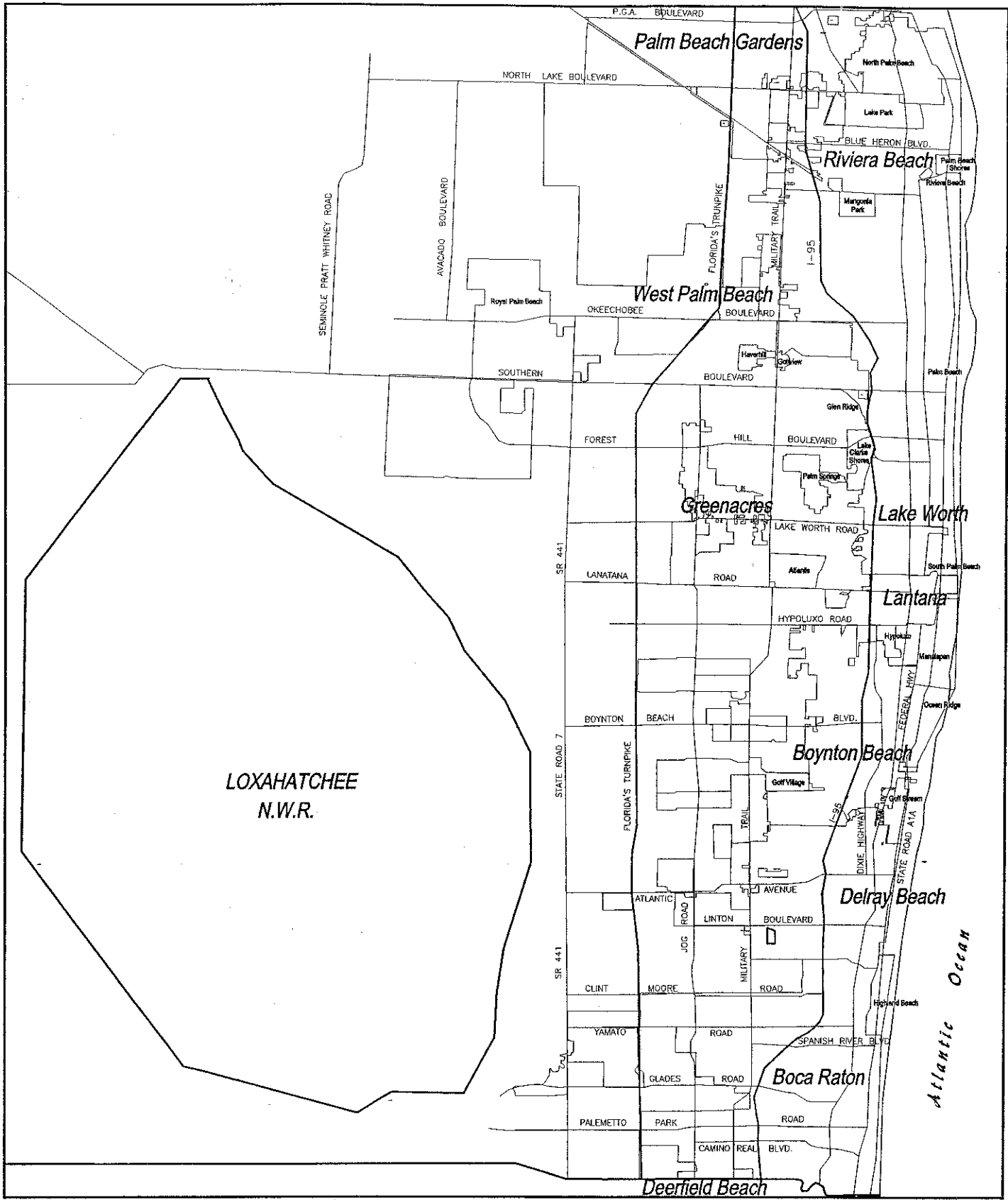
Fire Protection: 5 Fire Stations and 1 Station in Highland Beach to which the City provides Fire and EMS services.
134 State Certified Firefighters of which 120 are State Certified Paramedics. There are also 8 civilian employees.
Equipment: six 1,250 G.P.M. Pumpers, one 61' ladder truck, one 100' platform ladder trucks, one 100' ladder truck, one 105' ladder truck, one 104' ladder, one brush truck, two special operations units, one 2,000 gallon tanker, 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

