

G City of Greenacres, FL

A GREAT PLACE TO BE

FY 2012 Budget



Samuel J. Ferreri
Mayor

Peter A. Noble
Deputy Mayor- Councilman, District II

John Tharp
Councilman, District I

Rochelle Gaenger
Councilwoman, District III

Jonathan G. Pearce
Councilman, District IV

Paula Bousquet
Councilwoman, District V

Wadie Atallah
City Manager

Pamela S. Terranova
City Attorney

Deborah S. Manzo
Assistant City Manager

Denise McGrew
City Clerk

Larry Tibbs
Director of Finance

Thomas J. Lanahan
Director of Planning & Engineering

Carlos I. Cedeño
Director of Public Works

Michael Porath
Public Safety Director

Michele L. Thompson
Director of Leisure Services

Michael Grimm
Director of Building



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Greenacres
Florida**

For the Fiscal Year Beginning

October 1, 2010

A stylized, handwritten signature in black ink, appearing to be 'J. J.', located to the left of the Executive Director's signature.

President

A handwritten signature in black ink that reads 'Jeffrey R. Enos'.

Executive Director

MISSION

“As employees of the City of Greenacres, our mission is to continually improve the quality of life by providing the best and most cost efficient public services and facilities to exceed the expectations of City residents and businesses.”

VALUES**➤ Integrity and Professionalism**

We have a high sense of honesty and integrity, and we conduct ourselves professionally.

➤ Pride

We take pride in our City organization and our community.

➤ Fiscal Responsibility

We believe in being fiscally responsible and accountable to the citizens of our community.

➤ Collaboration and Cooperation

We believe in collaborative teamwork, and value the contributions of all of our employees.

➤ Creativity and Innovation

We encourage creative thinking and innovative approaches to achieving our mission.

➤ Dedication to Customer Service

We are committed to providing high quality, timely services, and treating our customers and each other with courtesy and respect.

➤ Equity and Fairness

We believe in the fair and equitable treatment of our employees and customers.

GOALS

- Maintain a well planned, attractive community.
- Maintain a safe City.
- Maintain an efficient and effective local government.
- Promote excellence in customer service.
- Promote diversity in community life, leisure and recreation.
- Promote a professional workforce through training and education.

Budget Guide

The City of Greenacres Budget compiles financial and service delivery data in a single source document for easy reference. This guide is being provided to assist you in locating information that may be of interest to you. The following describes each of the major sections:

Table of Contents

The table of contents provides a list of sections in the order in which they appear.

Introduction

The introduction to the City of Greenacres Budget lists the budget message, organizational chart, historical events, city profile, miscellaneous statistics, the City's boundary map, long-range planning, budget calendar, budget process, budget highlights and financial policies. The budget message is the first document and explains where we have been and where we are going in the upcoming year. The letter provides a broad perspective of services provided and discusses taxes and millage rates, changes in operations, and significant differences in revenues and expenditures.

Budget Overview/Summary

This section provides a budget summary, personnel summary, Ad Valorem tax data and discussion, charts and graphs, and comparisons with Palm Beach County cities.

General Fund

The General Fund section includes charts and graphs depicting a financial trend analysis of Revenues and Expenditures.

Department Summaries

Department summaries include an organizational chart, highlights of accomplishments, primary function information, expenditures summary, activity/performance measures, goals and objectives, and personnel staffing for each department.

Non-Department

Non-department provides for the Solid Waste Collection, Interfund Transfers, Contingency, R&M for insurance claims, Property Liability Fleet Insurance and the Inspector General.

Special Revenues

The Special Revenue includes a detailed discussion of the City's four funds - the Forfeitures Fund (102), the Arboreous Fund (103), the Public Safety Donation Fund (104), and the Greenacres Youth Programs Fund (105).

Debt Service

Debt Service provides information regarding the City's Debt Financing, fund balance projections, and debt service schedules and exhibits.

Capital Projects Funds

The Capital Projects Funds provides fund balance projections, six-year projections, and individual project descriptions for the City's three Capital funds - New Growth (301), Parks and Recreation (303), and Reconstruction and Maintenance (304).

Glossary

The Glossary includes terminology that is distinct to Finance. This section is to help you in understanding the budget terminologies in a broader view.

We sincerely hope that this Budget Guide will aid you in finding and understanding information contained in the City of Greenacres' Budget. If any point is unclear, or if additional information is necessary, please call the Department of Finance at (561) 642-2013.

****TABLE OF CONTENTS****

	PAGE NO.
Table of Contents.....	i-iv
<u>SECTION 1 – INTRODUCTION</u>	
City Manager’s Budget Message	1
City of Greenacres Organizational Chart	6
Historical Events	7
City Profile.....	8
Miscellaneous Statistics.....	9
Vicinity Map of City of Greenacres	10
Long-Range Planning (FY 2010-2015)	11
Budget Calendar	13
Budgeting Process and Highlights	14
Financial Policies.....	18
<u>SECTION 2 – BUDGET OVERVIEW</u>	
Budget Summary All Funds	21
Total Budget By Fund Type	22
Personnel Summary	23
Discussion of Ad Valorem Revenue.....	24
Ad Valorem Tax Data.....	25
Change in Taxable Value of Property	26
Comparison with Ten Largest Cities (Palm Beach County)	27
Comparison with Comparably Sized Cities	28
PBC Municipalities 2010 Ad Valorem Taxes.....	29
<u>SECTION 3 – GENERAL FUND</u>	
General Fund Summary.....	31
2011-2012 Revenue Comparison	32
FY 2009-2012 Revenue	33
Revenue Details	34
Revenue History	36
Four-Year Revenue and Expenditure Projections.....	39
2011-2012 Expenditures Comparison.....	43
FY 2009-2012 Expenditure Totals	44
Expenditure Details	45
Operating Transfers Out (Net)	48

Excess of Revenues and Other Sources Over Expenditures and Other Uses.....	49
Fund Balance at the End of the Year	50
Department of Administration	
Organization Chart	51
Highlights of Accomplishments for FY 2010.....	52
Department Summary	54
10-11 City Manager.....	55
10-12 Mayor and City Council	58
10-13 Legal Counsel	61
10-14 Human Resources	64
10-15 City Clerk	67
Department of Finance	
Organization Chart	71
Highlights of Accomplishments for FY 2010.....	72
Department Summary	73
20-21 Office of the Director	74
20-22 Financial Operations	77
20-23 Purchasing	80
20-26 Information Technology.....	83
Department of Planning & Engineering	
Organization Chart	87
Highlights of Accomplishments for FY 2010.....	88
Department Summary	89
30-31 Office of the Director	90
Department of Public Works	
Organization Chart	93
Highlights of Accomplishments for FY 2010.....	94
Department Summary	95
40-41 Office of the Director	96
40-42 Roads & Drainage.....	99
40-43 Vehicle Maintenance.....	102
40-44 Building Services.....	105
40-46 Parks/Grounds Maintenance.....	108
Department of Public Safety	
Organization Chart	111
Highlights of Accomplishments for FY 2010.....	112
Department Summary	114
50-51 Office of the Director	116
50-53 L.E. Operations Division.....	119
50-55 Fire Rescue/EMS	123

50-57 Support Services.....	127
Department of Leisure Services	
Organization Chart	131
Highlights of Accomplishments for FY 2010.....	132
Department Summary	133
60-61 Office of the Director	134
60-64 Greenacres Youth Programs (Special 105 Fund)	137
60-65 Community Programs	140
Department of Building	
Organization Chart	143
Highlights of Accomplishments for FY 2010.....	144
Department Summary	145
72-72 Building Department.....	146
Non-Departmental	
Department Summary	149
80-81 Solid Waste Collection Contract.....	150
80-82 Interfund Transfers.....	152
90-91 Contingency	154
80-20 Insurance	156
80-83 175/185 Insurance Trust	158
80-84 Inspector General.....	160
 <u>SECTION 4 – SPECIAL REVENUE FUNDS</u>	
Funds Discussion.....	163
Fund Balance Projections	164
Forfeitures Fund (Fund 102)	165
Arboreous Fund (Fund 103).....	167
Public Safety Donation & Contribution Fund (Fund 104)	169
Greenacres Youth Programs (Fund 105).....	171
 <u>SECTION 5 – DEBT SERVICE FUNDS</u>	
Funds Discussion.....	175
Fund Balance Projections	176
Revenue Refunding Note, Series 2004B (Fund 209).....	177
Public Improvement Note, Series 2004A (Fund 211).....	178
 <u>SECTION 6 – CAPITAL PROJECT FUNDS</u>	
Funds Discussion.....	183
Capital Improvements Program (FY 2009-2015) Costs By Fund	184
Fund Balance Projections	185
Revenue and Expenditure Estimate (Funds 301,303,304)	186

CIP-032	Neighborhood Park Improvement	189
CIP-043	Geographic Information System.....	190
CIP-069	Copier Replacement Program.....	191
CIP-073	Justice Assistance Grant.....	193
CIP-082	Upgrade Public Admin/Safety Software	194
CIP-088	Vehicle Replacement Program.....	195
CIP-091	Computer Hardware Replacement Program	198
CIP-104	Tenth Avenue N. Corridor Improvements.....	200
CIP-129	Upgrade Microsoft Software	201
CIP-134	Public Grounds Landscape Materials.....	202
CIP-151	Exterior Painting Public Buildings.....	203
CIP-152	Stormwater Pipe & Basin Replacement	205
CIP-153	Emergency Advisory Radio System Upgrade.....	206
CIP-156	A&B Canal Dredging	207
CIP-163	A/C Replacement Program	208
CIP-168	Wireless Local Area Network (WLAN)	210
CIP-178	Haverhill Rd & Melaleuca Ln Median Landscape...	211
CIP-179	Sewer System for 10 th Ave N MXD-OS Corridor....	212
CIP-180	Energy Efficiency Enhancements Program	214
CIP-183	Villa Del Trio Improvements	215
CIP-184	Community Park-Joint Use Area	216
CIP-185	Ramblewood Circle/Harwich Court Storm Sewer System Enhancement	217
 <u>SECTION 7 – GLOSSARY</u>		219



City of Greenacres

5800 Melaleuca Lane • Greenacres • Florida • 33463-3515
Ph: 561-642-2017 • Fax: 561-642-2004 • Email: cm@ci.greenacres.fl.us

Samuel J. Ferreri
Mayor

Wadie Atallah
City Manager

September 2, 2011

The Honorable Mayor Samuel Ferreri and Members of the City Council
City of Greenacres
5800 Melaleuca Lane
Greenacres, Florida 33463

Dear Ladies and Gentlemen:

I am pleased to present for your consideration a comprehensive annual budget for Fiscal Year 2012, covering the period from October 1, 2011, to September 30, 2012.

The budget is intended to be a comprehensive document that serves as a policy document, an operations guide, a financial plan, and a communication device. The budget document provides information about services provided by the City and how they will be funded. The Departments' budget sections include goals, objectives, and activity and performance measures including specific effectiveness and efficiency measures for services provided by each organizational unit.

Consistent with our standard practices, the Fiscal Year 2012 budget was prepared on the premise of allocating resources for plans, programs, and strategies to achieve our long term goals and to help achieve our mission of improving the quality of life by providing the best and most cost efficient public services and facilities to exceed the expectations of our residents.

The lingering effects of the current recession which affected the housing and financial markets, and led to home foreclosures, business bankruptcies, and rising unemployment continued to impact the City's revenue which is reflected in the FY 12 budget. The City's taxable property values have declined by 44% from \$2.15 billion in FY 2008 to \$1.19 billion in FY 2012. The reduction in the value of taxable property in the City from January 1, 2010, to January 1, 2011, was 2.65% reflecting a slowing decline compared to the 17% for the prior year.

Property values are projected to begin to stabilize in 2013, however, future growth in property values will be limited by current and proposed statutory provisions that currently cap increases on homestead properties to 3%, and the proposed 5% cap on non-homestead properties.

John Tharp
Councilman • District I

Peter A. Noble
Councilman • District II

Rochelle Gaenger
Councilwoman • District III

Jonathon G. Pearce
Councilman • District IV

Paula Bousquet
Councilman • District V

Future growth will also be further limited as the City is approximately 97% built-out within the existing boundaries. Other revenue sources are also projected to follow the trend in beginning to stabilize in FY 13 and grow modestly afterward. The declines in the stock market in 2008 and 2009 negatively affected the City's retirement plan fund for Police Officers and Firefighters, and resulted in the City increasing its annual contribution by slightly over a million dollars during the last two fiscal years. While the returns on investments improved in 2010 and the required retirement contributions in the FY 12 budget remained at similar levels to those in the FY 11 budget, the continued fluctuation in the stock market as a result of the current economic conditions indicate that the City will continue to contend with increased contributions in the future.

Based on the current and future conditions affecting revenues and expenditures, budget projections show increasing deficits due to slow revenue growth and increased expenditures as a result of higher costs for pensions and health insurance. This situation was anticipated and discussed during the last four (4) years, and actions were taken to reduce expenditures and stabilize revenues. However, the impact of the recession which created unprecedented fiscal challenges will continue to require a focused, long term view and actions to ensure the financial sustainability of the City. From a broad based perspective, the measures to be taken to ensure financial sustainability, based on prioritizing services, include reducing expenditures, and increasing revenues while maintaining an appropriate general fund balance. The specific strategies that were implemented in FY 11 and will continue in this and future budget years include the following:

1. Reduce Expenditures:

- a. Reduce personnel costs by continually evaluating staffing levels and reducing positions based on priorities of service, work load and levels of service.
- b. Reduce overtime costs by implementing alternative staffing levels.
- c. Reduce cost of benefits by implementing alternative benefit packages with lower costs, and lowering the cap on leave balances.
- d. Reduce operational costs by continuing with implementation of energy savings measures, and reducing the number of vehicles and equipment.
- e. Evaluate cost benefit of contracting of services.

2. Increase Revenue:

- a. Continue evaluation of cost recovery through service fees as a replacement for declining Ad Valorem revenue.
- b. Continue to evaluate current fee structures and adjust annually based on inflation costs.

c. Adjust the tax rate to recapture the reduction in Ad Valorem revenue.

3. Fund Balance:

a. Maintain appropriate fund balance as outlined in Council Policy No.18 to address fluctuations in revenues, and account for outstanding liabilities.

Based on the strategies for financial sustainability, the proposed FY 2012 budget incorporates the following measures:

- Continuing with reductions in personnel costs through the elimination of a full time position and addition of two (2) part time positions. As a result of the Voluntary Separation Program in FY10, along with implementing organizational changes that included the use of existing personnel to work in multiple departments, a total of 10 full time positions have been eliminated between FY 10 and FY12. The personnel summary changes are shown in the introductory section of this budget.
- Reducing operating expenditures as a result of savings in fuel and energy costs and operational supplies and materials, as well as reductions in property insurance premiums due to loss reduction.
- Maintaining the property tax rate at \$5.6500 per one thousand of assessed property value despite the decline in taxable property values. While property tax revenues will be approximately \$107,166 less than those budgeted in FY 2011, the projected increase in intergovernmental revenues will offset this reduction.
- Using \$293,706 from the budget stabilization reserve to offset the revenue shortfall while maintaining the required unassigned fund balance.

The General Fund revenues for FY 2012 are projected to be \$20,151,192 which represents an increase of \$136,469 over the budgeted FY 2011 revenue. While the ad-valorem tax revenue decreased by \$107,166, intergovernmental revenue sources are projected to increase which will offset that reduction. The General Fund Revenue projections are fully detailed in the General Fund Revenue section of this budget.

The General Fund expenditures in FY 2012 are projected to be \$20,445,618, which is \$39,052 more than the expenditures budgeted in FY 2011. Expenditures in the area of personnel are projected to be \$15,727,461, which represents an increase of \$14,941 over the FY 2011 budget. The increase in regular salaries and wages, as a result of providing a 2% Cost of Living Allowance and a \$1500 one time merit bonus to full time employees, will be offset by reductions in retirement contributions as a result of the 3% required employee contribution for participants in the Florida Retirement System and a new accounting change to the insurance premiums received from the State for the Police Officers and Firefighters pension plan. The operating expenditures which include small capital, solid waste collection, contingency and other obligations are projected to be \$4,208,257 which is approximately \$75,000 less than the FY 2011 budget. The General

Fund expenditures are fully detailed in the General Fund expenditures section of this budget.

The FY 2012 budget includes \$410,000 in inter-fund transfers from the General Fund to the Debt Service Fund. While there are no transfers to the Capital Improvement Program which consists of three funds, New Growth, Park and Recreation, and Reconstruction and Maintenance, each of those funds have sufficient balances accrued from impact fees, transfers, interest and grants that will enable the City to undertake the capital projects in FY 2012 and beyond.

The New Growth Fund contains seven (7) projects with a total cost of \$989,950. Revenue streams such as impact fees, grants and fund balances will be used to fund projects including the following:

- Investment in information technology by continuing the upgrade of financial and administrative software and hardware, and continuing with the development of Geographic Information System maps.
- Infrastructure improvements in the original section including the installation of a sanitary sewer along 10th Ave. North as part of economic redevelopment of the original section of the City.

The Parks and Recreation Fund contains three (3) projects with a total cost of \$158,500. There are sufficient dedicated revenues such as impact fees and interest to fund the following:

- Ongoing City park improvements.
- Improvement to the joint use area at Community Park.
- Landscaping of parks and public grounds.

The Reconstruction and Maintenance Fund contains twelve (12) projects with a total cost of \$1,496,256. Revenue streams such as interest, grants and fund balances will be used to fund the following:

- Scheduled replacement of Public Safety vehicles and other City fleet vehicles.
- Scheduled infrastructure replacement to include storm water pipes and drainage system maintenance.
- Maintenance of public buildings including upgrade of A/C Systems.
- Upgrading Public Safety equipment including surveillance security systems, and equipment in Public Safety Vehicles.

The Capital Projects Fund section of this budget provides details on each of the Capital Improvement Projects included in the FY 2012 budget.

The budget also includes four (4) Special Revenue Funds to account for law enforcement forfeitures, public safety donations, tree planting activities and afterschool programs where the revenues are restricted for those programs. The total projected expenditures for those funds in FY 12 are projected to be \$504,490 which is slightly lower than the \$517,950 budgeted in FY 11.

The total budget for FY 12 is \$23,998,074 which is \$912,096 less than the FY 11 budget reflecting the City's efforts in addressing the impacts of the lingering recession while allocating funding for programs to maintain the current levels of service and for strategies related to the City's goals. The budget also reflects our efforts to provide the best services at the most efficient cost.

The efficiency of the City of Greenacres is demonstrated by having the lowest cost per resident for government services and the lowest solid waste and recycling collection fees among all similar sized cities in Palm Beach County.

In closing, I would like to thank the Department Directors and the Department of Finance staff for their hard work and efforts in preparing this budget, and the Mayor and City Council for their vision, guidance and support.

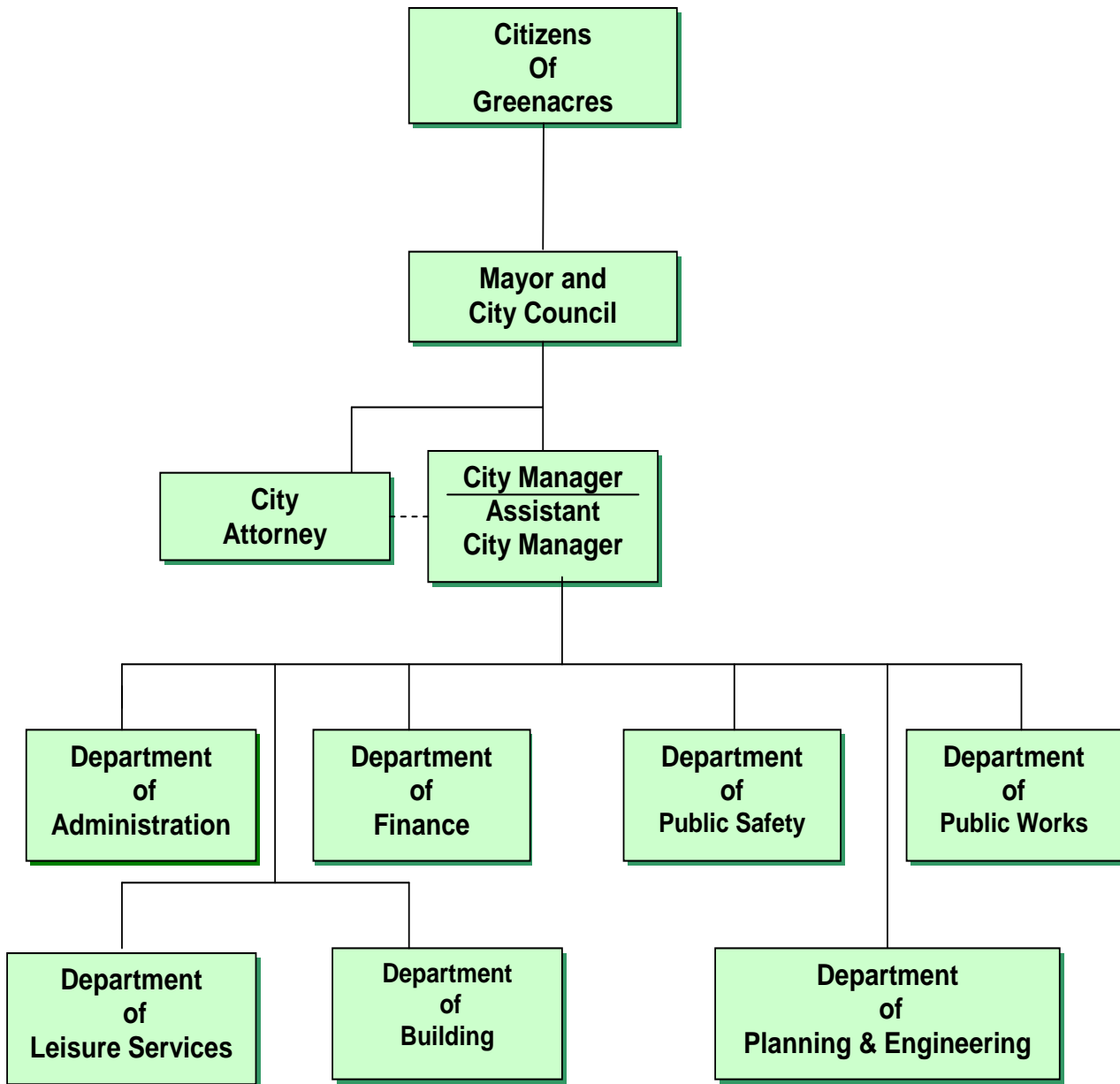
Respectfully submitted,



Wadie Atallah
City Manager

WA/ja

Organizational Chart



Mission Statement

Continually improve the quality of life by providing the best and most cost efficient public services and facilities to exceed the expectations of city residents and businesses.

HISTORICAL EVENTS

- 1923** The City of Greenacres was founded by Lawrence Carter Swain.
- 1926** Officially incorporated as “Greenacres City.”
- 1926** The first recorded devastating hurricane hit Greenacres on September 19, 1926.
- 1928** The second devastating hurricane hit almost two years later to the day on September 16, 1928, and both hurricanes virtually destroying the City. The successful recovery effort brought the community together in those early years.
- 1945** The third disaster the City of Greenacres faced was in April of 1945 when the Florida State Legislature abolished the City’s Charter. A group of disgruntled residents presented a petition to the Legislature, which resulted in the City losing its status as a municipality. However, the community was re-established as a City within the same year and was re-incorporated in 1947. The City prospered and kept pace with its growing and diversified population by continuing to increase service delivery to residents.
- 1960’s** The Old City Hall Complex was built on Perry Avenue and Fourth Street, and the Community Hall on Martin Avenue and Fourth Street. The City Hall housed a public library and City departments, except the Fire Department and Public Works.
- 1971** The City established a full-time Police Department that replaced the Town Marshal.
- 1974** The City began providing full-time fire protection, hired its first Chief and six (6) full-time firefighters.
- 1980’s** The City, during this era, was listed as the seventh largest and fastest growing municipality in central Palm Beach County. In 1984 a bond referendum was voted on by City residents authorizing the City to issue General Obligation Bonds that financed the construction of the City Hall and the Public Safety Complex, as well as the development and construction of park facilities. This was an era when great interest was shown in investing in the City’s future growth.
- 1985** The Department of Public Safety was established, combining the police, fire, and emergency medical services together. This innovative concept provided an improved emergency response time while also providing tremendous cost savings to City residents.
- 1990’s** City residents voted in favor of a referendum changing the City’s name from the “The City of Greenacres City” to the “City of Greenacres”. During this era the City continued to experience tremendous development and growth. Voluntary annexation of unincorporated Palm Beach County property has been encouraged over the years to “square off” the irregular boundaries of the City. The 1990 Census population figure of 18,683 was much lower than expected, and brought great concern to City Officials. Council authorized the City to conduct a “Special Census” in 1993, which validated an additional 3,000 residents, bringing the population count to 21,966. This increase provided additional revenue from the State of Florida for the remainder of the decade.
- 2000’s** The City continued to experience residential and commercial growth and annexation of unincorporated areas. In 2007 construction of a new city hall and public works buildings on a 20-acre parcel was completed. Today the City of Greenacres enjoys a population of 37,573 residents and takes pride in its sense of community, its improved neighborhood parks, impressive landscaping programs, as well as the many other innovative programs that continue to make it stand out as “A Great Place To Be.”

CITY PROFILE

The City of Greenacres is located in central Palm Beach County, Florida about 5 miles from the Atlantic Ocean. The City was founded by Lawrence Carter Swain, as a “Good Place to Live”, and was originally incorporated in 1926.

The City is governed by a Mayor and five council members who establish policy for the City while the daily operations are administered by a city manager. The City provides a complement of municipal services including Public Safety (Police, Fire, and Emergency Medical Services), parks and recreation, planning, building, engineering, and public works.

With a land area of approximately 5.82 square miles and a population of 37,873, the City of Greenacres is the eighth largest of the 38 municipalities in Palm Beach County. Residential uses account for 65% of the land area, while commercial uses account for 9%, public uses (institutional, recreation, roadways and waterways), account for 22% of the land area with the remaining 4% comprising mixed uses and vacant undeveloped land. The City’s economy is primarily driven by residential and commercial developments representing a fairly broad spectrum of the population and business types. The City does not have any industrial zoning, and, as such, does not have any large employers within the City limits. The majority of employers in the City are service and retail oriented establishments. The majority of the City’s employed labor force has occupations in professional, service and sales. A summary of the 2000 Census economic profile indicates the Median Household Income in the City of Greenacres is \$40,763 (*13,435 Households*); the Median Family Income is \$48,517 (*7,565 Families*); the Median Monthly Cost of Owner Occupied Housing Units is \$876.

The City’s over 17,000 dwelling units provide diversity in type (*single family, condominiums, villas, townhomes and apartments*) and price range. The majority of the commercial establishments offer a variety of services, restaurants, retail, and amusements, mainly located along Lake Worth Road, Forest Hill Boulevard, Tenth Avenue North, and Jog Road.

The City is home to five elementary schools, three middle schools and a high school, as well as numerous houses of worship, a library, and a post office. The City has 11 parks with a combined area of over 93 acres providing a variety of recreational opportunities for day and night time play for residents of all ages. Adjacent to the City is Okeeheelee Park, a regional county park providing over 1,700 acres of recreation. The City’s Community Center is host to a variety of youth, adult, and senior classes and activities. The City of Greenacres has been named a “Tree City USA” for 18 straight years by the National Arbor Day Foundation due to the demonstrated commitment to plant and maintain trees in public spaces. In 2007, 2008 and 2010, the City was recognized as one of the 100 best communities for young people by America’s Promise the Alliance for Youth. In 2009 the City was recognized as a Promise Place by America’s Promise Alliance for the commitment to the youth in the community.

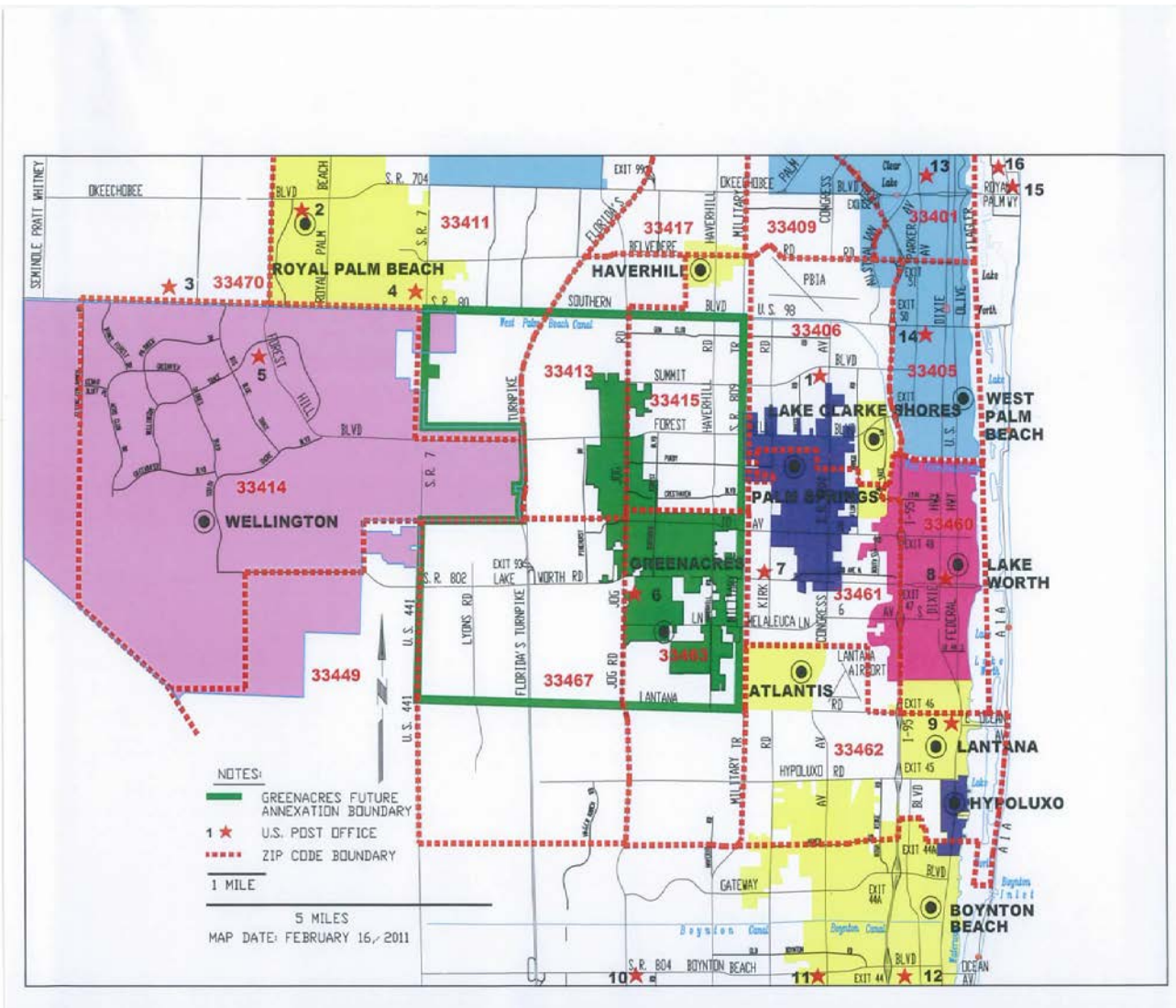
While providing the best, and most cost efficient public services and facilities, the City is recognized as a safe, attractive, well maintained and financially stable community that is “A Great Place To Be”.

 MISCELLANEOUS STATISTICS

<u>Date of Incorporation:</u>	1926 (reincorporated 1947)
<u>Form of Government:</u>	Council-Manager, 3 Council members elected even years, 2 Council members and Mayor elected odd years.
<u>Municipal Elections:</u>	Non-partisan – 18,524 registered voters
<u>Area:</u>	5.82 square miles
<u>Miles of Streets:</u>	Approximately 23.37 center lanes miles
<u>Population Growth:</u>	1950 – 531; 1960 – 1,026; 1970 – 1,731; 1980 – 8,780 (census); 1990 – 18,683 (census); 1993 - 21,966 (special census); 2000 – 27,569 (census); 2010 – 32,267 (BEBR)/37,573 (census); 2011 – 37,873 (census)
<u>Public Safety Protection:</u>	Police/Fire/EMS with Emergency Medical Services personnel being dual certified as Paramedic/Firefighters or EMT/Firefighters.
<u>Water Service:</u>	Water service is provided to residents in the City by Palm Beach County Water Utilities Department.
<u>Sanitary Sewage:</u>	Sewage service is provided to residents in the City by Palm Beach County Water Utilities Department.
<u>Garbage Collection:</u>	Service franchised to Veolia ES Solid Waste Services dba Onyx Waste Services Southeast
<u>Electric Service:</u>	Electric service is provided to residents of the City by Florida Power & Light Company.
<u>Dwelling Units:</u>	17,077 ¹
<u>Recreation and Culture:</u>	<p><u>Number of Parks:</u> Developed 11, approximately 93.44 acres. Open space approximately 3.63 acres.</p> <p><u>Number of Libraries:</u> One, Branch of Palm Beach County System Number of Volumes: Approximately 100,000</p> <p><u>Number of Schools:</u> Five – Elementary, Three – Middle, One – High School</p>
<u>Municipal Employees:</u>	Full time – 173 Part time – 23

¹As of January 2011

VICINITY MAP



LONG-RANGE PLANNING (FY 2012-2017)

The long-range planning for the City of Greenacres is outlined in the following policy documents:

1. The Comprehensive Plan.
2. The Annual Budget.

The Comprehensive Plan contains ten (10) elements, which include Conservation, Infrastructure, Transportation, Recreation and Open Space, Housing, Land Use, Intergovernmental Coordination, Capital Improvement, Annexation, and Public School Facilities. Each element of the plan provides an inventory of existing conditions, an analysis of needs along with goals, and objectives and policies to guide the growth of the City. Levels of Service (LOS) are also established in the comprehensive plan to ensure that infrastructure and services will be available to accommodate new residential and commercial developments. The LOS analysis and resultant capital expenditures are included in the Capital Improvement element which provides the continuity between the goals and objectives of the Comprehensive Plan and the Annual Budget through the six (6) year Capital Improvement Program (CIP). The CIP identifies projects and their associated costs and is reviewed and updated annually in both documents. Additionally, the CIP is monitored on a quarterly basis during the fiscal year.

The Annual Budget contains a six year (FY 2012-2017) Capital Improvement Plan (CIP) and a comprehensive analysis of total projected revenues, expenditures and changes in the fund balance for the same time periods as the CIP. The projections are contained in the budget overview section of this document. The projections provide a general guide in assessing the overall financial picture for a five year period.

In addition to the above policy documents, the City has adopted an Information Technology (IT) Strategic Plan to best manage the ever-changing technology. The plan clarifies future direction, identifies needs of organization and community, establishes priorities, and develops a basis for making decisions. The plan also improves performance of the City and accomplishes City goals by enhancing service delivery through the use of technology in this new and exciting information age. The IT strategic plan, recognized as a process and not a project, allows for research and development prior to implementation, and is used in support of financial, capital, and operating budgets and long range planning.

The City has also utilized visioning processes as a tool to aid in long-range planning. The Greenacres Assembly, "A New Vision," coordinated by the Florida Institute of Government at Florida Atlantic University, was held in October of 2002. This process involved convening a community-wide forum with representation from Government/Public Sector/Non-Profit; Business and Industry; and Civic and Community organizations. The approach was designed to reach a consensus on issues of interest to diverse parties in the City, and to extend a general agreement on issues affecting the City.

The Assembly focused on three (3) major issues:

1. Quality of Life/Image and Character –Identify and Acknowledge:
 - a. Positive aspects of Greenacres image
 - b. Weakness aspects of Greenacres image
 - c. Ways to improve Greenacres Image
 - d. Ways to improve quality of life in Greenacres

2. Communication/Intergovernmental Coordination - Continue to:
 - a. Strengthen relations with local governmental agencies
 - b. Enhance utilization of schools within the City
 - c. Promote services and programs to residents
 - d. Work together with businesses within the City of Greenacres
 - e. Improve coordination among community organizations

3. Community Development/Neighborhood Revitalization – Identify and Acknowledge:
 - a. Ways for the City and residents to improve quality of life
 - b. Areas within the City needing revitalization
 - c. Improve City's neighborhoods and commercial sites
 - d. Reduce the incidence of juvenile crime within the City
 - e. Future uses of existing City Hall

Assembly participants identified objectives and strategies to achieve the City's vision. Many of the recommendations have been implemented.

The Annual Budget includes prioritized goals and objectives of the comprehensive plan and other policy documents and provides funding to accomplish the City's mission and guide the future of the City. In order to continually assess progress, this year's budget included Departmental goals and objectives along with a status of accomplishments of last year's goals and objectives. Performance measures and activities have also been expanded to give a more detailed picture of the tasks being accomplished.

Budget Calendar
FY 2012

TASK	DATE
Department of Finance prepares budget module, budget request packages and guidance materials	March
Distribution of Budget Instructions	March 29
Compile departmental overviews: Goals & Objectives, Primary Functions, Accomplishments, Performance Measures, Organizational Charts	April
Departmental Budget requests & summaries due	April 28
Department of Finance review all departmental budget packages and overviews for consistency, reasonableness, formatting and compliance with budget policies	May 1-3
Draft departmental budget presentations to City Manager and Finance, review recommendations on departmental overviews with department heads	May 3
Finalize CIP Process and corresponding items to budget	May 18
Council Review & Workshop Session	June 20
Property appraiser provides certification of taxable values	July 1
City Council Adopts Preliminary Millage Rate	July 18
Transmittal of tentative Ad Valorem Rates to Palm Beach County	July 31
First public hearing on proposed budget: 1. Announce percent by which computed millage exceeds rollback rate 2. Adopt tentative budget 3. Amendments, if any 4. Re-compute proposed millage, if amended	September 12
Approve ordinances for Non-Ad Valorem assessments and related fund budgets	September 16
Advertise notice of proposed operating budget	September 16
Second public hearing on proposed budget and approval of ordinances for final adoption of Ad Valorem millage rates and budget	September 19
Certification of "TRIM" compliance signed by City Manager and submitted to Property Appraiser	October 1

BUDGETING PROCESS - FY 2012

The FY 2012 annual budget for the City of Greenacres covers the period from October 1, 2011 to September 30, 2012, consistent with Chapter 166.241(2) of the Florida State Statutes. The budget process begins in the preceding April with the publication of the City Manager's Budget Instructions. Each City department prepares its budget estimates in May. The departments determine requirements for personnel, operations, operating capital, (defined as capital items costing under \$10,000) and capital projects (capital items or projects with a cost over \$10,000). The departments review the personnel numbers (prepared by the Department of Finance) and include the final numbers in departmental budget presentations made to the City Manager in May. At these presentations, the City Manager reviews and adjusts line items in each cost center. Department Directors are provided an appeal period to provide additional information prior to the finalization of the City Manager's decisions.

New programs are formulated by Department Directors as an enhancement package, showing all increases in revenue and expenditures, including capital costs. These are reviewed during the Department Director's budget presentations and approved or rejected by the City Manager. Those approved are added to the City Manager's budget as discrete enhancement packages of revenue and expenditure for City Council approval.

The Director of Finance prepares revenue estimates for all funds with input from Department Directors who provide services. A final revised revenue estimate is provided to the City Manager in June by the Director of Finance.

The proposed City Manager's budget is assembled and printed in June for presentation to the City Council. A public budget workshop was held on June 20, 2011 for the FY 2012 budget where the City Manager, Director of Finance, and individual Department Directors presented the budget.

From the City Council workshop, Council directed changes are received and incorporated in the budget document. In September of each year, the City Council holds two formal hearings to set the ad valorem millage rates for operating and debt service millage and to approve the appropriations by enactment of ordinances. Florida Statute 200.065 governs this process. Upon enactment of the ad valorem millage and appropriation ordinances, the budget for the new fiscal year is formally adopted.

BASIS OF BUDGETING

The basic premise of the budget is to allocate funds for programs and strategies related to the City's goals and mission. The City's budget funds include the governmental funds set forth in this budget document and include the General Fund, Special Revenue Funds, Debt Service Funds and Capital Improvement Project Funds.

The basis of budgeting includes the following two elements (measurement focus and basis of accounting) that measure and account for transactions the City reports in the respective governmental fund's budgeted and GAAP-based operating statements.

1. Measurement Focus - Flow of financial resources.

This element addresses the transactions that increase or decrease current financial resources available for spending in the near future by the respective funds even though they may have no effect on the total net assets of the City. Such major transactions typically included in the budget and operating statements of governmental funds include:

- Capital outlay expenditures to purchase or construct a capital asset that exchange one asset (cash) for another asset (the capital asset) that is not spendable. While this does not change the total net assets of the City, it results in a net decrease in current financial resources.
- Long-term debt issuance does not increase or decrease the net assets of the City, but provides increased cash financial resources available for current spending.
- Long-term debt principal repayments included as part of the City's debt service expenditures do not increase the net assets of the City, but results in decreased cash financial resources available for current spending.

1. Basis of Accounting – Modified accrual.

This element addresses the timing of the recognition of revenue and expenditure transactions and corresponds to the flow of financial resources measurement focus. The modified accrual basis of accounting recognizes only the near-term inflows or outflows of current financial resources. Recognition principles under the modified accrual basis of accounting include:

- **Revenues** are recognized when they are earned and they are measurable and available. “Measurable” means the amount of the transaction is determinable. “Available” means only if the amounts are collectible within the current fiscal period or soon enough thereafter (commonly 60 days) to pay expenditures of the current fiscal period.
- **Expenditures** are recognized when a fund incurs a liability, but only when a payment is due and expected to be paid with available current financial resources. Long-term liabilities such as debt service payments, claims and judgments, and compensated absences are not budgeted or recognized as expenditures in governmental funds until they become due as it is only at that time they are liquidated with current financial resources.

The City does not have enterprise or proprietary funds and does not budget fiduciary funds.

GOVERNMENTAL FUNDS

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The City of Greenacres uses the following governmental fund types:

General Fund - The general fund (major fund) is used to account for the general operations of the City including police, fire rescue, recreation, sanitation, administration, etc. The general fund can be used to account for all financial resources except those required to be accounted for in other funds.

Special Revenue Funds - The special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special revenue funds used by the City are:

Forfeitures Fund - This fund (established in FY 1989) accounts for funds generated from law enforcement confiscation actions. These funds are legally restricted as to usage per Chapter 932, Florida Statutes. The Forfeitures Fund is not budgeted because Chapter 932, Florida Statutes, prohibits adoption of a budget anticipating future forfeitures or proceeds thereon. (See page 4-1 for more details.)

Arboreous Fund - This fund was established in fiscal year 1990 and accounts for funds designated for tree planting and maintenance activities.

Public Safety Donation Fund - This fund was established in fiscal year 1996 and accounts for contributions designated for public safety activities.

Greenacres Youth Programs Fund - This fund was established in fiscal year 1997 and accounts for funds reserved and designated for Youth programs.

Debt Service Funds - These funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The City uses the following debt service fund:

Municipal Complex Bank Loan Fund – These funds were used for the construction of the Municipal Complex, which was funded in FY 2005. This service fund is used to accumulate the resources to pay the principal and interest on the municipal complex bank loan.

Capital Projects Funds - The City operates three capital projects funds and are all major funds. All are funded by various sources including the receipt of grants from other governments, inter-fund transfers from the General Fund, impact fees, bond proceeds. The three continuing funds are:

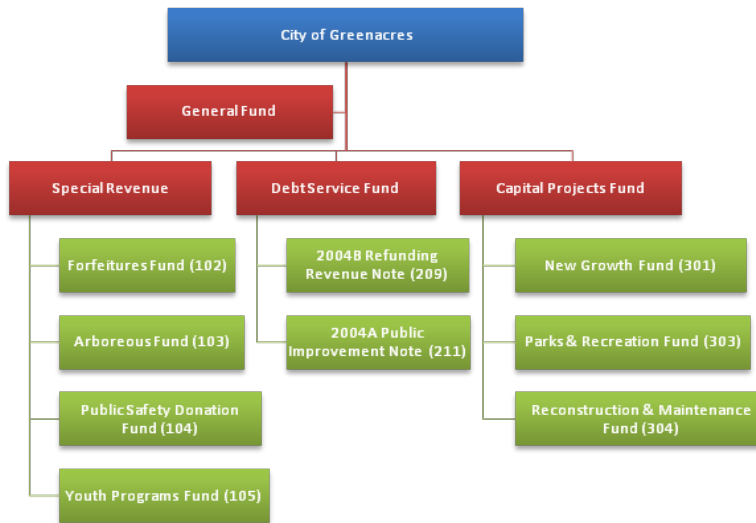
New Growth Fund (#301) - provides for the acquisition of new and expanded public infrastructure for all purposes resulting from the growth of the City, such as a new City computer system, but does not include parks.

Parks and Recreation Fund (#303) provides for the construction and refurbishment of park facilities within the City.

Reconstruction and Maintenance Fund (#304) provides for rebuilding and replacement of existing capital assets, except parks.

During the budget execution phase, changes to the budget that may occur during the year are approved by majority vote of the City Council based on the recommendation and justification of the affected Department Director(s), Director of Finance and City Manager. The budget may be amended by automatic reappropriations for open encumbrances at the end of the fiscal year. During the year when the need arises, budget amendments/adjustments are prepared for City Council's approval.

The City of Greenacres is proud of its outstanding history of fiscally sound business practices and receiving the Certificates of Achievement for Excellence in Financial Reporting (CAFR) for the past 20 years, and the Distinguished Budget Award Presentations for the past 18 years.



BUDGET HIGHLIGHTS

This year's budget has been developed to maintain the same level of quality government services despite the revenue decreases. Overall, the City's General Fund budgeted revenue has increased by \$136,469 and the General Fund budgeted expenditures have increased by over \$39,052 over FY 2011 budgeted numbers. The following discussion highlights the significant factors that affected the proposed FY 2012 budget.

In the **Revenue Section** of the budget, the following are the more significant changes:

Ad Valorem Tax, the largest single revenue source of the City, reflects a decrease of approximately \$107,616 from last year's budget. This is a result of a 2.65% decrease in certified assessed property values from FY 2011 to FY 2012. The tax millage rate remains at 5.65 mills per \$1,000 of net assessed property value.

Franchise Fees are charges imposed upon a utility for the privilege of using municipal rights-of-way to conduct business. FY 2012 reflects an increase from FY 2011 of approximately \$35,700 mainly due to the increase in electricity revenues.

Utility Services Taxes are taxes authorized by state law applied to providers of utilities and communications services within a municipal jurisdiction. FY 2012 revenues are projected to decrease from last year's budget by approximately \$188,576. These taxes are attributed to the actual use of telecommunication and electric service taxes.

Intergovernmental Revenue is revenue received from Federal, State and local governmental units. The City's primary intergovernmental revenue sources are the half-cent sales tax State Revenue Sharing, and local option gas tax from the State of Florida. FY 2012 projections show an increase of approximately \$343,000 in these areas based on population growth in the City and other factors used in the State estimate.

Charges for Services are revenues received for providing a variety of services, facilities or regulating activities. FY 2012 projections show a slight increase of almost \$27,000 over the FY 2011 budget in these services.

Licenses and Permits are charges for various types of building permits issued by the City. FY 2012 reflects an increase of \$47,250 over the FY 2011 budget mainly due to small permit activity.

In the **Expenditures Section** of the budget, the following are the more significant changes:

Salary and Benefits represents approximately 77% of the general fund. For FY 2011, the savings generated in personnel expenses by eliminating nine (9) positions and enactment of a voluntary separation program reduced the budget by approximately \$290,000. These savings were offset by the increase in health insurance premiums and pension costs. The personnel savings will be extended into FY 2012 with an overall slight increase of \$14,941 from the previous fiscal year after adjusting for changes.

Operating expenditures are \$64,036 less in FY 2012 as in the FY 2011 budget.

Interfund Transfers for FY 2012 are limited to the one debt service fund.

FINANCIAL POLICIES

The City of Greenacres Administrative Policies provide the basic framework for the overall fiscal management of the City. The policies consist of: operating, revenue, cash management and investments, debt, reserve, capital improvement program, accounting and financial reporting, organizational and financial stability. These policies are used in the development of current activities and planning for future programs.

Operating Budget Policies

1. The City's budget will support City Council goals, objectives and policies in meeting the needs of the community.
2. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.
3. The City will continuously evaluate its service delivery system according to established efficiency and effectiveness criteria.
4. The City will comply with mandatory Federal, State and Local laws and when appropriate, will comply with industry and professional requirements or standards.
5. The operating impacts of the Capital Improvement Program (CIP) projects will be reviewed prior to any project being included in the operating budget.
6. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
7. The City will prepare its Budget using a Balanced Budget; each fund's revenues + fund balance equals its expenditures + reserves.

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system to avoid reliance on any one revenue source and will attempt to minimize the dependence on property taxes.
2. The City will pursue alternative revenue sources as an additional source of funds.
3. The City will establish all user charges and fees to recover the partial or full cost of providing a service.
4. The City will review fees/charges periodically to ensure they are fair and equitable to all users.

5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees.

Cash Management Policies

1. The City will follow its adopted investment policy when handling public funds.
2. The City will collect revenues aggressively, including past due bills of any type and may utilize an outside collection agency to accomplish this.
3. The City will deposit all funds timely; within twenty-four (24) hours of receipt.
4. The City requires all deposits to be held in a qualified public depository pursuant to State of Florida Statutes, Chapter 280, "Florida Security for Public Deposits Act."

Investment Policies

1. The investment policy of surplus public funds is governed by an ordinance of the City Council and limits investments of surplus funds to the following:
 - The Florida Local Government Surplus Funds Trust Fund (State Board of Administration – SBA), or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act (Florida Statute Section 163.01);
 - Negotiable direct obligations of, or obligations of the principal and interest of which are unconditionally guaranteed by the United States Government at the prevailing market price for such securities (U.S. "Treasuries" and "Agencies");
 - U.S. Government Agency Securities and Instrumentalities of Government Sponsored Enterprises carrying the implied faith and credit of the U.S. Government;

- Interest-bearing time deposits or savings accounts in qualified public depositories as prescribed by the Florida Security for Public Deposits Act, Chapter 280.02, Florida Statutes;
- Certificates of deposit and other evidences of deposit at qualified depositories, bankers' acceptances, and commercial paper, rated in the highest tier by a nationally recognized rating agency;
- Shares of any money market mutual fund that is registered with a Securities and Exchange Commission, has the highest credit quality rating from a nationally recognized statistical rating organization, and has a portfolio which is limited to direct obligations of the United States Government or any agency instrumentally thereof.

Debt Policies

1. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
2. The City will not issue any debt to finance current operations.
3. The City will adhere to the bond covenant requirements of each debt issuance.
4. The City shall limit its maximum of total debt service to total revenue to fifteen percent (15%) and its maximum outstanding capital indebtedness to property tax base to five percent (5%).

Reserve Policies

1. Council Policy 18, Fund Balance Policy, directs that the City will maintain the designations as required by the Government Accounting Standards Board Statement 54 and at the levels contained in the Policy.
2. The City will maintain all debt service reserve amounts as required by bond covenants.

Capital Assets Policies

1. Capital assets have a life greater than one year and include land, land improvements, buildings, building improvements, machinery and equipment, vehicles, infrastructure, and construction in progress.
2. The City will track all assets with a value greater than \$750 for inventory and control purposes.
3. A physical inventory will be performed annually.
4. The City will set capitalization thresholds and asset lives for all classes of assets. For financial reporting purposes, the thresholds are:

	<u>Capitalize & Depreciate</u>
Land	Capitalize only
Land Improvements	\$ 25,000
Buildings	\$ 50,000
Building Improvements	\$ 50,000
Construction in Progress	Capitalize only

Machinery and Equipment	\$ 5,000
Vehicles	\$ 5,000
Infrastructure	\$250,000

5. Capital expenditures (capital outlay) in excess of \$10,000 that result in the addition of or improvements to capital assets are classified as Capital Improvement Projects (CIPs) and are accounted for in the Capital Projects Funds.

Capital Improvement Program Policies

1. The City will develop and update a six-year Capital Improvement Program on an annual basis.
2. All projects in the Comprehensive Improvement Element (CIE) of the City's Comprehensive Plan will be included in the Capital Improvement Program.
3. In the development of the Capital Improvement Program, the City will review the operational impact of each project.
4. The Capital Improvement Projects (CIPs) will be reviewed and evaluated based on established criteria, prior to any project being included in the Capital Improvement Program.
5. A report on the current status of Capital Improvement Projects will be updated on a quarterly basis.

Accounting and Financial Reporting Policies

1. An independent audit will be performed annually.
2. The City will produce Comprehensive Annual Financial Reports (CAFR's) in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) within 180 days of the end of the fiscal year.
3. The City will maintain an accounting and financial reporting system that conforms to GAAP and State laws.
4. The City will produce periodic financial reports on a monthly basis, including year-to date levels of revenues and expenditures and budget-to-actual comparisons.

Organizational Policies

1. The City will review the organizational structure regularly to assure that residents receive the highest level of service in the most efficient manner.
2. The City will be committed to maintaining and improving the productivity of staff through a productive working environment, appropriate equipment, necessary training, and adequate supplies and materials.
3. Employee compensation will be reviewed regularly to ensure the City is competitive with comparable public entities.

Financial Stability Policies

1. The City will review long-range goals of the City and identify goals and objectives for the upcoming fiscal year.
2. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
3. The City will prepare and update its six-year Capital Improvement Program annually.
4. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.

