

City of Greenacres  
Florida



Comprehensive Annual Budget Fiscal Year 2013/2014

OCTOBER 1, 2013 - SEPTEMBER 30, 2014



# City of Greenacres

## Comprehensive Annual Budget

### Fiscal Year 2013/2014

October 1, 2013 – September 30, 2014

#### Mayor and City Council

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Samuel J. Ferreri, Mayor

Rochelle Gaenger, Deputy Mayor - Councilwoman, District III

John Tharp, Councilman, District I

Peter A. Noble, Councilman, District II

Jonathan G. Pearce, Councilman, District IV

Paula Bousquet, Councilwoman, District V

#### Administration

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Wadie Atallah, City Manager

Pamela S. Terranova, City Attorney



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Greenacres  
Florida**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Egan*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Greenacres, Florida for its annual budget for the fiscal year beginning October 1, 2012.

In order to receive this award, governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This is the 20<sup>th</sup> consecutive year that the City has received this prestigious award.

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## 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 in locating information. The following describes each of the major sections:*

### **Introduction**

The introduction to the City of Greenacres Budget lists the budget message, city profile/demographics/history, miscellaneous statistics, the City's location/vicinity map, strategic planning and five year financial forecast, financial policies, budget process, and budget calendar. The budget message is the first document and explains where the City has been and where it's going in the upcoming year. The letter presents 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 an organizational chart, personnel summary, budget highlights, budget summary, Ad Valorem change in taxable property value, discussion and tax data, and comparisons with other Palm Beach County cities.

### **General Fund**

The General Fund section includes Revenues and Expenditures summaries and details, along with charts and graphs depicting four year projections and fund balance information.

### **Department Budgets**

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

### **Non-Departmental**

Non-departmental includes General Fund expenditures for Insurance Claims, Solid Waste Collection, Interfund Transfers, 175/185 Insurance Trust, Inspector General, and Contingency.

### **Special Revenues Funds**

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 Funds**

Debt Service provides information regarding the City's Public Improvement Note.

### **Capital Projects Funds**

The Capital Projects Funds provide listings of Capital Projects with 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 will assist in understanding the budget terminologies in a broader view.

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The City sincerely hopes that this Budget Guide will aid 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.



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## City of Greenacres

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

Samuel J. Ferreri  
Mayor

Wadie Atallah  
City Manager

September 3, 2013

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 2014, covering the period from October 1, 2013, to September 30, 2014.

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 2014 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 "Great Recession" continued to impact the City's revenue which is reflected in the FY2014 budget. The City's taxable property values have declined by 47% from \$2.15 billion in FY2008 to \$1.13 billion in FY2013, with an associated reduction in property tax revenue of \$3,643,537. While there are signs of economic improvement, including small declines in unemployment and new housing starts, the recovery is slow at best. Property values have begun to stabilize as the assessed values as of July 1, 2013, increased by 4.1% over the prior year to a total of \$1.19 billion. Future growth in property values will be limited by statutory provisions that currently cap increases on homestead properties to 3%, and 10% on non-homestead properties. Future growth will also be further limited as the City is approximately 97% built-out within the existing boundaries.

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



The State Legislature has continued to consider legislation that pre-empts local government home rule authority and negatively impacts City revenues. Over the last two (2) legislative sessions, the Legislature proposed constitutional amendments relating to added property tax exemptions and has considered changes to local business tax receipts and the local communications services tax.

The Legislature also considered Bills relating to insurance premium tax revenues used to fund police and fire pension plans that would have increased the City's required contribution to the retirement plan by an additional \$300,000 annually. While the most harmful constitutional amendments did not pass, legislation relating to the same topics is expected to be introduced in the next session. The legislature did pass SB534 relating to police and fire pension plans establishing requirements for annual financial statements using rates of return less than the plans assumed rate of return that will cause a spike in pension plan costs.

Based on the current and future conditions affecting revenues and expenditures, budget projections show increasing deficits due to expenditures outpacing revenues as a result of higher costs for pensions, health insurance, and general inflation. This situation was anticipated and discussed during the last five (5) 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.

The proposed FY2014 budget includes the following:

- Maintaining current levels of service.
- Reducing the property tax rate from \$5.6500 to \$5.4284 per one thousand of assessed property value.
- Using approximately \$206,728 from the budget stabilization reserve to offset the revenue shortfall while maintaining the required unassigned fund balance.
- Increasing the Capital Improvement Program expenditures as a result of increased grant revenue.

The General Fund revenues for FY2014 are projected to be \$20,785,378 which represents an increase of \$432,401 over the budgeted FY2013 revenue. With the slight improvement in the economy, the majority of revenue sources are projected to increase by approximately 2.1%.

The General Fund expenditures in FY2014 are projected to be \$20,992,106 which is \$494,882 more than the expenditures budgeted in FY2013. Expenditures in the area of personnel are projected to be \$15,826,405 and include a 1% Cost of Living Allowance and a 2.5% performance based merit increase to general employees. The merit increase will be effective on October 1, 2013, for general employees who have been employed for one (1) year and have a satisfactory performance evaluation during the period of September 30, 2012, through October 1, 2013. The budget includes minor staffing changes such as replacing a vacant Public Safety Captain's position with a Communication and Records Manager and a Police Sergeant, and adding two (2) part-time Recreation Aide positions in the Leisure Services Department.

The FY2014 budget includes \$410,000 in inter-fund transfers from the General Fund to the Debt Service Fund and \$50,000 to the Special Revenue Funds.

The FY2014 budget allocates a total of \$3,719,219 for the Capital Improvements Program which consists of three (3) 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 FY2014 and beyond.

The New Growth Fund contains seven (7) projects with a total cost of \$1,122,907. 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 development of Geographic Information System maps.
- Infrastructure improvements in the original section including the installation of a sanitary sewer along 10<sup>th</sup> Avenue North as part of economic redevelopment of the Original Section of the City.

The Parks and Recreation Fund contains seven (7) projects with a total cost of \$1,324,612. There are sufficient dedicated revenues such as impact fees, interest, and grants to fund the following:

- City parks improvements.
- Community Hall Renovation.
- Access improvements to Ramblewood Park.
- Property acquisition and design for the expansion of the Community Center.

The Reconstruction and Maintenance Fund contains sixteen projects with a total cost of \$1,271,700. 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 roadway resurfacing.
- Drainage study for the Original Section.
- Maintenance of public buildings including upgrade of A/C Systems.
- Upgrading Public Safety equipment including in car video systems, and cardiac monitors in ambulances.
- Scheduled replacement of equipment include computers and copiers.

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 expenditures for those funds in FY2014 are projected to be \$649,182.

The total budget for FY2014 is \$25,763,767 which is \$2,454,732 more than the FY2013 budget with the majority of the increase being in the Capital Improvement Program.

The budget reflects the City's efforts in reducing property taxes while allocating funding for programs to maintain the current levels of service and for maintaining and upgrading facilities and infrastructure. The budget also reflects our efforts to provide the best services at the most efficient cost which is demonstrated by having the lowest cost per resident for government services among adjacent and 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,

A handwritten signature in black ink, appearing to read 'Wadie Atallah', with a long horizontal line extending to the right.

Wadie Atallah  
City Manager

WA/ja

## 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. Today, the City is recognized as a safe, attractive, well maintained and financially stable community that is “A Great Place To Be”.

With a land area of approximately 5.82 square miles and a population of 38,172, The City of Greenacres is the eighth largest of the 38 municipalities in Palm Beach County. The City’s over 17,000 dwelling units provide diversity in type (single family, condominiums, villas, townhomes and apartments) and price range. 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 of Greenacres has been named a “Tree City USA” for 21 straight years by the National Arbor Day Foundation due to the demonstrated commitment to plant and maintain trees in public spaces. In 2007, 2008, 2010, 2011 and 2012, 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.



The City has 13 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 Government

The Government has operated under the Council-Manager form of government since 1980. Policy-making and legislative authority are vested in the City Council consisting of the Mayor and five Council members and administrative authority is vested with a City Manager that serves as the Chief Administrator.

The City Council is responsible, among other things, for approving ordinances, adopting the budget, appointing committees, and hiring both the City Manager and Attorney. The City Manager is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the government, and for appointing the Directors of the various departments. The Council is elected on a non-

partisan basis. Council members serve two-year staggered terms. The Mayor is also elected to serve a two-year term. The Mayor and the five Council members are elected at large.

The City provides general municipal services such as police, fire, emergency medical services, protective inspections, public works, planning, zoning, engineering, recreation and cultural events.

The City provides solid waste collection and recycling services through a contract with a privately owned sanitation company. Advanced Disposal Services Solid Waste Southeast, Inc. currently holds this franchise contract. Palm Beach County Water Utilities Department provides water and sanitary sewage service in the City.

**Demographics**

	Number	Percent
<b>Population</b>		
As of April 1, 2003	29,883	—
As of April 1, 2013	38,172	—
<b>Age &amp; Gender (Census 2010)</b>		
<b>Male</b>	17,858	47.5
<b>Female</b>	19,715	52.5
Under 5 Years	2,729	7.3
5-19 Years	7,541	20.0
20-64 Years	21,100	56.1
65 and Over	6,203	16.6
Median Age (Years)	36.3	—
<b>Race (Census 2010)</b>		
White	15,347	40.8
Black or African American	6,008	16.0
Hispanic or Latino	14,390	38.3
Asian	1,104	2.9
Other	724	2.0
<b>Housing (2012)</b>		
Total Housing Units	17,104	—
Single Family	4,676	27.3
Multi Family	12,428	72.7
Owner Occupied Housing Units	9,761	67.9
Renter Occupied Housing Units	4,623	32.1
<b>Average Home Values (2012)</b>		
Single Family Homes	\$105,849	—
Condominiums	\$40,311	—
Town Homes	\$59,963	—
Median Family Income (ACS 2008-2010)	\$53,473	—

**Commerce**

The City is located in the central area of Palm Beach County, Florida, which until 2008, was among the fastest growing metropolitan areas in the country. The primary economic sectors of the County are agriculture, tourism, service industry and retirement housing.

Palm Beach County School District and Tenet Healthcare Corp. are two large local employers, with 20,810 and 6,100 employees, respectively. The American Community Survey for Palm Beach County lists the three top trades as: 1) Educational, health care and social assistance, the largest sector at more than 119,000 employees; 2) Retail Trade at over 77,000; and 3) Professional, scientific and administrative services at over 76,000.

*2012 Principal Employers in Palm Beach County*

Employer	Employees	Percentage of Total Employment
School Board	20,810	3.76%
Tenet Healthcare Corp.	6,100	1.10%
Palm Beach County	5,383	0.97%
Florida Power & Light (Headquarters)	3,804	0.69%
G4S (Headquarters)	3,000	0.54%
Florida Atlantic University	2,980	0.54%
Hospital Corporation of America (HCA)	2,714	0.49%
Veterans Health Administration	2,700	0.49%
Bethesda Memorial Hospital	2,643	0.48%
Boca Raton Regional Hospital	2,250	0.41%
<b>Total</b>	<b>52,384</b>	<b>9.47%</b>

The City is a residentially oriented suburb with supporting commercial establishments to serve its diverse population. 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 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.

**History**

The City of Greenacres was founded by Lawrence Carter Swain who moved his family to this area from Massachusetts in 1923. During the 1920's, the Town of Palm Beach and other coast resort areas were booming. Motivated by the desire to provide a community for the middle class Mr. Swain began accumulating property in this area, ending up with approximately 1,000 acres of property. This land was divided into sections or "plats". Plat II laid out one-half mile west of Military Trail became the "Original Section" of the City and

still exists today. In 1926, the City was officially incorporated as “Greenacres City”. Mr. Swain’s office staff voted on a list of potential names. The City’s slogan, “A Good Place to Live” was also chosen at that time.

The City was hit by two devastating hurricanes in 1926 and 1928. A third disaster hit the City in April, 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 reincorporated in 1947. In the 50’s and 60’s, the City prospered and experienced steady growth. In the 70’s Greenacres was listed as the seventh largest and fastest growing municipality in central Palm Beach County. With significant growth in the early 80’s the City embarked upon the implementation of the Department of Public Safety combining police, fire and emergency medical services through dual certified officers (police/fire).

The innovative concept improved emergency response time, and provided tremendous cost savings to Greenacres residents.

In the 90’s, City residents voted in favor of a referendum changing the City’s name from the “City of Greenacres City” to the “City of Greenacres” and significant investments in public infrastructure were undertaken to build new parks and renovate older ones, expand water service to all residents, complete sidewalk and lighting projects and upgrade drainage facilities. From 2000 to the present, the City continued to experience tremendous development and growth through annexation of unincorporated Palm Beach County property and the construction of a significant number of single family developments. To maintain the levels of service, the City built a second Public Safety Station, a new Municipal Complex and Public Works facility. The City has continued to invest in the “original Section” of the City as part of an economic development effort and to preserve the history of the area.



Jackson Street, first street to be built in Greenacres - 1926



Greenacres Public Safety Station No. 2 - 2002

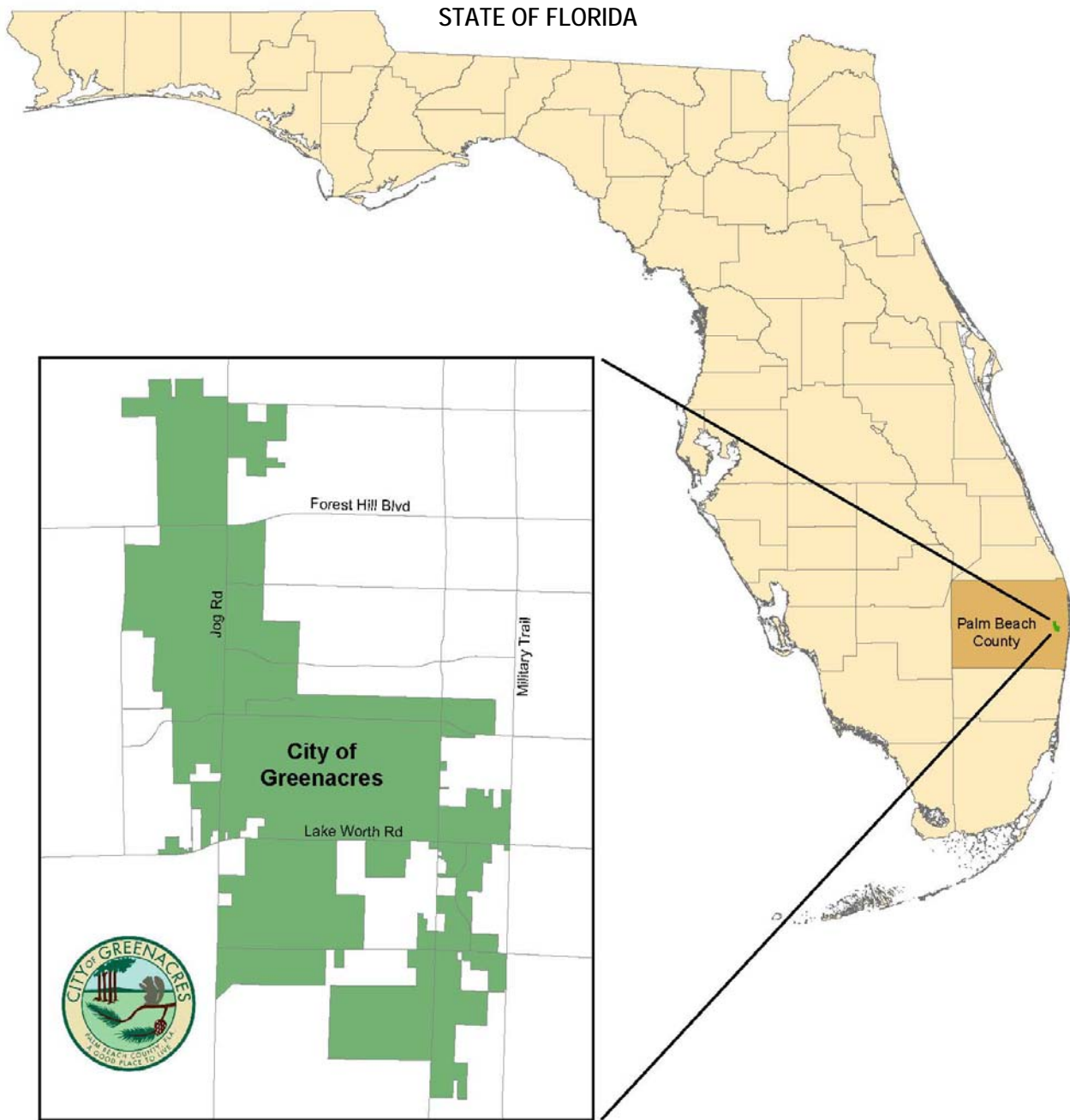


Greenacres City Hall - 2007

## 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 – 19,825 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 – 37,573 (census); 2013 – 38,172 (BEBR)
<u>Public Safety Protection:</u>	Police/Fire/EMS with Emergency Medical Services personnel being certified as Paramedic or EMT
<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>Solid Waste Collection:</u>	Service franchised to Advanced Disposal Services Solid Waste Southeast, Inc.
<u>Electric Service:</u>	Electric service is provided to residents of the City by Florida Power & Light Company
<u>Dwelling Units:</u>	17,104
<u>Recreation and Culture:</u>	<p><u>Number of Parks:</u> Developed 13, approximately 93.44 acres Open space approximately 3.63 acres</p> <p><u>Number of Libraries:</u> One, Branch of Palm Beach County System</p> <p><u>Number of Schools:</u> Five – Elementary, Three – Middle, One – High School</p>
<u>Municipal Employees:</u>	Full time – 175 Part time – 24

**LOCATION/VICINITY MAP**



City of Greenacres, Florida is located in southeast Florida in central Palm Beach County, approximately five miles from the Atlantic Ocean. Its neighboring cities include Wellington to the west, Atlantis to the east and West Palm Beach to the northeast.



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## STRATEGIC PLAN

### **MISSION**

To continually improve the community's quality of life by providing the best and most cost efficient services and public facilities to City Residents and Businesses.

### **VALUES**

We are ethical professionals with a high sense of honesty, integrity, and pride in our organization and City. We believe in being fiscally responsible and accountable to residents of our community and being fair, courteous, and respectful to our residents and each other.

### **GOALS**

Our goals, objectives and programs are strategically planned to help us achieve our mission. In general, the quality of life in our community is measured by factors that contribute to human life such as safety, physical environment, natural environment, social and leisure resources, and good government. In order to continually improve the quality of life in our City, our focus is on achieving the following major strategic goals that make our City a great place to be...

- Maintain a safe City
- Maintain a well planned, attractive community
- Maintain an efficient and effective local government
- Maintain diversity in community life, leisure, and recreation

The City has 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 major issues: Quality of Life/Image and Character, Communication/Intergovernmental Coordination and Community Development/Neighborhood Revitalization.

The City's Comprehensive Plan required by the Florida Growth Management Act reflects the City's vision and establishes the foundation for meeting the needs of existing and future residents, visitors and businesses. 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.

As part of the strategic planning process, objectives, actions and strategies were developed for the major strategic goals which represent outcomes related to the City's mission. Goals and objectives in public sector agencies seek to increase, decrease, or maintain an activity, level of service, or other measurable tangible component. Short term goals, objectives and performance measures were developed for each major strategic goal and incorporated into each department/division's section of the annual budget to link program outputs and outcomes. The following is a summary of the short term goals:

**Strategic Goal: Safe City***Short Term Goals:*

- Maintain current levels of service for Law Enforcement
- Maintain current levels of service for Fire Rescue
- Maintain current levels of service for Permitting and Inspections
- Maintain current levels of service for Code Enforcement
- Maintain Public Facility Maintenance levels of service
- Maintain current levels of service for Emergency Management

**Strategic Goal: Well Planned Attractive Community***Short Term Goals:*

- Maintain implementation of land use plan, and zoning code
- Maintain diversity in neighborhoods and housing styles
- Maintain environmental stewardship
- Maintain number of community cleanup events
- Maintain national recognition by National Arbor Day Foundation for Tree City USA designation
- Maintain levels of service for maintenance of public spaces including road right-of-ways

**Strategic Goal: Efficient & Effective Local Government***Short Term Goals:*

- Maintain implementation of successful business management practices and the use of performance measurement and benchmarking
- Increase efficiency of service delivery through the incorporation of technology
- Maintain lowest government services cost per resident among comparable cities
- Maintain communication with residents and businesses by publishing an annual report, city newsletter, and maintaining a current website
- Maintain recognition of organizational excellence by GFOA (Budget, CAFR, PAFR)
- Maintain a fiscally sound local government
- Maintain public trust through an open and ethical government
- Maintain customer-focused services
- Maintain a professional work force through training and education

**Strategic Goal: Diversity in Community Life, Leisure & Recreation***Short Term Goals:*

- Maintain targeted levels of service for parks identified in the comprehensive plan
- Maintain the number of annual community events
- Maintain national recognition for Youth Programs
- Maintain the current levels of service for athletic league and leisure classes
- Maintain partnerships with community service organizations

<b><i>Strategic Goals</i></b>	<b><i>Program/Activity</i></b>	<b><i>Intended Outcomes</i></b>
Safe City	Law Enforcement	Lower crime rates; increased perception of safety of property and people; community partnerships.
	Fire Rescue	Reduction in property and casualty loss due to fires; successful pre-hospital resuscitations.
	Permitting & Inspection	Safe housing.
	Code Enforcement	Increase in number of properties complying with city codes.
	Emergency Management	Increased awareness of planning and actions to deal with emergencies; minimizing restoration after emergencies.
	Public Facilities Maintenance	Increased safety and functionality of public facilities: reduction in liability claims.
Well Planned Attractive Community	Land Use Planning and Zoning Regulations	Increased compatibility of land uses; increased long term viability of neighborhoods; increased diversity in housing styles; increased conservation of resources.
	Maintenance of Community Assets	Increased functionality and positive perception of physical environment.
	Community Cleanup Events	Increased citizen engagement and action in maintaining an attractive community.
Efficient and Effective Local Government	Legislative	Establishment of laws and policies that protects the health and safety of residents increased public trust.
	Administrative/Executive	Increased efficiency through implementation of successful business management practices; increased quality of government services; lowered costs for government services; increased communication with residents and businesses.
	Financial Management	Maintaining a sound financial condition; maintaining excellence in budgeting and financial reporting; implementation of fair and equitable revenue system.

<b><i>Strategic Goals</i></b>	<b><i>Program/Activity</i></b>	<b><i>Intended Outcomes</i></b>
Efficient and Effective Local Government (continued)	Human Resources	Maintaining a professional work force with a customer/citizen focused approach; increased appreciation of value public service.
	Information Technology	Increased efficiency in delivery of service; increased accessibility and interaction with residents and businesses.
Diversity in Community Life, Leisure, & Recreation	Community Events	Increased opportunities for community interaction.
	Youth Programs	Positive youth development and leadership skills; success through improvement of school grades and community involvement.
	Leisure Classes and Activities	Increased opportunities for educational and leisure activities; increased social interaction and community building.
	Parks/Recreation	Maintaining appropriate recreation and open space that contributes to improved quality of life; providing recreation facilities and programs that promote healthy living choices.

The strategic goals and intended outcomes are tied to the goals, objectives, and performance measures (workload, efficiency and effectiveness) for each program as detailed in each Department's budget in the General Fund Section of this document and form the basis for the performance-based budget.

To measure progress, a summary of accomplishments is provided in each Department's budget, and an Annual Report is published and mailed to all residents and businesses concurrent with publishing the Comprehensive Financial Audit for the prior fiscal year. The Annual Report contains information about City services and initiatives tied to the strategic goals and a summary of performance measures and benchmarks for identified outcomes.

## FINANCIAL POLICIES

The City of Greenacres Financial Policies compiled below provides the basic framework for the overall financial management of the City. The policies which are based on state law, City Charter, council policies and directives cover areas such as 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 goals, objectives and strategies to accomplish the City's mission.
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 to maintain efficiency and effectiveness.
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's Budget must be balanced such that 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 review and evaluate new revenue sources to fund operating expenditures consistent with the City Council's goals.
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's deposits will be held in a qualified public depository pursuant to State of Florida Statutes, Chapter 280, "Florida Security for Public Deposits Act."

### Investment Policies

The City's primary objectives for the investments are safety (preservation of portfolio), liquidity and yield. Investments of surplus funds are permitted in the following:

- The Florida Local Government Surplus Funds Trust Fund (State Board of Administration or 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.

The goal of the investment policy is to meet or exceed the performance of the benchmark Florida Local Government Surplus Trust Fund administered by the State Board of Administration (SBA).

#### **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**

The City will maintain the following fund balances and reserves pursuant to Government Accounting Standards Board Statement 54:

##### 1. Restricted

- The City will maintain all debt service reserve amounts as required by bond covenants.

##### 2. Committed Fund Balance

- Emergency and Disaster reserve in an amount equivalent to 10% of total budgeted operating expenditures for the current fiscal year.
- Pension Plan reserve in an amount equivalent to the net pension obligation determined from the most recent actuarial study.
- Budget stabilization reserve initially established in Fiscal Year 2011 at \$2,100,000.

##### 3. Assigned Fund Balance

Compensated Absences reserve in an amount up to 50% of the difference between the total compensated absences and the amount due within one year as determined in the most recent financial statements.

4. Unassigned Fund Balance reserve in an amount of 25% of the budgeted annual operating expenditures for the current fiscal year.

#### **Capital Assets Policies**

1. The City will track all assets with a value greater than \$750 for inventory and control purposes.
2. A physical inventory will be performed annually.
3. The City will set capitalization thresholds for all capital assets with a life greater than one year

for all classes of assets. For financial reporting purposes, the thresholds are:

	<b><u>Capitalize &amp; Depreciate</u></b>
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

4. 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 by a certified public accounting firm.

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 organizational structure will be reviewed regularly to maintain the highest level of efficiency.
2. The City will maintain a professional workforce through ongoing training and education.
3. Employee compensation will be reviewed periodically to ensure the City is competitive with comparable public entities.

#### **Financial Stability Policies**

1. The City will prepare five (5) year projections for all revenues and expenditures for inclusion in the annual budget.
2. The City will identify and implement strategies for long term financial stability to maintain levels of service and fiscal soundness.
3. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
4. The City will maintain a financially feasible six-year Capital Improvement Program.
5. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.

**BUDGETING PROCESS - FY 2014**

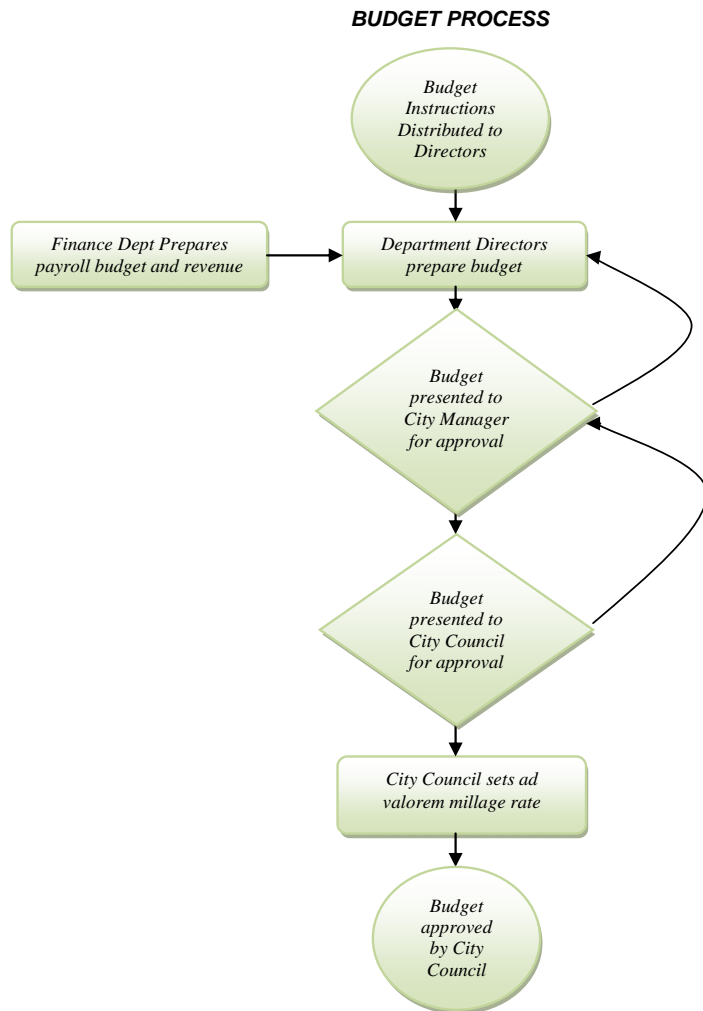
The FY 2014 annual budget for the City of Greenacres covers the period from October 1, 2013 to September 30, 2014, consistent with Chapter 166.241(2) of the Florida State Statutes. The budget process begins in the preceding March with the distribution of the City Manager's Budget Instructions to the Department Directors. Each City department prepares its budget estimates in April. 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 17, 2013 for the FY 2014 budget.

From the public budget 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.





**BUDGET CALENDAR**

FY 2014

<b>Task/Activity</b>	<b>Date</b>
Department of Finance Prepares Budget Module, Budget Request Packages and Guidance Materials	March
Distribution of Budget Instructions	March 29
Departments Prepare Budget Requests and Update Goals & Objectives, Primary Function, Accomplishments, Performance Measures and Organizational Charts	April
Departmental Budget Requests Submitted to City Manager	April 29
Departmental Budget Meetings with the City Manager and Finance Department	May 8-10
Finalize CIP Process and Corresponding Items to Budget	May 17
Property Appraiser Provides Preliminary Tax Roll (Estimate of Total Assessed Values)	May 29
Council Budget Workshop	June 17
Property Appraiser Provides Certification of Taxable Values	June 27
City Council Adopts Proposed Millage Rate and Sets Time and Date for Public Hearings	July 15
Department of Finance Provides Ad Valorem Rates to Property Appraiser	July 19
<b>First Public Hearing on Proposed Budget:</b>	<b>September 10</b>
1. Announces Percent by which Computed Millage Exceeds Rolled-Back Rate	
2. Adopt Tentative Budget	
3. Amendments, if any	
4. Re-Compute Proposed Millage, if amended	
Advertise Notice of Proposed Operating Budget	September 14
<b>Second Public Hearing to Adopt Final Millage Rate and Budget and Approval of Budget Resolutions</b>	<b>September 16</b>
Finance Department to Provide Final Millage Rate to Property Appraiser, Tax Collector and Department of Revenue	September 27
Certification of "TRIM" Compliance Signed by City Manager and Submitted to Property Appraiser	September 27
Beginning of Fiscal Year	October 1

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## GOVERNMENTAL FUNDS

A fund is 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 administration, police, fire rescue, public works, building, planning, recreation, and sanitation. 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 (#102) - This fund (established in FY 1989) accounts for funds generated from law enforcement confiscations. These funds are legally restricted as to usage per Chapter 932, Florida Statutes. Chapter 932, Florida Statutes, prohibits adoption of a revenue budget on this fund. Fund expenditures need City Council approval.
- Arboreous Fund (#103) - This fund was established in fiscal year 1990 and accounts for funds designated for tree planting and maintenance activities. Revenue is generated from commercial development.
- Public Safety Donation Fund (#104) - This fund was established in fiscal year 1996 and accounts for contributions designated for public safety activities.
- Greenacres Youth Programs Fund (#105) - This fund was established in fiscal year 1997 and accounts for funds reserved and designated for youth after school programs and camps.

**Debt Service Fund** - This fund is 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 (#211) – This fund is 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.

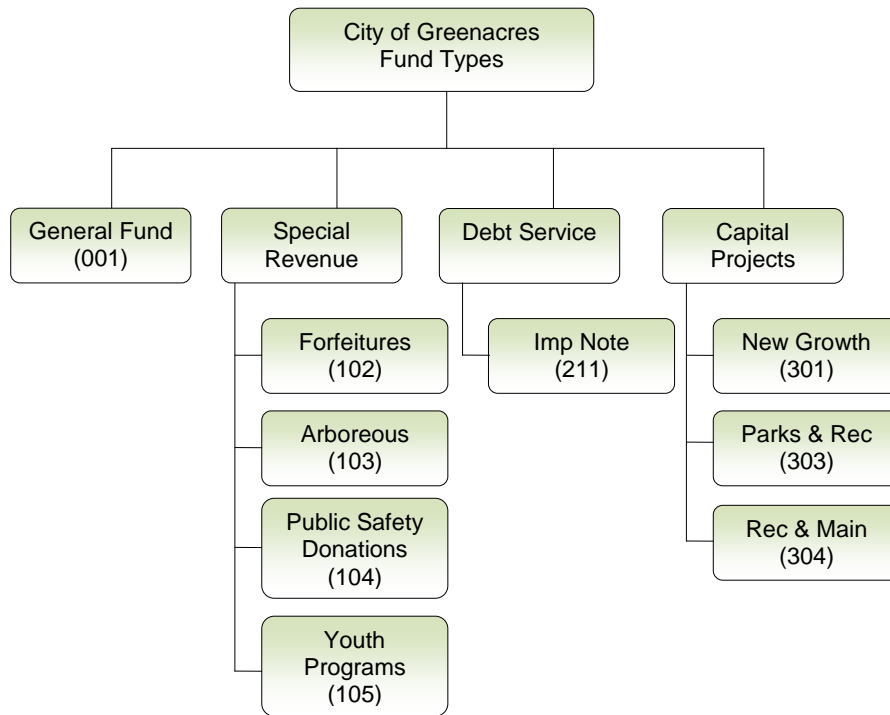
**Capital Projects Funds** - The City operates three capital projects funds and are all major funds. All funds are supported by various sources including the receipt of grants, inter-fund transfers from the General Fund, impact fees and bond proceeds. The three continuing funds are:

- 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 and land acquisition.
- 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.

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 22 years, and the Distinguished Budget Award Presentations for the past 20 years.



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## 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 which 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.

### 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.

### 2. 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:

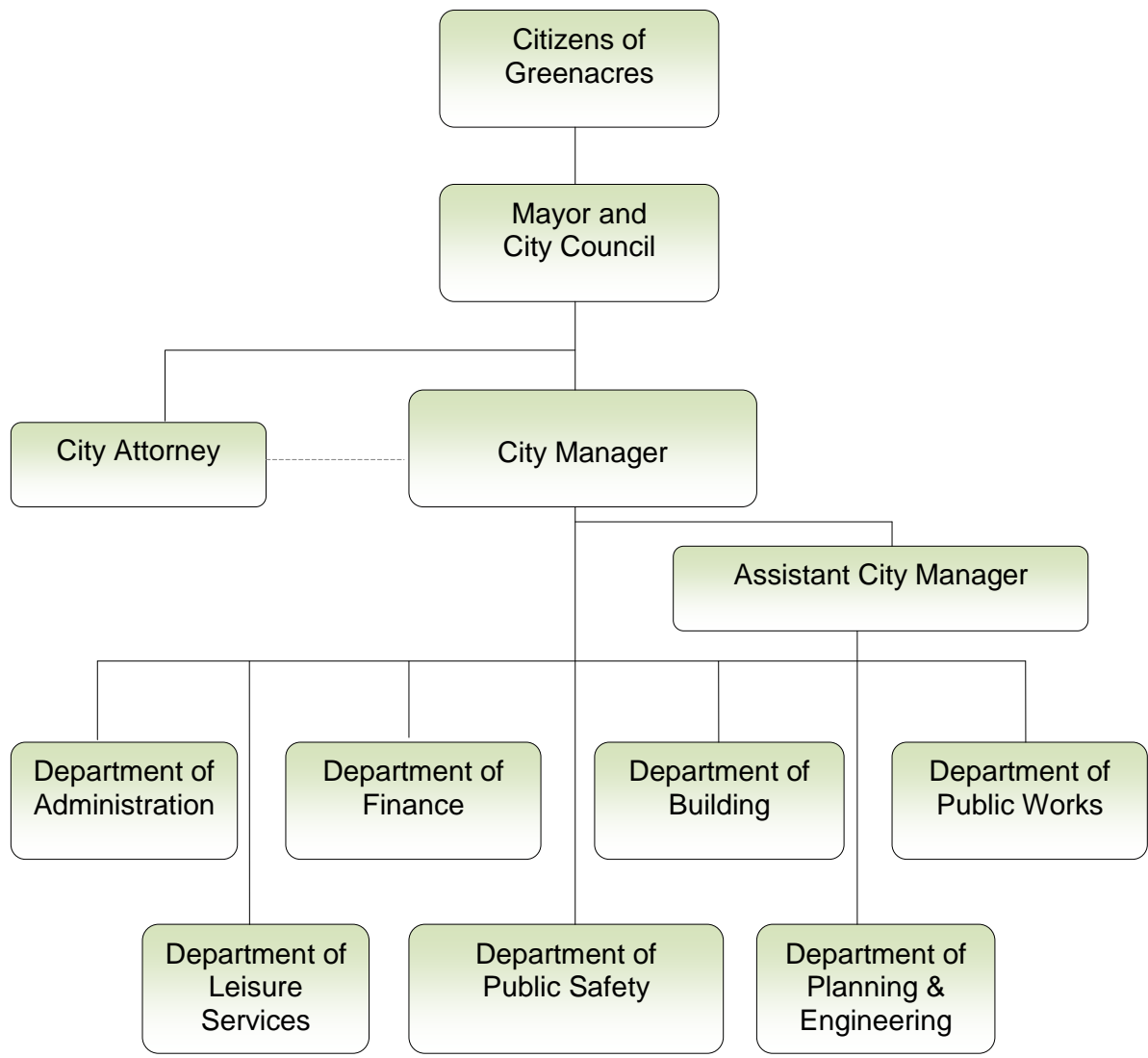
- Revenues are recognized when they are earned and they are measurable and available. "Measurable" means the amount of the transaction is determinable. "Available" means only if the amounts are collectible within the current fiscal period or soon enough thereafter (commonly 60 days) to pay expenditures 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.



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### Organizational Chart



### Mission Statement

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.

Full Time: 175  
Part Time: 24

**PERSONNEL SUMMARY  
FY 2012 – 2014**

DEPARTMENT	FY 2012 SERVICE LEVELS	ACTUAL ADDITIONS OR REDUCTIONS	FY 2013 SERVICE LEVELS	PROPOSED ADDITIONS OR REDUCTIONS	FY 2014 SERVICE LEVELS
Administration	7.5 FT / 6 PT	+0.5	8 FT / 6 PT	0	8 FT / 6 PT
Finance	14 FT	-1	13 FT	0	13 FT
Planning/Eng	5 FT / 1 PT	+0.5	6 FT	0	6 FT
Public Works	20 FT / 2 PT	0	20 FT / 2 PT	0	20 FT / 2 PT
Public Safety	109 FT / 1 PT	0	109 FT / 1 PT	+1	110 FT / 1 PT
Leisure Services	8 FT / 13 PT	0	8 FT / 13 PT	+2	8 FT / 15 PT
Building	9.5 FT	+0.5	10 FT	0	10 FT
<b>TOTALS</b>	<b>173 FT / 23 PT</b>	<b>+0.5</b>	<b>174 FT / 22 PT</b>	<b>+1 FT / +2 PT</b>	<b>175 FT / 24 PT</b>

FT – Full Time; PT – Part Time

The preceding chart shows actual changes between the FY 2012 and FY 2013 service levels and the proposed additions for the budget year FY 2014. A brief explanation is provided below:

Department of Administration:	No staffing changes are proposed for 2014.
Department of Finance:	No staffing changes are proposed for 2014.
Department of Planning/Engineering:	No staffing changes are proposed for 2014.
Department of Public Works:	No staffing changes are proposed for 2014.
Department of Public Safety:	A Captain's position is being replaced by a full time Sergeant and Communications/Records Manager in 2014.
Department of Leisure Services:	Two part time Recreation Aide II positions were added for 2014.
Department of Building:	No staffing changes are proposed for 2014.

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## BUDGET HIGHLIGHTS

This year's budget has been developed using the premise of allocation resources for plans, programs, and strategies to achieve the long term goals related to the City's mission of improving the quality of life by providing the best and most cost efficient public services and facilities to the residents and businesses.

The lingering effects of the "Great Recession" continued to impact the City's revenue which is reflected in the FY 2014 budget. Overall, the City's General Fund budgeted revenue has increased by \$432,401 and the General Fund budgeted expenditures have increased by \$494,882 over FY 2013 budgeted numbers. The following discussion highlights the significant factors that affected the adopted FY 2014 budget.

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

**Ad Valorem Tax**, the largest single revenue source for the City, reflects an increase of approximately \$169,900 from last year's budget. This is a result of a 4.31% increase in certified assessed property values from FY 2013 to FY 2014. The tax millage rate will be the rolled-back rate of 5.4284 mills per \$1,000 of net assessed property value.

**Utility Services Taxes** are taxes authorized by state law applied to providers of utilities within a municipal jurisdiction. FY 2014 revenues are projected to increase from last year's budget by \$49,327.

**Permits and Fees** includes charges imposed upon a utility for the privilege of using municipal rights-of-way to conduct business and for various types of building permits issued by the City. FY 2014 reflects a decrease of \$152,857 over the FY 2013 budget mainly due to projected reductions in Electric Franchise Fees. Revenues from Electric Franchise Fees have experienced a downward trend since FY 2009 due to the local economy.

**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 and State Revenue Sharing. FY 2014 projections show an increase of \$237,595 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 2014 projections show an increase of \$87,875 over the FY 2013 budget in these services. The major increases in this category are \$28,600 for an interlocal agreement with the City of Atlantis to supply EMS services and increases in solid waste fees totaling \$106,238.

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

**Salary and Benefits** represents approximately 75% of the expenditures in the general fund. For FY 2014, personnel costs will be approximately \$127,000 greater than FY 2013 budgeted amounts.

**Operating Expenditures** are \$180,400 greater in FY 2014 compared to the FY 2013 budget. Increased costs for Computer Software of \$85,573 and increases in Other Contractual for \$44,929 account for the majority of the increase.



**BUDGET SUMMARY ALL FUNDS**

	<b>GENERAL FUND</b>	<b>SPECIAL REVENUE FUNDS*</b>	<b>DEBT SERVICE FUNDS</b>	<b>CAPITAL PROJECTS FUNDS</b>	<b>TOTAL</b>
<b><u>ESTIMATED REVENUES:</u></b>					
Taxes:					
Ad Valorem Taxes					
Utility Service Tax					
Other Taxes					
Permits and Fees					
Intergovernmental Revenues					
Charges for Services					
Fines and Forfeitures					
Miscellaneous Revenues					
Interest Earned					
Rent and Royalties					
Other Miscellaneous Revenues					
Total Revenues					
Other Financing Sources					
Debt Proceeds					
Interfund Transfers - IN					
Appropriated use of Fund Balance					
Total Estimated Revenues and Financing Sources					
<b><u>EXPENDITURES, USES AND RESERVES:</u></b>					
General government					
Public safety					
Transportation					
Culture / recreation					
Physical environment					
Debt Service					
Total Expenditures					
Other Financing Uses					
Interfund Transfers - OUT					
Total Appropriated Expenditures and other Uses					

\*Several funds within this fund type 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.