Property Tax Rates Delray Beach and Surrounding Municipalities

<i>Municipality</i>	<i>FY 11 Millage</i>	<i>FY 12 Millage</i>	<i>FY11/FY12 Variance</i>	<i>FY 13 Millage</i>	<i>FY12/FY13 Variance</i>	<i>12/13 % Change</i>
Boca Raton	3.4059	3.5102	0.1043	3.7225	0.2123	6.05%
Boynton Beach	6.7626	7.1941	0.4315	7.6000	0.4059	5.64%
Delray Beach	7.7902	7.8033	0.0131	7.8033	0.0000	0%
Greenacres	5.6500	5.6500	0.0000	5.6500	0.0000	0%
Lake Worth	5.3950	5.4945	0.0995	5.4945	0.0000	0%
Riviera Beach	8.9980	8.9980	0.0000	8.9980	0.0000	0%
Wellington	2.5000	2.5000	0.0000	2.4700	-0.0300	-1.20%
West Palm Beach	8.5165	8.2671	-0.2489	8.5469	0.2798	3.38%



LOXAHATCHEE
N.W.R.



CITY OF DELRAY BEACH, FL
PLANNING & ZONING DEPARTMENT

Adjacent Municipalities Palm Beach County, Florida

-- DIGITAL BASE MAP SYSTEM --

Fiscal Year 2013 Budget Calendar

JAN	S	M	T	W	T	F	S
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
1	15	16	17	18	19	20	21
2	22	23	24	25	26	27	28
	29	30	31				

January 3 – Request input from departments for fleet, insurance, phone lines, tuition reimbursement, and computer hardware and software.

January 3 – Request security authorizations from departments.

January 20 – Departments submit departmental security authorizations.

January 23 – February 3 – Budget office prepares utility projections.

February 6 – Departments submit responses for projections for fleet, insurance, phone lines, tuition reimbursement, and computer hardware and software.

February 6 – March 1 – Budget office prepares salary projections.

March 7 – Manager’s Kick-Off. Departments receive budget and Capital Improvement Program (CIP) requests packets. Also distribute hardware/software budget request forms to departments.

April 2 – Departments submit hardware/software requests forms to IT.

April 9 & 16 Departments submit budget requests. (Reference schedule, pg 4)

April 9 – Send out donation letters with applications.

April 9 – IT submits hardware/software budget requests with recommendations to budget office.

April – June – City Manager reviews budget requests with Department heads.

May 25 – Donation applications to be returned to the budget office.

FEB	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
1	19	20	21	22	23	24	25
2	26	27	28	29			

MAR	S	M	T	W	T	F	S
					1	2	3
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MAY	S	M	T	W	T	F	S
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Fiscal Year 2013 Budget Calendar

June 1 – Develop preliminary CIP.

June 8 – 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 17 – Regular Commission meeting to include an item establishing a tentative millage rate to be submitted on Form DR-420 by Friday, August 3.

August 3 – Within 35 days of certification of value (Saturday, 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 14 and 28 – Commission workshops.

August 24 – Not later than 55 days after the certification of value (Friday, 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 28 – 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 2013 Budget Calendar

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September 4 – Within 80 days of certification of value (Tuesday, September 18), but not earlier than 65 days after certification (Monday, 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 13 – 15 – Within 15 days following the tentative budget hearing (Wednesday, September 19), 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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September 18 – 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.

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September 21 – 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 18 – 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

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

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

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. 47-12

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:

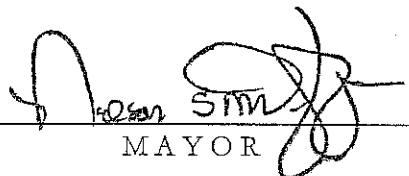
Section 1. That a tax of \$7.1992 per one thousand dollars (\$1,000.00) of assessed valuation is hereby levied on all taxable property within the City of Delray Beach for the fiscal year commencing October 1, 2012, and ending September 30, 2013. There shall be and hereby is appropriated for the General 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 \$6,218,550,013. The operating millage rate of \$7.1992 per one thousand dollars (\$1,000.00) is greater than the rolled-back rate of \$7.1805 per one thousand dollars (\$1,000.00) by 0.26%.

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 \$3,569,827. There is hereby appropriated for the payment thereof, all revenues derived from the tax levy of \$0.6041 per one thousand dollars (\$1,000.00) of assessed valuation, which is hereby levied for that purpose for the fiscal year commencing October 1, 2012, and ending September 30, 2013, upon the taxable property of the City of Delray Beach, the assessed valuation being \$6,220,735,327.