Budget Summary All Funds

Millage Per \$1,000

General Fund 5.6500

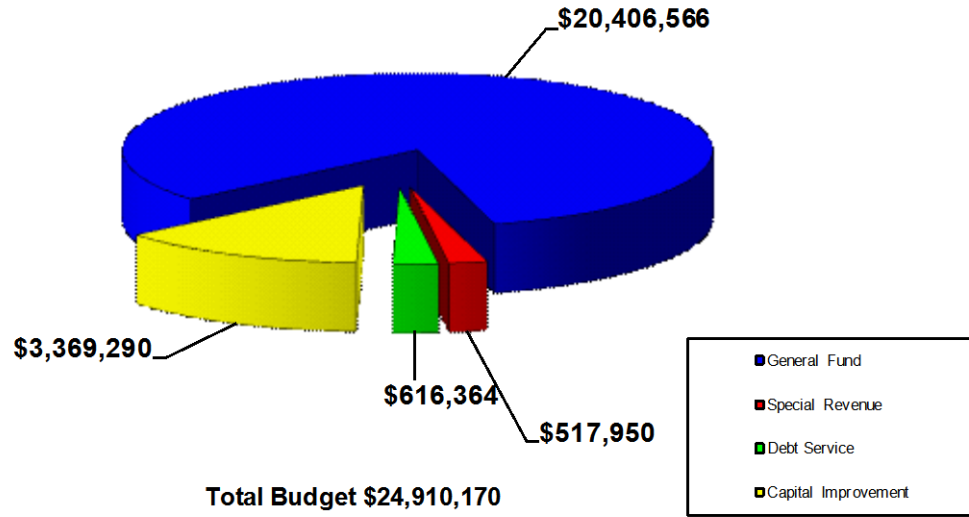
Voted Debt 0.0000

	GENERAL FUND	DEBT SERVICE FUNDS	CAPITAL PROJECTS FUNDS	SPECIAL REVENUE FUNDS*	TOTAL
ESTIMATED REVENUES:					
Taxes:	Millage Per \$1,000				
Ad Valorem Taxes	5.6500	6,496,474			6,496,474
Ad Valorem Taxes	0.0000 (Voted Debt)				
Franchise Taxes	1,942,508				1,942,508
Utility Taxes	4,054,424				4,054,424
Licenses and Permits	496,550				496,550
Intergovernmental Revenues	3,985,944		141,254	309,225	4,436,423
Charges for Services	2,663,901			175,097	2,838,998
Fines and Forfeitures	95,470				95,470
Miscellaneous Revenues					
Interest Earned	63,679	1,580	81,230	249	146,738
Special Assessments					
Impact Fees	7,000		23,724		30,724
Other Miscellaneous Revenues	345,962		115,826	7,650	469,438
Total Revenues	\$20,151,912	\$1,580	\$362,034	\$492,221	\$21,007,747
Other Financing Sources					
Debt Proceeds					
Interfund Transfers - IN		410,000			410,000
Appropriated use of Fund Balance	293,706	(8,320)	2,282,672	12,269	2,580,327
Total Estimated Revenues and Financing Sources	\$20,445,618	\$403,260	\$2,644,706	\$504,490	\$23,998,074
EXPENDITURES, USES AND RESERVES:					
General government	4,554,224		678,200		5,232,424
Public safety	11,431,198		48,056	14,000	11,493,254
Transportation	1,434,922		1,181,950		2,616,872
Culture / recreation	679,958		90,000	480,490	1,250,448
Physical environment	1,935,316		646,500	10,000	2,591,816
Debt Service		403,260			403,260
Total Expenditures	\$20,035,618	\$403,260	\$2,644,706	\$504,490	\$23,588,074
Other Financing Uses					
Interfund Transfers - OUT	410,000				410,000
Total Appropriated Expenditures and other Uses	\$20,445,618	\$403,260	\$2,644,706	\$504,490	\$23,998,074

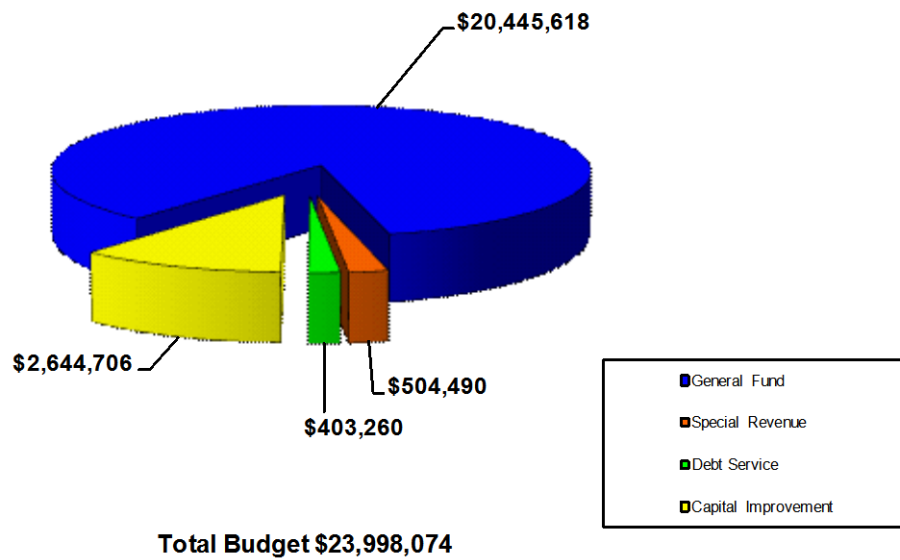
* Several sub-funds within this fund are restricted. See Special Revenue Funds for details. The Forfeitures Fund is not budgeted per Chapter 932, Florida Statutes, which prohibits budgeting of these revenues.

Total Budget by Fund Type

2011



2012



GENERAL FUND
PERSONNEL SUMMARY
FY 2010 - 2012

DEPARTMENT	FY 2010 SERVICE LEVEL	ACTUAL ADDITIONS OR REDUCTIONS	FY 2011 SERVICE LEVELS	PROPOSED ADDITIONS OR REDUCTIONS	FY 2012 SERVICE LEVELS
ADMINISTRATION	8 FT / 6 PT	- .5 FT	7.5 FT / 6 PT	0	7.5 FT / 6 PT
FINANCE	14 FT	0	14 FT	0	14 FT
PLANNING/ENG	7 FT	-1 FT	6 FT	-1 FT / + 1 PT	5 FT / 1 PT
PUBLIC WORKS	22 FT	-2 FT / + 2 PT	20 FT / 2 PT	0	20 FT / 2 PT
PUBLIC SAFETY	113 FT	-4 FT / +1 PT	109 FT / 1 PT	0	109 FT / 1 PT
LEISURE SERVICES	9 FT / 13 PT	-1 FT / -1 PT	8 FT / 12 PT	+1 PT	8 FT / 13 PT
BUILDING	10 FT	- .5 FT	9.5 FT	0	9.5 FT
TOTALS	183 FT / 19 PT	-9 FT / 2 PT	174 FT / 21 PT	-1 FT / 2 PT	173 FT / 23 PT

FT - Full Time; PT - Part Time

The preceding chart shows actual changes between the FY 2010 and FY 2011 service levels and the proposed additions and deletions for the budget year FY 2012. A brief explanation is provided below.

Department of Administration – No staffing changes are programmed for FY 2012.

Department of Finance – No staffing changes are programmed for FY 2012.

Department of Planning/Engineering – Associate Planner position was changed to a part-time position.

Department of Public Works – No staffing changes are programmed for FY 2012.

Department of Public Safety – Deputy Director position eliminated. Police Officer position added.

Department of Leisure Services – Eliminated one part-time Child Care Assistant and added two Part-time Recreation Aide II

Department of Building – No staffing changes are programmed for FY 2012.

DISCUSSION OF AD VALOREM REVENUE

The State of Florida, Chapter 200, Florida Statutes, governs the process of determining and assessing property taxes by units of local government. Ad Valorem revenues on real and personal property are computed based on the value of those properties as assigned by the County Property Appraisers Office. Preliminary estimates are provided as of June 1 of each year based on the estimated value the preceding January 1st. These figures are updated each July 1st to begin the statutorily mandated process for setting millage rates by municipalities and other units of local governments. This process is commonly referred to as the Truth-In-Millage (TRIM) process.

The City of Greenacres begins the TRIM process with budget workshops in late June or early July, when the City Manager's budget is presented to the Mayor and City Council. By Florida Statute, the maximum rate that can be applied to assessed values is 10 mills (\$10.00 per one thousand of assessed property value) for operating purposes. Unlimited millage can be applied for debt service on general obligation debt; however, each general obligation debt issue must be approved by a majority vote of the electors. The preliminary rates set by the City Council must then be relayed to the County Property Appraiser and Tax Collector so preliminary tax estimates can be mailed in late August to all taxpayers.

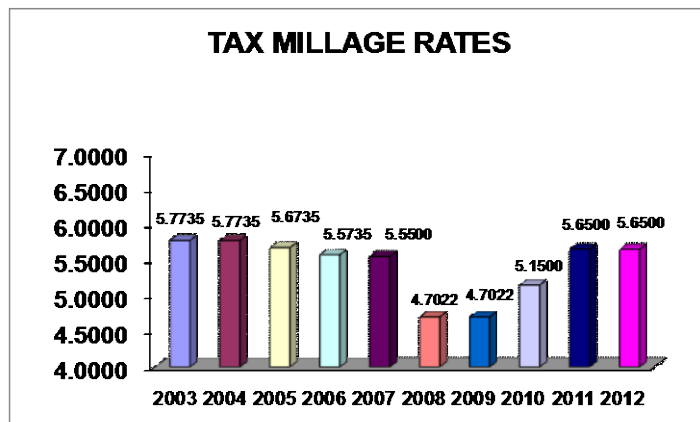
The Property Appraiser adjusts market value appraisals of certain properties based on constitutional and statutory guidance. A \$25,000 homestead exemption is provided to all taxpayers who own a house as a primary residence and are domiciled in Florida. Widows, disabled, and veterans can receive additional increases to the \$25,000 exemption in property value. On January 28, 2008 voters passed Amendment 1 which added a second \$25,000 homestead exemption, added Save Our Homes portability, added a \$25,000 tangible personal property exemption and limited the assessment increases to non-homesteaded property to 10% per year. Since 1993, the Save-Our-Homes constitutional amendment has limited increases to assessed values of homesteaded properties to the lesser of 3.0 percent or the Consumer Price Index (CPI) change.

In September of each year, the TRIM process requires each municipality to hold two public hearings to formally adopt its millage rates for operating and debt service and its budget for the fiscal year beginning October 1.

The July 1, 2011 certified taxable value for operating purposes provided by the Property Appraiser's office was \$1,194,040,235. This represents a 2.65% reduction or \$32,534,444 under last year's certified taxable value of \$1,226,574,679. The reduction is related to the impact of Amendment 1 and to the continuing decline in property values. Pursuant to F.S. 200.065, the calculated rolled-back millage rate (ad valorem rate that generates the same amount of property tax revenue as last year) is 5.8366 mills which would generate \$6,969,135 (prior to discounting) in property tax revenue.

For the FY 2012 budget, the overall millage rate is proposed to be maintained at 5.6500 mills. The projected tax revenue for FY 2012 is \$6,476,474 (after discounting) or \$107,166 less than FY 2011 budget ad valorem revenue.

The chart below shows the change in total City millage since FY 2003.



AD VALOREM TAX DATA

FISCAL YEAR 2012

FISCAL YEAR 2011

2010 GROSS TAXABLE VALUE (July 1, 2010) INCLUDING NEW CONSTRUCTION	\$ 1,226,574,679
GENERAL OPERATING FUNDS (FY 2011) MILLAGE RATE	5.6500
FY 2011 ESTIMATED AD VALOREM REVENUE INCLUDING NEW CONSTRUCTION	\$ 6,930,147
FY 2011 AD VALOREM REVENUE FOR BUDGET PURPOSES at 95%	\$ 6,583,640

FISCAL YEAR 2012

2011 GROSS TAXABLE VALUE (July 1, 2011) INCLUDING NEW CONSTRUCTION	\$ 1,194,040,235
FY 2012 ROLLED- BACK RATE (RBR)	5.8366
FY 2012 ESTIMATED AD VALOREM REVENUE BASED ON RBR LESS VALUE ADJ BD	\$ 6,969,135
PROPOSED GENERAL OPERATING FUNDS (FY 2012) MILLAGE RATE	5.6500
FY 2012 ESTIMATED AD VALOREM REVENUE INCLUDING NEW CONSTRUCTION	\$ 6,746,327
FY 2012 AD VALOREM REVENUE FOR BUDGET PURPOSES at 96%	\$ 6,476,474

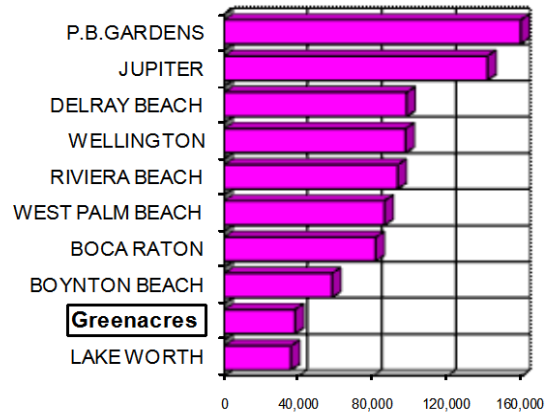
CHANGE IN TAXABLE VALUE OF PROPERTY

July 1, 2007:	Prior Year Gross Taxable Value	\$1,972,135,821	27.235%
July 1, 2007:	Adjusted Prior Year Gross Taxable Value	2,051,765,016	
July 1, 2007:	Plus Increase in Value Current Property	<u>66,449,144</u>	
July 1, 2007:	Current Year Adjusted Taxable Value	\$2,118,214,160	
July 1, 2007:	Plus New Construction Taxable Value	<u>34,536,591</u>	
	July 1, 2007 GROSS VALUE	<u><u>\$2,152,750,751</u></u>	9.158%
Dec. 31, 2007	Value Adjustment Board and Other Changes	-2,342,178	
July 1, 2008:	Prior Year Gross Taxable Value	\$2,150,408,573	9.040%
July 1, 2008:	Less Decrease in Value Current Property	<u>-307,349,153</u>	
July 1, 2008:	Current Year Adjusted Taxable Value	\$1,843,059,420	
July 1, 2008:	Plus New Construction Taxable Value	<u>45,214,945</u>	
	July 1, 2008 GROSS VALUE	<u><u>\$1,888,274,365</u></u>	-12.190%
Dec. 31, 2008	Value Adjustment Board and Other Changes	6,668,011	
July 1, 2009	Prior Year Gross Taxable Value	\$1,894,942,376	-11.880%
July 1, 2009	Less Decrease in Value Current Property	<u>-425,558,271</u>	
July 1, 2009	Current Year Adjusted Taxable Value	\$1,469,384,105	
July 1, 2009	Plus New Construction Taxable Value	<u>9,810,037</u>	
	July 1, 2009 GROSS VALUE	<u><u>\$1,479,194,142</u></u>	-21.940%
Dec. 31, 2009	Value Adjustment Board and Other Changes	-6,587,387	
July 1, 2010	Prior Year Gross Taxable Value	\$1,472,606,755	-22.288%
July 1, 2010	Less Decrease in Value Current Property	<u>-255,668,104</u>	
July 1, 2010	Current Year Adjusted Taxable Value	\$1,216,938,651	
July 1, 2010	Plus New Construction Taxable Value	<u>9,636,028</u>	
	July 1, 2010 GROSS VALUE	<u><u>\$1,226,574,679</u></u>	-16.707%
Dec. 31, 2010	Value Adjustment Board and Other Changes	-4,375,449	
July 1, 2011	Prior Year Gross Taxable Value	\$1,222,199,230	-17.004%
July 1, 2011	Less Decrease in Value Current Property	<u>-37,234,585</u>	
July 1, 2011	Current Year Adjusted Taxable Value	\$1,184,964,645	
July 1, 2011	Plus New Construction Taxable Value	<u>9,075,590</u>	
	July 1, 2011 GROSS VALUE	<u><u>\$1,194,040,235</u></u>	-2.304%

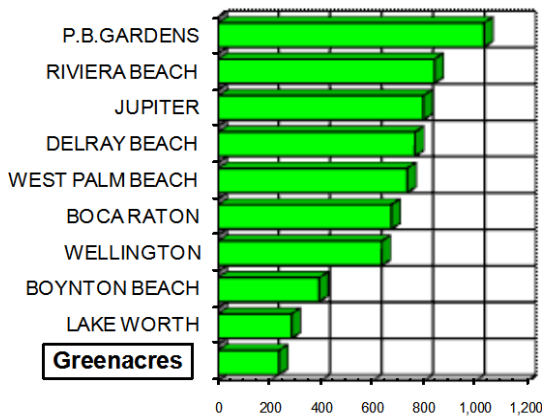
**Comparison with Ten Largest Cities
2010 Ad Valorem Taxes**

Per Capita Tax: The City of Greenacres has the lowest per capita ad valorem impact on its citizens among the ten largest cities in Palm Beach County. **Ad Valorem Per Capita Assessment:** The average per capita assessment of Greenacres is second lowest of the ten largest cities at \$38,037. **Millage Rate:** The Greenacres 2011 millage rate of 5.65 (plus the library district millage of 0.5491 mills) is the third lowest among these cities. These two factors combine to provide Greenacres' residents the lowest ad valorem tax burden (\$235.79) of the ten largest cities in Palm Beach County. These charts include the impact of the County Fire MSTU and library taxes where applicable, so all cities are directly comparable.

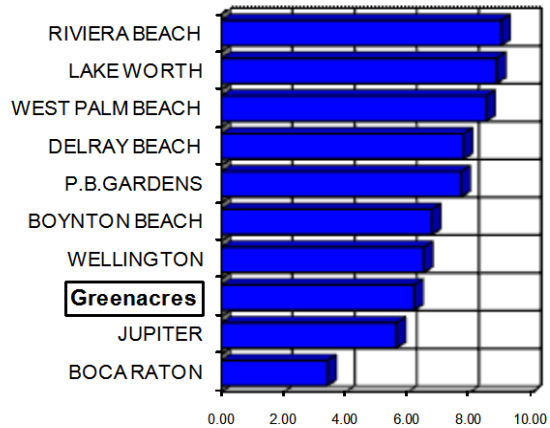
Ad Valorem Per Capita Assessment



Per Capita Tax



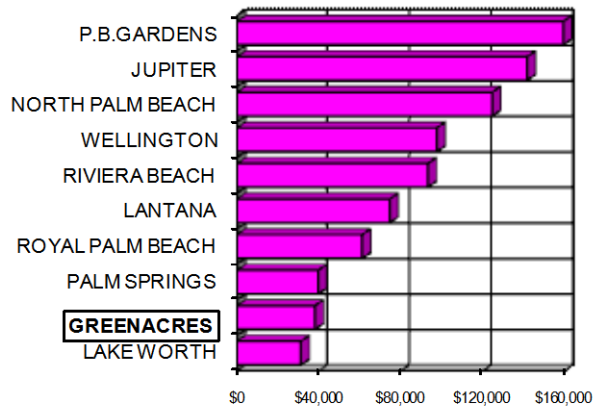
Millage Rate



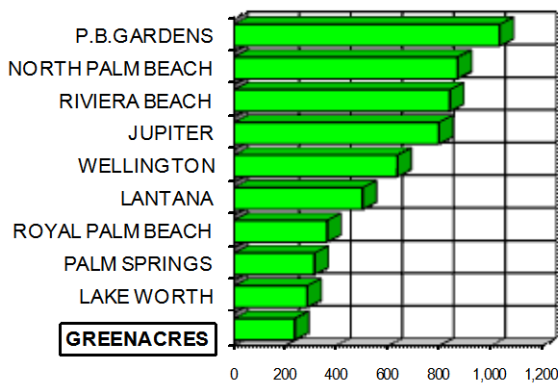
**Comparison with Comparably Sized Cities
2010 Ad Valorem Taxes**

Per Capita Tax: The City of Greenacres has the lowest per capita ad valorem impact on its citizens among the ten comparably sized cities in Palm Beach County. **Ad Valorem Per Capita Assessment:** The average per capita assessment of Greenacres is second lowest of the ten comparably sized cities at \$38,037. **Millage Rate:** The Greenacres 2011 millage rate of 5.6500 (plus the library district millage of 0.5491 mills) is the second lowest of these cities. These two factors combine to provide Greenacres residents the lowest ad valorem tax burden (\$235.79) of the comparably sized cities in Palm Beach County. These charts include the impact of the County Fire MSTU and library taxes where applicable, so all cities are directly comparable.

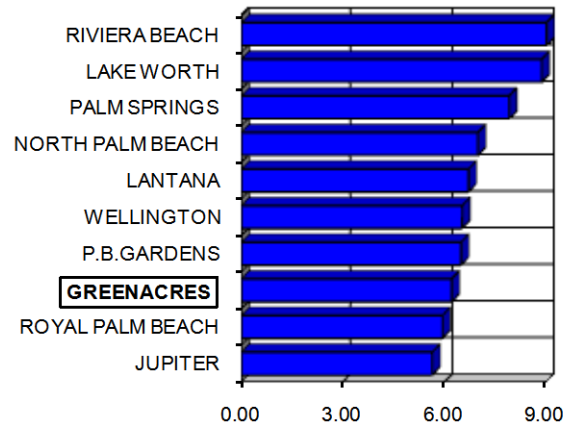
Ad Valorem Per Capita Assessment



Per Capita Tax



Millage Rate



List of Palm Beach County Municipalities
2010 Ad Valorem Taxes
(INCLUDES IMPACT OF FIRE MSTU AND LIBRARY OPERATING TAXES)

City Name	Total 2010 Taxable Value	2010 Population [^]	Per Capita Assessment	2010 Total Millage	Per Capita Tax
MANALAPAN	\$ 903,062,679	358	\$ 2,522,521	0.0028000	\$ 7,063.06
PALM BEACH	11,709,070,152	9,670	1,210,866	0.0032512	3,936.77
VILLAGE OF GOLF	121,579,767	269	451,969	0.0075016	3,390.49
JUPITER INLET COLONY +	212,497,865	373	569,699	0.0047491	2,705.56
PALM BEACH SHORES +	519,202,243	1,419	365,893	0.0065481	2,395.90
OCEAN RIDGE +	680,788,492	1,698	400,936	0.0057991	2,325.07
HIGHLAND BEACH	1,817,192,958	4,150	437,878	0.0041943	1,836.59
JUNO BEACH*+	935,019,127	3,656	255,749	0.0069072	1,766.51
ATLANTIS +	409,900,776	2,129	192,532	0.0077130	1,485.00
PALM BEACH GARDENS +	7,974,406,931	50,075	159,249	0.0064749	1,031.12
BRINY BREEZES +	36,635,108	411	89,137	0.0105491	940.31
NORTH PALM BEACH	1,548,785,735	12,437	124,530	0.0069723	868.26
SOUTH PALM BEACH +	264,362,442	1,510	175,074	0.0048665	852.00
TEQUESTA VILLAGE +	782,994,625	5,853	133,777	0.0063162	844.96
RIVIERA BEACH	3,176,828,441	34,106	93,146	0.0089980	838.13
JUPITER+#	7,157,444,813	50,603	141,443	0.0056280	796.04
DELRAY BEACH	6,292,620,872	64,218	97,988	0.0077902	763.35
WEST PALM BEACH	8,819,481,159	102,475	86,065	0.0085165	732.97
MANGONIA PARK +	149,633,901	2,240	66,801	0.0103491	691.33
BOCA RATON	16,609,124,096	84,313	196,994	0.0034059	670.94
WELLINGTON*+	5,404,063,820	55,443	97,471	0.0065072	634.26
LAKE CLARK SHORES*+	190,889,784	3,431	55,637	0.0102870	572.34
LAKE PARK	473,523,574	9,028	52,451	0.0102163	535.85
LANTANA*	723,088,943	9,704	74,515	0.0066976	499.07
HYPOLUXO +	264,533,824	2,446	108,150	0.0040491	437.91
BOYNTON BEACH	3,911,578,276	67,483	57,964	0.0067626	391.99
ROYAL PALM BEACH +*	1,896,342,610	31,078	61,019	0.0059272	361.67
HAVERHILL*+	67,455,836	1,638	41,182	0.0083024	341.91
LOXAHATCHEE GROVES*+	197,633,548	3,196	61,838	0.0054072	334.37
PALM SPRINGS*	612,420,611	15,484	39,552	0.0078949	312.26
LAKE WORTH*	1,152,129,825	35,853	32,135	0.0088531	284.49
GULF STREAM	667,578,586	7,040	94,827	0.0028655	271.73
GLEN RIDGE*+	16,612,458	273	60,851	0.0040072	243.84
CITY OF GREENACRES +	1,227,337,334	32,267	38,037	0.0061991	235.79
BELLE GLADE +*	277,057,176	16,848	16,445	0.0105491	173.47
PAHOKEE +*	84,227,608	6,250	13,476	0.0105491	142.16
CLOUD LAKE*+	5,393,612	175	30,821	0.0040072	123.50
SOUTH BAY +*	48,479,225	4,590	10,562	0.0103161	108.96

*Includes Fire MSTU. - 3.4581 Mills

+Includes County Library - 0.5491 Mills

#Includes Fire MSTU. - 2.2489 Mills

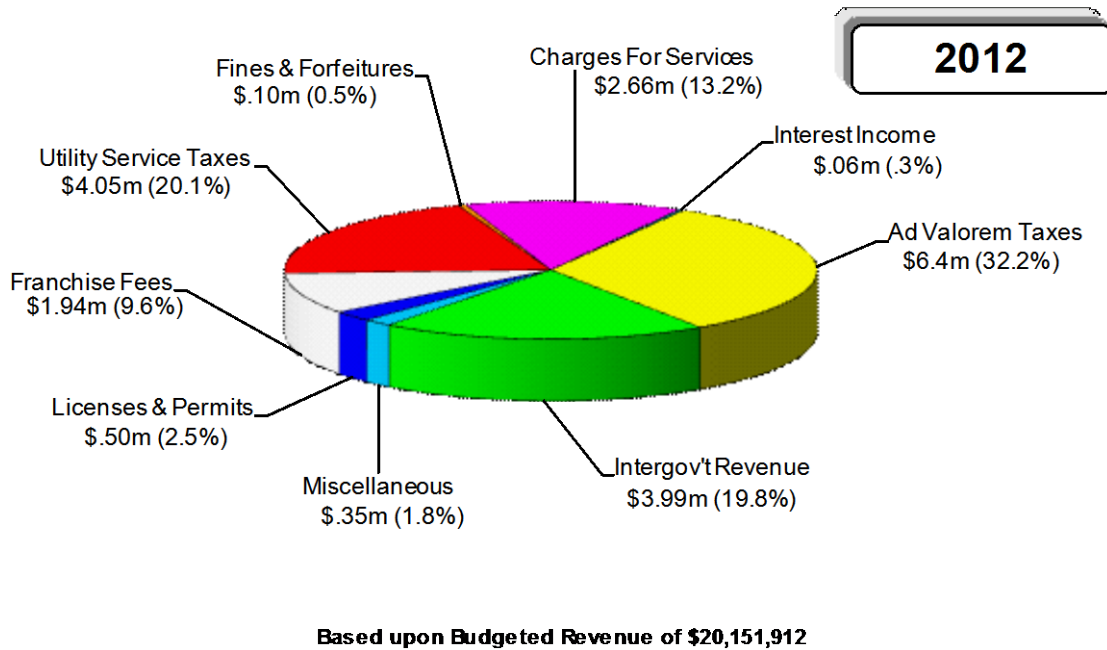
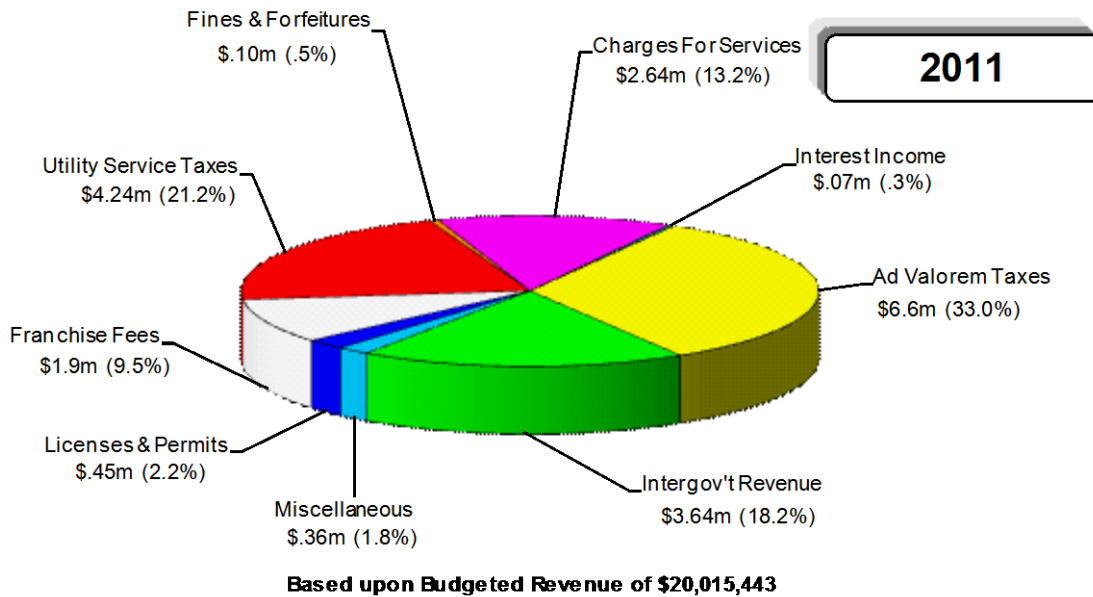
^November 2010 University of Florida BEBR estimate



**GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY**

	Budget FY 2011	Budget FY 2012	Change from Prior Year	% Change	% of Total Budget
Revenues					
Ad Valorem Taxes	\$6,603,640	\$6,496,474	(107,166)	-1.6%	32.2%
Millage Rate: 5.6500					
Franchise Fees	1,906,800	1,942,508	35,708	1.9%	9.6%
Utility Service Taxes	4,243,000	4,054,424	(188,576)	-4.4%	20.1%
Licenses & Permits	449,300	496,550	47,250	10.5%	2.5%
Intergovernmental	3,642,760	3,985,944	343,184	9.4%	19.8%
Charges for Services	2,637,011	2,663,901	26,890	1.0%	13.2%
Fines & Forfeitures	100,500	95,470	(5,030)	-5.0%	0.5%
Interest Income	67,900	63,679	(4,221)	-6.2%	0.3%
Miscellaneous Income	364,532	352,962	(11,570)	-3.2%	1.8%
Total Revenues	\$20,015,443	\$20,151,912	136,469	0.7%	100.0%
Expenditures					
Salaries and Benefits	\$15,712,520	\$15,727,461	14,941	0.1%	76.9%
Operating	3,102,226	3,038,190	(64,036)	-2.1%	14.9%
Capital	18,300	27,370	9,070	49.6%	0.1%
Solid Waste Collections	1,051,520	1,048,513	(3,007)	-0.3%	5.1%
Contingency	100,000	100,000	-	0.0%	0.5%
Interfund Transfers	410,000	410,000	-	0.0%	2.0%
Grants and Aids	12,000	7,500	(4,500)	-37.5%	0.0%
Other Obligation		86,584	86,584	100.0%	0.4%
Total Expenditures	\$20,406,566	\$20,445,618	39,052	0.2%	99.6%
Excess Revenues over(under)	(391,123)	(293,706)			
Expenditures					
Fund Balance					
Budget Stabilization Reserve-Beginning		\$1,892,200			
Use of Budget Stabilization Reserve		293,706			
Budget Stabilization Reserve-Ending		\$1,598,494			
Unassigned Reserve		\$5,076,641			
Unassigned Reserve as % of expenditures		24.83%			

General Fund Revenue



In FY 2012, ad valorem taxes remain the City's largest revenue source at 32% of the total revenue. Intergovernmental transfers from the federal, state and county governments, account for 19.8% of the total revenue. Utility service taxes decreased from 21.2 to 20.1% of the total, while franchise fees increased by .1%. Charges for services remain constant at 13.2% of total revenue and fines and forfeitures remain constant at .5%. Miscellaneous income is projected to remain the same. Interest income is projected to remain the same. Licenses and permits are projected to increase slightly as a portion of total revenue.

GENERAL FUND
FY 2009-2012 REVENUE SUMMARY

CATEGORY	ACTUAL FY 2009	ACTUAL FY 2010	BUDGET FY 2011	CURRENT FORECAST FY 2011	PROPOSED FY 2012
AD VALOREM*	\$8,579,941	\$7,353,777	\$6,603,640	\$6,686,643	\$6,496,474
FRANCHISE FEES	1,919,487	1,765,242	1,906,800	1,894,247	1,942,508
UTILITY SERVICE TAXES	4,315,055	4,300,741	4,243,000	4,130,243	4,054,424
LICENSES & PERMITS	540,612	606,941	449,300	515,268	496,550
INTERGOVERNMENTAL	3,435,596	3,527,334	3,642,760	3,632,860	3,985,944
CHARGES FOR SERVICES	2,421,649	2,657,955	2,637,011	2,744,823	2,663,901
FINES & FORFEITURES	157,722	109,491	100,500	95,656	95,470
INTEREST INCOME	11,640	453,085	67,900	98,107	63,679
MISCELLANEOUS	<u>378,229</u>	<u>402,513</u>	<u>364,532</u>	<u>356,362</u>	<u>352,962</u>
TOTAL	<u>\$21,759,931</u>	<u>\$21,177,079</u>	<u>\$20,015,443</u>	<u>\$20,154,209</u>	<u>\$20,151,912</u>

*Includes Delinquent Property Taxes

GENERAL FUND
REVENUE DETAIL

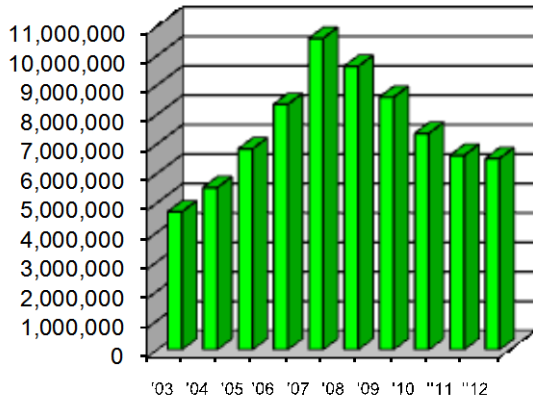
ACCOUNT TITLE	2009 ACTUAL	2010 ACTUAL	2011 BUDGET	2011 PROJECTION	2012 PROPOSED
REAL PERS PROP TAX	\$ 8,543,686	\$ 7,308,718	\$ 6,583,640	\$ 6,655,676	\$ 6,476,474
DEL REAL & PERSONAL PROP	36,255	45,059	20,000	30,967	20,000
TOTAL AD VALOREM TAXES	8,579,941	7,353,777	6,603,640	6,686,643	6,496,474
SOLID WASTE/RESIDENTIAL	52,216	53,433	53,800	53,519	52,426
ELECTRICITY	1,806,735	1,655,016	1,800,000	1,797,441	1,835,082
NATURAL GAS	28,736	31,580	30,000	19,087	30,000
SOLID WASTE/COMMERCIAL	31,800	25,213	23,000	24,200	25,000
TOTAL FRANCHISE FEES	1,919,487	1,765,242	1,906,800	1,894,247	1,942,508
ELECTRIC	1,631,646	1,780,946	1,700,000	1,754,523	1,728,027
TELECOMMUNICATIONS	1,765,117	1,646,996	1,610,000	1,488,975	1,453,938
WATER UTILITY SERVICE TAX	370,579	390,959	380,000	406,970	390,959
INSURANCE PREMIUM TAXES	481,331	408,949	480,000	410,000	410,000
NATURAL GAS	43,822	51,700	50,000	48,269	50,000
PROPANE GAS	22,560	21,191	23,000	21,506	21,500
TOTAL UTILITY SERVICE TAXES	4,315,055	4,300,741	4,243,000	4,130,243	4,054,424
NEW BUSINESS TAX(CITY)	19,234	15,955	19,000	17,557	19,000
BUSINESS TAX RENEWAL	155,112	159,231	157,500	159,262	163,000
BUSINESS TAX TRANSFERS	727	353	500	715	500
RENTAL PROPERTY LICENSES	37,051	40,426	38,300	43,965	42,000
BUILDING PERMITS	231,497	269,134	185,600	203,807	188,500
ELECTRICAL PERMITS	19,722	14,787	7,000	12,617	8,000
PLUMBING PERMITS	14,364	10,620	10,100	9,585	10,000
BUILDING PERMIT-SITWORK	15,552	31,606	15,000	9,918	15,000
INSPECTIONS AFTER HOURS	945	350	1,000	0	200
MECHANICAL PERMITS	38,650	55,524	7,400	45,683	40,000
MISC INSPECTION	0	690	0	1,597	750
CONSTRUCT.REINSPECTION FEES	1,788	965	800	465	800
PERMIT SURCHARGE DCA	0	0	0	766	400
PERMIT SURCHARGE DBPR	0	0	0	0	400
RENTAL BTR	1,400	2,625	2,100	3,231	3,000
BUSINESS TAX REC.INSPECTN.	4,570	4,675	5,000	6,100	5,000
TOTAL BUSINESS REC/PERMITS	540,612	606,941	449,300	515,268	496,550
CITY SHARE MOVING VIOLATION 12.50	27,061	59,206	50,000	43,287	15,900
BULLET PROOF VEST GRANT	1,287	3,713	2,400	3,853	2,400
FIREFIGHTER SUPPLEMENTAL	8,350	7,560	6,360	7,560	7,560
P.B.C. PS E911 GRANT	58,894	59,371	68,000	52,503	61,000
LOCAL LAW AGENCY	0	0	0	14,265	0
YOUTH GRANT	2,484	1,516	0	0	0
LOCAL OPT. GAS TAX TRST/FND	351,185	237,806	247,000	240,126	230,609
NEW LOCAL OPT. GAS TAX TRST/FND	0	110,849	116,000	111,930	108,522
STATE REVENUE SHARING	862,585	858,613	800,000	860,460	990,983
MOBILE HOME LICENSE	9,036	8,238	9,000	10,213	8,500
ALCOHOL BEVERAGE TAX	9,145	14,288	9,000	10,748	10,000
SWA RECYCLING REIMBURSEMENT	0	56,284	100,000	100,527	75,000
SALES TAX (HALF CENT)	1,996,678	2,008,187	2,130,000	2,089,846	2,374,964
DOT STREET LIGHT REIMBURSEMENT	24,506	24,506	24,000	24,506	24,506
MOTOR FUEL TAX REBATE	11,503	10,893	11,000	9,721	11,000
BUSINESS TAX/OCCU LIC (CNTY)	72,882	66,304	70,000	53,315	65,000
TOTAL INTERGOVERNMENTAL	3,435,596	3,527,334	3,642,760	3,632,860	3,985,944
ELECTIONS - FILING FEES	996	644	1,000	820	483
SALES OF CLERK DOCUMENTS	16,449	24,382	12,000	33,221	30,000
SALES OF FINANCIAL DOC	0	25	0	0	0
SUPP PAY PROCESSING FEE	270	258	200	168	182
COLL OF DEL AMB BILL RECEIVABLES	4,929	1,579	4,000	2,598	1,500
SOLID WASTE ADMIN FEES	69,525	103,901	105,000	104,053	104,851
SOLID WASTE LIEN FEES	16,550	15,300	12,000	13,950	13,800
ADMIN. FEES-PUBLIC WRKS	0	0	0	0	500
SECURITY SPECIAL DETAIL	53,235	37,889	35,000	15,585	22,858
FIRE MARSHAL RE-INSP FEE	600	325	500	570	500
GAC-AMBULANCE REVENUE	1,188,321	1,211,156	1,300,000	1,193,070	1,200,000
EMS W/O - UNCOLLECTABLE	(418,605)	(365,819)	(400,000)	(300,000)	(360,000)
EMS W/O - CONTRACTUAL	(132,309)	(111,602)	(130,000)	(75,517)	(120,000)
FALSE FIRE ALARM REVENUE	4,100	6,193	5,000	6,300	5,000
FALSE BURGLAR ALARMS	0	5,050	2,000	11,830	7,000

GENERAL FUND
REVENUE DETAIL

ACCOUNT TITLE	2009	2010	2011	2011	2012
	ACTUAL	ACTUAL	BUDGET	PROJECTION	PROPOSED
SALES PUBLIC SFTY DOCUMENTS	10,390	8,196	8,000	8,666	8,000
LEISURE ACTIVITIES/ATHLETIC FEES	23,386	18,881	43,350	37,477	43,000
L/S ACTIVITY FEES	3,115	3,400	5,000	3,320	0
CHILDREN'S CAMP FEES	81,960	0	0	0	0
SENIOR TRIPS	11,871	14,172	16,881	15,840	15,274
DONATIONS L/S	2,391	7,066	4,000	579	0
MAYORS CUP SPONSORSHIP	0	4,330	2,380	0	0
EGG HUNT SPONSORSHIP	650	1,297	750	0	250
JULY 4TH SPONSORSHIP	3,100	2,525	1,100	2,600	1,500
FUNDRAISING	1,292	369	0	0	0
ADMINISTRATIVE FEES	56,776	31,801	23,800	24,448	23,800
PLANNING SALE OF DOCUMENTS	7,739	3,198	1,200	2,055	500
PLANNING FILING FEES	14,523	10,690	11,600	20,211	15,150
BUILDING PLAN REVIEW FEE	2,443	360	1,000	360	800
ENG PLAT REVIEW FEES	0	0	1,000	0	0
PERMIT/LIC PENALTY	3,034	2,013	0	323	0
PETITION ADVERTISEMENTS	355	600	1,750	2,649	4,050
SOLID WASTE FEE	563,005	667,887	664,000	664,165	680,553
SOLID WASTE RECYCLING FEE	294,243	377,488	350,000	373,610	378,914
SOLID WASTE INTEREST PEN	25,533	34,916	20,000	37,068	30,862
GAC FIRE PLAN REVIEW	3,104	5,483	2,000	5,780	4,000
ATLANTIS FIRE PLAN REV FEE	970	1,309	1,000	1,311	1,200
GAC FIRE INSPEC.	9,185	12,020	5,000	11,075	10,000
ATLANTIS FIRE INSPECTIONS	2,520	2,430	3,500	2,613	2,500
ATLANTIS EMERGENCY SERVICE FEES	496,003	518,243	523,000	524,025	536,874
TOTAL CHARGES FOR SERVICES	2,421,649	2,657,955	2,637,011	2,744,823	2,663,901
NSF SERVICE CHARGES	670	529	500	600	300
FINES/MOVING VIOLATIONS	124,139	80,122	73,000	70,688	73,000
LAW ENFORCEMENT EDUCATION	10,786	9,299	7,000	6,983	6,570
LATE FEES-PARKING	1,477	440	-	752	600
NON-MOVING VIOLATIONS	11,050	4,001	5,000	5,335	5,000
CODE ENFORCE. PENALTIES	9,600	15,100	15,000	11,298	10,000
TOTAL FINES AND FORFEITURES	157,722	109,491	100,500	95,656	95,470
BANK INTEREST & MISC A/R	457	100	100	32	100
STATE BRD OF ADMINISTRATION	(151,440)	177,198	4,000	5,619	4,368
BANK INVESTMENT PROGRAM	92,878	157,987	34,800	43,129	7,916
FMIVT INVESTMENT ACCOUNT	66,427	116,286	24,000	48,396	50,000
TAX COLLECTOR'S INTEREST	3,318	1,514	5,000	931	1,295
TOTAL INTEREST	11,640	453,085	67,900	98,107	63,679
SOLID WASTE REIMBURSEMENT	0	0	1,300	0	0
P/S EMP REIMBURSEMENT	0	63	1,000	57	0
RESTITUTION	175	1,022	100	0	100
RENTAL FEES	84,311	89,830	68,257	81,638	68,443
COMMUNITY EVENTS COMMISSIONS	15,078	13,207	17,000	7,400	22,777
WITNESS & JURY REIMBURSEMENT	485	332	300	26	100
LOST/ABANDONED PROPERTY	619	1,077	500	1,748	100
MAINT REIMBURSEMENT	13,580	10,585	10,000	12,132	10,000
RENTAL INCOME - LONG TERM	165,569	201,126	204,000	204,148	207,187
GENERAL EMP REIMBURSEMENT	1,080	1,037	1,000	932	0
RADON GAS TRUST	22	20	25	10	0
RADON COLL - TRAINING INSP	45	41	50	150	0
COMMISSION-CTY IMPACT FEES	11,378	7,931	7,000	5,576	7,000
VENDING MACHINE ROYALTIES	3,469	2,644	3,000	2,293	2,755
DIST 1 - SPECIAL ASSESSMT-PRIN	2,595	(2,360)	2,000	(3,320)	0
DIST 1 - SPECIAL ASSESSMT-INT	152	(2,224)	1,000	(2,392)	0
DIST 1 - SPECIAL ASSESSMT-PEN	2,289	4,059	1,000	1,593	0
SURPLS FURN/FIX/EQP SALES	250	21,611	10,000	10,640	17,500
FEMA REIMBURSEMENT	943	0	0	0	0
GENERAL RETIREMENT FORFEITURES	9,928	32,611	10,000	14,461	10,000
INSURANCE PROCEEDS	18,546	10,065	5,000	3,341	5,000
MISC REVENUES	200	4,870	1,000	1,434	0
REFUND PRIOR YEAR	1,395	2,338	1,000	0	1,000
REFUNDS CURRENT YR	46,120	2,628	20,000	14,495	1,000
TOTAL MISCELLANEOUS	378,229	402,513	364,532	356,362	352,962
*** GRAND TOTAL ***	\$ 21,759,931	\$ 21,177,079	\$ 20,015,443	\$ 20,154,209	\$ 20,151,912

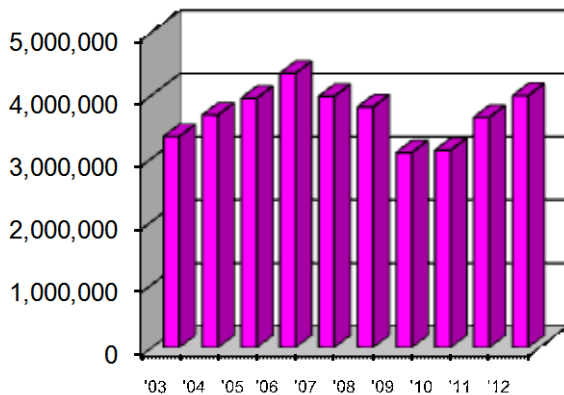
General Fund Revenue History

Ad Valorem Taxes



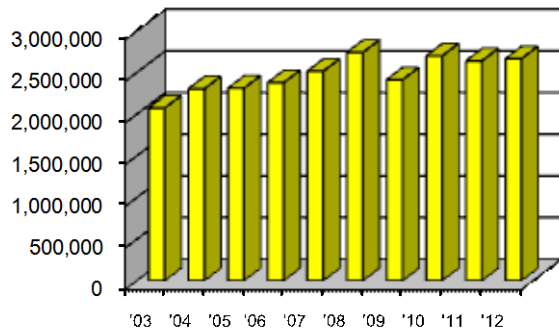
Ad Valorem Taxes: The City's FY 2012 certified assessed values including new construction decreased by 2.65% from FY 2011. The continued reduction is related to the current economic conditions and the decline in property values along with the continued impact of Amendment 1 enacted in 2008 to expand property tax exemptions.

Intergovernmental



Intergovernmental: This is the third largest source of City general fund revenue, over \$3.9 million projected for FY 2012. The increase in FY 2012 is due to the City's population increase and other annual increases in the half-cent sales tax, municipal revenue sharing, and local option gas tax as projected by the State.

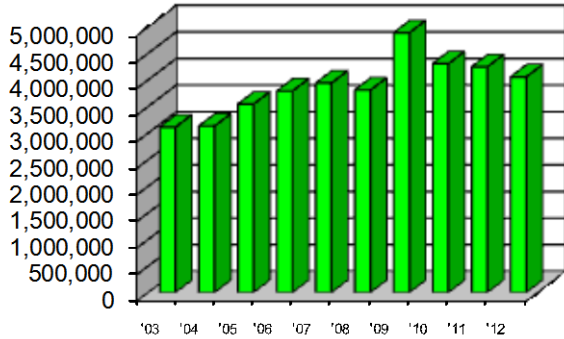
Charges For Services



Charges for Services: The fourth largest source of City general fund revenue, almost \$2.7 million projected for FY 2012, are charges for services. After steady growth from FY 2003 to FY 2009 due to the opening of the City's Community Center and the City's contract with the City of Atlantis for fire rescue services, this revenue category has remained constant since FY 2010.

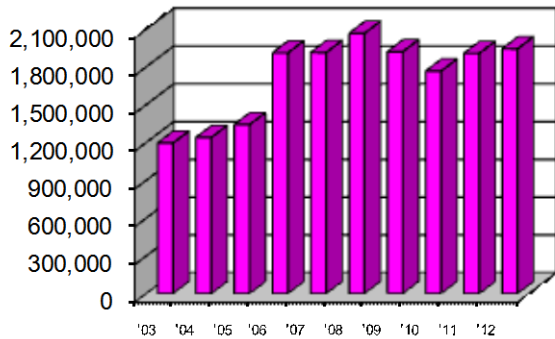
General Fund
Revenue History

Utility Service Taxes



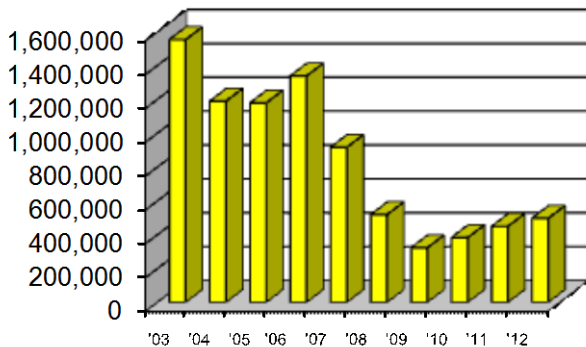
Utility Service Taxes: This is the second largest source of general fund revenue; over \$4.2 million projected for FY 2012. There was steady growth in this revenue from FY 2003 to FY 2008. Working with the State to correct the database used for the Communications Services Tax (CST), the revenue increased for FY 2009 to FY 2010 and has now leveled off. This category of revenue is based on usage of applicable services.

Franchise Fees



Franchise Fees: For FY 2012, over \$1.9 million is projected to be collected for franchise fees. Electric franchise fees comprise the largest component of this revenue category. Excluding FY 2010 when there were rebates to consumers for rate charge corrections related to electric service, this revenue has remained relatively constant since FY 2009. This category of revenue is based on usage of applicable services.

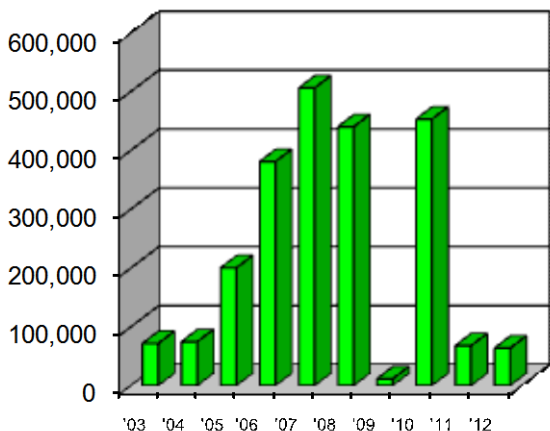
Business Taxes And Permits



Business Taxes and Permits: In FY 2003 the City realized a spike in permit revenue derived from a G.L. Homes, Inc. development that encompassed over 1,000 single family homes. Since that time revenue, both business taxes and permit fees have decreased as there has been less land available for development and the economic impact for the last several years on development. There were peaks in certain years related to hurricane restorations. A slight increase is projected for FY 2012.

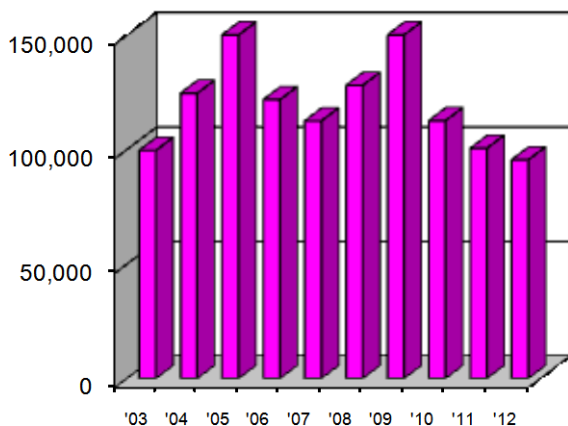
**General Fund
Revenue History**

Interest Income



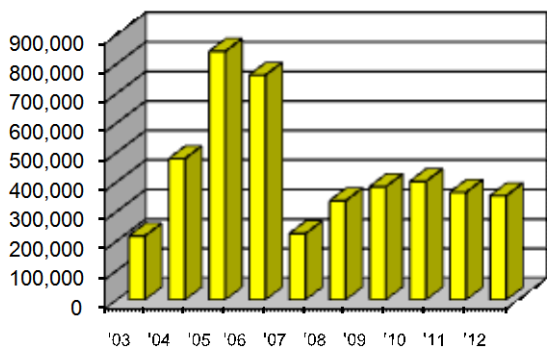
Interest Income: The City's investments continue to suffer from the current economic conditions and very low interest rates. From FY 2006 to FY 2008, investments did benefit from strong market values and interest rates. The variation in FY 2009 and FY 2010 were related to the write-down in FY 2009 and then partial recovery in FY 2010 for investments with the State Board of Administration and also from one-time change in FY 2010 for recording of deferred revenues. Interest income remains flat for FY 2012.

Fines And Forfeitures



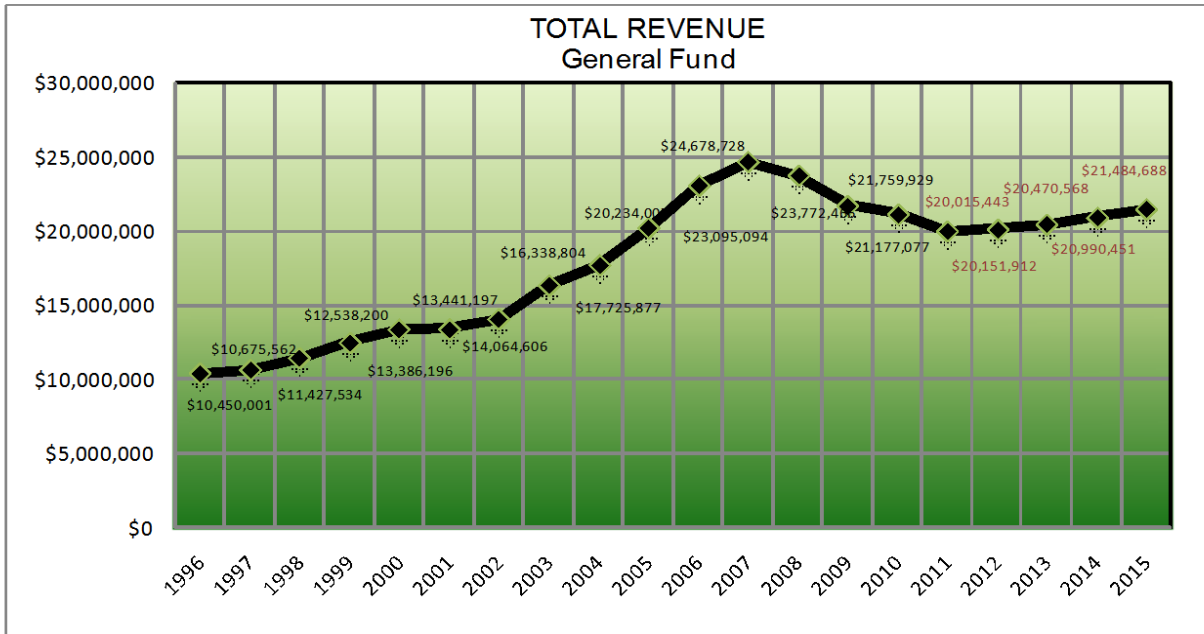
Fines and Forfeitures: Fines from moving and non-moving violations have fluctuated over the years depending on the level of enforcement throughout the year. Code enforcement fines and penalties have fluctuated over the years depending on the number of active and ongoing cases. For FY 2012 a slight decrease is projected in code related cases.