**BUDGET SUMMARY FUND BALANCE  
ALL FUNDS**

	<b>GENERAL FUND</b>	<b>SPECIAL REVENUE FUNDS</b>	<b>DEBT SERVICE FUNDS</b>	<b>CAPITAL PROJECTS FUNDS</b>	<b>TOTAL</b>
<b>ESTIMATED REVENUES:</b>					
Total Revenues	\$20,785,378	\$473,378	\$1,550	\$1,550,417	\$22,810,723
Other Financing Sources					
Interfund Transfers - IN		50,000	410,000		460,000
Appropriated use of Fund Balance	206,728	125,804	(8,290)	2,168,802	2,493,044
Total Estimated Revenues and Financing Sources	<u>\$20,992,106</u>	<u>\$649,182</u>	<u>\$403,260</u>	<u>\$3,719,219</u>	<u>\$25,763,767</u>
<b>EXPENDITURES, USES AND RESERVES:</b>					
Total Expenditures	\$20,532,106	\$649,182	\$403,260	\$3,719,219	\$25,303,767
Other Financing Uses					
Interfund Transfers - OUT	460,000				460,000
Total Appropriated Expenditures and other Uses	<u>\$20,992,106</u>	<u>\$649,182</u>	<u>\$403,260</u>	<u>\$3,719,219</u>	<u>\$25,763,767</u>
Projected Beginning Fund Balance	11,693,586	221,513	525,304	9,242,563	21,682,966
Revenues and Financing Sources	20,785,378	523,378	411,550	1,550,417	23,270,723
Expenditures and other Uses *	(20,992,106)	(649,182)	(403,260)	(4,405,219)	(26,449,767)
Projected Ending Fund Balance	11,486,858	95,709	533,594	6,387,761	18,503,922
<b>Fund Balances</b>					
Nonspendable	215,447				215,447
Restricted for:					
Arboreous Activities		7,669			7,669
Public Safety Donations		20,276			20,276
Youth Programs		67,764			67,764
Debt service			533,594		533,594
New Growth				1,032,179	1,032,179
Parks				2,112,958	2,112,958
Transportation				1,814,097	1,814,097
Committed to:					
Emergency and disaster reserve	2,053,211				2,053,211
Pension plan reserve	812,168				812,168
Budget stabilization reserve	1,749,025				1,749,025
Assigned for:					
Compensated absences reserve	649,363				649,363
Capital Projects				1,428,527	1,428,527
Unassigned:	6,007,644				6,007,644

\* Includes unspent items carried over from prior periods

## THREE YEAR SUMMARY OF REVENUE AND EXPENDITURES

Millage Per \$1,000                      5.6500              5.6500              5.4284

	GENERAL FUND			SPECIAL REVENUE FUNDS *		
	Actual (FY 2012)	Amended Budget (FY 2013)	Budget (FY 2014)	Actual (FY 2012)	Amended Budget (FY 2013)	Budget (FY 2014)
<b>FUND BALANCES BROUGHT FORWARD:</b>	\$10,894,105	\$10,571,603	\$11,305,867	\$247,741	\$196,986	\$221,513
<b>ESTIMATED REVENUES:</b>						
<b>Taxes:</b>						
Ad Valorem Taxes	6,457,109	6,208,749	6,378,649			
Utility Service Tax	2,291,323	2,260,673	2,310,000			
Other Taxes	2,569,250	2,471,952	2,460,420			
Permits and Fees	2,033,888	2,068,794	1,915,937			
Intergovernmental Revenues	3,795,821	3,780,791	4,018,386	295,432	287,980	288,215
Charges for Services	2,932,241	3,053,320	3,141,195	152,048	166,603	176,232
Fines and Forfeitures	108,892	94,624	112,700	88,904	0	0
Miscellaneous Revenues						
Interest Earned	180,612	83,422	98,250	845	247	146
Rent and Royalties	301,003	292,302	287,091			
Other Miscellaneous Revenues	135,349	38,350	62,750	16,517	9,590	8,785
<b>Total Revenues</b>	<b>\$20,805,488</b>	<b>\$20,352,977</b>	<b>\$20,785,378</b>	<b>\$553,746</b>	<b>\$464,420</b>	<b>\$473,378</b>
<b>Other Financing Sources</b>						
Debt Proceeds						
Interfund Transfers - IN				0	0	50,000
<b>Total Estimated Revenues, Other Financing Sources, And Balances Forward</b>	<b>\$20,805,488</b>	<b>\$20,352,977</b>	<b>\$20,785,378</b>	<b>\$553,746</b>	<b>\$464,420</b>	<b>\$523,378</b>
	<b>\$31,699,593</b>	<b>\$30,924,580</b>	<b>\$32,091,245</b>	<b>\$801,487</b>	<b>\$661,406</b>	<b>\$744,891</b>
<b>EXPENDITURES, USES AND RESERVES:</b>						
General government	3,150,193	3,338,055	3,449,229			
Public safety	12,445,937	12,629,741	12,835,101	26,957	50,000	176,048
Transportation	1,469,549	1,508,134	1,514,411			
Culture / recreation	924,256	945,276	961,663	470,250	467,220	463,134
Physical environment	1,693,771	1,666,018	1,771,702	8,510	10,000	10,000
Debt Service						
<b>Total Expenditures</b>	<b>\$19,683,706</b>	<b>\$20,087,224</b>	<b>\$20,532,106</b>	<b>\$505,717</b>	<b>\$527,220</b>	<b>\$649,182</b>
<b>Other Financing Uses</b>						
Interfund Transfers - OUT	410,000	410,000	460,000			
<b>Total Appropriated Expenditures and Other Uses</b>	<b>\$20,093,706</b>	<b>\$20,497,224</b>	<b>\$20,992,106</b>	<b>\$505,717</b>	<b>\$527,220</b>	<b>\$649,182</b>
<b>Reserves</b>	<b>11,605,887</b>	<b>10,427,356</b>	<b>11,099,139</b>	<b>295,770</b>	<b>134,186</b>	<b>95,709</b>
<b>Total Appropriated Expenditures And Reserves</b>	<b>\$31,699,593</b>	<b>\$30,924,580</b>	<b>\$32,091,245</b>	<b>\$801,487</b>	<b>\$661,406</b>	<b>\$744,891</b>

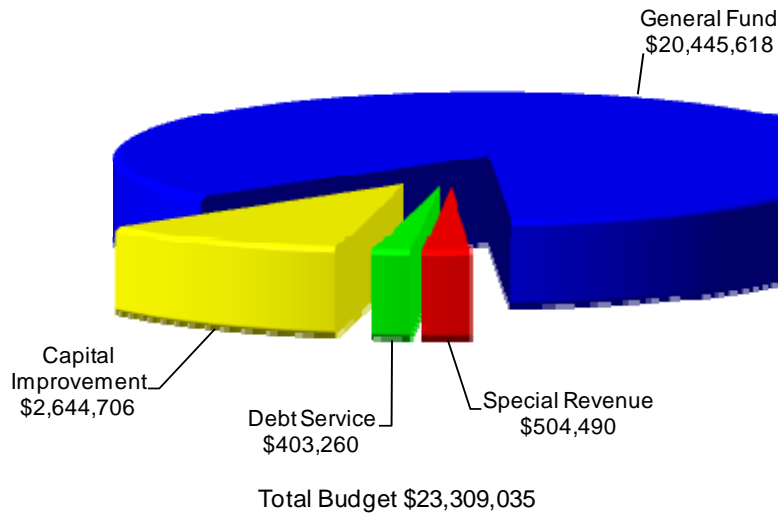
\*The Forfeitures Fund under Special Revenue Fund is not budgeted because Chapter 932, Florida Statutes, prohibits budgeting of these revenues.

**THREE YEAR SUMMARY OF REVENUE AND EXPENDITURES**  
(continued)

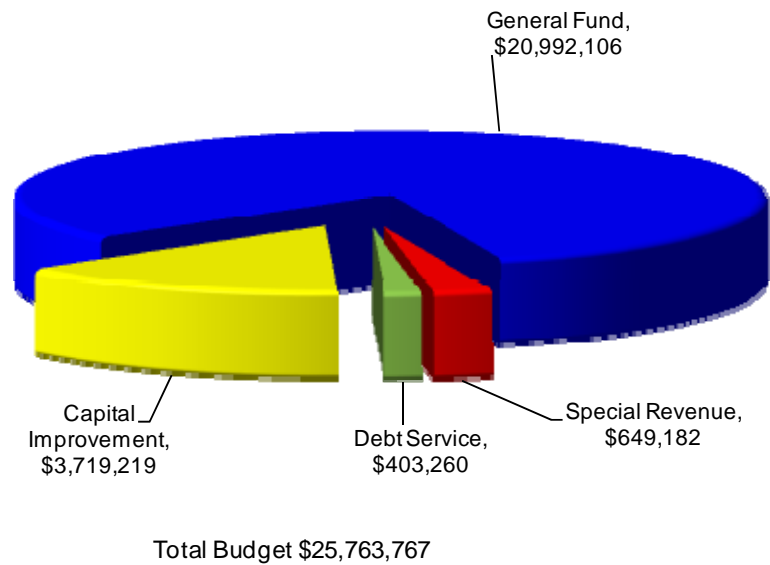
DEBT SERVICE FUNDS			CAPITAL PROJECTS FUNDS			TOTALS		
Actual (FY 2012)	Amended Budget (FY 2013)	Budget (FY 2014)	Actual (FY 2012)	Amended Budget (FY 2013)	Budget (FY 2014)	Actual (FY 2012)	Amended Budget (FY 2013)	Budget (FY 2014)
\$508,510	\$517,249	\$525,304	\$11,054,582	\$14,806,938	\$14,806,938	<b>22,704,938</b>	<b>26,092,776</b>	<b>26,859,622</b>
						<b>6,457,109</b>	<b>6,208,749</b>	<b>6,378,649</b>
						<b>2,291,323</b>	<b>2,260,673</b>	<b>2,310,000</b>
						<b>2,569,250</b>	<b>2,471,952</b>	<b>2,460,420</b>
			37,921	23,546	30,605	<b>2,071,809</b>	<b>2,092,340</b>	<b>1,946,542</b>
			231,675	524,182	1,274,112	<b>4,322,928</b>	<b>4,592,953</b>	<b>5,580,713</b>
						<b>3,084,289</b>	<b>3,219,923</b>	<b>3,317,427</b>
						<b>197,796</b>	<b>94,624</b>	<b>112,700</b>
1,959	1,883	1,550	95,890	74,522	47,800	<b>279,306</b>	<b>160,074</b>	<b>147,746</b>
			164,004	138,526	182,900	<b>465,007</b>	<b>430,828</b>	<b>469,991</b>
			5,000	0	15,000	<b>156,866</b>	<b>47,940</b>	<b>86,535</b>
\$1,959	\$1,883	\$1,550	\$534,490	\$760,776	\$1,550,417	<b>21,895,683</b>	<b>21,580,056</b>	<b>22,810,723</b>
410,000	410,000	410,000				<b>410,000</b>	<b>410,000</b>	<b>460,000</b>
\$411,959	\$411,883	\$411,550	\$534,490	\$760,776	\$1,550,417	<b>22,305,683</b>	<b>21,990,056</b>	<b>23,270,723</b>
\$920,469	\$929,132	\$936,854	\$11,589,072	\$15,567,714	\$16,357,355	<b>45,010,621</b>	<b>48,082,832</b>	<b>50,130,345</b>
			188,672	105,600	173,500	<b>3,338,865</b>	<b>3,443,655</b>	<b>3,622,729</b>
			50,568	106,519	136,007	<b>12,523,462</b>	<b>12,786,260</b>	<b>13,147,156</b>
			972,680	771,050	1,574,400	<b>2,442,229</b>	<b>2,279,184</b>	<b>3,088,811</b>
			523,039	254,162	1,292,612	<b>1,917,545</b>	<b>1,666,658</b>	<b>2,717,409</b>
			386,869	644,000	542,700	<b>2,089,150</b>	<b>2,320,018</b>	<b>2,324,402</b>
403,219	403,260	403,260				<b>403,219</b>	<b>403,260</b>	<b>403,260</b>
\$403,219	\$403,260	\$403,260	\$2,121,828	\$1,881,331	\$3,719,219	<b>22,714,470</b>	<b>22,899,035</b>	<b>\$25,303,767</b>
						<b>410,000</b>	<b>410,000</b>	<b>460,000</b>
\$403,219	\$403,260	\$403,260	\$2,121,828	\$1,881,331	\$3,719,219	<b>23,124,470</b>	<b>23,309,035</b>	<b>25,763,767</b>
517,250	525,872	533,594	9,467,244	13,686,383	12,638,136	<b>21,886,151</b>	<b>24,773,797</b>	<b>24,366,578</b>
\$920,469	\$929,132	\$936,854	\$11,589,072	\$15,567,714	\$16,357,355	<b>45,010,621</b>	<b>48,082,832</b>	<b>\$50,130,345</b>

**TOTAL BUDGET BY FUND TYPE**

**2013**



**2014**



<b>CHANGE IN TAXABLE VALUE OF PROPERTY</b>			Percent Change from Prior Year
July 1, 2009	Prior Year Gross Taxable Value	\$1,894,942,376	
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>	
	<b>July 1, 2009 Gross Taxable Value</b>	<b><u><u>\$1,479,194,142</u></u></b>	<b>-21.940%</b>
Dec. 31, 2009	Value Adjustment Board and Other Changes	-6,587,387	
July 1, 2010	Prior Year Gross Taxable Value	\$1,472,606,755	
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>	
	<b>July 1, 2010 Gross Taxable Value</b>	<b><u><u>\$1,226,574,679</u></u></b>	<b>-16.707%</b>
Dec. 31, 2010	Value Adjustment Board and Other Changes	-4,375,449	
July 1, 2011	Prior Year Gross Taxable Value	\$1,222,199,230	
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>	
	<b>July 1, 2011 Gross Taxable Value</b>	<b><u><u>\$1,194,040,235</u></u></b>	<b>-2.304%</b>
Dec. 31, 2011	Value Adjustment Board and Other Changes	-1,598,240	
July 1, 2012	Prior Year Gross Taxable Value	\$1,192,441,995	
July 1, 2012	Less Decrease in Value Current Property	<u>-57,419,854</u>	
July 1, 2012	Current Year Adjusted Taxable Value	\$1,135,022,141	
July 1, 2012	Plus New Construction Taxable Value	<u>3,205,994</u>	
	<b>July 1, 2012 Gross Taxable Value</b>	<b><u><u>\$1,138,228,135</u></u></b>	<b>-4.546%</b>
Dec. 31, 2012	Value Adjustment Board and Other Changes	-1,528,263	
July 1, 2013	Prior Year Gross Taxable Value	\$1,136,699,872	
July 1, 2013	Plus Increase in Value Current Property	<u>46,411,330</u>	
July 1, 2013	Current Year Adjusted Taxable Value	\$1,183,111,202	
July 1, 2013	Plus New Construction Taxable Value	<u>2,522,255</u>	
	<b>July 1, 2013 Gross Taxable Value</b>	<b><u><u>\$1,185,633,457</u></u></b>	<b>4.305%</b>

### 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.

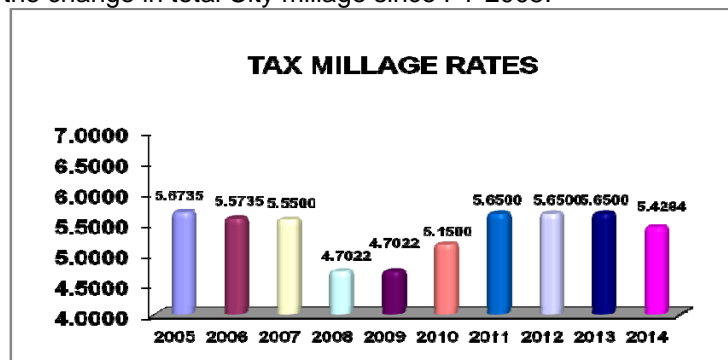
The Property Appraiser adjusts market value appraisals of certain properties based on constitutional and statutory guidance. A \$25,000 homestead exemption is provided to all taxpayers who own a house as a primary residence and are domiciled in Florida. Widows, disabled, senior citizens and veterans can receive up to an additional \$25,000 exemption in property value depending on qualifications. 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, 2013 certified taxable value for operating purposes provided by the Property Appraiser’s office was \$1,185,633,457. This represents a 4.16% increase or \$47,405,322 over last year’s certified taxable value of \$1,138,228,135. This increase reflects some stabilization in property values coupled with new housing starts. 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 on existing properties) is 5.4284 mills which will generate \$6,436,093 (prior to discounting) in property tax revenue.

For the FY 2014 budget, the overall adopted millage rate is to be the rolled-back rate of 5.4284 mills. The projected tax revenue for FY 2014 is \$6,178,649 (after discounting) or \$13,189 more than FY 2013 budget ad valorem revenue.

The chart below shows the change in total City millage since FY 2005.



**AD VALOREM TAX DATA  
FISCAL YEAR 2014**FISCAL YEAR 2013

2012 Gross Taxable Value (July 1, 2012) including New Construction	\$ 1,138,228,135
General Operating Funds (FY 2013) Millage Rate	<u>5.6500</u>
FY 2013 Estimated Ad Valorem Revenue including New Construction	\$ 6,430,989
FY 2013 Ad Valorem Revenue for Budget Purposes at 96%	\$ 6,173,749

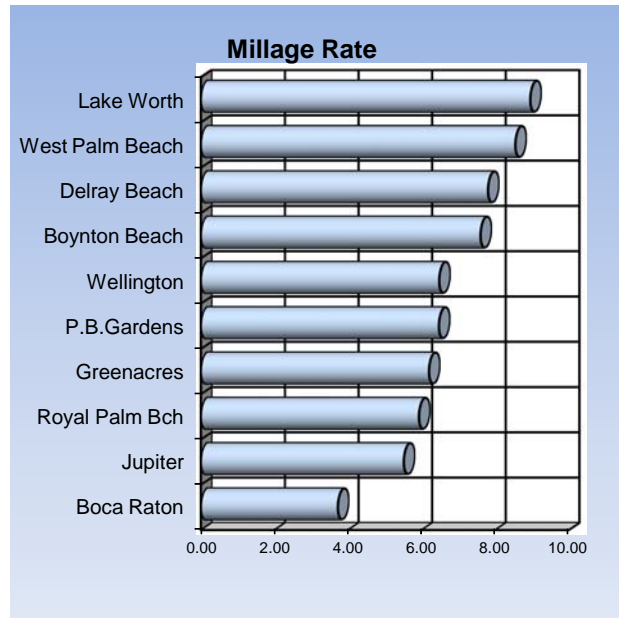
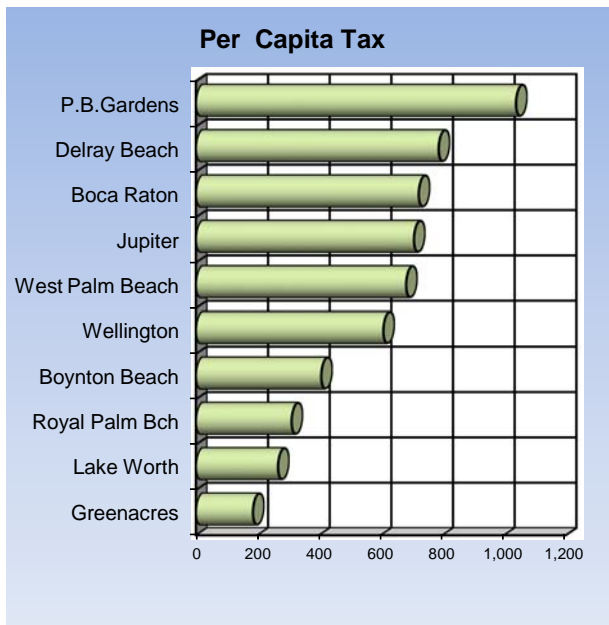
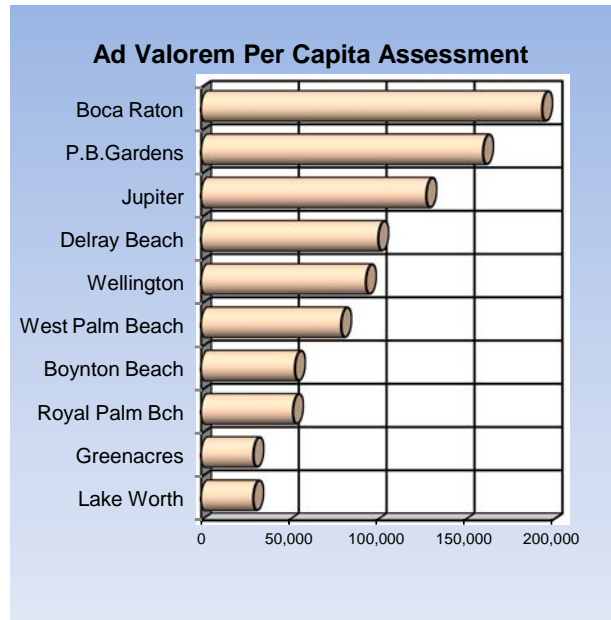
FISCAL YEAR 2014

2013 Gross Taxable Value (July 1, 2013) including New Construction	\$ 1,185,633,457
FY 2014 Rolled-Back Rate (RBR)	<u>5.4284</u>
FY 2014 Estimated Ad Valorem Revenue Based on RBR Less Value ADJ Brd	\$ 6,436,093
FY 2014 Ad Valorem Revenue for Budget Purposes at 96%	\$ <b>6,178,649</b>



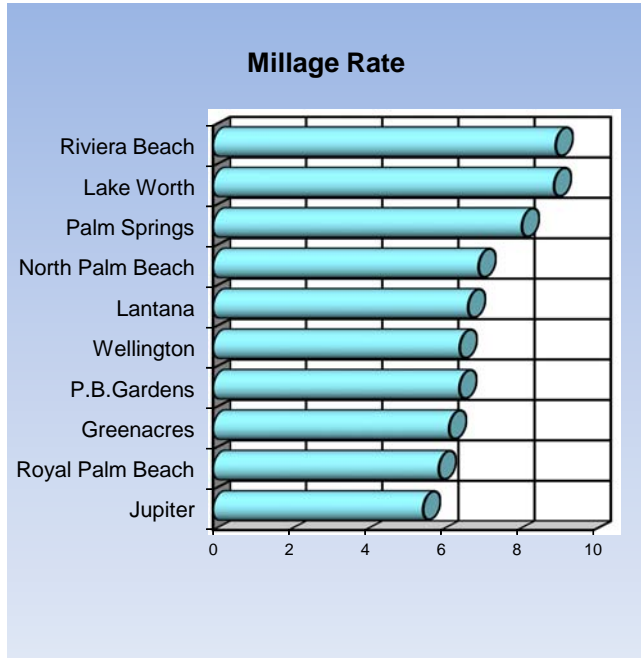
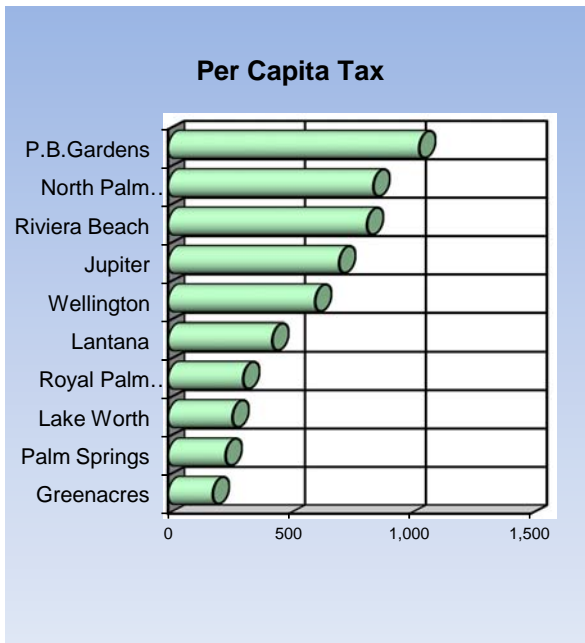
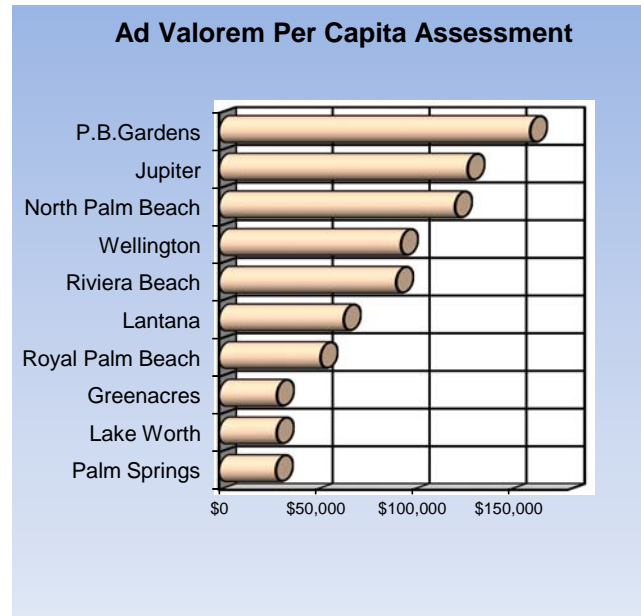
### COMPARISON WITH TEN LARGEST CITIES 2012/2013 AD VALOREM TAXES

**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 the second lowest of the ten largest cities at \$29,851. **Millage Rate:** The Greenacres 2012 millage rate of 5.6500 (plus the library district millage of 0.5491 mills) is the fourth lowest among these cities. These two factors combine to provide Greenacres' residents the lowest ad valorem tax burden (\$185.05) of the ten largest cities in Palm Beach County. These charts include the impact of the County Fire MSTU and library taxes where applicable to achieve direct comparability.



### COMPARISON WITH COMPARABLY SIZED CITIES 2012/2013 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 third lowest of the ten comparably sized cities at \$29,851. **Millage Rate:** The Greenacres 2012 millage rate of 5.6500 (plus the library district millage of 0.5491 mills) is the third lowest of these cities. These two factors combine to provide Greenacres residents the lowest ad valorem tax burden (\$185.08) of the comparably sized cities in Palm Beach County. These charts include the impact of the County Fire MSTU and library taxes where applicable to achieve direct comparability.



**LIST OF PALM BEACH COUNTY MUNICIPALITIES  
2012 AD VALOREM TAXES**  
(includes impact of MSTU Fire and Library Operating Taxes)

City Name	Total 2012 Taxable Value	2012 Population <sup>^</sup>	Per Capita Assessment	2012 Total Millage	Per Capita Tax
MANALAPAN	\$ 839,909,427	410	\$ 2,048,560	0.0028964	\$ 5,933.45
PALM BEACH	11,915,116,021	8,358	1,425,594	0.0032512	4,634.89
VILLAGE OF GOLF	119,898,703	252	475,789	0.0075016	3,569.18
JUPITER INLET COLONY +	226,389,296	398	568,817	0.0052491	2,985.78
PALM BEACH SHORES +	489,966,686	1,150	426,058	0.0067491	2,875.51
GULF STREAM	729,164,514	928	785,738	0.0031000	2,435.79
HIGHLAND BEACH	1,752,273,484	3,629	482,853	0.0048673	2,350.19
OCEAN RIDGE +	696,018,085	1,807	385,179	0.0058991	2,272.21
JUNO BEACH *+	930,632,595	3,233	287,854	0.0068858	1,982.11
SOUTH PALM BEACH *+	258,028,760	1,212	212,895	0.0083246	1,772.27
ATLANTIS +	394,440,914	2,017	195,558	0.0079718	1,558.95
PALM BEACH GARDENS +	7,884,717,200	49,108	160,559	0.0064685	1,038.57
TEQUESTA +	779,911,042	5,652	137,989	0.0063162	871.56
NORTH PALM BEACH	1,483,106,847	12,177	121,796	0.0069723	849.20
RIVIERA BEACH	2,992,416,249	32,723	91,447	0.0089980	822.84
DELRAY BEACH	6,207,019,373	61,495	100,935	0.0078033	787.63
MANGONIA PARK +	130,041,114	1,783	72,934	0.0103491	754.80
BOCA RATON	16,588,217,273	85,413	194,212	0.0037225	722.95
JUPITER #+	7,226,449,945	56,337	128,272	0.0055146	707.37
WEST PALM BEACH	8,112,768,199	101,668	79,797	0.0085469	682.01
BRINY BREEZES +	36,168,060	604	59,881	0.0105491	631.69
WELLINGTON *+	5,399,943,566	57,514	93,889	0.0064772	608.14
LAKE CLARK SHORES *+	181,938,445	3,359	54,164	0.0102870	557.19
LAKE PARK	430,557,630	8,272	52,050	0.0102920	535.70
LANTANA *	678,145,600	10,536	64,365	0.0066976	431.09
HYPOLUXO +	245,063,868	2,631	93,145	0.0044491	414.41
BOYNTON BEACH	3,677,646,538	68,741	53,500	0.0076000	406.60
ROYAL PALM BEACH *+	1,802,769,504	34,421	52,374	0.0059272	310.43
LOXAHATCHEE GROVES *+	179,915,488	3,173	56,702	0.0052072	295.26
LAKE WORTH *	1,044,570,748	35,110	29,751	0.0089526	266.35
HAVERRHILL *+	61,855,653	1,885	32,815	0.0080072	262.75
GLEN RIDGE *+	13,247,658	220	60,217	0.0040072	241.30
PALM SPRINGS *	579,568,060	19,769	29,317	0.0081101	237.76
<b>CITY OF GREENACRES +</b>	<b>1,136,699,872</b>	<b>38,079</b>	<b>29,851</b>	<b>0.0061991</b>	<b>185.05</b>
BELLE GLADE *+	256,777,038	17,722	14,489	0.0105491	152.85
CLOUD LAKE *+	4,122,195	133	30,994	0.0040072	124.20
PAHOKEE *+	66,637,122	5,858	11,375	0.0105491	120.00
SOUTH BAY *+	46,988,496	4,711	9,974	0.0103161	102.89

\*Includes MSTU Fire - 3.4581 Mills

+Includes County Library (Operating) - 0.5491 Mills

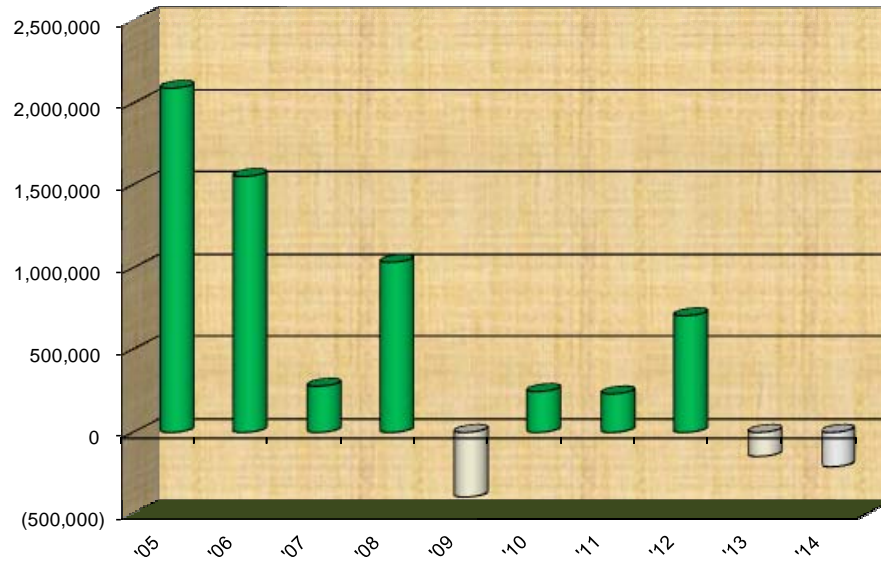
#Includes MSTU Jupiter Fire - 2.1393 Mills

^University of Florida BEBR 2012 Estimate

### REVENUE AND EXPENDITURE SUMMARY

CATEGORY	FY 2013 BUDGET	FY 2014 BUDGET	CHANGE FROM PRIOR YEAR	% CHANGE	% OF TOTAL BUDGET
<b>REVENUES</b>					
Ad Valorem Taxes	\$ 6,208,749	\$ 6,378,649	\$ 169,900	2.7%	30.7%
Millage Rate FY 2014 5.4284					
Utility Service Taxes	2,260,673	2,310,000	49,327	2.2%	11.1%
Other Taxes	2,471,952	2,460,420	(11,532)	-0.5%	11.8%
Permits and Fees	2,068,794	1,915,937	(152,857)	-7.4%	9.2%
Intergovernmental	3,780,791	4,018,386	237,595	6.3%	19.3%
Charges for Services	3,053,320	3,141,195	87,875	2.9%	15.1%
Fines & Forfeitures	94,624	112,700	18,076	19.1%	0.5%
Interest Income	83,422	98,250	14,828	17.8%	0.5%
Rent and Royalties	292,302	287,091	(5,211)	-1.8%	1.4%
Miscellaneous Income	38,350	62,750	24,400	63.6%	0.3%
<b>TOTAL REVENUE</b>	<b>\$ 20,352,977</b>	<b>\$ 20,785,378</b>	<b>\$ 432,401</b>	<b>2%</b>	<b>100%</b>
<b>EXPENDITURES</b>					
Personnel Services	\$ 15,699,637	\$ 15,826,405	\$ 126,768	0.8%	75.4%
Operating	2,704,210	2,884,610	180,400	6.7%	13.7%
Capital Outlay	24,540	73,131	48,591	198.0%	0.3%
Grants and Aids	7,500	7,500	0	0.0%	0.0%
Solid Waste Collection	1,048,513	1,137,636	89,123	8.5%	5.4%
Insurance	425,240	425,240	0	0.0%	2.0%
Interfund Transfers	410,000	460,000	50,000	12.2%	2.2%
Contingency	100,000	100,000	0	0.0%	0.5%
Other Obligations	77,584	77,584	0	0.0%	0.4%
<b>TOTAL EXPENDITURE</b>	<b>\$ 20,497,224</b>	<b>\$ 20,992,106</b>	<b>\$ 494,882</b>	<b>2%</b>	<b>100%</b>
Excess Revenue Over (under) Expenditures	(144,247)	(206,728)			
Projected Stabilization Reserve-Beginning		\$ 1,955,753			
Use of Budget Stabilization Reserve		(206,728)			
Projected Stabilization Reserve-Ending		1,749,025			
Unassigned Reserve		\$ 6,007,644			
Unassigned Reserve as % of expenditures			28.6%		

**EXCESS OF REVENUES AND OTHER SOURCES  
OVER EXPENDITURES AND OTHER USES  
(Excluding Fund Balance)**



Major factors effecting excess or deficit of Revenues over Expenditures

- FY 2005 - 18% increase in revenues from property tax coupled with a 10% increase in intergovernmental shared.
- FY 2006 - 12% increase in revenues from property tax and 42% increase in revenues from franchise fees were offset by higher personnel and fuel costs.
- FY 2007 - A decrease of nearly \$1.0 million was due mainly to increases in personnel costs, property insurance increases and transfers to the Capital Improvement Program.
- FY 2008 - 7% reduction in property tax revenues offset by a 47% reduction in transfers to Capital Improvement Projects.
- FY 2009 - As a consequence of taxpayers passing Amendment 1, the lowering of home assessed values, and the maintaining of the millage rate, property tax revenues decreased \$1.233 million or 13%.
- FY 2010 - Although a deficit of almost \$400 thousand was projected 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.
- FY 2011 - Property tax revenues decreased by \$676 thousand, transfers out for debt service expenditures decreased \$790 thousand.
- FY 2012 - Continuing the millage rate at 5.650 with a 2.65% decrease in assessed property value, the expense budget exceeds revenue by approximately \$293 thousand.
- FY 2013 - Adopted budget includes revenue increases in charges for services and intergovernmental categories partially offset by reductions in permits and fees; budgeted expenditures are greater than revenues by \$144 thousand.
- FY 2014 - Adopted budget includes revenue increases in Ad Valorem revenues due to a projected increase in collections of delinquent accounts and State projected increases in Half-Cent Sales Tax, offset by increased Software Maintenance, School Crossing Guards and Personnel Services.

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**REVENUE SUMMARY BY CATEGORY**

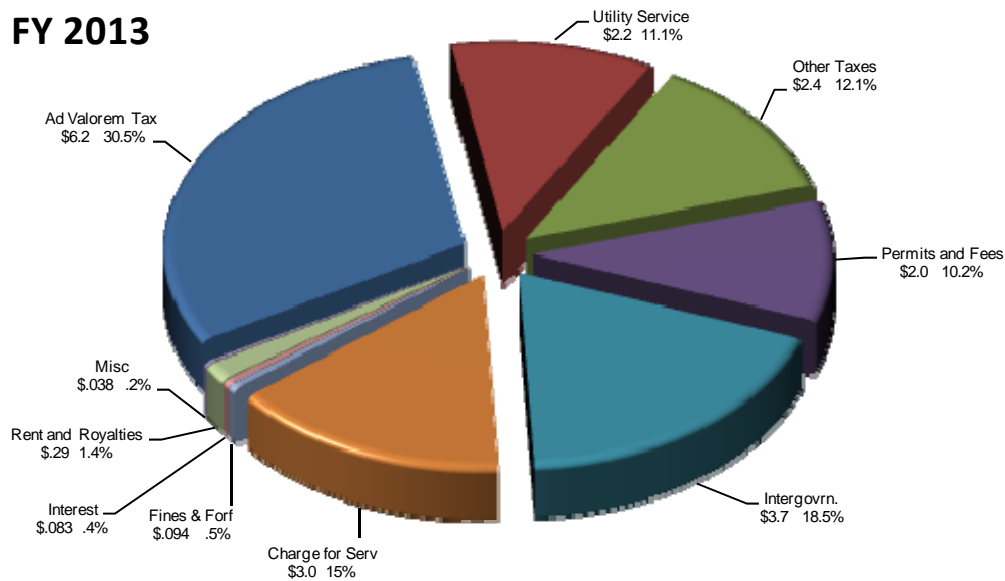

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CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUES</b>				
Ad Valorem*	\$ 6,677,646	\$ 6,457,109	\$ 6,208,749	\$ 6,378,649
Utility Service Taxes	2,268,848	2,291,323	2,260,673	2,310,000
Other Taxes	2,418,257	2,569,250	2,471,952	2,460,420
Permits And Fees	2,038,888	2,033,888	2,068,794	1,915,937
Intergovernmental	3,373,560	3,795,821	3,780,791	4,018,386
Charges For Services	2,713,732	2,932,241	3,053,320	3,141,195
Fines & Forfeitures	94,243	108,892	94,624	112,700
Interest Income	179,890	180,612	83,422	98,250
Rent And Royalties	286,244	301,003	292,302	287,091
Miscellaneous Income	55,459	135,349	38,350	62,750
<b>TOTAL REVENUE</b>	<b>\$ 20,106,767</b>	<b>\$ 20,805,488</b>	<b>\$ 20,352,977</b>	<b>\$ 20,785,378</b>

\*Includes Delinquent Property Taxes

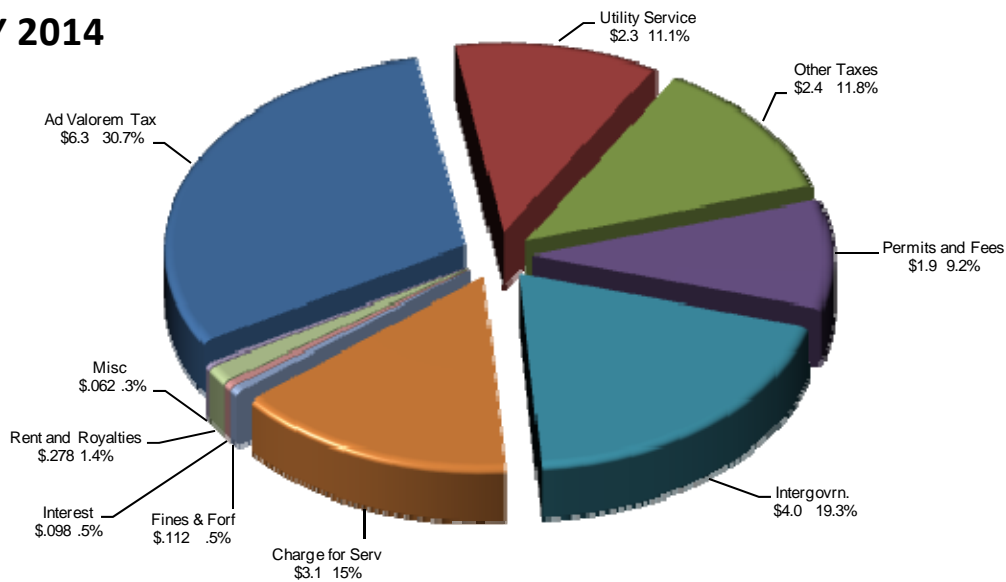
**REVENUE CATEGORY PERCENTAGE  
BASED ON GROSS BUDGET (in millions)**

**FY 2013**



Based upon Budgeted Revenue of \$20,352,977

**FY 2014**



Based upon Budgeted Revenue of \$20,785,378

In FY 2014, ad valorem taxes remain the City’s largest revenue source at 30.7% of the total revenue. Intergovernmental transfers from the federal, state and county governments, account for 19.3% of the total revenue. Utility service taxes and Charge for Services are next at 11.1% and 11.8%, respectively.

## REVENUE DETAIL

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
AD VALOREM TAXES					
311-100	Real And Pers. Prop. Tax	\$ 6,439,683	\$ 6,258,439	\$ 6,023,749	\$ 6,178,649
311-200	Del Real & Personal Prop.	237,963	198,670	185,000	200,000
<b>TOTAL AD VALOREM TAXES</b>		<b>6,677,646</b>	<b>6,457,109</b>	<b>6,208,749</b>	<b>6,378,649</b>
UTILITY SERVICE TAXES					
314-100	Electric Utility Taxes	1,785,411	1,808,707	1,791,956	1,820,000
314-300	Water Utility Service Tax	413,921	414,978	398,322	420,000
314-400	Gas Utility Taxes	46,938	45,006	47,083	46,000
314-800	Propane Gas Utility Taxes	22,578	22,632	23,312	24,000
<b>TOTAL UTILITY SERVICE TAXES</b>		<b>2,268,848</b>	<b>2,291,323</b>	<b>2,260,673</b>	<b>2,310,000</b>
OTHER TAXES					
312-410	1st Local Option Gas Tax	236,342	263,351	259,684	265,200
312-420	2nd Local Option Gas Tax	110,118	124,216	122,268	122,400
312-510	Ins Prem Tax-Firefighter	217,325	227,797	220,000	232,352
312-520	Ins Prem Tax-Police	181,288	195,067	181,000	198,968
315-200	Communication Service Tax	1,455,953	1,529,461	1,470,000	1,400,000
316-001	New Business Tax Receipt	15,423	21,235	19,000	19,000
316-010	Renewal Business Tx Rec	157,320	155,722	155,500	170,000
316-020	Transferred B-Tax Receipt	692	343	500	500
316-030	Rental Property BTR	43,796	52,058	44,000	52,000
<b>TOTAL OTHER TAXES</b>		<b>2,418,257</b>	<b>2,569,250</b>	<b>2,471,952</b>	<b>2,460,420</b>
PERMITS AND FEES					
322-100	Building Permit	197,913	243,603	190,000	181,050
322-101	Building Permit-Sitework	5,691	16,541	14,000	21,000
322-102	Building Plan Review Fees	200	0	800	1,000
322-200	Electrical Permit	16,534	14,735	9,000	15,000
322-300	Plumbing Permit	8,994	8,791	10,000	10,000
322-400	Mechanical Permit	46,127	46,926	20,000	40,000
323-100	Electric Franchise Fees	1,634,914	1,563,974	1,700,000	1,500,000
323-400	Gas Franchise Fees	12,726	30,448	20,000	20,000
323-700	Solid Waste Franch Fee/Comm	24,965	23,246	23,723	24,479
323-702	Solid Waste Franch Fee/Resident	53,529	54,598	55,721	62,570
325-112	Dist 1 Special Assess Pen	801	0	0	0
329-001	Miscellaneous Inspections	1,747	1,725	200	200
329-010	Const. Reinspection Fees	435	640	350	200
329-020	Inspections After Hours	0	150	0	150
329-050	Planning Filing Fees	30,231	25,461	20,000	31,970
329-060	Engineering Review Fees	0	505	0	2,168
329-065	Petition Advertisements	3,149	1,209	4,000	5,150



## REVENUE DETAIL

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	PERMITS AND FEES CONT.				
329-110	Permit Surcharge - DCA	466	668	500	500
329-120	Permit Surcharge - DBPR	466	668	500	500
	<b>TOTAL PERMITS AND FEES</b>	<b>2,038,888</b>	<b>2,033,888</b>	<b>2,068,794</b>	<b>1,915,937</b>
	INTERGOVERNMENTAL				
331-240	Bullet Proof Vest Grant	3,680	4,368	2,400	3,500
331-501	FEMA -Hurricane Expense	0	0	0	0
334-491	FDOT Lighting Reimbursmnt	24,506	24,506	24,506	24,506
335-120	State Revenue Sharing	911,699	993,423	1,095,325	1,100,000
335-140	Mobile Home License Tax	8,431	9,135	8,500	8,500
335-150	Alcoholic Beverage Lic.	9,051	8,149	9,500	8,000
335-180	Half-Cent Sales Tax	2,124,728	2,465,288	2,400,000	2,650,000
335-210	Firefighter Supplemental	7,610	7,710	7,560	8,880
335-490	Motor Fuel Tax Rebate	8,942	12,248	11,000	11,000
337-200	PBC LE Task Force	10,287	12,939	0	0
337-201	PBC E911 Fund	50,804	73,019	50,000	60,000
337-700	Youth Grant	0	0	0	0
338-100	SWA Recycling Refund	124,812	69,951	90,000	53,000
338-200	B'ness Tax Receipt from Cnty	47,570	76,317	70,000	77,000
351-700	Traffic Fines 12.50 Funds	41,440	38,768	12,000	14,000
	<b>TOTAL INTERGOVERNMENTAL</b>	<b>3,373,560</b>	<b>3,795,821</b>	<b>3,780,791</b>	<b>4,018,386</b>
	CHARGE FOR SERVICES				
341-300	Youth Prog Maint Fees	5,327	588	500	500
341-300	Youth Program Admin Fees	23,800	23,800	23,800	23,800
341-301	County Impact Admin Fees	7,143	10,785	7,000	7,000
341-900	Elections - Filing Fees	820	805	498	483
341-901	Sales of Clerk Documents	38,216	35,764	30,000	35,000
341-901	Sales of Planning Doc	2,407	7,257	2,500	2,500
341-910	Supp. Pay. Processing Fee	181	203	182	264
342-100	Security-Special Detail	28,373	133,840	100,000	132,000
342-200	Atlantis Interlocal Agree	524,025	536,874	715,000	743,600
342-500	Atlantis Annual Fire Insp	2,498	2,749	2,500	2,749
342-501	GAC Annual Fire Insp Fee	12,410	18,992	10,500	18,992
342-510	Fire Re-Inspection Fees	500	569	500	569
342-520	Pre-Business Tx Rec Insp	5,575	3,900	5,000	5,500
342-521	Rental Property BTR Insp	3,650	2,400	3,500	3,500
342-530	Atlantis Fire Plan Rev Fe	1,420	5,378	1,200	5,915
342-531	GAC Fire Plan Rev Fee	6,595	6,443	5,000	7,087
342-601	GAC-Ambulance Revenue	1,245,428	1,351,841	1,200,000	1,300,000
342-610	EMS W/O - Uncollectible	(421,400)	(477,395)	(360,000)	(475,000)
342-611	EMS W/O - Contractual	(118,643)	(125,086)	(120,000)	(120,000)
342-620	EMS Allowance Adjustment	4,262	16,986	8,684	20,562
342-900	False Fire Alarms Rev	6,900	5,900	5,000	5,000

## REVENUE DETAIL

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	CHARGE FOR SERVICES CONT.				
342-901	Sales of P/S Documents	8,963	9,021	8,000	8,000
342-902	False Burglar Alarms Rev	12,115	8,380	7,000	7,300
343-411	Solid Waste Fee	688,801	689,796	706,710	812,938
343-413	Solid Waste Recycling Fees	389,239	389,808	399,493	324,699
343-415	Solid Waste Misc	0	8,253	0	0
343-451	Solid Waste Admin Fees	104,085	109,196	111,442	113,764
343-452	Solid Waste Lien Fees	18,700	21,350	18,800	19,980
343-453	Solid Waste Penalties	43,661	49,426	44,824	53,603
347-211	Athletic Fees	25,216	43,157	64,024	41,340
347-212	Leisure Activities Fees	4,866	5,695	5,000	4,500
347-214	Discover Florida Trips	15,590	13,646	12,216	13,524
347-400	Special Event Commissions	10,766	15,156	24,447	13,820
349-000	Maintenance Reimbursement	12,243	6,764	10,000	7,706
	<b>TOTAL CHARGE FOR SERVICES</b>	<b>2,713,732</b>	<b>2,932,241</b>	<b>3,053,320</b>	<b>3,141,195</b>
	FINES & FORFEITURES				
351-500	Fines-Moving Violations	67,270	75,866	67,270	75,000
351-501	Law Enforcement Education	8,176	9,522	6,054	9,000
354-100	Code Enforcement Penalty	10,108	18,160	15,000	25,000
354-103	Permit/BTR Penalties	323	613	200	600
354-200	Non-Moving Violations	5,515	3,540	5,000	2,000
354-201	Late Fees-Parking Tickets	858	468	600	600
359-000	Restitution	0	0	100	100
359-100	Nsf Service Charges	445	344	300	300
359-130	Lost / Abandoned Property	1,548	379	100	100
	<b>TOTAL FINES &amp; FORFEITURES</b>	<b>94,243</b>	<b>108,892</b>	<b>94,624</b>	<b>112,700</b>
	INTEREST				
361-100	Misc Interest On A/R	31	28	50	50
361-110	Tax Collector's Interest	844	2,901	1,198	1,200
361-120	SBA Interest	6,605	8,841	7,500	4,000
361-130	FMLvT Interest	70,474	63,651	70,474	63,000
361-150	Bank Investment Program	43,130	11,073	4,200	10,000
361-301	SBA Change Fair Value Invest	58,806	94,118	0	20,000
	<b>TOTAL INTEREST</b>	<b>179,890</b>	<b>180,612</b>	<b>83,422</b>	<b>98,250</b>
	RENT AND ROYALTIES				
362-100	Rental Fees-Short Term	79,596	91,265	78,576	75,000
362-110	Rental Income-Long Term	204,148	207,188	211,326	208,491
362-600	Vending Machine Royalties	2,500	2,550	2,400	3,600
	<b>TOTAL RENT AND ROYALTIES</b>	<b>286,244</b>	<b>301,003</b>	<b>292,302</b>	<b>287,091</b>

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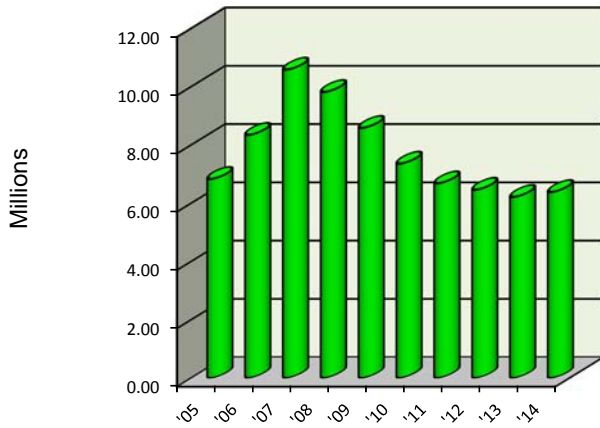
**REVENUE DETAIL**


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ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	MISCELLANEOUS				
364-410	Surplus Sales-Furn,Equip	20,874	22,407	10,000	25,000
366-303	Egg Hunt Sponsorship	0	250	250	300
366-304	July 4th Sponsorship	165	0	3,500	2,000
366-900	Contributions	3,282	8,233	5,500	1,500
369-300	Insurance Proceeds	3,341	25,044	5,000	5,000
369-900	Refunds-Current Year	264	856	1,000	1,000
369-901	Refunds - Prior Year	10,630	63,060	100	20,000
369-902	GTL Reimbursements	932	971	950	900
369-903	Reimbursement from Employee	57	4,808	0	0
369-905	Witness & Jury Reimburse	39	41	50	50
369-910	Forfeit Non-Vested Retire	14,423	6,909	10,000	5,000
369-915	Leisure Svcs Fundraiser	0	0	0	0
369-999	Miscellaneous Revenues	1,452	2,770	2,000	2,000
	<b>TOTAL MISCELLANEOUS</b>	<b>55,459</b>	<b>135,349</b>	<b>38,350</b>	<b>62,750</b>
<b>GRAND TOTAL</b>		<b>\$ 20,106,767</b>	<b>\$ 20,805,488</b>	<b>\$ 20,352,977</b>	<b>\$ 20,785,378</b>

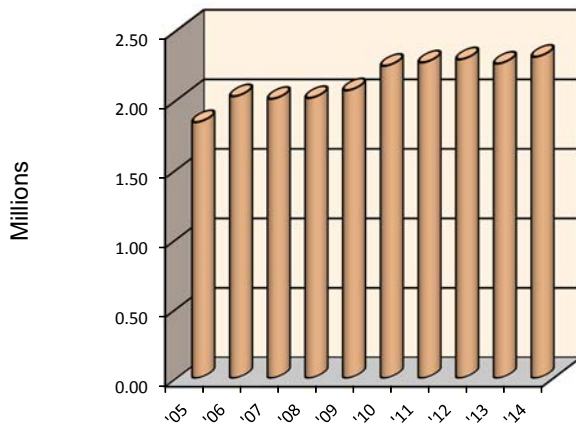
### REVENUE HISTORY BY CATEGORY

Ad Valorem Taxes



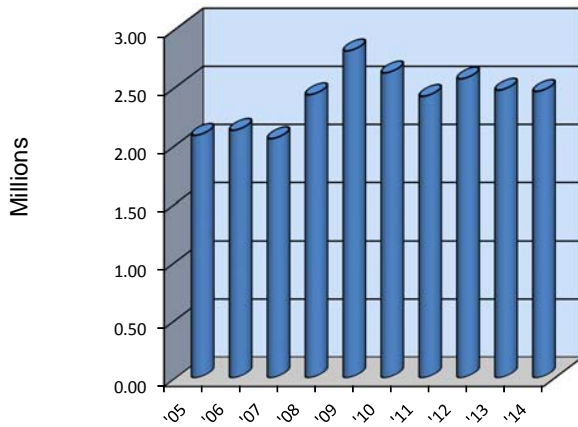
**Ad Valorem Taxes:** The City's FY 2014 certified assessed values including new construction increased by 2.7% from FY 2013. The slight increase is related to new construction.

