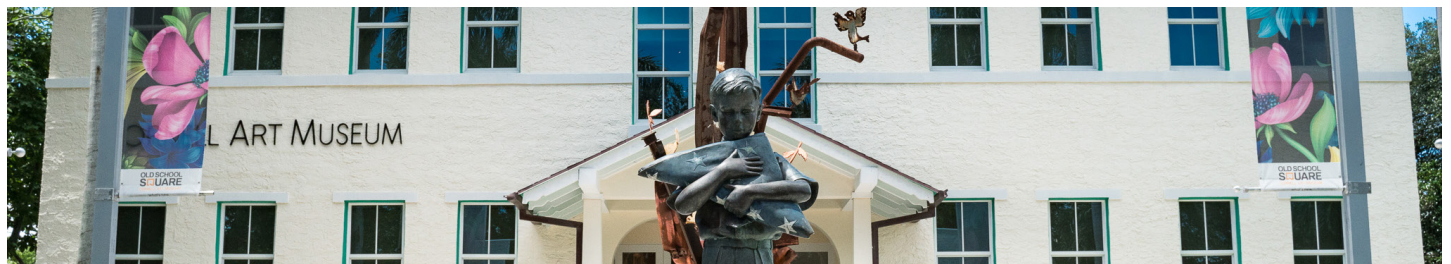


City of Delray Beach, Florida



Annual Budget



Fiscal Year 2018-19



Delray Beach Florida



All-America City
City Commission

NATIONAL CIVIC LEAGUE

Mayor	Shelly Petrolia
Vice Mayor	Adam Frankel
Deputy Vice Mayor	Shirley Johnson
Commissioner	Ryan Boylston
Commissioner	Bill Bathurst

City Manager
Mark R. Lauzier



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Prepared By
India Adams, Assistant City Manager
Vince Roberts, Management Fellow/Analyst
Lisa M. Herrmann, Planning, Budget and Control Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Delray Beach
Florida**

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Delray Beach, Florida for its annual budget for the fiscal year beginning October 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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. The entire book is numbered using a conventional numbering format (i.e. 1, 2, 3). Links are provided for all the locations in the table of contents in the electronic version of this book as well as bookmarks.

INTRODUCTION

City Manager’s Message	7
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SYNOPSIS AND GRAPHICS

What’s Included in this Document	15
Vision Statement	16
Community Profile	17
City Organizational Chart.....	18
Department Heads	19
Strategic Plan.....	20
Target Projects for FY 2019.....	33
Budget Policies and Procedures	34
General Fund Revenue Projections and Critical Assumptions.....	39
General Fund Forecast.....	46
General Fund Revenues & Expenditures	47
General Fund Budget Summary By Department.....	48
General Fund Unassigned Fund Balance History	49
Millage and Tax Revenue Projections.....	50
All Funds Summary.....	51
Consolidated Budget Summary-All Funds.....	54
<i>Enterprise Funds at a Glance</i>	
Water & Sewer Fund.....	60
Marina Fund	62
Sanitation Fund.....	64
Municipal Golf Course.....	66
Lakeview Golf Course.....	68
Stormwater Utility Fund.....	70
Consolidated Funds Summary-Enterprise Funds	72
<i>Internal Service Funds at a Glance</i>	
City Garage Fund	75
Insurance Fund	77
Consolidated Funds Summary-Internal Service Funds	80
Authorized Positions	81
Summary of Staffing Levels.....	82

GENERAL FUND

General Fund Revenues.....	85
Expenditures by Type Summary	85
Expenditures by Department Summary.....	86
Staffing Levels by Department Summary	88
<i>Divisional Program Detail Pages</i>	
City Commission	89
City Manager’s Office	93
Departmental Summary	95
City Manager	97
Communications	99
Information Technology.....	101
City Attorney	105
Human Resources	109
Departmental Summary	111
Human Resources	113
City Clerk	117
Finance Department	121
Departmental Summary	123
Financial Administration	125
Purchasing	127
Police Department	131
Departmental Summary	133
Support Bureau	135
Operations Bureau	140
Fire Department.....	144
Departmental Summary	146
Administration	148
Operations.....	150
Emergency Management	153
Fire Safety.....	155
Ocean Rescue and Beach Operations	157
Highland Beach	159
Development Services	161
Departmental Summary	163
Planning and Zoning.....	165
Building Inspection.....	168
Neighborhood & Community Services Department .	170
Departmental Summary	172
Administration	174
Clean and Safe	176
Code Enforcement	178

Table of Contents

Public Works Department	180
Departmental Summary	182
Engineering	184
Programs.....	186
Project Management.....	188
Administration	190
Streets Maintenance.....	192
Traffic Operations	194
Street Lighting.....	196
Parking Facilities	198
Right of Way Landscaping.....	200
Building Maintenance	202
Parks and Recreation Department	204
Departmental Summary	206
Administration.....	208
Out School Program	211
Teen Center	213
Athletics.....	215
Special Events	217
Community Center	219
Veterans Park	221
Pompey Park.....	223
Parks Maintenance.....	225
Aquatics.....	227
Catherine Strong Park	229
Cemetery.....	231
Tennis Stadium.....	233
Tennis Centers	236
Grants and Aids	240
Miscellaneous Non-Departmental Expenditures	241

WATER AND SEWER FUND

Water and Sewer Fund Revenues.....	243
Expenditures by Type/Division Summaries	243
Staffing Levels by Program.....	244
Utilities Customer Service.....	245
Utilities Departmental Summary	250
<i>Divisional Program Detail Pages</i>	
Utilities Administration	252
GIS.....	254
Water Treatment and Storage	256
Water Distribution.....	258
Environmental Compliance	260
Wastewater Collection	262
Sewage Treatment	264
Water Maintenance.....	266
Liftstation Maintenance.....	268
Construction Services.....	270
Miscellaneous Expenditure	273

OTHER OPERATING FUNDS

Law Enforcement Trust Fund.....	275
Neighborhood Services	277
Beautification Trust Fund.....	281
General Obligation Debt Service Fund	284
Beach Restoration Fund	286
City Marina Fund	291
Sanitation Fund.....	294
Delray Beach Municipal Golf Course	297
Lakeview Golf Course.....	301
Stormwater Utilities Fund	
<i>Divisional Program Detail Pages</i>	
Stormwater Maintenance	308
Stormwater Administration.....	310

INTERNAL SERVICE FUNDS

City Garage Fund	313
Insurance Fund	316

CAPITAL FUNDS

Capital Improvement Program	321
Debt Management	325
Debt Policy	326
Top 20 Project Descriptions	334
Capital Improvement Budget.....	337
Project Descriptions.....	340

APPENDIX

Supplemental Information and Demographics	451
Budget Calendar	460
Developing the Annual Budget	464
Budget Amendment Policies	466
Budget Formats	467
Budget Resolutions.....	468
Glossary of Terms	473
Index	481

Table of Contents

Alphabetical Listing of Departments

City Attorney 105
City Clerk 117
City Commission 89
City Manager 97
Development Services 161
Finance 121
 Utilities Customer Service 245
Fire Department 144
Human Resources 109
 Risk Management 316
Information Technology 101
Neighborhood & Community Services 170
 Neighborhood Services 277
 Sanitation 294
Parks and Recreation 204
 Beautification Maintenance 281
 City Marina 291
 Lakeview Golf Course 301
 Municipal Golf Course 297
Police Department 131
 Law Enforcement Trust Fund 275
Public Works 180
 Beach Restoration 286
 City Garage 313
 Stormwater 305
Purchasing 127
Utilities 250

Delray Beach Florida



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CITY OF DELRAY BEACH



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

December 7, 2018

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, 2018 and ending September 30, 2019. The entire Capital Improvement Budget is submitted under separate cover.

The priorities established in the Strategic Plan by the City Commission in April and June 2018 were used as a guide to prioritize funding in the FY 2018-19 budget. The approved budget supports the goals and priorities of the City Commission while at the same time maintaining the City's level of service.

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 and General Fund unassigned fund balance falls within a range of 17% - 25%.
- ◆ Funding of renewal and replacement items will be continued to ensure a predictable and regular funding approach prevents large future budget increases due to deferred maintenance.
- ◆ The budget maintains the Public Safety programs necessary to provide required service levels.
- ◆ The budget maintains a competitive compensation and benefits package for City employees.

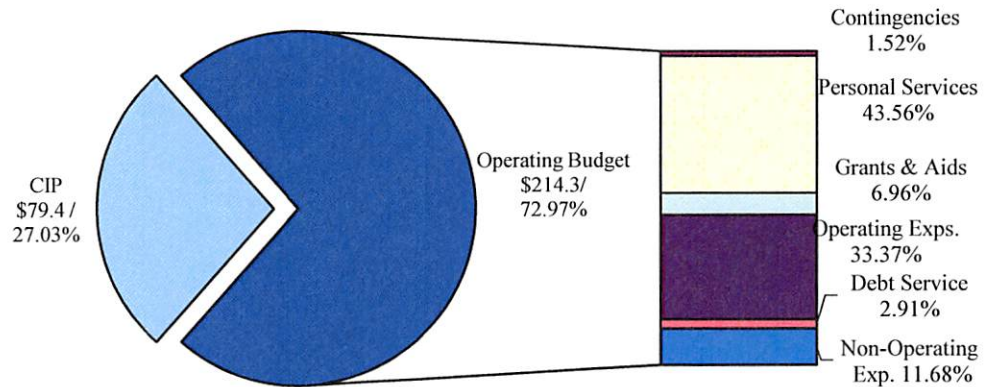
Our total millage rate decreased this year to 6.9719 mills from 7.0900, and the operating millage of 6.7611 is 0.1000 less than the previous year and the debt service decreased from the rate of 0.2289 mills per \$1,000 of assessed value to 0.2108 mills or 7.9%.

Budget in Brief

The 2018-19 Annual Operating Budgets total \$214.3 million, supplemented with Capital Improvement Plan monies of \$79.4 million to produce a total financial program of \$293,718,189. This represents a \$7,645,328 or 3.7% increase in the Annual Operating Budget and a \$15.3 million or 16.15% decrease in the Capital Improvement Plan budget compared to the

fiscal year 2017-18 revised budget. A major part of the decrease in the CIP budget is due to projects in the General Construction Fund being carried forward from previous years. The decrease in the Sanitation Fund is

due to encumbered Hurricane Irma clean up costs in FY 17/18. The increase in the Water and Sewer Fund is due to the increased transfer to the Repair and Replacement Fund for capital projects.



Fund	FY 2017-18 Revised Budget	FY 2018-19 Approved Budget	% Change
General	132,325,335	133,061,250	0.56%
GO Debt Service Fund	2,096,705	2,091,898	-0.23%
Enterprise			
City Marina	216,292	167,126	-22.73%
Sanitation	8,427,856	4,669,729	-44.59%
Water and Sewer	36,266,108	45,561,812	25.63%
Municipal Golf Course	3,159,990	3,126,039	-1.07%
Lakeview Golf Course	632,040	659,380	4.33%
Stormwater Utility	1,783,133	2,197,877	23.26%
Special Revenue			
Law Enforcement Trust	204,250	204,250	0%
Special Projects	284,594	2,906,949	921.442%
Community Development Block Grant	3,932,525	950,495	-75.83%
Beautification Trust	1,010,190	1,035,190	2.47%
Recreation Impact Fee	0	150,000	100.00%
Building Permit Fund	12,360	0	100.00%
Beach Restoration	282,452	364,800	29.15%
Internal Service			
City Garage	3,246,258	3,319,561	2.26%
Insurance	12,805,145	13,864,205	3.70%
Capital Improvements	94,679,136	79,387,628	-16.15%
Total Financial Program	301,364,369	293,718,189	-2.54%

General Fund Revenues

Revenues for the 2019 Budget total approximately \$130 million, which is \$4 million over fiscal year 2017-18 revised without prior year surplus or encumbrances. The fiscal year 2018-19 budget includes a \$3.1 million use of surplus for \$2.25 million in General Construction Fund projects, \$409,240 in capital costs and \$34,500 in UDAG funds to cover personnel costs in the Neighborhood Services Fund. Ad valorem tax revenue is projected to increase \$3.5 million over the 2017-18 revised budget with other increases of \$330,000 for the contract with Highland Beach, \$275,000 from utility taxes and franchise fees, \$200,000 from state revenue sharing, \$130,000 in transport fees and \$900,000 in increased parking revenues.

Ad Valorem Tax Revenue

The 8.62% increase in the City’s taxable assessed valuation is the seventh year of growth since 2012 with values the highest in the City’s history. The average increase for the past seven years is 7.90% compared to an average decrease of 8.14% for the four preceding years. The operating millage with the increased tax base will generate an increase in tax revenues compared to revised fiscal year 2017-18 of approximately \$3.5 million, based on a 95% collection rate.

The assessed valuation of property located in the Community Redevelopment Agency’s (CRA) district has increased by \$234 million which accounts for 28.3% 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 11.4% from \$11,731,860 to \$13,067,003.

Property Tax Millage and Valuations:

The revenue budget is based on 6.7611 mills per \$1,000 of assessed valuation, which is \$10,439,027,988 for operating millage. Assuming a 95% collection rate, this results in tax revenue of \$67,050,347. This levy amounts to a 2.99% increase over the rolled-back rate which is the millage rate that would provide the same ad valorem tax revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions and property added due to geographic boundary changes.

Property Tax Millage	2016-17 Actual	2017-18 Revised	2018-19 Approved	% Change FY 18 to 19
Operating Millage	\$6.9611	\$6.8611	\$6.7611	-1.46%
Assessed Valuation (000): Operating	\$ 8,799,184	\$9,610,320	\$10,439,027	8.62%
Revenues Generated	\$59,106,808	\$63,516,609	\$67,050,347	5.56%

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 \$575,616 or 4.7% of the fiscal year 2017-18 revised, which is attributable to an increase of \$153,934 in the electrical utility tax, \$197,915 in the communications service tax and \$140,000 in business tax receipts.

Franchise, Licenses and Permit Fees

Revenues derived from licenses and permits are projected to increase by \$504,745 or 4% over fiscal year 2017-18 due mainly to an anticipated increase of \$310,000 in building, plumbing and roof permits and \$71,065 in the beach cleaning franchise fee.

Intergovernmental

The overall intergovernmental revenue reflects an increase of \$207,317 or 2.68% over fiscal year 2017-18. This is due to the anticipated increase in the State Revenue sharing proceeds of \$201,802.

Charges for Services

Charges for Services are projected to increase by \$1,375,446 or 11.18%. This is primarily due to the increase in anticipated parking revenues of \$890,694. Other increases include permit services for Gulf Stream of \$90,000 and Fire department revenues for the contract with Highland Beach for Fire/EMS Services of \$333,627.

Fines and Forfeitures

Revenues generated from fines and forfeitures are anticipated to increase by \$2,961 or 0.23%. This is due to an anticipated flat collection of parking tickets.

Miscellaneous Revenue

The Miscellaneous Revenue category reflects a decrease of \$2,284,449 overall. FY 17/18 revenues include \$1,423,500 for sale of property and revenues from the CRA in this category are decreasing \$871,536.

Interfund Transfers

Interfund Transfers total \$4,172,374 an increase of \$109,314 compared to fiscal year 2017-18 due to increased transfers from the Water and Sewer funds for in lieu property and utility taxes.

General Fund Expenditures

The 2018-19 approved General Fund expenditures total \$133,061,250. Of this, 61.3% is budgeted for personal services, 21.2% for operating expenses, 3% for debt service, including utility tax transfers, and 14.5% for the combined capital, grant and transfer expenditures. Expenses are increasing \$735,914 over the fiscal year 2017-18 revised amounts. The personal services category is increasing by \$8.6 million with a detailed explanation of the changes below. Operating expenses are increasing \$668,473 and the CRA payment by \$1.3 million with a decrease in debt service of \$113,445. The transfer to the general construction fund has decreased by \$3.6 million due repayment of a master lease program budgeted to be financed in the fiscal year 2017-18 budget.

Personal Services

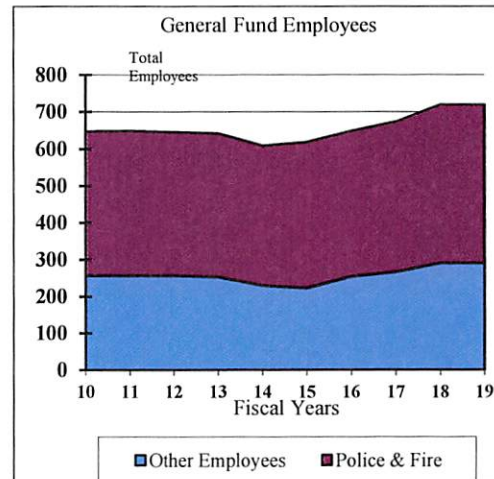
Personnel changes in the General Fund include a net change of zero positions. The Police Department is adding a full time Digital Social Media Coordinator and eliminating the current part time position. The Purchasing Department is adding one Purchasing Agent that is funded by the CRA. Positions are being eliminated in the City Clerk Department (Records Management Assistant), City Attorney Department (Paralegal) and in the Building Inspection Division (Plumbing Inspector). In addition, one General Maintenance Worker is being transferred from the Beautification Fund to the new Right-of-Way Landscaping Division.

Part time positions increased from the fiscal year 2017-18 at from 50.28 FTE to 54.1 FTE in fiscal year 2018-19 with most of the positions the Parks and Recreation Divisions and the addition of many intern positions throughout the City that have proven to be very positive resources.

A detailed summary is provided on the following pages 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

General employees are budgeted for a 0 – 5% merit increase in the 2018-19 fiscal year with 4% being used as the average. The contract with the Fire union calls for an entire step plan increase and a step increase for each employee on their review date. The contract with the Police union moves the employees into a step plan with that increase plus one step occurring on October 1st, plus a step movement on their review date. The contract with SEIU employees includes grade changes to many positions with the applicable increase and a 2 – 5% merit increase on their review date.



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. During the 2016-17 fiscal year, the Police and Fire Pension fund was divided into two separate funds one for Police and one for Fire. The contribution for the General Employee Pension increased by \$271,196 or 18.3% in the general fund (\$258,373 or 12.1% in all funds) to 9.03% of covered payroll. The budgeted contribution for the Police Pension is an increase of 20.7% or \$917,556 from the previous year. The budgeted contribution for the Fire Pension is an increase of \$863,299 or 19.7%. (Note: Resolution 125-18 Budget Amendment approved by the City Commission on October 16, 2018 budgeted an additional \$2,280,135 for the Police (\$1,672,402) and Fire (\$607,733) Pension payments due to assumptions changes made by the two Boards in September).

The City maintains a self-insured health plan, administered by United Healthcare. Premium rates for the October 2018 policy year increased 13.7% over the prior policy year. For FY 2018-19 the City absorbed Health Insurance cost increases and will need to discuss employee health care distribution for FY 2019-20.

For worker’s compensation coverage, the City has a self-insured \$500,000 deductible per claim. Claims over \$500,000 up to the statutory limits are insured. Excess workers’ compensation premiums increased \$253,562 or 18.4% for FY 2018-19 in the general fund.

Contributions

During the year, the City receives numerous requests for funding from non-profit organizations. In addition, \$61,000 is included in the Tennis Stadium Division for the Chris Evert Tennis Event for total contributions of \$357,700. The total contributions are less than one percent of the ad valorem tax revenue which is the maximum amount as defined in the City’s policies and procedures for Charitable and Benevolent Requests.

The allocation for the Delray Beach Library is funded at \$1,453,500 which is the same as fiscal year 2017-18.

Transfers

The transfer to the Beautification Trust Fund of \$930,000 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 budgeted as the same as the previous year.

The General Fund monies transferred to the Neighborhood Services Fund go toward exterior improvements to residential units. Funding for this program totals \$183,930 for fiscal year 2018-19. This funding in the neighborhood housing program will be used to address ongoing neighborhood issues.

The transfer to the General Construction fund totals \$2,250,000 which is less than the \$5,808,550 transfer in fiscal year 2017-18 revised budget. This transfer will cover City led projects such as FEC railroad crossing maintenance, Barwick Park Trail resurfacing and Community Beautification.

Other Funds

Water and Sewer Fund

Water sales rates for fiscal year 2018-19 are budgeted to remain the same as fiscal year 2017-18. 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 2018-19 budget of \$47,261,812 includes debt service payments of \$2.1 million on Water and Sewer Revenue Bonds and \$16,839,700 in capital projects.

Eight positions are being added to the Water and Sewer fund personnel. An Asset Administrator, Utilities Operations Engineer and Water Resources Administrator are added to the Administration division. A Utility Supervisor, two Generator Technicians and an Assistant Utilities Maintenance Manager are being added to the Liftstation Maintenance division and one additional Quality Assurance Analyst to the Compliance division.

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 \$930,000 which is \$54,931 less than the actual fiscal year 2017-18 transfer.

City Marina Fund

Operating expenses at the City Marina are budgeted at \$93,041 for fiscal year 2018-19, a decrease of \$169,763 or 64.6% from the prior year. Engineering for the marina's dock and seawall was completed in 2017-18 and \$3,500,000 is budgeted in the Infrastructure Surtax fund in FY 18/19 for Seawall renovations at the City Marina.

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 2018-19. The fiscal year 2018-19 budget increased by \$382,216 mainly due to the increase in capital expenditures. Operating expenses for maintenance of the drainage system and administration of the assessment are budgeted to reflect an increase of \$32,175 from \$382,447 to \$414,622. Stormwater capital projects increased from \$2,164,828 in 2017-18 to \$2,232,300 in 2018-19.

Golf Course Funds

The Municipal Golf Course Fund achieved a net loss of \$45,652 in fiscal year 2017-18 (unaudited). Both golf courses have reduced revenue collections due to being closed in the beginning of fiscal year 2017-18 from Hurricane Irma damage. Charges for services in fiscal year 2018-19 are estimated at \$3,189,415, which is higher than the fiscal year 2017-18 actuals.

The Lakeview Course Fund reflected a net loss for 2017-18 of \$7,939 (unaudited). The fiscal year 2018-19 charges for services are anticipated to be higher than the fiscal year 2017-18 actuals by 6.4%.

Sanitation Fund

The Sanitation Fund's budget for fiscal year 2018-19 is \$4,669,729, a decrease of \$3,758,126 over fiscal year 2017-18. Over \$4 million was encumbered in the Sanitation Fund in fiscal year 2017-18 for debris clean up from Hurricane Irma which will be reimbursed to the Fund by FEMA. Some of the earnings of the Sanitation Fund are used to fund the Beach Cleaning contract for \$79,000. This is reflected in the transfer to the General Fund.

General Obligation Debt Fund

The General Obligation debt revenues and expenses were transferred to this fund beginning in fiscal year 2016-17. The general obligation debt requirement is \$2,091,898 which equates to a millage rate of 0.2108 at a 95% collection rate. The assessed valuation for debt purposes is \$10,442,797,028, a 8.62% increase over the previous fiscal year. The debt service millage rate decreased from 0.2289 or 7.9% from fiscal year 2017-18.

Conclusion

The 2018-19 Budget continues to fund a financially sound City government with the collection of sufficient revenues to maintain City programs and services.

Infrastructure investments have 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 Beach Renourishment, Osceola Park Improvements, Pompey Park Master Plan, NW Neighborhood Design, NE 2nd Ave/Seacrest Beautification and SW 4th, 6th and 7th Alley project. The additional one cent sales tax approved by voters of Palm Beach County for infrastructure projects began collection in 2017. Projects using these funds will include a new Emergency Operations Center to be built with the new Fire Station 113, roadway restroration, Beach Master Plan Phase 2, City Marina Seawall and citywide bridge repair and maintenance.

Our aim is not only to successfully complete projects, continue to provide essential services and demonstrate fiscal responsibility to our stakeholders, but to challenge ourselves in taking a deeper look on *how* those elements are accomplished. The City's core values, S.P.I.R.I.T., embody the vision and ideals to make our organization successful.

S.P.I.R.I.T. represents **S**ervice Before Self, **P**erformance Excellence in All We Do, **I**ntegrity First, **R**esponsible to Our Community, **I**nnovative Mindset and **T**eamwork a Must. This serves as the framework for leadership and daily decision-making, demonstrating the City's commitment to transparency and equity. These core values are also essential to effectively executing plans and strategies, ensuring a work environment that supports the City's objectives and inspires staff to new levels of productivity and overall performance.

Sincerely,



Mark R. Lauzier
City Manager

Delray Beach Florida



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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 45% 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 2019.
 - 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 fiscal year.

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 2019 through 2023. Each year consists of programmed projects with fiscal year 2019 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 City Manager's Office, 100 N.W. 1st Avenue, Delray Beach, Florida 33444.

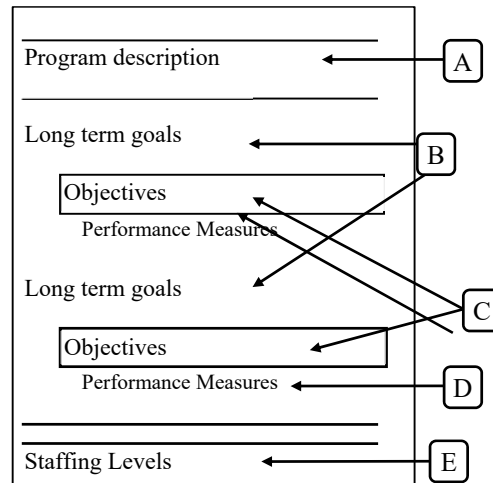
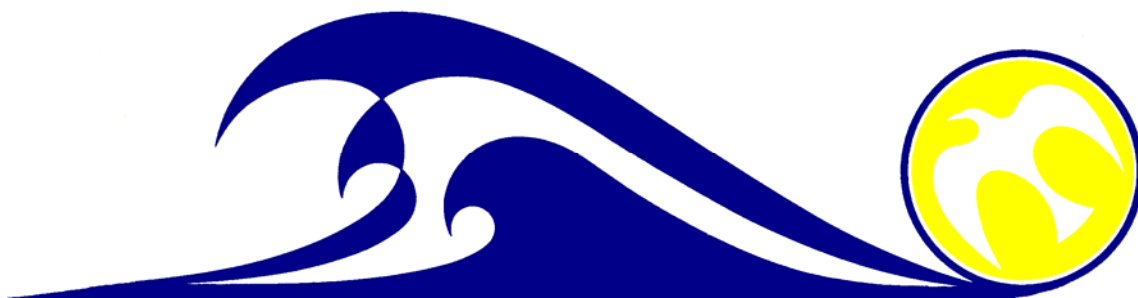


Figure A



City of Delray Beach

**Delray Beach is a charming, vibrant
City of dynamic and diverse
communities with a bright future. We
proudly celebrate our heritage and
provide a welcoming, healthy
hometown for residents and visitors.**

A CITY SET APART IN SOUTH FLORIDA

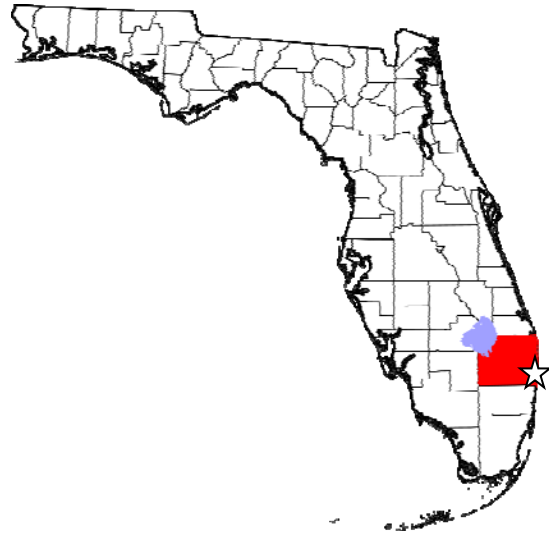
Community Profile

A South Florida Renaissance City

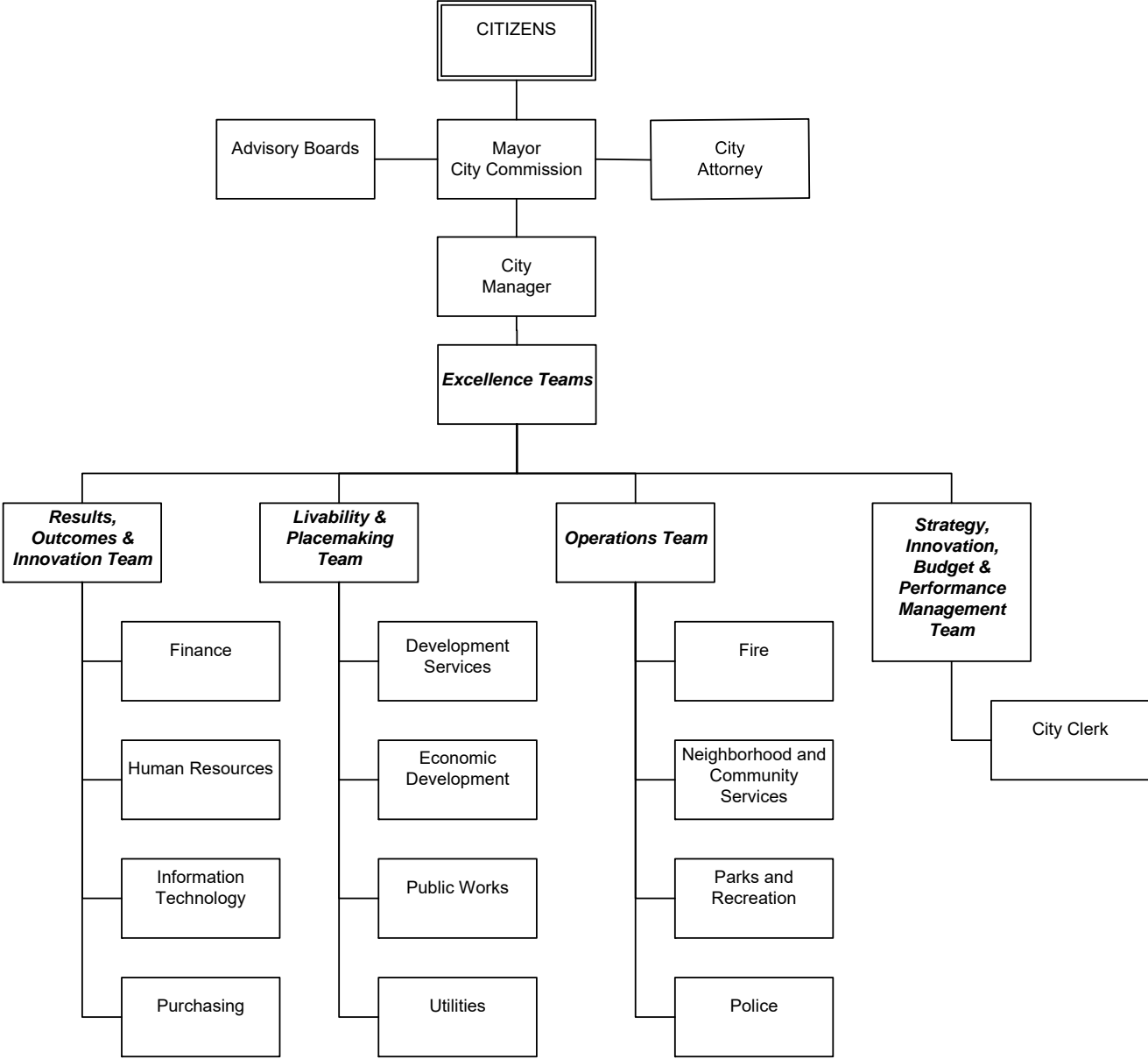
Delray Beach is a truly unique city! From its award winning public beaches and vibrant downtown nightlife to its excellent neighborhoods, bustling economy, and abundance of cultural activities, Delray Beach offers an unparalleled quality of life.

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 66,580 people today. The City's median age is 46.5 with a median household income of \$49,940 and a median house ownership value of \$207,345.

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. Existing land use inventory is 68% residential, 7% recreation/open space/ conservation, 6% agricultural/vacant, 12% commercial/mixed use, 4% industrial, and 3% education.



City Organizational Chart



Executive Staff



Assistant City Manager	Caryn S. Gardner-Young
Assistant City Manager	India Adams
Assistant City Manager	Jeffrey Goldman
Interim City Attorney	Lynn Gelin
City Clerk	Katerri Johnson
City Manager	Mark R. Lauzier
Development Services Director	Timothy Stillings
Finance Director	Kimberly Ferrell
Fire Chief	Neal De Jesus
Human Resources Director	Sharon Liebowitz
IT Director	Mickey Baker
Neighborhood & Community Services Dir ...	Michael Coleman
Parks and Recreation Director	Suzanne Fischer
Interim Police Chief	Maria Olsen and Javaro Sims
Public Works Director	Susan Goebel-Canning
Utilities Director	Marjorie Craig

Strategic Business Plan



Project Background

The City of Delray Beach has engaged in a strategic planning process to direct the prudent use of resources to accomplish priorities and goals established by the City Commission. The strategic planning process has resulted in a document that provides the community with a clear vision of where Delray Beach is headed and provides policy direction for the City Manager and staff. The plan will be periodically reviewed to ensure it continues to reflect the long-term direction of the City and considers changing circumstances.

In advance of conducting two strategic planning workshops with the City Commission to develop the plan, Management Partners interviewed the Mayor and each Commissioner. Commissioners were provided with a list of issues to review before the workshop to develop a framework for the plan.

Strategic Planning Workshops

Delray Beach City Commissioners, the City Manager, City Attorney, City Clerk, Assistant City Managers, and department leaders gathered in a workshop on April 20 and 21, 2018 to discuss issues and concerns that would be included in the strategic plan. Taking the ideas generated in those sessions, Management Partners produced a draft vision and mission statements, outlined the consensus priorities, and itemized the goals identified by the Commission.

On June 12, 2018, a second workshop was held to review the proposed plan elements and to identify the most important strategic policy priority goals and objectives to focus on related to a Citywide business strategy. During

the workshops, the Commissioners developed and affirmed Delray Beach’s vision, mission, and core values. They discussed and evaluated strategic priorities and goals, setting direction for the organization over the next two to three years.

The Elements of the Strategic Plan

There are seven major elements of this plan. The first five—the vision, mission, core values, priorities, and goals—set direction for City staff. The last two, action plans and progress reports, provide staff’s response to the direction provided.

The *vision* statement is an aspirational statement of what the City intends to be in the future and serves as the guiding principle for the services and programs the City provides and are planned to achieve.

The *mission* statement provides the purpose of the organization. It gives a rationale for programs carried out by the organization and guides the prioritization of opportunities. It too is aspirational, defining what the organization stands for and what it will do.

The *core values* express the principles of the organization that drive the priorities and goals and provide staff with guidance on how services are to be provided.

Priorities are broad, high-level ideas that define the short-term issues most important to address and the desired outcomes that will be achieved. Goals provide the “why” of the specific actions the agency takes.

For each priority, several *goals* are identified that further define the intention of the priorities. Goals are the means to achieve multi-year priorities, and generally are focused on specific issues or needs. Many of the goals will link directly to action plans or core services, but not necessarily all of them will.

Changes to core services or new initiatives are identified by *action plans*. Each action plan provides a description of the project, the person responsible for carrying out the action, alignment with the strategic plan, key tasks, milestones, intended outcomes, and measures of success to evaluate implementation. They also identify stakeholders and needed resources and provide a discussion of the financial implications of each action.

Staff will *report* back on implementation progress throughout the year, seeking further direction as needed.

Vision



**Delray Beach is a charming,
vibrant City of dynamic
and diverse communities
with a bright future.**

**We proudly celebrate our
heritage and provide a
welcoming, healthy hometown
for residents and visitors.**

*The Vision is an
aspirational
statement of where
the City wants to be
in the future.*

Mission



A vision describes where you want to be, whereas the mission describes the purpose of the organization.

To foster an authentic and inspiring community that celebrates our history while building towards the future.

Core Values



Our core values establish meaning in our commitment to serving residents and stakeholders of the City with S.P.I.R.I.T.

Service before Self

Performance Excellence in All We Do

Integrity First

Responsible to our Community

Innovative Mindset

Teamwork, a Must

Priority 1: Improve Infrastructure



Beautiful, well-maintained public spaces will support additional private investment.

Goal Statement

Create a strategic, appropriately programmed, and fiscally responsible Capital Improvement Program.

Goals

1. Develop an Infrastructure and Facilities Master Plan and related Maintenance Plans for all major buildings, utilities infrastructure and facilities.
2. Encourage the development of reliable, citywide high-speed internet services throughout the community while improving the internet connectivity infrastructure.
3. Create and sustain an effective land management and real estate program for City-owned property.
4. Address the digital divide by assessing the City's technology infrastructure, bandwidth options for the City of Delray Beach and digital infrastructure within the corporate limits to support businesses and industries.

Priority 2: Implement Development Plans and Initiatives



Goal Statement

Achieve and maintain a distinctive community appearance that reflects the character and high standards of the community by creating inviting, natural, and built places and spaces for contemplation, play, arts, and connection while celebrating our history and protecting our environment.

Goals

1. Maintain and enhance the look and charm of the downtown.
2. Pursue a comprehensive approach to local and environmental sustainability issues.
3. Review the City's Land Development Regulations (LDRs), including defining and setting the development intensity for specific areas of the City.
4. Assess development opportunities that have multi-tiered benefits, access to affordable housing, promote neighborhood pride, and increase homeownership rates along prime commercial and transportation corridors.
5. Implement the Set Transformation Plan to advance further stabilization and revitalization efforts in the West Atlantic Avenue corridor and Northwest and Southwest neighborhoods.

Priority 3: Improve Transportation and Mobility



Helping people get around conveniently and easily provides an exceptional experience for those living in, working in or visiting the City.

Goal Statement

Increase the variety of available transportation choices and maintain the City's transportation and mobility options and infrastructure (including medians, lighting, sidewalks, transit systems, streets, alleys, street lights, etc.).

Goals

1. Assess and implement downtown mobility solutions, along with creating and implementing a Bike-Pedestrian Master Plan.
2. Improve way-finding signage and communication.
3. Evaluate and maintain the current parking management program and plan for the City's future needs.
4. Participate in regional transportation planning and coordination to represent the City's interests and secure transportation grant funding.

Priority 4: Create a City Organization of Excellence



Goal Statement

Create and build a culture of excellence, communicate with transparency, and ensure all departments and employees have the required tools necessary for success.

Goals

1. Hire, develop, and retain top talent, who are engaged and produce results.
2. Strengthen the City's fiscal sustainability by increasing the tax base, managing costs, maximizing negotiations for contracting and monitoring tax burdens.
3. Foster a culture of innovation to promote operational efficiencies and deliver the best outcomes for residents.
4. Leverage technology and promote innovation that improves government processes, provides self-service portals for customers and residents and leads to greater efficiency.
5. Perform annual in-depth departmental reviews, internal audits, and/or major, multi-departmental systemic assessments to promote continuous improvement.
6. Use procurement practices that are solution-oriented, legal, practical, efficient, equitable and transparent.

Priority 5: Health, Safety, and Quality of Life



Goal Statement

Enhance and maintain our community's health, safety and quality of life through effective community engagement and public safety programs.

Goals

1. Ensure a safe city through effective public safety enforcement, prevention and emergency response programs.
2. Provide a high quality, sustainable water supply that meets or exceeds all public health standards and supports a healthy and safe community.
3. Improve facilities and healthy community programs to promote a safe, fun and inclusive environment for recreation and leisure services.
4. Prepare the community for natural and manmade disasters.
5. Create public spaces that promote residents' health, happiness and well-being.
6. Leverage and appropriately allocate federal funds based on service delivery citywide and within the Community Redevelopment Area (CRA) boundaries.
7. Promote community engagement through programs and strategies that provide a feedback loop that empowers communities, neighborhoods and all residents to achieve the vision of the City.
8. Enhance neighborhoods through innovative enforcement, prevention and emergency response programs.
9. Partner with agencies and organizations to increase access to a diversity of housing options that are safe, accessible and affordable.

Priority 6: Economic Vitality and Education



Goal Statement

Promote economic development and redevelopment as well as relocation, expansion and retention of existing businesses to ensure economic vitality while ensuring a ready workforce for today and tomorrow.

Goals

1. Cultivate a more competitive business climate to grow and diversify the economy and create and maintain a sustainable tax base.
2. Support and promote inclusive and social entrepreneurship that enhances employment, expands and grows small businesses, and creates new housing opportunities.
3. Partner with Palm Beach County School Board to support and advocate for the needs of local schools and other organizations to improve educational attainment and the Florida Department of Education School Grading Scale.
4. Preserve the City's sense of place by building on its status as a beach community and enhancing our vibrant downtown, commercial districts and employment centers.
5. Establish policies and programs to advance equitable development and economic inclusion.
6. Improve workforce readiness and development by supporting programs to increase literacy and industry skills to support Delray Beach's "grow our own" talent pipeline.

Conclusion



This plan represents the first step toward realizing the vision the Mayor and Commissioners have for Delray Beach. Next, staff will develop actions to address and support the priorities and goals, along with the specific tasks and resources needed to accomplish each new initiative or ongoing program.

The action plans will be reviewed as part of the budget process and combined into a business plan. The ability of City staff to implement the priorities is ultimately based on the resources (financial and staff) provided by the City Commission during the annual budget process. The business plan then drives the implementation of the Strategic Plan. Milestones and performance measures will be developed to monitor progress and the successful execution of the initiatives and programs.

Throughout the next fiscal year, staff will monitor the implementation of this plan and report back to Delray Beach Commissioners and residents about what has been achieved toward implementing the priorities and goals.

Other management tools and plans, such as the budget and capital improvement program, the Comprehensive Plan, and other tactical documents will be aligned with the Strategic Plan, to ensure all City efforts are working toward common ends.

City Commission

Ms. Shelly Petrolia
Mayor

Mr. Adam Frankel
Vice-Mayor

Ms. Shirley Johnson
Deputy Vice-Mayor

Mr. Ryan Boylston
Commissioner

Mr. Bill Bathurst
Commissioner

Mr. Mark R. Lauzier
City Manager

Commission and Departmental Priorities Matrix

	Improve Infrastructure	Implement Development Plan and Initiatives	Improve Transportation and Mobility	Create a City Organization of Excellence	Health, Safety and Quality of Life	Economic Vitality and Education
City Commission	✓	✓	✓	✓	✓	✓
City Attorney						
City Manager	✓	✓	✓	✓	✓	✓
City Clerk				✓		
Development Services	✓	✓	✓			
Finance	✓			✓		
Fire	✓		✓	✓	✓	✓
Human Resources				✓		✓
Information Technology	✓			✓		
Neighborhood & Community Services					✓	✓
Parks and Recreation	✓	✓	✓	✓	✓	✓
Police	✓		✓	✓	✓	✓
Public Works	✓		✓			
Purchasing	✓	✓	✓	✓	✓	✓
Utilities	✓			✓	✓	✓

FY 2019 Target Projects

Major Projects 2018-2019

- ◆ *SW 3rd Ct, 4th St, 6th St and 7th Ave Improvements*
- ◆ *Roadway Restoration*
- ◆ *Lift Station Telemetry System Upgrade*
- ◆ *Emergency Operations Center/Fire Station #113 Construction*
- ◆ *City Marina Seawall Renovation*
- ◆ *Marine Way Seawall Improvements*
- ◆ *NE 3rd Ave/NE 3rd St. Streetscape*
- ◆ *NE 2nd Ave/Seacrest Phase 3*
- ◆ *Historic Train Depot Renovation*
- ◆ *Intracoastal Waterway Water Main Crossings*
- ◆ *Delray Shores Water Main Upgrade Phase 3*
- ◆ *Beach Master Plan Phase 2*

Future Projects 2020 - 2023

- ◆ *Pompey Park Master Plan*
- ◆ *Osceola Park Improvements*
- ◆ *Parking Lot/Garage Repair*
- ◆ *Catherine Strong Park renovation*
- ◆ *Lindell Blvd. Complete Street*
- ◆ *Barwick Road Complete Street*
- ◆ *Fire Station #111 Category 5 Upgrades*
- ◆ *Utility Condition Assessment Phase 3*
- ◆ *Reclaim Water Areas 8 and 15*
- ◆ *Swinton Office Complex Space Plan*
- ◆ *Swinton Ave. Complete Street*

Budget Policies and Procedures

Operating Budget

The City of Delray Beach used an outcome or performance based budget for fiscal year 2016-17. This approach requires departments to submit their level of service requirements and how they support the Commission goals before presenting their budget requests. This allows for evaluation of functions as a portion of the total division budget request.

Objectives, outputs and expected results are described fully as are their necessary resource costs. The sum of all activities constitute the performance based budget. This process is a tool that administrators can use to manage more cost-efficient and effective budgeting.

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 on the City's website.

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 appropriates funds for specific facilities, equipment and improvements.

Budget Policies and Procedures

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

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 debt will not be issued in order to finance current operating costs or normal, routine maintenance. Debt financing should only be used to purchase capital assets and infrastructure that cannot be acquired from either current revenues or funds balances.

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 Utility Tax	Aa3
S&P Issuer Credit Rating	AAA
S&P Utility Tax Rating	AA-

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

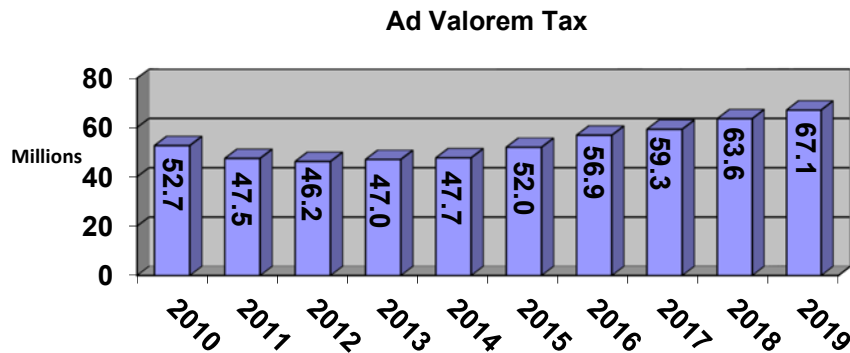
Ad Valorem Tax

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 6.7611 mills per \$1,000 of assessed valuation, a preliminary assessed valuation of \$10,439,027,988 for operating millage at a 95% collection rate. This results in proposed tax revenue of \$67,050,347. This levy amounts to a 2.99% 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 \$828,707,594 over the prior year final gross taxable value or by 8.62%.

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 2018.



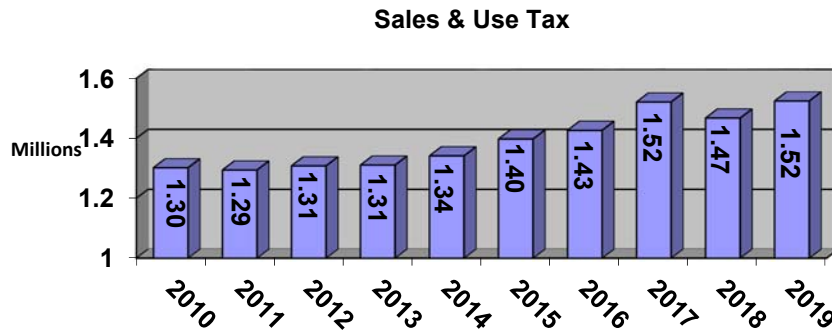
Sales and Use Taxes

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 \$1,524,490 in revenue in fiscal year 2019 from both contracts.

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.

General Fund Revenue Projections and Critical Assumptions

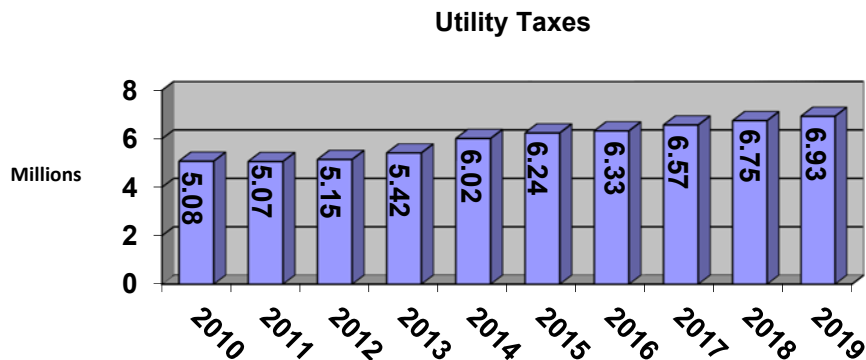


Utility Taxes

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 2019 Utility taxes on electric sales project a 2.7% increase over the fiscal year 2018 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.

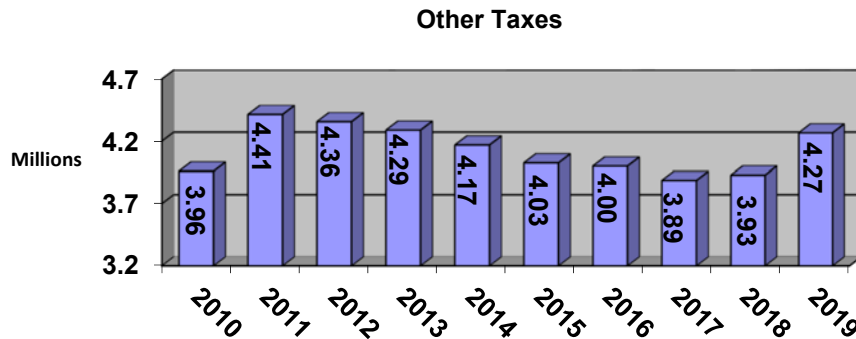
The Communication Service Tax is comprised of a conversion rate as well as an add-on rate of 0.12%. CST conversion rates for each municipality were determined by the State of Florida Department of Revenue and were based on information provided by the municipalities as well as communication providers.

General Fund Revenue Projections and Critical Assumptions

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 fees are based on the sale of electrical energy to residential, commercial and industrial customers (\$4,838,375), the total net revenue of the gas company (\$77,049), a vendor supplying cabana and beach equipment rental (\$40,265) and a vendor providing car towing service (\$100,000). Projections for franchise fees based on electricity reflect a 0.49% increase over the fiscal year 2018 projection.

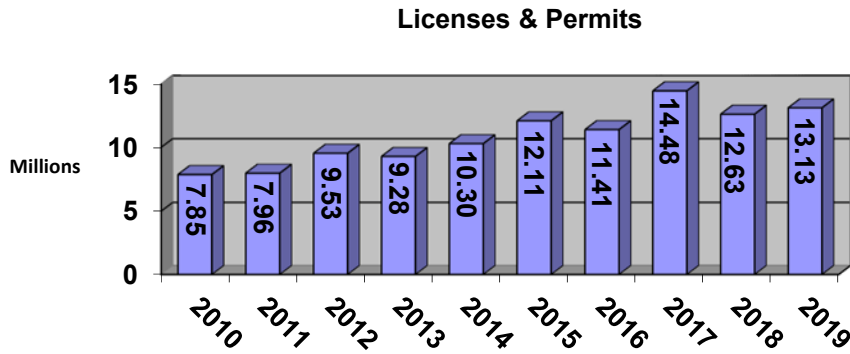
A registration fee is available to those who do not have a permanent location within the City, but wish to do business in the City. Licenses are issued for one year and expire in September of each year.

Source	2019	%
Building Permits	4,100,000	31%
Electrical & Plumbing	707,000	5%
A/C & Heating	450,000	3%
Roof Permits	460,000	4%
Tenant/Landlord	680,000	5%
Franchise Fees	5,456,049	42%
Miscellaneous Permits/Fees	1,281,000	10%
Total	\$13,134,049	100%

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 in the above table, Building Permits account for the largest source.

Revenue projections are provided by the Development Services Department. Revenues are anticipated to increase 4% overall based primarily on an increase in building and related permits.

General Fund Revenue Projections and Critical Assumptions



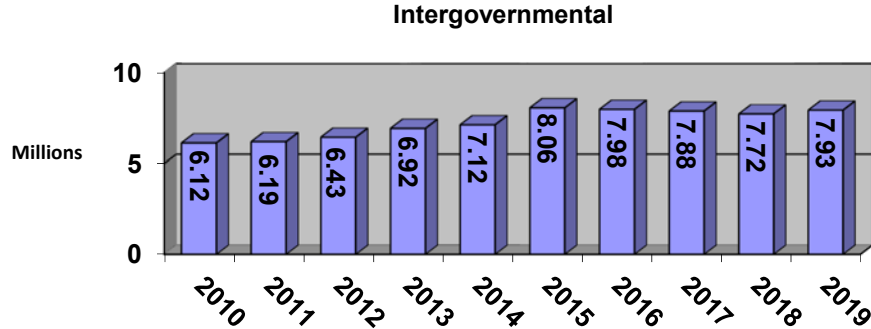
Intergovernmental

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 2.8% compared to the fiscal year 2018 projections.

Also included in this category are local, state and federal grants, which accounted for 4.8% of the Intergovernmental revenues in FY 2017.

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

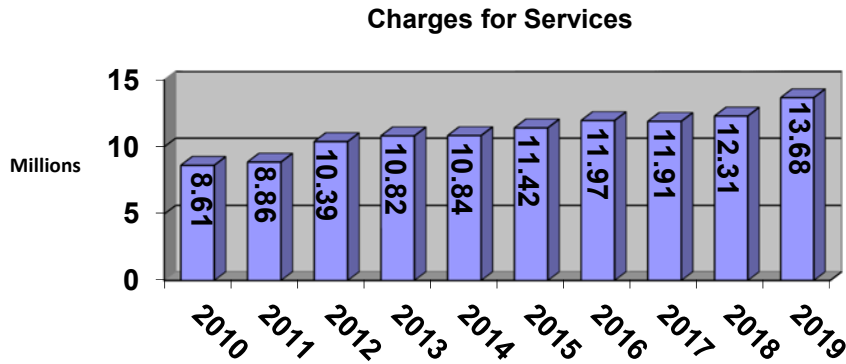


Charges for Services

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

The largest revenue source in this category is the Highland Beach fire services contract totaling approximately \$4.2 million. The second largest source is EMS transport fees totaling \$2.8 million. Revenues received from the Town of Gulf Stream total \$552,914 and include 911 dispatch services (\$56,000) and Fire EMS services (\$496,914). Anticipated parking revenue is \$2,763,984.

General Fund Revenue Projections and Critical Assumptions

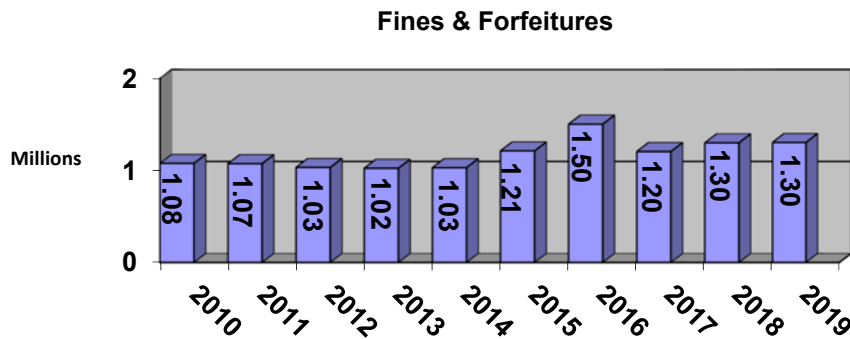


Fines and Forfeitures

Collections consist of fines for traffic violations, code enforcement violations and false alarm fees.

Revenues of this category are projected based on prior year trends.

The 0.22% increase in fiscal year 2019 is due mainly to an anticipated increase in code enforcement fees.

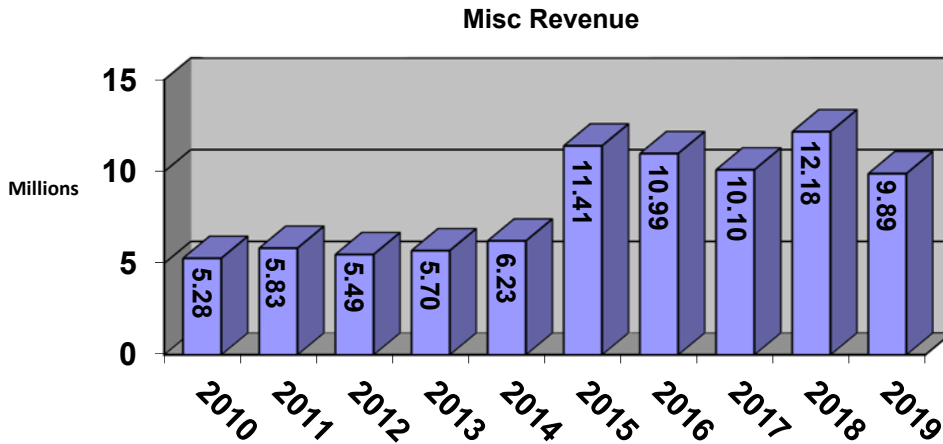


Miscellaneous Revenue

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. The increase in FY 2015 is due to a repayment of a loan previously written off. Fiscal years 2017 and 2018 include increasing contributions from the CRA with 2019 seeing a decrease in revenue from the CRA.

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



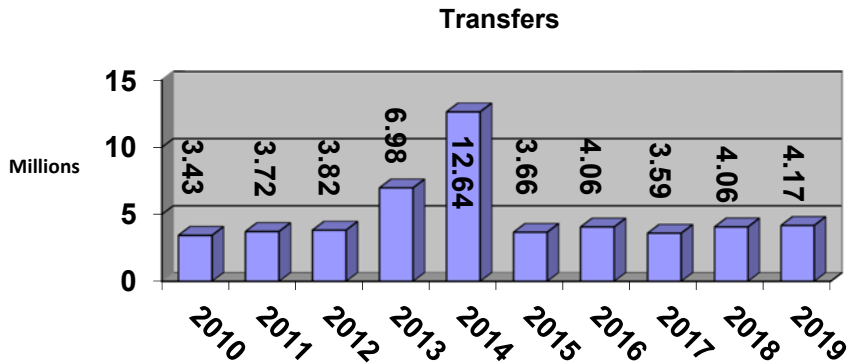
Transfers

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.

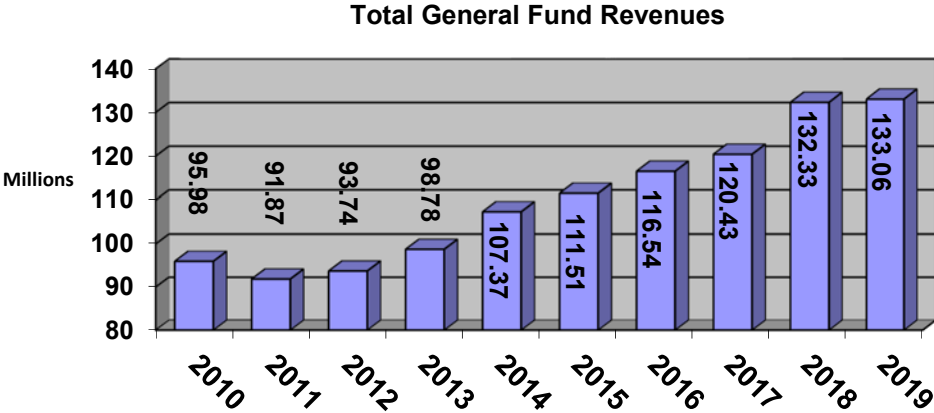
The in-lieu taxes transfer is based on the value of the assets in the Enterprise Fund and the proposed millage for the purpose of paying its share of services provided by the departments within the General Fund such as the Public Works, Police and Fire Departments.

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 Forecast

CATEGORY/DEPARTMENT	2017 Actual	2018 Revised	2019 Budget	2020 Projeccion	2021 Projection	2022 Projection
REVENUES						
Taxes	71,264,434	75,717,366	79,799,477	81,794,464	83,839,326	85,935,309
Franchises, Licenses and Permits	14,479,778	12,629,304	13,134,049	13,462,400	13,798,960	14,143,934
Intergovernmental	7,610,863	7,722,564	7,929,881	8,128,128	8,331,331	8,539,615
Charges for Services	11,909,744	12,306,886	13,682,332	14,024,390	14,375,000	14,734,375
Fines and Forfeitures	1,203,779	1,290,039	1,302,000	1,334,550	1,367,914	1,402,112
Miscellaneous	10,099,787	12,177,145	9,892,696	10,140,013	10,393,514	10,653,352
Transfers In	3,591,728	4,063,060	4,172,374	4,276,683	4,383,600	4,493,190
Total Revenues	120,160,113	125,906,364	129,912,809	133,160,629	136,489,645	139,901,886
EXPENSES						
General Government	11,377,712	14,231,322	14,732,881	15,101,203	15,478,733	15,865,701
Police Department	32,441,781	32,536,553	35,248,621	38,186,258	39,140,914	40,119,437
Fire Department	27,428,806	29,583,733	30,950,528	33,528,001	34,366,201	35,225,356
Community Improvement	2,338,760	2,938,863	3,177,516	3,256,954	3,338,378	3,421,837
Building Inspection	2,066,979	2,278,739	2,905,424	2,978,060	3,052,511	3,128,824
Public Works	6,548,164	11,017,747	11,879,161	12,176,140	12,480,544	12,792,557
Parks & Recreation	11,636,500	13,032,976	11,170,466	12,354,728	12,663,596	12,980,186
Grants	11,884,048	13,803,011	15,009,674	15,537,166	16,085,685	16,656,071
Debt Service	1,469,648	2,024,323	1,913,128	1,960,956	2,009,980	2,060,230
Miscellaneous	171,996	242,260	46,260	47,417	48,602	49,817
Contingency	0	1,338,860	368,000	750,000	750,000	750,000
Capital	0	0	0	0	0	0
Transfers Out	9,661,642	9,161,338	5,659,591	5,801,081	5,946,108	6,094,760
Total Expenses	117,026,035	132,189,725	133,061,250	141,677,962	145,361,252	149,144,777
REVENUES OVER/(UNDER) EXPENSES	3,134,078	(6,283,361)	(3,148,441)	(8,517,333)	(8,871,607)	(9,242,891)

The above chart outlines the City's forecast of general fund revenues and expenses for FY 2020 through FY 2022. The forecast shows the potential for challenging future budget preparation as growth in expenditures are expected to outpace growth in revenues. These projections are based on a series of conservative assumptions and do not reflect actions the City will take during this period to close the projected gaps.

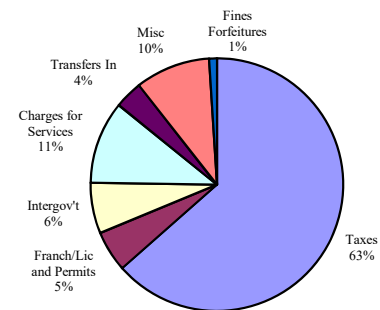
This forecast includes growth rate assumptions for revenues and expense growth rates based on the Consumer Price Index as projected by the Congressional Budget Office (2.5% for October 2018). The increase in ad valorem revenue in projected slightly higher at 4%. Any additional increases known at this time for expenses (e.g. increase in costs for Police and Fire pension plans) were included.

General Fund Revenues and Expenditures Summary

	2017 Actual	2018 Revised	2019 Budget	% Change FY 18 to 19
Cash Balances Brought Forward:				
Prior Year Surplus	\$ -	\$ 6,274,361	\$ 3,148,441	NA
Revenues:				
Taxes	71,264,434	75,717,366	79,799,477	5.39%
Franchises, Licenses and Permits	14,479,788	12,629,304	13,134,049	4.00%
Intergovernmental	7,610,863	7,722,564	7,929,881	2.68%
Charges for Services	11,909,744	12,306,886	13,682,332	11.18%
Fines and Forfeitures	1,203,779	1,299,039	1,302,000	0.23%
Miscellaneous	10,099,787	12,177,145	9,892,696	-18.76%
Total Revenues	116,568,395	121,852,304	125,740,435	3.19%
Other Financing Sources:				
Operating transfers in	3,591,728	4,063,060	4,172,374	2.69%
Total Other Sources	3,591,728	4,063,060	4,172,374	2.69%
Total Revenue & Other Sources	\$ 120,160,123	\$ 132,189,725	\$ 133,061,250	0.66%

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.

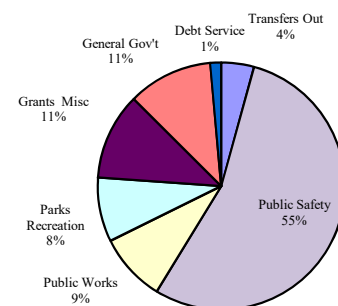
Where the money comes from:



As you can see our largest source of revenue is derived from taxes. This includes a \$6.7611 property tax levy per \$1,000 of assessed value. Other taxes include 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	\$ 11,377,712	\$ 14,231,322	\$ 14,732,881	3.52%
Public Safety	64,276,326	67,337,888	72,282,089	7.34%
Public Works	6,548,164	11,017,747	11,879,161	7.82%
Parks & Recreation	11,636,500	13,032,976	11,170,466	-14.29%
Grants	11,884,048	13,803,011	15,009,674	8.74%
Debt Service	1,469,648	2,024,323	1,913,128	-5.49%
Miscellaneous	171,996	242,260	46,260	-80.90%
Land Acquisition and costs	-	-	-	NA
Contingency	-	1,338,860	368,000	NA
Total Expenditures	107,364,393	123,028,387	127,401,659	3.55%
Bond Refinancing	-	-	-	NA
Other Financing Uses:				
Operating transfers out	9,661,642	9,161,338	5,659,591	-38.22%
Total Other Uses	9,661,642	9,161,338	5,659,591	-38.22%
Total Expenditures & Other Uses	\$ 117,026,035	\$ 132,189,725	\$ 133,061,250	0.66%

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	2017 Actual	2018 Revised	2019 Budget	% Change 18-19
City Commission	267,359	365,033	416,972	14.23%
City Manager	878,111	967,512	1,559,263	61.16%
Communications	110,098	127,109	123,712	-2.67%
Information Technology	3,115,101	4,501,830	4,387,628	-2.54%
City Attorney	1,432,304	1,435,333	1,475,282	2.78%
Human Resources	821,881	907,140	992,076	9.36%
City Clerk	892,219	870,102	657,120	-24.48%
Finance	1,746,161	2,281,867	2,298,312	0.72%
Purchasing	583,657	712,393	833,612	17.02%
Planning & Zoning	3,597,800	4,341,742	4,894,328	12.73%
Police Department	32,441,781	32,536,553	35,248,621	8.34%
Fire Department	27,428,806	29,583,733	30,950,528	4.62%
Community Improvement	2,338,760	2,938,863	3,177,516	8.12%
Public Works	6,548,164	11,017,747	11,879,161	7.82%
Parks & Recreation	8,134,761	8,896,648	8,142,785	-8.47%
Tennis Stadium	2,434,197	2,603,418	1,755,524	-32.57%
Tennis Centers	1,067,542	1,532,910	1,272,157	-17.01%
Miscellaneous	171,996	242,260	46,260	-80.90%
Miscellaneous Grants	141,700	165,700	169,700	2.41%
Economic Development	188,194	415,600	319,471	-23.13%
Old School Square	0	0	0	NA
Library	1,453,500	1,453,500	1,453,500	0.00%
CRA	10,100,654	11,768,211	13,067,003	11.04%
Debt Service	1,469,648	2,024,323	1,913,128	-5.49%
Bond Refinancing	0	0	0	NA
Transfers	9,661,642	9,161,338	5,659,591	-38.22%
Contingency	0	1,338,860	368,000	NA
TOTAL	117,026,035	132,189,725	133,061,250	0.66%

**General Fund
Unassigned Fund Balance**

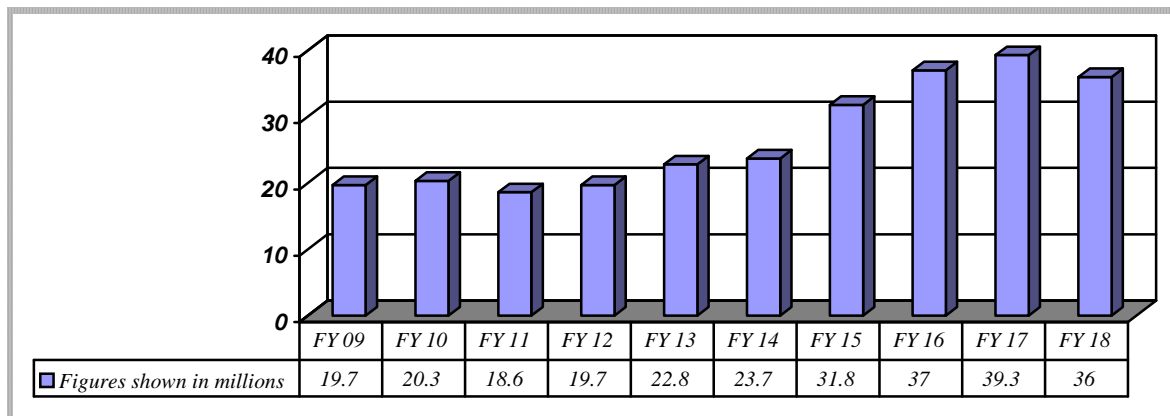
**Changes in
Unassigned Fund Balance**

FY 2018 Estimated excess/(deficiency) of revenues over expenditures as of September 30	(3,243,910)
Unassigned Fund Balance, Beginning of Year 2017	39,273,110
Estimated Unassigned Fund Balance, End of Year 2018 (unaudited)	36,029,200

**Unassigned Fund Balance
Ten-Year History**

<u>Fiscal Year</u>	<u>Unassigned Fund Balance</u>
2008-09	\$19,747,589
2009-10	\$20,337,823
2010-11	\$18,682,823
2011-12	\$19,741,367
2012-13	\$22,864,687
2013-14	\$23,700,352
2014-15	\$31,843,644
2015-16	\$36,984,767
2016-17	\$39,273,110
2017-18	\$36,029,200 (unaudited)
2018-19	\$32,880,759 (projected)

History of Unassigned Fund Balance



**General Fund
Millage and Tax Revenue Projections**

*City of Delray Beach, Florida
2018-19 Annual Budget*

YEAR	OPERATING MILLAGE / \$1,000	DEBT MILLAGE / \$1,000	TOTAL MILLAGE / \$1,000	ASSESSED VALUE*	ASSESSED VALUE GROWTH	TAX REVENUE COLLECTED
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%	46,080,286
2013	\$7.1992	\$0.6041	\$7.8033	6,207,019,373	0.94%	46,572,308
2014	\$7.1611	\$0.3453	\$7.5064	6,594,864,216	6.25%	47,573,358
2015	\$7.1611	\$0.3028	\$7.4639	7,239,395,652	9.77%	51,921,504
2016	\$7.0611	\$0.2756	\$7.3367	7,981,341,482	10.25%	55,975,810
2017	\$6.9611	\$0.2496	\$7.2107	8,799,184,526	10.25%	61,240,145
2018	\$6.8611	\$0.2289	\$7.0900	9,610,320,394	9.22%	64,913,089
2019	\$6.7611	\$0.2108	\$6.9719	10,439,027,988	8.62%	69,141,622

*FY 2019 is not final assessed value

**GO Debt has been moved to another fund in FY 2017

FY 2019 Tax Levy (95% discount)

Gross Operating Tax Revenue		
\$6.7611/\$1,000 X \$10,439,027,988		\$67,050,347
Debt Service Tax Revenue		
\$0.2108/\$1,000 X \$10,442,797,028		2,091,275
Total Ad Valorem Taxes		<u>\$69,141,622</u>

To meet the 2019 payments for all General Obligation Bonds requires revenue totaling \$2,091,898. The rate necessary to fund this amount is computed as follows:

$\$2,091,898 \times \$1,000 / \$10,442,797,028 / 0.95 = \0.210862845 rounded to \$0.2108 mills.

Distribution of Ad Valorem Tax

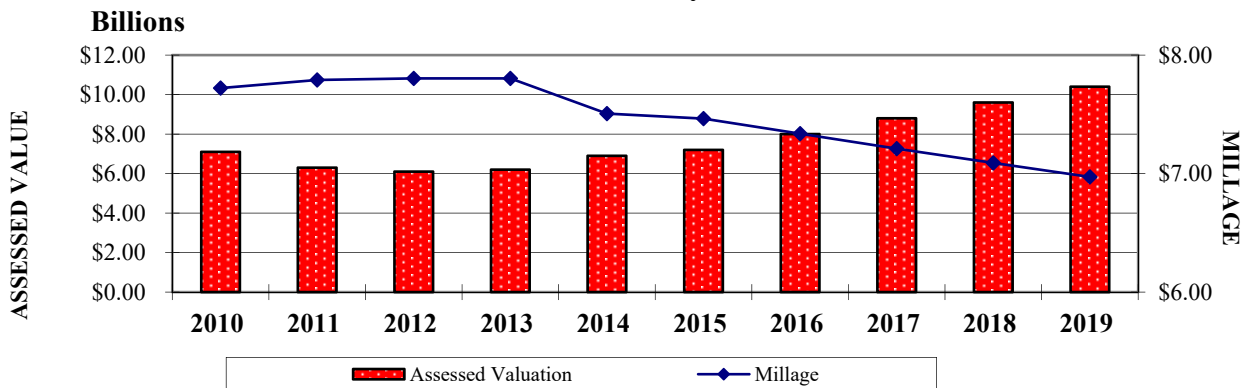
The Community Redevelopment Agency (CRA) receives revenue from the City through Tax Incremental Financing (TIF). The increment is based on the increase in the value of property located within the CRA's redevelopment boundary since its inception.

The CRA's preliminary taxable value of \$2,280,024,920 results in an incremental valuation of \$2,034,393,853 over the 1985 tax base. This amounts to \$13,067,003 in revenue based on the operating millage of \$6.7611, leaving the City net revenue of \$56,074,618.

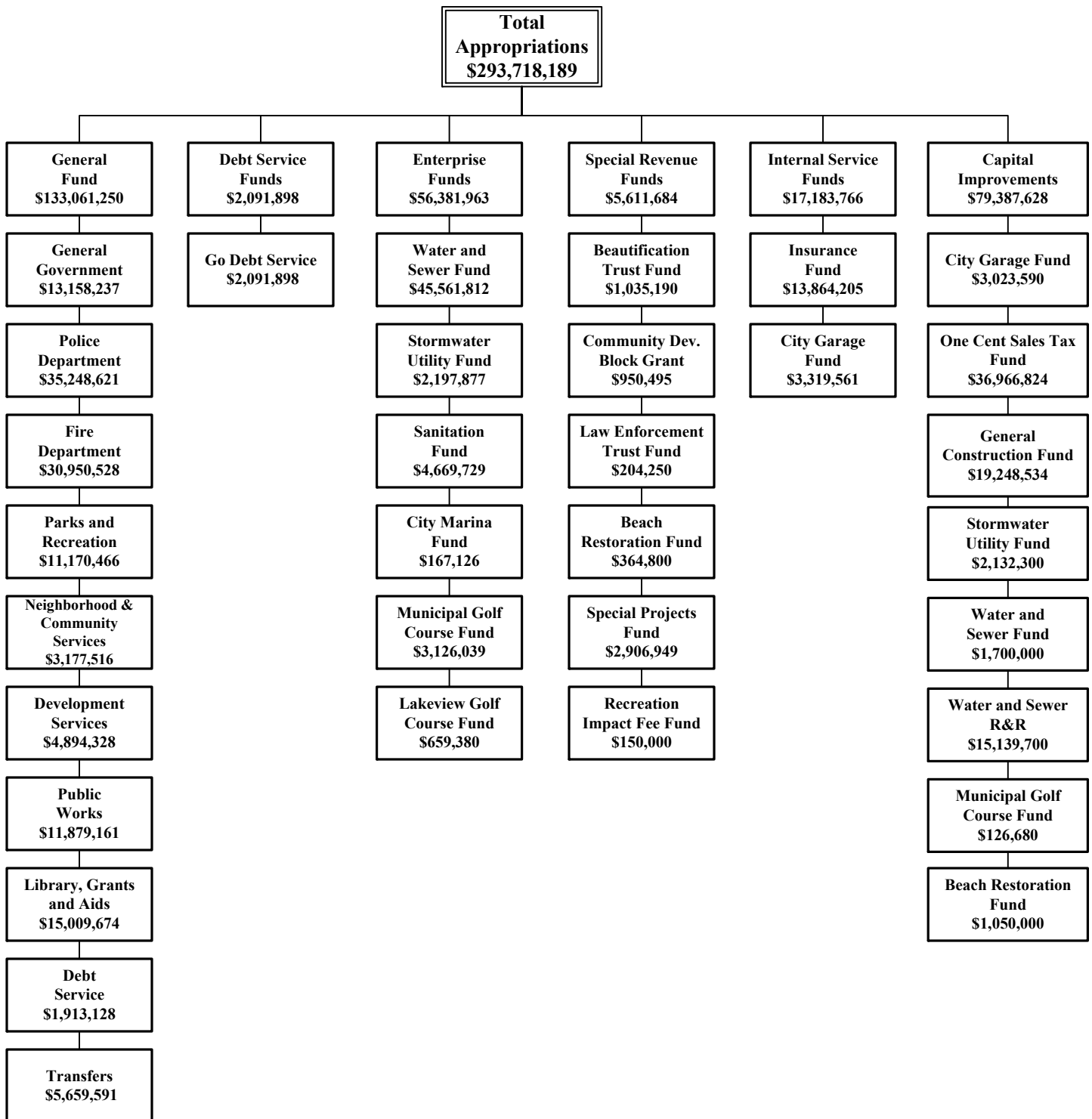
The operating portion of the tax levy is the millage rate established to fund the general operating expenses other than the portion of the budget to be funded from sources other than ad valorem taxes. Beginning with fiscal year 2001, the assessed valuation used for calculating the operating revenue exempts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

Ten Year History



All Funds Summary



All Funds Summary

The Fiscal Year 2018-19 Budget totals over \$293 million. Operating budgets were prepared for 21 separate funds consisting mostly of governmental and proprietary funds.

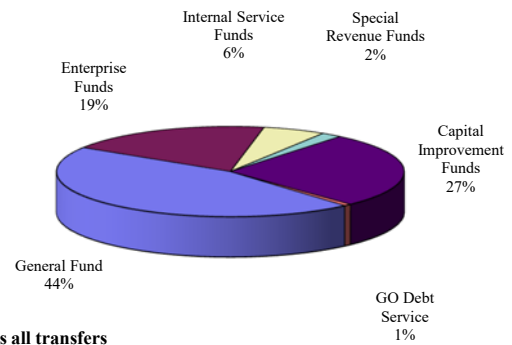
The General Fund is the largest of the governmental funds, accounting for over \$133 million and providing the bulk of the City's services.

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:

- ◆ \$273,161 for owner-occupied housing rehabilitation.
- ◆ \$21,547 for homeowner subsidies.
- ◆ \$35,000 for curb appeal program.

FY 2018-19 Total Budgeted Funds
\$293,718,189*



As indicated in the above illustration, Enterprise Funds are the third 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 the following pages.

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 2019 budgets include:

- ◆ Health, Life and Disability for 874 employees and 1,068 dependents.
- ◆ Business insurance to protect the City's \$189 million in total insurable values.
- ◆ \$2,928,590 to meet the replacement schedule for the fiscal year 2019 fleet. Also included for replacement is \$472,500 for ALS Rescue Truck.
- ◆ \$95,000 for vehicle restoration in order to extend the useful life of existing fleet vehicles.

Delray Beach Florida



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All Funds
Consolidated Budget Summary Fiscal Year 2019

	<u>GENERAL FUND</u>	<u>GO DEBT SERVICE</u>	<u>DOWNTOWN DEVELOPMENT FUND</u>	<u>ENTERPRISE FUNDS</u>
BEGINNING BALANCE	35,861,481		176,992	161,801,141
REVENUES:				
Property Taxes	67,076,347	2,091,898	1,039,547	
Sales & Use Taxes	1,524,490			
Utility Taxes	6,932,360			
Other Taxes	4,266,280			
Franchise, Licenses & Permits	13,134,049			
Intergovernmental	7,929,881			0
Charges for Services	13,682,332			44,514,795
Fines & Forfeitures	1,302,000			
Miscellaneous Revenues	9,892,696		45,025	-787,817
Other Financing Sources	4,172,374	0	0	109,000
TOTAL REVENUES	<u>129,912,809</u>	<u>2,091,898</u>	<u>1,084,572</u>	<u>43,835,978</u>
TOTAL FUNDS AVAILABLE	<u>165,774,290</u>	<u>2,091,898</u>	<u>1,261,564</u>	<u>205,637,119</u>
EXPENDITURES/EXPENSES:				
General Government Services	21,089,253		0	
Public Safety	71,379,399		0	
Physical Environment	1,080,038		0	37,695,746
Transportation	5,805,055		0	
Economic Environment	13,386,474		1,080,005	
Human Services	112,000		0	
Culture & Recreation	12,268,312		0	3,882,884
Debt Service	1,913,128	2,091,898	0	337,398
Other Financing Uses	5,659,591		0	4,284,764
TOTAL EXPENDITURES	<u>132,693,250</u>	<u>2,091,898</u>	<u>1,080,005</u>	<u>46,200,791</u>
Reserves	<u>368,000</u>		<u>4,567</u>	<u>42,730</u>
TOTAL USE OF RESOURCES	<u>133,061,250</u>	<u>2,091,898</u>	<u>1,084,572</u>	<u>46,243,521</u>
ENDING BALANCE	\$ 32,713,040	\$ -	\$ 176,992	\$ 159,393,598

Note: Depreciation, Amortization of Bond Discount, and Equity in Joint Venture amounts shown in FY 16/17 and 17/18 are included for year-over-year comparison purposes only. They are not calculated as part of the yearly budget process.