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 4, 2012 and September 20, 2012.

PASSED AND ADOPTED in regular session on this the 20th day of September, 2012.


MAYOR

ATTEST:


City Clerk

**Property Tax Levy Resolution
Downtown Development Authority**

RESOLUTION NO. 48-12

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.

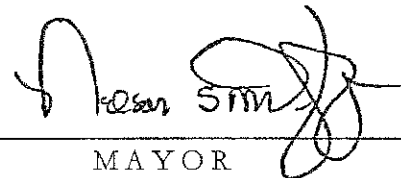
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DELRAY BEACH, FLORIDA, AS FOLLOWS:

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, 2012, and ending September 30, 2013. 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 \$520,595,770. The operating millage rate of \$1.0000 per one thousand dollars (\$1,000.00) is more than the rolled-back rate of \$0.9848 per one thousand dollars (\$1,000.00) by 1.54%.


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 4, 2012 and September 20, 2012.

PASSED AND ADOPTED in regular session on this the 20th day of September, 2012.


MAYOR

ATTEST:


City Clerk

Appropriation of Funds

RESOLUTION NO. 49-12

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 1ST DAY OF OCTOBER, 2012, TO THE 30TH DAY OF SEPTEMBER, 2013; 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 1st day of October, 2012, and ending the 30th day of September, 2013, 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 1st day of October, 2012, and ending the 30th day of September, 2013.

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 30th day of September, 2012, 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 1st day of October, 2012. 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 1st day of October, 2012.

Appropriation of Funds

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.

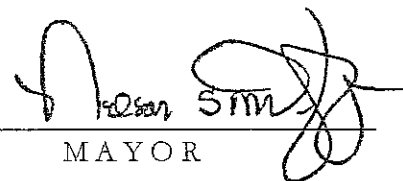
Section 7. That all monies collected by any department, bureau, agency or individual of the City government shall be paid promptly into the City Treasury.

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.

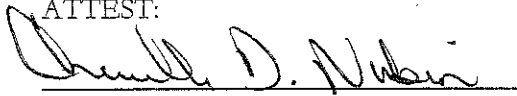
Section 9. That public hearings were held on the budget on September 4, 2012 and September 20, 2012.

Section 10. That this resolution shall become effective immediately upon its passage.

PASSED AND ADOPTED in regular session on this the 20th day of September, 2012.


MAYOR

ATTEST:


City Clerk

Appropriation of Funds

Exhibit A (As amended)
Budget Summary

	GENERAL FUND	DOWNTOWN DEVELOPMENT FUND	ENTERPRISE FUNDS	SPECIAL REVENUE FUNDS	TOTAL	
CASH BALANCES BROUGHT FORWARD	1,600,000		1,532,650	0	3,132,650	
ESTIMATED REVENUES:						
TAXES						
	Millages					
AD VALOREM TAXES	7.1992	42,530,160	0	0	42,530,160	
AD VALOREM TAXES	0.6041	3,570,050	0	0	3,570,050	
AD VALOREM-DELINQUENT		500,000	0	0	500,000	
AD VALOREM - DDA	1.0000	0	494,566	0	494,566	
Sales & Use Taxes		1,310,000	0	0	1,310,000	
Utility Taxes		5,150,000	0	0	5,150,000	
Other Taxes		4,390,000	0	0	4,390,000	
Franchise, Licenses & Permits		8,859,370	0	0	8,860,170	
Intergovernmental		6,538,380	0	800	7,967,620	
Charges for Services		10,282,500	0	1,026,490	52,734,070	
Fines & Forfeitures		1,097,500	0	0	1,214,000	
Miscellaneous Revenues		5,871,980	85,000	67,840	6,863,210	
Other Financing Sources		4,355,550	0	103,000	5,483,170	
TOTAL REVENUES AND OTHER FINANCING SOURCES		94,455,490	579,566	43,025,960	3,006,000	141,067,016
TOTAL ESTIMATED REVENUES AND BALANCES		96,055,490	579,566	44,558,610	3,006,000	144,199,666
EXPENDITURES/EXPENSES:						
General Government Services		9,250,630	0	0	9,250,630	
Public Safety		53,221,480	0	0	53,337,980	
Physical Environment		560,970	0	26,030,340	26,591,310	
Transportation		3,201,510	0	0	3,201,510	
Economic Environment		6,718,440	577,996	0	9,303,296	
Human Services		59,750	0	0	59,750	
Culture & Recreation		14,013,860	0	3,540,210	18,429,760	
Debt Service		5,365,330	0	6,719,580	12,084,910	
Other Financing Uses		3,592,780	0	6,788,290	10,381,070	
TOTAL EXPENDITURES/EXPENSES		95,984,750	577,996	43,078,420	2,999,050	142,640,216
Reserves		70,740	1,570	1,480,190	6,950	1,559,450
TOTAL EXPENDITURES AND RESERVES		96,055,490	579,566	44,558,610	3,006,000	144,199,666