Utility Service Taxes



**Utility Service Taxes:** For FY 2014, \$2.3 millions of utility service tax revenue is projected. There has been steady upward trend in this revenue from FY 2004 to FY 2011, except during 2006 when revenues had a onetime 10% increase, then resumed along the prior trend line. This category of revenue is based on usage of applicable services.

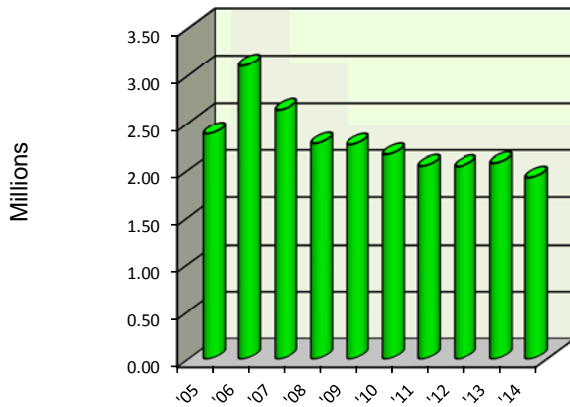
Other Taxes



**Other Taxes:** The majority of revenue in this category is derived from Communication Service Tax. In FY 2009 and FY 2010, revenues increased through a concerted effort working with the State to correct the database used for the Communication Service Tax (CST) revenue allocation. Since that time, revenues have been stable. A slight decrease of .5% has been predicted for FY 2014.

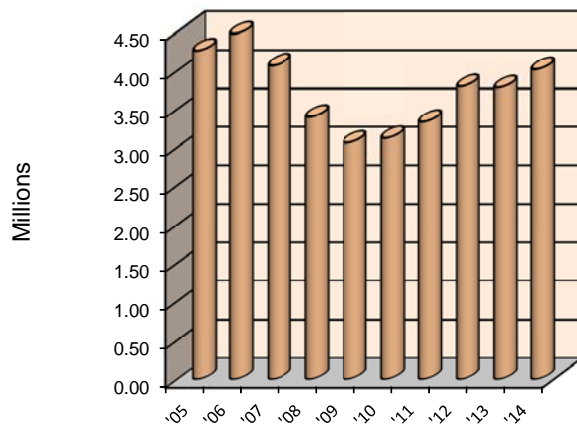
### REVENUE HISTORY BY CATEGORY

Permits and Fees



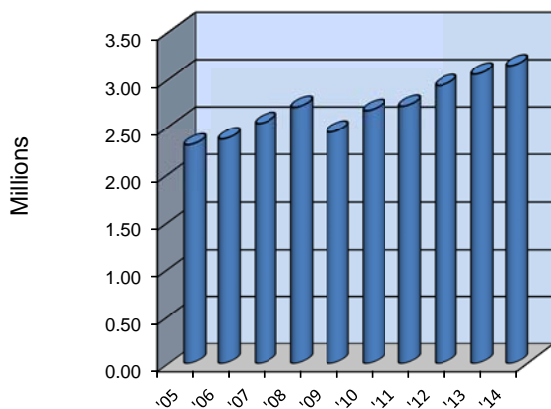
**Permits and Fees:** For FY 2014, \$1.9 million is projected to be collected for permits and fees. Electric franchise fees comprise the largest component of this revenue category. In FY 2010, there were rebated to consumers for rate charge correction related to electric service, since FY 2010 revenues in this category have been negatively impacted by economic conditions. This category of revenue is based on usage of applicable services.

Intergovernmental



**Intergovernmental:** This is the second largest source of City general fund revenue, with \$4.02 million projected for FY 2014. The increase in FY 2014 is due to a forecasted increase and the half-cent sales tax and State Revenue sharing.

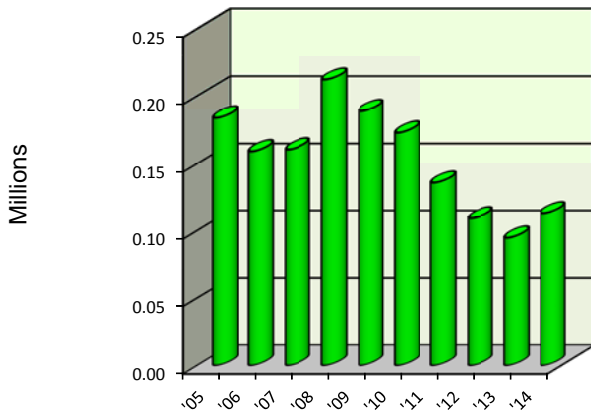
Charge for Services



**Charges for Services:** The third largest source of City general fund revenue, with over \$3.1 million projected for FY 2014, are charges for services. The City's contract with the City of Atlantis for fire rescue services and the solid waste fees have contributed to moderate increase since FY 2009.

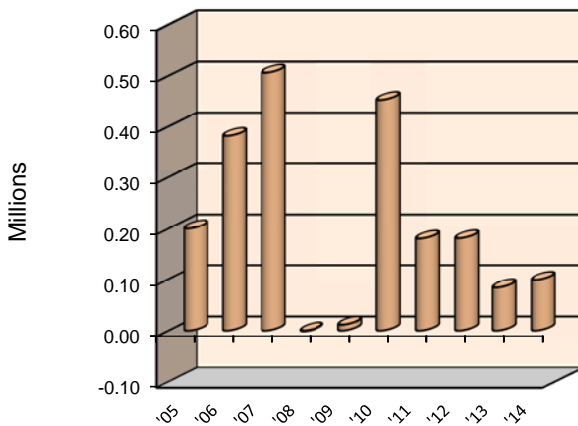
### REVENUE HISTORY BY CATEGORY

Fines and Forfeitures



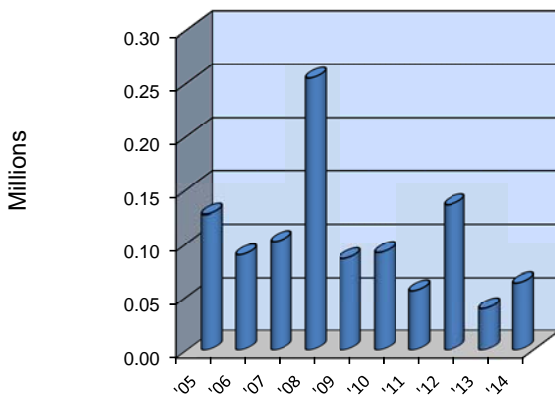
**Fines and Forfeitures:** Fines from moving and non-moving violations have fluctuated over the years depending on the level of enforcement throughout the year. For FY 2014 a slight increase is projected for code enforcement and fine moving violation.

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 2007, investment did benefit from strong market values and interest rates. The variations in FY 2008 through FY 2011 were related to the write-down for investments with the State Board of Administration. In 2010, the City held a large amount of funds in CD's with high interest rates. Interest income for 2014 is projected higher due to slight increase in interest.

Miscellaneous



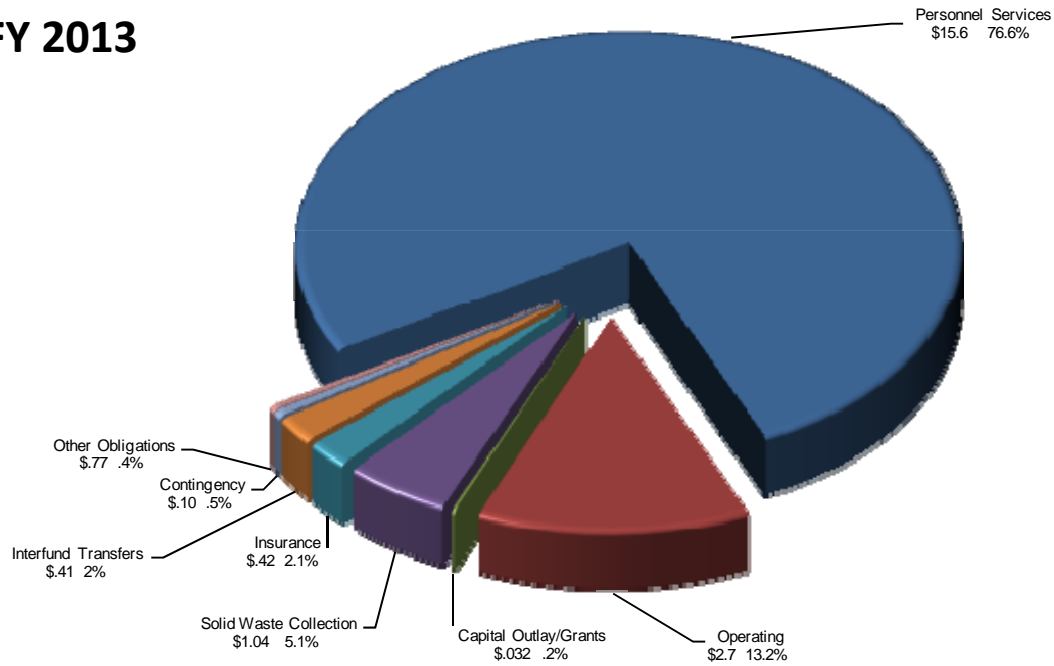
**Miscellaneous:** The major increase in revenue for FY 2008 was due to the sale of surplus equipment and forfeiture of non-vested retirement. FY 2012, shows a high income due to premium refund from prior year. The FY 2014 projection includes a slight increase over FY 2013 due to another projected prior year premium refund.

**EXPENDITURE SUMMARY BY CATEGORY**

CATEGORY	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>EXPENDITURES</b>				
Personnel Services	\$ 15,486,860	\$ 15,531,993	\$ 15,699,637	\$ 15,826,405
Operating Expenses	2,502,323	2,520,912	2,704,210	2,884,610
Capital Outlay	16,204	44,859	24,540	73,131
Grants And Aids	7,500	7,500	7,500	7,500
Solid Waste Collection	1,045,215	1,087,620	1,048,513	1,137,636
Insurance	342,136	404,374	425,240	425,240
Interfund Transfers	410,000	410,000	410,000	460,000
Contingency	0	0	100,000	100,000
Other Obligations	64,572	86,448	77,584	77,584
<b>TOTAL EXPENDITURE</b>	<b>\$ 19,874,810</b>	<b>\$ 20,093,706</b>	<b>\$ 20,497,224</b>	<b>\$ 20,992,106</b>

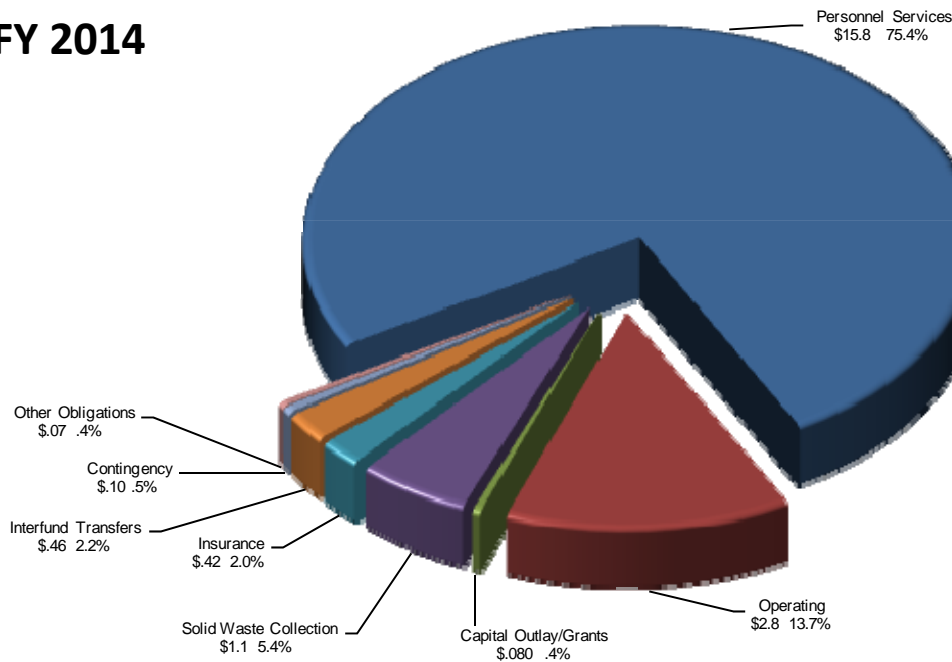
**EXPENDITURE CATEGORY PERCENTAGE  
BASED ON GROSS BUDGET (in millions)**

**FY 2013**



Based on Budgeted Expenditures of \$20,497,224

**FY 2014**



Based on Budgeted Expenditures of \$20,992,106



## EXPENDITURE DETAIL

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
PERSONNEL SERVICES					
11-1	Executive Salaries	\$ 885,638	\$ 784,907	\$ 787,453	\$ 807,870
12-1	Regular Salaries & Wages	8,937,933	9,153,790	9,343,696	9,388,906
12-2	Vac/Sick Payout	61,636	48,017	0	0
13-1	Other Salaries & Wages	92,724	108,133	123,265	55,936
14-1	Overtime	616,750	741,141	603,779	698,114
15-1	Special Pay	190,833	264,297	249,880	255,241
21-1	Fica Taxes	767,410	799,390	796,147	806,470
22-1	Retirement Contributions	385,518	239,441	251,514	286,487
22-2	FLC Gen Retirement Contr	142,037	148,144	165,158	172,770
22-3	FLC Gen Retirement Match	61,064	65,245	82,580	86,394
22-4	FLC P/S FF Retirement	1,509,546	1,363,031	1,417,252	1,281,898
23-1	Life & Health Insurance	1,210,754	1,180,216	1,237,577	1,313,893
23-2	Dependent Insurance	353,766	330,615	342,211	374,967
23-3	Short Term Disability	13,650	20,025	0	0
24-1	Worker's Compensation	247,970	269,329	286,052	284,382
24-2	City Shared Worker Comp	7,744	3,768	0	0
25-1	Unemployment Compensation	1,887	12,504	13,073	13,077
<b>TOTAL PERSONNEL SERVICES</b>		<b>15,486,860</b>	<b>15,531,993</b>	<b>15,699,637</b>	<b>15,826,405</b>
OPERATING EXPENSES					
31-1	Legal Expenses	0	47,534	31,500	41,500
31-2	Engineering & Architect	17,747	14,217	24,165	22,702
31-4	Other Professional	353,806	77,854	52,980	58,154
31-5	Physical Exams	4,695	7,465	5,285	7,250
32-1	Accounting & Audit	44,765	33,749	41,600	42,700
34-2	Aquatic Weed Control	3,165	2,385	2,980	3,864
34-4	Other Contractual	226,735	434,742	488,269	533,198
34-41	Doc Services	58,590	59,412	60,941	60,963
40-1	Senior Trips	15,033	14,778	11,802	13,176
40-2	Tuition Reimbursement	7,122	5,184	7,500	7,500
40-3	Personnel Recruiting	0	644	500	500
40-4	Ed Train Sem & Assc Exp	59,683	58,068	100,427	107,544
40-5	Business Expense. & Mileage	1,887	989	2,461	2,463
41-1	Telephone, Teleg. & Mail	127,806	129,834	126,682	120,998
42-1	Postage, Frt. & Express	46,364	45,071	46,440	47,675
43-1	Electricity	200,200	202,610	205,380	204,768
43-2	Street Lights	166,088	169,954	169,480	169,300
43-4	Water & Sewer	32,279	38,511	33,276	37,800
43-5	Dumping Fees	22,647	21,506	22,573	33,230
44-1	Equipment Rental	2,500	4,885	4,498	4,415
44-2	Uniform Rental	1,169	1,128	1,822	1,822
44-3	Other Rentals	5,066	3,996	5,300	5,300
45-2	Notary Fees	528	351	460	560

## EXPENDITURE DETAIL

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	OPERATING EXPENSES CONT.				
46-1	R & M - Buildings	28,642	27,156	27,000	27,250
46-11	R & M - Buildings Other Cont	0	28,898	31,725	33,073
46-2	R & M - Vehicles	65,929	73,582	67,090	72,090
46-21	R & M - Vehicles Other Cont	0	34,513	37,730	42,730
46-3	R & M - Office Equipment	14,007	12,269	16,352	13,804
46-4	R & M - Communications	53,135	52,255	59,672	63,358
46-5	R & M - Other Equipment	66,789	73,445	79,613	79,327
46-51	R & M - Other Equip Contractual	0	0	1,000	1,000
46-6	R & M - Parks & Athletics	16,334	14,998	11,250	11,250
46-61	R & M - Parks Other Contractual	0	3,647	3,500	5,000
46-7	R & M - Computer Equipment	23,628	20,395	23,400	15,900
47-1	Printing & Binding	14,753	22,906	26,129	25,631
48-1	City Publicity	7,644	1,225	1,425	1,425
48-17	Neighborhood Assoc	1,177	1,377	1,000	1,000
48-2	Crime & Fire Prevention	701	1,489	1,700	1,200
48-3	Other Community Events	1,835	1,721	2,167	2,197
48-34	Egg Hunt	3,027	2,277	2,664	3,800
48-4	Fireworks	18,937	19,050	18,186	19,185
48-6	Other Promo. Activities	8,123	7,865	9,555	10,097
48-71	L/S Sponsorship Expoffs	1,916	2,000	4,000	4,000
48-91	Youth Athletics	0	6,041	15,794	15,941
49-1	Legal Ads	21,434	10,506	12,968	15,276
49-10	Property Tax	539	525	600	0
49-2	Election Expenses	20,858	21,043	21,761	21,621
49-3	Titles, Tags & Taxes	1,606	1,786	1,450	1,680
49-5	Witness Fees, Info.	1,127	3,023	4,500	4,500
49-6	Miscellaneous Expense	2,097	1,748	1,665	1,800
49-7	Computer Software	128,137	90,621	85,858	171,431
49-8	Recording Fees	2,088	2,400	2,600	3,000
49-9	Classified Ads	2,075	2,759	2,800	2,700
51-2	Office Supplies	21,359	22,210	23,686	25,115
51-4	Copy Paper & Supplies	8,372	6,074	20,168	12,456
51-5	Minor Office Equipment	7,315	7,090	11,679	10,725
51-7	Commemoratives	7,065	8,875	8,400	9,141
52-1	Fuel & Lubricants	263,294	291,838	304,520	297,520
52-2	Parks & Grounds Sup.	14,155	18,466	16,000	16,000
52-3	Cust. Lab. & Chem. Sup.	25,854	25,743	26,658	27,956
52-4	Ammo, Weapons & Clean.	18,849	19,192	17,175	16,831
52-5	Small Tools & Apparatus	15,786	15,246	20,482	18,738
52-6	Recreation Supplies	640	293	2,217	1,336
52-7	Medical Supplies	51,941	54,009	65,375	65,340
52-8	Uniforms & Clothing	38,585	45,467	50,341	67,676

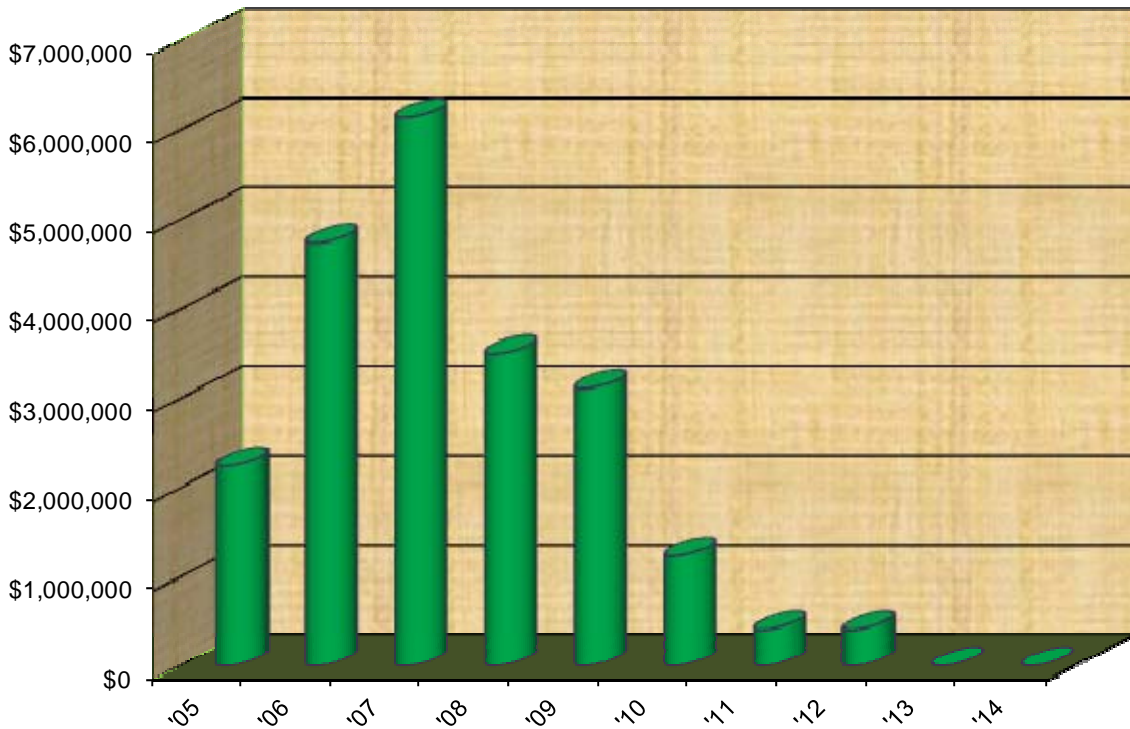
**EXPENDITURE DETAIL**

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	OPERATING EXPENSES CONT.				
52-9	Tapes, Film & Film	1,830	1,984	2,100	1,800
53-1	Road & Bridges	54,224	13,185	21,200	21,200
53-2	Traffic Control	3,629	10,487	7,746	7,865
53-3	Drainage	27,053	17,827	33,546	33,546
54-2	Code Supplement & Update	545	7,847	4,550	4,650
54-3	Books, Subsc., Prof. Sup.	9,794	10,091	11,875	13,445
54-4	Memberships & Dues	27,588	28,601	35,017	34,622
55-5	Erroneous Issues	32	0	0	0
	<b>TOTAL OPERATING EXPENSES</b>	<b>2,502,323</b>	<b>2,520,912</b>	<b>2,704,210</b>	<b>2,884,610</b>
	CAPITAL OUTLAY				
62-1	Office Building	0	0	0	8,100
62-2	Public Safety Building	0	4,981	3,100	0
62-4	Community Hall	6,805	0	0	0
62-5	Parks & Recreation Blds	0	0	0	3,800
62-6	Public Workds Buildings	0	6,066	0	0
63-1	Roads & Bridges	0	5,908	0	0
63-3	Fencing	6,007	0	0	0
64-4	Communications Equipment	0	3,549	0	0
64-5	Office Furniture	0	1,209	1,125	31,799
64-6	Office Equipment	0	1,065	0	2,200
64-8	Other Equipment	3,392	20,764	16,315	27,232
64-9	Computer Hardware/Software	0	1,317	4,000	0
	<b>TOTAL CAPITAL OUTLAY</b>	<b>16,204</b>	<b>44,859</b>	<b>24,540</b>	<b>73,131</b>
	GRANTS AND AIDS				
83-1	Grant/Aids	7,500	7,500	7,500	7,500
	<b>TOTAL GRANTS AND AIDS</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
	SOLID WASTE				
34-3	Solid Waste Collection	1,045,215	1,087,620	1,048,513	1,137,636
	<b>TOTAL SOLID WASTE</b>	<b>1,045,215</b>	<b>1,087,620</b>	<b>1,048,513</b>	<b>1,137,636</b>
	INSURANCE				
45-1	Liability & Fleet	334,512	398,303	414,240	414,240
81-20	Claims Repairs	7,624	6,071	11,000	11,000
	<b>TOTAL INSURANCE</b>	<b>342,136</b>	<b>404,374</b>	<b>425,240</b>	<b>425,240</b>

**EXPENDITURE DETAIL**

ACCT #	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>INTERFUND TRANFERS</b>					
91-22	Fund Transfer - Cares	0	0	0	50,000
91-95	Fund Transfer - Municipal Site	410,000	410,000	410,000	410,000
<b>TOTAL INTERFUND TRANSFER</b>		<b>410,000</b>	<b>410,000</b>	<b>410,000</b>	<b>460,000</b>
<b>CONTINGENCY</b>					
99-1	Contingency	0	0	0	0
99-2	Council Contingency	0	0	100,000	100,000
<b>TOTAL CONTINGENCY</b>		<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>
<b>OTHER OBLIGATIONS</b>					
99-3	City Share Inspector Gen	2,375	0	13,000	13,000
99-4	175/185 Insurance Trust	62,197	86,448	64,584	64,584
<b>TOTAL OTHER OBLIGATIONS</b>		<b>64,572</b>	<b>86,448</b>	<b>77,584</b>	<b>77,584</b>
<b>TOTAL GENERAL FUND</b>		<b>\$ 19,874,810</b>	<b>\$ 20,093,706</b>	<b>\$ 20,497,224</b>	<b>\$ 20,992,106</b>

**OPERATING TRANSFERS OUT (NET)**



- FY 2005 - More than \$2,400,000 was transferred to complete several capital improvement projects, and for debt service for the Municipal Complex.
- FY 2006 - The City allocated approximately 85% of \$4,700,000 in transfers to fund Capital Improvement Projects for future budget years.
- 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.
- FY 2008 and FY 2009 - Funding for future capital projects was reduced as a result of the state mandated property tax cuts.
- FY 2010 - Transfers were limited to debt servicing.
- FY 2011 - The last transfer for the 2004B Revenue Refunding was made.
- FY 2012 - Transfers were limited to debt servicing of \$410,000 for Public Improvement Note 2004A.
- FY 2013 - Transfers were again limited to debt servicing of \$410,000.
- FY 2014 - Transfers were limited to debt servicing of \$410,000 plus \$50,000 to the CARES Program.

### TOTAL FUND BALANCE AT THE END OF THE YEAR



\*Note: Fund Balance, as a percentage of Total Expenditure, is shown for each year.

- FY 2005 - A nearly 20% increase in assessed property values offset the higher personnel costs and additional Public Safety personnel.
- FY 2006 - The City allocated some of its fund balance to the Capital Improvement Program to fund projects in future budget years which was offset by an increase of nearly 23% in assessed property values.
- FY 2007 - Assessed property values continued to increase; however, personnel and property insurance costs increased at a higher rate, decreasing the ratio of fund balance to total expenditures.
- FY 2008 - The state mandated property tax cut caused a drop in ad valorem revenue, though fund balance increased due to reduced expenditures.
- 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.
- FY 2010 - The millage rate was increased by approximately 10% in FY 2010 to offset the lost revenues from falling property values, property tax revenue decreased slightly more than 14%, even with the millage increase.
- FY 2011 - Saw an increase in fund balance as well as an increased ratio of fund balance to total expenditures, due to a \$790 thousand reduction in transfers out for debt service expenditures and continued control of operational expenditures.
- FY 2012 - Assessed property values continued to decrease and the millage rate was held at 5.650 mills.
- FY 2013 - A new Fire/EMS services contract with the city of Atlantis coupled with continued control of expenditures has narrowed the 2013 projected deficit to \$144 thousand.
- FY 2014 - Assessed property values increased slightly. The millage rate was set at the rolled-back rate of 5.4284.

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## FINANCIAL FORECAST

In order to develop the five (5) year financial forecast, the following areas were reviewed:

- The City's current year budget and actual historical data regarding revenues and expenditures.
- An analysis of the City's General Fund revenues, current taxable valuation and projected valuation from future developments.
- Constraints imposed by tax reform legislation which placed caps on local governments' future tax revenues.
- An analysis of financial policies as they relate to desired unassigned fund balance levels. The recommended level, as set forth in the Financial Policies section, is a minimum of 25% of operating expenditures.
- The City had experienced a dramatic decline in existing property values and a slowdown in the real estate and housing market for the prior 5 years; for FY 2014 the Property Appraiser has estimated a slight increase in housing values. Anticipating a level to modest improvement in the housing market to continue for at least two more years, a conservative approach was used to forecasting the revenues and expenditures through fiscal year 2018.

The assumptions used in formulating the four years beyond fiscal year 2014 in the five-year forecast are as follows:

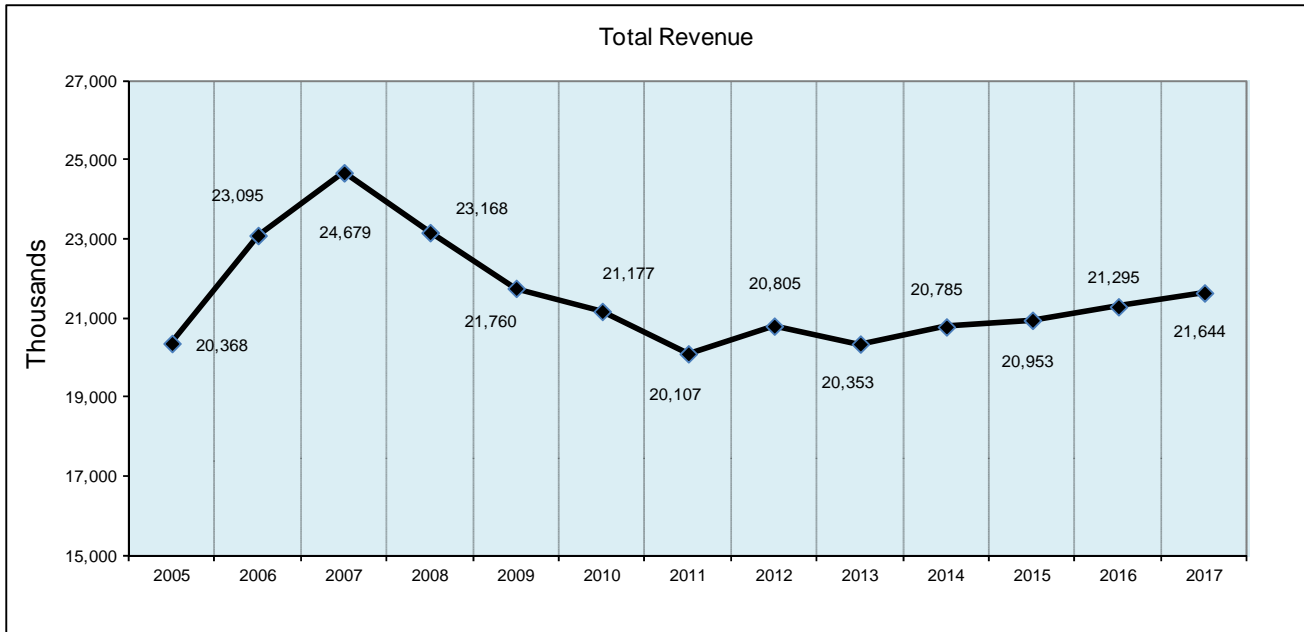
- Growth from new construction: While the housing market has begun to recover the City is 97% built out, which limits future growth. The forecast assumes maintaining the Ad Valorem rate through 2018 with increases in new construction, forecasted at \$5 million per year through 2018.
- As required by the recently adopted tax legislation, operating tax rates, excluding new construction, are projected to increase no more than the Florida Per Capita Personal Income, as estimated by the Florida Office of Economic & Demographic Research (Avg. from 2014 through 2018 is 4.18% per year).
- Avg. growth of other revenues: 1.6% per year.
- Inflation rate of operating expenditures: 2.6%.
- Inflation factor for personnel services are projected at 3.2%, which includes a 5% annual increase in health insurance costs and a 3% increase in retirement contributions.

**GENERAL FUND  
FIVE YEAR PROJECTION**

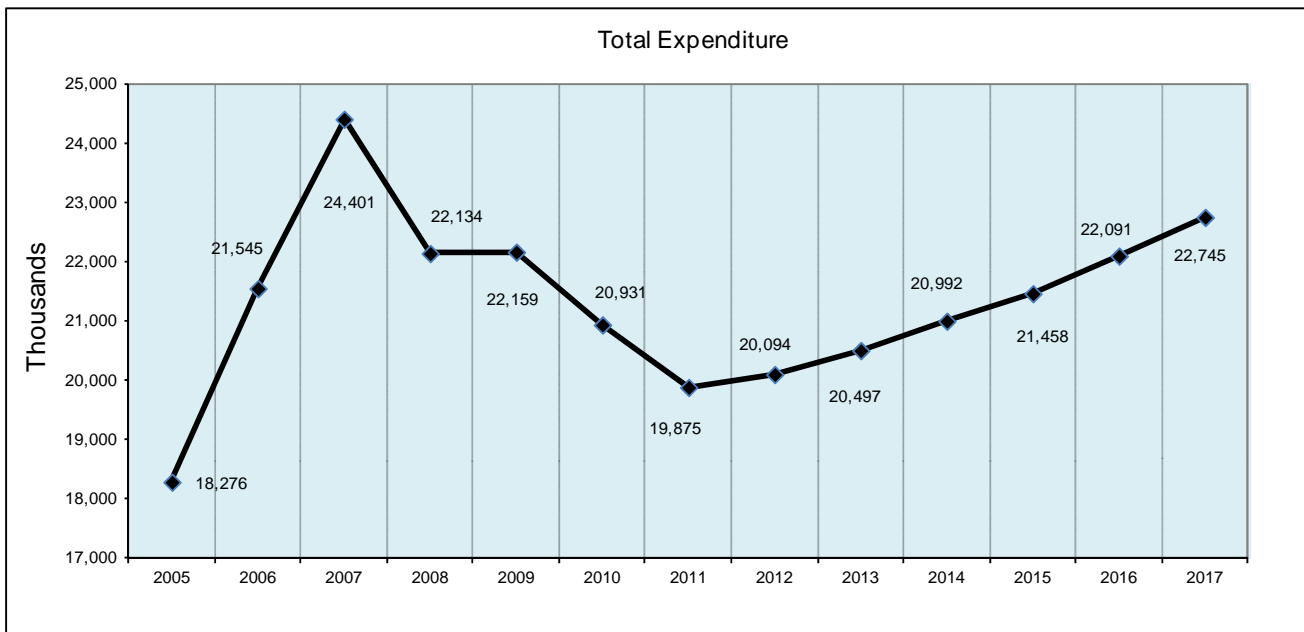
CATEGORY	FY 2013 BUDGET	FY 2014 BUDGET	FY 2015 PROJECTED	FY 2016 PROJECTED	FY 2017 PROJECTED	FY 2018 PROJECTED
<b>REVENUES</b>						
Ad Valorem Taxes	\$ 6,208,749	\$ 6,378,649	\$ 6,411,086	\$ 6,438,399	\$ 6,465,711	\$ 6,493,024
Utility Service Taxes	2,260,673	2,310,000	2,333,100	2,356,431	2,379,995	2,403,795
Other Taxes	2,471,952	2,460,420	2,534,233	2,584,917	2,636,616	2,689,348
Permits and Fees	2,068,794	1,915,937	1,971,939	2,031,097	2,092,030	2,154,791
Intergovernmental	3,780,791	4,018,386	3,979,576	4,059,167	4,140,351	4,223,158
Charges for Services	3,053,320	3,141,195	3,164,725	3,252,565	3,343,080	3,436,358
Fines & Forfeitures	94,624	112,700	115,518	118,405	121,366	124,400
Interest Income	83,422	98,250	101,198	104,233	107,360	110,581
Rent and Royalties	292,302	287,091	278,350	285,288	292,422	299,763
Miscellaneous Income	38,350	62,750	63,378	64,011	64,651	65,298
<b>TOTAL REVENUE</b>	<b>\$ 20,352,977</b>	<b>\$ 20,785,378</b>	<b>\$ 20,953,103</b>	<b>\$ 21,294,513</b>	<b>\$ 21,643,582</b>	<b>\$ 22,000,516</b>
<b>EXPENDITURES</b>						
Personnel Services	\$ 15,699,637	\$ 15,826,405	\$ 16,324,388	\$ 16,838,816	\$ 17,370,262	\$ 17,919,321
Operating	2,037,688	2,184,605	2,233,287	2,291,008	2,350,276	2,411,132
Capital Outlay/Grants	32,040	80,631	60,000	62,100	64,274	66,523
Solid Waste Collection	1,048,513	1,137,636	1,166,077	1,195,229	1,225,110	1,255,737
Insurance	425,240	425,240	435,871	446,768	457,937	469,385
Interfund Transfers	410,000	460,000	410,000	410,000	410,000	410,000
Contingency	100,000	100,000	100,000	100,000	100,000	100,000
Other Obligations	744,106	777,589	728,000	747,500	767,585	788,273
<b>TOTAL EXPENDITURE</b>	<b>\$ 20,497,224</b>	<b>\$ 20,992,106</b>	<b>\$ 21,457,623</b>	<b>\$ 22,091,421</b>	<b>\$ 22,745,444</b>	<b>\$ 23,420,371</b>
Net Change in Rev(Exp)	\$ (144,247)	\$ (206,728)	\$ (504,520)	\$ (796,908)	\$ (1,101,862)	\$ (1,419,855)
Stabilization Resv-Begin	2,100,000	1,955,753	1,749,025	1,244,505	447,597	-
Stabilization Resv-End	1,955,753	1,749,025	1,244,505	447,597		
Unassigned Resv	\$ 6,007,644	\$ 6,007,644	\$ 6,007,644	\$ 6,007,644	\$ 5,883,035	\$ 4,463,180
Unassigned Reserve as % of Expenditures	29.3%	28.6%	28.0%	27.2%	25.9%	19.1%



**FOUR YEAR REVENUE & EXPENDITURE PROJECTIONS**

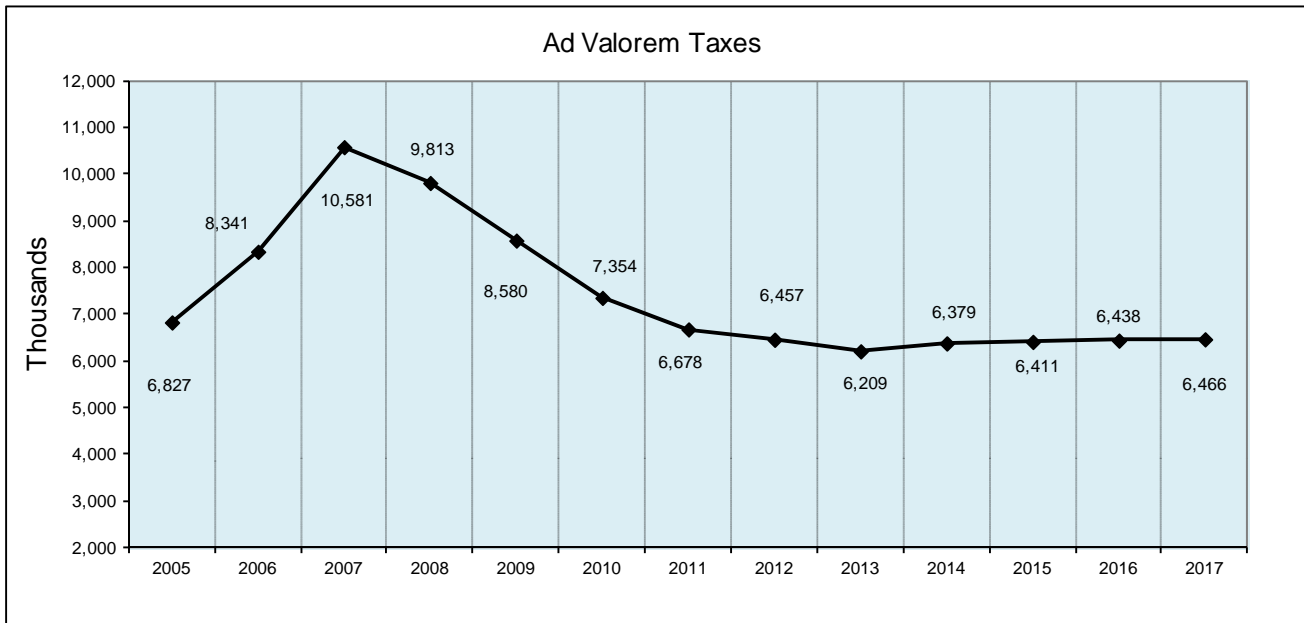


Total Revenue: Chart shows actual revenue from 2005 – 2012, and projected revenues for FY 2013 – 2017. The City is expecting the assessed property values to start slightly increase the next year, then start leveling out. Other sources of revenue, including charges for services, franchise fees, and utility services fees continue to have modest increases.