SPECIAL REVENUE FUNDS	INTERNAL SERVICE FUNDS	TOTAL		
		2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET
2,775,776	16,084,511	211,482,990	216,405,486	216,699,901
		60,101,945	64,504,436	70,207,792
		1,521,167	1,467,462	1,524,490
		6,572,762	6,751,687	6,932,360
		0	3,928,365	4,266,280
648,909		14,479,778	12,629,304	13,134,049
0	16,667,561	8,409,322	7,958,544	8,578,790
204,250		72,028,764	70,203,369	74,864,688
217,656	2,931,120	1,232,045	1,331,012	1,506,250
1,119,120	0	13,834,953	14,502,184	12,298,680
2,189,935	19,598,681	4,796,506	5,382,123	5,400,494
<u>4,965,711</u>	<u>35,683,192</u>	<u>186,863,166</u>	<u>188,658,486</u>	<u>198,713,873</u>
		398,346,156	405,063,972	415,413,774
	18,927,699	33,410,376	39,782,252	40,016,952
204,250		63,940,519	66,616,513	71,583,649
		36,542,802	32,671,500	38,775,784
0		3,073,114	4,454,001	5,805,055
950,077		12,499,713	14,071,636	15,416,556
		102,000	102,000	112,000
974,852		17,195,325	18,527,819	17,126,048
		1,725,147	2,408,076	4,342,424
0		13,451,675	12,210,989	9,944,355
2,129,179	18,927,699	181,940,670	190,844,786	203,122,822
60,756		0	1,338,860	476,053
<u>2,189,935</u>	<u>18,927,699</u>	<u>181,940,670</u>	<u>192,183,646</u>	<u>203,598,875</u>
\$ 2,775,776	\$ 16,755,493	\$ 216,405,486	\$ 212,880,325	\$ 211,814,899

Special Revenue Funds
Consolidated Budget Summary 2017-2019
Estimated Revenues, Expenses and Changes in Fund Balance

	LAW ENFORCEMENT TRUST		
	2016-17	2017-18	2018-19
	ACTUAL	ESTIMATE	BUDGET
BEGINNING FUND BALANCE	\$ 546,736	\$ 347,697	\$ 258,985
 <u>REVENUES:</u>			
Property Taxes			
Sales & Use Taxes			
Utility Taxes			
Franchises, Licenses & Permits			
Intergovernmental			
Charges for Services			
Fines & Forfeitures	28,266	31,973	204,250
Miscellaneous Revenues	0	0	0
Other Financing Sources			
TOTAL REVENUES	28,266	31,973	204,250
 TOTAL FUNDS AVAILABLE	 575,002	 379,670	 463,235
 <u>EXPENDITURES/EXPENSES:</u>			
General Government Services			
Public Safety	227,304	120,685	204,250
Physical Environment			
Transportation			
Economic Environment			
Human Services			
Culture & Recreation			
Debt Service			
Other Financing Uses			
TOTAL EXPENDITURES	227,304	120,685	204,250
Reserves	0	0	0
 TOTAL USE OF RESOURCES	 227,304	 120,685	 204,250
 ENDING FUND BALANCE	 \$ 347,697	 \$ 258,985	 \$ 258,985

NEIGHBORHOOD SERVICES			BEAUTIFICATION			TOTAL		
2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET
\$ 1,995,011	\$ 1,618,720	\$ 1,143,552	\$ 1,059,289	\$ 1,189,749	\$ 1,373,239	\$ 3,601,036	\$ 3,156,167	\$ 2,775,776
718,183	235,980	648,909			0	718,183	235,980	648,909
						0	0	0
						28,266	31,973	204,250
147,888	38,986	117,656	6,255	(697)	100,000	154,143	38,289	217,656
149,430	175,781	183,930	947,348	990,122	935,190	1,096,778	1,165,903	1,119,120
1,015,501	450,747	950,495	953,603	989,425	1,035,190	1,997,369	1,472,144	2,189,935
3,010,512	2,069,466	2,094,047	2,012,892	2,179,174	2,408,429	5,598,405	4,628,311	4,965,711
						0	0	0
						227,304	120,685	204,250
						0	0	0
1,391,793	925,915	950,077				1,391,793	925,915	950,077
						0	0	0
			823,142	805,935	974,852	823,142	805,935	974,852
0			0	0	0	0	0	0
1,391,793	925,915	950,077	823,142	805,935	974,852	2,442,239	1,852,535	2,129,179
0	0	418	0	0	60,338	0	0	60,756
1,391,793	925,915	950,495	823,142	805,935	1,035,190	2,442,239	1,852,535	2,189,935
\$ 1,618,720	\$ 1,143,552	\$ 1,143,552	\$ 1,189,749	\$ 1,373,239	\$ 1,373,239	\$ 3,156,167	\$ 2,775,776	\$ 2,775,776

Proprietary Funds
Consolidated Budget Summary 2017-2019
Estimated Revenues, Expenses and Changes in Retained Earnings

	ENTERPRISE FUNDS			INTERNAL SERVICE FUNDS			TOTAL		
	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET
Operating Revenues:									
Charges for Services	44,495,413	42,738,819	44,514,795	15,592,267	15,157,664	16,667,561	60,087,680	57,896,483	61,182,356
Miscellaneous Revenues	1,117,554	70,303	127,980	2,462,523	2,908,742	2,808,090	3,580,078	2,979,045	2,936,070
Intergovernmental/Grants	-	-	-	-	-	-	-	-	-
Total Operating Revenues	45,612,967	42,809,122	44,642,775	18,054,791	18,066,406	19,475,651	63,667,758	60,875,528	64,118,426
Operating Expenses:									
Personal Services	9,157,924	7,853,819	9,689,914	1,259,261	1,339,203	1,430,052	10,417,185	9,193,022	11,119,966
Other Operating Expenses	22,609,002	24,178,946	27,905,332	14,723,101	15,401,698	15,490,648	37,332,103	39,580,644	43,395,980
Depreciation	4,026,113	3,174,983	4,026,113	2,006,999	1,715,106	2,006,999	6,033,112	4,890,089	6,033,112
Depreciation of Regional Plant	-	-	-	-	-	-	-	-	-
Total Operating Expenses	35,793,039	35,207,748	41,621,359	17,989,361	18,456,007	18,927,699	53,782,401	53,663,755	60,549,058
Operating Income	9,819,928	7,601,374	3,021,416	65,429	(389,601)	547,952	9,885,357	7,211,773	3,569,368
Non-Operating Revenues									
(Expenses)									
Interest Revenue	111,703	73,816	253,220	16,504	30,906	63,030	128,207	104,722	316,250
Rents	181,264	422,620	180,694	-	-	-	181,264	422,620	180,694
Interest Expense	(255,499)	(383,753)	(337,398)	-	-	-	(255,499)	(383,753)	(337,398)
Equity in Joint Venture	(1,349,711)	(1,349,711)	(1,349,711)	-	-	-	(1,349,711)	(1,349,711)	(1,349,711)
Insurance Recoveries	-	-	-	12,319	-	-	-	-	-
Gain (Loss) on Disposal of Fixed Asset	(1,142)	-	-	53,885	98,075	60,000	52,743	98,075	60,000
Total Non-Operating	(1,313,385)	(1,237,029)	(1,253,195)	82,708	128,981	123,030	(1,230,677)	(1,108,048)	(1,130,165)
Income Before Transfers	8,506,543	6,364,345	1,768,221	326,084	(181,460)	670,982	8,832,627	6,182,885	2,439,203
Operating Transfers									
Operating Transfers In	108,000	74,000	109,000	-	79,160	-	108,000	153,160	109,000
Operating Transfers (Out)	(3,790,033)	(3,049,651)	(4,284,764)	-	-	-	(3,790,033)	(3,049,651)	(4,284,764)
Total Operating Transfers	(3,682,033)	(2,975,651)	(4,175,764)	-	79,160	-	(3,682,033)	(2,896,491)	(4,175,764)
Net Income (Loss)	5,732,938	3,388,694	(2,407,543)	326,084	(181,460)	670,982	6,059,022	3,207,234	(1,736,561)
Net assets									
beginning of year	152,679,509	158,412,447	161,801,141	15,939,887	16,265,971	16,084,511	168,619,396	174,678,418	177,885,652
Net assets									
end of year	158,412,447	161,801,141	159,393,598	\$ 16,265,971	\$ 16,084,511	\$ 16,755,493	174,678,418	177,885,652	176,149,091

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 and Sewer Fund

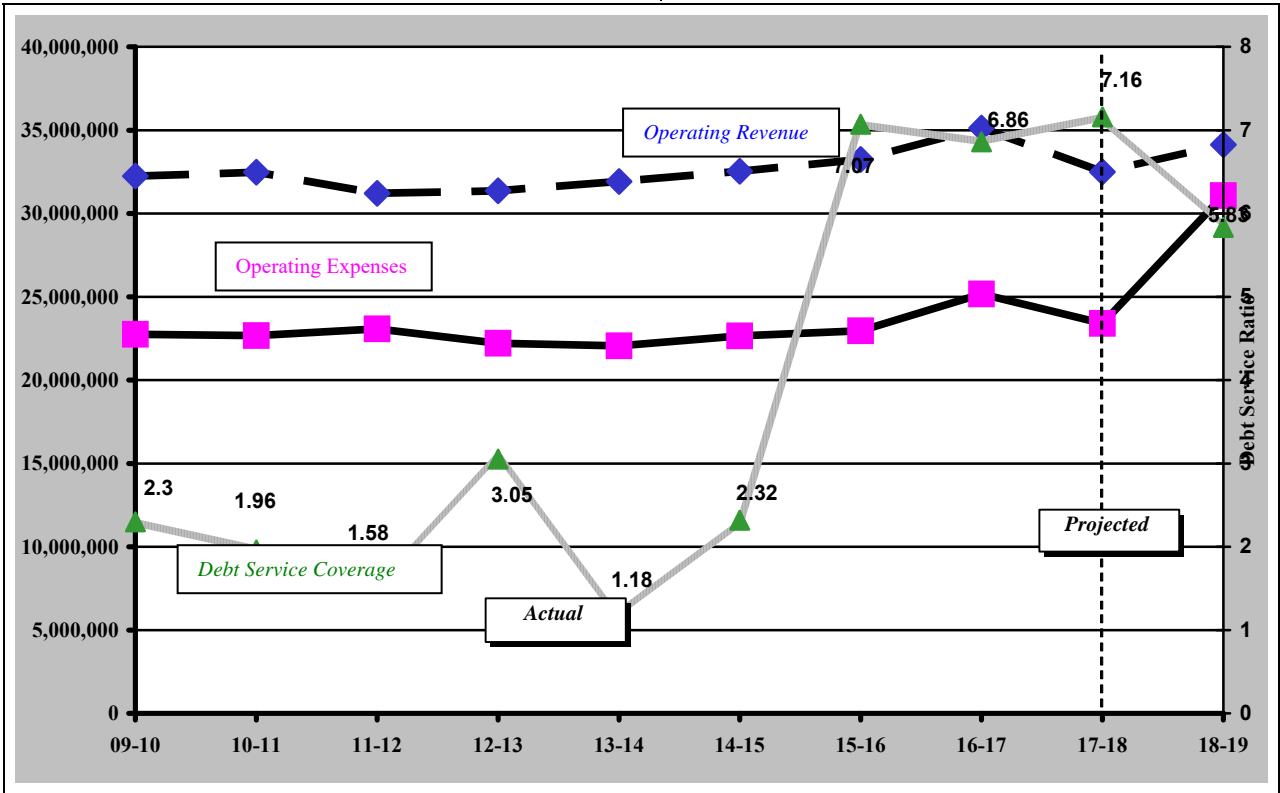
The Water and Sewer Fund is used to account for water and sewer services provided to City residents and businesses as well as services to outside-City residents and businesses. In addition to municipal water sales and sewer services, this fund accounts for the operating costs of the South Central Regional 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.

The current water and sewer rates have been in place since October 20, 2009.

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 \$5,191,971 compared to a net income of \$6,246,183 in FY2017. The updated water rate structure effective October 2009 should be revenue neutral.

As of 09-30-	Net Assets
2009	91,725,177
2010	96,023,292
2011	96,423,161
2012	102,609,529
2013	108,147,788
2014	114,294,540
2015	121,004,997
2016	127,771,605
2017	134,017,786
2018	139,209,757



Enterprise Funds

Water and Sewer Fund

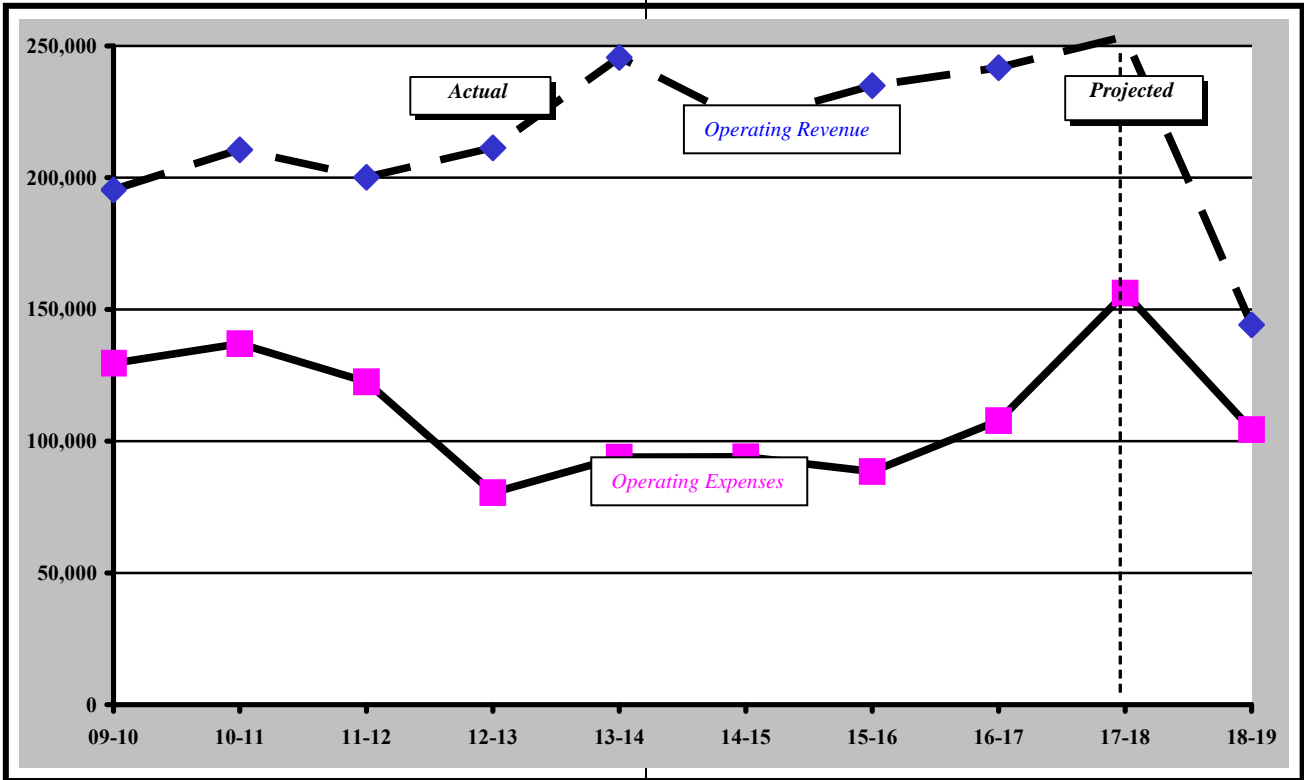
	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$34,135,162	32,494,580	34,089,050	4.91%
Miscellaneous Revenues	986,210	1,425	30,000	2005.26%
Grants	0	0	0	NA
Total Operating Revenues	\$35,121,372	\$32,496,005	\$34,119,050	4.99%
Operating Expenses:				
Personal Services	8,437,471	7,344,769	9,070,915	23.50%
Other Operating Expenses	13,467,248	13,448,185	18,756,602	39.47%
Depreciation	3,254,848	2,603,946	3,254,848	25.00%
Total Operating Expenses	25,159,567	23,396,900	31,082,365	32.85%
Operating Income	9,961,805	9,099,105	3,036,685	-66.63%
Non-Operating Revenues (Expenses)				
Interest Revenue	68,614	44,756	67,870	51.64%
Miscellaneous	-	-	-	NA
Equity in Joint Venture	(1,349,711)	(1,349,711)	(1,349,711)	NA
Interest Expense	(236,026)	(208,827)	(162,132)	-22.36%
Gain (Loss) on Disposal of Equipment	(1,142)	-	-	NA
Total Non-Operating	(1,518,265)	(1,513,782)	(1,443,973)	-4.61%
Income Before Transfers	8,443,540	7,585,323	1,592,712	-79.00%
Capital Contributions	842,618	-	-	NA
Operating Transfers				
Operating Transfers In	108,000	74,000	109,000	47.30%
Operating Transfers (Out)	(3,147,975)	(2,467,352)	(3,559,251)	44.25%
Total Operating Transfers	(3,039,975)	(2,393,352)	(3,450,251)	44.16%
Net Income (Loss)	6,246,183	5,191,971	(1,857,539)	-135.78%
Net assets beginning of year	127,771,603	134,017,786	139,209,757	3.87%
Net assets end of year	\$134,017,786	\$139,209,757	\$137,352,218	-1.33%

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 a public pump-out system which costs \$2.25 for three minutes. The marina has a waiting list consisting of 45 boat owners. Persons on the waiting list are charged \$60 initially and \$10 per year thereafter. Slip rates were changed effective June 2016. The current annual rate for a slip is \$22.00 per foot per month for non-live aboard and \$23.00 per foot per month for live-aboard residents. Single day rent is \$60 per day.

The Marina Fund had a net income of \$49,657 at the end of FY 2018 compared to a net income of \$88,245 at the end of FY 2017.

As of 09-30-	Net Assets
2009	1,091,333
2010	1,100,696
2011	1,124,601
2012	1,154,624
2013	1,237,591
2014	1,345,891
2015	1,434,245
2016	1,538,720
2017	1,626,983
2018	1,676,620



Enterprise Funds
Marina Fund

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$239,205	\$252,524	\$142,471	-43.58%
Grants	-	0	-	
Miscellaneous Revenues	2,476	1,020	1,650	NA
Total Operating Revenues	241,681	253,544	144,121	-43.16%
Operating Expenses:				
Personal Services	206	-	2,153	
Other Operating Expenses	98,429	149,285	93,041	-37.68%
Depreciation	9,179	6,885	9,179	33.32%
Total Operating Expenses	107,814	156,170	104,373	-33.17%
Operating Income	133,867	97,374	39,748	-59.18%
Non-Operating Revenues (Expenses)				
Interest Revenue	5,327	3,622	22,935	533.21%
Gain/Loss on disposal of equipment	-	-	-	NA
Rents	67	95	70	-26.32%
Total Non-Operating	5,394	3,717	23,005	518.91%
Income Before Transfers	139,261	101,091	62,753	-37.92%
Operating Transfers				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(51,016)	(51,434)	(48,708)	-5.30%
Total Operating Transfers	(51,016)	(51,434)	(48,708)	-5.30%
Net Income (Loss)	88,245	49,657	14,045	-71.72%
Net assets beginning of year	1,538,718	1,626,963	1,676,620	3.05%
Net assets end of year	\$1,626,963	\$1,676,620	\$1,690,665	0.84%

**Enterprise Funds
Sanitation Fund**

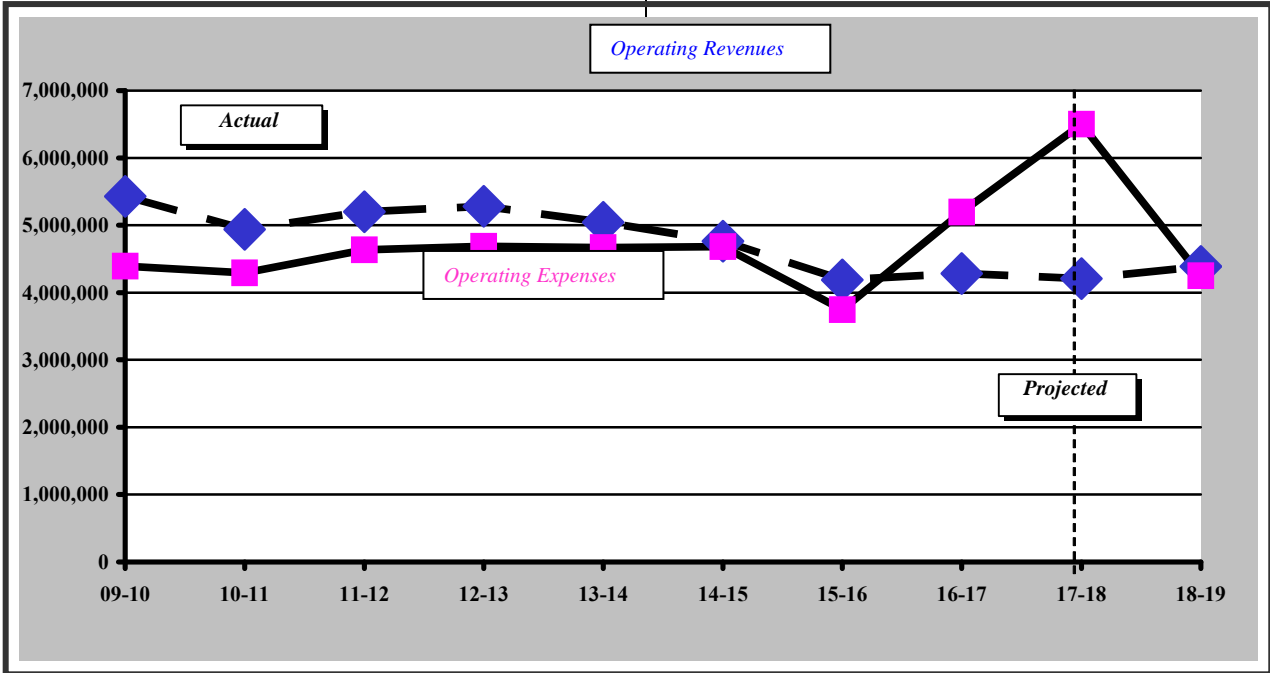
The Sanitation Fund accounts for the solid waste collection and recycling services of the City which is contracted through a private hauler. The City actually performs the billing of residential and multi-family units and the Contractor handles the billing of commercial users. In addition, this fund 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.

Sanitation service in the City is provided under terms of the exclusive franchise between the City and Waste Management of Florida, Inc for the collection of solid waste and recyclable materials. This agreement was amended in December 2015 when Waste Management Inc acquired Southern Waste System, LLC. This agreement allows for an annual adjustment to collection rates only. The adjustment is dependent upon the consumer price index and the cost of fuel. Residential collection rates were increased by approximately 3.51% in 2017/18. In addition, construction and demolition containers are no longer an exclusive franchise.

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 contractor shall purchase, assemble and deliver one new garbage cart to each new customer that will receive collection service at curbside. One new or refurbished garbage cart will be delivered to each residential customer that needs a replacement cart because their cart has been stolen or damaged beyond repair. The cart shall be delivered within three days after the customer or the City requests the contractor to deliver the cart.

As of 09-30-	Net Assets
2009	1,382,211
2010	2,358,436
2011	2,945,115
2012	3,475,705
2013	4,022,179
2014	4,223,969
2015	2,586,251
2016	3,011,669
2017	2,046,850
2018	(6,915)



Enterprise Funds
Sanitation Fund

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$4,200,945	\$4,179,904	\$4,329,379	3.58%
Miscellaneous Revenues	80,276	28,349	60,000	111.65%
Total Operating Revenues	4,281,221	4,208,253	4,389,379	4.30%
Operating Expenses:				
Personal Services	288,976	229,476	236,691	3.14%
Other Operating Expenses	4,908,250	6,272,799	4,014,496	-36.00%
Depreciation	238	179	238	32.96%
Total Operating Expenses	5,197,464	6,502,454	4,251,425	-34.62%
Operating Income	(916,243)	(2,294,201)	137,954	-106.01%
Non-Operating Revenues (Expenses)				
Interest Revenue	11,816	8,035	130,350	1522.28%
Miscellaneous	-	-	-	
Refund of Cart Fees				
Rents	155,291	399,039	150,000	-62.41%
Total Non-Operating	167,107	407,074	280,350	-31.13%
Income Before Transfers	(749,136)	(1,887,127)	418,304	-122.17%
Operating Transfers				
Operating Transfers In	-	-	-	
Operating Transfers (Out)	(215,684)	(166,638)	(200,788)	20.49%
Total Operating Transfers	(215,684)	(166,638)	(200,788)	20.49%
Net Income (Loss)	(964,820)	(2,053,765)	217,516	-110.59%
Net assets beginning of year	3,011,670	2,046,850	(6,915)	-100.34%
Net assets end of year	\$2,046,850	(\$6,915)	\$210,601	-3145.57%

Enterprise Funds Municipal Golf Course

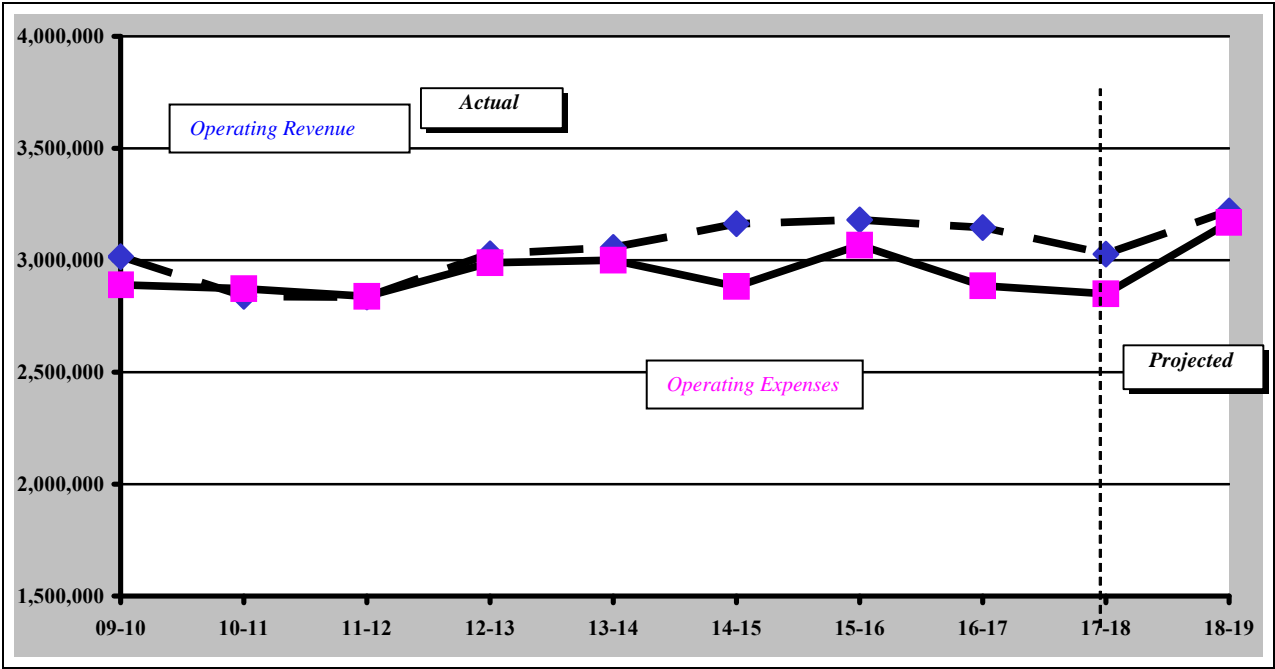
This fund accounts for the Municipal Golf Course which includes an 18-hole par 72 golf course, a driving range, and two putting greens on 150 acres of land. In addition, this entity includes a large clubhouse with a full service restaurant, banquet halls, pro shop, bar, and patio. The entire facility 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 income of \$257,947 for FY 2017 and \$74,124 in FY 2018.

As of 09-30-	Net Assets
2009	1,170,511
2010	1,170,160
2011	1,035,042
2012	911,445
2013	887,874
2014	8964,529
2015	1,103,010
2016	2,994,573
2017	3,252,519
2018	3,326,643



Enterprise Funds
Municipal Golf Course

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$3,113,582	\$2,992,595	\$3,189,415	6.58%
Miscellaneous Revenues	31,705	34,499	30,930	-10.35%
Total Operating Revenues	3,145,287	3,027,094	3,220,345	6.38%
Operating Expenses:				
Other Operating Expenses	2,694,956	2,712,129	2,977,714	9.79%
Depreciation	191,275	137,513	191,275	39.10%
Total Operating Expenses	2,886,231	2,849,642	3,168,989	11.21%
Operating Income	259,056	177,452	51,356	-71.06%
Non-Operating Revenues (Expenses)				
Interest Revenue	-	-	-	NA
Rents	25,907	23,485	30,624	30.40%
Interest Expense	(9,016)	(91,293)	(93,690)	2.63%
Gain (Loss) on Disposal of Equipment	-	-	-	NA
Total Non-Operating	16,891	(67,808)	(63,066)	-6.99%
Income Before Transfers	275,947	109,644	(11,710)	-110.68%
Capital Contributions	-	-	-	NA
Operating Transfers				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(18,000)	(35,520)	(34,925)	-1.68%
Total Operating Transfers	(18,000)	(35,520)	(34,925)	-1.68%
Net Income (Loss)	257,947	74,124	(46,635)	-162.91%
Net assets beginning of year	2,994,572	3,252,519	3,326,643	2.28%
Net assets end of year	<u>\$3,252,519</u>	<u>\$3,326,643</u>	<u>\$3,280,008</u>	-1.40%

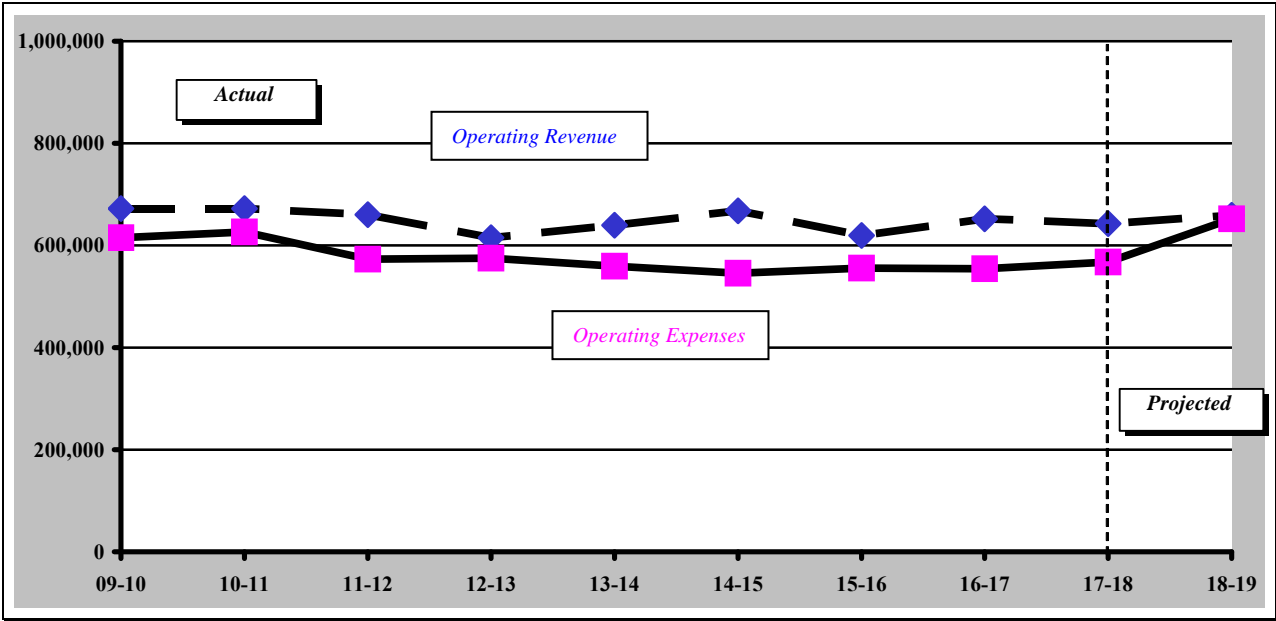
**Enterprise Funds
 Lakeview Golf Course**

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

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

This fund recorded a net income of \$89,106 for FY 2017 and \$21,032 in FY 2018.

As of 09-30	Net Assets
2009	1,210,319
2010	1,198,245
2011	1,179,533
2012	1,197,830
2013	1,202,868
2014	1,261,910
2015	1,368,030
2016	2,614,147
2017	2,703,250
2018	2,724,282



Enterprise Funds
Lakeview Golf Course

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$646,391	\$637,666	\$653,980	2.56%
Miscellaneous Revenues	5,649	5,009	5,400	7.81%
Total Operating Revenues	652,040	642,675	659,380	2.60%
Operating Expenses:				
Other Operating Expenses	469,191	500,474	566,698	13.23%
Depreciation	85,553	67,013	85,553	27.67%
Total Operating Expenses	554,744	567,487	652,251	14.94%
Operating Income	97,296	75,188	7,129	-90.52%
Non-Operating Revenues (Expenses)				
Interest Revenue	-	-	-	NA
Interest Expense	(3,193)	(32,493)	(30,427)	-6.36%
Gain (Loss) on Disposal of Equipment	-	-	-	NA
Total Non-Operating	(3,193)	(32,493)	(30,427)	-6.36%
Income Before Transfers	94,103	42,695	(23,298)	-154.57%
Operating Transfers				
Operating Transfers In	-	-	-	NA
Operating Transfers (Out)	(5,000)	(21,663)	(21,300)	-1.68%
Total Operating Transfers	(5,000)	(21,663)	(21,300)	-1.68%
Net Income (Loss)	89,103	21,032	(44,598)	-312.05%
Net assets beginning of year	2,614,147	2,703,250	2,724,282	0.78%
Net assets end of year	\$2,703,250	\$2,724,282	\$2,679,684	-1.64%

Enterprise Funds Stormwater Utility Fund

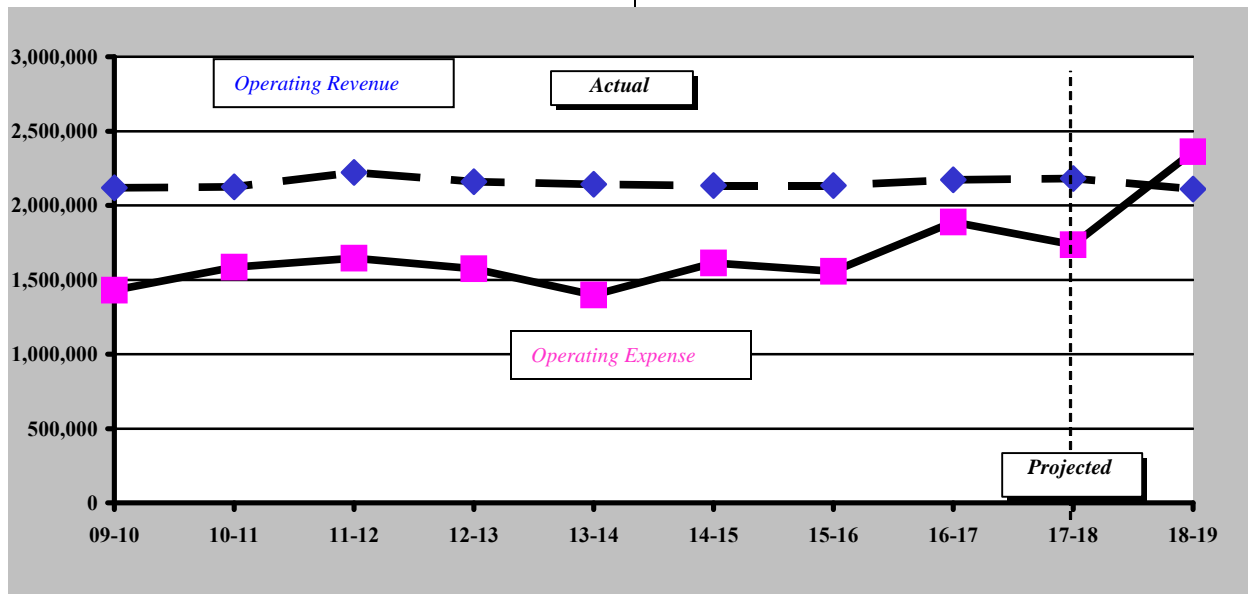
This fund is used to account for the Stormwater Utility assessment fee that is levied for the purpose of maintaining and upgrading the stormwater and surface water collection system. This maintenance includes stormwater line and basin cleaning and repairs as well as street sweeping which collects debris 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 \$16,281 in FY 2017 compared to a net income of \$105,671 in FY 2018. Net income is used for debt principal and capital projects.

As of 09-30-	Net Assets
2009	12,639,073
2010	13,006,000
2011	13,389,289
2012	13,735,158
2013	13,962,224
2014	14,355,521
2015	14,539,635
2016	14,748,799
2017	14,765,080
2018	14,870,751



Enterprise Funds
Stormwater Utility Fund

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$2,160,127	\$2,181,550	\$2,110,500	-3.26%
Miscellaneous Revenues	11,239	-	-	
Grants and Other Financing Sources	-	-	-	
Total Operating Revenues	2,171,366	2,181,550	2,110,500	-3.26%
Operating Expenses:				
Personal Services	431,271	279,574	380,155	35.98%
Other Operating Expenses	970,928	1,096,075	1,496,781	36.56%
Depreciation	485,020	359,448	485,020	34.93%
Total Operating Expenses	1,887,219	1,735,097	2,361,956	36.13%
Operating Income	284,147	446,453	(251,456)	-156.32%
Non-Operating Revenues (Expenses)				
Interest Revenue	25,947	17,403	32,065	84.25%
Loss on Disposal of Fixed Asset	-	-	-	NA
Interest Expense	(7,265)	(51,141)	(51,149)	0.02%
Total Non-Operating	18,682	(33,738)	(19,084)	-43.43%
Income Before Transfers	302,829	412,715	(270,540)	-165.55%
Capital Contributions	65,810	-	-	0.00%
Operating Transfers				
Operating Transfers (In/Out)	(352,358)	(307,044)	(419,792)	36.72%
Total Operating Transfers	(352,358)	(307,044)	(419,792)	36.72%
Net Income	16,281	105,671	(690,332)	-753.28%
Net assets beginning of year	\$14,748,799	\$14,765,080	\$14,870,751	0.72%
Net assets end of year	\$14,765,080	\$14,870,751	\$14,180,419	-4.64%

Enterprise Funds
Consolidated Budget Summary 2017-2019
Estimated Revenues, Expenses and Changes in Retained Earnings

	WATER & SEWER			MUNICIPAL GOLF COURSE			LAKEVIEW GOLF COURSE		
	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET
Operating Revenues:									
Charges for Services	\$ 34,135,162	\$ 32,494,580	\$ 34,089,050	\$ 3,113,582	\$ 2,992,595	\$ 3,189,415	\$ 646,391	\$ 637,666	\$ 653,980
Miscellaneous Revenues	986,210	1,425	30,000	31,705	34,499	30,930	5,649	5,009	5,400
Grants	-	-	-	-	-	-	-	-	-
Total Operating Revenues	35,121,372	32,496,005	34,119,050	3,145,287	3,027,094	3,220,345	652,040	642,675	659,380
Operating Expenses:									
Personal Services	8,437,471	7,344,769	9,070,915	-	-	-	-	-	-
Other Operating Expenses	13,467,248	13,448,185	18,756,602	2,694,956	2,712,129	2,977,714	469,191	500,474	566,698
Depreciation	3,254,848	2,603,946	3,254,848	191,275	137,513	191,275	85,553	67,013	85,553
Total Operating Expenses	25,159,568	23,396,900	31,082,365	2,886,231	2,849,642	3,168,989	554,744	567,486	652,251
Operating Income	9,961,804	9,099,105	3,036,685	259,057	177,452	51,356	97,296	75,189	7,129
Non-Operating Revenues									
(Expenses)									
Interest Revenue	68,614	44,756	67,870	-	-	-	-	-	-
Miscellaneous	-	-	-	25,907	23,485	30,624	-	-	-
Rents	-	-	-	(9,016)	(91,293)	(93,690)	(3,193)	(32,493)	(30,427)
Interest Expense	(236,026)	(208,827)	(162,132)	-	-	-	-	-	-
Equity in Joint Venture	(1,349,711)	(1,349,711)	(1,349,711)	-	-	-	-	-	-
Refund of Cart Fees	-	-	-	-	-	-	-	-	-
Gain (Loss) on Disposal of Fixed Asse	(1,142)	-	-	-	-	-	-	-	-
Total Non-Operating	(1,518,265)	(1,513,782)	(1,443,973)	16,891	(67,807)	(63,066)	(3,193)	(32,493)	(30,427)
Income Before Transfers	8,443,539	7,585,324	1,592,712	275,947	109,645	(11,710)	94,103	42,695	(23,298)
Capital Contributions	842,618	-	-	-	-	-	-	-	-
Operating Transfers									
Operating Transfers In	108,000	74,000	109,000	-	-	-	-	-	-
Operating Transfers (Out)	(3,147,975)	(2,467,352)	(3,559,251)	(18,000)	(35,520)	(34,925)	(5,000)	(21,663)	(21,300)
Total Operating Transfers	(3,039,975)	(2,393,352)	(3,450,251)	(18,000)	(35,520)	(34,925)	(5,000)	(21,663)	(21,300)
Net Income (Loss)	6,246,182	5,191,972	(1,857,539)	257,947	74,125	(46,635)	89,103	21,032	(44,598)
Net assets									
beginning of year	127,771,603	134,017,785	139,209,757	2,994,572	3,252,519	3,326,644	2,614,147	2,703,250	2,724,283
Net assets									
end of year	\$ 134,017,785	\$ 139,209,757	\$ 137,352,218	\$ 3,252,519	\$ 3,326,644	\$ 3,280,010	\$ 2,703,250	\$ 2,724,283	\$ 2,679,684

City of Delray Beach, Florida
2018-19 Annual Budget

MARINA			SANITATION			STORM WATER			TOTAL		
2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET	ACTUAL	ESTIMATE	BUDGET
\$ 239,205	\$ 252,524	\$ 142,471	\$ 4,200,945	\$ 4,179,904	\$ 4,329,379	\$ 2,160,127	\$ 2,181,550	\$ 2,110,500	\$ 44,495,413	\$ 42,738,819	\$ 44,514,795
2,476	1,020	1,650	80,276	28,349	60,000	11,239	-	-	1,117,554	70,303	127,980
-	-	-	-	-	-	-	-	-	-	-	-
241,681	253,544	144,121	4,281,221	4,208,253	4,389,379	2,171,366	2,181,550	2,110,500	45,612,967	42,809,122	44,642,775
206	-	2,153	288,976	229,476	236,691	431,271	279,574	380,155	9,157,924	7,853,819	9,689,914
98,429	149,285	93,041	4,908,250	6,272,799	4,014,496	970,928	1,096,075	1,496,781	22,609,002	24,178,946	27,905,332
9,179	6,885	9,179	238	179	238	485,020	359,448	485,020	4,026,113	3,174,983	4,026,113
107,814	156,170	104,373	5,197,464	6,502,454	4,251,425	1,887,219	1,735,096	2,361,956	35,793,039	35,207,748	41,621,359
133,866	97,374	39,748	(916,243)	(2,294,201)	137,954	284,148	446,454	(251,456)	9,819,928	7,601,374	3,021,416
5,327	3,622	22,935	11,816	8,035	130,350	25,947	17,403	32,065	111,703	73,816	253,220
67	95	70	155,291	399,039	150,000	-	-	-	181,264	422,620	180,694
-	-	-	-	-	-	(7,265)	(51,141)	(51,149)	(255,499)	(383,753)	(337,398)
-	-	-	-	-	-	-	-	-	(1,349,711)	(1,349,711)	(1,349,711)
-	-	-	-	-	-	-	-	-	(1,142)	-	-
5,394	3,718	23,005	167,106	407,074	280,350	18,682	(33,738)	(19,084)	(1,313,385)	(1,237,029)	(1,253,195)
139,261	101,092	62,753	(749,137)	(1,887,127)	418,304	302,829	412,716	(270,540)	8,506,543	6,364,345	1,768,221
						65,810	-	-			
-	-	-	-	-	-	-	-	-	108,000	74,000	109,000
(51,016)	(51,434)	(48,708)	(215,684)	(166,638)	(200,788)	(352,358)	(307,044)	(419,792)	(3,790,033)	(3,049,651)	(4,284,764)
(51,016)	(51,434)	(48,708)	(215,684)	(166,638)	(200,788)	(352,358)	(307,044)	(419,792)	(3,682,033)	(2,975,651)	(4,175,764)
88,245	49,658	14,045	(964,821)	(2,053,765)	217,516	16,281	105,672	(690,332)	5,732,938	3,388,694	(2,407,543)
1,538,718	1,626,963	1,676,621	3,011,670	2,046,849	(6,916)	14,748,799	14,765,080	14,870,752	\$ 152,679,509	\$ 158,412,447	\$ 161,801,141
\$ 1,626,963	\$ 1,676,621	\$ 1,690,665	\$ 2,046,849	\$ (6,916)	\$ 210,600	\$ 14,765,080	\$ 14,870,752	\$ 14,180,421	\$ 158,412,447	\$ 161,801,141	\$ 159,393,598

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

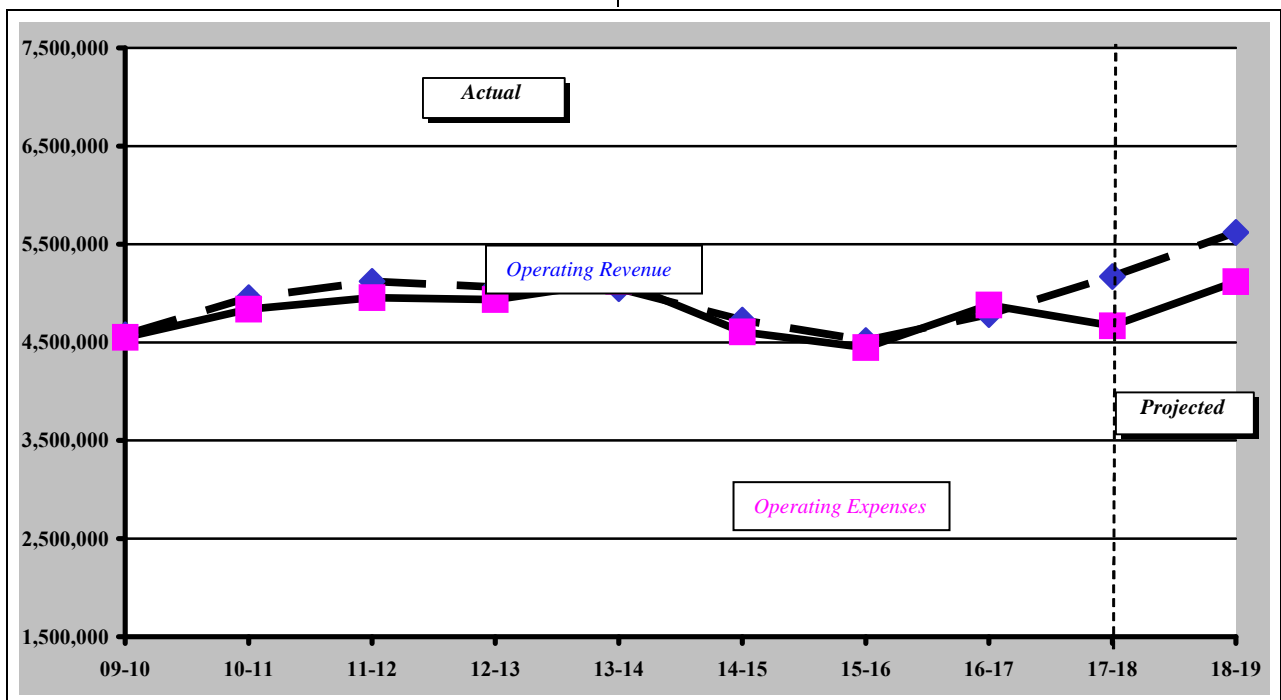
The City Garage Fund accounts for the maintenance and replacement of the City's fleet currently consisting of 604 units (vehicles and other equipment). There are currently thirteen employees in this department. Departments within the City are charged a monthly rental fee for the replacement reserve which 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 \$31.8 million. A total of \$3.1 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 604 units, over 2,416 preventative maintenance inspections are planned for this year (4 per year).

This fund recorded a net income of \$133,819 for FY 2017 compared to \$689,951 in FY 2018.

As of 09-30	Net Assets
2009	8,771,610
2010	9,341,494
2011	9,663,169
2012	9,916,265
2013	10,770,208
2014	10,892,505
2015	11,119,505
2016	11,961,275
2017	12,095,094
2018	12,785,045



Internal Service Funds

City Garage Fund

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$2,615,020	\$2,648,187	\$2,903,231	9.63%
Miscellaneous Revenues	2,165,291	2,520,627	2,715,090	7.71%
Total Operating Revenues	4,780,311	5,168,814	5,618,321	8.70%
Operating Expenses:				
Personal Services	888,625	973,927	1,017,749	4.50%
Other Operating Expenses	1,992,055	1,985,394	2,101,812	5.86%
Depreciation	1,997,537	1,708,010	1,997,537	16.95%
Total Operating Expenses	4,878,217	4,667,331	5,117,098	9.64%
Operating Income	(97,906)	501,483	501,223	-0.05%
Non-Operating Revenues (Expenses)				
Interest Revenue	(12,426)	11,233	56,155	399.91%
Insurance Recoveries	12,319	-		NA
Gain on Sale of Equipment	53,885	98,075	60,000	-38.82%
Total Non-Operating	53,778	109,308	116,155	NA
Income Before Transfers	(44,128)	610,791	617,378	1.08%
Capital Contributions	177,947	-	-	NA
Operating Transfers				
Operating Transfers In/Out	-	79,160		NA
Net Income (Loss)	133,819	689,951	617,378	-10.52%
Net assets beginning of year	11,961,275	12,095,094	12,785,045	5.70%
Net assets end of year	\$12,095,094	\$12,785,045	\$13,402,423	4.83%

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 are affected due to our location on the coast of Florida and the risk of dangerous storms in the state.

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 \$4.6 million compared to \$4.5 million last year for property and casualty liabilities. Reserves basically stayed the same due to consistent claims results in 2017.

The City began self-insuring its health plan in FY 2002-03. Effective June 1, 2009 the City restricted its offerings to include three plans, a Network Core HMO, a Network Open Access HMO and a Choice Fund HRA based on a high deductible PPO plan. Effective October 1, 2016, the plan year for the health plans was changed to match the City’s fiscal year along with the administration of the plans, which was moved from CIGNA to UnitedHealthcare. Under UnitedHealthcare’s administration of the plan for the 2017-18 plan year the employee plan costs were not increased and the costs to the City were increased by 5.2%.

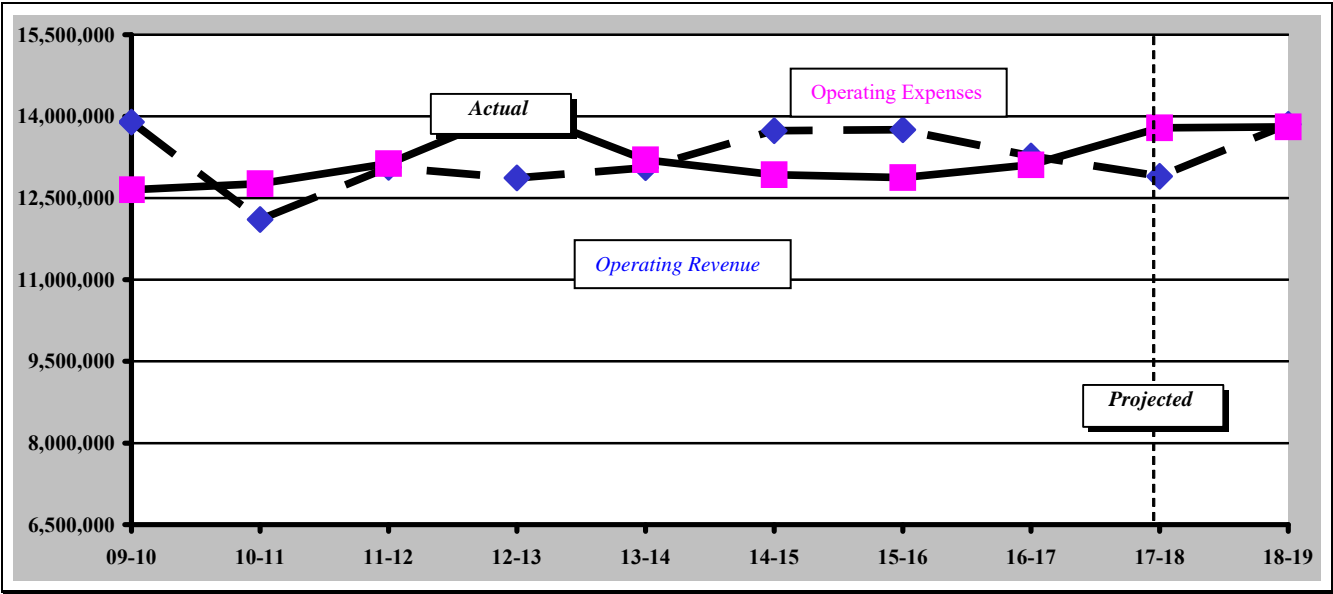
The City pays all claims and premium costs less the employee contributions for the medical plan selected by the employee including their enrolled dependents. Approximately 398 of 874 of the City’s employees are enrolled in the two HMO plans with 476 employees enrolled in the Choice Fund HRA. At the time of retirement, employees are provided one time opportunity to continue their health coverage. Once coverage is cancelled, it cannot be reinstated. There are 74 retirees enrolled in the group plans. Of this number 60 retirees are enrolled in the two HMO plans and 14 retirees are enrolled in the Choice Fund HRA. The retiree cost for the group health plans are at the same premium rates as the active employees; however,

retirees pay 100% of the premium cost for both themselves and their dependents.

UnitedHealthcare 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. The City, being self-insured, is required to set aside a reserve for run out claims (incurred but not reported claims) and another reserve for “safe harbor” claims activity. These reserves are calculated by an external actuary. The run out reserve is \$476,117 (September 30, 2017 as reported to the State) is shown as a current liability and \$1.2 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
2009	3,641,389
2010	4,232,371
2011	3,915,362
2012	3,867,447
2013	2,646,327
2014	2,173,037
2015	3,050,556
2016	3,978,612
2017	4,170,877
2018	3,299,466

Internal Service Funds Insurance Fund



Internal Service Funds

Insurance Fund

	FY 2017 Audited	FY 2018 Pre-Audit	FY 2019 Approved	% Change
Operating Revenues:				
Charges for Services	\$12,977,247	\$12,509,477	\$13,764,330	10.03%
Miscellaneous Revenues	297,232	388,115	93,000	-76.04%
Total Operating Revenues	13,274,479	12,897,592	13,857,330	7.44%
Operating Expenses:				
Personal Services	370,636	365,276	412,303	12.87%
Other Operating Expenses	12,731,046	13,416,303	13,388,836	-0.20%
Depreciation	9,462	7,097	9,462	33.32%
Total Operating Expenses	13,111,144	13,788,676	13,810,601	0.16%
Operating Income	163,335	(891,084)	46,729	-105.24%
Non-Operating Revenues (Expenses)				
Interest Revenue	28,930	19,673	6,875	-65.05%
Insurance Recoveries	-	-	-	
Total Non-Operating	28,930	19,673	6,875	-65.05%
Income Before Transfers	192,265	(871,411)	53,604	-106.15%
Operating Transfers				
Operating Transfers Out	-	-	-	NA
Total Operating Transfers	-	-	-	NA
Net Income (Loss)	192,265	(871,411)	53,604	-106.15%
Net assets beginning of year	3,978,612	4,170,877	3,299,466	-20.89%
Net assets end of year	<u>\$4,170,877</u>	<u>\$3,299,466</u>	<u>\$3,353,070</u>	1.62%

Internal Service Funds
Consolidated Budget Summary 2017-2019
Estimated Revenues, Expenses and Changes in Retained Earnings:

	GARAGE			INSURANCE			TOTAL		
	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET	2016-17 ACTUAL	2017-18 ESTIMATE	2018-19 BUDGET
Operating Revenues:									
Charges for Services	\$ 2,615,020	\$ 2,648,187	\$ 2,903,231	\$ 12,977,247	\$ 12,509,477	\$ 13,764,330	\$ 15,592,267	\$ 15,157,664	\$ 16,667,561
Miscellaneous Revenues	2,165,291	2,520,627	2,715,090	297,232	388,115	93,000	2,462,523	2,908,742	2,808,090
Total Operating Revenues	4,780,311	5,168,813	5,618,321	13,274,479	12,897,593	13,857,330	18,054,791	18,066,406	19,475,651
Operating Expenses:									
Personal Services	888,625	973,927	1,017,749	370,636	365,276	412,303	1,259,261	1,339,203	1,430,052
Other Operating Expenses	1,992,055	1,985,394	2,101,812	12,731,046	13,416,303	13,388,836	14,723,101	15,401,698	15,490,648
Depreciation	1,997,537	1,708,010	1,997,537	9,462	7,097	9,462	2,006,999	1,715,106	2,006,999
Total Operating Expenses	4,878,217	4,667,332	5,117,098	13,111,145	13,788,675	13,810,601	17,989,361	18,456,007	18,927,699
Operating Income	(97,905)	501,482	501,223	163,335	(891,083)	46,729	65,429	(389,601)	547,952
Non-Operating Revenues (Expenses)									
Interest Revenue/Expense	(12,426)	11,233	56,155	28,930	19,673	6,875	16,504	30,906	63,030
Insurance Recoveries	12,319	-	-	-	-	-	12,319	-	-
Loss on Disposal of Equipment	53,885	98,075	60,000	-	-	-	53,885	98,075	60,000
Total Non-Operating	53,778	109,308	116,155	28,930	19,673	6,875	82,708	128,981	123,030
Capital Contributions	177,947	-	-				177,947		
Operating Transfers									
Operating Transfers In/Out	-	79,160	-	-	-	-	-	79,160	-
Net Income (Loss)	133,819	689,950	617,378	192,264	(871,410)	53,604	326,084	(181,460)	670,982
Net assets									
beginning of year	11,961,275	12,095,094	12,785,045	3,978,612	4,170,876	3,299,466	15,939,887	16,265,971	16,084,511
Net assets end of year	\$ 12,095,094	\$ 12,785,045	\$ 13,402,423	\$ 4,170,876	\$ 3,299,466	\$ 3,353,070	\$ 16,265,971	\$ 16,084,511	\$ 16,755,493

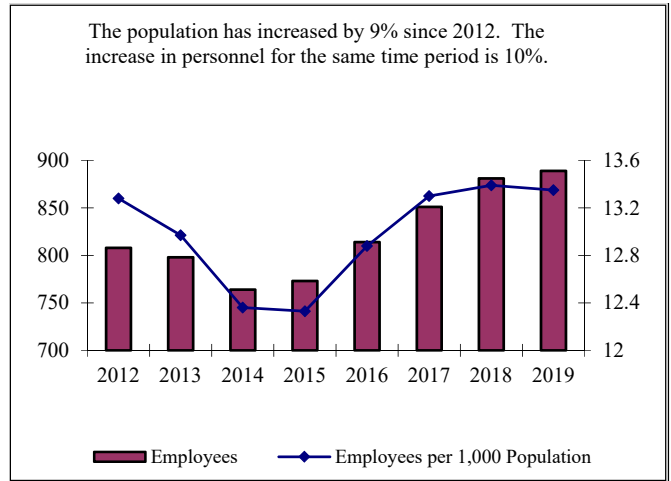
Authorized Positions

As with most municipalities, the cost of personnel is by far the City's largest expenditure. Funding for its 889 full-time positions including, 5 City Commission positions and 54.1 full-time equivalent positions, amounts to \$93.4 million for fiscal year 2019. Of this \$57.7 million is for regular wages, \$1.6 million for part-time wages, \$3.4 million for overtime and the remainder, \$30.7 million, for benefits.

The net change in personnel for fiscal year 2019 is an increase of eight positions. The changes and associated personnel costs are outlined below.

General Fund		
City Clerk	Records Management Assistant (delete 1)	(\$55,062)
City Attorney	Paralegal (delete 1)	(\$64,252)
Police	Digital Social Media Coordinator (from part time to full time)	\$57,938
Purchasing	Purchasing Agent (1) Funded by CRA	\$67,728
Building Inspection	Plumbing Inspector (delete 1)	(\$79,337)
Water and Sewer Fund		
Utilities Customer Service	Customer Service Rep (1)	\$44,255
Water and Sewer Administration	Water Resources Administrator (1)	\$95,097
	Utilities Asset Administrator (1)	\$95,907
	Utilities Operations Engineer (1)	\$99,450
Liftstation Maintenance	Generator Technicians (2)	\$103,636
	Utilities Supervisor (1)	\$64,291
	Assistant Utility Maintenance Manager (1)	\$71,404
Environmental Compliance	Quality Assurance Analyst (1)	\$57,937

As illustrated by the following chart, the ratio of employees to population is decreasing.



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 54.1 full time positions with 32.69 FTEs accounted for in Parks and Recreation.

Grant Funded Positions

Of the final total, 3 full-time positions are grant funded. These personnel are funded from the Community Development Block Grant and State Housing Initiatives Partnership Program. In addition, 32 positions are funded by the CRA.

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 2015-2019

DEPARTMENT	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
<i>GENERAL FUND</i>					
CITY COMMISSION	0	0	0	1	1
CITY MANAGER	4	6	6	8	10
Public Information/Communications	2	1	1	1	1
INFORMATION TECHNOLOGY	10	18	17	17	17
CITY CLERK	7	9	9	9	7
CITY ATTORNEY	8	8	8	7	6
FINANCIAL ADMINISTRATION	17	15	18	21	20
PURCHASING	2	7	8	8	9
HUMAN RESOURCES	6	7	8	8	8
TOTAL GENERAL GOVERNMENT	56	71	75	80	79
 POLICE DEPARTMENT					
Support Bureau	51	77	86	87	87
Operations Bureau	170	144	142	147	148
Total Police Department	221	221	228	234	235
 FIRE DEPARTMENT					
Administration	11	12	10	8	7
Highland Beach	22.5	22.5	22.5	22.5	22.5
Operations	116	114	122	135	134
Emergency Management	0	0	0	0	1
Fire Safety	7.5	8.5	8.5	9.5	9.5
Ocean Rescue & Beach Operations	17	16	16	20	20
Total Fire Department	174	173	179	195	194
 DEVELOPMENT SERVICES					
Planning & Zoning	12	15	16	15	16
Building Inspection	17	19	24	25	24
	29	34	40	40	40

Summary of Staffing Levels
Fiscal Years 2015-2019

DEPARTMENT	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
NEIGHBORHOOD & COMMUNITY SERVICES					
Administration	4	4	4	4	4
Clean & Safe	3	6	9	10	10
Code Enforcement	15	20	18	19	19
Total Community Improvement	22	30	31	33	33
PUBLIC WORKS					
Engineering	7	7	7	10	10
Programs				4	3
Project Management				5	5
Administration	1.5	1.33	2.33	6	6
Street Maintenance	10	10	10	12	12
Traffic Operations	5	5	5	5	5
Right of Way Landscaping					19
Street Lighting	1	0	0	0	0
Parking Facilities	3	3	2	1	1
Building Maintenance	6	7	7	8	8
Total Public Works	33.5	33.33	33.33	51	69
PARKS AND RECREATION					
Administration	6	8	10	10	11
Out of School Program	1	1	1	1	1
Teen Center	3	3	4	4	4
Athletics	3	3	3	3	3
Special Events	1	1	1	1	1
Community Center	3	3	3	3	3
Veterans Park/Rec Facility	1	1	1	1	1
Pompey Park	7	8	7	7	7
Parks Maintenance	46	45	44	44	26
Aquatics Operations	5	5	5	5	5
Catherine Strong	2	3	3	3	3
Cemetery	4	4	4	4	4
Total Parks and Recreation	82	85	86	86	69
TOTAL GENERAL FUND	617.5	647.33	672.33	719	719

**Summary of Staffing Levels
Fiscal Years 2015-2019**

DEPARTMENT	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
<i>BEAUTIFICATION TRUST FUND</i>					
Beautification Maintenance	6	6	6	6	5
<i>NEIGHBORHOOD SERVICES</i>					
Community Block Grant Administration	1	1	1	1	1
Workforce Housing	0	1	1	1	1
CDBG Housing Rehab	1	1	1	1	1
SHIP Program	1	1	1	1	1
Neighborhood Housing	2	2	2	2	2
Total CDBG Fund	5	6	6	6	6
<i>WATER AND SEWER FUND</i>					
Utilities Customer Service	17	17	11	11	15
Environmental Services Administration	14	14.34	17.34	7	10
GIS	0	5	5	6	6
Water Treatment and Storage	13	15	15	15	15
Water Distribution	20	19	30	30	27
Environmental Compliance	5	5	5	5	6
Wastewater Collection	14	14	14	14	14
Water Maintenance	10	10	10	10	10
Liftstation Maintenance	18	18	18	18	22
Construction Services	8	8	10	6	6
Total Water and Sewer Fund	119	125.34	135.34	122	131
<i>SANITATION FUND</i>					
Neighborhood Stabilization Program	3	4	4	3	3
<i>STORMWATER UTILITY FUND</i>					
Stormwater Administration	1.5	1.33	1.33	1	1
Stormwater System Maintenance	5	6	8	6	6
Total Stormwater Fund	6.5	7.33	9.33	7	7
<i>CITY GARAGE FUND</i>					
Fleet Maintenance	12	13	13	13	13
<i>INSURANCE FUND</i>					
Risk Management	4	5	5	5	5
TOTAL ALL FUNDS	773	814	851	881	889

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$6,274,361	\$3,148,441
Taxes	68,637,942	71,264,434	75,717,366	79,799,477
Licenses And Permits	11,407,008	14,479,778	12,629,304	13,134,049
Intergovernmental Revenue	7,975,405	7,610,863	7,722,564	7,929,881
Charges for Services	11,969,570	11,909,744	12,306,886	13,682,332
Fines and Forfeits	1,502,037	1,203,779	1,299,039	1,302,000
Miscellaneous Revenue	11,164,036	10,099,787	12,177,145	9,892,696
Non-Revenues (Transfers)	3,881,390	3,591,728	4,063,060	4,172,374
Total Revenues	\$116,537,388	\$120,160,113	\$132,189,725	\$133,061,250

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$69,412,507	\$71,536,588	\$76,188,112	\$81,568,979
Operating Expenses	20,776,343	21,970,376	28,839,404	28,024,638
Capital Outlay	662,163	503,733	834,677	477,240
Debt Service	8,343,415	3,531,048	4,084,723	3,971,278
Grants and Aids	10,908,409	11,884,048	13,803,011	15,049,674
Non-Operating Expenses	8,415,601	7,600,242	8,439,798	3,969,441
Total Expenditures	\$118,518,438	\$117,026,035	\$132,189,725	\$133,061,250
Per Capita	\$1,876.03	\$1,829.33	\$2,008.84	\$1,998.52

General Fund

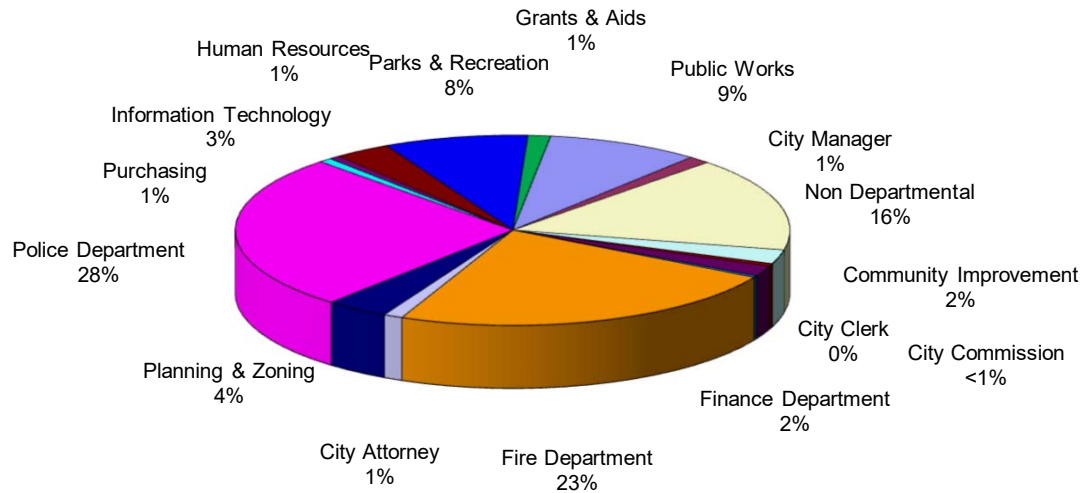
Expenditures by Department	2016 Actual	2017 Actual	2018 Revised	2019 Budget
City Attorney	\$1,444,437	\$1,432,304	\$1,435,333	\$1,475,282
City Clerk	\$624,407	\$892,219	\$870,102	\$657,120
City Commission	\$213,341	\$267,359	\$365,033	\$416,972
City Manager				
City Manager's Office	923,853	878,111	967,512	1,559,263
Communication	92,748	110,098	127,109	123,712
Total City Manager	\$1,016,600	\$988,209	\$1,094,621	\$1,682,975
Community Improvement Department				
Community Improvement Administration	558,253	457,103	661,723	722,388
Clean & Safe	497,618	563,111	849,425	902,690
Code Enforcement	1,426,700	1,318,546	1,427,715	1,552,438
Total Community Improvement	\$2,482,570	\$2,338,760	\$2,938,863	\$3,177,516
Finance Administration	\$1,695,216	\$1,746,161	\$2,281,867	\$2,298,312
Fire Department				
Fire Administration	2,115,244	1,574,902	1,480,194	1,548,366
Highland Beach	3,287,785	3,318,152	3,288,224	3,487,761
Fire Operations	19,395,807	19,837,021	21,611,888	22,533,831
Emergency Management	9,938	0	0	105,808
Fire Safety	1,302,071	1,241,819	1,399,769	1,433,407
Ocean Rescue and Beach Operations	1,447,648	1,456,911	1,803,659	1,841,355
Total Fire Department	\$27,558,492	\$27,428,806	\$29,583,733	\$30,950,528
Grants and Aids	\$1,951,950	\$1,692,200	\$1,796,200	\$1,750,200
Human Resources	\$827,993	\$821,881	\$907,140	\$992,076
Information Technology	\$2,774,622	\$3,115,101	\$4,501,830	\$4,387,628
Miscellaneous	\$26,821,887	\$21,495,133	\$24,773,592	\$21,246,453

General Fund

Expenditures by Department	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Parks & Recreation Department				
Parks & Recreation Administration	755,813	736,452	881,503	936,123
Out of School Program	349,422	346,858	372,930	434,503
Teen Center	273,405	326,251	349,452	409,216
Athletics	524,774	550,143	531,223	603,255
Special Events	161,487	152,378	192,138	216,168
Community Center	314,039	307,833	312,115	343,075
Veteran's Park Recreation Facility	179,165	172,642	188,883	219,807
Pompey Park Recreation Facility	831,948	804,662	960,443	1,065,977
Parks Maintenance	3,783,867	3,699,919	3,800,353	2,515,933
Aquatics	411,202	441,902	547,137	574,757
Catherine Strong	271,997	289,415	355,200	410,617
Tennis Centers	1,139,464	1,067,542	1,532,910	1,272,157
Tennis Stadium	2,378,677	2,434,197	2,603,418	1,755,524
Cemetery	280,894	306,307	405,271	413,354
Total Parks & Recreation	\$11,656,156	\$11,636,500	\$13,032,976	\$11,170,466
Planning and Zoning				
Planning and Zoning	1,603,233	1,530,821	2,063,003	1,988,904
Building Inspection	1,485,856	2,066,979	2,278,739	2,905,424
Total Planning and Zoning	\$3,089,089	\$3,597,800	\$4,341,742	\$4,894,328
Police Department				
Support Bureau	9,047,415	9,726,623	10,632,195	11,734,855
Operations Bureau	21,987,153	22,715,158	21,904,358	23,513,766
Total Police Department	\$31,034,568	\$32,441,781	\$32,536,553	\$35,248,621
Purchasing	\$594,352	\$583,657	\$712,393	\$833,612
Public Works Department				
Engineering	610,106	1,071,215	1,589,799	1,730,838
Programs	0	0	646,818	597,693
Project Management	0	0	498,368	488,408
Public Works Administration	128,442	166,854	625,300	666,684
Streets Maintenance	703,119	665,995	1,211,226	1,250,440
Traffic Operations	355,322	372,766	486,086	532,057
Street Lighting	677,013	768,255	819,113	781,915
Right of Way Landscaping	0	0	0	1,475,028
Parking Facilities	1,122,833	1,266,098	1,930,875	1,765,615
Building Maintenance	1,135,923	2,236,981	3,210,162	2,590,483
Total Public Works Department	\$4,732,757	\$6,548,164	\$11,017,747	\$11,879,161
Total Expenditures	\$118,518,438	\$117,026,035	\$132,189,725	\$133,061,250

General Fund

**General Fund
FY 2019 Budget by Department**

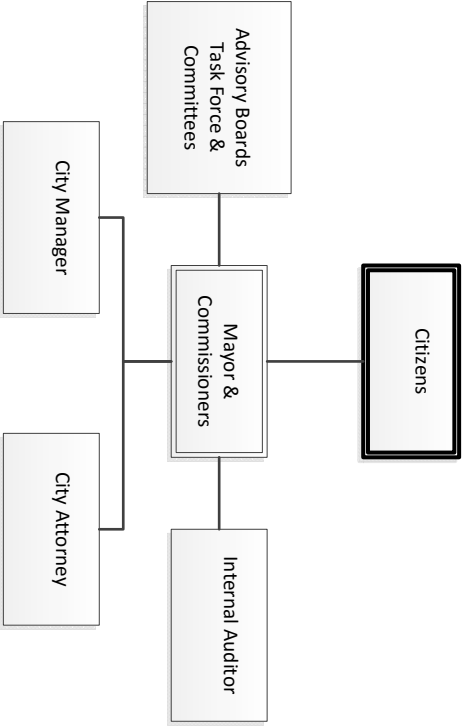


Staffing Levels By Department	16-17	17-18	18-19
City Attorney	8	7	6
City Commission	0	1	1
City Clerk	9	9	7
City Manager	7	9	11
Neighborhood and Community Services	31	33	33
Finance Department	18	21	20
Fire Department	179	195	194
Human Resources	8	8	8
Information Technology	17	17	17
Parks and Recreation Department	86	86	69
Development Services	40	40	40
Police Department	228	234	235
Public Works	33.33	51	69
Purchasing	8	8	9
Total General Fund Personnel	672.33	719.00	719.00

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.



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	2017 Actual	2018 Projected	2019 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	25	27	30
Special Meetings and Workshops	14	20	25
Closed Meetings	4	2	5

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	19	18
Appointments to Boards	24	24	50

Staffing Levels	16-17	17-18	18-19
Mayor	1	1	1
City Commissioner	4	4	4
Internal Auditor	<u>0</u>	<u>1</u>	<u>1</u>
	5	6	6

City Commission

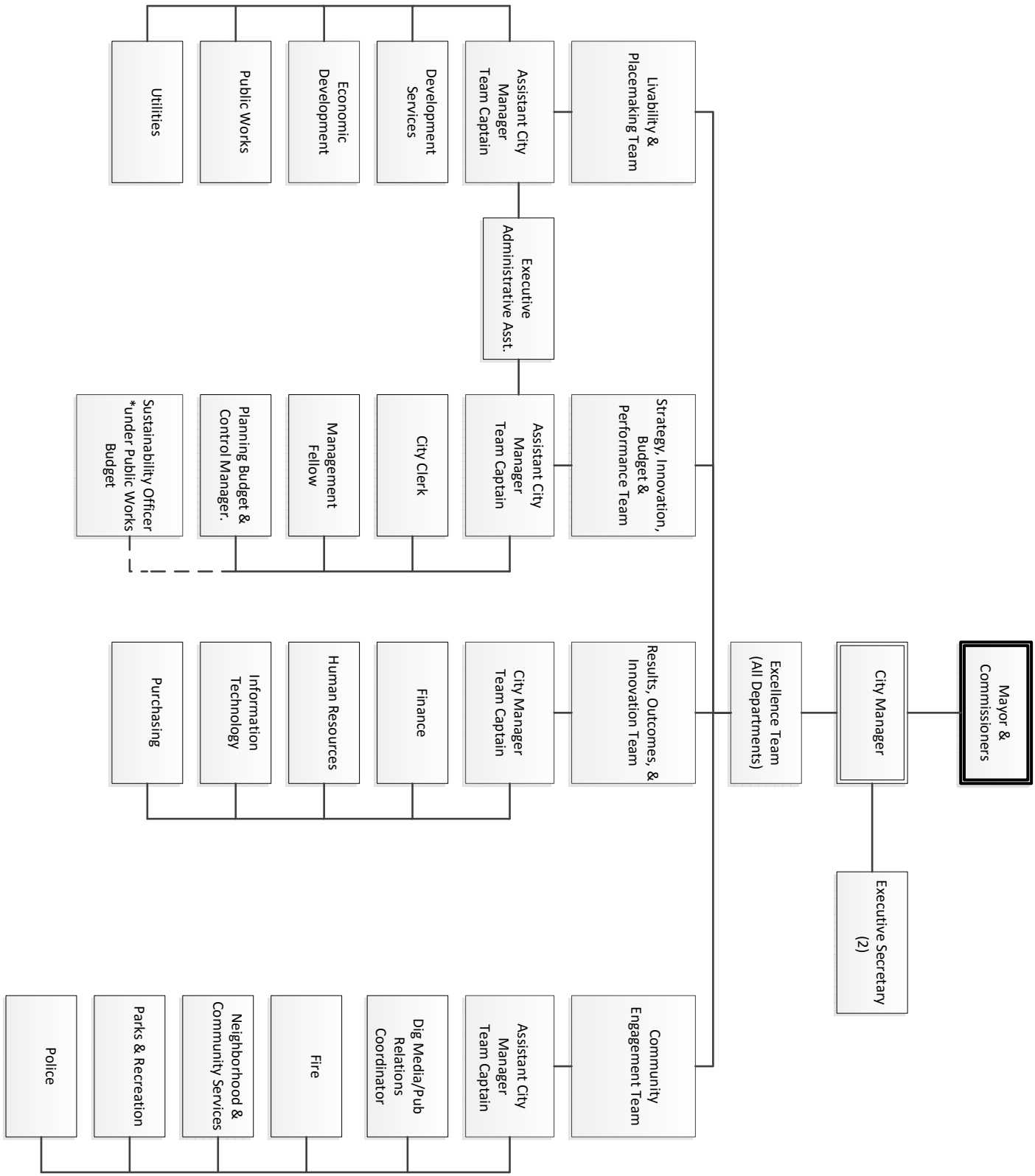
General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$129,392	\$116,477	\$224,493	\$290,093
Operating Expenses	83,949	150,882	140,540	126,879
Capital Outlay	0	0	0	0
Total Expenditures	\$213,341	\$267,359	\$365,033	\$416,972
Per Capita	\$3.38	\$4.18	\$5.55	\$6.26

City Manager

Mission Statement

The mission of the City Manager's office is to implement City Commission policies; to oversee all departmental activities, enabling and supporting the departments as they work in the best interest of our community; to instill the City's vision statement among our employees and to foster an outstanding level of service at a reasonable cost.



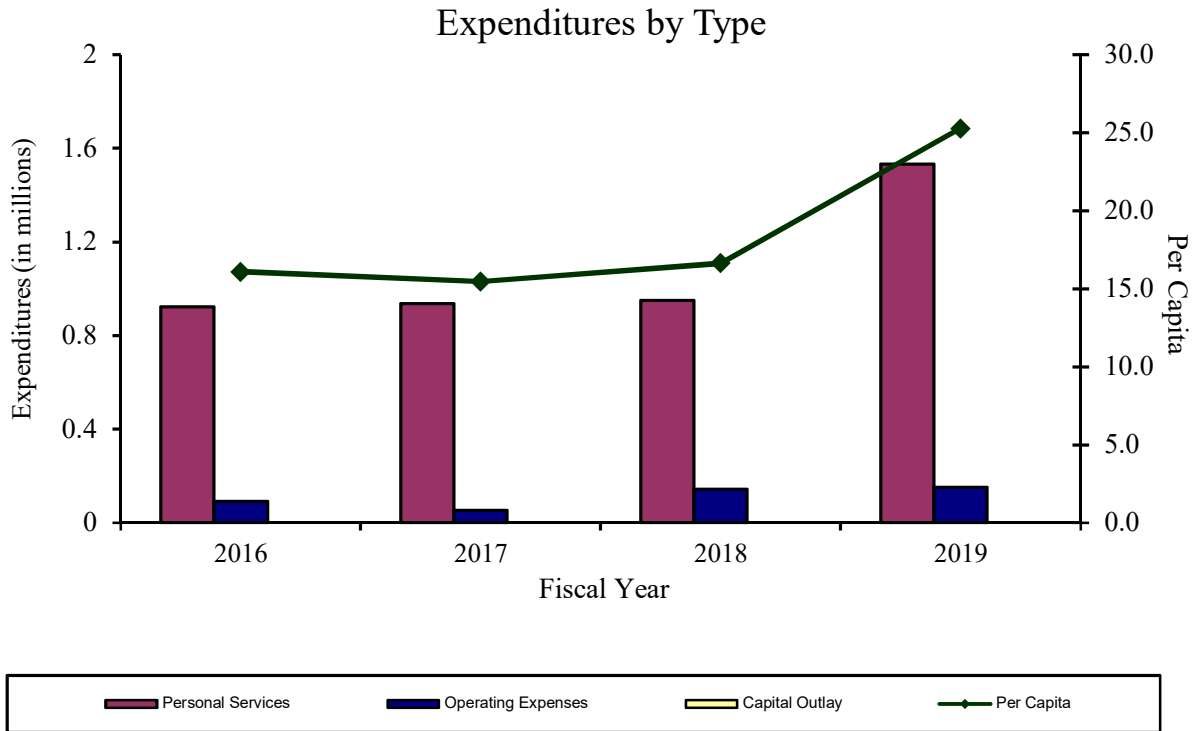
City Manager's Office

The City Manager's Office Consists of two divisions: City Manager and Communications.

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$924,062	\$935,760	\$950,623	\$1,532,623
Operating Expenses	92,538	52,449	143,998	150,352
Capital Outlay	0	0	0	0
Total Expenditures	\$1,016,600	\$988,209	\$1,094,621	\$1,682,975
Per Capita	\$16.09	\$15.45	\$16.63	\$25.28

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
City Manager	\$923,853	\$878,111	\$967,512	\$1,559,263
Communications	92,748	110,098	127,109	123,712
Total Expenditures	\$1,016,600	\$988,209	\$1,094,621	\$1,682,975

City Manager's Office



Staffing Levels by Program	16-17	17-18	18-19
City Manager	6	8	10
Public Information	1	1	1
Total Authorized Personnel	7	9	11

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	2017 Actual	2018 Actual	2019 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	45	45	45
Agenda items reviewed	749	641	650

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	5,800	5,875	5,900
Respond to letters of inquiry/complaints within 5 days	98%	99%	98%
Conduct grievance/disciplinary hearings	5	6	5
External and Internal Walk-in Customers	250	300	275

Staffing Levels	16-17	17-18	18-19
City Manager	1	1	1
Assistant City Manager	2	3	3
Executive Assistant	1	1	1
Executive Secretary to the City Commission	1	1	0
Executive Secretary to the City Manager	1	1	0
Executive Secretary	0	0	2
Customer Support Representative	0	0	1
Planning, Budget and Control Manager	0	0	1
Management Fellow	0	1	1
FTEs	<u>0</u>	<u>0</u>	<u>.23</u>
	6	8	10.23

City Manager

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$861,837	\$828,375	\$882,644	\$1,461,193
Operating Expenses	62,016	49,736	84,868	98,070
Capital Outlay	0	0	0	0
Total Expenditures	\$923,853	\$878,111	\$967,512	\$1,559,263
Per Capita	\$14.62	\$13.73	\$14.70	\$23.42

Program: Communications

Communications develops and leads community strategies for the public, media and employees through the preparation and distribution of quality information regarding City policies, programs, events and activities. Duties and responsibilities include the production of electronic and printed materials, media releases and public notices. In addition, this division processes Speakers Bureau requests, publishes an electronic employee newsletter, provides photography coverage of Commission meetings and City special events as needed, assists with promotional advertisements, and distributes City-related information at various locations (City and non-City facilities). Other duties include the Communications Division fiscal year budget preparation and administrative/clerical tasks.

Performance Measures	2017 Actual	2018 Actual	2019 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 that 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 and provide greater opportunities for direct public contact through social media platforms, such as Facebook, Twitter and Instagram. Also, provide facts and information to the media to assist with balanced representation of City issues.

Website Events and News Postings	130	150	155
City Website E-mail Subscriptions	2,500	2,600	5,000
Twitter Followers	7,000	9,000	15,000
Instagram Followers	N/A	1,095	7,000
Facebook Likes	1,000	2,300	10,000
Media Releases (excl. releases issued by other departments)	12	28	30
Local Newspaper Coverage (related published articles)	80	82	85

Objective: To provide informational materials during special events promoting the City of Delray Beach and photography. To support partner organizations through marketing & promotional campaigns. To process film requests.

Special Events Photography	15	17	15
Film Requests Processed	30	40	40
Marketing & Promotional Campaigns (events/programs that are sponsored and/or partnered by the City incl. nonprofits)	15	16	14

Staffing Levels	16-17	17-18	18-19
Digital Media/Public Relations Coordinator	1	1	1

Communications

<i>General Fund</i>				
Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$62,226	\$107,385	\$67,979	\$71,430
Operating Expenses	30,522	2,713	59,130	52,282
Capital Outlay	0	0	0	0
Total Expenditures	\$92,748	\$110,098	\$127,109	\$123,712
Per Capita	\$1.47	\$1.72	\$1.93	\$1.86

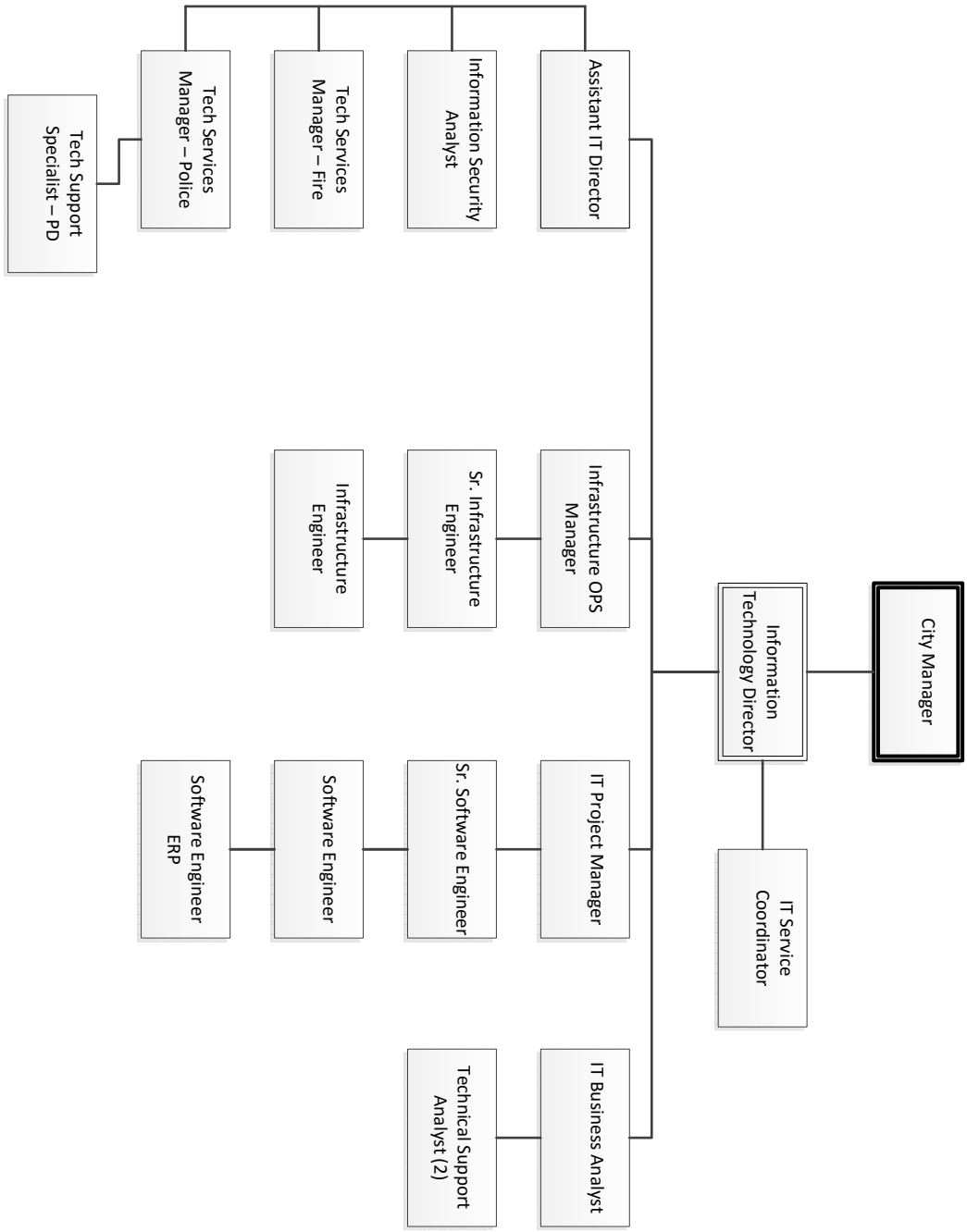
2017-18 Accomplishments

- ◆ Initiated and managed the implementation of the City's new website. This included the selection of the vendor, launching a community-wide survey, facilitating a content-writing workshop, creating and designing a new 'look and feel' for the website and content management system trainings.
- ◆ Built a new archive of over 250 photos of City photos for future marketing and promotional use.
- ◆ Produced the "Spotlight" series to highlight different employees and departments in an effort to educate the public on city services.
- ◆ Launched a successful marketing campaign for the City's new parking meter implementation.
- ◆ Processed 40 film requests received from the Palm Beach County Film Commission.
- ◆ Increased the City's social media presence on Facebook by 65%, Twitter by 88% and Instagram by 100%.