Miscellaneous

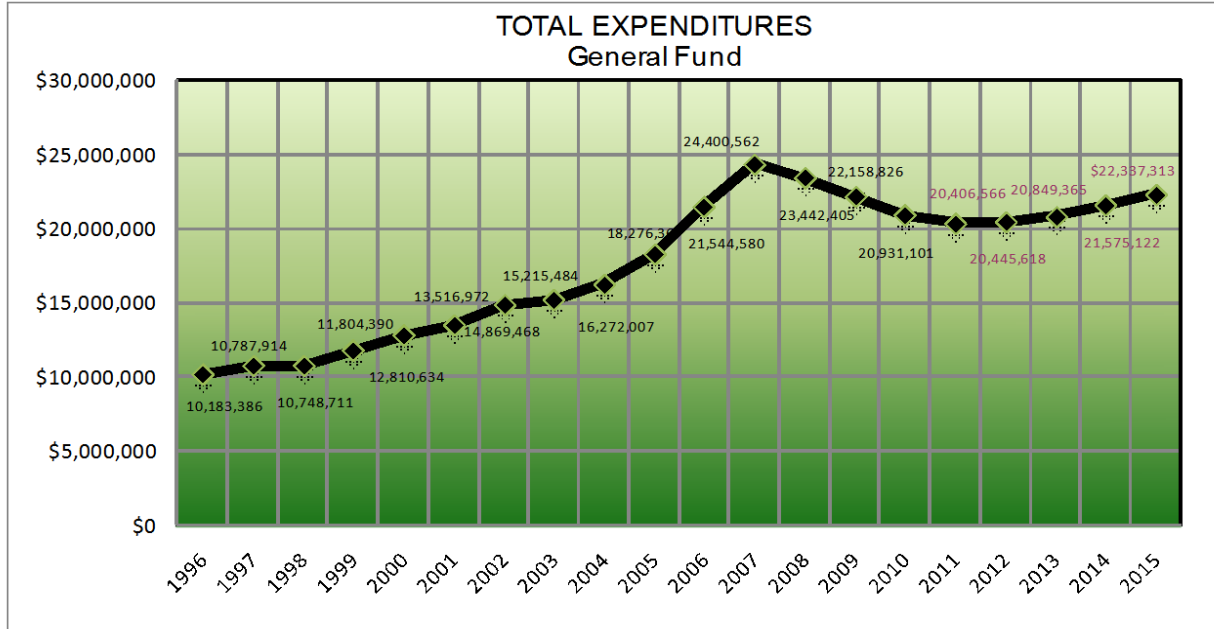


Miscellaneous: The increase revenue in the FY 2004 to FY 2006 was due primarily to FEMA reimbursements as a result of 3 hurricanes that impacted the City. The leasing of the former City Hall provided for an increase in FY 2010 along with above average surplus vehicles sales. Miscellaneous revenue is projected to decrease slightly in FY 2012.

FOUR YEAR REVENUE AND EXPENDITURE PROJECTION

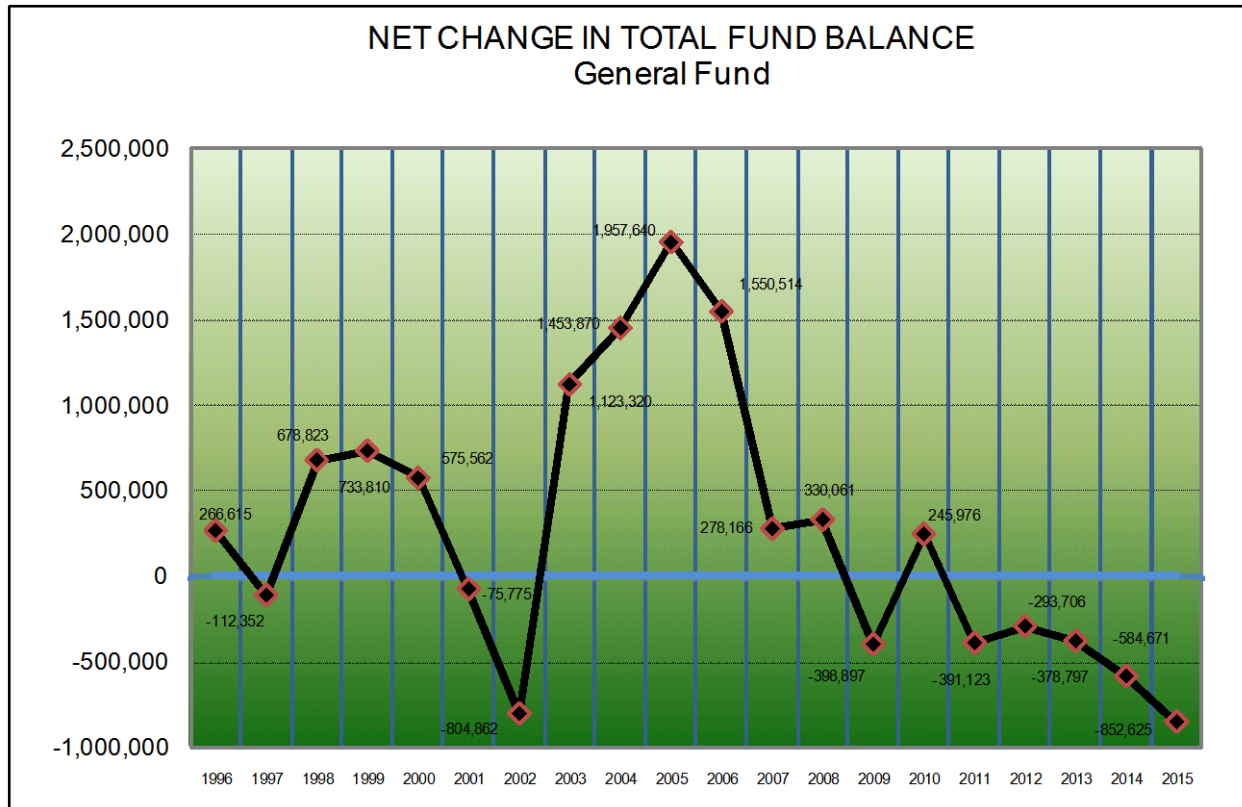


Total Revenue: Chart shows actual revenue from 1996 – 2010. Projected revenues for FY 2011 - 2015 are shown in red. The City is expecting the assessed property values to continue to decline for another year before they level out and start to increase again in FY 2013 and beyond. Other sources of revenues, including charges for services, franchise fees, and utility services fees continue to increase by approximately 3%.



Total Expenditures: Chart shows actual expenditures from 1996 – 2010. Projected expenditures for FY 2011 - 2015 are represented in red. For FY 2010, the City cut operating costs by nearly 12% and employee's wages were held at FY 2009 levels. In 2011, by continuing to hold wages at 2009 levels, while eliminating several vacant positions, the city managed to reduce personnel costs by 3%. With personnel costs representing over 77% of the total expenditures, for FY 2012 through FY 2015, wages, health care and pension costs are projected to increase based on historical trends.

FOUR YEAR NET CHANGE IN FUND BALANCE PROJECTION

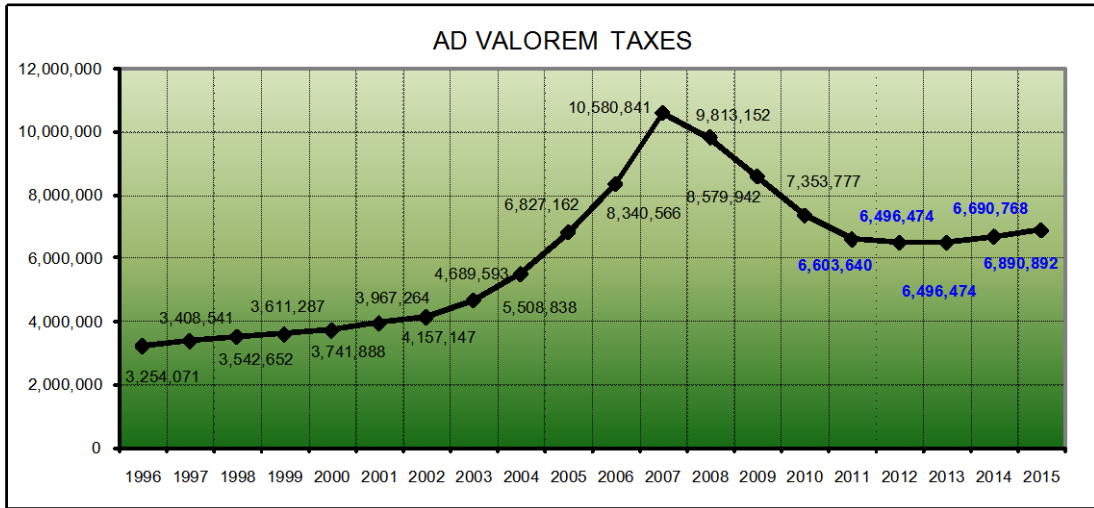


The Net Change in Fund Balance Chart shows the annual effect on fund balance of the actual (1995-2010) and projected (2011-2015) revenues and expenditures from the charts on the preceding page. This chart shows that the City maintained efficiencies in its operations that produced a healthy fund balance surplus through fiscal 2009. The City developed a budget for 2011 to reduce the deficit to \$391 thousand. The City will continue to face challenges through 2015 as the economy continues to struggle. Property values are expected to continue to erode through 2012 before leveling out. Revenues are expected to decrease only slightly from 2012. Expenditure projections point to significant challenges in 2013 through 2014 to reduce or offset large deficits in those years. The Net Change in Fund Balance projections for FY 2011 through FY 2015 are as follows:

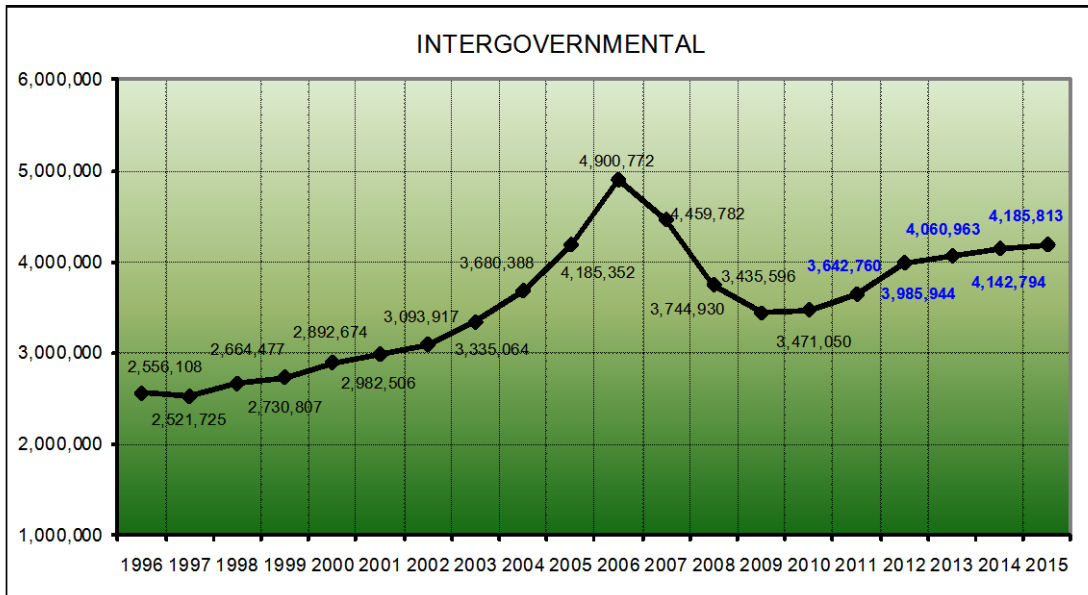
FY 2011	(\$ 391,123)	FY 2014	(\$ 584,671)
FY 2012	(\$ 293,706)	FY 2015	(\$ 852,625)
FY 2013	(\$ 378,797)		

This chart will change to reflect the impact of the new GASB Statement 54 designations after the close of FY 2011.

FOUR YEAR REVENUE PROJECTIONS
General Fund

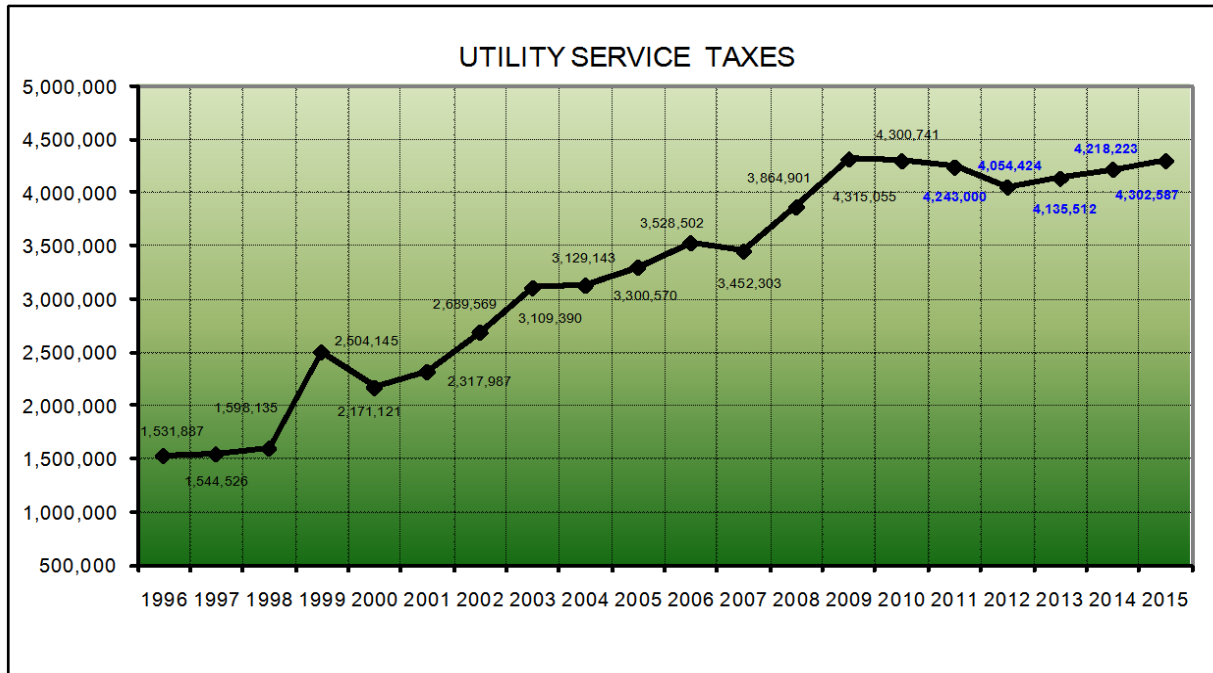


Ad Valorem Taxes: The FY 2012 taxes represent a reduction in the certified property values of 2.65% from the previous year. The millage rate is remaining at 5.6500, the same rate as in FY 2011. In FY 2011, the millage rate was increased by 10% to help offset a 20% decline in assessed property values. Projected revenues for FY 2013 to FY 2015 do not reflect any changes to the millage rate.

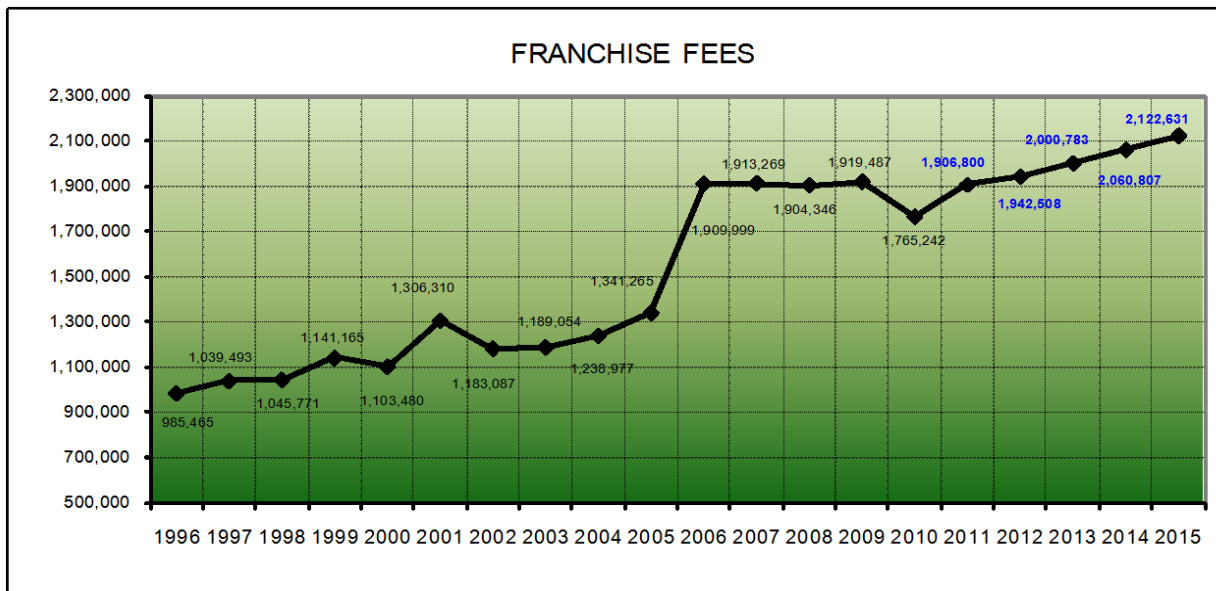


Intergovernmental Revenue: For FY 2012 revenues for the half-cent sales tax, municipal revenue sharing and local option gas tax are projected to increase based on the population increase within the City and also due to other increases factored in the State estimates. For FY 2013 to FY 2015, moderate increases are projected for these revenues.

FOUR YEAR REVENUE PROJECTION General Fund



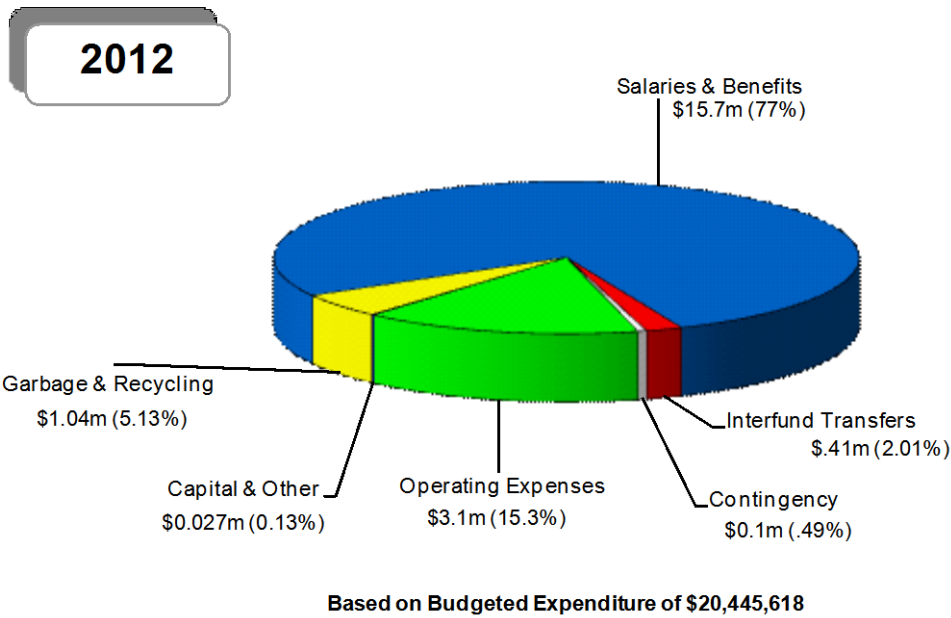
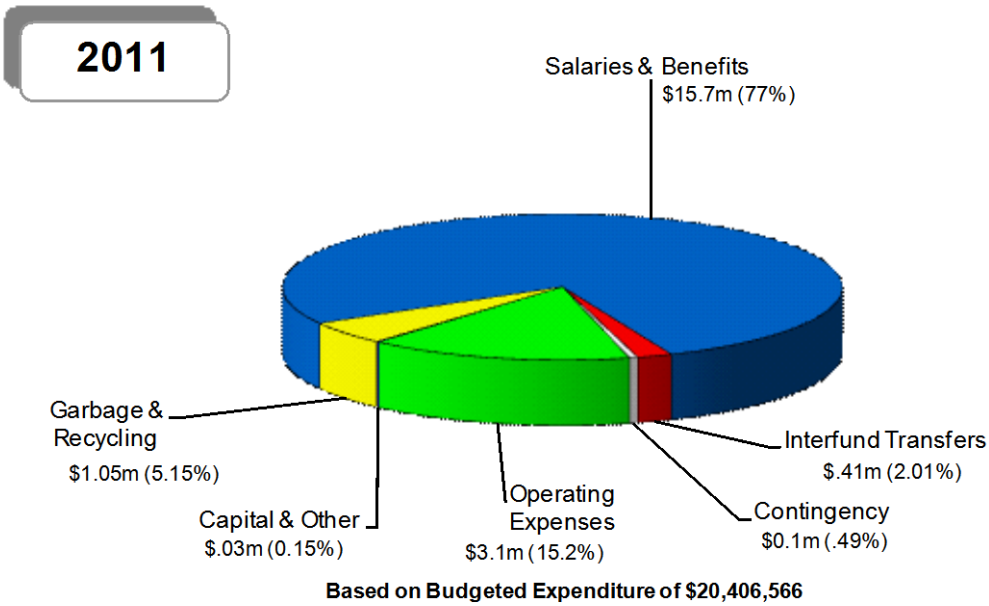
Utility Service Taxes: FY 2010 collections for these taxes include: Communication Services \$1.65 million; Electric \$1.78 million; Water \$391 thousand; and Gas \$73 thousand. For FY 2012, there is a slight decrease projected and there are 3% increases projected annually for FY 2013 and FY 2015.



Franchise Fees: Franchise fees on electricity and natural gas have remained relatively constant from FY 2006 to FY 2009. For FY 2010, franchise fees for electricity did decrease due to one-time rebates to customer for rate reduction. For FY 2012, there is a slight increase projected and the expected growth rates of 3% annually are projected for FY 2013 to FY 2015.

**General Fund
Expenditure**

Based on Gross Budget



**GENERAL FUND
FY 2009-2012 EXPENDITURE SUMMARY**

<u>ACCOUNT CLASSIFICATION</u>	<u>FY 2009 ACTUAL</u>	<u>FY 2010 ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>FY 2012 BUDGET PROPOSED</u>
PERSONNEL SERVICES	\$14,995,247	\$15,717,909	\$15,712,520	\$15,727,461
OPERATING EXPENSES	2,955,842	2,899,586	3,102,226	3,038,190
CAPITAL OUTLAY	52,602	25,424	18,300	27,370
GRANTS AND AIDS	11,250	9,900	12,000	7,500
SOLID WASTE COLLECTION	1,033,955	1,038,280	1,051,520	1,048,513
INTERFUND TRANSFERS	3,110,000	1,240,000	410,000	410,000
OTHER OBLIGATIONS	0	0	0	86,584
CONTINGENCY	0	0	100,000	100,000
TOTAL	<u>\$22,158,896</u>	<u>\$20,931,099</u>	<u>\$20,406,566</u>	<u>\$20,445,618</u>

GENERAL FUND
2009-2012 EXPENDITURE DETAIL

<u>OBJ CODE</u>	<u>DESCRIPTION</u>	<u>FY 2009 ACTUAL</u>	<u>FY 2010 ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>FY 2012 PROPOSED</u>
11 1	EXECUTIVE SALARIES	\$874,975	\$939,936	\$861,413	\$891,345
12 1	REGULAR SALARIES & WAGES	9,434,006	9,386,053	8,878,867	9,122,069
13 1	OTHER SALARIES & WAGES	78,737	72,252	94,392	173,668
14 1	OVERTIME	639,333	615,280	583,885	595,312
15 1	SPECIAL PAY	197,951	196,219	210,420	182,080
21 1	FICA TAXES	804,962	794,323	761,506	785,310
22 1	RETIREMENT CONTRIBUTIONS	464,041	454,648	460,372	264,536
22 2	FLC GEN RETIREMENT/CONTR	164,997	158,042	157,945	162,388
22 3	FLC GEN RETIREMENT/MATCH	69,362	64,068	78,965	81,192
22 4	FLC P/S FF RETIREMENT	486,485	1,314,034	1,620,835	1,370,980
23 1	LIFE & HEALTH INSURANCE	1,077,437	1,142,412	1,305,808	1,394,844
23 2	DEPENDENT INSURANCE	380,271	351,516	418,426	423,033
23 3	SHORT TERM DISABILITY	13,900	15,075	0	0
24 1	WORKER'S COMPENSATION	299,757	198,805	248,434	267,801
24 2	CITY SHARED WORK. COMP.	7,541	6,029	0	0
25 1	UNEMPLOYMENT COMP.	1,492	9,217	31,252	12,903
	TOTAL PERSONAL SERVICES	14,995,247	15,717,909	15,712,520	15,727,461
31 1	LEGAL EXPENSES	0	0	1,500	21,500
31 2	ENGINEERING & ARCHITECT	48,449	56,126	21,563	19,067
31 4	OTHER PROFESSIONAL	314,406	362,754	393,981	56,844
31 5	PHYSICAL EXAMS	2,993	3,935	4,940	4,940
32 1	ACCOUNTING & AUDIT	45,165	40,400	50,000	40,600
34 2	AQUATIC WEED CONTROL	7,464	2,970	2,980	2,980
34 4	OTHER CONTRACTUAL	275,166	199,365	259,954	488,651
34 41	DOC SERVICES	57,450	56,671	60,455	59,235
34 5	COMMISSION CONTRACTS	0	0	0	0
40 1	SENIOR TRIPS	10,873	12,187	15,576	14,826
40 2	TUITION REIMBURSEMENT	4,982	7,168	7,500	7,500
40 3	PERSONNEL RECRUITING	0	390	235	150
40 4	EDUC. TRAIN. SEMINARS	79,586	59,259	82,340	87,310
40 5	BUSINESS EXP. & MILEAGE	1,814	1,314	2,742	2,770
41 1	TELEPHONE, TELEG. & MAIL	106,815	114,464	137,358	128,858
42 1	POSTAGE, FRT. & EXPRESS	51,442	45,844	54,043	49,158
43 1	ELECTRICITY	228,747	205,345	216,120	205,380
43 2	STREET LIGHTS	166,771	169,385	168,000	169,600
43 4	WATER & SEWER	31,007	31,912	32,940	32,364
43 5	DUMPING FEES	36,445	41,633	46,500	25,727
44 1	EQUIPMENT RENTAL	3,418	3,862	4,251	4,251
44 2	UNIFORM RENTAL	1,083	1,150	1,163	1,163
44 3	OTHER RENTALS	0	3,144	5,300	5,300
45 2	NOTARY FEES	562	401	577	360
46 1	R & M - BUILDINGS	26,919	25,497	31,000	27,000
46 11	R & M - BUILDINGS OTHER CONT	0	0	0	30,809
46 2	R & M - VEHICLES	79,631	76,371	67,000	67,090
46 21	R & M - VEHICLES OTHER CONT	0	0	0	38,730
46 3	R & M - OFFICE EQUIPMENT	15,512	15,452	22,359	17,992
46 4	R & M - COMMUNICATIONS	82,488	55,121	53,319	59,187
46 5	R & M - OTHER EQUIPMENT	53,503	67,509	73,192	79,898
46 6	R & M - PARKS & ATHL.	9,838	8,311	18,950	11,250
46 61	R & M - PARKS & ATHL.	0	0	0	4,000
46 7	R & M - COMPUTER EQPMNT.	19,362	25,525	28,200	25,944

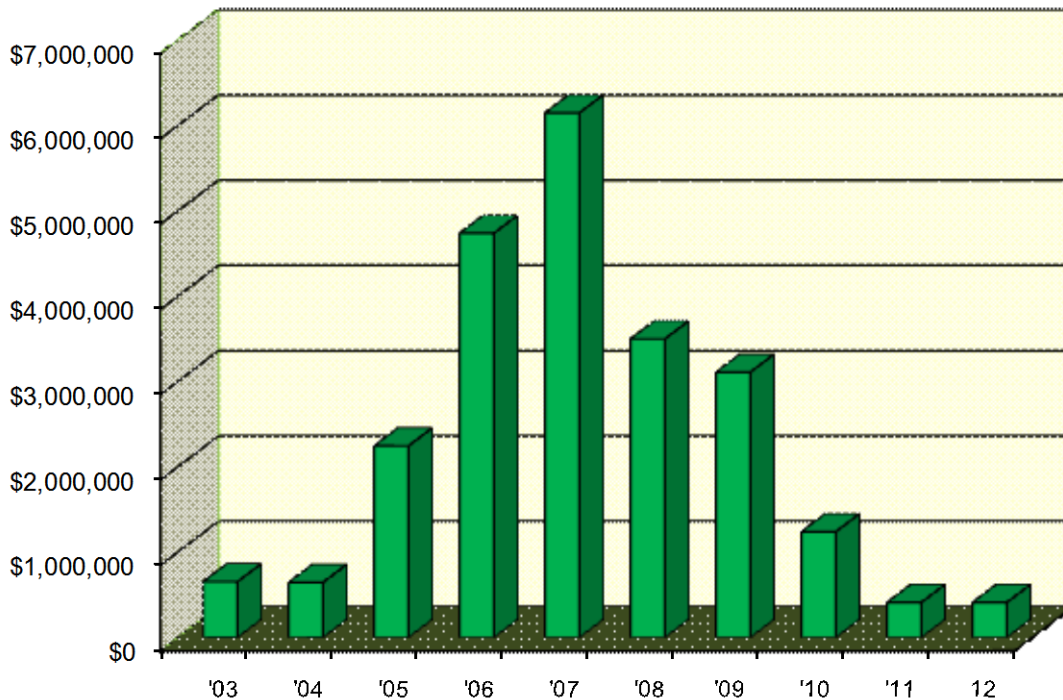
GENERAL FUND
2009-2012 EXPENDITURE DETAIL

<u>OBJ CODE</u>	<u>DESCRIPTION</u>	<u>FY 2009 ACTUAL</u>	<u>FY 2010 ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>FY 2012 PROPOSED</u>
47 1	PRINTING & BINDING	20,483	16,223	17,262	26,349
48 1	CITY PUBLICITY	14,134	7,515	16,550	1,050
48 16	HOT SPOT	4,410	0	0	0
48 17	NEIGHBORHOOD ASSOC	2,462	2,031	1,000	1,000
48 2	CRIME & FIRE PREVENTION	1,978	1,428	1,200	1,200
48 3	OTHER COMMUNITY EVENTS	2,406	1,736	3,056	2,595
48 34	EGG HUNT	3,426	2,431	3,300	3,275
48 35	MAYOR'S CUP	0	5,542	8,865	0
48 4	FIREWORKS	18,501	16,802	17,723	17,723
48 6	OTHER PROMO. ACTIVITIES	7,714	8,244	9,275	9,415
48 71	L/S SPONSORSHIP EXPOFFS	0	2,512	4,000	3,000
48 8	CAMPS	21,267	0	0	0
48 9	ORGANIZED ATHLETIC	126	60	0	0
48 91	YOUTH ATHLETICS	16,019	10,157	0	0
49 1	LEGAL ADS	14,817	25,075	17,759	15,975
49 10	PROPERTY TAX	270	437	1,000	600
49 2	ELECTION EXPENSES	19,202	22,461	22,635	21,786
49 3	TITLES, TAGS & TAXES	765	1,208	1,240	1,450
49 4	BONDS DISCOUNT	181	313	1,000	0
49 5	WITNESS FEES, INFO.	3,109	3,543	4,500	4,500
49 6	MISCELLANEOUS EXPENSE	4,786	1,700	2,165	800
49 7	COMPUTER SOFTWARE	113,140	122,524	141,943	99,479
49 8	RECORDING FEES	1,500	1,750	2,000	2,400
49 9	CLASSIFIED ADS	0	672	2,000	2,375
51 2	OFFICE SUPPLIES	23,273	20,120	29,033	25,178
51 4	COPY PAPER & SUPPLIES	9,509	7,959	12,631	22,317
51 5	MINOR OFFICE EQUIPMENT	4,195	3,432	6,110	8,038
51 7	COMMEMORATIVES	5,300	7,833	9,275	9,480
52 1	FUEL & LUBRICANTS	189,734	208,996	196,630	243,400
52 2	PARKS & GROUNDS SUP.	10,693	35,312	16,000	16,000
52 3	CUST. LAB. & CHEM. SUP.	27,494	26,654	26,076	25,976
52 4	AMMO, WEAPONS & CLEAN.	19,744	19,999	23,805	20,508
52 5	SMALL TOOLS & APPARATUS	14,605	13,337	16,375	15,530
52 6	RECREATION SUPPLIES	1,473	592	685	550
52 7	MEDICAL SUPPLIES	45,940	60,216	59,975	66,689
52 8	UNIFORMS & CLOTHING	30,229	33,692	35,983	49,275
52 9	TAPES, FILM & FILM	2,759	1,581	2,500	2,450
53 1	ROAD & BRIDGES	9,666	14,754	23,600	23,200
53 2	TRAFFIC CONTROL	10,132	12,277	6,850	6,605
53 3	DRAINAGE	23,106	27,192	27,285	25,221
54 2	CODE SUPPLEMENT & UPDATE	2,561	3,232	3,300	4,000
54 3	BOOKS, SUBSC., PROF. SUP.	6,872	6,783	10,599	11,485
54 4	MEMBERSHIPS & DUES	29,171	28,870	30,793	31,642
55 5	ERRONEOUS ISSUES	262	54	0	0
	TOTAL OPERATING EXPENSES	2,499,305	2,480,714	2,680,016	2,612,950

GENERAL FUND
2009-2012 EXPENDITURE DETAIL

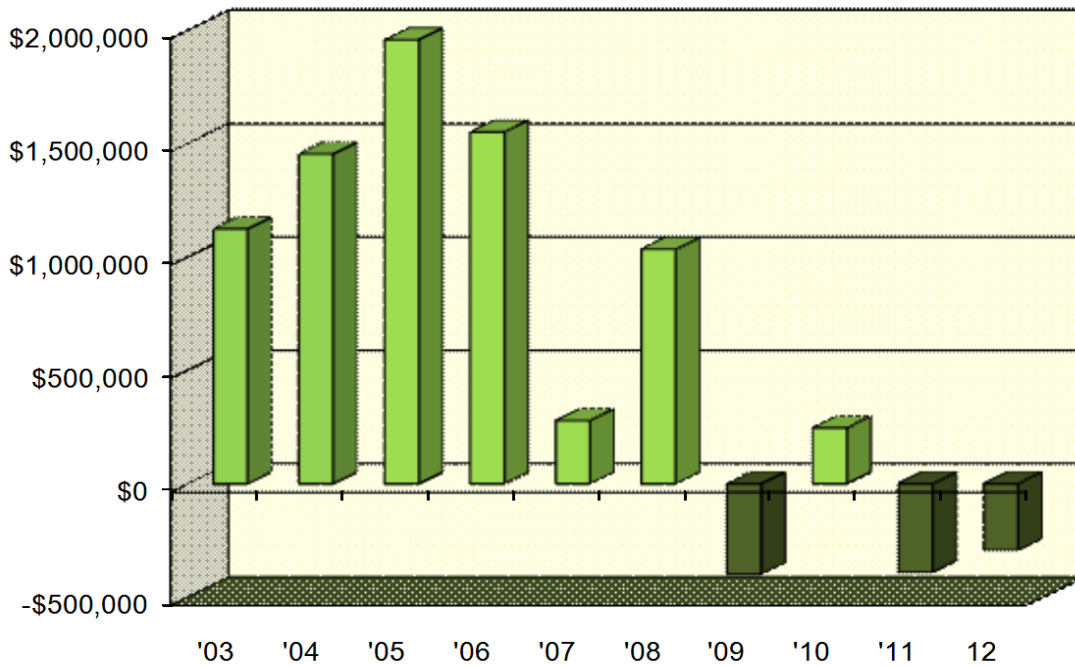
<u>OBJ CODE</u>	<u>DESCRIPTION</u>	<u>FY 2009 ACTUAL</u>	<u>FY 2010 ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>FY 2012 PROPOSED</u>
62 1	OFFICE BUILDINGS	0	0	0	0
62 2	PUBLIC SAFETY BUILDING	3,745	648	6,000	0
62 4	COMMUNITY HALL	0	0	6,000	0
62 5	PARKS & RECREATION BLDG	4,970	0	0	0
63 1	ROADS & BRIDGES	0	0	0	6,000
63 3	FENCING	0	0	6,300	0
64 4	COMMUNICATIONS EQUIPMENT	20,150	2,291	0	7,670
64 5	OFFICE FURNITURE	701	3,584	0	1,900
64 8	OTHER EQUIPMENT	13,822	2,623	0	7,800
64 9	COMPUTER HRDWRE/SFTWRE	9,214	16,278	0	4,000
	TOTAL CAPITAL OUTLAY	52,602	25,424	18,300	27,370
83 1	GRANT/AIDS	11,250	9,900	12,000	7,500
	TOTAL GRANTS AND AIDS	11,250	9,900	12,000	7,500
34 3	SOLID WASTE COLLECTION	1,033,955	1,038,280	1,051,520	1,048,513
	TOTAL SOLID WASTE	1,033,955	1,038,280	1,051,520	1,048,513
45 1	LIABILITY & FLEET	447,078	407,646	416,210	414,240
81 20	CLAIMS REPAIRS	9,459	11,226	6,000	11,000
	SUBTOTAL OF OPERATION	19,048,896	19,691,099	19,896,566	19,849,034
91 5	FUND TRANSFER - NEW GROWTH	1,000,000	0	0	0
91 7	FUND TRANSFER - PARKS & REC	500,000	0	0	0
91 8	FUND TRANSFER - RECON &	1,000,000	0	0	0
91 22	FUND TRANSFER - CARES	0	40,000	0	0
91 94	FUND TRANSFER - SUBSTATION	200,000	400,000	410,000	410,000
91 95	FUND TRANSFER - MUNICIPAL SI	410,000	800,000	0	0
	TOTAL INTERFUND TRANSFER	3,110,000	1,240,000	410,000	410,000
99 2	COUNCIL CONTINGENCY	0	0	100,000	100,000
	TOTAL CONTINGENCY	0	0	100,000	100,000
99 3	175/185 INSURANCE TRUST	0	0	0	73,584
99 4	CITY SHARE INSPECTOR GEN	0	0	0	13,000
	GRAND TOTAL	\$22,158,896	\$20,931,099	\$20,406,566	\$20,445,618

General Fund
Operating Transfers Out (Net)



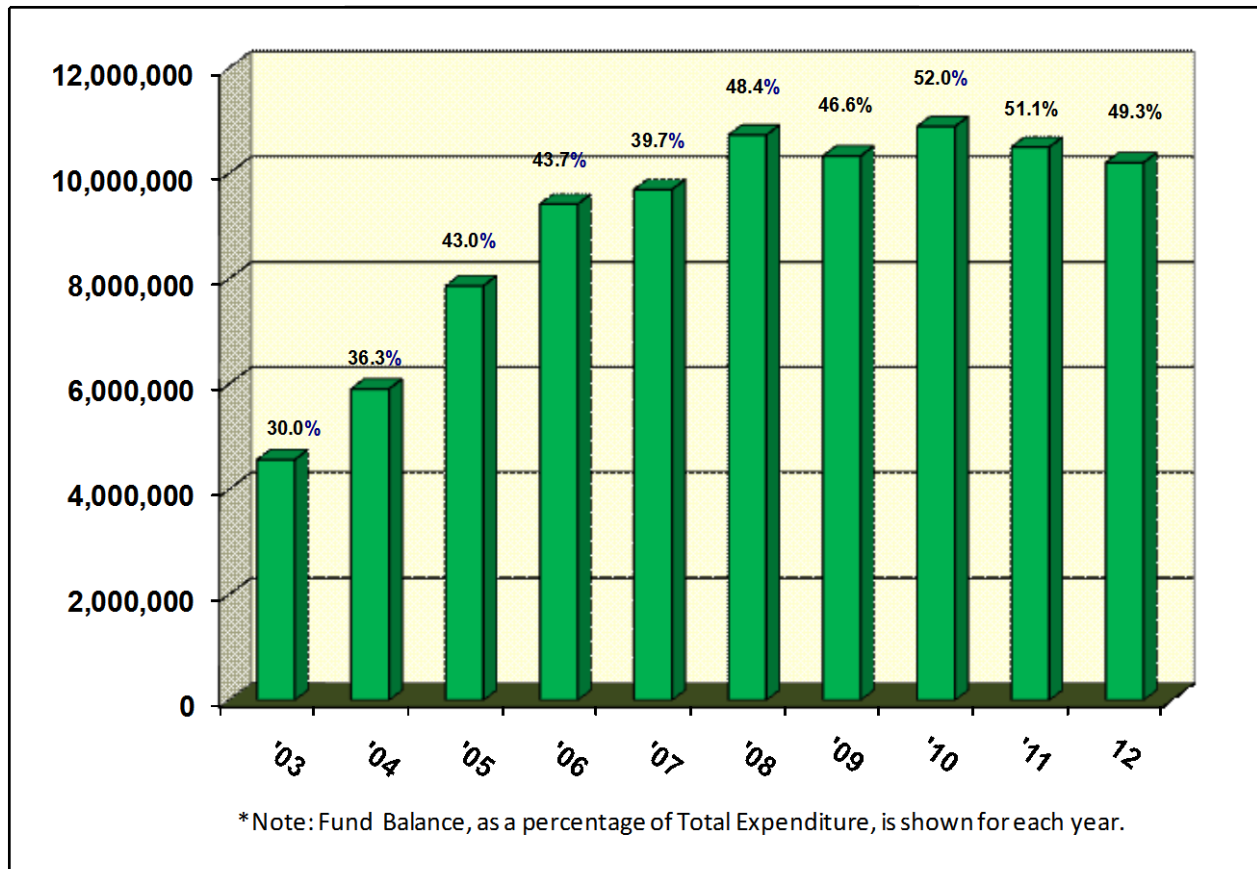
Although the City capital project funds receive revenue from impact fees and grants, the largest single source of income to these funds has been interfund transfers from the general fund. In FY 2003, the transfer of approximately \$650,000 was for reconstruction and maintenance of capital assets and debt service. In FY 2004, \$600,000 was transferred for debt service for Public Safety Station 2, in addition to recurring equipment replacement needs. In FY 2005, more than \$2,400,000 was transferred to complete several capital improvement projects, and for debt service for the Municipal Complex. In FY 2006, the City allocated approximately 85% of \$4,700,000 in transfers to fund Capital Improvement Projects for future budget years. In FY 2007, the City continued to plan for the future by allocating nearly 90% of transfers of \$6,150,000 to fund Capital Improvement Projects for future budget years. In FY 2008 and FY 2009, funding for future capital projects was reduced as a result of the state mandated property tax cuts. During FY 2011, the last transfer for the 2004B Revenue Refunding was made. For FY 2012, \$410,000 will be transferred to the remaining debt for Public Improvement Note 2004A.

General Fund
Excess of Revenues and Other Sources
Over Expenditures and Other Uses
(Excluding Fund Balance)



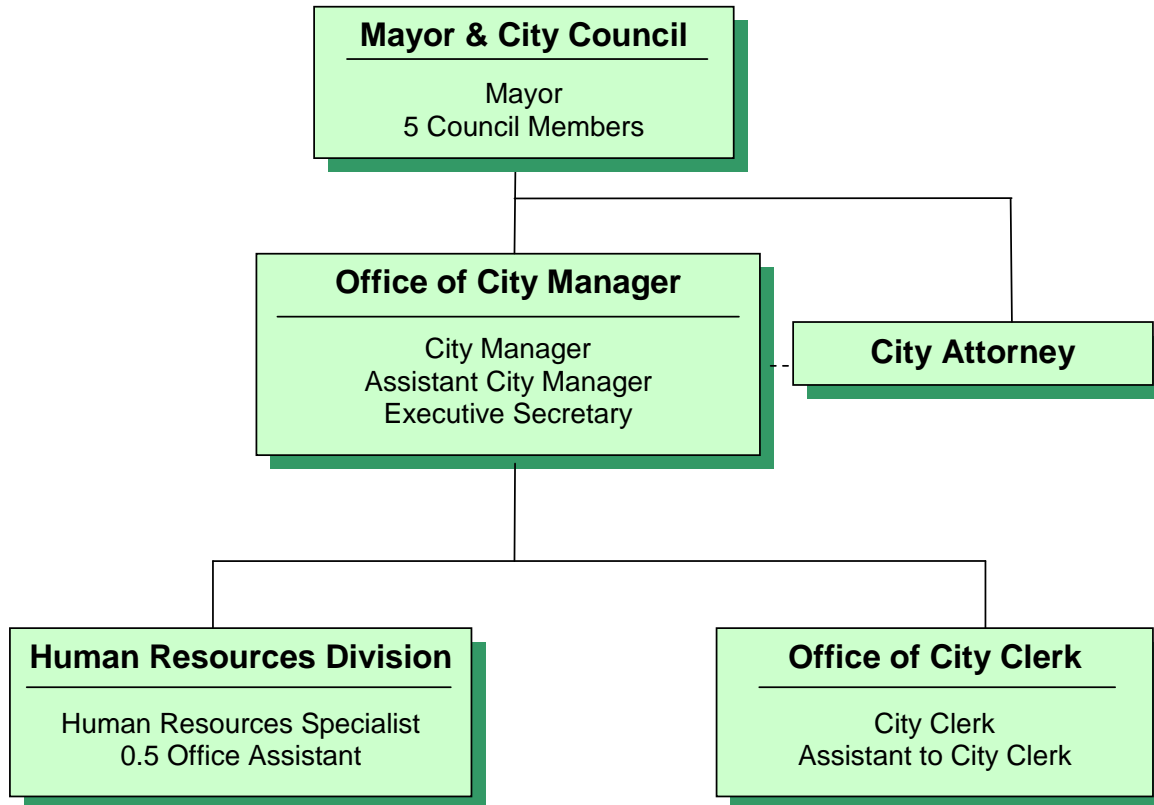
FY 2003 reflects a tighter budget with capital projects funds needing less interfund help from the General Fund. In FY 2004, there was an increase in property taxes that offset the continuing cost of higher insurance and the funding of the debt service for the Municipal Complex. FY 2005 reflects a strong budget with general revenues increasing by nearly \$1.5 million. FY 2006, a nearly \$1.5 million increase due to rising property taxes was offset by higher personnel and fuel costs. FY 2007, a decrease of nearly \$1.0 million was due mainly to the State mandated tax decrease. FY 2008, a reduction in property taxes and transfers to Capital Improvement Projects narrowed the gap. In FY 2009, as a consequence of taxpayers passing Amendment 1, the lowering of home assessed values, and the maintaining of the millage rate, the fund balance decreased. Although a deficit of almost \$400 thousand was projected for FY 2010 due to a decrease of 21% in assessed property values, the fund balance did increase. This was due to one-time accounting adjustment to revenue and continued control of expenses. The FY 2011 budget did project a reduction in fund balance however; actual results indicate a smaller use of fund balance. For FY 2012, the expense budget exceeds revenue by approximately \$293,000, while continuing the millage rate at 5.650 with a decrease in assessed property value.

**General Fund
Total Fund Balance At The End of The Year**



In FY 2003, an increase was due to higher than expected permit fees, communication service taxes, ad valorem taxes and public service taxes. In FY 2004, a slight increase due to higher ad valorem taxes offset higher personnel costs and interfund transfer to the Capital Project Fund. In FY 2005, a nearly 20 percent increase in assessed values helped offset the higher personnel costs and additional Public Safety personnel. In FY 2006, the City allocated some of its fund balance to the Capital Improvement Program to fund projects in future budget years. In FY 2007, assessed property values continued to increase; however, personnel and property insurance costs increased at a higher rate, decreasing the ration of fund balance to total expenditures. In FY 2008, the state mandated property tax cut caused a drop in ad valorem revenue, though fund balance increased because of reduced expenditures. In FY 2009, as a result of taxpayers passing Amendment 1, declining property values, and holding the tax rate steady, ad valorem revenues dropped significantly. The City suspended transfers to fund capital projects to reduce the deficit, but still had to use \$400 thousand of reserves. Similar deficits were projected in FY 2010 and 2011, as property values fell by more than 20% in each of the last two years. The millage rate was increased by approximately 10% in FY 2010 to offset the lost revenues from falling property values. The millage rate has remained steady in FY 2011 and FY 2012 resulting in the decrease. This chart will change to show the impact of the new designations of GASB Statement 54 after the close of FY 2011.

Department of Administration



Mission Statement

To provide professional leadership in directing and managing all City operations and implementing City Council policies to provide for an efficient and effective municipal government serving the residents of the City.

Elected: 6
Full Time: 7.5

**DEPARTMENT OF ADMINISTRATION
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

Mayor/City Council:

- Adopted policies through the enactment of 10 ordinances that promoted the general welfare of the City and protected the health and safety of City residents.
- Lowered City property taxes while maintaining the quality of service provided.
- Approved 40 resolutions that authorized contracts and agreements for the provision of services.

City Manager:

- Facilitated the development of sound public policy through effective communication of issues and building consensus among Council, staff, and the public, to achieve common goals.
- Prepared a comprehensive annual budget that maintained the levels of service despite the reductions in revenue.
- Coordinated department activities to provide citywide efficient and effective programs and services.
- Implemented updates to the City Emergency Management Plan and the Continuity of Operations Plan.
- Coordinated implementation of the Capital Improvement Program.
- Reviewed 288 City Council Agenda Items.
- Coordinated four (4) citywide publications.

Legal Counsel:

- Reduced the City's legal exposure by reviewing ordinances, resolutions, contracts and/or agreements.
- Prepared pleadings in response to foreclosures and probate actions which has resulted in the collection and protection of monies due and owing to the City for municipal liens.
- Initiated forfeiture proceedings through preparation of complaints, subsequent pleadings and legal notices to secure properties utilized in violation of the Florida Forfeiture Act.

Human Resources:

- Coordinated the Educational Scholarship Program which provided five (5) \$1,500 scholarships.
- Coordinated health and dental insurance, retirement, and life insurance benefits for 180 participants.
- Coordinated review of 600 employment applications; and facilitated pre-employment skills testing and psychological testing; and pre-employment physical exams and drug screens.
- Coordinated employee events - Employee Recognition and Employee Picnic.
- Coordinated nine (9) City-wide employee training programs including Customer Service, Communication with Persons with Disabilities, Harassment Awareness, Ethics, Diversity/ADA, General Employee Retirement Workshops (2) EAP workshops, (2) First Aid and CPR, and Supervisory Training-Laws Regarding Interviewing, Avoiding Pre-Employment Litigation, and Interviewing and Hiring Process.

City Clerk:

- In compliance with Florida Statutes, a total of 105.75 cubic feet of paper records were destroyed and many volumes of records were deleted from Laserfiche.
- Coordinated 20 Council meeting agendas with backup material and website publication.
- Planned and supervised the Municipal Election process with five (5) candidates seeking election for the Office of Mayor and Council Districts I and V.

- Transcribed 46 sets (350 pages) of official minutes for City Council and other board meetings.
- Performed 1,477 lien searches and 28 public records requests.
- Coordinated the appraisal of all City properties to update values for insurance coverage.
- Created and distributed Boardmember Handbooks for City Boards.

DEPARTMENT SUMMARY

FY 2011		COST CENTER NUMBER AND DESCRIPTION	FY 2012		% CHG
<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>		<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>	
3	\$ 485,675	10-11 City Manager	3	\$ 476,993	-1.8%
6 PT	167,639	10-12 Mayor and City Council	6 PT	160,621	-4.2%
1	113,594	10-13 Legal Counsel	1	113,533	-0.1%
1.5	137,960	10-14 Human Resources	1.5	142,140	3.0%
2	185,865	10-15 City Clerk	2	178,209	-4.1%
<u>7.5 FT / 6 PT</u>	<u>\$ 1,090,733</u>		<u>7.5 FT / 6 PT</u>	<u>\$ 1,071,496</u>	<u>-1.8%</u>

DEPARTMENT ADMINISTRATION FISCAL YEAR 2012
 COST CENTER CITY MANAGER
 COST CENTER NO. 10-11 DATE 09-01-2011

PRIMARY FUNCTION NARRATIVE

The City Manager serves as the chief administrative officer of the City responsible to the City Council for the administration of City affairs, including overseeing operations of all departments of the City; preparation and submittal of the annual operating budget and Capital Improvement Program (CIP); formulation and presentation of policy proposals and implementation of Council policies; administration of personnel rules and preparation of special projects and reports requested by the City Council.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$421,535	\$430,446	\$440,006	438,277
Operating	34,334	27,444	45,669	38,716
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$455,869	\$457,890	\$485,675	\$476,993

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
Executive Secretary	1	1	1	1
Total Number of Staff	3	3	3	3

DEPARTMENT	<u>ADMINISTRATION</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>CITY MANAGER</u>		
COST CENTER NO.	<u>10-11</u>	DATE	<u>09-01-2011</u>

ACTIVITY/PERFORMANCE MEASURES

- Manage and oversee the operations of seven (7) departments of the City.
- Prepare and administer the comprehensive annual budget.
- Establish operational policies and performance and productivity standards for the delivery of effective and efficient municipal services.
- Prepare and submit annual financial and administrative reports.
- Formulate and present policy proposals to the City Council.
- Coordinate implementation of strategic plans.
- Prepare agendas for City Council meetings.
- Coordinate management of citizen inquiries and requests for service.
- Administer City Personnel Policies.
- Coordinate public information programs and City publications.
- Administer the City's Emergency Management Plan.
- Coordinate and implement special projects.
- Monitor and coordinate legislative issues.
- Coordinate negotiation of agreements and contracts.