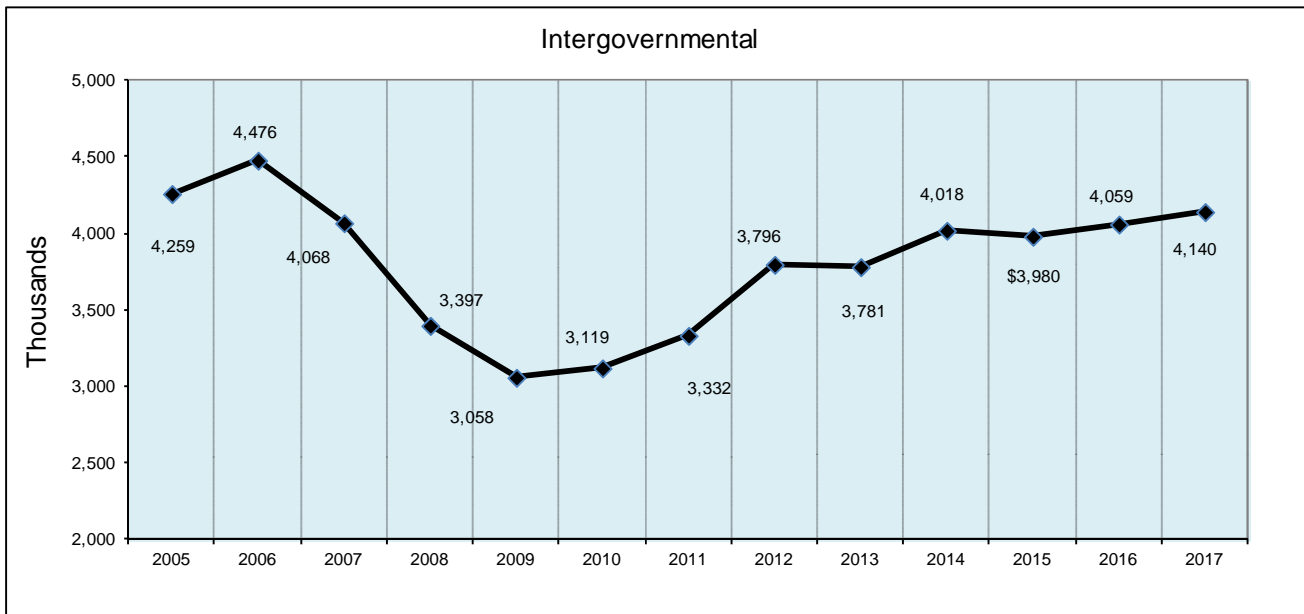


Total Expenditures: Chart shows actual expenditures from 2005 – 2012, with projected expenditures for FY 2013 – 2017. For FY 2008, the City cut expenditures over 9%, and for FY 2010 and FY 2011 expenditures were reduced greater than 5% each year. Budgeted FY 2012 expenditures grew less than 3% and FY 2013 will be less than 1%. Personnel costs represent approximately 75% of the total expenditures, for FY 2014 through FY 2016, wages, health care and pension costs are projected to increase based on historical trends.

**FOUR YEAR REVENUE PROJECTIONS**

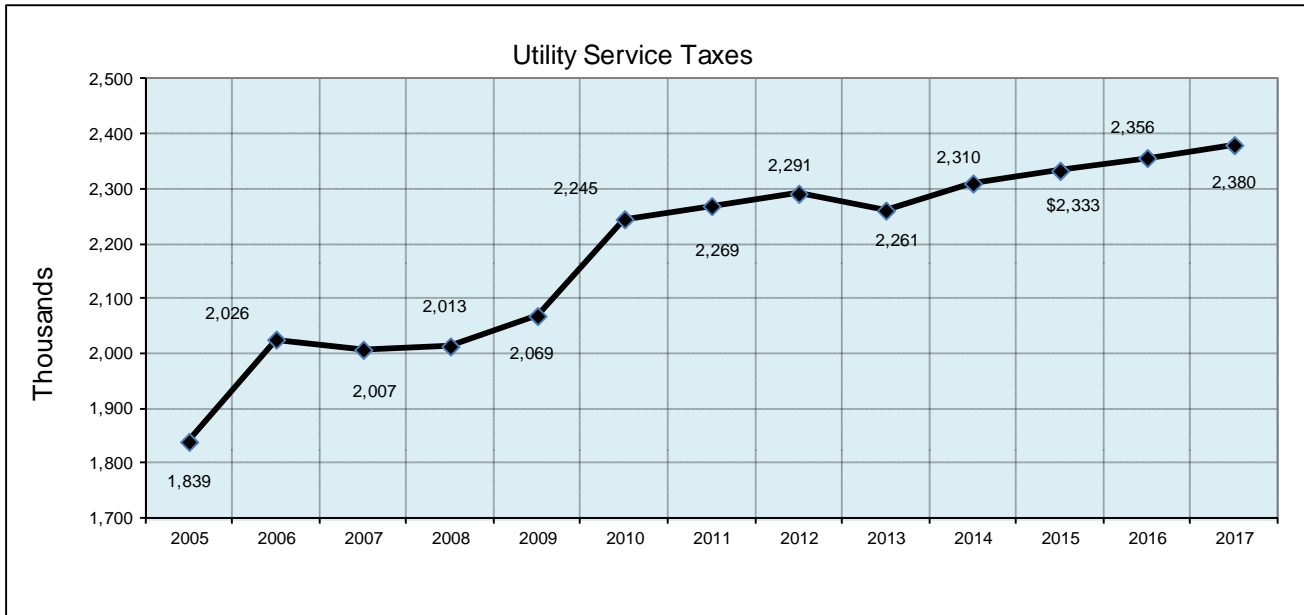


Ad Valorem Taxes: The FY 2014 taxes represent a slight increase in certified property values of 4.305% from the previous year. The millage rate will be the rolled-back rate of 5.4284.

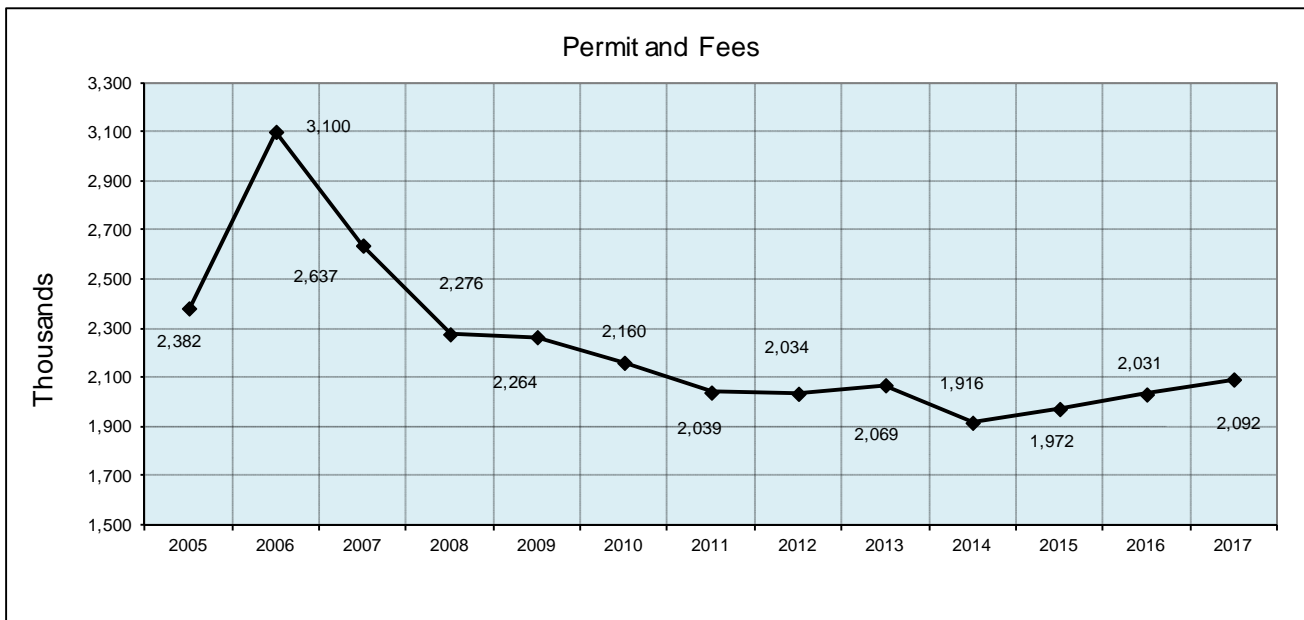


Intergovernmental Revenue: For FY 2014 revenues for the half-cent sales tax and the municipal revenue sharing show an increase due to an increase in the State estimates. For FY 2014 to FY 2017, moderate increases are projected for these revenues.

**FOUR YEAR REVENUE PROJECTIONS**

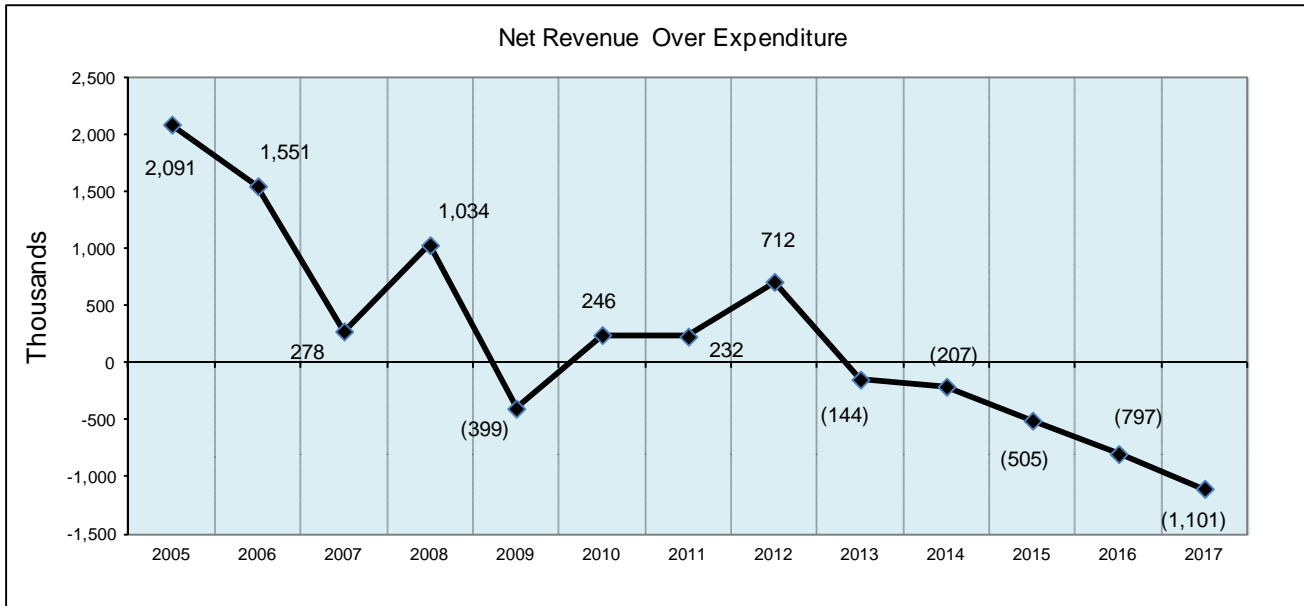


Utility Service Taxes: FY 2013 collections for these taxes include; Electric \$1.8 million; Water \$398 thousand; and Gas \$47 thousand. For FY 2013, there was a 3.2% increase budgeted. 2.2% increase over 2013 budget will be used for the 2014 budget. FY 2015 through FY 2017 projections are based on historical trending.



Franchise Fees: Franchise fees are on electricity and natural gas. For FY 2010, franchise fees for electricity decreased due to one-time rebates to customers and due to an increasing homeowner vacancy rate, electricity usage has decreased. For FY 2012, an increase was projected that did not materialize. For FY 2013 a slight decrease over FY 2012 budget numbers has been projected at (7.1)%. FY 2014 is projected to have a (7.4)% decrease over FY 2013 budgeted number with a steady recover from then on do to real estate economic recovery.

**CHANGE IN FUND BALANCE**



The Net Revenue over Expenditure Chart shows the actual change in fund balance from 2005 through 2012 and projected for FY 2013 through 2017, based on 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 year 2008. The decline in the stock market and the decrease in property values in 2008/2009 had a negative effect on the City. Even through the economy is showing slight improvement the City will continue to face challenges through 2017.

FY 2013 (\$ 144,247)  
 FY 2014 (\$ 206,728)  
 FY 2015 (\$ 504,520)

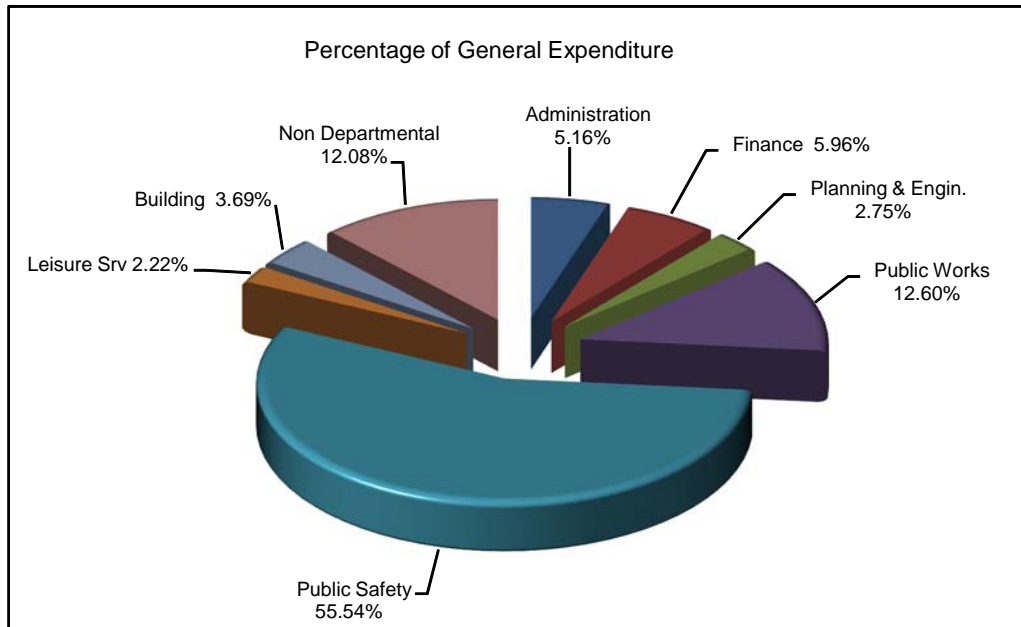
FY 2016 (\$ 796,908)  
 FY 2017 (\$ 1,101,215)

## DEPARTMENT EXPENDITURE SUMMARY

FY 2013			FY 2014		
	BUDGET DOLLARS	COST CENTER NUMBER AND DESCRIPTION		BUDGET DOLLARS	% CHG
<b>ADMINISTRATION</b>					
3	\$ 391,666	10-11 City Manager	3	\$ 414,686	5.6%
6 PT	151,487	10-12 Mayor and City Council	6 PT	157,586	3.9%
1	122,693	10-13 Legal Counsel	1	135,184	9.2%
2	166,670	10-14 Human Resources	2	171,662	2.9%
2	192,400	10-15 City Clerk	2	203,926	5.7%
<b>8 FT / 6 PT</b>	<b>\$ 1,024,916</b>	<b>ADMINISTRATION TOTAL</b>	<b>8 FT / 6 PT</b>	<b>\$ 1,083,044</b>	<b>5.4%</b>
<b>FINANCE</b>					
2.5	\$ 277,192	20-21 Office of the Director	2.5	\$ 286,312	3.2%
6	466,726	20-22 Financial Operations	6	475,072	1.8%
1.5	124,546	20-23 Purchasing	1.5	112,913	-10.3%
3	351,381	20-26 Information Technology	3	377,365	6.9%
<b>13</b>	<b>\$ 1,219,845</b>	<b>FINANCE TOTAL</b>	<b>13</b>	<b>\$ 1,251,662</b>	<b>2.5%</b>
<b>PLANNING AND ENGINEERING</b>					
6	\$ 555,054	30-31 Office of the Director	6	\$ 576,283	3.7%
<b>6</b>	<b>\$ 555,054</b>	<b>PLANNING &amp; ENGIN. TOTAL</b>	<b>6</b>	<b>\$ 576,283</b>	<b>3.7%</b>
<b>PUBLIC WORKS</b>					
2	\$ 181,484	40-41 Office of the Director	2	\$ 181,566	0.0%
6	693,735	40-42 Roads & Drainage	6	704,606	1.5%
3	632,915	40-43 Vehicle Maintenance	3	628,239	-0.7%
3	617,505	40-44 Building Services	3	634,066	2.6%
6 FT 2 PT	472,863	40-46 Parks & Grounds	6 FT 2 PT	496,351	4.7%
<b>20 FT 2 PT</b>	<b>\$ 2,598,502</b>	<b>PUBLIC WORKS TOTAL</b>	<b>20 FT 2 PT</b>	<b>\$ 2,644,828</b>	<b>1.8%</b>
<b>PUBLIC SAFETY</b>					
2	\$ 233,682	50-51 Office of the Director	2	\$ 243,783	4.1%
48	5,001,351	50-53 Law Enforcement Op Div	39	4,269,066	-17.2%
39	4,581,331	50-55 Fire Rescue	39	4,542,445	-0.9%
19 FT 1 PT	1,657,014	50-57 Support Services	30 FT 1 PT	2,604,021	36.4%
<b>108 FT 1PT</b>	<b>\$ 11,473,378</b>	<b>PUBLIC SAFETY TOTAL</b>	<b>110 FT 1 PT</b>	<b>\$ 11,659,315</b>	<b>1.6%</b>

**DEPARTMENT EXPENDITURE SUMMARY**

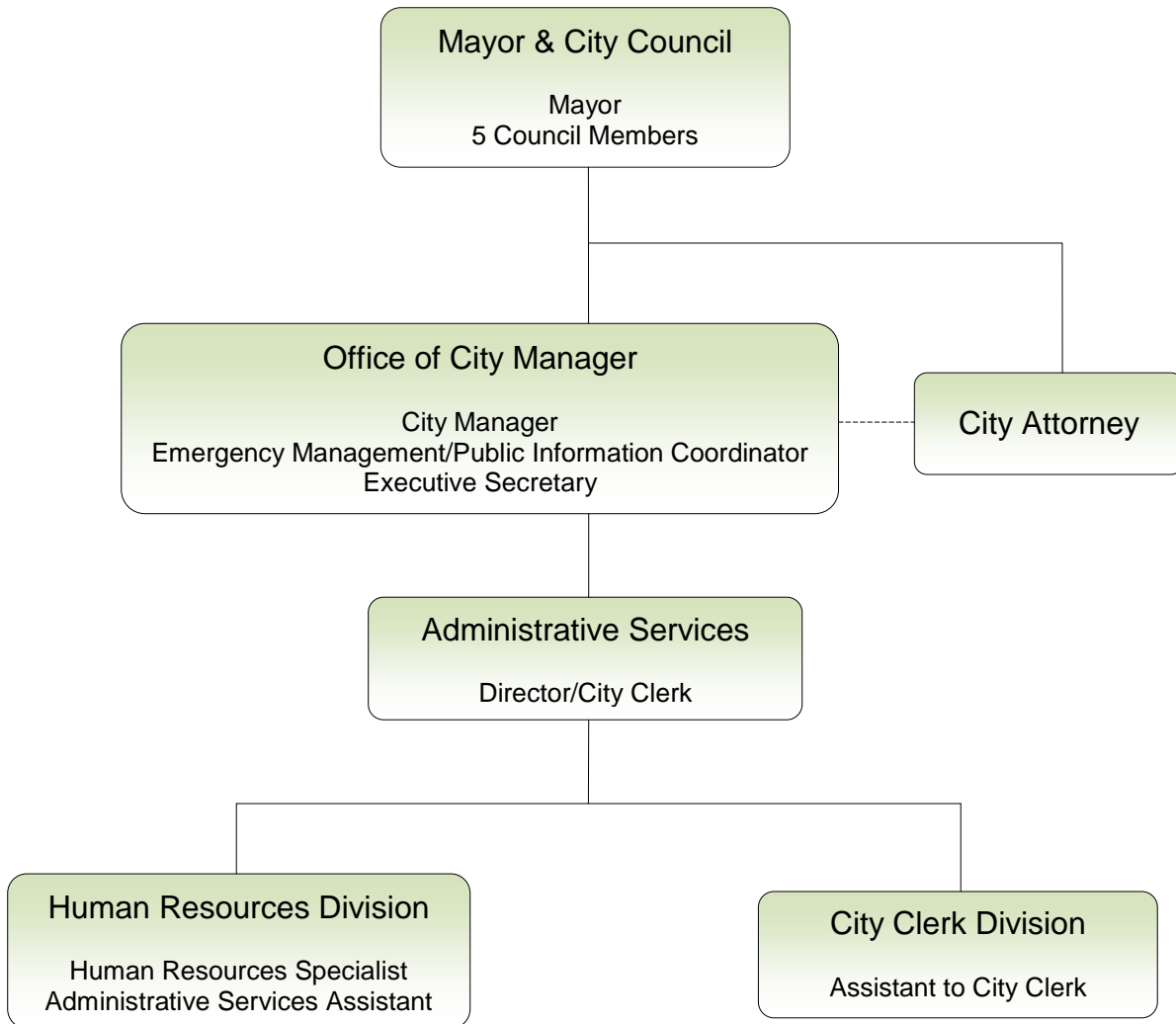
FY 2013		COST CENTER NUMBER AND DESCRIPTION		FY 2014		% CHG
	BUDGET DOLLARS				BUDGET DOLLARS	
<b>LEISURE SERVICE</b>						
2	\$ 189,366	60-61 Office of the Director	2	\$ 192,030	1.4%	
3 FT 2 PT	283,047	60-65 Community Programs	3 FT 3 PT	273,282	-3.6%	
<b>5 FT 2 PT</b>	<b>\$ 472,413</b>	<b>LEISURE SERVICE TOTAL</b>	<b>5 FT 3 PT</b>	<b>\$ 465,312</b>	<b>-1.5%</b>	
<b>BUILDING</b>						
10	\$ 755,363	72-72 Office of the Director	10	\$ 774,786	2.5%	
<b>10</b>	<b>\$ 755,363</b>	<b>BUILDING TOTAL</b>	<b>10</b>	<b>\$ 774,786</b>	<b>2.5%</b>	
<b>NON DEPARTMENTAL</b>						
	\$ 425,240	80-19 Property Liability & Fleet		\$ 425,240	0.0%	
	1,048,513	80-81 Solid Water Collection		1,137,636	7.8%	
	410,000	80-82 Interfund Transfer		460,000	10.9%	
	401,000	80-83 175/185 Transfers		401,000	0.0%	
	13,000	80-84 Inspector General		13,000	0.0%	
	100,000	90-91 Contingency		100,000	0.0%	
	<b>\$ 2,397,753</b>	<b>NON DEPARTMENTAL TOTAL</b>		<b>\$ 2,536,876</b>	<b>5.5%</b>	
<b>170 FT 11 PT</b>	<b>\$ 20,497,224</b>	<b>GENERAL FUND TOTAL</b>	<b>172 FT 12 PT</b>	<b>\$ 20,992,106</b>	<b>2.4%</b>	





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### 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: 8



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**DEPARTMENT OF ADMINISTRATION  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

Mayor/City Council:

- Adopted policies through the enactment of 14 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 28 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.
- Reviewed 238 City Council Agenda Items.
- 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.
- Coordinated implementation of the Capital Improvement Program.
- 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.
- Prepared liens and releases on behalf of the Code Enforcement Board.

Human Resources:

- Coordinated review of 750 employment applications, reviewed 20 positions descriptions,; and facilitated pre-employment skills assessments, psychological testing; and pre-employment physical exams and drug screens.
- Coordinated two (2) employee events; Employee Recognition Luncheon and Employee Picnic.
- Coordinated fourteen (14) City-wide employee training programs including Customer Service, Communication with Persons with Disabilities, Harassment Awareness, Ethics (3), Diversity/ADA, General Employee Retirement Workshops, Team Building Fundamentals (2), First Aid/CPR, and Records Management (3).
- Coordinated health and dental insurance, retirement, and life insurance benefits for 180 participants.
- Implemented online employment application process thru NEOGOV.
- Coordinated Presidential Volunteer Service Awards Program.
- Coordinated the Educational Scholarship Program which provided five (5) \$1,500 scholarships to City residents.
- Coordinated the promotional testing for Public Safety.

City Clerk/Risk Management:

- Transcribed 40 sets (308 pages) of official minutes for City Council and other board meetings.
- Coordinated 18 Council meeting agendas with backup material and website publication.
- Coordinated codification of 4 City ordinances into the City Code.

- In accordance with Florida Statutes, destroyed a total of 209 cubic feet of paper records and deleted many volumes of electronic records that are past their retention requirements.
- Held four (4) quarterly Records Management Group meetings.
- Performed 1,258 lien searches and 20 public records requests.
- Coordinated four (4) quarterly Safety Committee meetings.
- Registered eleven (11) new City vehicles.

**DEPARTMENT** Administration  
**COST CENTER** City Manager  
**COST CENTER NO.** 10-11

**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; implementation of Council policies; administration of personnel rules and preparation of special projects and reports requested by the City Council.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$438,871	\$420,504	\$353,615	\$379,638
Operating	24,913	21,760	38,051	35,048
Capital	0	0	0	0
Grants and Aids	0	0	0	0
<b>General Fund Totals</b>	<b>\$463,784</b>	<b>\$442,264</b>	<b>\$391,666</b>	<b>\$414,686</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
City Manager	1	1	1	1
Assistant City Manager	1	1	0 <sup>1</sup>	0
Executive Secretary	1	1	1	1
Emergency Mgt/Public Information Coordinator	0	0	1	1
<b>Total Number of Staff</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Assistant City Manager position reclassified to Emergency Management/Public Information Coordinator with balance of duties transferred to Director of Planning and Engineering and City Clerk.

**DEPARTMENT** Administration  
**COST CENTER** City Manager  
**COST CENTER NO.** 10-11

**PERFORMANCE MEASURES**

**WORKLOAD/ACTIVITIES**

- Review and approve City Council agenda items.
- Provide budget reports, capital improvements program (CIP) reports, FYI memos.
- Publish City Link, Annual Report, special publications.
- Prepare and administer the comprehensive annual budget.
- Present comprehensive annual financial report.
- Coordinate negotiation of agreements and contracts.
- Oversee implementation of CIP.
- Administer City personnel policies.
- Coordinate implementation of strategic plan.
- Oversee operation of seven (7) departments.
- Establish operational policies for service delivery.
- Coordinate establishment of performance and productivity standards for service delivery.
- Administer City’s emergency management plan.
- Coordinate management of citizen inquiries and requests for service.

EFFICIENCY MEASURES	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
All Government Services Cost/Resident	\$684	\$599	\$538	\$675

**EFFECTIVENESS MEASURES**

Council agenda is prepared in advance and published on website.	100%	100%	100%	100%
City newsletter and annual report published and mailed to all residents and businesses.	100%	100%	100%	100%
Annual budget in compliance with GFOA Award Criteria.	100%	100%	100%	100%
Popular Annual Financial Report in compliance with GFOA Award Criteria.	100%	100%	100%	100%
Departments with annual work plans and performance measures.	100%	100%	100%	100%

**GOALS & OBJECTIVES**

- Goal: To maintain an efficient and effective local government.
- Objective:
- Maintain the provision of information to facilitate public policy making.
  - Maintain current levels of service delivery.
  - Maintain fiscally sound organization.
  - Maintain review of operations to increase organizational effectiveness.

**DEPARTMENT** Administration  
**COST CENTER** City Manager  
**COST CENTER NO.** 10-11

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 298,625	\$ 251,285	\$ 183,361	\$ 186,493
12-1	Regular Salaries & Wages	45,572	53,588	98,409	98,773
12-2	Vac/Sick Payout	0	39,572	0	0
14-1	Overtime	0	212	0	0
15-1	Special Pay	10,320	8,867	6,000	6,000
21-1	Fica Taxes	20,752	20,672	17,554	17,767
22-1	Retirement Contributions	24,095	12,592	12,987	34,366
22-2	FLC Gen Retirement Contribution	5,752	3,651	2,536	2,548
22-3	FLC Gen Retirement Match	2,876	1,825	1,268	1,275
23-1	Life & Health Ins - Employee	22,989	20,427	23,492	24,178
23-2	Dependent Insurance	7,045	6,896	7,083	7,304
24-1	Worker's Compensation	845	917	605	612
25-1	Unemployment Compensation	0	0	320	322
<b>TOTAL PERSONNEL SERVICES</b>		<b>438,871</b>	<b>420,504</b>	<b>353,615</b>	<b>379,638</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	0	0	3,000	3,000
40-4	Ed Train Sem & Assc Exp	2,646	1,383	7,925	6,525
40-5	Business Exp & Mileage	201	64	250	252
41-1	Telephone	52	59	200	200
42-1	Postage & Freight Charges	43	36	200	200
46-3	R & M - Office Equipment	1,494	1,869	2,028	2,028
47-1	Printing & Binding	432	6,593	9,468	8,208
48-1	City Publicity	7,094	430	775	775
48-6	Other Promo Activities	5,968	5,154	5,875	5,875
51-2	Office Supplies	2,076	1,964	2,100	2,500
51-4	Copy Paper & Supplies	512	505	1,000	1,000
51-5	Minor Office Equip & Furn	338	0	350	350
51-7	Commemoratives	868	957	1,000	1,000
54-3	Books,Subsc,Prof Supplies	187	0	400	400
54-4	Memberships & Dues	3,002	2,746	3,480	2,735
<b>TOTAL OPERATING EXPENSE</b>		<b>24,913</b>	<b>21,760</b>	<b>38,051</b>	<b>35,048</b>
<b>DIVISION TOTAL</b>		<b>\$ 463,784</b>	<b>\$ 442,264</b>	<b>\$ 391,666</b>	<b>\$ 414,686</b>

**DEPARTMENT** Administration  
**COST CENTER** Mayor and City Council  
**COST CENTER NO.** 10-12

**PRIMARY FUNCTION NARRATIVE**

The Mayor and five (5) members of the City Council serve as the legislative body of the City and enact legislation through ordinances and resolutions and establish policies that protect the health, safety and welfare of City residents. The City Council reviews and adopts the annual budget and approves contracts for service delivery.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$112,046	\$106,540	\$109,772	\$114,386
Operating	31,939	31,301	34,215	35,700
Capital	0	0	0	0
Grants and Aids	7,500	7,500	7,500	7,500
General Fund Totals	\$151,485	\$145,341	\$151,487	\$157,586

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Mayor*	1	1	1	1
Council Members*	5	5	5	5
Total Number of Staff	6	6	6	6

\* Elected Position: (PT)

<b>DEPARTMENT</b>	<u>Administration</u>
<b>COST CENTER</b>	<u>Mayor and City Council</u>
<b>COST CENTER NO.</b>	<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 laws and policies that promote the general welfare of the City and protect the health and safety of City residents.                                      |
| Objective | <ul style="list-style-type: none"> <li>• Adopt policies through the enactment of ordinances and resolutions that are in keeping with the City’s character.</li> </ul> |
| Goal      | To provide the best municipal services to City residents at the most cost efficient means.  |
| Objective | <ul style="list-style-type: none"> <li>• To maintain tax rates commensurate with the quality of service provided.</li> </ul>  |
| Goal      | To provide a safe and attractive community for City residents in order to improve the quality of life.  |
| Objective | <ul style="list-style-type: none"> <li>• To maintain the level of funding for operational and capital improvement programs.</li> </ul>                                |

**DEPARTMENT** Administration  
**COST CENTER** Mayor and City Council  
**COST CENTER NO.** 10-12

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 37,183	\$ 37,500	\$ 37,500	\$ 37,500
15-1	Special Pay	30,192	30,600	30,600	30,600
21-1	Fica Taxes	4,686	4,584	4,222	4,222
22-1	Retirement Contributions	2,042	817	1,289	4,162
22-2	FLC Gen Retirement Contribution	1,245	1,500	2,775	2,775
22-3	FLC Gen Retirement Match	254	450	1,388	1,389
23-1	Life & Health Ins - Employee	31,030	23,276	23,217	24,684
23-2	Dependent Insurance	5,247	7,635	8,638	8,911
24-1	Worker's Compensation	167	178	143	143
<b>TOTAL PERSONNEL SERVICES</b>		<b>112,046</b>	<b>106,540</b>	<b>109,772</b>	<b>114,386</b>
<b>OPERATING EXPENSES</b>					
40-4	Ed Train Sem & Asc Exp	15,514	13,661	15,300	15,700
40-5	Business Exp & Mileage	300	170	300	300
47-1	Printing & Binding	54	0	165	165
54-3	Books,Subsc,Prof Supplies	0	0	150	150
54-4	Memberships & Dues	16,071	17,470	18,300	19,385
<b>TOTAL OPERATING EXPENSES</b>		<b>31,939</b>	<b>31,301</b>	<b>34,215</b>	<b>35,700</b>
<b>GRANTS &amp; AIDS</b>					
83-1	Other Grants and Aids	7,500	7,500	7,500	7,500
<b>TOTAL GRANTS &amp; AIDS</b>		<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>DIVISION TOTAL</b>		<b>\$ 151,485</b>	<b>\$ 145,341</b>	<b>\$ 151,487</b>	<b>\$ 157,586</b>



**DEPARTMENT**                      Administration  
**COST CENTER**                    Legal Counsel  
**COST CENTER NO.**                10-13

**PRIMARY FUNCTION NARRATIVE**

The City Attorney serves as the legal counsel for the Mayor, City Council, City Boards, and City staff, providing legal advice and services related to policy and operational matters. Specialized legal consulting services such as labor, is provided by outside counsel under a contractual arrangement.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$89,278	\$93,795	\$88,928	\$91,184
Operating	27,741	49,065	33,765	44,000
Capital	0	0	0	0
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$117,019</b>	<b>\$142,860</b>	<b>\$122,693</b>	<b>\$135,184</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
City Attorney	1	1	1	1
<b>Total Number of Staff</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<b>DEPARTMENT</b>	<u>Administration</u>
<b>COST CENTER</b>	<u>Legal Counsel</u>
<b>COST CENTER NO.</b>	<u>10-13</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 | <ul style="list-style-type: none"> <li>• To reduce the City's legal exposure by reviewing all ordinances, resolutions and contracts in a timely fashion.</li> <li>• To decrease the City's legal expenses by providing recommendations to the City Council, City Boards, and staff.</li> </ul> |

**DEPARTMENT** Administration  
**COST CENTER** Legal Counsel  
**COST CENTER NO.** 10-13

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 69,886	\$ 70,396	\$ 71,873	\$ 72,713
12-2	Vac/Sick Payout	0	6,246	0	0
21-1	Fica Taxes	5,342	5,863	5,498	5,563
22-1	Retirement Contributions	6,258	3,510	3,723	4,845
23-1	Life & Health Ins - Employee	7,623	7,596	7,597	7,823
24-1	Worker's Compensation	169	184	151	153
25-1	Unemployment Compensation	0	0	86	87
<b>TOTAL PERSONNEL SERVICES</b>		<b>89,278</b>	<b>93,795</b>	<b>88,928</b>	<b>91,184</b>
<b>OPERATING EXPENSES</b>					
31-1	Legal Expenses	0	47,534	31,500	41,500
31-4	Other Professional Service	26,094	0	0	0
40-4	Ed Train Sem & Assc Exp	233	95	500	500
40-5	Business Exp & Mileage	9	4	150	150
51-5	Minor Office Equip & Furn	0	0	100	150
54-3	Books,Subsc,Prof Supplies	1,030	1,057	1,115	1,300
54-4	Memberships & Dues	375	375	400	400
<b>TOTAL OPERATING EXPENSES</b>		<b>27,741</b>	<b>49,065</b>	<b>33,765</b>	<b>44,000</b>
<b>DIVISION TOTAL</b>		<b>\$ 117,019</b>	<b>\$ 142,860</b>	<b>\$ 122,693</b>	<b>\$ 135,184</b>

<b>DEPARTMENT</b>	<u>Administration</u>
<b>COST CENTER</b>	<u>Human Resources</u>
<b>COST CENTER NO.</b>	<u>10-14</u>

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**PRIMARY FUNCTION NARRATIVE**

The Human Resources Division is responsible for the City's centralized personnel functions consisting of employee recruitment and hiring; records and compensation; employee training; employee relations; and coordination of employee benefits including retirement plans; life, medical, and dental insurance; Employee Assistance Program; Tuition Reimbursement Program; Employee Recognition Program; publication of the bi-monthly Employee Newsletter; and administration of the City's Educational Scholarship and the President's Volunteer Service Awards Programs.

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**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$101,373	\$104,073	\$131,607	\$129,952
Operating	28,559	35,848	35,063	41,710
Capital	0	0	0	0
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$129,932</b>	<b>\$139,921</b>	<b>\$166,670</b>	<b>\$171,662</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Human Resources Specialist	1	1	1	1
Office Assistant	0.5 <sup>1</sup>	0.5	0	0
Administrative Services Assistant <sup>2</sup>	0	0	1	1
<b>Total Number of Staff</b>	<b>1.5</b>	<b>1.5</b>	<b>2</b>	<b>2</b>

<sup>1</sup> Full time position funded 50% in Department of Administration and 50% in Building Department as Permit Licensing Technician I.

<sup>2</sup> Position transferred from Finance Department and reclassified.

<b>DEPARTMENT</b>	<u>Administration</u>
<b>COST CENTER</b>	<u>Human Resources</u>
<b>COST CENTER NO.</b>	<u>10-14</u>

## PERFORMANCE MEASURES

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of personnel files maintained	174/19	173/19	174/22	174/24
No. of applications processed	474	579	750	1,200
No. of new hires processed	21	21	20	20
No. of health insurance participants	179	179	180	180
No. of retirement plan participants	179	179	180	180
No. of In-house training sessions provided	14	14	13	13
No. of documents scanned	14,864	16,147	15,000	15,000
No. of verifications of employment	60	65	50	55

## EFFICIENCY MEASURES

Avg. cost per hire	\$318	\$355	\$346	\$346
Avg. cost per employee – benefits admin.	\$639	\$641	\$489	\$489
Avg. cost per employee – health/dental insurance	\$7,419	\$7,173	\$7,383	\$8,121
Avg. cost per dependent – health/dental insurance	\$4,779	\$4,733	\$4,875	\$5,362
Avg. cost per employee – in-house training	\$21	\$24	\$23	\$27
Ratio of HR staff to 100 FTE employees	.99	1.00	1.37	1.37

## EFFECTIVENESS MEASURES

% New employees receiving mandatory training within first year of employment	99%	99%	99%	99%
% of applications processed within one (1) working day of receipt		98%	98%	100%
Health insurance claims loss ratio	76%	69.8%	74%	74%

<b>DEPARTMENT</b>	<u>Administration</u>
<b>COST CENTER</b>	<u>Human Resources</u>
<b>COST CENTER NO.</b>	<u>10-14</u>

**GOALS & OBJECTIVES**

- Goal Provide training and guidance to employees to encourage high performance, self-development and advancement within the City.
- Objective
- Maintain the number of employee in-house training programs at 13.
  - Implement new Performance Evaluation Program.
- Goal Provide a competitive benefits package in order to retain an excellent work force.
- Objective
- Maintain 6 benefit articles to educate employees on cost effective measures to reduce premium cost.
  - Implement Wellness Program.
- 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 interview questions for all positions.
  - Maintain the review of position descriptions.

**DEPARTMENT** Administration  
**COST CENTER** Human Resources  
**COST CENTER NO.** 10-14

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 75,186	\$ 76,645	\$ 97,343	\$ 95,354
21-1	Fica Taxes	5,444	5,483	7,418	7,266
22-1	Retirement Contributions	0	0	0	0
22-2	FLC Gen Retirement Contribution	3,722	3,858	4,867	4,767
22-3	FLC Gen Retirement Match	1,861	1,929	2,433	2,385
23-1	Life & Health Ins - Employee	11,116	11,146	15,192	15,646
23-2	Dependent Insurance	3,865	4,812	4,032	4,220
24-1	Worker's Compensation	179	200	205	200
25-1	Unemployment Compensation	0	0	117	114
<b>TOTAL PERSONNEL SERVICES</b>		<b>101,373</b>	<b>104,073</b>	<b>131,607</b>	<b>129,952</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	840	486	1,165	1,165
31-5	Physical Exams	4,695	6,625	5,075	6,480
34-4	Other Contractual Service	3,487	3,508	3,633	7,154
40-2	Tuition Reimbursement	7,122	5,184	7,500	7,500
40-3	Personnel Recruiting Exp	0	644	500	500
40-4	Ed Train Sem & Assc Exp	821	1,042	2,400	2,500
40-5	Business Exp & Mileage	0	0	50	50
45-2	Notary Fees	0	0	110	100
46-3	R & M - Office Equipment	367	0	0	550
48-6	Other Promo Activities	1,797	2,137	2,350	2,800
49-9	Classified Ads	2,075	2,759	2,800	2,700
51-2	Office Supplies	142	250	170	170
51-5	Minor Office Equip & Furn	0	196	375	375
51-7	Commemoratives	5,929	7,694	6,900	7,641
54-3	Books,Subsc,Prof Supplies	724	1,249	1,600	1,600
54-4	Memberships & Dues	560	400	435	425
64-8	Other Equipment	0	3,674	0	0
<b>TOTAL OPERATING EXPENSES</b>		<b>28,559</b>	<b>35,848</b>	<b>35,063</b>	<b>41,710</b>
<b>DIVISION TOTAL</b>		<b>\$ 129,932</b>	<b>\$ 139,921</b>	<b>\$ 166,670</b>	<b>\$ 171,662</b>

**DEPARTMENT**                      Administration  
**COST CENTER**                    City Clerk  
**COST CENTER NO.**               10-15

**PRIMARY FUNCTION NARRATIVE**

The City Clerk Division is responsible for the meeting coordination of the City Council and seven (7) Boards including recording and transcription of official minutes and public notices; oversight of the City-wide Records Management Program including recording of official documents, coordination and preparation of lien searches, codification of City Ordinances, administration of titles and registration of the City’s fleet of vehicles; administration of the Municipal election; administration of the Workplace Safety; and oversight of Risk Management Services including property, liability and Worker’s Compensation insurance policies and claims.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$142,520	\$143,696	\$153,164	\$165,900
Operating	36,473	39,266	39,236	38,026
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$178,993	\$182,962	\$192,400	\$203,926

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Director of Admin Services/ City Clerk	0	0	1	1
City Clerk <sup>1</sup>	1	1	0	0
Assistant to the City Clerk	1	1	1	1
Total Number of Staff	2	2	2	2

<sup>1</sup> Position reclassified to Director of Administrative Services/City Clerk.