Information Technology

Mission Statement

The Mission of the Department of Information Technology is to consistently provide the highest quality technology-based services to support the vision for the City of Delray Beach.



Program: Information Technology

The Information Technology (IT) Department is the custodian of the technical infrastructure for the City of Delray Beach. As custodian, IT maintains a technical infrastructure, network, hardware, software, and human capital, which effectively supports the departments and decision-making processes within the City while maintaining integrity and security of the City's data. IT is accountable for the strategic plan, tactical plan, and the IT project plans that support the City of Delray Beach technical infrastructure. IT's stakeholders include the City Hall, Public Works, Parks, Fire and Police Departments that utilize IBM iSeries, ERP System, 200 virtual/physical servers, 600 personal computers, and 350 laptops/tablets and peripherals. IT is also responsible for data processing, output distribution, security, data integrity, e-mail, e-government, Internet usage, website content management, business process automation, hardware and software acquisition and maintenance, LAN administration, system security, virus protection, systems analysis and design plus disaster recovery. IT continuously updates its plans to accommodate changes to the existing infrastructure based on trends and issues within the industry, business objectives, and growth.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Ensure the availability of existing Processing Capabilities

Objective: Minimize downtime through proactive support initiatives. Evaluate the number of non-desktop problems that affect more than a single user and resolution time. Implement programs, i.e. Virtual Desktop, Repair and Replacement (hardware and software) Program, and Training. Evaluate the availability of non-desktop infrastructure during peak business hours. Evaluate trends affecting application availability (Correct any deficiencies).

Service Desk incidents / requests:	8,372	10,000	12,000
Infrastructure Uptime (SLA 0800 – 1730 hours M-F)	98%	98%	99%
Daily full system backups performed	100%	100%	100%
Complete Data Migration to DR Facility	80%	100%	100%

Goal: Deliver Value

Objective: To provide exceptional technological services that align with the user department business requirements. Work with the user departments to anticipate the future benefits from the technology investment

Customer Satisfaction	70%	80%	90%
Business Alignment	65%	85%	95%
Continuous Improvement (Anticipating Benefit from Investments)	60%	85%	90%

Goal: Ensure the successful Implementation of System Changes

Objective: Implement technology solutions, timely. Implement Strong Change Management processing

Infrastructure Changes on time by need by date	75%	80%	90%
Apply required updates (Security w/in 60d, software w/in 90d)	85%	85%	85%
Complete Project Plans	75%	85%	90%
Infrastructure Upgrade (PC, SAN, Server Replacement)	80%	95%	95%
ERP Project (Application Consolidation)	50%	75%	90%
Telecommunication Project (VOIP, WAN, DR)	85%	95%	100%

Staffing Levels	16-17	17-18	18-19
IT Director	1	1	1
Assistant IT Director	0	1	1
Senior Solutions Architect	1	0	1
Infrastructure Operations Manager/Team Lead	1	1	0
Software Applications Manager/Lead Software Engineer	1	1	0
IT Project Manager	1	1	1
Software Engineer	2	1	1
Software Engineer – ERP	1	1	0
Database Administrator	1	0	0
Senior Infrastructure Engineer	0	1	1
Technical Support Analyst II	1	0	0
Technical Support Analyst I	1	2	3
Infrastructure Engineer	1	1	1
Information Security Analyst	0	1	1
Business Analyst	1	1	0
Technical Services Manager	1	2	3
Technical Systems Manager	1	0	0
Technical Support Specialist	1	1	0
Application Support Specialist	0	0	2
IT Services Coordinator	1	1	1
FTE	<u>.21</u>	<u>1.89</u>	<u>2.19</u>
	17.21	18.89	19.18

Information Technology

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,638,897	\$1,589,185	\$1,731,711	\$1,955,338
Operating Expenses	1,092,601	1,525,916	2,618,952	2,417,290
Capital Outlay	43,123	0	151,167	15,000
Total Expenditures	\$2,774,622	\$3,115,101	\$4,501,830	\$4,387,628
Per Capita	\$43.92	\$48.69	\$68.41	\$65.90

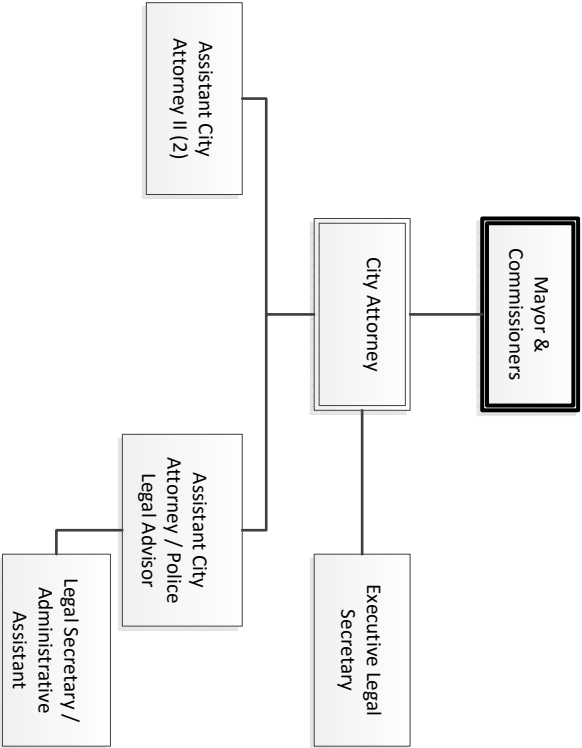
2017-18 Accomplishments

- ◆ Virtual Server environment has been upgraded from VMWare 5.5 to VMWare 6.5.
- ◆ Sixty (60) production servers have been created in Tallahassee data center.
- ◆ Financial Management and Human Resources/Payroll Systems have been migrated from the Microsoft Hyper-V environment to VMWare.
- ◆ Citywide Data has been replicated from Delray Beach server room to offsite Disaster Recovery Data Center in Tallahassee.
- ◆ Ten (10) additional Copier leases have been replaced with Canon Copiers and CitiSecure Printing.
- ◆ All Citywide email has been migrated to Office365 environment.
- ◆ One Hundred (100) Email addresses have been added for board members.
- ◆ Three (3) Additional Gigabit Internet connections have been added to the City network for access to hosted applications.
- ◆ VoIP phone system has been reconfigured with new dial plan menus for each department.
- ◆ Direct inward Dial phone numbers have been reassigned to match 600 user extensions.
- ◆ Windows 2003 file servers have been replaced with Windows 2016 file servers
- ◆ IT Service Desk has been replaced with ITIL compliant BOSSDesk system. Over 9000 service desk tickets have been completed since January.

City Attorney

Mission Statement

The City Attorney's Office adheres to the highest ethical standards while providing high quality, timely, professional, cost-effective legal representation to the City Commission, City Boards, the City Manager and staff of the City of Delray Beach.



Program: City Attorney

The City Attorney’s Office adheres to the highest ethical standards while providing high quality, timely, professional, cost-effective legal representation to the City Commission, City Boards, the City Manager and staff of the City of Delray Beach.

Performance Measures	2017 Actual	2018 Actual	2019 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.

Contracts drafted/revised/reviewed	526	562	590
Ordinances and resolutions drafted/reviewed	119	121	127
Agenda items prepared/reviewed	685	655	688

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

Court cases/claims	98	73	108
Bankruptcy issues	22	12	24
Forfeiture cases	20	4	22
Nuisance abatement cases	0	0	0
Municipal ordinance violation prosecution cases	28	31	30
Percentage of cases/claims handled in-house	97%	97%	97%

Staffing Levels	16-17	17-18	18-19
Assistant City Attorney II/Deputy City Attorney	0	1	1
Assistant City Attorney II	2	1	1
Assistant City Attorney/Police Legal Advisor	1	1	1
City Attorney	1	0	0
Paralegal/Office Manager	1	1	0
Legal Secretary II	3	3	0
Executive Legal Secretary	0	0	2
Legal Secretary/Administrative Assistant	<u>0</u>	<u>0</u>	<u>1</u>
	8	7	6

City Attorney

General Fund

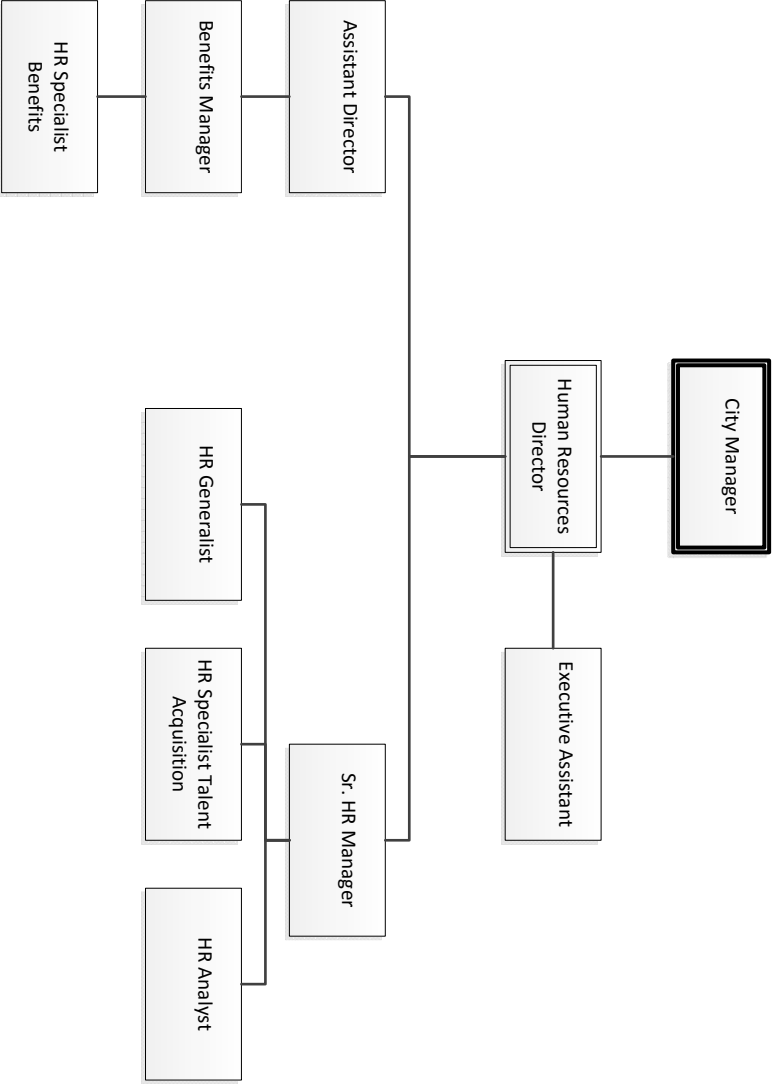
Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$881,110	\$601,295	\$706,118	\$655,394
Operating Expenses	563,328	831,009	729,215	819,888
Capital Outlay	0	0	0	0
Total Expenditures	\$1,444,437	\$1,432,304	\$1,435,333	\$1,475,282
Per Capita	\$22.86	\$22.39	\$21.81	\$22.16

HUMAN RESOURCES Department

Mission Statement

Human Resources serves as a strategic partner supporting the City of Delray Beach as an employer of choice by attracting, sustaining and inspiring great people, with great passion, working for a great purpose.

Human Resources promotes workplace solutions and services through our core values of Service, Performance, Integrity, Responsibility, Innovation and Teamwork to enrich the work environment for our staff.



Human Resources Department

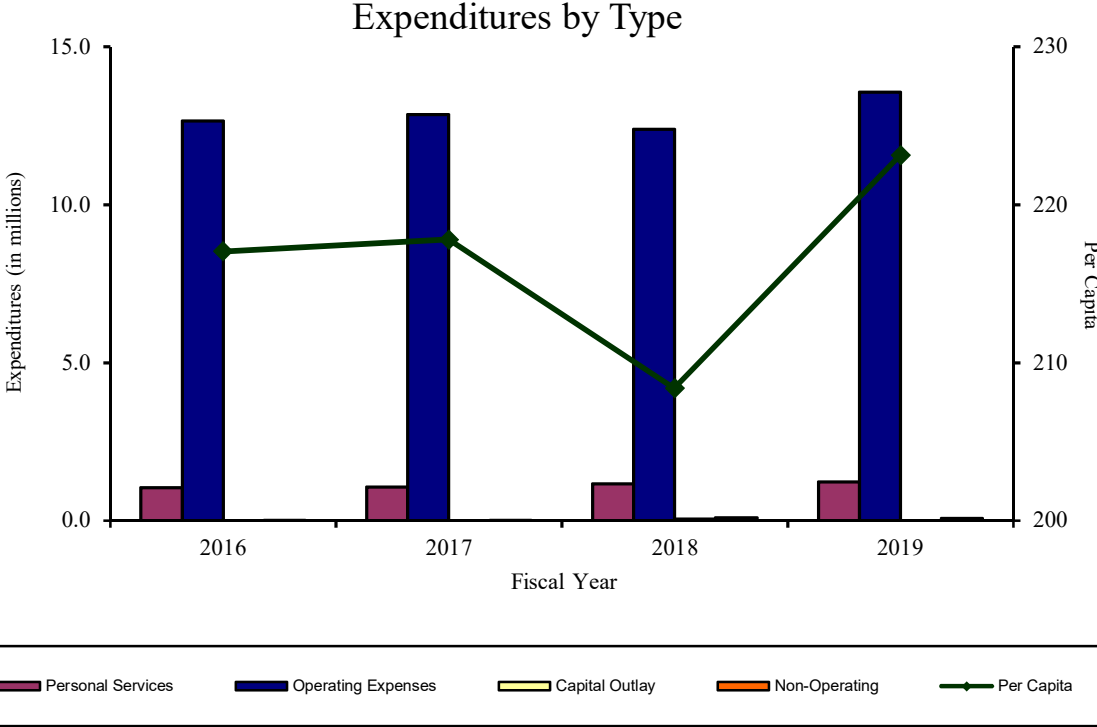
The Human Resources Department consists of two divisions: Human Resources and Risk Management.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Insurance Fund	\$13,812,127	\$13,303,406	\$12,805,145	\$13,864,205
Total Revenues	\$13,812,127	\$13,303,406	\$12,805,145	\$13,864,205

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,036,360	\$1,070,631	\$1,160,320	\$1,225,330
Operating Expenses	12,654,963	12,852,932	12,394,793	13,567,885
Capital Outlay	0	0	58,000	0
Non-Operating	20,741	9,462	99,172	63,066
Total Expenditures	\$13,712,064	\$13,933,026	\$13,712,285	\$14,856,281
Per Capita	\$217.05	\$217.80	\$208.38	\$223.13

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Human Resources	\$827,993	\$821,881	\$907,140	\$992,076
Risk Management (Insurance Fund)	12,884,071	13,111,145	12,805,145	13,864,205
Total Expenditures	\$13,712,064	\$13,933,026	\$13,712,285	\$14,856,281
% Covered by Department Revenues	100.73%	95.48%	93.38%	93.32%

Human Resources Department



Staffing Levels by Program	16-17	17-18	18-19
Human Resources (General Fund)	8	8	8
Risk Management (Insurance Fund)	5	5	5
Total Authorized Personnel	13	13	13

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; ensures compliance with state and federal employment laws; consults with management and employees on Human Resources related issues; manages employee benefits and oversees the Employee Health and Wellness Center.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To maintain effective and positive employee/labor relations through the administration and development of sound employment policies and procedures.

Objective: Update policies and procedures that address employee needs. Conduct investigations to ensure compliance.

Administrative Policies and Procedures revised	10	33	5
Employee complaint investigations	24	29	30

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)	130	165	190
Terminations (full time & part time)	80	110	80
Turnover ratio	9.8%	12.2%	10%
College internships and shadows provided	6	59	65

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)	2,400	2,299	4,000
Training Sessions Provided (inhouse and contract)	100	100	80
Employees involved in mentoring program	10	0	0
Employees involved in career path program	10	0	0

Goal: To assure a fair and equitable classification and compensation plan for employees.

Objective: To ensure competitiveness of wages and benefits and maintain accurate job descriptions

Job descriptions revised	30	48	30
Position reclassifications/reallocations processed	30	35	30

Goal: To develop and maintain organizational productivity and employee effectiveness.

Objective: Provide programs that recognize and motivate employees. To develop rewards systems to compensate employees.

Service Award Honorees at Quarterly Ceremonies	140	115	130
Employees nominated for Employee of the Month	36	25	36
Employee Suggestion Award Recipients	4	1	2
Employee Fitness Challenge Participants	200	180	200
SPIRIT Instant Recognitions	140	140	144

Staffing Levels	16-17	17-18	18-19
Human Resources Director	1	1	1
Executive HR Assistant	1	1	1
HR Specialist – Talent Acquisition	2	2	2
Human Resources Analyst	1	1	1
Sr. HR Manager	1	1	1
Assistant Director	1	1	1
Human Resources Generalist	1	1	1
FTE	<u>0</u>	<u>.73</u>	<u>.73</u>
	8	8.73	8.73

Human Resources

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$647,058	\$699,995	\$761,485	\$813,027
Operating Expenses	180,935	121,886	87,655	179,049
Capital Outlay	0	0	58,000	0
Total Expenditures	\$827,993	\$821,881	\$907,140	\$992,076
Per Capita	\$13.11	\$12.85	\$13.79	\$14.90

2017-18 Accomplishments

- ◆ Successfully negotiated three-year Collective Bargaining Agreements with IAFF (Professional Fire Fighters/Paramedics of Palm Beach County), PBA (Police Benevolent Association) Officers and Sergeants and PBA Lieutenants. Increased the public safety stability for the City and improved relationships with unions.
- ◆ Collaborated with City Attorney’s Office to draft a new Personnel Policy and Procedures Manual to replace the Civil Service Rules and Regulations. The new manual provides procedural guidelines for all employees of the City.
- ◆ Minority hiring increased 27 % over previous year through the improved selection of online job boards and participation in job fairs.
- ◆ Twenty-five employees received awards for their exemplary service to the City and its residents.
- ◆ Configured and implemented new Performance Management System – Tenzinga
- ◆ Configured and implemented new Learning Management System – Target Solutions (Delray Forward)
- ◆ Negotiation of new NeoGov contract to include the Applicant Tracking System as well as the new Performance Management System (Perform).
 - ◆ Applicant Tracking System was going to cost \$17,000. It was negotiated down to \$8,000. A savings of **\$9,000**.
 - ◆ Performance Management System (Perform) was going to cost \$25,000. It was negotiated down to \$17,000. A savings of **\$8,000**. Note: If we had stayed with Tenzinga the annual rate was \$45,000. We saved **\$28,000** by switching to NeoGov Perform and are receiving a system with better functionality for our needs.
- ◆ Negotiation of renewal contract with Target Solutions. Annual rate was supposed to be \$45,000. It was negotiated to \$39,000 per year for a five-year contract saving the City **\$30,000** over the life of the contract.
- ◆ Twenty-two (22) employees completed Supervisor Skills, an in-house sixteen-hour training program designed to teach leadership and management principles to current and future supervisors and managers.

Human Resources

2017-18 Accomplishments Con't

- ◆ Thirty-three (33) Human Resources Administrative Policies were updated to improve accountability for Human Resources functions and provide internal customers with clear and concise procedures.
- ◆ Investigations into twenty-nine (29) employee complaints and performance issues were completed with the goal of maintaining compliance with all EEOC standards. Coaching and support also provided to department managers in completing disciplinary actions as well as designing and monitoring performance improvement plans.
- ◆ Upgraded service was provided to all departments by better utilization of online hiring system (NeoGov) to improve the quality of the applicants referred for interviews. Advanced pre-employment computer skills testing (Total Testing) was negotiated, purchased and implemented to further screen applicants. Staff reviewed 9003 applications to fill 191 positions.
- ◆ Reduced overall turnover rate to 10%. National average reported by SHRM is 13%.
- ◆ Negotiated a contract with LinkedIn to obtain a “Recruiter Seat” to source for top quality candidates.
- ◆ Managed recruitment and interview process for new Internal Auditor position, which reports directly to the City Commission. Recruited one Department Head, and four Division Heads.
- ◆ Implemented College Shadow Day, a two-day event in Fall and Spring where a total of forty-six (46) college students applied and were accepted to shadow a City employee in ten different departments to learn more about a career in local government.
- ◆ As a result of the successful College Shadow Day, the City’s Summer Internship Program was expanded to 25 positions in ten departments. This was the largest participation in a college summer internship program that the City has ever had. Normally, the City has had 2-3 interns during any given summer. The new Summer Internship Program is structured and has several requirements: (1) identify and complete a project and present recommendation on findings; (2) attend several “soft skill” training classes; and (3) have mid-term and final evaluations. All students and mentors attended a graduation luncheon where several interns presented their projects to City leaders.
- ◆ Service awards were presented to 115 employees, including three (3) who celebrated thirty-five years of service and received an engraved bronze plate that is affixed to the wall behind the flag pole in front of City Hall.
- ◆ Quarterly random drug tests were administered in accordance with the Federal Omnibus Transportation Employees Testing Act for City employees who possess a Commercial Driver’s License (CDL). Test results showed 100 % compliance.
- ◆ HR Team Member nominated and voted onto the Florida Public Employer Labor Relations Association Board of Directors.
- ◆ HR Team Member passed the Society of Human Resource Management (SHRM) Certified Professional exam.

Human Resources

2017-18 Accomplishments Con't

- ◆ HR Team Member re-certified through Continuing Education Credits (CEC's) Equal Employment Opportunity Commission (EEOC) Certified Investigator.

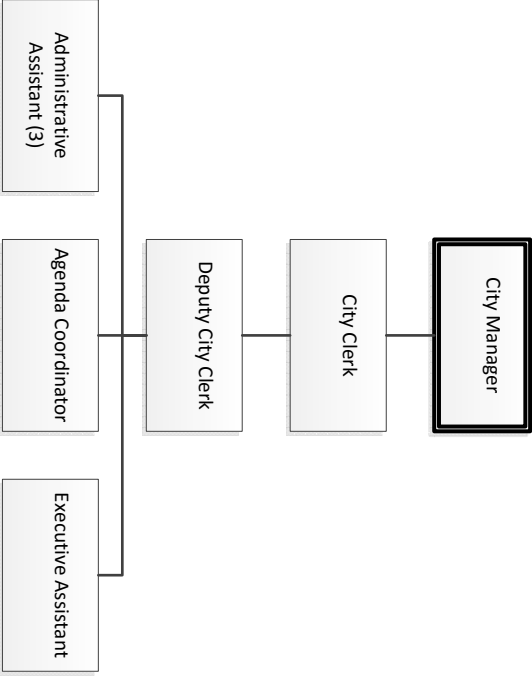
- ◆ HR Team Member re-certified through Continuing Education Credits (CEC's) Florida Supreme Court Mediator Certification.

- ◆ HR Team Member re-established the Employee Development Council for Training and Development Managers in Palm Beach County.

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.



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 and Land Development Regulations. Oversees and implements the City's records management and scanning program in accordance with State requirements. Responsibilities also include oversight of Customer Relations Management tasks.

Performance Measures	2017 Actual	2018 Actual	2019 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	45	45	60
Prepare Commission minutes within 2 weeks	70%	85%	98%
Prepare agendas/minutes & attend Advisory Board meetings	131	130	129
Prepare applications for Advisory Board appointments	257	358	300
Advisory Board appointments	61	90	76
Number of Corrections to Advisory Board Minutes	2	2	0

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%	93%	98%
Legal notices published	112	80	80
Receipt and destruction of public records (cubic feet)	786	1,480	1,500
Maintain agenda and backup records up-to-date	98%	99%	98%
Scanning of Cemetery Index Records	90%	85%	0%
Scanning of Palm Beach County Contracts	80%	90%	98%

Goal: To serve as a principal contact for citizen inquiries and inform the residents about the actions of the City Commission using the most current means and methods of communication; and provide the highest level of customer service to our internal and external customers.

Objective: (1) 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; (2) posting of official actions on website within 1-2 days of approval; (3) provide responses to public records requests in a reasonable timeframe.

Telephone inquiries responded to within 24 hours	95%	97%	100%
Written requests responded to within 2 to 3 days	95%	98%	100%
Prompt posting of agendas and backup and posting of minutes within 1 to 2 days of approval	95%	85%	100%
Respond to public record requests in a reasonable timeframe	96%	98%	99%

Staffing Levels	16-17	17-18	18-19
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Agenda Coordinator	1	1	1
Executive Assistant	1	1	1
Administrative Assistant	3	3	3
Records Management Assistant	1	1	0
Customer Service Assistant	1	1	0
FTEs	<u>.21</u>	<u>.23</u>	<u>0</u>
	9.21	9.23	7

City Clerk

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Residency Cards	\$11,549	\$12,533	\$11,757	\$12,000
Certifications, Searches and Copies	192,552	192,543	193,516	190,000
Total Revenues	\$204,101	\$205,076	\$205,273	\$202,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$548,240	\$624,153	\$667,469	\$526,520
Operating Expenses	76,167	268,065	187,633	122,600
Capital Outlay	0	0	15,000	8,000
Total Expenditures	\$624,407	\$892,219	\$870,102	\$657,120
Per Capita	\$9.88	\$13.95	\$13.22	\$9.87

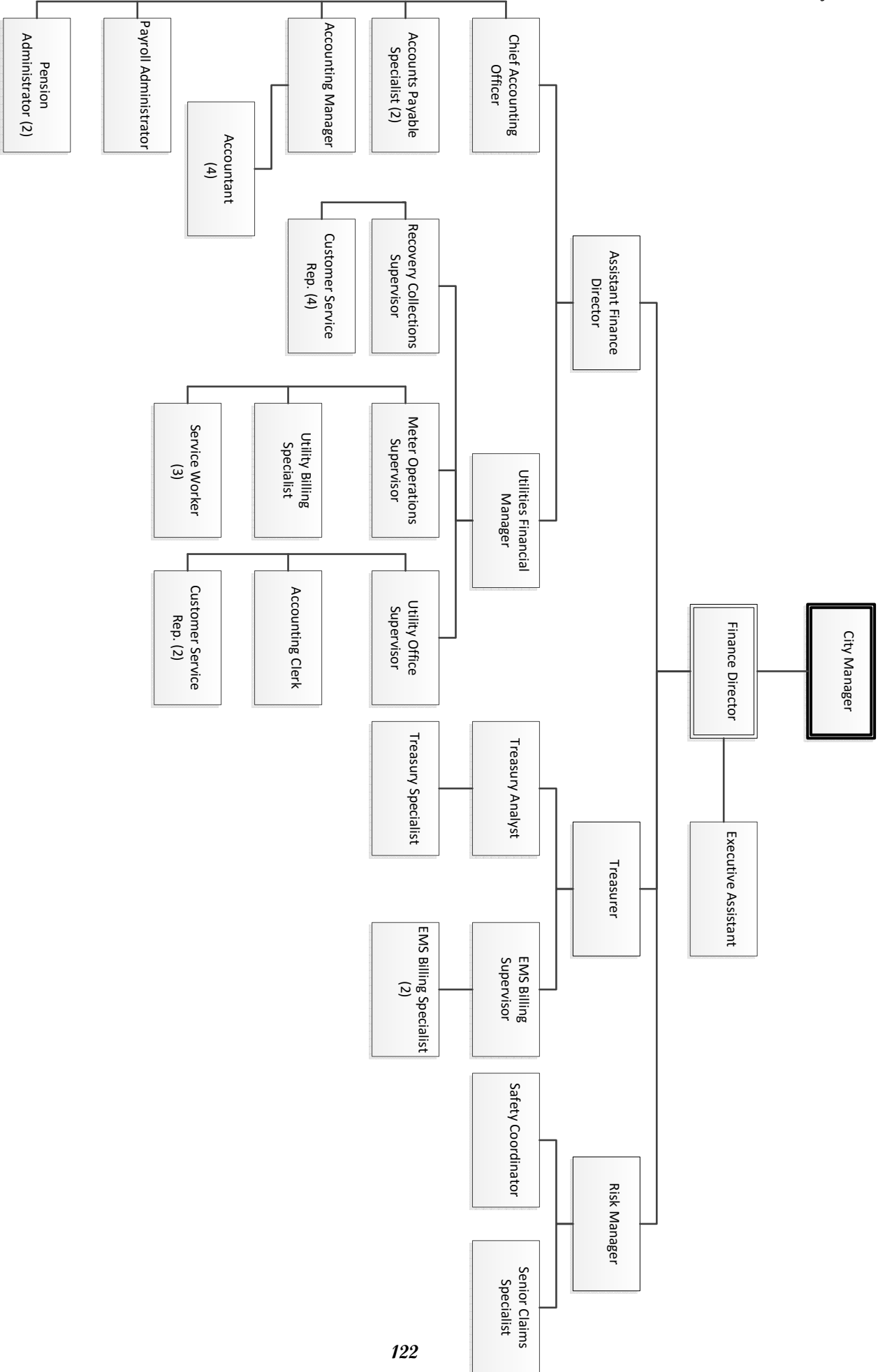
2017-18 Accomplishments

- ◆ Increased the shredding schedule from 2 times per year to 4 times per year to encourage City Departments to evaluate records retention and destruction more within their departments.
- ◆ Implemented the signing of Contracts, Agreements, Resolutions, and Ordinances immediately after passage and adoption after Commission Meetings to reduce the wait time for execution of documents and increase efficiency and productivity.
- ◆ Implemented an electronic public records request (PRR) system through GovQA for more efficient and timely responses to the customers.
- ◆ Continuous improvement in public accessibility to meet ADA requirements by adding closed captioning to taped City Commission and CRA meetings.

Finance Department

Mission Statement

The Finance Department is primarily a service organization that provides internal and external customers Citywide with financial and operational information and analysis in support of their missions. Finance also is responsible for fulfilling the City's external financial, regulatory and tax reporting requirements.



Finance Department

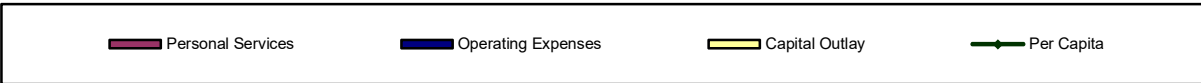
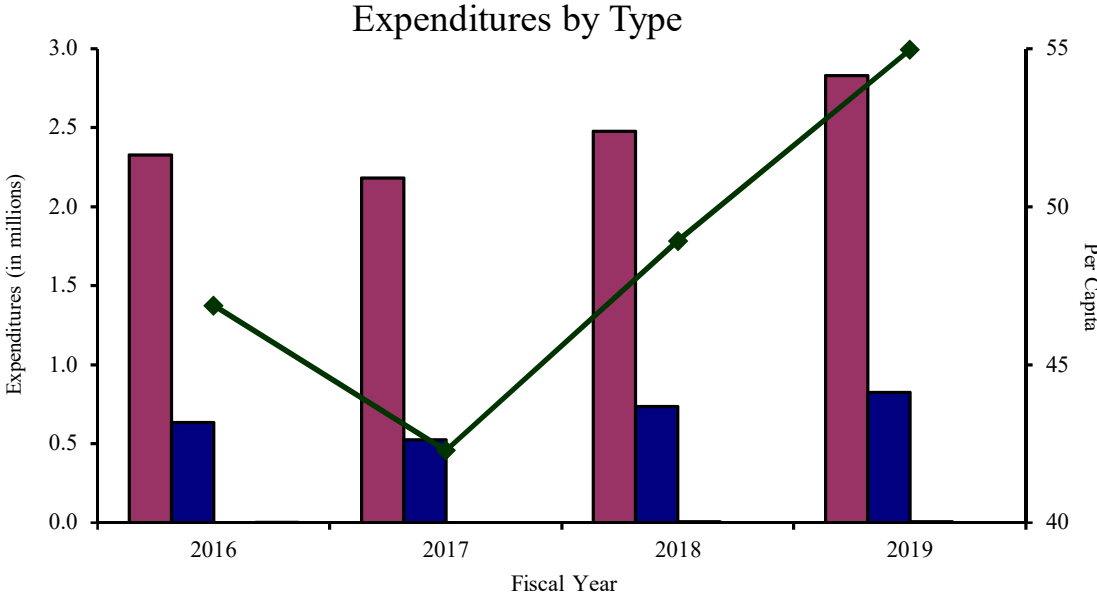
The Finance Department consists of two divisions: Finance Administration and Utilities Customer Service.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Interest Earnings	\$240,506	\$654,151	\$817,472	\$900,500
Water Service Charges (Water & Sewer Fund)	251,254	269,582	250,000	250,000
Total Revenues	\$491,761	\$923,734	\$1,067,472	\$1,150,500

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$2,325,916	\$2,181,644	\$2,476,656	\$2,829,287
Operating Expenses	635,566	523,148	734,143	822,671
Capital Outlay	0	0	8,092	8,092
Total Expenditures	\$2,961,482	\$2,704,793	\$3,218,891	\$3,660,050
Per Capita	\$46.88	\$42.28	\$48.92	\$54.97

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$1,695,216	\$1,746,161	\$2,281,867	\$2,298,312
Utilities Customer Service (Water & Sewer Fund)	1,266,265	958,631	937,024	1,361,738
Total Expenditures	\$2,961,482	\$2,704,793	\$3,218,891	\$3,660,050
% Covered by Department Revenues	16.61%	34.15%	33.16%	31.43%

Finance Department



Staffing Levels by Program		16-17	17-18	18-19
Administration		18	21	20
	<i>Subtotal - General Fund</i>	18	21	20
Utilities Customer Service (Water & Sewer Fund)		11	11	15
	<i>Subtotal - All Other Funds</i>	11	11	15
Total Authorized Personnel		29	32	35

Program: Finance Administration

Finance Administration is responsible for overseeing the financial operations of the City which include: Accounting, Treasury, and Risk Management.

Performance Measures	2017 Actual	2018 Actual	2019 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 transactions, reports and analyses and provide customer assistance in a timely manner.

Complete month-end closing within four working days*	75%	75%	100%
Payroll/Pension Report completed within set timeframe	100%	100%	100%

*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 compliance reviews and 3 training sessions by September.

Number of compliance reviews	1	0	9
Number of training sessions (pension education)	6	2	3
Approximate number of employees trained (pension education)	60	50	90

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	8,234	9,015	10,000
Accounts payable e-payments issued	1,736	1,555	2,300
Paychecks/Direct Deposit available by Friday 8:00am	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
Finance Director	1	1	1
Assistant Finance Director	1	1	1
EMS Billing Supervisor	1	1	1
EMS Billing Specialist	2	2	2
Executive Assistant	1	1	1
Chief Accounting Officer	1	1	1
Accountant	3	4	4
Accounting Manager	1	1	1
Accounts Payable Specialist	2	2	2
Planning, Budget and Control Manager	1	1	0
Payroll Administrator	1	1	1
Pension Administrator	1	2	2
Treasury Specialist	1	1	1
Treasury Analyst	0	1	1
Treasurer	1	1	1
FTEs	<u>1.5</u>	<u>0.5</u>	<u>0</u>
	19.5	21.50	20

Finance Administration

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Interest Earnings	\$240,506	\$654,151	\$817,472	\$900,500
Total Revenues	\$240,506	\$654,151	\$817,472	\$900,500

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,315,145	\$1,440,607	\$1,783,338	\$1,786,093
Operating Expenses	380,071	305,555	498,529	512,219
Capital Outlay	0	0	0	0
Total Expenditures	\$1,695,216	\$1,746,161	\$2,281,867	\$2,298,312
Per Capita	\$26.83	\$27.30	\$34.68	\$34.52

Purchasing was combined with Finance Administration until FY 2016

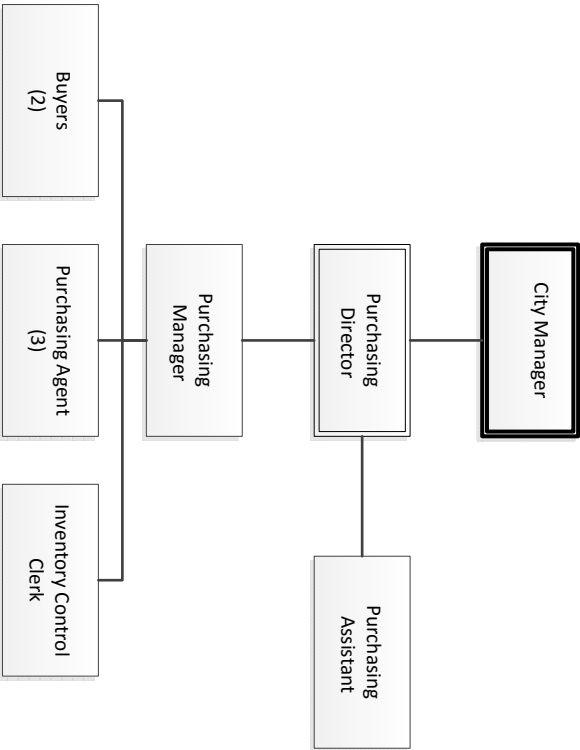
2017-18 Accomplishments

- ◆ Updated the City's Investment Policy allowing maximization of investment returns while maintaining the primary objective of preservation of principle.
- ◆ Reorganized, recruited, staffed and began training two team members the lead the City's Pension Administration Functions including the General Employees', Police Officers' and Firefighters' Retirement Systems.
- ◆ Recruited, staffed and began training team members for five additional key financial management functions.
- ◆ Contracted with an alternative Collection Agency including a more favorable fee arrangement.
- ◆ Re-negotiated the City's lockbox arrangement resulting in an estimated \$30,000 in additional income annually net of fees.
- ◆ Eliminated the Master Lease Program reducing the amount of City resources allocated for interest payments each year.

Purchasing

Mission Statement

The mission of the Purchasing Department is to establish strategic thinking in all procurement efforts; resulting in stewardship of public resources, customer-focused services, innovative suppliers, streamlining of business processes while maintaining compliance, with integrity and equity woven into everything we do.



Program: Purchasing

Purchasing is responsible for facilitating the procurement of goods and services for the City at large, including warehouse operations and contract administration.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Ensure a transparent and competitive procurement process

Objective: Maximize competition			
Average number of responses per solicitation	N/A	3	4

Goal: Develop and invest in our most valuable asset, our employees

Objective: Offer opportunities for training and associations that enable employees to be nationally recognized leaders			
Number of training & outreach events attended or conducted by purchasing staff	N/A	35	30

Objective: Facilitate and support professional purchasing certification for employees			
Percent of staff certified	N/A	25%	38%

Goal: Deliver value to the City of Delray Beach

Objective: Employ cost containment measures and strategies			
Document savings to the city	N/A	\$918,338	\$500,000

Staffing Levels	16-17	17-18	18-19
Purchasing Director	1	1	1
Purchasing Manager	0	1	1
Sr. Purchasing Agent	1	0	0
Purchasing Agent	2	2	3
Buyer	2	2	2
Purchasing Assistant	1	1	1
Inventory Control Clerk	1	1	1
	8	8	9

Purchasing

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$569,360	\$558,975	\$646,468	\$775,948
Operating Expenses	24,992	24,683	55,425	57,664
Capital Outlay	0	0	10,500	0
Total Expenditures	\$594,352	\$583,657	\$712,393	\$833,612
Per Capita	\$9.41	\$9.12	\$10.83	\$12.52

Purchasing was combined with Finance Administration until FY 2016

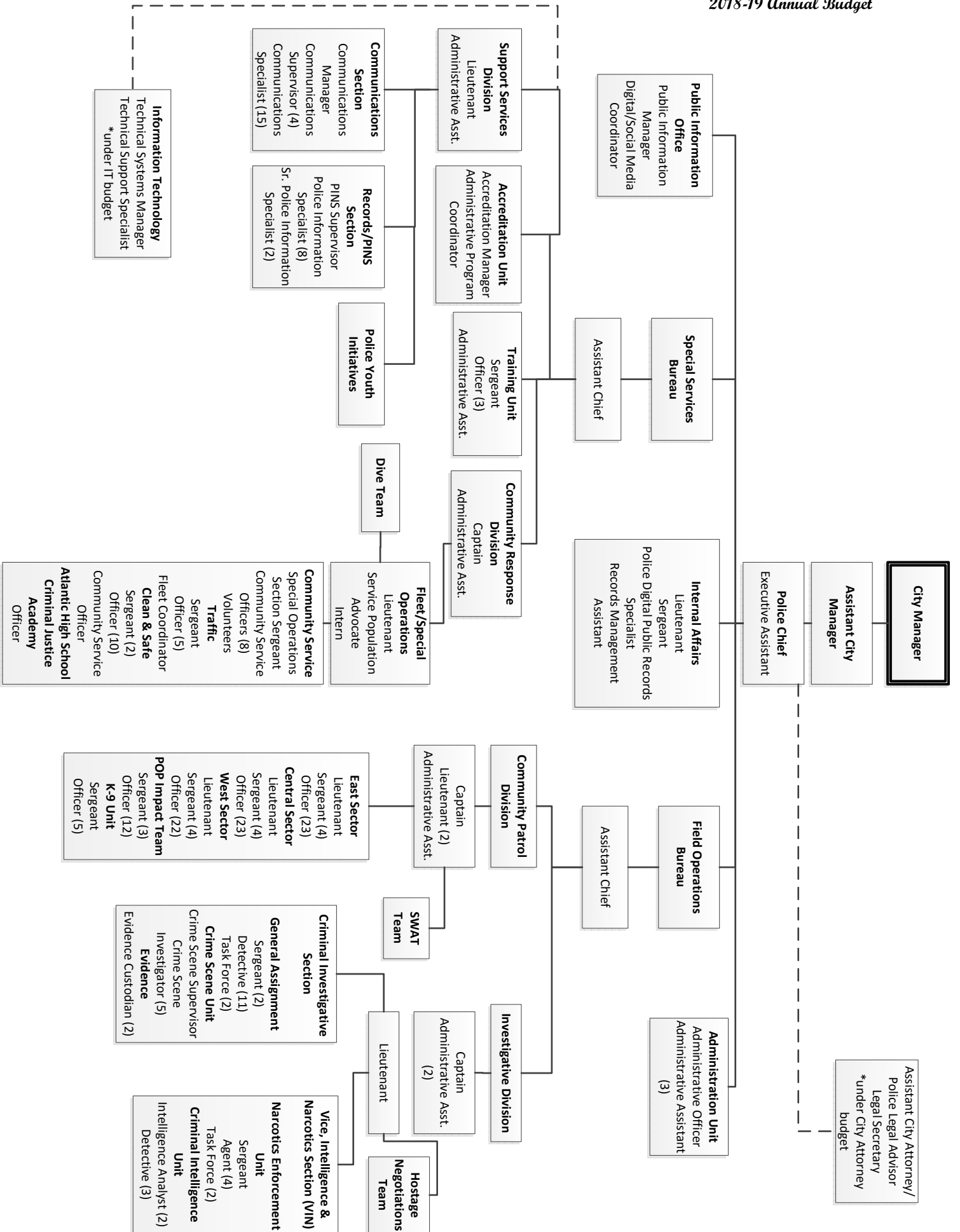
2017-18 Accomplishments

- ◆ For the first time, the Purchasing Department has begun quantifying its value to the City's bottom line. For this Fiscal Year, the Purchasing Department has documented cost savings/avoidance of \$264,403 and revenue enhancements of \$653,935. These savings and enhancements are due to a strong emphasis on negotiations and best value procurement approaches.
- ◆ The Purchasing Department has implemented paperless bidding for all Invitations to Bid (ITBs), allowing vendors to submit bids electronically. This initiative ensures reduced paper and transportation costs, ensures higher levels of administrative efficiencies and reduces potential processing errors associated with the bidding process.
- ◆ The Department instituted a City Warehouse Policy, to implement effective controls, efficient operations and to match updated procedures.
- ◆ The Department hired a seasoned Purchasing Manager to oversee the Capital Construction Purchasing Program, ensuring timely project delivery and consistent processes for departments.
- ◆ Purchasing has established Citywide Purchasing Counterparts trainings, meeting monthly to apply procedures consistently across departments.
- ◆ Purchasing implemented comprehensive updates the City's Policy and Procedure Manual to eliminate conflicting language, document sound practices and eliminate confusing procedures.

Police Department

Mission Statement

Ensuring Public Safety



Police Department

The Police Department provides a safe and secure environment for the citizens of Delray Beach. The Department consists of 166 sworn and 68 civilian positions, organized as follows: Support Bureau and Operations Bureau.

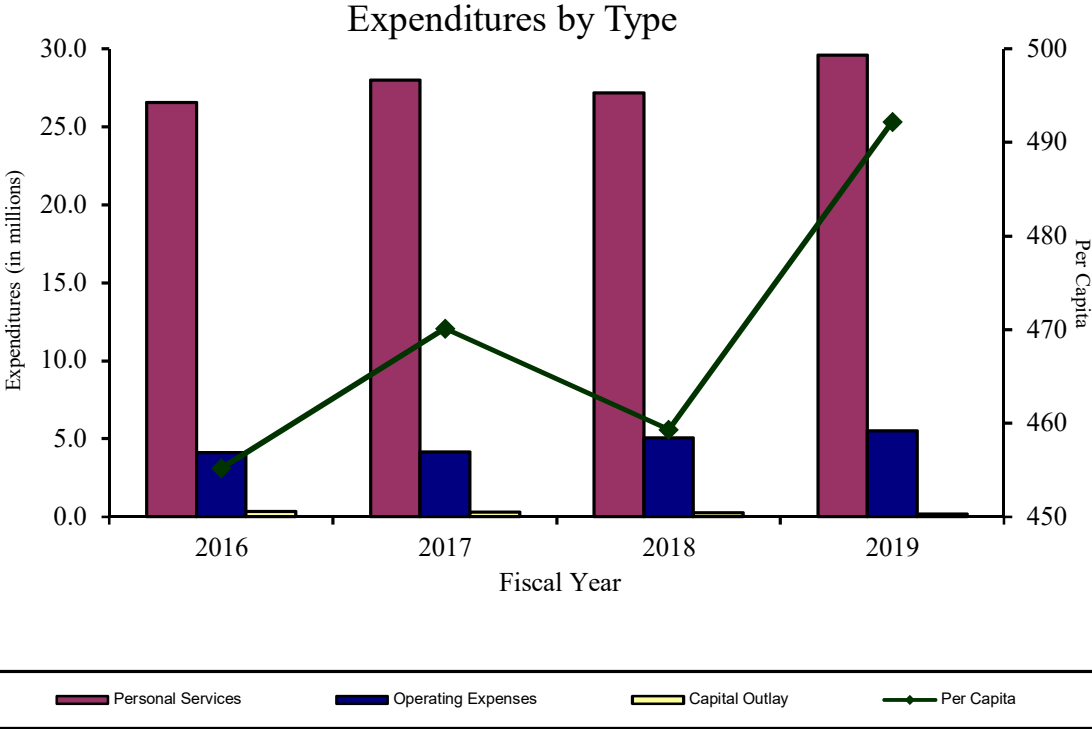
Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Gulf Stream Dispatch	\$54,502	\$55,101	\$55,707	\$56,000
Police Security Services	147,774	84,519	100,000	85,000
Other Public Safety	42,903	27,399	40,000	30,000
Fines	95,079	105,419	100,000	90,000
Police Education	12,541	16,539	17,963	12,000
False Alarm Fees	34,465	42,275	35,000	37,000
Parking Tickets	806,328	512,677	670,000	670,000
School Crossing Guard Ordinance	183,480	104,375	130,000	135,000
Total Revenues	\$1,377,072	\$948,304	\$1,148,670	\$1,115,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$26,565,704	\$27,993,952	\$27,189,793	\$29,573,327
Operating Expenses	4,127,908	4,159,430	5,067,190	5,498,804
Capital Outlay	340,956	288,399	279,570	176,490
Total Expenditures	\$31,034,568	\$32,441,781	\$32,536,553	\$35,248,621
Per Capita*	\$455.19	\$470.12	\$459.30	\$492.20

* Includes estimated Highland Beach and Gulf Stream population figures.

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Support Bureau	\$9,047,415	\$9,726,623	\$10,632,195	\$11,734,855
Operations Bureau	21,987,153	22,715,158	21,904,358	23,513,766
Total Expenditures	\$31,034,568	\$32,441,781	\$32,536,553	\$35,248,621
% Covered by Department Revenues	4.44%	2.92%	3.53%	3.16%

Police Department



Staffing Levels by Division		16-17	17-18	18-19
Support Bureau		86	87	87
Operations Bureau		142	147	148
Total Authorized Personnel		228	234	235

Program: Support Bureau

The *Special Services Bureau* includes the budget for the Office of the Chief of Police, which includes the Internal Affairs Unit, the Administrative Unit, which is tasked with payroll, purchasing, budgeting, and managing grants, and the Community Affairs/Public Information Manager who serves as the liaison with the local media, and the delivery of crime prevention programs and youth initiatives; the Accreditation and Program Services Unit, which monitors compliance with state law enforcement accreditation standards and re-accreditation, manages revisions and publication of all written directives, oversees the Career Officer Program and Career Crime Scene Investigator’s Programs, and manages the Power DMS electronic document distribution system, the Training Unit, tasked with identifying and addressing training needs, ensuring mandatory certification training requirements are met, managing recruitment and hiring efforts and testing new equipment, and the Information Technology Unit, tasked with ensuring daily functionality of computer equipment and researching and testing new technologies. Additional units and functions funded from this budget include the *Special Services Division* and the Community Response Division. The Special Services Division is comprised of: the Communications Section and 911 Operations which answers/processes all incoming E-911 and non-emergency calls and dispatches them for the cities of Delray Beach, Gulf Stream, and Highland Beach in a timely and efficient manner; the Records/Police Information Section which enters data, stores, maintains and distributes all police reports in accordance with Florida Public Records Laws, and conducts Uniform Crime Reporting, along with subpoena distribution for the agency; and the Community Affairs/Volunteer Section comprised of over 200 participants who provide operational and administrative support. The *Support Services Division* also coordinates all facility maintenance. 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.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: The Special Services 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 and Lieutenant. Promotional materials for written examinations will be produced by a validated outside vendor and testing will be conducted in accordance with accreditation standards. We will continue the development of a comprehensive in-service training plan for both sworn and non-sworn members of the Department that will provide the basis for the promotion of the best personnel possible.

Employees taking the annual Police promotional test	11	20	20
Number of Hours of Training Completed	18,470	22,290	18,000

Goal: The Special Services Bureau will strive to provide the Department with a workforce representative of the community we serve, to better mirror 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 visiting selected colleges and universities, academy and recruitment trips. The Department is also committed to sending non-certified candidates through the police academy to ensure opportunities for all demographics.

Police Officers Hired	18	15	10
Minority/Protected-Class representation (<u>Percentages</u>)	50%	53%	25%
College and Minority/Protected-Class Recruitment trips Including Police Academies*	6	10	15

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

Performance Measures	2017 Actual	2018 Projected	2019 Projected
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Goal: The Special Services Bureau will provide timely, professional and courteous service and referrals to the community and customers who utilize our Communications Section’s services.

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

Supervisory skills refreshment (hours worked each console)	1,152	1,783	1,800
Average hours of training per Communications Specialist	54	40	45
Calls reviewed for quality assurance (5 per person per month).	864	776	780

Goal: The Special Services 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.	700	700	700
Total number of volunteers	220	214	215
Volunteer hours worked.	29,312	18,554	20,000
Monetary value to the City of Delray Beach <i>(based on Independent Sector’s 2017 value of Volunteer Time in Florida for 2017: \$24.69)</i>	646,916	458,098	493,800

Goal: The Special Services 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	107	116	121
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Goal: Proactively work to deter crime.

Objective: Increase traditional enforcement efforts and maintain community partnerships.

Field Interview Reports	424	368	445
Extra Patrols	8,635	10,702	11,000
Number of Arrests	210	211	220
Walk and Talks	4,606	6,529	4,836

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	3,806	3,642	3,800
Traffic Selective Enforcements	1,487	2,607	2,500
Number of Citations Issued	18,527	24,890	25,000
DUI Arrests	74	80	70

Staffing Levels	16-17	17-18	18-19
Police Chief	1	1	1
Assistant Police Chief	1	1	1
Police Sergeant (Training)	1	1	1
Police Sergeant (Internal Affairs)	0	0	1
Police Officers (Training & Recruiting)	3	3	3
Administrative Officer	1	1	1
Accreditation Manager	1	1	1
Emergency Management Director/Sergeant	1	1	0
Executive Assistant	1	1	1
Administrative Assistant	5	5	6
Communications Manager	1	1	1
Communications Supervisor	4	4	4
Communications Specialist	15	15	15
PINS Supervisor	1	1	1
Police Information Specialist	8	8	8
Police Information Specialist, Sr.	2	2	2
Police Lieutenant (IA)	1	1	1
Support Services Lieutenant	1	1	1
Public Information Manager	1	1	1
Police Captain (Community Response)	1	1	1
Lieutenant (Special OPS/Fleet)	1	1	1
Police Sergeant	4	4	4
Police Officer	16	16	16
Community Service Officer Supervisor	0	0	0
Fleet Coordinator	0	1	1
Special Events Coordinator	1	0	0
Community Service Officer	9	9	9
Police Digital Public Records Specialist	1	1	1
Records Management Assistant	1	1	1
Digital/Social Media Coordinator	0	0	1
Service Population Advocate	1	1	1
Administrative Program Coordinator	1	1	1
FTEs	<u>5.09</u>	<u>2.15</u>	<u>2.36</u>
	91.09	87.15	89.36

Police Support Bureau

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Police Security Services	147,774	84,519	100,000	85,000
Police Education	12,541	16,539	17,963	12,000
Gulf Stream Dispatch	\$54,502	\$55,101	\$55,707	\$56,000
Fines	95,079	105,419	100,000	90,000
False Alarm Fees	34,465	42,275	35,000	37,000
Parking Tickets	806,328	512,677	670,000	670,000
Other Public Safety	42,903	27,399	40,000	30,000
Total Revenues	\$1,193,592	\$843,929	\$1,018,670	\$980,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$7,703,541	\$8,490,207	\$8,689,864	\$9,286,924
Operating Expenses	1,222,614	1,177,884	1,857,771	2,378,391
Capital Outlay	121,260	58,532	84,560	69,540
Total Expenditures	\$9,047,415	\$9,726,623	\$10,632,195	\$11,734,855
Per Capita*	\$132.70	\$140.95	\$150.09	\$163.86

*Includes estimated Highland Beach and Gulf Stream population figures.

2017-18 Accomplishment:

- ◆ The Delray Beach Police Department continues to comply with the training, policy, and procedural standards established by the Florida Department of Law Enforcement and the Commission for Florida Accreditation. The department has been accredited since 2004. 2017/18 is the second year of our 2019 re-accreditation cycle and 70% of the standards are in compliance with State requirements. As of FY year ending 2018 there are 89 participants in the Career Officer Program which increased by 9 new Police Officer First Class, three Career Officer 1 advancements, four Career Officer 2 advancements, and three Master Police Officer advancements.
- ◆ The unit focused their efforts on crime prevention and addressing vagrant/homeless issues in the areas of Veterans Park, Old School Square, Libby Wesley Park and Fire Station 1. Officers continued to utilize the Intelligence Led Policing model, focusing on eradicating identified prolific offenders. Officers continued working collaboratively with business owners and attended local community meetings.
- ◆ This position addresses the ongoing concerns surrounding the city's recovery community, the homeless and individuals with behavioral health issues. This DBPD initiative has addressed these issues internally instead of having to rely on outside entities to provide assistance. The advocate addresses, engages, motivates, manages and provides services to each individual case as they arise and provides a more comprehensive approach to their needs. The advocate collaborates with the State Attorney's Office, various treatment programs and healthcare services throughout the county. The advocate has built a resource network to provide referral services to the individuals in our community related to this vulnerable population in need. For this fiscal year, the advocate has been in contact with 368 people. A service has been provided to 349 of the individuals and 80 of them have either been placed in treatment or housing.

Police Support Bureau

2017-18 Accomplishments Con't

- ◆ The small police boat utilized for dive operations was outfitted with a new engine, enabling the dive team to have a reliable resource. The Dive Team continued to maintain their high-level of qualifications required to be a police safety diver.
- ◆ The Traffic Unit applied for, and received, three FDOT grants (High Visibility Pedestrian and Bicycle Safety Enforcement, Speed and Aggressive Driving Enforcement, Occupant Protection Enforcement). The objective of the grants was to increase enforcement hours to reduce traffic crashes, traffic fatalities and serious bodily injuries. The grant initiatives included educational and enforcement selectives. During this fiscal year, the Traffic Unit issued 7,884 traffic citations and responded to 36 traffic homicide/serious bodily injury call outs. Motor officers participated in numerous motorcycle escorts and road closures including presidential motorcades, Law Enforcement Torch Run, Tour de Force, Honor Flights, and multiple local and city events. The unit received five new 2018 Harley Davidson police motorcycles and added one additional motor officer to the team. The DBPD's fleet currently has 206 vehicles. This includes 138 marked patrol vehicles, 52 unmarked vehicles, 12 volunteer vehicles and 16 specialty vehicles.
- ◆ A total of 1,994 parking tickets were issued from September 2017 through August 2018 (this represents a decrease of 83% from the previous fiscal year due to the implementation of Lanier Parking Solutions as the primary parking enforcement arm for the city). The revenue from paid parking tickets for this time period was \$571,422.38. The DBPD Volunteers worked 18,554 hours from September 2017 through August 2018, which equals an approximate savings to the City of Delray Beach of \$458,098, based on the 2018 value (\$24.69) of a volunteer hour to an agency per the Independent Sector. The Volunteer Senior Victim Advocacy Program reviewed 1,059 reports with no cases referred to the Area Agency on Aging for further resources as AAA no longer provides for senior referrals.
- ◆ The Criminal Justice Academy is a Delray Beach Police Program at Atlantic Community High School where high school students are learning about the criminal justice field instructed by a Delray Beach police officer. They participated in numerous community service events throughout the year to include a state conference, state competition, National Night Out, and a multi-agency active shooter scenario-based training. Enrollment for the 2018 school year is 139 students. The makeup of the grade level was 42 freshmen, 31 sophomores, 27 juniors and 16 seniors. The 16 senior students are currently working towards obtaining their CSO Certificate by fulfilling all of their requirements. Of the class of 2018 seniors, 26 graduated and all are attending a college/university and two are in the application process for CSO positions with the DBPD.

Program: Operations Bureau

The Fields Operations Bureau consists of the Criminal Investigations 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 **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 General Assignment Detectives, Vice, Intelligence and Narcotics Unit; Crime Scene; Criminal Intelligence Unit; and Evidence.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Proactively work to deter crime

Objective: Increase traditional enforcement efforts.

Field Interview Reports	4,222	4,443	4,980
Extra Patrols	63,973	67,594	72,330
Number of Arrests	2,726	2,156	1,920
Walk & Talks	9,565	9,896	9,698

* These numbers do not include data from the Community Response Division now in Special Services Bureau

Goal: Apply Community and Intelligence Led Policing philosophy and strategies to address issues and problems.

Objective: Establish and maintain a working relationship with homeowners, business and community associations.

Active homeowners associations	200	195	197
Active business owners associations	7	7	7

* The Community Policing strategy changed from POP to Intelligence Led Policing.

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	968	777	536
Traffic Selective Enforcements	654	1,260	1,411
Number of Citations Issued	12,382	14,555	17,175

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	50%	45%	45%
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Staffing Levels	16-17	17-18	18-19
Assistant Police Chief	1	1	1
Police Captain	2	2	2
Police Lieutenant	6	6	6
Police Sergeant	19	18	19
Police Officer	102	107	107
Crime Scene Supervisor	1	1	1
Crime Scene Specialist	4	5	5
Crime Analyst	2	2	2
Evidence Custodian	2	2	2
Administrative Assistant	3	3	3
FTEs	<u>1.45</u>	<u>0.73</u>	<u>0.73</u>
	143.45	147.73	148.73

Police Operations Bureau

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$18,862,163	\$19,503,744	\$18,499,929	\$20,286,403
Operating Expenses	2,905,294	2,981,547	3,209,419	3,120,413
Capital Outlay	219,696	229,867	195,010	106,950
Total Expenditures	\$21,987,153	\$22,715,158	\$21,904,358	\$23,513,766
Per Capita	\$348.04	\$355.08	\$332.87	\$353.17

2017-18 Accomplishments

- ◆ The Community Patrol’s Problem Oriented Policing Impact Teams had a significant impact in many of the problem locations in the community utilizing the Intelligence Led Policing philosophy. They incorporated traditional and non-traditional policing methods into their daily deployments and were able to successfully tackle some of the concerns brought to them by the community. A perfect example of this was a plan implemented by the team for an area by I-95 and SW 12th Avenue that was infested with illegal activity. The Impact Team employed a plan that utilized a comprehensive enforcement plan that included investigative techniques, enforcement directives and community initiatives. After clearing the area of the criminal activity, the team then organized a community clean-up. In addition to the community leaders and residents, officers collaborated with many city resources to take part in this effort. This successful clean up resulted in the removal of 17 cubic yards of trash, 30 yards of debris, 20 tires, and two homeless camps being dismantled.

- ◆ The K-9 Unit is comprised of four valuable law enforcement teams who provide effective patrol efforts through the enhanced abilities of the canine. These teams not only contributed to the Community Patrol Division in the traditional ways, by tracking and locating suspects and evidence, and apprehending combative and dangerous suspects, but they were also able to deploy their K-9 under atypical circumstances. One K-9 was deployed to search for a missing elderly and endangered man. Although this K-9 is not trained in “search and rescue”, he still located the elderly man, who had fallen and was unable to get up or summon help. He had been on the ground for over an hour before he was located by our K-9 team. During this fiscal year, these teams were utilized 336 times, had 44 apprehensions, and conducted 93 tracking searches, 25 article searches, 75 narcotic sniffs, 14 explosive sniffs. The K-9 Unit remained active in the community by conducting 35 K-9 demonstrations at various events and organizations throughout the community that enable to public to see firsthand these teams in action.

- ◆ The Community Patrol Division had great success utilizing the three-prong approach of Enforcement, Education and Life-Saving to combat the opiate epidemic devastating communities across the nation with a significant reduction in the number of overdoses occurring in our community. Our city had a 65% decrease in overdoses from the previous year. This three-prong approach has become a model for other agencies searching for solutions to combat the opiate crisis. Community Patrol Officers also embraced the addition of our department’s new Service Population Advocate who was hired last year and implemented the C.A.R.E.S. program (Community, Advocacy, Response, Education and Service). This partnership has proven to be invaluable to our officers and community. Their ability to provide immediate outreach services and resources to the recovery and homeless populations has enabled our patrol officers to better serve these persons experiencing homelessness and other life issues.

Police Operations Bureau

2017-18 Accomplishments Con't.

- ◆ The Community Patrol Division's Field Training Program remained active by training eleven new recruits during this fiscal year. Out of those eleven, seven were successfully released to solo patrol with two recruits still in the training program. These recruits are expected to successfully complete their training and be released to solo patrol by the end of 2018. The Community Patrol Division currently has 9 active Field Training Officers. Several Community Patrol Officers have recently been identified by their supervisors as excellent candidates to become Field Training Officers, which is a testament to the quality of our officers. This Field Training group remains an essential part of the Community Patrol Division's operations as they are charged with training and preparing our new recruits.
- ◆ The Investigative Division completed the first year under a General Assignment deployment where all detectives actively work fraud, property crimes, and crimes against persons. During the year, a 2015 homicide case was successfully prosecuted and suspects were found guilty of 1st Degree Murder. Additionally, this division investigated six homicides, with four of them still active.
- ◆ Due to promising new DNA technology provided by Parabon Nanolabs, a 1998 cold case homicide was reopened. These new technological advances utilized DNA test results to create a possible suspect facial image. Once the image was created, the DNA was genealogically tested to create a family tree in an attempt to identify the suspect. The report has provided several new leads.
- ◆ Approximately 15 burglaries were occurring at a local storage facility in a rash of burglaries during the fiscal year. Through the assistance of our Problem Oriented Policing Unit, a suspect was identified. Search warrants were executed at suspect's residence along with suspect's personal storage units in two different locations. Approximately \$350,000.00 in stolen property was recovered and returned to the victims. One of these items, a 1969 Preakness Cup, was recovered by detectives from an auction house in New York and returned to its rightful owner. Suspect was charged with several counts of Burglary to a Structure and Grand Theft.
- ◆ All sexual battery cases going back to the 1970's continued to be reviewed to comply with a new Florida State Statute, Senate Bill 636. The bill required departments to look at cases to determine if the sexual battery kits were sent for DNA testing. To date, 1100 Sexual Battery cases have been physically reviewed. This is an ongoing project.
- ◆ Due to successful management of the department's Sex Offender Program, one sex offender was convicted for failing to register as such and was sentenced to 7 years in the Department of Corrections.
- ◆ The Juvenile First Offenders Program is a diversionary program to help first-time, youth offenders avoid entering the criminal justice system while giving them a chance to take responsibility for their own actions. The Investigative Division was able to place 6 juveniles into the program.
- ◆ Members of the Investigative Division's Crime Intelligence Unit identified prolific juvenile offenders who were repeatedly committing a vast amount of crime within our city. In conjunction with the Community Patrol Division's Problem Oriented Policing Teams, the juveniles under court order sanctions and restrictions were closely monitored. Through partnerships with the juveniles' parents, probation officers and the State Attorney's Office, this program made a notable impact on reducing crime within the city. Several of the young offenders successfully completed their sanctions and have not returned to the criminal justice system.
- ◆ The License Plate Reader cameras installed along the barrier island proved to be valuable investigative and crime fighting tools for our officers. The cameras provide real time information and alerts for various violations, such as stolen vehicles, to officers in the field. This year, vehicle burglaries in this area were reduced by 41% and stolen vehicles were reduced by 40%. The camera alerts also led to the identification of several felony vehicles, leading to a variety of arrests.

Police Operations Bureau

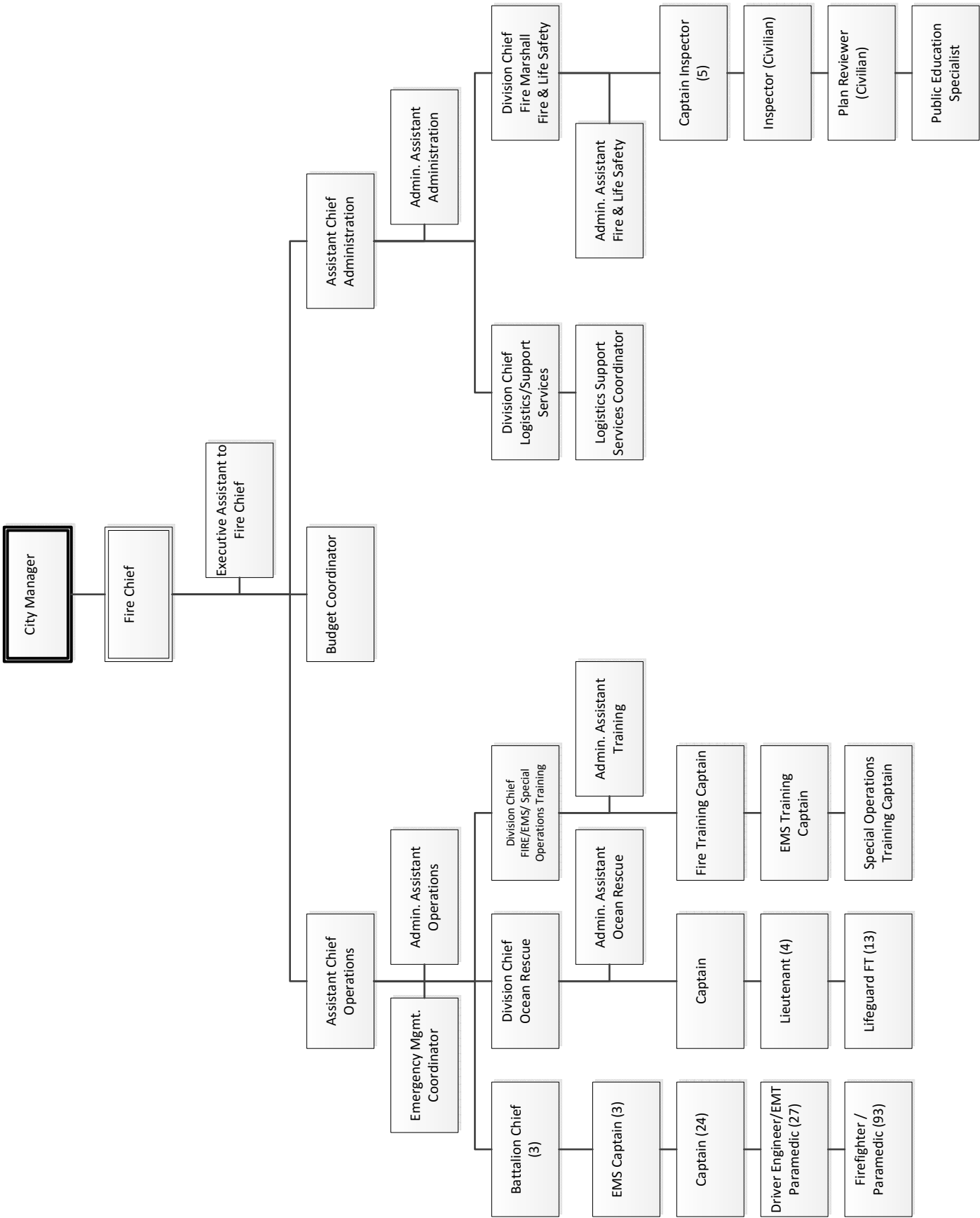
2017-18 Accomplishments Con't.

- ◆ The Crime Scene Units' function is to collect, preserve, process, and package evidentiary material for future use in criminal proceedings. Crime Scene Investigators are specially trained and certified in latent fingerprints, tire/tool/foot impressions, DNA collection, and digital imagery. The Crime Scene Unit enters prints directly into the FBI's Automated Fingerprint Identification System (AFIS), which can match fingerprints left at a crime scene to a person that has fingerprints on file within the data base. This fiscal year, the Crime Scene Unit entered 313 prints into the AFIS data base which resulted in 278 suspect identifications. The Crime Scene Unit also collected 262 DNA items and submitted 62 items to be tested for DNA. To date, they have received 88 reports back from the lab.
- ◆ The Vice, Intelligence, and Narcotics Unit continued their partnership with the Sober Home Task Force by investigating unscrupulous treatment centers and transitional homes. The division continued to collaboratively combat the opiate epidemic plaguing our community by assigning an agent to the federal Drug Enforcement Agency (DEA) Task Force.

Fire-Rescue Department

Mission Statement

Delray Beach Fire Rescue puts community first, responds professionally and provides service above all.



Fire Department

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

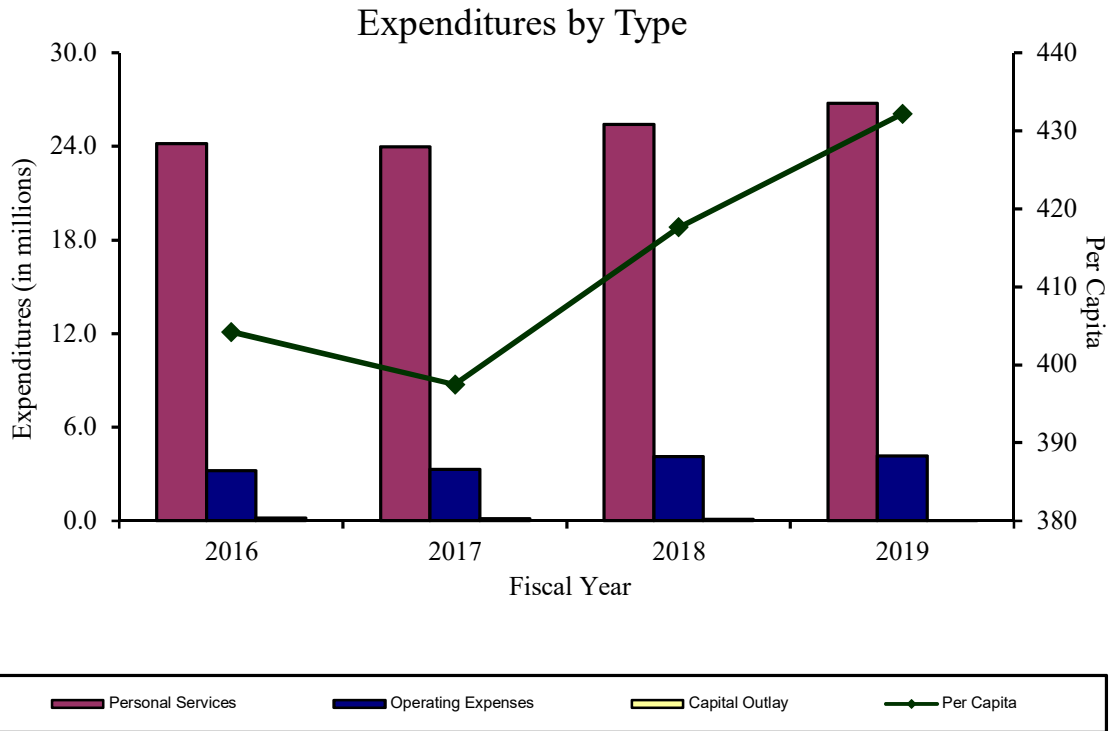
Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Transport Fees	\$2,595,103	\$2,644,018	\$2,670,000	\$2,800,000
Intergovernmental Contracts Gulf Stream	429,464	450,937	473,252	496,914
Highland Beach	3,222,155	3,713,572	3,890,168	4,223,795
Fire-Emergency Services	51,005	61,890	47,110	49,500
State Reimbursed Fire Incentive	69,892	71,497	73,500	75,000
Regional HazMat Team	256,994	264,744	272,645	280,824
SAFER Grant	501,732	0	0	0
Total Revenues	\$7,126,345	\$7,206,658	\$7,426,675	\$7,926,033

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$24,162,124	\$23,972,435	\$25,395,296	\$26,777,065
Operating Expenses	3,208,378	3,312,907	4,105,667	4,143,463
Capital Outlay	187,990	143,464	82,770	30,000
Total Expenditures	\$27,558,492	\$27,428,806	\$29,583,733	\$30,950,528
Per Capita*	\$404.20	\$397.48	\$417.62	\$432.18

* Includes estimated Highland Beach and Gulf Stream population figures.

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$2,115,244	\$1,574,902	\$1,480,194	\$1,548,366
Highland Beach	3,287,785	3,318,152	3,288,224	3,487,761
Fire Operations	19,395,807	19,837,021	21,611,888	22,533,831
Emergency Management	9,938	0	0	105,808
Fire Safety	1,302,071	1,241,819	1,399,769	1,433,407
Ocean Rescue & Beach Operations	1,447,648	1,456,911	1,803,659	1,841,355
Total Expenditures	\$27,558,492	\$27,428,806	\$29,583,733	\$30,950,528
% Covered by Department Revenues	25.86%	26.27%	25.10%	25.61%

Fire Department



Staffing Levels by Division	16-17	17-18	18-19
Administration	10	8	7
Highland Beach	22.5	22.5	22.5
Fire Operations	122	135	134
Emergency Management	0	0	1
Fire Safety	8.5	9.5	9.5
Ocean Rescue and Beach Operations	16	20	20
Total Authorized Personnel	179	195	194

Program: Fire-Rescue Department Administration

The Administration Program provides leadership and direction for administrative, managerial, budgetary, logistical, support, and planning activities for departmental operations. Activities include approval and processing of all purchases, 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 of ISO classification and Professional Standards, Fire Safety Inspection Fee program, and coordination of other employee assistance activities and functions.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Provide logistical and support services to the members of the Fire Rescue Department and to ensure Department facilities and vehicles are maintained in a state of readiness.

Objective: (1) To provide proper inventory control and delivery of emergency medical and station supplies in order to remain a proper state of operational readiness. (2) To facilitate the repair and maintenance of facilities and vehicle apparatus with Public Works and Fleet Maintenance.

Number of supply/inventory deliveries to each facility	NA	NA	1,092*
Number of station and apparatus repair notices processed	NA	NA	1,040*

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 (ISO); State of Florida Emergency Medical Services Inspections; and State/County Hazardous Materials Team compliance.

ISO Public Protection Classification	Class 2	Class 1	Class 1
State EMS Compliance Inspection Outcomes	100%	100%	100%
State/County HazMat Inspection Compliance	100%	100%	100%

Goal: Enhance Fire-Rescue Department revenues.

Objective: Establish fire safety inspection fee program

Percent of total budget off-set by contracts/fees	25%	25%	25%
Fire Safety Inspection fees	NA	\$65,000	\$70,000

Staffing Levels	16-17	17-18	18-19
Fire Chief	1	1	1
Assistant Fire Chief – Administration	1	1	1
Division Chief	1	1	1
Captain – Non-Shift	2	0	0
Budget Coordinator	1	1	1
Administrative Assistant	2	1	1
Payroll and Records Management Coordinator	1	0	0
Executive Assistant	1	1	1
Emergency Management Specialist	0	1	0
Logistics/Support Service Coordinator, Civilian	<u>0</u>	<u>1</u>	<u>1</u>
	10	8	7

* **Note:** This is a new goal that has been established due to reorganization of the department. There is no historical data to include for fiscal years 2017 and 2018.

Fire Administration

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,452,777	\$1,114,560	\$1,051,798	\$975,602
Operating Expenses	625,473	460,342	412,501	572,764
Capital Outlay	36,994	0	15,895	0
Total Expenditures	\$2,115,244	\$1,574,902	\$1,480,194	\$1,548,366
Per Capita*	\$31.02	\$22.82	\$20.90	\$21.62

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

2017-18 Accomplishments

- ◆ Retired three (3) members of the organization after 20+ years of service.
- ◆ Replace A/C units at Station 111.
- ◆ Completion of mold remediation Station 111.
- ◆ Hired a civilian Logistics and Support Services Coordinator.
- ◆ New graphics for vehicles.
- ◆ Achieved Public Protection Classification 1, a Class 1 represents a “superior property fire protection”. Out of 47,000 Fire Departments in the United States only 305 receive the prestigious Classification of a 1.
- ◆ Completed a “Community Driven” Strategic Plan for the Fire Department for years 2018-2023.
- ◆ Currently engaged in the Accreditation process through the Center for Public Safety Excellence.

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	2017 Actual	2018 Actual	2019 Projected
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Goal: Protect life and property in the community through timely and effective 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 6.0 minutes or less, from time of call received to arrival.

Emergency medical service responses	11,566	12,335	12,240
EMS Patient transports	9,015	9,197	9,075
Fire suppression and related responses	3,994	1,651	3,502
Actual number of fires	178	212	175
Total property loss (Estimated)	\$1,780,725	\$1,682,162	\$1,590,000
Emergency incident response time (average in minutes)	6:07	6:00	5:55
Minimum daily staffing level	34	37	37

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

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

Total hours of in-service and technical training	42,265	38,671	46,685
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Staffing Levels	16-17	17-18	18-19
Assistant Chief – Operations	1	1	1
Division Chief-Training, Safety, EMS, and Special Operations	1	1	1
Emergency Management Specialist	0	1	0
Battalion Chief	3	3	3
Captain-Shift	23	23	23
Captain-Non-Shift	1	3	3
Driver Engineers	3	24	24
Firefighter/Paramedics	90	77	77
Administrative Assistant	<u>0</u>	<u>2</u>	<u>2</u>
	122	135	134

Fire Operations

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Transport Fees	\$2,595,103	\$2,644,018	\$2,670,000	\$2,800,000
Intergovernmental Contract: Gulf Stream	429,464	450,937	473,252	496,914
Fire-Emergency Services	51,005	61,890	47,110	49,500
Regional HazMat Team	256,994	264,744	272,645	280,824
State Reimbursed Fire Incentive	69,892	71,497	73,500	75,000
Total Revenues	\$3,402,459	\$3,493,086	\$3,536,507	\$3,702,238

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$16,988,200	\$17,139,153	\$18,277,143	\$19,413,621
Operating Expenses	2,272,029	2,554,403	3,273,370	3,090,210
Capital Outlay	135,578	143,464	61,375	30,000
Total Expenditures	\$19,395,807	\$19,837,021	\$21,611,888	\$22,533,831
Per Capita*	\$302.92	\$305.86	\$324.07	\$334.01

*Includes Gulf Stream population figures.

2017-18 Accomplishments

- ◆ Responded to a total of 15,030 calls for service. Of those calls, 12,335 were for emergency medical service and 3,772 for fire and other related calls.
- ◆ Transported 9,089 patients to area hospitals.
- ◆ Completed 38,671 hours of in-service training.
- ◆ Successfully passed the Palm Beach County Emergency Management ALS and BLS apparatus recertification.
- ◆ Conducted timed company evolutions to ensure we meet the 2015 edition of NFPA 1410, Training for Initial Emergency Scene Operations
- ◆ Secured the 2016 State Homeland Security Grant to assist with sustaining our State resources as a funded HazMat team in Region 7.
- ◆ Met requirements set forth in Chapter 401 Florida Statutes, and Chapter 64J Florida Administrative Code to successfully renew Advanced Life Support license.
- ◆ Placed in-service two (112 and 114) fire engines that replaced aging apparatus from Pierce Mfg.
- ◆ Placed in-service one (1) new custom rescue/ambulance that replaced an aging apparatus from Horton Emergency Vehicles.

Fire Operations

2017-18 Accomplishments Con't

- ◆ One (1) Division Chief, Two (2) Captains, and One (1) Firefighter/Paramedic retired from the Fire Department.
- ◆ The Extrication Team won the North American Vehicle Rescue Association Extrication Competition and will represent the United States of America in the World Competition in South Africa.
- ◆ Six (6) new officers enrolled in the Emergency Services Leadership Institute.
- ◆ Replaced 25 sets of expired bunker gear.

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. The Emergency Management Division will be responsible for the City's Hurricane Plan, ICS course delivery, review and development of departmental comprehensive emergency management plan, participation in countywide and regional preparedness, annual hurricane exercise, and the City's overall preparedness.

Performance Measures	2017 Actual	2018 Actual	2019 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 Hurricane Plan.

Annual Review of City's Hurricane Plan	0	0	0
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Objective: To maintain and conduct an annual exercise at the emergency operations center to facilitate the management, communications and control of emergency conditions.

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

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

Governor's Hurricane Conference Attendees	5	1	2
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Goal: To provide training and information to our Community Emergency Response Teams (CERT).

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

CERT Refresher classes	2	4	4
CERT training classes (new participants)	1	3	3

Staffing Levels	16-17	17-18	18-19
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Emergency Management Specialist	0	0	1
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Emergency Management

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$5,891	\$0	\$0	\$64,159
Operating Expenses	4,047	0	0	41,649
Capital Outlay	0	0	0	0
Total Expenditures	\$9,938	\$0	\$0	\$105,808
Per Capita*	\$0.15	\$0.00	\$0.00	\$1.48

*Includes estimated Highland Beach and Gulf Stream population figures.

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, renovation, 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 cause and origin of fire incidents in order to prosecute arsonists and/or identify faulty products or procedures.

Performance Measures	2017 Actual	2018 Actual	2019 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 annual inspections for commercial and multi-family buildings located within the City of Delray Beach, Towns of Highland Beach and Gulf Stream; (2) provide plan review for new construction, renovation, and hazardous activities projects in a timely manner; and (3) provide public education/community outreach through open house events held at area Fire Stations.