GOALS & OBJECTIVES

Goal **To promote partnerships among Council, staff, citizens, and other public agencies in order to develop public policy and build a sense of community.**

Objective • Maintain facilitation of flow of information and understanding of issues among Council, staff, and the public.

Goal **To provide an annual budget and a Capital Improvement Plan that achieve City goals.**

Objective • Maintain the number of objectives in the annual budget that contribute to the achievement of City goals.

Goal **To provide leadership and direction in implementing the priorities and policies of the City Council.**

Objective • Maintain the weekly monitoring, reviewing, and reporting of accomplishments.

Goal **To maintain incorporation of information technology in strategic plan to enhance the efficiency of municipal services.**

Objective • Increase the number of electronic government initiatives and projects.

DEPARTMENT: ADMINISTRATION
 COST CENTER: CITY MANAGER
 COST CENTER NO.: 10-11

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	291,802	296,578	290,872	297,879
12	1	Regular Salaries & Wages	43,614	44,565	44,394	46,782
14	1	Overtime	0	0	0	0
15	1	Special Pay	9,890	10,390	10,320	10,320
21	1	Fica Taxes	20,988	20,821	21,081	21,654
22	1	Retirement Contributions	26,256	26,281	31,531	17,003
22	2	FLC Gen Retirement Contr	5,855	5,702	5,701	5,891
22	3	FLC Gen Retirement Match	2,928	2,851	2,850	2,945
23	1	Life & Health Ins - Empl.	18,728	19,124	24,163	26,477
23	2	Dependent Insurance	334	3,417	7,288	8,018
23	3	Short Term Disability Pay	0	0	0	0
24	1	Worker's Compensation	1,140	717	847	913
25	1	Unemployment Compensation	0	0	959	395
PERSONNEL SERVICES TOTAL			421,535	430,446	440,006	438,277
31	4	Other Professional Svc	818	1,332	3,000	3,000
40	4	Ed Train Sem & Asc Exp	4,244	3,196	7,925	7,925
40	5	Business Exp & Mileage	50	133	250	250
41	1	Telep, Teleg & Mailgram	69	73	300	200
42	1	Postage,Frt & Exp Charges	23	0	200	200
46	3	R & M - Office Equipment	1,494	1,634	2,444	2,328
47	1	Printing & Binding	208	638	450	9,468
48	1	City Publicity	13,828	7,102	16,000	500
48	6	Other Promo Activities	7,410	5,510	6,400	6,085
51	2	Office Supplies	2,044	2,126	2,500	2,500
51	4	Copy Paper & Supplies	378	452	1,850	1,850
51	5	Minor Office Equip & Furn	235	10	350	350
51	7	Commemoratives	548	1,873	250	250
54	3	Books,Subsc,Prof Supplies	197	649	400	400
54	4	Memberships & Dues	2,788	2,716	3,350	3,410
OPERATING EXPENSES TOTAL			34,334	27,444	45,669	38,716
DIVISION TOTAL			455,869	457,890	485,675	476,993

DEPARTMENT ADMINISTRATION **FISCAL YEAR** 2012
COST CENTER MAYOR AND CITY COUNCIL
COST CENTER NO. 10-12 **DATE** 09-01-2011

PRIMARY FUNCTION NARRATIVE

The Mayor and five (5) members of the City Council serve as the legislative body of the City and establish policies for the operation of the City, and enact legislation that protect the health, safety and welfare of City residents.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$111,641	\$111,379	\$120,549	\$118,861
Operating	28,703	34,525	35,090	34,260
Capital	0	0	0	0
Other	9,250	9,000	12,000	7,500
General Fund Totals	\$149,594	\$154,904	\$167,639	\$160,621

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Mayor *	1	1	1	1
Council Members *	5	5	5	5
Total Number of Staff	6	6	6	6

* Elected Position: (PT)

DEPARTMENT	<u>ADMINISTRATION</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>MAYOR/CITY COUNCIL</u>	DATE	<u>09-01-2011</u>
COST CENTER NO.	<u>10-12</u>		

ACTIVITY/PERFORMANCE MEASURES

- Approve various agreements and contracts for service delivery and procurement.
- Consider applications for annexation, zoning changes, future land use amendments, special exceptions, and other land use proposals.
- Approve the City's annual operating budget and Capital Improvement Program.
- Examine and analyze approximately fifty (50) resolutions, and thirty (30) ordinances that provide for the enactment of policies and laws for the City.

GOALS & OBJECTIVES

Goal **To establish policies and laws that promote the general welfare of the City and protect the health and safety of City residents.**

Objective • Adopt policies through the enactment of ordinances and resolutions that are in keeping with the City's character.

Goal **To provide the best municipal services to City residents at the most cost efficient means.**

Objective • To maintain tax rates commensurate with the quality of service provided.

Goal **To provide a safe and attractive community for City residents in order to improve the quality of life.**

Objective • To maintain the level of funding for operational and capital improvement programs.

DEPARTMENT: ADMINISTRATION
 COST CENTER: MAYOR AND CITY COUNCIL
 COST CENTER NO: 10-12

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	37,644	37,282	37,500	37,500
15	1	Special Pay	29,325	29,174	30,600	30,600
21	1	Fica Taxes	4,102	4,566	4,222	4,222
22	1	Retirement Contributions	2,317	2,308	5,536	2,075
22	2	FLC Gen Retirement Contr	935	1,039	2,220	2,776
22	3	FLC Gen Retirement Match	312	219	1,110	1,387
23	1	Life & Health Ins - Empl.	23,004	28,635	31,956	35,109
23	2	Dependent Insurance	13,780	8,015	7,238	5,017
24	1	Worker's Compensation	222	141	167	175
25	1	Unemployment Compensation	0	0	0	0
PERSONNEL SERVICES TOTAL			111,641	111,379	120,549	118,861
40	4	Ed Train Sem & Asc Exp	10,955	16,969	16,400	15,300
40	5	Business Exp & Mileage	0	20	300	300
47	1	Printing & Binding	0	81	165	165
51	2	Office Supplies	0	0	0	0
54	3	Books,Subsc,Prof Supplies	0	0	150	150
54	4	Memberships & Dues	17,748	17,455	18,075	18,345
OPERATING EXPENSES TOTAL			28,703	34,525	35,090	34,260
83	1	Aids To Private Organ.	9,250	9,000	12,000	7,500
GRANTS & AIDS TOTAL			9,250	9,000	12,000	7,500
DIVISION TOTAL			149,594	154,904	167,639	160,621

DEPARTMENT ADMINISTRATION FISCAL YEAR 2012
 COST CENTER LEGAL COUNSEL
 COST CENTER NO. 10-13 DATE 09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds the position of City Attorney and provides funding for contractual specialized legal consulting services such as labor, telecommunication and land use attorneys. The City Attorney serves as the legal counsel for the Mayor, City Council, City Boards, and City staff.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$87,377	\$96,314	\$89,944	\$89,833
Operating	9,445	42,744	23,650	23,700
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$96,822	\$139,058	\$113,594	\$113,533

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
City Attorney	1	1	1	1
Total Number of Staff	1	1	1	1

DEPARTMENT	<u>ADMINISTRATION</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>LEGAL COUNSEL</u>		
COST CENTER NO.	<u>10-13</u>	DATE	<u>09-01-2011</u>

ACTIVITY/PERFORMANCE MEASURES

- Review ordinances, resolutions, agreements, and contracts.
- Prepare imposition/satisfaction of liens and foreclosures related to Code Enforcement violations.
- Advise City staff on daily legal issues; review correspondence on behalf of City staff; and provide legal input regarding City code interpretation.
- Prepare pleadings in response to foreclosures, bankruptcy and probate actions to collect monies due and owing to the City.
- Provide legal services for the Code Enforcement Board, Building Board of Adjustments and Appeals; Zoning Board of Adjustment and Appeals.
- Prepare and file all pleadings and legal documents with the Circuit Court which are necessary for forfeiture of property seized in association with arrest for criminal activity.
- Advise and assist Human Resources staff in preparation and presentation of defenses to Equal Employment Opportunity Commissions claims.

GOALS & OBJECTIVES

- Goal** **To provide professional legal services to the City Council and staff to protect the City's interests.**
- Objective • To reduce the City's legal exposure by reviewing all ordinances, resolutions and contracts in a timely fashion.
- Objective • To decrease the City's legal expenses by providing recommendations to the City Council, City Boards, and staff.

DEPARTMENT: ADMINISTRATION
 COST CENTER: LEGAL COUNSEL
 COST CENTER NO.: 10-13

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	68,857	76,534	68,893	71,870
21	1	Fica Taxes	5,268	5,837	5,270	5,498
22	1	Retirement Contributions	6,999	6,941	7,718	3,749
23	1	Life & Health Ins - Empl.	6,087	6,859	7,687	8,445
24	1	Worker's Compensation	166	143	169	185
25	1	Unemployment Compensation	0	0	207	86
PERSONNEL SERVICES TOTAL			87,377	96,314	89,944	89,833
31	1	Legal Expenses	0	0	1,500	21,500
31	4	Other Professional Svc	8,056	41,121	20,000	0
40	4	Ed Train Sem & Asc Exp	0	295	500	500
40	5	Business Exp & Mileage	123	0	150	150
47	1	Printing & Binding	0	0	0	0
49	8	Recording Fees	0	0	0	0
51	5	Minor Office Equip & Furn	0	0	100	100
54	3	Books,Subsc,Prof Supplies	891	953	1,000	1,050
54	4	Memberships & Dues	375	375	400	400
OPERATING EXPENSES TOTAL			9,445	42,744	23,650	23,700
64	5	Office Furniture	0	0	0	0
CAP OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			96,822	139,058	113,594	113,533

DEPARTMENT	<u>ADMINISTRATION</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>HUMAN RESOURCES</u>		
COST CENTER NO.	<u>10-14</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of personnel files maintained	185/41	183/19	174/21	174/21
# of applications processed	186	340	400	400
# of new hires processed	9	20	20	20
# of health insurance participants	191	183	180	180
# of retirement plan participants	191	183	180	180
# of In-house training sessions provided	10	13	11	13
# of documents scanned	14,746	12,289	13,000	13,000

EFFICIENCY MEASURES

Avg. cost per hire	\$339	\$303	\$271	\$271
Avg. cost per employee – benefits admin.	\$669	\$663	\$673	\$673
Avg. cost per employee – health/dental insurance	\$5,852	\$6,745	\$7,419	\$8,211
Avg. cost per dependent – health/dental insurance	\$5,707	\$4,635	\$4,779	\$5,637
Avg. cost per employee – in-house training	\$50	\$20	\$25	\$19
Ratio of HR staff to 100 FTE employees	1.2	1.27	1	1

EFFECTIVENESS MEASURES

% New employees receiving mandatory training within first year of employment	99%	99%	99%	99%
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GOALS & OBJECTIVES

- Goal Provide training, coaching, and counseling to City employees in order to provide opportunities for self-development and advancement within the City.**
- Objective
- Increase the number of employee in-house training programs from 12 to 13.
 - Increase the quality of training by obtaining feedback through a training evaluation survey.
 - Increase new Supervisor training from 0 to 1.
- Goal Provide a competitive benefits package in order to retain an excellent work force.**
- Objective
- Maintain the number of health insurance articles in the Employee Newsletter to educate employees on cost effective measures to reduce cost.
 - Maintain health, dental, life and retirement benefits in accordance with existing plans and policies.
- Goal Provide a hiring process that is based on knowledge, skills and abilities in order to provide equal opportunities for City staffing needs.**
- Objective
- Maintain the review of Position Descriptions prior to the hiring of a position.
 - Maintain the review of the applicant process with each department as vacancies occur.

DEPARTMENT: ADMINISTRATION
 COST CENTER: HUMAN RESOURCES
 COST CENTER NO.: 10-14

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	0	0	0	0
12	1	Regular Salaries & Wages	112,747	67,950	72,936	76,645
14	1	Overtime	105	0	0	0
21	1	Fica Taxes	8,589	5,149	5,580	5,863
22	1	Retirement Contributions	5,973	1,551	0	0
22	2	FLC Gen Retirement Contr	2,723	2,656	3,647	3,833
22	3	FLC Gen Retirement Match	1,361	1,328	1,822	1,916
23	1	Life & Health Ins - Empl.	11,753	8,715	11,529	12,667
23	2	Dependent Insurance	586	403	3,986	4,395
23	3	Short Term Disability	0	0	0	0
24	1	Worker's Compensation	362	235	179	197
25	1	Unemployment Compensation	0	0	219	92
PERSONNEL SERVICES TOTAL			144,199	87,987	99,898	105,608
31	4	Other Professional Svc	694	6,973	2,440	1,985
31	5	Physical Exams	2,828	3,935	4,940	4,940
34	4	Other Contractual Service	3,697	3,667	3,607	3,607
40	2	Tuition Reimbursement	4,982	7,168	7,500	7,500
40	3	Personnel Recruiting Exp	0	390	235	150
40	4	Ed Train Sem & Asc Exp	2,166	1,281	2,200	1,300
40	5	Business Exp & Mileage	0	0	200	200
45	1	Liability & Fleet Ins*	0	0	0	0
45	2	Notary Fees	150	0	0	0
46	3	R & M Office Equipment	0	0	550	0
47	1	Printing & Binding	0	0	0	0
48	6	Other Promo Activities	2,304	2,351	2,490	2,750
49	7	Computer Software & Prog	770	0	0	0
49	9	Classified Ads	0	672	2,000	2,375
51	2	Office Supplies	77	0	260	260
51	5	Minor Office Equip & Furn	0	0	400	200
51	7	Commemoratives	4,005	5,698	8,525	8,730
52	9	Tapes, Film & Film Supply	0	0	0	0
54	3	Books, Subsc, Prof Supplies	1,946	1,012	2,100	2,100
54	4	Memberships & Dues	510	540	615	435
OPERATING EXPENSES TOTAL			24,129	33,687	38,062	36,532
64	8	Other Equipment	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			168,328	121,674	137,960	142,140

* moved to non-departmental

DEPARTMENT	ADMINISTRATION	FISCAL YEAR	2012
COST CENTER	CITY CLERK		
COST CENTER NO.	10-15	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

The City Clerk Division is responsible for the organization and distribution of City Council agendas; administration of eight (8) City Boards/Committees; recording and transcription of official minutes for the City Council and Boards; public hearing notices; response to public records requests; recording of official documents; coordination and preparation of lien searches; oversight of the codification of City Ordinances; administration of titles and registrations for the City's fleet of vehicles; oversight of the City-wide Records Management Program; preparing for and supervising the Municipal Election; administration of the Workplace Safety Program; and oversight of Risk Management Services including property and liability insurance, and Worker's Compensation claims.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$150,141	\$184,254	\$144,852	\$141,918
Operating	30,873	33,393	41,013	36,291
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$181,014	\$217,647	\$185,865	\$178,209

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
City Clerk	1	1	1	1
Assistant to the City Clerk	1	1	1	1
Total Number of Staff	2	2	2	2

DEPARTMENT	ADMINISTRATION	FISCAL YEAR	2012
COST CENTER	CITY CLERK		
COST CENTER NO.	10-15	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of ordinances and resolutions processed	82	76	90	60
# of sets of official minutes transcribed	41	50	60	60
# of lien searches/letters processed	652	885	1,442	1,400
# of public records requests processed	30	23	30	30
# of documents scanned	17,727	8,522	10,000	10,000
# of phone/e-mail/walk-in requests processed	4,944	11,239	10,000	10,000
# of property loss claims processed	20	30	25	25
# of new liability claims processed	3	3	3	2
# of W/C loss claims processed	40	28	30	30

EFFICIENCY MEASURES

Average time to prepare one page of minutes	15 mins.	15 mins.	15 mins.	15 mins.
Average cost to prepare one page of minutes	\$8.18	\$6.95	\$6.79	\$6.95
Average time to prepare lien searches	15 mins.	15 mins.	15 mins.	15 mins.
Average cost to prepare lien searches	\$8.18	\$6.95	\$6.79	\$6.95
Average cost per employee – risk management	\$194	\$125	\$125	\$125

EFFECTIVENESS MEASURES

% of minutes returned for corrections	0%	0%	0%	0%
% of minutes completed prior to next mtg.	100%	100%	100%	100%
% of lien searches completed within 5 days	100%	100%	100%	100%
% of "RUSH" searches completed within 1 day			98%	100%
% Liability/property loss ratio (premiums/claims)	53%	6%	50%	25%
% W/C claims loss ratio (premiums/losses)	83%	17%	50%	25%

GOALS & OBJECTIVES

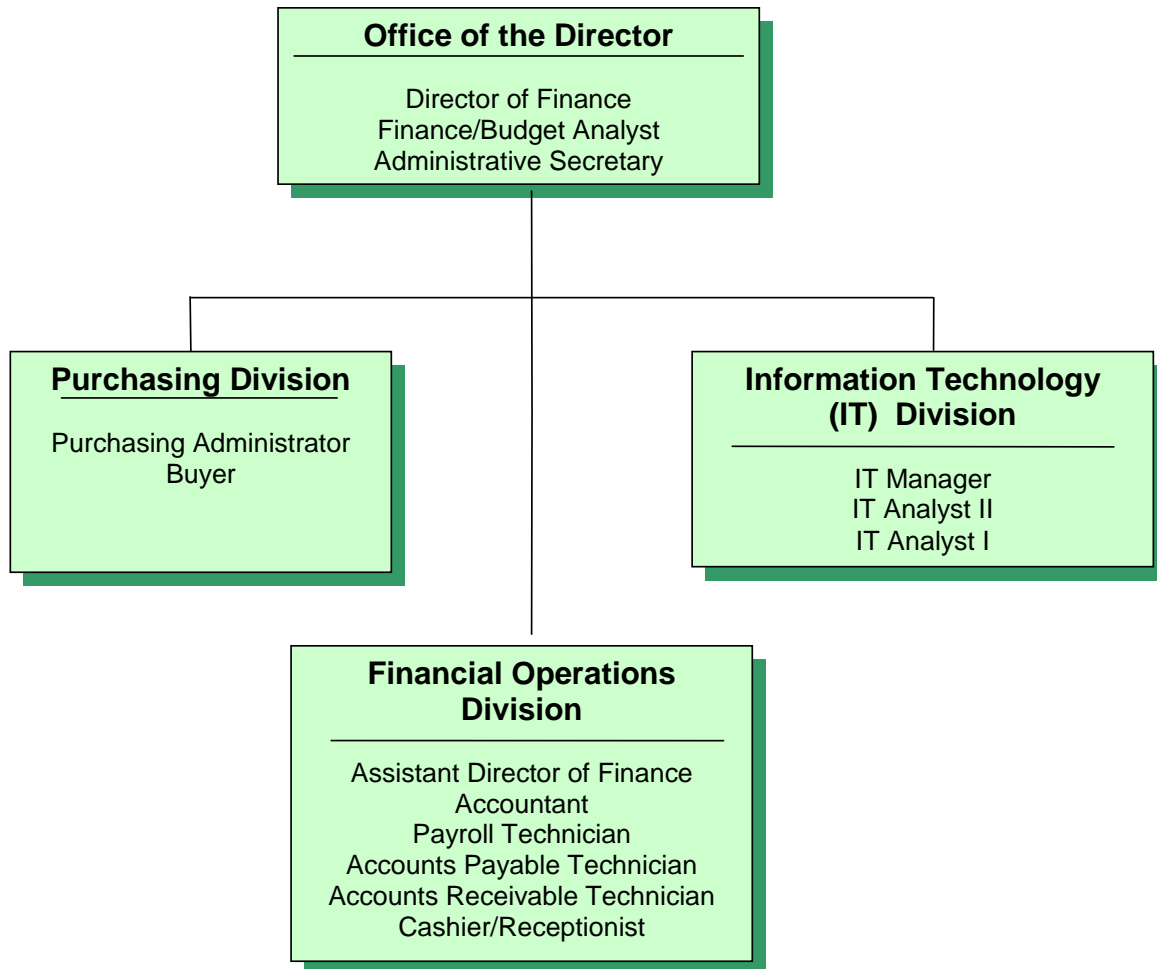
- Goal** **Maintain a City-Wide Records Management Program to enhance access to public records and minimize costs associated with time and storage.**
- Objective • Maintain 7 meetings per year with departmental Records Custodians and Alternates.
- Maintain destruction of paper records at 1 per year, and decrease destruction of electronics records from 2 to 1 per year.
- Goal** **Provide support to City Council and City Boards to meet Florida Statutes requirements.**
- Objective • Maintain the preparation and coordination of twenty-four (24) City Council Agendas.
- Maintain one (1) orientation for new Board Members, and increase publications provided to Board Members from 1 to 2.
- Goal** **Provide administration of annual municipal election in accordance with Florida Statutes.**
- Objective • Maintain the administration and supervision of the annual municipal election for seventeen (17) precincts and 18,545 registered voters.
- Goal** **Provide competent risk management services in order to minimize liability for the City.**
- Objective • Maintain the annual review of insurance coverage limits and property inventory.

DEPARTMENT: ADMINISTRATION FY 2012
 COST CENTER: CITY CLERK DATE 09-01-2011
 COST CENTER NO.: 10-15

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	117,654	147,672	106,307	110,299
14	1	Overtime	189	0	0	0
21	1	Fica Taxes	8,839	11,135	8,132	8,438
22	1	Retirement Contributions	11,316	11,912	14,461	5,876
22	2	FLC Gen Retirement Contr	0	0	0	0
22	3	FLC Gen Retirement Match	0	0	0	0
23	1	Life & Health Ins - Empl.	11,753	13,296	15,372	16,889
23	3	Short Term Disability	0	0	0	0
24	1	Worker's Compensation	390	239	261	284
25	1	Unemployment Compensation	0	0	319	132
PERSONNEL SERVICES TOTAL			150,141	184,254	144,852	141,918
31	4	Other Professional Svc	0	0	5,000	0
34	4	Other Contractual Service	260	0	150	150
40	4	Ed Train Sem & Asc Exp	2,285	672	1,688	1,675
40	5	Business Exp & Mileage	2	0	0	0
42	1	Postage,Frt & Exp Charges	0	0	0	0
45	1	Liability & Fleet Ins.	0	0	0	0
45	2	Surety Bonds	0	0	0	100
46	3	R & M - Office Equipment	75	0	0	0
46	5	R & M - Other Equipment	0		500	0
47	1	Printing & Binding	0	0	0	0
49	1	Legal Ads	3,750	4,009	4,750	4,700
49	2	Election Expenses	19,202	22,461	22,635	21,786
49	3	Titles, Tags & Taxes	525	958	1,000	1,200
49	8	Recording Fees	1,500	1,750	2,000	2,400
51	2	Office Supplies	12	16	60	60
51	5	Minor Office Equip & Fur	0	0	0	0
51	7	Commemoratives	189	0	0	0
52	5	Consumables & Small Tools	0	0	0	0
52	9	Tapes,Film & Film Supply	0	0	0	0
54	2	Code Supplements & Update	2,551	3,232	2,600	3,300
54	3	Books, Subsc, Prof Supplies	0	0	250	250
54	4	Memberships & Dues	522	295	380	670
OPERATING EXPENSES TOTAL			30,873	33,393	41,013	36,291
64	5	Office Furniture	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			181,014	217,647	185,865	178,209



Department of Finance



Mission Statement

To professionally and responsibly manage the financial affairs of the City and to effectively and efficiently provide related support services for residents and City operations through Information Technology centralized purchasing, accounting and budgeting.

Full Time: 14

**DEPARTMENT OF FINANCE
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

Office of the Director:

- Prepared, published, and presented the Comprehensive Annual Financial Report (CAFR) that was Government Accounting Standards Board (GASB) compliant for the fiscal year ending September 30, 2010.
- Received the Certificate of Achievement for Excellence in Financial Reporting Award for FY 10.
- Received the Distinguished Budget Presentation Award for FY 11.
- Coordinated a total of 23 grants with expenditures totaling \$882,805.

Financial Operations Division:

- Coordinated major changes of health insurance coverage and plans for payment of health insurance premiums, and reconciled differences and adjustments with Florida Municipal Insurance Trust on a monthly basis.
- Processed final payouts for employees that elected the Voluntary Separation Program (VSP).
- Processed 4 successful quarterly security scans to test data security for credit card processing.
- Completed final year of invoicing on the 20-year water special assessment in Greenacres "original section"; remaining unpaid accounts (less than 10 accounts) will be issued a warning letter, then will be liened, if necessary, and turned over to collections.
- Prepared one resolution (2011-07) to impose 165 solid waste liens totaling \$29,272, and two resolutions (2010-49, 2011-06) to release 61 solid waste liens totaling \$11,334.

Purchasing Division:

- Provided updates to departments regarding procurement policies and procedures through quarterly publications of the Purchasing Partner newsletter and live training sessions.
- Maintained the amount of savings realized on City purchases by facilitating competitive procurement practices.
- Issued a survey to Department Directors and Supervisors to assess Purchasing Division services including accessibility, responsiveness, and communication.
- Developed and posted a Purchasing Division values statement on the City Website.
- Coordinated a total of thirteen (13) Bids and Requests for Proposals. Highlights include management of Bids for the replacement of nine HVAC units, Impact Windows and Storefront Systems for Public Safety, Medical Supplies, Landscape Materials, City Stationery, and a RFP for Repair and Annual Maintenance on City HVAC systems.

Information Technology Division:

- Maintained network availability of 99.5% of the time or greater throughout the fiscal year.
- Enhanced user productivity on existing software applications by providing seven training sessions at a remote facility and some in-house training sessions.
- Maintained GovQA technical request system for technical/non-technical requests to minimize phone calls and possible self-help with a FAQ section.
- Maintained the Email Archive system to reduce the workload and capacity of Email servers and comply with email records management requirements.
- Implemented the Internet filtering system not only to protect servers and workstations from any Internet security threats such as virus, spyware, hacking, malicious websites, phishing and frauds, but also control the internet bandwidth usage and increase computer user productivity.
- Worked very closely with Public Safety project team to prepare, setup, configure, and go live with Spillman Public Safety enterprise applications.

DEPARTMENT SUMMARY

FY 2011		COST CENTER NUMBER AND DESCRIPTION	FY 2012		% CHANGE
NO. OF POSITIONS	BUDGET DOLLARS		NO. OF POSITIONS	BUDGET DOLLARS	
3	\$ 324,661	20-21 Office of the Director	3	\$ 320,207	-1.4%
6	454,131	20-22 Financial Operations	6	467,399	2.9%
2	144,823	20-23 Purchasing	2	151,753	4.8%
3	346,760	20-26 Information Technology	3	357,235	3.0%
<u>14</u>	<u>\$ 1,270,375</u>		<u>14</u>	<u>\$1,296,594</u>	<u>2.1%</u>

DEPARTMENT	<u>FINANCE</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>OFFICE OF THE DIRECTOR</u>		
COST CENTER NO.	<u>20-21</u>	DATE	<u>09-01-2011</u>

PRIMARY FUNCTION NARRATIVE

The responsibility of the Office of the Director is to oversee and regulate the financial management of the City, including the accounting division, investments, debt management, purchasing, and information technology services functions. The City's operating and capital improvement program budgets are prepared and presented, and the execution monitored by this staff. The Office of the Director ensures adequate internal controls are administered, funds are properly accounted for, and audits of the funds of the City are accomplished in accordance with Florida Statutes. The City's budget, grants, and all financial reports are reviewed, and financial advice is provided to the City Manager, Mayor, and City Council.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$272,337	\$345,299	\$269,076	\$274,442
Operating	49,853	46,730	55,585	45,765
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$322,190	\$392,029	\$324,661	\$320,207

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Director of Finance	1	1	1	1
Finance/Budget Analyst	1	1	1	1
Administrative Secretary	1	1	1	1
Total Number of Staff	3	3	3	3

DEPARTMENT	<u>FINANCE</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>OFFICE OF THE DIRECTOR</u>	DATE	<u>09-01-2011</u>
COST CENTER NO.	<u>20-21</u>		

ACTIVITY/PERFORMANCE MEASURES

- Over see preparation of the Comprehensive Annual Financial Report (CAFR) to the City Council by the second meeting in March.
- Provide reports, budgets, financial estimates and audits to the City Manager, Mayor, and City Council.
- Maintain a critical dates calendar to include all-important Department of Finance activity due dates.
- Manage the City's investment portfolio to provide safety, liquidity, and an appropriate rate of return.
- Prepare a balanced operating and capital budget which effectively addresses the City Council's goals and complies with all applicable federal, state and local requirements.
- Coordinate financial reimbursements and reporting of all grants, which include hurricane disaster relief from FEMA.
- Apply for three Government Finance Officers Association (GFOA) awards

GOALS & OBJECTIVES

Goal **To provide reliable, accurate and timely financial information to City Council, Management, Staff and Citizens.**

- Objective**
- To publish a Comprehensive Annual Financial Report (CAFR) that meets the Government Finance Officer's Association (GFOA) criteria within six months after the end of the fiscal year and to receive the Certificate of Achievement for Excellence in Financial Reporting Award.
 - To receive the prestigious and Distinguished Budget Presentation Award for the current Fiscal Year.
 - To receive the Popular Annual Financial Reporting Award for the current fiscal year.

Goal **To ensure receipt of City's revenue sources through auditing services.**

- Objective**
- To conduct monthly reviews of State revenue remittance.
 - To verify the accuracy of the service providers address databases.

DEPARTMENT: FINANCE FY 2012
 COST CENTER: OFFICE OF THE DIRECTOR DATE 09-01-2011
 COST CENTER NO.: 20-21

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	105,820	171,726	100,298	107,070
12	1	Regular Salaries & Wages	105,509	104,706	106,307	109,383
14	1	Overtime	30	0	0	0
15	1	Special Pay	4,140	10,442	6,320	6,320
21	1	Fica Taxes	15,613	19,405	15,544	16,262
22	1	Retirement Contributions	0	0	0	0
22	2	FLC Gen Retirement Contr	10,903	11,730	10,329	10,823
22	3	FLC Gen Retirement Match	5,451	5,865	5,164	5,411
23	1	Life & Health Ins - Empl.	18,030	15,533	16,342	17,954
23	2	Dependent Insurance	6,155	5,440	7,630	386
23	3	Short Term Disability Pay	0	0	0	0
24	1	Worker's Compensation	686	452	522	573
25	1	Unemployment Compensation	0	0	620	260
PERSONNEL SERVICES TOTAL			272,337	345,299	269,076	274,442
31	4	Other Professional Svc	540	2,550	1,025	975
32	1	Accounting & Auditing	45,165	40,400	50,000	40,600
40	4	Ed Train Sem & Asc Exp	3,105	2,272	3,000	2,000
40	5	Business Exp & Mileage	0	0	0	0
42	1	Postage,Frt & Exp Charges	93	50	200	200
45	2	Notary Fees	95	0	0	0
46	3	R & M - Office Equipment	0	0	500	300
47	1	Printing & Binding	35	743	50	880
48	1	City Publicity	0	0	0	0
51	2	Office Supplies	0	0	0	0
51	4	Copy Paper & Supplies	0	0	0	0
51	5	Minor Office Equip & Furn	300	130	300	300
54	2	Code Supplements & Update	0	0	0	0
54	3	Books,Subsc,Prof Supplies	185	195	200	210
54	4	Memberships & Dues	335	390	310	300
64	8	Other Equipment	0	0	0	0
OPERATING EXPENSES TOTAL			49,853	46,730	55,585	45,765
DIVISION TOTAL			322,190	392,029	324,661	320,207

DEPARTMENT	<u>FINANCE</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>FINANCIAL OPERATIONS</u>		
COST CENTER NO.	<u>20-22</u>	DATE	<u>09-01-2011</u>

PRIMARY FUNCTION NARRATIVE

The Financial Operations Division provides detailed financial services that include accounting, payroll, cash management, investment and debt management, accounts payable, accounts receivable and cash receipts. Personnel in this cost center maintain the City's general ledger and financial accounting system, produce monthly revenue and expenditures statements, reconcile the City's bank accounts, receive and properly record all of the annual revenues, and provide payroll services to nearly 200 full and part-time employees. Other services include management of the City's cash and investment accounts to obtain the highest interest return possible, monitoring the City's internal controls, coordinating with auditors on the audit and reporting standards, overseeing the capital asset accounts, and billing for ambulance transport and solid waste pickup.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$364,162	\$356,024	\$382,698	\$403,459
Operating	74,341	62,470	71,433	63,940
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$438,503	\$418,494	\$454,131	\$467,399

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Asst. Director Of Finance	1	1	1	1
Accountant	1	1	1	1
Payroll Technician	1	1	1	1
Acct. Payable Tech.	1	1	1	1
Acct. Receivable Tech.	1	1	1	1
Cashier/Receptionist	1	1	1	1
Total Number of Staff	6	6	6	6

DEPARTMENT	FINANCE	FISCAL YEAR	2012
COST CENTER	FINANCIAL OPERATIONS		
COST CENTER NO.	20-22	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
A/P Checks Issued	2,932	2,732	2,477	2,606
ACH Payments				
Payroll Checks Issued	137	132	110	150
Payroll Direct Deposits	5,383	5,176	4,702	4,700
Payments Processed	19,822	19,862	17,378	19,200
Solid Waste Bills Issued	13,486	13,617	13,678	13,690
Initial Ambulance Bills	2,496	2,522	2,708	2,750
Number of Items Scanned	120,017	101,301	97,124	100,000
Fixed Assets Maintained	1,436	1,374	1,460	1,500

EFFICIENCY MEASURES

Cost per A/P check issued	\$11.61	\$11.60	\$11.58	\$11.56
Cost per Payment Processed	\$1.40	\$1.40	\$1.37	\$1.37
Cost Per Solid Waste Bill Processed	\$2.37	\$2.36	\$2.34	\$2.33
Average Cost Per Initial Ambulance Bill	\$10.72	\$10.70	\$10.65	\$10.61
Cost of scanning per page	\$0.11	\$0.15	\$0.13	\$0.13

EFFECTIVENESS MEASURES

% of EMS Bills Collected	68.6%	65.8%	55.1%	65.0%
% of Solid Waste Bills Collected	82.4%	76.5%	72.6%	72.6%

GOALS & OBJECTIVES

- Goal** **To decrease outstanding accounts receivable and increase cash flows into the City.**
- Objective • To monitor all solid waste accounts in foreclosure to ensure City collections are maximized.
- To monitor all ambulance accounts in past due status to ensure City collections are maximized.
- Goal** **To construct comprehensive Revenue Manual that describes all City revenue sources.**
- Objective • To provide comprehensive fee schedule, with authority referenced, for City services.
- Goal** **To ensure proper internal controls are in place.**
- Objective • To audit cash handling procedures and conduct training at departments of Public Safety and Leisure Services.
- To train staff on the usage of new credit card software and document the procedures.

DEPARTMENT: FINANCE FY 2012
 COST CENTER: FINANCIAL OPERATIONS DATE 09-01-2011
 COST CENTER NO.: 20-22

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	286,092	276,534	290,877	305,304
14	1	Overtime	0	11	0	0
21	1	Fica Taxes	21,605	20,793	21,961	23,050
22	1	Retirement Contributions	0	0	0	0
22	2	FLC Gen Retirement Contr	14,766	13,840	14,543	15,266
22	3	FLC Gen Retirement Match	5,179	5,176	7,272	7,632
23	1	Life & Health Ins - Empl.	35,258	38,742	46,117	50,669
23	2	Dependent Insurance	334	327	342	386
23	3	Short Term Disability	0	0	0	0
24	1	Worker's Compensation	928	601	713	786
25	1	Unemployment Compensation	0	0	873	366
PERSONNEL SERVICES TOTAL			364,162	356,024	382,698	403,459
34	4	Other Contractual Service	14,417	7,324	7,500	6,550
40	4	Ed Train Sem & Asc Exp	2,135	2,057	2,950	2,950
40	5	Business Exp & Mileage	96	75	50	50
41	1	Telep, Teleg & Mailgram	21	16	30	30
42	1	Postage, Frt & Exp Charges	49,908	43,958	49,900	45,090
45	2	Surety Bonds	192	0	0	0
46	3	R & M - Office Equipment	1,621	1,533	1,900	1,340
47	1	Printing & Binding	1,504	2,570	2,900	3,150
49	10	Property Tax	270	437	1,000	600
49	4	Bonds Discount	181	313	1,000	0
49	7	Computer Software & Prog.	2,250	2,250	2,250	2,250
51	2	Office Supplies	0	0	0	0
51	4	Copy Paper & Supplies	0	0	0	0
51	5	Minor Office Equip & Furn	436	215	350	300
52	8	Uniforms & Clothing	372	0	0	0
54	3	Books, Subsc, Prof Supplies	514	1,297	1,310	1,355
54	4	Memberships & Dues	424	425	293	275
OPERATING EXPENSES TOTAL			74,341	62,470	71,433	63,940
64	6	Office Equipment	0	0	0	0
CAPTIAL OUTLAY TOTAL			0	0	0	0
81	1	Aids To Government Agency	0	0	0	0
GRANTS & AIDS TOTAL			0	0	0	0
DIVISION TOTAL			438,503	418,494	454,131	467,399

DEPARTMENT FINANCE **FISCAL YEAR** 2012
COST CENTER PURCHASING
COST CENTER NO. 20-23 **DATE** 09-01-2011

PRIMARY FUNCTION NARRATIVE

The Purchasing Division provides professional procurement services to the City Departments while ensuring compliance with Florida State Statutes, the City Procurement Ordinance and Administrative Rules. The Division maintains unbiased vendor selections, cost effective purchases, timely receipt of goods and contractual services. An inventory of frequently used office supplies (Central Stores) is maintained for the convenience of the Departments and to take maximum advantage of economical volume discounts and special pricing agreements. The Division prepares (in conjunction with other Departments) complete specifications for issuance of Invitations to Bid or Requests for Proposals for supplies, equipment, and services over \$10,000. The Purchasing Division administers major contractual procurements for the City, including administering and monitoring the Procurement Card Program. The Division is responsible to study market trends, review current developments, literature, and technical sources of information, and determine sources of supplies.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$125,615	\$129,018	\$131,498	\$138,668
Operating	9,385	11,663	13,325	13,085
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$135,000	\$140,681	\$144,823	\$151,753

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Purchasing Administrator	1	1	1	1
Buyer	1	1	1	1
Total Number of Staff	2	2	2	2

DEPARTMENT	<u>FINANCE</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>PURCHASING</u>		
COST CENTER NO.	<u>20-23</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Purchase Orders Issued	1,361	1,093	1,300	1,280
Purchase Order Amounts	\$4,126,526	\$3,158,411	\$5,400,000	\$4,350,000
Bids Issued	12	13	10	10
Purchasing Card Purchases	\$157,397	\$160,035	\$160,000	\$161,000
Purchasing Card Transactions	1,398	1,334	1,400	1,380
Central Store Requests	390	380	400	387
Number of Training Sessions Conducted	3	2	2	2

EFFICIENCY MEASURES

Cost per Purchase Order Processed	\$46.16	\$40.67	\$43.38	\$43.80
Average Purchasing Card Transaction Amt	\$112.59	\$119.96	\$114.29	\$116.67
Cost Per Central Store Request	\$2.33	\$2.24	\$2.35	\$2.37

EFFECTIVENESS MEASURES

Saving Amount Realized thru Alternative Purchasing	\$25,545	\$59,613	\$20,000	\$25,000
Number of Bid Protests	1	0	0	0

GOALS & OBJECTIVES

Goal To enhance efficiency of the procurement process for City Departments.

Objective • Maintain updates to Departments regarding procurement policies and procedures through newsletters.

Goal To procure the highest quality goods and services at the least cost.

Objective • Maintain the current amount of savings realized on purchase orders by identifying alternative means of purchasing.

Goal To provide value added services to the city through the procurement process.

Objective • Maintain monthly review of procurement card purchases and routine purchases to identify cost savings opportunities.

Objective • Maintain thirteen current City purchasing contracts annually on the City's website.

DEPARTMENT: **FINANCE** FY 2012
 COST CENTER: **PURCHASING** DATE 09-01-2011
 COST CENTER NO.: **20-23**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	98,008	100,488	100,103	105,105
14	1	Overtime	190	0	0	0
21	1	Fica Taxes	7,492	7,626	7,628	8,009
22	2	FLC Gen Retirement Contr	5,068	5,005	5,006	5,256
22	3	FLC Gen Retirement Match	2,534	2,069	2,502	2,627
23	1	Life & Health Ins - Empl.	11,753	13,296	15,372	16,889
23	2	Dependent Insurance	252	327	342	386
24	1	Worker's Compensation	318	208	245	270
25	1	Unemployment Compensation	0	0	300	126
PERSONNEL SERVICES TOTAL			125,615	129,018	131,498	138,668
40	4	Ed Train Sem & Asc Exp	2,865	1,258	2,600	2,400
40	5	Business Exp & Mileage	23	19	50	50
42	1	Postage,Frt & Exp Charges	6	0	75	75
45	2	Notary Fees	0	98	0	0
46	3	R & M - Office Equipment	0	0	0	0
47	1	Printing & Binding	0	576	600	600
49	1	Legal Ads	2,663	3,075	2,000	2,000
51	2	Office Supplies	2,837	2,997	3,500	3,500
51	4	Copy Paper & Supplies	0	2,912	3,500	3,500
51	5	Minor Office Equip & Furn	42	0	200	200
52	0	Phy. Variance Loss / Gain	0	0	0	0
54	3	Books,Subsc,Prof Supplies	212	98	120	120
54	4	Memberships & Dues	475	575	680	640
55	5	Erroneous Issues	262	54	0	0
OPERATING EXPENSES TOTAL			9,385	11,663	13,325	13,085
64	5	Office Furniture	0	0	0	0
64	6	Office Equipment	0	0	0	0
64	9	Comp Hardware/Software	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			135,000	140,681	144,823	151,753

DEPARTMENT	FINANCE	FISCAL YEAR	2012
COST CENTER	INFORMATION TECHNOLOGY		
COST CENTER NO.	20-26	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This Division is responsible for the provision of Information Technology (IT) for all departments in the City. The IT staff is responsible for operation maintenance and upgrade of the integrated computer network and all IT equipment in the City. Division personnel provide the services that allow for the network operation of the City's diverse software applications and hardware components. IT staff also implements and completes major Capital Improvement Projects for the City, to maximize automated support to enhance the City's efficient, business-like operations.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$239,203	\$240,352	\$243,368	\$254,348
Operating	84,076	83,851	103,392	98,887
Capital	9,214	16,278	0	4,000
Other	0	0	0	0
General Fund Totals	\$332,493	\$340,481	\$346,760	\$357,235

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Information Technology Manager	1	1	1	1
Information Technology Analyst II	1	1	1	1
Information Technology Analyst I	1	1	1	1
Total Number of Staff	3	3	3	3

DEPARTMENT	FINANCE	FISCAL YEAR	2012
COST CENTER	INFORMATION TECHNOLOGY		
COST CENTER NO.	20-26	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
PC Workstations Maintained	122	122	118	118
Mobile Data Terminals Maintained	36	36	40	40
Scanners Maintained	9	9	9	9
Plotters Maintained	2	2	2	2
Printers Maintained	62	62	98	98
Servers/Midrange Computers Maintained	20	20	27	19
Software Applications/Maintained	123	123	129	130
Number of Computer Training Attendees	150	150	36	150
Computer Training Sessions Conducted	7	7	3	7
Number of Technical Service Requests	1454	1200	495	500

EFFICIENCY MEASURES

Cost per Personal Computer Maintained	\$199	\$202	\$205	\$208
Cost per Application Maintained	\$687	\$712	\$717	\$720
Training Cost per attendee	\$804	\$834	\$864	\$894

EFFECTIVENESS MEASURES

% Network Availability	99.5%	99.5%	99.5%	99.5%
% Service requests responded to within 1 hr.	90%	98%	98%	99.5%

GOALS & OBJECTIVES

- Goal** **To maintain the network access for City employees 24 hours per day, 7 days per week.**
- Objective • Maintain the network availability at 99.5% of the time or greater throughout the fiscal year.

- Goal** **To provide the training to City employees to enhance user productivity and level of satisfaction with services provided.**
- Objective • Maintain the training sessions on use of existing applications at 7.

- Goal** **To manage the capacity growth, performance, and efficiency of the Email system while complying with State Records Management Law.**
- Objective • Maintain an Email Archiving system.

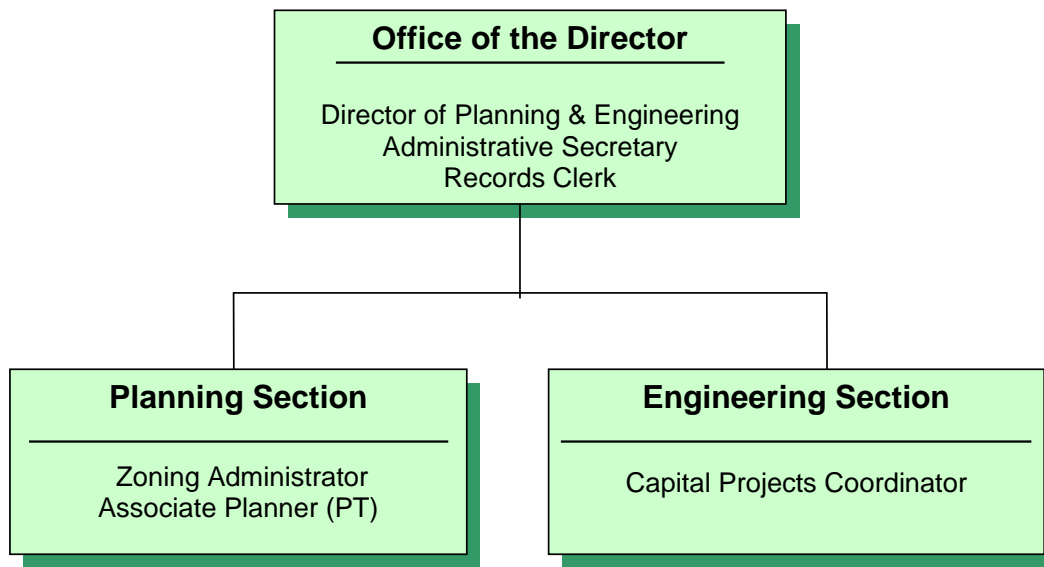
- Goal** **To protect servers and workstations against all internet security threats and to reduce the bandwidth loss while making employees' internet research and development more efficient.**
- Objective • Maintain a Web Filter system.

DEPARTMENT: FINANCE FY 2012
 COST CENTER: INFORMATION TECHNOLOGY DATE 09-01-11
 COST CENTER NO.: 20-26

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	190,904	195,317	194,570	202,960
15	1	Special Pay	0	1,500	2,000	2,000
21	1	Fica Taxes	14,412	14,995	14,821	15,454
22	2	FLC Gen Retirement Contr	9,853	9,728	9,727	10,149
22	3	FLC Gen Retirement Match	3,493	2,863	4,864	5,073
23	1	Life & Health Ins - Empl.	17,629	15,218	15,978	17,555
23	2	Dependent Insurance	2,306	327	342	386
24	1	Worker's Compensation	606	404	482	527
25	1	Unemployment Compensation	0	0	584	244
PERSONNEL SERVICES TOTAL			239,203	240,352	243,368	254,348
31	4	Other Professional Svc	0	0	0	0
34	4	Other Contractual Service	0	0	0	0
40	4	Ed Train Sem & Asc Exp	5,111	1,124	4,700	4,500
40	5	Business Exp & Mileage	52	0	100	100
41	1	Telep, Teleg & Mailgram	11,867	13,133	17,592	15,792
42	1	Postage,Frt & Exp Charges	24	21	50	50
46	5	R & M - Other Equipment	216	0	0	0
46	7	R & M - Computer Equip	7,789	10,470	12,350	12,200
49	7	Computer Software & Prog.	53,549	57,614	65,210	63,880
51	4	Copy Paper & Supplies	3,532	0	0	0
51	5	Minor Office Equip & Furn	304	532	1,900	1,375
52	5	Consumables & Small Tools	1,507	832	1,250	750
54	3	Books,Subsc,Prof Supplies	0	0	100	100
54	4	Memberships & Dues	125	126	140	140
OPERATING EXPENSES TOTAL			84,076	83,851	103,392	98,887
64	5	Office Furniture	0	0	0	0
64	9	Comp Hardware/Software	9,214	16,278	0	4,000
CAPITAL OUTLAY TOTAL			9,214	16,278	0	4,000
DIVISION TOTAL			332,493	340,481	346,760	357,235



Department of Planning & Engineering



Mission Statement

To protect the health and safety of the City's residents and further the stability and vitality of the City's economy through comprehensive planning, zoning code administration and capital improvement projects.

Full Time: 5
Part Time: 1

**DEPARTMENT OF PLANNING & ENGINEERING
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

- Maintained the Comprehensive Plan and Zoning Code in compliance with Florida Statutes and the City's vision.
- Maintained the current turn-around time for review of development applications.
- Revised the Zoning Code to clarify requirements and align the Code with current City practices and State requirements.
- Maintained the current turnaround time for review of engineering plans and plats.
- Maintained four (4) Geographic Information System Maps on the City's website (Future Land Use Map, Zoning District Map, City Boundary Map, and Council District Map) and implemented a desk top access tool.
- Increased the number of successful site landscaping renovations by commercial property owners to address deficiencies.
- Obtained grant funds through the Community Development Block Grant (CDBG) program.
- Completed case cross reference index to allow retrieval of scanned records based on a development project's name.
- Revised City rules for alcohol sales at bars and restaurants to simplify enforcement and improve compliance.
- Participated in coordinated county-wide effort to use zoning tools to control prescription narcotic trafficking associated with pain management clinics and pharmacies.
- Created an overlay zone to guide the redevelopment of the Lake Worth Road corridor.
- Persuaded Palm Beach County Water Utilities Department to construct the first phase (Broward and Walker Avenues) of the 10th Avenue North sewer extension in support of redevelopment in the Original Section.
- Completed the construction of Capital Improvement Projects: Secondary stormwater outfall for Bowman Street; clearing of alleys north of 10th Avenue North; Phase 2 of pathway between Pinehurst Drive and Community Park; Demolition of racquetball courts and installation of parking lot lighting at Veterans Park; and Installation of new street name signs and poles in the Original Section.

DEPARTMENT SUMMARY

FY 2011		COST CENTER NUMBER AND DESCRIPTION	FY 2012		% CHANGE
<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>		<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>	
6 FT	\$536,420	30-31 Office of the Director	5 FT 1 PT	\$516,680	-3.7%
<u>6 FT</u>	<u>\$536,420</u>		<u>5 FT 1 PT</u>	<u>\$516,680</u>	<u>-3.7%</u>

DEPARTMENT	PLANNING & ENGINEERING	FISCAL YEAR	2012
COST CENTER	OFFICE OF THE DIRECTOR		
COST CENTER NO.	30-31	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

The Department is responsible for current and comprehensive urban planning; growth management; implementation and maintenance of the Comprehensive Plan; zoning administration; land development regulation; review, approval and inspection of engineering improvements and plats for private development; and for providing staff support to the Planning Commission and Zoning Board of Adjustment and Appeals. This Department is also responsible for conducting planning studies, applying for certain grants, and design and construction management for City capital improvement projects.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$518,484	\$547,155	\$468,102	\$450,655
Operating	69,257	86,418	68,318	66,025
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$587,741	\$633,573	\$536,420	\$516,680

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Planning and Engineering Director	1	1	1	1
Zoning Administrator	1	1	1	1
Associate Planner*(PT)	1	1	1	1
Capital Projects Coordinator	1	1	1	1
Engineering Coordinator	1	1	0	0
Administrative Secretary	1	1	1	1
Records Clerk	1	1	1	1
Total Number of Staff	7	7	6	5 FT/1 PT

*Full-time in 2011, Part-time in 2012

DEPARTMENT	PLANNING & ENGINEERING	FISCAL YEAR	2012
COST CENTER	OFFICE OF THE DIRECTOR		
COST CENTER NO.	30-31	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Annexations	3	1	2	2
Comprehensive Plan Amendments	3	16	6	4
Zoning Changes	3	15	5	4
Special Exceptions	5	3	3	3
Site Plans	3	3	1	2
Site Plan Amendments	22	21	8	17
Variances & Zoning Text Amendments	3	3	9	4
Temporary Use Permits	44	35	44	44
Building Permit Review for Zoning	254	296	218	252
Engineering Permits, Plats & TCJA's*	41	26	31	31
Capital Improvement Projects	8	12	10	7
Grant Applications	4	1	1	1
Landscape Inspections	209	140	98	98
Zoning Inspections	37	77	50	55
Documents Scanned	61,971	37,078	61,538	53,529

EFFICIENCY MEASURES

Case Reviews per Planner (3)	14	20.6	11.3	12
Annexed Acres per Case Processed	2.2	1.1	5.3	5.6
Landscape Inspections per Inspector	105	70	49	49
Cost per Document Scanned In House	\$0.68	\$1.14	\$0.72	\$0.85

EFFECTIVENESS MEASURES

Grant \$ Awarded per Grant Submitted	\$48,002	\$79,294	\$59,471	\$60,000
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GOALS & OBJECTIVES

Goal **To provide planning and engineering services that improve the health and safety of the built environment and the aesthetics of the City.**

Objectives • Increase the area of 10th Avenue North served by gravity sanitary sewer through City construction and partnership with PBCWUD.

Goal **To promote the growth of the City and its economic base by encouraging annexation.**

Objective • Increase non-residential annexation by prioritizing commercial pockets and contacting property owners to determine if a majority are interested in annexation.