Glossary of Terms

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

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

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

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

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

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 commingled 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

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

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

Index

A		
Administrative Procedures to Amend the Budget	A15	
Administrative Services Administration	39	
Administrative Services Department Summary	40	
All Funds Summary	S26	
All Funds Consolidated Budget Summary	S28	
Appropriation of Funds Resolution	A19	
Aquatics Operations	156	
Athletics	135	
Authorized Positions	S56	
B		
Beach Restoration Fund	223	
Beautification Maintenance	213	
Beautification Trust Fund	213	
Budget Amendment Policies	A15	
Budget Calendar	A10	
Budget Formats	A16	
Budget Policies and Procedures	S10	
Budget Resolutions	A17	
Building Inspection	92	
Building Maintenance	120	
Building Permit History	A5	
C		
Capital Improvement Budget	C17	
Capital Improvement Program	C1	
Capital Project Descriptions	C16	
Capital Project/Planning Area Map	C15	
Catherine Strong Park	159	
Cemetery	162	
City Attorney	17	
City Clerk	27	
City Commission	5	
City Garage Fund	245	
City Garage Fund at a Glance	S50	
City Manager's Office		
City Manager	12	
Departmental Summary	10	
Organizational Chart	9	
Public Information	14	
City Manager's Message	i	
City Map	C15	
City Marina Fund	217	
City Organizational Chart	S4	
Clean & Safe	44	
Climate	A2	
Code Enforcement	95	
Community Center	144	
Community Improvement Administration	89	
Community Improvement Department		
Administration	89	
Building Inspection	92	
Code Enforcement	95	
Departmental Summary	87	
Neighborhood Services	203	
Sanitation	208	
Community Profile	S3	
Consolidated Funds Summary		
All Funds	S28	
Enterprise Funds	S46	
Internal Service Funds	S55	
Special Revenue Funds	S30	
Construction Services	198	
County Map	A9	
D		
Debt Management	C5	
Debt Policy	C6	
Delray Beach Municipal Golf Course	227	
Demographics	A3	
Departments at a Glance		
Administrative Services	39	
City Attorney	17	
City Clerk	25	
City Commission	5	
City Manager	12	
Community Improvement	89	
Environmental Services	175	
Finance	34	
Fire Department	67	
Human Resources	24	
Parks and Recreation	126	
Planning and Zoning	83	
Police Department	55	
Department Head Listing	S5	
Developing the Annual Budget	A13	
E		
Emergency Management	77	
Engineering	99	
Enterprise Funds at a Glance		
City Marina	S36	
Lakeview Golf Course	S42	
Municipal Golf Course	S40	
Sanitation Fund	S38	
Stormwater Utility Fund	S44	
Water and Sewer Fund	S34	
Enterprise Funds Consolidated Budget Summary	S46	
Environmental Compliance	184	
Environmental Services Administration	175	