Fire safety inspections and re-inspections	2,347	2,914	4,600
Code violations identified	2,470	1,606	2,200
% Corrected within 90 days	92%	90%	90%
New construction Plans reviewed	1,324	1,576	1,650

**Note: Inspections data is now being captured by square footage.*

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	66	40	50
Investigation response time (minutes)	12	12	12
Loss of Life from fire	0	0	0
Civilian/Firefighter Injuries from fire incidents	0	0	0

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

Objective: (1) To participate in various community education programs in order to teach the citizens of the community how to be prepared in an emergency situation. (2) To provide outreach programs to citizens on fire safety, injury prevention, drowning prevention, and hurricane preparedness; and (3) to provide technical training to Division personnel.

Public health and wellness education events	373	397	410
Public health and wellness education attendees	10,635	12,902	14,500

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 team development programs for all employees at least once per year to improve department operations and service quality.

Total hours of in-service and technical training	1,775	1,359	1,600
Percentage of authorized staffing filled	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
Div. Chief - Fire Marshal	1	1	1
Fire Captain Inspector*	4.5	4.5	4.5
Administrative Assistant	1	1	1
Fire & Life Safety Plan Reviewer (<i>shared with Building Inspection</i>)	1	1	1
Public Education Specialist	1	1	1
Civilian Fire Inspector	0	1	1
*Highland Beach pays for ½ Fire Inspector and the CRA pays for one Fire Inspector.	8.5	9.5	9.5

Fire Safety

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Fire Inspection Fees	\$0	\$0	\$65,000	\$70,000
Fire Safety Plan Review	136,849	257,762	200,000	180,000
Total Revenues	\$136,849	\$257,762	\$265,000	\$250,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,221,666	\$1,160,675	\$1,303,504	\$1,318,457
Operating Expenses	80,405	81,144	96,265	114,950
Capital Outlay	0	0	0	0
Total Expenditures	\$1,302,071	\$1,241,819	\$1,399,769	\$1,433,407
Per Capita*	\$19.10	\$18.00	\$19.76	\$20.02

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

2017-18 Accomplishments

- ◆ Continued quarterly public/education/community involved through open house events at area Fire Stations.
- ◆ Continue the billing for fire inspections providing additional revenue source for the City.
- ◆ Elimination of fire code violations resulting in a safer community
- ◆ Added a civilian Fire Inspector in order to increase the number of buildings inspected.
- ◆ Assist high rise /multi story occupancies in developing an Engineered Life Safety System to assure compliance with Florida Fire Prevention Code for Sprinkler Retro-Fit requirements.
- ◆ Strengthen community relationships through active involvement in community and neighborhood group forums and public education outreach.

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 four all-terrain vehicles 365 days per year. Hours of operation are 9:00am – 5:00pm. During a period of Daylight Savings the hours of operation have been adjusted to 9:00am – 6:30pm. 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 Wildlife Commission, Palm Beach County Marine Unit, and the U.S. Coast Guard. Ocean Rescue provides four "surf chairs" for the physically challenged population at both beach parks. Daily ocean conditions are updated on the City's Web Site. Additionally, the division is involved with: Pride Community Service, 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	2017 Actual	2018 Actual	2019 Projected
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Goal: Provide a safe, properly protected and supervised ocean beach operation.

Objective: To provide safe oceanfront through emergency response and preventive lifesaving. This includes identifying and limiting risks to the public, to ensure safety, enhance the public's perception by providing public assistance and enforcement of City Ordinances on the Municipal Beach.

Beach attendance	2,408,968	2,995,000	3,250,000
Water rescues	123	105	110
Boating accidents	1	2	4
EMS/911 Major Medicals	26	35	40
Minor First Aids	4,851	4,950	5,450
Missing persons located	19	24	30
Preventive actions	52,866	52,975	58,545
Public assists	49,230	58,145	58,250
Code enforcements	22,606	22,750	23,500

Objective: To ensure that all Ocean Rescue Officers are licensed as EMT's and participate in a comprehensive training program to maintain Delray's status as an "Advanced Lifesaving Agency" within the United States Lifesaving Association.

% staff certified as Emergency Medical Technicians (36 staff)	100%	100%	100%
Total lifeguard staff USLA training hours (36 staff)	4,544	5,900	6,100
Physical Training (Miles ran, swan & paddled)	5,728	5,975	6,275
Hours of Medical Training & Classroom Skills Review	1,900	1,975	2,075

Objective: To promote ocean safety, positive public relations and valued public service through educational programs such as, CPR classes, Ocean Awareness Presentations, the Junior Lifeguard Program and various special events.

Number of CPR classes	11	12	10
Number of CPR class participants	78	96	75
Ocean Awareness presentations	5	5	6
Ocean Awareness participants	90	110	120
Number of Junior Lifeguard programs	3	3	3
Number of Junior Lifeguard participants	127	130	140
Number of Special Events	6	4	4

Staffing Levels	16-17	17-18	18-19
Ocean Rescue Division Chief	1	1	1
Ocean Rescue Captain	0	1	1
Ocean Rescue Lieutenant	4	4	4
Ocean Rescue Lifeguards	10	13	13
Administrative Assistant	1	1	1
FTE	<u>8.65</u>	<u>6.60</u>	<u>5.84</u>
	24.65	26.6	25.84

Ocean Rescue & Beach Operations

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,305,262	\$1,326,709	\$1,639,475	\$1,685,759
Operating Expenses	142,386	130,203	164,184	155,596
Capital Outlay	0	0	0	0
Total Expenditures	\$1,447,648	\$1,456,911	\$1,803,659	\$1,841,355
Per Capita	\$22.91	\$22.77	\$27.41	\$27.66

2017-18 Accomplishments

- ◆ Annual beach attendance of 2,995,000 patrons.
- ◆ A total of 105 rescue response for persons in distress.
- ◆ Performed 52,975 preventative actions to warn or keep patrons from dangerous conditions.
- ◆ Assisted in the search efforts of 24 missing persons.
- ◆ Treated 4,950 minor medical aids, such as stings from sea pests, abrasions and cuts.
- ◆ Performed 22,750 acts of code enforcement.
- ◆ Performed 58,145 public assists.
- ◆ Conducted eleven (11) CPR classes for the public with seventy eight (78) students.
- ◆ Competed in numerous local lifesaving competitions.
- ◆ Hosted the annual Delray Beach Surf Festival.
- ◆ Hosted the annual Delray Beach Ocean Mile Swim.
- ◆ Hosted the James P. “Mac” McCarthy Memorial Junior Lifesaving Competition.
- ◆ Hosted the James P. “Mac” McCarthy Memorial Lifesaving Competition.
- ◆ Participated in the USLA National Lifesaving Competition in Daytona Beach.
- ◆ Eight (8) new lifeguard towers replaced the eight towers that were rotting and falling apart.
- ◆ Added one(1) new Captain and three (3) new full-time Lifeguards.
- ◆ Replaced trailer 7431; a 1974 trailer that was past its end of life.
- ◆ Major overhaul of D3 Surf Dorey (surf boat) which will extend its useful life.
- ◆ Replaced a PRC High Surf Rescue Sled.

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	2017 Actual	2018 Actual	2019 Projected
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Goal: Protect life and property in the community through timely and effective 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 6.0 minutes or less, from time of call received to arrival.

Emergency medical service responses	425	475	559
Fire suppression and related responses	217	195	215
EMS patient transports	566	595	641
Emergency incident response times (average in minutes)	5:25	5:22	5:24

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	6,502	6,600	7,472
Minimum daily staffing level	5	5	6

Staffing Levels	16-17	17-18	18-19
Fire Captain – Shift	3	4	4
Firefighter/Paramedic	13	13	13
Driver Engineer	3	3	3
Firefighter/EMT	3	2	2
Fire Captain Inspector (1)	<u>.5</u>	<u>.5</u>	<u>.5</u>
	22.5	22.5	22.5

(1) Shared with Fire Safety

Highland Beach

General Fund

	2016	2017	2018	2019
Revenues	Actual	Actual	Revised	Budget
Intergovernmental Contract: Highland Beach	\$3,222,155	\$3,713,572	\$3,890,168	\$4,223,795
Total Revenues	\$3,222,155	\$3,713,572	\$3,890,168	\$4,223,795

	2016	2017	2018	2019
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$3,188,329	\$3,231,338	\$3,123,376	\$3,319,467
Operating Expenses	84,038	86,814	159,348	168,294
Capital Outlay	15,418	0	5,500	0
Total Expenditures	\$3,287,785	\$3,318,152	\$3,288,224	\$3,487,761
Per Capita*	\$792.24	\$799.55	\$792.34	\$ 840.42

*Based on estimated Highland Beach population figures.

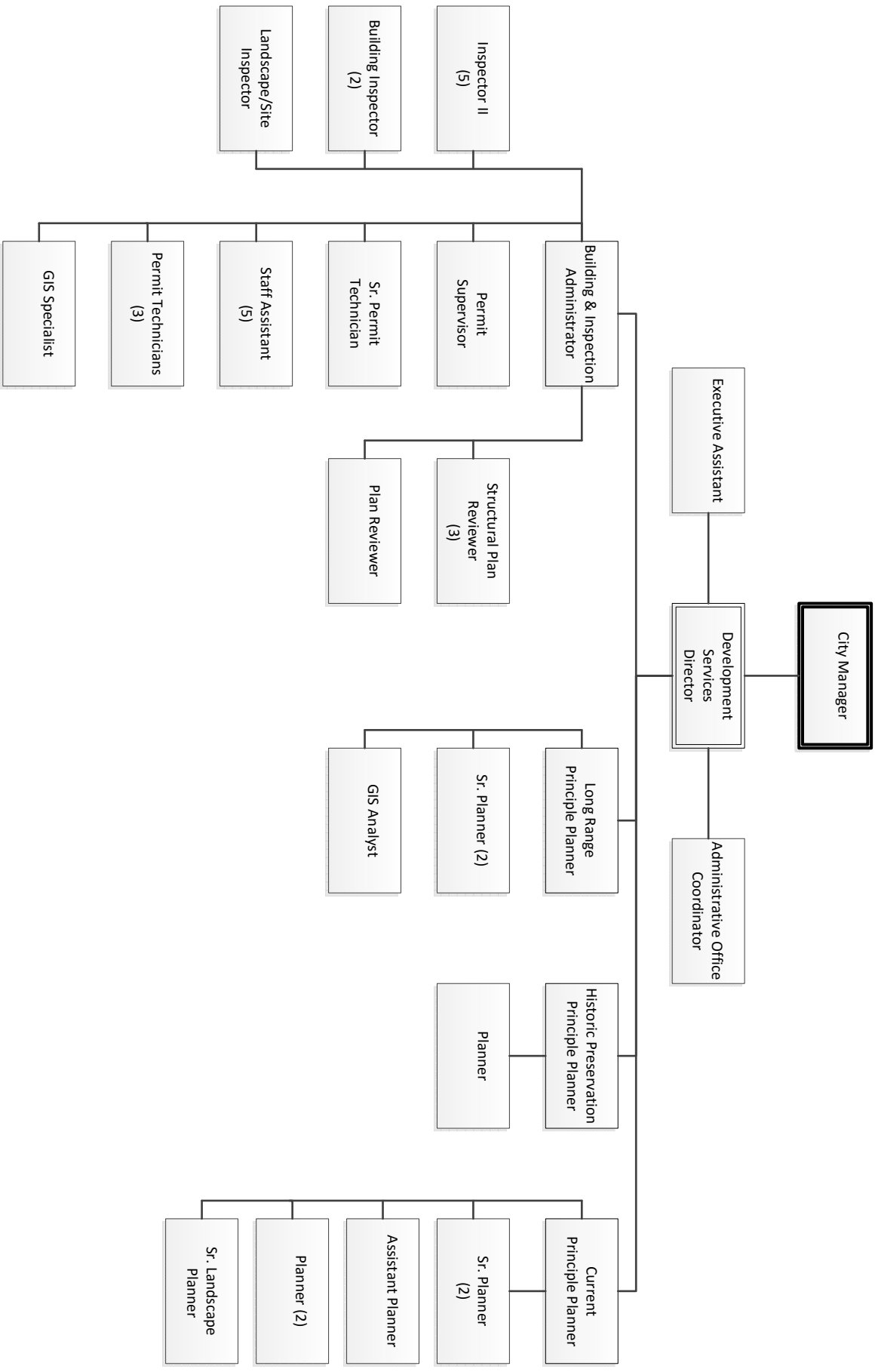
2017-18 Accomplishments

- ◆ Responded to 770 calls for emergency assistance. Of those calls, 475 were for emergency medical service and 195 for fires and other related calls.
- ◆ Conducted pre-incident plans of high-rise condominiums.
- ◆ Completed 4,002 hours of in-service training.
- ◆ Placed in-service a brand new Pierce Mfg. 75' aerial ladder truck that replaced the 1995 Sutphen 104' aerial ladder truck.
- ◆ Placed in-service a brand new custom rescue/ambulance that replaced the 2004 Medtech rescue.
- ◆ Replaced 5 sets of expired bunker gear.
- ◆ Replaced and updated fitness equipment that was no longer able to be repaired.

Development Services Department

Mission Statement

The Development Services Department balances social, economic, environmental, historic, architectural and community goals by guiding, regulating, permitting and inspecting the physical development of the City to preserve the unique characteristics of Delray Beach and maintain a community of lasting value for present and future residents.



Development Services Department

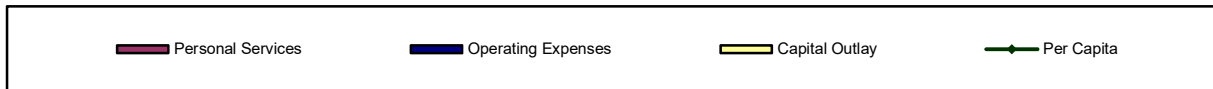
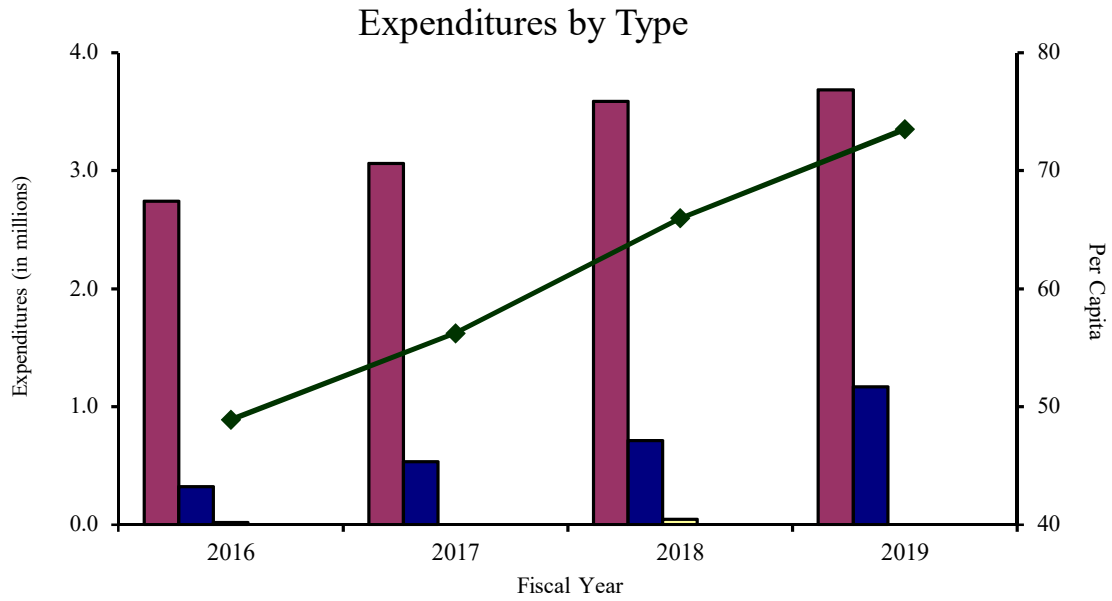
The Development Services Department consists of the Planning and Zoning and Building Inspection divisions.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Land Use Applications	393,945	342,847	324,050	292,600
Sale of Maps & Publications-Non Taxable	1,057	627	1,000	1,000
Taxable Items	190	368	1,200	1,200
Tenant Landlord Permits	630,075	647,625	650,000	680,000
CRA Reimbursement for Planning Services	110,000	123,444	294,060	294,060
Permits	5,437,180	8,507,965	6,432,986	6,752,000
Occupational License Fees	955,207	1,052,113	907,500	1,040,000
Miscellaneous	259,206	242,930	247,436	258,000
Fines & Forfeitures	40,250	42,350	50,000	55,000
Total Revenues	\$7,827,110	\$10,960,268	\$8,908,232	\$9,373,860

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$2,743,418	\$3,062,247	\$3,585,292	\$3,683,472
Operating Expenses	324,559	535,553	712,450	1,170,856
Capital Outlay	21,112	0	44,000	0
Grants	0	0	0	40,000
Total Expenditures	\$3,089,089	\$3,597,800	\$4,341,742	\$4,894,328
Per Capita	\$48.90	\$56.24	\$65.98	\$73.51

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Planning and Zoning	\$1,603,233	\$1,530,821	\$2,063,003	\$1,988,904
Building Inspection	\$1,485,856	\$2,066,979	\$2,278,739	\$2,905,424
Total Expenditures	\$3,089,089	\$3,597,800	\$4,341,742	\$4,894,328
% Covered by Department Revenues	253.38%	304.64%	205.18%	191.52%

Development Services Department



Staffing Levels by Division	16-17	17-18	18-19
Planning and Zoning	16	15	16
Building Inspection	24	25	24
Total Authorized Personnel	40	40	40

Program: Planning & Zoning

The Planning and Zoning Division provides professional expertise in land use, zoning and development, historic preservation, and long range planning issues; administers the Land Development Regulations (LDRs) and the land development application process; maintains and enforces the city's Comprehensive Plan and ensures compliance of the LDRs and development proposals; implements historic preservation codes, policies, and programs; monitors changing community trends; maintains all planning related maps (zoning, future land use, comprehensive plan maps); provides technical support to other city departments; and presents technical reports/development proposals and provides technical support to the city's advisory boards and the City Commission.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
Review building permits for compliance with approved site plan	1,053	1,027	1,200
<i>Percentage of building permits reviewed within 3 days or less of receipt</i>	--	78%	90%
Review Beach Overlay applications	18	7	10
<i>Percentage of Beach Overlay applications reviewed within 30-days or less</i>	--	90%	90%
Prepare zoning verification letters	93	102	100
<i>Percentage of zoning verification requests completed with 2 weeks</i>	--	90%	90%
Process landscape permits/inspections	159/1,401	110/284	150/300
<i>Percentage of LA permits reviewed within 3 days or less of receipt</i>	--	90%	90%
<i>Percentage of LA inspections performed within 2 days or less of request</i>	--	90%	90%
Process sign permits/inspections	200/158	195/121	200/150
<i>Percentage of sign permits reviewed within 3 days or less of receipt</i>	--	90%	90%
<i>Percentage of sign inspections performed within 1 day or less of request</i>	--	90%	90%
Email inquiries/Phone calls/Walk-in customers	13,100	12,000	10,000
Technical reports: SPRAB, HPB, BOA, PZB, and CC	226	161	175
Board Support: PZB, SPRAB, HPB, PGMS, CRA, CC, WARC, DDA	140	128	140
Representation at organizations: TPA, IPARC	9	8	10

Staffing Levels	16-17	17-18	18-19
Planning Director	1	1	1
Asst. Planning Director	1	0	0
Principal Planner	2	3	3
Senior Planner	4	4	4
Senior Historic Preservation Planner	1	0	0
Senior Landscape Planner	1	1	1
Planner	1	2	3
GIS Specialist	1	0	0
Administrative Assistant	1	0	0
Executive Assistant	1	1	1
Assistant Planner	2	2	1
Administrative Office Coordinator	0	1	1
Transportation Planner	0	0	1
FTE	<u>2.86</u>	<u>2.95</u>	<u>3.19</u>
	18.86	17.95	19.19

Site Plan Review and Appearance Board (SPRAB), Board of Adjustment (BOA), Planning and Zoning Board (PZB), Historic Preservation Board (HPB), Pineapple Grove Main Street (PGMS), Community Redevelopment Agency (CRA), City Commission (CC), Downtown Development Authority (DDA), Transportation Planning Agency (TPA), and Intergovernmental Plan Amendment Review Committee (IPARC).

Planning and Zoning

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Land Use Applications	\$393,945	\$342,847	\$324,050	\$292,600
Sale of Maps & Publications-Non Taxable	1,057	627	1,000	1,000
Taxable Items	190	368	1,200	1,200
Tenant Landlord Permits	630,075	647,625	650,000	680,000
CRA Reimbursement for Planning Services	110,000	123,444	294,060	294,060
Total Revenues	\$1,135,267	\$1,114,911	\$1,270,310	\$1,268,860

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,377,016	\$1,177,406	\$1,554,158	\$1,407,156
Operating Expenses	205,105	353,414	508,845	541,748
Capital Outlay	21,112	0	0	0
Grants	0	0	0	40,000
Total Expenditures	\$1,603,233	\$1,530,821	\$2,063,003	\$1,988,904
Per Capita	\$25.38	\$23.93	\$31.35	\$29.87

2017-18 Accomplishment:

- ◆ Significant work on the update to the city's comprehensive plan, Always Delray, including five steering committee meetings and presentation of three elements to Planning and Zoning Board.
- ◆ Secured a matching grant for the Tri-Coastal Link Station Area Master Plan and hosted a charrette with the Treasure Coast Regional Planning Council to create the plan; scheduled for adoption first quarter of FY 2018-2019.
- ◆ Old School Square Historic District was added to the National Register of Historic Places.
- ◆ Clint Moore House (1420 N. Swinton Avenue) was added to the Local Register of Historic Places.
- ◆ Conducted the 3-Year Evaluation of the Central Business District (CBD) form-based code and obtained input at 16 advisory board meetings; adopted the proposed changes.
- ◆ Amended the Land Development Regulations with the following ordinances:
 - ◆ In Lieu of Parking exception in the West Atlantic Neighborhood Sub-District and
 - ◆ Railroad Corridor Sub-District of the CBD.
 - ◆ Updated building height measurement for properties in Zone V.
 - ◆ Repealed CRA Board to reflect new structure.
 - ◆ Historic Preservation - Affirmative Maintenance, Demolition by Neglect, Economic Hardship, and Tax Exemption Proceedings.

Planning and Zoning

2017-18 Accomplishments Con't

- ◆ Amended the Code of Ordinances to address Boarding Certificate and Proceedings.
- ◆ Submitted applications for 3 Historic Preservation grants to the State of Florida.

Program: Building Inspection

The Building Inspection Division is responsible for commercial and residential 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 and calculate permit fees. Building Division Coordinates with City Departments to ensure Emergency Preparedness is seamless. 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 Board of Adjustment and Site Plan Review and Appearance Board.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
Number of same-day permits/turnaround time	2,102/0.5hr	2,386/0.5hr	2,500/0.5hr
<i>Percentage of initial permits which intake process is completed within thirty (30) minutes – the time it takes to see a Permit Technician upon arrival to the Building Division</i>	85%	85%	85%
Number of Building Inspections Performed same-day	25,301	21,808	20,000
<i>Percentage of customers who waited less than ten (10) minutes to see a Plan Reviewer</i>	90%	90%	90%
Number of inspections scheduled via the IVR & website	5,230	10,695	10,000
<i>The average time a customer waits to have a revision routed and reviewed – residential (10 business days) and commercial (15 business days)</i>	96%	90%	90%
Number of plan inquiries through website	27,703	46,074	40,000
<i>Percentage of customers who waited more than two (2) business days to receive final processing of a revision</i>	10%	10%	10%
<i>Percentage of customers who received final processing within five (5) business days on approved permit applications (less revisions)</i>	70%	80%	90%
<i>Percentage of customers who received a CO within five (5) business days from the last approved final inspection</i>	85%	85%	90%

Staffing Levels	16-17	17-18	18-19
Building and Inspection Administrator/Chief Building Official	1	1	1
Plan Reviewer	1	1	1
Structural Plan Reviewer	3	3	3
Building Inspector	3	3	2
Building Inspector II	0	0	1
Plumbing Inspector	2	1	0
Electrical Inspector II	2	1	1
Mechanical Inspector II	1	1	1
Landscape Inspector	1	1	1
Sr. Permit Clerk/Technician	1	1	1
Permit Clerk/Technician	3	3	3
Staff Assistant II	4	5	5
Permit Supervisor	1	1	1
Administrative Assistant	1	1	1
Multi-Certified Inspector	0	1	1
GIS Specialist	0	1	1
Fire and Life Safety Plan Reviewer (<i>shared with Fire Safety</i>)	<u>0.4</u>	<u>0.4</u>	<u>0.4</u>
	24.40	25.40	24.40

Building Inspection

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Permits	\$5,437,180	\$8,507,965	\$6,432,986	\$6,752,000
Occupational License Fees	955,207	1,052,113	907,500	1,040,000
Miscellaneous	259,206	242,930	247,436	258,000
Fines & Forfeitures	40,250	42,350	50,000	55,000
Total Revenues	\$6,691,843	\$9,845,358	\$7,637,922	\$8,105,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,366,402	\$1,884,840	\$2,031,134	\$2,276,316
Operating Expenses	119,454	182,139	203,605	629,108
Capital Outlay	0	0	44,000	0
Total Expenditures	\$1,485,856	\$2,066,979	\$2,278,739	\$2,905,424
Per Capita	\$23.52	\$32.31	\$34.63	\$43.64

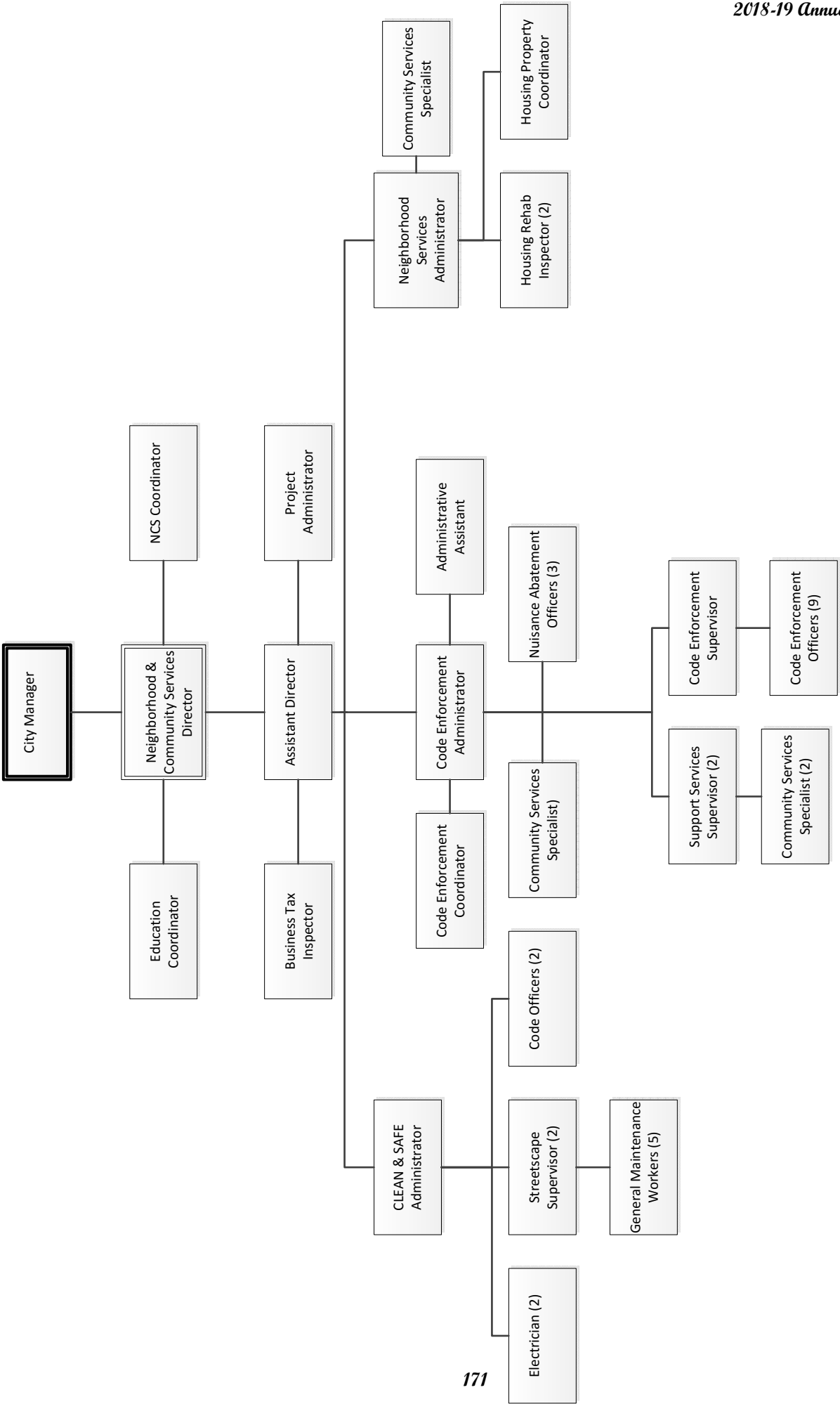
2017-18 Accomplishments

- ◆ The building inspection team completed 33,017 same day/next day inspections.
- ◆ Permitted building construction value reached a record high of \$864,218,555 for the fiscal year.
- ◆ By educating customers to the efficiency of the Development Services "plan review status" webpage, 46,074 inquiries were remotely viewed.

Neighborhood and Community Services Department

Mission Statement

The Neighborhood and Community Services Department is committed to providing our customers with efficient and timely services in a supportive environment. We continue to explore ways to streamline our services utilizing available technology, efficient procedures and processes, self-directed teams and many other resources that allow us to maintain our competitive edge.



Neighborhood and Community Services Department

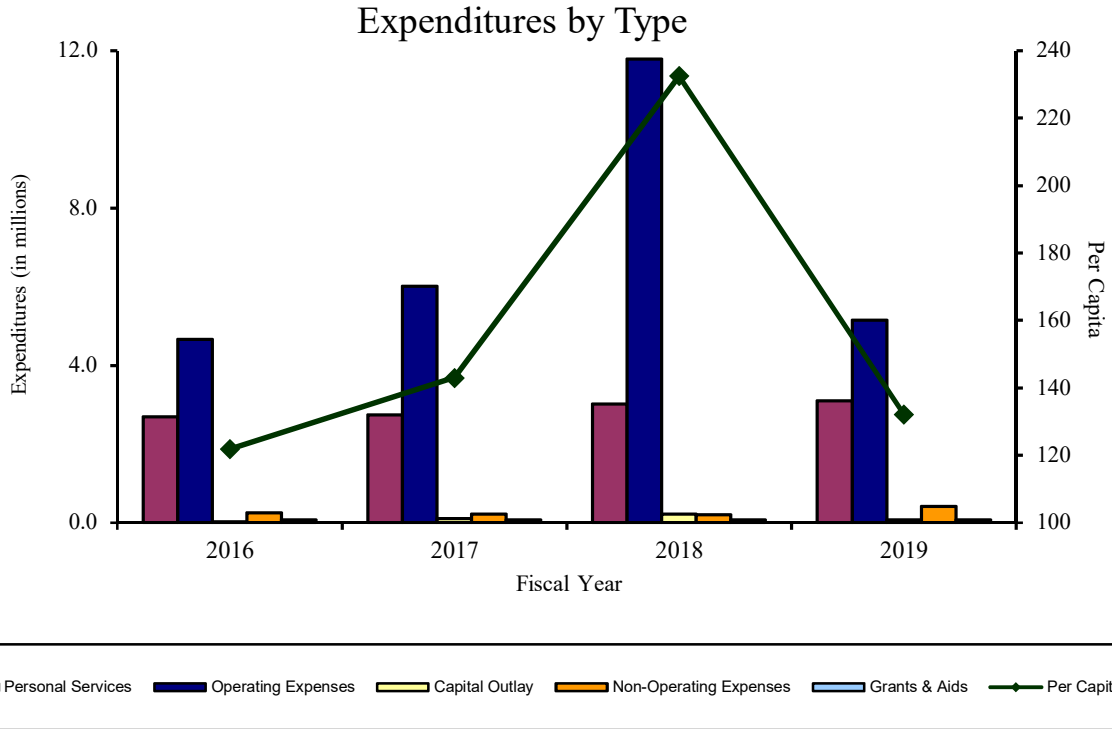
The Neighborhood and Community Services Department consists of the Administration, Clean & Safe, Code Enforcement, Neighborhood Services and Sanitation divisions.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Occupational License Fees	955,207	1,052,113	907,500	1,040,000
Nuisance Abatement	29,423	-29,102	12,000	17,000
Nuisance Abatement Administrative Fee	5,734	1,995	6,000	6,500
Code Enforcement Fines	144,647	77,808	100,000	125,000
Business License Penalties	20,214	18,755	21,000	25,000
Neighborhood Services Fund	1,330,824	1,015,501	3,932,525	950,495
Sanitation Fund	4,410,850	4,448,327	8,427,856	4,669,729
Total Revenues	\$6,896,899	\$6,585,396	\$13,406,881	\$6,833,724

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$2,688,585	\$2,736,957	\$3,020,598	\$3,098,628
Operating Expenses	4,657,182	6,018,317	11,787,744	5,142,988
Capital Outlay	22,692	104,609	222,218	68,000
Grants and Aids	68,000	68,133	73,747	69,164
Non-Operating Expenses	257,504	215,684	194,937	418,960
Total Expenditures	\$7,693,964	\$9,143,699	\$15,299,244	\$8,797,740
Per Capita	\$121.79	\$142.93	\$232.50	\$132.14

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$558,253	\$457,103	\$661,723	\$722,388
Clean & Safe	\$497,618	\$563,111	\$849,425	\$902,690
Code Enforcement	1,426,700	1,318,546	1,427,715	1,552,438
Neighborhood Services Fund	1,225,960	1,391,792	3,932,525	950,495
Sanitation Fund	3,985,434	5,413,148	8,427,856	4,669,729
Total Expenditures	\$7,693,964	\$9,143,699	\$15,299,244	\$8,797,740
% Covered by Department Revenues	89.64%	72.02%	87.63%	77.68%

Neighborhood and Community Services Department



Staffing Levels by Division	16-17	17-18	18-19
Administration	4	4	4
Clean & Safe	9	10	10
Code Enforcement	18	19	19
<i>Subtotal - General Fund</i>	31	33	33
Neighborhood Services Fund	6	6	6
Sanitation (Sanitation Fund)	4	3	3
<i>Subtotal - All Other Funds</i>	10	9	9
Total Authorized Personnel	41	42	42

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 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	2017 Actual	2018 Actual	2019 Projected
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Goal: To enhance the Community Improvement staff's knowledge through Professional Development to increase the level of service provided to the residents of Delray Beach.

Objective: Educate staff on regulatory laws such as State Statutes, Ordinances, LDR's and Federal guidelines while developing strategies for succession planning.

Monthly (12) Professional Development Trainings	25%	90%	100%
Cross training of at least (1) Employee per year	100%	100%	100%
Quarterly (4) Supervisor Trainings	100%	50%	100%

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

Objective: To develop public relations and facilitate citizen involvement.

Staff to present on various topics at (12) HOA Meetings	50%	65%	100%
Coordinate or assist with providing (6) educational workshops	66%	100%	100%
Update social media and/or website weekly (52)	100%	60%	100%
Design and distribute annual newsletter (1), monthly report (12) and Community Improvement subject related brochures (minimum 2 per year)	80%	100%	100%

Goal: To provide quality education and learning opportunities for Delray Beach Citizens

Objective: To sustain programs and initiatives that supports the Campaign for Grade Level Reading which impacts 2,800 at risk children from K to 3rd Grade.

Coordinate 4 programs to increase 3 rd grade reading scores	75%	125%	100%
Facilitate 7 awareness programs/community conversations for the Campaign for Grade Level Reading	43%	43%	100%
Place books in weekend food packets for homeless children	n/a	n/a	50%

Objective: To design and coordinate programs to support 500+ individuals from Middle, High School and beyond to improve economic independence.

Support 4 mentoring programs for middle and high school students	N/A	25%	100%
Provide 6 leadership/internship opportunities for high school students and beyond	N/A	50%	100%
Initiate and partner in 5 grant application submittals and other funding resources for programs in line with our education goals	60%	80%	100%

Staffing Levels	16-17	17-18	18-19
Director	1	1	1
Assistant Director	1	1	1
Community Improvement Coordinator	1	1	1
Education Coordinator	$\frac{1}{4}$	$\frac{1}{4}$	$\frac{1}{4}$
	4	4	4

Community Improvement Administration

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$456,246	\$418,682	\$571,493	\$530,849
Operating Expenses	102,007	38,421	90,230	123,539
Capital Outlay	0	0	0	68,000
Total Expenditures	\$558,253	\$457,103	\$661,723	\$722,388
Per Capita	\$8.84	\$7.15	\$10.06	\$10.85

2017-18 Accomplishments

- ◆ Aided in writing the final draft of the Education Element of the City’s Comprehensive Plan, which was approved by the Education Board
- ◆ Researched and helped write the Education Board’s Education Master Plan, which received endorsement by the City Commission to move forward to the School District for consideration.
- ◆ Raised enough funding to support the No Homeless Hungry Child in Delray Beach to receive a weekend food packet for school year 2018/19 (approximately 150 children at our 9 public schools)

Program: Clean and Safe

Our Clean and Safe Division is made up of four teams: Code Enforcement Officers, General Maintenance Workers, Sanitation Officers and Electricians. Together, these teams are responsible for the beautification, maintenance and assurance of local businesses compliance with local, state and federal laws. This Division is managed by the Downtown Manager. The Clean & Safe Administrator is responsible for overseeing planning, management and resource allocation related to nightlife and downtown management.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To enhance the cleanliness, maintenance and landscape beautification of the Clean & Safe District.

Objective: To ensure all public and private areas within the downtown are clean, safe, and inviting.

Conduct daily litter abatement (365) of the C&S District (2.25 miles)	90%	95%	95%
Bi-Annual (2) pressure washing of the entire C&S District (4.5 miles of sidewalk)	100%	100%	200%
Monthly (12) landscape maintenance of 186 plant beds along East Atlantic Ave	95%	95%	95%
Graffiti inspections/removal within 24 hours of notice in the C&S District	90%	95%	95%
Replacement of dysfunctional lighting within 24 hours of Notice	100%	100%	100%

Objective: To ensure that all businesses and residents within the Clean & Safe District are in compliance with the ordinances of Delray Beach.

Conduct Annual BTR Inspections of 200+ Businesses in C&S District	85%	90%	95%
Conduct Annual Rental Housing Inspections of 385 Rental Units in the C&S District	50%	60%	60%
Weekly Sidewalk Inspections of the 70+ Restaurants with Sidewalk Cafés	70%	90%	95%
Conduct an annual Landscape and exterior inspections of 800+ properties in the C&S District	85%	90%	95%

Goal: To ensure maintenance task for the Clean and Safe area are performed by other departments and oversight of all maintenance contracts in the Clean & Safe Districts is sustained.

Objective: To develop and maintain working relationships with internal and external organizations that performs work within the Clean & Safe District.

Street Sweeping of 4.5miles in the C&S District (5 Days a week)	95%	90%	90%
Monthly Meetings with West Atlantic Landscape Contractor	80%	100%	100%
Ensure City is restored to natural conditions within 24hrs of Special Events	100%	90%	95%
Monthly attendance @ Team Delray Meetings	90%	100%	100%

Staffing Levels	16-17	17-18	18-19
Clean & Safe Administrator	1	1	1
Clean & Safe Supervisor	1	2	2
Electrician	2	2	2
Code Enforcement Officer	2	2	2
General Maintenance Worker I	<u>3</u>	<u>3</u>	<u>3</u>
	9	10	10

Clean & Safe

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$368,671	\$483,437	\$594,246	\$612,248
Operating Expenses	118,947	79,674	245,179	290,442
Capital Outlay	10,000	0	10,000	0
Total Expenditures	\$497,618	\$563,111	\$849,425	\$902,690
Per Capita	\$7.88	\$8.80	\$12.91	\$13.56

2017-18 Accomplishments

- ◆ Improved communication among other departments/stakeholders. Clean & Safe worked more closely with departments that oversee areas within the district such as Parks, Public Works, Streets, Planning & Zoning and Police. Clean & Safe also regularly attends meetings for construction projects, DDA, CRA, The Set Branding Committee, SETAC, TAC and more to improve communication and networking.

- ◆ Landscape enhancements in Libby Wesley Park, Worthing Park, Pineapple Grove, Robert Federspiel parking garage, and the Railroad Parking Lot.

- ◆ Acquirement of special services such as monthly rodent prevention services and bi-annual pressure cleaning of the sidewalks and rights-of-way.

- ◆ Enforcement of prohibited signs.

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, informational brochures, notices to appear, and other creative methods. This division provides technical assistance to the Code Enforcement Board and serves as contract administrator to the City’s solid waste collection contractor for compliance with performance pursuant to approved contract.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To create an attractive and safe living environment through a 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.

Address code violations w/in 24 hours of notice	98%	100%	100%
Voluntary compliance w/in 30 days of notice	85%	95%	100%
Notice of Code Board hearing within 60 days	90%	100%	100%
Scheduling of Code Board within 90 Days	95%	100%	100%
Cases brought into compliance prior to Code Board	95%	95%	100%
Cases presented before Code Board within 120 Days	85%	100%	100%

Objective: To provide educational materials, training seminars and workshops for residents, board members, and staff.

Quarterly (4) Code Officer Trainings	90%	100%	100%
Semi Annual (2) Code Board Workshops	100%	100%	100%
Quarterly (4) Intra-departmental Trainings	90%	100%	100%
Annual (1) Emergency Management Training	95%	100%	100%

Staffing Levels	16-17	17-18	18-19
Code Enforcement Administrator	1	1	1
Code Enforcement Supervisor	1	1	1
Code Enforcement Officer	10	9	9
Business License Inspector	0	1	1
C.I. Support Services Supervisor	1	1	1
Administrative Assistant	1	1	1
Alarm Specialist	1	1	0
Code Board Specialist	1	1	1
Business Tax Receipt Specialist	1	1	0
Staff Assistant II	2	2	0
Community Improvement Specialist	0	0	4
Rehab Specialist	.3	0	0
FTE	<u>1.46</u>	<u>1.46</u>	<u>1.74</u>
	<u>20.76</u>	<u>20.46</u>	<u>20.74</u>

Code Enforcement

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Nuisance Abatement	\$29,423	-\$29,102	\$12,000	\$17,000
Nuisance Abatement Administrative Fee	5,734	1,995	6,000	6,500
Code Enforcement Fines	144,647	77,808	100,000	125,000
No Building Permit Penalties	33,465	47,192	50,000	52,000
Business License Penalties	20,214	18,755	21,000	25,000
Total Revenues	\$233,482	\$116,647	\$189,000	\$225,500

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,241,766	\$1,141,874	\$1,242,194	\$1,308,842
Operating Expenses	172,241	156,737	185,521	243,596
Capital Outlay	12,693	19,934	0	0
Total Expenditures	\$1,426,700	\$1,318,546	\$1,427,715	\$1,552,438
Per Capita	\$22.58	\$20.61	\$21.70	\$23.32

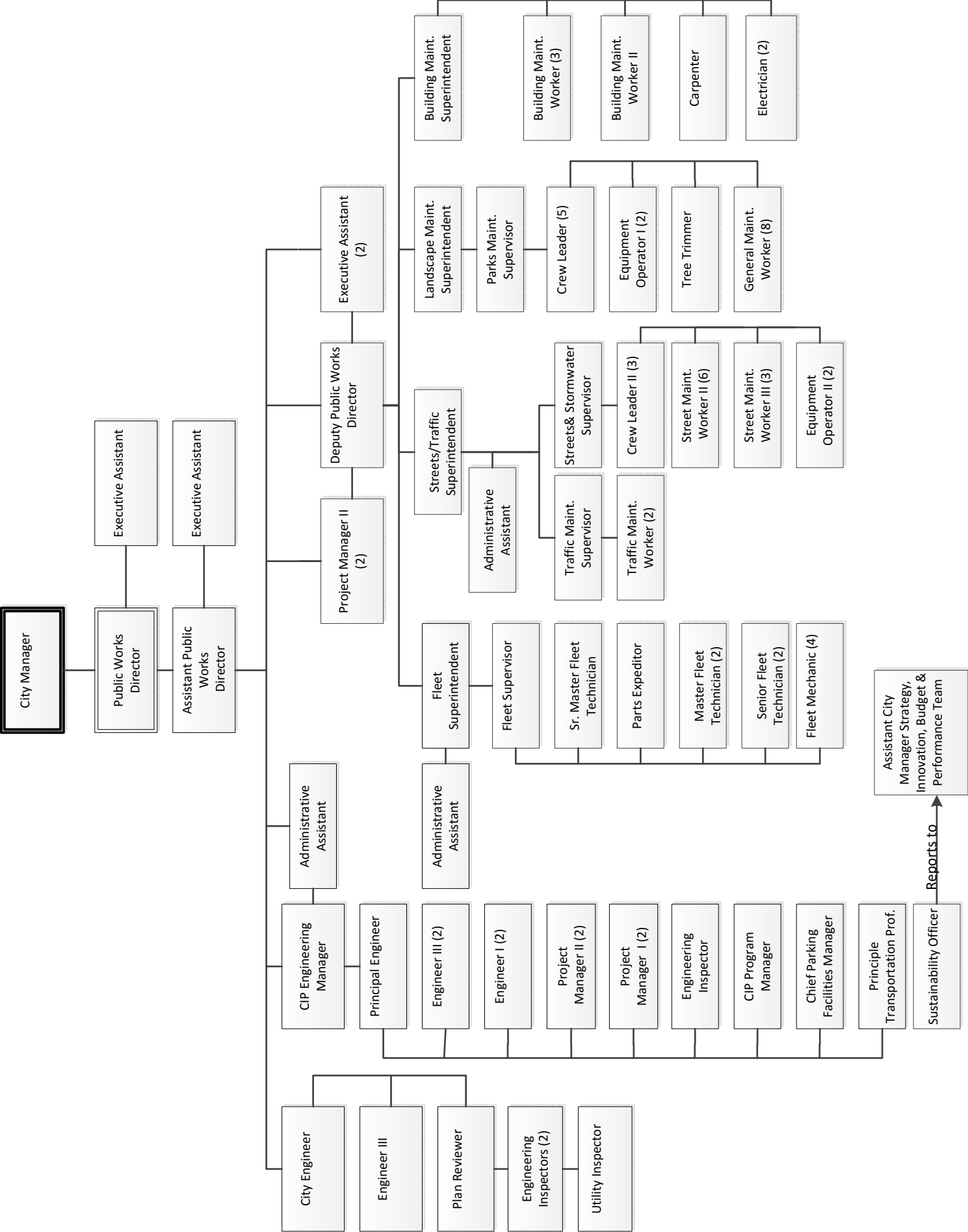
2017-18 Accomplishments

- ◆ Code Enforcement focused on the maintenance of the business corridor on Federal Highway Landscaping.
- ◆ The Clean City Initiative has allowed Code Enforcement to improve residential communities, reducing complaints and building relationships.
- ◆ Code Enforcement implemented a Strategic Task Force Team in Rainberry Woods. The team has worked diligently with the Homeowners Association and residents to enhance the overall appearance of the development.
- ◆ Staff continues to monitor community residence and transient housing uses.

Public Works

Mission Statement

Public Works will ensure the quality, safety and reliability of City Wide infrastructure systems. Public Works will oversee the maintenance of a safe and aesthetically pleasing environment for residents, visitors and employees through the top quality maintenance of vehicular and pedestrian thoroughfares, parking facilities, municipal buildings and other infrastructure.



Public Works Department

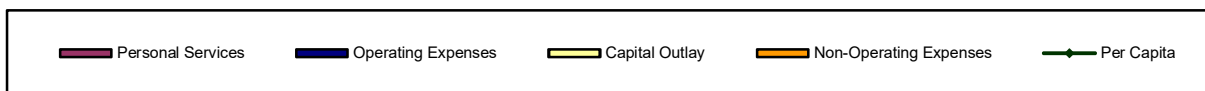
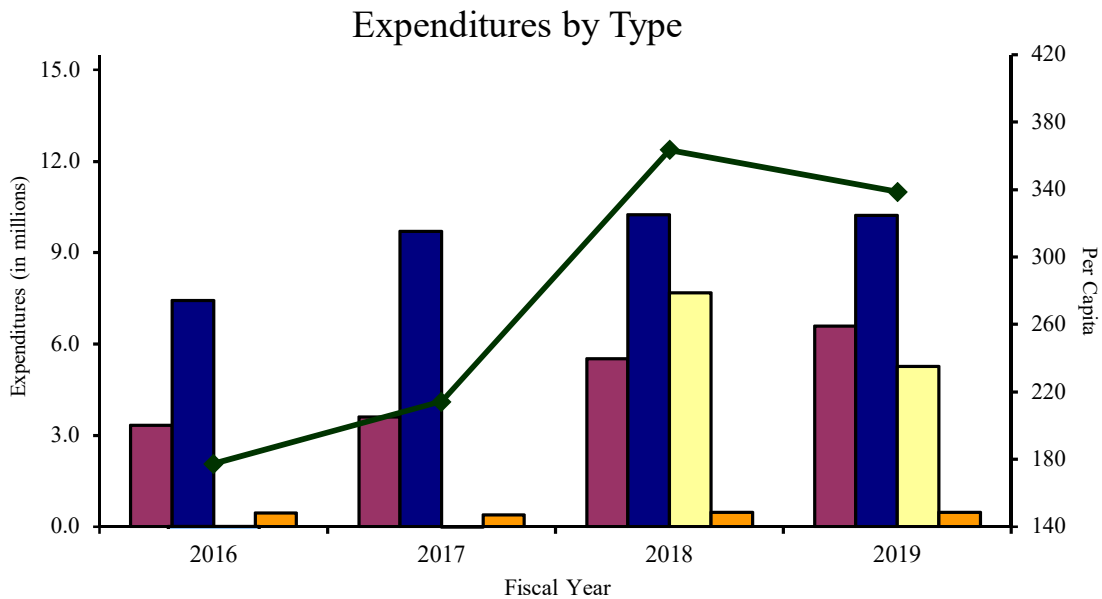
The Public Works Department consists of the following programs: Administration, Street Maintenance, Traffic Operations, Street Lighting, Parking Facilities, Building Maintenance, City Garage, Engineering, Programs and Project Management.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Parking Fees	\$1,765,944	\$1,436,770	\$1,731,862	\$2,633,984
Parking Decals	92,905	123,255	130,000	130,000
Project Inspection Fees	21,540	26,378	18,432	18,000
Stormwater Fees	2,097,401	2,157,787	2,100,000	2,107,500
City Garage Fund	5,332,559	5,036,442	8,950,145	6,343,151
Total Revenues	\$9,310,349	\$8,780,631	\$12,930,439	\$11,232,635

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$3,321,836	\$3,613,625	\$5,508,444	\$6,594,614
Operating Expenses	7,439,199	9,705,435	10,243,826	10,229,494
Capital Outlay	0	-5,414	7,691,605	5,257,440
Non-Operating Expenses	444,605	388,568	471,978	470,941
Total Expenditures	\$11,205,639	\$13,702,213	\$23,915,853	\$22,552,489
Per Capita	\$177.37	\$214.19	\$363.44	\$338.73

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Engineering	\$610,106	\$1,071,215	\$1,589,799	\$1,730,838
Programs	0	0	646,818	597,693
Project Management	0	0	498,368	488,408
Administration	128,442	166,854	625,300	666,684
Street Maintenance	703,119	665,995	1,211,226	1,250,440
Traffic Operations	355,322	372,766	486,086	532,057
Street Lighting	677,013	768,255	819,113	781,915
Right of Way Landscaping	0	0	0	1,475,028
Parking Facilities	1,122,833	1,266,098	1,930,875	1,765,615
Building Maintenance	1,135,923	2,236,981	3,210,162	2,590,483
Stormwater Utility Fund	1,982,093	2,246,841	3,947,961	4,330,177
City Garage Fund	4,490,789	4,907,208	8,950,145	6,343,151
Total Expenditures	\$11,205,639	\$13,702,213	\$23,915,853	\$22,552,489
% Covered by Department Revenues	83.09%	64.08%	54.07%	49.81%

Public Works Department



Staffing Levels by Division	16-17	17-18	18-19
Engineering	7	10	10
Programs		4	3
Project Management		5	5
Administration	2.33	6	6
Street Maintenance	10	12	12
Right of Way Landscaping			19
Traffic Operations	5	5	5
Parking Facilities	2	1	1
Building Maintenance	7	8	8
<i>Subtotal - General Fund</i>	33.33	51	69
Stormwater Administration	1.33	1	1
Stormwater Maintenance	8	6	6
<i>Subtotal -Stormwater Fund</i>	9.33	7	7
Fleet Maintenance (City Garage Fund)	13	13	13
<i>Subtotal - All Other Funds</i>	22.33	20	20
Total Authorized Personnel	55.66	71	89

Program: Engineering

Engineering is responsible for the engineering support for public facilities and infrastructure as well as project management of capital projects. Technical staff reviews detailed construction documents developed for the City by consultants.

Performance Measures	2017 Actual	2018 Actual	2019 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: Provide engineering and project management services within established budgets and timeframes.

Management of projects initiated in fiscal year on schedule	65%	85%	95%
Percent of total fiscal year capital projects where design is completed within 30 days of schedule	95%	80%	95%
Percent of projects where design and construction is completed within budget	95%	80%	90%

Objective: Optimize levels of customer service provided.

Respond to customer inquiries not exceeding 2 business days	70%	80%	100%
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Staffing Levels	16-17	17-18	18-19
City Engineer	1	1	1
Principal Engineer	0	1	1
Construction Manager	1	0	0
Administrative Assistant	1	0	0
Principal Transportation Professional	1	0	0
Engineering Inspector	2	2	2
Engineer I	0	1	1
Engineer III	0	3	3
Plan Reviewer	0	1	1
Utility Inspector	0	1	1
Project Manager	<u>1</u>	<u>0</u>	<u>0</u>
	7	10	10

Engineering

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Project Inspection Fees	\$21,540	\$26,378	\$18,432	\$18,000
Total Revenues	\$21,540	\$26,378	\$18,432	\$18,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$543,437	\$692,477	\$1,009,274	\$1,029,600
Operating Expenses	66,669	378,738	580,525	686,238
Capital Outlay	0	0	0	15,000
Total Expenditures	\$610,106	\$1,071,215	\$1,589,799	\$1,730,838
Per Capita	\$9.66	\$16.75	\$24.16	\$26.00

2017-18 Accomplishments

- ◆ Beach Master Plan Phase 1
- ◆ Atlantic Dunes Pavilion
- ◆ City Lifeguard Towers
- ◆ Veterans Park Seawall and Dock Repairs
- ◆ 100 Ft. Christmas Tree – foundation, relocation and assembly of new tree
- ◆ City Hall HVAC and Chiller
- ◆ Old School Square Renovations and HVAC design
- ◆ Approved 900 Building Permits
- ◆ Completed TAC Review Projects

Program: Programs

Program management is responsible for the planning and implementation of policies and programmatic efforts to increase efficiency and quality of life including but not limited to transportation and mobility, bicycle pedestrian, stormwater and beach management, sustainability and resilience, and the capital improvements program.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To ensure programs, policies, and infrastructure systems provide the most cost effective service to the residents of the City.

Objective: Provide engineering and project management services within established budgets and timeframes.

Management of programs on schedule	N/A	85%	95%
Percent of total fiscal year capital projects where design is completed within 30 days of schedule	N/A	60%	95%
Percent of projects where design and constructions is completed within budget	N/A	50%	95%

Objective: Optimize levels of customer service provided.

Respond to customer inquiries not exceeding 2 business days	N/A	75%	100%
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Staffing Levels	16-17	17-18	18-19
Principal Transportation Professional	0	1	1
Capital Improvements Program Manager	0	1	1
Bicycle Pedestrian Coordinator	0	1	0
Emergency Management Specialist	0	1	0
Sustainability Officer	<u>0</u>	<u>1</u>	<u>1</u>
	0	5	3

Programs

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$0	\$0	\$396,288	\$394,347
Operating Expenses	0	0	241,885	203,346
Capital Outlay	0	0	8,645	0
Total Expenditures	\$0	\$0	\$646,818	\$597,693
Per Capita	\$0.00	\$0.00	\$9.83	\$8.98

2017-18 Accomplishments

- ◆ Beach Master Plan Phase 1
- ◆ Atlantic Dunes Pavilion
- ◆ City Lifeguard Towers
- ◆ Veterans Park Seawall and Dock Repairs
- ◆ 100 Ft. Christmas Tree – foundation, relocation and assembly of new tree
- ◆ City Hall HVAC and Chiller
- ◆ Old School Square Renovations and HVAC design
- ◆ Approved 900 Building Permits
- ◆ Completed TAC Review Projects

Program: Project Management

Project management is responsible for the project management services for public facilities and infrastructure as well as capital projects. Project management staff coordinates the projects from the development of the concept to beginning operations at construction close out. Project management review plans, specifications, and detailed construction documents developed for the City by consultants.

Performance Measures	2017 Actual	2018 Actual	2019 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: Provide project management services within established budgets and timeframes.

Management of projects initiated in fiscal year on schedule	N/A	95%	100%
Percent of total fiscal year capital projects where design is completed within 30 days of schedule	N/A	86%	95%
Percent of projects where design and construction is completed within budget	N/A	93%	95%

Objective: Optimize levels of customer service provided.

Respond to customer inquiries not exceeding 2 business days	N/A	90%	100%
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Staffing Levels	16-17	17-18	18-19
CIP Engineering Manager	0	1	1
Engineering Inspector	0	1	1
Project Manager II	<u>0</u>	<u>3</u>	<u>3</u>
	0	5	5

Project Management

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$0	\$0	\$470,393	\$463,344
Operating Expenses	0	0	19,330	25,064
Capital Outlay	0	0	8,645	0
Total Expenditures	\$0	\$0	\$498,368	\$488,408
Per Capita	\$0.00	\$0.00	\$7.57	\$7.34

2017-18 Accomplishments

- ◆ Reclaimed Area 12B, Force Main, Stormwater Construction
- ◆ Drainage Swales Construction
- ◆ SW 2nd Street Beautification – Phase II
- ◆ Old School Square Renovations
- ◆ City Hall and Community Center Renovations
- ◆ Fire Station 1 Pre-emptive Emergency Signal
- ◆ Visitor’s Center Renovation

Program: Public Works Administration

Public Works Administration is responsible for overall management and direction of the activities of Program and Project Management and Public Works. Primary functions include interdivisional coordination and direction, administration of Personnel Policies and Procedures, development and implementation of 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	2017 Actual	2018 Actual	2019 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	90%	60%	100%
Divisional performance measures met or exceeded	80%	95%	98%

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

Employee attendance at ICS training sessions (mandatory)	10	20	20
Employee evaluations processed within 2 weeks of anniversary	79%	50%	100%
Grievances/conflicts resolved at the department level	90%	100%	100%

Objective: Optimize customer service levels and provide consumer information and education opportunities.

Response to customer inquiries not exceeding 5 working days	95%	95%	100%
Interactive citizen forums	7	7	12

Staffing Levels	16-17	17-18	18-19
Deputy Director of Public Works	1	1	1
Assistant Public Works Director	0	1	1
Public Works Director	0	1	1
Administrative Assistant	0	1	1
Executive Assistant	<u>.33</u>	<u>2</u>	<u>2</u>
	1.33	6	6

Public Works Administration

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$100,208	\$135,990	\$540,840	\$609,908
Operating Expenses	28,234	30,865	53,960	56,776
Capital Outlay	0	0	30,500	0
Total Expenditures	\$128,442	\$166,854	\$625,300	\$666,684
Per Capita	\$2.03	\$2.61	\$9.50	\$10.01

2017-18 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 (i.e. Christmas tree and tennis tournaments), including scheduling of vendors for tree moving and construction.
- ◆ Used Govdeals.com and internet auction sales for disposal of surplus assets on a monthly basis resulting in reduced storage volume requirements for surplus asset storage.
- ◆ Reorganized staff resulting from the separation of Environmental Services into Public Works and Utilities.
- ◆ Relocated Right-of-Way staff with the Public Works Maintenance team.
- ◆ Initiated a comprehensive study all City facilities to assess conditions and develop a maintenance program.
- ◆ Initiated Standard Operating Procedures for each division under the Public Works Department.
- ◆ Initiated work order system for Facilities Maintenance.

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	2017 Actual	2018 Actual	2019 Projected
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Goal: To ensure all paved streets, sidewalks, and curbs within the City are properly maintained so they provide a structurally sound and safe means for public travel.

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

Number of days patch truck operation provides street inspections and repair.	225	200	200
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	95%	100%	100%
Non-emergency sidewalk repairs within 10 business days	80%	95%	95%
Repair approximately 7,500 linear feet of sidewalk and curbs annually.	1,200	1,913	5,000
Road cuts/repairs for Utilities within 2 business days.	98%	100%	100%
Square feet of asphalt repaired	23,000	13,800	33,000

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	31	22	31
Ensure street closure announcements are provided to Public Information office at least 2 weeks prior to event	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
Superintendent of Streets	1	1	1
Administrative Assistant	0	1	1
Crew Leader II	2	2	2
Equipment Operator II	0	2	2
Street Maintenance Worker II	7	5	5
Street Maintenance Supervisor	<u>0</u>	<u>1</u>	<u>1</u>
	10	12	12

Streets Maintenance

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$454,701	\$411,594	\$659,695	\$685,455
Operating Expenses	248,418	254,401	521,581	564,985
Capital Outlay	0	0	29,950	0
Total Expenditures	\$703,119	\$665,995	\$1,211,226	\$1,250,440
Per Capita	\$11.13	\$10.41	\$18.41	\$18.78

2017-18 Accomplishments

- ◆ The Street Maintenance Division maintained City streets repairing approximately 27,600 linear feet of asphalt.
- ◆ Continue to maintain and repair pavers on Atlantic Ave repairing over 13,168 pavers.
- ◆ The Street Maintenance Division cleared out 70 alley-ways.
- ◆ An important function of Street Maintenance is pothole maintenance, which provides prompt and professional asphalt repairs until a permanent repair can be made. Over 331 potholes were repaired.
- ◆ Street Maintenance Division repaired 1,913 linear feet of sidewalks and curbs, our goal is to make the City's sidewalks safe for pedestrians and help prevent injuries caused by defective sidewalks.

Program: Traffic Operations

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

Performance Measures	2017 Actual	2018 Actual	2019 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	94%	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	504	400	500
Number of specialty signs fabricated for other departments and special events	1,001	4,027	1,000
Replace damaged/faded/missing signs	693	691	600
Obsolete Signs Removed (Pathfinder, business signs etc.)	78	766	60

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	11,363	7,916	2,500
Linear feet of striping applied – thermoplastic	13,542	78,685	45,000
Striping crew operations (days)	38	168	50
Complete inspection and develop striping program for each quadrant of City.	100%	100%	100%

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

Number of times banners are changed out for different events and banner maintenance is performed.	62	20	20
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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	38	13	6
Results submitted within 30 days of work order	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
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	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$236,903	\$264,685	\$302,843	\$305,030
Operating Expenses	118,419	108,080	183,243	202,027
Capital Outlay	0	0	0	25,000
Total Expenditures	\$355,322	\$372,766	\$486,086	\$532,057
Per Capita	\$5.62	\$5.83	\$7.39	\$7.99

2017-18 Accomplishments

- ◆ Continued providing safe and efficient movement for vehicular and pedestrian traffic, by completing 34,259 linear feet of striping.
- ◆ The department conducted seventeen traffic studies in order to measure effectiveness of traffic control devices.
- ◆ Traffic Operations provided barricade and personnel assistance for 22 special events to ensure the safety of pedestrians and motorist.
- ◆ Traffic department replaced 691 damaged/faded/missing signs ensuring our City stays up to date for safety and cosmetic visibility.
- ◆ Created over 4027 signs for events to allow effective and efficient communication, as well as interdepartmental requests to help all departments within the City.

Program: Street Lighting

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

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To maintain adequate lighting throughout the City so as to enhance public safety.

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

FPL lighting repair needs identified and reported to FPL	152	276	250
Street Light outages reported to FP&L within 24 hours	152	276	250
% reported within 24 hours of notice	100%	100%	100%

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

Street light requests for neighborhood lighting	3	2	1
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 repair as needed and (2) continue decorative street light globe change out program.

Number of decorative street lights inspected	966	966	966
Weekly inspection of downtown lighting	25%	10%	10%
Decorative street light globe change outs	8	0	2
Repair decorative street lights within 24 hours of discovery	100%	100%	100%
Inspect palm tree rope lights, twinkle lights, and outlet boxes weekly	100%	100%	100%
Inspect turtle lights weekly	25%	25%	25%
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	16-17	17-18	18-19
There are no positions assigned to this division	0	0	0

Street Lighting

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	331	0	2,153	2,153
Operating Expenses	676,682	768,255	816,960	779,762
Capital Outlay	0	0	0	0
Total Expenditures	\$677,013	\$768,255	\$819,113	\$781,915
Per Capita	\$10.72	\$12.01	\$12.45	\$11.74

2017-18 Accomplishments

- ◆ Check street lighting and turtle lighting on the beach and notify FP&L when the lights are not functioning within 24 hours of discovering them.
- ◆ Repair City lighting as needed to provide a safe and secure area for the Citizens of Delray Beach.

Program: Parking Facilities

Parking Facilities 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, and an additional 1,053 on street spaces. In addition, parking facilities administers vendor contracts for parking management and city valet services, and monitors and administers private valet parking license agreements in the downtown district.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To maintain all City parking facilities through preventive maintenance and repair and replacement activities, and coordination with Public Information Officer to alert public of parking services.

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

Number of metered parking spaces	1,427	1,427	1,678
Repair malfunctioning meters within 24 hours	98%	98%	98%
Complete timing verifications twice a year	100%	100%	100%
Weekly inspections of the garages including lighting	52	52	52
Check cleanliness and operation of garage elevators (7/wk)	100%	100%	100%
Pick up debris, sweep and clean garages (daily)	52	52	52
Pressure Clean garage interiors	4	4	4
Repair mechanical equipment within 48 hours	98%	50%	98%

Goal: To maximize meter revenue while ensuring that customers are treated fairly. Respond to parking enforcement staff and/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)	156	156	156
Parking meter revenue	\$1,454,488	\$1,459,473	\$2,136,000
Meters operational (weekly average)	99%	65%	99%

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

Respond to complaints within 24 hours	95%	95%	95%
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Staffing Levels	16-17	17-18	18-19
Parking Meter Technician	1	0	0
Chief Parking Facilities Administrator	1	1	1
FTE	<u>.73</u>	<u>0</u>	<u>0</u>
	2.73	1	1

Parking Facilities

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Parking Fees	\$1,765,944	\$1,436,770	\$1,731,862	\$2,633,984
Shuttle Grants	475,000	450,000	500,000	0
Parking Decals	92,905	123,255	130,000	130,000
Total Revenues	\$2,333,849	\$2,010,025	\$2,361,862	\$2,763,984

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$159,007	\$185,685	\$97,138	\$108,724
Operating Expenses	963,825	1,080,414	1,833,737	1,645,341
Capital Outlay	0	0	0	11,550
Total Expenditures	\$1,122,833	\$1,266,098	\$1,930,875	\$1,765,615
Per Capita	\$17.77	\$19.79	\$29.34	\$26.52

2017-18 Accomplishments

- ◆ Downtown Resident Parking Program
- ◆ LPR Implementation OSS Garage
- ◆ ParkMobile App Implemented. Currently 33% of parking transaction is being pay with the App
- ◆ In January of 2018, 22 meters were installed along A1A North & South.
- ◆ In June 2018, 24 Meters were installed on Atlantic Ave. and one block North/South
- ◆ Valet Parking Agreements Renew

Program: Right of Way Landscaping

The areas maintained by the City of Delray Beach Right of Way Landscaping Division consists of landscaped areas along highways, streets, interchanges, and medians. Maintenance includes turf care, edging, weeding, trimming, fertilizing, pest control, and irrigation maintenance and litter pick up in the right of way areas.

Maintenance is performed both in house by a crew of maintenance workers as well as by contract with landscape companies. Contract areas include Homewood & Linton Blvd. & 3 medians on Military Trail, Lake Ida Rd. – Medians 12th Ave., S. W. 12th Ave. & S.W. 3rd St., Homewood & Linton Blvd. & Medians on Military Trail, Atlantic Ave., , Lake Ida Rd. Medians between Congress Ave. & Military Trail, George Bush Blvd./N.E. 8th St. & W. Atlantic Ave., I-95 Interchanges, Atlantic Ave., Landscape Maintenance - Atlantic Ave., West of CSX – Railroad to Military Trail, Lake Ida Rd. Medians between Swinton Ave. & I-95, Lake Ida Rd., Medians between Congress Ave. & Military Trail, S. Federal Hwy. & Congress Ave., S.W. 2nd Ave. between Swinton Ave. & 15th Ave. as well as many other road right of ways, medians and City owned properties.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Maintain all landscaped areas within the targeted City right of ways in an attractive and pleasing manner.

Objective: Continue maintenance of targeted areas through proper grooming, fertilization, and litter control by following National Recreation and Parks Association maintenance standards.

Number of sites maintained weekly	10	10	10
Number of beautification areas where litter is picked up three times/week	3,380	3,380	3,380
Number of acres mowed (15 acres x 52 wks)	780	780	780
Number of Fertilizer application for:			
Turf (includes weed and feed)	3	2	5
Palm Trees	1	1	2
Ornamental Shrubs	1	1	2

Staffing Levels	16-17	17-18	18-19
Crew Leader I			4
Irrigation Maintenance Worker			3
General Maintenance Worker			7
Equipment Operator I			2
Assistant Parks Superintendent			1
Executive Assistant			1
Parks Maintenance Supervisor			1
TOTAL			19

Right of Way Landscaping

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	0	0	0	972,479
Operating Expenses	0	0	0	502,549
Capital Outlay	0	0	0	0
Total Expenditures	\$0	\$0	\$0	\$1,475,028
Per Capita	\$0.00	\$0.00	\$0.00	\$22.15

Program: Building Maintenance

Building Maintenance is responsible for the routine and preventive maintenance of City buildings (approximately 110 facilities totaling about 984,447 square feet) in order to maintain all City facilities in a safe, structurally sound, and aesthetically pleasing condition for employee and general public occupancy in compliance with all City codes and standards. Special jobs are also performed as requested by departments that include: plumbing, carpentry, electrical, painting, relocation of equipment or furniture, and roofing. Other responsibilities include: performing general preventive maintenance, responding to emergency calls pertaining to vandalism, power outages, plumbing leaks or electrical malfunctions. Provide electrical repair work for buildings, assist departments in obtaining contract maintenance and construction services and monitor contract services for air conditioning, plumbing, electrical work, and janitorial services.

Performance Measures	2017 Actual	2018 Actual	2019 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	99	99	99
Facilities Inspected Annually	30	22	30
Preventative Maintenance service on A/C units			
Change filters every 3 months	50%	60%	100%
Clean A/C coils and drains and check belts every 6 months	50%	60%	100%
Respond to emergencies within 4 hours	100%	100%	100%
Work order response time			
Schedule within 2 days of receipt	98%	100%	96%
Complete within 2 weeks	90%	100%	95%
Number of Events Supported	50	50	50
Janitorial Service Inspections (Weekly)	52	52	52

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

Provide monthly project status reports to departments	12	12	12
Provide project recommendations within 72 hours of receipt	96%	95%	95%
Customer Satisfaction Rating (Out of a maximum rating of 5)	4.75	4.80	4.85

Staffing Levels	16-17	17-18	18-19
Building Maintenance Superintendent	1	1	1
Carpenter	1	1	1
Building Maintenance Worker	2	3	3
Building Maintenance Worker II	1	1	1
Electrician I	2	2	2
FTE	<u>0</u>	<u>.73</u>	<u>1.46</u>
	7	8.73	9.46

Building Maintenance

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$468,374	\$603,298	\$646,205	\$625,670
Operating Expenses	667,549	1,633,683	2,534,127	1,964,813
Capital Outlay	0	0	29,830	0
Total Expenditures	\$1,135,923	\$2,236,981	\$3,210,162	\$2,590,483
Per Capita	\$17.98	\$34.97	\$48.78	\$38.91

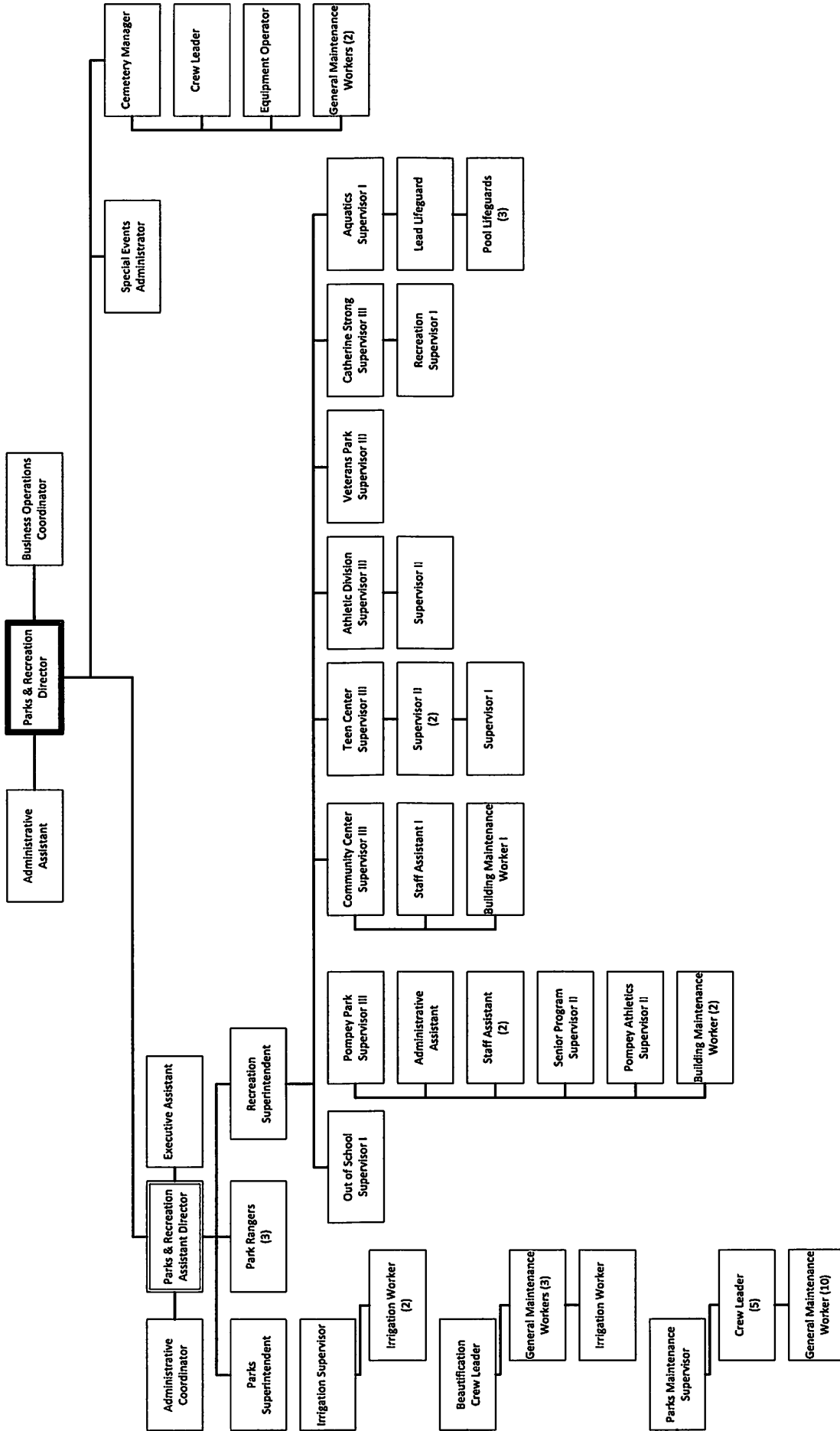
2017-18 Accomplishments

- ◆ Air handlers replaced at City Hall.
- ◆ Community Center roof replaced.
- ◆ Mold remediation performed at Police Department and Fire Department
- ◆ Replaced old Christmas Tree with new aluminum Tree
- ◆ Create additional office space throughout the City as needed by modifying existing areas.

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

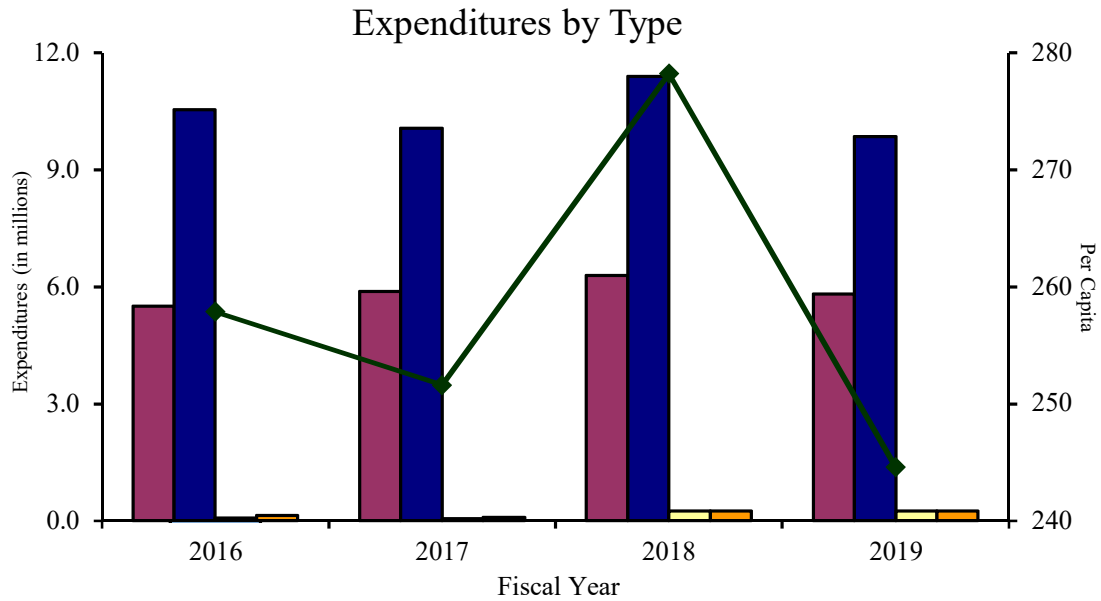
The Parks and Recreation Department is responsible for the coordination, planning and operation of a comprehensive recreational, beautification and parks maintenance program. It provides a variety of safe and enjoyable recreational areas on over 500 acres of park land.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Beach Sailboat Fees	\$13,250	\$10,748	\$11,778	\$10,000
Recreation Facility Rental	\$88,360	\$69,063	\$63,300	71,000
Miscellaneous Boat Dockage	\$0	\$0	\$2,400	\$3,500
Out of School Registration	\$4,875	\$5,877	\$6,000	\$20,285
Out of School Program Fees	\$66,719	\$39,159	\$73,287	\$62,000
Gray Line Water Tours	\$15,600	\$15,600	\$15,600	\$15,600
Veteran's Park Adult Center	\$1,848	\$1,446	\$2,000	\$2,000
Pompey Park Pool	\$16,358	\$15,001	\$14,210	\$11,800
Cemetery Fees, Open/Close	\$103,130	\$107,907	\$92,295	\$70,000
Assesments on Leased Properties	-\$1,852	\$21,327	\$15,650	\$15,650
Tennis Centers	\$833,629	\$788,302	\$769,500	\$772,500
Tennis Stadium	\$65,562	\$39,045	\$30,000	\$30,000
Beautification Trust Fund Revenues	\$976,715	\$953,603	\$1,010,190	\$1,035,190
Marina Fund Revenues	\$245,951	\$247,075	\$316,392	\$167,126
Municipal Golf Course Fund	\$5,008,792	\$3,172,231	\$3,286,661	\$3,252,719
Lakeview Golf Course Fund	\$1,818,014	\$652,040	\$661,040	\$659,380
Total Revenues	\$9,256,950	\$6,138,422	\$6,370,303	\$6,198,750

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$5,507,319	\$5,874,847	\$6,287,468	\$5,811,524
Operating Expenses	10,533,829	10,072,469	11,397,352	9,845,200
Capital Outlay	69,533	51,936	244,271	254,880
Non-Operating Expenses	138,085	83,195	256,259	249,160
Debt Service	42,187	12,209	121,909	124,117
Total Expenditures	\$16,290,953	\$16,094,656	\$18,307,259	\$16,284,881
Per Capita	\$257.87	\$251.59	\$278.21	\$244.59

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$755,813	\$736,452	\$881,503	\$936,123
Out of School Program	349,422	346,858	372,930	434,503
Teen Center	273,405	326,251	349,452	409,216
Athletics	524,774	550,143	531,223	603,255
Special Events	161,487	152,378	192,138	216,168
Community Center	314,039	307,833	312,115	343,075
Veterans Park Recreation Facility	179,165	172,642	188,883	219,807
Pompey Park	831,948	804,662	960,443	1,065,977
Parks Maintenance	3,783,867	3,699,919	3,800,353	2,515,933
Aquatics	411,202	441,902	547,137	574,757
Catherine Strong	271,997	289,415	355,200	410,617
Tennis Centers	1,139,464	1,067,542	1,532,910	1,272,157
Tennis Stadium	2,378,677	2,434,197	2,603,418	1,755,524
Cemetery	280,894	306,307	405,271	413,354
Beautification Maintenance	804,204	823,142	1,010,190	1,035,190
City Marina	141,476	158,830	316,392	167,126
Municipal Golf Course Fund	3,117,219	2,913,247	3,286,661	3,252,719
Lakeview Golf Course Fund	571,898	562,937	661,040	659,380
Total Expenditures	\$16,290,953	\$16,094,656	\$18,307,259	\$16,284,881
% Covered by Department Revenues	56.82%	38.14%	34.80%	38.06%

Parks and Recreation Department



Staffing Levels by Division	16-17	17-18	18-19
Administration	10	10	11
Out of School Program	1	1	1
Teen Center	4	4	4
Athletics	3	3	3
Special Events	1	1	1
Community Center	3	3	3
Veteran's Park Facility	1	1	1
Pompey Park	7	7	7
Parks Maintenance	44	44	26
Aquatics	5	5	5
Catherine Strong	3	3	3
Cemetery	4	4	4
<i>Subtotal - General Fund</i>	86	86	69
Beautification Maintenance (Beautification Trust Fund)	6	6	5
Total Authorized Personnel	92	92	74

Program: Parks and Recreation Administration

The Parks and Recreation Administration Division provide administrative oversight and managerial support to all parks and recreation divisions, promoting the effective and efficient delivery of leisure services to the citizens of Delray Beach. The division oversees a variety of city wide 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	2017 Actual	2018 Actual	2019 Projected
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Goal: Develop a progressive and effective training program for all department employees that encourages professional development and to build cohesive and unified team amongst all divisions of Parks and Recreation

Objective: (1) Encouraged all staff to attend professional training, new systems training and attendance at City sponsored courses and at institutions of learning (2) Support higher education through the tuition reimbursement program and (3) Created a team building exercise to begin unifying all departments and create camaraderie between departments.

Management training classes attended	4	14	9
Seminars/Conferences attended (NRPA, FRPA, Agency Summit, FAPAP)	5	7	6
Tuition reimbursement program participants	4	1	2
Staff meetings/strategic planning meetings	14	14	14
Staff Training – Accident/Sharps/ICS	11	11	11
Team Building Event	1	0	1

Goal: To increase community enjoyment of our parks, manage and maintain a high level of quality, safety and efficiency related to all Parks and Recreation services.

Objective: By enforcing city ordinances, maintaining a presence throughout the parks and documenting incidents via the Park Ranger program has helped to keep the parks cleaner and safer. Having designated personnel frequent the park throughout the day/evening we have been able to avoid injuries related to broken or damaged equipment and downed trees and branches as the rangers will spot potential dangers and call them in to be repaired or cleaned. We have also been able to improve cleanliness of the facilities in between maintenance days by having the rangers check in on each park.