<b>DEPARTMENT</b>	Administration
<b>COST CENTER</b>	City Clerk
<b>COST CENTER NO.</b>	10-15

PERFORMANCE MEASURES

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of ordinances, resolutions, proclamations processed	112	87	80	70
No. of meeting minutes transcribed	44	45	60	40
No. of lien searches/letters processed	1,322	1,159	1,300	1,300
No. of public records requests processed	17	16	20	20
No. of documents scanned	7,122	9,146	8,000	6,000
No. of phone/e-mail/walk-in requests processed	15,445	16,886	15,000	12,500
No. of property loss claims processed	23	34	25	20
No. of new liability loss claims processed	8	3	2	2
No. of W/C claims	42	23	30	30
No. of City registered voters	18,545	18,402	19,551	19,551

EFFICIENCY MEASURES

Avg. cost to prepare one page of minutes	\$6.95	\$6.81	\$6.81	\$6.73
Avg. administrative cost to prepare lien searches	\$6.95	\$5.45	\$5.45	\$5.95
Avg. administrative cost per employee – risk management	\$126	\$125	\$125	\$125
Avg. cost of municipal election	\$21,194	\$20,551	\$21,000	\$21,606

EFFECTIVENESS MEASURES

% of minutes not returned for corrections	100.0%	100.0%	100.0%	100.0%
% of minutes completed prior to next meeting	100.0%	100.0%	100.0%	100.0%
% of lien searches completed within 5 days	100.0%	100.0%	100.0%	100.0%
% of "RUSH" searches completed within 1 day	98.0%	100.0%	100.0%	100.0%
% Liability/property loss ratio (premiums/claims)	38.0%	25.0%	25.0%	18.0%
% W/C claims loss ratio (premiums/losses)	76.9%	25.0%	25.0%	40.0%
% Registered voter participation in Municipal Elections	6.16%	4.24%	5.00%	*0%

\*No Election

<b>DEPARTMENT</b>	<u>Administration</u>
<b>COST CENTER</b>	<u>City Clerk</u>
<b>COST CENTER NO.</b>	<u>10-15</u>

**GOALS & OBJECTIVES**

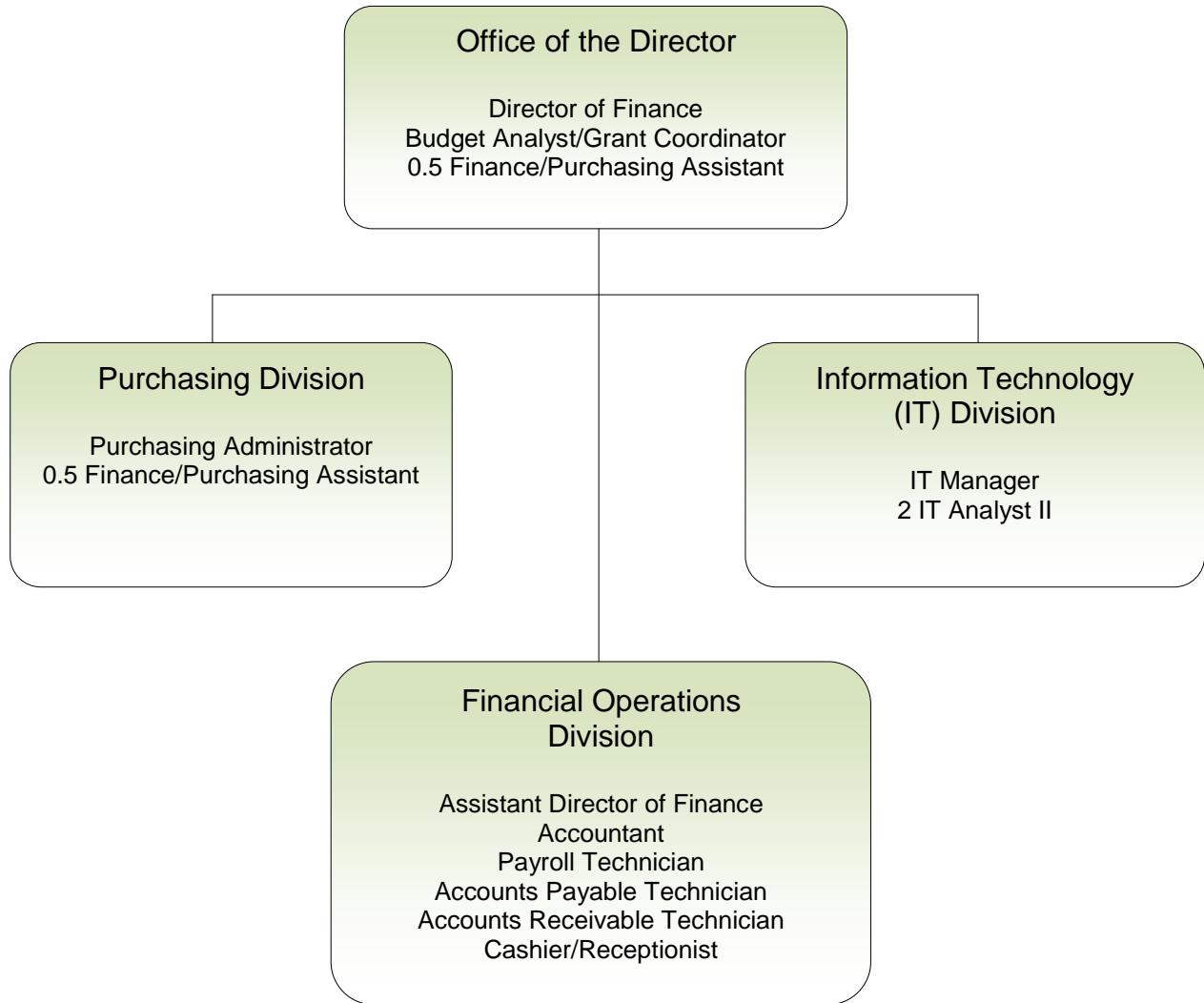
- |           |  |
|-----------|--|
| Goal      | Maintain a City-Wide Records Management Program to enhance access to public records and minimize costs associated with time and storage.   |
| Objective | <ul style="list-style-type: none"> <li>• Maintain the number of meetings with departmental Records Custodians and Alternates at 4 per year.</li> <li>• Maintain destruction of paper records at 1 per year, and destruction of electronics records at 1 per year.</li> </ul> |
| Goal      | Provide support to City Council and City Boards to meet Florida Statutes requirements.   |
| Objective | <ul style="list-style-type: none"> <li>• Maintain the preparation and coordination of twenty-four (24) City Council Agendas.</li> <li>• Maintain one (1) orientation for new Board Members, and maintain information provided to Board Members at 1 per year.</li> </ul>     |
| Goal      | Provide administration of annual municipal election in accordance with Florida Statutes.   |
| Objective | <ul style="list-style-type: none"> <li>• Maintain the administration and supervision of the annual municipal election for sixteen (16) precincts and 19,551 registered voters.</li> </ul>  |
| Goal      | Provide competent risk management services in order to minimize liability for the City.  |
| Objective | <ul style="list-style-type: none"> <li>• Maintain the annual review of insurance coverage limits and property inventory.</li> </ul>  |

**DEPARTMENT** Administration  
**COST CENTER** City Clerk  
**COST CENTER NO.** 10-15

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 109,377	\$ 113,821	\$ 119,022	\$ 123,856
21-1	Fica Taxes	8,234	8,505	9,105	9,475
22-1	Retirement Contributions	9,826	5,446	6,010	8,608
23-1	Life & Health Ins - Employee	14,822	14,749	15,192	15,645
23-2	Dependent Insurance	0	891	3,442	7,907
24-1	Worker's Compensation	261	284	250	260
25-1	Unemployment Compensation	0	0	143	149
<b>TOTAL PERSONNEL SERVICES</b>		<b>142,520</b>	<b>143,696</b>	<b>153,164</b>	<b>165,900</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	4,980	1,890	0	0
34-4	Other Contractual Service	404	179	200	250
40-4	Ed Train Sem & Assc Exp	1,628	545	1,800	1,800
42-1	Postage & Freight	0	6	0	0
45-2	Notary Fees	40	102	100	0
46-3	R & M - Office Equipment	0	0	0	0
46-5	R & M - Other Equipment	355	509	200	600
48-6	Other Promo Activities	0	0	500	600
49-1	Legal Ads	3,526	2,360	3,500	3,000
49-2	Election Expenses	20,858	21,043	21,761	21,621
49-3	Titles, Tags & Taxes	1,356	1,536	1,200	1,430
49-8	Recording Fees	2,088	2,400	2,600	3,000
51-2	Office Supplies	0	83	60	60
51-5	Minor Office Equip & Furn	0	213	1,775	0
54-2	Code Supplements & Updates	400	7,459	4,550	4,650
54-3	Books,Subsc,Prof Supplies	228	251	300	325
54-4	Memberships & Dues	610	690	690	690
<b>TOTAL OPERATING EXPENSES</b>		<b>36,473</b>	<b>39,266</b>	<b>39,236</b>	<b>38,026</b>
<b>DIVISION TOTAL</b>		<b>\$ 178,993</b>	<b>\$ 182,962</b>	<b>\$ 192,400</b>	<b>\$ 203,926</b>

### 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: 13

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**DEPARTMENT OF FINANCE  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

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, 2012.
- Received the Certificate of Achievement for Excellence in Financial Reporting Award for FY 12.
- Received the Distinguished Budget Presentation Award for FY 13.
- Received the Popular Achievement for Financial Reporting Award for FY 12.
- Coordinated a total of 12 grants with expenditures estimated at \$650,000.
- Successfully negotiated Recruitment and Applicant Tracking Software saving the City \$55,000 over the duration of the Agreement.

Financial Operations Division:

- Audited FPU gas franchise fees, found several inconsistencies that may result in increase of franchise fees going forward.
- Researched and found new A/P check stock vendor, tested and implemented new checks at a savings of approximately \$500/year.
- Performed full reconciliation of Contract Security billed to randomly selected employee payrolls. Added new procedures to help ensure that contract security is invoiced within a reasonable time period after the work is performed.
- Improved the Departments computerized filing system and eliminated duplicate and outdated files.
- Researched with property appraiser's office, confirmed City will no longer be assessed ad valorem taxes on cell tower sites; individual lessees (AT&T, Sprint) will be directly assessed personal property taxes on their equipment at the cell sites; lease payments to City to be included in the determination of personal property values. Provided copies of all cell tower vendor contracts to appraiser.
- Prepared two resolutions (2012-25 & 2013-05) to impose 442 solid waste liens totaling \$86,961, and three resolutions (2012-23, 2012-35, & 2013-04) to release 138 solid waste liens totaling \$32,735.

Purchasing Division:

- Provided updates to departments regarding procurement policies and procedures through the Purchasing Partner newsletter and live training sessions.
- Maintained the amount of savings realized on City purchases by facilitating competitive procurement practices.
- Coordinated a total of eight (8) Bids and/or Requests for Proposals (RFP). Highlights include management of Bids for CIP-156, Dredging and re-grading of the "A" & "B" Canals, 10th Avenue N Sanitary Sewer Phase 3, 10th Avenue North Landscape Enhancements, Greenacres Historical Society Museum Displays, City Uniform and Camp Shirts, Landscape Materials Bid and Custodial Services.
- Maintained fifteen current City purchasing contracts on the City's website.

Information Technology Division:

- Maintained network availability of 99.7% of the time or greater throughout the fiscal year.
- Redesigned and maintained GovQA technical request system for technical/non-technical requests.
- Reconfigured and delivered 5 desktop computers & 7 servers to local Greenacres schools.
- Replaced AT&T Internet & Network services with Palm Beach County services which reduced the yearly expenses by \$25,000, increased network speed, and improved reliability.
- Coordinated efforts to analyze and select upgraded Integrated Public Administration Software.

**DEPARTMENT** Finance  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 20-21

**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 the 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$265,236	\$190,490	\$231,392	\$236,987
Operating	46,318	36,915	45,425	49,325
Capital	0	0	375	0
Other	0	0	0	0
General Fund Totals	\$311,554	\$227,405	\$277,192	\$286,312

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Director of Finance	1	1	1	1
Budget Analyst/Grant Coordinator <sup>2</sup>	1	1	1	1
Finance/Purchasing Asst <sup>1</sup>	1	1	0.5	0.5
Total Number of Staff	3	3	2.5	2.5

<sup>1</sup> Full time position funded 50% in Office of Director and 50% in Purchasing

<sup>2</sup> 2014 title changed from Finance/Budget Analyst to Budget Analyst/Grant Coordinator

<b>DEPARTMENT</b>	<u>Finance</u>
<b>COST CENTER</b>	<u>Office of the Director</u>
<b>COST CENTER NO.</b>	<u>20-21</u>

**ACTIVITY/PERFORMANCE MEASURES**

- Oversee preparation of the Comprehensive Annual Financial Report (CAFR) to the City Council by the second meeting in March.
- Provide monthly financial and budget reports to the City Manager.
- 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.
- Review monthly General Ledger reconciliations.
- Review Purchase Orders over \$2,500.

**GOALS & OBJECTIVES**

- |           |  |
|-----------|--|
| Goal      | To provide reliable, accurate and timely financial information to City Council, Management, Staff and Citizens.  |
| Objective | <ul style="list-style-type: none"> <li>• 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.</li> <li>• To receive the prestigious and Distinguished Budget Presentation Award for the current Fiscal Year.</li> <li>• To receive the Popular Annual Financial Reporting Award for the current fiscal year.</li> </ul> |
| Goal      | To ensure receipt of City’s revenue sources through auditing services.   |
| Objective | <ul style="list-style-type: none"> <li>• To conduct monthly reviews of State revenue remittance.</li> <li>• To verify the accuracy of the service providers address databases.</li> </ul>  |
| Goal      | To increase the efficiency of Financial Operations by upgrading the integrated Public Administration Software system.  |
| Objective | <ul style="list-style-type: none"> <li>• To increase the number of customer facing applications.</li> <li>• To decrease the time required to develop customized financial reports.</li> </ul>  |

**DEPARTMENT** Finance  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 20-21

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 107,646	\$ 44,014	\$ 92,839	\$ 95,076
12-1	Regular Salaries & Wages	106,523	109,392	89,146	85,733
15-1	Special Pay	6,320	4,160	5,320	4,320
21-1	Fica Taxes	16,572	11,765	13,674	13,514
22-2	FLC Gen Retirement Contribution	7,675	5,675	9,098	9,041
22-3	FLC Gen Retirement Match	3,838	2,838	4,549	4,521
23-1	Life & Health Ins - Employee	15,599	11,766	15,763	23,731
23-2	Dependent Insurance	342	304	391	445
23-3	Short Term Disability Pay	200	0	0	0
24-1	Worker's Compensation	521	576	394	389
25-1	Unemployment Compensation	0	0	218	217
<b>TOTAL PERSONNEL SERVICES</b>		<b>265,236</b>	<b>190,490</b>	<b>231,392</b>	<b>236,987</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	505	956	975	1,025
32-1	Accounting & Auditing	44,765	33,749	41,600	42,700
40-4	Ed Train Sem & Assc Exp	300	801	1,500	3,350
42-1	Postage & Freight Charges	30	0	200	100
45-2	Notary Fees	0	0	90	100
46-3	R & M - Office Equipment	0	0	300	300
47-1	Printing & Binding	64	907	0	880
51-5	Minor Office Equip & Furn	0	0	300	300
54-3	Books,Subsc,Prof Supplies	205	215	225	250
54-4	Memberships & Dues	449	287	235	320
<b>TOTAL OPERATING EXPENSES</b>		<b>46,318</b>	<b>36,915</b>	<b>45,425</b>	<b>49,325</b>
<b>CAPITAL OUTLAY</b>					
64-5	Office Furniture	0	0	375	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>
<b>DIVISION TOTAL</b>		<b>\$ 311,554</b>	<b>\$ 227,405</b>	<b>\$ 277,192</b>	<b>\$ 286,312</b>



**DEPARTMENT** Finance  
**COST CENTER** Financial Operations  
**COST CENTER NO.** 20-22

**PRIMARY FUNCTION NARRATIVE**

The Financial Operations Division provides detailed financial services that include accounting, payroll, cash management, accounts payable, and accounts receivable. 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, 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 collection.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$384,403	\$396,581	\$405,066	\$408,831
Operating	60,714	60,348	61,660	64,041
Capital	0	1,065	0	2,200
Other	0	0	0	0
General Fund Totals	\$445,117	\$457,994	\$466,726	\$475,072

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
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

<b>DEPARTMENT</b>	Finance
<b>COST CENTER</b>	Financial Operations
<b>COST CENTER NO.</b>	20-22

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
A/P invoices processed for payment	5,042	5,198	5,100	5,200
A/P ACH Payments	30	31	30	40
Payroll Checks Issued	32	31	25	25
Payroll Direct Deposits	5,012	5,245	5,338	5,400
Cashier Payments Processed	20,689	20,791	19,872	19,900
Solid Waste Bills Issued	13,649	13,482	13,694	13,690
Initial Ambulance Invoices	2,622	2,838	2,840	2,850
Number of Items Scanned	98,297	95,388	97,576	96,000
Fixed Assets Maintained	1,475	1,402	1,380	1,525

**EFFICIENCY MEASURES**

Cost per A/P check processed	\$6.15	\$5.92	\$6.03	\$5.94
Cost per Payment Processed	\$1.39	\$1.36	\$1.36	\$1.34
Cost Per Solid Waste Bill Processed	\$2.36	\$2.32	\$2.31	\$2.30
Avg. Cost Per Initial Ambulance Invoice	\$10.70	\$10.67	\$10.66	\$10.64
Cost of scanning per page	\$0.17	\$0.17	\$0.16	\$0.15

**EFFECTIVENESS MEASURES**

% of EMS Bills Collected	66.7%	60.8%	69.0%	66.1%
% of Solid Waste Bills Collected	96.3%	95.4%	94.0%	95.0%

**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  
 COST CENTER Financial Operations  
 COST CENTER NO. 20-22

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 295,356	\$ 305,304	\$ 311,229	\$ 312,883
14-1	Overtime	0	0	0	0
21-1	Fica Taxes	22,381	23,127	23,498	23,623
22-2	FLC Gen Retirement Contribution	14,685	15,258	15,561	15,644
22-3	FLC Gen Retirement Match	5,999	7,217	7,781	7,821
23-1	Life & Health Ins - Employee	44,053	44,359	45,579	46,937
23-2	Dependent Insurance	342	528	391	890
23-3	Short Term Disability Pay	875	0	0	0
24-1	Worker's Compensation	712	788	654	658
25-1	Unemployment Compensation	0	0	373	375
<b>TOTAL PERSONNEL SERVICES</b>		<b>384,403</b>	<b>396,581</b>	<b>405,066</b>	<b>408,831</b>
<b>OPERATING EXPENSES</b>					
34-4	Other Contractual Service	5,736	4,610	5,990	10,140
40-4	Ed Train Sem & Assc Exp	2,058	1,461	2,550	1,100
40-5	Business Exp & Mileage	16	24	50	0
41-1	Telephone	12	2	30	0
42-1	Postage,Frt & Exp Charges	44,770	44,797	43,890	44,090
46-3	R & M - Office Equipment	1,623	1,876	1,270	1,381
47-1	Printing & Binding	1,903	3,133	3,100	2,750
49-10	Property Tax	539	525	600	0
49-4	Bonds Discount	0	0	0	0
49-7	Computer Software & Prog.	2,250	2,250	2,250	2,250
51-5	Minor Office Equip & Furn	0	4	300	300
54-3	Books,Subsc,Prof Supplies	1,362	1,431	1,355	1,755
54-4	Memberships & Dues	445	235	275	275
<b>TOTAL OPERATING EXPENSES</b>		<b>60,714</b>	<b>60,348</b>	<b>61,660</b>	<b>64,041</b>
<b>CAPITAL OUTLAY</b>					
64-6	Office Equipment	0	1,065	0	2,200
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>1,065</b>	<b>0</b>	<b>2,200</b>
<b>DIVISION TOTAL</b>		<b>\$ 445,117</b>	<b>\$ 457,994</b>	<b>\$ 466,726</b>	<b>\$ 475,072</b>

**DEPARTMENT** Finance  
**COST CENTER** Purchasing  
**COST CENTER NO.** 20-23

**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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$132,413	\$135,304	\$111,536	\$98,644
Operating	12,029	8,533	13,010	14,269
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$144,442	\$143,837	\$124,546	\$112,913

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Purchasing Administrator	1	1	1	1
Buyer	1	1	0	0
Finance/Purchasing Asst <sup>1</sup>	0	0	0.5	0.5
Total Number of Staff	2	2	1.5	1.5

<sup>1</sup> Full time position funded 50% in Purchasing and 50% in Office of Director.

<b>DEPARTMENT</b>	Finance
<b>COST CENTER</b>	Purchasing
<b>COST CENTER NO.</b>	20-23

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
Purchase Orders Issued	1,112	1,104	1,100	1,100
Purchase Order Amounts	\$5,020,122	\$4,106,511	\$3,500,000	\$3,803,255
Bids Issued	11	7	8	8
Central Store Requests	389	353	380	380
Contracts Managed	28	28	28	28
Purchasing Card Purchases	\$162,223	\$165,048	\$160,000	\$162,524
Purchasing Card Transactions	1,392	1,478	1,370	1,420
No. of Training Sessions Conducted	2	1	2	2

**EFFICIENCY MEASURES**

Cost per Purchase Order Issued	\$79.10	\$33.39	\$31.85	\$32.62
Cost per Bid/RFP	\$2,646.16	\$3,159.75	\$2,627.62	\$2,893.69
Cost per Central Store Request	\$13.92	\$6.27	\$5.53	\$5.90
Cost per Contract Managed	\$289.98	\$184.32	\$175.18	\$179.75

**EFFECTIVENESS MEASURES**

Saving Amount Realized through Alternative Purchasing	\$27,544	\$25,113	\$25,000	\$25,000
Number of Bid Protests	0	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.
  - Maintain a posting of current City purchasing contracts annually on the City's website.

**DEPARTMENT** Finance  
**COST CENTER** Purchasing  
**COST CENTER NO.** 20-23

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 102,504	\$ 105,099	\$ 88,950	\$ 71,619
15-1	Special Pay	0	0	1,000	0
21-1	Fica Taxes	7,806	7,982	6,779	5,399
22-2	FLC Gen Retirement Contribution	5,105	5,224	4,447	3,581
22-3	FLC Gen Retirement Match	1,589	1,618	2,224	1,790
23-1	Life & Health Ins - Employee	14,822	14,805	7,840	15,573
23-2	Dependent Insurance	342	304	0	445
24-1	Worker's Compensation	245	272	189	151
25-1	Unemployment Compensation	0	0	107	86
<b>TOTAL PERSONNEL SERVICES</b>		<b>132,413</b>	<b>135,304</b>	<b>111,536</b>	<b>98,644</b>
<b>OPERATING EXPENSES</b>					
40-4	Ed Train Sem & Asc Exp	1,559	616	2,400	2,599
40-5	Business Exp & Mileage	0	0	50	0
42-1	Postage & Freight Charges	0	5	75	75
45-2	Notary Fees	0	0	0	100
47-1	Printing & Binding	725	525	600	600
49-1	Legal Ads	2,043	1,981	2,200	2,200
51-2	Office Supplies	3,336	2,587	3,500	4,000
51-4	Copy Paper & Supplies	3,759	2,234	3,300	3,300
51-5	Minor Office Equip & Furn	0	0	200	200
54-3	Books,Subsc,Prof Supplies	0	0	120	610
54-4	Memberships & Dues	575	585	565	585
55-5	Erroneous Issues	32	0	0	0
<b>TOTAL OPERATING EXPENSES</b>		<b>12,029</b>	<b>8,533</b>	<b>13,010</b>	<b>14,269</b>
<b>DIVISION TOTAL</b>		<b>\$ 144,442</b>	<b>\$ 143,837</b>	<b>\$ 124,546</b>	<b>\$ 112,913</b>

**DEPARTMENT** Finance  
**COST CENTER** Information Technology  
**COST CENTER NO.** 20-26

**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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$244,668	\$252,763	\$261,194	\$268,106
Operating	86,488	87,250	86,187	109,259
Capital	0	1,317	4,000	0
Other	0	0	0	0
General Fund Totals	\$331,156	\$341,330	\$351,381	\$377,365

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Information Tech. Manager	1	1	1	1
Information Tech. Analyst II	1	1	1	2
Information Tech. Analyst I	1	1	1	0
Total Number of Staff	3	3	3	3

<b>DEPARTMENT</b>	Finance
<b>COST CENTER</b>	Information Technology
<b>COST CENTER NO.</b>	20-26

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
PC Workstations Maintained	118	119	120	120
Mobile Data Terminals Maintained	36	37	37	37
Scanners Maintained	9	9	10	10
Plotters Maintained	2	2	2	2
Applications Maintained	129	118	117	122
Printers Maintained	98	102	102	102
Servers/Midrange Computers Maintained	27	27	22	24
Number of Technical Service Requests	-	1,429	1,414	1,414
Hardware/Software Evaluations	6	3	3	3
Computer Training Sessions Conducted	3	3	6	3
No. of Computer Training Attendees	36	15	37	32

**EFFICIENCY MEASURES**

Cost per Personal Computer Maintained	\$476.49	\$485.46	\$495.73	\$477.01
Cost per Application Maintained	\$468.41	\$460.67	\$510.69	\$525.45
Cost per Printer Maintained	\$250.90	\$126.29	\$104.03	\$130.98
Cost per Service Request	-	-	\$35.27	\$41.57
Cost per Hardware/Software Evaluation	\$3,703.77	\$4,125.50	\$2,475.81	\$5,343.86

**EFFECTIVENESS MEASURES**

% Network Availability	99.5%	99.5%	99.8%	99.8%
% Service requests responded to within 1 hr.	98.0%	98.0%	99.5%	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 99.7% of the time or greater throughout the fiscal year.
  
- Goal** To keep servers and workstations current with updates & patches.

**Objective**
  - Maintain a Client/Server Management system.
  
- 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 from all Internet security threats and to reduce the bandwidth loss while making employees' Internet access more efficient.

**Objective**
  - Maintain a Web Filter and Security system.

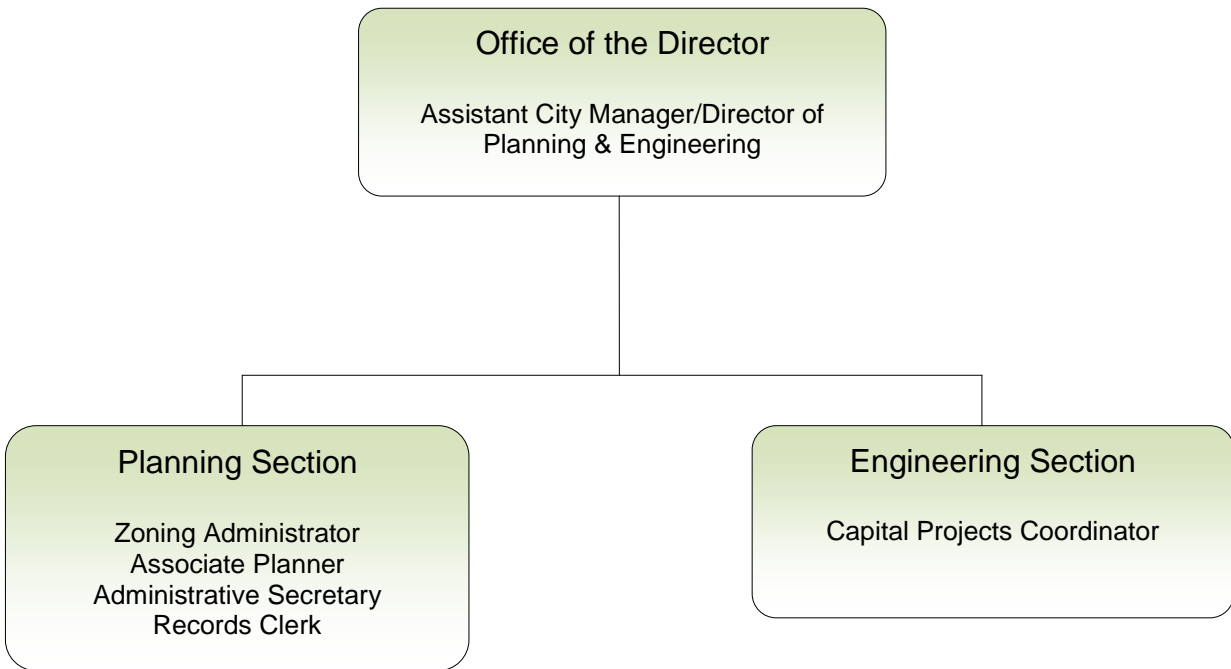


**DEPARTMENT** Finance  
**COST CENTER** Information Technology  
**COST CENTER NO.** 20-26

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 198,349	\$ 202,961	\$ 206,929	\$ 212,331
15-1	Special Pay	2,000	2,000	2,000	2,000
21-1	Fica Taxes	15,292	15,404	15,753	16,161
22-2	FLC Gen Retirement Contribution	9,878	10,143	10,347	10,616
22-3	FLC Gen Retirement Match	2,913	2,993	5,174	5,307
23-1	Life & Health Ins - Employee	15,413	15,317	15,680	16,182
23-2	Dependent Insurance	342	3,413	4,624	4,803
24-1	Worker's Compensation	481	532	439	451
25-1	Unemployment Compensation	0	0	248	255
<b>TOTAL PERSONNEL SERVICES</b>		<b>244,668</b>	<b>252,763</b>	<b>261,194</b>	<b>268,106</b>
<b>OPERATING EXPENSES</b>					
40-4	Ed Train Sem & Assc Exp	1,676	1,894	3,200	6,700
40-5	Business Exp & Mileage	0	0	100	100
41-1	Telephone	14,331	16,172	6,441	5,886
42-1	Postage & Freight Charges	8	0	50	50
46-7	R & M - Computer Equip	9,869	9,955	10,000	10,900
49-7	Computer Software & Program	59,426	56,696	62,231	84,158
51-5	Minor Office Equip & Furn	536	1,335	1,175	1,015
52-5	Consumables & Small Tools	472	1,023	2,750	250
54-3	Books,Subsc,Prof Supplies	45	0	100	0
54-4	Memberships & Dues	125	175	140	200
<b>TOTAL OPERATING EXPENSES</b>		<b>86,488</b>	<b>87,250</b>	<b>86,187</b>	<b>109,259</b>
<b>CAPITAL OUTLAY</b>					
64-9	Comp Hardware/Software	0	1,317	4,000	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>1,317</b>	<b>4,000</b>	<b>0</b>
<b>DIVISION TOTAL</b>		<b>\$ 331,156</b>	<b>\$ 341,330</b>	<b>\$ 351,381</b>	<b>\$ 377,365</b>

## 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: 6

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**DEPARTMENT OF PLANNING AND ENGINEERING  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

- Maintained the Comprehensive Plan and Zoning Code in compliance with Florida Statutes and the City's vision.
- Maintained the current turnaround time for review of development applications.
- 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 completed process to link Laser Fiche documents to the map.
- Increased the number of successful site landscaping renovations by commercial property owners to address deficiencies.
- Contacted owners at the intersection of Lake Worth Road and Jog Road to encourage annexation.
- Obtained grant funds through the Community Development Block Grant (CDBG) program, including a Special Area of Hope allocation of \$300,000.
- Participated in coordinated county-wide effort to revive school concurrency program.
- Completed extensive revision and update to the Subdivision Code.
- Extensively remodeled the oldest City-owned building (301 Swain Boulevard) into space for the police and the Greenacres Historical Society museum. Exterior changed to Florida Vernacular style to support the City's vision for the area and to improve the building's appearance.
- Successfully worked with Palm Beach County Water Utilities Department and Department of Economic Sustainability to allocate over \$500,000 in funding towards the last phase of the 10th Avenue North sewer extension in support of redevelopment in the Original Section.
- Successfully worked with Palm Beach County Engineering Department and Department of Economic Sustainability to allocate funding for the installation of a new storm water outfall to alleviate recurring flooding on 10th Avenue North in the Original Section.
- Completed the construction of Capital Improvement Projects: Renovated 301 Swain Boulevard and added a new decorative street light; Phase 2 (Jackson Avenue) and Phase 3 (Swain Boulevard) of the 10<sup>th</sup> Avenue North Sewer Extension; hired a design and construction firm for the Greenacres Historical Society Exhibits; Installed new landscaping along 10th Avenue North; Repaved S. 57th Avenue between 10th Avenue North and Lake Worth Road; and Completed construction plans to renovate Community Hall and 500 Perry.

<b>DEPARTMENT</b>	<u>Planning and Engineering</u>
<b>COST CENTER</b>	<u>Office of the Director</u>
<b>COST CENTER NO.</b>	<u>30-31</u>

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**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.

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**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$397,966	\$437,870	\$488,070	\$499,717
Operating	55,220	84,012	66,984	76,566
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$453,186	\$521,882	\$555,054	\$576,283

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Assistant City Manager/ Director <sup>1</sup>	0	0	1	1
Planning and Eng. Dir.	1	1	0	0
Zoning Administrator	1	1	1	1
Associate Planner <sup>2</sup>	1	1	1	1
Capital Project Coordinator	1	1	1	1
Administrative Secretary	1	1	1	1
Records Clerk	1	1	1	1
Total Number of Staff	6	5 FT/1 PT	6	6

<sup>1</sup> Position reclassified

<sup>2</sup> Full-time in 2011, Part-time in 2012, Full-time 2013

<b>DEPARTMENT</b>	<u>Planning and Engineering</u>
<b>COST CENTER</b>	<u>Office of the Director</u>
<b>COST CENTER NO.</b>	<u>30-31</u>

## PERFORMANCE MEASURES

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
Annexations	2	2	1	2
Comprehensive Plan Amendments	6	3	2	3
Zoning Changes	5	2	1	2
Special Exceptions	3	7	6	5
Site Plans	1	7	7	4
Site Plan Amendments	15	17	16	19
Variances	4	5	6	4
Zoning Text Amendments	6	1	1	2
Temporary Use Permits	36	42	18	36
Building Permit Review for Zoning	261	253	2322	288
Engineering Permits, Plats & TCJA's*	21	23	35	27
Capital Improvement Projects	11	10	12	6
Grant Applications	1	2	2	1
Landscape Inspections	119	143	252	201
Zoning Inspections	42	55	106	70
Engineering Inspections	13	61	64	63
Documents Scanned	54,274	36,667	33,994	40,503

## EFFICIENCY MEASURES

Case Reviews per Planner (2) **	14	17.6	20	20.9
Annexed Acres per Case Processed	5.3	1.807	3.27	2.66
Landscape Inspections per Inspector (2) **	60	57	126	101
Cost per Document Scanned In House	\$0.82	\$1.29	\$1.41	\$1.14

## EFFECTIVENESS MEASURES

Grant \$ Awarded per Grant Submitted	\$90,830	\$90,932	\$190,932	\$69,584
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\* TCJA - Traffic Control Jurisdiction Agreement

\*\* Three Planning/Inspectors in FY 2012 and earlier

<b>DEPARTMENT</b>	<u>Planning and Engineering</u>
<b>COST CENTER</b>	<u>Office of the Director</u>
<b>COST CENTER NO.</b>	<u>30-31</u>

**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 10<sup>th</sup> 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.

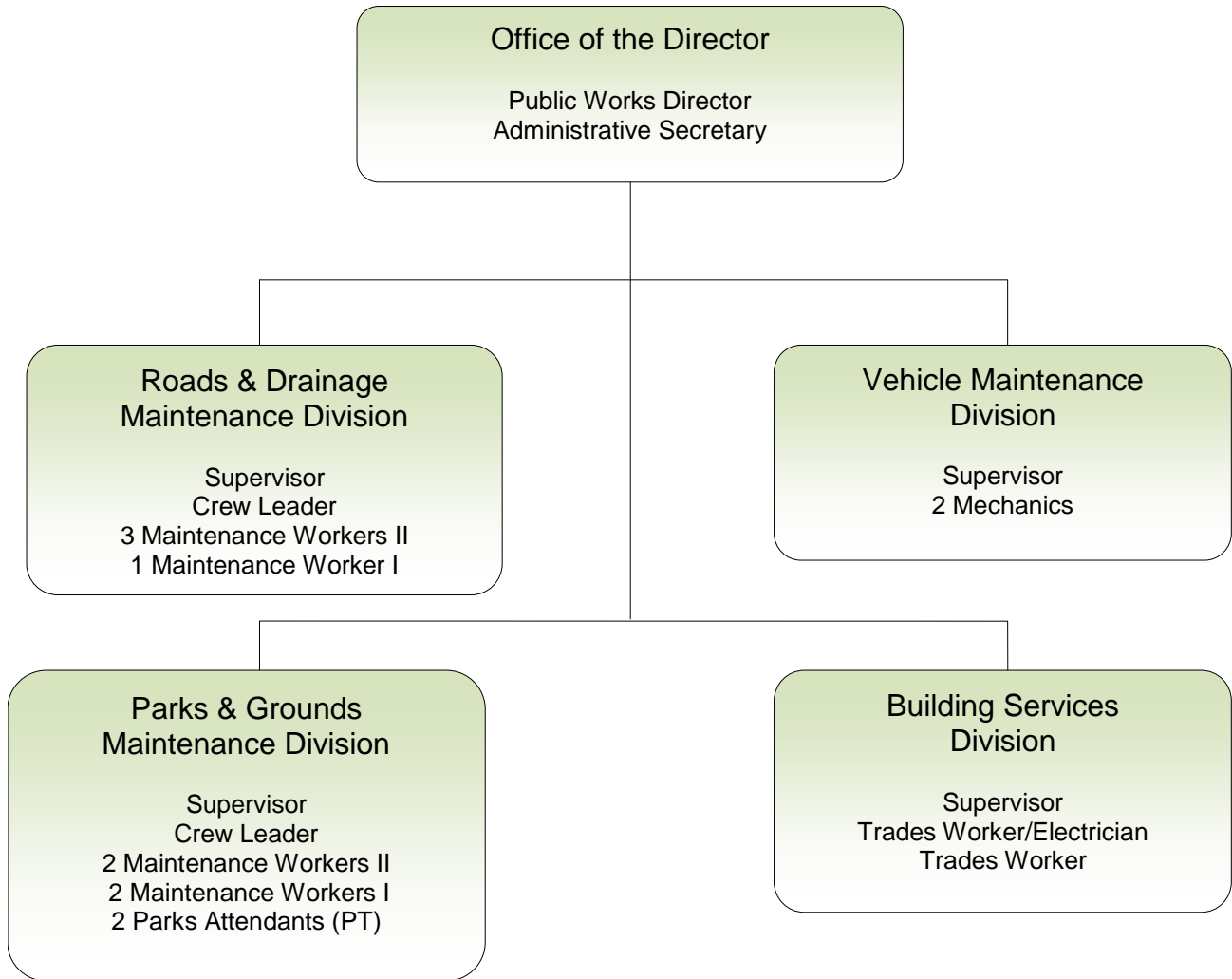
- Objectives    • Maintain the current turn-around time for review of development applications.  
 • Increase the public accessibility of the subdivision code through clarification and codification.

DEPARTMENT Planning and Engineering  
 COST CENTER Office of the Director  
 COST CENTER NO. 30-31

## COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
PERSONNEL SERVICES					
11-1	Executive Salaries	\$ 89,765	\$ 94,665	\$ 102,748	\$ 104,817
12-1	Regular Salaries & Wages	208,157	217,123	267,404	273,963
13-1	Other Salaries & Wages	0	25,181	0	0
14-1	Overtime	0	0	0	0
15-1	Special Pay	4,320	4,320	4,320	4,320
21-1	Fica Taxes	22,140	25,168	27,337	27,966
22-2	FLC Gen Retirement Contribution	14,830	15,548	18,507	18,937
22-3	FLC Gen Retirement Match	6,334	6,660	9,253	9,472
23-1	Life & Health Ins - Employee	39,063	37,308	45,954	47,320
23-2	Dependent Insurance	12,474	10,998	11,316	11,662
24-1	Worker's Compensation	883	899	787	805
25-1	Unemployment Compensation	0	0	444	455
<b>TOTAL PERSONNEL SERVICES</b>		<b>397,966</b>	<b>437,870</b>	<b>488,070</b>	<b>499,717</b>
OPERATING EXPENSES					
31-2	Engineering & Archit Fees	14,786	14,217	20,565	22,702
31-4	Other Professional Service	12,970	52,329	25,000	30,600
40-4	Ed Train Sem & Assc Exp	1,459	2,529	1,000	1,500
40-5	Business Exp & Mileage	231	82	150	150
42-1	Postage & Freight Charges	0	0	150	150
46-3	R & M - Office Equipment	2,957	2,529	5,690	4,913
46-5	R & M - Other Equipment	0	0	350	0
47-1	Printing & Binding	472	789	636	668
49-1	Legal Ads	15,865	6,165	7,268	10,076
49-7	Computer Software & Program	0	0	550	0
51-2	Office Supplies	580	842	456	418
51-4	Copy Paper & Supplies	857	709	890	806
51-5	Minor Office Equip & Fur	0	342	0	0
52-8	Uniforms and Clothing	48	15	0	0
54-3	Books,Subsc,Prof Supplies	3,221	1,549	1,925	2,009
54-4	Memberships & Dues	1,774	1,915	2,354	2,574
<b>TOTAL OPERATING EXPENSES</b>		<b>55,220</b>	<b>84,012</b>	<b>66,984</b>	<b>76,566</b>
<b>DIVISION TOTAL</b>		<b>\$ 453,186</b>	<b>\$ 521,882</b>	<b>\$ 555,054</b>	<b>\$ 576,283</b>

### 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



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**DEPARTMENT OF PUBLIC WORKS  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

Office of the Director:

- Coordinated 7 Capital Improvement Projects within their allocated budget amounts.
- Processed almost 250 citizen requests within 24 hours of receipt.
- Completed 3 grant funded projects.
- Received 21 Year Tree City USA Re-Certification Award.
- Submitted seven annual environmental reports to various County and State agencies.

Roads & Drainage Division:

- Coordinated the rehabilitation of the storm sewer pipes at S. 57<sup>th</sup> Avenue, L-11 Canal (Lake Worth Hills).
- Completed Veterans Park parking area and Foxtail Drive asphalt resurfacing and striping.
- Completed Phase III and IV of FHWA's Minimum Sign Reflectivity Requirement replacements.
- Completed sidewalk, drainage, traffic signage, and streetlights inventories for City's Geographic Information System SmartMap.
- Passed on-site NPDES Report Submittal audit and City's NPDES Compliance Program by the Florida Department of Environmental Protection.

Vehicle Maintenance Division:

- Performed four preventive maintenance services to all Public Safety and EMS vehicles and two preventative maintenance services to all other department vehicles.
- Designed and fabricated gates for Freedom Park entryway.
- Coordinated the completion of approximately 1300 repair and preventative maintenance orders.
- Received and installed associated standard equipment on one (1) Leisure Services van, four (4) Public Safety trucks, two (2) Public Works trucks, and one (1) administrative vehicle.
- Provided various Departments with technical assistance for the Vehicle Replacement Program.

Building Services Division:

- Coordinated painting of entry sign at Community Park, main pavilion at Ira Van Bullock Park.
- Coordinated the replacement of four metal dugout roofs at Freedom Park, two metal dugout roofs at Ira Van Bullock north field, and main pavilion roof at Community Park,.
- Coordinated the completion of approximately 900 public facility repair and maintenance work orders.
- Coordinated the refurbishment of the marquee at Public Safety Station I.
- Coordinated annual backflow, fire extinguisher, fire sprinkler, bay door, exhaust fan, water fountains, bus shelter, and hurricane shutter inspections.
- Coordinated annual tune up on 31 HVAC systems.

Parks Maintenance Division:

- Coordinated the refurbishment and landscape enhancement at City Hall.
- Coordinated removal and installation of play surface, sidewalks, and fencing to meet ADA compliance at Empire Park.
- Renovated north field at Ira Van Bullock Complex to meet new standards for Little League.
- Assisted with six community events.
- Repaired walkways at Community and Rambo parks.

**DEPARTMENT** Public Works  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 40-41

**PRIMARY FUNCTION NARRATIVE**

The Office of the Director is responsible for the management of contractual services (including custodial services, Department of Correction labor force administration, residential solid waste collection, aquatic weed control, fuel supply management, telephone services, fire/burglar alarms and pest control at public buildings) and the submittal of environmental licenses, certifications and reports including storage tank regulation report, hazardous waste generator permit, wellfield operating permit, National Pollution Discharge Elimination System (NPDES) annual report, SARA Title III Hazardous Materials report, Tree City USA certification, Tree City USA Growth Award certification and the Debris Management Plan report.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$156,486	\$166,364	\$169,173	\$175,021
Operating	6,475	5,981	7,061	6,545
Capital	0	0	5,250	0
Other	0	0	0	0
General Fund Totals	\$162,961	\$172,345	\$181,484	\$181,566

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Public Works Director	1	1	1	1
Administrative Secretary	1	1	1	1
Total Number of Staff	2	2	2	2

<b>DEPARTMENT</b>	Public Works
<b>COST CENTER</b>	Office of the Director
<b>COST CENTER NO.</b>	40-41

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of service contracts coordinated	8	8	8	8
No. of annual licenses & reports submitted	7	7	7	7
No. of solid waste complaints processed	3	4	6	3
No. of citizen requests processed	436	327	500	500
No. of community events coordinated	3	2	2	2
No. of tons of residential recycling collected	1,727	1,856	1,900	1,900
No. of tons of residential solid waste collected	11,291	14,986	11,004	12,400
No. of Capital Improvement Projects coordinated	9	9	7	12

**EFFICIENCY MEASURES**

Avg. cost per service contract coordinated	\$2,324	\$2,376	\$2,393	\$2,393
Avg. cost per license/report prepared	\$715	\$711	\$720	\$720
Avg. administrative cost per citizen request	\$5.98	\$6.12	\$6.13	\$6.13
Avg. cost per event coordinated	\$613	\$806	\$815	\$815
Annual collection cost per household (curbside) solid waste service	\$84.72	\$87.96	\$90.00	\$92.70

**EFFECTIVENESS MEASURES**

% of licenses renewed and reports submitted on time	100%	100%	100%	100%
% of recyclable materials removed from total waste stream	13%	11%	15%	13%

**GOALS & OBJECTIVES**

- Goal Provide leadership and direction in order to ensure Department meets the City's mission.
- Objective
- Maintain development of action plans for 100% of Capital Improvement Projects within the first quarter of Fiscal Year.
  - Maintain bi-monthly supervisor meeting, bi-annual review of Departmental Policies and Procedures, quarterly Departmental meetings, quarterly Annual Work Plan review, and quarterly Division assessments to review current projects, emergency management plans, Administrative Directives, and other operational functions.
  - Increase employee professional growth and development through additional training and networking opportunities.
- Goal Provide excellent customer service to internal and external customers.
- Objective
- Maintain the distribution of pertinent information to City Departments to assist in the allocation of resources and improve on strengths and weaknesses of operations at 4 times per year (i.e. fuel usage reports, custodial services surveys, customer service surveys, utility spending, and maintenance expenses of athletic fields).
  - Maintain 24 hour response to solid waste, streetlight outages, WebQA and other customer requests.

**DEPARTMENT** Public Works  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 40-41

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 76,933	\$ 78,643	\$ 80,160	\$ 84,605
12-1	Regular Salaries & Wages	41,966	50,416	51,564	51,829
15-1	Special Pay	6,320	6,320	6,320	6,320
21-1	Fica Taxes	9,702	10,348	10,534	10,892
22-2	FLC Gen Retirement Contribution	6,009	6,443	6,585	6,821
22-3	FLC Gen Retirement Match	3,004	3,221	3,292	3,412
23-1	Life & Health Ins - Employee	8,259	8,159	8,346	8,641
23-2	Dependent Insurance	342	179	172	196
23-3	Short Term Disability Pay	1,850	275	0	0
24-1	Worker's Compensation	2,101	2,360	2,041	2,141
25-1	Unemployment Compensation	0	0	159	164
<b>TOTAL PERSONNEL SERVICES</b>		<b>156,486</b>	<b>166,364</b>	<b>169,173</b>	<b>175,021</b>
<b>OPERATING EXPENSES</b>					
40-4	Ed Train Sem & Assc Exp	1,216	1,412	1,350	1,600
40-5	Business Exp & Mileage	353	351	350	450
41-1	Telephone	19	74	60	60
42-1	Postage & Freight Charges	48	26	50	50
45-2	Notary Fees	95	0	0	100
46-3	R & M - Office Equipment	1,364	1,364	1,481	95
46-4	R & M-Communication Equip	1,035	194	700	700
47-1	Printing & Binding	110	32	50	50
51-2	Office Supplies	1,405	1,765	2,000	1,800
51-4	Copy Paper & Supplies	190	243	300	300
51-5	Minor Office Equip & Furn	260	184	300	900
54-3	Books,Subsc,Prof Supplies	220	172	250	250
54-4	Memberships & Dues	160	164	170	190
64-5	Office Furniture	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>		<b>6,475</b>	<b>5,981</b>	<b>7,061</b>	<b>6,545</b>
<b>CAPITAL OUTLAY</b>					
64-8	Office Equipment	0	0	5,250	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>0</b>	<b>5,250</b>	<b>0</b>
<b>DIVISION TOTAL</b>		<b>\$ 162,961</b>	<b>\$ 172,345</b>	<b>\$ 181,484</b>	<b>\$ 181,566</b>

**DEPARTMENT** Public Works  
**COST CENTER** Roads and Drainage  
**COST CENTER NO.** 40-42

**PRIMARY FUNCTION NARRATIVE**

This Division provides maintenance programs which service the 44.54 lane miles of City owned roadways, 200,476 linear feet of sidewalks, drainage systems, right-of-ways, 72 medians, 5.56 miles of alleyways, 1,284 streetlights, 1,193 traffic control signs, 493 street name signs, and 1,499 trees. The Division conducts and documents National Pollution Discharge Elimination System (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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$347,045	\$351,228	\$357,256	\$361,529
Operating	357,781	307,623	331,479	343,077
Capital	0	5,908	5,000	0
Other	0	0	0	0
General Fund Totals	\$704,826	\$664,759	\$693,735	\$704,606

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Roads and Drainage Supvr.	1	1	1	1
Crew Leader	1	1	1	1
Maintenance Worker II	4	4	3 <sup>1</sup>	3
Maintenance Worker I	0	0	1 <sup>2</sup>	1
Total Number of Staff	6	6	6	6

<sup>1</sup> One Maintenance Worker I position transferred from Parks Division in FY 2013.