Goal **To provide a fair and consistent regulatory environment for residents and businesses in order to promote excellent customer service.**

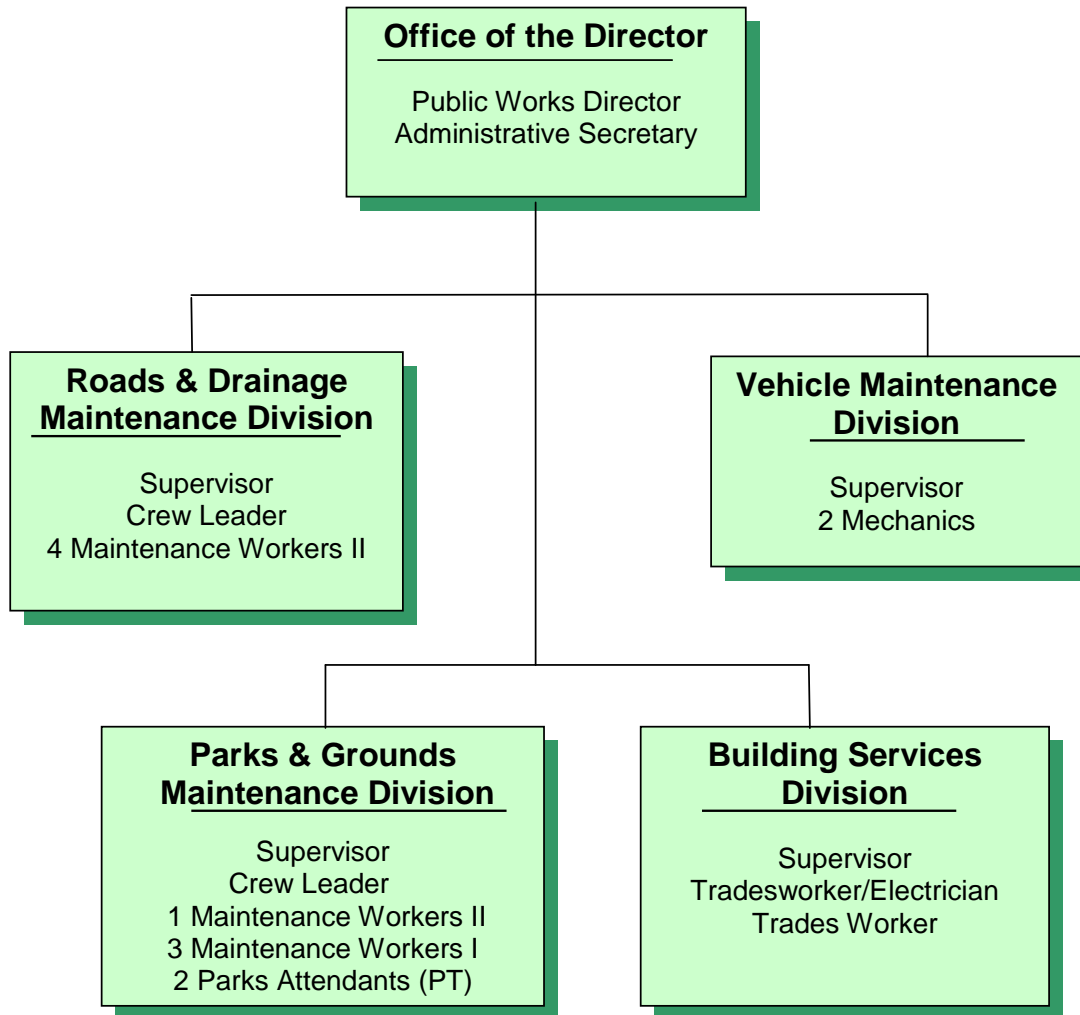
Objectives • Maintain the current turn-around time for review of development applications.
 • Increase the public accessibility of the subdivision code through clarification and codification.

*TCJA – Traffic Control Jurisdiction Agreement

DEPARTMENT: PLANNING/ENG FY 2012
 COST CENTER: OFFICE OF THE DIRECTOR DATE 09-01-11
 COST CENTER NO.: 30-31

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	92,538	88,852	88,470	91,740
12	1	Regular Salaries & Wages	303,358	334,962	266,311	214,524
13	1	Other Salaries & Wages	0	0	0	35,966
14	1	Overtime	3,057	43	0	0
15	1	Special Pay	4,140	6,251	6,320	4,320
21	1	Fica Taxes	29,485	31,532	26,361	25,298
22	1	Retirement Contributions	0	0	0	0
22	2	FLC Gen Retirement Contr	19,085	21,185	17,214	14,615
22	3	FLC Gen Retirement Match	6,992	6,209	8,606	7,308
23	1	Life & Health Ins - Empl.	40,525	42,132	41,027	42,547
23	2	Dependent Insurance	17,974	15,150	11,844	13,034
24	1	Worker's Compensation	1,330	839	885	892
25	1	Unemployment Compensation	0	0	1,064	411
PERSONNEL SERVICES TOTAL			518,484	547,155	468,102	450,655
31	2	Engineering & Archit Fees	48,449	56,126	17,563	19,067
31	4	Other Professional Svc	0	0	25,000	25,000
34	4	Other Contractual Service	0	0	0	0
40	4	Ed Train Sem & Asc Exp	886	629	1,000	1,000
40	5	Business Exp & Mileage	316	253	358	386
41	1	Telep, Teleg & Mailgram	0	0	0	0
42	1	Postage,Frt & Exp Charges	103	114	168	168
46	3	R & M - Office Equipment	4,567	5,126	7,173	5,200
47	1	Printing & Binding	702	706	511	586
47	2	Mapping & Graphics	0	0	0	0
49	1	Legal Ads	8,404	17,991	11,009	9,275
49	7	Computer Software & Prog.	0	0	0	0
51	2	Office Supplies	1,404	1,027	898	348
51	4	Copy Paper & Supplies	1,097	1,046	1,161	914
51	5	Minor Office Equip & Furn	0	0	0	0
52	8	Uniforms & Clothing	35	18	0	0
52	9	Tapes,Film & Film Supply	0	0	0	0
54	2	Code Supplements & Update	0	0	0	0
54	3	Books,Subsc,Prof Supplies	1,419	1,445	1,447	1,900
54	4	Memberships & Dues	1,875	1,937	2,030	2,181
OPERATING EXPENSES TOTAL			69,257	86,418	68,318	66,025
64	5	Office Furniture	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			587,741	633,573	536,420	516,680

Department of Public Works



Mission Statement

To properly plan, schedule, and implement safe and efficient Departmental operations through the provision of well-maintained roads, drainage systems, City vehicles and equipment, functional public facilities, and parks and public building grounds.

Full Time: 20
Part Time: 2

**DEPARTMENT OF PUBLIC WORKS
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

Office of the Director:

- Coordinated 10 Capital Improvement Projects.
- Coordinated Live Oak Tree canopy trimming/reduction and rehabilitation of sidewalks and driveways caused by root intrusion within the Villa Del Trio subdivision.
- Awarded Florida Department of Agriculture and Consumer Services grant for 50% funding towards the improvement of the City's urban and community forestry program.
- Successfully coordinated landscape enhancement project at Burrowing Owl Park during 2011 Great American Cleanup with the assistance of 71 volunteers.
- Obtained 2010 Tree City USA certification.
- Submitted seven annual environmental reports to various County and State agencies.

Roads & Drainage Division:

- Coordinated the rehabilitation of the storm sewer pipe at Empire Way and the L-13 Canal.
- Coordinated the replacement of a storm sewer pipe located between Jennings Ave. and Perry Ave. alleyways into the L-10 Canal on the north side of 10th Avenue North.
- Completed construction of ADA compliant sidewalk connections within the Heather Estates subdivision.
- Coordinated the rehabilitation of the Community Park lake bank.
- Completed annual City-wide sidewalk and roadway integrity inspections.
- Coordinated storm sewer infrastructure, traffic signage, and street lighting Geographic Information System map updates.

Vehicle Maintenance Division:

- Performed three preventive maintenance services to 100 City vehicles.
- Coordinated the refurbishment of the 30-passenger bus.
- Assisted with the design of Public Safety's SRT vehicle.
- Assisted in the annual vehicle replacement assessment program.

Building Services Division:

- Coordinated energy efficiency enhancements at Public Safety Station 1 including the Firing Range, Public Safety Station 2, 525 Swain Blvd., Community Hall, and 500 Perry Building.
- Coordinated removal of hurricane shutters and the replacement of the existing windows with impact glass windows at Public Safety Station 1.
- Coordinated the replacement of flooring in the SCT office and the dispatch center at Public Safety Station 1.
- Coordinated the replacement of (2) flat roof decks at Community Hall.
- Coordinated annual backflow inspections, fire extinguisher inspections, and annual tune up on 29 HVAC systems.

Parks Maintenance Division:

- Implemented Parks Attendant workforce to provide labor support and customer service after hours.
- Coordinated the replacement of the exercise stations at Community Park.
- Coordinated the replacement of athletic turf at Freedom Park soccer fields.
- Assisted with seven community events.

DEPARTMENT SUMMARY

FY 2011		COST CENTER NUMBER AND DESCRIPTION	FY 2012		% CHANGE
<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>		<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>	
2	\$ 173,319	40-41 Office of the Director	2	\$ 174,982	1.0%
6	700,931	40-42 Roads & Drainage	6	692,190	-1.2%
3	529,184	40-43 Vehicle Maintenance	3	567,750	7.3%
3	615,969	40-44 Building Services	3	592,203	-3.9%
6 FT/2 PT	476,009	40-46 Parks & Grounds Maint.	6 FT/2 PT	490,557	3.1%
<u>20 FT/ 2PT</u>	<u>\$ 2,495,412</u>		<u>20 FT/ 2PT</u>	<u>\$2,517,682</u>	<u>0.9%</u>

DEPARTMENT PUBLIC WORKS **FISCAL YEAR** 2012
COST CENTER OFFICE OF THE DIRECTOR
COST CENTER NO. 40-41 **DATE** 09-01-2011

PRIMARY FUNCTION NARRATIVE

The Office of the Director is responsible for properly planning, scheduling, and implementing safe and efficient Departmental operations through the supervision of the Roads and Drainage, Vehicle Maintenance, Building Services and Parks and Grounds Divisions. The Office of Director is also responsible for managing contractual services.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$158,743	\$162,721	\$165,524	\$167,804
Operating	6,513	5,970	7,795	7,178
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$165,256	\$168,691	\$173,319	\$174,982

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Public Works Director	1	1	1	1
Administrative Secretary	1	1	1	1
Total Number of Staff	2	2	2	2

DEPARTMENT	PUBLIC WORKS	FISCAL YEAR	2012
COST CENTER	OFFICE OF THE DIRECTOR		
COST CENTER NO.	40-41	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY2012 PROPOSED
WORKLOAD				
# of service contracts coordinated	8	8	8	8
# of annual licenses & reports submitted	7	7	7	8
# of solid waste complaints	9	6	5	4
# of citizen requests processed	583	501	450	500
# of events coordinated	3	3	3	3
# of tons of residential recycling collected	1,710	1,555	1,650	1,650
# of Capital Improvement Projects coordinated	10	9	9	10
EFFICIENCY MEASURES				
Avg. cost per service contract coordinated	\$2,492	\$2,483	\$2,324	\$2,324
Avg. cost per license/report prepared	\$703	\$715	\$715	\$715
Avg. administrative cost per citizen request	\$5.98	\$5.82	\$5.80	\$5.83
Avg. cost per event coordinated	\$499	\$775	\$603	\$603
Annual collection cost per household (curbside) solid waste service	\$82.44	\$84.24	\$84.72	\$90.00
EFFECTIVENESS MEASURES				
% of licenses renewed and reports submitted on time	100%	100%	100%	100%
% reduction in solid waste complaints per household	18%	33%	10%	10%

GOALS & OBJECTIVES

- | | |
|-------------|---|
| Goal | Provide leadership and direction in order to ensure Department meets the City's mission. |
| Objective | <ul style="list-style-type: none"> • Maintain assessment of Departmental functions and tasks set forth within the Departmental Annual Work Plan at 6 times per year. • Maintain development of action plans for 100% of Capital Improvement Projects within the 1st quarter of Fiscal Year. • Maintain bi-monthly Supervisor meeting, quarterly Departmental meetings, and quarterly Division assessments to review current projects, emergency management plans, Administrative Directives, and other operational functions. • Increase review of Departmental Policies and Procedures from 1 time per year to 2 times per year. |
| Goal | Provide excellent customer service to internal and external customers. |
| Objective | <ul style="list-style-type: none"> • Maintain the distribution of pertinent information to City Departments to assist in the allocation of resources at 4 times per year (i.e. fuel usage reports, custodial services surveys, utility spending, and maintenance expenses of athletic fields). • Maintain 24 hour response to solid waste, Web QA, and other customer requests. • Maintain bi-monthly reporting of accomplishments to City Council through FYI's to City Manager. |

DEPARTMENT: **PUBLIC WORKS** FY 2012
 COST CENTER: **OFFICE OF THE DIRECTOR** DATE 09-01-2011
 COST CENTER NO.: **40-41**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	75,314	75,305	75,605	78,617
12	1	Regular Salaries & Wages	46,743	48,152	48,120	50,583
13	1	Other Salaries & Wages	0	0	0	0
14	1	Overtime	58	0	0	0
15	1	Special Pay	4,140	4,140	4,320	6,320
21	1	Fica Taxes	9,634	9,757	9,770	10,340
22	1	Retirement Contributions	0	0	0	0
22	2	FLC Gen Retirement Contr	6,303	6,186	6,186	6,460
22	3	FLC Gen Retirement Match	3,152	3,093	3,093	3,230
23	1	Life & Health Ins - Empl.	12,006	13,553	15,612	9,366
23	2	Dependent Insurance	334	327	342	386
23	3	Short Term Disability Pay	0	325	0	0
24	1	Worker's Compensation	414	1,883	2,105	2,347
25	1	Unemployment Compensation	645	0	371	155
PERSONNEL SERVICES TOTAL			158,743	162,721	165,524	167,804
40	4	Ed Train Sem & Asc Exp	1,151	1,229	1,350	1,350
40	5	Business Exp & Mileage	520	346	350	350
41	1	Telephone	0	0	0	132
42	1	Postage, Frt & Exp Charge	16	48	100	100
44	1	Equipment Rental	10	0	0	0
45	2	Notary Fees	0	0	129	0
46	3	R & M - Office Equipment	1,544	1,364	1,481	1,481
46	4	R & M-Communication Equip	471	763	700	700
47	1	Printing & Binding	0	0	200	100
48	1	City Publicity	0	0	0	0
51	2	Office Supplies	1,700	1,571	2,225	2,000
51	4	Copy Paper & Supplies	312	241	450	350
51	5	Minor Office Equip & Furn	210	186	400	200
52	5	Consumables & Small Tool	0	0	0	0
52	8	Uniforms & Clothing	38	0	0	0
54	3	Books,Subsc,Prof Supplies	259	66	250	250
54	4	Memberships & Dues	282	156	160	165
OPERATING EXPENSES TOTAL			6,513	5,970	7,795	7,178
64	5	Office Furniture	0	0	0	0
64	8	Other Equipment	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			165,256	168,691	173,319	174,982

DEPARTMENT	<u>PUBLIC WORKS</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>ROADS & DRAINAGE</u>		
COST CENTER NO.	<u>40-42</u>	DATE	<u>09-01-2011</u>

PRIMARY FUNCTION NARRATIVE

This Division provides maintenance programs which service the 23 centerline miles (49.37 lane miles) of dedicated roadways, drainage systems, right-of-ways, 70 medians, 6.95 miles of alleyways, 943 streetlights, 1,084 traffic control signs, 482 street name signs, and 1,521 trees. The Division conducts and documents National Pollution Discharge Elimination Systems (NPDES) inspections, repairs, and remedial work. Also, the Division provides underground utility location services through the Sunshine State One Call of Florida program.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$332,670	\$342,725	\$347,236	\$362,328
Operating	326,247	334,357	353,695	323,862
Capital	0	0	0	6,000
Other	0	0	0	0
General Fund Totals	\$658,917	\$677,082	\$700,931	\$692,190

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Roads and Drainage Supervisor	1	1	1	1
Crew Leader	1	1	1	1
Maintenance Worker II	3	4 ¹	4	4
Maintenance Worker I	2	0 ²	0	0
Total Number of Staff	7	6	6	6

¹ One Maintenance Worker II position transferred from Parks Division in FY 2010.

² One Maintenance Worker I position transferred to Parks Division in FY 2010.

DEPARTMENT	<u>PUBLIC WORKS</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>ROADS & DRAINAGE</u>		
COST CENTER NO.	<u>40-42</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of stormwater structures maintained	452	633	633	633
# of pavement (centerline) miles maintained	22.56	23.00	23.00	23.00
# of street name signs maintained	482	482	482	482
# of traffic control signs maintained	1091	1091	1,084	1084
# of medians maintained	55	70	70	70
# of trees on medians/right of ways maintained	1,524	1,521	1,521	1,521
# of miles of canals maintained	1	1	1	1
# of miles of alleyways maintained	6.75	6.95	6.95	6.95
# of underground utility locate ticket requests	90	606	575	600
# of Capital Improvement Projects coordinated	4	4	4	4

EFFICIENCY MEASURES

Cost per stormwater inlet cleaned	\$61.56	\$135.52	\$93.44	\$93.43
Labor cost per mile of alleyways maintained	\$2,173	\$2,434	\$2,407	\$2,441
Avg cost per s.f. of sidewalk repaired	\$7.53	\$9.99	\$8.86	\$8.84
Avg cost per underground locate request	\$17.63	\$17.18	\$17.10	\$17.61

EFFECTIVENESS MEASURES

% of inlets cleaned	21%	34%	24%	19%
% of trees trimmed	37%	27%	35%	25%

GOALS & OBJECTIVES

Goal Provide well maintained, safe, and healthy landscaping and streetscaping on City streets, sidewalks, right-of-ways, medians, and alleyways.

- Objective**
- Maintain quarterly review and updates of infrastructure databases (i.e. street lighting, traffic control signage, and storm sewers).
 - Maintain 24 hour response to issues on public right of ways (i.e. illegal dumping, graffiti, drainage problems, traffic control signage repair and replacement, streetlight outage reports, pothole repairs, deceased animal removal and underground utility markings).
 - Maintain annual labor force analysis to assess proper time management and task prioritization.
 - Maintain annual roadway integrity inspections.

Goal Provide a well maintained drainage system to enhance flood prevention.

- Objective**
- Maintain bi-annual field inspections of all drainage structures.
 - Increase intrusive aquatic vegetation removal from Canals from 0 times per year to 2 times per year.
 - Maintain review of NPDES documentation at 4 times per year to identify maintenance trends.

DEPARTMENT: **PUBLIC WORKS** FY 2012
 COST CENTER: **ROADS AND DRAINAGE** DATE 09-01-2011
 COST CENTER NO.: **40-42**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	228,933	244,330	234,405	247,985
14	1	Overtime	2,053	821	0	0
15	1	Special Pay	720	300	600	600
21	1	Fica Taxes	17,200	18,098	17,438	18,445
22	1	Retirement Contributions	9,425	12,196	14,400	7,488
22	2	FLC Gen Retirement Contr	7,154	5,609	5,282	5,627
22	3	FLC Gen Retirement Match	2,793	2,036	2,640	2,814
23	1	Life & Health Ins - Empl.	0	39,887	46,117	50,669
23	2	Dependent Insurance	37,149	7,276	9,113	10,034
23	3	Short Term Disability Pay	7,726	0	0	0
24	1	Worker's Compensation	19,014	12,172	16,538	18,368
24	2	City Shared Worker's Comp	503	0	0	0
25	1	Unemployment Compensation	0	0	703	298
PERSONNEL SERVICES TOTAL			332,670	342,725	347,236	362,328
31	2	Engineering & Archit Fee	0	0	4,000	0
34	2	Aquatic Weed Control	7,464	2,970	2,980	2,980
34	4	Other Contractual Service	3,415	345	3,100	1,600
34	41	DOC Service	57,450	56,671	60,455	59,235
40	4	Ed Train Sem & Asc Exp	1,403	2,257	1,875	1,814
43	2	Street Lights	166,771	169,385	168,000	169,600
43	5	Dumping Fees	36,445	40,637	45,750	24,977
44	1	Equipment Rental	1,055	1,621	300	300
46	8	R & M Ins Claims	0	0	0	0
52	3	Custodial, Lab & Chem Sup	3,632	3,608	4,300	3,550
52	5	Consumables & Small Tools	3,115	1,544	3,075	3,075
52	7	Medical Supplies	212	194	250	250
52	8	Uniforms & Clothing	2,286	1,726	1,730	1,660
53	1	Roads & Bridges	9,666	14,754	23,600	23,200
53	2	Traffic Control	10,010	11,312	6,750	6,150
53	3	Drainage	23,106	27,192	27,285	25,221
54	3	Books, Subsc, Prof Supplies	80	0	100	100
54	4	Memberships & Dues	137	141	145	150
OPERATING EXPENSES TOTAL			326,247	334,357	353,695	323,862
63	1	Roads and Bridges	0	0	0	6,000
64	8	Other Equipment	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	6,000
DIVISION TOTAL			658,917	677,082	700,931	692,190

DEPARTMENT PUBLIC WORKS FISCAL YEAR 2012
 COST CENTER VEHICLE MAINTENANCE
 COST CENTER NO. 40-43 DATE 09-01-2011

PRIMARY FUNCTION NARRATIVE

This Division is responsible for the repair, inspection, and maintenance of the City Fleet, which consists of 100 vehicles and 145 pieces of equipment. The Division performs routine in-house maintenance, coordinates warranty repairs with manufacturers, and major repairs with service companies.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$196,892	\$172,675	\$199,517	\$190,158
Operating	343,129	337,475	329,667	377,592
Capital	1,565	0	0	0
Other	0	0	0	0
General Fund Totals	\$541,586	\$510,150	\$529,184	\$567,750

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Vehicle Maintenance Supervisor	1	1	1	1
Mechanic	2	2	2	2
Total Number of Staff	3	3	3	3

DEPARTMENT	PUBLIC WORKS	FISCAL YEAR	2012
COST CENTER	VEHICLE MAINTENANCE		
COST CENTER NO.	40-43	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of public safety patrol cars maintained	34	34	34	34
# of administrative vehicles maintained	16	15	15	15
# of med/light duty trucks/vans maintained	35	35	34	34
# of heavy duty trucks maintained	4	4	5	5
# of fire engines maintained	4	4	4	4
# of ambulances maintained	4	4	4	4
# of buses maintained	4	4	4	4
# of small engine equipment maintained	138	143	145	145
# of repair orders completed	1,261	1,290	1,300	1,300
# of vehicle preventive maintenance (PM) services performed	322	213	280	280
# of Capital Improvement Projects coordinated	1	1	1	1
EFFICIENCY MEASURES				
# of vehicles maintained per mechanic	46	45	45	45
Avg completed repair orders per mechanic	573	586	591	591
Avg completed PM per mechanic	146	97	127	127
EFFECTIVENESS MEASURES				
% of City vehicles receiving PM inspections	100%	100%	100%	100%
% of customers satisfied with service (based on customer survey)	100%	100%	100%	100%

GOALS & OBJECTIVES

- | | |
|-------------|---|
| Goal | Provide safe, well maintained vehicles and equipment to support employees in the course of their duties in a cost effective manner. |
| Objective | <ul style="list-style-type: none"> • Maintain readily available fuel supply and access to support uninterrupted operations for users. • Maintain quarterly review of fuel management system usage reports with all Departments. • Increase small engine equipment usage reviews with Division Supervisors from 0 times per year to 3 times per year. |
| Goal | Provide excellent customer service to internal customers. |
| Objective | <ul style="list-style-type: none"> • Maintain 100% customer satisfaction survey rating. • Maintain a maximum of 1 hour response time to vehicle/equipment service calls during working hours. • Maintain bi-annual ASE certifications and other training programs to reduce the number of outsourced repairs for faster repair turn-around. |

DEPARTMENT: PUBLIC WORKS FY 2012
 COST CENTER: VEHICLE MAINTENANCE DATE 09-01-2011
 COST CENTER NO: 40-43

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	143,175	129,335	140,976	140,101
14	1	Overtime	1,461	189	0	0
15	1	Special Pay	990	450	900	900
21	1	Fica Taxes	10,635	9,755	10,357	10,293
22	1	Retirement Contributions	5,454	5,272	6,105	3,042
22	2	FLC Gen Retirement Contr	4,459	3,432	4,323	4,149
22	3	FLC Gen Retirement Match	2,229	1,716	2,162	2,075
23	1	Life & Health Ins - Empl.	17,629	17,653	23,059	25,335
23	2	Dependent Insurance	5,820	1,594	7,288	0
23	3	Short Term Disability Pay	0	0	0	0
24	1	Worker's Compensation	5,040	3,279	3,924	4,095
25	1	Unemployment Compensation	0	0	423	168
PERSONNEL SERVICES TOTAL			196,892	172,675	199,517	190,158
34	4	Other Contractual Service	56,478	27,344	41,913	2,218
40	4	Ed Train Sem & Asc Exp	1,973	479	2,600	2,600
41	4	Telep, Teleg & Mailgram	126	111	126	126
43	5	Dumping Fees	0	996	750	750
44	1	Equipment Rental	0	110	200	200
44	2	Uniform Rental	1,083	1,150	1,163	1,163
46	2	R & M - Vehicles	79,631	76,371	67,000	67,000
46	21	R & M - Veh Other Contract	0	0	0	38,730
46	5	R & M - Other Equipment	9,963	14,994	13,200	14,200
46	7	R & M - Computer Equip	0	2,113	1,000	2,000
46	8	R & M Ins Claims Repairs	0	0	0	0
49	3	Titles, Tags & Taxes	240	250	240	250
49	7	Computer Software & Prog.	1,499	1,499	1,500	1,610
51	5	Minor Office Equip & Furn	0	0	0	0
52	1	Fuel & Lubricants	189,734	208,996	196,630	243,400
52	5	Consumables & Small Tools	1,793	2,349	2,000	2,000
52	7	Medical Supplies	65	0	50	50
52	8	Uniforms & Clothing	378	468	895	895
54	3	Books,Subsc,Prof Supplies	16	0	250	250
54	4	Memberships & Dues	150	245	150	150
OPERATING EXPENSES TOTAL			343,129	337,475	329,667	377,592
64	8	Other Equipment	1,565	0	0	0
CAPITAL OUTLAY TOTAL			1,565	0	0	0
DIVISION TOTAL			541,586	510,150	529,184	567,750

DEPARTMENT PUBLIC WORKS **FISCAL YEAR** 2012
COST CENTER BUILDING SERVICES
COST CENTER NO. 40-44 **DATE** 09-01-2011

PRIMARY FUNCTION NARRATIVE

This Division is responsible for the maintenance, repair, and minor reconstruction to 18 public buildings and park structures that total 119,600 square feet, and 9 bus shelters. The Division ensures that City owned facilities are safe, aesthetically pleasing, operational, and provide a comfortable environment by employing a wide variety of skills to perform preventive maintenance.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$189,541	\$184,425	\$188,791	\$193,321
Operating	434,817	388,138	415,178	398,882
Capital	8,715	648	12,000	0
Other	0	0	0	0
General Fund Totals	\$633,073	\$573,211	\$615,969	\$592,203

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Building Services Supervisor	1	1	1	1
Trades Worker/Electrician	1	1	1	1
Trades Worker	1	1	1	1
Total Number of Staff	3	3	3	3

DEPARTMENT	<u>PUBLIC WORKS</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>BUILDING SERVICES</u>		
COST CENTER NO.	<u>40-44</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of office buildings maintained	8	8	8	8
# of other buildings maintained	10	10	10	10
# of total square feet maintained	119,600	119,600	119,600	119,600
# of Capital Improvement Projects coordinated	1	2	3	3
# of HVAC systems maintained	35	35	35	35
# of building work orders completed	988	918	900	900
# of service contracts coordinated	14	14	14	14

EFFICIENCY MEASURES

Avg maintenance cost per s.f. of building	\$2.65	\$2.33	\$2.46	\$2.41
Avg completed work orders per employee	395	367	360	360
Custodial costs per s.f.	\$1.79	\$1.53	\$1.54	\$1.58

EFFECTIVENESS MEASURES

% of customers satisfied with service (Based on customer survey)	100%	100%	100%	100%
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GOALS & OBJECTIVES

Goal Provide attractive, safe, and well-maintained Public buildings and facilities, offering a pleasant and functional workplace and public venue.

- Objective**
- Maintain a 48 hour response time to work order requests.
 - Maintain custodial services nighttime inspections at 4 times per year.
 - Maintain assessment of building infrastructure at 2 times per year.
 - Develop labor force analysis to assess proper time management and task prioritization.

Goal Pursue “green” initiatives that provide long term operating and maintenance cost savings.

- Objective**
- Maintain replacement of existing a/c systems with energy efficient units that use eco-friendly Freon.
 - Maintain procurement of eco-friendly materials (paints, cleaners, fluorescent bulbs, and other chemicals).

DEPARTMENT: **PUBLIC WORKS**
 COST CENTER: **BUILDING SERVICES**
 COST CENTER NO.: **40-44**

FY **2012**
 DATE **09-01-2011**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	138,352	138,733	139,075	146,335
14	1	Overtime	2,355	301	0	
15	1	Special Pay	330	1,650	2,300	2,300
21	1	Fica Taxes	10,765	10,721	10,787	11,341
22	1	Retirement Contributions	10,062	9,858	10,906	5,448
22	2	FLC Gen Retirement Contr	2,164	2,030	2,085	2,203
22	3	FLC Gen Retirement Match	1,082	1,015	1,043	1,101
23	1	Life & Health Ins - Empl.	17,629	15,218	15,978	17,555
23	2	Dependent Insurance	334	579	684	772
23	3	Short Term Disability	0	0	0	0
24	1	Worker's Compensation	6,468	4,320	5,516	6,090
25	1	Unemployment Compensation	0	0	417	176
PERSONNEL SERVICES TOTAL			189,541	184,425	188,791	193,321
34	4	Other Contractual Service	156,102	123,609	132,804	99,856
40	4	Ed Train Sem & Asc Exp	140	1,015	1,780	1,855
41	1	Telep, Teleg & Mailgram	63,832	68,857	68,064	69,648
43	1	Electricity	153,257	133,783	144,420	133,680
43	4	Water & Sewer	31,007	31,912	32,940	32,364
44	1	Equipment Rental	0	0	200	200
44	2	Uniform Rental	0	0	0	0
46	1	R & M - Buildings	26,919	25,497	31,000	27,000
46	11	R & M - Building Other Cont	0	0	0	30,809
46	5	R & M - Other Equipment	0	30	200	200
46	8	R & M - Ins Claims Repairs	0	0	0	0
49	3	Titles, Tags & Taxes	0	0	0	0
52	3	Custodial, Lab & Chem Sup	712	538	1,300	800
52	5	Consumables & Small Tools	1,846	2,222	1,500	1,500
52	7	Medical Supplies	0	0	50	50
52	8	Uniforms & Clothing	870	675	820	820
54	3	Books, Subsc, Prof Supplies	132	0	100	100
OPERATING EXPENSES TOTAL			434,817	388,138	415,178	398,882
62	1	Office Buildings	0	0	0	0
62	2	Public Safety Building	3,745	648	6,000	0
62	4	Community Hall	0	0	6,000	0
62	5	Parks & Recreation Blds	4,970	0	0	0
62	6	Public Works Buildings	0	0	0	0
64	8	Other Equipment	0	0	0	0
CAPITAL OUTLAY TOTAL			8,715	648	12,000	0
DIVISION TOTAL			633,073	573,211	615,969	592,203

DEPARTMENT	PUBLIC WORKS	FISCAL YEAR	2012
COST CENTER	PARKS & GROUNDS		
COST CENTER NO.	40-46	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This Division is responsible for the maintenance of 13 City Parks, landscaping care around 10 public buildings, 28 irrigation systems, 14 playground facilities and equipment, 9 athletic fields, 358 lights, 26 athletic courts, and 4,636 trees. The Division also conducts evening and weekend park patrol and provides support to City events.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$404,527	\$332,958	\$334,554	\$348,306
Operating	125,458	153,302	141,455	134,451
Capital	0	0	0	7,800
Other	0	0	0	0
General Fund Totals	\$529,985	\$486,260	\$476,009	\$490,557

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Parks Maintenance Supervisor	1	1	1	1
Crew Leader	1	1	1	1
Maintenance Worker II	3	2 ¹	1	1
Maintenance Worker I	3	4	3 ²	3
Parks Attendant	0	0	2 PT	2 PT
Total Number of Staff	8	8	6 FT / 2 PT	6 FT / 2 PT

¹ One Maintenance Worker II transferred to Roads and Drainage Division in FY 2010.

² One Maintenance Worker I position was transferred from Roads and Drainage Division in FY 2010 and one position was eliminated in FY 2011.

DEPARTMENT	PUBLIC WORKS	FISCAL YEAR	2012
COST CENTER	PARKS & GROUNDS		
COST CENTER NO.	40-46	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of parks maintained	13	13	13	13
# of acres mowed in parks	67	67	67	67
# of acres mowed for public buildings	11	11	11	11
# of landscape cuts performed for sports turf fields	98	73	102	102
# of landscape cuts performed for public building grounds	42	38	36	36
# of landscape cuts performed for parks grounds	39	36	24	24
# of athletic fields maintained	10	9	9	9
# of athletic courts maintained	26	26	26	26
# of playground areas maintained	14	14	14	14
# of irrigation systems maintained	28	28	28	28
# of trees maintained	4,294	4,407	4,636	4,636
# of community events assisted	6	6	7	7
# of capital improvement projects coordinated	4	2	1	2

EFFICIENCY MEASURES

Avg. cost per irrigation system to maintain	\$808	\$893	\$688	\$777
Avg. cost per athletic field to maintain	\$24,321	\$22,873	\$23,719	\$22,943
Avg. cost per acre to mow	\$2,066	\$1,753	\$1,690	\$1,690
Avg. cost per tree trimmed	\$24.62	\$24.56	\$24.30	\$24.30
Avg. cost per court maintained	\$808	\$780	\$1,089	\$1,089
Avg. cost per week to remove trash	\$1,824	\$1,108	\$843	\$843

EFFECTIVENESS MEASURES

% of customer requests per 1,000 population	<1%	<1%	<1%	<1%
% of acres mowed according to schedules	99%	91%	100%	100%

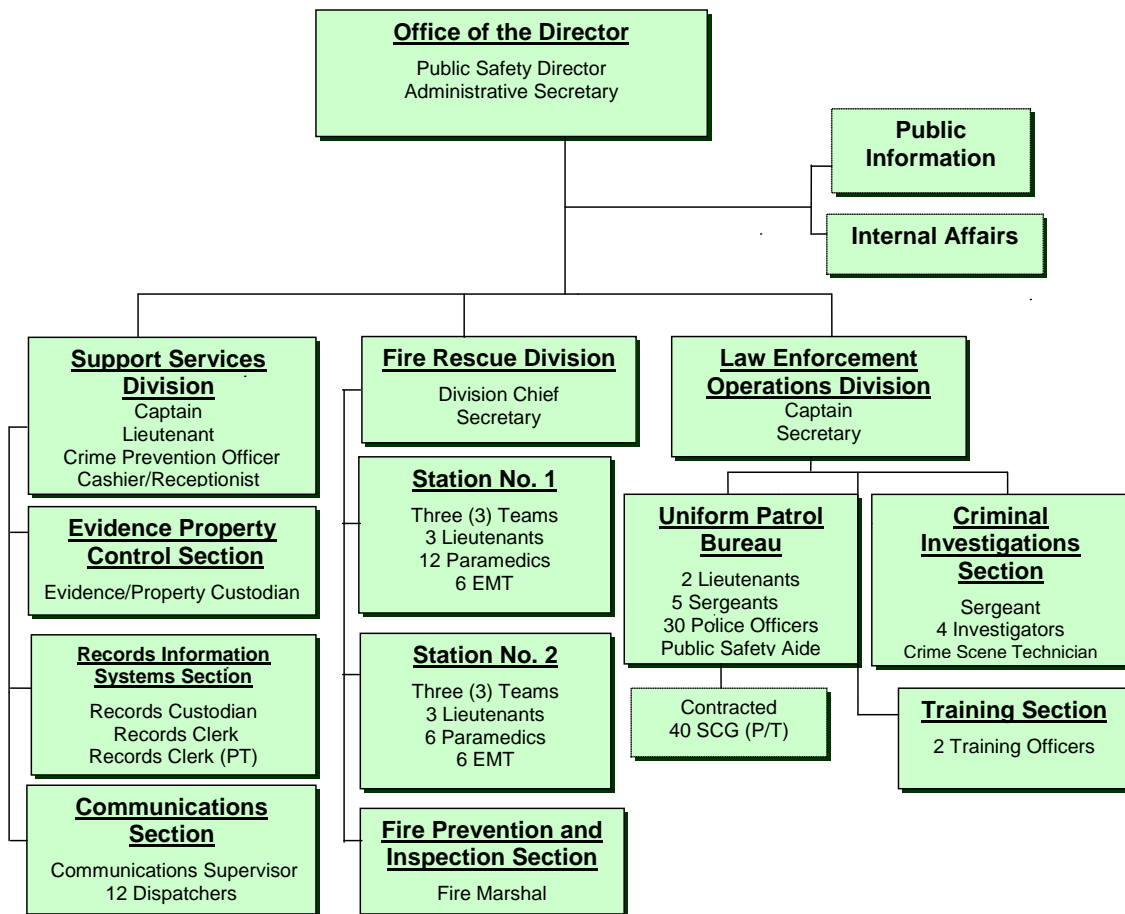
GOALS & OBJECTIVES

Goal	Provide clean, safe, and attractive public parks in order to offer a pleasant experience.
Objective	<ul style="list-style-type: none"> • Maintain monthly park and playground structure safety inspections. • Maintain 24 hour response to issues on parks and public building grounds (i.e. illegal dumping, graffiti, hole repairs, deceased animal removal and underground utility markings) • Maintain quarterly night time lighting inspections. • Maintain week night and weekend Park rentals and inspections. • Maintain annual labor force analysis to assess proper time management and task prioritization.
Goal	Provide a well maintained irrigation system to ensure a healthy landscape.
Objective	<ul style="list-style-type: none"> • Reduce system down time by 20% by identifying locations of irrigation lines in all City Parks. • Maintain repairs within 48 hours of initial reporting.

DEPARTMENT: **PUBLIC WORKS** FY 2012
 COST CENTER: **PARKS AND GROUNDS** DATE 09-01-2011
 COST CENTER NO.: **40-46**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	285,043	236,484	235,044	223,071
13	1	Other Salary	0	694	0	22,306
14	1	Overtime	3,011	0	0	0
15	1	Special Pay	830	350	900	800
21	1	Fica Taxes	21,313	17,422	17,406	18,160
22	1	Retirement Contributions	9,746	6,595	6,127	3,053
22	2	FLC Gen Retirement Contr	10,028	8,502	7,968	8,288
22	3	FLC Gen Retirement Match	2,732	1,818	3,983	4,144
23	1	Life & Health Ins - Empl.	47,010	44,726	46,117	50,669
23	2	Dependent Insurance	11,975	8,280	7,630	8,018
23	3	Short Term Disability	1,325	250	0	0
24	1	Worker's Compensation	11,514	7,837	8,674	9,502
24	2	City Shared Worker's Com	0	0	0	0
25	1	Unemployment Compensation	0	0	705	295
PERSONNEL SERVICES TOTAL			404,527	332,958	334,554	348,306
34	4	Other Contractual Service	2,981	3,412	5,100	0
40	4	Ed Train Sem & Asc Exp	2,348	551	1,575	1,725
41	1	Telephone	0	0	60	66
43	1	Electricity	75,490	71,562	71,700	71,700
44	1	Equipment Rental	955	300	500	500
46	5	R & M - Other Equipment	5,545	16,614	12,250	12,600
46	6	R & M-Parks & Athletic Fd	9,838	8,311	18,950	11,250
46	61	R & M Parks Other Contract	0	0	0	4,000
52	2	Parks & Grounds Supplies	10,693	35,312	16,000	16,000
52	3	Custodial,Lab & Chem Sup	12,833	12,932	10,350	11,500
52	5	Consumables & Small Tools	1,664	1,978	1,650	1,650
52	7	Medical Supplies	138	82	250	150
52	8	Uniforms & Clothing	2,842	2,248	2,910	3,090
54	3	Books,Subsc,Prof Supplies	6	0	100	100
54	4	Memberships & Dues	125	0	60	120
OPERATING EXPENSES TOTAL			125,458	153,302	141,455	134,451
64	7	Park Equipment	0	0	0	0
64	8	Other Equipment	0	0	0	7,800
CAPITAL OUTLAY TOTAL			0	0	0	7,800
DIVISION TOTAL			529,985	486,260	476,009	490,557

Department of Public Safety



Mission Statement

To improve the quality of life in Greenacres by working together with all citizens to protect life and property, to promote safety, to maintain public order and to preserve human rights.

Full Time Sworn: 49
 Full Time Fire Rescue: 38
 Full Time Civilian: 22
 Part Time Civilian: 1
 Total: 110

**DEPARTMENT OF PUBLIC SAFETY
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

Office of the Director:

- Secured a \$25,687 from the U.S. Department of Justice, Justice Assistance Grant (JAG) for technology upgrades.
- Installed a secured compound at Public Works site to store large evidence and vehicles for active investigations utilizing Forfeiture Funds.
- Reviewed performance objectives with each division, revising them to be measurable and clear.
- Reorganized the Public Safety Department by eliminating a command position and merged other units/sections into three (3) Divisions (Operations, Fire Rescue and Support Services) to streamline the overall effectiveness of Public Safety.
- Updated the Department's Mission Statement, Goals & Objectives.

Operations Division:

- Maintained and renewed efforts to provide traffic safety for the community which included seat belt, red light and Driving Under the Influence enforcements.
- Participated in the Florida "Click It or Ticket" campaign, which awarded the Department ten-thousand dollars (\$10,000) in equipment and a trophy.
- Purchased thirty six (36) X26 TASER devices, replacing the outdated M26 TASERS.
- Completed the installation and implementation of new lap tops, printers and drivers license card swipes in all marked vehicles.
- Utilizing forfeiture funds retrofitted an existing City vehicle into a Mobile Command/SRT vehicle.
- Implemented a bike patrol for officers to utilize bicycles as an alternative method of patrol.
- Criminal Investigations Section (CIS)/Street Crimes Team (SCT) continued to conduct address verifications for sexual predators/offenders living in the City and provided liaison to Palm Beach County Sheriff's Office Sexual Predator/Offender Tracking Unit.
- CIS completed a nearly yearlong child pornography investigation resulting in a search warrant and arrest of the perpetrator. Over 100,000 pornographic images have been located on the suspect's computer.
- Continued participation in a County Multi-Agency Diversion Taskforce which resulted in \$37,489.00 being awarded to the Department of Public Safety in forfeiture funds.
- Participated in the countywide "Bump and Rob" investigations.
- Retrofitted an existing City cargo van to be utilized for surveillance, utilizing forfeiture funds.
- Mandatory Retraining requirements were successfully updated and completed for the officers whose certifications were expiring with Florida Department of Law Enforcement (FDLE).
- Training Section successfully passed an audit by FDLE regarding firearms qualifications.
- Training Section assisted Riviera Beach PD and Atlantis PD in certifying their firearms instructors, in order for them to be compliant with FDLE requirements.

Fire/Rescue Division:

- Maintained some of the lowest response times in the County for the fourth consecutive year.
- Conducted CPR classes, issued 42 students cards and certified 12 Dispatchers for compliance with new state guidelines.
- Continued the commitment to train residents and staff in Cardio Pulmonary Resuscitation (CPR), as well as continuing to conduct blood pressure screenings and other outreach programs.

- Partnered with Palm Beach County Health Department in administering over 100 Flu vaccines to the residents and employees of the City of Greenacres and also reached out to the many schools in the area to promote fire safety, hosting 48 station tours and safety lectures.
- Continued our commitment to the future of Emergency Medical Services by contracting with the local colleges and trade schools to precept Paramedic and Emergency Medical Technician students. This year we had 8 students complete the program.
- Fire Marshal and Fire Rescue Personnel participated in Career Days and Safety Lectures at John I Leonard High School, Trade Winds Middle School, Cholee Lakes Elementary and Okeeheelee Middle School.
- A Step Up Supervisory Program was initiated, with three (3) employees successfully passing all requirements.
- Implemented new Advanced Life Support (ALS) Protocols with some of the most advanced procedures in the country being used.
- Received approximately \$6,000 in donations from both commercial and residential groups.
- Facilitated a new Fire Rescue uniform ordering system,
- Procured structural leather firefighting boots for all Fire Rescue personnel.
- Received animal resuscitation kits donated by Margate Atlantic West Elementary School to be placed on all of our response vehicles. These kits will be instrumental in helping pets found in respiratory distress either from smoke and/or trauma.
- Received an Auto Pulse Automatic Cardiac Compression Device through Palm Beach County Emergency Medical services grant. This will be put on the 4th ALS vehicle, allowing us to have all vehicles with identical equipment.

Support Services Division:

- Completed Uniform Crime Report (UCR) on time with no errors reported.
- Coordinated several capital projects for the Public Safety Headquarters including: bay door closures, A/C system, lighting and impact window replacement.
- Conducted annual awards meetings and ceremony for the Public Safety Department.
- Public Safety Telecommunicator Training Program was certified by the Department of Health.
- Coordinated the implementation and installation of the Spillman Public Safety Software System to replace the outdated CAD/RMS system.

DEPARTMENT SUMMARY

FY 2011		COST CENTER SUMMARY AND DESCRIPTION	FY 2012		% CHANGE
NO. OF POSITIONS	BUDGET DOLLARS		NO. OF POSITIONS	BUDGET DOLLARS	
5	\$ 683,833	50-51 Office of the Director	2	\$ 232,835	-66.0%
46	4,977,083	50-53 Law Enforcement Operations Division	48	4,903,887	-1.5%
39	4,738,616	50-55 EMS	39	4,559,061	-3.8%
19 FT / 1 PT	1,464,424	50-57 Support Services	20 FT / 1 PT	1,735,415	18.5%
<u>109 FT / 1 PT</u>	<u>\$ 11,863,956</u>		<u>109 FT / 1 PT</u>	<u>\$ 11,431,198</u>	<u>-3.6%</u>

DEPARTMENT PUBLIC SAFETY OVERVIEW **FISCAL YEAR** 2012
COST CENTER NO. 50 **DATE** 09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Total Calls for Service	23,699	27,014	21,572	22,219
Fire Calls (Actual)	124	136	158	139
UCR ¹ Part I Crimes (per 1,000 pop.)	43	38	45	42
UCR Violent Crimes (per 1,000 pop.)	6.9	5.5	6.2	6.2
 EFFICIENCY MEASURES				
Average Cost per Capita	\$341	\$316	\$316	\$315
Average Cost per Call for Service	\$466	\$436	\$400	\$532
Average Calls per Household	1.38	1.59	1.26	1.31
 EFFECTIVENESS MEASURES				
Clearance of Part I Crimes ²	27.1%	24.8%	25.8%	25.9%
Dollar Loss from Fires	\$498,405	\$276,568	\$501,772	\$425,581
ISO PPC Fire Rating ³	3	3	3	3

¹ Uniform Crime Reports

² Uniform Crime Reports are measured in calendar years

³ Insurance Service Office Public Protection Classification fire rating ranges from 10 to 1 with 1 being the highest

DEPARTMENT	<u>PUBLIC SAFETY</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>OFFICE OF THE DIRECTOR</u>	DATE	<u>09-01-2011</u>
COST CENTER NO.	<u>50-51</u>		

PRIMARY FUNCTION NARRATIVE

The Department's Administration is responsible for management, supervision and control of all the activities in the areas of police, fire and emergency medical services. The Department's Administration provides for the coordination of activities between Divisions, Bureaus, Teams and other City Departments, and collects data and compiles special reports as required.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$505,949	\$599,064	\$669,024	\$229,704
Operating	3,155	3,448	14,809	3,131
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$509,104	\$602,512	\$683,833	\$232,835

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Public Safety Director	1	1	1	1
Assistant Director	2	2	0	0
Administrative Secretary	1	1	1	1
Professional Stds/Comm Relation Lieutenant	0	0	1	0 ¹
Deputy Director	0	0	1	0 ²
Crime Prevention Officer	0	0	1	0 ¹
Total Number of Staff	4	4	5	2

¹ Position moved to 50-57

² Police Officer Position moved to 50-53

DEPARTMENT	<u>PUBLIC SAFETY</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>OFFICE OF THE DIRECTOR</u>		
COST CENTER NO.	<u>50-51</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Total Council Reports Prepared	20	20	20	20
Atlantis Annual Reports	1	1	1	1
Department Staff Meetings	22	22	22	22
Police/Fire Chiefs & Law Enforcement Planning	30	30	30	30
Council Meetings	20	20	20	20

GOALS & OBJECTIVES

Goal **Develop competent staff to ensure the delivery of quality service to the community.**

- Objective**
- Maintain the ability to recruit and hire quality employees.
 - Increase the training level of employees and develop leadership skills.
 - Increase the number of employees to seek college education.
 - Maintain the way that we promote personnel according to our values.

Goal **Provide resources necessary to achieve our Mission from broad and diverse sources.**

- Objective**
- Increase the plan for the future by developing a strategic plan.
 - Maintain the way the department evaluates the cost effectiveness of programs.
 - Increase the way in which we develop and use strong management practices.

Goal **Provide a high level of support and trust from the community we serve.**

- Objective**
- Maintain the level in which we monitor public expectations of the Department.
 - Increase the way in which we interact with the community by promoting a mutual understanding and trust.
 - Maintain accountability systems such as policy, procedure and audit reviews.

DEPARTMENT: PUBLIC SAFETY
 COST CENTER: OFFICE OF THE DIRECTOR
 COST CENTER NO.: 50-51

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	115,409	115,383	114,547	118,337
12	1	Regular Salaries & Wages	261,416	328,044	323,465	48,807
14	1	Overtime	0	0	2,839	0
15	1	Special Pay	5,448	4,938	7,180	2,080
21	1	Fica Taxes	27,878	29,967	32,581	12,353
22	1	Retirement Contributions	46,504	45,322	44,587	18,301
22	2	FLC Gen Retirement Contr	2,401	2,319	2,957	2,440
22	3	FLC Gen Retirement Match	1,201	1,160	1,479	1,220
22	4	FLC P/S FF Retirement Con	4,760	28,874	59,093	0
23	1	Life & Health Ins - Empl.	23,949	26,948	40,553	17,346
23	2	Dependent Insurance	6,155	8,957	25,576	4,477
24	1	Worker's Compensation	10,828	7,152	12,845	4,142
25	1	Unemployment Compensation	0	0	1,322	201
PERSONNEL SERVICES TOTAL			505,949	599,064	669,024	229,704
40	3	Personnel Recruiting Exp	0	0	9,660	0
40	4	Ed Train Sem & Asc Exp	1,905	1,800	1,900	1,700
40	5	Business Exp & Mileage	392	158	400	400
45	2	Notary Fees	0	0	0	100
46	3	R & M - Office Equipment	0	0	0	0
48	2	Crime & Fire Prevention	0	0	1,200	0
51	2	Office Supplies	0	0	0	0
51	5	Minor Office Equip & Fur	0	0	0	0
52	5	Consumables & Small Tool	0	51	0	0
52	8	Uniforms & Clothing	84	555	324	130
54	3	Books,Subsc,Prof Supplies	0	39	125	125
54	4	Memberships & Dues	774	845	1,200	676
OPERATING EXPENSES TOTAL			3,155	3,448	14,809	3,131
DIVISION TOTAL			509,104	602,512	683,833	232,835

DEPARTMENT	PUBLIC SAFETY	FISCAL YEAR	2012
COST CENTER	L. E. OPERATIONS DIVISION		
COST CENTER NO.	50-53	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

The Operations Division is comprised of the Uniform Patrol Bureau, the Criminal Investigations Unit, the Training Unit and the Special Response Team. The Division is responsible for the general patrol of the City, the detection and prevention of criminal activity, the apprehension of law violators, both criminal and traffic, criminal and crime scene investigations, the gathering of intelligence, the processing of evidence and property, the training of all personnel within the Department and supporting the Fire Rescue Division as needed. In addition the Division through the Special Response Team handles any and all situations that are of a critical nature, and the Street Crimes Unit addresses both street level and organized criminal enterprises.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$4,150,102	\$4,464,656	\$4,551,684	\$4,464,488
Operating	332,778	348,369	425,399	439,399
Capital	28,918	1,642	0	0
Other	0	0	0	0
General Fund Totals	\$4,511,798	\$4,814,667	\$4,977,083	\$4,903,887

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Captain	2	2	1 ¹	1
Secretary	1	1	1	1
Watch Commander Lt	0	0	2	2
Sergeants	5	5	6 ²	6
Police Officers	34	34	30	30 ⁴
Training Officer	0	0	1 ²	2 ⁶
Investigator	4	4	4	4
Crime Scene Tech	1	1	1	1
Crime Prevention Officer	1	1	0 ⁵	0
Evidence Property Custodian	1	1	0 ³	0
Public Safety Aide	0	0	0	1 ²
Total Number of Staff	49	49	46	48

¹ Position eliminated

² Position moved from 50-57

³ Position moved to 50-57

⁴ Position moved from 50-51

⁵ Position moved to 50-51

⁶ Deletion of Deputy Director to Training Officer

DEPARTMENT	PUBLIC SAFETY	FISCAL YEAR	2012
COST CENTER	L. E. OPERATIONS DIVISION		
COST CENTER NO.	50-53	DATE	09-01-2011

PERFORMANCE MEASURES

<u>WORKLOAD</u>	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
Total Calls for Service	23,699	21,835	21572	22,444
Number of Persons Arrested	3,256	2,955	2246	2365
Traffic Crashes Total	1,190	1,144	1246	1184
Traffic Citations Total	10,586	6,819	7400	7800
Total Cases Investigated - CIS	418	441	438	405
Cases Cleared - CIS	271	236	222	230
Total Number of Cases Reviewed for Assignment	618	612	472	497
Crime Scenes Processed	165	40	118	124
Law Enforcement Training Hours	3,194	4,432	4042	4197
Fire Rescue Training Hours	3,004	2,011	1,244	1,244
Communications Training Hours	362	486	316	316
Open Range Sessions	6	5	6	6

EFFICIENCY MEASURES

Number of Officers	38	37	37	38
Calls per UPB ¹ Officer	624	596	583	590
Cost per UPB ¹ Call	\$155	\$190	\$211	\$208
Cases per Investigator	104	89	109	101
Cost per Case Investigated	\$2190	\$2459	\$1054	\$1140
Cost per Crime Scene Processed	\$326	\$604	\$450	591
Hours of SRT ² Utilization	907	870	870	870
Training Cost per Employee ³	\$3,425	\$2,208	\$2,007	\$2,007

EFFECTIVENESS MEASURES

% of Priority 1 Calls Responded To In ≤ 5 min	44%	51%	51%	51%
% of All Calls Responded To In ≤ 5 min	46%	64%	60%	64%
Crashes per 1,000 Population	36.7	39.4	30.15	33.84
Clearance Rate on Cases Investigated	65%	61%	69%	57%
% of Cases Assigned to Investigators	68%	55%	93%	75%

¹ Uniform Patrol Bureau

² Special Response Team

³ Training Section reduced in FY2010

GOALS & OBJECTIVES**Goal Decrease traffic related crashes that result in personal injuries and property damages.**

- Objective
- Maintain a minimum of three (3) Traffic Enforcement Details.
 - Participate in at least two (2) State and County Safety Seat Belt initiatives throughout the year and complete an after action report at the conclusion of each detail to gauge its effectiveness.
 - Participate in a minimum of three (3) Driving Under the Influence Saturation Patrols throughout the year and complete an after action report at the conclusion of each wave to gauge its effectiveness.
 - Deploy a radar trailer in at least 12 locations identified where speeding violations are reported or identified.