Park Ranger hours of coverage	6,240	5,233	5,738
PT Park Ranger hours of coverage	1,508	1,002	1,255

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

Park pavilion rentals	4,782	4,782	5,000
Sail Boat Permits	44	44	50

Staffing Levels	16-17	17-18	18-19
Parks and Recreation Director	1	1	1
Executive Assistant	1	1	1
Assistant Director	1	1	1
Business Operations Administrator	1	1	1
Administrative Assistant	1	1	1
Administrative Services Coordinator	1	0	0
Cemetery Manager	0	1	1
Special Events Administrator	0	0	1
Administrative Office Coordinator	1	1	1
Park Ranger	3	3	3
FTE	<u>.72</u>	<u>.72</u>	<u>.72</u>
	10.72	10.72	11.72

Parks and Recreation Administration

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Beach Sailboat Fees	\$13,250	\$10,748	\$11,778	\$10,000
Rental Of Park Pavilions	31,757	16,609	15,000	20,000
Miscellaneous Dockage Rents	0	0	2,400	3,500
Other Parks and Recreation	11,870	13,300	3,349	12,000
Total Revenues	\$56,877	\$40,657	\$32,527	\$45,500

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$528,485	\$666,552	\$790,623	\$870,092
Operating Expenses	175,329	69,900	90,880	66,031
Capital Outlay	0	0	0	0
Grants & Aids	52,000	0	0	0
Total Expenditures	\$755,813	\$736,452	\$881,503	\$936,123
Per Capita	\$11.96	\$11.51	\$13.40	\$14.06

2017-18 Accomplishments

- ◆ Parks and Recreation in a joint effort with the City’s Public Art Advisory Board (PAAB) approved and awarded the mobile mural project to Galera Collective and the second to Kristin Pavlik. For many of our large City events we use dump trucks to block the streets. This project now turns regular dump trucks into mobile pieces of art.
- ◆ We printed decorative fans highlighting five (5) different pieces of art which were passed out to citizens during Delray Affair, July 4th and National Night Out. We kept everyone with a fan cool while showcasing our local art pieces. We also had one of the featured artists on hand July 4th to pass out fans and talk about her art piece.
- ◆ PAAB has also awarded Heritage Here – art murals on the sound walls in The Set.
- ◆ Parks and Recreation continues their partnership with Community Greening and collaborated to remove invasive species and plant trees at six (6) parks. We also hosted a Green Infrastructure Workshop and tour with Community Greening for 25 people.
- ◆ A beautiful Butterfly Garden at Leon Weekes was installed by our Aquatics Division to promote pollinators to our Nature Preserve. In addition, there were six (6) clean-ups to the Lake Ida Parcel.
- ◆ The 1st Annual Holiday Boat Parade Watch Party at Veterans Park was a huge success. We provided hot chocolate and cookies while listening to Holiday music as we waited for the boats to float past. The feedback was so positive we will be making this an annual event.
- ◆ Installation of an All Access playground at Miller Park
- ◆ July has been proclaimed as Parks Month.

Parks and Recreation Administration

2017-18 Accomplishments Con't

- ◆ Shade structures were installed at Veterans, Barwick and Miller Park.
- ◆ Memorial Bricks were delivered and installed. A new program will soon roll out.
- ◆ Park Improvements completed include: Knowles Park Boat Ramp, Muni Marina Landscaping,
- ◆ Re-opening of Atlantic Dunes and Intra Coastal Park Improvements.
- ◆ Renewed contract with Delray Intra-Coastal Cruises for 5 years with increased revenue of over 300%.
- ◆ An RFP was issued for surf camp and the new contract was awarded to Under Blue Waters with increased revenue of over 35% for the first year and incremental increases over the next 5 years.
- ◆ Delray Youth Tennis in partnership with Delray Open provided free tennis clinics which were open to all children in the community.
- ◆ The Movies in the Park was a great success. We showed two movies (two dates were canceled due to weather) at two different parks (Merritt Park and Pompey Park). The feedback was very positive. The idea using different parks is to highlight and promote our smaller or not as popular locations.
- ◆ We have continued building a relationship with the Boynton Beach CRA to become more active in the annual Holiday Boat Parade. We will be hosting the Captains Dinner at Che Restaurant for the 2018 parade and this will be first time ever it has been hosted in Delray Beach.
- ◆ Parks and Recreation continues to work with the CRA on the Park Master Plan and hosted two community input meetings. Due to conflicting schedules we have extended the agreement for an additional six months in order for the architects to meet with all stakeholders to better understand the needs and desires of the community.
- ◆ Our staff has made a concerted effort to participate and engage with organizations that promote awareness, equity and building cultural ties to better understand one another and the people they meet. Whether we provided transportation, invited young leaders to shadow staff or read to elementary students, the interactions were beneficial to all who participated as it gave a better understanding of some of the challenges Delray is faced with in addition to civic engagement.
- ◆ Increased staff participation with Delray Reads.
- ◆ Staff attended training sessions on various subjects that included Opioid, Active shooter, Accident reporting, Computer training (Excel, Word, Flyer Making) and Adult Mental Health First Aid.

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 education program, which they might not otherwise have an opportunity to learn. The elementary school age program is licensed to serve 150 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	2017 Actual	2018 Actual	2019 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	150	316	233
Average daily attendance	110	341	230
Inclusion children enrolled	4	8	6
Number of staff training courses	10	27	20

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

Special events	15	14	15
Parents/children participating in special events	200	298	250
Traditional activities/classes: tennis, golf, soccer, and swimming	50	63	
Non-traditional activities (cub scouts, drumming, computer building, environment education program, etc.)	60	3.	32
Average number of field trips (One day, Holiday, Spring, Summer camps)	60	132	96
Average number of on-site activities* (On-site contractual activities vendor)	35	120	80
Arts and cultural classes per week* (unable to provide accurate measurement)	10	46	28

Objective: To encourage academic excellence by improving 1 hour of daily homework assistance by Recreation Leaders. Includes English, Math, Reading, Science, Spelling, Social Studies, etc.

Homework assistance (sessions)*	200	120	160
Average number of education programs	35	23	30
Summer Literacy Program Enrollment	110	381	245

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	25	45	35
Cub Scouts / number of field trips	5	3	4

Staffing Levels	16-17	17-18	18-19
Out of School Program Recreation Supervisor	1	1	1
FTEs	<u>9.10</u>	<u>7.91</u>	<u>7.96</u>
	10.10	8.91	8.96

Out of School Program

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Day Camp Fees	49,730	29,027	49,730	49,730
Registration Fees	4,875	5,877	6,000	20,285
Program Fees	66,719	39,159	73,287	62,000
Total Revenues	\$121,324	\$74,062	\$129,017	\$132,015

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$298,871	\$300,373	\$325,100	\$349,006
Operating Expenses	50,551	46,486	47,830	85,497
Capital Outlay	0	0	0	0
Total Expenditures	\$349,422	\$346,858	\$372,930	\$434,503
Per Capita	\$5.53	\$5.42	\$5.67	\$6.53

2017-18 Accomplishments

- ◆ The Out of School program provided services for 150 elementary school children at the Community Center and Pompey Park. They held the following special events; Lights on Afterschool Celebration, Halloween party, Thanksgiving Feast, Toy Drive, Valentine’s Day party, Black History program, and a Pink Shirt Day –No Bullying celebration.
- ◆ Summer Camp Scholarships were provided through the Youth Services Department Outreach & Community Programming Division.
- ◆ The Cub Scouts participated in the Renaissance Festival & Artisan Village, Beach Clean Up at Sandoway House.

Program: Teen Center

The “505” Teen Center has computers designated for producing music. The center has a computer station for research projects and homework. The center also offers a lounge room with cable television. The center offers the following: engaging programs, cooking 101, teen sports training, and D.R.E.A.M. youth council. The facility also offers activities such as: staff vs. teen challenge nights, basketball tournaments, video game tournaments, billiards, movie nights., Bus trips to theaters, museums, colleges and trade schools, and professional sporting events will be offered. The Hobbit Skate Park includes ramps, street course and a half pipe available for patrons to use. Hobbit Skate Park is the home for winter, summer, and spring skate campers.

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

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Improve and expand the quality, diversity, and number of recreation programs and activities.

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

Number of membership payments	150	136	143
Teen activities	45	75	60

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

Number of participants in skate camp	200	149	175
Participants in educational program	55	59	60
Teens in career work programs	11	0	10
Fund raising events	5	4	5
Monthly functions: dances, pizza night, etc.	51	75	65
Number of skateboard park participants	1,791	1,459	1,625
Number of teen center participants	1,993	1,790	1,890
Number of Special Events	5	4	5
Number of fields trips	20	28	25

Objective: To encourage parents and teens interaction through presentations by guest speakers such as police officers, fire fighter, college representatives and workforce professionals.

Number of presentations	8	5	10
Number of teens and parents in attendance	88	69	80

Staffing Levels	16-17	17-18	18-19
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
Recreation Supervisor III	1	1	1
Building Maintenance Worker	.5	.5	.5
FTEs	<u>2.02</u>	<u>2.54</u>	<u>2.37</u>
	5.52	6.04	5.87

Teen Center

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$243,018	\$297,141	\$315,940	\$333,589
Operating Expenses	30,387	29,110	33,512	75,627
Capital Outlay	0	0	0	0
Total Expenditures	\$273,405	\$326,251	\$349,452	\$409,216
Per Capita	\$4.33	\$5.10	\$5.31	\$6.15

2017-18 Accomplishments

- ◆ Summer Skate Camp participation was at an all-time high with a total of 97 campers in attendance.
- ◆ New Archery program maintained nine participants throughout 2018. The developing program allowed us to connect with a new audience as well as introduce a new sporting activity to various communities. Archery has allowed us to expose the participating youth to vary of archery equipment, archery shooting ranges, & competitions.
- ◆ In the month of June, we hosted our 1st Archery tournament at Merritt Park. The tournament had a total of 15 archers competing. Participants competed against The City of Deerfield Beach archery club. Two of our archers placed 2nd & 3rd in their age division & all participants received a medal.
- ◆ In the month of September, Tony Chin received a certification in Adult Mental Health. With this certification Tony will be able to identify the teens & adults whom utilize 505 Teen Center with mental health problems. Tony is now knowledgeable on how to assist these individuals with the resources within the community.

Program: Athletics

Athletics plans, organizes, and supervises athletic league cycles for adults in softball, golf and basketball. Coordinates with community run youth athletic leagues including: Little League Baseball, 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 Superintendent oversees the following programs in Athletics: Out of School/Summer Program, Youth/Adult basketball and coordinates with Recreation Supervisor III to schedule sports seasons with the Delray Beach Little Leagues, Delray Beach Athletic Club and the South Florida Collegiate Baseball League and summer Sports Academy.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Ensure all athletic fields are maintained to a high level of quality standards.

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

Athletic fields maintained	22	22	22
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Goal: Improve and expand the quality, diversity, and number of recreation programs and activities.

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

Number of Miracle League participants (2 Seasons)	135	165	150
Number of youth lacrosse participants (1 Season)	340	350	345
Number of youth recreation soccer participants (1 Season)	515	850	685
Number of travel soccer participants (1 Season)	190	225	205
Number of adult co-ed kickball participants (1 Season)	210	235	215

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

Youth basketball participants (1 Season)	220	215	220
Golf league participants (1 Season)	115	120	120
Adult basketball league participants (1 Season)	72	72	72
Adult men's softball league participants; (2 Seasons)	340	335	338
Co-ed softball league participants (2 Seasons)	195	195	195

Staffing Levels	16-17	17-18	18-19
Recreation Superintendent	1	1	1
Administrative Assistant	.5	.5	.5
Recreation Supervisor I	1	1	1
FTE	<u>2.33</u>	<u>2.33</u>	<u>2.37</u>
Total	4.83	4.83	4.87

Athletics

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Bucky Dent Baseball School	1,800	1,800	1,798	1,800
Total Revenues	\$1,800	\$1,800	\$1,798	\$1,800

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$235,174	\$315,940	\$251,294	\$267,602
Operating Expenses	276,200	234,203	259,929	300,653
Capital Outlay	13,400	0	20,000	35,000
Total Expenditures	\$524,774	\$550,143	\$531,223	\$603,255
Per Capita	\$8.31	\$8.60	\$8.07	\$9.06

2017-18 Accomplishments

- ◆ Youth Basketball Season 215 participants.
- ◆ Adult/Co-Ed Softball Leagues.
- ◆ Adult Kickball League.
- ◆ Seacrest Soccer Complex- Youth Lacrosse League.
- ◆ Miller Park- Little League Baseball.
- ◆ Athletic Field Maintenance- June 18-August 6.
- ◆ Athletic Field Maintenance- Hilltopper Stadium- July 1-August 24.

Program: Special Events

The Marketing/Special Events Coordinator plans City wide special events such as Holiday Parade, Turkey Trot, Senior Games, etc. This division also performs the Parks and Recreation Department’s marketing, including public presentations, seasonal brochures, Department booth at other events, website, and news releases regarding departmental events, programs, and activities. The Marketing/Special Events Coordinator will coordinate 16 city wide special events. This includes contacting and promoting through local businesses to secure support and sponsorships for our events. This program also provides support for the 4th of July event.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Improve and expand the quality of special events within the City.

Objective: To provide Parks & Recreation special events during the year.

Number of Parks and Recreation special events	18	18	18
Number of participants at major special events			
Turkey Trot	700	458	580
Kids Fest	1,200	1,200	1,200
Easter Egg Hunt	1,000	1,000	1,000
Senior Games	300	206	205
Dad and Daughter Night	100	109	105
Mom and Son Challenge	140	148	144

Goal: Effectively market and communicate to the public all programs offered by the Parks and Recreation Dept.

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

Number of news releases	40	36	40
Number of Web Site updates	90	116	103
Number of brochures published	2	1	2
Number of flyers published	140	128	134

Objective: Parks & Recreation presentations given to the community.

Number of Parks and Recreation presentations	34	9	22
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Staffing Levels	16-17	17-18	18-19
Special Events/Marketing Coordinator	1	1	1
Administrative Assistant	<u>.5</u>	<u>.5</u>	<u>.5</u>
Total	1.5	1.5	1.5

Special Events

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$112,596	\$111,681	\$122,160	\$130,960
Operating Expenses	48,890	40,698	69,978	85,208
Capital Outlay	0	0	0	0
Total Expenditures	\$161,487	\$152,378	\$192,138	\$216,168
Per Capita	\$2.56	\$2.38	\$2.92	\$3.25

2017-18 Accomplishments

- ◆ Partnered with the YMCA for Senior Games. Added powerlifting, archery and Road Race 5K.
- ◆ Acquired Habit Burger Sponsorship for a programs and events.
- ◆ Frog Alley Caribbean Festival planning committee.
- ◆ Partnered with Sustainability officer for Earth Day Event
- ◆ Partnered with Sandoway Discover Center for 2 major beach clean ups. Increased attendance at each event by 100 people.
- ◆ Provide assistance and supplies for community groups' beach clean ups.
- ◆ Ribbon cuttings – beach master plan, Atlantic Dunes Pavilion, boundless playground.
- ◆ Partnered with Arts Garage, capital one cafe for Mom and Son.
- ◆ The Set Branding Committee
- ◆ Attended the Summer Camp expo at the SF Science Center
- ◆ Renewed crowd management certification.
- ◆ Completed Becoming Autism Friendly, Mental Health First Aid and Excel/Word Training.

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 an eight week Summer Day camp program with space for an additional 20 children ages 5 to 12. The Center operates from 8:00am to 9:00pm Monday through Friday and 8:00am to 3:00pm on Saturday. The Center is available after hours for special group parties and activities. The major events for the center are the International ITC Tennis Championships/Champions Tour, Chris Evert Pro Celebrity Tournament, Project Holiday, Karate Camps/Tournaments, Mom/Son Amazing Challenge and First Night, World's Perfect Athlete (Cheerleading) Competition.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Improve and expand the quality, diversity, and number of recreation programs and activities.

Objective: To increase participation in gym programs and activities by youths and adults of the community.

Number of Participants in adult athletic programs (aerobis, badminton and pickle ball)	3,000	2,920	2,960
Number of participants in instructional classes	250	195	225
Number of participants in youth programs (youth basketball)	220	230	225
Number of weekly open gym participants	550	495	522
Number of weekly participants in meetings	2,000	1750	1,875

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

Number of meetings in conference room	50	50	50
Average number of meetings in other rooms	10	40	25
Number of special events at the Community Center	6	8	7
Number of facility rentals	30	27	30

Staffing Levels	16-17	17-18	18-19
Recreation Supervisor III	1	1	1
Staff Assistant II	1	1	1
Building Maintenance Worker	1	1	1
FTEs	<u>.98</u>	<u>.98</u>	<u>1.02</u>
	3.98	3.98	4.02

Community Center

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Recreation Facility Rental	\$8,654	\$6,091	\$7,000	\$20,000
Total Revenues	\$8,654	\$6,091	\$7,000	\$20,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$222,056	\$225,096	\$230,270	\$248,090
Operating Expenses	91,983	82,737	81,845	86,985
Capital Outlay	0	0	0	8,000
Total Expenditures	\$314,039	\$307,833	\$312,115	\$343,075
Per Capita	\$4.97	\$4.81	\$4.74	\$5.15

2017-18 Accomplishments

- ◆ September 2017 the gym floors were stripped sealed, freshly lined for pickleball, basketball, etc. November 2017, office upgrades were performed in the Out of school office; old carpet was removed and replaced with new tile. In December 2017 the south storage room in the gym was slightly renovated during roof construction to replace a leak in the gym area.
- ◆ March 2018, the Community Center stage space is now a designated fitness area for staff as part of the city's health and wellness initiative. There are 2 treadmills, 2 stationary bikes, & a punching bag/leg extension station.
- ◆ August 2018, major upgrades were done to the Community Center Conference room. Upgrades included new chairs; a future customized long table, re-configured copy room, and a new idea chalkboard wall. The conference room is host to many important events including CIP meetings, CTAC meetings, Delray Open/Chris Evert Tennis stations, Voting Booths, Division training meetings, etc.

Program: Veterans Park

Veterans Park includes a recreation center complete with a formal rental facility with a full kitchen and restroom. The outside new additions include a total make over playground and seawall dock for fishing and boat docking. The large meeting room is popular ballroom and is rented throughout the year for different events. Veterans Park extended facility hours on Tuesday and Thursday to help create an atmosphere for the community to come enjoy arts and entertainment during the evening hours. Veterans Park hosts several special events throughout the whole year which include annual Granfonda Garneau Bike Race, Kidsfest, Art League, Veteran’s Day Parade and the new event added to the calendar is the Holiday Parade event.

Veterans Park year around program offered at the center include acrylic painting; watercolors; tango; yoga; kindermusik; chess club; tai chi; modern line dancing; soccer shots; Zumba gold; bridge shuffleboard; lawn bowling; international folk dance and drum circle.

The exterior grounds have seven lighted lawn bowling courts and sixteen lighted shuffleboard courts and several tournaments and held throughout the year. A covered patio with handicap accessible picnic tables and a barbecue grill is available for rental.

Performance Measures	2017 Actual	2018 Actual	2019 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 outdoor organized participants	15,000	4,375	9,690
Number of annual chess participants	1,000	649	825
Number of bridge members players	1,500	1,280	1,390
Number of lawns bowling participants	4,000	1,904	2,950
Number of shuffleboard participants	420	126	270
Number of Drum Circle & Square Play participants	2,000	445	1,222
Music & Art participants	2,000	556	1,278

Objective: To increase the number of participants in classes, center activities, and special events. Create a winter, spring and summer specialized camp.
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Number of adult class participants	8,000	7,891	7,945
Number of children/kids class participants	3,300	786	2,043
Number of day trip participants	50	89	70
Number of participants at rentals and special events	15,000	4,990	10,000
Number of participants on Tue & Thru evenings	1,500	1,170	1,335

Staffing Levels	16-17	17-18	18-19
Recreation Supervisor III	1	1	1
Building Maintenance Worker	.5	.5	.5
FTEs	<u>1.46</u>	<u>1.46</u>	<u>1.45</u>
	2.96	2.96	2.95

Veterans Park

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Recreational Facility Rental	\$15,449	\$21,887	\$16,000	\$6,000
Riverboat Water Tours	15,600	15,600	15,600	15,600
Adult Center	1,848	1,446	2,000	2,000
Total Revenues	\$32,898	\$38,933	\$33,600	\$23,600

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$145,829	\$142,368	\$148,584	\$155,576
Operating Expenses	33,336	30,274	40,299	64,231
Capital Outlay	0	0	0	0
Total Expenditures	\$179,165	\$172,642	\$188,883	\$219,807
Per Capita	\$2.84	\$2.70	\$2.87	\$3.30

2017-18 Accomplishments

- ◆ Veterans Park hosted several department special events to include Kidsfest, Veterans Day Ceremony, Boat Parade Celebration, Primary and Special Elections, Delray Art League, July Parks and Recreation Fitness Month and The Annual Fishing Tournament.
- ◆ October 2017 Veterans Park hosted the 2nd Annual World's Largest Drum Circle. Many families attended the event. Veterans Park has hosted over 15 Drum Circles and Square Play Special Events this past year.
- ◆ Veterans Park through marketing and partnering with meetup organizations and other organizations in the community increased revenues, programs, activities and participation indoor and outdoor.
- ◆ Veterans Park hosted the Veterans Annual Boat Parade at Veterans Day. Organizations co-sponsored the successful event.
- ◆ Veterans Park is home to some of the most innovative programs and activities in Delray Beach. Proud to be the home of the only Argentine Tango Dance class which started in last year and averages 20-25 participants weekly. Also, the only African Aerobics with Soul and International Folk Dance started this year.
- ◆ The community favors the two new programs offered at Veterans Park- Boom Fitness, Kindermusik Thursday after school class and International Folk-Dance Tuesday evenings.
- ◆ Veterans Park had over 100 private rentals that included weddings, family reunions, baby showers, association monthly meetings, and engagement and birthday parties.
- ◆ Veterans Park received many exciting upgrades this past year. The new playground was installed along with fitness equipment has been utilized by patrons. The two flats roof we replaced to prevent water leaks and a new environmentally friendly water bottle refill fountain installed for patrons. The fiber optics cables were installed, and internet is ready to be connected for patron used.

Program: Pompey Park

Pompey Park is a diversified recreational facility on 17.5 acres with: outdoor lighted tennis, basketball, and racquetball courts, one ball field pavilion, one major league/multi purpose lighted field and two little league lighted fields with a newly renovated concession stand, pressbox, and restroom facilities, lighted batting cage, lighted parking lots, and a large playground with a pavilion, benches, and barbecue grills. Inside the facility is an auditorium that can be subdivided into three smaller rooms with a stage, game room, technology center, large meeting/class room, lounge area, conference room, gymnasium, locker rooms, and a full-service kitchen.

Athletic programs include youth basketball, fast pitch, tackle football, flag football, track and field, adult basketball, netball, intramural sports and tennis lessons and clinics. Senior Program Activities as well as Teen Program Activities have been added to the daily program operation. Activities and classes include: Martial Arts, Delray Divas Step Team, Diamond and Pearls Dance Team, VITA Tax Preparation, Computer Classes and many more. The annual Roots Cultural Festival Basketball Tournament (Youth and Adults), Keith Straghn Thanksgiving Dinner, Rev. Dr. Martin Luther King Jr. Birthday Celebration, Annual Family Fun Day, Annual Delray Divas Step Show, Basketball Shoot out Series and the All America YBOA Basketball Tournament are held at the site. Community groups, civic organizations and homeowner associations hold monthly meetings at the facility. The center hours of operation are 8:00am to 9:00pm Monday through Friday, 8:00am to 8:00pm Saturdays, and 1:00pm to 6:00pm Sundays.

Performance Measures	2017 Actual	2018 Actual	2019 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 through programming, rentals, and partnerships

Number of Delray Rocks Football Participants	32	441	236
Number of Delray Rocks Cheerleaders	72	152	112
Number of Delray American Little League Participants	125	125	125
Number of Delray Track Participants	40	40	40
Number of field rentals	14	14	7

Objective: To increase use of the center by community groups and associations through rentals and meetings; youth and adults recreation programming and open play.

Number of Rental	105	471	288
Number of meetings by community groups	145	145	145
Number of Pompey Park Senior Club Participants	135	479	157
Number of Diamond and Pearls Participants	177	177	180
Number of Delray Divas Participants	120	120	150
Number of Karate Participants	10	10	20
Pickle ball Participants Visits	7,781	7,781	8,000
Open Play (Gym) Participants Visits	1,887	1,847	1,870

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

Number of indoor adult leagues and/clinics	12	2	5
Number of indoor youth leagues and/ clinic	25	6	10
Number of gym rental for tournaments	20	16	18
Number of Delray Blazers Participants	108	104	106
Number of Lady Blazers Participants	70	60	65

Staffing Levels	16-17	17-18	18-19
Recreation Supervisor III	1	1	1
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
Administrative Assistant	1	1	1
Building Maintenance Worker	2	2	2
Staff Assistant I	1	1	1
FTEs	<u>4.64</u>	<u>7.48</u>	<u>8.60</u>
	11.64	14.48	15.6

Pompey Park

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Recreation Facility Rental	\$32,499	\$24,475	\$25,300	\$25,000
Total Revenues	\$32,499	\$24,475	\$25,300	\$25,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$559,751	\$612,748	\$682,147	\$748,963
Operating Expenses	254,911	191,914	278,296	317,014
Capital Outlay	17,286	0	0	0
Total Expenditures	\$831,948	\$804,662	\$960,443	\$1,065,977
Per Capita	\$13.17	\$12.58	\$14.60	\$16.01

2017-18 Accomplishments

- ◆ Delray Rocks had yet another successful season in the AYFL Football and Cheer Season. 7 teams made the playoffs. One team (7U) advanced to the super bowl. All three cheer squads placed at the annual competition.
- ◆ Mae Volen Breakfast and Lunch program began to serve the Senior Citizens of our community and surrounding communities.
- ◆ Carver Middle utilized fields for baseball and softball.
- ◆ Facility used as a site to register for Obama Care.
- ◆ Host site for PBC General Elections, Municipal General Election, Resource Fair, VITA Tax, 2018 National Senior Health Day, Senior Games Pickle Ball, City of Delray Beach League Basketball Games and Roots Cultural Festival Gala.
- ◆ Blazers and Lady Blazers attended numerous tournaments (Ft. Myers, Broward, Ft. Lauderdale, Orlando, Miami) and brought home trophies for each tournament.
- ◆ Dr. Martin Luther King Field Day and Program hosted by Omegas.
- ◆ All Peoples Day Host Site and Co-Sponsor.
- ◆ Host Site for Delray North vs. South All Star Basketball Game.
- ◆ Delray American Little League Girls Softball Tournament.
- ◆ Pompey Park Master Plan discussion and Stakeholders Meetings.

Program: Parks Maintenance

The Parks Maintenance Division is responsible for the upkeep, repairs, and renovations for all parks, athletic facilities, medians, and other landscaped areas throughout the City. This division provides for attractive, clean, sanitary, and safe facilities at the Parks through an effective systematic maintenance program. Facilities are maintained through a routine schedule of operations as well as a work-order system at a pre-determined level of quality. The Parks Maintenance Division provides support for the Recreation division and for various citywide groups and associations conducting special events as well as for regularly scheduled events and activities.

Performance Measures	2017 Actual	2018 Actual	2019 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 maintenance for all park areas and public facilities.

Number of acres mowed (522 acres x 52 wks)	28,496	27,817	28,150
Number of acres mowed twice a week (May – Oct.)	48	152	100

Objective: To trim and prune trees throughout the City as needed. Apply fertilizer as nine times a year.

Average number of sites maintained	246	246	50
Number of fertilizer applications for:			
Turf (includes weed and feed)	3	5	5
Ornamental Shrubs	2	0	2
Number of hardwood trees pruned and trimmed	300	300	300
Number of palm trees pruned and trimmed	1,280	1,280	1,280

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

Average number of contracts monitored on a weekly basis	13	13	13
Average number of daily inspections	246	246	246

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

Average number of building restrooms maintained daily -	17	18	18
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Staffing Levels	16-17	17-18	18-19
Parks Superintendent	1	1	1
Assistant Parks Superintendent	1	1	0
Parks Maintenance Supervisor	3	2	1
Administrative Assistant	1	1	1
Executive Assistant	1	1	0
Irrigation Maintenance Supervisor	1	1	1
Equipment Technician / Lawn	1	1	1
Crew Leader I	9	9	5
Tree Trimmer	1	1	1
Equipment Operator I	4	4	2
Irrigation Maintenance Worker	5	5	2
General Maintenance Worker	17	16	10
Building Maintenance Worker	1	1	1
FTEs	<u>1.25</u>	<u>1.25</u>	<u>.5</u>
	46.25	45.25	26.50

Parks Maintenance

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$2,225,163	\$2,163,096	\$2,267,800	\$1,495,788
Operating Expenses	1,546,266	1,484,886	1,532,553	957,045
Capital Outlay	12,438	51,936	0	63,100
Total Expenditures	\$3,783,867	\$3,699,919	\$3,800,353	\$2,515,933
Per Capita	\$59.90	\$57.84	\$57.75	\$37.79

2017-18 Accomplishments

- ◆ Parks Maintenance contributed to the beautification of the City of Delray Beach tree canopy by planting 21 Silver Buttonwood trees, 40 Palm Trees, 7 Gumbo Limbo trees and 4,200 Begonias.
- ◆ Parks Maintenance staff placed third in this year's Annual Southeast Region Turf Rodeo. The "Rodeo" allowed participants the opportunity to compete in activities showcasing their skills individually and as teams.
- ◆ Parks Maintenance partnered with local High School students to open an outdoor fitness center within Barwick Park.
- ◆ Parks Maintenance opened a new concession stand and press box for Little Family Field at Miller Park.

Program: Aquatics Operations

Provides lifeguard supervision and aquatics programs at Pompey Pool and Delray Swim and Tennis Club for the community. Aquatics programs and activities offered for all ages and skill levels to include: swimming instruction, recreational swimming, lifeguard training instruction, Jr. Lifeguard program, and water safety for everyone, swim lessons for non-profit groups and organizations, pool rental and special events. Operating hours at Pompey Park Pool are Tuesday through Saturday 9am to 5pm October 1st through May 30th. Operating hours for June DTA through August DTA is Tuesday through Saturday 9am to 7pm at Pompey Park Pool. Coverage may be provided during holidays; Memorial Day, July 4, Labor Day, etc.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Provide lifeguard supervised aquatic recreational programming at both pools for a variety of age groups and swimming skill levels. Teach water safety awareness, develop basic swimming skills, and enhance proficiency levels of aquatic skills. Improve and expand the quality, diversity, and number of recreation programs and activities.

Objective: To develop a comprehensive community swim program to increase the safety of residents and visitors using the aquatics facilities.

Total pool attendance	20,000	14,002	18,001
Number of Adult Swimming Class participants	7,500	5,363	8,000
Number of Youth Swimming Class participants	13,000	6,793	6,430
Number of Water Fitness Class participants	6,000	2,058	4,030
Number of SCUBA Class participants	238	188	230
Number of School Presentations	14	34	15

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

Number of Special Events	12	11	10
Number of Special Event participants	850	682	770
Number of Dive Rescue Trainings at facility	70	52	60
Number of canopy rentals	20	6	15
Number of Lifeguard Instructor Course participants	2	4	5
Number of Water Safety Instruction Class participants	9	0	5
Number of Boating Safety Class participants	13	11	12

Objective: For the Supervisor and Lead Lifeguard to obtain/maintain certified pool operators license and certificates in lifeguard instructor and water safety instructor and for all staff to maintain lifeguard-training certifications.

Number of staff certified as Lifeguards	12	40	13
Number of staff certified as Lifeguard Instructors	4	12	8
Number of staff certified as Water Safety Instructors	12	8	7
Number of staff certified as Scuba Divers	8	9	10
Number of staff certified as Certified Pool Operator	5	3	4

Staffing Levels	16-17	17-18	18-19
Aquatic Operations Supervisor	1	1	1
Lead Lifeguard	1	1	1
Lifeguards	3	3	3
FTEs	<u>3.74</u>	<u>3.94</u>	<u>4.87</u>
	8.74	8.94	9.87

Aquatics Operations

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Recreational Swimming	\$3,928	\$5,198	\$4,300	\$4,300
Red Cross Classes	2,100	2,408	1,000	1,000
Swim Lessons	10,330	7,395	8,910	6,500
Total Revenues	\$16,358	\$15,001	\$14,210	\$11,800

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$318,987	\$361,369	\$430,987	\$452,141
Operating Expenses	92,216	80,533	91,650	122,616
Capital Outlay	0	0	24,500	0
Total Expenditures	\$411,202	\$441,902	\$547,137	\$574,757
Per Capita	\$6.51	\$6.91	\$8.31	\$8.63

2017-18 Accomplishments

- ◆ In the month of Oct. Pompey Park Pool Chiller/ Heater unit went leaving the pool more on the cool side for youth lesson.
- ◆ Pools in School Spady Elem., Pine Grove Elem., Carver Middle School, and Village Academy Middle (Oct./Nov.).
- ◆ Open House Delray Swim & Tennis Pool Winter (Jan.), Community Outreach Swim Lessons (Jan) Delray Beach Fire Rescue Recruit (Feb.) Junior Lifeguard Training Catherine Strong Community & Village Academy (Jan-Apr).
- ◆ Spady Elementary P.E /Learn to Swim program (Apr.), Busch Wildlife Sanctuary Eco tour (Water Fitness) (Apr.), Drowning Prevention Coalition voucher program (May), Delray Beach Learn To Swim
- ◆ Delray Beach Tree (Lake Ida North), Pollinator Garden.
- ◆ Aqua Ninja Warriors (Jul.), Parks & Recreation Month Cool to be at the Pool (Tennis Camp).

Program: Catherine Strong Park

Catherine Strong Park will be open annually Monday-Friday from 8:00am-7:00pm, Saturday 10am-7pm, & Closed on Sundays (Open Only for Paid 12-4p rentals). Catherine Strong has increased operations as an indoor facility as we host Delray Students First, Knights of Pythagoras Mentoring Network, Community Greening, Bible Engagement School Program, Girls Club, and Brother to Brother Mentoring. The Modules will also house camps, educational & community programs. Catherine Strong Park offers the following: Youth Game Room, First Step Sports Program, Early Fitness Curriculum, Skill Drill Program, Homework Assistance Program, Girls Club, Teen Field Trips, Tennis Program, Youth Fitness, and Three Traditional Camps – winter, spring and summer. Special events include: Back to School Bash, Movie Night, Halloween Bash, Community Field Trips Annual Kids Spring Festival & Easter Egg Hunt, & Annual Kids Splash Dance.

Performance Measures	2017 Actual	2018 Actual	2019 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.

Buildings, basketball and tennis courts checked by Catherine Strong staff/days	280	280	280
Splash Park controls checked/days	280	280	
Community Service Workers	17	0	0

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	24,000	3,009	13,500
Number of open play basketball patrons	10,000	3,018	6,509
Number of yearly tennis and fitness trail patrons	7,000	1,618	4,309
Number of pavilion rentals	120	42	80

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

Number of participants at special events	2,000	480	1,240
Number of preschool that participate in the sports program	6	17	12
Number of camp participants	100	106	103
Number of participants in homework program	10	35	22

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

Number of teen participants per field trips	150	339	245
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Staffing Levels	16-17	17-18	18-19
Recreation Supervisor III	1	1	1
Recreation Supervisor II	1	1	1
Recreation Supervisor I	1	1	1
FTEs	<u>2.35</u>	<u>2.35</u>	<u>2.85</u>
	5.35	5.35	5.85

Catherine Strong Park

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$213,405	\$237,151	\$269,506	\$286,600
Operating Expenses	58,592	52,263	61,694	124,017
Capital Outlay	0	0	24,000	0
Total Expenditures	\$271,997	\$289,415	\$355,200	\$410,617
Per Capita	\$4.31	\$4.52	\$5.40	\$6.17

2017-18 Accomplishments

- ◆ Sports programs provided ranged from (tennis, t-ball, basketball, and soccer) were provided at Catherine Strong Park for student's ages 3 through 18. The programs held at Catherine Strong Park are First Step Sports Program held on Saturdays and EFC that includes 4 community preschools which runs from September to Mid-May. All programs are held Monday to Friday ranging from mornings to evening hours. The free new activities that were implemented was a Homework Assistance program, Girls Club mentorship, Kick Back Thursdays, Pineapple Run Crew, Silver and Fit and African Dance and Drum. Catherine Strong Park has also opened a community Gameroom in May with a daily attendance of 5-7 participants. Partnerships gained with Boys and Girls Club, Fleet Feet, Golden Parents, Arts Garage and Kids in Christ.
- ◆ Walk for Hunger on September 15th that included 4 vendors and 100 patrons, Spring Festival on March 31st with 200 patrons, Zoomobile Event on July 28th with 40 patrons bringing exotic animals to the park and Back to School Event on August 11th, 2018 that included 300 patrons and 8 vendors where children were given free backpacks, supplies, and other school related giveaways.
- ◆ Catherine Strong Park also runs an 8-week summer program ages 5-12 including a 6-week Farming Program that educates the youth on animals and plants. During the 8-week program the kids participated in Marathon Kids that measured each child's heart rate, endurance and running abilities. The program also included partnership with the Youth Tennis Foundation involving kids in an entry level skilled instruction.
- ◆ Additional improvements were repainting of the splash pad fixtures including resurfacing the ground area. and new bottle filler fountain was replaced. New Module awnings replaced and painting interior office and modules, stairs and ramp entry way replaced on modules adding a stairway for Community Greening.
- ◆ Basketball Courts were resurfaced.

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 Administration division of the Parks and Recreation department 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	2017 Actual	2018 Actual	2019 Projected
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Goal: Coordinate with Administration 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	166	131	142
Labor hours for interments (average of 10 hours per interment, two employees 5hours each)	1,490	870	1,700

Goal: Provide a Class A level of landscape maintenance by following NRPA maintenance standards.

Objective: To provide a safe and appealing facility through weekly mowing and weeding, litter control, and maintenance of vaults and one fountain.

Number of acres maintained/year (38 acres x 52 wks.)	1,976	1,976	1,976
Days of litter control	260	260	260
Number of vaults maintained and one fountain	560	560	560
Number of fertilizer applications for:			
Turf (includes weed and feed)	3	3	2
Palm Trees	1	3	2
Ornamental Shrubs	1	4	2

Staffing Levels	16-17	17-18	18-19
Crew Leader II	1	1	1
Equipment Operator I	1	1	1
General Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>
	4	4	4

Cemetery

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Cemetery Fees, Open/Close	\$103,130	\$107,907	\$92,295	\$70,000
Total Revenues	\$103,130	\$107,907	\$92,295	\$70,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$155,017	\$170,271	\$178,853	\$213,023
Operating Expenses	122,712	136,035	218,818	178,231
Capital Outlay	3,165	0	7,600	22,100
Total Expenditures	\$280,894	\$306,307	\$405,271	\$413,354
Per Capita	\$4.45	\$4.79	\$6.16	\$6.21

2017-18 Accomplishments

- ◆ The Cemetery staff was responsible for 146 interments throughout the year at the Cemetery.
- ◆ Prepared for interments in a timely manner and communicated with City Clerk's office to ensure accuracy of associated paperwork for interments, dis-interments, markers and cemetery associated activities.
- ◆ Maintained equipment for cemetery use and maintained the cemetery grounds.
- ◆ Three applications of fertilizer for Turf, one application for Palm trees and 4 applications for ornamental shrubs and thirty-eight acres maintained daily from Tuesday through Saturday.

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, Delray Beach Open by the Venetian, Fed Cup, ATP Champions Tour and other community events.

Performance Measures	2017 Actual	2018 Actual	2019 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.
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Delray Beach Open	1	1	1
USTA Junior Tennis Tournaments	21	15	15
ATP Champions Tour	1	1	1
Chris Evert Charity Event (Annual celebrity event)	1	1	1
Special Events (other miscellaneous events)	3	2	2

Staffing Levels	16-17	17-18	18-19
Contracted Service	n/a	n/a	n/a

Tennis Stadium

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Charges for Services	35,090	39,045	20,000	20,000
Miscellaneous Revenue	30,472	0	10,000	10,000
Total Revenues	\$65,562	\$39,045	\$30,000	\$30,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Expenses	\$0	\$0	\$0	\$0
Operating Expenses	2,378,677	2,434,197	2,603,418	1,755,524
Capital Outlay	0	0	0	0
Total Expenditures	\$2,378,677	\$2,434,197	\$2,603,418	\$1,755,524
Per Capita	\$37.65	\$38.05	\$39.56	\$26.37

2017-18 Accomplishment:

- ◆ Hosted the Delray Beach Open and Chris Evert Pro-Celebrity Tennis Classic.
- ◆ Hosted 10 USTA and ITF Boys/Girls junior events.
- ◆ Stadium Court was the site for a television commercial with Park Pictures.
- ◆ New seat kills were installed in stadium.
- ◆ New carpet was installed in the stadium and the upstairs clubhouse walls and floors were repainted.
- ◆ Cup holders for box holder seats were removed repainted.

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	2017 Actual	2018 Actual	2019 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
Customer Service Rating (Staff Friendliness)	4.8	4.6	4.8
Overall Facility Condition	4.5	4.1	4.5
Variety of Adult/Junior programming	4.5	4.3	4.5
Value	4.4	4.4	4.5
Overall Satisfaction Rating (Average of all)	4.7	4.6	4.5

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	27	19	25
Annual memberships (renewals and new memberships)	314	295	300
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 calendars distributed per year	12	12	12
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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.

Summer Junior Camps Participants	1,054	775	800
Christmas Junior Camp Participants	155	187	200
Junior Tournament Participants	3,907	3,139	3,200
Collaborative youth program efforts with Parks & Rec. Dept. (Local schools, Boys & Girls Club etc...)	839	1,728	1,750

**Numbers represent total participants*

Staffing Levels	16-17	17-18	18-19
Contracted Service	n/a	n/a	n/a

Tennis Centers

General Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Tennis Memberships	\$132,580	\$157,206	\$112,000	\$132,000
Tennis Lessons	544,565	472,182	513,000	480,000
Tennis Equipment Rental	2,904	3,383	2,500	2,500
League and Tournament Fees	19,416	34,689	19,000	20,000
General Admission	107,124	102,236	100,000	112,000
Pro Shop Sales	27,039	18,606	23,000	26,000
Total Revenues	\$833,629	\$788,302	\$769,500	\$772,500

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$1,139,464	\$1,067,542	\$1,532,910	\$1,272,157
Capital Outlay	0	0	0	0
Total Expenditures	\$1,139,464	\$1,067,542	\$1,532,910	\$1,272,157
Per Capita	\$18.04	\$16.69	\$23.30	\$19.11

2017-18 Accomplishments

- ◆ All clay courts were renovated due to damage from Hurricane Irma.
- ◆ New canopies installed at both facilities after they were damaged during Hurricane Irma.
- ◆ Hosted first facility Pickleball Tournament with over 400 participants.
- ◆ Hosted PBCWTL with a total of 4,102 participants.
- ◆ Hosted tennis clinics with participation levels of over 8,500.
- ◆ Pickleball participation increased with more than 5,800 players over last year.
- ◆ Received a high customer satisfaction rating from our guests.

Miscellaneous

Grants and Aids

General Fund

Expenditures by Organization	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Chamber of Commerce	73,000	73,000	103,000	103,000
Miracle League	0	0	50,000	0
Christmas Tree	24,000	24,000	24,000	24,000
<i>Economic Environment</i>	\$97,000	\$97,000	\$177,000	\$127,000
Community Child Care Center	\$22,750	\$77,000	\$77,000	\$87,000
Boys and Girls Club	25,000	25,000	25,000	25,000
<i>Human Services</i>	\$47,750	\$102,000	\$102,000	\$112,000
Other Grants and Aids	\$0	\$7,500	\$6,000	\$0
Expanding and Preserving Our Cultural Heritage	31,000	5,000	0	0
Friends of Sandoway House	21,200	21,200	21,200	21,200
Delray Beach Historical Society	50,000	5,000	0	0
MLK Celebration	500	0	500	500
New Year's	0	0	35,000	35,000
Sister Cities	1,000	1,000	1,000	1,000
Old School Square	250,000	0	0	0
Library	1,453,500	1,453,500	1,453,500	1,453,500
<i>Culture/Recreation</i>	\$1,807,200	\$1,493,200	\$1,517,200	\$1,511,200
Total Expenditures	\$1,951,950	\$1,692,200	\$1,796,200	\$1,750,200
Per Capita	\$30.90	\$26.45	\$27.30	\$26.29

Miscellaneous

General Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	1,158,413	171,996	242,260	46,260
Capital Outlay	0	0	0	0
Manger's Contingency	0	0	1,338,860	368,000
Debt Service	6,217,625	1,469,648	2,024,323	1,913,128
CRA-Ad Valorem Taxes	8,791,322	10,100,654	11,768,211	13,067,003
Transfers	10,541,391	9,661,642	9,161,338	5,659,591
Total Expenditures	\$26,708,750	\$21,403,939	\$24,534,992	\$21,053,982
Per Capita	\$422.77	\$334.58	\$372.85	\$316.22

Delray Beach Florida



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Water and Sewer Fund

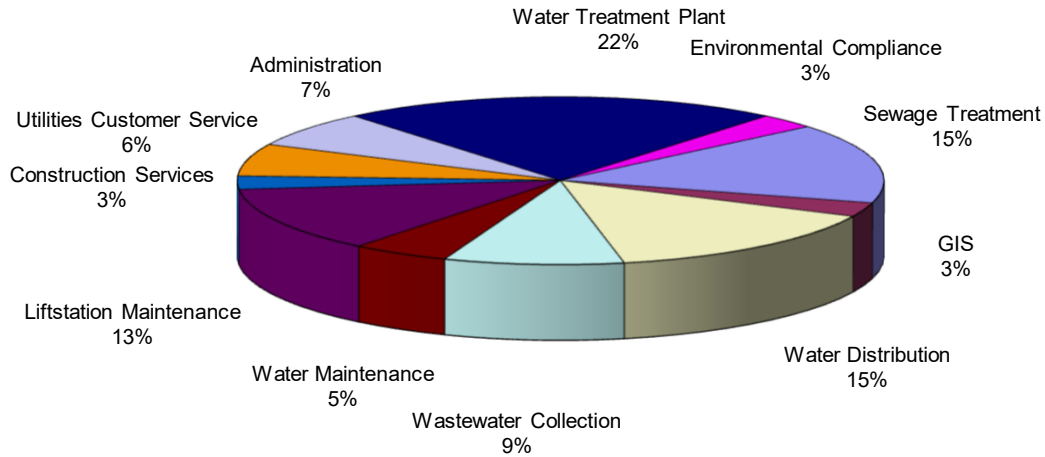
Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$6,718,018	\$13,015,172
Intergovernmental Revenue	\$0	\$0	\$700,000	\$0
Charges for Services	32,815,643	34,135,163	32,679,540	34,089,050
Miscellaneous Revenue	550,003	1,051,969	144,540	48,590
Non-Revenues	-142,353	-399,092	74,000	109,000
Total Revenues	\$33,223,294	\$34,788,039	\$40,316,098	\$47,261,812

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$8,323,943	\$8,437,471	\$7,983,203	\$9,070,915
Operating Expenses	14,333,581	16,238,008	15,522,548	16,755,102
Capital Outlay	0	0	3,574,575	735,592
Grants and Aids	0	0	0	0
Non-Operating Expenses	9,075,546	8,712,323	11,178,187	18,649,671
Debt Service	287,311	236,026	2,057,584	2,050,532
Total Expenditures	\$32,020,382	\$33,623,828	\$40,316,098	\$47,261,812
Per Capita	\$506.85	\$525.60	\$612.67	\$709.85

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Utilities Customer Service	\$1,266,265	\$958,631	\$937,024	\$1,361,738
Environmental Services Administration	1,901,371	1,601,775	1,173,022	1,509,988
Geographical Information Systems	346,899	438,537	631,680	596,906
Water Treatment and Storage	4,122,785	4,244,178	4,790,503	4,822,335
Environmental Compliance	445,338	511,459	567,271	627,734
Sewage Treatment	2,708,622	3,102,114	3,097,680	3,377,996
Water Distribution	1,608,502	2,163,708	3,405,593	3,229,662
Wastewater Collection	1,140,598	1,525,732	1,837,709	1,962,822
Water Maintenance	793,659	871,153	972,722	1,066,379
Liftstation Maintenance	1,635,946	1,688,177	2,029,254	2,752,261
Construction Services	689,985	740,219	545,169	560,416
Miscellaneous	15,360,409	15,778,146	20,328,471	25,393,575
Total Expenditures	\$32,020,382	\$33,623,828	\$40,316,098	\$47,261,812

Water and Sewer Fund

**Water and Sewer Fund
FY 2019 Budget by Program**



Staffing Levels By Department	16-17	17-18	18-19
Utilities Customer Service	11	11	15
Utilities Administration	17.34	7	10
Geographical Information Systems	5	6	6
Water Treatment and Storage	15	15	15
Water Distribution	30	30	27
Environmental Compliance	5	5	6
Wastewater Collection	14	14	14
Water Maintenance	10	10	10
Liftstation Maintenance	18	18	22
Construction Services	10	6	6
Total Authorized Personnel	135.34	122	131

Utilities Customer Service

Mission Statement

The Utilities Customer Service Division will consistently provide timely, accurate and courteous service for meter reading, account maintenance, utility billing, collection activities and cashiering operations.

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 ensure 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	2017 Actual	2018 Actual	2019 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**	22,392	22,465	22,515
Billing cost per meter/account number for Customer Service	\$2.79	\$2.55	\$2.83
Read meters within 28-32 days of previous reading**	97%	98%	99%
Percentage of estimated accounts per cycle	<1%	<1%	<1%
Number of months that individual meter estimates are <2%	12	12	12

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	80%	75%	85%
Percentage of Turn off Work Orders Issued & Completed	75%	70%	90%

Objective: Provide a comprehensive collection program.

To lien a delinquent status property within six months	80%	70%	85%
Number of liens recorded	242	183	250

Staffing Levels	16-17	17-18	18-19
Utilities Financial Manager	1	1	1
Customer Service and Collections Supervisor	1	1	1
Accounting Clerk	1	1	1
Meter Operations Supervisor	1	1	1
Customer Service Representative/Cashier	5	5	6
Water Meter Reader	5	3	3
Utilities Office Supervisor	1	1	1
Utility Billing Specialist	1	1	1
Meter Maint./Compliance Technician	1	0	0
FTE	<u>.63</u>	<u>.63</u>	<u>.63</u>
	17.63	14.63	15.63

Utilities Customer Service

Water and Sewer Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Water Service Charges	\$251,254	\$269,582	\$250,000	\$250,000
Total Revenues	\$251,254	\$269,582	\$250,000	\$250,000

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,010,771	\$741,037	\$693,318	\$1,043,194
Operating Expenses	255,494	217,594	235,614	310,452
Capital Outlay	0	0	8,092	8,092
Total Expenditures	\$1,266,265	\$958,631	\$937,024	\$1,361,738
Per Capita	\$20.04	\$14.99	\$14.24	\$20.45

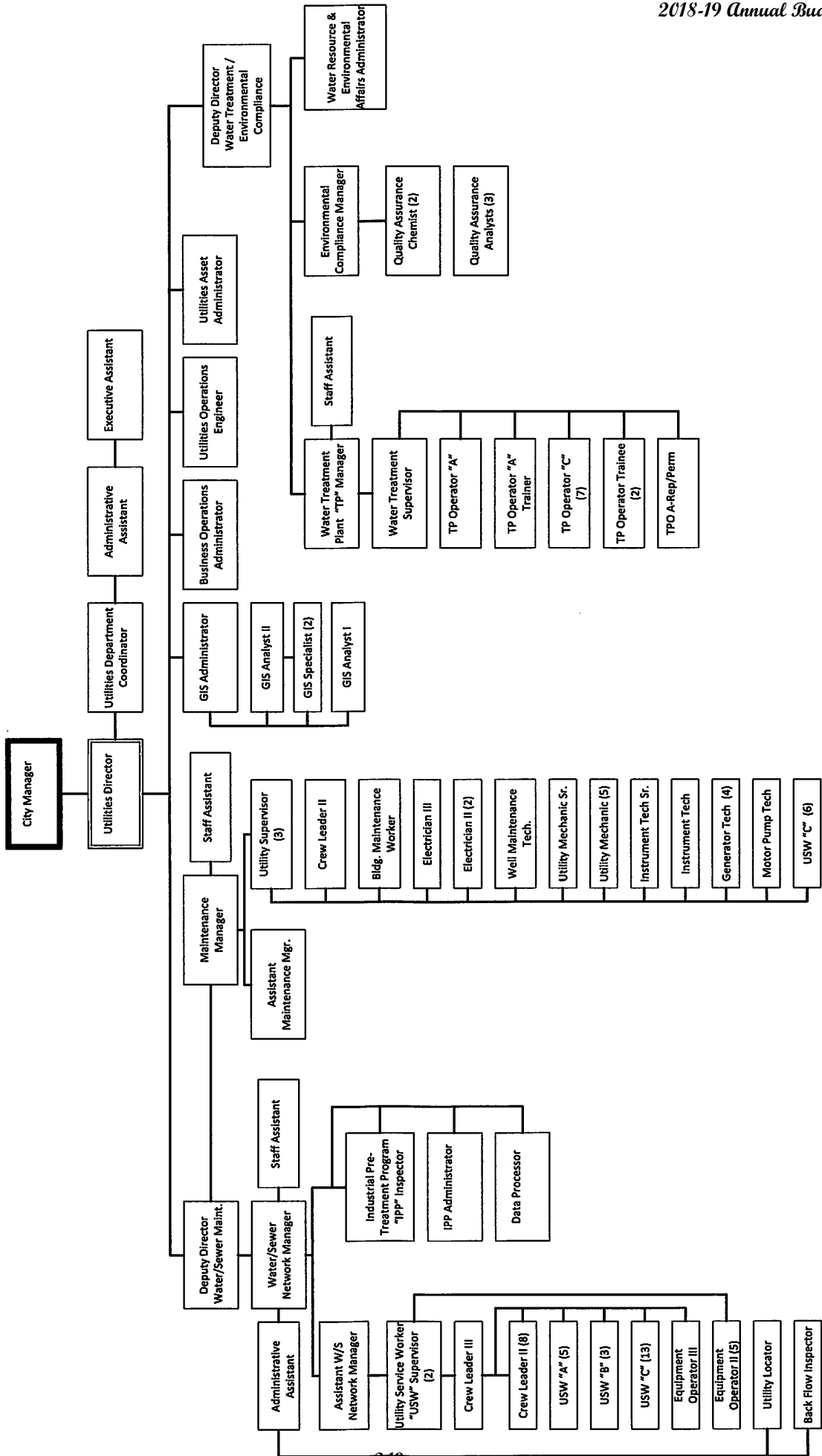
2017-18 Accomplishment:

- ◆ Automated interdepartmental utility billing resulting in a cost savings of approximately \$16,000 annually.

Utilities Department

Mission Statement

The utilities Department ensures safe, reliable and sustainable utilities services through commitment to excellence, best management practices and continuous improvement for the health, safety and welfare of our customers.



Utilities Department

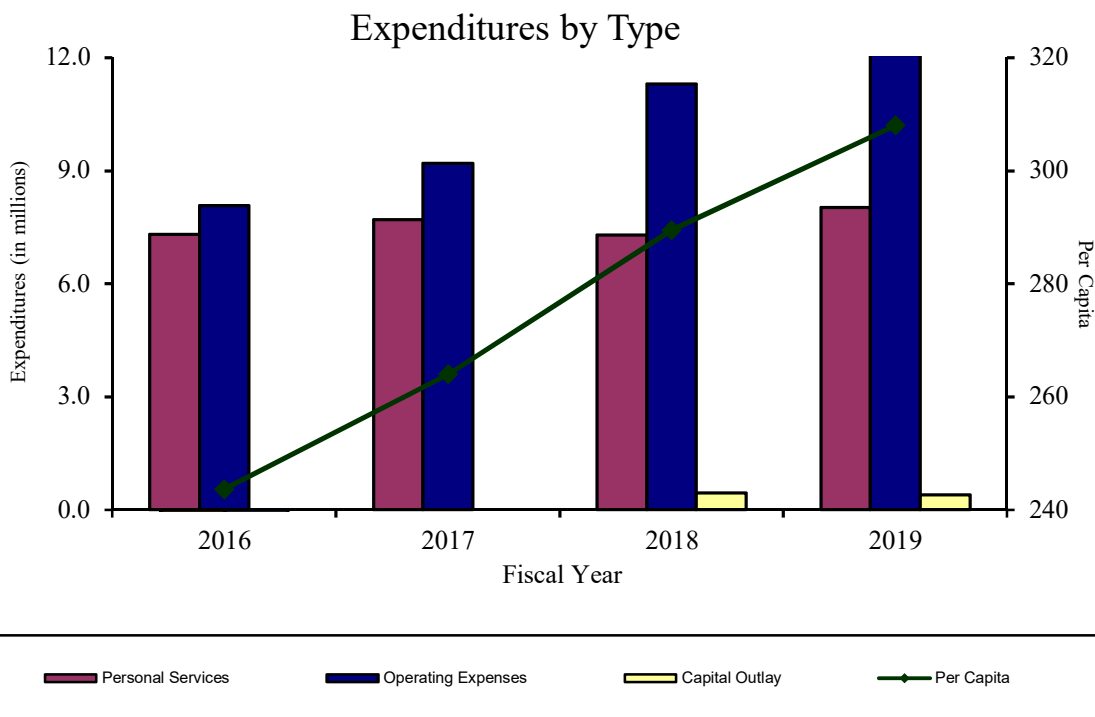
The Utilities Department consists of ten divisions: Administration, Water Treatment and Storage, Environmental Compliance, Sewage Treatment, Water Distribution, Wastewater Collection, Water Maintenance, Liftstation Maintenance, Construction Services, and GIS in the Waster and Sewer Fund.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Charges for Services	\$32,815,643	\$34,135,163	\$32,679,540	\$34,089,050
Miscellaneous	-142,353	-399,092	74,000	109,000
Total Revenues	\$32,673,290	\$33,736,070	\$32,753,540	\$34,198,050

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$7,313,172	\$7,696,434	\$7,289,885	\$8,027,721
Operating Expenses	8,080,535	9,190,617	11,309,617	12,076,278
Capital Outlay	0	0	451,100	402,500
Total Expenditures	\$15,393,707	\$16,887,051	\$19,050,602	\$20,506,499
Per Capita	\$243.67	\$263.98	\$289.51	\$308.00

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$1,901,371	\$1,601,775	\$1,173,022	\$1,509,988
Geographical Information Systems	346,899	438,537	631,680	596,906
Water Treatment and Storage	4,122,785	4,244,178	4,790,503	4,822,335
Environmental Compliance	445,338	511,459	567,271	627,734
Sewage Treatment	2,708,622	3,102,114	3,097,680	3,377,996
Water Distribution	1,608,502	2,163,708	3,405,593	3,229,662
Wastewater Collection	1,140,598	1,525,732	1,837,709	1,962,822
Water Maintenance	793,659	871,153	972,722	1,066,379
Liftstation Maintenance	1,635,946	1,688,177	2,029,254	2,752,261
Construction Services	689,985	740,219	545,169	560,416
Total Expenditures	\$15,393,707	\$16,887,051	\$19,050,602	\$20,506,499
% Covered by Department Revenues	212.25%	199.77%	171.93%	166.77%

Utilities Department



Staffing Levels by Department	16-17	17-18	18-19
Administration	17.34	7	10
Geographical Information Systems	5	5	6
Water Treatment and Storage	15	15	15
Environmental Compliance	5	5	6
Water Distribution	30	30	27
Wastewater Collection	14	14	14
Water Maintenance	10	10	10
Liftstation Maintenance	18	18	22
Construction Services	10	6	6
Total Authorized Personnel	124.34	110	116

Program: Utilities Administration

The Utilities Administration Division provides effective management of utilities' financial, human, and infrastructure resources through best management practices and promoting continuous improvement of processes, procedures, and skills.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Support the achievement of divisional goals and objectives while providing direction in the planning, prioritization and implementation of utilities 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	90%	95%	95%
Divisional performance measures met or exceeded	95%	95%	95%

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

Employee attendance at ICS training sessions (mandatory)	7	7	7
Employee evaluations processed within 2 weeks of anniversary	85%	80%	100%
Grievances/conflicts resolved at the department level	90%	90%	90%

Objective: Optimize customer service levels and provide consumer information and education opportunities.

Response to customer inquiries not exceeding 2 working days	95%	100%	100%
Interactive citizen forums	7	12	12
Water Conservation educational forums	3	6	6

Staffing Levels	16-17	17-18	18-19
Director of Environmental Services	1	0	0
Deputy Director of Utilities	1	1	2
ESD Coordinator	1	0	0
Utilities Coordinator	0	1	1
Utilities Director	0	1	1
Assistant Utilities Director	0	1	0
Business Operations Administrator	0	1	1
Engineer-In-Training	1	0	0
Assistant City Engineer	2	0	0
Utility Inspector	1	0	0
AutoCAD Operator	1	0	0
Plan Reviewer	1	0	0
Executive Assistant	.33	1	1
Conservation/Sustainability Officer	1	0	0
Administrative Assistant	3	1	1
Assistant Director of Environmental Services	2	0	0
CIP Manager	1	0	0
Senior Plan Reviewer	1	0	0
Utilities Asset Administrator	0	0	1
Utilities Operations Engineer	0	0	1
Water Resources Administrator	<u>0</u>	<u>0</u>	<u>1</u>
	17.33	7	10

Utilities Administration

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,644,447	\$1,402,368	\$729,559	\$1,011,662
Operating Expenses	256,924	199,407	134,463	166,326
Capital Outlay	0	0	309,000	332,000
Total Expenditures	\$1,901,371	\$1,601,775	\$1,173,022	\$1,509,988
Per Capita	\$30.10	\$25.04	\$17.83	\$22.68

2017-18 Accomplishments

- ◆ The Utilities Department developed a department strategic plan that will provide high level direction for enhancing the infrastructure, addressing resource needs, and developing a resilient utility.
- ◆ We completed all required FEMA reimbursement forms including ICS 214's and damage reports for Hurricane Irma in coordination with Risk and Finance, and effected system repairs due to the hurricane. Several of our divisions within the department were reorganized including the Environmental Compliance, Water/Sewer Network, and Utilities Administrative Divisions.
- ◆ Through multiple justification forms, documentations, and meetings, we were approved for eight new/reclassified positions in the department (Utilities Asset Manager, Utilities Operations Engineer III, Water Resources/Environmental Affairs Admin, Quality Assurance Analyst, Generator Technician, Utilities Maintenance Supervisor, Assistant Utilities Maintenance Manager) shown on our new organizational chart.
- ◆ A significant accomplishment this year was leading, along with IT, the migration, configuration, and deployment of Phase I of a new work order/asset management software system including field/mobile computing. This was done in less than four months, when normally these efforts take from 18-24 months. Additionally, the 2018 Water & Sewer Fund budget was balanced with no rate increase for the 10th consecutive year.

Program: GIS

The GIS Division is responsible for 4 core tasks: 1) The development, collection, management, and maintenance of data sets related to the City’s utilities infrastructure. 2) The development of strategies and applications to facilitate the sharing of this data with a variety of consumers. 3) The creation, maintenance, and distribution of a variety of printed and digital map products. 4) To research and pursue opportunities that enhance the Utilities Department continued development of GIS systems, data, and services.

Technical staff attends to assigned data and mapping tasks using GIS software and database programs. The GIS Administrator oversees this technical staff and provides guidance and support as needed. This Administrator will also meet with customers to develop strategies to provide GIS data or services to meet their business needs and serve as project coordinator for GIS work performed for the Utilities Department by GIS consultants.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To develop, maintain, and share infrastructure data through the creation of digital or printed map products thus, supporting informed and effective decision making by those who have an impact on the community we serve.

Objective: Dataset development to accurately represent city infrastructure features.

Completed dataset development projects initiated in fiscal year on schedule	95%	97%	95%
Percent of projects completed that are part of an extended timeframe schedule	95%	97%	95%

Objective: Share infrastructure datasets through the creation of printed or digital map products.
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Distribute amended system atlas sheets on a quarterly basis	100%	100%	100%
Reflect completed infrastructure projects on system atlases within one week of asbuilt receipt	100%	100%	100%

Objective: Provide GIS mapping and data research services to support a variety of internal business needs.

Respond to customer inquiries not exceeding 5 working days	100%	100%	100%
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Staffing Levels	16-17	17-18	18-19
GIS Administrator	1	1	1
GIS Specialist	2	3	2
GIS Analyst	1	0	1
GIS Analyst I	1	1	1
GIS Analyst II	1	1	1
	5	6	6

Geographical Information Systems

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$342,684	\$409,962	\$526,666	\$530,444
Operating Expenses	4,215	28,575	49,014	45,962
Capital Outlay	0	0	56,000	20,500
Total Expenditures	\$346,899	\$438,537	\$631,680	\$596,906
Per Capita	\$5.49	\$6.86	\$9.60	\$8.97

2017-18 Accomplishments

- ◆ The Utilities Geographic Information System (GIS) Division completed conversion of water distribution system information to GIS including water mains, valves, hydrants, and fittings (from 90 percent to 100 percent complete (now in maintenance).
- ◆ Water meters and individual service lines went from 0 percent to 10% complete, and work will continue next year on this project.
- ◆ Sanitary service GIS development went from 35 to 95 percent complete and stormwater system features, including pipes, inlets, catch basins, and more went from 40 to 90 percent complete.
- ◆ GIS staff completed a street sign inventory for the barrier island, 471 new map requests, 168 information requests for external customers (including developers, consultants, and surveyors), and imaged, coded and filed 25 new as-built construction project document sets.
- ◆ All Utilities atlas reference maps were updated and distributed four times this year, including 52 new books and 96 updated books and the number of hours spent on special project support for the division (non-workorder/asset management) was 1305 hours.
- ◆ A significant accomplishment this year was completing Phase I of migration and configuration of the new work order/asset management system for Utilities Maintenance, Water/Sewer Network, Public Works Right-of-Way, and Parks Maintenance which comprise of about 683 hours.

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	2017 Actual	2018 Actual	2019 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)	99%	99%	99%
Water quality notices of violation received	0	0	0
<i>(1) Maximum Contaminant Level (MCL) based on semi-annual monitoring of 76 primary contaminants.</i>			
<i>(2) Maximum Contaminant Level (MCL) based on monthly monitoring of 6 elements (chloride, color, iron, pH, fluoride and zinc).</i>			

Objective: Maintain monthly average distribution system pressure above 50 psi and maintain potable water aesthetic quality.

Hardness reduction of 50% or more	100%	100%	100%
Color 13 units or below on a monthly average	100%	100%	100%
Monthly average water pressure (P.S.I.)	52	52	50

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	3	2
Semi-Annual Wastewater Recovery Basin cleaning	1	1	1
Weekly site inspections of Water Treatment Plant and four re-pump facilities to include report and required maintenance	240	240	240

Staffing Levels	16-17	17-18	18-19
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	0	0	2
Treatment Plant Operator C	7	7	7
Treatment Plant Operator Trainee	<u>3</u>	<u>2</u>	<u>0</u>
	15	15	15

Water Treatment and Storage

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$867,376	\$971,686	\$993,076	\$1,024,412
Operating Expenses	3,255,410	3,272,491	3,783,427	3,784,423
Capital Outlay	0	0	14,000	13,500
Total Expenditures	\$4,122,785	\$4,244,178	\$4,790,503	\$4,822,335
Per Capita	\$65.26	\$66.34	\$72.80	\$72.43

2017-18 Accomplishments

- ◆ The water treatment plant provided an average of 15 million gallons of safe drinking water per day through over 22,000 connections to our customers.
- ◆ We maintained finished water quality without exceeding any maximum Contaminant Levels (MCL's), monitored primary contaminant concentrations of 76 contaminants and secondary contaminant concentrations of six elements.
- ◆ An important accomplishment was completing Phase I of our disinfection optimization project, working with all divisions within the department to install, test, monitor, and modify bleach and ammonia levels to enhance our disinfection process.
- ◆ Quarterly enhanced disinfection cycles using free chlorine were conducted, helping to ensure quality water and compliance with all state and federal water quality requirements.
- ◆ A major repair and replacement project was completed by replacing the original 1992 Lime Slaker #3 with a new slaker.

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, 22,281 service lines, 8,600 valves and 2,883 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 work order data base management system by the collection and input of data. This division also provides administration of the utility warehouse, which stocks commonly used general operating supplies and materials. It is the responsibility of the warehouse to conduct physical inventories, reorder and stock these items as necessary.

Performance Measures	2017 Actual	2018 Actual	2019 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	305	268	325
% repaired within one hour	100%	100%	100%
Service line replacement/new installation	23	33	40
% replaced or installed within five days of request	100%	100%	100%

Objective: To install new water meters within one week of receipt of paid applications and ensure optimum levels of customer service.

Water meters installed	126	93	100
% 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)	6,500	10,137	6,500
Valves inspected/exercised	628	515	2,500
Utility locations completed within 48 hours of request	100%	100%	100%
Water Meters Replaced	502	303	300

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

City owned backflow devices inspected (once per year)	250	442	550
% 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%

Staffing Levels	16-17	17-18	18-19
Manager of W & S Network	1	1	1
Asst. Manager	1	1	1
Administrative Asst.	1	1	1
Staff Assistant	1	1	1
Data Processor	1	1	1
Backflow Inspector	1	1	1
Utilities Supervisor	2	2	2
Crew Leader II	5	6	6
Equipment Operator II	2	2	2
Utility Service Worker A	2	2	2
Utility Service Worker B	3	3	3
Utility Service Worker C	<u>10</u>	<u>9</u>	<u>6</u>
	30	30	27

Water Distribution

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,032,360	\$1,465,815	\$1,631,560	\$1,600,871
Operating Expenses	576,142	697,893	1,765,433	1,628,791
Capital Outlay	0	0	8,600	0
Total Expenditures	\$1,608,502	\$2,163,708	\$3,405,593	\$3,229,662
Per Capita	\$25.46	\$33.82	\$51.75	\$48.51

2017-18 Accomplishments

- ◆ The Water Distribution Section (Section) responded to and repaired 268 water service leaks caused by aging galvanized piping and other issues.
- ◆ Backflow prevention devices help protect our water distribution system and as a part of our program, 442 city owned backflow prevention devices were inspected.
- ◆ The Section was trained on the new work order system and is using mobile computing devices to record preventive and corrective maintenance information on work orders.

Program: Environmental Compliance

The Environmental Compliance Division is responsible for the operation of the City of Delray Beach’s Environmental Services Laboratory Program.

The laboratory monitors drinking water quality and compliance with State and Federal requirements through collection and analysis at strategic locations throughout the distribution system, as well as reporting of test results on drinking water and environmental samples to state regulatory agencies.

Performance Measures	2017 Actual	2018 Actual	2019 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	39669	38,749	38,000
% of total samples processed in house	99%	99%	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	99%	99%	95%
% Monthly Compliance Reports reviewed	100%	100%	100%

Objective: Maintain laboratory proficiency through in-house cross training and monitor division’s budget along with additional NELAP (National Environmental Laboratory Accreditation Program) surveillance.

Meet NELAP requirements by maintaining Quality Manual and Standard Operating Procedures current and up-to-date.	90%	90%	90%
Conduct cross training on a monthly basis to ensure balanced capabilities of compliance division staff.	90%	90%	90%

Staffing Levels	16-17	17-18	18-19
Environmental Compliance Manager	1	1	1
Senior Chemist	1	1	0
Junior Chemist	1	1	0
Field Technician	1	1	0
Laboratory Technician	1	1	0
Quality Control Analyst	0	0	3
Quality Control Chemist	<u>0</u>	<u>0</u>	<u>2</u>
	5	5	6

Environmental Compliance

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$333,990	\$403,850	\$395,755	\$483,625
Operating Expenses	111,348	107,609	139,516	144,109
Capital Outlay	0	0	32,000	0
Total Expenditures	\$445,338	\$511,459	\$567,271	\$627,734
Per Capita	\$7.05	\$8.00	\$8.62	\$9.43

2017-18 Accomplishments

- ◆ The Utilities Environmental Compliance Division (Lab) renewed our laboratory certification under NELAP (National Environmental Laboratory Accreditation Program) for performing analyses of 120 analytes for the period of July 1st, 2018 to June 30th, 2019.
- ◆ The division completed all water quality mandated testing and reporting, met all EPA Safe Drinking Water Act standards, successfully completed installation, startup and maintenance of online ammonia and chlorine analyzers to enhance disinfection monitoring of water supply, and maintained a 99% success rate through two rounds of proficiency testing for fiscal year 2018, exceeding the 90% goal, and remained certified for all tested parameters.
- ◆ The division successfully completed two city-wide studies for lead and copper, achieving compliance with state and EPA Lead and Copper Rule 90th percentile ranking action levels.

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 South Central Regional Wastewater Treatment Plant. Facilities include 355 miles of gravity and force mains, 22,160 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. Assistance is provided to other divisions as needed.

Performance Measures	2017 Actual	2018 Actual	2019 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	200	251	250
Clearance of main blockages not exceeding 1 working day	100%	100%	100%
Sanitary Sewer Spills Resolved not exceeding 24hrs.	100%	100%	100%

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%

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	572	913	800
IPP Notices of Violation issued	160	183	0
Notices of Violation (NOV) issued within 5 business days of inspection	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
Utilities Supervisor	1	1	1
Crew Leader II	2	2	2
IPP Administrator	1	1	1
IPP Inspector	1	1	1
Utilities Locator	1	1	1
Equipment Operator II	2	2	2
Utility Service Worker A	3	3	3
Utility Service Worker C	3	3	3
	14	14	14

Wastewater Collection

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$828,940	\$670,071	\$775,689	\$794,439
Operating Expenses	311,659	855,661	1,055,520	1,151,883
Capital Outlay	0	0	6,500	16,500
Total Expenditures	\$1,140,598	\$1,525,732	\$1,837,709	\$1,962,822
Per Capita	\$18.05	\$23.85	\$27.93	\$29.48

2017-18 Accomplishments

- ◆ The Wastewater Collection Section (Section) restructured the Industrial Pretreatment Program (IPP) and implemented a reclaimed water cross connection control program, responded to all sewer main breaks and collection system emergencies within one hour, per level of service standard, and performed over 12,985 water and sewer utility locations to prevent damage to existing utilities as a result of underground construction activities.
- ◆ Outside resources cleaned, televised and provided reports and videos of 30.3 miles of sanitary sewer lines, which will be analyzed for repair and replacement needs in the system.
- ◆ The Section was trained on the new work order system and is using mobile computing devices to record preventive and corrective maintenance information on work orders.

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	2017 Actual	2018 Actual	2019 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 (L.F./yr.).

Rehabilitate wastewater collection system (L.F./year)	6,236	6285	6,000
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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)	184	151	200
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Sewage Treatment

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$2,708,622	\$3,102,114	\$3,097,680	\$3,377,996
Capital Outlay	0	0	0	0
Total Expenditures	\$2,708,622	\$3,102,114	\$3,097,680	\$3,377,996
Per Capita	\$42.87	\$48.49	\$47.07	\$50.74

2017-18 Accomplishments

- ◆ Updated our reuse distribution pumps by replacing the rotating assemblies allowing the pumps to run more effectively and efficiently.
- ◆ Approved Design for SCRWTDB's upgrades and rehabilitation of our blowers and aeration system.
- ◆ Acquired a \$15.1 M bank loan issue for use to rehabilitate and upgrade the wastewater treatment plant as well as allowing the plant to run more efficiently.
- ◆ Conducted and passed SCRWTDB injection well Mechanical Integrity Test (MIT) done without using the ocean outfall.

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	2017 Actual	2018 Actual	2019 Projected
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Goal: Ensure consistent and reliable service is provided to water treatment and storage facilities through regular inspection and maintenance of component systems.

Objective: Ensure operational reliability of water supply, treatment, and storage facilities.

Inspections of raw water wells (based on 36 per month)	319	332	432
Inspections of mechanical/electrical components at WTP and pumping stations including stormwater stations.	240	260	250
Quarterly vibration analysis inspections of critical process components (over 15 hp)	27	53	42
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.)	1,507	1317	1,976
Buildings and Grounds maintenance at the WTP and related facilities.	4,621	4283	1,730

Objective: To respond to emergencies within one hour or less and complete at least 95% of work orders within 3 days of receipt.

Response to system emergencies not exceeding one hour	100%	100%	100%
Work orders completed within 3 working days	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
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.	1	1	1
	10	10	10

Water Maintenance

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$594,786	\$638,599	\$633,953	\$652,622
Operating Expenses	198,874	232,554	338,769	413,757
Capital Outlay	0	0	0	0
Total Expenditures	\$793,659	\$871,153	\$972,722	\$1,066,379
Per Capita	\$12.56	\$13.62	\$14.78	\$16.02

2017-18 Accomplishments

- ◆ The Water Maintenance Section (Section) of the Utilities Maintenance Division completed redevelopment of five of the 30 raw water wells to ensure the continued availability of clean, safe drinking water. With the growing shortage of readily available water, keeping our wells in top condition is of utmost importance.
- ◆ The Section successfully completed all programed preventive maintenance work orders to extend useful life of equipment. By performing routine preventive maintenance, problem areas can be identified and corrected before resulting in significant downtime of equipment.
- ◆ Two new portable generators dedicated to the raw water wells were purchased and equipped for use in the event of an emergency. Having generator redundancy at wells sites allows us to continue to produce safe drinking water in case of long-term power outages.
- ◆ Replacement generators were installed for raw water wells thirty-five and thirty-six to allow operation of both wells during an emergency. The more wells we can operate during an emergency situation the better we are able to meet the needs of our citizens. This allows us to provide uninterrupted water service.
- ◆ The Section was trained on the new work order system and is using mobile computing devices to record preventive and corrective maintenance information on work orders.

Program: Lift Station Maintenance

The Lift Station Maintenance division is responsible for the electrical and mechanical maintenance and repair of all sewage lift stations (127) and stormwater pumping stations (7) in the City. Lift station Maintenance monitors levels of odor and gases at lift stations, 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	2017 Actual	2018 Actual	2019 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)	3,253	3309	3,302
Inspection of stormwater pumping facility components (based on 7 per month)	70	84	84
Vibration analysis of primary transmission components (over 15 hp) of sewage/stormwater pump stations	42	61	75
Preventive maintenance tasks of sewage pumping facilities	253	235	480
Preventive maintenance tasks of stormwater pumping facilities (based on 14 per month)	140	151	168
Operational Ability of Primary Equipment	100%	100%	100%
Response to system emergencies not exceeding 1 hour	100%	100%	100%

Objective: To properly maintain all lift stations and surrounding grounds in order to minimize their impact on residential communities.

Odor complaints (not to exceed 6 per year)	0	0	0
Semi-monthly facility grounds maintenance including mowing, trimming, edging, and litter control based on maintenance of 127 lift stations and all other utility sites (43).	100%	82%	100%

Staffing Levels	16-17	17-18	18-19
Instrumentation Tech	1	1	1
Manager of Maintenance	1	1	1
Assistant Manager Of Maintenance	0	0	1
Utilities Maintenance Supervisor	2	2	3
Utilities Mechanic	5	5	5
Generator Technician	0	0	4
Level I Electrician	3	2	2
Level III Electrician	0	1	1
Mech/Elec Technician	2	2	0
Utility Service Worker C	3	3	3
Staff Assistant II	<u>1</u>	<u>1</u>	<u>1</u>
	18	18	22

Liftstation Maintenance

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$1,077,563	\$1,132,183	\$1,201,272	\$1,503,814
Operating Expenses	558,383	555,995	802,982	1,228,447
Capital Outlay	0	0	25,000	20,000
Total Expenditures	\$1,635,946	\$1,688,177	\$2,029,254	\$2,752,261
Per Capita	\$25.90	\$26.39	\$30.84	\$41.34

2017-18 Accomplishments

- ◆ The Lift Station Maintenance Section (Section) successfully completed all programed preventive maintenance work orders to extend useful life of equipment ensuring continued lift station reliance.
- ◆ A major effort this year was the purchase, receipt, hookup, and testing of twenty-three new portable generators to help keep lift stations, raw water wells, and stormwater pump stations operating during an emergency event, helping ensure public health and safety during a crisis. The Section cleaned the wet wells on all building stations to help reduce odors and reduce odor complaints, resulting in fewer complaints from citizens and helping ensure reliability of our system.
- ◆ Replacement of Lift Station 1 commenced with a scheduled completion date of March 2019. The replacement of this lift station will allow us to meet future demands placed on the City as it grows.
- ◆ Surveillance operations were enhanced to ensure every station is cleaned at least twice a month. The enhanced surveillance assists in spotting problems before they occur, and also helps to alleviate any odor concerns.
- ◆ The Section was trained on the new work order system and is using mobile computing devices to record preventive and corrective maintenance information on work orders.

Program: Construction Services

Construction Services provides in-house repairs and maintenance in support of unscheduled, emergency, and replacement of potable and raw water, wastewater, reclaimed and storm water systems.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Administer repair and maintenance projects on the potable and raw water, sanitary sewer, reclaimed water, storm water systems within established time and budgetary parameters.

Objective: Perform repairs and maintenance on potable, raw, reclaimed water systems in an efficient and cost effective manner.

Repairs completed with 3 days of issuance. (i.e. services, main repairs, valve and fire hydrant replacement.)	N/A	100%	100%
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Objective: Perform repairs and maintenance on sanitary sewer systems in an efficient and cost-effective manner.

Repairs completed with 3 days of issuance. (i.e. cleanouts service laterals, and main repairs.)	N/A	100%	100%
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Objective: Perform repairs and maintenance on storm water systems in an efficient and cost-effective manner.

Repairs completed with 5 days of issuance. (i.e. cleanouts service laterals, and main repairs.)	N/A	100%	100%
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Staffing Levels	16-17	17-18	18-19
Deputy Director of Construction	0	0	0
Business Operations Administrator	1	0	0
Superintendent of Construction	1	0	0
Asst. Water/Sewer Network Manager	0	1	1
Utility Service Worker C	2	2	2
Equipment Operator III	1	1	1
Utility Construction Crew Pipelayer	1	0	0
Utility Service Worker A	0	1	1
Project Manager II	2	0	0
Utility Crew Leader III	1	1	1
Chief Project Manager	<u>1</u>	<u>0</u>	<u>0</u>
	10	6	6

Construction Services

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$591,026	\$601,901	\$402,355	\$425,832
Operating Expenses	98,959	138,318	142,814	134,584
Capital Outlay	0	0	0	0
Total Expenditures	\$689,985	\$740,219	\$545,169	\$560,416
Per Capita	\$10.92	\$11.57	\$8.28	\$8.42

2017-18 Accomplishments

- ◆ The Utilities Construction Section (Section) completed in-house construction of the N.W. 9TH Avenue / Water Main Upgrade Project # 15-053, Fire Station #3 Rebuild (curb removal, water service, road base) Project # 16-012, and construction of reclaimed water main for Imperial Villa subdivision.
- ◆ At various locations throughout the City, the Section also completed the repair, rehab, and/or replacement of fire hydrants, water services, and water mains and of sanitary sewer mains and laterals.
- ◆ The Section also provided as needed assistance in repair or replacement of stormwater pipes and drainage inlets for Public Works.

Miscellaneous

Miscellaneous

Water and Sewer Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$2,737,037	\$3,573,807	\$3,977,317	\$4,368,372
Capital Outlay	0	0	3,115,383	325,000
Project Reserve	0	0	0	0
Debt Service	287,311	236,026	2,057,584	2,050,532
Depreciation	3,260,515	3,255,991	0	0
Transfers	9,075,546	8,712,323	11,178,187	18,649,671
Total Expenditures	\$15,360,409	\$15,778,146	\$20,328,471	\$25,393,575
Per Capita	\$243.14	\$246.64	\$308.92	\$381.40

Delray Beach Florida



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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

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.

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$0	\$0
Fines and Forfeits	49,991	28,266	204,250	204,250
Miscellaneous Revenue	0	0	0	0
Total Revenues	\$49,991	\$28,266	\$204,250	\$204,250

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$87,920	\$74,979	\$84,250	\$84,250
Capital Outlay	8,985	152,325	120,000	120,000
Non-Operating Expenses	0	0	0	0
Grants and Aids	0	0	0	0
Total Expenditures	\$96,905	\$227,304	\$204,250	\$204,250
Per Capita	\$1.53	\$3.55	\$3.10	\$3.07

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.

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, providing disaster assistance as needed, increasing affordable homeownership opportunities, and creating economic development opportunities including job creation for low-moderate income residents. The Neighborhood Resource Center is funded under this division and serves as a vehicle for the delivery of services to individuals throughout the City.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: To cultivate a safe and suitable living environment 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. To repair and protect existing owner-occupied housing units and to correct issues of urgent need related to past and future storm damage.

Housing Rehabilitation (CDBG & SHIP) #of homes per annual plan

Complete income eligibility within 120 days	100%	100%	85%
Percentage completed within 90 days of building permit issuance	80%	84%	80%
Conduct 2 public meetings annually	100%	100%	100%

Residential Construction Mitigation Program

Complete income eligibility within 120 days	N/A	0%	85%
Percentage completed within 90 days of building permit issuance	83%	N/A	85%
Percentage of completed write-up within 60 days of eligibility	N/A	N/A	85%
Distribute a minimum of 500 pieces of program information annually (1)	N/A	100%	100%
Quarterly (4) update of information on website	N/A	100%	100%

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

Purchase Assistance: SHIP/NSP (CLT/DBHA)

Complete income eligibility within 120 days	N/A	100%	100%
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Workforce Housing (Purchase/Rental)

Monitor active workforce developments monthly (12)	100%	100%	100%
Complete income eligibility within 120 days per household	100%	100%	100%
Perform audit per development annually (FY16-3, FY17-4, FY18-6)	100%	100%	100%

Goal: To provide financial resources to stimulate business retention and expansion within the CDBG target area.