<sup>2</sup> One Maintenance Worker II position transferred to Parks Division in FY 2013.

<b>DEPARTMENT</b>	Public Works
<b>COST CENTER</b>	Roads and Drainage
<b>COST CENTER NO.</b>	40-42

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of pavement lane miles maintained	44.54	44.54	44.54	44.54
No. of linear feet of sidewalks maintained	200,476	200,476	200,476	200,476
No. of street name signs maintained	482	488	493	493
No. of traffic control signs maintained	1084	1195	1193	1193
No. of medians maintained	70	70	72	72
No. of trees on medians/right-of-ways, and green areas maintained	1,521	1,521	2,034	2,034
No. of stormwater structures maintained	628	639	639	639
No. of miles of canals maintained	1	1	1	1
No. of miles of alleyways maintained	5.56	5.56	5.56	5.56
No. of underground utility locate ticket requests	558	589	600	600
No. of Capital Improvement Projects coordinated	3	2	3	4

**EFFICIENCY MEASURES**

Cost per capita for repair and maintenance of roads and drainage infrastructure	\$18.61	\$17.46	\$18.32	\$18.39
Cost per stormwater inlet cleaned	\$153.43	\$0	\$131.47	\$141.07
Labor cost per mile of alleyways maintained	\$3,910	\$3,274	\$2,925	\$2,952
Avg. cost per s.f. of sidewalk repaired	\$8.72	\$11.79	\$9.14	\$8.97
Avg. cost per underground locate request	\$17.10	\$17.96	\$18.15	\$18.15

**EFFECTIVENESS MEASURES**

% of inlets cleaned annually	17%	0%	7%	18%
% of trees annually	13%	13%	13%	13%

<b>DEPARTMENT</b>	<u>Public Works</u>
<b>COST CENTER</b>	<u>Roads and Drainage</u>
<b>COST CENTER NO.</b>	<u>40-42</u>

**GOALS & OBJECTIVES**

- |           |   |
|-----------|---|
| Goal      | Provide well maintained, safe, and healthy landscaping and streetscaping on City streets, sidewalks, right-of-ways, medians, and alleyways.   |
| Objective | <ul style="list-style-type: none"> <li>• Maintain quarterly review and updates of infrastructure databases (i.e. street lighting, traffic control signage, sidewalk and storm sewers).</li> <li>• Maintain 24 hour response to issues on public right of ways (i.e. illegal dumping, graffiti, drainage problems, traffic control signage repair and replacement, reporting of streetlight outages, pothole repairs, deceased animal removal and underground utility markings).</li> <li>• Maintain annual roadway and sidewalk integrity inspections.</li> <li>• Maintain trimming of 13% trees annually.</li> </ul> |
| Goal      | Provide a well maintained drainage system to enhance flood prevention.  |
| Objective | <ul style="list-style-type: none"> <li>• Maintain bi-annual field inspections of all drainage structures.</li> <li>• Maintain cleaning of 18% of storm drain inlets annually.</li> <li>• Increase intrusive aquatic vegetation removal functions from Canals from bi-annually to quarterly.</li> <li>• Maintain review of NPDES documentation at 4 times per year for data quality control.</li> </ul>  |

**DEPARTMENT** Public Works  
**COST CENTER** Roads and Drainage  
**COST CENTER NO.** 40-42

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 235,953	\$ 246,976	\$ 252,765	\$ 250,758
14-1	Overtime	797	775	0	0
15-1	Special Pay	600	600	600	600
21-1	Fica Taxes	17,652	18,604	18,800	18,638
22-1	Retirement Contributions	12,492	6,471	7,152	12,607
22-2	FLC Gen Retirement	5,399	5,542	5,625	5,380
22-3	FLC Gen Retirement Match	1,900	1,950	2,811	2,690
23-1	Life & Health Ins - Employee	44,465	44,296	45,578	46,936
23-2	Dependent Insurance	8,819	6,267	4,405	4,554
23-3	Short Term Disability Pay	1,700	1,275	0	0
24-1	Worker's Compensation	16,507	18,472	19,217	19,065
24-2	City Shares Worker's Comp	761	0	0	0
25-1	Unemployment Compensation	0	0	303	301
<b>TOTAL PERSONNEL SERVICES</b>		<b>347,045</b>	<b>351,228</b>	<b>357,256</b>	<b>361,529</b>
<b>OPERATING EXPENSES</b>					
31-2	Engineering & Archit Fee	2,961	0	3,600	0
31-5	Physical Exams	0	420	140	280
34-2	Aquatic Weed Control	3,165	2,385	2,980	3,864
34-4	Other Contractual Service	11,146	522	1,100	4,280
34-41	DOC Service	58,590	59,412	60,941	60,963
40-4	Ed Train Sem & Assc Exp	1,119	1,839	1,609	1,946
43-2	Street Lights	166,088	169,954	169,480	169,300
43-5	Disposal Fees	22,037	20,594	21,823	32,480
44-1	Equipment Rental	448	2,587	300	300
52-3	Custodial, Liab & Chem Sup	2,915	3,263	3,550	3,550
52-5	Consumables & Small Tools	3,319	3,179	3,075	3,075
52-7	Medical Supplies	224	492	250	250
52-8	Uniforms & Clothing	1,212	1,774	1,680	1,818
53-1	Roads & Bridges	54,224	13,185	21,200	21,200
53-2	Traffic Control	3,114	10,041	5,950	5,950
53-3	Drainage	27,053	17,827	33,546	33,546
54-3	Books,Subsc,Prof Supplies	21	0	100	100
54-4	Memberships & Dues	145	149	155	175
<b>TOTAL OPERATING EXPENSES</b>		<b>357,781</b>	<b>307,623</b>	<b>331,479</b>	<b>343,077</b>
<b>CAPITAL OUTLAY</b>					
63-1	Roads and Bridges	0	5,908	0	0
64-8	Other Equipment	0	0	5,000	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>5,908</b>	<b>5,000</b>	<b>0</b>
<b>DIVISION TOTAL</b>		<b>\$ 704,826</b>	<b>\$ 664,759</b>	<b>\$ 693,735</b>	<b>\$ 704,606</b>



**DEPARTMENT** Public Works  
**COST CENTER** Vehicle Maintenance  
**COST CENTER NO.** 40-43

**PRIMARY FUNCTION NARRATIVE**

This Division is responsible for the repair, inspection, and maintenance of the City Fleet, which consists of 99 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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$167,757	\$185,937	\$190,050	\$186,213
Operating	382,229	436,857	438,865	442,026
Capital	0	9,651	4,000	0
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$549,986</b>	<b>\$632,445</b>	<b>\$632,915</b>	<b>\$628,239</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Vehicle Maintenance Supvr.	1	1	1	1
Mechanic	2	2	2	2
<b>Total Number of Staff</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<b>DEPARTMENT</b>	Public Works
<b>COST CENTER</b>	Vehicle Maintenance
<b>COST CENTER NO.</b>	40-43

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of public safety patrol cars maintained	34	34	34	34
No. of administrative vehicles maintained	15	13	16	13
No. of med/light duty trucks/vans maintained	34	36	33	36
No. of heavy duty trucks maintained	5	5	4	4
No. of fire engines maintained	4	4	4	4
No. of ambulances maintained	4	4	5	5
No. of buses maintained	4	3	3	3
No. of small engine equipment maintained	156	157	141	145
No. of repair orders completed	1,258	1,264	1,300	1,300
No. of vehicle preventive maintenance (PM) services performed	300	301	280	280
No. of Capital Improvement Projects coordinated	1	1	1	2

**EFFICIENCY MEASURES**

Avg. operation and maintenance cost per mile (all vehicles)	\$0.54	\$0.58	\$1.43	\$1.10
No. of vehicles maintained per mechanic	45	45	45	45
Avg. completed repair orders per mechanic	572	575	591	591
Avg. completed PM per mechanic	136	137	127	127

**EFFECTIVENESS MEASURES**

% of City vehicles receiving quarterly PM inspections	100%	100%	100%	100%
% of customers satisfied with service (based on customer survey)	100%	100%	100%	100%

<b>DEPARTMENT</b>	<u>Public Works</u>
<b>COST CENTER</b>	<u>Vehicle Maintenance</u>
<b>COST CENTER NO.</b>	<u>40-43</u>

**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
- Maintain readily available fuel supply and access to support uninterrupted operations for users.
  - Maintain quarterly preventive maintenance function on all City vehicles.
  - Maintain small engine equipment usage reviews with Division Supervisors at 3 times per year.
- Goal Provide excellent customer service to internal customers.
- Objective
- 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 cost efficiency and faster repair turn-around.

**DEPARTMENT** Public Works  
**COST CENTER** Vehicle Maintenance  
**COST CENTER NO.** 40-43

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 123,457	\$ 138,609	\$ 142,812	\$ 134,040
14-1	Overtime	189	970	0	0
15-1	Special Pay	600	900	900	900
21-1	Fica Taxes	9,660	10,728	10,491	9,851
22-1	Retirement Contributions	4,931	2,797	2,937	0
22-2	FLC Gen Retirement Contribution	2,072	3,869	4,231	6,701
22-3	FLC Gen Retirement Match	1,036	1,822	2,116	3,350
23-1	Life & Health Ins - Employee	20,395	22,123	22,789	23,468
23-2	Dependent Insurance	0	0	0	4,358
23-3	Short Term Disability Pay	1,500	0	0	0
24-1	Worker's Compensation	3,917	4,119	3,603	3,384
25-1	Unemployment Compensation	0	0	171	161
<b>TOTAL PERSONNEL SERVICES</b>		<b>167,757</b>	<b>185,937</b>	<b>190,050</b>	<b>186,213</b>
<b>OPERATING EXPENSES</b>					
31-5	Physical Exams	0	210	0	210
34-4	Other Contractual Service	28,285	1,068	1,918	2,568
40-4	Ed Train Sem & Assc Exp	1,835	2,430	2,600	3,292
41-1	Telephone	126	75	120	120
43-5	Dumping Fees	610	912	750	750
44-1	Equipment Rental	0	0	200	200
44-2	Uniform Rental	1,169	1,128	1,822	1,822
46-2	R & M - Vehicles	65,929	73,558	67,000	72,000
46-21	R & M - Veh Other Contract	0	34,513	37,730	42,730
46-5	R & M - Other Equipment	11,961	23,797	13,500	14,000
46-51	R & M - Other Equip Contract	0	0	1,000	1,000
46-7	R & M - Computer Equip	4,078	2,941	2,000	0
49-3	Titles, Tags & Taxes	250	250	250	250
49-7	Computer Software & Prog.	1,608	1,608	1,610	1,650
52-1	Fuel & Lubricants	263,294	291,838	304,520	297,520
52-5	Consumables & Small Tools	2,253	1,731	2,500	2,500
52-7	Medical Supplies	0	44	50	50
52-8	Uniforms & Clothing	636	212	895	964
54-3	Books,Subsc,Prof Supplies	0	392	250	250
54-4	Memberships & Dues	195	150	150	150
<b>TOTAL OPERATING EXPENSES</b>		<b>382,229</b>	<b>436,857</b>	<b>438,865</b>	<b>442,026</b>
<b>CAPITAL OUTLAY</b>					
64-8	Other Equipment	0	9,651	4,000	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>9,651</b>	<b>4,000</b>	<b>0</b>
<b>DIVISION TOTAL</b>		<b>\$ 549,986</b>	<b>\$ 632,445</b>	<b>\$ 632,915</b>	<b>\$ 628,239</b>

**DEPARTMENT** Public Works  
**COST CENTER** Building Services  
**COST CENTER NO.** 40-44

**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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$189,871	\$191,168	\$193,600	\$193,464
Operating	400,168	403,936	420,805	428,702
Capital	6,805	11,047	3,100	11,900
Other	0	0	0	0
General Fund Totals	\$596,844	\$606,151	\$617,505	\$634,066

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
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

<b>DEPARTMENT</b>	Public Works
<b>COST CENTER</b>	Building Services
<b>COST CENTER NO.</b>	40-44

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of office buildings maintained	8	8	8	8
No. of other buildings maintained	10	10	10	10
No. of total square feet maintained	119,600	119,600	119,600	119,600
No. of Capital Improvement Projects coordinated	4	3	2	4
No. of HVAC systems maintained	35	34	34	34
No. of building work orders completed	927	896	900	900
No. of service contracts coordinated	14	15	15	15

**EFFICIENCY MEASURES**

Avg. maintenance cost per s.f. of building	\$2.38	\$2.38	\$2.47	\$2.56
Avg. completed work orders per employee	371	358	360	360
Custodial costs per s.f.	\$1.89	\$1.98	\$2.02	\$2.22

**EFFECTIVENESS MEASURES**

% of customers satisfied with service (Based on customer survey)	100%	100%	100%	100%
--	------	------	------	------

**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 daily monitoring and quarterly night inspections of custodial services to ensure vendor contract compliance.
  - Maintain total assessment of building infrastructure needs at 2 times per year.
  - Maintain monthly preventative maintenance/inspections of light fixtures, a/c filters, flags, fire sprinkler gauges, and vehicles, quarterly preventive maintenance/inspections of air compressors, and fire extinguishers, and annual preventive maintenance/inspections of hurricane shutters, shop tools, backflow devices, water fountains, bay doors, exhaust fans, fire extinguishers, and building roofs.
- 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

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 142,720	\$ 147,427	\$ 149,172	\$ 142,881
14-1	Overtime	0	0	0	0
15-1	Special Pay	2,300	2,300	2,300	300
21-1	Fica Taxes	11,040	11,424	11,557	10,925
22-1	Retirement Contributions	9,011	4,944	5,246	7,286
22-2	FLC Gen Retirement Contribution	2,131	2,202	2,246	1,903
22-3	FLC Gen Retirement Match	1,065	1,101	1,122	951
23-1	Life & Health Ins - Employee	15,413	15,286	15,680	23,468
23-2	Dependent Insurance	685	358	345	196
24-1	Worker's Compensation	5,506	6,126	5,753	5,383
25-1	Unemployment Compensation	0	0	179	171
<b>TOTAL PERSONNEL SERVICES</b>		<b>189,871</b>	<b>191,168</b>	<b>193,600</b>	<b>193,464</b>
<b>OPERATING EXPENSES</b>					
31-5	Physical Exams	0	0	0	70
34-4	Other Contractual Service	126,030	96,327	104,608	114,044
40-4	Ed Train Sem & Assc Exp	345	1,137	1,720	1,720
41-1	Telephone	78,625	82,304	85,176	86,532
43-1	Electricity	130,992	126,649	133,680	124,224
43-4	Water & Sewer	32,279	38,511	33,276	37,800
44-1	Equipment Rental	8	0	200	200
46-1	R & M - Buildings	28,642	27,156	27,000	27,250
46-11	R & M Building Other Cont.	0	28,898	31,725	33,073
46-5	R & M - Other Equipment	110	90	150	150
52-3	Custodial, Lab & Chem Sup	1,009	821	800	800
52-5	Consumables & Small Tools	1,529	1,475	1,500	1,800
52-7	Medical Supplies	0	31	50	50
52-8	Uniforms & Clothing	539	537	820	889
54-3	Books,Subsc,Prof Supplies	60	0	100	100
<b>TOTAL OPERATING EXPENSES</b>		<b>400,168</b>	<b>403,936</b>	<b>420,805</b>	<b>428,702</b>
<b>CAPITAL OUTLAY</b>					
62-1	Office Buildings	0	0	0	8,100
62-2	Public Safety Building	0	4,981	3,100	0
62-4	Community Hall	6,805	0	0	0
62-5	Parks & Rec Blds	0	0	0	3,800
62-6	Public Works Buildings	0	6,066	0	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>6,805</b>	<b>11,047</b>	<b>3,100</b>	<b>11,900</b>
<b>DIVISION TOTAL</b>		<b>\$ 596,844</b>	<b>\$ 606,151</b>	<b>\$ 617,505</b>	<b>\$ 634,066</b>

**DEPARTMENT** Public Works  
**COST CENTER** Parks and Grounds  
**COST CENTER NO.** 40-46

**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, 10 athletic fields, 359 lights, 25 athletic courts, and 4,621 trees. The Division also conducts evening and week-end park patrol and provides support to City events.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$306,870	\$334,625	\$339,463	\$349,782
Operating	139,042	141,342	133,400	145,819
Capital	0	7,439	0	750
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$445,912</b>	<b>\$483,406</b>	<b>\$472,863</b>	<b>\$496,351</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Parks Maintenance Supvr	1	1	1	1
Crew Leaser	1	1	1	1
Maintenance Worker II	1	1 <sup>2</sup>	2 <sup>4</sup>	2
Maintenance Worker I	3 <sup>1</sup>	3	2 <sup>3</sup>	2
Parks Attendant	2 PT	2 PT	2 PT	2 PT
<b>Total Number of Staff</b>	<b>6 FT / 2 PT</b>	<b>6 FT / 2 PT</b>	<b>6 FT / 2 PT</b>	<b>6 FT / 2 PT</b>

<sup>1</sup> One Maintenance Worker I position was eliminated in FY 2011.

<sup>2</sup> One Maintenance Worker II position was eliminated in FY 2012.

<sup>3</sup> One Maintenance Worker I position transferred to Roads and Drainage Division in FY 2013.

<sup>4</sup> One Maintenance Worker II position transferred from Roads and Drainage Division in FY 2013.



<b>DEPARTMENT</b>	Public Works
<b>COST CENTER</b>	Parks and Grounds
<b>COST CENTER NO.</b>	40-46

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of parks maintained	13	13	13	13
No. of acres mowed in parks	67	67	67	67
No. of acres mowed for public buildings	11	11	11	11
No. of landscape cuts performed for sports turf fields	73	66	70	70
No. of landscape cuts performed for public building grounds	44	43	40	36
No. of landscape cuts performed for parks grounds	44	43	38	40
No. of athletic fields maintained	9	9	10	10
No. of athletic courts maintained	26	25	25	25
No. of playground areas maintained	14	14	14	14
No. of irrigation systems maintained	28	28	28	28
No. of trees maintained*	4,636	4,617	4,194	4,194
No. of community events assisted	8	6	6	6
No. of capital improvement projects coordinated	1	3	1	2

**EFFICIENCY MEASURES**

Avg. cost per irrigation system to maintain	\$962	\$750	\$732	\$732
Avg. cost per athletic field to maintain	\$25,416	\$17,804	\$22,194	\$23,050
Avg. cost per acre to maintain (parks and buildings grounds)	\$3,341	\$3,618	\$3,549	\$3,641
Avg. cost per tree trimmed	\$24.30	\$25.84	\$23.95	\$23.95
Avg. cost per court maintained	\$849	\$959	\$920	\$920
Avg. cost per week to remove trash	\$1,095	\$1,235	\$1,238	\$1,238

**EFFECTIVENESS MEASURES**

% of monthly safety inspections completed at building and park grounds	100%	100%	100%	100%
% acres mowed according to schedules	91%	88%	93%	95%

\* Reduction in number of trees maintained is the result of Physical Inventory

<b>DEPARTMENT</b>	<u>Public Works</u>
<b>COST CENTER</b>	<u>Parks and Grounds</u>
<b>COST CENTER NO.</b>	<u>40-46</u>

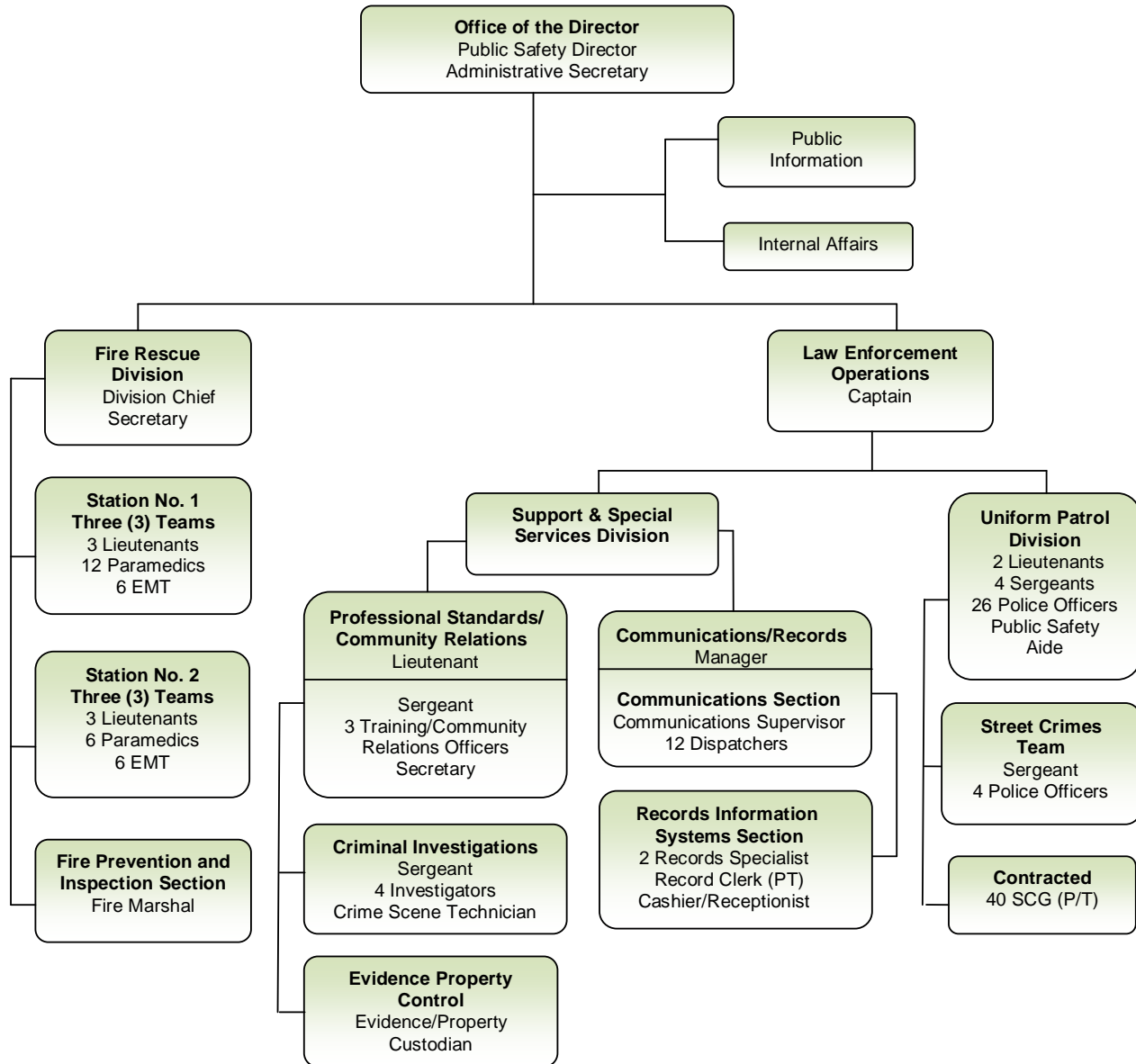
**GOALS & OBJECTIVES**

- |                              |  |
|------------------------------|--|
| <p>Goal</p> <p>Objective</p> | <p>Provide clean, safe, and attractive public parks in order to offer a pleasant experience.</p> <ul style="list-style-type: none"> <li>• Maintain monthly park and playground structure safety inspections.</li> <li>• Maintain 24 hour response to issues on parks and public building grounds (i.e. illegal dumping, graffiti, hole repairs, court light outages, deceased animal removal and underground utility markings).</li> <li>• Maintain quarterly night time lighting inspections.</li> <li>• Maintain week night and weekend Park rentals and inspections.</li> <li>• Maintain 95% of acres maintained according to schedules.</li> </ul> |
| <p>Goal</p> <p>Objective</p> | <p>Provide a well maintained irrigation system to ensure a healthy landscape.</p> <ul style="list-style-type: none"> <li>• Maintain irrigation map location updates whenever irrigation systems are modified.</li> <li>• Maintain repairs within 48 hours of initial reporting.</li> </ul>   |

**DEPARTMENT** Public Works  
**COST CENTER** Parks and Grounds  
**COST CENTER NO.** 40-46

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 202,013	\$ 220,928	\$ 227,856	\$ 230,547
13-1	Other Salary	20,310	21,500	22,532	22,610
14-1	Overtime	0	0	0	160
15-1	Special Pay	600	600	800	800
21-1	Fica Taxes	16,936	18,608	18,530	18,761
22-1	Retirement Contributions	5,078	2,779	2,949	4,096
22-2	FLC Gen Retirement Contribution	6,503	8,075	8,472	8,588
22-3	FLC Gen Retirement Match	1,361	2,612	4,236	4,295
23-1	Life & Health Ins - Employee	42,568	44,271	45,578	46,936
23-2	Dependent Insurance	1,844	179	172	4,554
23-3	Short Term Disability Pay	725	275	0	0
24-1	Worker's Compensation	8,658	9,554	8,038	8,131
24-2	City Shared Worker's Comp.	274	434	0	0
25-1	Unemployment Compensation	0	4,810	300	304
<b>TOTAL PERSONNEL SERVICES</b>		<b>306,870</b>	<b>334,625</b>	<b>339,463</b>	<b>349,782</b>
<b>OPERATING EXPENSES</b>					
31-5	Physical Exams	0	210	70	210
34-4	Other Contractual Service	5,710	0	0	0
40-4	Ed Train Sem & Assc Exp	1,104	1,773	2,324	2,825
41-1	Telephone	0	53	66	66
43-1	Electricity	69,208	75,961	71,700	80,544
44-1	Equipment Rental	448	334	500	1,000
46-5	R & M - Other Equipment	16,293	9,960	11,500	11,750
46-6	R & M-Parks & Athletic Fd	16,334	14,998	11,250	11,250
46-61	R & M Parks Other Contract	0	3,647	3,500	5,000
52-2	Parks & Grounds Supplies	14,155	18,466	16,000	16,000
52-3	Custodial, Lab & Chem Sup	10,595	11,684	11,500	12,000
52-5	Consumables & Small Tools	2,151	1,780	1,650	1,650
52-7	Medical Supplies	127	276	150	150
52-8	Uniforms & Clothing	2,782	2,109	3,090	3,274
54-3	Books,Subsc,Prof Supplies	135	91	100	100
54-4	Memberships & Dues	0	0	0	0
<b>TOTAL OPERATING EXPENSES</b>		<b>139,042</b>	<b>141,342</b>	<b>133,400</b>	<b>145,819</b>
<b>CAPITAL OUTLAY</b>					
64-5	Other Equipment	0	0	0	750
64-8	Other Equipment	0	7,439	0	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>7,439</b>	<b>0</b>	<b>750</b>
<b>DIVISION TOTAL</b>		<b>\$ 445,912</b>	<b>\$ 483,406</b>	<b>\$ 472,863</b>	<b>\$ 496,351</b>

## 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:	38
Full Time:	23
Part Time Civilian:	1
<b>Total:</b>	<b>111</b>

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**DEPARTMENT OF PUBLIC SAFETY  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

Office of the Director:

- Successfully negotiated a Collective Bargaining Agreement between the City and the Law Enforcement Operations Bureau Lieutenants.
- Successfully completed two (2) Grant projects that were awarded to the Public Safety Department.
- Coordinated three (3) Capital Improvement Projects within their allocated budget amounts.

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 twelve-thousand five hundred dollars (\$12,500.00) in equipment and a trophy.
- Criminal Investigations Bureau (CIB)/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.
- Continued participation in a County Multi-Agency Diversion Taskforce which resulted in \$25,308.80 being awarded to the Department of Public Safety in forfeiture funds.
- Completed the surveillance camera project which utilized JAG Grants funds.
- Mandatory retraining requirements were successfully updated and completed for the officers whose certifications were expiring with Florida Department of Law Enforcement (FDLE).
- Utilized forfeiture funds for the following:
  - Purchased Stop Sticks for all marked patrol vehicles.
  - Purchased (5) Rapid ID units to assist in quickly identifying individuals during investigations.

Fire/Rescue Division:

- Received Cardiac Monitors through a Grant from Palm Beach County Emergency Management. The new monitors have transmission capabilities allowing the crews to transmit EKG’s in real time to the receiving hospital. As of July 1, 2013, four (4) patients have seen positive results from their cardiac event due to the new treatment criteria.
- Participated along with the other local Fire Departments in the County’s first ever Mass CPR Day which taught local residents Hands Only CPR. Greenacres lead the way by teaching over 58 students Hands Only CPR.
- Conducted over 120 Public Safety Demonstrations for over 800 students and residents.
- Participated in the following events:
  - Palm Beach County 911 Remembrance Ceremony
  - Village of Wellington Celebration Parade
  - City of Delray Beach Saint Patrick’s Day Parade
  - Ignite the Night 4<sup>th</sup> of July Celebration
  - City of Atlantis Celebration
  - Christmas Celebration’s for the Moose Lodge
  - Hoffman’s Chocolate
  - City Leisure Service Easter Celebration
  - Four (4) City School Health Fairs Promoting Public Safety and giving Blood Pressure Screenings
- Continues to stay pro-active in Community Outreach Programs this year, teaching 83 people Cardio Pulmonary Resuscitation Classes (CPR).
- Continued to support preventive medicine by providing Flu Vaccines, administering 59 this past year.
- Provided over 240 Blood Pressure Screenings.

- Ran approximately 6,000 medical and fire responses this year with an average of a six (6) minute response time from the time the call was received to the time of arrival. These times remains as some of the best in the County.
- The Fire Marshal conducted approximately 1,500 residential and commercial inspections.
- A residential Knox Box program was started for any resident of Greenacres allowing a lock box to be put on their door with a entry key to be used in the event of an emergency when a resident is not able to get to the door due to illness or trauma.
- Started a two (2) week in-house training class for new hires, which includes medical, fire, driving, map familiarization and extrication. This has allowed the new hires too have a real good grasp on their job functions on the start of their shift assignments.
- Assisted Palm Beach County Fire Rescue with testing and implementing a new Fire Data Management System (FDM), which includes a new module for inspections. Greenacres put the system into service on July 1, 2013 and with the implementation of the program an incident being entered has been literally cut in half.

Support Services Division:

- Conducted audits of the various accounts in the agency.
- Reintroduced McGruff for crime prevention.
- Became a Certified 911 Telecommunicater Facility.
- Conducted the yearly Shop with a Cop Program involving Thirty Five (35) at risk youths from Leisure Services.
- The Evidence Custodian received her certification from the Property and Evidence Association of Florida as an Evidence Specialist.

**DEPARTMENT** Public Safety  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 50-51

**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 and other City Departments, and collects data and compiles special reports as required.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$593,342	\$226,411	\$230,636	\$240,018
Operating	17,147	3,223	3,046	3,081
Capital	0	0	0	684
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$610,489</b>	<b>\$229,634</b>	<b>\$233,682</b>	<b>\$243,783</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Public Safety Director	1	1	1	1
Administrative Secretary	1	1	1	1
Professional Stds/ Comm Relation Lieutenant	1	0 <sup>1</sup>	0	0
Deputy Director	1	0 <sup>2</sup>	0	0
Crime Prevention Officer	1	0 <sup>1</sup>	0	0
<b>Total Number of Staff</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup> Position moved to Support Services

<sup>2</sup> Police Officer Position moved to Operations Division

<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Office of the Director</u>
<b>COST CENTER NO.</b>	<u>50-51</u>

**ACTIVITY/PERFORMANCE MEASURES**

- Oversees and directs the activities for the Public Safety Department.
- Prepares and administers the Department’s operating budget.
- Develops and implements Departmental procedures, rules and regulations.
- Coordinates the preparation of the various Public Safety grant applications.
- Coordinate the assistance of State, County and local jurisdictions where Public Safety activities are involved.
- Monitors and evaluates the efficiency and effectiveness of the delivery of Public Safety services.
- Coordinates the Investigation of Public Safety employee misconduct.
- Coordination of community programs, public information and other human relations functions.
- Coordinates the preparation of Departmental reports to the City Manager and City Council.
- Assists with union negotiations and administers the labor agreement.
- Coordinates recruitment and enlistment of highly qualified and motivated candidates.

**GOALS & OBJECTIVES**

- |           |  |
|-----------|--|
| Goal      | Increase professional standing by becoming accredited by the Commission for Florida Law Enforcement Accreditation.   |
| Objective | <ul style="list-style-type: none"> <li>• Update the Department’s General Orders to reflect the most up to date policies and practices of the organization and disseminate to all employees.</li> <li>• Develop and utilize strong management practices.</li> </ul>                           |
| Goal      | Maintain efficiency and effectiveness of the delivery of Public Safety Services.   |
| Objective | <ul style="list-style-type: none"> <li>• Maintain recruitment and the retention of a highly qualified, diverse workforce.</li> <li>• Increase customer service internally and externally.</li> <li>• Maintain professional standards through training, leadership, and mentoring.</li> </ul> |
| Goal      | Maintain coordination with state, county and local jurisdictions.  |
| Objective | <ul style="list-style-type: none"> <li>• Increase mutual aid arrangements with other jurisdictions.</li> <li>• Maintain the submittal of grant applications to supplement funding of Public Safety Programs.</li> </ul>  |



**DEPARTMENT** Public Safety  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 50-51

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 118,819	\$ 118,387	\$ 120,674	\$ 123,374
12-1	Regular Salaries & Wages	249,313	49,394	49,753	49,954
12-2	Vac/Sick Payout	61,636	0	0	0
14-1	Overtime	134	28	0	0
15-1	Special Pay	11,783	2,080	2,080	2,080
21-1	Fica Taxes	28,119	12,049	12,593	12,805
22-1	Retirement Contributions	53,286	17,202	17,980	23,515
22-2	FLC Gen Retirement Contribution	2,376	2,440	2,488	2,497
22-3	FLC Gen Retirement Match	1,188	1,220	1,243	1,249
22-4	FLC P/S FF Retirement	8,089	0	0	0
23-1	Life & Health Ins - Employee	29,779	15,604	15,658	16,123
23-2	Dependent Insurance	15,999	3,840	3,833	3,995
24-1	Worker's Compensation	12,821	4,167	4,129	4,218
25-1	Unemployment Compensation	0	0	205	208
<b>TOTAL PERSONNEL SERVICES</b>		<b>593,342</b>	<b>226,411</b>	<b>230,636</b>	<b>240,018</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	9,200	0	0	0
40-4	Ed Train Sem & Assc Exp	1,882	1,696	1,700	1,700
40-5	Business Exp & Mileage	476	176	400	400
45-2	Notary Fees	0	105	0	0
48-2	Crime & Fire Prevention	701	318	0	0
51-5	Minor Office Equip & Furn	3,739	0	0	0
52-5	Consumables & Small Tool	0	0	0	0
52-8	Uniforms & Clothing	244	128	140	176
54-3	Books,Subsc,Prof Supplies	5	125	130	130
54-4	Memberships & Dues	900	675	676	675
<b>TOTAL OPERATING EXPENSES</b>		<b>17,147</b>	<b>3,223</b>	<b>3,046</b>	<b>3,081</b>
<b>CAPITAL OUTLAY</b>					
64-5	Office Furniture	0	0	0	684
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>684</b>
<b>DIVISION TOTAL</b>		<b>\$ 610,489</b>	<b>\$ 229,634</b>	<b>\$ 233,682</b>	<b>\$ 243,783</b>

<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Operations / Uniform Patrol</u>
<b>COST CENTER NO.</b>	<u>50-53</u>

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**PRIMARY FUNCTION NARRATIVE**

The Division is comprised of Uniform Patrol and the Street Crimes and Special Response Teams. The Division is responsible for the general patrol of the City, the detection and prevention of criminal activity, the apprehension of law violators, gathering of intelligence, 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 Team addresses both street level and organized criminal enterprises.

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**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$4,501,477	\$4,670,441	\$4,562,415	\$3,792,225
Operating	378,907	382,002	438,936	458,466
Capital	0	0	0	18,375
General Fund Totals	\$4,880,384	\$5,052,443	\$5,001,351	\$4,269,066

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Captain	1	1	1	1
Secretary	1	1	1	0
Watch Commander Lt	2	2	2	2
Sergeants	6	6	6 <sup>2</sup>	5
Police Officers	30	30	30	30
Training Officer	1	2 <sup>1</sup>	2	0 <sup>2</sup>
Investigator	4	4	4	0
Crime Scene Tech	1	1	1	0
Public Safety Aide	0	1 <sup>3</sup>	1	1
Total Number of Staff	46	48	48	39

<sup>1</sup> Police officer position moved from 50-51

<sup>2</sup> Position moved to Support & Special Services

<sup>3</sup> Position moved from Support & Special Services

<b>DEPARTMENT</b>	Public Safety
<b>COST CENTER</b>	Operations / Uniform Patrol
<b>COST CENTER NO.</b>	50-53

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
Total Calls for Service	20,242	18,821	19,070	19,377
Offense Reports Taken	N/A	2,754	3,068	3,229
No. of Persons Arrested	2,042	1,848	1,828	1,906
Total Traffic Crashes	1,189	1,299	1,326	1,271
Total Traffic Stops <sup>2</sup>	N/A	4,976	5,728	6,364
Total Traffic Citations	6,952	7,186	6,208	6,782

**EFFICIENCY MEASURES**

No. of Officers	35	35	35	35
Calls per Officer	578	537	545	552
Offense Reports per Officer	N/A	78	88	92
Percentage of report calls Crime Scene utilized	N/A	6.5%	9.8%	9.3%
Hours of SRT Utilization <sup>1</sup>	870	870	1,492	1,077

**EFFECTIVENESS MEASURES**

Average Response Time for Priority 1 Calls <sup>3</sup>			4 min, 58 sec	5 min, 0 sec
Average Response Time for Priority 2 Calls <sup>3</sup>			5 min, 53 sec	6 min, 0 sec
Average Response Time for Priority 3 Calls <sup>2</sup>	N/A	N/A	5 min, 03 sec	6 min, 0 sec
Crashes per 1,000 Population	31.3	34.1	34.9	35.7

<sup>1</sup> Special Response Team

<sup>2</sup> Added in FY 2012

<sup>3</sup> Changed from % to Average response time

<sup>4</sup> Changed from Criminal Investigations Section to Criminal Investigations Bureau

<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Operations / Uniform Patrol</u>
<b>COST CENTER NO.</b>	<u>50-53</u>

**GOALS & OBJECTIVES**

- |                   |  |
|-------------------|--|
| Goal<br>Objective | <p>Decrease traffic related crashes that result in personal injuries and property damages.</p> <ul style="list-style-type: none"> <li>• Maintain a minimum of three (3) Traffic Enforcement Details.</li> <li>• 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.</li> <li>• 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.</li> <li>• Deploy a radar trailer in at least 12 locations identified where speeding violations are reported or identified.</li> </ul> |
| Goal<br>Objective | <p>Decrease repetitive crimes.</p> <ul style="list-style-type: none"> <li>• Identify, through crime analysis, law enforcement issues and deploy officers to address those concerns in an efficient and effective manner.</li> <li>• Conduct Directed Patrol to specific areas to mitigate identified problems.</li> <li>• Focus a variety of resources to address criminal concerns.</li> </ul>  |
| Goal<br>Objective | <p>Decrease drug related crimes.</p> <ul style="list-style-type: none"> <li>• Increase the No. of Field Interrogation Reports from 250 to 300 to assist in the identification of possible criminal suspects.</li> <li>• Procure at least two (2) search/arrest warrants.</li> <li>• Take both covert and overt approaches to enforcement utilizing cooperative efforts (Uniform Patrol Bureau, Street Crimes Team and Special Response Team).</li> </ul>   |
| Goal<br>Objective | <p>Increase the amount of error-free reports submitted in a timely manner.</p> <ul style="list-style-type: none"> <li>• Closely monitor the progress of reports and workload of each officer during shift.</li> <li>• Develop a system that will identify officers that consistently submit inaccurate reports.</li> <li>• Utilize senior and Field Training Officers to assist officers experiencing difficulty.</li> </ul>   |

**DEPARTMENT** Public Safety  
**COST CENTER** Operations / Uniform Patrol  
**COST CENTER NO.** 50-53

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 2,804,712	\$ 2,961,698	\$ 2,889,024	\$ 2,381,494
14-1	Overtime	183,441	167,051	138,530	152,165
15-1	Special Pay	83,148	167,188	155,260	155,541
21-1	Fica Taxes	217,750	235,153	227,011	193,842
22-1	Retirement Contributions	104,774	68,772	72,346	71,382
22-2	FLC Gen Retirement Contribution	2,202	3,772	3,718	1,511
22-3	FLC Gen Retirement Match	1,101	1,481	1,858	756
22-4	FLC P/S FF Retirement	582,800	526,651	526,606	385,627
23-1	Life & Health Ins - Employee	322,176	328,302	343,300	283,223
23-2	Dependent Insurance	104,423	99,115	100,513	78,096
23-3	Short Term Disability Pay	275	4,325	0	0
24-1	Worker's Compensation	89,244	99,084	100,508	85,547
24-2	City Shared Worker's	4,606	2,349	0	0
25-1	Unemployment Compensation	825	5,500	3,741	3,041
<b>TOTAL PERSONNEL SERVICES</b>		<b>4,501,477</b>	<b>4,670,441</b>	<b>4,562,415</b>	<b>3,792,225</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	298,503	0	0	0
34-4	Other Contractual Service	1,253	306,422	328,710	362,830
40-4	Ed Train Sem & Assc Exp	21,716	10,564	20,689	12,460
44-3	Other Rentals	5,066	3,996	5,300	5,300
45-2	Notary Fees	104	0	0	0
46-5	R & M - Other Equipment	5,988	6,330	13,683	18,029
48-2	Crime & Fire Prevention	0	0	0	0
49-5	Witness Fees, Info & Evid	1,127	3,023	4,500	4,500
49-7	Computer Software & Program	30	0	0	0
51-4	Copy Paper & Supplies	0	0	11,628	4,400
51-5	Minor Office Equip & Furn	632	274	1,820	1,040
52-3	Custodial, Lab & Chem Supplies	3,980	3,627	3,500	3,500
52-4	Ammo, Weapons, Cleaning	15,187	19,192	17,175	0
52-5	Consumables & Small Tools	1,526	2,142	1,932	2,840
52-8	Uniforms & Clothing	20,318	22,014	23,448	37,402
52-9	Tapes, Film & Film Supply	1,079	1,545	1,500	1,200
53-2	Traffic Control	515	446	1,796	1,915
54-3	Books, Subsc, Prof Supplies	1,473	1,877	2,350	2,350
54-4	Memberships & Dues	410	550	905	700
<b>TOTAL OPERATING EXPENSES</b>		<b>378,907</b>	<b>382,002</b>	<b>438,936</b>	<b>458,466</b>

**DEPARTMENT** Public Safety  
**COST CENTER** Operations / Uniform Patrol  
**COST CENTER NO.** 50-53

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	CAPITAL OUTLAY				
64-5	Office Furniture	0	0	0	18,375
	<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,375</b>
	<b>DIVISION TOTAL</b>	<b>\$ 4,880,384</b>	<b>\$ 5,052,443</b>	<b>\$ 5,001,351</b>	<b>\$ 4,269,066</b>

<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Fire Rescue</u>
<b>COST CENTER NO.</b>	<u>50-55</u>

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**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.