Goal Decrease repetitive crimes.

- Objective
- Identify, through crime analysis, law enforcement issues and deploy officers to address those concerns in an efficient and effective manner.
 - Conduct Directed Patrol to specific areas to mitigate identified problems.
 - Focus a variety of resources to address criminal concerns.

Goal Maintain a clearance rate of at least 50% of assigned cases.

- Objective
- Assign and investigate crimes with solvability factors conducive to achieving successful results.
 - Process a minimum of 75 crime scenes.

Goal Decrease drug related crimes.

- Objective
- Increase the number of field interrogation reports from 250 to 300 to assist in the identification of possible criminal suspects.
 - Procure at least two (2) search/arrest warrants.
 - Take both covert and overt approaches to enforcement utilizing cooperative efforts (Uniform Patrol Bureau, Street Crimes Team and Special Response Team).

Goal Increase the amount of error-free reports submitted in a timely manner.

- Objective
- Closely monitor the progress of reports and workload of each officer during shift.
 - Develop a system that will identify officers that consistently submit inaccurate reports.
 - Utilize senior and Field Training Officers to assist officers experiencing difficulty.

Goal Continue to provide relevant, realistic training scenarios in conjunction with the most up-to-date training practices.

- Objective
- Provide necessary training to maintain discipline proficiencies and required certifications.
 - Maintain a data base of all training to insure certifications are met.

DEPARTMENT: PUBLIC SAFETY FY 2012
 COST CENTER: L. E. OPERATION DIVISION DATE 09-01-2011
 COST CENTER NO.: 50-53

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	2,848,276	2,844,429	2,654,454	2,835,814
14	1	Overtime	139,708	103,151	130,796	136,443
15	1	Special Pay	94,038	82,064	101,680	86,100
21	1	Fica Taxes	219,643	213,965	206,089	218,147
22	1	Retirement Contributions	119,037	118,535	136,190	72,194
22	2	FLC Gen Retirement Contr	5,605	4,685	3,498	5,244
22	3	FLC Gen Retirement Match	2,802	2,342	1,748	2,623
22	4	FLC P/S FF Retirement Con	218,211	616,687	749,159	497,197
23	1	Life & Health Ins - Empl.	281,066	302,844	348,169	382,012
23	2	Dependent Insurance	115,744	99,820	121,978	126,600
23	3	Short Term Disability Pay	4,775	1,800	0	0
24	1	Worker's Compensation	95,558	62,535	89,412	98,523
24	2	City Shared Worker's Comp	5,033	5,474	0	0
25	1	Unemployment Compensation	606	6,325	8,511	3,591
PERSONNEL SERVICES TOTAL			4,150,102	4,464,656	4,551,684	4,464,488
31	4	Other Professional Svc	298,813	304,057	324,172	0
34	4	Other Contractual Service	2,571	1,603	2,400	334,510
40	4	Ed Train Sem & Asc Exp	0	0	21,925	13,802
44	3	Other Rentals	0	3,144	5,300	5,300
45	2	Notary Fees	0	0	99	0
46	5	R & M - Other Equipment	3,485	5,102	11,374	15,624
48	2	Crime & Fire Prevention	1,978	1,428	0	0
49	5	Witness Fees, Info & Evid	3,109	3,543	4,500	4,500
49	7	Computer Software & Prog	0	1,839	0	0
51	4	Copy Paper & Supplies	0	918	1,020	11,053
51	5	Minor Office Equip & Furn	1,762	932	500	500
51	7	Commemoratives	558	0	0	0
52	3	Custodial, Lab & Chem Sup	3,819	3,499	3,500	3,500
52	4	Ammo, Weapons, Cleaning	0	0	23,805	20,508
52	5	Consumables & Small Tools	2,042	453	2,850	1,900
52	8	Uniforms & Clothing	11,540	19,300	19,872	23,182
52	9	Tapes, Film & Film Supplies	2,759	921	1,500	1,850
53	2	Traffic Control	122	965	100	455
54	3	Books, Subs, Prof Supplies	0	145	1,672	2,000
54	4	Memberships & Dues	220	520	810	715
OPERATING EXPENSES TOTAL			332,778	348,369	425,399	439,399
64	4	Communication Equipment	20,150	0	0	0
64	8	Other Equipment	8,768	1,642	0	0
CAPITAL OUTLAY TOTAL			28,918	1,642	0	0
DIVISION TOTAL			4,511,798	4,814,667	4,977,083	4,903,887

DEPARTMENT	PUBLIC SAFETY	FISCAL YEAR	2012
COST CENTER	FIRE RESCUE/EMS		
COST CENTER NO.	50-55	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

The Fire Rescue Division provides ALS-BLS Emergency Medical Treatment and Transport Services and Fire Suppression to the City of Greenacres and the City of Atlantis. The Division optimizes patient care by maintaining rapid response times, public education, health screenings, training and implementation of proven techniques. The Fire Marshal educates the public by addressing fire prevention, fire safety issues and conducting fire inspections and plan reviews.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$4,038,328	\$4,530,767	\$4,614,340	\$4,405,610
Operating	104,748	119,004	124,276	153,451
Capital	0	981	0	0
Other	0	0	0	0
General Fund Totals	\$4,143,076	\$4,650,752	\$4,738,616	\$4,559,061

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Division Chief	1	1	1	1
Lieutenant	6	6	6	6
Firefighter/Paramedic	18	18	18	18
Firefighter/EMT	12	12	12	12
Fire Marshal	1	1	1	1
Secretary	1	1	1	1
Total Number of Staff	39	39	39	39

DEPARTMENT	<u>PUBLIC SAFETY</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>FIRE RESCUE/EMS</u>		
COST CENTER NO.	<u>50-55</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Total Calls for Service	4,660	5,176	5,694	6,009
Calls for Service Station 1	2,828	3,498	3,557	3,618
Calls for Service Station 2	1,832	1,678	1,872	2,097
Calls for Service to Atlantis ⁵	498	542	572	606
Fire Safety Inspections	1,410	1,256	1,424	1,452
Atlantis Monthly Reports	12	12	12	12
CPR ¹ Classes Taught	24	36	26	25
Blood Pressure Screenings	1,000	863	700	740
Patients Treated	4,298	4,690	4,919	5,165
Patients Treated Atlantis ⁵	528	456	461	466
Atlantis Transports ⁵	350	334	337	340
Number of ALS ² Transports Station 1	1,010	1,228	1,261	1,299
Number of ALS Transports Station 2	606	720	746	776
Number of BLS ³ Transports Station 1	416	432	549	600
Number of BLS Transports Station 2	248	236	299	329
Structure Fires	83	60	52	46
Number of Cardio Pulmonary Resuscitation Students Certified	150	118	96	100
EFFICIENCY MEASURES				
Cost per Call for Service	\$747	\$880	\$832	\$792
Cost per Transport	\$1,532	\$1,741	\$1,660	\$1,585
Cost per Fire Inspection	\$76	\$81	\$85	\$80
EFFECTIVENESS MEASURES				
Average Response Times for Fire Rescue Calls	4.4 min	5.4 min ⁴	5.4 min ⁴	5.4 min

¹ Cardio Pulmonary Resuscitation² Advanced Life Support³ Basic Life Support⁴ Computation Based on Fractional Reporting Criteria⁵ Included in Totals

GOALS & OBJECTIVES**Goal Maintain quality emergency medical services.**

- Objective
- Monitor quality assurance standards by reviewing and critiquing all emergency medical responses.
 - Provide ongoing training to maintain required certifications.

Goal Continue exceeding the response time criteria set by the Level of Service Committee.

- Objective
- Provide immediate response to emergency fire rescue calls for service.
 - Monitor all emergency fire rescue dispatch times.

Goal Decrease property loss and injury due to fire.

- Objective
- Complete a minimum of 1,200 commercial/residential fire safety inspections.
 - Conduct a minimum of ten (10) fire safety presentations.
 - Conduct fire safety and code violation inspections.

Goal Maintain fire rescue vehicles and related equipment, in optimum working condition.

- Objective
- Insure that daily check off sheets are completed, indicating any deficiencies that need to be addressed.
 - Monitor the electronic format implemented to track and mitigate any continuing problems that affect the day to day operations as it relates to emergency apparatus.

DEPARTMENT: PUBLIC SAFETY
 COST CENTER: FIRE RESCUE/EMS
 COST CENTER NO.: 50-55

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	2,572,894	2,610,913	2,537,299	2,632,775
14	1	Overtime	410,555	443,492	390,922	396,498
15	1	Special Pay	27,360	27,087	25,600	13,780
21	1	Fica Taxes	213,119	215,038	208,834	215,144
22	1	Retirement Contributions	120,179	121,277	125,642	80,588
22	2	FLC Gen Retirement Contr	0	0	0	0
22	3	FLC Gen Retirement Match	0	0	0	0
22	4	FLC P/S FF Retirement Co	251,867	668,473	812,583	503,753
23	1	Life & Health Ins - Empl	229,176	252,439	292,680	321,042
23	2	Dependent Insurance	91,204	105,840	123,003	142,094
23	3	Short Term Disability Pa	6,000	7,125	0	0
24	1	Worker's Compensation	114,763	78,528	88,992	96,300
24	2	City Shared Worker's Com	1,211	555	0	0
25	1	Unemployment Compensatio	0	0	8,785	3,636
PERSONNEL SERVICES TOTAL			4,038,328	4,530,767	4,614,340	4,405,610
31	4	Other Professional Svc	0	20	0	22,200
34	4	Other Contractual Servic	22,555	22,686	22,200	1,260
40	4	Ed Train Sem & Asc Exp	0	0	0	12,967
42	1	Postage & Freight Charge	0	16	0	0
44	1	Equipment Rental	1,098	1,522	2,736	2,736
46	3	R & M - Office Equipment	24	0	0	0
46	5	R & M - Other Equipment	18,656	16,951	19,895	21,704
48	6	Other Promo Activities	0	1,283	385	580
49	6	Miscellaneous Expense	1,514	1,700	2,165	800
49	7	Computer Software & Prog	1,450	1,450	1,450	1,450
52	3	Custodial,Lab & Chem Sup	1,913	1,958	2,000	2,000
52	5	Consumables & Small Tool	1,837	2,803	3,300	2,875
52	7	Medical Supplies	45,194	59,830	59,000	65,814
52	8	Uniforms & Clothing	9,309	6,892	8,880	17,200
52	9	Tapes, Film & Film Supply	0	660	1,000	600
54	3	Books,Subsc,Prof Supplie	788	823	825	825
54	4	Memberships & Dues	410	410	440	440
OPERATING EXPENSES TOTAL			104,748	119,004	124,276	153,451
64	8	Other Equipment	0	981	0	0
CAPITAL OUTLAY TOTAL			0	981	0	0
DIVISION TOTAL			4,143,076	4,650,752	4,738,616	4,559,061

DEPARTMENT	<u>PUBLIC SAFETY</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>SUPPORT SERVICES</u>	DATE	<u>09-01-2011</u>
COST CENTER NO.	<u>50-57</u>		

PRIMARY FUNCTION NARRATIVE

The Support Services Division, through the Communications Section, provides necessary communications personnel and equipment to receive calls and dispatch appropriate emergency personnel to police, fire and medical needs. The Records Section personnel record, scan and file information from departmental reports for future statistical information and public records requests. The Evidence/Property Control Section maintains inventory control of all evidence and property. The Division is also responsible for Internal Affairs, Professional Standards/Community Relations, Crime Prevention, recruitment and providing public information.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$1,410,125	\$1,328,457	\$1,228,741	\$1,539,145
Operating	261,264	223,203	229,383	186,700
Capital	701	5,875	6,300	9,570
Other	0	0	0	0
General Fund Totals	\$1,672,090	\$1,557,535	\$1,464,424	\$1,735,415

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Captain	1	1	1	1
Lieutenant	0	0	0	1 ¹
Crime Prevention Officer	0	0	0	1 ¹
Evidence/Property Custodian	0	0	1	1
Communications Supervisor	1	1	1	1
Public Safety Dispatcher	12	12	12	12
Records Custodian	1	1	1	1
Records Clerk	2	2	1	1
Public Safety Aide	1	1	1	0 ²
Cashier/Receptionist	1	1	1	1
P/T Records Clerk	0	0	1	1
Sergeant	1	1	0	0
Training Officer	1	1	0	0
Total Number of Staff	21	21	20	21

¹ Position from 50-51² Position moved to 50-53

DEPARTMENT	PUBLIC SAFETY	FISCAL YEAR	2012
COST CENTER	SUPPORT SERVICES		
COST CENTER NO.	50-57	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Total Case Numbers Created in CAD	28,326	22,244 ¹	21,572	22,219
Total Admin Calls	94,523	85,688	79,656	82,045
911 Calls Received	19,081	17,709	18,748	19,310
DCF Referrals Reviewed	-	244	296	310
Evidence Vault Audits	2	2	2	2

EFFICIENCY MEASURES

Average Case Numbers Created per Dispatcher (12)	2,361	1,854	1,798	1,851
Average Calls per Dispatcher	9,467	8,616	8,200	8,446
Cost per Call Dispatched	\$39	\$37	\$40	\$38
Cost for Total Calls	\$8	\$10	\$11	\$10
Cost per 911 Calls Received	\$49	\$47	\$46	\$44

EFFECTIVENESS MEASURES

Average Answer Time of 911 Calls in Seconds	4.2	4.4	4.8	4.5
E-911 to Call Entry in Seconds	2.55	3.5	3.0	3.0

GOALS & OBJECTIVES

Goal Maintain a timely response to all 911 calls.

- Objective
- Maintain an average call answer time of 7 seconds or less.
 - Maintain an average 911 to call entry time of 4 seconds or less.

Goal Demonstrate compliance with the PBC Child Abuse Investigations Protocol.

- Objective
- Maintain a log of all DCF abuse reports received by the Department.
 - Review response times on a monthly basis to determine compliance with protocol.

Goal Maintain the security and integrity of all evidence and property.

- Objective
- Conduct two (2) random audits of the evidence vault to assess inventory control and documentation.
 - Conduct quarterly destructions and or disposal of narcotics and evidence in accordance with Florida State Statute and Departmental guidelines.

¹ Fire Rescue calls extracted from total in FY2010

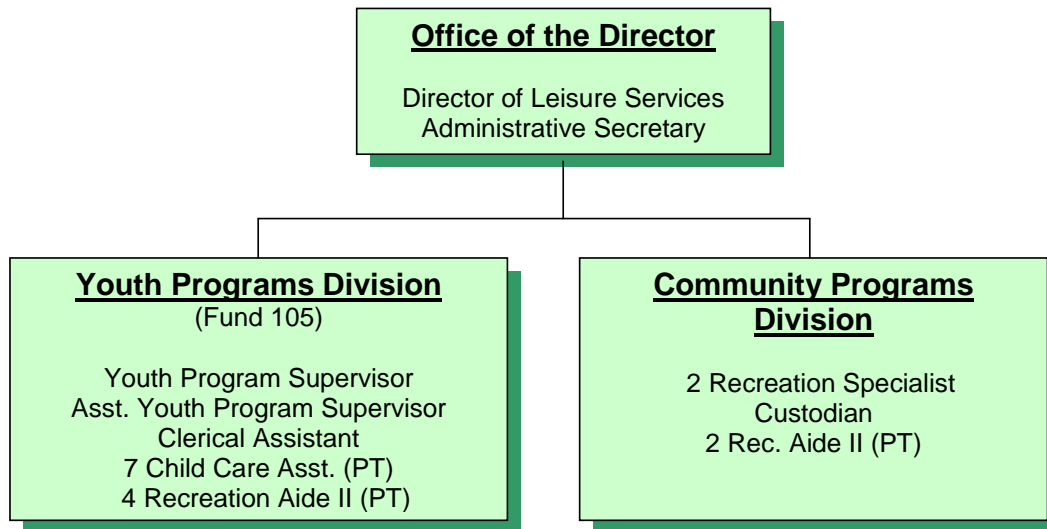
DEPARTMENT: **PUBLIC SAFETY**
 COST CENTER: **SUPPORT SERVICES**
 COST CENTER NO.: **50-57**

FY 2012
 DATE **09-01-2011**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	960,138	879,258	782,676	991,560
13	1	Other Salaries & Wages	0	28,339	60,086	79,504
14	1	Overtime	72,337	62,202	54,623	57,572
15	1	Special Pay	7,270	6,143	2,240	6,000
21	1	Fica Taxes	76,815	71,968	66,298	83,359
22	1	Retirement Contributions	76,311	72,438	41,286	37,667
22	2	FLC Gen Retirement Contr	25,998	24,898	30,137	30,947
22	3	FLC Gen Retirement Match	10,338	9,928	15,068	15,475
22	4	FLC P/S FF Retirement	11,647	0	0	33,614
23	1	Life & Health Ins - Empl.	121,376	127,957	140,037	152,672
23	2	Dependent Insurance	35,010	31,557	28,384	37,636
23	3	Short Term Disability Pay	1,800	4,800	0	0
24	1	Worker's Compensation	10,844	7,415	5,214	11,784
24	2	City Shared Worker's Comp	0	0	0	0
25	1	Unemployment Compensation	241	1,554	2,692	1,355
PERSONNEL SERVICES TOTAL			1,410,125	1,328,457	1,228,741	1,539,145
34	4	Other Contractual Service	0	0	0	0
40	4	Ed Train Sem & Asc Exp	28,616	18,861	0	3,997
41	1	Telep, Teleg & Mailgram	30,760	32,156	51,126	42,834
42	1	Postage, Frt & Exp Charges	1,269	1,635	3,150	3,150
44	1	Equipment Rental	300	309	315	315
45	2	Notary Fees	0	0	99	0
46	3	R & M - Office Equipment	4,042	3,864	5,004	4,236
46	4	R & M-Communication Equip	81,855	54,358	52,419	58,287
46	5	R & M - Other Equipment	12,925	9,748	12,943	12,590
46	7	R & M - Computer Eq	11,573	12,942	14,850	11,744
47	1	Printing & Binding	2,019	1,995	2,300	2,300
48	2	Crime & Fire Prevention	0	0	0	1,200
49	7	Computer Software & Prog	50,199	54,050	67,227	25,871
51	2	Office Supplies	11,175	8,508	15,000	12,000
51	4	Copy Paper & Supplies	3,733	1,916	4,100	4,100
51	5	Minor Office Equip & Furn	735	57	0	0
51	7	Commemoratives	0	262	500	500
52	3	Custodial, Lab & Chem Sup	290	362	350	350
52	4	Ammo, Weapons, Cleaning Sup	19,744	19,999	0	0
52	5	Consumables & Small Tools	40	392	0	530
52	8	Uniforms & Clothing	1,629	1,579	0	1,846
54	4	Memberships & Dues	360	210	0	850
OPERATING EXPENSES TOTAL			261,264	223,203	229,383	186,700
64	3	Fencing	0	0	6,300	0
64	4	Communications Equipment	0	2,291	0	7,670
64	5	Office Furniture	701	3,584	0	1,900
64	8	Other Equipment	0	0	0	0
CAPITAL OUTLAY TOTAL			701	5,875	6,300	9,570
81	1	Aids To Government Agency	0	0	0	0
GRANTS & AIDS TOTAL			0	0	0	0
DIVISION TOTAL			1,672,090	1,557,535	1,464,424	1,735,415



Department of Leisure Services



Mission Statement

To enrich the life of residents by providing leisure programs and classes; organized sports activities; community events; and after school programs.

Full Time: 8
Part Time: 13

**DEPARTMENT OF LEISURE SERVICES
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

Office of the Director:

- Coordinated 23 Independent Contractor Agreements for services such as; FCAT tutorial, Youth Athletic Program, and food and craft vendors for events.
- Processed 13,506 citizen requests inquiring about; classes, facility rentals, afterschool services, camps, trips, events, and athletic leagues.
- Received \$16,642.15 in revenue to offset direct and in-direct expenses for 6 City sponsored and three (3) co-sponsored community events.
- *PrimeTime Palm Beach County, Inc.* sponsored \$16,400 of in-kind activity enrichments; YMCA-\$1,800 (Health & Fitness training), The Center for Creative Education-\$3,600 (Air Brushing, art supplies & instruction), The Literacy Coalition-\$8,000 (*KidzLit & KidzMath* curriculum, training & materials), and the Green Mouse Academy-\$3,000 (Robotic design and computer animation).
- Coordinated 4 Service Agreements/Contracts—2 of which generated \$296,300 in revenue; Family Central Inc. and the USDA Florida Department of Health, Bureau of Child Care Food Program.
- Awarded 37 participants with prorated (25%, 50%, 75%) Youth Athletic Scholarship awards totaling \$1,610.

Community and Recreation Services:

- Organized two (2) Neighborhood Improvement Program block parties with over 700 households in attendance.
- The Center facilitated 740 rental reservations generating \$42,492.79, and was rented for 97 days by 9 different religious organizations generating an additional \$8,076.20.
- The Greenacres Historical Society utilized classrooms 12 times for Board meetings and events.
- Offered 12 senior day trips to the Kravis Center—serving an average of 52 participants per trip.
- Served a total of 559 youth through athletic programs—45% were Greenacres residents.

Youth Programs:

- The FCAT tutorial program for third graders increased FCAT scores from a Level 3 to 4 in 40% of participating students.
- Provided 3 civic involvement opportunities by, decorating for the Senior Congregate Meal Program, collecting pennies for Girl Scouts of Japan and continue to conduct on-going canned food drives to benefit the Salvation Army.
- City Council recognized 12 students, earning 2,425.75 volunteer hours, with the Presidential Volunteer Services Awards in April.
- Achieved a 70% participation rate for members volunteering at 12 City-sponsored events/Block Parties/projects.
- Successfully passed 8 mandatory, unannounced program inspections from the Palm Beach County Health Department (4), USDA and Summer Food Nutrition Program (1), and Family Central, Inc. (3).
- Increased the Quality Improvement System (QIS) annual monitoring score from 4.20 to 4.85.
- Received a \$500 donation from the Palm Beach League of Cities for the Cool Zone program.

DEPARTMENT SUMMARY

FY 2011		COST CENTER NUMBER AND DESCRIPTION	FY 2012		% CHANGE
NO. OF POSITIONS	BUDGET DOLLARS		NO. OF POSITIONS	BUDGET DOLLARS	
2	\$180,478	60-61 Office of the Director	2	\$189,401	4.9%
3 FT/10 PT	493,950	60-64 Youth Program	3 FT/11 PT	480,490	-2.7%
3 FT/2 PT	294,521	60-65 Community Programs	3 FT/2 PT	294,600	0.0%
<u>8 FT/12 PT</u>	<u>\$ 968,949</u>		<u>8 FT/13 PT</u>	<u>\$964,491</u>	<u>-0.5%</u>

DEPARTMENT LEISURE SERVICES **FISCAL YEAR** 2012
COST CENTER OFFICE OF THE DIRECTOR
COST CENTER NO. 60-61 **DATE** 09-01-2011

PRIMARY FUNCTION NARRATIVE

The Office of the Director is responsible for strategic planning, contract compliance, adherence to policies and procedures, organizational development, personnel and fiscal management, program development, coordination of activities of staff, public and community relations, and monitoring and evaluation of all Leisure Services operations.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$170,261	\$172,464	\$176,603	\$185,666
Operating	1,657	1,876	3,875	\$3,735
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$171,918	\$174,340	\$180,478	\$189,401

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Director	1	1	1	1
Administrative Secretary	1	1	1	1
Total Number of Staff	2	2	2	2

DEPARTMENT	<u>LEISURE SERVICES</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>OFFICE OF THE DIRECTOR</u>		
COST CENTER NO.	<u>60-61</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of Serv. Agreements/Contracts	4	5	4	4
# of Collaborative Partnerships	22	20	16	16
# of Independent Contractor Agreements Coordinated	53	32	21	22
# of Citizen Requests Processed	16,300	10,500	14,348	14,300
EFFICIENCY MEASURES				
Avg. Cost per Contract Coordination	\$9,899	\$8,235	\$8,063	\$8,200
EFFECTIVENESS MEASURES				
% of Projected Funding Reimb.	95%	88%	92%	92%
% Customers Satisfied with Service	98%	97%	95%	95%

GOALS & OBJECTIVES

- Goal** **To provide guidance to divisions for the implementation of the Strategic Plan, the Annual Work Plan and departmental goals in order to achieve the City's mission.**
- Objective**
- Maintain bi-monthly supervisor and quarterly department meetings to review operational procedures, contract compliance, programs, events, policies, licensing regulations and the Emergency Management Plan.
 - Maintain collaborative partnerships with 16 local organizations, schools and area businesses.
- Goal** **To provide sustainable community programs through enhanced marketing strategies in order to generate new customers and assist program's self-sufficiency.**
- Objective**
- Maintain the level of revenues equal to expenses for all activities.
- Goal** **To provide a range of recreational activities and facilities, serving all age groups in order to retain customers and community involvement.**
- Objective**
- Maintain 7 community events (3 City sponsored & 4 Co-sponsored) and 11 programs operated throughout 7 City facilities.
 - Maintain satisfactory customer service rating at 98%.

DEPARTMENT: LEISURE SERVICE
COST CENTER: OFFICE OF THE DIRECTOR
COST CENTER NO.: 60-61

FY 2012
DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	88,527	88,940	88,530	91,800
12	1	Regular Salaries & Wages	34,828	34,862	34,733	36,927
14	1	Overtime	225	56	0	0
15	1	Special Pay	4,140	4,140	4,320	4,320
21	1	Fica Taxes	8,851	8,688	8,841	9,220
22	2	FLC Gen Retirement Contr	6,373	6,166	6,163	6,437
22	3	FLC Gen Retirement Match	3,187	3,083	3,081	3,219
23	1	Life & Health Ins - Empl.	12,071	13,618	15,677	17,212
23	2	Dependent Insurance	11,641	12,645	14,575	16,035
24	1	Worker's Compensation	418	266	313	342
25	1	Unemployment Compensation	0	0	370	154
PERSONNEL SERVICES TOTAL			170,261	172,464	176,603	185,666
40	4	Ed Train Sem & Asc Exp	267	628	1,270	1,270
40	5	Business Exp & Mileage	0	0	60	60
41	1	Telep, Teleg & Mailgram	0	0	0	0
42	1	Postage,Frt & Exp Charges	0	0	0	0
45	2	Notary Fees	0	0	90	0
48	1	City Publicity	306	413	550	550
51	2	Office Supplies	352	318	1,200	1,200
51	4	Copy Paper & Supplies	0	27	150	0
51	5	Minor Office Equip & Furn	0	0	0	100
52	8	Uniforms & Clothing	17	0	0	0
52	9	Tapes,Film & Film Supply	0	0	0	0
54	3	Books,Subsc,Prof Supplies	0	0	0	0
54	4	Memberships & Dues	715	490	555	555
OPERATING EXPENSES TOTAL			1,657	1,876	3,875	3,735
99	1	Contingency	0	0	0	0
NON-OPERATING TOTAL			0	0	0	0
DIVISION TOTAL			171,918	174,340	180,478	189,401

DEPARTMENT	LEISURE SERVICES	FISCAL YEAR	2012
COST CENTER	YOUTH PROGRAMS	DATE	09-01-2011
COST CENTER NO.	60-64		

PRIMARY FUNCTION NARRATIVE

The division operates the C.A.R.E.S., Cool Zone and Hot Spot programs, a year-round, inclusive afterschool program serving 120 elementary, 30 middle school, and 25 high school participants. Transportation is provided to the licensed facility from eight (8) local schools. Positive youth development techniques and Quality Improvement Standards are utilized to develop future leaders. The program provides a sense of belonging, enrichment and recreational activities, cultural experiences, volunteer and job shadowing opportunities and academic support in a nurturing environment. Emphasis is placed on civic education and community involvement. The program is funded through participant fees, reimbursement from Family Central, Inc., the USDA and the City.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$323,147	\$306,981	\$309,495	\$308,109
Operating	185,679	199,139	184,455	\$172,381
Capital	2,625	0	0	0
Other	0	0	0	0
General Fund Totals	\$511,451	\$506,120	\$493,950	\$480,490

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Youth Programs Supervisor	1	1	1	1
Asst. Youth Program Supervisor	1	1	1	1
Child Care Assistant (PT) ¹	8	8	8	7
Recreation Aide II (PT) ²	2	2	2	4
Clerical Assistant	1	1	1	1
Total Number of Staff	3FT/10PT	3 FT/10PT	3 FT/10PT	3 FT/11PT

¹ Eliminated one (1) Child Care Assistant position in FY12.

² Created two (2) Recreation Aide II positions in FY12 to satisfy new Health Department requirements.

Note: Youth Programs is funded in Special Fund 105.

DEPARTMENT	<u>LEISURE SERVICES</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>YOUTH PROGRAMS</u>		
COST CENTER NO.	<u>60-64</u>	DATE	<u>09-01-2011</u>

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of Participants (CARES/Cool Zone)	150	150	150	150
# of Participants in FCAT Tutorial (3 rd , 8 th & 10 th grade students)	28	40	50	45
# of Grants/Licenses Coordinated	4	4	4	4
# of Independent Contractor Agreements	7	3	5	5
# of Part. in Junior Counselor/CIT Programs	14	15	23	20
# of Part. In Life Skills Training Program	24	15	22	20
# of Hot Spot Part. in Mentoring Program	4	10	15	15
# of Presidential Volunteer Service Hrs	8,859	4,500	2,677	2,800
# of Citizen Requests Processed	2,437	3,000	3,110	3,200

EFFICIENCY MEASURES

Avg. Cost per CARES/CZ Participant	\$3,409	\$3,507	\$3,531	3,500
Staff to Student Ratio (CARES/CZ)	1:18	1:18	1:19	1:18
Avg. Cost per participant in FCAT Tutorial	\$70	\$79	\$30	\$32

EFFECTIVENESS MEASURES

% of Daily Attendance	97%	92%	80%	90%
% of Youth with Improved Grades	73%	73%	71%	72%
% of Youth with Improved FCAT Scores	78%	75%	70%	72%

GOALS & OBJECTIVES

- Goal** **To provide afterschool support, community service projects and volunteer opportunities in order to develop future leaders, improve high school graduation rates and increased civic involvement.**
- Objective**
- Maintain a grade point average of 2.5 or higher for all students in the Junior Counselor (CARES Program) and Counselor in Training (Cool Zone Programs).
 - Increase the number of community service project opportunities from 3 to 4.
- Goal** **To provide training and educational opportunities for participants that facilitates healthy lifestyle behaviors and career exploration.**
- Objective**
- Maintain a fifty percent (50%) participation rate for all students enrolled in the Nutritional and Physical Education programs.
 - Maintain career exploration activities at 3 per year.
 - Maintain a Quality Improvement System monitoring score of 3.5 or above.

DEPARTMENT: LEISURE SERVICES
 COST CENTER: YOUTH PROGRAM
 COST CENTER NO: 60-64

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	91,661	95,622	95,594	101,318
13	1	Other Salaries & Wages	185,343	158,531	162,051	152,991
14	1	Overtime	911	307	0	0
21	1	Fica Taxes	21,260	19,430	18,808	18,565
22	1	Retirement Contributions	0	0	0	0
22	2	FLC Gen Retirement Contr	2,934	3,997	4,291	4,480
22	3	FLC Gen Retirement Match	1,376	1,013	2,145	2,240
23	1	Life & Health Ins - Empl	16,701	19,396	23,059	25,335
23	2	Dependent Insurance	0	0	0	0
23	3	Short Term Disability Pa	0	0	0	0
24	1	Worker's Compensation	1,240	1,468	2,774	2,875
24	2	City Shared Worker's Com	0	0	0	0
25	1	Unemployment Compensatio	1,721	7,217	773	305
PERSONNEL SERVICES TOTAL			323,147	306,981	309,495	308,109
31	4	Other Professional Svc	984	1,294	1,612	1,446
31	5	Physical Exams	415	1,740	980	1,290
34	1	Interfund Admin Charges	56,776	27,600	23,800	23,800
34	3	Solid Waste Coll & Disp	0	0	5,400	6,690
34	4	Other Contractual Servic	5,276	8,762	6,748	7,675
34	7	Sponsored Events	38,930	59,692	53,148	55,259
40	4	Ed Train Sem & Asc Exp	785	2,696	3,197	2,197
40	5	Business Exp & Mileage	3,064	4,065	4,409	4,409
41	1	Telep, Teleg & Mailgram	691	649	893	936
42	1	Postage,Frt & Exp Charge	39	20	50	0
43	1	Electricity	15,304	13,340	16,895	11,196
43	4	Water & Sewer	699	924	1,481	900
45	1	Liability & Fleet Ins.	11,085	11,085	7,548	7,548
46	1	R & M - Buildings	1,274	356	3,000	2,004
46	2	R & M - Vehicles	0	4,201	4,233	4,783
46	3	R & M - Office Equipment	4,258	3,570	3,820	3,130
46	4	R & M-Communication Equi	1,288	2,388	1,812	1,200
47	1	Printing & Binding	795	1,022	590	590
51	2	Office Supplies	2,013	3,427	2,500	2,220
52	0	Food Supplies	0	0	0	21,636
52	3	Custodial,Lab & Chem Sup	0	540	1,200	1,200
52	5	Consumables & Small Tool	22,466	23,505	21,636	0
52	6	Recreation Supplies	17,869	27,103	17,722	10,603
52	7	Medical Supplies	986	1,029	1,020	1,020
52	8	Uniforms & Clothing	437	0	546	434
54	3	Books,Subsc,Prof Supplie	155	40	125	125
54	4	Memberships & Dues	90	90	90	90
OPERATING EXPENSES TOTAL			185,679	199,139	184,455	172,381
64	5	Office Furniture	0	0	0	0
64	8	Other Equipment	2,625	0	0	0
CAPITAL OUTLAY TOTAL			2,625	0	0	0
DIVISION TOTAL			511,451	506,120	493,950	480,490

DEPARTMENT	LEISURE SERVICES	FISCAL YEAR	2012
COST CENTER	COMMUNITY AND RECREATION PROGRAMS		
COST CENTER NO.	60-65	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This Division provides an array of opportunities to enrich the lives of our citizens by providing community events; class, facility and field rentals; recreational athletic leagues; and senior trips in an effective, efficient and quality manner. The Division coordinates the Neighborhood Improvement Program, the Little League and Youth Athletics Provider Agreement, management and execution of the Youth Athletic Scholarship program, and collaboration with local organized sports providers. The Division also coordinates all marketing for the Department through press releases, website, City Link publications, and the marqueees.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011* BUDGET	FY 2012 PROPOSED
Personnel Services	\$299,909	\$217,106	\$175,141	\$184,115
Operating	120,868	87,404	119,380	\$110,485
Capital	3,489	0	0	0
Other	0	0	0	0
General Fund Totals	\$424,266	\$304,510	\$294,521	\$ 294,600

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011* ACTUAL	FY 2012 PROPOSED
Recreation Supervisor	2	2	0	0
Recreation Specialist	1	1	2	2
Cashier/Receptionist	1	0	0	0
Custodian	1	1	1	1
Recreation Assistant (PT)	1	0	0	0
Rec Aide II (PT)	3	3	2	2
Camp Personnel (Seasonal)	9	0	0	0
Total Number of Staff	5 FT/4 PT/9 S	4 FT/3 PT	3 FT/2 PT	3 FT/2 PT

*Combined cost centers for Recreation Services and Community Programs (also combined previous years totals for Expenditures and Personnel Staffing).

DEPARTMENT LEISURE SERVICES FISCAL YEAR 2012
 COST CENTER COMMUNITY AND RECREATION PROGRAMS
 COST CENTER NO. 60-65 DATE 09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
# of Community Events	7	7	7	7
# of NIP Events (Block Parties)	3	2	2	2
# of Senior Trips Scheduled	8	6	6	6
# of Athletic Leagues Organized	6	4	4	9
# of Youth Athletic Participants	378	359	343	380
# of Classroom Rentals	560	701	680	680
# of Pavilion Rentals	32	27	40	45
# of Field Rentals	400	642	420	450
EFFICIENCY MEASURES				
Avg. Cost per Event	\$2,908	\$5,023	\$2,169	\$2,400
Avg. Cost per Classroom Rental	\$49	\$56	\$51	\$55
Avg. Cost per Youth (Athletics)	\$77	\$69	\$78	\$85
Avg. Cost per Field Rental	\$51	\$54	\$61	\$60
Avg. # of Participants per Sr. Trip	43	62	69	55
EFFECTIVENESS MEASURES				
% of Revenue from Rentals	14%	16%	21%	20%
% of event costs covered by sponsorships/donations	9%	68%	55%	50%
% of Households at NIP Events	69%	41%	45%	45%

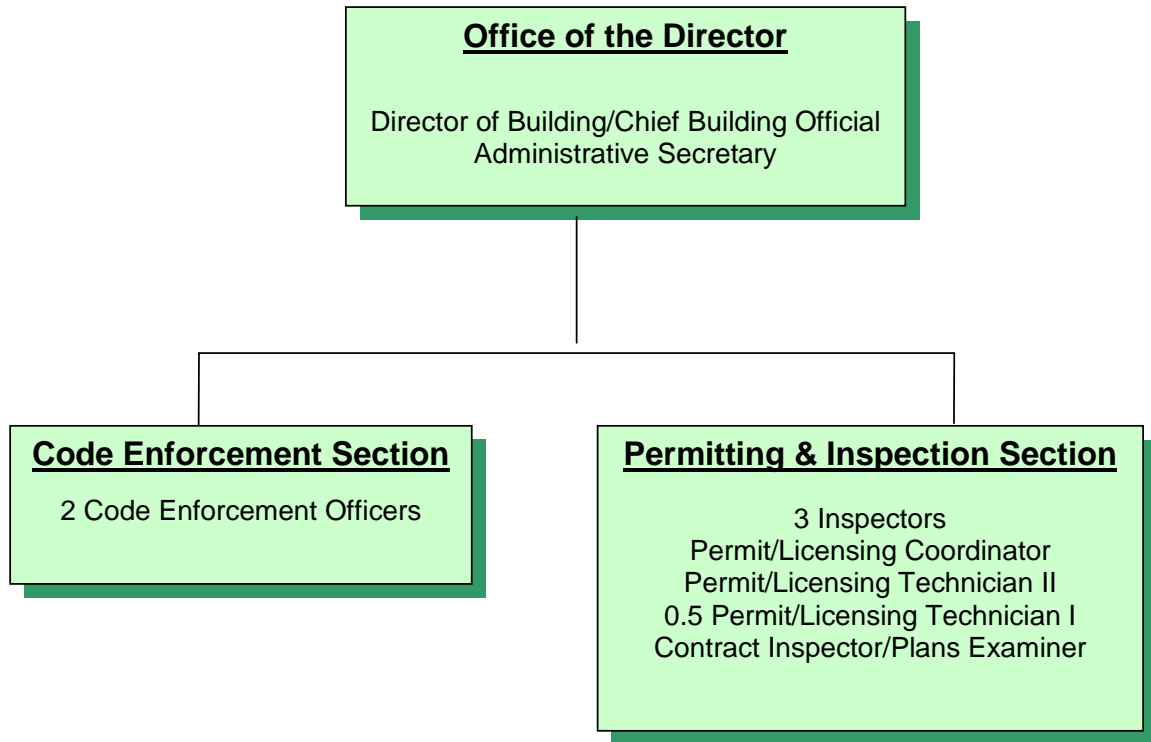
GOALS & OBJECTIVES

- Goal** To increase the participation in the Greenacres youth athletic programs in order to reduce childhood obesity and juvenile crime.
- Objective**
- Maintain resident participation at fifty (50%) through program marketing and promotion of the Youth Athletic Scholarship Program.
 - Reduce juvenile-related crime by increasing the open gym timeframe from 4 to 8 hours weekly.
- Goal** To provide opportunities for Greenacres residents that promote a healthy and active lifestyle and build a unified community.
- Objective**
- Maintain 7 Community Events and 2 Neighborhood Community Block Parties.
 - Maintain the number of Senior trips (Adults @ Leisure) at 6.

DEPARTMENT: LEISURE SERVICES FY 2012
 COST CENTER: COMMUNITY CENTER DATE 09-01-2011
 COST CENTER NO: 60-65

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
12	1	Regular Salaries & Wages	156,173	120,597	93,915	98,173
13	1	Other Salaries & Wages	78,737	43,219	34,306	35,892
14	1	Overtime	2,310	5,014	4,705	4,799
15	1	Special Pay	0	2,810	0	0
21	1	Fica Taxes	17,737	12,929	9,770	10,206
22	2	FLC Gen Retirement Contr	7,517	6,027	4,578	4,788
22	3	FLC Gen Retirement Match	2,693	2,646	2,288	2,394
23	1	Life & Health Ins - Empl.	24,898	19,345	23,059	25,335
23	2	Dependent Insurance	5,820	1,569	342	386
24	1	Worker's Compensation	3,230	1,612	1,779	1,975
24	2	City Shared Worker's Com	794	0	0	0
25	1	Unemployment Compensation	0	1,338	399	167
PERSONNEL SERVICES TOTAL			299,909	217,106	175,141	184,115
31	4	Other Professional Svc	5,485	6,701	3,684	3,684
31	5	Physical Exams	165	0	0	0
34	4	Other Contractual Service	2,688	2,328	34,680	34,400
40	1	Senior Trips	10,873	12,187	15,576	14,826
40	4	Ed Train Sem & Asc Exp	1,985	22	1,402	980
40	5	Business Exp & Mileage	0	114	276	276
41	1	Telephone	140	118	60	30
42	1	Postage, Frt & Exp Charge	0	2	150	75
46	3	R & M - Office Equipment	1,877	1,588	2,925	2,725
46	5	R & M - Other Equipment	2,638	4,070	2,830	2,980
47	1	Printing & Binding	15,942	8,743	9,000	9,000
48	16	Hot Spot	4,410	0	0	0
48	17	Neighborhood Assoc Progra	2,462	2,031	1,000	1,000
48	3	Other Community Events	2,406	1,736	3,056	2,595
48	34	Egg Hunt	3,426	2,431	3,300	3,275
48	35	Mayor's Cup	0	5,542	8,865	0
48	4	July 4th Event	18,501	16,802	17,723	17,723
48	71	L/S Sponsorship Exp	0	2,512	4,000	3,000
48	8	Camps	21,267	0	0	0
48	9	Organized Athletics	126	60	0	0
48	91	Youth Athletics	16,019	10,157	0	0
49	7	Computer Software & Prog	1,776	1,626	2,110	2,110
51	2	Office Supplies	1,473	1,457	490	410
51	4	Copy Paper & Supplies	429	348	400	400
51	5	Minor Office Equip & Furn	0	1,158	1,260	4,213
52	3	Custodial, Lab & Chem Sup	4,295	3,757	4,276	4,276
52	5	Consumables & Small Tools	244	709	550	1,050
52	6	Recreation Supplies	1,473	592	685	550
52	7	Medical Supplies	331	110	375	375
52	8	Uniforms & Clothing	297	173	352	252
54	4	Memberships & Dues	140	330	355	280
OPERATING EXPENSES TOTAL			120,868	87,404	119,380	110,485
64	8	Other Equipment	3,489	0	0	0
CAPITAL OUTLAY TOTAL			3,489	0	0	0
DIVISION TOTAL			424,266	304,510	294,521	294,600

Department of Building



Mission Statement

To ensure the health and safety of the public through the effective, efficient and fair enforcement of the City's laws and ordinances relating to the construction of buildings and the maintenance of property.

Full Time: 9.5

**DEPARTMENT OF BUILDING
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2011**

- Implemented new permit design and process that streamlines permit issuance and saves paper by eliminating the need for a separate permit card that was manually completed by staff.
- Developed process to accurately and efficiently perform open permit searches on plazas and other large properties increasing accuracy and cutting staff time by 75%.
- Coordinated new Business Tax Receipt rate structure ordinance increasing rates by 5% for most business tax categories. The ordinance also significantly streamlined the business tax receipt process.
- Developed new queries and process to increase accuracy and efficiency of several monthly department reports such as the Dodge, Census, Accutrend, Rise, and Palm Beach County Impact Fees.
- Implemented a target program in Colonial Coach Estates mobile home park to perform code enforcement property maintenance inspections on each home. The program also researches records for accessory structures to determine if permits were obtained or if the structure existed before annexation of the park.
- Performed Business Tax Receipt checks for businesses located at Trafalgar Square, Steiger Plaza, Barclay Square, Military Crossing and Riverbridge Centre which brought eight businesses into compliance.
- Held art contest for kids during the Fiesta de Pueblo Event to create awareness about water quality; this outreach meets state requirements for NPDES education of the public.
- Implemented new state permit fee surcharge regulations for all permit types subject to the Florida Building Code.
- Revised the Flood Damage Prevention Plan and Floodplain Management Regulations through the adoption of Ordinance 2011-05.
- Implemented new code enforcement procedure to combine the Violation Notice and Board Hearing Notice that reduces the time to bring cases before the board, reduces certified mail costs and saves staff time.
- Implemented new procedure, utilizing New World Systems Permit Module, to schedule rental Business Tax Receipt inspections and to use building inspectors to perform the inspections.
- Corrected addresses in GEO Property Master data base in preparation for the computer conversion.
- Scanned and indexed over 24,000 pages of permit, code cases, business tax receipts, and miscellaneous records. In conjunction with the Planning Department Records Clerk, 100% of old hard copy permit records have been scanned into the Laserfiche system including large residential and commercial architectural plans.
- Assisted in the Great American and Coastal cleanups using volunteers to clean up several abandoned properties.
- Completed the Building Department Standard Operating Procedures Manual.

DEPARTMENT SUMMARY

FY 2011		COST CENTER NUMBER AND DESCRIPTION	FY 2012		% CHANGE
<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>		<u>NO. OF POSITIONS</u>	<u>BUDGET DOLLARS</u>	
9.5	\$690,941	72-72 Office of the Director	9.5	\$721,214	4.4%
<u>9.5</u>	<u>\$ 690,941</u>		<u>9.5</u>	<u>\$721,214</u>	<u>4.4%</u>

DEPARTMENT	BUILDING	FISCAL YEAR	2012
COST CENTER	BUILDING		
COST CENTER NO.	72-72	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

The Building Department is responsible for the administration and enforcement of State, County and City codes and laws that relate to building construction, code enforcement, and business licensing. The Building Department reviews building plans, issues permits and C.O.'s, performs field inspections, manages the department records, issues business tax receipts (FKA occupational licenses) and contractor registrations, performs investigation and processing of code violations, and prepares and presents cases brought to the Code Enforcement Board and the Construction Board of Adjustments and Appeals.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$703,506	\$681,663	\$671,374	\$704,331
Operating	23,003	16,144	19,567	16,883
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$726,509	\$697,807	\$690,941	\$721,214

PERSONNEL STAFFING

POSITION TITLE	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 PROPOSED
Dir. of Building/Chief Building Official	1	1	1	1
Inspector/Plans Examiner	1	0	0	0
Inspectors	3	3	3	3
Code Enforcement Officer	2	2	2	2
Permit/Licensing Coordinator	1	1	1	1
Permit/Licensing Tech II	1	1	1	1
Permit/Licensing Tech I ¹	1	1	0.5	0.5
Administrative Secretary	1	1	1	1
Total Number of Staff	11	10	9.5	9.5

¹ Full time position funded 50% in Building Department and 50% in Department of Administration as Office Assistant.

DEPARTMENT	BUILDING	FISCAL YEAR	2012
COST CENTER	BUILDING		
COST CENTER NO.	72-72	DATE	09-01-2011

PERFORMANCE MEASURES

	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROPOSED
WORKLOAD				
Permits Issued	2,201	2,025	2,100	2,100
Inspections	8,379	7,168	7,200	7,200
Permit Value (Million\$)	\$15.70	\$18.4	\$15.5	\$14
Business Tax Receipts	1,669	1,634	1,600	1,600
Contractor Registrations	1,064	1,088	1,100	1,100
Code Enforcement Inspections	2,333	2,700	2,400	2,300
Code Enforcement Violations	2,160	2,340	2,400	2,500
Code Enforcement Cases	700	760	800	830
EFFICIENCY MEASURES				
Avg. cost per permit to process	\$39.31	\$36.87	\$35.56	\$35.56
Avg. Building inspections per day per inspector	11.6	10	11	11
Avg. cost per inspection	\$19.16	\$22.40	\$22.30	\$22.30
Avg. process time per Business in minutes	28.54	26.27	26.49	26.49
Avg. cost per code enforcement case	\$310	\$281	\$267.53	\$257.86
Avg. cost per code enforcement violation	\$100.65	\$92.91	\$90.58	\$86.96
EFFECTIVENESS MEASURES				
% of permits reviewed within target time	99%	99%	99%	99%
% of inspections completed within 24 hrs.	99%	99%	99%	99%
% of C.E. cases brought into voluntary compliance	87%	88%	90%	90%
Insurance Services Organization BCEGS residential score	4	4	4	4
Insurance Services Organization BCEGS Commercial score	3	3	3	3

GOALS & OBJECTIVES

- Goal To provide efficient services to protect the health and safety of City residents.**
- Objective • Maintain rate of reviewing and processing permits within targeted time frames at 99%.
 - Objective • Improve the Insurance Services Office (ISO) Building Code Effectiveness Grading Schedule (BCEGS) classification to a 3 for residential and maintain a 3 for commercial by increasing educational hours and improving reports to match ISO requirements.
 - Objective • Increase the number of illicit discharge inspections from 150 to 300 per year.
- Goal To provide efficient services to maintain a high level of customer satisfaction.**
- Objective • Maintain rate of performing inspections within 24 hours at 99%.
 - Objective • Decrease the average time to issue a Business Tax Receipt by 25%.
- Goal To provide efficient Code Enforcement to maintain a safe and attractive community.**
- Objective • Increase number of clean-up events from 2 to 3 per year and increase number of properties cleaned from 12 to 15.
 - Objective • Increase the number of code enforcement Target Program areas from 2 to 4 and increase the number of program notices from 150 to 300 per year.
 - Objective • Decrease average time between Notice of Violation and Code Enforcement Board appearance by an average of 15%.

DEPARTMENT: **BUILDING**
 COST CENTER: **OFFICE OF THE DIRECTOR**
 COST CENTER NO: **72-72**

FY 2012
 DATE **09-01-2011**

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
11	1	Executive Salaries	67,921	65,870	65,591	68,402
12	1	Regular Salaries & Wages	431,292	422,188	404,007	427,066
14	1	Overtime	1,689	0	0	0
15	1	Special Pay	5,190	4,390	4,820	5,320
21	1	Fica Taxes	34,979	34,156	32,735	34,554
22	1	Retirement Contributions	14,462	14,162	15,883	8,052
22	2	FLC Gen Retirement Contr	17,807	17,303	16,381	17,196
22	3	FLC Gen Retirement Match	8,903	8,651	8,190	8,598
23	1	Life & Health Ins - Empl.	58,958	66,674	73,207	80,430
23	2	Dependent Insurance	46,787	39,666	40,499	44,587
23	3	Short Term Disability Pay	0	775	0	0
24	1	Worker's Compensation	15,518	7,827	8,652	9,531
24	2	City Shared Workers's Com	0	0	0	0
25	1	Unemployment Compensation	0	0	1,409	595
PERSONNEL SERVICES TOTAL			703,506	681,663	671,374	704,331
34	4	Other Contractual Service	10,002	7,047	6,500	4,500
40	4	Ed Train Sem & Asc Exp	6,046	2,664	3,700	3,700
40	5	Business Exp & Mileage	240	196	198	198
42	1	Postage,Frt & Exp Charges	0	0	50	50
45	2	Notary Fees	125	303	160	160
46	2	R & M Vehicles	0	0	0	90
46	3	R & M - Office Equipment	343	343	382	382
46	4	R & M-Communication Equip	162	0	200	200
47	1	Printing & Binding	73	171	1,086	100
49	7	Computer Software & Prog.	1,647	2,196	2,196	2,308
51	2	Office Supplies	2,199	2,100	2,900	2,900
51	4	Copy Paper & Supplies	28	99	150	150
51	5	Minor Office Equip & Furn	171	212	200	200
52	5	Consumables & Small Tools	517	4	200	200
52	8	Uniforms & Clothing	532	58	200	200
52	9	Tapes,Film & Film Supply	0	0	0	0
54	2	Code Supplements & Update	10	0	700	700
54	3	Books,Subsc,Prof Supplies	227	61	100	100
54	4	Memberships & Dues	681	690	645	745
OPERATING EXPENSES TOTAL			23,003	16,144	19,567	16,883
64	4	Communications Equipment	0	0	0	0
64	9	Comp Hardware/Software	0	0	0	0
CAPITAL OUTLAY TOTAL			0	0	0	0
DIVISION TOTAL			726,509	697,807	690,941	721,214

NON-DEPARTMENTAL

<u>FY 2011</u> <u>BUDGET</u> <u>DOLLARS</u>	<u>COST CENTER NUMBER</u> <u>AND DESCRIPTION</u>	<u>FY 2012</u> <u>BUDGET</u> <u>DOLLARS</u>	<u>% CHANGE</u>
\$1,051,520	80-81 Solid Waste Collection	\$1,048,513	-0.3%
410,000	80-82 Interfund Transfers	410,000	0.0%
100,000	90-91 Contingency	100,000	0.0%
422,210	80-20 Property Liability & Fleet Insurance	425,240	0.7%
-	80-83 175/185 Insurance Trust	410,000 *	0.0%
-	80-84 Inspector General	13,000 *	0.00%
<u>\$ 1,983,730</u>		<u>\$2,406,753</u>	<u>21.3%</u>

*Established in FY 2012

DEPARTMENT	NON-DEPARTMENTAL	FISCAL YEAR	2012
COST CENTER	SOLID WASTE COLLECTION		
COST CENTER NO.	80-81	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds the payment of contractual fees for garbage and recycling collection to the City's franchise contractor, Veolia ES Solid Waste Services, Inc. Residential customers are billed for the cost of these services on a semi-annual basis. The contract provides for twice a week garbage pickup and once a week recycling, vegetative waste and bulk trash pick up.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$1,033,955	\$1,038,279	\$1,051,520	\$1,048,513
Capital	0	0	0	0
General Fund Totals	\$1,033,955	\$1,038,279	\$1,051,520	\$1,048,513

ACTIVITY/PERFORMANCE MEASURES

- 17,084 residential units served as of May 31, 2011.