Objective: To market economic development funds in order to expand opportunities primarily for persons of low to moderate incomes.

Economic Development/Micro-Enterprise Loan Program

Outreach monthly (12) through print and social media outlets	100%	N/A	N/A
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Goal: To make available broad-ranging city-wide support to neighborhoods through education, outreach and helping to improve curb appeal.

Objective: To empower residential HOA's, to provide new and enhance existing neighborhood initiatives promoting partnerships.

Attend at least one community/neighborhood meeting per month (12)	100%	100%	100%
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Objective: To create more attractive neighborhoods by way of exterior and landscaping improvements.

Landscaping and Exterior Improvements (Curb Appeal)

Distribute a minimum of 500 pieces of program information annually (1)	100%	100%	100%
Complete income eligibility within 120 days	N/A	100%	27%

Staffing Levels	16-17	17-18	18-19
Neighborhood Services Administrator	1	1	1
Housing Rehabilitation Inspector	.5	1	1
Housing Rehabilitation Specialist	.7	1	1
Housing Property Coordinator	1	1	1
CI Project Administrator	.5	.5	.5
Community Improvement Specialist	0	0	1
C.I. Specialist	1	1	0
	4.7	5.5	5.5

Neighborhood Services

Neighborhood Services

	2016	2017	2018	2019
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenue	\$0	\$0	\$244,243	\$0
Intergovernmental Revenue	947,961	718,183	1,683,279	648,909
Miscellaneous Revenue	114,521	147,888	1,617,004	117,656
Non-Revenues (Transfers)	268,342	149,430	387,999	183,930
Total Revenues	\$1,330,824	\$1,015,501	\$3,932,525	\$950,495

	2016	2017	2018	2019
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$364,488	\$403,987	\$387,654	\$409,998
Operating Expenses	793,172	834,997	3,230,607	470,915
Capital Outlay	0	84,675	212,218	0
Grants and Aids	68,000	68,133	73,747	69,164
Contingency/Transfers	300	0	28,299	418
Total Expenditures	\$1,225,960	\$1,391,792	\$3,932,525	\$950,495
Per Capita	\$19.41	\$21.76	\$59.76	\$14.28

	2016	2017	2018	2019
Expenditures by Program	Actual	Actual	Revised	Budget
Ship Program - State Grant	306,503	501,792	725,520	87,747
CRA Easement Grant Program	22,825	23,990	296,431	125,000
Beacon Center	10,000	0	0	0
FEMA Residential Mitigation	120,201	19	49,546	0
Workforce Housing	34,251	63,486	1,376,874	0
Neighborhood Stabilization	31,390	277,981	212,218	0
Demolition and Clearance	10,980	27,897	135,150	0
Program/Planning Admin	72,603	77,190	86,623	103,822
Housing Rehabilitation-Federal Grant	347,653	182,342	630,117	380,832
Miscellaneous Expense-Federal Grant	40,485	0	145,323	0
Grants and Aids	58,000	68,133	73,747	69,164
Neighborhood Housing	170,769	168,963	200,976	183,930
Miscellaneous	300	0	0	0
Total Expenditures	\$1,225,960	\$1,391,792	\$3,932,525	\$950,495

Neighborhood Services

2017-18 Accomplishments

- ◆ Partnered with the Delray Beach Community Land Trust (DBCLT) to provide financial assistance to three (3) first-time homebuyers under the SHIP program for \$94,000. Three (3) additional buyers received direct financial assistance in the amount of \$154,165.99.

- ◆ The Consolidated Annual Action Plan for FY18-19 to HUD was approved and currently in development.

- ◆ Expended \$31,970 of Solid Waste Authority funds to beautify City-owned properties. Recently began the beautification of four (4) additional sites to be completed year-end.

- ◆ Completed six (6) projects under the housing rehabilitation program, in order to bring structures into building code compliance and ADA accessibility; ten (10) are underway.

- ◆ Continuous service is being offered at the Neighborhood Resource Center through various partnerships.

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.

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 Homewood & Linton Blvd. & 3 medians on Military Trail, Lake Ida Rd. – Medians between Swinton Ave. & I-95, S. Federal Highway & Congress Ave., Martin Luther King Blvd. – N.E. 1st Ave. to N.W. 12th Ave., S. W. 12th Ave. & S.W. 3rd St., Homewood & Linton Blvd. & Medians on Military Trail, Atlantic Ave., , Lake Ida Rd. Medians between Congress Ave. & Military Trail, George Bush Blvd./N.E. 8th St. & W. Atlantic Ave., I-95 Interchanges, Atlantic Ave., Landscape Maintenance - Atlantic Ave., West of CSX – Railroad to Military Trail, Lake Ida Rd. Medians between Swinton Ave. & I-95, Lake Ida Rd., Medians between Congress Ave. & Military Trail, S. Federal Hwy. & Congress Ave., S.W. 2nd Ave. between Swinton Ave. & 15th Ave..

Performance Measures	2017 Actual	2018 Actual	2019 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 times in beautification areas where litter is picked up three times/week	3,380	3,380	3,380
Number of acres mowed (15 acres x 52 wks)	780	780	780
Number of Fertilizer application for:			
Turf (includes weed and feed)	3	2	5
Palm Trees	2	2	2
Ornamental Shrubs	2	2	3

Staffing Levels	16-17	17-18	18-19
Crew Leader I	1	1	1
Irrigation Maintenance Worker	1	1	1
General Maintenance Worker	<u>4</u>	<u>4</u>	<u>3</u>
	6	6	5

Beautification Trust Fund

Beautification

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Surplus	\$0	\$0	\$0	\$0
Intergovernmental Revenue	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenue	32,190	6,255	75,000	100,000
Non-Revenues (Transfer)	944,526	947,348	935,190	935,190
Total Revenues	\$976,715	\$953,603	\$1,010,190	\$1,035,190

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$248,755	\$270,856	\$272,051	\$257,941
Operating Expenses	531,270	552,287	623,135	716,911
Capital Outlay	23,244	0	12,500	0
Non-Operating Expenses	936	0	102,504	60,338
Grants & Aids	0	0	0	0
Transfers	0	0	0	0
Total Expenditures	\$804,204	\$823,142	\$1,010,190	\$1,035,190
Per Capita	\$12.73	\$12.87	\$15.35	\$15.55

2017-18 Accomplishments

- ◆ Re-landscaped the Delray Beach marina installing sod, (7) hibiscus trees, plumbago, flax lilies, trinette arbutica and capella arbutica.
- ◆ Re-landscaped NE 4th Street with (7) pallets of sod, (30) flax lily and (1) yellow hibiscus standard.
- ◆ Re-landscaped Mae Volen courtyard with climbing vine added to the wall, (10) pallets of sod, plumbago and trinette arbutica and (1) today-tomorrow-yesterday tree
- ◆ Thinned and raised (2) large ficus trees in Worthing Park.
- ◆ Re-landscaped the Visitors Information Center (22) podocarpus, (3) flax lily, (2) hibiscus and (30) mammy crotons
- ◆ Re-landscape the entrance of Veterans Park and around the veteran's monument
- ◆ Completed tree trimming of all of the coconut palms, sable palms on West Atlantic Avenue from NW/SW 6th Avenue to A1A, the Delray Beach Tennis Center, Comm. Center, City Hall.

General Obligation Debt Service Fund

GO Debt Service Fund

GO Debt Service

	2016	2017	2018	2019
Revenues	Actual	Actual	Revised	Budget
Current Ad Valorem Taxes		\$2,133,338	\$2,096,480	\$2,091,275
Delinquent Ad Valorem Taxes		0	225	623
Total Revenues	\$0	\$2,133,338	\$2,096,705	\$2,091,898

	2016	2017	2018	2019
Expenditures by Type	Actual	Actual	Revised	Budget
GO Principal		\$1,640,000	\$1,700,000	\$1,750,000
GO Interest		449,576	396,705	341,898
Total Expenditures	\$0	\$2,089,576	\$2,096,705	\$2,091,898
Per Capita	\$0.00	\$32.66	\$31.86	\$31.42

This is a new fund beginning FY 2017. Previous expenses and revenues were recorded in the general fund.

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.

Program: Beach Restoration Fund

The Public Works 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	2017 Actual	2018 Actual	2019 Projected
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Goal: (1) Maintain the beach and dune system at the optimum design section to provide an adequate recreation beach and storm protection and (2) implement and monitor the annual Sea Turtle Conservation Program which requires reporting nesting frequencies and nesting successes in Delray Beach.

Objective: Manage the beach renourishment project, ensuring that it is accomplished on schedule and within budget, without harming nesting turtles.

Implement required design and monitoring tasks	2	7	5
Sea Turtle Conservation Project	Mar.-Oct.	Mar.-Oct.	Mar.-Oct.
Sand Search & Engineering	N/A	N/A	9/30/19
Permitting	N/A	N/A	12/31/19
Construction Environmental	08/31/17	08/31/18	08/31/19
Fill Placement	N/A	N/A	N/A
Construction Loans	N/A	N/A	N/A
Post Construction Monitoring Physical Survey	11/30/17	11/30/18	11/30/19
Beach Tilling	03/01/17	03/01/18	03/01/19
Construction Management	N/A	N/A	N/A

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.	304 Nests	320 Nests	340 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.	29.7%	30%	30%
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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 a minimum through Federal, State and Local cost share reimbursement programs.

Portion of nourishment project costs paid by City	29%	29%	26%
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Staffing Levels	16-17	17-18	18-19
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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

Beach Restoration

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$113,152	\$0
Federal Grants	0	0	25,515	245,142
State Grants	105,112	0	25,515	299,729
Palm Beach County Grants	0	0	65,823	632,418
Miscellaneous Revenue	0	0	0	0
Transfers	15,000	66,735	52,447	237,511
Total Revenues	\$120,112	\$66,735	\$282,452	\$1,414,800

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$163,947	\$105,877	\$282,452	\$1,414,800
Capital Outlay	0	0	0	0
Debt Service	2,461,805	0	0	0
Project Reserve	0	0	0	0
Total Expenditures	\$2,625,752	\$105,877	\$282,452	\$1,414,800
Per Capita	\$41.56	\$1.66	\$4.29	\$21.25

2017-18 Accomplishments

- ◆ The City of Delray Beach (City) holds a Joint Coastal Permit (JCP), Permit No.0303553-001-JC, with the Florida Department of Environmental Protection (FDEP) and the United States Army Corp of Engineers (USACE) for sand nourishment of the beachfront with offshore borrow areas. The JCP requires the City to perform certain activities, known as "conditions" of the permit. These conditions are specific to the beach nourishment / construction activities, and include marine turtle and manatee protection, monitoring and reporting. The JCP also requires annual post-construction physical beach monitoring studies for three-years following sand nourishment events. The City of Delray Beach has participated in eight beach nourishment projects from 1973 to 2012, with the most recent sand renourishment project completed in 2014 in response to damages incurred by Hurricane Sandy in 2012.
- ◆ On April 3, 2018, the City Commission approved a grant application with the Florida Department of Environmental Protection (FDEP) for reimbursement of funds expended to remain in compliance with the JCP in the amount of \$51,527, for activities undertaken in 2016 and in 2017. This is an annual funding request, also known as a Local Government Funding Request.
 - ◆ The City and FDEP executed Grant Agreement Number 17PB2 on May 16, 2018 for \$51,527.
 - ◆ The City submitted a payment request on August 15, 2018 for \$45,282 to the State for eligible reimbursement tasks.

Beach Restoration Fund

2017-18 Accomplishments Con't

- ◆ On July 10, 2018, the City Commission approved a grant application with the Florida Department of Environmental Protection (FDEP) for reimbursement of funds expended to remain in compliance with the JCP in the amount of \$299,729, for activities to be performed in FY 2018/2019. This is an annual funding request, also known as a Local Government Funding Request.
 - FY 2018/19 funds were requested for (FDEP permit no. 0303553-001-JC) permit monitoring
 - ◆ Monitoring
 - ◆ Beach tilling
 - ◆ Sea turtle monitoring
 - ◆ Post-construction physical monitoring survey and report
 - ◆ Design
 - ◆ Sand Search
 - ◆ Engineering
 - ◆ Permitting
 - ◆ The City and FDEP executed Grant Agreement Number 19PB4 on October 26, 2018 for
 - ◆ Work on the reimbursement eligible tasks is ongoing.
- ◆ Please note that the next renourishment has been accelerated by one year due to storm events. Accordingly, the preliminary design items previously planned for FY 2019/20 have been moved ahead to FY 2018/19. These items include:
 - ◆ Design (FY 2018/19)
 - ◆ Update Geotechnical Information (Sand Search, and BA Design)
 - ◆ Preliminary Engineering & Permitting
- ◆ The City's Ocean Rescue Department conducted scarp monitoring and leveling in coordination with FWC on a nearly daily basis.
- ◆ Beach tilling was conducted by Universal Beach Services Corp. in February 2018.
- ◆ The fourth-year Post-Construction annual physical monitoring surveys planned for were conducted in October 2017 and finalized in February 2018.
- ◆ The fifth-year Post-Construction annual physical monitoring surveys planned for were conducted in August 2018 and are pending finalization.
- ◆ Sustained an initial estimate of 185,000 cubic yards of storm losses due to Hurricane Irma (September 2017). Pre and post-storm photos and observations were made by APTIM. A multi-agency post-storm assessment was conducted on September 16, 2017; in attendance: FDEP (Rob Buda and Natalie Geyer), USACE (Troy Mayhew and Jen Coor), Palm Beach County (Julie Mitchell and Reubin Bishop), APTIM (Tara Brenner), and City of Delray Beach (Missie Barletto, Assistant Public Works Director).
- ◆ The U.S. Army Corps of Engineers (ACE) has issued a Project Impact Report (PIR) and an associated addendum April 20, 2018 for the impacts to the City's beach due to Hurricane Irma.
 - The ACE's PIR indicates that the City will be receiving assistance to address Hurricane Irma related beach losses and restoration to the full construction template.

Beach Restoration Fund

2017-18 Accomplishments Con't

- ◆ 2017 Marine Turtle Surveys were submitted to JCP Compliance and Florida Fish and Wildlife Conservation Commission (FWC) on January 8, 2018 by Christine Perretta of D.B. Ecological Services,
- ◆ 2018 Marine Turtle Surveys are being finalized (the Marine Turtle Nesting Season closed October 31, 2018) and will be submitted to JCP Compliance and Florida Fish and Wildlife Conservation Commission (FWC) by Christine Perretta of D.B. Ecological Services, Inc.
- ◆ Preparing for an offshore sand search to identify and permit borrow areas needed for next beach renourishment. Planned to begin winter 2018. The agreement for these services is presently planned for December 4, 2018 Commission agenda.

City Marina Fund

Mission Statement

The City Marina will provide a safe, clean, secure and nicely landscaped environment for Marina residents and visiting boaters.

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 credit card-operated wastewater pump is available for the convenience of all boaters on the Intracoastal, as well as marina residents. A dumpster is also available for solid waste disposal.

The Parks and Recreation Department maintains files on all residents, collects all fees, and monitors all operations and activities at the marina. The City allows live-aboard renters and provides a service box for each slip with connections for electricity, sewer, water, telephone, and cable TV. The electricity, sewer, and water are provided at no extra cost, but renters must arrange and pay for telephone and cable TV service.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Ensure safe and secure dockage services for live-aboard and other boaters and provide daily restroom and laundry room maintenance.

Objective: Conduct regular inspections and visits to ensure a high level of maintenance quality. Provide a pumpout station for boaters to safely dispose of wastewater.
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Number of days Cleaning Company services marina building	312	312	312
Yearly gallons pumped/pumpout station	200,000	200,000	200,000

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.
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Number of people on the City Marina waiting list	67	67	80
Maintain monthly occupancy rate	100%	100%	100%

Staffing Levels	16-17	17-18	18-19
No full time staff assigned to this program	0	0	0

City Marina Fund

City Marina

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$86,876	\$0
Franchises/License/Permits	\$1,310	\$2,120	\$2,000	\$1,650
Intergovernmental Revenue	\$9,513	\$0	\$0	\$0
Charges for Services	\$223,400	\$239,205	\$219,550	\$142,471
Miscellaneous Revenue	\$11,728	\$5,750	\$7,966	\$23,005
Total Revenues	\$245,951	\$247,075	\$316,392	\$167,126

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$211	\$206	\$2,153	\$2,153
Operating Expenses	79,115	98,429	262,805	93,041
Capital Outlay	0	0	0	0
Non-Operating Expenses	52,970	51,016	51,434	71,932
Depreciation	9,179	9,179	0	0
Total Expenditures	\$141,476	\$158,830	\$316,392	\$167,126
Per Capita	\$2.24	\$2.48	\$4.81	\$2.51

2017-18 Accomplishments

- ◆ The Marina improvements included the following; outside-fixed pilings on docks, replaced dock box, hurricane shutters on the back of the building, fixed concrete on walkway and repaired fence along the marina. Inside improvements; painted inside the entire marina building and replaced water heater and we re-landscaped the Delray Beach marina installing sod, (7) hibiscus trees, plumbago, flax lilies, trinette arbicola and capella arbicola.

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.

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	2017 Actual	2018 Actual	2019 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 oversee and manage the Waste Management (WM) contract.			
Meet with WM Administration on a quarterly basis (4) to ensure contract compliance	100%	100%	100%
Inspect WM vehicles, equipment and location on a quarterly basis (4)	100%	100%	100%
Review contract for amendments on an annual basis (1)	100%	100%	100%
Ensure all funding is received for in-kind services on an annual basis (1)	100%	100%	100%
Conduct a customer satisfaction survey on WM performance annually (1)	N/A	100%	100%

Goal: Bring awareness and educate the community on the City’s new Clean City Initiative which consists of litter abatement, recycling and environmental conservation.

Objective: Engage the City of Delray Beach residential, non-profit, faith-based business communities and Delray Beach Schools in the Clean City Initiative by establishing a strong volunteer base for Initiative projects.			
Coordinate at least 1 Adopt A Street clean-up on a monthly basis	100%	100%	100%
Create and distribute litter prevention/recycling material to schools, businesses and Neighborhood Associations twice a year.	N/A	100%	100%
Coordinate or assist with providing 4 educational workshops	75%	100%	100%
Initiate or partner in 1 grant application submittal and or other funding resources for programs in line with our Clean City Initiative	N/A	100%	100%

Goal: To provide excellent customer service to the residents of the City of Delray Beach.

Objective: To facilitate cost-effective and successful completion of special projects directed at maintaining a “Clean City”.			
Identify and address early set outs w/in 24 hours	100%	100%	100%
Daily abatement of hotspots (170 days); bus shelters, vacant lots, city rights-of-way and illegal dump sites.	98%	100%	100%
Identify and abate graffiti w/in 24 hours of notice	98%	100%	100%
Respond to citizen complaints w/in 24 hours of notice	98%	100%	100%

Staffing Levels	16-17	17-18	18-19
Nuisance Abatement Officer	3	3	3
Project Administrator	.5	.5	.5
Sanitation Supervisor	<u>1</u>	<u>0</u>	<u>0</u>
	4.5	3.5	3.5

Sanitation and Recycling

Sanitation Fund

	2016	2017	2018	2019
Revenues	Actual	Actual	Revised	Budget
Prior Year Revenues	\$0	\$0	\$4,153,068	\$0
Franchises/Licenses/Permits	13,968	1,000	0	0
Residential Service Fees	3,379,467	3,513,607	3,432,000	3,629,697
Recycling	42,861	79,276	60,000	60,000
Franchise Fees	318,763	399,943	310,000	423,677
Special Collection Fee	434,416	287,395	315,000	276,005
Interest on Investments	23,973	11,816	17,514	130,350
Rent-Transfer Station	135,670	137,524	140,274	150,000
Total Revenues	\$4,349,117	\$4,430,561	\$8,427,856	\$4,669,729

	2016	2017	2018	2019
Expenditures by Type	Actual	Actual	Revised	Budget
Personal Services	\$257,415	\$288,976	\$225,011	\$236,691
Operating Expenses	3,470,815	4,908,488	8,036,207	4,014,496
Capital Outlay	0	0	0	0
Non-Operating Expenses	257,204	215,684	166,638	418,542
Total Expenditures	\$3,985,434	\$5,413,148	\$8,427,856	\$4,669,729
Per Capita	\$63.09	\$84.62	\$128.08	\$70.14

2017-18 Accomplishments

- ◆ Solid Waste & Recycling contract was amended to adopt the C.L.E.A.N program by the City Commission for the public health, safety and welfare initiatives.
- ◆ Nuisance Abatement Officers removed 1,408 illegally discarded shopping carts and 1,128 illegally dumped vehicle tires.
- ◆ Nuisance Abatement Officers continue to abate trash, litter and debris throughout the City.
- ◆ Nuisance Abatement Officers ensured 25 businesses had grease traps and were properly disposing of gray water to the Storm Water Drainage.

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.

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	2017 Actual	2018 Actual	2019 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>	3,152	1,858	2,500
Maintain Golf Rounds annually	56,224	53,780	60,000
Maintain Restaurant Attendees annually	39,357	33,692	35,000
Conduct annual Customer Satisfaction Survey	1	4	4
Overall Satisfaction Rating (Golf Average of all)*	4.3	4.2	4.3
Customer Service Rating (Staff Friendliness)*	4.8	4.7	4.7
Course Condition Rating*	3.3	3.5	3.7
* 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. (minimum)	3	3	3
Provide annual analysis of soil and water used for turf irrigation.	1	1	1
Top Dress greens a minimum of 16 times per year to provide consistent and smooth putting surface.	1	1	1
Apply pre-emergent to fairways for weed control.	2	2	2

Goal: To maintain a positive cash flow while generating income in excess of \$3.5 million and to increase the gross revenue of the clubhouse dining facility to at least \$1.2 million.

Objective: Increase revenue from golf fees, range income, merchandise sales and restaurant income.

Operating surplus (Net Income as per Comparative Income Statement)	\$245,461 (unaudited)	Pending (Provided by finance dept)	Pending (Provided by finance dept)
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Staffing Levels	16-17	17-18	18-19
Contracted Service	n/a	n/a	n/a

Municipal Golf Course

Municipal Golf Course

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$70,671	\$0
Intergovernmental Revenue	2,095	1,037	1,750	1,750
Charges for Services	3,129,389	3,113,582	3,153,440	3,189,415
Miscellaneous Revenue	87,987	57,612	60,800	61,554
Non Revenues (transfers)	1,789,321	0	0	0
Total Revenues	\$5,008,792	\$3,172,231	\$3,286,661	\$3,252,719

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$3,068,265	\$2,886,231	\$2,994,460	\$2,977,714
Capital Outlay	0	0	126,671	126,680
Non-Operating Expenses	18,000	18,000	74,048	54,635
Debt Service	30,955	9,016	91,482	93,690
Total Expenditures	\$3,117,219	\$2,913,247	\$3,286,661	\$3,252,719
Per Capita	\$49.34	\$45.54	\$49.95	\$48.85

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$507,835	\$392,777	\$486,400	\$486,301
Pro Shop	435,935	442,111	459,230	448,560
Course Maintenance	758,922	680,399	817,740	799,895
Restaurant	1,136,589	1,134,378	1,231,090	1,242,958
Capital Outlay	59,480	45,291	126,671	126,680
Miscellaneous	218,459	218,291	165,530	148,325
Total Expenditures	\$3,117,219	\$2,913,247	\$3,286,661	\$3,252,719

2017-18 Accomplishments

- ◆ Served over 1,800 meals for emergency City staff during Hurricane Irma recovery.
- ◆ Hosted a total of 59 weddings.
- ◆ Hosted a total of 359 other events even with the loss of days due to Hurricane Irma.
- ◆ Hosted 8 leagues throughout the summer.

Municipal Golf Course

2017-18 Accomplishments Con't

- ◆ Audubon efforts including installing osprey nests and bat houses on course.
- ◆ Hosted a successful Kids Rule summer golf camp with over 225 participants.
- ◆ Increased driving range sales by \$4,627 over prior year.
- ◆ Increased merchandise sales by \$10,620 over prior year.
- ◆ Utilizing new Five Stars which is a text message marketing program.
- ◆ Initiated a heavy herbicide program for weed irradiation.
- ◆ Received a high rating in customer satisfaction from our guests.

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.

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	2017 Actual	2018 Actual	2019 Projected
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Goal: Provide the community with the finest executive golf course in Palm Beach County.

Objective: Continue to maintain a positive public awareness of the club in order to meet the needs of all potential customers.

Increase annual rounds played from previous year	30,534	28,686	31,880
Conduct annual Customer Satisfaction Survey	1	3	4
Overall Satisfaction Rating (Average of all)*	4.7	4.5	4.5
Customer Service Rating (Staff Friendliness)*	5.0	5.8	5.0
Course Condition Rating*	4.6	4.2	4.3

* Based on a 0 – 5 scale.

Objective: Increase awareness of Lakeview Golf Club through customer participation in tournaments and events.

Junior tournaments and events	583	556	560
Adult tournaments and events	2,647	2,515	2,520

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)	\$83,452 (unaudited)	(Provided by finance dept)	(Provided by finance dept)
Daily green fees and cart income (includes pre-paid)	\$521,056	538,322	\$572,280

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 and tees a minimum of 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	16-17	17-18	18-19
Contracted Service	n/a	n/a	n/a

Lakeview Golf Course

Lakeview Golf Course

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$0	\$0
Intergovernmental Revenue	524	259	500	400
Charges for Services	610,903	646,391	655,540	653,980
Miscellaneous Revenue	13,185	5,390	5,000	5,000
Non Revenues (transfers)	1,193,403	0	0	0
Total Revenues	\$1,818,014	\$652,040	\$661,040	\$659,380

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Operating Expenses	\$555,666	\$554,744	\$573,340	\$566,698
Capital Outlay	0	0	29,000	0
Non-Operating Expenses	5,000	5,000	28,273	62,255
Debt Service	11,232	3,193	30,427	30,427
Total Expenditures	\$571,898	\$562,937	\$661,040	\$659,380
Per Capita	\$9.05	\$8.80	\$10.05	\$9.90

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$94,320	\$94,014	\$104,320	\$138,874
Pro Shop	169,838	184,156	191,890	192,570
Course Maintenance	203,059	173,823	258,660	251,129
Restaurant	21,966	17,198	25,080	25,080
Capital Outlay	0	0	29,000	0
Miscellaneous	82,715	93,746	52,090	51,727
Total Expenditures	\$571,898	\$562,937	\$661,040	\$659,380

2017-18 Accomplishments

- ◆ Increased merchandise sales by over \$8,020 over prior year.
- ◆ Increased restaurant revenue by approximately \$12,220 over prior year.
- ◆ Hosted eleven (11) golf tournaments with three (3) of those events being for juniors.

Lakeview Golf Course

2017-18 Accomplishments Con't

- ◆ Lakeview hosted nine (9) golf leagues this year.
- ◆ Received high marks for customer satisfaction and experience.
- ◆ Continued eradication of invasive trees around the golf course.

Stormwater

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.

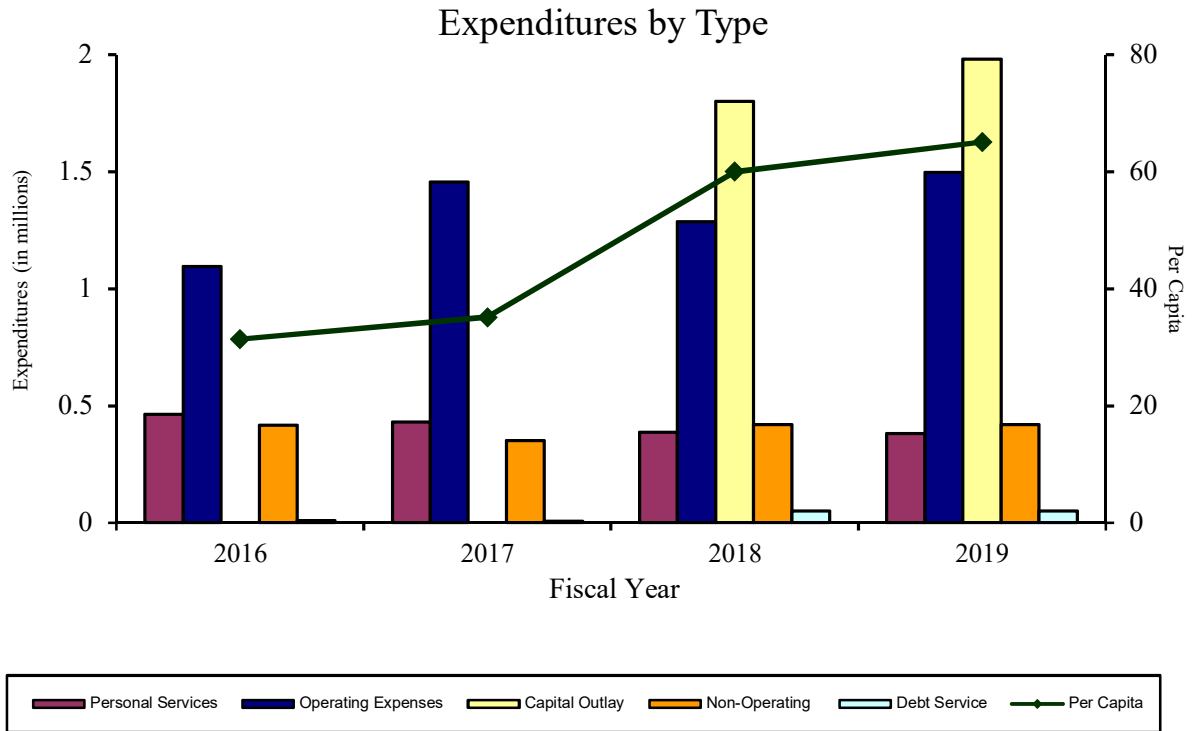
Stormwater Utility Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$1,807,329	\$2,187,612
Intergovernmental Revenue	44	0	0	0
Charges for Services	2,111,117	2,160,127	2,103,000	2,110,500
Miscellaneous Revenue	80,139	37,186	37,632	32,065
Non Revenues (transfers)	0	65,810	0	0
Total Revenues	\$2,191,300	\$2,263,123	\$3,947,961	\$4,330,177

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$462,284	\$431,271	\$387,848	\$380,155
Operating Expenses	1,094,445	1,455,948	1,287,487	1,496,781
Capital Outlay	0	0	1,800,648	1,982,300
Grants and Aids	0	0	0	0
Non-Operating Expenses	416,580	352,358	420,837	419,792
Debt Service	8,785	7,265	51,141	51,149
Total Expenditures	\$1,982,093	\$2,246,841	\$3,947,961	\$4,330,177
Per Capita	\$31.37	\$35.12	\$60.00	\$65.04

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Administration	\$338,649	\$364,384	\$382,448	\$414,622
Stormwater System Maintenance	693,638	792,246	928,707	1,212,314
Capital Projects	117,716	242,347	2,164,829	2,232,300
Miscellaneous	832,091	847,865	471,978	470,941
Total Expenditures	\$1,982,093	\$2,246,841	\$3,947,961	\$4,330,177

Stormwater Utility Fund



Staffing Levels by Program	16-17	17-18	18-19
Administration	1.33	1	1
Maintenance	8	6	6
Total Authorized Personnel	9.33	7	7

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	2017 Actual	2018 Actual	2019 Projected
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Goal: To maintain drainage systems while reducing the volume of street debris that can pollute the stormwater entering water bodies in the City.

Objective: To clean 314,225 lane miles of streets, 105,600 linear feet of storm drains and 1,510 catch basins, as needed. To repair damaged or clogged basins in a timely manner.

Curb miles swept	7,600	7,736	7,800
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	5,100	3,000	14,000
Catch basins / Manholes cleaned/ Inspected	110	380	500
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	16-17	17-18	18-19
Crew Leader II	1	1	1
Street Maintenance Worker III	3	3	3
Stormwater Maintenance Supervisor	1	0	0
Administrative Assistant	1	0	0
Street Maintenance Worker II	<u>2</u>	<u>2</u>	<u>2</u>
	8	6	6

Stormwater Maintenance

Stormwater Utility Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$355,011	\$377,605	\$311,554	\$302,929
Operating Expenses	338,627	414,641	617,153	909,385
Capital Outlay	0	0	0	0
Total Expenditures	\$693,638	\$792,246	\$928,707	\$1,212,314
Per Capita	\$10.98	\$12.38	\$14.11	\$18.21

2017-18 Accomplishments

- ◆ Successfully repaired/lined over 3000 linear feet of storm pipe.
- ◆ Inspected and cleaned over 380 catch basins.
- ◆ Street sweeping plays an integral part in keeping our City clean. It has swept over 2,000,000 pounds of debris.
- ◆ Enhanced the operation of the storm water drainage system by successfully cleaning 4,400 linear feet of storm drainage pipes.

Program: Stormwater Administration

Stormwater Administration is responsible for administering programs related to the National Pollution Discharge Elimination System (NPDES) permit; such as maintaining the stormwater 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 stormwater assessment roll as well as the annual NPDES 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.

Stormwater Administration is responsible for overall development of the City's Stormwater Capital Program, including a comprehensive master plan and the recommendation of drainage improvements.

Performance Measures	2017 Actual	2018 Actual	2019 Projected
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Goal: Maintain inventory of drainage systems and ensure that NPDES requirements are met.

Objective: Comply with NPDES operational and reporting requirements update and maintain both the drainage atlas, and preventive maintenance program data.

Incorporate changes to drainage atlas quarterly	100%	100%	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 and Tax Collector within established timeframe	100%	100%	100%
Provide required public awareness by quarterly web page updates	4	4	4
Provide required public awareness/outreach through distribution of storm water education materials and education forums at public event	1	1	1
Address Comments received on NPDES Annual report	1	1	1

Staffing Levels	16-17	17-18	18-19
Stormwater Administrator	1	0	0
Project Manager I	<u>0</u> 1	<u>1</u> 1	<u>1</u> 1

Stormwater System Administration

Stormwater Utility Fund

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$107,273	\$53,666	\$76,294	\$77,226
Operating Expenses	231,376	310,718	306,154	337,396
Capital Outlay	0	0	0	0
Non-Operating Expenses	0	0	0	0
Total Expenditures	\$338,649	\$364,384	\$382,448	\$414,622
Per Capita	\$5.36	\$5.70	\$5.81	\$6.23

2017-18 Accomplishments

- ◆ Reviewed multiple data sets, NPDES compliance forms, work orders, inspections forms with in-house staff.
- ◆ Tax Rolls for FY 17 have been submitted to Palm Beach County and are approved.
- ◆ Staff has incorporated changes to the storm water atlas.
- ◆ Staff has informed the public with respect to storm water education and outreach.
- ◆ Seawall Vulnerability completed.
- ◆ Stormwater Master Planning underway.

Delray Beach Florida



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Fleet Maintenance

Mission Statement

The Fleet maintenance division exists solely for the purpose of providing a fleet of reliable, safe and well maintained vehicles and equipment to other City of Delray Beach Divisions, so they may efficiently and effectively perform their services for the citizens of Delray Beach. Fleet maintenance is committed to providing this fleet of vehicles in a cost-effective manner with quality and safety as our highest priority.

Program: Fleet Maintenance

Fleet Maintenance is responsible for maintaining, in a safe and reliable manner, all assigned fleet assets which includes: 71 sedans, 129 pickups, 28 pieces of construction equipment/tractors, 26 vans, 29 utility vehicles, 8 medium trucks and 14 heavy duty trucks, 155 police patrol cars, 84 trailers, 14 golf carts, 7 ATV's, 7 motor cycles, 4 boats, 3 street sweepers, 1 bus, 3 trolleys, and 30 Heavy Fire/Rescue vehicles. Services include a comprehensive preventive maintenance inspection program, consisting of oil and filter changes, as well as emergency repairs. Contract maintenance will be utilized as required to enhance in-house resources and for warranty requirements. Management will provide for the rehabilitation of equipment when economically feasible and develop specifications and recommendations, based on user operational requirements for replacement vehicles. Fleet Maintenance will continue to expedite "Special Projects" for departments as time and resources are available.

Performance Measures	2017 Actual	2018 Actual	2019 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	604	613	613
Average percent of fleet in service	98%	98%	98%
Complete minor repairs in house within 24 hours	90%	90%	90%
Complete major repairs in house within 3 days	85%	85%	85%
Respond to emergency callout within 2 hours.	100%	100%	100%
Ensure uninterrupted supply of fuel at Public Works fuel site:			
Number of supply interruptions.	0	0	0
Provide for maintenance and repairs to fuel sites to ensure their reliable operation: Hours of unscheduled down time.	0	0	0

Goal: To ensure that the fleet is mechanically safe, in good repair, and meets or exceeds forecasted life.

Objective: To complete Preventive Maintenance Inspections (PMI) by scheduled due date.

Number of PMI's scheduled quarterly	2,416	2,416	2,488
PMI's for Fire Rescue Emergency Response 4 times per year	95%	97%	98%
PMI's for Police Patrol every 3,000 miles	98%	96%	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	96%	98%	96%
PMI's for support equipment minimum 1 time per year	95%	98%	96%
Vehicles with extended life cycle due to low miles/LTD costs	25	23	20

Staffing Levels	16-17	17-18	18-19
Administrative Assistant	1	1	1
Fleet Maintenance Superintendent	1	1	1
Fleet Supervisor	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
	13	13	13

Fleet Maintenance

City Garage Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Funds	0	0	3,447,663	728,675
Charges for Services	2,390,086	2,615,020	2,815,536	2,903,231
Miscellaneous Revenues	2,237,426	2,243,475	2,607,786	2,711,245
Non Revenues (Transfers)	705,046	177,947	79,160	0
Total Revenues	\$5,332,559	\$5,036,442	\$8,950,145	\$6,343,151

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$896,591	\$888,625	\$995,767	\$1,017,749
Operating Expenses	3,574,958	3,995,053	2,170,991	2,101,812
Capital Outlay	0	-5,414	5,783,387	3,223,590
Non-Operating Expenses	19,240	0	0	0
Total Expenditures	\$4,490,789	\$4,878,263	\$8,950,145	\$6,343,151
Per Capita	\$71.08	\$76.26	\$136.01	\$95.27

2017-18 Accomplishments

- ◆ Provided maintenance and repairs to a fleet of 613 vehicles including Police, Fire, Parks & Recreation, ESD, Public Works, and Community Improvement resulting in an average operational fleet status of 98%.
- ◆ Successful in providing specifications for 65 new vehicles, 39 purchased and delivered of 65 new vehicles including, one Horton Rescue Ambulance, 20 Police Patrol Cars, 5 Police Motorcycles, and a Fuel Transport
- ◆ Maintained certification from National Institute for Automotive Service Excellence as an ASE Blue Seal Certified facility, achieved by 100% of technician staff holding ASE Certification.
- ◆ Six (6) employees achieving and maintaining EVT certification for repairs and maintenance to emergency vehicles, including Fire Rescue Apparatus, Ambulances, and Police Patrol vehicles
- ◆ Disposed of 52 retired vehicles and equipment through internet auction site, providing revenue of \$101,561.00.
- ◆ Provided our Fleet employee with weekly Health and Safety Trainings and we have maintained a safe Environment with no Reported Accidents for the year.

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.

Program: Risk Management

The Insurance Fund provides for the City’s business insurance (including property damage, legal liability and workers’ compensation), all directly administered by the Risk Management Division. 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, investigating and settling liability property 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	2017 Actual	2018 Actual	2019 Projected
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Objective: To satisfy the administrative requirements related to group and Property & Casualty matters.

Certificates of insurance issued	80	80	60
Annual monthly premium invoices paid or issued (P&C)	25	25	25

Objective: To provide a safe public and employee work environment intended to minimize injury, property damage and related claims costs.

New employee “safety” orientations	40	12	26
Safety awareness/training sessions within depts/divisions	20	7	20
Accident investigation supervisor training	20	5	20
Field surveys related to employee and public safety, and claims	35	35	35
Workers’ comp claims administered	115	91	100
Auto liability claims administered	23	115	75
General liability claims administered	31	14	20
City property damage claims administered (excl. hurricane)	28	33	30
City building/contents, total insurable values	188,627,337	188,627,337	192,399,884

Objective: Ensure that employees have comprehensive and affordable benefits that meet their needs, and improve/promote health and well-being.

Goal: To manage the City’s comprehensive benefit program, Employee Health and Wellness Center and work-life programs

Employees participating in medical plan	781	827	874
Medical cost per participant	\$872	\$886	\$885
Percentage of patient satisfaction with Employee Health Center	95.2%	96%	98%

Staffing Levels	16-17	17-18	18-19
Risk Manager	1	1	1
Senior Claims Specialist	1	1	1
Benefits Manager	1	1	1
Safety Coordinator	1	1	1
HR Specialist Benefits	<u>1</u>	<u>1</u>	<u>1</u>
	5	5	5

Risk Management

Insurance Fund

Revenues	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Prior Year Revenue	\$0	\$0	\$0	\$0
Miscellaneous Revenue	517,668	326,159	162,882	99,875
Intergovernmental Service	13,294,459	12,977,247	12,642,263	13,764,330
Total Revenues	\$13,812,127	\$13,303,406	\$12,805,145	\$13,864,205

Expenditures by Type	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Personal Services	\$389,302	\$370,636	\$398,835	\$412,303
Operating Expenses	12,474,028	12,731,046	12,307,138	13,388,836
Capital Outlay	0	0	0	0
Non-Operating Expenses	0	0	99,172	63,066
Depreciation	9,636	9,462	0	0
Transfers	11,105	0	0	0
Total Expenditures	\$12,884,071	\$13,111,145	\$12,805,145	\$13,864,205
Per Capita	\$203.94	\$204.95	\$194.60	\$208.23

Expenditures by Program	2016 Actual	2017 Actual	2018 Revised	2019 Budget
Risk Management	\$443,190	\$410,628	\$465,799	\$436,941
Self Insurance	2,717,988	2,973,559	3,015,344	3,343,247
Health Insurance	8,629,838	8,721,830	8,433,950	9,058,158
Health and Wellness Center	1,068,356	991,995	890,052	1,025,859
Miscellaneous	24,699	13,134	0	0
Total Expenditures	\$12,884,071	\$13,111,145	\$12,805,145	\$13,864,205

2017-18 Accomplishments

- ◆ Continued increase in employee participation at the Employee Health and Wellness Center with a 28% increase in employee participation.
- ◆ Continued to promote employee wellbeing through monthly wellness seminars with an annual total of 496 employees who participated. Other wellness activities include an employee walking club and the annual Wellness Fair attended by 297 employees.
- ◆ Renewed Property Insurance Policy with the Florida Municipal Insurance Trust (FMIT) at a \$140,353 increase from last year's premium. This increase was largely due to Hurricane Irma. The rate of increase was lower than expected because of the Hurricane.
- ◆ Secured a \$77,012 return of premium from the FMIT program.

Risk Management

2017-18 Accomplishments Con't

- ◆ Continue to provide the mechanism for handling major property claims (e.g., hurricane damage) by coordinating with Emergency Management, major departments and FMIT synergy program. This coordination of damage relief will save the City tens or hundreds of dollars when reconciling claims with Federal Agencies such as FEMA.
- ◆ Maintained the City's workers' compensation experience mod to .92 as compared to the norm of 1.00. This will result in tens of thousands of dollars of savings in premiums the City pays the State to maintain its self-funded W/C program.
- ◆ Assisted City Attorney's office at mediation for bodily injury claims against the City. As a result, the City paid zero (0) dollars for these claims.
- ◆ Recovered thru subrogation \$39,870.40 for claims that were the result of third parties damaging City property.

Risk Management continues to have quarterly workers' compensation claims meetings, which involves all

- ◆ parties in the claims administrative process, but primarily the City's third-party administrator and workers' comp attorneys. As a result, between regular analysis, field management and surveillance have led to reasonable and timely closure and/or settlement of claims which results in the decrease of the aforementioned workers' comp claim experience mod.
- ◆ Risk Management coordinated efforts with Fleet Maintenance to successfully obtain the services of a vehicle appraiser to evaluate damage incurred to City vehicles and equipment thru collision or accident.
- ◆ Planned and facilitated various training programs. Performed assessments of several building facilities to determine safety compliance, e.g., needs, strengths, weaknesses, etc. And developed fire evacuation procedures. Working with the Florida League of Cities to update the City's asset values for more accuracy.

Delray Beach Florida



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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.

This currently represents 16.5 square miles.

Population Projections for Basic Services

2018 Permanent Residents 66,580

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:

- ◆ 110 gallons per person per day in generation inflow
- ◆ plant design capacity of 24 million gallons per day (mgd) average with a 30 mgd peak capacity.

Status: Plant capacity 24 mgd (City of Delray Beach portion 12 mgd with present usage 6.5 mgd). Plant capacity is sufficient to buildout.

Water Treatment System:

- ◆ 234.8 gallons per day per person usage
- ◆ storage of 15% of maximum flow + a fire reserve of 1.5 mg + an emergency reserve of 25% of storage or 8 mg at buildout
- ◆ raw water pumping capacity of 21 mgd
- ◆ water pressure at 50psi minimum

Status: Plant capacity 26 mgd, present usage 15.95 mgd (ADF), present per capita use 232 gpd (ADF), wellfield capacity 30 wells, storage capacity 8 mg. Emergency interconnects with the City of Boca Raton,

Boynton Beach and Palm Beach County are in place with plant capacity and available supply sufficient to 2030 (per population projections of 2015).

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, mitigation within 72 hours
- ◆ Improvements generally made on a priority basis in accordance with Stormwater Master Plan
- ◆ Stormwater management solutions including additional inlets and pipes, installation of backflow devices, lining of leaking Stormwater pipes and construction of new swales

Drainage, dependent upon the exact location, could be the responsibility of the South Florida Water Management District, the Lake Worth Drainage District, Florida Department of Transportation, Palm Beach County 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 160 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).

The 2018-19 Capital Improvement expenditures for all funds total \$65,943,228 (excluding debt service and reserves), an 66.3% increase from the approved capital budget for fiscal year 2018.

The following chart summarizes the capital appropriations for all funds. A more detailed breakdown of projects by fund is provided with specific descriptions for the largest projects.

Capital Improvement Program
Fiscal year 2019
Funding Summary

Category	General Construction	Infrastructure Surtax	Golf Courses	Beach Restoration	Marina	Water and Sewer	Storm Water	Garage	Total
Strs/Alleys, Sidewlks, Bridges	13,148,194	7,610,000							20,758,194
Bldngs/Facilities, Construction Rehabilitation, Restoration	1,875,000	8,140,000				225,000	50,000		10,290,000
Beautification-Pub areas/medians	200,000	1,897,764							2,097,764
Beach Beautification/Restoration				1,050,000					1,050,000
Land Acquisition									0
Major Equipment	1,000,000		126,680			300,000	25,000		1,451,680
Fleet Renewal and Replacement								3,023,590	3,023,590
Prks, Rec & Leisure Facilities	1,600,000	4,450,000							6,050,000
Water and Sewer Systems						16,314,700			16,314,700
Stormwtr Drainage Improvemnts							2,057,300		2,057,300
Neighborhood Improv & Devel	1,400,000								1,400,000
Reserve,Debt Srvc,Transfers, Oper	25,340	13,419,060							13,444,400
Total use of Funds	19,248,534	36,966,824	126,680	1,050,000	0	16,839,700	2,132,300	3,023,590	79,387,628

Debt Management

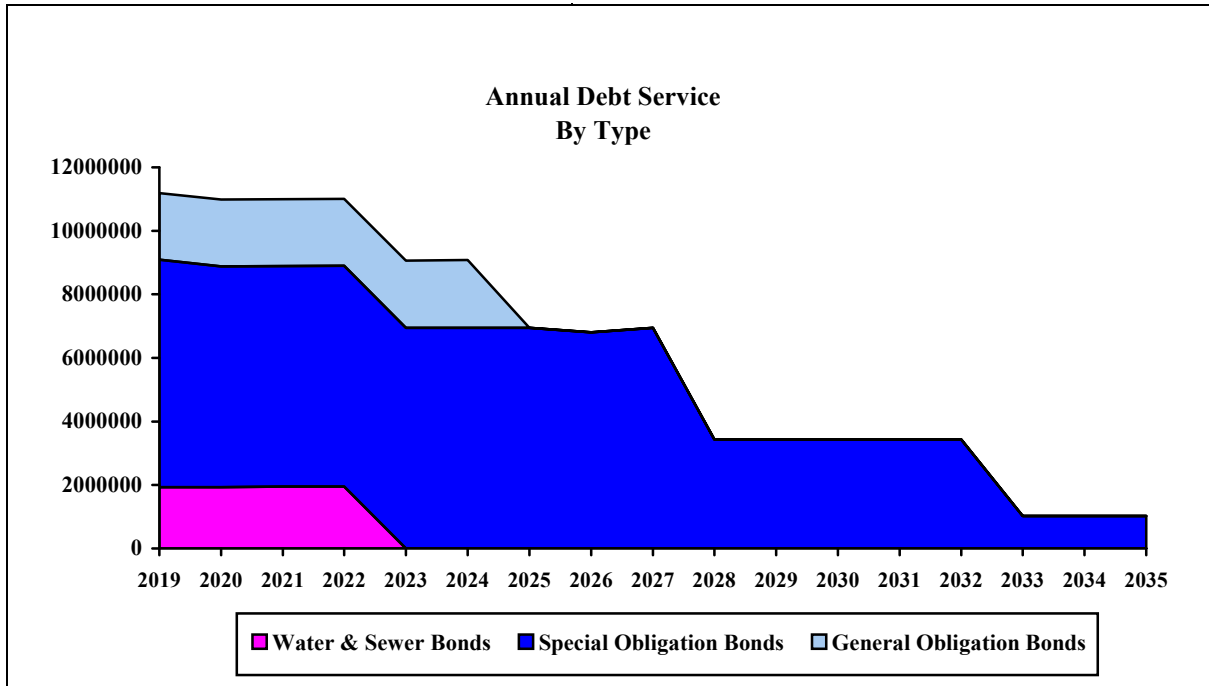
The City has made a conscious effort in the past several years to upgrade the infrastructure of the City to include streets, intersections, sidewalks, water facilities and lines, sewer collection systems, stormwater drainage, alleyways and solid waste. In addition, we have improved fire protection facilities, 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 2035.

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 Finance Director and the Treasurer 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, Finance Director, Utilities Director, 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).

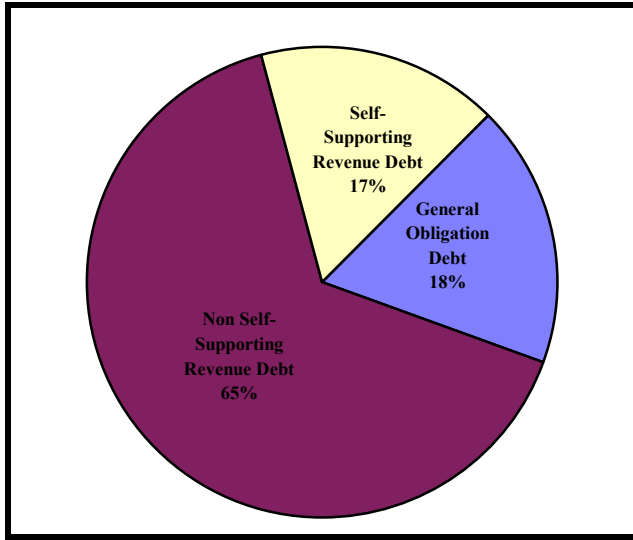
Other Fiscal Policies

- ◆ 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 10-15% 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 2035 totals \$105,767,849. The ratio of gross General Obligation Debt to assessed value is 0.0015. The gross bonded General Obligation Debt per capita is \$159.68, a decrease of \$71.94 over the prior year. The City’s millage rate decreased in 2019 to 6.9719 mils (State cap at 10.00 mils for operating millage). The total assessed value of properties in the City had consistently increased. The assessed values increased 19.97% in 2006, 29.62% in 2007, 3.94% in 2008 and decreased 6.24% in 2009, 13.98% in 2010, 12.02% in 2011, .30% in 2012, and increased again by .94% in 2013, 6.25% in 2014, 9.77% in 2015, 10.25% in 2016, 10.36% in 2017 and 9.22% in 2018. The millage rate for debt service in 2002 was .6300 mils and is currently 0.2108 mils.

Total Direct Debt



The total principal and interest as a percent of the operating budgets for FY 2019 is as follows:

- ◆ General Fund 1.44%
- ◆ Water & Sewer Fund 4.34%
- ◆ Municipal Golf Course Fund 2.88%
- ◆ Lakeview Golf Course Fund 4.61%
- ◆ Stormwater Fund 1.18%
- ◆ GO Debt Service Fund 100%

Total Direct Debt Per Capita FY 2019

Debt	Debt	Per Capita
General Obligation Debt	\$2,091,898	\$31.42
Non Self-Supporting Revenue Debt	7,641,678	114.77
Self-Supporting Revenue Debt	<u>1,931,184</u>	<u>29.00</u>
Total Direct Debt	\$11,663,760	\$175.19

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.

<u>Fiscal Year</u> <u>Ending Sept. 30</u>	<u>GO 2005</u>	<u>GO 2013</u>	<u>Total GO Debt</u> <u>Service</u>
2019	1,128,127	963,771	2,091,898
2020	1,135,051	969,947	2,104,998
2021	1,140,107	965,688	2,105,795
2022	1,143,295	966,049	2,109,344
2023	1,149,512	965,977	2,115,489
<u>2024</u>	<u>1,158,551</u>	<u>970,416</u>	<u>2,128,967</u>
Totals	6,854,643	5,801,848	12,656,491

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 2019 is \$0.2108 mills per \$1,000 of the preliminary assessed value.

Uses of Funds

Series 2005 and Series 2013 – These bonds were issued for the costs of acquisition, construction, reconstruction and equipping of new and certain existing 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				
<u>Fiscal Year</u>	<u>Water and</u>	<u>Water and</u>	<u>Water and</u>	<u>Total Water</u>
<u>Ending</u>	<u>Sewer</u>	<u>Sewer</u>	<u>Sewer</u>	<u>and Sewer</u>
<u>September</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Debt Service</u>
<u>30th</u>	<u>2006B</u>	<u>2011A</u>	<u>2011B</u>	
2019	212,562	599,808	1,118,814	\$ 1,931,184
2020	215,000	597,431	1,120,665	\$ 1,933,096
2021	212,140	604,724	1,131,852	\$ 1,948,716
<u>2022</u>	<u>209,080</u>	<u>606,630</u>	<u>1,132,376</u>	<u>\$ 1,948,086</u>
Totals	848,782	2,408,593	4,503,707	7,761,082

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 1.1 times the annual debt service requirement.

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 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			
<u>Fiscal Year</u> <u>Ending Sept. 30</u>	<u>Utility Tax</u> <u>Improvement</u> <u>Bonds</u>	<u>Revenue Bonds</u>	<u>Total Special</u> <u>Revenue Bonds</u>
2019	2,058,150	5,104,328	7,162,478
2020	3,434,650	3,512,249	6,949,899
2021	3,425,900	3,515,175	6,941,075
2022	3,432,650	3,513,925	6,946,575
2023	3,428,900	3,516,450	6,945,350
2024	3,434,900	3,512,750	6,947,650
2025	3,434,900	3,512,825	6,947,725
2026	3,296,900	3,511,626	6,808,526
2027	3,436,900	<u>3,514,104</u>	6,951,004
2028	3,428,500		3,428,500
2029	3,432,850		3,432,850
2030	3,429,500		3,429,500
2031	3,429,813		3,429,813
2032	3,428,250		3,428,250
2033	1,028,438		1,028,438
2034	1,027,050		1,027,050
<u>2035</u>	<u>1,024,650</u>		<u>1,024,650</u>
Totals	49,612,901	33,216,432	82,829,333

Special revenue bonds issued in 2000 and 2003 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 1.25 times the maximum annual debt service requirement for all bonds outstanding and those proposed to be issued. The 2017 and 2018 audited debt service ratios for bond issues pledged with

utility taxes and non-advalorem tax revenue bonds were 4.55 and 4.64, respectively.

Capital Improvement Revenue Bond issued in 2017 are pledged with non-ad valorem revenue and the debt service is paid from the voter approved sales tax.

The City's Capital Improvement Revenue Bond covenants restricts additional debt. The City may incur additional debt secured by or payable from all or a portion of the non-ad valorem revenues only if the total amount of non-ad valorem revenues, other than water and sewer revenues, for the most recently ended fiscal year for which audited financial statements are available were at least 1.5 times the maximum annual debt service of all debt to be paid from non-ad valorem revenues.

Uses of Funds

Utility Tax Bonds

Series 2015 – The bonds were issued to refund and defease a portion of the City’s Utilities Tax Revenue Bonds, Series 2007, to prepay a portion of the City’s Bond Anticipation Revenue Improvement Notes, Series 2013 and to finance certain capital projects within the City including, but not limited to, rebuild Fire Station #3 asnd the Beach Master Plan (including remodeling shower, widening sidewalks, improving lighting and landscaping).

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 2017 – This bond was issued in order to provide financing for certain capital improvement projects identified by the City, or such other additional capital improvement projects as the City may determine to undertake.

Installment Agreements – The City has four capital purchase agreements with original lease amounts of:

- \$825,000 for public safety hardware and software
- \$140,100 for Lakeview golf carts
- \$182,800 for Municipal Golf Carts
- \$1,462,569 for pumper trucks

Future Debt Planning

Summary Schedule of all Debt Service Requirements (Principal and Interest) to Maturity					
<u>Fiscal Year</u> <u>Ending</u> <u>September</u> <u>30th</u>	<u>General</u> <u>Obligation</u> <u>Bonds</u>	<u>Revenue</u> <u>Bonds</u>	<u>Water and</u> <u>Sewer</u> <u>Revenue</u> <u>Bonds</u>	<u>Installment</u> <u>Agreements</u>	<u>Total</u> <u>Requirements</u>
2019	2,091,898	7,162,478	1,931,184	479,200	11,664,759
2020	2,104,998	6,949,899	1,933,096	452,211	11,440,203
2021	2,105,795	6,941,075	1,948,716	426,836	11,422,421
2022	2,109,344	6,946,575	1,948,086	387,565	11,391,570
2023	2,115,489	6,945,350		387,565	9,448,404
2024	2,128,967	6,947,650		387,565	9,464,182
2025		6,947,725			6,947,725
2026		6,808,526			6,808,526
2027		6,951,004			6,951,004
2028		3,428,500			3,428,500
2029		3,432,850			3,432,850
2030		3,429,500			3,429,500
2031		3,429,813			3,429,813
2032		3,428,250			3,428,250
2033		1,028,438			1,028,438
2034		1,027,050			1,027,050
2035		1,024,650			1,024,650
Total	\$12,656,491	\$82,829,333	\$7,761,082	\$2,565,943	\$105,767,849

Conclusion

The following pages provide the Capital Improvement Plan as it is presently scheduled for the five-year period 2019 to 2023. Brief project descriptions for some of the larger projects can be found on the following page. Affects on the current and future operational budgets for capital expenditures are included on the project sheets where applicable.

Project Descriptions

1. **SW 3rd Ct, 4th St, 6th St and 7th Ave Improvements (\$6,888,194):** This project (including 6 alley areas) will include underground utility work, Stormwater and drainage upgrades, roadway improvements, signage and pavement markings, bringing sidewalk and pedestrian ramps into compliance with ADA standards, and installation of street and alley LED lighting. Landscaping and reclaimed water main.
2. **Lift Station Telemetry System Upgrade (\$5,100,000):** Upgrade twenty year old SCADA (Supervisory Control and Data Acquisition) system used in monitoring the operational functionality of utility assets such as lift stations, water treatment plant and storm water pump stations. Upgrade of the system is required as repairs are difficult and replacement parts are becoming obsolete.
3. **Emergency Operations Center/Fire Station #113 (\$4,785,000):** The City's architect completed the conceptual drawings for the future site and building for FS3. In addition, the City has designated the new Emergency Operations Center to be part of the new FS3. This project is being designed and constructed as a design/build project in FY 18/19. The first stage of the project is the creation of the design/build criteria package. The new Fire Station will be funded through \$6.2 million of bond referendum and the EOC will be funded through \$4.78 million from the Infrastructure Surtax Fund.
4. **City Marina Seawall Renovation (\$3,500,000):** The City Marina was last renovated in 2002 and many of the boat docks and pilings are in disrepair. Public Works completed the design/engineering of a new seawall and floating boat docks in FY 16/17. The City Marina is currently under design for the replacement of the new seawall and boat docks in an amount not to exceed \$100,000. Additional funding will be utilized for the off-site improvements to the drainage, water and sewer improvements to align with the new seawall.
5. **Marine Way Seawall Improvements (\$2,840,000):** The Marine Way Seawall and Promenade Design will be converted from conceptual design plans into a detailed design/construction document. The project also includes the construction of an Emergency Seawall at Marine Way, as well as Stormwater management design.
6. **Roadway Restoration (\$2,500,000):** Currently there is no action plan being taken to preserve road pavement. Pavement has a certain lifecycle where if preservation methods are not implemented in time, the road will break down. This project is for roads where sealing is too late, but the road subbase has not been compromised. Typically milling type projects.
7. **Vehicle Replacement (\$2,156,090):** Annual program for the replacement of fleet vehicles.
8. **NE 3rd Ave/NE 3rd St Streetscape (\$2,000,000):** Provide street enhancements and install sidewalk, mill and resurfacing, street parking and replace existing gravity sanitary sewer with 8 inch PVC gravity sanitary sewer main on NE 3rd St between NE 2nd Ave & NE 3rd Ave and between NE 3rd St and NE 4th St (construction phase). Design is 90% completed. Easement issues require attention before construction can begin.
9. **NE 2nd Ave/Seacrest Phase 3 (\$1,897,764):** The NE 2nd Ave/Seacrest Beautification project developed in response to the request to improve the pedestrian and bicycle safety concerns along a main corridor (NE 2nd Ave) leading directly into downtown Delray Beach. The City's Bicycle/Pedestrian Plan as well as the Metropolitan Planning Organization's Master Comprehensive Bicycle Transportation Plan also recommended the provision of bicycle facilities along the NE 2nd Ave corridor. This project consists of four phases. Phase 3 limits are from NE 22nd St to Gulf Stream Blvd. This is a FDOT Local Agency Program (LAP) Transportation Enhancement Project.
10. **Historic Train Depot Renovation (\$1,800,000):** The Historic Train Depot Station needs a complete rehabilitation (interior, exterior and site improvements). In FY 16/17 a structural analysis of the train station was completed which requires the entire building to be structurally reinforced to meet current building codes and wind loads. Additionally the mechanical, electrical and plumbing systems need to be updated and modified to meet current building codes. The next phase of the project will be to contract with an architectural firm to fully design the interior, exterior and site modifications to the Train Depot building in FY 18/19. The construction renovations to the building and site improvements will be bid in FY 19/20.

Project Descriptions

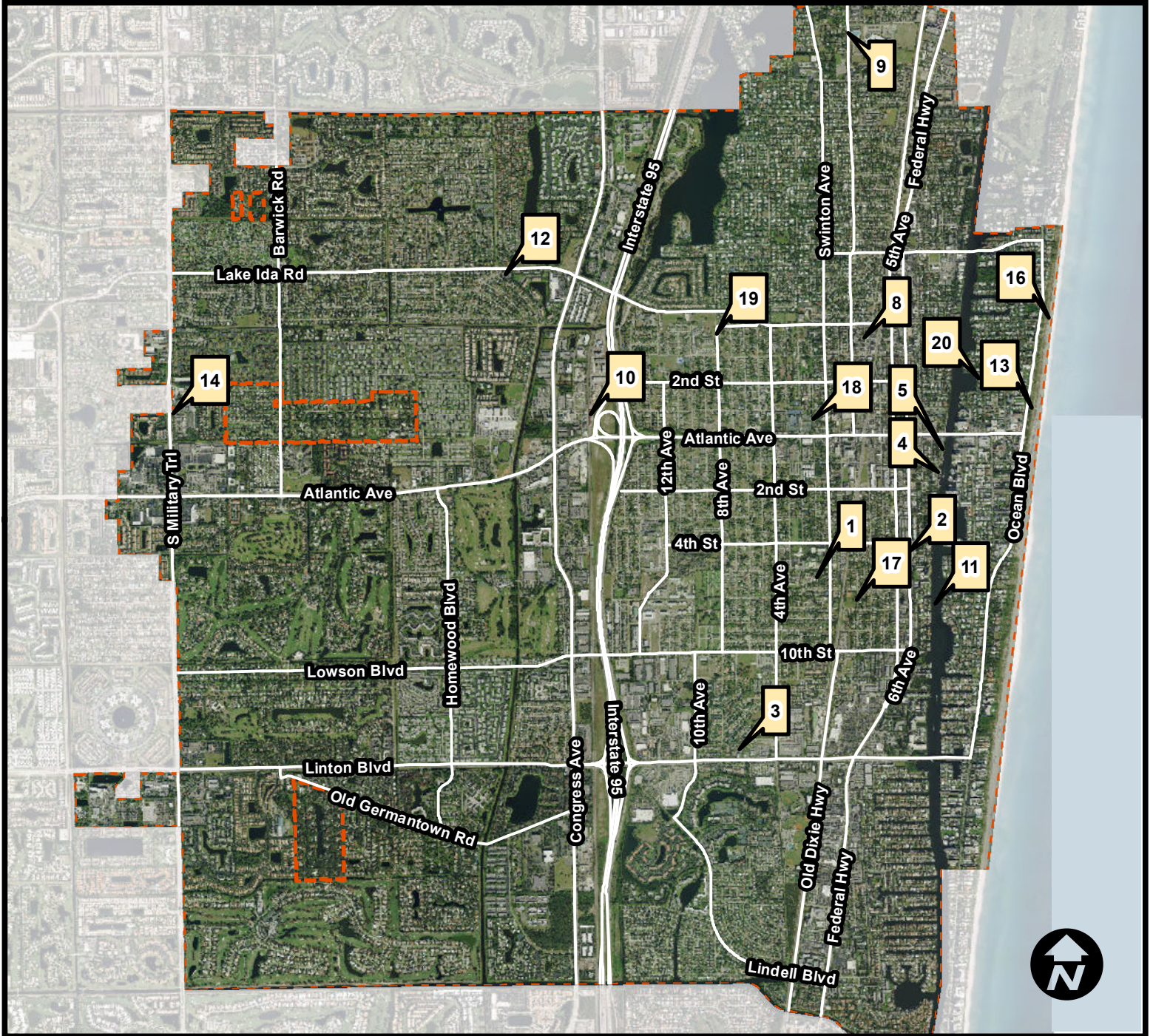
- 11. Intracoastal Waterway Water Main Crossings (\$1,650,000):** Three existing water mains crossing the Intracoastal are aged and in deteriorating condition (installed in the 1970s). These water mains are past their useful life and in need of replacement. This project will replace these existing mains for new water mains (installed via directional drilling).
- 12. Delray Shores Water Main Upgrade Phase 3 (\$1,565,200):** The project continues the upgrades of water mains in this neighborhood area by upgrading mains to at least 8 inches, removing existing 2, 4 and 6 inch water mains and transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage.
- 13. Beach Master Plan Phase 2 (\$1,450,000):** Due to permitting constraints with the FDEP and the FDOT, beach lighting and roadway crosswalks were not included in Phase 1 of the project. Therefore, Phase 2 for the Beach Master Plan completes the project with the installation of required beach lighting and roadway crosswalks on SR A1A. EDSA has completed the engineering drawings for the Beach Master Plan Phase 2 and funding is required for construction and construction administration for Phase 2 of the Beach Master Plan.
- 14. Force Main Upgrades 58A & 87 (\$1,380,000):** The project replaces a deteriorating 4" force main along the east side of Military Trail from the northwest corner of the plaza to the post office (system 87) and replaces another force main along Germantown Road from SW 36th Ave to Via Verona (system 58A).
- 15. Water Supply & Treatment Implementation Plan & Wellsite Development (\$1,250,000):** The project intends to use the "Water Supply and Treatment Feasibility Study" and direction from City Commission as a basis to develop an implementation plan for ensuring resilient water supplies and treatment. This may include: water resource and hydrologic analyses, water use and well permitting, concentrate discharge options, acquiring land, well siting and permitting, treatment plant options and/or a basis of design.
- 16. Pre Construction Engineering Beach Renourishment (\$1,050,000):** The next periodic beach renourishment is projected for FY 20/21. The City is in need of a sand search investigation to identify sand sources to support the beach renourishment program. The City will use this information in the preparation of engineering design documents to submit for permit modifications to use this sand for future nourishment events and extend the existing Federal and State permits (set to expire in 2022).
- 17. Osceola Park Improvements (\$1,000,000):** This "complete neighborhood" project will review recommendations of prior plans that were developed through meetings of concerned homeowners. The neighborhood improvements that will be constructed include sidewalks, street lighting, road resurfacing, landscaping, traffic calming, any required utility enhancement, Stormwater management, alleyway, beautification and wayfinding.
- 18. NW Neighborhood (\$1,000,000):** The purpose of this project is to design roadway improvements and prepare project implementation documents, including plans, specifications, permits and project costs. The plan will bring the City in accordance with policies, procedures, standards and requirements for roadway milling, resurfacing or reconstruction by way of permeable paving of the streets, alleys and associated components located in the NW Neighborhood. Project will also include the design swales, drainage and sanitary sewer, new striping and signing, paving of alleys and lighting plans.
- 19. SW Neighborhood Alley Improvements (\$930,000):** The objective of the project is to provide an acceptable level of service for residents and pedestrians. The primary method for addressing these improvements is upgrading two of the unimproved alleys, drainage and sewer from a 6" pipe to 8" pipe throughout the area.
- 20. Thomas Pump Station Upgrade (\$892,500):** The Thomas Street Stormwater Pump Station has been out of service for months at the expense of the City to maintain flood protection service. The replacement provides an inadequate level of service to the residents on the barrier island resulting in tidal flooding during the entire period of the replacement pump. This construction should include lining all storm pipes connected to the pump station.



CAPITAL IMPROVEMENT PLAN

2018-2019 Annual Budget

DEVELOPMENT
SERVICES
DEPARTMENT



- | | |
|--|--|
| 1 - SW 3rd Ct, 4th St, 6th St and 7th Ave Improvements | 11 - Intracoastal Waterway Water Main Crossings |
| 2 - Lift Station Telemetry System Upgrade | 12 - Delray Shores Water Main Upgrade Ph. 3 |
| 3 - Emergency Operation Center / Fire Station #113 | 13 - Beach Master Plan Phase 2 |
| 4 - City Marina Seawall Renovation | 14 - Force Main Upgrades 58A & 87 |
| 5 - Marine Way Seawall Improvements | 15 - Water Supply & Treatment Implementation Plan (Not on Map) |
| 6 - Roadway Restoration (Not on Map) | 16 - Pre-Construction Engineering Beach Renourishment |
| 7 - Vehicle Replacement (Not on Map) | 17 - Osceola Park Improvements |
| 8 - NE 3rd Ave/NE 3rd St Streetscape | 18 - NW Neighborhood |
| 9 - NE 2nd Ave/Seacrest Phase 3 | 19 - SW Neighborhood Alley Improvements |
| 10 - Historic Train Depot Renovation | 20 - Thomas Pump Station Upgrade |

CIP Overview

The Capital Improvement Program is essential to planning, prioritizing, and coordinating Capital Improvement Projects within the City of Delray Beach. The CIP is a five-year plan for the City's major projects and expenditures.

CIP projects must have a monetary value of at least \$25,000, and a life cycle of at least five years. The project results in the creation of a fixed asset, or the revitalization of an existing asset.

CIP Projects Include:

- Construction of new physical facilities
- Remodeling or expansion of existing facilities
- Acquisition or development of land for community use
- Major equipment and machinery for new or expanded facilities
- Cost of engineering or architectural studies and services relative to the improvement
- Street construction, reconstruction, resurfacing, or renovation



Fund Definitions

Special Projects

The Special Projects Fund is used to account for revenue held in trust by the City for a variety of assigned purposes. This revenue source includes and accounts for the In Lieu of Parking Fees, Public Arts Program Fees, as well as other programs.

Public Arts Program fees are CIP dollars used to incorporate artistic beautification in select public projects. The City appropriates 1.5% of an eligible capital project's construction cost. The artwork or design is integrated into the architecture, City streets, and landscape throughout Delray Beach. This artwork is intended to enhance the City's diversity, character, and heritage.

In Lieu of Parking Fees are paid by a commercial property owner in-lieu of providing a required number of on-site or off-street parking spaces, as stipulated under the City's 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.

Recreational Impact Fee

The Recreational Impact Fee Fund accounts for the receipt 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 strictly utilized for the development of parks and recreation areas.

Beautification Trust

The Beautification Trust Fund accounts for the receipt of General Fund transfers from a

1.2% utility tax used for capital and operating expenses incurred in projects for the beautification and maintenance of public rights-of-way. These projects are in alignment with the Comprehensive Beautification Program adopted by the City of Delray Beach in 1986.

Beach Restoration

The Beach Restoration Fund provides services with respect to the management of 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 naturally occurring and ongoing accumulation and attrition events. The 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.

Marina

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 this Fund come from the rental of twenty-four slips at the marina plus interest earnings from the investment of marina reserve funds.

Municipal Golf Course

This Enterprise fund accounts for the construction of projects or the acquisition of

equipment intended 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.

Lakeview Golf Course

This Enterprise Fund accounts for the construction of projects or the acquisition of equipment intended to maintain, replace, or upgrade the Lakeview Golf Course, its facilities, vehicles, or equipment. The primary sources of revenue for this Fund are user fees related to the use of the golf course, the clubhouse, or the snack bar.

City Garage

The City Garage Fund accounts for the reservation of funds collected from various departments for the replacement of existing fleet vehicles and other pieces of rolling stock. The Fund also accounts for major restoration of fleet vehicles intended to extend the useful life of the asset.

General Construction

The General Construction 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 not financed or funded entirely from user-fee fund operations such as Enterprise (Utilities) or Internal Service (Parks & Recreation) Funds.

Infrastructure Surtax

The one-cent sales surtax commenced on January 1, 2017, and automatically sunsets on December 31, 2026. The proceeds for

this tax are intended to finance the renewal and replacement of existing capital investments including roadway surfaces, bridges, drainage improvements, canals, park amenities and government buildings; all of which were deferred during the recent recession.

Water & Sewer

New Capital- This Enterprise Fund accounts for the acquisition and/or construction of new (as opposed to replacement) capital facilities, infrastructure improvements, or the purchase of new, original equipment funded from the net operating revenues of the water & sewer system.

Renewal & Replacement- This Enterprise Fund accounts for the construction of projects or the acquisition of equipment meant to maintain, replace, or upgrade current water & sewer infrastructure. This includes the water treatment plant, sewer plant, raw water wells, storage facilities, transmission/sewer lines, pumps/pump stations, and manholes, as well as equipment such as meters, backflow devices, fire hydrants, and other equipment for field/office operations.

Stormwater Utility

This Enterprise Fund accounts for the construction of projects or the acquisition of equipment intended 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.