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**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$4,429,815	\$4,447,796	\$4,429,784	\$4,377,919
Operating	117,555	127,821	151,547	156,223
Capital	1,043	0	0	8,303
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$4,548,413</b>	<b>\$4,575,617</b>	<b>\$4,581,331</b>	<b>\$4,542,445</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
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
<b>Total Number of Staff</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>

<b>DEPARTMENT</b>	Public Safety
<b>COST CENTER</b>	Fire Rescue
<b>COST CENTER NO.</b>	50-55

PERFORMANCE MEASURES

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
Total Calls for Service	4,804	4,980	5,078	5,154
Calls for Service to Atlantis <sup>5</sup>	523	534	540	548
Fire Safety Inspections	1,424	1,749	1,588	1,587
CPR Classes Taught <sup>1</sup>	26	19	12	16
Blood Pressure Screenings	488	394	311	250
Patients Treated	4,919	4,988	5,020	5,052
Patients Treated Atlantis <sup>5</sup>	493	402	462	453
Atlantis Transports <sup>5</sup>	334	324	338	332
No. of ALS <sup>2</sup> Transports	1,863	2,025	1866	1,918
No. of BLS <sup>3</sup> Transports	832	1,007	896	912
Structure Fires	58	96	128	94
No. of Cardio Pulmonary Resuscitation Students Certified	96	61	67	75

EFFICIENCY MEASURES

Cost per Call for Service	\$947	\$918	\$902	\$879
Cost Per Transport	\$1,688	\$1508	\$1,659	\$1,601
Cost per Fire Inspection	\$78	\$65	\$72	\$72

EFFECTIVENESS MEASURES

Avg. Response Times for Fire Rescue Calls	4.4 min	5.4 min <sup>4</sup>	5.6 min <sup>4</sup>	5.6 min <sup>4</sup>
ISO PPC Fire Rating	3	3	3	3

<sup>1</sup> Cardio Pulmonary Resuscitation

<sup>2</sup> Advanced Life Support

<sup>3</sup> Basic Life Support

<sup>4</sup> Computation Based on Fractional Reporting Criteria

<sup>5</sup> Included in Total



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<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Fire Rescue</u>
<b>COST CENTER NO.</b>	<u>50-55</u>

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### GOALS & OBJECTIVES

- |           |   |
|-----------|---|
| Goal      | Maintain quality emergency medical services.  |
| Objective | <ul style="list-style-type: none"> <li>• Monitor quality assurance standards by reviewing and critiquing all emergency medical responses.</li> <li>• Provide ongoing training to maintain required certifications.</li> <li>• Evaluate new technology as it relates to the EMS/Fire industry, and determine what equipment can best suit the Fire Rescue Division.</li> </ul> |
| Goal      | Continue to meet or exceed the response time criteria set by the Level of Service Committee.  |
| Objective | <ul style="list-style-type: none"> <li>• Provide immediate response to emergency fire rescue calls for service.</li> <li>• Monitor all emergency fire rescue dispatch times.</li> </ul>   |
| Goal      | Decrease property loss and injury due to fire.  |
| Objective | <ul style="list-style-type: none"> <li>• Complete a minimum of 1,200 commercial/residential fire safety inspections.</li> <li>• Conduct a minimum of ten (10) fire safety presentations.</li> <li>• Conduct fire safety and code violation inspections.</li> </ul>  |
| Goal      | Maintain fire rescue vehicles and related equipment, in optimum working condition.  |
| Objective | <ul style="list-style-type: none"> <li>• Insure that daily check off sheets are completed, indicating any deficiencies that need to be addressed.</li> <li>• 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.</li> </ul>                                   |

**DEPARTMENT** Public Safety  
**COST CENTER** Fire Rescue  
**COST CENTER NO.** 50-55

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
12-1	Regular Salaries & Wages	\$ 2,655,391	\$ 2,647,518	\$ 2,659,990	\$ 2,637,051
12-2	Vac/Sick Payout	0	2,199	0	0
14-1	Overtime	360,203	496,260	402,566	444,475
15-1	Special Pay	18,190	14,054	13,180	11,180
21-1	Fica Taxes	212,545	226,093	217,455	219,539
22-1	Retirement Contributions	106,054	74,138	76,006	80,036
22-2	FLC Gen Retirement Contribution	0	1,376	1,717	1,700
22-3	FLC Gen Retirement Match	0	688	858	850
22-4	FLC P/S FF Retirement	582,241	486,927	537,237	450,789
23-1	Life & Health Ins - Employee	281,851	280,124	288,309	297,404
23-2	Dependent Insurance	118,912	109,089	110,999	114,987
23-3	Short Term Disability Pay	3,500	11,700	0	0
24-1	Worker's Compensation	88,825	96,848	117,792	116,210
24-2	City Shared Worker's	2,103	782	0	0
25-1	Unemployment Compensation	0	0	3,675	3,698
<b>TOTAL PERSONNEL SERVICES</b>		<b>4,429,815</b>	<b>4,447,796</b>	<b>4,429,784</b>	<b>4,377,919</b>
<b>OPERATING EXPENSES</b>					
31-4	Other Professional Service	0	21,025	22,200	21,000
34-4	Other Contractual Service	22,639	1,512	2,200	1,700
40-4	Ed Train Sem & Assc Exp	0	5,949	9,544	18,034
44-1	Equipment Rental	1,296	1,664	2,983	2,369
46-5	R & M - Other Equipment	19,075	18,814	20,675	16,636
48-6	Other Promo Activities	358	574	830	822
49-6	Miscellaneous Expense	2,097	1,725	1,665	1,800
49-7	Computer Software & Program	1,450	1,450	1,450	1,450
52-3	Custodial,Lab & Chem Supplies	2,660	1,833	2,000	2,000
52-5	Consumables & Small Tools	2,788	2,029	3,125	4,125
52-7	Medical Supplies	51,259	52,900	64,500	64,500
52-8	Uniforms & Clothing	11,969	16,516	18,280	19,356
52-9	Tapes, Film & Film Supply	751	439	600	600
54-3	Books,Subsc,Prof Supplies	833	996	1,055	1,366
54-4	Memberships & Dues	380	395	440	465
<b>TOTAL OPERATING EXPENSES</b>		<b>117,555</b>	<b>127,821</b>	<b>151,547</b>	<b>156,223</b>
<b>CAPITAL OUTLAY</b>					
64-5	Office Furniture	0	0	0	8,303
64-8	Other Equipment	1,043	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>1,043</b>	<b>0</b>	<b>0</b>	<b>8,303</b>
<b>DIVISION TOTAL</b>		<b>\$ 4,548,413</b>	<b>\$ 4,575,617</b>	<b>\$ 4,581,331</b>	<b>\$ 4,542,445</b>

**DEPARTMENT** Public Safety  
**COST CENTER** Support & Special Services  
**COST CENTER NO.** 50-57

**PRIMARY FUNCTION NARRATIVE**

The Support & Special Services Division is comprised of the Professional Standards/ Community Relations Bureau and the Communications Bureau which 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 Professional Standards/Community Relations Bureau is responsible for crime prevention and crime scene investigation, recruitment, providing public information, and training of all personnel within the Department.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$1,145,553	\$1,307,573	\$1,464,875	\$2,314,978
Operating	192,071	154,663	190,874	263,606
Capital	6,007	4,758	1,265	25,437
General Fund Totals	\$1,343,631	\$1,466,994	\$1,657,014	\$2,604,021

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Captain	1	1	1	0
Professional Comm. Relations Lieutenant	0	1 <sup>1</sup>	1	1
Communication Records Mgr	0	0	0	1
Sergeant	0	0	0	2 <sup>3</sup>
Secretary	0	0	0	1
Investigator	0	0	0	4
Training Comm. Rltns. Officers	0	1 <sup>1</sup>	1	3 <sup>3</sup>
Communication Supervisor	1	1	1	1
Public Safety Dispatcher	11	11	11	12
Crime Scene Tech	0	0	0	1 <sup>3</sup>
Records Specialist	0	0	0	2
Records Custodian	1	1	1	0
Records Clerk	1	1	1	0
Evidence/Property Custodian	1	1	1	1
Public Safety Aide	1	0 <sup>2</sup>	0	0
Cashier/Receptionist	1	1	1	1
P/T Records Clerk	1	1	1	1
Total Number of Staff	18 FT/ 1 PT	19 FT/ 1 PT	19 FT/ 1 PT	30 FT/ 1 PT

<sup>1</sup> Position from Director

<sup>2</sup> Position moved to Operations

<sup>3</sup> Positions from Operations/Uniform Patrol

<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Support &amp; Special Services</u>
<b>COST CENTER NO.</b>	<u>50-57</u>

## PERFORMANCE MEASURES

WORKLOAD	FY 2011 ACTUAL <sup>5</sup>	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
Long Term CAD Calls <sup>1</sup>	20,769	24,009	25,740	26,512
Admin Calls	78,060	74,287	74,000	75,480
911 Calls Received	18,452	19,510	19,000	19,380
DCF Referrals Reviewed	296	239	282	290
Evidence Transactions <sup>3</sup>	N/A	3,183	4,844	4,989
Records Requests Processed	N/A	N/A	6,050	6,232
Reports Processed	N/A	2,754	3,068	3,160
Arrest Processed	N/A	1,848	1,828	1,883
Visitors Logged	N/A	N/A	788	812
Law Enforcement Training Hours <sup>6</sup>	4,692	6,411	5,375	5,493
Fire Rescue Training Hours <sup>6</sup>	1,960	2,119	2,230	2,103
Communication Training Hours <sup>6</sup>	2,216	2,245	2,363	2,275
Open Range Sessions <sup>6</sup>	5	7	12	12
Total Cases Investigated (CIB) <sup>4</sup>	405	432	424	421
Cases Cleared (CIB) <sup>4</sup>	237	254	234	242
Total No. of Cases Reviewed for Assignment	434	472	524	576
Crime Scenes Processed	55	180	298	300

## EFFICIENCY MEASURES

Avg. Long Term CAD Call created per Dispatcher (11)	1,854	2,183	2,340	2,410
Avg. Telephone Calls per Dispatcher (11)	8,774	8,527	8,455	8,624
Avg. Records Request Processed/Day	N/A	N/A	24	25
Avg. Reports Processed/Day	N/A	11	12	13
Avg. Arrests Processed /Day	N/A	7	7	8
Avg. Evidence Transactions/Day	N/A	13	19	20
Cost per Long Term CAD Call Created <sup>4</sup>		\$11	\$10	\$9
Cost per 911 Calls Received		\$13	\$13	\$13
Training Cost per Employee <sup>6</sup>	\$2,007	\$2,028	\$2,028	\$2,028
Cases per Investigator	101	108	106	105

## EFFECTIVENESS MEASURES

Avg. Answer Time of 911 Calls in Seconds	4.4	5.3	4.8	4.5
Clearance Rate on Cases Investigated	59%	59%	55%	59%

<sup>1</sup> Replaces Total Case Numbers Created in CAD in FY 2012

<sup>2</sup> Replaces Avg. Case Numbers Created per Dispatcher in FY 2012

<sup>3</sup> Replaces Evidence Vault Audits in FY 2012

<sup>4</sup> Replaces Cost per Call Dispatched in FY 2012

<sup>5</sup> FY 2011 figures approximate due to changes in CAD and 911 systems

<sup>6</sup> Moved from Cost center 50-53

<b>DEPARTMENT</b>	<u>Public Safety</u>
<b>COST CENTER</b>	<u>Support &amp; Special Services</u>
<b>COST CENTER NO.</b>	<u>50-57</u>

**GOALS & OBJECTIVES**

- |           |   |
|-----------|---|
| Goal      | Maintain a timely response to all 911 calls.  |
| Objective | <ul style="list-style-type: none"> <li>• Maintain an Avg. call answer time of 7 seconds or less.</li> </ul>   |
| Goal      | Demonstrate compliance with the PBC Child Abuse Investigations Protocol.  |
| Objective | <ul style="list-style-type: none"> <li>• Maintain a log of all DCF abuse reports received by the Department.</li> <li>• Review response times on a monthly basis to determine compliance with protocol.</li> </ul>  |
| Goal      | Maintain the security and integrity of all evidence and property.   |
| Objective | <ul style="list-style-type: none"> <li>• Conduct quarterly audits of the evidence vault to assess inventory control and documentation.</li> <li>• Conduct quarterly destructions and or disposal of narcotics and evidence in accordance with Florida State Statute and Departmental guidelines.</li> </ul> |
| Goal      | Continue to provide relevant, realistic training scenarios in conjunction with the most up-to date training practices.  |
| Objective | <ul style="list-style-type: none"> <li>• Provide necessary training to maintain discipline proficiencies and required certifications.</li> <li>• Maintain a data base of all training to insure certifications are met.</li> </ul>  |
| Goal      | Maintain a clearance rate of at least 50% of assigned cases.  |
| Objective | <ul style="list-style-type: none"> <li>• Assign and investigate crimes with solvability factors conducive to achieving successful results.</li> <li>• Process a minimum of 75 crime scenes.</li> </ul>  |

DEPARTMENT Public Safety  
 COST CENTER Support & Special Services  
 COST CENTER NO. 50-57

## COST CENTER EXPENDITURE DETAIL

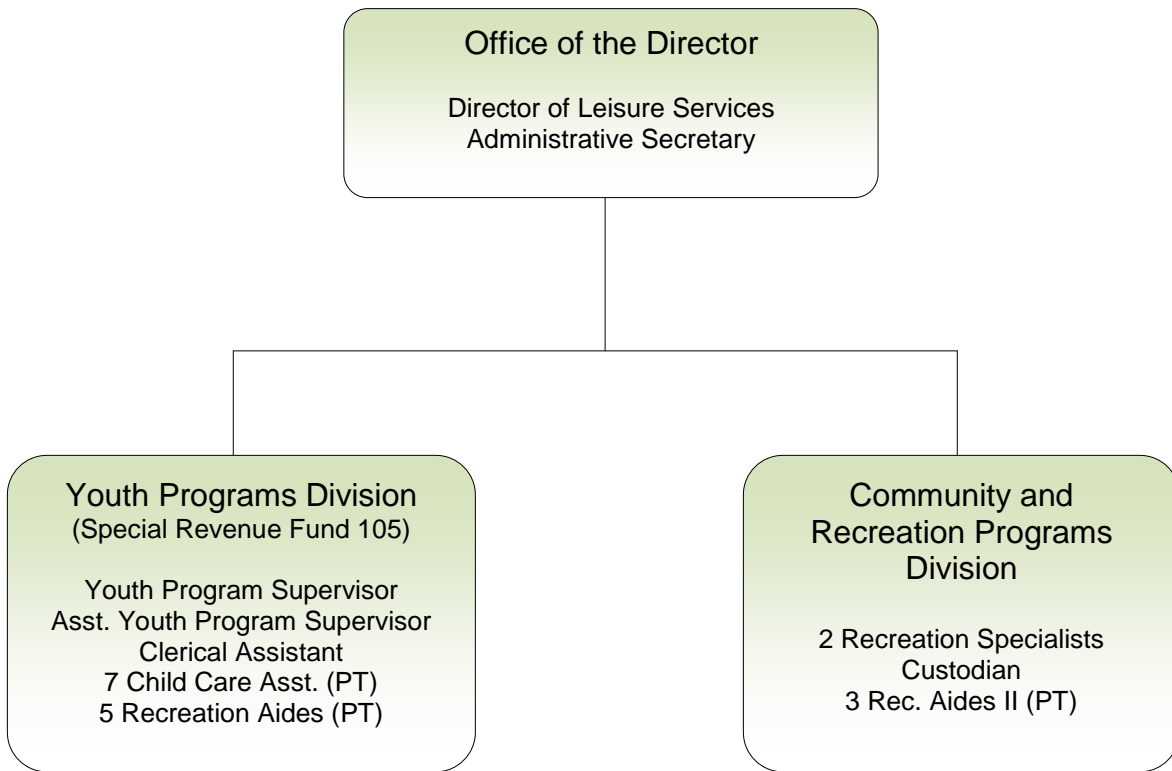
ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
PERSONNEL SERVICES					
12-1	Regular Salaries & Wages	\$ 733,919	\$ 875,567	\$ 976,061	\$ 1,567,968
13-1	Other Salaries & Wages	54,981	41,553	80,312	14,847
14-1	Overtime	66,773	69,334	57,788	96,370
15-1	Special Pay	4,500	10,168	9,560	20,640
21-1	Fica Taxes	64,258	74,114	82,567	124,176
22-1	Retirement Contributions	34,118	32,555	35,028	24,665
22-2	FLC Gen Retirement Contribution	26,296	25,039	31,280	38,811
22-3	FLC Gen Retirement Match	11,666	12,041	15,641	19,406
22-4	FLC P/S FF Retirement	0	13,037	16,993	109,066
23-1	Life & Health Ins - Employee	121,914	113,326	122,316	212,036
23-2	Dependent Insurance	19,121	24,414	25,283	59,052
23-3	Short Term Disability Pay	1,800	2,175	0	0
24-1	Worker's Compensation	5,204	11,853	10,709	25,925
24-2	City Shared Worker's Comp	0	203	0	0
25-1	Unemployment Compensation	1,003	2,194	1,337	2,016
<b>TOTAL PERSONNEL SERVICES</b>		<b>1,145,553</b>	<b>1,307,573</b>	<b>1,464,875</b>	<b>2,314,978</b>
OPERATING EXPENSES					
34-4	Other Contractual Service	0	0	8,000	11,000
40-4	Ed Train Sem & Assc Exp	0	3,655	14,216	15,018
41-1	Telephone	34,535	31,074	34,559	28,122
42-1	Postage & Freight Charges	1,437	201	1,700	2,835
44-1	Equipment Rental	300	300	315	346
45-2	Notary Fees	99	0	0	0
46-3	R & M - Office Equipment	3,510	2,682	3,700	2,500
46-4	R & M - Communication Equip	52,100	52,061	58,772	60,658
46-5	R & M - Other Equipment	11,517	12,976	16,205	14,927
46-7	R & M - Computer Eq	9,681	7,499	11,400	5,000
47-1	Printing & Binding	1,733	2,172	2,300	2,300
48-2	Crime & Fire Prevention	0	1,171	1,700	1,200
49-7	Computer Software & Prog	59,395	24,639	13,659	77,815
51-2	Office Supplies	10,503	11,116	12,000	12,000
51-4	Copy Paper & Supplies	2,531	1,978	2,500	2,500
51-5	Minor Office Equip & Furn	92	0	0	2,076
51-7	Commemoratives	268	224	500	500
52-3	Custodial, Lab & Chem Supplies	423	356	350	350
52-4	Ammo, Weapons, Cleaning	3,662	0	0	16,831
52-5	Consumables & Small Tools	0	722	3,700	1,948
52-8	Uniforms & Clothing	285	1,687	1,398	3,160
54-4	Memberships & Dues	0	150	3,900	2,520
<b>TOTAL OPERATING EXPENSES</b>		<b>192,071</b>	<b>154,663</b>	<b>190,874</b>	<b>263,606</b>

**DEPARTMENT** Public Safety  
**COST CENTER** Support & Special Services  
**COST CENTER NO.** 50-57

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	CAPITAL OUTLAY				
63-3	Fencing	6,007	0	0	0
64-4	Communications Equipment	0	3,549	0	0
64-5	Other Furniture	0	1,209	0	3,687
64-8	Other Equipment	0	0	1,265	21,750
<b>TOTAL CAPITAL OUTLAY</b>		<b>6,007</b>	<b>4,758</b>	<b>1,265</b>	<b>25,437</b>
<b>DIVISION TOTAL</b>		<b>\$ 1,343,631</b>	<b>\$ 1,466,994</b>	<b>\$ 1,657,014</b>	<b>\$ 2,604,021</b>

### 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: 15



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**DEPARTMENT OF LEISURE SERVICES  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

**Office of the Director:**

- Coordinated 30 Independent Contractor Agreements for services such as; FCAT tutorial, athletic league officials, and food and craft vendors for events.
- Processed 17,347 citizen requests inquiring about; classes, facility rentals, afterschool services, camps, trips, events, and athletic leagues.
- Received \$24,511 in sponsorship and event revenue from vendors to offset expenses for five (5) City sponsored and three (3) co-sponsored community events.
- PrimeTime Palm Beach County, Inc. sponsored \$11,804 of in-kind activity enrichment modules: YMCA—\$1,500; Literacy Coalition of Palm Beach County (KidzLit/Science and Math curriculum and materials—\$10,000; FL Department of Health, Abstinence Program-“*Making a Difference*”—\$304.00.
- Coordinated 4 Service Agreements/Contracts—2 of which generated \$302,882 in revenue; Family Central Inc. and the Florida Department of Health, Bureau of Child Care Food Program (CCFP).
- Maintained productive partnerships with over 18 community agencies and organizations.
- Awarded 19 qualified resident households with prorated (25%, 50% 75%) Youth Athletic Scholarship awards totaling \$1,009 for Co-ed Youth Flag Football, Soccer and Basketball.

**Community and Recreation Services:**

- Served a total of 721 youth through athletic programs (Basketball—108, Soccer—327, Little League—286) and 65% were Greenacres residents.
- Organized two (2) Neighborhood events (the August Back-to-School Block Party and the November Thanksgiving Dinner) with over 775 households in attendance.
- The Center facilitated 1,403 rental reservations generating \$64,332.12.
- The Center was rented for 181 days by 7 different religious organizations generating \$22,187.
- Offered 12 senior day trips to the Kravis Center—serving an average of 47 participants per trip.

**Youth Programs:**

- The FCAT tutorial program, facilitated by the Sylvan Learning Center, resulted in increased vocabulary and comprehension scores in 87% of the 15 participating C.A.R.E.S. students.
- Maintained the number of civic involvement opportunities at 4 by participating in the Forgotten Soldiers Outreach Program (writing letters and creating banners for soldiers), decorating for the Senior Congregate Meal Program, and conducting on-going canned food drives to benefit the Salvation Army.
- City Council recognized 8 students, earning 2,231.5 volunteer hours, with the Presidential Volunteer Services Awards in April.
- Achieved a 50% participation rate for members volunteering at 12 City-sponsored events/Block Parties/projects.
- The C.A.R.E.S. Junior Garden Club received \$5,000 in volunteer hours, materials, plants and educational services from the Oleander Garden Club through a grant from the National Elks Foundation.
- Successfully passed 17 mandatory, unannounced program inspections from the Palm Beach County Health Department (11), CCFP and Summer Food Nutrition Program (5), and Family Central, Inc. (1).
- Increased the Quality Improvement System (QIS) annual monitoring score from 4.20 to 4.78 out of a possible 5.

**DEPARTMENT** Leisure Services  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 60-61

**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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$171,823	\$181,186	\$184,931	\$187,578
Operating	2,334	3,120	3,685	4,452
Capital	0	0	750	0
Other	0	0	0	0
<b>General Fund Totals</b>	<b>\$174,157</b>	<b>\$184,306</b>	<b>\$189,366</b>	<b>\$192,030</b>

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Director	1	1	1	1
Administrative Secretary	1	1	1	1
<b>Total Number of Staff</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**DEPARTMENT** Leisure Services  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 60-61

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of Serv. Agreements/Contracts	4	7	4	4
No. of Collaborative Partnerships	16	17	16	16
No. of Independent Contractor Agreements Coordinated	21	25	22	22
No. of Citizen Requests Processed	16,354	17,250	18,820	19,300

**EFFICIENCY MEASURES**

Avg. Cost per Contract Coordination	\$5,947	\$6,026	\$6,040	\$5,800
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**EFFECTIVENESS MEASURES**

% of Projected Funding Actual to Budget) Reimbursed	96%	96%	97%	97%
% Customers Satisfied with Service	89%	91%	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 6 community events (3 City sponsored & 3 Co-sponsored) and 11 programs operated throughout 7 City facilities.
  - Maintain satisfactory customer service rating at 95%

**DEPARTMENT** Leisure Services  
**COST CENTER** Office of the Director  
**COST CENTER NO.** 60-61

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 89,785	\$ 91,910	\$ 93,607	\$ 95,354
12-1	Regular Salaries & Wages	29,546	36,927	37,636	37,410
14-1	Overtime	0	51	0	0
15-1	Special Pay	4,320	4,320	4,320	4,320
21-1	Fica Taxes	8,401	9,107	9,394	9,500
22-2	FLC Gen Retirement Contribution	6,000	6,411	6,562	6,638
22-3	FLC Gen Retirement Match	3,000	3,218	3,282	3,319
23-1	Life & Health Ins - Employee	15,144	15,201	15,521	15,982
23-2	Dependent Insurance	14,090	13,697	14,167	14,608
23-3	Short Term Disability Pay	1,225	0	0	0
24-1	Worker's Compensation	312	344	285	288
25-1	Unemployment Compensation	0	0	157	159
<b>TOTAL PERSONNEL SERVICES</b>		<b>171,823</b>	<b>181,186</b>	<b>184,931</b>	<b>187,578</b>
<b>OPERATING EXPENSES</b>					
40-4	Ed Train Sem & Assc Exp	253	893	1,420	1,420
40-5	Business Exp & Mileage	0	0	60	60
45-2	Notary Fees	95	0	0	0
48-1	City Publicity	550	795	650	650
51-2	Office Supplies	751	818	900	1,667
51-4	Copy Paper & Supplies	135	114	0	0
51-5	Minor Office Equip & Furn	0	0	100	100
54-4	Memberships & Dues	550	500	555	555
<b>TOTAL OPERATING EXPENSES</b>		<b>2,334</b>	<b>3,120</b>	<b>3,685</b>	<b>4,452</b>
<b>CAPITAL OUTLAY</b>					
64-5	Office Furniture	0	0	750	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>
<b>DIVISION TOTAL</b>		<b>\$ 174,157</b>	<b>\$ 184,306</b>	<b>\$ 189,366</b>	<b>\$ 192,030</b>

**DEPARTMENT** Leisure Services  
**COST CENTER** Community and Recreation Programs  
**COST CENTER NO.** 60-65

**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 Neighborhood Events, the Little League and Athletic Provider Agreements, 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 marquees.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$151,386	\$163,198	\$167,438	\$164,807
Operating	87,520	93,346	114,809	102,993
Capital	2,349	0	800	5,482
Other	0	0	0	0
General Fund Totals	\$241,255	\$256,544	\$283,047	\$273,282

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Recreation Specialist	2	2	2	2
Custodian	1	1	1	1
Recreation Aide II (PT)	2	2	2	3 <sup>1</sup>
Total Number of Staff	3 FT/ 2 PT	3 FT/ 2 PT	3 FT/ 2 PT	3 FT/ 3 PT

<sup>1</sup> Increase Recreation Aide II position from 2 to 3 in FY14

**DEPARTMENT** Leisure Services  
**COST CENTER** Community and Recreation Programs  
**COST CENTER NO.** 60-65

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
No. of Community Events	7	6	6	6
No. of Neighborhood Events	2	2	2	2
No. of Senior Trips Scheduled	6	6	6	6
No. of Athletic Leagues Organized	4	6	4	4
No. of Youth Athletic Participants	416	752	480	500
No. of Comm. Center Rentals	810	926	875	780
No. of Pavilion Rentals	86	86	65	70
No. of Field Rentals	552	650	635	600

**EFFICIENCY MEASURES**

Avg. Cost per Community Event	\$2,915	\$3,154	\$2,508	\$3,042
Avg. Cost per Comm. Center Rental	\$59	\$50	\$55	\$60
Avg. Cost per Youth (Athletics)	\$56	\$83	\$85	\$85
Avg. Cost per Field Rental	\$48	\$42	\$48	\$53
Avg. No. of Participants per Sr. Trip	69	49	48	48

**EFFECTIVENESS MEASURES**

% of Comm. Center expenses covered by Rentals	22%	21%	20%	18%
% of event expenses covered by sponsorships	55%	68%	50%	50%
% of Households invited attending Neighborhood Events	53%	60%	50%	50%

**GOALS & OBJECTIVES**

- Goal** To increase the participation in the Greenacres youth athletic programs in order to reduce childhood obesity and juvenile crime.
- Objective**
- Increase resident participation from fifty (50%) to fifty five (55%) percent through program marketing and promotion of the Youth Athletic Scholarship Program.
  - Reduce juvenile-related crime by maintaining the open gym timeframe for community youth at 12 hours weekly.
- Goal** To provide opportunities for Greenacres residents that promote a healthy and active lifestyle and build a unified community.
- Objective**
- Maintain 6 Community Events and 2 Neighborhood Events.
  - Maintain the number of Senior trips (Adults @ Leisure) at 6.

**DEPARTMENT** Leisure Services  
**COST CENTER** Community and Recreation Programs  
**COST CENTER NO.** 60-65

COST CENTER EXPENDITURE DETAIL

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	<b>PERSONNEL SERVICES</b>				
12-1	Regular Salaries & Wages	91,028	96,674	100,045	98,913
13-1	Other Salaries & Wages	17,433	19,899	20,421	18,479
14-1	Overtime	5,213	5,981	4,895	4,944
15-1	Special Pay	0	0	0	0
21-1	Fica Taxes	8,637	9,348	9,214	8,993
22-2	FLC Gen Retirement Contribution	3,492	5,016	5,248	5,193
22-3	FLC Gen Retirement Match	1,746	1,810	2,624	2,596
23-1	Life & Health Ins - Employee	21,660	22,179	22,789	23,468
23-2	Dependent Insurance	342	304	391	445
24-1	Worker's Compensation	1,776	1,987	1,661	1,629
25-1	Unemployment Compensation	59	0	150	147
	<b>TOTAL PERSONNEL SERVICES</b>	<b>151,386</b>	<b>163,198</b>	<b>167,438</b>	<b>164,807</b>
	<b>OPERATING EXPENSES</b>				
31-4	Other Professional Svc	714	1,168	640	1,364
34-4	Other Contractual Service	21,786	20,399	28,160	13,472
40-1	Senior Trips	15,033	14,778	11,802	13,176
40-4	Ed Train Sem & Assc Exp	7	896	980	980
40-5	Business Exp & Mileage	0	0	276	276
41-1	Telephone	106	21	30	12
42-1	Postage & Freight Charges	28	0	75	75
46-3	R & M - Office Equipment	2,349	1,561	1,501	1,612
46-5	R & M - Other Equipment	1,490	969	3,350	3,235
47-1	Printing & Binding	8,750	8,723	9,360	9,360
48-17	Neighborhood Assoc. Prog	1,177	1,377	1,000	1,000
48-3	Daddy Daughter Event	1,835	1,721	2,167	2,197
48-34	Egg Hunt	3,027	2,277	2,664	3,800
48-35	Mayor's Cup	0	0	0	0
48-4	July 4th Event	18,937	19,050	18,186	19,185
48-71	L/S Sponsoring Exp	1,916	2,000	4,000	4,000
48-9	Organized Athletics	0	0	0	0
48-91	Youth Athletics	0	6,041	15,794	15,941
49-7	Computer Software & Prog.	1,782	1,782	1,800	1,800
51-2	Office Supplies	374	426	0	0
51-4	Copy Paper, Printer Supplies	381	288	400	0
51-5	Minor Office Equip & Furn	1,555	4,151	4,484	3,519
52-3	Custodial, Lab & Chem Supplies	4,272	4,159	4,958	5,756
52-5	Consumables & Small Tool	567	479	0	0
52-6	Recreation Supplies	640	293	2,217	1,336

**DEPARTMENT** Leisure Services  
**COST CENTER** Community and Recreation Programs  
**COST CENTER NO.** 60-65

COST CENTER EXPENDITURE DETAIL

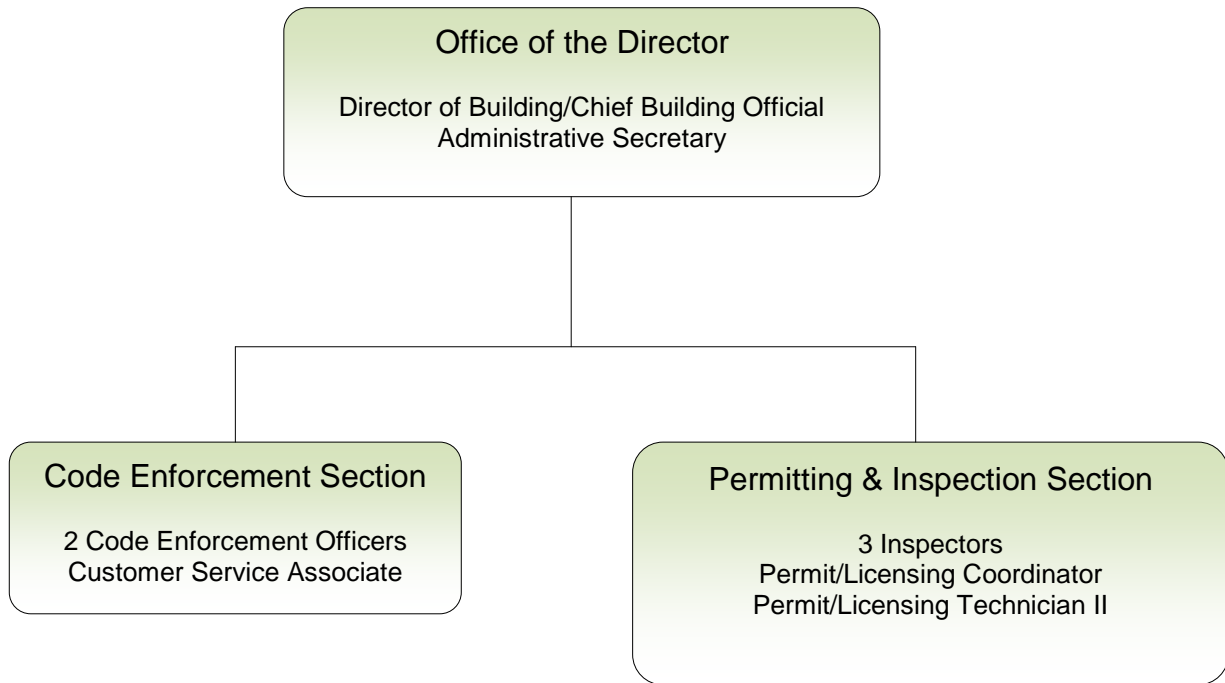
ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
	OPERATING EXPENSES CONT.				
52-7	Medical Supplies	331	266	375	340
52-8	Uniforms & Clothing	323	241	290	237
54-4	Memberships & Dues	140	280	300	320
<b>TOTAL OPERATING EXPENSES</b>		<b>87,520</b>	<b>93,346</b>	<b>114,809</b>	<b>102,993</b>
	CAPITAL OUTLAY				
64-8	Other Equipment	2,349	0	800	5,482
<b>TOTAL CAPITAL OUTLAY</b>		<b>2,349</b>	<b>0</b>	<b>800</b>	<b>5,482</b>
<b>DIVISION TOTAL</b>		<b>\$ 241,255</b>	<b>\$ 256,544</b>	<b>\$ 283,047</b>	<b>\$ 273,282</b>





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## 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: 10

**DEPARTMENT OF BUILDING  
HIGHLIGHTS OF ACCOMPLISHMENTS FOR FISCAL YEAR 2013**

- Added non-conforming use data to the combined central data base system to improve efficiency and reduce database maintenance time. Provided use of these databases to several other departments.
- Researched and developed a “Florida Friendly Fertilizer Use” Ordinance.
- Created and submitted required policy and procedures for NPDES illicit discharge inspection and stormwater erosion control for construction activities. Participated in the FDEP audit of the city’s NPDES activities.
- Participated in City Government Week creating and performing a puppet show demonstrating the importance of fire safety, stormwater drainage, as well as explaining the building permit process for students.
- Scanned and indexed over 12,000 pages of permits, code cases, business tax receipts, and miscellaneous records into the Laserfiche system.
- Officially destroyed eighteen (18) boxes of hard copy records that met retention limits including scanned permits, code cases, architectural plans, business tax receipt applications and out-of-business files. Additionally, placed obsolete code enforcement case records into the proper folder for destruction.
- Coordinated and assisted in the Great American & International Coastal cleanups by organizing and helping volunteers to cut grass and remove trash and debris from several abandoned homes and right-of-ways.
- Inspectors Wayne Williams and John Pankiewicz along with Customer Service Associate Aileen Hernandez and Code Enforcement Officer Shirley Diamond received a certificate of training through the Green Industries Best Management Practices Course as a prerequisite for The Urban Fertilizer License.
- Created an HOA database for mass mailings. Requested from HOA’s a list of types of work that requires HOA approval prior to permitting. Created a quick reference guide from the information provided by the HOA’s.
- Completed the ISO questionnaire and compiled required documentation for the Building Code Effectiveness Grading.
- Created a power point presentation to help inform citizens of some common code violations, permit information, and other city services. Attended HOA meeting to make the presentation.
- Reviewed and researched current code enforcement liens. Released numerous liens that have been foreclosed on and started new cases if necessary. Sent lien accrual letters to citizens informing them of what the fine amount was to date and requesting they contact code enforcement to resolve the issues.
- Completed equity study to evaluate the current BTR rates and make adjustments as approved.
- Chief Building Official Michael Grimm was appointed by the Board of County Commissioners to the District three (3) seat of the Building Code Advisory Board. The Building Code Advisory Board is responsible for reviewing and making recommendations to the Board of County Commissioners along with local government regarding building related codes and standards.

<b>DEPARTMENT</b>	<u>Building</u>
<b>COST CENTER</b>	<u>Building</u>
<b>COST CENTER NO.</b>	<u>72-72</u>

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**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 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.

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**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Personnel Services	\$680,245	\$688,034	\$739,256	\$753,110
Operating	10,700	10,351	16,107	21,676
Capital	0	0	0	0
Other	0	0	0	0
General Fund Totals	\$690,945	\$698,385	\$755,363	\$774,786

**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Dir. Of Building/Chief Building Official	1	1	1	1
Inspectors	3	3	3	3
Code Enforcement Officer	2	2	2	2
Permit/Licensing Coord.	1	1	1	1
Permit/Licensing Tech II	1	1	1	1
Permit/Licensing Tech I <sup>1</sup>	0.5	0.5	0	0
Customer Service Associate <sup>2</sup>	0	0	1	1
Administrative Secretary	1	1	1	1
Total Number of Staff	9.5	9.5	10	10

<sup>1</sup> Full time position funded 50% in Department of Administration as office Assistant.

<sup>2</sup> Position reclassified from Permit/Licensing Tech 1 to Customer Service Associate.

<b>DEPARTMENT</b>	<u>Building</u>
<b>COST CENTER</b>	<u>Building</u>
<b>COST CENTER NO.</b>	<u>72-72</u>

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 PROJECTED	FY 2014 PROPOSED
Permits Issued	2,102	2,401	2,300	2,400
Inspections	6,768	5,974	7,000	7,500
Permit Value (Million\$)	\$10.7	\$14.3	\$13.5	\$14
Business Tax Receipts	1,640	2,132	2,140	2,150
Contractor Registrations	1,127	891	900	1,000
Code Enforcement Inspections	2,670	2,229	2,300	2,400
Code Enforcement Violations	2,400	1,825	2,000	2,150
Code Enforcement Cases	721	553	600	650

**EFFICIENCY MEASURES**

Avg. cost per permit to process	\$35.56	\$31.10	\$33.82	\$33.00
Avg. Building inspections per day per inspector	11	9	10	10
Avg. cost per inspection	\$22.30	\$22.82	\$21.78	\$22.70
Avg. process time per Business in minutes	26.49	25.33	23.25	22.44
Avg. cost per code enforcement case	\$267.53	\$316.88	\$292.06	\$269.59
Avg. cost per code enforcement violation	\$90.58	\$96.02	\$87.62	\$81.50

**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	90%	88%	90%	91%
Insurance Services Organization BCEGS residential score	4	4	4	4
Insurance Services Organization BCEGS Commercial score	3	3	3	3

<b>DEPARTMENT</b>	<u>Building</u>
<b>COST CENTER</b>	<u>Building</u>
<b>COST CENTER NO.</b>	<u>72-72</u>

**GOALS & OBJECTIVES**

- |           |   |
|-----------|---|
| Goal      | To provide efficient services to protect the health and safety of City residents.   |
| Objective | <ul style="list-style-type: none"> <li>• Maintain rate of reviewing and processing permits within targeted time frames at 99%.</li> <li>• 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.</li> <li>• Increase public educational outreach activities/events from 4 to 6 per year.</li> <li>• Implement online permitting for at least 2 types of permits</li> </ul> |
| Goal      | To provide efficient services to maintain a high level of customer satisfaction.  |
| Objective | <ul style="list-style-type: none"> <li>• Maintain rate of performing inspections within 24 hours at 99%.</li> <li>• Maintain 80% rate of issuing a Business Tax Receipt over-the-counter.</li> <li>• Implement online Business Tax Receipt renewal process.</li> </ul>  |
| Goal      | To provide efficient Code Enforcement to maintain a safe and attractive community.  |
| Objective | <ul style="list-style-type: none"> <li>• Increase issuance of Code Enforcement educations letter and checklist to 400 per year.</li> <li>• Decrease the number of Certified mail and Postings by 20%.</li> <li>• Decrease average time between Board Order to Certification of Fine Hearing by an average of 15%.</li> <li>• Implement a standard Code Enforcement fee schedule.</li> </ul>   |

**DEPARTMENT** Building  
**COST CENTER** Building  
**COST CENTER NO.** 72-72

**COST CENTER EXPENDITURE DETAIL**

ACCT#	DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>PERSONNEL SERVICES</b>					
11-1	Executive Salaries	\$ 66,882	\$ 68,503	\$ 76,564	\$ 80,651
12-1	Regular Salaries & Wages	417,005	427,327	456,713	458,836
14-1	Overtime	0	479	0	0
15-1	Special Pay	5,320	5,820	5,320	5,320
21-1	Fica Taxes	34,061	35,261	37,163	37,592
22-1	Retirement Contributions	13,553	7,418	7,861	10,919
22-2	FLC Gen Retirement Contribution	16,665	17,102	18,848	19,118
22-3	FLC Gen Retirement Match	8,333	8,551	9,427	9,560
23-1	Life & Health Ins - Employee	70,600	70,596	76,207	78,489
23-2	Dependent Insurance	39,190	37,392	42,014	43,339
23-3	Short Term Disability Pay	0	0	0	0
24-1	Worker's Compensation	8,636	9,585	8,499	8,639
25-1	Unemployment Compensation	0	0	640	647
<b>TOTAL PERSONNEL SERVICES</b>		<b>680,245</b>	<b>688,034</b>	<b>739,256</b>	<b>753,110</b>
<b>OPERATING EXPENSES</b>					
34-4	Other Contractual Service	259	195	3,750	5,760
40-4	Ed Train Sem & Assc Exp	2,312	1,797	3,700	4,275
40-5	Business Exp & Mileage	301	118	275	275
42-1	Postage, Frt & Exp Charges	0	0	50	50
45-2	Notary Fees	95	144	160	160
46-2	R & M - Vehicles	0	24	90	90
46-3	R & M - Office Equipment	343	388	382	425
46-4	R & M - Communication Equip	0	0	200	2,000
47-1	Printing & Binding	510	32	450	650
49-7	Computer Software & Prog.	2,196	2,196	2,308	2,308
51-2	Office Supplies	2,192	2,359	2,500	2,500
51-4	Copy Paper & Supplies	7	3	150	150
51-5	Minor Office Equip & Furn	163	391	400	400
52-5	Consumables & Small Tools	1,181	686	250	550
52-8	Uniforms & Clothing	229	234	300	400
54-2	Code Supplements & Update	145	388	0	0
54-3	Books,Subsc,Prof Supplies	45	686	250	400
54-4	Memberships & Dues	722	710	892	1,283
<b>TOTAL OPERATING EXPENSES</b>		<b>10,700</b>	<b>10,351</b>	<b>16,107</b>	<b>21,676</b>
<b>DIVISION TOTAL</b>		<b>\$ 690,945</b>	<b>\$ 698,385</b>	<b>\$ 755,363</b>	<b>\$ 774,786</b>

**NON-DEPARTMENTAL**

Non-departmental expenditures are used to account for centralized City wide expenditures that are not included in department budgets.

The Insurance Cost Center is used to account for the City’s insurance premium for property, causality and liability insurance. This policy includes all City properties, parks, equipment and vehicles.

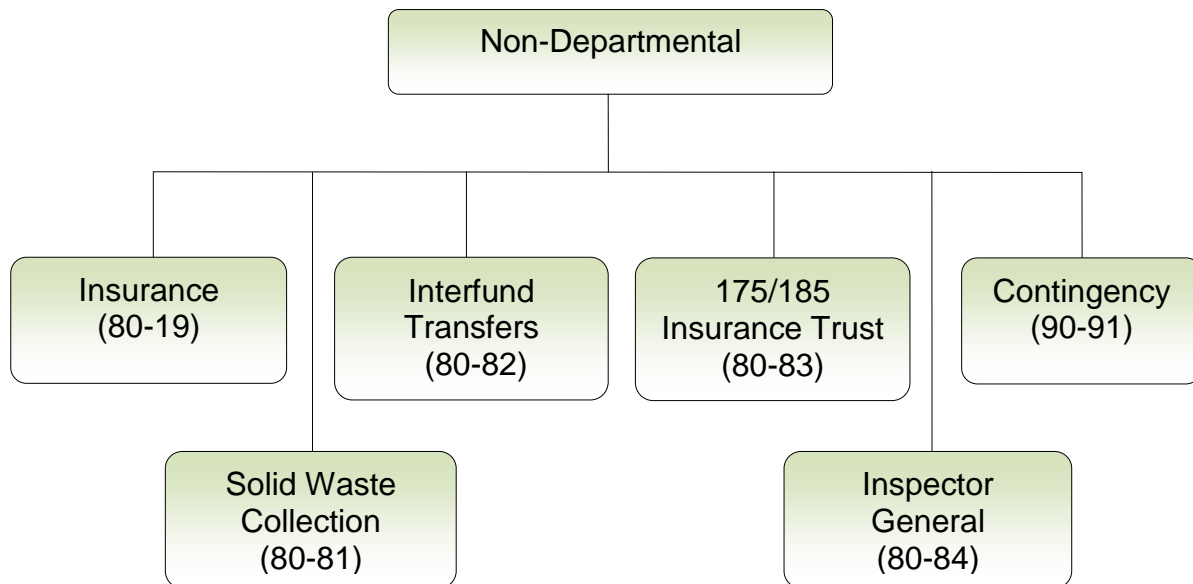
The Solid Waste Collection Cost Center is used to account for payments for solid waste contractual service. This contract provides for the bi-weekly garbage pickup and once a week recycling, vegetative waste and bulk pickup. Residential customers are billed directly from the City on a semi-annual basis for this service. The current service provider for this service is Veolia ES Solid Waste Services, Inc.

The Interfund Transfer Cost Center is used to transfer resources from the General Fund to adequately support any of the other funds. Currently the City transfers resources to support the Debt Service Fund.

The 175/185 Insurance Trust Cost Center transfers the premium distribution from the State for Insurance tax premium to the Public Safety Officers/Firefighters Pension Plan. These funds are immediately transferred upon receipt.

The Inspector General Cost Center is used to expend the City’s portion of the cost for the Palm Beach County Office of Inspector General. This county charter amendment was approved by the voters.

The Contingency Cost Center is used to fund any unanticipated expenditures, such as the costs associated with hurricanes. Authorization for use of this fund is limited to City Council approval.





**DEPARTMENT** Non-Departmental  
**COST CENTER** Insurance  
**COST CENTER NO.** 80-19

**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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Property, Liab & Fleet	\$334,512	\$398,303	\$414,240	\$414,240
Insurance Claim Repr	7,624	6,071	11,000	11,000
Misc Exp	0	23	0	0
<b>General Fund Totals</b>	<b>\$342,136</b>	<b>\$404,397</b>	<b>\$425,240</b>	<b>\$425,240</b>

**ACTIVITY/PERFORMANCE MEASURES:**

Not Applicable.

**DEPARTMENT** Non-Departmental  
**COST CENTER** Solid Waste Collection  
**COST CENTER NO.** 80-81

**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 pickup.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Solid Waste Coll & Disp	\$1,045,215	\$1,087,620	\$1,048,513	\$1,137,636
General Fund Totals	\$1,045,215	\$1,087,620	\$1,048,513	\$1,137,636

**ACTIVITY/PERFORMANCE MEASURES**

16,752 residential units served as of April 30, 2013.

**DEPARTMENT** Non-Departmental  
**COST CENTER** Interfund Transfers  
**COST CENTER NO.** 80-82

**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 2014, \$410,000 will be transferred to the Municipal Complex Debt Service Fund also \$50,000 will be transferred to fund the Youth Program.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Fund Tran-Youth Program	\$0	\$0	\$0	\$50,000
Fund 211-Mun Complex	\$410,000	\$410,000	\$410,000	\$410,000
General Fund Totals	\$410,000	\$410,000	\$410,000	\$460,000

**ACTIVITY/PERFORMANCE MEASURES**

Not applicable.

**DEPARTMENT** Non-Departmental  
**COST CENTER** 175/185 Insurance Trust  
**COST CENTER NO.** 80-83

**PRIMARY FUNCTION NARRATIVE**

This cost center services the transfer of chapter 175/185 insurance premiums distributions from the state for the Public Safety Officers/Firefighters Pension Plan. All funds received are immediately deposited into the 175/185 Retirement plan for Firefighters and Public Safety Officers.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Operating	\$398,613	\$422,864	\$401,000	\$401,000
General Fund Totals	\$398,613	\$422,864	\$401,000	\$401,000

**ACTIVITY/PERFORMANCE MEASURES**

Not Applicable.