DEPARTMENT: NON-DEPARTMENTAL FY 2012
 COST CENTER: SOLID WASTE DATE 09-01-2011
 COST CENTER NO: 80-81

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
34	3	Solid Waste Coll & Disp	1,033,955	1,038,280	1,051,520	1,048,513
NON-OPERATING TOTAL			1,033,955	1,038,280	1,051,520	1,048,513
DIVISION TOTAL			1,033,955	1,038,280	1,051,520	1,048,513

DEPARTMENT NON-DEPARTMENTAL **FISCAL YEAR** 2012
COST CENTER INTERFUND TRANSFERS
COST CENTER NO. 80-82 **DATE** 09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center services the transfer of resources from the General Fund to provide adequate resources in the Capital Improvement, and Debt Service Funds of the City. In FY 2012, \$410,000 will be transferred to the Municipal Complex Debt Service Fund.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$3,110,000	\$1,240,000	\$410,000	\$410,000
Capital	0	0	0	0
General Fund Totals	\$3,100,000	\$1,240,000	\$410,000	\$410,000

ACTIVITY/PERFORMANCE MEASURES:

- Not applicable.

DEPARTMENT: NON-DEPARTMENTAL FY 2012
 COST CENTER: INTERFUND TRANSFERS DATE 09-01-2011
 COST CENTER NO: 80-82

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
91	5	Fund 301 Growth	1,000,000	0	0	0
91	7	Fund 303-Parks & Rec	500,000	0	0	0
91	8	Fund 304-Recon & Mnt	1,000,000	0	0	0
91	22	Fund T-Cares	0	40,000	0	0
91	94	Fund 209-Substation	200,000	400,000	0	0
91	95	Fund 211-Mun Complex	410,000	800,000	410,000	410,000
NON-OPERATING TOTAL			3,110,000	1,240,000	410,000	410,000
DIVISION TOTAL			3,110,000	1,240,000	410,000	410,000

DEPARTMENT	NON-DEPARTMENTAL	FISCAL YEAR	2012
COST CENTER	CONTINGENCY		
COST CENTER NO.	90-91	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds the Contingency Fund for projects that may arise during the year and covers unanticipated expenditures. Authorization for use of these funds is limited to City Council action. In FY 2005, this fund was utilized to account for expenditures relating to Hurricanes Frances and Jeanne. In FY 2006, this fund was utilized to account for expenditures relating to Hurricane Wilma.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$0	\$0	\$100,000	\$100,000
Capital	0	0	0	0
General Fund Totals	\$0	\$0	\$100,000	\$100,000

ACTIVITY/PERFORMANCE MEASURES:

- Not Applicable.

DEPARTMENT: NON-DEPARTMENTAL
 COST CENTER: CONTINGENCY
 COST CENTER NO: 90-91

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
99	1	Contingency (Hurricane)	0	0	0	0
99	2	Council Contingency	0	0	100,000	100,000
NON-OPERATING TOTAL			0	0	100,000	100,000
DIVISION TOTAL			0	0	100,000	100,000

DEPARTMENT NON-DEPARTMENTAL FISCAL YEAR 2012
 COST CENTER INSURANCE
 COST CENTER NO. 80-20 DATE 09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds the City's insurance premium for property, causality and liability insurance and the payments of repairs to the City's fleet of vehicles damaged and covered under insurance.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$456,537	\$418,872	\$422,210	\$425,240
Capital	0	0	0	0
General Fund Totals	\$456,537	\$418,872	\$422,210	\$425,240

ACTIVITY/PERFORMANCE MEASURES

DEPARTMENT: NON-DEPARTMENTAL
 COST CENTER: INSURANCE
 COST CENTER NO: 80-20

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
45	1	Property, Liab & Fleet Insur:	447,078	407,646	416,210	414,240
81	20	Ins Claims Repairs	9,459	11,226	6,000	11,000
		NON-OPERATING TOTAL	456,537	418,872	422,210	425,240
		DIVISION TOTAL	456,537	418,872	422,210	425,240

DEPARTMENT: NON-DEPARTMENTAL FY 2012
 COST CENTER: INSURANCE TRUST DATE 09-01-2011
 COST CENTER NO: 80-83

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
22	4	175/185 Retirement	0	0	0	336,416
99	4	175/185 Benefits Trust	0	0	0	73,584
		NON-OPERATING TOTAL	0	0	0	410,000
		DIVISION TOTAL	0	0	0	410,000

DEPARTMENT: NON-DEPARTMENTAL
 COST CENTER: INSPECTOR GENERAL
 COST CENTER NO: 80-84

FY 2012
 DATE 09-01-2011

OBJ	CD	DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
99	3	Inspector General	0	0	0	13,000
			0	0	0	0
		NON-OPERATING TOTAL	0	0	0	13,000
		DIVISION TOTAL	0	0	0	13,000



SPECIAL REVENUE FUNDS DISCUSSION

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. The City of Greenacres has established four special revenue funds.

FORFEITURES FUND (102):

The Forfeitures Fund was established in fiscal year 1989 to account for the funds generated from law enforcement confiscation actions. These funds are legally restricted as to usage. Chapter 932, Florida Statutes, requires that such funds shall be for school resource officer, crime prevention, safe neighborhood, drug abuse education and prevention programs, or for other law enforcement purposes, which include defraying the cost of protracted or complex investigations, providing additional equipment or expertise, purchasing automated external defibrillators for use in law enforcement vehicles, and providing matching funds to obtain federal grants. The proceeds and interest may not be used to meet normal operating expenses of the law enforcement agency. Chapter 932.7055(9) Florida State Statutes prohibits budgeting revenue for this fund.

ARBOREOUS FUND (103):

The Arboreous Fund was established in fiscal year 1993 to account for funds designated for tree planting activities, and is funded through commercial development contributions, and/or grants. These planting activities include but are not limited to the purchasing, planting, and maintenance of trees for medians, parks, and along roadways throughout the City of Greenacres.

PUBLIC SAFETY DONATION FUND (104):

The Public Safety Donation Fund was established in fiscal year 1996 to account for contributions restricted for public safety activities.

YOUTH PROGRAMS FUND (105):

The "Children Are Really Extra Special" (C.A.R.E.S.) Program for elementary age children was established in fiscal year 1997 and the Cool Zone program for middle school age children was added in fiscal year 2002 to account for funds restricted and designated for after school child care. In FY 2009 the two programs were combined into one called Youth Programs. Funding is provided by a grant from the Early Learning Coalition (federal and state funds), matched by the Children Services Council (local taxing authority), a USDA Grant, and participant fees. There is also a youth program for high school participants called Hot Spot.

SPECIAL REVENUE FUNDS
FUND BALANCE PROJECTIONS
FY 2011 and FY 2012

DESCRIPTION	(102) FORF.(A)	(103) ARBOR.	(104) PS DONATION	(105) YOUTH PROGRAM
Fund Balance 9/30/10	\$113,518	\$37,091	\$37,555	\$29,834
Projected Revenue FY 2011	(A)	835	7,099	437,846
Projected Expenditures FY 2011	41,326	1,028	15,263	457,376
Projected Fund Balance 9/30/11	72,192	36,898	29,391	10,304
Projected Revenue FY 2012	(A)	3,111	3,090	486,020
Projected Expenditures FY 2012	10,000	10,000	4,000	480,490
Projected Fund Balance 9/30/12	\$62,192	\$30,009	\$28,481	\$15,834

(A) FLORIDA STATE STATUTE 932.7055 PROHIBITS BUDGETING ANTICIPATED REVENUE IN THIS FUND.

DEPARTMENT	<u>PUBLIC SAFETY</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>FORFEITURES FUND</u>		
COST CENTER NO.	<u>102-50-51</u>	DATE	<u>09-01-2011</u>

PRIMARY FUNCTION NARRATIVE

This cost center funds a Law Enforcement Trust through the proceeds received from the sale of forfeited property and/or any forfeited money or currency and interest earned there from. Florida State Statute 932.7055 (8) (c) prohibits the budgeting of anticipated revenues in this fund. The Public Safety Director may expend these funds to defray the costs of protracted or complex investigations; to provide additional technical equipment or expertise; to provide matching funds to obtain federal grants, or for school resource officers, crime prevention, or drug abuse education programs, or such other law enforcement purposes as deemed appropriate by the governing body of the City of Greenacres. These funds may be expended only upon request by the Public Safety Director to the City Council.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$0	\$0	\$0	\$0
Capital	3,000	16,927	10,000	10,000
Forfeiture Fund Totals	\$3,000	\$16,927	\$10,000	\$10,000

ACTIVITIES/PERFORMANCE MEASURES

- These funds will be expended in compliance with the provisions of Section 932.7055 of the Florida Statutes.

FORFEITURES FUND
(FUND 102)
FY 2011 and FY 2012

FUND BALANCE - SEPTEMBER 30, 2010		\$	113,518
REVENUES	(A)		
INTEREST	(A)		
FY 2011 TOTAL REVENUE ESTIMATE			(A)
FY 2011 TOTAL EXPENDITURE ESTIMATE			41,326
PROJECTED FUND BALANCE - SEPTEMBER 30, 2011			72,192
REVENUES	(A)		
INTEREST	(A)		
FY 2012 TOTAL REVENUE ESTIMATE			(A)
FY 2012 TOTAL EXPENDITURE ESTIMATE			10,000
PROJECTED FUND BALANCE - SEPTEMBER 30, 2012			\$ 62,192

(A) Florida State Statute 932.7055 prohibits budgeting anticipated revenue in this fund.

DEPARTMENT	PUBLIC WORKS	FISCAL YEAR	2012
COST CENTER	ARBOREOUS FUND		
COST CENTER NO.	103-80-62	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds special projects designated by the City Council for the planting of trees and landscaping within the City. The source of revenue for this fund is grants from other government agencies, donations from private citizens, and developer payments for the Plant-A-Tree Program. Arboreous fund expenditures contribute towards enhancing the aesthetic values and beautification of the City. Property values in the City are enhanced by these efforts to improve our visual environment.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$0	\$0	\$0	\$0
Capital	5,625	848	10,000	10,000
Arboreous Fund Totals	\$5,625	\$848	\$10,000	\$10,000

ACTIVITY/PERFORMANCE MEASURES

In FY 2010, nearly \$250 was received and over \$848 was expended.

For FY 2011, as of May 2011, over \$735 has been received and \$1,028 has been expended.

ARBOREOUS FUND
(FUND 103)
FY 2011 and FY 2012

FUND BALANCE - SEPTEMBER 30, 2010		\$ 37,091
REVENUES	\$ 735	
INTEREST	<u>100</u>	
FY 2011 TOTAL REVENUE ESTIMATE		835
FY 2011 TOTAL EXPENDITURE ESTIMATE		<u>1,028</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2011		36,898
REVENUES	3,000	
INTEREST	<u>111</u>	
FY 2012 TOTAL REVENUE ESTIMATE		3,111
FY 2012 TOTAL EXPENDITURE ESTIMATE		<u>10,000</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2012		<u><u>\$ 30,009</u></u>

DEPARTMENT	<u>PUBLIC SAFETY</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>DONATIONS FUND</u>		
COST CENTER NO.	<u>104-50-53</u>	DATE	<u>09-01-2011</u>

PRIMARY FUNCTION NARRATIVE

The Public Safety Donations Fund is used to account for donations received by the Department of Public Safety. Revenues from fiscal 2006 through 2009 averaged approximately \$3,800 per year. Donations totaling \$38,281 were received during 2010. This figure will not be included in estimating future revenues. Estimated revenue projections for 2011 are \$7,000. The Donations Fund is used to precisely assure that all donations to the Department of Public Safety are spent for the purpose designated by the donor.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$0	\$0	\$0	\$0
Capital	1,918	4,000	4,000	4,000
Donation Fund Totals	\$1,918	\$4,000	\$4,000	\$4,000

ACTIVITY/PERFORMANCE MEASURES

- Donations shall be spent on supplies and equipment as designated by the donor and/or the Department of Public Safety.

PUBLIC SAFETY DONATION
(FUND 104)
FY 2011 and FY 2012

FUND BALANCE - SEPTEMBER 30, 2010		\$ 37,555
REVENUES	\$ 7,009	
INTEREST	<u>90</u>	
FY 2011 TOTAL REVENUE ESTIMATE		7,099
FY 2011 TOTAL EXPENDITURE ESTIMATE		<u>15,263</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2011		29,391
REVENUES	3,000	
INTEREST	<u>90</u>	
FY 2012 TOTAL REVENUE ESTIMATE		3,090
FY 2012 TOTAL EXPENDITURE ESTIMATE		<u>4,000</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2012		<u><u>\$ 28,481</u></u>

DEPARTMENT	<u>LEISURE SERVICES</u>	FISCAL YEAR	<u>2012</u>
COST CENTER	<u>YOUTH PROGRAMS FUND</u>		
COST CENTER NO.	<u>105-60-64</u>	DATE	<u>09-01-2011</u>

PRIMARY FUNCTION NARRATIVE

The division operates the C.A.R.E.S., Cool Zone and Hot Spot programs, a year-round, inclusive afterschool program serving 120 elementary, 30 middle school, and 25 high school participants. Transportation is provided to the licensed facility from eight (8) local schools. Positive youth development techniques and Quality Improvement Standards are utilized to develop future leaders. The program provides a sense of belonging, enrichment and recreational activities, cultural experiences, volunteer and job shadowing opportunities and academic support in a nurturing environment. Emphasis is placed on civic education and community involvement. The program is funded through participant fees, reimbursement from Family Central, Inc., the USDA, Florida Department of Health, Prime Time of Palm Beach County, and the City.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Personnel Services	\$323,147	\$306,981	\$309,495	308,109
Operating	185,679	199,139	184,455	172,381
Capital	2,625		0	0
Youth Program Fund Totals	\$511,451	\$506,120	\$493,950	480,490

ACTIVITY/PERFORMANCE MEASURES

Please see Leisure Services Department, Youth Programs Division (Cost Center 60-64) for performance measures.

GREENACRES YOUTH PROGRAM
(FUND 105)
FY 2011 and FY 2012

FUND BALANCE - SEPTEMBER 30, 2010	\$ 29,834
REVENUES	\$ 437,846
INTERFUND TRANSFER FROM GENERAL FUND	<u> -</u>
FY 2011 TOTAL REVENUE ESTIMATE	437,846
FY 2011 TOTAL EXPENDITURE ESTIMATE	<u>457,376</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2011	10,304
REVENUES	486,020
INTERFUND TRANSFER FROM GENERAL FUND	<u> -</u>
FY 2012 TOTAL REVENUE ESTIMATE	486,020
FY 2012 TOTAL EXPENDITURE ESTIMATE	<u>480,490</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2012	<u><u>\$ 15,834</u></u>

GREENACRES YOUTH PROGRAMS
FUND 105

	FY 2011 Projected	FY 2012
BALANCE CARRIED FORWARD	\$29,834	\$10,304
REVENUE		
CSC/ELC Grant	271,448	292,225
USDA GRANT	14,390	17,000
PARTICIPANT FEES	150,472	175,097
DONATIONS	1,500	1,000
FUND-RAISING	0	650
INTEREST	36	48
TOTAL REVENUE	437,846	486,020
TOTAL AVAILABLE	467,680	496,324
PROJECTED EXPENDITURES	457,376	480,490
BALANCE FORWARD	\$10,304	\$15,834



DEBT FINANCING DISCUSSION

In the State of Florida there are no statutory limits on the amount of debt that may be incurred by a municipality. However, the issuance of General Obligation Bonds, backed by the full faith and credit of a municipality, must be approved by a majority vote of the electors. Such General Obligation Bonds are repaid through a debt service millage in an amount necessary to cover the financing costs of the bond issue. There is no statutory cap on this debt service millage as long as the debt issuance has received voter approval.

Municipalities may, without requiring a voter referendum, also issue Revenue Bonds that do not pledge the full faith and credit of the government. Ad valorem millage may not be pledged to retire these bonds. Normally, the pledging of other specific revenue streams, such as special assessment district revenue or public service taxes, are required to support the issuance of Revenue Bonds. These bonds typically carry a higher interest rate than General Obligation Bonds issued under the same market conditions. The City's debt policy is located within the Administrative Policies.

The City of Greenacres issued revenue bonds in June 2001 with a term of ten years. The 2001 Fire Safety Revenue Bonds (209) were issued for \$1,762,000 to cover three capital improvement projects: a Public Safety Substation (\$1,000,000), a mid-mount aerial platform fire engine (\$700,000), and replacement of an ALS (Advanced Life Support) ambulance and modifications to two existing ambulances (\$185,000). Grant and interest earnings were to cover the remaining funding requirements. In September 2004, the City refinanced the outstanding principal at a rate of 2.913% for the remaining 7 years with Revenue Refunding Note 2004B. During 2011, the City completed its debt obligation and will transfer any remaining funds to the open debt service fund prior to the closing of FY 2011.

The City Council approved debt financing in FY 2004 in the amount of a \$5,500,000 bank note with a term of twenty (20) years. The proceeds were used to design and construct a new Municipal Complex including a Public Works Facility and City Hall. The 20 year loan was secured at a fixed rate of 4.03% with Public Improvement Note 2004A. The City has \$4,049,008 principal outstanding and the debt will be retired in FY 2024.

The principal and interest payment for the 2004A note during FY 2012 is \$403,260. At the end of fiscal year 2010, the City's ratio of debt service (principal and interest) as a percentage of non-capital expenditures were 3.13%. The City's debt policy limits maximum total debt service to no more than fifteen percent (15%) of total revenues; in FY 2010 it was 2.9%, and is expected to be around 3.1% in FY 2011. The debt policy also requires that maximum outstanding capital indebtedness to property tax base is to be no more than five percent (5%); in FY 2010 and 2011 it is under 1%. The City currently has no capital lease obligations.

The City of Greenacres is proud of its outstanding history of fiscally sound business practices and its healthy debt ratios are certainly a reflection of it.

DEBT SERVICE FUNDS
FUND BALANCE PROJECTIONS
FY 2011 and FY 2012

DESCRIPTION	(209) 2004B REFUNDING REV. NOTE	(211) 2004A PUBLIC IMP. NOTE
Fund Balance 9/30/10	\$ 246,410	\$ 466,298
Projected Revenue FY 2011	(33,323)	445,558
Projected Expenditures FY 2011	213,087	403,260
Projected Fund Balance 9/30/11	0	508,596
Projected Revenue FY 2012	0	411,580
Projected Expenditures FY 2012	0	403,260
Projected Fund Balance 9/30/12	\$ (0)	\$ 516,916

DEPARTMENT	DEBT SERVICE FUNDS	FISCAL YEAR	2012
COST CENTER	REVENUE REFUNDING, 2004B		
COST CENTER NO.	209-80-19	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds the debt service on the 2001 Revenue Bonds. The bonds were issued to construct Public Safety Station Number 2 and buy one mid-mount aerial platform fire engine, an ALS transport ambulance, and to upgrade two existing ALS transport ambulances. In September 2004, the City refinanced the outstanding principal at a rate of 2.913% for the remaining seven years. The City made its first payment on October 1, 2001 and the final payment was on September 1, 2011.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$213,042	\$213,056	\$213,104	\$0.00
Revenue Refunding Totals	\$213,042	\$213,056	\$213,104	\$0.00

ACTIVITY/PERFORMANCE MEASURES

- Not Applicable.

DEBT SERVICE - REVENUE REFUNDING NOTE 2004B
(DS FUND 209)
FY 2011 and FY 2012

FUND BALANCE - SEPTEMBER 30, 2010		\$ 246,410
INTEREST	\$ 668	
INTERFUND TRANSFER TO FUND 211	<u>(33,991)</u>	
FY 2011 TOTAL REVENUE ESTIMATE		(33,323)
DEBT PRINCIPAL	207,071	
DEBT INTEREST	<u>6,016</u>	
FY 2011 TOTAL EXPENDITURE ESTIMATE		<u>213,087</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2011		-
INTEREST	-	
INTERFUND TRANSFER TO GENERAL FUND	<u>-</u>	
FY 2012 TOTAL REVENUE ESTIMATE		-
DEBT PRINCIPAL	-	
DEBT INTEREST	<u>-</u>	
FY 2012 TOTAL EXPENDITURE ESTIMATE		<u>-</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2012		<u><u>\$ (0)</u></u>

REVENUE REFUNDING NOTE 2004B
DEBT SERVICE SCHEDULE (FUND 209)

The following table shows the annual debt service payment for the 2004 bank loan.

FISCAL YEAR ENDING SEPTEMBER 30	DUE DATE	PRINCIPAL	INTEREST Rate 2.913%	TOTAL DEBT SERVICE
2011	3/1/2011	0	3,000	3,000
	9/1/2011	207,071	3,017	210,088
2012	3/1/2012	0	0	0
	9/1/2012	0	0	0
FY 2012 TOTAL		0	0	0

DEPARTMENT	DEBT SERVICE FUNDS	FISCAL YEAR	2012
COST CENTER	PUBLIC IMP NOTE, 2004A		
COST CENTER NO.	211-80-19	DATE	09-01-2011

PRIMARY FUNCTION NARRATIVE

This cost center funds the debt service on the Public Improvement Note, Series 2004A bank loan. The \$5.5 million loan was issued in 2004 to construct the Municipal Complex on Melaleuca Lane. The debt will be repaid over twenty (20) years with semi-annual payments of principal and interest at a rate of 4.03%.

EXPENDITURES

DESCRIPTION	FY 2009 ACTUAL	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 PROPOSED
Operating	\$403,270	\$403,210	\$403,260	\$403,260
Public Imp Note Total	\$403,270	\$403,210	\$403,260	\$403,260

ACTIVITY/PERFORMANCE MEASURES

- Not Applicable.

DEBT SERVICE - PUBLIC IMPROVEMENT NOTE, SERIES 2004A
(DS FUND 211)
FY 2011 and FY 2012

FUND BALANCE - SEPTEMBER 30, 2010		\$ 466,298
INTEREST	\$ 1,567	
INTERFUND TRANSFER FROM FUND 209	33,991	
INTERFUND TRANSFER FROM FUND GENERAL FUND	<u>410,000</u>	
FY 2011 TOTAL REVENUE ESTIMATE		445,558
DEBT PRINCIPAL	232,916	
DEBT INTEREST	<u>170,344</u>	
FY 2011 TOTAL EXPENDITURE ESTIMATE		<u>403,260</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2011		508,596
INTEREST	1,580	
INTERFUND TRANSFER FROM GENERAL FUND	<u>410,000</u>	
FY 2012 TOTAL REVENUE ESTIMATE		411,580
DEBT PRINCIPAL	242,403	
DEBT INTEREST	<u>160,857</u>	
FY 2012 TOTAL EXPENDITURE ESTIMATE		<u>403,260</u>
PROJECTED FUND BALANCE - SEPTEMBER 30, 2012		<u><u>\$ 516,916</u></u>

**PUBLIC IMPROVEMENT NOTE, SERIES 2004A
DEBT SERVICE SCHEDULE (FUND 211)**

Amount Beginning of Debt		\$5,500,000 September 2004	Annual Interest Rate 4.03%	Length of Debt, Years 20	Payments Per Year 2	Principal Portion
Pmnt #	Start of Period	Annual Interest Rate	Scheduled Payment	Interest Portion	Principal Portion	
15	Mar-12	4.03%	201,630	81,638	119,992	
16	Sep-12	4.03%	201,630	79,219	122,411	
			403,260	160,857	242,403	
17	Mar-13	4.03%	201,630	76,751	124,879	
18	Sep-13	4.03%	201,630	74,233	127,397	
			403,260	150,983	252,277	
19	Mar-14	4.03%	201,630	71,664	129,966	
20	Sep-14	4.03%	201,630	69,043	132,586	
			403,260	140,708	262,552	
21	Mar-15	4.03%	201,630	66,370	135,260	
22	Sep-15	4.03%	201,630	63,643	137,987	
			403,260	130,014	273,246	
23	Mar-16	4.03%	201,630	60,861	140,769	
24	Sep-16	4.03%	201,630	58,023	143,607	
			403,260	118,884	284,376	
25	Mar-17	4.03%	201,630	55,127	146,503	
26	Sep-17	4.03%	201,630	52,174	149,457	
			403,260	107,301	295,959	
27	Mar-18	4.03%	201,630	49,160	152,470	
28	Sep-18	4.03%	201,630	46,086	155,544	
			403,260	95,246	308,014	
29	Mar-19	4.03%	201,630	42,950	158,680	
30	Sep-19	4.03%	201,630	39,750	161,880	
			403,260	82,700	320,560	
31	Mar-20	4.03%	201,630	36,486	165,144	
32	Sep-20	4.03%	201,630	33,157	168,473	
			403,260	69,643	333,617	
33	Mar-21	4.03%	201,630	29,760	171,870	
34	Sep-21	4.03%	201,630	26,295	175,335	
			403,260	56,055	347,206	
35	Mar-22	4.03%	201,630	22,759	178,871	
36	Sep-22	4.03%	201,630	19,153	182,477	
			403,260	41,912	361,348	
37	Mar-23	4.03%	201,630	15,474	186,156	
38	Sep-23	4.03%	201,630	11,720	189,910	
			403,260	27,194	376,066	
39	Mar-24	4.03%	201,629	7,890	193,739	
40	Sep-24	4.03%	201,630	3,985	197,645	
			403,259	11,875	391,384	
			\$5,242,379	\$1,193,372	\$4,049,008	

FY 2012 CAPITAL IMPROVEMENT BUDGET
AND FY 2012 – 2017 CAPITAL IMPROVEMENT PROGRAM
FOR THE CITY OF GREENACRES, FLORIDA

The City of Greenacres Capital Improvement Fund is used to account for Capital Expenditures resulting in the acquisition of or addition to the government's general fixed assets that have a value exceeding \$10,000. The City maintains three (3) funds as follows:

The New Growth Fund (Fund 301) provides for the acquisition of new and expanded public infrastructure for all purposes, except for Parks, resulting from the growth of the City. Fiscal Year 2012 provides funding for seven (7) projects in the amount of \$989,950.

- \$25,000 is for hardware and software for a multi-year phase GIS system for the City
- \$500,000 is to upgrade the public administration software
- \$130,000 is to fund acquisition of gateway property at 10th Ave and Haverhill
- \$12,000 is to fund Microsoft software upgrades and licensing
- \$50,000 is establish Wireless Local Area Network(s)
- \$18,000 is for median landscaping along Haverhill Road and Melaleuca Lane
- \$254,950 is for sewer system on 10th Avenue North Phase 2 construction and Phase 3 Engineering

The Parks and Recreation Fund (Fund 303) provides for the construction and refurbishment of park facilities within the City. Three (3) projects have been identified for Fiscal Year 2012 funding, amounting to \$158,500.

- \$70,000 will be used to replace fencing and backstops at three ball fields
- \$68,500 is for installation of sod on the joint use field at Community Park
- \$20,000 is provided to purchase new landscape materials for public buildings and grounds

The Reconstruction and Maintenance Fund (Fund 304) provides for rebuilding and replacement of existing capital assets, except parks. This year's funding amounts to \$1,496,256, and will provide funding for twelve (12) projects.

- \$46,000 is for replacement copiers
- \$18,556 is for the purchase of surveillance cameras
- \$779,000 will fund City vehicles scheduled for replacement within the year
- \$29,200 is for computer hardware replacement
- \$16,000 is for exterior painting of public buildings
- \$247,000 is for the replacement of storm water pipe and basins within the Villa del Trio subdivision
- \$29,500 is for improvements to the Emergency AM radio station
- \$100,000 is for A&B canal enhancements
- \$68,000 is for A/C replacements in various public buildings
- \$30,000 is slated for the completion of the Energy Efficiency Enhancements Program
- \$110,000 is for sidewalk and driveway repairs within Villa del Trio subdivision
- \$23,000 is for enhancements to stormwater sewer systems in Ramblewood Cir and Harwich Crt subdivision

Funding for twenty-two (22) projects described above totaling \$2,644,706 will be provided by reserve funds and other sources, as follows: \$141,254 will be provided by grants; impact, various fees and interest will provide approximately \$220,780. During the past years, the City has transferred additional monies to these funds to create a reserve balance to fund future ongoing expenditures.

**Capital Improvement Program
FY 2012-2017 - Cost by Fund**

Description	Pr#	Budget Year	Estimated EOY	Budget Year	FY2013	FY2014	FY2015	FY2016	FY2017
		FY2011	FY2011	FY2012					
New Growth - Fund 301									
Geographical Information System	043	20,000	20,000	25,000	15,000	15,000	15,000	15,000	15,000
Upgrade Public Admin/Safety Hardware & Software	082	1,500,000	1,500,000	500,000	0	0	0	0	0
Tenth Ave N Corridor Improvement	104	128,500	276,192	130,000	50,000	20,000	0	0	0
Upgrade Microsoft Software	129	10,500	10,500	12,000	12,000	12,000	12,000	0	0
Wireless Local Area Network	168	0	0	50,000	40,000	0	0	0	0
Haverhill Rd. & Melaleuca Lane Median Landscaping	178	10,000	12,000	18,000	0	0	64,000	0	0
Sewer System for 10th Ave. No. MXD-OS Corridor	179	30,420	29,902	254,950	258,300	277,100	279,000	0	0
Subtotal - 301 New Growth		\$1,699,420	\$1,848,594	\$989,950	\$375,300	\$324,100	\$370,000	\$15,000	\$15,000
Parks & Recreation - Fund 303									
Community Park Racquetball Court Expansion	023	96,300	96,300	0	0	0	0	0	0
Veterans Park Lighting	027	105,000	105,000	0	0	0	0	0	0
City Parks Improvements	032	52,500	52,500	70,000	60,000	60,000	60,000	60,000	0
Public Grounds Landscape Materials	134	0	0	20,000	0	0	20,000	0	0
Parks/Building Parking Resurfacing	160	0	0	0	25,000	0	45,000	0	150,000
Community Hall Renovation	182	0	0	0	14,000	321,000	0	0	0
Community Park + Joint Use Area	184	0	0	68,500	0	0	0	0	0
Subtotal - 303 Parks & Recreation		\$253,800	\$253,800	\$158,500	\$99,000	\$381,000	\$125,000	\$60,000	\$150,000
Reconstruction & Maintenance - Fund 304									
Document Imaging Scanner Replacement	019	0	0	0	19,500	0	0	0	0
Community Park Lake Bank Stabilization	028	32,000	32,000	0	0	0	0	0	0
Public Works Equipment Replacement	049	0	0	0	50,000	21,000	18,000	11,000	0
Copier Replacement Program	069	21,000	17,469	46,000	60,000	33,500	0	28,000	21,000
Law Enforcement Surveillance Cameras (100% JAG)	073	25,687	25,687	18,556	0	0	0	0	0
Vehicle Replacement Program	088	218,000	218,000	779,000	208,000	340,000	218,000	28,000	117,000
Computer Hardware Replacement Program	091	0	0	29,200	29,200	29,200	29,200	8,950	0
Public Buildings Roof Replacement	150	25,000	25,000	0	0	15,000	34,000	35,000	30,000
Exterior Painting Public Buildings	151	0	0	16,000	0	20,500	26,000	15,800	25,000
Stormwater Pipe & Basin Replacement (75% FEMA)	152	241,000	88,403	247,000	20,000	35,000	20,000	20,000	20,000
Emergency Advisory Radio System Upgrade (60% UAS)	153	0	0	29,500	0	0	0	0	0
A&B Canal Enhancements (75% FEMA)	156	39,000	26,743	100,000	0	0	0	0	0
Shutter Replacement (75% FEMA)	157	55,000	44,332	0	0	0	0	0	0
Roadway Striping & Marking/Resurfacing	161	22,000	22,000	0	215,000	215,000	215,000	215,000	215,000
A/C Replacement Program	163	34,000	34,000	68,000	34,000	10,000	10,000	10,000	0
301 Swain Blvd. Renovations (CDBG)	164	243,110	243,110	0	0	0	0	0	0
Crime Prevention and Technology (JAG R Stimulus)	177	65,000	65,000	0	0	0	0	0	0
Energy Efficiency Enhancements Program (EECBG)	180	193,773	213,771	30,000	0	0	0	0	0
Public Safety HQ Site Improvements	181	201,500	201,500	0	0	0	0	0	0
Villa Del Trio Improvements	183	0	0	110,000	0	0	0	0	0
Ramblewood Cir/Harwich Ct Storm Sewer Enhance (75	185	0	0	23,000	0	0	0	0	0
Subtotal - 304 Reconstruction & Maintenance		\$1,416,070	\$1,257,015	\$1,496,256	\$635,700	\$719,200	\$570,200	\$371,750	\$428,000
TOTAL		\$3,369,290	\$3,359,409	\$2,644,706	\$1,110,000	\$1,424,300	\$1,065,200	\$446,750	\$593,000

**CAPITAL IMPROVEMENT FUNDS
FUND BALANCE PROJECTIONS
FY 2011 and FY 2012**

DESCRIPTION	(301) NEW GROWTH	(303) PARKS & REC	(304) REC & MAINT
Fund Balance 9/30/10	\$4,502,708	\$3,320,694	\$ 6,343,434
Projected Revenue FY 2011	112,938	143,826	653,932
Projected Expenditures FY 2011	1,848,594	253,800	1,257,015
Projected Fund Balance 9/30/11	2,767,052	3,210,720	5,740,351
Projected Revenue FY 2012	138,872	145,826	77,336
Projected Expenditures FY 2012	989,950	158,500	1,496,256
Projected Fund Balance 9/30/12	\$1,915,974	\$3,198,046	\$4,321,431

Revenue and Expenditure Estimate
Fund: New Growth (CIP 301)

	FY 2011 Approved Budget	FY 2011 Forecast to EOY	FY 2012 Proposed Budget
Fund Balance C/FWD Prior Year	\$ 3,296,729	\$4,502,708	\$ 2,767,052
Revenue:			
Grants:			
CDBG - Original Alleyway/Fleming #170	-	59,710	-
CDBG - 10th Ave, North Sewer Phase 2	-	-	88,918
Impact Fees:			
Commercial:			
Green House Bazaar	-	11,068	-
Regions Bank	7,470	-	-
Mary Mother of Light	14,324	-	-
3429 Jog Rd Office	25,344	-	-
Community & Swain	-	15,930	-
10th & Broward Office	-	-	-
Potential Academy	-	-	6,991
Church of God 7th Day	-	-	16,733
Residential:			
Pinecrest SF	-	-	-
Ramblewood SF	-	-	-
Greenacres CommonsTH	-	-	-
Romanelli Jog Road TH	-	-	-
Torcon TH	-	-	-
Interest:	26,230	26,230	26,230
Interfund Transfers:	-	-	-
Total Revenue:	73,368	112,938	138,872
Total Available	3,370,097	4,615,646	2,905,924
Total Expenditures	1,699,420	1,848,594	989,950
Fund Balance C/FWD Following Year	\$ 1,670,677	\$2,767,052	\$ 1,915,974

**Revenue and Expenditure Estimate
Fund: Parks and Recreation (CIP 303)**

	FY 2011 Approved Budget	FY 2011 Forecast to EOY	FY 2012 Proposed Budget
Fund Balance C/FWD Prior Year	\$ 3,363,658	\$ 3,320,694	\$ 3,210,720
Revenue:			
Grants:			
FL Comm. Trust - Haverhill/canel	-	-	-
CDBG - Comm. Ctr lot Addl funds	-	-	-
Community Park to Pinehurst#165	-	-	-
PBC - Ballfield Lights	-	-	-
Impact Fees:			
Pinecrest SF	-	-	-
Greenacres Commons TH	-	-	-
Ramblewood SF	-	-	-
Torcon TH	-	-	-
Interest:	54,690	28,000	30,000
Other:			
Cell Tower Rental	115,826	115,826	115,826
Interfund Transfers:	-	-	-
Total Revenue:	170,516	143,826	145,826
Total Available	3,534,174	3,464,520	3,356,546
Total Expenditures	253,800	253,800	158,500
Fund Balance C/FWD Following Year	\$ 3,280,374	\$ 3,210,720	\$ 3,198,046

Revenue and Expenditure Estimate
Fund: Reconstruction & Maintenance (CIP 304)

	FY 2011 Approved Budget	FY 2011 Forecast to EOY	FY 2012 Proposed Budget
Fund Balance C/FWD Prior Year	\$ 6,164,891	\$ 6,343,434	\$ 5,740,351
Revenue:			
Grants:			
VCAP #138	-	-	-
FEMA Stormwater pipe #152	120,750	148,000	-
FEMA A&B Canal #156	29,025	75,000	-
FEMA Shutters #157	41,250	33,249	-
FEMA Ramblewood Storm Sewer #185			17,250
UASI - security cameras #141	-	-	-
UASI - Access control #174	-	-	-
UASI - Emergency Advisory #153			16,520
Cnty EMS - E911 # 091	-	-	-
UASI - P/S generator # 169	-	-	-
JAG - Radar Trailer/Cameras #073	25,687	25,687	-
JAG - Camera	65,000	65,000	18,566
CDBG - 301 Swain # 164	89,356	89,356	-
EECBG - Energy grant (county)	91,289	111,646	-
EECBG - Energy grant (state)	76,594	76,594	-
Interest:	45,000	29,400	25,000
Other:	-	-	-
Interfund Transfers:	-	-	-
Total Revenue:	583,951	653,932	77,336
Total Available	6,748,842	6,997,366	5,817,687
Total Expenditures	1,209,892	1,257,015	1,496,256
Fund Balance C/Fwd Following Year	\$ 5,538,950	\$ 5,740,351	\$ 4,321,431

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project

Name: CITY PARKS IMPROVEMENTS **Project No.:** 032
Department: PUBLIC WORKS
Fund # 303 PARKS AND RECREATION

PROJECT DESCRIPTION: This project provides for ongoing repairs and upkeep of the City's Public Parks. In FY 2011, exercise stations at Community Park and the sail structure that provides shade to the playground equipment at the C.A.R.E.S. facility were replaced. In FY 2012, funds will be used to replace the outfield fencing on the north ballfield at Ira Van Bullock Park, the backstop and outfield fencing on the ballfield at Veterans' Memorial Park, the north fence on the basketball court at Burrowing Owl Park, and the backstop on the ballfield at Community Park. This project also provides for the annual replacement and/or enhancement of landscaping, sports turf, and irrigation systems at City Parks.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Sail Shade Structure	\$9,000							\$9,000
Sports Turf	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000		\$150,000
Sod		\$10,000						\$10,000
Exercise Stations	\$18,500							\$18,500
Fencing		\$35,000						\$35,000
Equipment			\$35,000	\$35,000	\$35,000	\$35,000		\$140,000
Estimated Total Cost	\$52,500	\$70,000	\$60,000	\$60,000	\$60,000	\$60,000		\$362,500
Funding Source:								
City	\$52,500	\$70,000	\$60,000	\$60,000	\$60,000	\$60,000		\$362,500
County								
State								
Federal								
Other								
Estimated Total Revenue	\$52,500	\$70,000	\$60,000	\$60,000	\$60,000	\$60,000		\$362,500

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 1,500

Description of Operating Impact: Initial watering and fertilization of selected landscape material.

**CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM**

Project Name: GEOGRAPHIC INFORMATION SYSTEMS **Project No.:** 043
Department: PLANNING & ENGINEERING
Fund # 301 NEW GROWTH

PROJECT DESCRIPTION: This project provides for hardware and software for a Geographic Information System (GIS), and consists of multiple phases: map preparation, hardware and software acquisition, and database construction. The digital maps and database were undertaken jointly by the City, County and Property Appraiser. In FY 2000 and 2001, mapping of the City was completed along with purchase of one license of ArcInfo and two licenses of ArcView. In FY 2002 the City purchased a 2-user license of AutoCAD. In FY 2005, 2006 and 2007 a consultant constructed and maintained the Boundary, Zoning and Land Use maps and City drainage system map. FY 2008 included updates and the creation of a map showing all parks, daycare centers, schools and HOA playgrounds to help implement the City’s new sexual offender ordinance. FY 2009 included map maintenance and the addition of a database of City owned traffic signs. FY 2010 included the addition of a street light database and a field map book for storm drainage infrastructure (using FY 2009 funds), and the creation of desktop interfaces for the Planning & Engineering and Public Works departments. FY 2011 saw transfer of City data to an offsite host to save licensing costs and will include a link between the City’s scanned records (Laser Fiche) and the GIS System. FY 2012 will include map maintenance, additional layers such as sidewalks, and expansion of use of the desktop access tool.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Equipment & Software	\$20,000	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000
Estimated Total Cost	\$20,000	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000

Funding Source:								
City	\$20,000	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000
County								
State								
Federal								
Other								
Estimated Total Revenue	\$20,000	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 900
 Description of Operating Impact: Cost of data hosting agreements.

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: COPIER REPLACEMENT PROGRAM **Project No.:** 069
Department: ALL DEPARTMENTS
Fund # 304 RECONSTRUCTION AND MAINTENANCE

PROJECT DESCRIPTION: Provides for the orderly replacement of the twelve copiers, a Risograph machine and large document copier and scanner used in the City. Four copiers are heavy duty, mass-volume copiers, with sorters, located in the Departments of Administration, Planning and Building, and Public Safety. Six medium duty copiers with sorters are in the Departments of Public Works (1), Public Safety (2), and Leisure Services (3). Two low volume light duty copiers are located in the Departments of Building and Finance.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Furniture, Equipment & Software	\$17,469	\$46,000	\$60,000	\$33,500		\$28,000	\$21,000	\$205,969
Estimated Total Cost	\$17,469	\$46,000	\$60,000	\$33,500		\$28,000	\$21,000	\$205,969

Funding Source:								
City	\$17,469	\$46,000	\$60,000	\$33,500		\$28,000	\$21,000	\$205,969
County								
State								
Federal								
Other								
Estimated Total Revenue	\$17,469	\$46,000	\$60,000	\$33,500		\$28,000	\$21,000	\$205,969

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 14,877*

Description of Operating Impact: Cost of maintenance agreement after warranty.
 *Operating expenditure has been included in Department's office equipment maintenance budget.

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: COPIER REPLACEMENT PROGRAM Project No.: 069
 Department: ALL DEPARTMENTS
 Fund #: 304 RECONSTRUCTION AND MAINTENANCE

Fixed Asset #	Purchase Date	Department	Size/Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
3732	3/1/2000	Leisure Services	Heavy Duty Risograph 3770		30,000				
7151	1/30/2003	Public Safety Cells	Medium Duty Canon IR 3300	5,000					
7152	1/30/2003	Public Safety Station 2	Medium Duty Canon IR 3300	5,000					
8235	1/4/2007	Public Safety Recept. Desk	Heavy Duty Canon IR 5070		15,000				
7278	11/1/2010	Planning/ Building	Heavy Duty Color Ricoh MPC6501						21,000
8121	4/1/2005	Finance Cashier	Light Duty Canon IR 1630	3,000					
8344	4/8/2005	Planning / Engineering	HP Plotter 815 MFP	25,000					
6760	3/14/2006	Leisure Services (Comm. Hall)	Medium Duty Canon IR 3530	8,000					
8059	9/10/2010	Public Safety Admin.	Heavy Duty Ricoh 6001					18,000	
8343	1/4/2007	Administration / Finance	Heavy Duty Canon IR 5070		15,000				
8376	2/7/2008	Public Works	Medium Duty Canon IR 3035			10,000			
8406	2/7/2008	Building	Light Duty-Canon 10231F			3,500			
8600	2/7/2008	Leisure Services Upstairs	Medium Duty Color- Canon 4080i			20,000			
8603	3/8/2010	Leisure Services Comm. Center	Medium Duty Ricoh 2500					10,000	
Total				\$46,000	\$60,000	\$33,500	\$0	\$28,000	\$21,000

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: LAW ENFORCEMENT SURVEILLANCE
CAMERAS **Project No.:** 073
Department: PUBLIC SAFETY
Fund # 304 RECONSTRUCTION AND MAINTENANCE

PROJECT DESCRIPTION:

This project provides for the installation of three (3) security surveillance cameras at Freedom Park in FY 2012 as part of a continuing effort to increase effectiveness in deterring and detecting crime.

This project is 100% grant funded by the U.S. Department of Justice.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Equipment	\$25,687	\$18,556						\$44,243
Estimated Total Cost	\$25,687	\$18,556						\$44,243

Funding Source:								
City								
County/E911 Funds								
State								
Federal/JAG	\$25,687	\$18,556						\$44,243
Estimated Total Revenue	\$25,687	\$18,556						\$44,243

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$1,000.00

Description of Operating Impact: R & M for hardware \$1,000.00

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: UPGRADE PUBLIC ADMIN/PUBLIC SAFETY
HARDWARE AND SOFTWARE
Department: FINANCE
Fund # 301 NEW GROWTH

Project No.: 082

PROJECT DESCRIPTION: This project will enable the City to continue to improve the delivery of services and enhance efficiency by implementing technology initiatives. The Public Safety software was upgraded to the new Windows technology in FY10. The upgrade of the Public Administration software is planned for FY11 and FY12.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Server Cluster – P/S								
Server Cluster – P/A								
Hardware & Software	\$1,500,000	\$500,000						\$2,000,000
Estimated Total Cost	\$1,500,000	\$500,000						\$2,000,000

Funding Source:								
City	\$1,500,000	\$500,000						\$2,000,000
County								
State								
Federal								
Other								
Estimated Total Revenue	\$1,500,000	\$500,000						\$2,000,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$15,000
 Description of Operating Impact: Software maintenance agreement and hardware maintenance will increase following end of warranties.

**CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM**

Project Name: VEHICLE REPLACEMENT PROGRAM **Project No.:** 088
Department: ALL DEPARTMENTS
Fund # 304 RECONSTRUCTION AND MAINTENANCE

PROJECT DESCRIPTION: This project provides for the orderly replacement of vehicles in all departments of the City. Mileage, age, and repairs are taken into account as part of the analysis to determine when each vehicle should be replaced. A matrix showing the schedule of replacement from FY 2012 through FY 2017 is attached.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Vehicles	\$218,000	\$779,000	\$208,000	\$340,000	\$218,000	\$28,000	\$117,000	\$1,908,000
Estimated Total Cost	\$218,000	\$779,000	\$208,000	\$340,000	\$218,000	\$28,000	\$117,000	\$1,908,000

Funding Source:								
City	\$218,000	\$779,000	\$208,000	\$340,000	\$218,000	\$28,000	\$117,000	\$1,908,000
County								
State								
Federal								
Other								
Estimated Total Revenue	\$218,000	\$779,000	\$208,000	\$340,000	\$218,000	\$28,000	\$117,000	\$1,908,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: _____ N/A
 Description of Operating Impact: Cost of maintenance will decrease as a result of replacing vehicles.

VEHICLE REPLACEMENT PROGRAM

ALL DEPARTMENTS

Project No: 088

Fund #: 304 RECONSTRUCTION AND MAINTENANCE

Department	Year	Model	Asset #	VIN #	3/2010 Mileage	3/2011 Mileage	Usage	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Building (6)													
	1999	1/2Ton Dakota Pick Up	6278	3150	82,855	89,760	6,905	20,000					
	1999	1/2Ton Dakota Pick Up	6279	315	89,266	97,435	8,169	20,000					
	1999	1/2Ton Dakota Pick Up	6280	3152	77,635	85,665	8,028	20,000					
	2000	Taurus L X	5914	3406	38,736	41,125	2,389				23,000		
	2000	Dakota 4x4	5913	922	41,311	44,715	3,407				24,000		
	2007	Taurus	8405	9077	10,406	14,567	4,161						
Engineering (1)													
	2002	EXPLORER 1/2 ton	7281	0736	38,067	43,364	5,297						
Finance (2)													
	2001	Grand Caravan Sport	7221	3000	43,770	48,85	5,081			22,000			
	2005	CARAVAN / SE	7420	0502	21,729	23,963	2,234						
Leisure Services (6)													
	1992	3800/Bus 60 Pass.	6735	8066	201,906	202,807	901						
	1999	3600 Thomas Bus 30 Pass.	6285	3509	40,976	43,463	2,487						
	1999	3800/Bus 60 Pass.	7062	5863	175,324	176,955	1,631						
	1999	Palm Tran Bus 30 pass	6578	7651	14,293	14,646	353						
	1998	Caravan / 8 Pass.	6716	7870	65,289	71,372	6,083			25,000			
	2007	E 350 Van 15 Pass	8364	7682	23,340	28,690	5,350						
Public Safety (54)													
	1999	E-150 Van	5987	0021	61,340	66,089	4,749			22,000			
	1998	G2500 Van (PSA)	6781	1690	85,584	87,624	2,040				20,000		
	1999	Delta 88(contract)	8525	6469	88,648	99,400	10,752						
	2000	2500 van(CSI)	6824	2581	29,760	31,399	1,639				21,000		
	2001	4700 LP Int'l Amb (new SWAT)	7264	1034	89,423	89,423	0						
	2001	Crown Victoria	7223	5756	74,876	83,946	9,068	30,000					
	2002	SCT van E-350(donation)	8545	6522	155,579	155,881	302						
	2003	Crown Victoria (02)	7249	1532	89,755	97,232	7,477	30,000					
	2003	Crown Victoria (02)	7246	1533	86,581	94,234	7,653	30,000					
	2003	Crown Victoria	7248	1534	106,309	113,755	7,447	30,000					
	2003	Toyota Highlander (SRT)	8697	1750	92,967	96,478	3,511						
	2003	Taurus	7435	4632	71,859	79,404	7,545	24,000					
	2003	Taurus	7436	4633	30,885	34,266	3,381					28,000	
	2003	Crown Victoria	7170	9285	68,641	74,234	5,593	30,000					
	2003	Crown Victoria	7431	9286	88,168	90,626	2,458	30,000					
	2003	Crown Victoria	7434	9288	56,886	64,790	7,904	30,000					
	2004	Crown Victoria	7484	6301	65,778	72,818	7,040	30,000					
	2004	Crown Victoria	7485	6302	90,680	107,659	16,979	30,000					
	2004	Crown Victoria	7486	6303	78,710	89,106	10,396	30,000					
	2004	Crown Victoria	7488	6305	67,797	75,168	7,371	30,000					
	2005	Taurus	8048	3065	41,095	48,287	7,192						29,000
EMS	2005	Explorer	8049	3262	26,849	31,926	5,077						30,000
	2005	Taurus	8047	5169	38,846	46,454	7,608						29,000
	2005	Crown Victoria	8051	7047	67,073	75,334	8,261		31,000				
	2005	Crown Victoria	8052	7048	40,897	45,048	4,151			32,000			
	2005	Crown Victoria	8050	7049	43,366	51,665	8,299			32,000			
	2006	Taurus	8218	0509	40,879	47,484	6,605						29,000
	2006	Crown Victoria	8213	8781	53,016	69,204	16,188		33,000				
	2006	Crown Victoria	8214	8782	48,578	56,826	8,250				33,000		
	2006	Crown Victoria	8216	8784	55,737	66,090	10,353				33,000		
	2006	Crown Victoria	8217	9062	34,017	41,839	7,822				33,000		
	2007	Crown Victoria	8236	2790	24,011	33,677	9,666						
	2007	Crown Victoria	8237	2791	18,654	28,210	9,556						
	2007	Crown Victoria	8238	2792	16,575	22,136	5,561						
	2008	Impala	8527	3456	20,963	34,794	13,831						
	2008	Impala	8512	4303	18,311	27,626	9,315						
	2008	Impala	8513	5835	3,580	9,581	6,001						

**VEHICLE REPLACEMENT PROGRAM
ALL DEPARTMENTS**

Project No: 088

Fund #: 304 RECONSTRUCTION AND MAINTENANCE

Department	Year	Model	Asset #	VIN #	3/2010 Mileage	3/2011 Mileage	Usage	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	2008	Impala	8381	7364	33,314	47,457	14,143						
	2008	Impala	8514	7941	29,016	44,263	15,247						
	2008	Impala	8515	8579	22,434	31,673	9,239						
	2009	Impala	8550	2786	10,164	20,172	10,008						
	2009	Impala	8552	4234	12,735	25,247	12,512						
	2009	Malibu	8551	6602	11,063	24,263	13,195						
	2009	Impala	8556	7314	5,880	11,800	5,920						
	2010	Malibu	8559	5396	1,402	9,837	8,435						
	2010	Malibu	8560	5496	909	7,987	7,078						
	2010	Impala	8725	6138	0	5,257	5,257						
	2010	Impala	8726	6479	0	4,178	4,178						
	2011	Impala	8732	0066	0	500	500						
	2011	Impala	8729	1425	0	500	500						
EMS	2011	HHR	8735	1762	0	232	232						
	2011	Impala	8731	1985	0	500	500						
	2011	Impala	8730	2233	0	500	500						
	2011	Impala Traffic	8733	8176	0	369	369						
Public Works (22)													
	1988	S1700 Water Tanker	7055	6237	42,842	43,446	604						
	1991	2500 Pick Up	5298	6721	65,001	69,273	4,272			30,000			
	1993	4700LP Flat Bed 1.1/2	6460	0877	86,207	86,403	196						
	1996	3500 Pick Up Crew cab	6077	0607	71,276	76,311	5,035		37,000				
	1996	F350 Pick Up	6161	2820	20,132	21,748	1,616						
	1997	F350 Pick Up	6584	6551	63,489	67,387	3,898						
	1997	Lumina	6673	8210	69,705	77,271	7,566			24,000			
	1999	3500 SIERRA Dump	6998	9468	41,163	45,097	3,934						
	2000	Cherokee	7013	9756	44,505	46,816	2,311						
	2001	F150 Pick Up	7019	1033	65,119	70,232	5,113						
	2001	1500 CLUB CAB	6844	4656	37,043	40,355	3,312			31,000			
	2001	4700 Dump	7020	5454	11,752	12,465	713						
	2002	Express cargo Van	6511	2533	32,005	36,379	4,374						
	2002	F150 Pick Up	6513	5961	54,718	60,420	5,702						
	2002	Ram 1500 ST	7245	5965	64,983	75,786	10,803						
	2002	F-250 Super Duty	6512	9073	25,162	27,774	2,612						
	2003	F350 Pick Up	6519	1426	53,949	62,155	8,206						
	2004	E 350 Van 15 Pass	7355	2202	35,172	42,948	7,776						
	2005	F-350 4X4	7075	2326	37,787	44,342	6,555						
	2006	F-350 Crew Cab	8151	5657	34,065	41,937	7,872						
	2007	E-350 Van (Bldg Serv)	8363	7816	10,910	13,115	2,205						
	2008	4300 (trash truck)	8373	1272	8,987	11,173	2,186						
P/S Fire and Medical (8)													
	1996	E-1 Hush Pumper	6308	6418	50,905	50,905	0	425,000					
	2001	4700 LP Int'l Amb	7253	1033	102,788	102,788	0		200,000				
	2001	Am LaFr Eagle Pumper 94	7227	7080	66,615	66,615	0						
	2001	Am LaFr Lti 93 Fire Tr 94	7250	8711	21,229	21,229	0						
	2009	Pierce Pumper Enf 95	8557	0196	5,918	5,918	0						
	2009	M-2 Freightliner Med	8553	1792	13,228	13,228	0						
	2010	M-2 Freightliner Med	8555	5787	11,637	11,637	0						
	2010	M-2 Freightliner	8692	9673	0	12,270	12,270						
Grand Totals								\$779,000	\$208,000	\$340,000	\$218,000	\$28,000	\$117,000

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: COMPUTER HARDWARE REPLACEMENT PROGRAM **Project No.:** 091
Department: FINANCE
Fund #: 304 RECONSTRUCTION & MAINTENANCE

PROJECT DESCRIPTION: This project provides for the orderly replacement of User Desktop/Laptop Computers. By funding this project, the City will stay current with technological advances in the information technology field. A combination of laptops and office desktops will be replaced based on user requirements.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
User Laptops		\$27,000	\$27,000	\$27,000	\$27,000	\$6,750		\$114,750
User Desktops		\$2,200	\$2,200	\$2,200	\$2,200	\$2,200		\$11,000
Estimated Total Cost		\$29,200	\$29,200	\$29,200	\$29,200	\$8,950		\$125,750

Funding Source:								
City		\$29,200	\$29,200	\$29,200	\$29,200	\$8,950		\$125,750
County								
State								
Federal								
Other								
Estimated Total Revenue		\$29,200	\$29,200	\$29,200	\$29,200	\$8,950		\$125,750

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ N/A
 Description of Operating Impact: Cost of maintenance agreement after warranty.