CIP Projects by Fund

Projects by Fund	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Special Projects Sources						
Prior Year Project Reserve (Federal Forfeiture)	829,672	498,672	317,672	167,672	167,672	1,981,360
Prior Year Project Reserve (In Lieu Package)	1,690,801	1,716,162	1,742,030	1,768,416	1,795,329	8,712,738
Prior Year Project Reserve (Public Art)	103,230	-	-	-	-	103,230
Court Fine & Forfeitures	-	150,000	150,000	150,000	150,000	600,000
In Lieu of Parking Fees	23,343	23,810	24,286	24,772	25,267	121,478
Parking License Fees	2,018	2,058	2,100	2,142	2,184	10,502
CRA Contribution	50,000	50,000	50,000	50,000	50,000	250,000
Parks & Rec Program Fees	173,510	173,510	173,510	173,510	173,510	867,550
Interest on Investments	34,375	34,375	34,375	34,375	34,375	171,875
Source Total	\$2,906,949	\$2,648,587	\$2,493,973	\$2,370,886	\$2,398,338	\$12,818,733
Special Projects Uses						
Other Operating (Fed Forfeiture)	331,000	331,000	300,000	150,000	150,000	1,262,000
Other Operating (Public Art)	103,230	-	-	-	-	103,230
Parks & Rec Programs	101,510	101,510	101,510	101,510	101,510	507,550
Eagle's Nest	50,000	50,000	50,000	50,000	50,000	250,000
New Year's Event	72,000	72,000	72,000	72,000	72,000	360,000
Project Reserve (In Lieu Parking)	1,716,162	1,742,030	1,768,416	1,795,329	1,822,781	8,844,718
Project Reserve	34,375	34,375	34,375	34,375	34,375	171,875
Project Reserve (Fed Forfeiture)	498,672	317,672	167,672	167,672	167,672	1,319,360
Special Projects Total	\$2,906,949	\$2,648,587	\$2,493,973	\$2,370,886	\$2,398,338	\$12,818,733
Recreational Impact Fee Source						
Recreational Impact Fees	\$150,000	150,000	150,000	150,000	150,000	750,000
Source Total	\$150,000	150,000	150,000	150,000	150,000	750,000
Project Reserve	\$150,000	150,000	150,000	150,000	150,000	750,000
Recreational Impact Fee Total	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Beautification Trust Sources						
Prior Year Project Reserve	-	60,012	89,865	87,493	50,716	288,086
Prior Year Fund Balance	-	-	-	-	22,767	22,767
Interest on Investments	-	-	-	-	-	-
CRA Contribution	100,000	100,000	100,000	100,000	100,000	500,000
General Fund Transfers	930,000	948,600	967,572	986,923	1,006,662	4,839,757
Water/Sewer Fund Transfers	5,190	5,190	5,190	5,190	5,190	25,950
Source Total	\$1,035,190	\$1,113,802	\$1,162,627	\$1,179,606	\$1,185,335	\$5,676,560

CIP Projects by Fund (Cont'd)

Beautification Trust Uses	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Operating Expenses	975,178	1,023,937	1,075,134	1,128,890	1,185,335	5,388,474
Project Reserve	60,012	89,865	87,493	50,716		288,086
Beautification Trust Total	\$1,035,190	\$1,113,802	\$1,162,627	\$1,179,606	\$1,185,335	\$5,676,560
Beach Restoration Sources						
Prior Year Project Reserve	-	-	-	-	-	-
Federal Grants	632,418	65,823	65,823	65,823	65,823	895,710
State Grants	299,729	25,515	25,515	25,515	25,515	401,789
County Grants	245,142	25,515	25,515	25,515	25,515	347,202
Transfer from General Fund	237,511	291,947	211,947	211,947	211,947	1,165,299
Source Total	\$1,414,800	\$408,800	\$328,800	\$328,800	\$328,800	\$2,810,000
Beach Restoration Uses						
Beach Tilling	17,000	17,000	17,000	17,000	17,000	85,000
Pre-Construction Engineering	1,050,000	-	-	-	-	1,050,000
Sea Turtles Monitoring	100,000	75,000	75,000	75,000	75,000	400,000
Construction - Pre/Post	80,000	80,000	80,000	80,000	80,000	400,000
Coastal Dune Management Prog	150,000	150,000	150,000	150,000	150,000	750,000
Coastal Habitat Conservation	-	80,000	-	-	-	80,000
Travel & Training	6,800	6,800	6,800	6,800	6,800	34,000
Repair & Maintenance	10,000	-	-	-	-	10,000
Memberships	1,000	-	-	-	-	1,000
Project Reserve	-	-	-	-	-	-
Beach Restoration Total	\$1,414,800	\$408,800	\$328,800	\$328,800	\$328,800	\$2,810,000
Marina Sources						
Prior Year Project Reserve	-	23,224	103,358	181,821	258,429	556,832
Renewal/External Application Fee	1,650	1,650	1,650	1,650	1,650	8,250
Pump Station Charges	2,000	2,000	2,000	2,000	2,000	10,000
Marina Dockage Fees	140,421	216,000	220,320	224,726	229,221	1,030,688
Late Fees	50	50	50	50	50	250
Interest Earnings	22,935	10,000	10,000	10,000	10,000	62,935
Laundry Rents	70	70	70	70	70	350
Source Total	\$167,126	\$252,994	\$337,448	\$420,317	\$501,420	\$1,679,305
Marina Uses						
Operating Costs	95,194	99,954	104,951	110,199	115,709	526,007
Transfer to General Fund	48,708	49,682	50,676	51,689	52,723	253,478
Project Reserve	23,224	103,358	181,821	258,429	332,988	899,820
Marina Total	\$167,126	\$252,994	\$337,448	\$420,317	\$501,420	\$1,679,305

CIP Projects by Fund (Cont'd)

Municipal Golf Course Sources	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Prior Year Project Reserve	-	19,710	76,299	223,522	437,449	756,980
Operating Revenues	3,189,415	3,253,203	3,318,267	3,384,633	3,452,325	16,597,844
Rental Income	30,624	31,543	32,489	33,464	34,468	162,587
Miscellaneous Revenue	30,930	31,549	32,180	32,823	33,480	160,961
State Gasoline Tax Refund	1,750	1,750	1,750	1,750	1,750	8,750
Source Total	\$3,252,719	\$3,337,755	\$3,460,985	\$3,676,192	\$3,959,472	\$17,687,122
Municipal Golf Course Uses						
Other Machinery & Eqpt	126,680	125,000	125,000	125,000	125,000	626,680
Recreational Improvements	-	-	-	-	-	-
Other Operating Costs	2,977,714	3,007,491	3,037,566	3,067,942	3,098,621	15,189,334
Debt Service - Bonds	87,055	87,055	38,396	9,771	-	222,277
Debt Service - Interest	6,635	6,635	874	47	-	14,191
Project Reserve	19,710	76,299	223,522	437,449	699,507	1,456,487
Transfer to General Fund	34,925	35,274	35,627	35,983	36,343	178,152
Municipal Golf Course Total	\$3,252,719	\$3,337,754	\$3,460,985	\$3,676,192	\$3,959,471	\$17,687,121
Lakeview Golf Course Sources						
Prior Year Project Reserve	-	40,955	64,375	120,787	184,813	410,930
Operating Revenues	653,980	667,060	680,401	694,009	707,889	3,403,338
State Gasoline Tax Refund	400	400	400	400	400	2,000
Miscellaneous Revenues	5,000	5,000	5,000	5,000	5,000	25,000
Source Total	\$659,380	\$713,415	\$750,176	\$820,196	\$898,102	\$3,841,268
Lakeview Golf Course Uses						
Other Machinery & Equipment	-	30,000	30,000	30,000	30,000	120,000
Other Operating Costs	566,698	572,365	578,089	583,870	589,708	2,890,729
Debt Service - Bonds	29,084	24,997	-	-	-	54,081
Debt Service - Cart Lease	1,343	378	-	-	-	1,721
Transfer to General Fund	21,300	21,300	21,300	21,513	21,728	107,141
Project Reserve	40,955	64,375	120,787	184,813	256,666	667,596
Lakeview Golf Course Total	\$659,380	\$713,415	\$750,176	\$820,196	\$898,102	\$3,841,268

CIP Projects by Fund (Cont'd)

City Garage Sources	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Prior Year Reserves	432,500	-	-	-	-	432,500
Vehicle Rental Fees	2,591,090	3,084,062	3,145,743	3,208,658	3,272,831	15,302,384
Source Total	\$3,023,590	\$3,084,062	\$3,145,743	\$3,208,658	\$3,272,831	\$15,734,884
City Garage Uses						
Advanced Life Support Rescue 200864	472,500	-	-	-	-	472,500
Advanced Life Support Rescue 201167	-	-	496,125	-	-	496,125
Advanced Life Support 100' Platform 0950	-	1,500,000	-	-	-	1,500,000
Special Ops Vehicle 0684	-	-	880,000	-	-	880,000
BearCat	300,000	-	-	-	-	300,000
Vehicle Replacement	2,156,090	1,489,062	1,674,618	3,113,658	3,177,831	11,911,259
Vehicle Restoration	95,000	95,000	95,000	95,000	95,000	475,000
Project Reserve	-	-	-	-	-	-
City Garage Total	\$3,023,590	\$3,084,062	\$3,145,743	\$3,208,658	\$3,272,831	\$15,734,884



General Construction

General Construction Sources	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Prior Year Fund Balance	-	-	-	-	-	-
Prior Year Encumbrances	-	-	-	-	-	-
Prior Year Project Reserve	-	25,340	50,340	75,340	100,340	251,360
CRA – Parking Lot/Garage Repair	-	113,018	2,000,000	3,000,000	-	5,113,018
CRA – SW 4 th , 5 th , 6 th & 7 th Alley	6,888,194	-	-	-	-	6,888,194
CRA – Wayfinder Signage	400,000	-	-	-	-	400,000
CRA – Catherine Strong Park	-	-	800,000	4,000,000	4,000,000	8,800,000
CRA – Hilltopper Restroom/Concession	600,000	-	-	-	-	600,000
CRA – Trolley Replacement	500,000	-	-	-	-	500,000
SFRTA – Trolley Replacement	-	-	860,000	-	-	860,000
CRA – NW Neighborhood Redesign	1,000,000	2,000,000	8,000,000	-	-	11,000,000
CRA – Swinton/Atlantic Intersection	500,000	3,000,000	-	-	-	3,500,000
CRA – Pompey Park Master Plan	550,000	2,000,000	10,000,000	-	-	12,550,000
CRA – NE 3 rd Ave/NE 3 rd St Art Alley	2,000,000	-	-	-	-	2,000,000
CRA – Osceola Park Improvements	1,000,000	6,000,000	6,000,000	-	-	13,000,000
CRA – Block 63 Improvements	265,000	-	-	-	-	265,000
CRA – NW 5 th Alley	740,000	-	-	-	-	740,000
CRA – Merritt Park Playground	200,000	-	-	-	-	200,000
CRA – Swinton Complete Street	200,000	886,982	-	-	-	1,086,982
CRA – SW Neighborhood Alleys	930,000	-	-	-	-	930,000
CRA – Old School Square Park Upgrades	700,000	-	-	-	-	700,000
FDOT – Lowson Blvd Pedestrian Bridge	500,000	4,791,978	-	-	-	5,291,978
FDOT – Homewood Blvd	-	360,000	1,032,926	-	-	1,392,926
FDOT – Lindell Blvd Loop	-	-	339,399	2,262,669	-	2,602,068
FDOT – Lindell Blvd Complete Street	-	-	1,628,243	10,854,951	-	12,483,194
FDOT – Barwick Rd Complete Street	-	-	1,418,505	9,456,704	-	10,875,209
FDOT – Lowson/Military/Congress/SE 6 th Ave	-	-	-	4,786,978	-	4,786,978
Interest Earnings	25,340	25,000	25,000	25,000	25,000	125,340
Transfer from General Fund	2,250,000	275,000	125,000	125,000	125,000	3,150,000
Source Total	\$19,248,534	\$19,477,318	\$32,279,413	\$34,586,642	\$4,250,340	\$110,092,247

General Construction (Cont'd)

General Construction Uses	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
CRA- Parking Lot/Garage Repair	-	113,018	2,000,000	3,000,000	-	5,113,018
CRA - SW 4th, 6th & 7th Alley	6,888,194	-	-	-	-	6,888,194
CRA - Wayfinding Signage	400,000	-	-	-	-	400,000
CRA - Catherine Strong Park	-	-	800,000	4,000,000	4,000,000	8,800,000
CRA - Hilltopper Restroom/Concession	600,000	-	-	-	-	600,000
CRA – Downtown Transportation Alternative	500,000	-	-	-	-	500,000
SFRTA - Trolley Replacement	-	-	860,000	-	-	860,000
CRA - NW Neighborhood	1,000,000	2,000,000	8,000,000	-	-	11,000,000
CRA - Swinton/Atlantic	500,000	3,000,000	-	-	-	3,500,000
CRA - Pompey Park Master Plan	550,000	2,000,000	10,000,000	-	-	12,550,000
CRA - NE 3rd Ave/NE 3rd St Al	2,000,000	-	-	-	-	2,000,000
CRA - Osceola Park	1,000,000	6,000,000	6,000,000	-	-	13,000,000
CRA - Block 63 Improvements	265,000	-	-	-	-	265,000
CRA - NW 5th Alley	740,000	-	-	-	-	740,000
CRA - Swinton Complete Street	200,000	886,982	-	-	-	1,086,982
CRA - Merritt Park Playground	200,000	-	-	-	-	200,000
CRA - SW Neighborhood Alleys	930,000	-	-	-	-	930,000
CRA - OSS Park Upgrades	700,000	-	-	-	-	700,000
CRA Total	\$16,473,194	\$14,000,000	\$27,660,000	\$7,000,000	\$4,000,000	\$69,133,194
Barwick Park Trail Resurfacing	250,000	-	-	-	-	250,000
RR Xing Maintenance to FEC	125,000	125,000	125,000	125,000	125,000	625,000
Roofs/HVAC	300,000	-	-	-	-	300,000
Community Beautification	200,000	-	-	-	-	200,000
IT Infrastructure	250,000	-	-	-	-	250,000
Equipment Replacement	500,000	-	-	-	-	500,000
American Legion	500,000	-	-	-	-	500,000
Community Vulnerability & Climate Action Plan	125,000	150,000	-	-	-	275,000

General Construction (Cont'd)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
TPA Lowson Blvd Ped Bridge	500,000	4,791,978	-	-	-	5,291,978
TPA Homewood Blvd	-	360,000	1,032,926	-	-	1,392,926
FDOT Lindell Blvd Loop	-	-	339,399	2,262,669	-	2,602,068
FDOT Lindell Blvd Compl Street	-	-	1,628,243	10,854,951	-	12,483,194
FDOT Barwick Rd Compl Street	-	-	1,418,505	9,456,704	-	10,875,209
TPA Lowson/Mil/Cong/SE 6th	-	-	-	4,786,978	-	4,786,978
Debt Service	-	-	-	-	-	-
Transfer to Special Projects	-	-	-	-	-	-
Transfer to Rec Impact	-	-	-	-	-	-
Project Reserve	25,340	50,340	75,340	100,340	125,340	376,700
General Construction Total	\$19,248,534	\$19,477,318	\$32,279,413	\$34,586,642	\$4,250,340	\$110,092,247



Infrastructure Surtax

Infrastructure Surtax Sources	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Prior Year Fund Balance	30,759,060	9,899,864	3,308,615	4,396,400	6,197,394	54,561,333
Interest on Investments	310,000	210,000	75,000	75,000	75,000	745,000
Sales Tax Revenue	4,900,000	4,998,000	5,097,960	5,199,919	5,303,918	25,499,797
State Grant NE 2 nd	697,764	-	-	-	-	697,764
Legislative App Atlantic Dunes	300,000	-	-	-	-	300,000
Source Total	\$36,966,824	\$15,107,864	\$8,481,575	\$9,671,319	\$11,576,312	\$81,803,894
Infrastructure Surtax Uses						
Atlantic Dunes Park	300,000	515,000	-	-	-	815,000
Citywide Bridge R&M	720,000	420,000	420,000	-	-	1,560,000
Beach Master Plan Ph II	1,450,000	-	-	-	-	1,450,000
Historic Train Depot Reno	1,800,000	1,000,000	-	-	-	2,800,000
Bexley Park Restroom Const	300,000	-	-	-	-	300,000
IT Fiber Optic Replacement	80,000	-	-	-	-	80,000
Currie Commons Playground Renovation	-	300,000	-	-	-	300,000
Veteran's Park-Pickleball, Bocce, Shuffleboard	350,000	-	-	-	-	350,000
MGC-Clubhouse/Kitchen	-	299,000	-	-	-	299,000
FS111 Category 5 Upgrades	200,000	1,800,000	-	-	-	2,000,000
City Center Conceptual Plan	400,000	400,000	-	-	-	800,000
Restore City's Parking Lots	750,000	500,000	-	-	-	1,250,000
Atlantic Ave Improvements	400,000	-	-	-	-	400,000
Facility Improvements	395,000	-	-	-	-	395,000
Facilities Master Plan	80,000	-	-	-	-	80,000
Roadway Restoration	2,500,000	2,500,000	-	-	-	5,000,000
ADA Improvements	400,000	400,000	-	-	-	800,000
Pavement Preservation/Sealing	150,000	150,000	150,000	-	-	450,000
Marine Way	2,840,000	-	-	-	-	2,840,000
NE 2nd Ave/Seacrest Ph III	1,897,764	-	-	-	-	1,897,764
City Marina Seawall Reno	3,500,000	-	-	-	-	3,500,000
Repair Pavers Atlantic	250,000	-	-	-	-	250,000

Infrastructure Surtax Uses (Cont'd)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Emergency Ops Center	4,785,000	-	-	-	-	4,785,000
Debt Service Principal	2,980,000	3,035,000	3,095,000	3,115,000	3,220,000	15,445,000
Debt Service Interest	539,196	480,249	420,175	358,925	296,450	2,094,995
Project Reserve	9,899,824	3,308,615	4,396,400	6,197,394	8,059,862	31,912,135
Infrastructure Surtax Total	\$36,966,824	\$15,107,864	\$8,481,575	\$9,671,319	\$11,576,312	\$81,803,894



Water & Sewer

W&S New Capital Sources	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Prior Year Fund Balance	1,300,000	7,360,000	3,050,000	3,075,000	2,925,000	17,710,000
Prior Year Project Reserve	-	-	-	-	-	-
Water Connection Fee	200,000	200,000	200,000	200,000	200,000	1,000,000
Sewer Connection Fee	200,000	200,000	200,000	200,000	200,000	1,000,000
Source Total	\$1,700,000	\$7,760,000	\$3,450,000	\$3,475,000	\$3,325,000	\$19,710,000
W&S New Capital Uses						
Storage Warehouse	125,000	660,000				785,000
LS 50 Capacity Analysis	150,000	1,950,000				2,100,000
Reclaimed Water Area 10	200,000	2,475,000	-	-	-	2,675,000
Reclaimed Water Area 15	-	-	200,000	2,475,000	-	2,675,000
Reclaimed Water Area 8	-	-	-	200,000	2,475,000	2,675,000
SCRWWTP City Contribution	650,000	700,000	750,000	800,000	850,000	3,750,000
Utility Cond Assessment Ph II & III	475,000	1,175,000	-	-	-	1,650,000
SOC Space Plan	100,000	800,000	2,500,000	-	-	3,400,000
Project Reserve	-	-	-	-	-	-
W&S New Capital Total	\$1,700,000	\$7,760,000	\$3,450,000	\$3,475,000	\$3,325,000	\$19,710,000
W&S Renewal & Replacement Sources						
Prior Year Surplus	-	-	-	-	-	-
Prior Year Project Reserve	-	-	-	-	-	-
Interest on Investments	49,280	50,266	51,271	52,296	53,342	256,455
Transfer from Water/Sewer Fund	15,090,420	10,157,139	12,466,729	7,271,704	6,270,658	51,856,650
Source Total	\$15,139,700	\$10,207,405	\$12,518,000	\$7,324,000	\$6,324,000	\$52,113,105
W&S R&R Uses						
1 1/2 Ton DRW Trucks (GM)	120,000	-	-	-	-	120,000
1/2 Ton Trucks (AMgr & Super)	60,000	-	-	-	-	60,000
LS Wet Well Rehab	120,000	120,000	120,000	120,000	120,000	600,000
Chlorine Residual Management	200,000	-	-	-	-	200,000
Delray Shores WM Upg Ph III	1,565,200	-	-	-	-	1,565,200
Delray Shores WM Upg Ph IV	-	830,280	-	-	-	830,280

W&S Renewal & Replacement (Cont'd)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Elevated Storage Tank Maint.	25,000	27,000	27,000	28,000	28,000	135,000
FDOT Atlantic Ave at I-95	200,000	-	-	-	-	200,000
FDOT Linton at I-95	200,000	-	-	-	-	200,000
FDOT US-1	30,000	-	-	-	-	30,000
Force Main Upg 58A & 87	1,380,000	-	-	-	-	1,380,000
Gas Chrom/Mass Spec System	120,000	800,000	2,500,000	-	-	3,420,000
Intracoastal Waterway Crossings	1,650,000	-	-	-	-	1,650,000
Lake Ida Force Main ARV Repl	220,000	-	-	-	-	220,000
Large Meter Replacement	50,000	50,000	50,000	50,000	50,000	250,000
LS Rehabilitation	200,000	200,000	200,000	200,000	200,000	1,000,000
Owens Baker Water Tank Rehab	67,500	25,000	25,000	25,000	25,000	167,500
Production Well Rehabilitation	300,000	300,000	300,000	300,000	300,000	1,500,000
Sanitary Sewer Manhole Rehab	100,000	100,000	100,000	100,000	100,000	500,000
Sanitary Sewer Main Rehab	300,000	300,000	300,000	300,000	300,000	1,500,000
SCRWWTP City's Cont for R&R	84,000	85,000	85,000	90,000	90,000	434,000
Small Water Meter R&R	50,000	50,000	50,000	50,000	50,000	250,000
Swinton Ave Complete Street	70,000	1,500,000				1,570,000
Tropic Palms WM Ph II	-	1,009,125	-	-	-	1,009,125
LS Telemetry System Upgrade	5,100,000	-	-	-	-	1,400,000
Water Line Service Relocations	25,000	25,000	25,000	25,000	25,000	125,000
Water Valve R&R	36,000	36,000	36,000	36,000	36,000	180,000
WTP Bleach Tank Sun Covers	110,000	-	-	-	-	110,000
WTP Bleach Tank	110,000	-	-	-	-	110,000
WTP Clarifier Rehabilitation	275,000	-	-	-	-	275,000
Water Supply and Treatment Plan & Wellsite Development	1,250,000	2,750,000	5,000,000	6,000,000	5,000,000	20,000,000
WTP Filter Drain Valves	264,000	-	-	-	-	264,000
WTP Raw Water Aeration System	385,000	800,000	2,500,000	-	-	3,685,000
WTP Lime Slaker Replacement	223,000	-	-	-	-	223,000
Wastewater Collection System I&I Study	250,000	1,200,000	1,200,000			2,650,000
Project Reserve	-	-	-	-	-	-
W&S Renewal & Replacement Total	\$15,139,700	\$10,207,405	\$12,518,000	\$7,324,000	\$6,324,000	\$52,113,105

Stormwater Utility

Stormwater Utility Sources	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Prior Year Project Reserve	-	-	-	-	-	-
Prior Year Surplus	2,187,612	2,483,551	1,916,602	1,440,751	415,903	8,444,419
Revenue from SW Charges	2,107,500	2,149,650	2,192,643	2,236,496	2,281,226	10,967,515
Delinquent SW Charges	3,000	3,000	3,000	3,000	3,000	15,000
Interest Earnings	32,065	32,706	33,360	34,027	34,708	166,866
Source Total	\$4,330,177	\$4,668,907	\$4,145,605	\$3,714,274	\$2,734,837	\$19,593,800
Delray Shores WM Upg Ph III	159,800	-	-	-	-	159,800
Delray Shores WM Upg Ph IV	-	49,720	-	-	-	49,720
Drainage Swales	100,000	100,000	100,000	100,000	-	400,000
Generator Feasibility Study	50,000	-	-	-	-	50,000
NE 2Av/Seacrest Blvd	55,000	50,000	76,000	100,000	-	281,000
Reclaimed Water Exp Area 15	-	-	825,000	-	-	825,000
Reclaimed Water Exp Area 10	-	825,000	-	-	-	825,000
Reclaimed Water Exp Area 8	-	-	-	825,000	-	825,000
SW Management Area Fencing	25,000	-	-	-	-	25,000
SW Master Plan Project	-	360,000	360,000	360,000	360,000	1,440,000
SW Pipe Lining on Barrier Island	750,000	500,000	500,000	-	-	1,750,000
Thomas Pump Station Upg	892,500	-	-	-	-	892,500
Tropic Palms WM Upg Ph II	-	543,375	-	-	-	543,375
Tropic Isles Roadway Eval	100,000	-	-	-	-	100,000
Transfer to General Fund	419,792	428,188	436,752	445,487	454,396	2,184,614
Operating Expenses	1,726,936	1,761,475	1,796,704	1,832,638	1,869,291	8,989,449
Debt Service Bonds	51,149	51,149	51,149	51,149	51,149	255,745
Project Reserve	-	-	-	-	-	-
Stormwater Utility Total	\$4,330,177	\$4,668,907	\$4,145,605	\$3,714,274	\$2,734,837	\$19,593,800

Capital Project Fund Summary

Fund Title	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Total Cost
Special Projects	2,906,949	2,648,587	2,493,973	2,370,886	2,398,338	12,818,733
Recreation Impact Fee	150,000	150,000	150,000	150,000	150,000	750,000
Beautification	1,035,190	1,113,802	1,162,627	1,179,606	1,185,335	5,676,560
Beach	1,414,800	408,800	328,800	328,800	328,800	2,810,000
Marina	167,126	252,994	337,448	420,317	501,420	1,679,305
Municipal Golf Course	3,252,719	3,337,755	3,460,985	3,676,192	3,959,471	17,687,122
Lakeview Golf Course	659,380	713,415	750,176	820,196	898,102	3,841,268
City Garage	3,023,590	3,084,062	3,145,743	3,208,658	3,272,831	15,734,884
General Construction	19,248,534	19,477,318	32,279,413	34,586,642	4,250,340	109,092,247
Infrastructure Surtax	36,966,824	15,107,864	8,481,575	9,671,319	11,576,312	81,803,894
Water & Sewer New Capital	1,700,000	7,760,000	3,450,000	3,475,000	3,325,000	19,710,000
Water Sewer Renewal and Replacement	15,139,700	10,207,405	12,518,000	7,324,000	6,324,000	51,513,105
Stormwater Utility	4,330,177	4,668,907	4,145,605	3,714,274	2,734,837	19,593,800
CIP Total Costs	\$89,994,989	\$68,930,909	\$72,704,344	\$70,925,890	\$40,904,785	\$343,460,919



CIP by Department: Public Works

Public Works Projects	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
CRA - Parking Lot/Garage Repair	-	113,018	2,000,000	3,000,000	-	5,113,018
CRA - SW 4th, 6th & 7th Alley	6,888,194	-	-	-	-	6,888,194
CRA - Wayfinding Signage	400,000	-	-	-	-	400,000
CRA – Downtown Transportation Alternative	500,000	-	-	-	-	500,000
SFRTA - Trolley Replacement	-	-	860,000	-	-	860,000
CRA - NW Neighborhood Redesign	1,000,000	2,000,000	8,000,000	-	-	11,000,000
CRA - Swinton/Atlantic	500,000	3,000,000	-	-	-	3,500,000
CRA - NE 3rd Ave/NE 3rd St Art Al	2,000,000	-	-	-	-	2,000,000
CRA - Osceola Park Improvements	1,000,000	6,000,000	6,000,000	-	-	13,000,000
CRA - Block 63 Improvements	265,000	-	-	-	-	265,000
CRA - NW 5th Alley	740,000	-	-	-	-	740,000
CRA - Swinton Complete Street	200,000	886,982	-	-	-	1,086,982
CRA - SW Neighborhood Alleys	930,000	-	-	-	-	930,000
CRA - OSS Park Upgrades	700,000	-	-	-	-	700,000
TPA Lawson Blvd Ped Bridge	500,000	4,791,978	-	-	-	5,291,978
TPA Homewood Blvd	-	360,000	1,032,926	-	-	1,392,926
FDOT Lindell Blvd Loop	-	-	339,399	2,262,669	-	2,602,068
FDOT Lindell Blvd Compl Street	-	-	1,628,243	10,854,951	-	12,483,194
FDOT Barwick Rd Compl Street	-	-	1,418,505	9,456,704	-	10,875,209
TPA Lawson/Mil/Cong/SE 6th Ave	-	-	-	4,786,978	-	4,786,978
RR Xing Maintenance to FEC	125,000	125,000	125,000	125,000	125,000	625,000
Roofs/HVAC	300,000	-	-	-	-	300,000
Community Beautification	200,000	-	-	-	-	200,000
Equipment Replacement	500,000	-	-	-	-	500,000
American Legion	500,000	-	-	-	-	500,000
Comm Vulnerability & Climate Action	125,000	150,000	-	-	-	275,000
Citywide Bridge R&M	720,000	420,000	420,000	-	-	1,560,000

Public Works Projects (Cont'd)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
Beach Master Plan Phase II	1,450,000					1,450,000
Historic Train Depot Reno	1,800,000	1,000,000	-	-	-	2,800,000
FS111 Category 5 Upgrades	200,000	1,800,000	-	-	-	2,000,000
City Center Conceptual Plan	400,000	400,000	-	-	-	800,000
Restore City Owned Parking Lots	750,000	500,000	-	-	-	1,250,000
Atlantic Ave Improvements	400,000	-	-	-	-	400,000
Facility Improvements	395,000	-	-	-	-	395,000
Facilities Master Plan	80,000	-	-	-	-	80,000
Roadway Restoration	2,500,000	2,500,000	-	-	-	5,000,000
ADA Improvements	400,000	400,000	-	-	-	800,000
Pavement Preservation/Sealing	150,000	150,000	150,000	-	-	450,000
Marine Way	2,840,000	-	-	-	-	2,840,000
NE 2nd Ave/Seacrest Ph III	1,897,764	-	-	-	-	1,897,764
City Marina Seawall Reno	3,500,000	-	-	-	-	3,500,000
Repair Pavers Atlantic	250,000	-	-	-	-	250,000
Emergency Operations Center	4,785,000					
Delray Shores WM Upgrade Ph III	159,800	-	-	-	-	159,800
Delray Shores WM Upgrade Ph IV	-	49,720	-	-	-	49,720
Drainage Swales	100,000	100,000	100,000	100,000	-	400,000
Generator Feasibility Study	50,000	-	-	-	-	50,000
NE 2Av/Seacrest Blvd	55,000	50,000	76,000	100,000	-	281,000
Reclaimed Water Sys Exp Area 10	-	825,000	-	-	-	825,000
Reclaimed Water Sys Exp Area 15	-	-	825,000	-	-	825,000
Reclaimed Water Sys Exp Area 8	-	-	-	825,000	-	825,000
SW Management Area Fencing	25,000	-	-	-	-	25,000
SW Master Plan Project	-	360,000	360,000	360,000	360,000	1,440,000
SW Pipe Lining on Barrier Island	750,000	500,000	500,000	-	-	1,750,000
Thomas Pump Station Upgrade	892,500	-	-	-	-	892,500
Tropic Palms WM Upgrade Ph II	-	543,375	-	-	-	543,375
Tropic Isles Roadway Eval	100,000	-	-	-	-	100,000
Public Works Total	\$42,023,258	\$27,025,073	\$23,835,073	\$31,871,302	\$485,000	\$118,924,706

Public Works Capital Projects FY19

SW 3rd Ct, 4th St, 6th St, & 7th Ave Improvements FY 2019- \$6,888,194

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.68-86

General Construction Fund

Forecasted Project Cost

FY2019	\$6,888,194
Total	\$6,888,194

Project Description

The SW 3rd Ct, 4th St, SW 6th St, and SW 7th Ave project (including 6 area alleys) will include underground utility work, stormwater and drainage upgrades, roadway improvements, signage and pavement markings, bringing sidewalk and pedestrian ramps into compliance with ADA standards, and installation of street and alley LED lighting. Landscaping, and Reclaimed Water Main. Approximately \$600,000 will be for future services after construction is completed.

Return on Investment

The objectives of the project are providing an acceptable level of service for residents and pedestrians.



Public Works Capital Projects FY19

Wayfinding Signage

FY 2019- \$400,000

Funding Source: Community Redevelopment Agency
General Construction Fund

Account #: 334-41-340-541.34-65

Forecasted Project Cost

FY2019	\$400,000
Total	\$400,000

Project Description

Current wayfinding signage throughout the City is inconsistent and outdated. The Robert Gibbs study completed for the Downtown Development Authority, created recommendations to enhance the downtown business district and strongly recommended an update of the wayfinding signage for consistency and inclusiveness. This budget item will allow both design and installation of the wayfinding signage system in the downtown area through a partnership with the Community Redevelopment Agency and Downtown Development Authority with City staff support. This model can be replicated throughout the City.

Return on Investment

This infrastructure project will not provide a direct return on investment, but it aligns with current City Commission goals.



Public Works Capital Projects FY19

Downtown Transportation Alternative

FY 2019- \$500,000

Funding Source: Community Redevelopment Agency

Account #: 334-90-260-519.64-90

General Construction Fund

Forecasted Project Cost

FY2019	\$500,000
Total	\$500,000

Project Description

This project is intended to aid in providing sustainable transportation vehicles that will serve residents, visitors, and business employees between the Delray Beach Tri-Rail Station and the City's Beach. Approximately \$300,000 will be for future services post construction.

Return on Investment

Project will result in savings or cost avoidance for return of investment in one to three years and supports Strategic Plan Priority Area 3.

Swinton/Atlantic Intersection Improvements

FY 2019- \$500,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.68-80

General Construction Fund

Forecasted Project Cost

FY2019	\$500,000
FY2020	\$3,000,000
Total	\$3,500,000

Project Description

The Swinton Ave & Atlantic Ave intersection is problematic for vehicle, pedestrian, and bicycle traffic. Several concepts have been proposed with no firm direction being pursued. Exploring an option to direct traffic West of Swinton Ave would alleviate downtown congestion related to traffic flow and parking. Approximately \$100,000 will be for future services post construction.

Return on Investment

Liability in relation to vehicle, pedestrian, and bicycle safety. This project supports Strategic Area Priority Area 3.

Public Works Capital Projects FY19

NW Neighborhood Redesign

FY 2019- \$1,000,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.69-47

General Construction Fund

Forecasted Project Cost

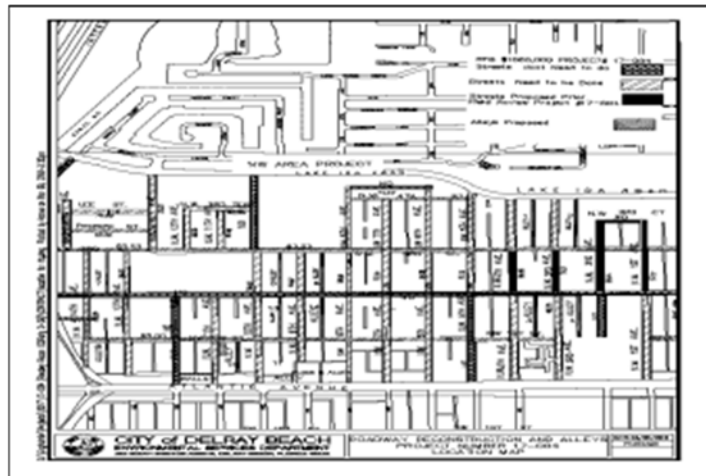
FY2019	\$1,000,000
FY2020	\$2,000,000
FY2021	\$8,000,000
Total	\$11,000,000

Project Description

The purpose of this project is to design roadway improvements and prepare project implementation documents, including plans, specifications, permits, and project costs. The plan will bring the City in accordance with policies, procedures, standards, and requirements for roadway milling, resurfacing, or reconstruction by way of permeable paving of the streets, alleys, and associated components located in the NW Neighborhood. Projects will also include the design swales, drainage and sanitary sewer, new striping and signing, paving of alleys, and lighting plans.

Return on Investment

The project will result in a return on investment within seven to ten years and will directly address resident concerns throughout the NW area.



Public Works Capital Projects FY19

NE 3rd Ave/NE 3rd St Streetscape

FY 2019- \$2,000,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.68-19

General Construction Fund

Forecasted Project Cost

FY2019	\$2,000,000
Total	\$2,000,000

Project Description

Provide street enhancements and install sidewalks, mill and resurfacing, street parking, and replace existing gravity sanitary sewer with 8-inch PVC gravity sanitary sewer main on NE 3rd St between NE 2nd Ave & NE 3rd Ave, and between NE 3rd St and NE 4th St (Construction Phase). Design is 90% completed. Easement issues require attention before construction can begin. Approximately \$200,000 will be for future services post construction.

Return on Investment

This roadway improvement will raise the OCI rating to 100 and provide a life expectancy of 20-25 years.

Osceola Park Improvements

FY 2019- \$1,000,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.63-20

General Construction Fund

Forecasted Project Cost

FY2019	\$1,000,000
FY2020	\$6,000,000
FY2021	\$6,000,000
Total	\$13,000,000

Project Description

This "Complete Neighborhood" project will review recommendations of prior plans that were developed through meetings of concerned homeowners. The neighborhood improvements that will be constructed include sidewalks, street lighting, road resurfacing, landscaping, traffic calming, any required utility enhancement, stormwater management, alleyway, beautification and wayfinding.

Public Works Capital Projects FY19

Block 63 Improvements

FY 2019- \$265,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.68-86

General Construction Fund

Forecasted Project Cost

FY2019	\$265,000
Total	\$265,000

Project Description

Construction of the unimproved alley. The alley is located East and West between SW 1st Ave and S. Swinton Ave, and North and South between SW 2nd Street and SW 3rd St. During the design of this project it was discovered that approximately 650 lineal feet of 8-inch PVC gravity sanitary sewer main was necessary to replace the existing vitrified clay pipe (VCP) located within the Block 63 right of way between SW 2nd St and SW 3rd St. Approximately \$25,000 will be for future services post construction.

Return on Investment

Project will allow Block 63 to meet the established level of service for the City of Delray Beach.

NW 5th Alley Improvement

FY 2019- \$740,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.69-39

General Construction Fund

Forecasted Project Cost

FY2019	\$740,000
Total	\$740,000

Project Description

Construction of the unimproved alley. The alleys are located East and West of NW 5th Ave, between NW 3rd St and Lake Ida Rd, and East of NW 3rd Ave between NW 2nd St and 3rd St. Approximately \$40,000 will be for future services post construction.

Return on Investment

Project will allow NW 5th alley to meet the established level of service.

Public Works Capital Projects FY19

Swinton Ave Complete Street

FY 2019- \$200,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.63-17

General Construction Fund

Forecasted Project Cost

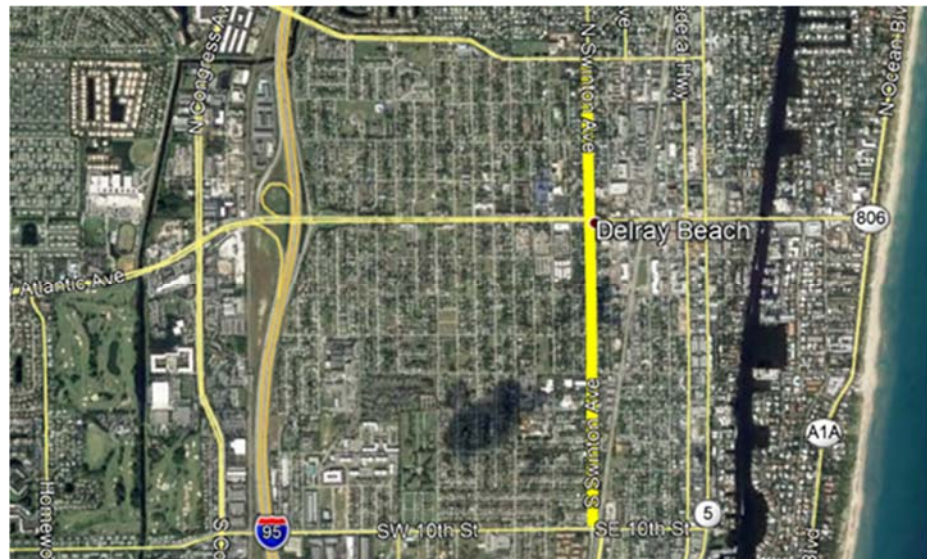
FY2019	\$200,000
FY2020	\$886,982
Total	\$1,086,982

Project Description

This project continues City commitment to the Complete Streets Policy. Project provides continuous bicycle lanes and sidewalks on South Swinton Ave. from SW 10th St. to NE 4th St. The project reduces vehicle travel lanes to 10 ft, provides 6-ft sidewalks on the west and east sides of Swinton, and 5 ft bicycle facilities in both directions. It adds street lighting, drainage, and landscaping. The project also includes a continuation of the expansion of the Reclaimed Water System, the Area 10 defined by SW 4th Ave East to the Intracoastal Waterway, and SW 10th Street North to NE 3rd St.

Return on Investment

The project will result in savings or cost avoidance for return on investment in one to three years.



Public Works Capital Projects FY19

SW Neighborhood Alley Improvements

FY 2019- \$930,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.68-86

General Construction Fund

Forecasted Project Cost

FY2019	\$930,000
Total	\$930,000

Project Description

The objective of the project is to provide an acceptable level of service for residents and pedestrians. The primary method for addressing these improvements is upgrading two of the unimproved alleys, drainage, and sewer from a 6” pipe to 8” pipe throughout the area. Approximately \$170,000 will be for future services post construction.

Return on Investment

The project will allow the SW Neighborhood alleys to meet the established level of service.

Old School Square Park Upgrades

FY 2019- \$700,000

Funding Source: Community Redevelopment Agency

Account #: 334-41-340-541.63-14

General Construction Fund

Forecasted Project Cost

FY2019	\$700,000
Total	\$700,000

Project Description

As part of the Master Planning; additional improvements to the exterior of the OSS Site are needed which include: Drainage improvements, CPTED Measures, HVAC Improvements, Electrical Upgrades, Outdoor security lighting, and Miscellaneous building improvements not addressed in Phase I. Public Works will begin design (Phase II) of the improvements after the Master Plan is approved by Commission. Approximately \$200,000 will be for future services post construction.

Return on Investment

The OSS site improvements are needed to accommodate the current/future needs of the public and will result in an ROI for the next 25 years.

Public Works Capital Projects FY19

Lowson Boulevard Pedestrian Bridge (TPA)

FY 2019- \$500,000

Funding Source: Palm Beach Transportation Planning

Account #: 334-41-340-541.69-38

Agency Grant

General Construction Fund

Forecasted Project Cost

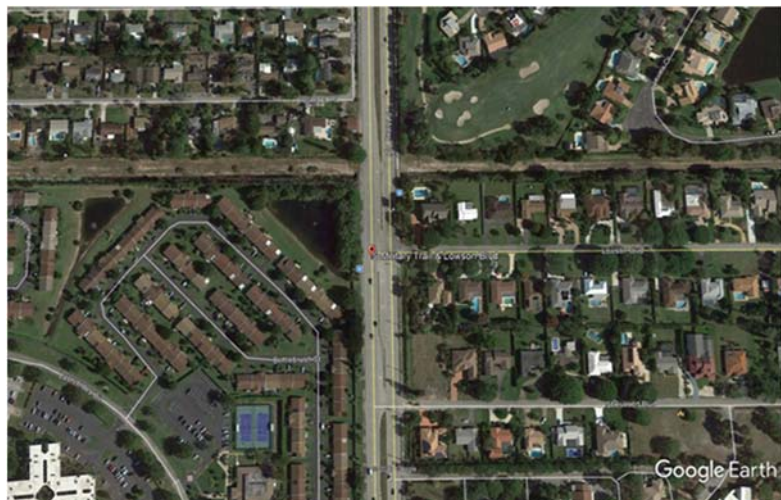
FY2019	\$500,000
FY2020	\$4,791,978
Total	\$5,291,978

Project Description

The Lowson Blvd Pedestrian Bridge will be located over the E-4 Canal between Military Trail and SE 6th Ave. The purpose of this work is to conduct the necessary survey and geotechnical investigations, engineering design, permitting, and a complete set of plans for the installation of pre-fabricated bridges on both sides of Lowson Blvd. The bridge is meant to provide connectivity to the proposed bike/pedestrian improvements that will be part of the Lowson Blvd from Military Trail to SE 6th Ave project.

Return on Investment

This project will provide improved safety for bicycles and pedestrians in the area.



Public Works Capital Projects FY19

City-Wide Railroad Crossing Renovations

FY 2019- \$125,000

Funding Source: General Fund

Account #: 334-41-340-541.46-40

General Construction Fund

Forecasted Project Cost

FY2019	\$125,000
FY2020	\$125,000
FY2021	\$125,000
FY2022	\$125,000
FY2023	\$125,000
Total	\$625,000

Project Description

The City is required by the Florida East Coast Railway (FEC) to properly maintain 12 railroad crossings. Every year the FEC performs routine maintenance on one of the railroad crossings. The FEC performs all the required maintenance within their right of way and the City is obligated to reimburse the FEC the actual costs of the repairs per executed agreement.



Public Works Capital Projects FY19

Roofs/HVAC Improvements

FY 2019- \$300,000

Funding Source: General Fund

Account #: 334-90-260-519.64-90

General Construction Fund

Forecasted Project Cost

FY2019	\$300,000
Total	\$300,000

Project Description

Most roofs do not meet hurricane category winds. Adequate maintenance has been deferred with only partial repairs having been done due to budgetary constraints. Several roofs have required unexpected, costly repair. HVAC units are typically on the roof and have been bundled with roof repairs, which have also been deferred.

Return on Investment

Maintaining the infrastructure now will prevent further damage from compounding into structural integrity and mold concerns later. Added convenience of having a/c for staff while working as opposed to unexpected shut downs.

Community Beautification

FY 2019- \$200,000

Funding Source: General Fund

Account #: 334-90-530-541.63-90

General Construction Fund

Forecasted Project Cost

FY2019	\$200,000
Total	\$200,000

Project Description

Desire for more aesthetically pleasing landscaping is increasing. Improvement of streetscape throughout City, including right of ways, medians, and all agriculture adjacent to main roadways.

Return on Investment

Enhances City allure for locals and tourists.

Public Works Capital Projects FY19

Equipment Replacement

FY 2019- \$500,000

Funding Source: General Fund

Account #: 334-22-000-522.46-20

General Construction Fund

Forecasted Project Cost

FY2019	\$500,000
Total	\$500,000

Project Description

Maintenance of equipment such as fire suppression systems, generators, elevators, etc.

Return on Investment

Providing services related to safety, emergency operations and meet ADA compliance.

American Legion Renovation

FY 2019- \$500,000

Funding Source: General Fund

Account #: 334-90-260-519.62-10

General Construction Fund

Forecasted Project Cost

FY2019	\$500,000
Total	\$500,000

Project Description

Pertaining to upgrades and renovations within City, that could relate to former American Legion Facility.

Return on Investment

Ensure all available structures within City are put to proper use.

Public Works Capital Projects FY19

Community Vulnerability & Climate Action Plan FY 2019- \$125,000

Funding Source: General Fund

Account #: 334-90-530-537.31-90

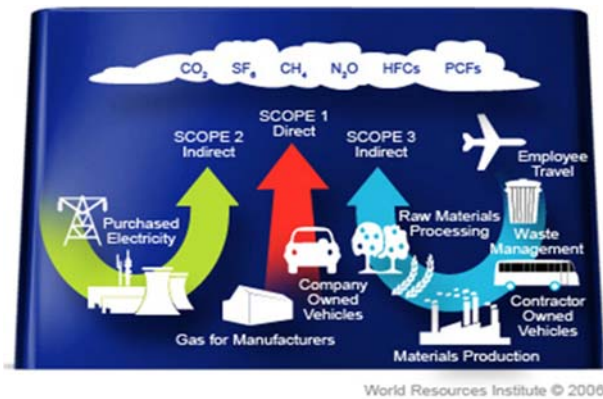
General Construction Fund

Forecasted Project Cost

FY2019	\$125,000
FY2020	\$150,000
Total	\$275,000

Project Description

Delray Beach is committed to supporting Paris Climate Agreement on Green House Gas (GHG) Emissions and has pledged to move to 100% clean energy by mid-century. To attain these goals, the city must first quantify the emissions it produces as a community and through City operations. The GHG Inventory will develop a Baseline of emissions levels by sector, which is then used as a benchmark against which to measure the impact of reduction measures. The Climate Action Plan component then identifies and evaluates at all the possible approaches for reducing GHG, and provides a plan, a roadmap, to move forward and meet the stated goals. The diverse impact of climate change create risk to physical, economic and social assets of the City. The CVA identifies, assesses, and maps different types of vulnerabilities to private and public property, infrastructure, and economic viability impacting the various City neighborhoods, demographic groups. The CVA then identifies actions, policies and projects that mitigate risks or increases resilience through adaptation. These projects are priorities and a cost/benefit analysis applied to prioritize public investment and policy approaches.



Public Works Capital Projects FY19

Citywide Bridge Repair & Maintenance

FY 2019- \$720,000

Funding Source: Infrastructure Surtax

Account #: 377-90-260-541.46-46

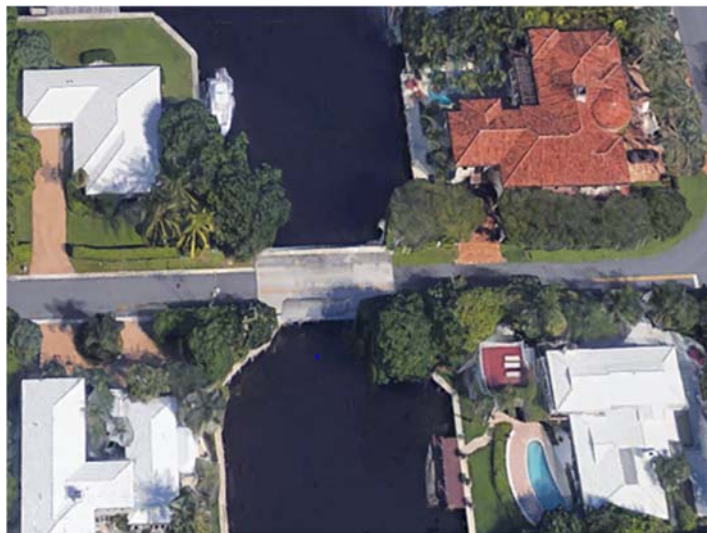
Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$720,000
FY2020	\$420,000
FY2021	\$420,000
Total	\$1,560,000

Project Description

The City is required to maintain 6 water-way bridges: 1) Island Dr. Bridge, 2) Brant Dr. Bridge, 3) Audubon Blvd. Bridge, 4) Highland Golf Course Bridge, 5) Old Germantown Rd. Bridge, and 6) Lawson Blvd. Bridge. Every 2 years the FDOT's consultant provides inspections of all the bridges and submits reports to the City to perform routine maintenance on them (Kisinger Campo & Associates). The Island Drive Bridge is experiencing concrete deterioration and in need of immediate structural repairs (severe corrosion) due to the saltwater environment in FY 18/19. The next bridge to be repaired is the Brant Drive Bridge. Emergency repairs to this bridge were performed in 2016 but follow-up repairs are required in FY 19/20. The remaining standard bridge maintenance can be addressed through the future fiscal years. Approximately \$60,000 will be for future services post construction.



Public Works Capital Projects FY19

Beach Master Plan Phase II

FY 2019- \$1,450,000

Funding Source: Infrastructure Surtax

Account #: 334-72-730-572.63-70

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$1,450,000
Total	\$1,450,000

Project Description

Due to permitting constraints with the FDEP and the FDOT, beach lighting and roadway crosswalks were not included in Phase I of the project. Therefore, Phase II for the Beach Master Plan completes the project with the installation of required beach lighting and roadway crosswalks on SR A1A. EDSA has completed the engineering drawings for the Beach Master Plan Phase II and funding is required for construction and construction administration for Phase II of the Beach Master Plan. Approximately \$300,000 will be for future services post construction.

Return on Investment

The Beach Master Plan Phase II will complete the City Commission's vision of the beachfront and will be a return on investment for the next 25 years.



Public Works Capital Projects FY19

Historic Train Depot Renovation

FY 2019- \$1,800,000

Funding Source: Infrastructure Surtax

Account #: 377-90-900-519.63-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$1,800,000
FY2020	\$1,000,000
Total	\$2,800,000

Project Description

The Historic Train Depot Station needs a complete rehabilitation (interior, exterior, and site improvements). In FY 16/17 a structural analysis of the train station was completed which requires the entire building (internal & external) to be structurally reinforced to meet current building codes and wind loads. Additionally, the mechanical, electrical, and plumbing systems need to be updated and modified to meet current building codes. The next phase of the project will be to contract with an architectural firm to fully design the interior, exterior, and site modifications to the Train Depot Building in FY 18/19. The construction renovations to the building and site improvements will be bid in FY 19/20. Approximately \$190,000 will be for future services post construction.

Return on Investment

A re-constructed Historic Train Depot Station will be used as offices/museum in the front, and the warehouse section will be utilized based upon square footage from the following options: Blue-Green Innovation Center (incubator, education), MakerSpace (robotics, machining, 3D printing); small conference center (corporate meetings); night and public Market; co-working space; or single user commercial space.

Public Works Capital Projects FY19

Fire Station 111 Category 5 Upgrades

FY 2019- \$200,000

Funding Source: Infrastructure Surtax

Account #: 377-22-000-522.62-10

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$200,000
FY2020	\$1,800,000
Total	\$2,000,000

Project Description

Fire Station 111, located on West Atlantic Ave between NW 5th and NW 6th Ave, serves as the Fire Department Headquarters. In past years, this facility has been utilized as a temporary Emergency Operations Center, however it does not meet current building codes required for a building to be considered capable of withstanding Category 5 hurricane force winds. This project will investigate and implement structural repairs required to harden this building to withstand Category 5 winds. Minimum repairs are expected to be a new roof, window seals, and replacement/improvement of bay doors.

Return on Investment

This project will prevent costly repairs and possible harm inflicted by future natural disasters.



Public Works Capital Projects FY19

City Center Conceptual Plan

FY 2019- \$400,000

Funding Source: Infrastructure Surtax

Account #: 377-90-900-519.31-10

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$400,000
FY2020	\$400,000
Total	\$800,000

Project Description

Studies have been performed that analyze the structural, operational and/or space integrity of City facilities such as City Hall and PD. It was found that these buildings require substantial improvement and expansion to accommodate the needs of staff and citizens. Due to the scope of work needed, this project is to determine if developing a City Center that could accommodate city offices in one complex is feasible. The work proposed includes pre-engineering work such as survey, conceptual designs, outreach, and presentation. Additional design, along with intense communication, would be pursued if found feasible in the following fiscal year. If pursued in its entirety, the project will be high cost requiring substantial engineering, construction and construction management in subsequent years.

Return on Investment

It may be more cost effective to build a new City Center instead of rebuilding/building separated facilities.



Public Works Capital Projects FY19

Restoration of City Owned Parking Lots

FY 2019- \$750,000

Funding Source: Infrastructure Surtax

Account #: 377-90-900-519.63-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2020	\$750,000
FY2021	\$500,000
Total	\$1,250,000

Project Description

Many City owned parking lots used by the public and staff are in poor condition. Some are beyond repair and require reconstruction, others need pavement preservation treatment to improve the subbase. Some require drainage improvements.

Return on Investment

Preservation can save hundreds of thousands of dollars in avoiding full reconstruction. Pavement is a preference over gravel parking lots.

Atlantic Avenue Improvements

FY 2019- \$400,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.63-11

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$400,000
Total	\$400,000

Project Description

The pavers along Atlantic Ave are to be replaced with decorative concrete. The project will also look to reduce tripping hazards, improve overall appearance, reduce problematic trees, among other improvements associated with the overall functionality of Atlantic Ave.

Return on Investment

The project will reduce liability related to tripping hazards and bring Atlantic Ave into compliance with ADA standards.

Public Works Capital Projects FY19

Facility Improvements

FY 2019- \$395,000

Funding Source: Infrastructure Surtax

Account #: 377-90-260-519-46.10

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$395,000
Total	\$395,000

Project Description

Many of the facilities owned by the City have not been properly maintained due to budgetary constraints. Investing in the preservation of the infrastructure now will allow continued use by staff and the public with minimal interruption, as opposed to letting the facility completely deteriorate beyond use.

Return on Investment

Maintaining the infrastructure now will prevent further damage from compounding into major integrity concerns later.

Facilities Master Plan

FY 2019- \$80,000

Funding Source: Infrastructure Surtax

Account #: 377-90-260-519.62-10

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$80,000
Total	\$80,000

Project Description

Several studies have been performed that analyze the electrical, mechanical and plumbing of several different City owned facilities. There is no study that incorporates the data into one project and outlines priorities and a complete plan of action to address them. Also, several buildings still need to be evaluated.

Return on Investment

Addressing maintenance concerns early on prevent costlier repairs in the future if left unaddressed.

Public Works Capital Projects FY19

Roadway Restoration

FY 2019- \$2,500,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.61-17

Infrastructure Surtax Fund

Forecasted Project Cost

FY2020	\$2,500,000
FY2021	\$2,500,000
Total	\$5,000,000

Project Description

Currently, there is no action being taken to preserve road pavement. Pavement has a certain lifecycle where if preservation methods are not implemented in time, the road will break down. This project is for roads where sealing is too late, but the road subbase has not been compromised. Typically milling-type projects. Approximately \$200,000 will be for future services post construction.

Return on Investment

The cost to reconstruct a road can be 4 times more expensive than maintaining its subbase.

ADA Compliance Improvements

FY 2019- \$400,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.63-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2020	\$400,000
FY2021	\$400,000
Total	\$800,000

Project Description

This project will address the many sidewalks throughout the City that do not meet ADA compliance and/or have walkability concerns such as unsafe drainage structures being in the crosswalks/sidewalks. Approximately \$10,000 will be for future services post construction.

Return on Investment

This project will reduce liability related to tripping hazards and bring the City in alignment with ADA compliance.

Public Works Capital Projects FY19

Pavement Preservation/Sealing

FY 2019- \$150,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.53-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$150,000
FY2020	\$150,000
FY2021	\$150,000
Total	\$450,000

Project Description

Currently, there is no action being taken to preserve road pavement. Pavement has a certain lifecycle where if preservation methods are not implemented in time, the road will break down. A pavement preservation is necessary to ensure that roads are sealed and can be saved. An adjustment may be needed for subsequent years pending results from CPI road study. Maintaining the pavement in good condition provides better level of service of the years.

Return on Investment

The cost to reconstruct a road can be 4 - 10 times more expensive than maintaining its pavement.



Public Works Capital Projects FY19

Marine Way Seawall Improvements

FY 2019- \$2,840,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.69-41

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$2,840,000
Total	\$2,840,000

Project Description

The Marine Way Seawall and Promenade Design will be converted from conceptual design plans into a detailed design/construction document. The project also includes the construction of an Emergency Seawall at Marine Way, as well as Stormwater management design. Approximately \$190,000 will be for future services post construction.

Return on Investment

Tidal flooding on the Marine Way roadway has damaged the asphalt, and subgrade of the road. Inches of road are lost after every severe King tide. The roadway becomes impassable during king tides. This project will mitigate most of these problems.



Public Works Capital Projects FY19

NE 2nd Ave/Seacrest Phase III

FY 2019- \$1,897,764

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.68-78

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$1,897,764
Total	\$1,897,764

Project Description

The NE 2nd Ave Seacrest Beautification project developed in response to the request to improve the pedestrian and bicycle safety concerns along a main corridor (NE 2nd Ave) leading directly into downtown Delray Beach. The City's Bicycle/Pedestrian Plan as well as the Metropolitan Planning Organization's Master Comprehensive Bicycle Transportation Plan also recommend the provision of bicycle facilities along the NE 2nd Ave corridor. This project consists of four phases. Phase III limits are from NE 22nd St to Gulf Stream Blvd. This is a FDOT Local Agency Program (LAP) Transportation Enhancement Project. Approximately \$250,000 will be for future services post construction.



Public Works Capital Projects FY19

City Marina Seawall Renovation

FY 2019- \$3,500,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.69-41

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$3,500,000
Total	\$3,500,000

Project Description

The City Marina was last renovated in 2002, and many of the boat docks and pilings are in disrepair. Public Works completed the design/engineering of a new seawall and floating boat docks in FY 16/17. The City Marina is currently under design for the replacement of the new seawall and boat docks in the amount not to exceed \$100,000. Additional funding will be utilized for the off-site improvements to the drainage, water, and sewer improvements to align with the new seawall. Approximately \$350,000 will be for future services post construction.

Return on Investment

The replacement of the seawall and docks are needed to accommodate future sea level rise and will be a ROI for the next 25 years.

Repair Atlantic Ave Pavers

FY 2019- \$250,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.53-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$250,000
Total	\$250,000

Project Description

Atlantic Ave sidewalk is constructed with pavers. The pavers require annual maintenance to alleviate trip and fall accidents. This project will allow continued maintenance of the pavers until a full construction project is implemented.

Return on Investment

Reduce City's liability related to tripping hazards.

Public Works Capital Projects FY19

Emergency Operations Center/ Fire Station #113 FY 2019- \$4,785,000

Funding Source: Infrastructure Surtax

Account #: 377-22-000-522.62-23

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$4,785,000
Total	\$4,785,000

Project Description

The City's Architect completed the conceptual drawings for the future site and building for Fire Station No. 3. In addition, the City has designated the new Emergency Operations Center to be part of the new Fire Station No. 3. This project is being designed and constructed as a design/build project in FY 18/19. The first stage of the project is the creation of the design/build criteria package. The new Fire Station will be funded through \$6.2 million of bond referendum, and the Emergency Operations Center will be funded through \$4.78 million from the Infrastructure Surtax Fund. Approximately \$1,000,000 will be for future services post construction.

Return on Investment

A new Fire Station No. 3 and Emergency Operating Center is needed to accommodate the current and future needs of the public and will be a ROI for the next 25 years.



Public Works Capital Projects FY19

Delray Shores Water Main Upgrade Phase III

FY 2019- \$159,800

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.68-82

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$159,800
Total	\$159,800

Project Description

The project continues the upgrades of water mains in this neighborhood area by upgrading mains to at least 8 inches, removing existing 2, 4, and 6-inch water mains, and transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material. This project will maintain high water quality and improve fire flow for the community.

Drainage Swales

FY 2019- \$100,000

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.46-13

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$100,000
FY2020	\$100,000
FY2021	\$100,000
FY2022	\$100,000
Total	\$400,000

Project Description

To improve the level of service for flood protection, inconvenience flooding, and standing water on the City of Delray Beach roadways and walkways. The construction of grassed drainage swales is needed throughout the City.

Return on Investment

The project will prevent costly future repairs caused by flooding throughout the City.

Public Works Capital Projects FY19

Generator Feasibility Study

FY 2019- \$50,000

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.31-10

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$50,000
Total	\$50,000

Project Description

This project involves a study on the feasibility of installing permanent natural gas standby generators at the storm water pump stations

Return on Investment

A permanent standby generator will ensure operation of the station during flooding conditions, which will prevent future costs associated with flood damage.

NE 2nd Ave/Seacrest Blvd Improvements

FY 2019- \$55,000

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.68-18

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$55,000
FY2020	\$50,000
FY2021	\$76,000
FY2022	\$100,000
Total	\$281,000

Project Description

The NE 2nd Ave Seacrest Beautification project developed in response to the request to improve the pedestrian and bicycle safety concerns along a main corridor (NE 2nd Ave) leading directly into downtown Delray Beach. The City's Bicycle/Pedestrian Plan as well as the MPO's Master Comprehensive Bicycle Transportation Plan also recommend the provision of bicycle facilities along the NE 2nd Ave corridor. This project consists of four phases. Phase 3 limits are from NE 22nd St to Gulf Stream Blvd. This is a FDOT Local Agency Program (LAP) Transportation Enhancement Project.

Public Works Capital Projects FY19

Stormwater Management Area Fencing

FY 2019- \$25,000

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.63-90

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$25,000
Total	\$25,000

Project Description

Adding a fence around our retention area by the Boys & Girls Club is a life safety requirement.

Return on Investment

Potential liability of injuries or death.

Stormwater Pipe Lining on Barrier Island

FY 2019- \$750,000

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.65-42

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$750,000
FY2020	\$500,000
FY2021	\$500,000
Total	\$1,750,000

Project Description

The stormwater pipes on the City's barrier island are 30 to 50 years old or older. They are past the useful life. Most of the pipes are very leaky at their joints and have developed holes allowing water to enter the pipes. During the higher tides this causes the water table to rise and the pipes to fill. Along the western half of the barrier island at low elevation catch basins, these high tides are forcing water out onto the streets. This standing water causes flooding (up to a foot and half in some locations) that damages lawns and other vegetation. There are also impacts to the road subgrade.

Return on Investment

This project will reduce the impacts from tidal flooding to the residents of the barrier island, which will serve to drastically reduce future costs associated with repairs in response to flooding.

Public Works Capital Projects FY19

Thomas Pump Station Upgrade

FY 2019- \$892,500

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.68-62

Stormwater Utility Fund

Forecasted Project Cost

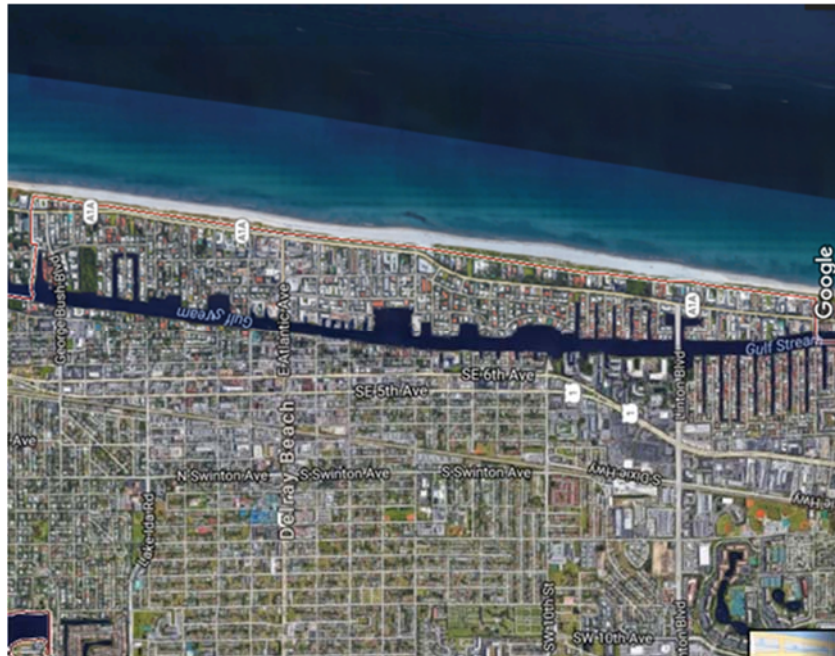
FY2019	\$892,500
Total	\$892,500

Project Description

The Thomas Street Stormwater Pump Station has been out of service for months at the expense of the City to maintain flood protection service. The replacement provides an inadequate level of service to the residents on the barrier island resulting in tidal flooding during the entire period of the replacement pump. This construction should include lining all storm pipes connected to the pump station. Approximately \$100,000 will be for future services post construction.

Return on Investment

A back up system in the pump station will avoid a drop in Level of Service and additional pump rental costs.



Public Works Capital Projects FY19

Tropic Isles Roadway Evaluation

FY 2019- \$100,000

Funding Source: Stormwater Utility Charges

Account #: 448-38-300-538.68-97

Stormwater Utility Fund

Forecasted Project Cost

FY2019	\$100,000
Total	\$100,000

Project Description

The roads within the Tropic Isles development have experienced uneven roadway surfaces, excessive sinkholes, asphalt cracking, and accelerated deterioration thus adversely impacting roadway drainage and rideability. These effects have increased maintenance and shortened the lifespan of resurfacing projects. An engineering evaluation of the subsurface soils, hydrogeology, and the roadway design is necessary to correct the current issues.

Return on Investment

The evaluation will reduce future costs associated with maintenance of asphalt resurfacing, sinkholes and potholes.



Public Works Future Capital Projects

Parking Lot/Garage Repair

Funding Source: Community Redevelopment Agency

General Construction Fund

Forecasted Project Cost

FY2020	\$113,018
FY2021	\$2,000,000
FY2022	\$3,000,000
Total	\$5,113,018

Project Justification

Many City owned parking lots and garages used by the public and staff are in poor condition. Some are beyond repair and require reconstruction, others need preservation treatment to compromise the subbase. Some require drainage improvements.

Return on Investment

Preservation can save hundreds of thousands of dollars in avoiding full reconstruction. Pavement is a preference over gravel parking lots.

Trolley Replacement

Funding Source: South Florida Regional Transit Authority

General Construction Fund

Forecasted Project Cost

FY2021	\$860,000
Total	\$860,000

Project Description

Replace four existing trolley vehicles with sustainable vehicles serving customers traveling from Delray Beach Tri-Rail to the beach and along Atlantic Avenue.

Return on Investment

Project will result in savings or cost avoidance for return of investment in one to three years.

Public Works Future Capital Projects

NW Neighborhood Redesign

Funding Source: Community Redevelopment Agency

General Construction Fund

Forecasted Project Cost

FY2020	\$1,000,000
FY2021	\$2,000,000
FY2022	\$8,000,000
Total	\$11,000,000

Project Description

The purpose of this project is to design roadway improvements and prepare project implementation documents including plans, specifications, permits, and project cost estimates in accordance with City policies, procedures, standards, and requirements. This project will upgrade the area through roadway milling including resurfacing or reconstruction, and alleyway paving by way of permeable paving of the streets, alleys, and associated components located in the NW Neighborhood. The project will also include the design swales, drainage and sanitary sewer, new striping/signing, and lighting plans.

Return on Investment

This project will transform the area in accordance with the City's Complete Streets policy and serve to address the direct concerns of residents of Delray Beach, specifically those within the NW Neighborhood.



Public Works Future Capital Projects

Homewood Boulevard Improvements (TPA)

Funding Source: Palm Beach Transportation Planning Agency Grant

General Construction Fund

Forecasted Project Cost

FY2020	\$360,000
FY2021	\$1,032,926
Total	\$1,392,926

Project Description

This project provides continuous bicycle lanes and sidewalks on Homewood Blvd from Old Germantown Rd to Lawson Blvd. The project will involve constructing 6' sidewalks and 5' bicycle lanes along Homewood Blvd.

Return of Investment

Project will result in savings or cost avoidance for return on investment in three to six years.

Lindell Boulevard Loop (FDOT)

Funding Source: Florida Department of Transportation Grant

General Construction Fund

Forecasted Project Cost

FY2021	\$339,399
FY2022	\$2,262,669
Total	\$2,602,068

Project Description

This project will facilitate bicycle and pedestrian access to Lindell Blvd, as well as a crossing of Brant Bridge to Boca Raton for residents, commuters, and those involved in recreational activities. The project adds sidewalks and separated bike paths on both sides of the street, as well as shade trees.

Return on Investment

Project will result in savings or cost avoidance for return on investment in three to six years.

Public Works Future Capital Projects

Lindell Boulevard Complete Street (FDOT)

Funding Source: Florida Department of Transportation Grant

General Construction Fund

Forecasted Project Cost

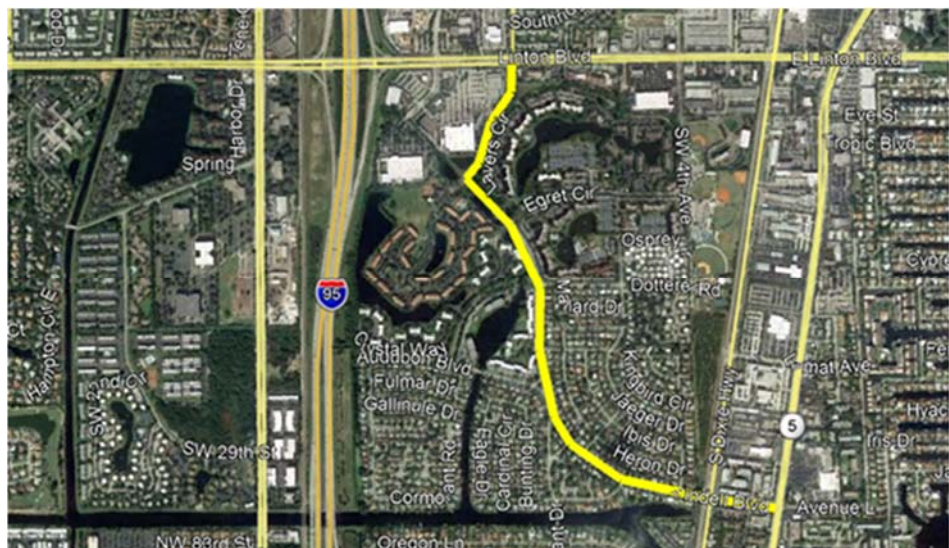
FY2021	\$1,628,243
FY2022	\$10,854,951
Total	\$12,483,194

Project Description

This project was promoted to the City by advocacy groups Human Powered Delray and SAFE, as a key active transportation corridor under the City's adopted bicycle network. It will facilitate bicycle and pedestrian paths along Lindell Blvd allowing access to the major corridors of Linton Blvd and Federal Hwy. ADA compliant sidewalks will replace non-compliant walks and gaps. Protected bike paths will be constructed on both sides of the street. The City may decide to add landscaping, lighting, benches, and other amenities later.

Return on Investment

Project will result in savings or cost avoidance for return on investment in one to three years.



Public Works Future Capital Projects

Barwick Road Complete Street (FDOT)

Funding Source: Palm Beach Transportation Planning Agency Grant

General Construction Fund

Forecasted Project Cost

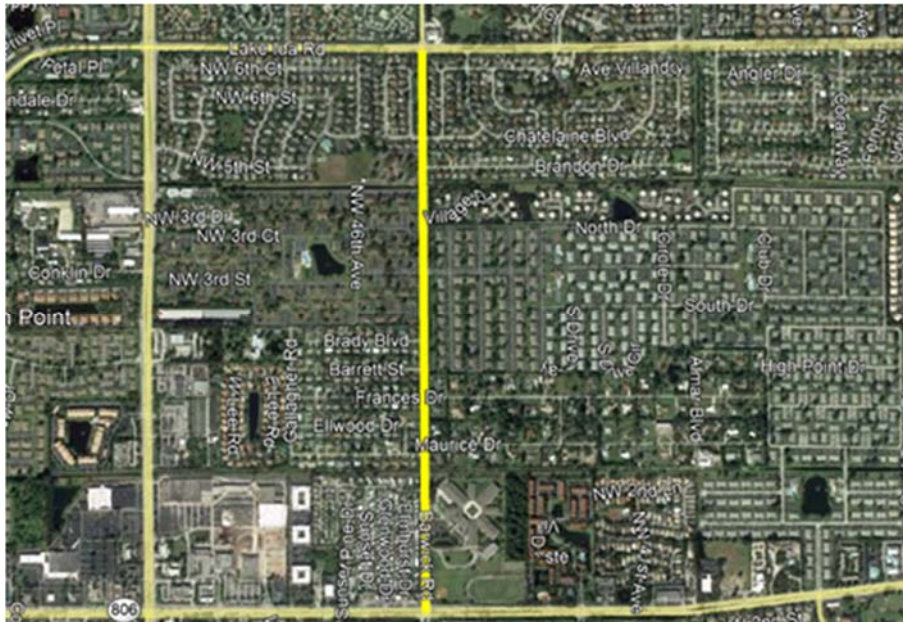
FY2021	\$1,418,505
FY2022	\$9,456,704
Total	\$10,875,209

Project Description

A TPA grant funded project promoted by advocacy groups Human Powered Delray and SAFE, as a key active transportation corridor under the City's adopted bicycle network. It will facilitate bicycle and pedestrian paths along Barwick Rd allowing access to the major corridors of Atlantic Ave and Lake Ida Rd. This project will add improved connected sidewalks, protected bicycle facilities, cycle tracks, pedestrian scaled lighting, and landscaping.

Return on Investment

Project will result in savings or cost avoidance for return on investment in one to three years. This project will improve service to the 3 schools along Barwick Rd, as well as address speeding problems.



Public Works Future Capital Projects

Lowson Blvd/Military Trl/Congress Ave/SE 6th Ave Improvements (TPA)

Funding Source: Palm Beach Transportation Planning Agency Grant

General Construction Fund

Forecasted Project Cost

FY2022	\$4,786,978
Total	\$4,786,978

Project Description

In an effort to provide continuous bicycle lanes and sidewalks from Lowson Blvd to Military Trail to Congress Ave to SE 6th Ave the City requested funding assistance through the Palm Beach County Transportation Planning Agency (TPA). The TPA ranked and approved the requested project funding. As part of the TPA LAP Agreement the City is responsible for the engineering design fees for the project which is broken into two phases. The first phase is designated as Lowson Blvd. from Military Trail to Congress Ave. and phase 2 is from Congress Ave. to SE 6th Ave.

Return on Investment

The Lowson Blvd. bike lanes and sidewalks from Military Trail to Congress Ave to SE 6th Ave will be a return on investment for the next 25 years.



Public Works Future Capital Projects

Delray Shores Water Main Upgrade Phase IV

Funding Source: Stormwater Utility Charges

Stormwater Utility Fund

Forecasted Project Cost

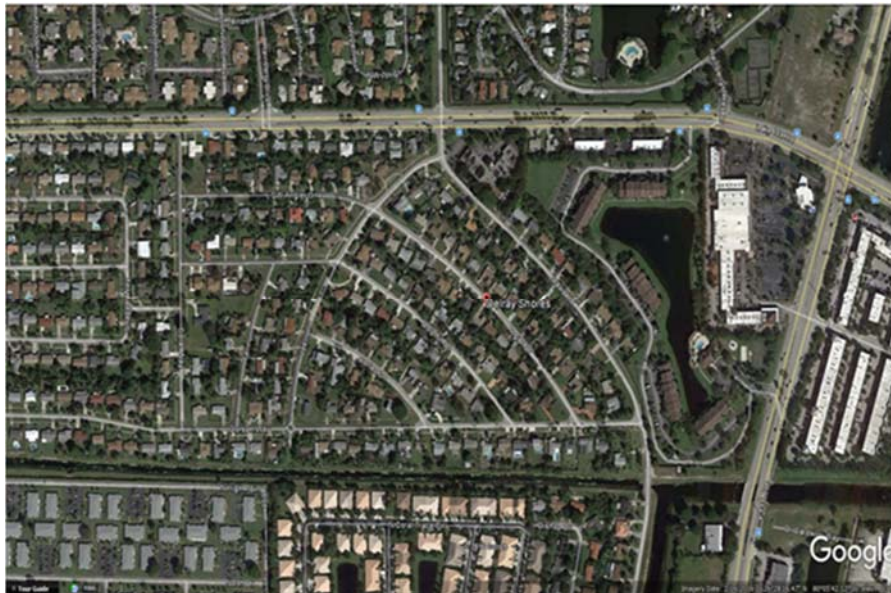
FY2020	\$49,720
Total	\$49,720

Project Description

The project is a combination of two projects, the Delray Shores Water Main and the NW Neighborhood roadway improvements. The Delray Shores project continues the upgrades of water mains in this neighborhood area to at least 8 inches by removing existing 2, 4, and 6 inch water mains, as well as transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material. This project will maintain high water quality and improve fire flow for the community.



Public Works Future Capital Projects

Reclaimed Water System Expansion Area 10

Funding Source: Stormwater Utility Charges

Stormwater Utility Fund

Forecasted Project Cost	
FY2020	\$825,000
Total	\$825,000

Project Description

The project continues the expansion of the reclaimed water system, the area defined by SW 4th Avenue east to the Intracoastal Waterway, and SW 10th Street north to NE 3rd Street. The north-south reclaimed water pipe routing is presently proposed along Swinton Avenue to be designed and constructed with an FDOT MPO project.

Return on Investment

Expansion of the reclaimed water system to comply with the FDEP Ocean Outfall legislation and provide an increase level of service to the community.

Reclaimed Water System Expansion Area 15

Funding Source: Stormwater Utility Charges

Stormwater Utility Fund

Forecasted Project Cost	
FY2021	\$825,000
Total	\$825,000

Project Description

The project continues the expansion of the reclaimed water system, the area defined by SW 10th Street south to Miller Park, and I-95 to Intracoastal.

Return on Investment

Expansion of the reclaimed water system to comply with the FDEP Ocean Outfall legislation and provide an increased level of service to the community.

Public Works Future Capital Projects

Reclaimed Water System Expansion Area 8

Funding Source: Stormwater Utility Charges

Stormwater Utility Fund

Forecasted Project Cost

FY2022	\$825,000
Total	\$825,000

Project Description

Continued expansion of the reclaimed water system to comply with the Florida Department of Environmental Protection Section 403.086(9) (e) (1), which requires facilities with ocean outfalls to install functioning reuse systems by December 2025, thus providing 60 percent of the facilities actual flow for reuse purposes.

Return on Investment

Expansion of the reclaimed water system to comply with the FDEP Ocean Outfall legislation and provide an increase level of service to the community.

Stormwater Master Plan Seawall Improvements

Funding Source: Stormwater Utility Charges

Stormwater Utility Fund

Forecasted Project Cost

FY2020	\$360,000
FY2021	\$360,000
FY2022	\$360,000
FY2023	\$360,000
Total	\$1,440,000

Project Description

Implementation of project recommended in the 2017 Stormwater Master Plan update and Seawall Vulnerability Study. Approximately \$150,000 will be for future services post construction.

Return on Investment

Replacing City owned seawall will protect city and private assets, roadways, and vegetation from tidal flooding.

Public Works Future Capital Projects

Tropic Palms Water Main Upgrade Phase II

Funding Source: Stormwater Utility Charges

Stormwater Utility Fund

Forecasted Project Cost

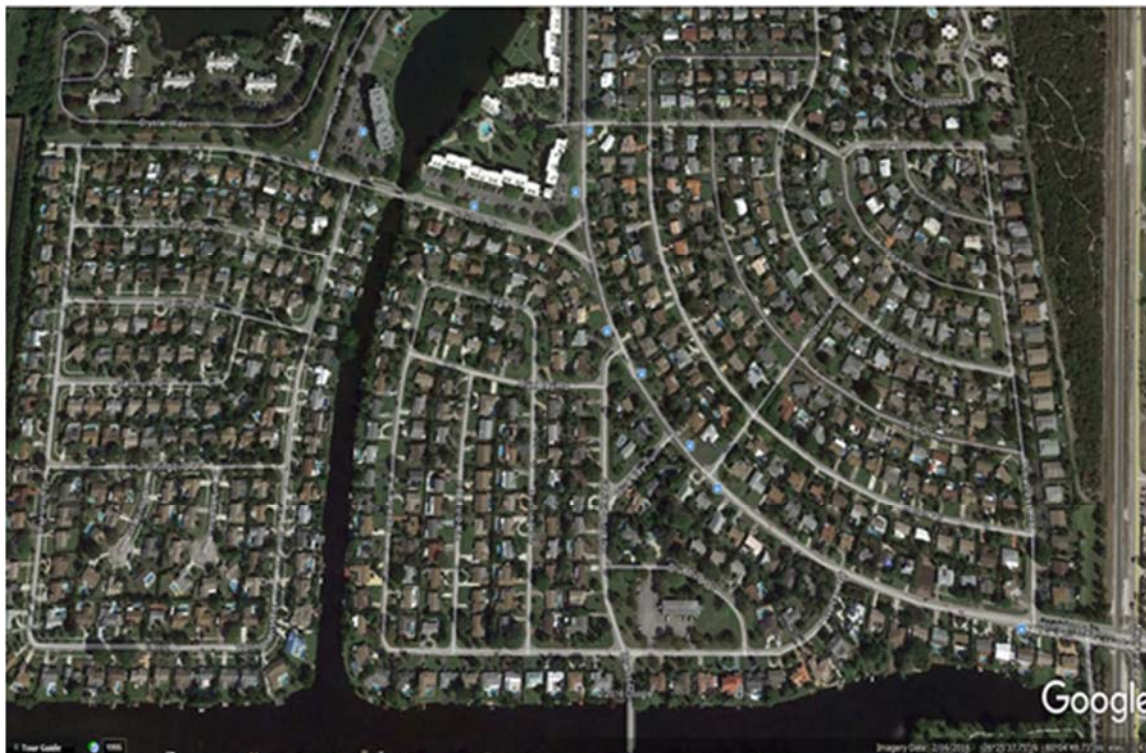
FY2020	\$543,375
Total	\$543,375

Project Description

The project continues the upgrades of water mains in this neighborhood area to at least 8 inches by removing existing 2, 4, and 6-inch water mains, as well as transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material, as well as maintain high water quality and improve fire flow for the community.



Utilities

Utilities Projects	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
Storage Warehouse	125,000	660,000				785,000
LS 50 Capacity Analysis	150,000	1,950,000				2,100,000
Reclaimed Water Area 10	200,000	2,475,000	-	-	-	2,675,000
Reclaimed Water Area 15	-	-	200,000	2,475,000	-	2,675,000
Reclaimed Water Area 8	-	-	-	200,000	2,475,000	2,675,000
SCRWWTP City Contribution	650,000	700,000	750,000	800,000	850,000	3,750,000
Utility Cond Assessment Ph II & III	475,000	1,175,000	-	-	-	1,650,000
SOC Space Plan	100,000	800,000	2,500,000	-	-	3,400,000
1 1/2 Ton DRW Trucks (GM)	120,000	-	-	-	-	120,000
1/2 Ton Trucks (Asst Mgr. & Super)	60,000	-	-	-	-	60,000
LS Wet Well Rehab	120,000	120,000	120,000	120,000	120,000	600,000
Chlorine Residual Management	200,000	-	-	-	-	200,000
Delray Shores WM Upgrade Ph III	1,565,200	-	-	-	-	1,565,200
Delray Shores WM Upgrade Ph IV	-	830,280	-	-	-	830,280
Elevated Storage Tank Maintenance	25,000	27,000	27,000	28,000	28,000	135,000
FDOT Atlantic Ave at I-95	200,000	-	-	-	-	200,000
FDOT Linton at I-95	200,000	-	-	-	-	200,000
FDOT US-1	30,000	-	-	-	-	30,000
Force Main Upgrade 58A & 87	1,380,000	-	-	-	-	1,380,000
Gas Chrom/Mass Spec System	120,000	800,000	2,500,000	-	-	3,420,000
Intracoastal Waterway Crossings	1,650,000	-	-	-	-	1,650,000
Lake Ida Force Main ARV Replacement	220,000	-	-	-	-	220,000
Large Meter Replacement	50,000	50,000	50,000	50,000	50,000	250,000
LS Rehabilitation	200,000	200,000	200,000	200,000	200,000	1,000,000
Owens Baker Water Storage Tank Rehab	67,500	25,000	25,000	25,000	25,000	167,500
Production Well Rehabilitation	300,000	300,000	300,000	300,000	300,000	1,500,000
Sanitary Sewer Manhole Rehab	100,000	100,000	100,000	100,000	100,000	500,000
Sanitary Sewer Main Rehab	300,000	300,000	300,000	300,000	300,000	1,500,000
SCRWWTP City's Contribution for R&R	84,000	85,000	85,000	90,000	90,000	434,000

Utilities Projects (Cont'd)	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
Small Water Meter R&R	50,000	50,000	50,000	50,000	50,000	250,000
Swinton Ave Complete Street	70,000	1,500,000				1,570,000
Tropic Palms WM Ph 2	-	1,009,125	-	-	-	1,009,125
LS Telemetry System Upgrade	5,100,000	-	-	-	-	1,400,000
Water Line Service Relocations	25,000	25,000	25,000	25,000	25,000	125,000
Water Valve R&R	36,000	36,000	36,000	36,000	36,000	180,000
WTP Bleach Tank Sun Covers	110,000	-	-	-	-	110,000
WTP Bleach Tank	110,000	-	-	-	-	110,000
WTP Clarifier Rehabilitation	275,000	-	-	-	-	275,000
Water Supply/Treatment Implementation Plan & Wellsite Development	1,250,000	2,750,000	5,000,000	6,000,000	5,000,000	20,000,000
WTP Filter Drain Valves	264,000	-	-	-	-	264,000
WTP Raw Water Aeration System	385,000	800,000	2,500,000	-	-	3,685,000
WTP Lime Slaker Replacement	223,000	-	-	-	-	223,000
Wastewater Collection System I&I Study	250,000	1,200,000	1,200,000			2,650,000
Utilities Total	\$16,239,700	\$17,967,405	\$15,968,000	\$10,799,000	\$9,649,000	\$67,980,105



Utilities Capital Projects FY19

Storage Warehouse

FY 2019- \$125,000

Funding Source: Water & Sewer Fund

Account #: 441-36-300-536.62-10

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2020	\$125,000
FY2021	\$660,000
Total	\$785,000

Project Description

Conceptual plan, final design, and construction of a building to store twenty-three portable generators. Approximately \$60,000 will be for future services post construction.

Return on Investment

Storing newly acquired generator units out of the weather will prolong their useful life and reduce life-long maintenance on the units.

Lift Station 50 Capacity Analysis

FY 2019- \$150,000

Funding Source: Water & Sewer Fund

Account #: 441-36-300-536.31-90

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2020	\$150,000
FY2021	\$1,950,000
Total	\$2,100,000

Project Description

Perform a system capacity analysis and design report to upgrade the dry pit station to submersible type station. Approximately \$350,000 will be for future services post construction.

Return on Investment

The report will provide an estimated cost for construction upgrade, which will extend the useful life of the infrastructure.

Utilities Capital Projects FY19

Reclaimed Water System Expansion Area 10

FY 2019- \$200,000

Funding Source: Water & Sewer Fund

Account #: 441-36-300-536.63-24

Water & Sewer New Capital Fund

Forecasted Project Cost

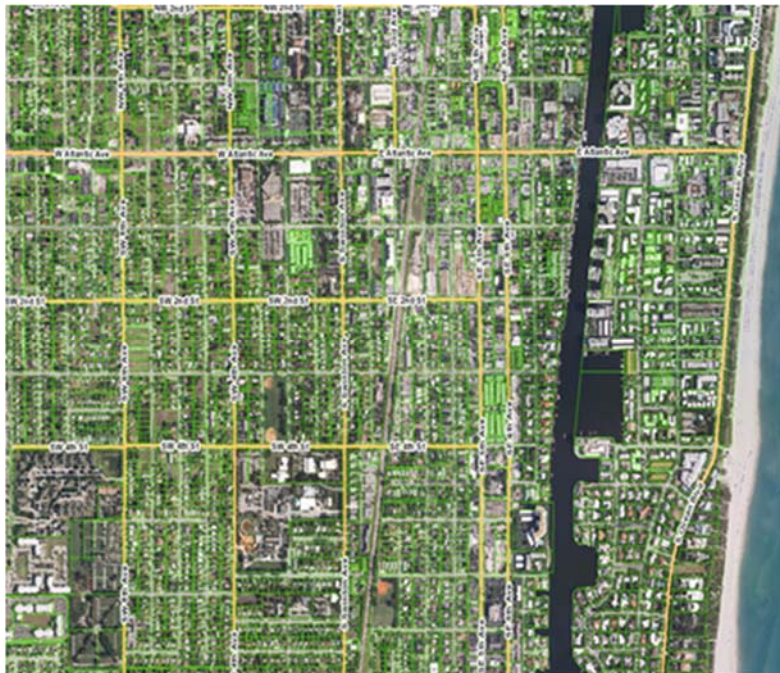
FY2019	\$200,000
FY2020	\$2,475,000
Total	\$2,675,000

Project Description

The project continues the expansion of the reclaimed water system, the area defined by SW 4th Avenue east to the Intracoastal Waterway, and SW 10th Street north to NE 3rd Street. The north-south reclaimed water pipe routing is presently proposed along Swinton Avenue to be designed and constructed with an FDOT MPO project. Approximately \$300,000 will be for future services post construction.

Return on Investment

Expansion of the reclaimed water system to comply with the FDEP Ocean Outfall legislation and provide an increase level of service to the community.



Utilities Capital Projects FY19

SCRWWTP City Contribution

FY 2019- \$650,000

Funding Source: Water & Sewer Fund

Account #: 441-36-300-536.34-35

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2019	\$650,000
FY2020	\$700,000
FY2021	\$750,000
FY2022	\$800,000
FY2023	\$850,000
Total	\$3,750,000

Project Description

City's contribution to the South Central Regional Wastewater Treatment Plant for new Capital Projects at the Plant.

Return on Investment

The contributions will fund new projects for maintaining the plant's operation in compliance with regulatory requirements.

Utility Conditions Assessment Phase II & III

FY 2019- \$475,000

Funding Source: Water & Sewer Fund

Account #: 441-36-300-536.34-90

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2019	\$475,000
FY2020	\$1,175,000
Total	\$1,650,000

Project Description

Perform a comprehensive Phase II and III condition assessment of all utilities assets to initiate an asset management program; includes, water, sewer, and storm water components.

Return on Investment

Will allow management to prioritize utility maintenance needs and program appropriate funding for upgrades.

Utilities Capital Projects FY19

Swinton Operations Complex Space Plan

FY 2019- \$100,000

Funding Source: Water & Sewer Fund

Account #: 441-36-300-536.34-90

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2019	\$100,000
FY2020	\$800,000
FY2021	\$2,500,000
Total	\$3,400,000

Project Description

Perform a comprehensive space plan study to assess multi-departmental needs of the complex and maximize its utilization. The plan will consider office needs, parking for City equipment, staff personnel, storage of equipment and material, and future needs and growth.

Return on Investment

The project will provide a basis for establishing a safe, efficient, and effective utilization of the entire Swinton Operations Complex, to include accommodation of future growth in City resources.



Utilities Capital Projects FY19

One and a Half Ton Dual Rear-Wheel Trucks

FY 2019- \$120,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-14

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

<u>FY2019</u>	<u>\$120,000</u>
Total	\$120,000

Project Description

Procurement of two 1 and 1/2 Ton Dual Rear Wheel trucks for Utility Maintenance. The trucks are needed to aid the division in the rapid deployment and maintenance of the fleet of portable generators. A 1 ½ truck is required as the gross weight rating of the newer generator units, which exceeds the towing capacity of the current fleet of trucks. [* these two units are associated with FY 19 budget approval of two additional position requests].

Return on Investment

Required for regulatory compliance in ensuring the continuous operations of sewage pumping stations to minimizing wastewater spills.



Utilities Capital Projects FY19

Half Ton Dual Rear-Wheel Trucks

FY 2019- \$60,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-14

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

<u>FY2019</u>	<u>\$60,000</u>
Total	\$60,000

Project Description

Procurement of two 1/2 Ton trucks for Utility Maintenance. [* the trucks are part of the position requests for an additional Utilities Supervisor and for a new Assistant Utilities Manager, associated with FY 19 budget approval of two (2) additional positions].