Index

Environmental Services Department		Government Services.....	A7
Administration	175	Grants and Aids	165
Construction Services	198		
Departmental Summary	173	H	
Engineering.....	99	Highland Beach	70
Environmental Compliance	184	Human Resources	
Liftstation Maintenance	195	Departmental Summary	22
Sewage Treatment	190	Human Resources	24
Wastewater Collection.....	187	Organizational Chart.....	21
Water Distribution	181	Risk Management	249
Water Maintenance.....	192		
Water Treatment Plant.....	178	I	
Executive Staff	S5	Impact of Capital Spending on Operating Budgets	C4
		Information Technology	38
F		Internal Service Funds at a Glance	
Finance Department		City Garage Fund.....	S50
Administration	34	Insurance Fund.....	S52
Departmental Summary	32	Insurance Fund	249
Organizational Chart.....	31	Insurance Fund at a Glance	S52
Utilities Customer Service	169	Internal Service Funds Consolidated Budget	
Financial Administration.....	34	Summary.....	S55
Fire Administration	65		
Fire Department		L	
Administration	67	Lakeview Golf Course at a Glance.....	S42
Departmental Summary	65	Lakeview Golf Course.....	231
Emergency Management	77	Law Enforcement Trust Fund.....	221
Fire Safety.....	79	Liftstation Maintenance.....	195
Highland Beach	70		
Operations.....	73	M	
Fire Operations	73	Maintenance Divisions	
Fire Safety	79	Building Maintenance.....	120
Fleet Maintenance	245	Liftstation Maintenance	195
		Parks Maintenance	153
G		Stormwater Maintenance	237
Garage Fund	245	Street Maintenance	108
General Fund		Water Maintenance	192
Budget Summary by Department	S23	Marina Fund	217
Changes in Fund Balance	S24	Marina Fund at a Glance	S36
Expenditures by Department/Division.....	2	Millage and Tax Revenue Projections.....	S25
Expenditures by Type.....	1	Municipal Golf Course At a Glance	S40
Miscellaneous Expenditures	166	Municipal Golf Course	227
Revenue Projections & Assumptions	S17	Municipalities Tax Rate Comparison	A8
Revenues & Expenditures Summary	S25		
Revenues.....	1	N	
Staffing Levels by Department.....	4	Neighborhood Services	203
Undesignated Fund Balance History	S24	Neighborhood Stabilization Program	210
Glossary of Terms	A22		
Goals for 2012 and Beyond.....	S6	O	
Golf Courses		Ocean Rescue	141
Lakeview	231	Operations Bureau.....	60
Municipal.....	227	Organizational Chart (City-wide).....	S4
		Out of School Program.....	129

Index

P			
Parking Facilities.....	117	Stormwater Administration	241
Parks and Recreation Administration.....	126	Stormwater Revenue and Expense Summaries	235
Parks and Recreation Department Summary	124	Stormwater System Maintenance	237
Parks Maintenance	153	Stormwater Utility Fund at a Glance	S44
Performance Report for FY 2012.....	S9	Stormwater Utility Fund	
Planning and Zoning	83	Administration	241
Police Support Bureau.....	55	Expenditures by Division.....	235
Police Department		Expenditures by Type	235
Support Bureau	55	Revenues.....	235
Departmental Summary	53	Staffing Levels by Division	236
Operations Bureau	60	Stormwater System Maintenance.....	237
Police Support Bureau.....	55	Street Lighting.....	114
Policies and Procedures.....	S10	Street Maintenance	108
Pompey Park	150	Summary of Staffing Levels.....	S57
Population.....	A4	Supplemental Information and Demographics	A1
Principle Taxpayers	A5	Support Bureau.....	55
Property Tax Levy Resolutions			
City	A17	T	
Downtown Development Authority	A18	Table of Contents	T1
Property Tax Rates	A6	Target Ideas	S7
Proprietary Funds Consolidated Summary.....	S32	Tax Rates.....	A6
Public Information.....	14	Teen Center	132
Public Works Department		Tennis Centers	49
Administration	105	Tennis Stadium.....	47
Building Maintenance.....	120	Traffic Operations	111
Departmental Summary	103	Transportation	A3
Street Lighting	114		
Parking Facilities	117	U	
Street Maintenance	108	Utilities Customer Service.....	177
Traffic Operations.....	111		
		V	
R		Veterans Park Recreation Facility	148
Resolutions	A17	Vision Statement	S2
Risk Management.....	249		
		W	
S		Wastewater Collection.....	187
Sanitation Fund at a Glance.....	S38	Water & Sewer Fund Miscellaneous Expenditures ...	201
Sanitation Fund		Water & Sewer Fund at a Glance	S34
Organizational Chart.....	207	Water and Sewer Fund	
Revenues.....	208	Expenditures by Division.....	167
Expenditures by Type	208	Expenditures by Type	167
Expenditures by Division	208	Revenues.....	167
Staffing Levels by Division	209	Staffing Levels by Division	168
Sewage Treatment	190	Water Distribution	181
Special Events	139	Water Maintenance.....	192
Special Revenue Funds Consolidated Summary	S30	Water Treatment and Storage	178
Staffing Levels Summary	S57	What's Included in this Document	S1