Project Name: COMPUTER HARDWARE REPLACEMENT
 PROGRAM
 Department: FINANCE
 Fund #: 304 RECONSTRUCTION AND MAINTENANCE

Project No: 091

Department	Position Title	Suggested Model
Administration	CITY MANAGER	DELL Laptop Latitude E6520
Administration	ASSISTANT CITY MANAGER	DELL Laptop Latitude E6520
Administration	HR SPECIALIST	DELL Laptop Latitude E6520
Administration	CITY CLERK	DELL Laptop Latitude E6520
Building	CODE ENFORCEMENT1A	DELL Laptop Latitude E6520
Building	CODE ENFORCEMENT1B	DELL Laptop Latitude E6520
Building	BUILDING DIRECTOR	DELL Laptop Latitude E6520
Finance	DIRECTOR	DELL Laptop Latitude E6520
Finance	ASSISTANT FINANCE DIRECTOR	DELL Laptop Latitude E6520
Finance	PAYROLL TECHNICIAN	DELL Laptop Latitude E6520
Finance	PURCHASING ADMINISTRATOR	DELL Laptop Latitude E6520
Leisure Services	DIRECTOR	DELL Laptop Latitude E6520
Planning	DIRECTOR	DELL Desktop Optiplex 990
Public Safety	DIRECTOR	DELL Laptop Latitude E6520
Public Safety	SUPPORT SERVICES / CAPTAIN	DELL Laptop Latitude E6520
Public Safety	OPERATIONS / CAPTAIN	DELL Laptop Latitude E6520
Public Safety	FIRE RESCUE / CHIEF	DELL Laptop Latitude E6520
Public Safety	CIU / INVESTIGATOR	DELL Laptop Latitude E6520
Public Safety	CIU / INVESTIGATOR	DELL Laptop Latitude E6520
Public Safety	CIU / INVESTIGATOR	DELL Laptop Latitude E6520
Public Safety	CIU / INVESTIGATOR	DELL Laptop Latitude E6520
Public Works	DIRECTOR	DELL Laptop Latitude E6520

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: 10TH AVE. N. CORRIDOR IMPROVEMENTS **Project No.:** 104
Department: PLANNING & ENGINEERING
Fund # 301 NEW GROWTH

PROJECT DESCRIPTION: This project entails the construction of physical improvements along the 10th Avenue North Corridor from the E-3 Canal to Haverhill Road. The components include streetscape, landscape, decorative streetlights, signage, and entry features. Plans were started in FY 2006. In FY 2009, transfer of 3 surplus parcels fronting 10th Avenue North from Palm Beach County to the City to provide space for installation of landscaping and features was completed. In FY 2010, Friends Park was re-landscaped in the 10th Avenue North theme in conjunction with the Great American Clean Up. Also in FY 2010, the construction of markers on Swain Blvd. at 10th Avenue North and at Lake Worth Road was completed. New decorative street name signs will be installed throughout the Original Section in FY 2011 using FY 2010 funds from Project No. 154. Also in FY 2011, installation of new decorative street lights will be completed. In FY 2012, the acquisition of the gateway property at the SW corner of 10th Avenue North and Haverhill is planned. In 2013, additional entry markers will be built on the west and east ends of the corridor and the 3 surplus parcels obtained in 2009 will be landscaped. Landscaping of the gateway property is to follow in FY 2014.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Landscaping			\$13,500	\$20,000				\$33,500
Street Printing								
Markers, Trellis, Signs			\$36,500					\$36,500
Lighting	\$276,192							\$276,192
Property Acquisition		\$130,000						\$130,000
Estimated Total Cost	\$276,192	\$130,000	\$50,000	\$20,000				\$476,192

Funding Source:								
City	\$276,192	\$130,000	\$50,000	\$20,000				\$476,192
County								
State								
Federal								
Other								
Estimated Total Revenue	\$276,192	\$130,000	\$50,000	\$20,000				\$476,192

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$7,940
 Description of Operating Impact: Annual cost of street lighting maintenance and electricity (paid to FPL).

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: UPGRADE MICROSOFT SOFTWARE **Project No.:** 129
Department: FINANCE
Fund # 301 NEW GROWTH

PROJECT DESCRIPTION: This project provides for upgrading Windows Server Operating Systems, Exchange Servers, Terminal Services Servers, and Computer Client Access Licenses. The upgrade will be based on the Microsoft Licensing Enterprise Agreement made available to local government through a state contract.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Software	\$10,500	\$12,000	\$12,000	\$12,000	\$12,000			\$58,500
Estimated Total Cost	\$10,500	\$12,000	\$12,000	\$12,000	\$12,000			\$58,500

Funding Source:								
City	\$10,500	\$12,000	\$12,000	\$12,000	\$12,000			\$58,500
County								
State								
Federal								
Other								
Estimated Total Revenue	\$10,500	\$12,000	\$12,000	\$12,000	\$12,000			\$58,500

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0
Description of Operating Impact: N/A

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: PUBLIC GROUNDS LANDSCAPE MATERIALS **Project No.:** 134
Department: PUBLIC WORKS
Fund # 303 PARKS AND RECREATION

PROJECT DESCRIPTION: This project provides for the replacement and/or enhancement of landscaping on Public Building and Park Grounds.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Materials		\$20,000			\$20,000			\$40,000
Estimated Total Cost		\$20,000			\$20,000			\$40,000

Funding Source:								
City		\$20,000			\$20,000			\$40,000
County								
State								
Federal								
Other								
Estimated Total Revenue		\$20,000			\$20,000			\$40,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 1,500
 Description of Operating Impact: N/A

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: EXTERIOR PAINTING PUBLIC BUILDINGS **Project No.:** 151
Department: PUBLIC WORKS
Fund # 304 RECONSTRUCTION & MAINTENANCE

PROJECT DESCRIPTION: This project provides for the orderly exterior maintenance of public buildings and park facilities through weather proofing and painting. Age, usage, maintenance and repairs, and color-fading are taken into account as part of the analysis to determine when each facility will be painted. A matrix showing the schedule of painting from FY 2012 through FY 2017 is attached.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Equipment & Software		\$16,000		\$20,500	\$26,000	\$15,800	\$25,000	\$103,300
Estimated Total Cost		\$16,000		\$20,500	\$26,000	\$15,800	\$25,000	\$103,300

Funding Source:								
City		\$16,000		\$20,500	\$26,000	\$15,800	\$25,000	\$103,300
County								
State								
Federal								
Other								
Estimated Total Revenue		\$16,000		\$20,500	\$26,000	\$15,800	\$25,000	\$103,300

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0

Description of Operating Impact: N/A

Public Buildings Exterior Painting
 FY 2012-2017 Capital Improvement Program

Project No.: 151

Building	Date Painted	Scheduled Year	2012	2013	2014	2015	2016	2017
301 Swain Blvd.	February-01	N/A						
500 Perry Ave.	January-08	2015				\$3,000		
500 Perry Ave. Gazebo (metal roof)	September-06	2016					\$1,600	
Bowman Park Gazebo (metal roof)	January-99	2016					\$1,600	
Burrowing Owl Park Gazebo (metal roof)	January-91	2013	\$1,400					
City Hall	July-07	2015				\$15,000		
Community Center	January-07	2014			\$9,000			
Community Hall	January-08	2015				\$3,000		
Community Park Comfort Station	September-06	2013	\$2,500					
Community Park East Gazebo (metal roof)	January-90	2013	\$1,800					
Community Park West Gazebo (metal roof)	January-90	2013	\$1,800					
Community Park Main Pavillion (metal roof)	January-90	2014			\$6,000			
Community Park Shuffleboard (metal roof)	September-06	2014			\$2,500			
Empire Park Gazebo (metal roof)	January-00	2016					\$1,600	
Former City Hall	June-10	2018						
Freedom Park Main Pavillion (metal roof)	January-02	2016					\$4,800	
Freedom Park Small Pavillion (metal roof)	January-02	2016					\$3,500	
Freedom Park North Restroom/Press Box	February-08	2015				\$2,000		
Freedom Park South Restroom/Press Box	July-08	2015				\$2,000		
Ira Van Bullock Dugouts & Pressboxes	January-00	2013	\$2,500					
Ira Van Bullock Pavillion	August-10	2014			\$3,000			
Ira Van Bullock Gazebo (metal roof)	June-09	2016					\$2,700	
Leisure Services	March-06	2013						
Public Safety Station #1	July-10	2017						\$10,000
Public Safety Range	June-10	2017						\$5,000
Public Safety #2	August-02	2012	\$5,000					
Public Works	July-07	2017						\$10,000
PW Shed at Martin Ave.	February-08	2015				\$1,000		
Veterans Park Dugouts	September-96	2013	\$1,000					
Veterans Park Pressbox	February-08	2018						
Total:			\$16,000	\$0	\$20,500	\$26,000	\$15,800	\$25,000

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: STORMWATER PIPE & BASIN REPLACEMENT **Project No.:** 152
Department: PUBLIC WORKS
Fund # 304 RECONSTRUCTION AND MAINTENANCE

PROJECT DESCRIPTION: This project provides for the rehabilitation of storm sewer pipes throughout the City. There are several storm drainage systems that were installed more than 30 years ago and are in need of maintenance. In FY 2011, an engineering study and field survey were conducted to determine the modifications that were needed to improve and upgrade the Villa Del Trio subdivision's drainage system. Also in FY 2011, two rip-rap head walls and the deteriorated 60" corrugated metal pipe at the Empire Way/Lake Worth Drainage District Canal L-13 crossing were rehabilitated. In FY 2012, the enhancement of the Villa Del Trio subdivision's drainage system through the use of High Density Polyethylene (HDPE) and cured in-place slip-lining, and proper grading of outfalls into the A & B Canals will be completed. Also in FY 2012, two hundred and one (201) linear feet of storm sewer pipes that convey storm water along Woodlakes Boulevard shall be repaired and rehabilitated with (HDPE) slip-line material.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Engineering & Design	\$9,112							\$9,112
Land or ROW Acquisition								
Materials & Labor	\$79,291	\$247,000	\$20,000	\$35,000	\$20,000	\$20,000	\$20,000	\$441,291
Estimated Total Cost	\$88,403	\$247,000	\$20,000	\$35,000	\$20,000	\$20,000	\$20,000	\$450,403

Funding Source:								
City	\$82,157	\$99,000	\$20,000	\$35,000	\$20,000	\$20,000	\$20,000	\$296,157
County								
State								
Federal (FEMA)	\$6,246	\$148,000						\$154,246
Other								
Estimated Total Revenue	\$88,403	\$247,000	\$20,000	\$35,000	\$20,000	\$20,000	\$20,000	\$450,403

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0

Description of Operating Impact: None

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: EMERGENCY ADVISORY RADIO SYSTEM
UPGRADE **Project No.:** 153
Department: ADMINISTRATION
Fund # 304 RECONSTRUCTION & MAINTENANCE

PROJECT DESCRIPTION: In FY 2006, the City purchased an alert AM Emergency Advisory Radio System with four LED signs informing motorists to tune to the ALERT AM frequency “if flashing”. During emergencies, such as hurricanes, the City is able to communicate with residents to inform them what to do before, during, and after a hurricane or other type of emergency. There have been improvements since the 2006 purchase that would increase the capabilities of the System. The Project would improve the clarity of the messages broadcast, increase the coverage area throughout the City limits, and provide for on-line streaming of programming.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Equipment & Software		\$29,500						\$29,500
Estimated Total Cost		\$29,500						\$29,500

Funding Source:								
City		\$12,980						\$12,980
County								
State								
Federal (UASI)		\$16,520						\$16,520
Other								
Estimated Total Revenue		\$29,500						\$29,500

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 500
 Description of Operating Impact: Cost of internet line.

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: A & B CANALS ENHANCEMENT **Project No.:** 156
Department: PUBLIC WORKS
Fund # 304 RECONSTRUCTION AND MAINTENANCE

PROJECT DESCRIPTION: This project provides for the dredging and re-grading of the “A” & “B” Canals, to enhance storage capacity, improve storm water flow, and provide added bank stabilization. The improved flow will increase the positive drainage in the Lake Worth Hills, Villa Del Trio, and Palm Beach Villas subdivisions. Boundary and topographic surveying, engineering studies, and construction design shall take place in Fiscal Year 2011. In Fiscal Year 2012, the construction phase, will consist of excavating the bottom of the Canals, re-grading sides of the Canals to achieve a consistent and positive slope, and enhancing the (4) roadway crossings across South 57th and South 55th Avenues.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design	\$26,743							\$26,743
Land or ROW Acquisition								
Furniture, Equipment & Software								
Materials & Labor		\$100,000						\$100,000
Estimated Total Cost	\$26,743	\$100,000						\$126,743

Funding Source:								
City	\$6,686	\$25,000						\$31,686
County								
State								
Federal (FEMA)	\$20,057	\$75,000						\$95,057
Other								
Estimated Total Revenue	\$26,743	\$100,000						\$126,743

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0
 Description of Operating Impact: N/A

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: A/C REPLACEMENT PROGRAM **Project No.:** 163
Department: PUBLIC WORKS
Fund # 304 RECONSTRUCTION & MAINTENANCE

PROJECT DESCRIPTION: This project provides for the orderly replacement of air conditioning systems at public buildings throughout the City. Funds are budgeted to replace those units whose life expectancy is nearing expiration along with unexpected repairs and/or replacements due to general wear and tear, and equipment failure. Age, usage, and past repair history, and repair costs are taken into account as to when each unit should be replaced per the attached replacement matrix.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Equipment & Software								
Materials & Labor	\$34,000	\$68,000	\$34,000	\$10,000	\$10,000	\$10,000		\$166,000
Estimated Total Cost	\$34,000	\$68,000	\$34,000	\$10,000	\$10,000	\$10,000		\$166,000

Funding Source:								
City	\$34,000	\$68,000	\$34,000	\$10,000	\$10,000	\$10,000		\$166,000
County								
State								
Federal								
Other								
Estimated Total Revenue	\$34,000	\$68,000	\$34,000	\$10,000	\$10,000	\$10,000		\$166,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0

Description of Operating Impact: Cost of maintenance agreement. Newer units will also lower electric costs.

Public Buildings A/C Replacement
FY 2012-2017 Capital Improvement Program

Project No.: 163

BUILDING	INSTALL DATE	UNIT TYPE	AREA COOLED	TONS	2012	2013	2014	2015	2016	2017
500 PERRY WEST	Sep-09	COND	SW CLASSROOM	4						
500 PERRY WEST	Sep-09	A/H	SW CLASSROOM	4						
500 PERRY WEST	Oct-08	COND	NW CLASSROOM	3						
500 PERRY WEST	Oct-08	A/H	NW CLASSROOM	3						
500 PERRY EAST	Jul-07	COND	SE CLASSROOM/OFFICE	3.5						
500 PERRY EAST	Jul-07	A/H	SE CLASSROOM/OFFICE	3.5						
500 PERRY EAST	Jan-08	COND	NE CLASSROOM/RESTROOMS	5						
500 PERRY EAST	Jan-08	A/H	NE CLASSROOM/RESTROOMS	5						
FORMER CITY HALL	Jul-99	A/H	WEST WING- CPU ROOM	1.5						
FORMER CITY HALL	Apr-06	COND	WEST WING- CPU ROOM	1.5						
FORMER CITY HALL	Apr-99	A/H	EAST WING	15						
FORMER CITY HALL	Apr-99	COND	EAST WING	7.5	\$17,000					
FORMER CITY HALL	Apr-99	COND	EAST WING	7.5						
FORMER CITY HALL	Aug-08	A/H	LOBBY	15						
FORMER CITY HALL	Aug-08	COND	LOBBY	7.5						
FORMER CITY HALL	Aug-08	COND	LOBBY	7.5						
FORMER CITY HALL	Apr-99	A/H	WEST WING	15						
FORMER CITY HALL	Apr-99	COND	WEST WING	7.5	\$17,000					
FORMER CITY HALL	Apr-99	COND	WEST WING	7.5						
FORMER CITY HALL	Apr-99	A/H	COUNCIL CHAMBERS	10						
FORMER CITY HALL	Apr-99	COND	COUNCIL CHAMBERS	5	\$12,000					
FORMER CITY HALL	Apr-99	COND	COUNCIL CHAMBERS	5						
COMMUNITY CENTER	Oct-99	A/H	#3 GYM	20						
COMMUNITY CENTER	Apr-08	COND	#3 GYM	20	\$22,000					
COMMUNITY CENTER	Installed Oct 99; Out of service Apr 08	A/H	#4 GYM	25						
COMMUNITY CENTER		COND	#4 GYM	25						
525 SWAIN	Jun-09	A/H	2ND FLOOR	5						
525 SWAIN	Jun-09	COND	2ND FLOOR	5						
PS RANGE	Mar-11	PACKAGE	STALLS	6						
PS #1	Mar-11	A/H	LAUNDRY, T.V., TOOL, RADIO	2						
PS #1	Mar-11	COND	LAUNDRY, T.V., TOOL, RADIO	2						
PS #1	Mar-09	A/H	COMPUTER ROOM	2						
PS #1	Jul-07	COND	COMPUTER ROOM	2						
PS #1	Mar-11	A/H	DISPATCH, KITCHEN, BUNK	7.5						
PS #1	Mar-11	COND	DISPATCH, KITCHEN, BUNK	7.5						
PS #1	Dec-09	A/H	ADMIN, LOBBY, RECEPTION	7.5						
PS #1	Dec-09	COND	ADMIN, LOBBY, RECEPTION	7.5						
301 SWAIN	Jan-01	A/H	BUILDING SERVICES	3						
301 SWAIN	Jan-01	COND	BUILDING SERVICES	3						
301 SWAIN	Nov-01	A/H	EAST STORAGE ROOMS	2						
301 SWAIN	Nov-01	COND	EAST STORAGE ROOMS	2						
COMMUNITY HALL	Apr-11	A/H	SOUTH SIDE	10						
COMMUNITY HALL	Apr-11	COND	SOUTH SIDE	5						
COMMUNITY HALL	Apr-11	COND	SOUTH SIDE	5						
PS #2	May-11	A/H	MAIN BUILDING	7.5						
PS #2	May-11	COND	MAIN BUILDING	7.5						
COMMUNITY HALL	Apr-11	A/H	NORTH SIDE	10						
COMMUNITY HALL	Apr-11	COND	NORTH SIDE	5						
COMMUNITY HALL	Apr-11	COND	NORTH SIDE	5						
PS RANGE	Mar-11	A/H	INTERIOR ROOMS	4						
PS RANGE	Mar-11	COND	INTERIOR ROOMS	4						
525 SWAIN	Mar-11	A/H	1ST FLOOR	5						
525 SWAIN	Mar-11	COND	1ST FLOOR	5						
PS #1	Apr-11	COND	PHASE 2	15						
PS #1	Apr-11	A/H	PHASE 2	15						
COMM CENTER	Aug-06	COND	#1 OFFICE, LOBBY, RESTROOMS	10		\$12,000				
COMM CENTER	Oct-99	A/H	#1 OFFICE, LOBBY, RESTROOMS	10						
COMM CENTER	Mar-07	COND	#2 CLASSROOM & HALL	20		\$22,000				
COMM CENTER	Oct-99	A/H	#2 CLASSROOM & HALL	20						
FREEDOM PARK	Jul-02	WALL	PRESSBOX	1				\$10,000		
IRA VAN BULLOCK	Oct-06	WIND	CONCESSION AREA	1					\$10,000	
PS RANGE SHED	Oct-08	WIND	SHED	5,000 BTU			\$10,000			
PUBLIC WORKS	Aug-07	A/H	ENTIRE BUILDING	15						
PUBLIC WORKS	Aug-07	COND	ENTIRE BUILDING	15						
CITY HALL	Aug-07	PACKAGE	EAST WING	25						
CITY HALL	Aug-07	PACKAGE	WEST WING	25						
CITY HALL	Aug-07	A/H	COUNCIL CHAMBERS	20						
CITY HALL	Aug-07	COND	COUNCIL CHAMBERS	20						
CITY HALL CPU ROOM	Aug-07	A/H	CPU ROOM	2						
CITY HALL CPU ROOM	Aug-07	COND	CPU ROOM	2						

Total: \$68,000 \$34,000 \$10,000 \$10,000 \$10,000 \$0

1 TON = 12,000 BTU'S
 R-410 cost is approximately \$1,500 per ton for replacement

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: WIRELESS LOCAL AREA NETWORK (WLAN) Project No.: 168
 Department: FINANCE
 Fund #: 301 NEW GROWTH

PROJECT DESCRIPTION: By funding this project, the wireless technology will give the city's computer users more convenience, mobility, productivity and expandability. This project will take place in the following stages: City Hall & Public Works, Leisure Services, and Public Safety.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design		\$10,000						\$10,000
Wireless Hardware & Installation		\$40,000	\$40,000					\$80,000
Estimated Total Cost		\$50,000	\$40,000					\$90,000

Funding Source:								
City		\$50,000	\$40,000					\$90,000
County								
State								
Federal								
Other								
Estimated Total Revenue		\$50,000	\$40,000					\$90,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0
 Description of Operating Impact: N/A

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: HAVERHILL ROAD (SOUTH) & MELALEUCA LANE MEDIAN LANDSCAPING **Project No.:** 178
Department: PLANNING & ENGINEERING
Fund # 301 NEW GROWTH

PROJECT DESCRIPTION: This project provides for the beautification of Haverhill Road and Melaleuca Lane through the installation of landscaping in the roadway medians. Haverhill Road will be improved between the L-14 Canal and Nash Trail, with construction of the first part of the 280' portion south of MacArthur Palm Trail in FY 2011. In FY 2012, the rest of the 280' portion of Haverhill Road south of MacArthur Palm Trail will be completed and Melaleuca Lane will be improved between Pine Glen/Fire Sky Drive and Rainbow Drive/Oak Terrace Drive through the installation of landscaping in the existing median. The balance of the work on Haverhill is anticipated to be installed in FY 2015 after the County's project to widen the road from 2 lanes to 4 lanes has been completed. A Keep Palm Beach County Beautiful grant will be sought for this later portion. Plans for this project were completed in FY 2009.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Construction	\$12,000	\$18,000			\$64,000			\$94,000
Estimated Total Cost	\$12,000	\$18,000			\$64,000			\$94,000

Funding Source:								
City	\$12,000	\$18,000			\$35,100			\$65,100
County (KPBCB)					\$28,900			\$28,900
State								
Federal								
Other								
Estimated Total Revenue	\$12,000	\$18,000			\$64,000			\$94,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0
 Description of Operating Impact: Cost of maintaining new plantings have been included in the operating budget.

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: SEWER SYSTEM FOR 10th AVENUE NORTH
MXD-OS CORRIDOR **Project No.:** 179
Department: PLANNING & ENGINEERING
Fund # 301 NEW GROWTH

PROJECT DESCRIPTION: This project provides for the construction of a sanitary sewer system to serve all of the properties within 300 feet north and south of 10th Avenue North in the Original Section as a means to promote redevelopment as envisioned when the Mixed Use Development – Original Section (MXD-OS) zoning district was created. The system will be constructed in multiple phases, with schematic design completed in FY 2010 using Project 104 funds of \$10,021. Engineering and construction of Phase 1A was completed by the Palm Beach County Water Utilities Department (PBCWUD) in the first half of FY 2011. PBCWUD is expected to design and construct Phase 1B during FY 2012. Final engineering for Phase 2 will begin in FY 2011, with Phase 2 construction in FY 2012. Engineering for each phase will precede construction by 1 year. By phasing the project into separate functional segments, the City will be able to utilize Community Development Block Grant funds to help fund the construction. Construction on the project will be completed in FY 2015. The sewer system will be owned and operated by the Palm Beach County Water Utilities Department; therefore there will be no annual operating impact on the City.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design	\$29,902	\$33,450	\$35,300	\$41,850				\$140,502
Land or ROW Acquisition								
Construction		\$221,500	\$223,000	\$235,250	\$279,000			\$958,750
Estimated Total Cost	\$29,902	\$254,950	\$258,300	\$277,100	\$279,000			\$1,099,252

Funding Source:								
City	\$29,902	\$166,032	\$173,300	\$192,100	\$194,000			\$755,334
County (CDBG)		\$88,918	\$85,000	\$85,000	\$85,000			\$343,918
State								
Federal								
Other								
Estimated Total Revenue	\$29,902	\$254,950	\$258,300	\$277,100	\$279,000			\$1,099,252

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0 _____
 Description of Operating Impact: N/A

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: SEWER SYSTEM FOR 10th AVENUE NORTH MXD-OS CORRIDOR **Project No.:** 179
Department: PLANNING & ENGINEERING
Fund # 301 NEW GROWTH

SCHEDULE OF IMPROVEMENTS

Task	Total	Fiscal Year
Phase 1A Engineering & Construction (Broward Ave.)	PBCWUD	
Phase 2 Engineering (Jackson Ave.)	\$ 29,902	2011
Phase 1B Engineering & Construction (Walker Ave.)	PBCWUD	
Phase 2 Construction (Jackson Ave.)	\$ 221,500	2012
Phase 3 Engineering (Swain Blvd.)	\$ 33,450	
Phase 3 Construction	\$ 223,000	
Phase 4 Engineering (Martin/Perry Ave.)	\$ 35,300	2013
Phase 4 Construction	\$ 235,250	
Phase 5 Engineering (Jennings/Fleming Ave.)	\$ 41,850	2014
Phase 5 Construction	\$ 279,000	2015
GRAND TOTAL	\$ 1,099,252	

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: ENERGY EFFICIENCY ENHANCEMENTS PROGRAM **Project No.:** 180
Department: PUBLIC WORKS
Fund #: 304 RECONSTRUCTION & MAINTENANCE

PROJECT DESCRIPTION: This project provides for the upgrading of public facilities to increase energy efficiency, reduce energy consumption, and create long term energy savings through energy efficiency enhancements at City buildings and facilities. In FY 2011, HVAC units at the Leisure Services Building, Community Hall, C.A.R.E.S. facility, Public Safety Station 2, Public Safety Station 1 Firing Range, and at Public Safety Station 1 headquarters were upgraded to higher efficiency units that operate on environmentally friendly refrigerant gas. Also in FY 2011, motion activated light sensors and upgraded lighting fixtures were installed at the Leisure Services Building, Community Hall, C.A.R.E.S. facility, and at Public Safety Station 1 (including the firing range). In FY 2012, upgraded fiberglass blanket roof insulation will be installed at the Community Center.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
HVAC Enhancements	\$87,416							\$87,416
Lighting Upgrades	\$126,355							\$126,355
Equipment & Materials		\$30,000						\$30,000
Estimated Total Cost	\$213,771	\$30,000						\$243,771

Funding Source:								
City	\$25,531	\$30,000						\$55,531
County (EECBG)	\$111,646							\$111,646
State (EECBG)	\$76,594							\$76,594
Federal								
Other								
Estimated Total Revenue	\$213,771	\$30,000						\$243,771

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0

Description of Operating Impact: This project will reduce energy costs due to higher efficiency units.

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: VILLA DEL TRIO IMPROVEMENTS **Project No.:** 183
Department: PUBLIC WORKS
Fund # 304 NEW GROWTH

PROJECT DESCRIPTION: This project provides for the rehabilitation of sidewalks and driveways within the Villa Del Trio Subdivision. In FY 2011, the crowns and roots of one hundred forty-seven (147) Live Oak Trees were pruned and environmental barriers were installed around the roots to restrict future intrusion onto the adjacent concrete and asphalt surfaces. Also in FY 2011, roadway striping and markings and uplifted sidewalks and driveways on South 37th Street were rehabilitated. In FY 2012, roadway striping and markings and uplifted sidewalks and driveways on South 37th Court will be rehabilitated. In FY 2013, roadway striping and markings and uplifted sidewalks and driveways on South 38th Street will be rehabilitated. The project provides for the long term health and aesthetics of the City's urban forest and the safety of drivers and pedestrians.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW Acquisition								
Materials & Labor		\$110,000						\$110,000
Estimated Total Cost		\$110,000						\$110,000

Funding Source:								
City		\$110,000						\$110,000
County								
State								
Federal								
Other								
Estimated Total Revenue		\$110,000						\$110,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0
 Description of Operating Impact: N/A

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: COMMUNITY PARK-JOINT USE AREA **Project No.:** 184
Department: PUBLIC WORKS
Fund # 303 PARKS AND RECREATION

PROJECT DESCRIPTION: This project provides for the installation of bahia sod on the joint use field at Community Park. The project replaces sod in worn areas and enhance the aesthetics of the open joint use field.

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design								
Land or ROW acquisition								
Materials and Labor		\$68,500						\$68,500
Estimated Total Cost		\$68,500						\$68,500

Funding Source:								
City		\$68,500						\$68,500
County								
State								
Federal								
Other								
Estimated Total Revenue		\$68,500						\$68,500

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 1,500

Description of Operating Impact: Initial watering and fertilization.

CITY OF GREENACRES
CAPITAL IMPROVEMENTS PROGRAM (FY 2012-2017)
PROJECT REQUEST FORM

Project Name: RAMBLEWOOD CIRCLE/HARWICH COURT
STORM SEWER SYSTEM ENHANCEMENT **Project No.:** 185
Department: PUBLIC WORKS
Fund # 304 RECONSTRUCTION AND MAINTENANCE

PROJECT DESCRIPTION: This project provides for the enhancement of the storm sewer system in the Ramblewood Circle and Harwich Court subdivisions. In FY 2012, an engineering and topographic survey study will assess the systems' efficiency and provide enhancement options. Based on the results and recommendations of the study, the City will assess the next phase of the project. This project is partially funded by a FEMA grant (75%).

Cost By CIP Year	Estimated Year End 2011	Budget Year 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Planning & Design		\$23,000						\$23,000
Land or ROW Acquisition								
Materials & Labor								
Estimated Total Cost		\$23,000						\$23,000
Funding Source:								
City		\$7,750						\$7,750
County								
State								
Federal (FEMA)		\$17,250						\$17,250
Other								
Estimated Total Revenue		\$23,000						\$23,000

ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:

Annual Operating Expenditures: \$ 0
Description of Operating Impact: N/A



GLOSSARY OF TERMS

For your convenience and reading ease, the following is a list of acronyms that are used by the City of Greenacres that you will find in the Glossary below.

ALS	–	Advanced Life Support
CARES	–	Children Are Really Extra Special
CDBG	–	Community Development Block Grant
CDPD	–	Cellular Digital Packet Data
CIP	–	Capital Improvement Program
COLA	–	Cost-Of-Living Adjustment
EKG	–	Electrocardiogram
EMS	–	Emergency Medical Services
FY	–	Fiscal Year
FMIvT	–	Florida Municipal Investment Trust
FTE	–	Full Time Equivalent
GAAP	–	Generally Accepted Accounting Principals

GASB	–	Governmental Accounting Standards Board
GIS	–	Geographic Information System
GPRS	–	General Packet Radio System
HOA	–	Homeowners' Association
ICMA	–	International City/County Management Association
MDT	–	Mobile Data Terminals
MPSCC	–	Municipal Public Safety Communications Consortium
MSTU	–	Municipal Services Taxing Unit
ODP	–	Office of Domestic Preparedness
PC	–	Personal Computer

ACCOUNT NUMBER: A term to identify an individual asset, liability, encumbrance control, or fund balance.

ACCOUNTING PERIOD: A period for which financial statements are prepared. The City's fiscal year accounting period is from October 1 through September 30.

ACCOUNTING PROCEDURES: All processes that discover, record, classify, and summarize financial information to produce financial reports and provide internal control.

ACCOUNTING SYSTEM: The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

ACCOUNTS PAYABLE: A liability account reflecting amounts due to private persons or organizations for goods provided or services rendered.

ACCOUNTS RECEIVABLE: An asset account reflecting amounts due from private persons or organizations for goods and services provided.

ACCRUAL BASIS: The basis of accounting under which transactions are recorded when they occur regardless of the timing of related cash flows. Under the accrual basis of accounting, revenues are recorded when earned, and expenses when incurred.

ADOPTED BUDGET: The budget as it is approved by the City Council prior to the beginning of each fiscal year.

AD VALOREM TAX: The Latin phrase "Ad Valorem" means "according to value", and is referred to as "property taxes" (taxes assessed *according to the value* of the property).

AGENCY FUNDS: Agency funds are used to account for resources that the government is holding in a fiduciary capacity (in trust) for another agency or individual. They are primarily clearing devices for cash collected for others, held briefly, and then disbursed to authorized recipients.

ALS: Advanced Life Support – an advanced measure of transport service extended to Greenacres residents by which more aggressive life-saving techniques are required and/or administered such as airway management, endotracheal intubation, IV therapy, cardiac monitoring and drug administration therapy.

AMENDED BUDGET: The amended budget is the working budget. It is the adopted budget that incorporates all operating transfers and approved budget amendments (changes in the budget total that are approved subsequent to initial adoption).

AMORTIZATION: (1) Gradual reduction, redemption or liquidation of the balance of accounts according to a specified schedule of times and amounts. (2) Provision for the extinguishment of a debt by means of a Debt Service Fund.

ANNUAL BUDGET: A plan for the coordination of resources and expenditures. The budget is the financial plan for the City's allocation of resources to provide services, accomplish the city's goals and objectives, and perform activities.

APPRAISE: To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term "assess" is substituted for this term.

APPROPRIATION: A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

ASSESSED VALUATION: A valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSESSMENT RATIO: The ratio of assessed value to market value. For example, a county requires a 40% assessment ratio on all property to be taxed. Property with a \$10,000 market value is therefore assessed at \$4,000 (40% of \$10,000) and the tax rate is applied to \$4,000.

ASSESSMENT ROLL: In the case of real property, the official list containing the legal description of each parcel of property and its assessed valuation. The name and address of the last known owner are also usually shown. In the case of personal property, the assessment roll is the official list containing the name and address of the owner, a description of the personal property and its assessed value.

ATTRITION: Loss of personnel - the gradual reduction of the size of a workforce by not replacing personnel lost through retirement or resignation.

AUDIT: An inspection of the accounting records and procedures of a business, government unit, or other reporting entity by a trained accountant for the purpose of verifying the accuracy and completeness of the records. A CPA audit determines the overall validity of the financial statements.

AUTHORITY: A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

AVAILABLE FUND BALANCE: This refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

BALANCED BUDGET: A budget in which planned available funds are equal planned expenditures.

BEGINNING FUND BALANCE: The unexpended

amount in a fund at fiscal year end, which is available for appropriation in the next fiscal year.

BOND: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BUDGET: A dollars-and-cents plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. Various documents, however, are commonly called budgets prior to approval by the legislative body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or if the appropriating body has approved it.

BUDGET CALENDAR: The schedule of key dates that a government follows in the preparation and adoption of the budget.

BUDGET MESSAGE: A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

BUDGET TRANSFER: An action which changes budgeted amounts at the department, division, and/or object code level of control with offsetting increases and decreases in budgeted line items, but does not change total appropriations by fund.

BUDGETARY BASIS: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

BUDGETARY CONTROL: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL EQUIPMENT: Equipment such as automobiles, computers, and furniture, with an expected life of more than one year and a value of more than \$750 dollars.

CAPITAL EXPENDITURES: Expenditures resulting in the acquisition of or addition to the government's general fixed assets.

CAPITAL LEASE: A leasing arrangement that must be reflected on the balance sheet as an asset and a corresponding liability. Generally, this happens when the lessee is, in substance, buying the asset or is leasing it for most of its useful life. In contrast, an *operating* lease normally involves equipment whereby the contract is written for considerably less than the life of the equipment, and the lessor handles all maintenance and servicing, also called a *service* lease.

CAPITAL OUTLAYS: Expenditures that result in the acquisition or construction of fixed assets.

CAPITAL IMPROVEMENT PROGRAM (CIP): The plan that identifies and controls expenditures for improvements to City facilities and land acquisitions pursuant to City functions over a five-year period.

CAPITAL PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated acquisition of the government and specifies the full resources estimated to be available to finance the projected expenditures.

CAPITAL PROJECT: Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life; also called capital improvements.

CAPITAL PROJECT FUNDS: Capital Projects Funds are established to account for financial resources that are to be used to construct or otherwise acquire **major**, long-lived **general government capital facilities** – such as buildings, highways, storm sewer systems, and bridges. Their principal purpose is to ensure the economic and legal expenditure of the resources, but they may also serve as cost accounting mechanisms for controlling and accumulating the costs of major capital outlay projects. Furthermore, they *must* be used whenever they are legally or contractually required for non-major capital asset acquisitions. Indeed, they may be used to account for *any* general government capital asset acquisition.

C.A.R.E.S.: City sponsored “Children Are Really Extra Special” program. C.A.R.E.S. is a year-round, quality school-age childcare program that provides a variety of services to benefit the community, including homeowner assistance, drama and photo clubs, baseball, kickball, reading, and other activities.

CASH BASIS: A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CELLULAR DIGITAL PACKET DATA (CDPD): This is a data transmission technology developed for use on

cellular phone frequencies. CDPD uses unused cellular channels to transmit data in packets at speeds up to 19.2 Kbps. It is designed to integrate with existing networks in assisting wireless connections for the Mobile Data Terminals used by Public Safety.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): Federal grant funds dedicated for programs and activities that primarily benefit low and moderate-income families, individuals and neighborhoods. Programs include, but are not limited to, housing rehabilitation, affordable housing development and preservation, human services, and capital improvement activities.

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures.

COOL ZONE: A program for middle school-aged children that provides free classes, trips, arts and crafts, help with homework, and sporting and other activities.

COST CENTER: a cost center is a sub-division of a department. For better management and control of costs, each of the City's departments is divided into cost centers, based on specific operations or responsibilities within the department. For instance, the Department of Administration has five (5) cost centers: City Manager, Mayor and City Council, Legal Council, Human Resources, and City Clerk. All of the cost centers in each department of the City can be referenced in the Table of Contents of this budget document, beginning on Page II.

COST-OF-LIVING ADJUSTMENT (COLA): An increase in salaries to offset the adverse effect of inflation.

COUNCIL DISCRETIONARY ACCOUNT: An amount set aside that can be released by the City Council to meet unexpected needs.

CURRENT ASSETS: Those assets that are available or can readily be made available to finance current operations or to pay current liabilities. Current assets are normally used or converted into cash within one year. Some examples are cash, temporary investments, and receivables (like taxes receivable) that are expected to be collected within one year.

DEBT LIMIT: The maximum amount of legally permitted gross or net debt.

DEBT SERVICE: The payment of principal and interest on borrowed funds, such as bonds and notes.

DEBT SERVICE FUNDS: Debt service funds are used to account for the accumulation of resources for, and the payment of, *general long-term debt* principal and interest.

DEBT SERVICE REQUIREMENT: The amount of money required for the principal and interest payments on long-term debt, the maturities of principal for serial bonds, and the required contributions to accumulate monies for the future retirement of term bonds.

DEFICIT: An excess of a fund's expenditures over its revenues in a given accounting period.

DEPARTMENT: A basic organizational unit of government that is functionally unique in its delivery of services.

DEPRECIATION: The systematic charges to expense of the cost of fixed assets as they decrease in value due to usage and the passage of time.

DESIGNATED FUND BALANCE: Available cash balances realized in one or more prior fiscal years and subsequently designed for use as a funding source in a future budget year.

DISTINGUISHED BUDGET PRESENTATION PROGRAM: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

EKG: Electrocardiogram – the tracing that is made by an electrocardiograph which is an instrument for recording the changes of electrical potential occurring during the heartbeat used especially in diagnosing abnormalities of heart action.

EMS: Emergency Medical Services –Services provided by the EMS Division of Greenacres Public Safety Department.

ENCUMBRANCE: An amount of money that has been approved for the payment of goods and services not yet received.

ENTERPRISE FUND: A fund that may be used to report any activity for which a fee is charged to external users for goods and services.

EXPENDITURES: The cost measurement focus of governmental (expendable) fund accounting, which measures the amount financial resources during the period for current operations, capital outlay, and the payment of long-term debt principal and interest.

EXPENSES: The cost measurement focus of non-expendable (proprietary) fund accounting and the entity-wide financial reports of government and non-profit organizations, as well as profit seeking companies in the private sector, which measures the economic cost of

assets consumed during a period. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FIDUCIARY FUNDS: Trust and agency funds used to account for assets held by the City in a trustee capacity, or as an agent for individuals, private organizations, other governments, or other funds.

FISCAL YEAR (FY): The 12-month period used by the City as its accounting period for operating, budgeting and reporting purposes. State law requires that the fiscal year for the City of Greenacres, and all Florida local governments, must be from October 1 to September 30.

FIXED ASSETS: Assets of a long-term character that are expected to provide an economic benefit to the City for a period greater than 12 months. Classes of fixed assets include land, buildings, improvements other than buildings, and machinery and equipment.

FMIvT: The Florida Municipal Investment Trust (FMIvT) is the investment program of the Florida League of Cities. It was created in 1996 to provide cities with safe investment alternatives and offers several portfolios including industry-leading fixed income funds, actively managed domestic and international stock funds and AAA-rated bond funds.

FRANCHISE: A special privilege granted by a government regulating the continuing use of public property such as city streets and usually involving the elements of monopoly and regulation.

FTE (FULL TIME EQUIVALENT): FTE is a measurement of manpower both planned and utilized. One FTE is equivalent to 2080 work hours per year (one full time employee working 40 hours per week for 52 weeks is 2,080 work hours).

FULL FAITH AND CREDIT: A pledge of the general taxing power of the city for the payment of debt obligations. Bonds carrying such pledges are referred to as general obligation bonds or full faith and credit bonds.

FULL-TIME POSITION: A position of employment requiring a minimum 35-hour work-week to qualify for full City benefits.

FUNCTION: A group of related activities that provide a major service or regulatory program for which a government is responsible (e.g., public safety).

FUNCTIONAL CLASSIFICATION: Expenditure classification based on the principal functions of a state or local government. Examples of functional classifications are public safety, general government, culture/recreation, etc.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE: The residual (fund) equity of governmental funds. Changes in fund balances are the result of the difference of revenues to expenditures. When revenues exceed expenditures in a given period, fund balance increases; conversely, when expenditures exceed revenue, fund balance decreases.

FUND TYPE: In governmental accounting, all funds are classified into seven generic fund types; the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, Enterprise Funds, Internal Service Funds, and Fiduciary (Trust and Agency) Funds.

GASB: Governmental Accounting Standards Board – an established national board, which governs financial reporting standards on state and local government levels throughout the United States of America, with its main headquarters in Chicago, Illinois.

GENERAL FUND: The main operating fund of a state or local government, the General Fund may be used to account for all financial resources except those *required* to be accounted for in another fund.

GENERAL LONG-TERM OBLIGATIONS (DEBTS) - All long-term indebtedness of the state which is not classified as a fund obligation should be accounted for as a general long-term obligation. General long-term obligations (debts) are liabilities that are expected to be repaid from governmental funds, but will not be paid by expending available resources as of the end of the current fiscal year. General long-term obligations (debts) are secured by the general credit and revenue raising capacity of the state. Refer to LONG-TERM LIABILITIES.

GENERAL OBLIGATION BONDS: Bonds backed by the full faith and credit of the issuing government.

GENERAL PACKET RADIO SYSTEM (GPRS): A new standard for wireless communications that run at speeds up to 115 Kbps. GPRS is an efficient use of limited bandwidth and is particularly suited for sending and receiving small bursts of data, such as e-mail and Web browsing. The main benefits of GPRS are that it reserves radio resources only when there is data to send and it reduces reliance on traditional circuit-switched network elements.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard to measure financial presentations. The primary authoritative statement of the application of GAAP to state and local governments are Government Accounting Standards Board (GASB) pronouncements.

GEOGRAPHIC INFORMATION SYSTEM (GIS): A GIS is a specialized data management system designed for the entry, analyses, and display of data commonly found on maps. GIS integrates maps with a database and allows analyses to be performed using location relationships of map features to the database.

GOAL: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GOVERNMENTAL FUND (TYPE): This category is used to account for the acquisition, use and balances of current financial resources and the related current liabilities – except those accounted for in proprietary and fiduciary funds. These funds use the current financial resources measurement focus and the modified accrual basis of accounting. The funds which are properly classified as governmental funds are general fund, special revenue funds, capital projects funds, and debt service funds. Refer to GENERAL FUND, SPECIAL REVENUE FUNDS, CAPITAL PROJECTS FUNDS, and DEBT SERVICE FUNDS.

GRANTS: Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

HOMESTEAD EXEMPTION: Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home, which the owner occupies as principal residence, is exempt from the property tax.

HOA: Homeowners' Association – a governing board that establishes rules and regulations for homeowners within its jurisdiction boundaries.

INFRASTRUCTURE: The physical assets of a government, which are immovable, and of value only to the governmental unit (e.g. sidewalks, gutters, bridges, streets, water, sewer, and parks).

IMPACT FEE: A charge on new development to pay for the construction or expansion of off-site capital improvements that are necessitated by and benefit the new development.

INTERFUND TRANSFERS: The movement of moneys between the funds of a governmental entity.

INTERGOVERNMENTAL REVENUE: Revenue collected by one governmental entity and distributed to another governmental entity, usually according to a predetermined formula.

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA): Professional organization of which the City of Greenacres is a member. Within ICMA is the Center for Performance Management and it is from the Center for Performance Management that the City obtains benchmark data enabling the city to make comparisons to other cities.

INVESTMENTS: Securities and real estate held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in government operations.

LEVY: (Verb) To impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

LIABILITIES: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date. This term does not include encumbrances.

LINE-ITEM BUDGET: Refers to the level of detail at which the budget is prepared. Budget appropriations may be approved, controlled, accounted for and reported in broad functional expenditure categories such as General Government, Public Safety, Transportation, Culture/Recreation and Public Works. Typically though, the *minimum* level of detail at which appropriations would be made is by major category of expenditure (e.g., personal services, operational, and capital outlay) within each department. A line-item budget is appropriated at the most detailed level, usually by each object of expenditure account (e.g., executive salaries, regular salaries, overtime, etc.) *within* each major category of expenditure (e.g., Personal Services) within each cost center, within each department of the City. At this level, each object of expenditure is a budgeted *line-item* in the budget process.

MILL: from the Latin word *mille* (thousand), a mill is one thousandth of a dollar, or one-tenth of a cent. The term is used in expressing tax rates on a per dollar

basis.

MILLAGE RATE (MILLAGE): The tax rate applied to each thousand dollars of taxable assessed valuation, which results in the tax levy. Example: A millage rate of 5.0000 applied to property with a taxable value of \$50,000 would generate \$5 dollars of tax for every \$1,000 dollars of taxable property value, or \$250 dollars of property taxes:

$$5.0000 \times (\$50,000/\$1,000) = 5.0000 \times \$50 = \$250.00.$$

MODIFIED ACCRUAL BASIS OF ACCOUNTING: The accrual basis of accounting adapted to the governmental fund type, which records revenue when measurable and available, and expenditures when the liability is incurred.

MOBILE DATA TERMINALS (MDT): Ruggedized wireless computing devices that send and receive information over a wireless data network, used by City of Greenacres police officers and building inspectors in the field.

MPSCC: Municipal Public Safety Communications Consortium, an entity that is developing a county -wide 800 MHZ trunking system to link with the City's 800 MHZ radio communications system.

MSTU: Municipal Services Taxing Unit – a specific taxing unit established by the Palm Beach County Board of County Commissioners via an adopted ordinance which derives a specific benefit for which a levy or special assessment is imposed to defray part or all of the cost of providing that benefit.

OBJECTIVE: A goal or target, identified in well-defined and measurable terms, that is achievable within a specific time frame.

OBLIGATIONS: Amounts that a government may legally be required 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. Governments are required by law to establish an annual operating budget.

ODP: Office of Domestic Preparedness, an office created through Homeland Security, which funds 90% (10% city matching) of certain special and approved projects through ODP Firefighters Assistance Grants.

OPERATING EXPENDITURES: The everyday operating costs of a government entity, such as supplies, contractual services, and utilities.

ORDINANCE: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as 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.

OTHER COSTS: Costs other than personnel, operating, or capital costs, such as debt service and transfers between funds.

OUTSIDE SERVICES: All costs of fees and services purchased by the City including all contracting, license fees, maintenance and repair services, training and travel, and financial and legal services.

PART-TIME POSITION: Part-time employees work less than 35 hours per week and are not entitled to full-time employee benefits.

PAY-AS-YOU-GO BASIS: A term used to describe the financial policy of a governmental unit, which finances its capital outlays from current revenues rather than by long-term borrowing.

PERFORMANCE BUDGET: A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

PERFORMANCE MEASURE: Data collected to determine how effective or efficient a program is in achieving its objectives.

PC: Personal Computer(s) used by staff to complete daily tasks.

PERSONAL SERVICES: Includes Salaries and Wages (compensation for the services of permanent employees) and Fringe Benefits (all costs associated with employee benefits including retirement, FICA, Medicare, Insurance, Workers Compensation, Unemployment Compensation, managerial physicals, and uniform allowance.)

PERSONNEL COSTS: Costs directly associated with employees, including salaries and fringe benefits.

PROGRAM: A distinct, clearly identifiable activity, function, cost center, or organizational unit, which is budgeted as a sub-unit of a department. A program budget utilizes the separate programs as its basic component.

PROPERTY TAX: A tax levied on the assessed value of real property. This tax is also known as ad valorem

tax.

PURCHASE ORDER: A document that authorizes the procurement of specified merchandise or services.

RECLASSIFICATION: The moving of an existing position from one personnel classification (title) to another based upon the different performance of duties.

RECOGNIZE: The recording of a revenue or expense item in given accounting period.

REQUISITION: A written demand or request, usually from one department to the purchasing officer or to other department, for specified articles or services.

RESERVED FUND BALANCE: On-hand cash balances that are reserved for outstanding encumbrances or obligations of the City for expenditure in a future budget year.

RESOLUTION: A special or temporary order of a legislative body, requiring less legal formality than an ordinance or state statute.

REVENUES: Increases in governmental fund-type net current assets from other than expenditure refunds and residual equity transfers. General long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.

REVENUE BOND: A type of bond that is backed by a pledge of the revenues from a specific enterprise or project.

RIGHT OF WAY: Land the City owns and maintains.

ROLLED BACK RATE: The tax millage rate which, when applied to the current year's adjusted taxable value, generates the same ad valorem tax revenue as the prior year levy.

SPECIAL ASSESSMENT: A compulsory (enforced) levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those parties. This often occurs when water and sewer services are provided for a neighborhood or community; the citizens in the neighborhood who benefit from the new service may be assessed in monthly or annual installments to pay for the cost of the improvements.

SPECIAL REVENUE FUNDS: Special Revenue Funds are used to account for general government financial resources that are restricted by law or contractual agreement to specific purposes. In contrast to the General Fund, which is established at the inception of a government and exists throughout the government's life, Special Revenue Funds exist only as long as the government has resources dedicated to a specific purpose.

STATUTE: A written law enacted by a duly organized and constituted legislative body.

TAX RATE: The amount of tax stated in terms of a unit of a tax base. The State of Florida uses a mill as its tax rate. A mill is the rate applied to each thousand dollars of taxable appraised value. For example, 5.0000 mills applied to property valued at \$50,000 would generate taxes of \$250 (5.0000 x 50) of ad valorem revenue. In accordance with Florida Statutes, except as otherwise provided herein, no ad valorem tax millage shall be levied against real property and tangible personal property by municipalities in excess of 10 mills, except for voter approved debt service levies.

TAX RATE LIMIT: The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

TAX ROLL: The official list showing the amount of taxes levied against each taxpayer or property.

TAXABLE VALUE: The assessed value of property minus the homestead exemption and any other exemptions, which may be applicable.

TAXES: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges for specific services rendered, such as building permit fees.

TEMPORARY POSITION: A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

TRANSFERS IN / TRANSFERS OUT (INTERFUND TRANSFERS): Amounts transferred from one fund to another to assist in financing the services of the

recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit. Thus, they are budgeted and accounted for separately from other revenues and expenditures as other financing sources or uses.

TRUST FUNDS: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other government and/or other funds.

UNDESIGNATED / UNRESERVED FUND BALANCE: Unrestricted funds available to be designated as a budget-funding source.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKLOAD INDICATORS: Statistical and historical measures of the services level provided or workload completed by each Department within the City.