Return on Investment

Required for management and oversight of Utility Maintenance assets for regulatory compliance in ensuring the continuous operations of sewage pumping stations, storm water pump stations, and raw water wells.



Utilities Capital Projects FY19

Lift Station Wet Well Rehabilitation

FY 2019- \$120,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.68-34

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$120,000
FY2020	\$120,000
FY2021	\$120,000
FY2022	\$120,000
FY2023	\$120,000
Total	\$600,000

Project Description

Annual programmatic maintenance and rehabilitation of one major building type City owned lift station. This project includes pressure washing, cleaning grease and debris build-up, and coating wet well walls. Programmed for FY 18/19 are Building Stations 6 and 50.

Return on Investment

The rehabilitation work extends the life of the stations.

Chlorine Residual Management

FY 2019- \$200,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.46-40

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$200,000
Total	\$200,000

Project Description

Funding to secure consulting services, materials, and equipment to address chlorine residual depletion per standing consent order. The project includes enhancements to ammonia/chlorine analyzers and remote bleach stations.

Return on Investment

Required for regulatory compliance.

Utilities Capital Projects FY19

Delray Shores Water Main Upgrade Phase III FY 2019- \$1,565,200

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.68-82

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

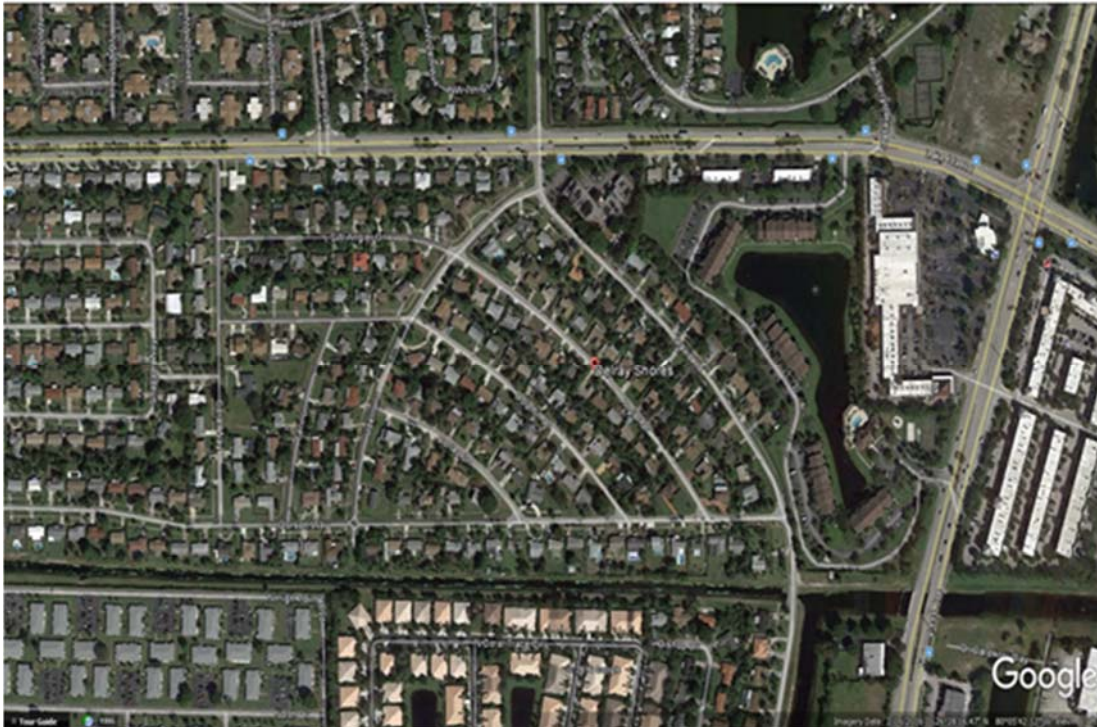
FY2019	\$1,565,200
Total	\$1,565,200

Project Description

The project continues the upgrades of water mains in this neighborhood area by upgrading mains to at least 8 inches, removing existing 2, 4, and 6-inch water mains, and transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage. Approximately \$225,000 will be for future services post construction.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material. This project will maintain high water quality and improve fire flow for the community.



Utilities Capital Projects FY19

Elevated Storage Tank Maintenance

FY 2019- \$25,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.46-40

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$25,000
FY2020	\$27,000
FY2021	\$27,000
FY2022	\$28,000
FY2023	\$28,000
Total	\$135,000

Project Description

Annual programmatic maintenance awarded thru RFP #2015-33, Elevated Water Tank Full Maintenance Program, on Oct. 6, 2015 to Utility Services Company, Inc. (contract has 7-year initial term, with a one-time option to renew for an additional 5 years). This is a full maintenance contract, including all annually required regulatory inspections, which involves any interior and exterior maintenance and rehabilitation.

Return on Investment

Maintenance of the infrastructure extends its useful life.



Utilities Capital Projects FY19

Atlantic Ave at I-95 Improvements (FDOT)

FY 2019- \$200,000

Funding Source: Florida Department of Transportation

Account #: 442-36-260-537.63-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$200,000
Total	\$200,000

Project Description

The project addresses water and sewer utility adjustments and realignments to accommodate FDOT's improvements to the Atlantic Avenue and I-95 interchange. FDOT plans to enhance the on and off ramps, install additional turn lanes, and install drainage improvements.

Return on Investment

The City's portion of the project only includes the relocation of utility infrastructure and appurtenances (pipes, valves, hydrants, backflow preventers, etc.) that conflict with the FDOT work.

Linton Boulevard at I-95 Improvements (FDOT)

FY 2019- \$200,000

Funding Source: Florida Department of Transportation

Account #: 442-36-260-537.65-13

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$200,000
Total	\$200,000

Project Description

The project addresses water and sewer utility adjustments and realignments to accommodate FDOT's improvements to the Linton Blvd and I-95 interchange. FDOT plans to enhance the on and off ramps, install additional turn lanes, and install drainage improvements.

Return on Investment

The City's portion of the project only includes the relocation of utility infrastructure and appurtenances (pipes, valves, hydrants, backflow preventers, etc.) that conflict with the FDOT work.

Utilities Capital Projects FY19

US-1 Improvements (FDOT)

FY 2019- \$30,000

Funding Source: Florida Department of Transportation

Account #: 442-36-260-537.63-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$30,000
Total	\$30,000

Project Description

This project involves improvements to a public road identified as US-1/Federal Hwy from North of George Bush Blvd to C-16 Canal. The City is responsible for the cost associated with the adjustment of the City's utilities that conflict with the roadway work, this includes manhole and valve box adjustments.

Return on Investment

The utility adjustments will ensure future City access for the usage of these utility appurtenances.

Force Main Upgrades 58A & 87

FY 2019- \$1,380,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.63-17

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$1,380,000
Total	\$1,380,000

Project Description

The project replaces a deteriorating 4" force main along the east side of Military Trail, from the northwest corner of the plaza to the post office (System 87); and replaces another force main along Germantown Road, from SW 36th Ave to Via Verona (System 58A). Approximately \$180,000 will be for future services post construction.

Return on Investment

The rehabilitation work improves the reliability and safety of the wastewater system.

Utilities Capital Projects FY19

Gas Chromatography/Mass Spectrophotometer System FY 19- \$120,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$120,000
FY2020	\$800,000
FY2021	\$2,500,000
Total	\$3,420,000

Project Description

The system/instrumentation is used to monitor volatile organic compounds including disinfection by products formed during chlorination of water. The current unit is over 19 years old and has reached its life cycle expectancy. Some of the parts will no longer be available and thus replacement is needed.

Return on Investment

Required for proper in-house sampling to meet regulatory compliance.

Intracoastal Waterway Water Main Crossings FY 2019- \$1,650,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.61-36

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$1,650,000
Total	\$1,650,000

Project Description

Three existing water mains crossing the intracoastal are aged and in deteriorating condition (installed in the 1970's). These water mains are past their useful life and in need of replacement. This project will replace these existing mains for new water mains (installed via directional drilling). Approximately \$150,000 will be for future services post construction.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material, as well as maintain high water quality and improve fire flow for the community.

Utilities Capital Projects FY19

Lake Ida Force Main ARV Replacement

FY 2019- \$220,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.63-17

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$220,000
Total	\$220,000

Project Description

The existing Air Release Valve (ARV) on the City's existing 30-inch force main is past its useful life and in need of replacement. This project is to design and construct a new 2-inch air release valve on the existing 30-inch force main. Approximately \$30,000 will be for future services post construction.

Return on Investment

Replacement of these water mains will help mitigate potential pipe blockages due to captured air and maintain sewage flow in the area.

Large Meter Replacement

FY 2019- \$50,000

Funding Source: Water & Sewer Fund

Account: 442-36-260-537.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$50,000
FY2020	\$50,000
FY2021	\$50,000
FY2022	\$50,000
FY2023	\$50,000
Total	\$250,000

Project Description

Annual programmatic maintenance for renewal and replacement of large (3" or larger) water meters as needed throughout the City.

Return on Investment

Replacement of meters ensures optimum revenue, as well as compliance water loss reporting to outside agencies.

Utilities Capital Projects FY19

Lift Station Rehabilitation

FY 2019- \$200,000

Funding Source: Water & Sewer Fund

Account: 442-36-260-537.68-15

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$200,000
FY2020	\$200,000
FY2021	\$200,000
FY2022	\$200,000
FY2023	\$200,000
Total	\$1,000,000

Project Description

Annual programmatic maintenance and rehabilitation of four to six City owned lift stations. This project involves replacing rails, guides, pumps, check valves, and coating of wet well walls.

Return on Investment

The rehabilitation work extends the life of the stations.



Utilities Capital Projects FY19

Owens Baker Water Storage Tank Rehabilitation FY 2019- \$67,500

Funding Source: Water & Sewer Fund

Account: 442-36-260-537.46-40

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$67,500
FY2020	\$25,000
FY2021	\$25,000
FY2022	\$25,000
FY2023	\$25,000
Total	\$167,500

Project Description

The five-year regulatory inspection conducted on October 2017 provided maintenance recommendations for extending the useful life of the tank to maintain regulatory compliance. Approximately \$7,500 will be for future services post construction.

Return on Investment

The rehabilitation work will keep the tank in regulatory compliance and avoid future costly repairs.



Utilities Capital Projects FY19

Production Well Rehabilitation

FY 2019- \$300,000

Funding Source: Water & Sewer Fund

Account: 442-36-260-537.68-14

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$300,000
FY2020	\$300,000
FY2021	\$300,000
FY2022	\$300,000
FY2023	\$300,000
Total	\$1,500,000

Project Description

Annual programmatic maintenance and rehabilitation of six to eight out of 30 raw water wells; those exhibiting the lowest pump rate. Scope of work includes well redevelopment and bacteriological clearance of the wells.

Return on Investment

The rehabilitation work will keep the wells in optimum performance and the Utility in regulatory compliance of the Water Use Permit.



Utilities Capital Projects FY19

Sanitary Sewer Manhole Rehabilitation

FY 2019- \$100,000

Funding Source: Water & Sewer Fund

Account: 442-36-260-537.68-25

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$100,000
FY2020	\$100,000
FY2021	\$100,000
FY2022	\$100,000
FY2023	\$100,000
Total	\$500,000

Project Description

Annual programmatic cleaning and coating of deteriorating sanitary sewer manholes to prolong useful life and ensure operation of structure.

Return on Investment

The rehabilitation work will extend and ensure the useful life of the structure.



Utilities Capital Projects FY19

Sanitary Sewer Main Rehabilitation

FY 2019- \$300,000

Funding Source: Water & Sewer Fund

Account: 442-36-260-537.68-26

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

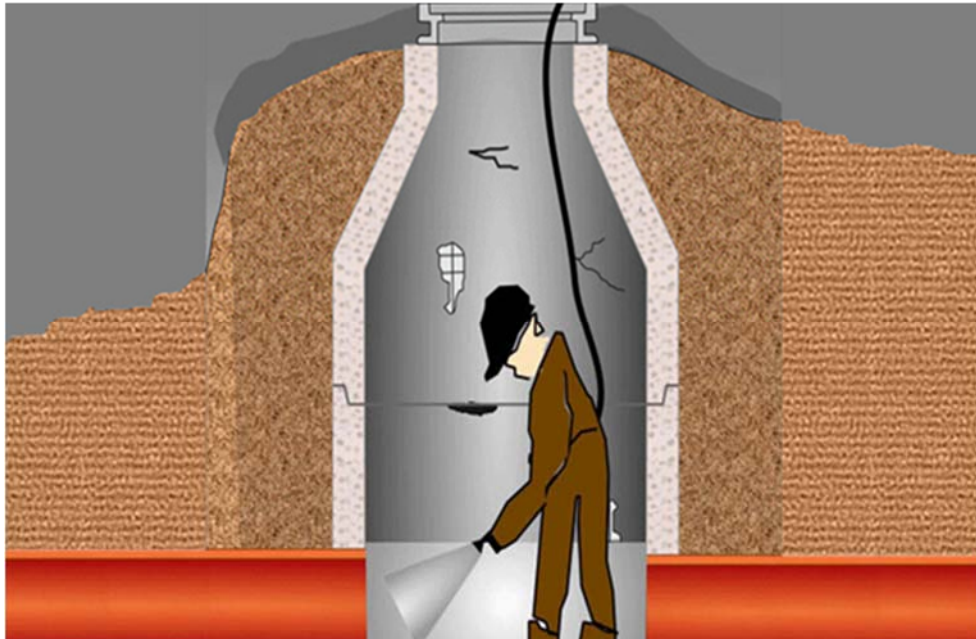
FY2019	\$300,000
FY2020	\$300,000
FY2021	\$300,000
FY2022	\$300,000
FY2023	\$300,000
Total	\$1,500,000

Project Description

Annual programmatic maintenance activity performing CIPP (cured-in-place-pipe) lining of deteriorating sanitary sewer mains.

Return on Investment

The rehabilitation work in the form of pipelining will extend and ensure the useful life of the pipes.



Utilities Capital Projects FY19

SCRWWTP City Contribution for R & R

FY 2019- \$84,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.34-35

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

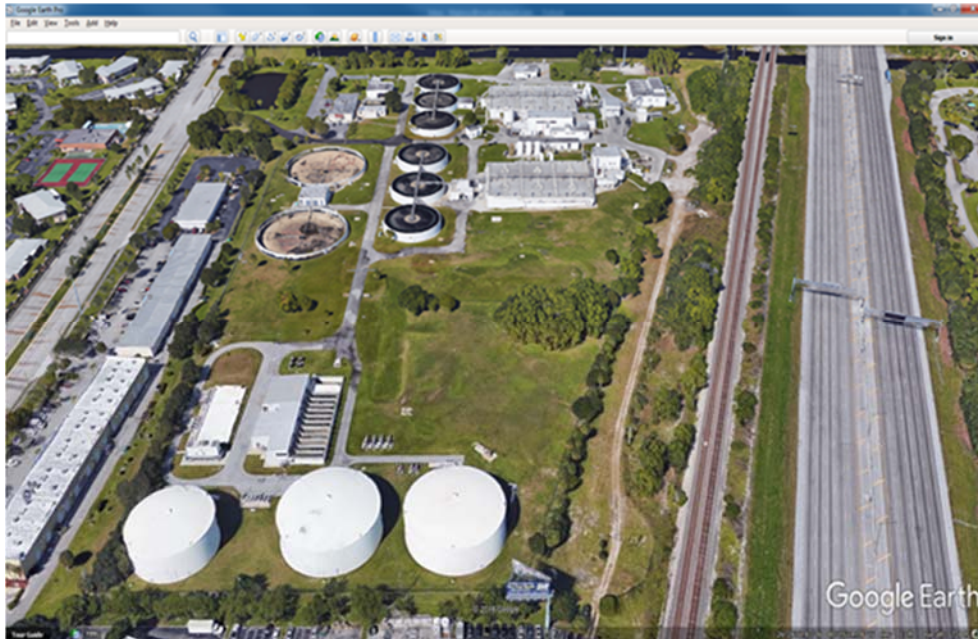
FY2019	\$84,000
FY2020	\$85,000
FY2021	\$85,000
FY2022	\$90,000
FY2023	\$90,000
Total	\$434,000

Project Description

City's contribution to the South Central Regional Wastewater Treatment Plant for required replacement and renewal work related to the plant.

Return on Investment

The renewal and replacement work will keep extend and ensure the useful life of the plant.



Utilities Capital Projects FY19

Small Water Meter Renewal & Replacement

FY 2019- \$50,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.52-39

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$50,000
FY2020	\$50,000
FY2021	\$50,000
FY2022	\$50,000
FY2023	\$50,000
Total	\$250,000

Project Description

Annual programmatic maintenance for renewal and replacement of small (less than 3") water meters as needed throughout the City.

Return on Investment

Replacement of meters ensures optimum revenue, as well as compliance with water loss reporting to outside agencies.



Utilities Capital Projects FY19

Swinton Avenue Complete Street

FY 2019- \$70,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.63-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$70,000
FY2020	\$1,500,000
Total	\$1,570,000

Project Description

The project provides continuous bicycle lanes and sidewalks on South Swinton Ave. from SW 10th St. to NE 4th St. Reduces vehicle travel lanes to 10 ft, provides 6-ft sidewalks on the west and east sides of Swinton, and 5 ft bicycle facilities in both directions. Adds street lighting, drainage, and landscaping. The project also includes a continuation of the expansion of the Reclaimed Water System, the Area 10 defined by SW 4th Avenue east to the Intracoastal Waterway, and SW 10th Street north to NE 3rd Street.

Return on Investment

Project will result in savings or cost avoidance for return on investment in 1 to 3 years.



Utilities Capital Projects FY19

Lift Station Telemetry System Upgrade

FY 2019- \$5,100,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.68-33

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$5,100,000
Total	\$5,100,000

Project Description

Upgrade twenty-year-old telemetry SCADA (Supervisory Control and Data Acquisition) system used in monitoring the operational functionality of utility assets such as lift stations, water treatment plant, and storm water pump stations. Upgrade of the system is required as repairs are difficult and replacement parts are becoming obsolete. Approximately \$400,000 will be for future services post construction.

Return on Investment

The rehabilitation work improves the reliability and operation staff's ability to manage equipment and processes (i.e. Lift station, pumps, water treatment systems, etc.).



Utilities Capital Projects FY19

Water Line Service Relocations

FY 2019- \$25,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.49-33

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$25,000
FY2020	\$25,000
FY2021	\$25,000
FY2022	\$25,000
FY2023	\$25,000
Total	\$125,000

Project Description

Annual programmatic maintenance by abandoning existing 2" water mains and old galvanized services. The project involves relocating existing rear yard water services to the front yard for service from a newly installed water main.

Return on Investment

This project ensures best possible pressure and water quality to residents.



Utilities Capital Projects FY19

Water Valve Renewal & Replacement

FY 2019- \$36,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.49-56

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$36,000
FY2020	\$36,000
FY2021	\$36,000
FY2022	\$36,000
FY2023	\$36,000
Total	\$180,000

Project Description

Annual programmatic maintenance activity for repair and replacement of valves on water mains, as identified by the utilities valve exercising crew.

Return on Investment

This project extends to useful life of the system and prevents costly future repairs.

WTP Bleach Tank Sun Covers

FY 2019- \$110,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$110,000
Total	\$110,000

Project Description

The fiberglass tank holding liquid sodium hypochlorite (bleach) used in the water treatment process is aging and in need of replacement; annual inspection cited areas needing attention. As a fiberglass tank, repairs are not feasible. Approximately \$10,000 will be for future services post construction.

Return on Investment

This project will increase reliability and redundancy of the water treatment plant facility. The sun covers will extend the life of the new bleach tanks.

Utilities Capital Projects FY19

WTP Bleach Tank Replacement

FY 2019- \$110,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$110,000
Total	\$110,000

Project Description

The fiberglass tank holding liquid sodium hypochlorite (bleach) used in the water treatment process at the Water Treatment Plant (WTP) is aging and in need of replacement; annual inspection cited areas needing attention. As a fiberglass tank, repairs are not feasible. Approximately \$10,000 will be for future services post construction.

Return on Investment

This project will increase reliability and redundancy of the water treatment plant facility.

WTP Clarifier Rehabilitation

FY 2019- \$275,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.63-22

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$275,000
Total	\$275,000

Project Description

Programmatic maintenance for complete rehabilitation of reactor clarifiers. Scope of work to include sandblasting and repainting of all metal troughs and support structures, as well as replacement of gear drives and motors. Approximately \$25,000 will be for future services post construction.

Return on Investment

This project is to maintain and rehabilitate one of the water treatment plant clarifiers, which will prevent costly future repairs.

Utilities Capital Projects FY19

Water Supply & Treatment Implementation Plan FY 2019- \$1,250,000 & Wellsite Development

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.31-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$1,250,000
FY2020	\$2,750,000
FY2021	\$5,000,000
FY2022	\$6,000,000
FY2023	\$5,000,000
Total	\$20,000,000

Project Description

The project intends to use the "Water Supply and Treatment Feasibility Study" and direction from City Commission as a basis to develop an implementation plan for ensuring resilient water supplies and treatment. This may include: water resource and hydrologic analyses, water use and well permitting, concentrate discharge options, acquiring land; well siting and permitting; treatment plant options; and /or a basis of design.

Return on Investment

This project is required for regulatory compliance, demand projections, and to maintain fire flows and pressure.



Utilities Capital Projects FY19

WTP Fill & Drain Valve Replacement

FY 2019- \$264,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.49-56

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$264,000
Total	\$264,000

Project Description

This project involves programmatic maintenance activity for replacing a set of fill and drain valves, a 30" and 20" valve, at one of eight filter decks. Valves are not sealing closed due to age and use. Approximately \$24,000 will be for future services post construction.

Return on Investment

This project is to maintain and rehabilitate one of the water treatment plant filters fill and drain valves, which will prevent costly future repairs.

WTP Raw Water Aeration System Replacement

FY 2019- \$385,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-536.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$385,000
FY2020	\$800,000
FY2021	\$2,500,000
Total	\$3,685,000

Project Description

This project involves the replacement of an aging system at the Water Treatment Plant used in aerating the incoming raw well water as the first step in the water treatment process. Approximately \$385,000 will be for future services post construction.

Return on Investment

Required to meet regulatory compliance in the production of potable water.

Utilities Capital Projects FY19

WTP Lime Slaker Replacement

FY 2019- \$223,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$223,000
Total	\$223,000

Project Description

The project entails programmatic maintenance activity for the replacement of four lime slaker units required in the water treatment process. Two units have been replaced since 2016, third unit replacement underway. Approximately \$20,000 will be for future services post construction.

Return on Investment

This project ensures operational efficiency of the water treatment process.



Utilities Capital Projects FY19

Wastewater Collection System Infiltration & Inflow Study

FY 2019- \$250,000

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.64-90

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

FY2019	\$250,000
FY2020	\$1,200,000
FY2021	\$1,200,000
Total	\$2,650,000

Project Description

Perform an infiltration and inflow (I&I) study of the wastewater collection system to identify how much groundwater and rainwater enters our wastewater collection system to develop steps needed to reduce it. By reducing I&I, it reduces the amount of total flow sent to the wastewater plant, which can extend the capacity and reduces treatment costs.

Return on Investment

This project ensures that the City maintain industry best practices and reduces costs by decreasing total flow to the wastewater plant.



Utilities Future Capital Projects

Reclaimed Water System Expansion Area 15

Funding Source: Water & Sewer Fund

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2021	\$200,000
FY2022	\$2,475,000
Total	\$2,675,000

Project Description

The project continues the expansion of the reclaimed water system, the area defined by SW 10th Street south to Miller Park, and I-95 to Intracoastal. Approximately \$300,000 will be for future services post construction.

Return on Investment

Expansion of the reclaimed water system to comply with the Florida Department of Environmental Protection Ocean Outfall legislation and provides an increased level of service to the community.

Reclaimed Water System Expansion Area 8

Funding Source: Water & Sewer Fund

Water & Sewer New Capital Fund

Forecasted Project Cost

FY2022	\$200,000
FY2023	\$2,475,000
Total	\$2,675,000

Project Description

Continued expansion of the reclaimed water system to comply with the FDEP Section 403.086(9) (e) (1), which requires facilities with ocean outfalls to install functioning reuse systems by December 2025, thus providing 60 percent of the facilities actual flow for reuse purposes. Approximately \$300,000 will be for future services post construction.

Return on Investment

Expansion of the reclaimed water system to comply with the FDEP Ocean Outfall legislation and provide an increase level of service to the community.

Utilities Future Capital Projects

Delray Shores Water Main Phase IV

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.68-82

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

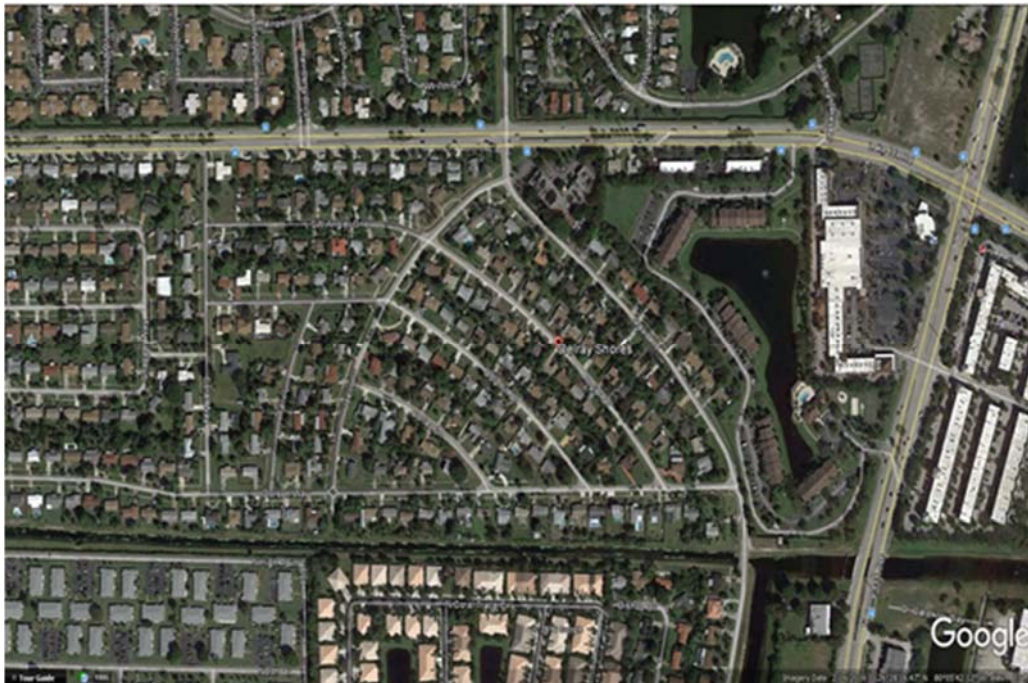
FY2020	\$830,280
Total	\$830,280

Project Description

The project is a combination of two projects, the Delray Shores Water Main and the NW Neighborhood roadway improvements. The Delray Shores project continues the upgrades of water mains in this neighborhood area to at least 8 inches by removing existing 2, 4, and 6-inch water mains, as well as transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage. Approximately \$77,000 will be for future services post construction.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material. This project will maintain high water quality and improve fire flow for the community.



Utilities Future Capital Projects

Tropic Palms Water Main Phase II

Funding Source: Water & Sewer Fund

Account #: 442-36-260-537.68-85

Water & Sewer Renewal & Replacement Fund

Forecasted Project Cost

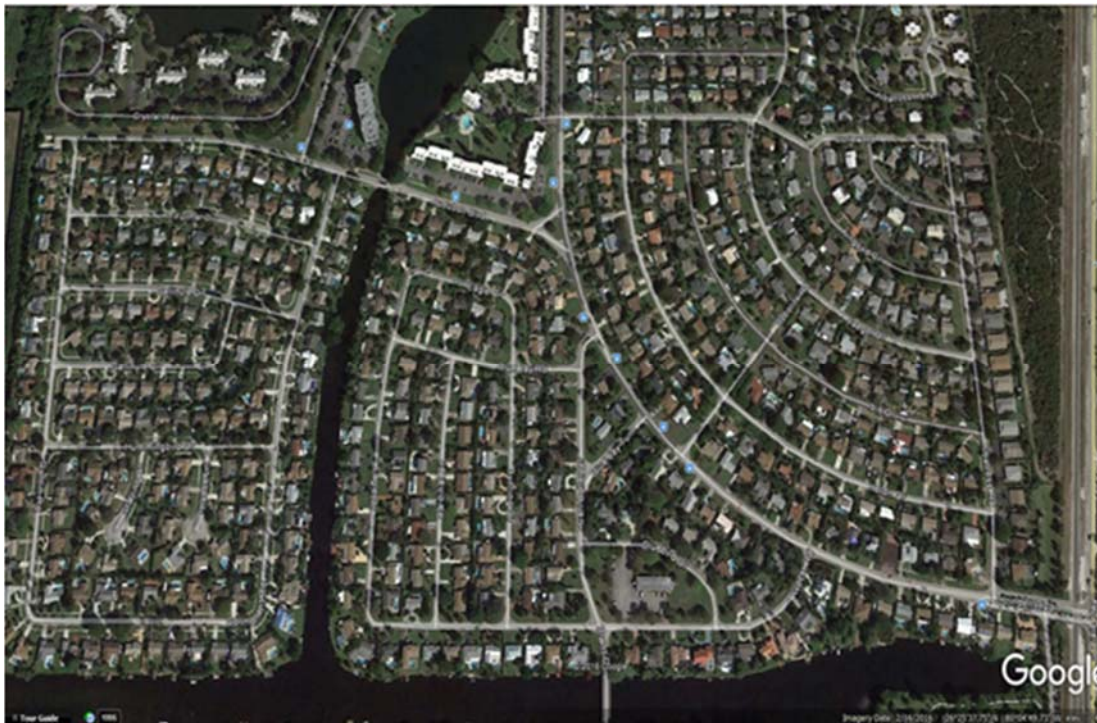
FY2020	\$1,009,125
Total	\$1,009,125

Project Description

The project continues the upgrades of water mains in this neighborhood area to at least 8 inches by removing existing 2, 4, and 6-inch water mains, as well as transferring water services from the rear yard to the front. In addition, swales will be constructed to enhance drainage. Approximately \$202,500 will be for future services post construction.

Return on Investment

Replacement of these water mains will help mitigate potential pipe failures due to age and material, as well as maintain high water quality and improve fire flow for the community.



Parks & Recreation

Parks & Recreation Projects	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
CRA - Catherine Strong Park	-	-	800,000	4,000,000	4,000,000	8,800,000
CRA - Pompey Park Master Plan	550,000	2,000,000	10,000,000	-	-	12,550,000
CRA - Merritt Park Playground	200,000	-	-	-	-	200,000
CRA - Hilltopper Rest/Concession	600,000	-	-	-	-	600,000
Barwick Park Trail Resurfacing	250,000	-	-	-	-	250,000
Atlantic Dunes Park	300,000	515,000	-	-	-	815,000
Bexley Park Restroom Const	300,000	-	-	-	-	300,000
Currie Commons Playground Renovation	-	300,000	-	-	-	300,000
Veteran's Park-PB, Bocce, Shuffleboard	350,000	-	-	-	-	350,000
MGC-Clubhouse/Kitchen	-	299,000	-	-	-	299,000
Parks & Recreation Total	\$2,550,000	\$3,114,000	\$10,800,000	\$4,000,000	\$4,000,000	\$24,464,000



Parks & Rec Capital Projects FY19

Pompey Park Master Plan

FY 2019- \$550,000

Funding Source: Community Redevelopment Agency

Account #: 334-72-736-572.62-10

General Construction Fund

Forecasted Project Cost

FY2019	\$550,000
FY2020	\$2,000,000
FY2021	\$10,000,000
Total	\$12,550,000

Project Description

The Park is home to the NW area of Delray Beach. The community is showing considerable growth, which has created a need for a recreation center renovation. The center should accommodate offices, HOA, community programs, afterschool programs, meetings, an exercise room with lap pool, indoor track, and gym. Wannamacher Jensen was engaged in January 2018 for this project that will take appx. 12 - 18 months to complete.

Return on Investment

This project includes the assessment and determination/plans to develop the site to better accommodate recreational programs and offerings for the community.



Parks & Rec Capital Projects FY19

Merritt Park Playground Renovation

FY 2019- \$200,000

Funding Source: Community Redevelopment Agency

Account #: 334-72-730-572.63-90

General Construction Fund

Forecasted Project Cost

FY2019	\$200,000
Total	\$200,000

Project Description

The playground was constructed in 1999 and has exceeded its useful life. The project will include demolition of existing playground and installation of an ADA accessible playground with a shade structure.

Return on Investment

The project will result in an avoidance of future costly repairs for a return on investment in seven to ten years.

Hilltopper Restroom/Concession Construction

FY 2019- \$600,000

Funding Source: Community Redevelopment Agency

Account #: 334-72-716-572.62-10

General Construction Fund

Forecasted Project Cost

FY2019	\$600,000
Total	\$600,000

Project Description

The new building would consist of new restroom facilities, a concession stand, storage, and patio area. The new facility would be used by groups such as Delray Rocks/Cheerleaders, Delray Beach Athletic Club, Village Academy, etc.

Return on Investment

Project will result in savings or cost avoidance for a return on investment for more than 10 years.

Parks & Rec Capital Projects FY19

Barwick Park Trail Resurfacing

FY 2019- \$250,000

Funding Source: General Fund Transfer

Account #: 334-41-340-541.65-40

General Construction Fund

Forecasted Project Cost

FY2019	\$250,000
Total	\$250,000

Project Description

This project includes repairing the asphalt walking trail and repaving/resurfacing it to enable ADA accessibility for all participants. The current walking trail is over 20 years old and has had noted structural issues.

Return on Investment

A new rubberized paved trail will reduce risk and liability for injuries, which will prevent future lawsuits.



Parks & Rec Capital Projects FY19

Atlantic Dunes Park Renovations

FY 2019- \$300,000

Funding Source: Infrastructure Surtax

Account #: 377-41-340-541.63-11

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$300,000
FY2020	\$515,000
Total	\$815,000

Project Description

Remove/replace exotic plants with native species. Cover nature trails (818'x6') with elevated pressure treated boardwalk, and an observation platform with educational signage throughout the trail. This project is intended to create an area at Atlantic Dunes Park for residents and visitors to enjoy the environment.

Return on Investment

Adjustment in fees will be used to cover some of the anticipated renovation expenses. Improved irrigation will reduce electrical expenses.

Bexley Park Restroom Construction

FY 2019- \$300,000

Funding Source: Infrastructure Surtax

Account #: 377-72-730-572.63-24

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$300,000
Total	\$300,000

Project Description

Bexley Park was originally constructed approximately 2005/2006. Original design plans included a restroom building that was never built. As more community programs and events take place at Bexley Park, the need for the restroom increases.

Return on Investment

Bexley Trail is heavily used by the Bexley neighborhood and adjacent neighborhoods in West Delray Beach. Parks and Recreation must rent portable restrooms for each event. Construction of a restroom building will eliminate these rental costs.

Parks & Rec Capital Projects FY19

Veteran's Park Pickleball Courts

FY 2019- \$350,000

Funding Source: Infrastructure Surtax

Account #: 377-72-735-572.63-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$350,000
Total	\$350,000

Project Description

Increased interest in pickleball has expanded current programming to include the Community Center, Pompey Park Community Center, Delray Beach Tennis Center, and Catherine Strong Park. The Delray Beach Pickleball Club has over 200 members and hosted a tournament in 2017 with over 300 participants. A dedicated pickleball facility would allow other programs to take place at the existing pickleball locations and would provide a dedicated area to host tournaments, clinics, and youth instructional programs.

Return on Investment

Current pickleball user fees would be used to offset construction costs as follows: 300 members at \$20/month x 12 months = \$72,000/yr. x 5 yrs. = \$360,000



Parks & Rec Future Capital Projects

Currie Commons Playground Renovation

Funding Source: Infrastructure Surtax

Account #: 377-72-730-572.63-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2020	\$300,000
Total	\$300,000

Project Description

Currie Commons Playground was constructed in 2006 and has exceeded its useful life (10-12 years). This project will include the demolition of the existing playground and installation of an ADA accessible playground, poured solid surfacing, shade structures, fitness equipment area, and other amenities including benches and picnic tables.

Return on Investment

Playground and surfacing material are currently not ADA compliant. Replacement will be more cost effective than replacing damaged playground elements.



Parks & Rec Future Capital Projects

Catherine Strong Park & Pavilion Master Plan

Funding Source: Community Redevelopment Agency

General Construction Fund

Forecasted Project Cost

FY2021	\$800,000
FY2022	\$4,000,000
FY2023	\$4,000,000
Total	\$8,800,000

Project Description

Increased park attendance due to social and health awareness programming has increased use of the pavilion by P&R programs and the public. The original pavilion was constructed in 2005 and needs to be updated and renovated to accommodate programming and rental needs. It is anticipated that a design/architectural company will be engaged by August/September 2018 for this project that will take appx. 12 - 18 months to complete. The redevelopment of this site will work collectively with the Village Academy site renovation.

Return on Investment

This project includes the assessment and determination/plans to develop the site to better accommodate recreational programs and offerings for the community. Pavilion rentals (\$25/hr. x 3/hr. min) = \$75 x 26 weeks x 2 days per week = \$3900/yr. Revenue x 7 years = \$27,300 monetary return on investment.



Parks & Rec Future Capital Projects

Municipal Golf Course- Clubhouse/Kitchen Renovation

Funding Source: Infrastructure Surtax

Infrastructure Surtax Fund

Forecasted Project Cost

FY2020	\$299,000
Total	\$299,000

Project Description

Kitchen equipment replacement for Delray Beach Golf Club is needed for clubhouse upgrades if renovation does not occur. Alternative option requires a yearly lease payment.

Return on Investment

This project will allow the clubhouse kitchen to operate on its own, as it currently only allows catering brought in from third parties. This project will prevent future costs associated with third party catering, and lease payments for equipment.



Information Technology

Information Technology Projects	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
IT Fiber Optic Replacement	80,000	-	-	-	-	80,000
IT Infrastructure	250,000	-	-	-	-	250,000
Information Technology Total	\$330,000	-	-	-	-	\$330,000



IT Capital Projects FY19

IT Fiber Optic Replacement

FY 2019- \$80,000

Funding Source: Infrastructure Surtax

Account #: 377-16-000-516.63-90

Infrastructure Surtax Fund

Forecasted Project Cost

FY2019	\$80,000
Total	\$80,000

Project Description

Replacement of multimode fiber optic cable with single mode fiber optic cable in two locations. Location #1 - between Police Station and Fire Station 111. Location #2 - Between City Attorney Office and City Hall. This is required for increased bandwidth at Public Safety locations and Emergency Management EOC.

Return on Investment

This project will increase efficiency and effectiveness of communications and capabilities among City officials and employees, which will allow for better service to residents.

IT Infrastructure Improvements

FY 2019- \$250,000

Funding Source: General Fund

Account #: 334-90-900-519.68-10

General Construction Fund

Forecasted Project Cost

FY2019	\$250,000
Total	\$250,000

Project Description

Improve all IT related infrastructure throughout the City, including City Hall.

Return on Investment

Improved IT infrastructure will strengthen internet speed throughout city departments, and in turn increase efficiency and effectiveness of city employees.

Fire Dept

Fire Projects	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
ALS Rescue 200864	472,500	-	-	-	-	472,500
ALS Rescue 201167	-	-	496,125	-	-	496,125
ALS 100' Platform 0950	-	1,500,000	-	-	-	1,500,000
Special Ops Vehicle 0684	-	-	880,000	-	-	880,000
Fire Total	\$472,500	\$1,500,000	\$1,376,125	-	-	\$3,348,625



Fire Dept Capital Projects FY19

Advanced Life Support Rescue 200864

FY 2019- \$472,500

Funding Source: Vehicle Replacement

Account #: 501-43-390-549.64-14

City Garage Fund

Forecasted Project Cost

FY2019	\$472,500
Total	\$472,500

Project Description

This project is for the replacement of ALS Rescue vehicles and equipment. Based on high mileage and vehicle age, these vehicles have or will have reached their end of life. It is best practice to follow a replacement schedule and replace aging vehicles at the correct time.

Return on Investment

Currently the City is spending from \$19,000 to \$30,000 plus per year on maintenance for these vehicles to remain in service. Replacing these vehicles with newer warranted vehicles will save money in relation to repairs and maintenance.



Fire Dept Future Capital Projects

Advanced Life Support Rescue 201167

Funding Source: Vehicle Replacement

Account #: 501-43-390-549.64-14

City Garage Fund

Forecasted Project Cost

<u>FY2021</u>	<u>\$496,125</u>
Total	\$496,125

Project Description

This project is for the replacement of ALS Rescue vehicles and equipment. Based on high mileage and vehicle age, these vehicles have or will have reached their end of life. It is best practice to follow a replacement schedule and replace aging vehicles at the correct time.

Return on Investment

Currently the City is spending from \$19,000 to \$30,000 plus per year on maintenance for these vehicles to remain in service. Replacing these vehicles with newer warranted vehicles will save money in relation to repairs and maintenance.

Advanced Life Support 100' Platform 0950

Funding Source: Vehicle Replacement

Account #: 501-43-390-549.64-14

City Garage Fund

Forecasted Project Cost

<u>FY2020</u>	<u>\$1,500,000</u>
Total	\$1,500,000

Project Description

This is for the replacement of ALS 100' Platform and equipment. Based on high mileage and vehicle age, this vehicle has reached the point in which it should be placed into reserve status. It is best practice to follow a replacement schedule and replace aging vehicles at the correct time.

Return on Investment

Placing this truck in reserve status will dramatically lower the high maintenance cost of the vehicle. This vehicle will allow the Fire Dept to perform high angle rescues and many other lifesaving missions.

Fire Dept Future Capital Projects

Special Operations Vehicle 0684

Funding Source: Vehicle Replacement

Account #: 501-43-390-549.64-14

City Garage Fund

Forecasted Project Cost

FY2021	\$880,000
Total	\$880,000

Project Description

This is for the replacement of the Special Operations Vehicle and equipment. Based on high mileage and vehicle age, this vehicle has reached the point in which it should be placed in reserve status. It is best practice to follow a replacement schedule and replace aging vehicles at the correct time.

Return on Investment

Placing this truck in reserve status will dramatically lower the high maintenance cost of the vehicle. This vehicle will allow the Fire Dept to perform special operations including Hazardous Material, Confined Space, High Angle, and many other lifesaving missions.



Police Dept

Police Dept Projects	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	Project Total
BearCat	300,000	-	-	-	-	300,000
Police Dept Total	\$300,000	-	-	-	-	\$300,000



Police Dept Capital Projects FY19

BearCat- Wheeled Armored Personnel Carrier

FY 2019- \$300,000

Funding Source: Vehicle Replacement

Account #: 501-43-390-549.64-14

City Garage Fund

Forecasted Project Cost

FY2019	\$300,000
Total	\$300,000

Project Description

This would replace existing S.W.A.T. team vehicle/equipment. This type of vehicle is generally armored and used to transport heavily armed Special Weapons and Tactics team members as well as their equipment. They are deployed in situations where armed confrontation is likely to happen, as well as for special tactical operations. The current vehicle is past its lifespan at 10 years old.

Return on Investment

S.W.A.T. team is deployed to serve search warrants. Without appropriate vehicle, this function would have to be outsourced.



2018-2019 CIP Projects

Public Works	FY2018-19
CRA - SW 4th, 6th & 7th Alley	\$6,888,194
CRA - Wayfinding Signage	\$400,000
CRA - Downtown Transportation Alternative	\$500,000
CRA - Swinton/Atlantic	\$500,000
CRA - NE 3rd Ave/NE 3rd St Art Alley	\$2,000,000
CRA - Osceola Park Improvements	\$1,000,000
CRA - Block 63 Improvements	\$265,000
CRA - NW 5th Alley	\$740,000
CRA - Swinton Complete Street	\$200,000
CRA - SW Neighborhood Alleys	\$930,000
CRA - OSS Park Upgrades	\$700,000
TPA Lawson Blvd Ped Bridge	\$500,000
RR Xing Maintenance to FEC	\$125,000
Roofs/HVAC	\$300,000
Community Beautification	\$200,000
Equipment Replacement	\$500,000
American Legion	\$500,000
Comm Vulnerability & Climate Action Plan	\$125,000
Citywide Bridge R&M	\$720,000
Beach Master Plan Phase II	\$1,450,000
Historic Train Depot Reno	\$1,800,000
FS111 Category 5 Upgrades	\$200,000

City Center Conceptual Plan	\$400,000
Restore City Owned Parking Lots	\$750,000
Atlantic Ave Improvements	\$400,000
Facility Improvements	\$395,000
Facilities Master Plan	\$80,000
Roadway Restoration	\$2,500,000
ADA Improvements	\$400,000
Pavement Preservation/Sealing	\$150,000
Marine Way	\$2,840,000
NE 2nd Ave/Seacrest Ph III	\$1,897,764
City Marina Seawall Reno	\$3,500,000
Repair Pavers Atlantic	\$250,000
Emergency Operations Center	\$4,785,000
Delray Shores WM Upgrade Phase III	\$159,800
Drainage Swales	\$100,000
Generator Feasibility Study	\$50,000
NE 2Av/Seacrest Blvd	\$55,000
SW Management Area Fencing	\$25,000
SW Pipe Lining on Barrier Island	\$750,000
Thomas Pump Station Upgrade	\$892,500
Tropic Isles Roadway Eval	\$100,000
Public Works Total	\$41,023,258

2018-2019 CIP Projects

Utilities	FY 2018-19
Building for Generators	\$125,000
LS 50 Capacity Analysis	\$150,000
Reclaim Water Area 10	\$200,000
SCRWWTP City Share	\$650,000
Utility Cond Assessment Phase II & III	\$475,000
SOC Space Plan	\$100,000
1 1/2 Ton DRW Trucks (GM)	\$120,000
1/2 Ton Trucks (AMgr & Super)	\$60,000
LS Wet Well Rehab	\$120,000
Chlorine Residual Management	\$200,000
Delray Shores WM Upgrade Phase III	\$1,565,200
Elevated Storage Tank Maintenance	\$25,000
FDOT Atlantic Ave at I-95	\$200,000
FDOT Linton at I-95	\$200,000
FDOT US-1	\$30,000
Force Main Upgrade 58A & 87	\$1,380,000
Gas Chrom/Mass Spec System	\$120,000
Intracoastal Waterway Crossings	\$1,650,000
Lake Ida Force Main ARV Replacement	\$220,000
Large Meter Replacement	\$50,000

LS Rehabilitation	\$200,000
Owens Baker Water Tank Rehab	\$67,500
Production Well Rehabilitation	\$300,000
Sanitary Sewer Manhole Rehab	\$100,000
Sanitary Sewer Main Rehab	\$300,000
SCRWWTP City's Contribution for R&R	\$84,000
Small Water Meter R&R	\$50,000
Swinton Ave Complete Street	\$70,000
Upgrade of LS Telemetry System	\$5,100,000
Water Line Service Relocations	\$25,000
Water Valve R&R	\$36,000
WTP Bleach Tank Sun Covers	\$110,000
WTP Bleach Tank	\$110,000
WTP Clarifier Rehabilitation	\$275,000
Water Supply and Treatment Plan & Wellsite Development	\$1,250,000
WTP Filter Drain Valves	\$264,000
WTP Raw Water Aeration System	\$385,000
WTP Lime Slaker Replacement	\$223,000
Wastewater Collection System I&I Study	\$250,000
Utilities Total	\$16,839,700

2018-2019 CIP Projects

Parks & Recreation	FY2018-19
CRA - Pompey Park Master Plan	\$550,000
CRA - Merritt Park Playground	\$200,000
CRA - Hilltopper Rest/Concession	\$600,000
Barwick Park Trail Resurfacing	\$250,000
Atlantic Dunes Park	\$300,000
Bexley Park Restroom Const	\$300,000
Veteran's Park Pickleball Courts	\$350,000
Parks & Recreation Total	\$2,550,000

Information Technology	FY2018-19
IT Fiber Optic Replacement	\$80,000
IT Infrastructure	\$250,000
Information Technology Total	\$330,000

Fire	FY 2018-19
ALS Rescue 200864	\$472,500
Fire Total	\$472,500

Police	FY 2018-19
BearCat	\$300,000
Police Total	\$300,000

Delray Beach Florida



1993★2001★2017

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Supplemental Information and Demographics



Overlooking the Atlantic Ocean in southern Palm Beach County, Delray Beach is rich in history and cultural diversity. This Village by the Sea, which began as an agricultural community in the 1890s, welcomes families who are seeking a place to call home and welcomes visitors to the ultimate vacation.

Within 16 square miles, Delray Beach embraces a permanent population of approximately 65,000. Charming neighborhoods, commercial development opportunities and some of the area's best public and private schools are main attractions for families and new businesses. A trendy downtown, vibrant arts district and scenic vistas complement this bike-ped friendly community.

The Parks & Recreation Department maintains over 40 parks and recreational facilities, including our award winning Municipal Beach. Delray Beach is also home to great tennis and golfing experiences. The Delray Beach Tennis Center, located in the heart of downtown, serves as a



full service public facility with lighted clay and hard courts. The Delray Beach Golf Club, a City-owned 18 hole par 72 course designed by legendary architect Donald Ross, was recently designated an historic golf course on the Florida Historic Golf Trail by the Florida Department of State.



Renewal and redevelopment efforts in Delray Beach have resulted in numerous accolades, including the prestigious All-America City Award (1993, 2001 & 2017), and USA Today/Rand McNally's Best of the Road Most Fun Small Town in America (2012). In 2014, the City received the John Nolan Award for outstanding achievements in urban growth and development. Two years later, Delray Beach was honored with the Driehaus Form-Based Codes Award for its achievement in the production and implementation of the Central Business District Code and Architectural Design Guidelines.

Delray Beach is also host to exceptional special events.

Throughout the year, people from around the world visit our City to enjoy championship tennis, fabulous Fourth of July celebrations, and festive holiday events.

Historic Preservation

The City prides itself on its rich architectural heritage with five historic districts and over twenty individually listed on the Local Register of Historic Places with several recognized on the National Register of Historic Places. The Delray Beach Historical Society documents and archives the history of our community, available for public view.

Old School Square, a National Historic Site boasting restored early 20th century school buildings, is located in the heart of downtown. This community cultural center, a popular gathering space, offers visual and performing arts, education and entertainment.



Cornell Museum at Old School Square

The Spady Cultural Heritage Museum is housed in the former residence of the late Solomon D. Spady, prominent African-American educator and community leader. Located in the historic West Settlers District of Delray Beach, the museum is dedicated to discovering, collecting and sharing the African-American history and heritage of Florida.



Spady Cultural Heritage Museum

Supplemental Information and Demographics

Climate

The City of Delray Beach benefits from sub-tropical climate conditions that include mild winters and comfortable summers. Year-round outdoor events & recreational activities promote healthy lifestyles for residents of all ages.



The City's warmest month on average is July with a temperatures in the 90s° and the coolest weather is generally experienced in January with an average temperature of 57°. June through September is considered the City's rainy season with hurricane season extending through November. These ideal temperatures, along with our location, have made Delray Beach a great place to live, work and play.

City Government

The City of Delray Beach operates under the "Commission-Manager" form of local government, which combines the managerial experience of the City Manager with the political leadership of elected officials (City Commission).

The City Commission is the principal legislative and governing body of the City. The Mayor, elected every three years, presides over four Commission members who are elected to three-year alternating terms by the community at large. These City officials provide sound public policy, leading the City toward a vision of a unified community with a viable downtown, quality neighborhoods, educational opportunities and a diversified, expanding local economy.

The City Commission appoints the City Manager, the City Attorney (Chief Legal Counsel), and appoints members for general Advisory Boards.



The City Manager

The City Manager serves as the Chief Executive Officer for the City of Delray Beach. He is directly responsible to the City Commission regarding the administration and operation of all City departments, execution of City policies, and preparation for the City's budget that includes control of expenditures throughout the budget year. Two Assistant City Managers and several Department Heads report directly to the City Manager.

Education

The City of Delray Beach takes an active role in education. Partnering with various organizations, local businesses, private citizens and non-profits, the City promotes grade level reading initiatives and academic programs.



Village Academy School

The City's Campaign for Grade Level Reading, which is part of a national campaign to promote grade level reading by the third grade, was created through the understanding that our local schools alone cannot address all of the problems that keep our children from learning to read. The City and the community joined forces to develop a new reading initiative that would benefit our youth. The City's focus for the third grade level reading campaign is based on three key strategies: school readiness, school attendance and summer learning.

In 2014 and 2017, Delray Beach was among a handful of communities across the nation to be honored with the Pacesetter Award by the Campaign for Grade Level Reading. This award recognized Delray Beach for its "measurable



Reading is fun!

progress" in summer learning and its commitment to increase the number of children who are reading at grade level by the end of third grade.

Delray Reads Day, an annual community effort established in 2012 to support the Campaign for Grade Level Reading, provides an opportunity for active civic leaders and residents to engage with local schools. This popular event demonstrates the dedication by both private and public sectors to ensure the academic success of our youth for a bright and promising future.

Supplemental Information and Demographics

Transportation

Access to public transportation is available throughout the City. Local, state, national and international travel is easily accessible by Interstate 95, Florida's Turnpike, US-1 Federal Highway, State Road A1A, international and business/commuter airports, and interstate rail services. Palm Tran public bus transportation, Tri-Rail and Amtrak operate scheduled service. Public parking garages and surface lots are conveniently located in the downtown area. In addition, the City offers various sustainable and alternative transportation options including free electric vehicle charging stations in the downtown area.



Downtown Roundabout

The Downtown Roundabout provides free transit service along Atlantic Avenue from the Tri-Rail Station on South Congress Avenue to Ocean Blvd/SR A1A. Two trolleys operate daily, offering "park & ride" public transportation throughout the downtown

area. The Downtown Roundabout is sponsored by the Delray Beach Community Redevelopment Agency.



Amtrak Train Station, Delray Beach

Economic Development

The City's Office of Economic Development (OED) is the primary resource for citywide business information, recruitment, development and assistance in Delray Beach. Its mission is to drive and inspire the growth of a diverse, vibrant, entrepreneurial economy for all.

The OED serves the local economy by offering discrete, professional, and timely services that promote business activity and enhance the quality of life within our City.

US-1 Federal Highway Beautification

In 2015, a ribbon cutting ceremony marked the completion of the US-1 Federal Highway Beautification Project, designed to promote a safer corridor for pedestrians/cyclists, stimulate economic activity along US-1, and improve transit opportunities. Wider sidewalks, landscaping and decorative street lighting between SE 2nd and NE 2nd Streets embody the City's character while bicycle lanes offer a healthier mode of commuting.



US-1 Federal Highway Ribbon-Cutting Ceremony

Recommended Links

The City of Delray Beach partners with other agencies and organizations to provide a quality of life that our residents, business owners, stakeholders and visitors have come to expect. To learn more, visit:

Delray Beach Community Redevelopment Agency
www.delraycra.org

Delray Beach Downtown Development Authority
www.downtowndelraybeach.com

Delray Beach Historical Society
www.delraybeachhistory.org

Delray Beach Marketing Cooperative
www.visitdelraybeach.org

Delray Beach Public Library
www.delraylibrary.org

Greater Delray Beach Chamber of Commerce
www.delraybeach.com

Old School Square
www.oldschool.org

Sister Cities International
www.sistercities.org

Spady Cultural Heritage Museum
www.spadymuseum.com

West Atlantic Redevelopment Coalition
www.delraywarc.org

Supplemental Information and Demographics

Population

The following table shows the City, County and State population and the annual average percentage changes from 1999 to 2018.

The City, County and the State of Florida Population Estimates

Year	City		Palm Beach County		State of Florida	
	Population	% Change	Population	% Change	Population	% Change
1999	53,589	0.221	1,042,196	2.124	15,322,040	2.144
2000	60,020	12.001	1,131,184	8.539	15,982,378	4.310
2001	60,645	1.041	1,154,464	2.058	16,331,739	2.186
2002	61,527	1.454	1,183,197	2.489	16,664,189	2.036
2003	62,578	1.708	1,211,448	2.388	17,070,167	2.436
2004	63,439	1.375	1,242,270	2.544	17,516,732	2.616
2005	63,888	.707	1,265,900	1.902	17,764,197	1.413
2006	64,095	.324	1,287,987	1.745	18,349,132	3.293
2007	64,360	.413	1,295,033	.547	18,680,367	1.805
2008	64,220	-.2	1,294,654	-.03	18,807,219	.68
2009	63,789	-.672	1,287,344	-.565	18,750,483	-.302
2010	60,522	-5.213	1,320,134	2.547	18,801,310	2.701
2011	60,831	.511	1,325,758	.426	18,905,048	.552
2012	61,495	1.09	1,335,415	.728	19,074,434	.896
2013	61,801	.498	1,345,652	.767	19,259,543	.970
2014	62,700	1.455	1,360,238	1.084	19,507,369	1.287
2015	63,175	0.757	1,378,417	1.336	19,815,183	1.578
2016	63,972	1.262	1,391,741	0.967	20,148,654	1.683
2017	65,804	2.864	1,414,144	1.610	20,484,142	1.665
2018	66,580	1.179	1,433,417	1.363	20,840,986	1.742

Sources: U.S. Bureau of the Census as of April 1, for the year 2000 and 2010: University of Florida, Bureau of Economic Business Research for all other years.

Population Breakdown by Sex*

Male	29,127
Female	31,395

Taxes

Local Retail Sales Tax (1/1/17)	7.00%
Property Tax (Millage Rate)	6.9719

Population Breakdown by Race*

White	39,768
Black or African American	16,961
American Indian and Alaska Native	122
Asian	1,107
Native Hawaiian, Other Pacific Islander	35
Other race	1,490
Two or more races	1,039

Existing Land Use Inventory**

Category	Acres	% of Total
Residential	6,962	68
Commercial	1,206	12
Industrial	376	4
Vacant & Agriculture	615	6
Recreation, Open Space and Conservation	719	7
Education and Public Facilities	320	3
TOTAL	10,198	100

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

** Source: 2019 City of Delray Beach Development Services 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
2009	19	62,845,517	239	19,104,010
2010	12	31,968,843	168	17,291,583
2011	13	31,477,893	53	22,566,806
2012	12	29,824,260	741	79,424,905
2013	13	17,864,058	321	51,751,341
2014	25	22,996,311	283	50,277,519
2015	9	15,367,546	342	71,523,245
2016	6	5,607,685	411	54,651,269
2017	13	45,554,848	139	43,979,679
2018	19	72,245,543	54	26,094,641

Source: Development Services Department estimates.

Principal Taxpayers Fiscal Year 2019	
Taxpayers	2018 Municipal Property Taxes Levied (\$)
Florida Power and Light	704,865
Tenet Healthcare Corp	545,866
CO BB Delray Owner LLC	539,623
Citation Club Investors	467,477
Alta Congress Owner LLC	398,242
Linton Delray LLC	360,312
Lifespace Communities Inc	287,027
Morse Operations Inc	271,622
MCA Delray Preserve Owner LLC	257,002
TRPF Atlantic At East Delray LLC	250,385
Total	\$4,082,420

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	Total
							Water Mgmt District	
2010	7.1900	0.5316	7.7216	7.9830	4.5614	1.1451	0.6240	22.0351
2011	7.1900	0.6002	7.7902	8.1540	4.7500	1.1451	0.6240	22.4633
2012	7.1900	0.6133	7.8033	8.1800	4.7815	1.1250	0.2409	22.1307
2013	7.1992	0.6041	7.8033	7.7780	4.9902	1.8865	0.4289	22.8869
2014	7.1611	0.3453	7.5064	7.5860	4.9852	1.8170	0.4110	22.3056
2015	7.1611	0.3028	7.4639	7.5940	4.9729	1.7890	0.3842	22.2040
2016	7.0611	0.2756	7.3367	7.5120	4.9277	1.7423	0.3551	21.8738
2017	6.9611	0.2496	7.2107	7.0700	4.9142	1.6146	0.3307	21.1402
2018	6.8611	0.2289	7.0900	6.7690	4.9023	1.4718	0.3100	20.5431
2019	6.7611	0.2108	6.9719	6.5720	4.8980	1.3984	0.2936	20.1339

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 against real property and tangible personal property in excess of 10 mills, except for voted levies.
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:

166 sworn officers including 4 K-9 officers, 69 civilian full-time employees and 7 other part-time employees including one intern.

Fire Protection:

5 Fire Stations and 1 Station in Highland Beach to which the City provides Fire and EMS services, 1 Ocean Rescue HQ and 8 Ocean Rescue Lifeguard Towers.

160 State Certified Firefighters of which 156 are State Certified Paramedics. There are also 10 civilian employees.

Equipment: eight 1,250 G.P.M. Pumpers, one 100' platform ladder truck, one 100' ladder truck, two 75' ladder trucks, one brush truck, two special operations units, one 2,000 gallon tender, three command vehicles, eleven Medical Rescue Transport vehicles, one Carolina Skiff 19' boat and one utility unit.

Recreation Facilities:

Miracle League Field – 1 (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 – 8,200 seat stadium

Swimming Pools - 12' deep, 1 with bath house, wading pool and diving well and 1 with medium sized pool 3' to 6' deep

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, 1 with computer lab

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 - 41 locations with various recreational facilities

Racquetball Courts - 2 (lighted)

Playgrounds – 24

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 17 Millage</i>	<i>FY 18 Millage</i>	<i>FY17/FY18 Variance</i>	<i>FY 19 Millage</i>	<i>FY18/FY19 Variance</i>	<i>FY 18/19 % Change</i>
Boca Raton*	3.6789	3.6788	-0.0001	3.6787	-0.0001	0%
Boynton Beach	7.9000	7.9000	0.0000	7.9000	0.0000	0%
Delray Beach*	7.2107	7.0900	-0.1207	6.9719	-0.1181	-1.69%
Greenacres	6.0854	6.0854	0.0000	6.4000	0.3146	4.92%
Lake Worth*	5.4945	6.2444	0.7499	6.6345	0.3901	5.88%
Riviera Beach	8.4520	8.4520	0.0000	8.4520	0.0000	0%
Wellington	2.4400	2.4300	0.0100	2.4800	0.0500	2.02%
West Palm Beach*	8.4946	8.4946	0.0000	8.4748	-0.0198	-0.23%

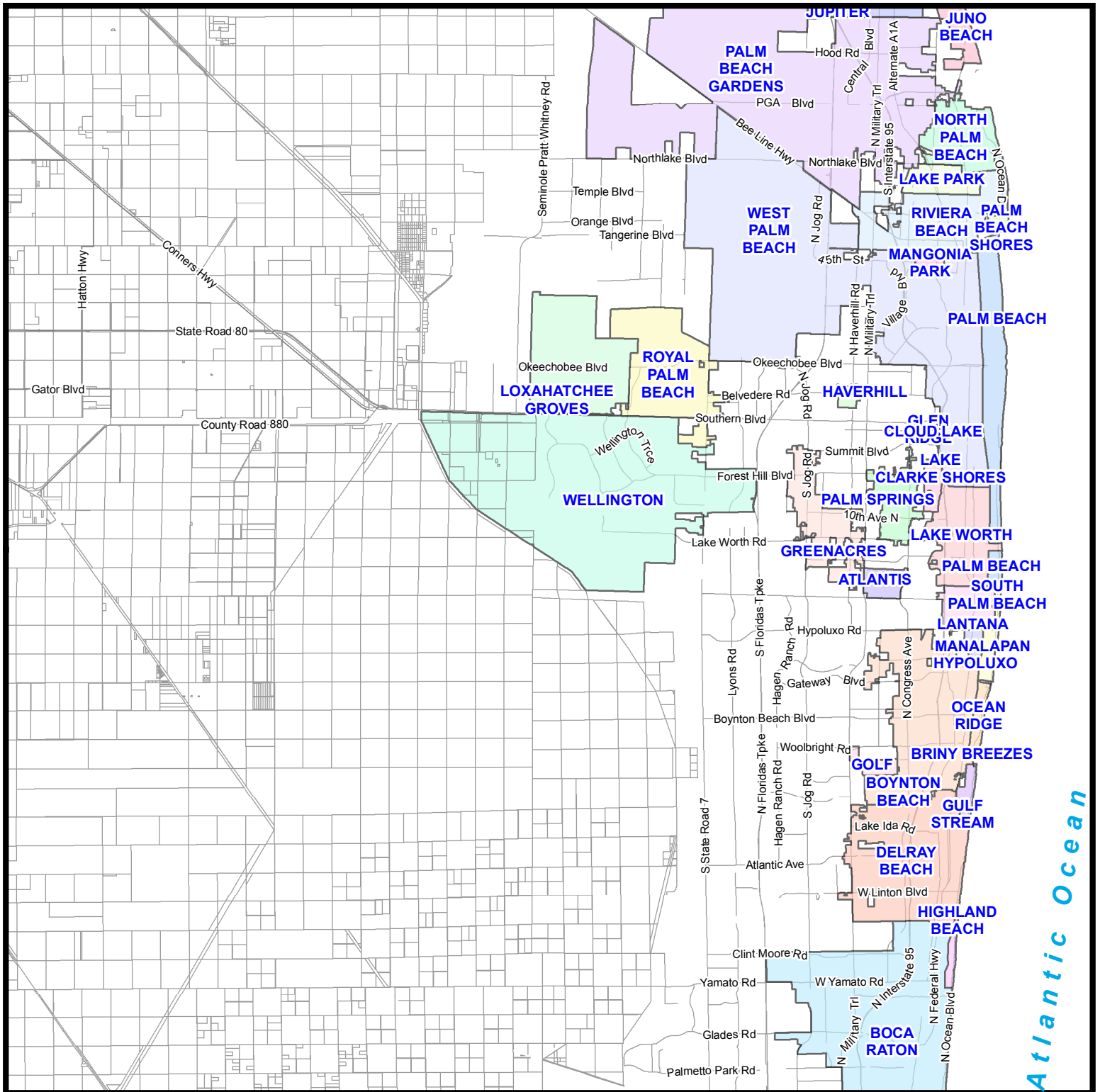
*Includes operating and debt service millages



ADJACENT MUNICIPALITIES

PALM BEACH COUNTY, FLORIDA

PLANNING & DEVELOPMENT SERVICES
BUL. DEPARTMENT



Municipal Names			
BOYNTON BEACH	GOLF	HYPOLUXO	LAKE PARK
BRINY BREEZES	GREENACRES	JUNO BEACH	LAKE WORTH
ATLANTIS	CLOUD LAKE	GULF STREAM	JUPITER
BELLE GLADE	DELRAY BEACH	HAVERHILL	JUPITER INLET COLONY
BOCA RATON	GLEN RIDGE	HIGHLAND BEACH	LAKE CLARKE SHORES
			MANALAPAN
			MANGONIA PARK
			NORTH PALM BEACH
			OCEAN RIDGE
			PALM BEACH
			PALM BEACH GARDENS
			PALM BEACH SHORES
			PALM SPRINGS
			PAHOKEE
			RIVIERA BEACH
			ROYAL PALM BEACH
			SOUTH BAY
			SOUTH PALM BEACH
			TEQUESTA
			WELLINGTON
			WEST PALM BEACH

Fiscal Year 2018-19 Budget Calendar

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

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

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

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

October 26 – 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.

October 15 – Monthly budget report due.

November 15 – Monthly budget report due.

December 15 – Monthly budget report due.

December 18 – Request input from departments for fleet, insurance, phone lines and tuition reimbursement.

December 25 – Submit Annual Budget document within 90 days of budget approval to GFOA for their annual budget document award program.

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.

January 3 – Request security authorizations from departments.

January 15 – Monthly budget report due.

January 22 – February 3 – Budget office prepares utility projections.

January 31 – Departments submit responses for projections for fleet, insurance, phone lines, and tuition reimbursement.

January 31 – Departments return security authorizations.

Fiscal Year 2018-19 Budget Calendar

February 13 –February 28 – Budget office prepares salary projections.

February 14 & 15 – Tyler training for departments and budget office on budget input and total budget processing

February 15 – Monthly budget report due.

Beginning of March – Manager’s Kick-Off. Departments receive budget and Capital Improvement Program (CIP) requests packets.

March 15 – Monthly budget report due.

End of March – City Commission update on current CIP projects and early discussions about capital needs.

April 2- Reminder to departments for mid year budget requests.

April 6- Departments submit budget requests including all CIP requests.

April 20 & 21 – Financial Forecast and Goal Setting Session (Hyatt – Friday from 8 – 5, Saturday from 8 – 12).

April 15 – Monthly budget report due.

April 24 – City Manager and Directors meet to develop preliminary CIP.

April 28 – Midyear budget requests due.

April – May – City Manager and Finance reviews budget requests with Department heads.

May 15 – Monthly budget report due.

June 4 – Receive ad valorem revenue estimates and miscellaneous estimates.

June 4 – Manager and Finance meet with Departments to discuss draft budget

June 12 – Commission workshop to update Financials and FY 2019 Budget Development.

June 15 – Monthly budget report due.

June 19– 2018 mid year budget amendment to City Commission

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Fiscal Year 2018-19 Budget Calendar

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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 10 –Budget workshop with tentative millage discussion and CM’s recommended budget including CIP.

July 15 – Monthly budget report due.

July 17 – Regular Commission meeting to include an item establishing a tentative millage rate to be submitted on Form DR-420 by August 4.

August 4 – Within 35 days of certification of value, 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 – Budget workshop meeting at 6PM to discuss CM’s recommended budget. CRA Budget presentation.

August 15 and 16 – Budget workshop meetings from 9AM - 12 to discuss CM’s recommended budget.

August 15 – Monthly budget report due.

August 24 – Not later than 55 days after the certification of value, 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 30 – 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 6. Advertisement to be submitted to the Clerk’s Office upon notification of newspaper deadline date.

Fiscal Year 2018-19 Budget Calendar

September 6 – Within 80 days of certification of value (September 18), but not earlier than 65 days after certification (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 or Palm Beach County.

September 15 – Monthly budget report due.

September 20-23 - Within 15 days following the tentative budget hearing (September 21), 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.

September 25 – 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.

September 28 – 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.

November 15 – Monthly budget report due.

December 15 – Monthly budget report due.

December 24 – Submit Annual Budget document within 90 days of budget approval to GFOA for their annual budget document award program.

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.

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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. 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 posted on the City's budget drier for use by each department. Payroll projections for the upcoming fiscal year are input into each divisional budget by the Budget Office. 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. Additional information regarding level of service enhancements were also submitted for increases to service.

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. 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 be 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 Adjustments/Transfers:

There are basically three types of budget adjustments or transfers:

- A. Transfers from the City Manager's Contingency, general operating funds
- B. Transfers between Departments/Functions
- C. Changes to current approved budget, prior year's funds appropriated

Responsibilities and Procedures

Type A

Budget transfers from the City Manager's Contingency can be of two types, salary related or for unbudgeted, unanticipated expenditures/activities. Both types require approval of the City Manager.

Type B

The City Manager is required to authorize a budget transfer between departments only if these transfers do not exceed the total appropriations for the fund in which the transfers are occurring. The Planning, Budget and Control Manager will report to the City Manager if and when total appropriations are to be exceeded. This can happen before the City Manager emails authorization or after the email has been sent. This will ensure that a fund's authorized appropriations are not exceeded.

Type C

Transfers from unappropriated fund balances and retained earnings must be authorized and approved by Commission, amending the Budget Resolution in effect. The amendment changes the appropriated sums of money, both revenue and expenditure amounts.

At the start of the next fiscal year, encumbrances outstanding at previous year end will be automatically re-appropriated (rolled over), provided that the goods/services have been ordered before October 1, and/or a contract has been signed and approved before October 1. The encumbrances are budget amounts for goods or services for which a contract or purchase order has been issued (goods ordered), but has not been paid prior to the fiscal year end. These encumbered budget amounts must be brought forward.

Also, funding for Capital Improvement Project not completed in the prior year must be brought forward, again provided that a contract has been signed prior to year-end. A Project Manager or Department Head should submit a detailed project status report along with a request to re-appropriate/roll over funds to the Finance Director. Upon the Finance Director's authorization and approval these funds will be brought forward.

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.

A departmental budget transfer request should be routed through the City Manager, the Finance Director and the Planning, Budget and Control Manager.

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. The City of Delray Beach uses this method to develop its budget.

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.

Property Tax Levy Resolution

RESOLUTION NO. 106-18

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 \$6.7611 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, 2018, and ending September 30, 2019. 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 \$10,439,027,988. The operating millage rate of \$6.7611 per one thousand dollars (\$1,000.00) is greater than the rolled-back rate of \$6.5482 per one thousand dollars (\$1,000.00) by 2.99%.

Section 2. That the amount of money necessary to be raised for interest charges and bond redemption which constitutes a general obligation bonded indebtedness of the City of Delray Beach is \$2,091,898. There is hereby appropriated for the payment thereof, all revenues derived from the tax levy of \$0.2108 per one thousand dollars (\$1,000.00) of assessed valuation, which is hereby levied for that purpose for the fiscal year commencing October 1, 2018, and ending September 30, 2019, upon the taxable property of the City of Delray Beach, the assessed valuation being \$10,442,797,028.

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 6, 2018 and September 25, 2018.

PASSED AND ADOPTED in regular session on this the 25th day of September, 2018.

Shelly Petrolia, Mayor

ATTEST:

Katerri Johnson, CMC, City Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY.

R. Max Lohman, City Attorney

Property Tax Levy Resolution Downtown Development Authority

RESOLUTION NO. 107-18

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, 2018, and ending September 30, 2019. 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 \$1,094,040,883. The operating millage rate of \$1.0000 per one thousand dollars (\$1,000.00) is more than the rolled-back rate of \$0.9285 per one thousand dollars (\$1,000.00) by 7.70%.

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 6, 2018 and September 25, 2018.

PASSED AND ADOPTED in regular session on this the 25th day of September, 2018.

Shelly Petrolia, Mayor

ATTEST:

Katerri Johnson, CMC, City Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY.

R. Max Lohman, City Attorney

Appropriation of Funds

RESOLUTION NO. 108-18

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, 2018, TO THE 30th DAY OF SEPTEMBER, 2019; 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, 2018, and ending the 30th day of September, 2019, 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, 2018, and ending the 30th day of September, 2019.

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, 2018, 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, 2018. 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, 2018.

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. The City Manager shall have the authority to make transfers between departmental budgets/functions provided, however, that except in the case of an emergency, a fund budget may not be exceeded without prior approval of City

Commission at a duly convened meeting.

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 a qualified public purpose, and it shall be the duty of the Planning, Budget and Control Manager 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 6, 2018 and September 25, 2018.

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

PASSED AND ADOPTED in regular session on this the 25th day of September, 2018.

Shelly Petrolia, Mayor

ATTEST:

Katerri Johnson, CMC, City Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY.

R. Max Lohman, City Attorney

Appropriation of Funds

Exhibit A
Budget Summary (As Amended)

	GENERAL FUND	GO DEBT SERVICE	DOWNTOWN DEVELOPMENT FUND	ENTERPRISE FUNDS	SPECIAL REVENUE FUNDS	TOTAL
CASH BALANCES BROUGHT FORWARD	3,148,441	0	0	15,202,784	0	18,351,225
ESTIMATED REVENUES:						
TAXES						
AD VALOREM TAXES	6.7611 67,050,347	0	0	0	0	67,050,347
AD VALOREM TAXES	0.2108 0	2,091,275	0	0	0	2,091,275
AD VALOREM-DELINQUENT & PENALTIES	26,000	623	0	0	0	26,623
AD VALOREM - DDA	1.0000 0	0	1,039,547	0	0	1,039,547
Sales & Use Taxes	1,524,490	0	0	0	0	1,524,490
Utility Taxes	6,932,360	0	0	0	0	6,932,360
Other Taxes	4,266,280	0	0	0	0	4,266,280
Franchise, Licenses & Permits	13,134,049	0	0	1,650	0	13,135,699
Intergovernmental	7,929,881	0	0	62,150	648,909	8,640,940
Charges for Services	13,682,332	0	0	44,514,795	0	58,197,127
Fines & Forfeitures	1,302,000	0	0	0	204,250	1,506,250
Miscellaneous Revenues	9,892,696	0	45,025	450,564	217,656	10,605,941
Other Financing Sources	4,172,374	0	0	109,000	1,119,120	5,400,494
TOTAL REVENUES AND OTHER FINANCING SOURCES	129,912,809	2,091,898	1,084,572	45,138,159	2,189,935	180,417,373
TOTAL ESTIMATED REVENUES AND BALANCES	133,061,250	2,091,898	1,084,572	60,340,943	2,189,935	198,768,598
EXPENDITURES/EXPENSES:						
General Government Services	21,089,253	0	0	0	0	21,089,253
Public Safety	71,379,399	0	0	0	204,250	71,583,649
Physical Environment	1,080,038	0	0	34,672,032	0	35,752,070
Transportation	5,805,055	0	0	0	0	5,805,055
Economic Environment	13,386,474	0	1,080,005	0	950,077	15,416,556
Human Services	112,000	0	0	0	0	112,000
Culture & Recreation	12,268,312	0	0	3,766,286	974,852	17,009,450
Debt Service	1,913,128	2,091,898	0	2,225,798	0	6,230,824
Other Financing Uses	5,659,591	0	0	19,375,184	0	25,034,775
TOTAL EXPENDITURES/EXPENSES	132,693,250	2,091,898	1,080,005	60,039,300	2,129,179	198,033,632
Reserves	368,000	0	4,567	301,643	60,756	734,966
TOTAL EXPENDITURES AND RESERVES	133,061,250	2,091,898	1,084,572	60,340,943	2,189,935	198,768,598

THE TENTATIVE, ADOPTED AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

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 contraction 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.

Glossary of Terms

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 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 Expenditures: Acquired assets having a unit cost of at least \$5,000 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.

Glossary of Terms

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.

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.

Glossary of Terms

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 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.

Glossary of Terms

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.

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.

Glossary of Terms

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, 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

Glossary of Terms

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.

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

CFO – Chief Financial Officer

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

Glossary of Terms

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
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/Programmming/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	466
All Funds Summary.....	51
All Funds Consolidated Budget Summary	54
Appropriation of Funds Resolution	470
Aquatics Operations	227
Athletics	215
Authorized Positions	81

B	
Beach Restoration Fund	286
Beautification Maintenance.....	281
Beautification Trust Fund.....	281
Budget Amendment Policies	466
Budget Calendar	460
Budget Formats	467
Budget Policies and Procedures	34
Budget Resolutions.....	468
Building Inspection	168
Building Maintenance	202
Building Permit History	455

C	
Capital Improvement Budget.....	337
Capital Improvement Program	321
Capital Project Descriptions	340
Catherine Strong Park.....	229
Cemetery	231
City Attorney.....	105
City Clerk	117
City Commission.....	89
City Garage Fund	313
City Manager's Office	
City Manager	93
Departmental Summary	95
Organizational Chart.....	94
Communications	99
City Manager's Message	7
City Marina Fund	291
City Organizational Chart.....	18
Clean & Safe	176
Climate	452
Code Enforcement.....	178
Communications.....	99
Community Center	219
Community Improvement Administration	174
Community Profile	17
Consolidated Funds Summary	
All Funds	54
Enterprise Funds	72
Internal Service Funds	80
Special Revenue Funds.....	56
Construction Services.....	270
County Map.....	459

D	
Debt Management.....	325
Debt Policy	326
Delray Beach Municipal Golf Course	297
Demographics.....	451
Departments at a Glance	
City Attorney	105
City Clerk.....	117
City Commission	89
City Manager	97
Development Services	161
Finance.....	121
Fire Department	144
Human Resources	109
Information Technology	101
Neighborhood & Community Services.....	170
Parks and Recreation.....	204
Police Department.....	131
Public Works	180
Purchasing.....	127
Utilities	250
Department Head Listing.....	19
Developing the Annual Budget	464
Development Services	161
Departmental Summary	163
Planning and Zoning.....	165
Building Inspection.....	168

E	
Emergency Management	153
Engineering.....	184
Enterprise Funds at a Glance	
City Marina	62
Lakeview Golf Course	68
Municipal Golf Course	66
Sanitation Fund	64
Stormwater Utility Fund	70
Water and Sewer Fund.....	60
Enterprise Funds Consolidated Budget Summary	72
Environmental Compliance	260
Executive Staff	19

Index

F	
Finance Department	
Administration	125
Departmental Summary	123
Organizational Chart.....	122
Utilities Customer Service	245
Financial Administration	125
Fire Administration	148
Fire Department	
Administration	148
Departmental Summary	146
Emergency Management	153
Fire Safety.....	155
Highland Beach	159
Ocean Rescue and Beach Operations	157
Operations.....	150
Fire Operations	150
Fire Safety	155
Fleet Maintenance	313
G	
Garage Fund	313
General Fund	
Budget Summary by Department.....	48
Changes in Fund Balance	49
Expenditures by Department/Division.....	86
Expenditures by Type	85
Miscellaneous Expenditures	241
Revenue Projections & Assumptions.....	39
Revenues & Expenditures Summary	47
Revenues.....	85
Staffing Levels by Department	88
Unassigned Fund Balance History.....	49
Glossary of Terms	473
Golf Courses	
Lakeview	301
Municipal.....	297
Government Services.....	457
Grants and Aids	240
H	
Highland Beach	159
Human Resources	
Departmental Summary	111
Human Resources	113
Organizational Chart.....	110
Risk Management.....	316
I	
Information Technology	101
Internal Service Funds at a Glance	
City Garage Fund.....	75
Insurance Fund.....	77

Insurance Fund	316
Insurance Fund at a Glance.....	77
Internal Service Funds Consolidated Budget Summary.....	80
L	
Lakeview Golf Course at a Glance	68
Lakeview Golf Course.....	301
Law Enforcement Trust Fund	275
Liftstation Maintenance	268
M	
Maintenance Divisions	
Building Maintenance	202
Liftstation Maintenance	268
Parks Maintenance	225
Stormwater Maintenance	308
Streets Maintenance	192
Water Maintenance	266
Marina Fund	291
Marina Fund at a Glance	62
Millage and Tax Revenue Projections	50
Municipal Golf Course At a Glance	68
Municipal Golf Course	297
Municipalities Tax Rate Comparison	458
N	
Neighborhood & Community Services Department	
Administration	174
Clean and Safe	176
Code Enforcement	178
Departmental Summary	172
Neighborhood Services.....	277
Sanitation	294
Neighborhood Services.....	277
O	
Ocean Rescue and Beach Operations	157
Operations Bureau	140
Organizational Chart (City-wide)	18
Out of School Program	211

Index

P	
Parking Facilities	198
Parks and Recreation Administration	208
Parks and Recreation Department Summary	206
Parks Maintenance.....	225
Planning and Zoning.....	165
Police Department	
Support Bureau	135
Departmental Summary	133
Operations Bureau	140
Policies and Procedures	34
Pompey Park.....	223
Population.....	454
Principal Taxpayers	455
Property Tax Levy Resolutions	
City	468
Downtown Development Authority.....	469
Property Tax Rates	458
Proprietary Funds Consolidated Summary	58
Public Works Department	
Administration	190
Building Maintenance.....	202
Departmental Summary	182
Engineering.....	184
Parking Facilities	198
Programs.....	186
Project Management	188
Right of Way Landscaping.....	200
Stormwater	308
Street Lighting	196
Streets Maintenance.....	192
Traffic Operations.....	194
R	
Resolutions	468
Right of Way Landscaping.....	200
Risk Management.....	316
S	
Sanitation Fund at a Glance.....	64
Sanitation Fund.....	294
Sewage Treatment	264
Special Events	217
Special Revenue Funds Consolidated Summary	56
Staffing Levels Summary	82
Stormwater Administration	310
Stormwater Revenue and Expense Summaries	306
Stormwater System Maintenance	308
Stormwater Utility Fund at a Glance	70
Stormwater Utility Fund	
Administration	310
Expenditures by Division.....	306
Expenditures by Type	306
Revenues.....	306

Staffing Levels by Division	307
Stormwater System Maintenance.....	308
Strategic Plan	20
Street Lighting	196
Streets Maintenance.....	192
Summary of Staffing Levels.....	82
Supplemental Information and Demographics	451
Support Bureau.....	135

T	
Table of Contents.....	4
Tax Rates	458
Teen Center	213
Tennis Centers	236
Tennis Stadium.....	233
Traffic Operations.....	194
Transportation	453

U	
Utilities Customer Service.....	245
Utilities Department	
Administration	252
Construction Services	270
Departmental Summary	250
Environmental Compliance	260
Liftstation Maintenance	268
Sewage Treatment.....	264
Wastewater Collection	262
Water Distribution	258
Water Maintenance	260
Water Treatment Plant	256

V	
Veterans Park.....	221
Vision Statement	16

W	
Wastewater Collection.....	262
Water & Sewer Fund Miscellaneous Expenditures ..	293
Water & Sewer Fund at a Glance	60
Water and Sewer Fund	
Expenditures by Division.....	243
Expenditures by Type	243
Revenues.....	243
Staffing Levels by Division	244
Water Distribution	258
Water Maintenance.....	266
Water Treatment and Storage	256
What's Included in this Document	15

Delray Beach Florida



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