**DEPARTMENT** Non-Departmental  
**COST CENTER** Inspector General  
**COST CENTER NO.** 80-84

**PRIMARY FUNCTION NARRATIVE**

This cost center funds the payment of the City’s portion of the cost of the Palm Beach County Office of Inspector General which has county wide jurisdiction through a county charter amendment approved by the voters.

**EXPENDITURES**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Inspector General	\$2,375	\$0	\$13,000	\$13,000
General Fund Totals	\$2,375	\$0	\$13,000	\$13,000

**ACTIVITY/PERFORMANCE MEASURES**

Not Applicable.

**DEPARTMENT** Non-Departmental  
**COST CENTER** Contingency  
**COST CENTER NO.** 90-91

**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 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Contingency (Hurricane)	\$0	\$0	\$0	\$0
Contingency (Council)	0	0	100,000	100,000
General Fund Totals	\$0	\$0	\$100,000	\$100,000

**ACTIVITY/PERFORMANCE MEASURES:**

Not Applicable.



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**SPECIAL REVENUE FUNDS**

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects). These funds are legally restricted to expenditures for specified purposes. The City of Greenacres has established four special revenue funds; Forfeitures fund, Arboreous fund, Public Safety Donation fund and Youth Program Fund.

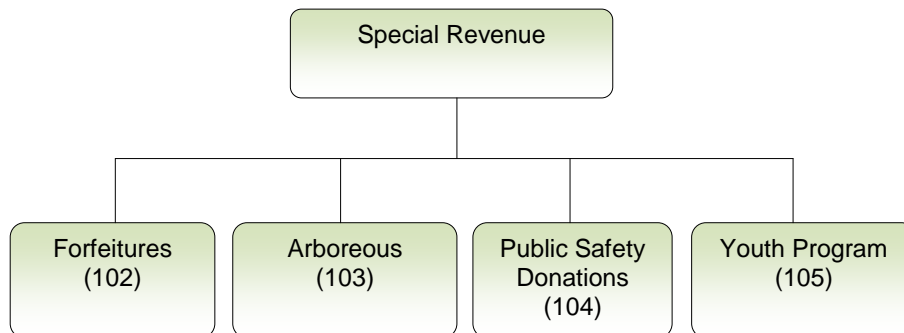
The **Forfeitures Fund** (102) was established in fiscal year 1989 to account for the funds generated from law enforcement confiscation actions. They are also restricted as to how the funds are utilized. According to § 932.7055(9) Fla. Stat., budgeting revenue for these funds is prohibited. The funds and interest shall be used for school resource officers, crime prevention, safe neighborhood, drug abuse education and prevention programs, or other law enforcement purpose. Other purposes include cost of protracted or complex investigations, additional equipment or expertise, 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. If an agency acquired at least \$15,000 within a fiscal year, the agency must expend or donate no less than 15% to support or operate such programs as drug treatment, drug abuse education, drug prevention, crime prevention, safe neighborhood, or school resource officer program(s). Council approval is required for all expenditures in the fund according to § 932.7055(5)(b) Fla. Stat.

The **Arboreous Fund** (103) was established in fiscal year 1993 to account for funds designated for tree planting activities. The revenue for this fund is generated from three major sources; commercial construction, interest and grants. The formula for commercial construction is the monetary equivalent of 1 tree for every 1,000 square feet. Interest is received on the fund balance. The City has previously received grant funds for beautification projects. Planting activities include, but are not limited to, purchasing, planting, and maintaining trees in medians, parks, and along roadways throughout the City’s boundaries.

The **Public Safety Donation Fund** (104) was established in fiscal year 1996 to account for restricted contributions received by the Public Safety Department. The contributions usually are received in three major categories: Bullet Proof Vest, Emergency Medical Services and General Donation. The City fiduciary responsibility is to insure that the funds are spent for their designated purpose. Examples of items purchased with the funds are tactical vests, gun locks and helmets.

The **Youth Program Fund** (105) is for the financial accountability of the year-round, inclusive afterschool programs. The program serves three age groups of children. The “Children Are Really Extra Special” (C.A.R.E.S.) Program is for elementary age children and was established in fiscal year 1997 and has a maximum capacity of 120 participants. The Cool Zone program, for middle-school aged children, was added in fiscal year 2002 and has a maximum capacity of 30. Hot Spot is the youth program for high school participants and has a maximum capacity of 25 participants.

Funding for the Youth Programs comes from several sources. The Early Learning Coalition combined with the Children Services Council provides grant funding for qualified participant fees. A USDA Grant provides funding for healthy snacks. The remaining funds are provided by private participant fees, donations and interest.





**DEPARTMENT** Public Safety  
**COST CENTER** Forfeitures Fund  
**COST CENTER NO.** 102-50-51

**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 revenue 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.

DESCRIPTION*	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUE</b>				
351-200 Forfeitures	\$ 82,856	\$ 88,904	N/A	N/A
361-120 SBA Interest	329	617	N/A	N/A
364-410 Surplus Sales	0	2,460	N/A	N/A
<b>TOTAL REVENUES</b>	<b>\$ 83,185</b>	<b>\$ 91,981</b>	<b>N/A</b>	<b>N/A</b>

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>EXPENSES</b>				
64-8 Other Equipment	\$ 41,326	\$ 26,957	\$ 50,000	\$ 176,048
<b>TOTAL EXPENSES</b>	<b>\$ 41,326</b>	<b>\$ 26,957</b>	<b>\$ 50,000</b>	<b>\$ 176,048</b>

\* Florida State Statute 932.7055 (8) (c) prohibits budgeting anticipated revenue

FUND BALANCE:  
 Projected Beginning Fund Balance \$ 176,048  
 Net Change (176,048)  
 Projected Ending Fund Balance \$ 0

**DEPARTMENT** Public Works  
**COST CENTER** Arboreous Fund  
**COST CENTER NO.** 103-80-62

**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 beautifications of the City. Property values in the City are enhanced by these efforts to improve our visual environment.

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUE</b>				
361-120 SBA Interest	\$ 87	\$ 101	\$ 111	\$ 50
324-220 Impact Fee	735	2,662	1,080	3,150
366-910 Plant A Tree	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$ 822</b>	<b>\$ 2,763</b>	<b>\$ 1,191</b>	<b>\$ 3,200</b>

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>EXPENSES</b>				
63-4 Landscaping	2,675	8,510	10,000	10,000
<b>TOTAL EXPENSES</b>	<b>\$ 2,675</b>	<b>\$ 8,510</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

FUND BALANCE:  
 Projected Beginning Fund Balance \$ 14,469  
 Net Change (6,800)  
 Projected Ending Fund Balance \$ 7,669

**DEPARTMENT** Public Safety  
**COST CENTER** Donations Fund  
**COST CENTER NO.** 104-50-53

**PRIMARY FUNCTION NARRATIVE**

The Public Safety Donations Fund is used to account for donations received by the Department of Public Safety. Estimated revenue projections for 2014 are \$2,550. 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.

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUE</b>				
361-120 SBA Interest	\$ 79	\$ 70	\$ 90	\$ 50
366-902 Bullet Proof Vest	0	0	0	0
366-903 EMS Donations	2,768	2,235	0	0
366-904 Misc P/S Donations	3,331	625	3,000	2,500
<b>TOTAL REVENUES</b>	<b>\$ 6,178</b>	<b>\$ 2,930</b>	<b>\$ 3,090</b>	<b>\$ 2,550</b>

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>EXPENSES</b>				
52-5 Consumables & Small Too	\$ 702	\$ 0	\$ 0	\$ 0
52-7 Medical Supplies	0	0	0	0
52-8 Uniform & Clothing	225	0	0	0
64-8 Other Equipment	16,649	7,085	4,000	5,000
<b>TOTAL EXPENSES</b>	<b>\$ 17,576</b>	<b>\$ 7,085</b>	<b>\$ 4,000</b>	<b>\$ 5,000</b>

FUND BALANCE:  
 Projected Beginning Fund Balance \$ 22,726  
 Net Change (2,450)  
 Projected Ending Fund Balance \$ 20,276

<b>DEPARTMENT</b>	<u>Leisure Services</u>
<b>COST CENTER</b>	<u>Youth Programs</u>
<b>COST CENTER NO.</b>	<u>105-60-64</u>

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**PRIMARY FUNCTION NARRATIVE**

The Youth Programs 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, 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 Child Care Food Program, Florida Department of Health Child Care Food Program, Prime Time of Palm Beach County, and the City.

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**PERSONNEL STAFFING**

POSITION TITLE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Youth Programs Supervisor	1	1	1	1
Asst. Youth Program Supervisor	1	1	1	1
Child Care Assistant (PT) <sup>1</sup>	8	7	7	7
Recreation Aide II (PT) <sup>2 3</sup>	2	4	4	5
Clerical Assistant	1	1	1	1
Total Number of Staff	3 FT/10PT	3 FT/11PT	3 FT/11PT	3 FT/12PT

<sup>1</sup> Eliminated one (1) Child Care Assistant position in FY12.

<sup>2</sup> Created two (2) Recreation Aide II positions in FY12 to satisfy Health Department requirements.

<sup>3</sup> Increased Recreation Aide II positions from four (4) to five (5) in FY14

**PERFORMANCE MEASURES**

WORKLOAD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 PROPOSED
No. of Participants (CARES/Cool Zone)	150	135	150	150
No. of Participants in FCAT Tutorial (K-5th & 8th grade students)	50	45	15	15
No. of Grants/Licenses Coordinated	1	1	1	1
No. of Independent Contractor Agreements	4	3	4	4
No. of Part. in Junior Counselor/CIT Prog	19	60	15	15
No. of Part. In Life Skills Training Prog	8	60	15	15
No. of Hot Spot Part. in Mentoring Prog	14	60	15	15
No. of Presidential Volunteer Service Hrs	2,677	2,232	2,940	3,500

<b>DEPARTMENT</b>	<u>Leisure Services</u>
<b>COST CENTER</b>	<u>Youth Programs</u>
<b>COST CENTER NO.</b>	<u>105-60-64</u>

	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 PROPOSED
<b>WORKLOAD</b>				
<b>EFFICIENCY MEASURES</b>				
Avg. Cost per CARES/CZ Participant	\$3,302	\$3,559	\$3,088	\$3,069
Staff to Student Ratio (CARES/CZ)	1:19	1:18	1:18	1:18
Avg. Cost per participant in FCAT Tutorial	\$30	\$35	\$102	\$105
<b>EFFECTIVENESS MEASURES</b>				
% of Daily Attendance	83%	91%	90%	90%
% of Youth with Improved Grades	71%	72%	70%	71%
% of Youth with Improved FCAT Scores	73%	70%	70%	71%
FCI-QIS Score	4.52	4.78	4.78	4.78

**GOALS & OBJECTIVES**

<b>Goal</b>	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.
<b>Objective</b>	<ul style="list-style-type: none"> <li>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).</li> <li>To maintain the number of community service project opportunities at 4.</li> </ul>
<b>Goal</b>	To provide training and educational opportunities for participants that facilitates healthy lifestyle behaviors and career exploration.
<b>Objective</b>	<ul style="list-style-type: none"> <li>Maintain a fifty percent (50%) participation rate for all students enrolled in the Nutritional and Physical Education programs.</li> <li>Maintain career exploration activities at 3 per year.</li> <li>Maintain a Quality Improvement System monitoring score of 4.0 or above.</li> </ul>

**REVENUE AND EXPENDITURE DETAIL**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUE</b>				
331-716 USDA Snack Program	\$ 12,517	\$ 13,518	\$ 11,400	\$ 11,400
337-710 Youth Program Grant	269,394	281,914	276,580	276,815
347-313 Children's Camps Fees	42,239	34,448	75,240	73,359
347-315 Greenacres Cares Fees	118,039	104,644	82,213	94,323
347-318 Cool Zone Fees	9,353	12,956	9,150	8,550
361-120 SBA Interest	52	57	46	46
366-900 Contributions	4,500	6,780	5,035	2,660
369-900 Refund-Current Year	0	7	0	0
369-915 Leisure Svcs Fundraiser	584	620	475	475
369-999 Miscellaneous Revenue	0	1,128	0	0
381-000 Interfund Transfer	0	0	0	50,000
<b>TOTAL REVENUES</b>	<b>\$ 456,678</b>	<b>\$ 456,072</b>	<b>\$ 460,139</b>	<b>\$ 517,628</b>

DEPARTMENT Leisure Services  
 COST CENTER Youth Programs  
 COST CENTER NO. 105-60-64

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>EXPENSES</b>				
12-1 Regular Salaries & Wages	\$ 84,869	\$ 102,470	\$ 103,254	\$ 106,838
13-1 Other Salaries & Wages	152,342	140,058	154,692	143,153
14-1 Overtime	0	151	0	0
21-1 Fica Taxes	18,090	18,487	18,830	19,124
22-2 FLC Gen Retir. Contrib.	3,700	4,805	5,163	5,342
22-3 FLC Gen Retir Match	1,683	1,806	2,581	2,670
23-1 Life & Health Ins - Employee	18,438	22,179	22,789	23,468
23-2 Dependent Insurance	0	224	391	445
24-1 Worker's Compensation	2,769	2,891	2,571	2,492
25-1 Unemployment Compensation	3,077	1,208	310	300
31-4 Other Professional Svc	1,294	1,124	1,983	4,045
31-5 Physical Exams	780	2,185	1,290	1,680
34-1 Interfund Admin Charges	23,997	23,800	23,800	23,800
34-3 Solid Waster Coll & Disp	6,272	6,690	6,648	6,980
34-4 Other Contractual Service	5,238	5,653	7,675	7,675
34-7 Sponsored Events	48,907	52,070	41,235	36,650
40-4 Ed train Sem & Assc Exp	185	1,218	2,197	2,197
40-5 Business Exp & Mileage	3,908	3,946	4,427	4,427
41-1 Telephone	733	710	780	830
42-1 Postage & Freight Charges	18	7	0	0
43-1 Electricity	13,182	11,601	12,000	12,600
43-4 Water & Sewer	796	1,134	950	1,200
45-1 Liability & Fleet Ins.	9,897	5,804	5,169	5,169
46-1 R & M - Buildings	2,480	1,068	1,200	900
46-2 R & M - Vehicles	3,393	1,127	2,000	2,000
46-3 R & M - Office Equipment	4,330	3,566	3,010	3,010
46-4 R & M - Communication Equip	70	1,260	800	800
46-5 R & M - Other Equipment	190	0	0	0
47-1 Printing & Binding	139	0	0	0
51-2 Office Supplies	2,334	2,142	2,220	2,004
51-4 Copy Paper,Printer Supplies	0	6	0	0
52-0 Food Supplies	0	21,332	21,635	21,635
52-3 Custodial, Lab & Chem Supplies	1,159	1,231	1,200	1,200
52-5 Consumables & Small Tool	21,090	0	0	0
52-6 Recreation Supplies	17,170	10,572	10,502	13,502
52-7 Medical Supplies	984	706	1,220	1,220
52-8 Uniforms & Clothing	1,097	253	483	563
54-3 Books,Subsc,Prof Supplies	56	0	125	125
54-4 Memberships & Dues	0	30	90	90
64-1 Vehicles	0	9,651	0	0
64-5 Office Furniture	877	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$ 455,544</b>	<b>\$ 463,165</b>	<b>\$ 463,220</b>	<b>\$ 458,134</b>

## FUND BALANCE:

Projected Beginning Fund Balance	\$	8,270
Net Change		59,494
Projected Ending Fund Balance	\$	67,764



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## DEBT SERVICE FUND

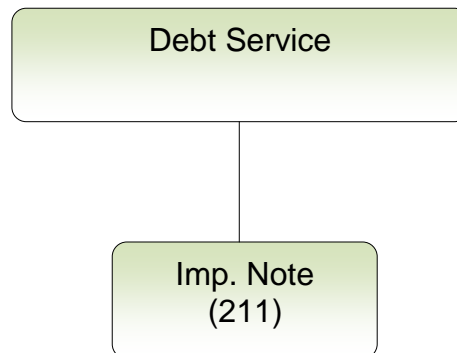
In the State of Florida there are no statutory limits on the amount of debt that may be incurred by a municipality. However, the issuance of General Obligation Bonds, backed by the full faith and credit of a municipality, must be approved by a majority vote of the electors. Such General Obligation Bonds 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 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 which includes 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 will have \$3,554,329 principal outstanding at the close of FY 2013 and the debt will be retired in FY 2024.

The principal and interest payment for the 2004A note during FY 2014 is \$403,260. At the end of fiscal year 2012, the City's ratio of debt service (principal and interest) as a percentage of non-capital expenditures were 2.05%. The City's debt policy limits maximum total debt service to no more than fifteen percent (15%) of total revenues; in FY 2012 it was 1.9%, and is expected to be around 1.9% in FY 2013. 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 2012 and 2013 it is under ½%. 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.





<b>DEPARTMENT</b>	<u>Debt Service Funds</u>
<b>COST CENTER</b>	<u>Public IMP Note, 2004A</u>
<b>COST CENTER NO.</b>	<u>211-80-19</u>

## 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%.

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
REVENUE				
361-120 SBA Interest	\$ 2,000	\$ 1,959	\$ 1,883	\$ 1,550
381-000 Interfund Trans	443,897	410,000	410,000	410,000
<b>TOTAL REVENUES</b>	<b>\$ 445,897</b>	<b>\$ 411,959</b>	<b>\$ 411,883</b>	<b>\$ 411,550</b>

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
EXPENSES				
71-1 Principal	\$ 439,987	\$ 242,403	\$ 252,277	\$ 262,552
72-1 Interest	176,211	160,816	150,983	140,708
91-32 Fund Transfer - Resid	33,897	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$ 650,095</b>	<b>\$ 403,219</b>	<b>\$ 403,260</b>	<b>\$ 403,260</b>

## FUND BALANCE:

Projected Beginning Fund Balance	\$	525,304
Net Change		8,290
Projected Ending Fund Balance	\$	533,594

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

AMOUNT OF DEBT	<b>\$5,500,000</b>	ANNUAL INTEREST RATE	<b>4.03%</b>
START DATE	<b>9/1/2004</b>	LENGTH OF DEBT, YEAR	<b>20</b>
		PAYMENT PER YEAR	<b>2</b>

PMNT #	START OF PERIOD	ANNUAL INTEREST RATE	DEBT BALANCE	SCHEDULED PAYMENT	INTEREST PORTION	PRINCIPAL PORTION
19	Mar-14	4.03%	4,435,860	201,630	71,664	129,966
20	Sep-14	4.03%	4,234,230	201,630	69,043	132,586
				<b>403,260</b>	<b>140,708</b>	<b>262,552</b>
21	Mar-15	4.03%	4,032,600	201,630	66,370	135,260
22	Sep-15	4.03%	3,830,969	201,630	63,643	137,987
				<b>403,260</b>	<b>130,014</b>	<b>273,246</b>
23	Mar-16	4.03%	3,629,339	201,630	60,861	140,769
24	Sep-16	4.03%	3,427,709	201,630	58,023	143,607
				<b>403,260</b>	<b>118,884</b>	<b>284,376</b>
25	Mar-17	4.03%	3,226,079	201,630	55,127	146,503
26	Sep-17	4.03%	3,024,449	201,630	52,174	149,457
				<b>403,260</b>	<b>107,301</b>	<b>295,959</b>
27	Mar-18	4.03%	2,822,819	201,630	49,160	152,470
28	Sep-18	4.03%	2,621,189	201,630	46,086	155,544
				<b>403,260</b>	<b>95,246</b>	<b>308,014</b>
29	Mar-19	4.03%	2,419,559	201,630	42,950	158,680
30	Sep-19	4.03%	2,217,929	201,630	39,750	161,880
				<b>403,260</b>	<b>82,700</b>	<b>320,560</b>
31	Mar-20	4.03%	2,016,299	201,630	36,486	165,144
32	Sep-20	4.03%	1,814,669	201,630	33,157	168,473
				<b>403,260</b>	<b>69,643</b>	<b>333,617</b>
33	Mar-21	4.03%	1,613,039	201,630	29,760	171,870
34	Sep-21	4.03%	1,411,409	201,630	26,295	175,335
				<b>403,260</b>	<b>56,055</b>	<b>347,206</b>
35	Mar-22	4.03%	1,209,779	201,630	22,759	178,871
36	Sep-22	4.03%	1,008,149	201,630	19,153	182,477
				<b>403,260</b>	<b>41,912</b>	<b>361,348</b>
37	Mar-23	4.03%	806,519	201,630	15,474	186,156
38	Sep-23	4.03%	604,889	201,630	11,720	189,910
				<b>403,260</b>	<b>27,194</b>	<b>376,066</b>
39	Mar-24	4.03%	403,259	201,629	7,890	193,739
40	Sep-24	4.03%	201,630	201,630	3,985	197,645
				<b>403,259</b>	<b>11,875</b>	<b>391,384</b>
<b>\$ 0</b>				<b>\$ 4,435,859</b>	<b>\$ 881,531</b>	<b>\$ 3,554,328</b>



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## CAPITAL IMPROVEMENT PROGRAM (CIP)

In order for the City of Greenacres to continually improve the quality of life by providing the best and most cost efficient public service and facilities it must maintain a Capital Improvement Program (CIP) fund. A CIP project is defined as a fixed asset over \$10,000 in cost and has a useful life of over one year.

The City of Greenacres structures its CIP project by three funds: New Growth, Parks and Recreation, and Reconstruction and Maintenance.

The **New Growth** (301) fund provides for acquisition of new and expanded public infrastructure resulting from the growth of the City (this does not include City Parks). Examples of some historical use of this fund have been for wireless local area networking, upgrading of Public Safety software, sanitary sewer system and Geographic Information System (GIS).

Revenue for the New Growth Fund is usually generated by four major sources; grants, new growth impact Fees, interest and inter-fund transfer.

Grant funds have assisted the City in many ways throughout the years. The City has previously received Community Development Block Grant (CDBG) funds, a federal grant, to cover such projects as sanitary sewer system and alleyway development.

An impact fee is a regulatory fee charged against new developments to offset the increase in capital facilities cost due to the increase in population from the build out of the new construction whether it is a commercial or residential unit. A slowdown in construction has brought about a decrease in this revenue source.

Interest is received on the fund balance through investments in compliance with the City's Investment Policy.

Inter-fund transfers occur when funds from the general fund are transferred to the capital new growth to cover any short fall. The City has not had to support the New Growth fund for several years, despite the slowdown in construction.

The **Park and Recreation** (303) fund provides for construction and refurbishment of park facilities within City limits. The City's eleven parks vary in size and amenities. The smaller parks contain picnic areas and playground equipment, while some of the bigger parks have racquetball and lighted shuffleboard courts.

Five major revenue sources that support this fund are: grants, impact fees, interest, cell tower rentals and inter-fund transfers.

The City has previously received grant funding to build parks and add park lighting from such sources as the State's Florida Recreation Development Assistance Program (FRDAP) and Palm Beach County. This funding source is currently very limited due to the economic situation.

Impact fees are received from developers who provide payment in lieu of parks and recreation land dedication for their development impact. As with the New Growth Fund, the Park and Recreation fund has also been negatively affected by the slowdown in construction.

Interest is received on the fund balance through investments in compliance with the City's Investment Policy.

Lease revenue from two cell towers located in one of the City's parks is applied toward the Park and Recreation Capital fund. These funds are to be used for capital improvement enhancement that directly benefit the public.

As with New Growth, inter-fund transfers occur when funds from the general fund are transferred to cover any short fall. The City has not had to support the Park and Recreation fund for several years, despite the slowdown in construction.

The **Reconstruction and Maintenance** (304) fund provides for rebuilding and replacement of existing capital assets. Examples of previous projects within these funds are vehicle replacement, repaving/resurfacing roads and A/C replacement.

Three major revenue sources that support this fund are: grants, interest, and inter-fund transfer.

The City has previously received grant funding for this fund from such sources as the Federal Emergency Management Agency (FEMA) for upgrading shutters on several public buildings and the United States Department of Justice for police equipment. These funding sources are also currently very limited due to the economic situation.

Just as in the other funds, interest is received on the fund balance through investments in compliance with the City's Investment Policy.

Inter-fund transfer as a revenue source occurs with this fund but as with the other funds it also has not been necessary in the last few years.

The City's CIP plan is designed around its Comprehensive Plan (refer to Strategic Plan and Five Year Financial Forecast page). For example, the New Growth fund will ensure that the level of service will accommodate the growth of residential and commercial building by maintaining and improving the City's facilities.

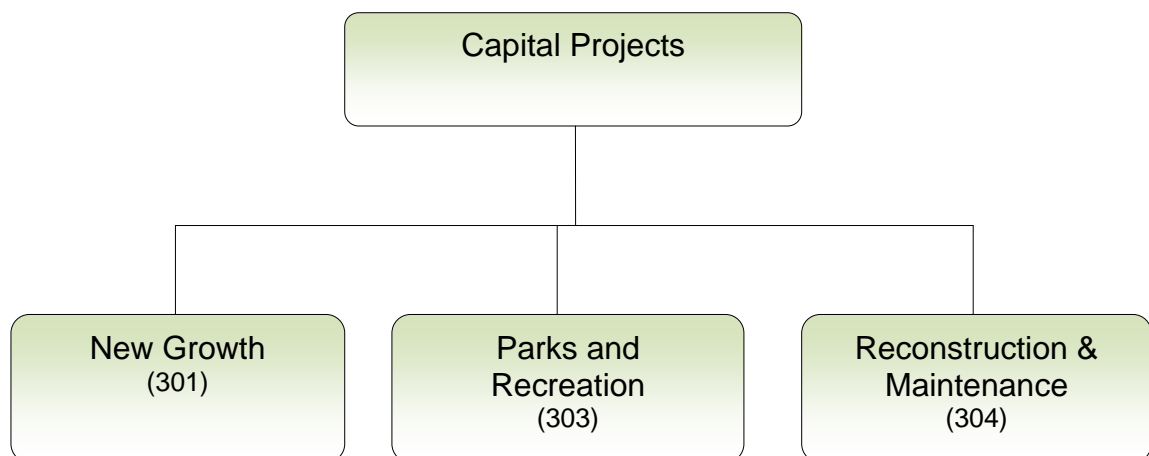
The CIP budget process begins with a review of all open CIP projects determining their completion date and completion cost.

Each Department Director then identifies new potential projects based on priority, completion cost, recurring cost, useful life and funding source.

A CIP meeting is held to review these projects, as well as any future projects to determine priority and funding sources. Based on the review, six year projection matrix is prepared listing the projects, cost and funding source.

Several projects continually shown on the matrix include vehicle and equipment replacement. Vehicle and equipment assets are reviewed individually each year to determine their useful life.

Once all projects have been evaluated and priority is determined based on cost and need, the list is brought before City Council for approval.



**CAPITAL IMPROVEMENT PROGRAM  
FY 2013 – 2019 COST BY FUND**

PR# DESCRIPTION	BUDGET		BUDGET				
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>NEW GROWTH 301</b>							
043 Geographic Info System	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
082 Upgrade hardware	0	0	0	0	0	0	0
104 Tenth Ave Corr Impr	15,000	110,500	65,000	168,000	0	0	0
129 Microsoft upgrade	10,000	0	0	0	0	0	0
178 Haverhill and Melaleuca	0	0	82,940	0	0	0	0
179 Sewer Syst 10 Ave	331,050	934,700	0	0	0	0	0
192 Bowman Street Improv	0	13,000	0	0	0	0	0
194 Flood Control Equipment	0	20,000	0	0	0	0	0
196 Public Safety #2 Camera	0	19,707	0	0	0	0	0
197 WebTrac Software upgrade	0	10,000	0	0	0	0	0
<b>TOTAL NEW GROWTH</b>	<b>\$ 371,050</b>	<b>\$ 1,122,907</b>	<b>\$ 162,940</b>	<b>\$ 183,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
<b>PARKS &amp; RECREATION - FUND 303</b>							
032 City Parks Improv	\$ 104,500	\$ 108,000	\$ 84,500	\$ 64,500	\$ 142,000	\$ 183,000	\$ 88,000
160 Parks/Building Parking Resurf	20,000	22,000	75,000	0	125,000	10,000	25,000
182 Community Hall Renov	20,000	501,612	0	0	0	0	0
186 Public Grounds Lands	0	20,000	0	20,000	0	0	20,000
187 Ramblewood Park Sidew	55,500	40,000	0	0	0	0	0
190 Com. Park Tennis Crt Lights	0	73,000	0	0	0	0	0
198 Com. Center Expansion	0	560,000	3,000,000	0	0	0	0
<b>TOTAL PARKS &amp; RECREATION</b>	<b>\$ 200,000</b>	<b>\$ 1,324,612</b>	<b>\$ 3,159,500</b>	<b>\$ 84,500</b>	<b>\$ 267,000</b>	<b>\$ 193,000</b>	<b>\$ 133,000</b>
<b>RECONSTRUCTION &amp; MAINTENANCE - FUND 304</b>							
019 Doc Imaging Scanner	\$ 11,600	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
049 Equipment Replacem.	0	23,700	21,300	28,400	63,800	10,000	19,200
069 Copier Replacement	51,000	31,500	0	28,000	21,000	29,500	22,000
073/177 JAG Law Enfor. Eq.	14,432	14,090	0	0	0	0	0
088 Vehicle Replace	245,000	503,200	235,000	124,000	156,000	180,800	138,600
091 Upgrade terminal	18,000	42,000	42,000	74,000	42,000	42,000	42,000
143 Automated Fuel Management	0	40,000	0	0	0	0	0
150 Roof Replacement	65,000	0	76,000	37,000	30,000	45,000	0
151 Exterior Painting	0	10,000	35,000	16,800	25,000	11,000	3,000
152 Storm Water Pipe	30,000	20,000	20,000	20,000	20,000	20,000	20,000
153 Emergency Radio Sys	29,500	0	14,750	0	0	0	0
156 A & B Canal	410,000	0	0	0	0	0	0
161 Road Resurf/Stripping	180,000	13,000	106,000	92,000	115,000	120,000	140,000
163 AC replacement	76,000	40,000	95,250	13,000	25,000	24,000	19,000
164 301 Swain Blvd	74,162	0	0	0	0	0	0
174 Access Control	0	45,000	0	0	0	0	0
185 Ramblewd/Harwich Storm Sewer	23,000	215,000	0	0	0	0	0
188 Street Lighting Ench	20,000	0	0	0	0	0	0
189 Cardiac Monitors	62,587	68,000	0	0	0	0	0
191 Public Safety HQ Renovation	0	92,000	10,000	0	0	0	0
193 Original Section Drainage Improv	0	80,000	200,000	200,000	0	0	0
195 Logging Recorder Replacement	0	34,210	0	0	0	0	0
<b>TOTAL RECONSTRUCTION &amp; MAINTENANCE</b>	<b>\$ 1,310,281</b>	<b>\$ 1,271,700</b>	<b>\$ 855,300</b>	<b>\$ 633,200</b>	<b>\$ 497,800</b>	<b>\$ 482,300</b>	<b>\$ 403,800</b>
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>	<b>\$ 1,881,331</b>	<b>\$ 3,719,219</b>	<b>\$ 4,177,740</b>	<b>\$ 900,700</b>	<b>\$ 779,800</b>	<b>\$ 690,300</b>	<b>\$ 551,800</b>

**REVENUE AND EXPENDITURE DETAIL  
NEW GROWTH (301)**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUE</b>				
Interest				
FMIT Interest	\$ 33,589	\$ 30,337	\$ 20,000	\$ 10,500
CD Interest	2,219	0	0	0
SBA interest	2,368	462	450	800
CDBG	60,971	0	85,000	589,231
Palm Beach County (WUD)	0	0	0	42,000
Commercial Impact fees				
Green House Bazr (Moss)	11,068	0	0	0
Kids World	0	21,152	0	0
McDonalds	0	689	0	0
Commons @ Swain	0	15,930	0	0
Church of 7th Day	0	0	16,733	0
Gasland	0	0	5,427	5,427
Palm Beach Soccer	0	0	1,386	1,386
Sai Baba	0	0	0	23,792
<b>TOTAL REVENUE</b>	<b>\$ 110,215</b>	<b>\$ 68,570</b>	<b>\$ 128,996</b>	<b>\$ 673,136</b>
<b>EXPENDITURE</b>				
043 Geographic Info System	22,581	733	15,000	15,000
045 Municipal Complex	15,257	0	0	0
082 Upgrade Hardware & Software	720,886	134,991	0	0
104 Tenth Ave Corr Impr	276,192	2,581	15,000	110,500
129 Microsoft upgrade	9,848	8,212	10,000	0
154 Original Sect Drainage	64,411	0	0	0
170 Drainage Imp	1,162	0	0	0
178 Haverhill and Melaleuca	0	27,932	0	0
179 Sewer Syst 10 Ave	17,251	164,972	331,050	934,700
192 Bowman Street Improv	0	0	0	13,000
194 Flood Control Equipment	0	0	0	20,000
196 Public Safety #2 Camera	0	0	0	19,707
197 WebTrac Software upgrade	0	0	0	10,000
<b>TOTAL EXPENDITURE</b>	<b>\$ 1,127,588</b>	<b>\$ 339,421</b>	<b>\$ 371,050</b>	<b>\$ 1,122,907</b>
<b>FUND BALANCE</b>				
Beginning fund balance*	\$ 4,502,708	\$ 3,485,335	\$ 3,214,484	\$ 2,531,550
Net Change	(1,017,373)	(270,851)	(242,054)	(449,771)
Prior year Rollover	0	0	(434,067)	(686,000)
Un-realized Revenue**	0	0	(6,813)	0
Ending Fund Balance	\$ 3,485,335	\$ 3,214,484	\$ 2,531,550	\$ 1,395,779

\*Based on Comprehensive Annual Financial Report

\*\*Revenues which did not materialize during the budget but will the following year

**PROJECT NAME** Geographic Information System  
**DEPARTMENT** Planning and Engineering  
**PROJECT NO.** 301-043

**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. 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 included funding a link between the City's scanned records (Laser Fiche) and the GIS System. FY 2012 included map maintenance, additional layers such as sidewalks, and expansion of the use of the desktop access tool and FY 2013 included map maintenance and updates to the drainage and streetlight layers and index books. FY 2014 will include testing and internal promotion of the LaserFiche link with GIS, map updates, and integration with the new City administrative and permitting software.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software	\$15,000	<b>\$15,000</b>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$105,000
Estimated Total Cost	\$15,000	<b>\$15,000</b>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$105,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$15,000	<b>\$15,000</b>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$105,000
County								
State								
Federal								
Estimated Total Revenue	\$15,000	<b>\$15,000</b>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$105,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

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



<b>PROJECT NAME</b>	10 <sup>TH</sup> Ave. N. Corridor Improvements
<b>DEPARTMENT</b>	Planning and Engineering
<b>PROJECT NO.</b>	301-104

**PROJECT DESCRIPTION**

This project entails improvements along 10<sup>th</sup> Avenue North from the E-3 Canal to Haverhill Road to include streetscape, landscape, decorative streetlights, signage, and entry features. Plans were started in FY 2006. In FY 2009, transfer of 3 surplus parcels on 10<sup>th</sup> Avenue North from Palm Beach County to the City to provide space for 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 were 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 began. In FY 2012, the street lights were completed. In 2013, two of the surplus right-of-way parcels obtained in 2009 as well as the north side of Ira Van Bullock Park were landscaped. Acquisition of the gateway property at the SW corner of 10<sup>th</sup> Avenue North and Haverhill Road will be undertaken during FY 2014. Landscaping of the gateway property is to follow in FY 2015, including construction of an entry feature. In 2016, the center turn lane will be treated to create a textured brick appearance to calm traffic and improve aesthetics.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Landscaping	\$15,000		\$20,000					\$35,000
Street Printing				\$168,000				\$168,000
Markers, Trellis, Signs			\$45,000					\$45,000
Lighting								
Property Acquisition		\$110,500						\$110,500
<b>Estimated Total Cost</b>	<b>\$15,000</b>	<b>\$110,500</b>	<b>\$ 65,000</b>	<b>\$168,000</b>				<b>\$358,500</b>

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$15,000	\$110,500	\$65,000	\$168,000				\$358,500
County								
State								
Federal								
<b>Estimated Total Revenue</b>	<b>\$15,000</b>	<b>\$110,500</b>	<b>\$65,000</b>	<b>\$168,000</b>				<b>\$358,500</b>

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses	\$7,940
Description of Operating Impact	Street lighting maintenance and electricity (paid to FPL) included in the Public Work's Department's operating budget

**PROJECT NAME** Sewer System for 10<sup>th</sup> Ave. N. Mxd-OS Corridor  
**DEPARTMENT** Planning and Engineering  
**PROJECT NO.** 301-179

**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. 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 Phases 1A and 1B was completed by the Palm Beach County Water Utilities Department (PBCWUD) in April and October of 2011, respectively. Phase 1C was constructed by the developer of the Commons at Swain project and was in service during FY 2013. Final engineering for Phase 2 began in FY 2011, with Phase 2 construction completed in FY 2012. In FY 2013, Phase 3 will be designed, bid, and built. Final engineering for Phase 4 and 5 will be completed in FY 2014 as well as bidding and construction. By phasing the project into separate functional segments, the City will be able to utilize Community Development Block Grant (CDBG) funds to help fund the construction. The City was also able to arrange for additional countywide CDBG funds for FY 2014. 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	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design	\$74,600	<b>\$106,600</b>						\$181,200
Construction	\$256,450	<b>\$828,100</b>						\$1,084,550
Estimated Total Cost	\$331,050	<b>\$934,700</b>						\$1,265,750

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$249,187	<b>\$303,469</b>						\$552,656
CDBG (Municipal)	\$81,863	<b>\$89,231</b>						\$171,094
CDBG (Countywide)		<b>\$500,000</b>						\$500,000
Other (PBCWUD reimbursement)		<b>\$42,000</b>						\$42,000
Estimated Total Revenue	\$331,050	<b>\$934,700</b>						\$1,265,750

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0

Description of Operating Impact: System will be owned and operated by the Palm Beach County Water Utilities Department

<b>PROJECT NAME</b>	<u>Sewer System for 10<sup>th</sup> Ave. N. Mxd-OS Corridor</u>
<b>DEPARTMENT</b>	<u>Planning and Engineering</u>
<b>PROJECT NO.</b>	<u>301-179</u>

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**SCHEDULE OF IMPROVEMENTS**

Task	Total	Fiscal Year
Phase 1A Engineering & Construction (Broward Ave.) Phase 2 Engineering (Jackson Ave.)	PBCWUD \$ 23,860	2011
Phase 1B Engineering & Construction (Walker Ave.) Phase 1C Construction (Broward to Swain) Phase 2 Construction (Jackson Ave.)	PBCWUD Developer \$ 242,300	2012
Phase 3 Engineering (Swain Blvd.) Phase 3 Construction (Swain Blvd.) (Sewer) Phase 3 Construction (Water)(to be reimbursed by PBCWUD)	\$ 32,000 \$ 282,947 \$ 42,855	2013
Phase 4 & 5 Engineering and Permits (Martin, Perry, Jennings and Fleming Ave.) Phase 4 & 5 Construction (Martin, Perry, Jennings and Fleming Ave.)(Sewer) Phase 4 & 5 Construction (Water)(to be reimbursed by PBCWUD)	\$106,600 \$789,500 \$38,600	2014
<b>GRAND TOTAL</b>	<b>\$ 1,558,662</b>	

**PROJECT NAME** Bowman Street Improvement  
**DEPARTMENT** Planning and Engineering  
**PROJECT NO.** 301-192

**PROJECT DESCRIPTION**

This project will improve the portion of Bowman Street between Wallace Street and Military Trail to City street standards, including pavement repair, storm water drainage, sidewalk installation, and pavement markings. In FY 2012, FDOT agreed to the City's request to include improvement of the connection between Bowman Street and Military Trail in the scope of work for their resurfacing project. In FY 2013, the private owner of this portion of Bowman Street deeded the 20' right-of-way to the City and the owner of the property to the south deeded 5' of land to the City for a combined right-of-way of 25'. In FY 2014, survey work will be done and improvement plans drawn and permitted. A construction cost estimate will also be created. Upon completion of FDOT's project, estimated for FY 2015, the City's improvements will be constructed.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design		<b>\$13,000</b>						\$13,000
Construction								
Estimated Total Cost		<b>\$13,000</b>						\$13,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$13,000</b>						\$13,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$13,000</b>						\$13,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0  
 Description of Operating Impact: None – planning and design activity

**PROJECT NAME** Flood Control Equipment  
**DEPARTMENT** Public Works  
**PROJECT NO.** 301-194

**PROJECT DESCRIPTION**

This project entails the purchase of a trailer mounted 6" Heavy Duty Trash Pump to provide emergency stormwater pumping at any necessary location within the City. During the response to Tropical Storm Isaac, the City had need to remove flood water from 3 neighborhoods and used a variety of improvised equipment to do the work. The proposed pump will provide greater speed and efficiency in accomplishing this work as well as supporting periodic pipe repair projects which take place during the year.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment		<b>\$20,000</b>						\$20,000
Estimated Total Cost		<b>\$20,000</b>						\$20,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$20,000</b>						\$20,000
County								
State								
Other								
Estimated Total Revenue		<b>\$20,000</b>						\$20,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0  
 Description of Operating Impact: Maintenance of equipment included in the Public Works operating budget.

**PROJECT NAME** Public Safety Station 2 Camera System  
**DEPARTMENT** Public Safety  
**PROJECT NO.** 301-196

**PROJECT DESCRIPTION**

This project provides for the purchase of a seven (7) camera surveillance system to be installed at Public Safety Station 2. The system would allow for continuous monitoring of the exterior of the building, as well as the front and rear bays and parking areas. This proposed surveillance system will give added security to Public Safety Station 2 and can also be monitored by the Communications Section.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment		<b>\$19,707</b>						<b>\$19,707</b>
Estimated Total Cost		<b>\$19,707</b>						<b>\$19,707</b>

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$19,707</b>						<b>\$19,707</b>
County								
State								
Federal								
Estimated Total Revenue		<b>\$19,707</b>						<b>\$19,707</b>

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$2,500  
 Description of Operating Impact: Annual maintenance contract

**PROJECT NAME** WebTrac Update  
**DEPARTMENT** Leisure Services  
**PROJECT NO.** 301-197

**PROJECT DESCRIPTION**

WebTrac is the on-line payment software module for the RecTrac software program utilized by the Leisure Services Department. This project will enable the public to pay for activities and rentals on-line such as: the after school and camp programs, facility and field rentals, athletic leagues, senior trips, and community events.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Software, Hardware, and Support Services		<b>\$8,998</b>						\$10,000
Annual Maintenance		<b>\$1,002</b>						
Estimated Total Cost		<b>\$10,000</b>						\$10,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$10,000</b>						\$10,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$10,000</b>						\$10,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$1,002  
 Description of Operating Impact: Annual maintenance contract

**REVENUE AND EXPENDITURE DETAIL  
PARKS AND RECREATION (303)**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUES</b>				
Interest				
FMIT Interest	\$ 29,668	\$ 26,795	\$ 26,372	\$ 14,000
CD Interest	13,941	4,308	0	0
SBA interest	363	2,126	3,100	3,000
Contribution	0	5,000	0	0
Impact Fees	0	150	0	0
CDBG	0	0	0	322,291
HMGP	0	0	0	60,000
Cell Tower Rental	164,004	164,004	138,526	182,900
<b>TOTAL REVENUE</b>	<b>\$ 207,976</b>	<b>\$ 202,383</b>	<b>\$ 167,998</b>	<b>\$ 582,191</b>
<b>EXPENDITURES</b>				
023 Comm Park Racquetball	0	116,059	0	0
027 Veterans Pk Light	98,426	0	0	0
032 City Parks Improv	52,474	69,996	104,500	108,000
160 Parks/Building Parking Resurf	0	0	20,000	22,000
165 Comm Park Path	38,630	0	0	0
182 Community Hall Renov	0	0	20,000	501,612
184 Community Park - Joint Use	0	68,024	0	0
186 Public Grounds Landscaping	0	19,498	0	20,000
187 Ramblewood Park Sidewalk	0	0	55,500	40,000
190 Com. Park Tennis Crt Lights	0	0	0	73,000
198 Com. Center Expansion	0	0	0	560,000
<b>TOTAL EXPENDITURE</b>	<b>\$ 189,530</b>	<b>\$ 273,577</b>	<b>\$ 200,000</b>	<b>\$ 1,324,612</b>
<b>FUND BALANCE</b>				
Beginning fund balance*	\$ 3,320,694	\$ 3,339,140	\$ 3,267,946	\$ 3,275,944
Net Change	18,446	(71,194)	(32,002)	(742,421)
Un-realized Expenditure**	0	0	40,000	
Ending Fund Balance	\$ 3,339,140	\$ 3,267,946	\$ 3,275,944	\$ 2,533,523

\* Based on Comprehensive Annual Financial Report

\*\* Expenses which did not materialize during the budget but will the following year



<b>PROJECT NAME</b>	City Park Improvement
<b>DEPARTMENT</b>	Public Works
<b>PROJECT NO.</b>	303-032

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**PROJECT DESCRIPTION**

This project provides for ongoing repairs and upkeep of the City's Public Parks. Funds are budgeted to replace play structures and fencing whose life expectancy is nearing expiration along with unexpected repairs and/or replacements due to usage and general wear and tear. Age, usage, past repair history, and repair costs are taken into account as to when each play structure should be replaced. This project also provides for the replacement of Park amenities for which operating costs are included in the Public Works Department budget. A matrix showing the schedule of replacements and enhancements from FY 2014 through FY 2019 is attached.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Sports Turf	\$25,000	<b>\$35,000</b>	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$235,000
Sod	\$0	<b>\$10,000</b>	\$0	\$10,000	\$0	\$10,000	\$0	\$30,000
Equipment	\$67,000	<b>\$45,000</b>	\$20,000	\$0	\$100,000	\$135,000	\$50,000	\$417,000
Fencing	\$12,500	<b>\$12,000</b>	\$15,000	\$12,000	\$7,000	\$0	\$0	\$58,500
Sign Refurbishment	\$0	<b>\$6,000</b>	\$14,500	\$7,500	\$0	\$3,000	\$3,000	\$34,000
Estimated Total Cost	\$104,500	<b>\$108,000</b>	\$84,500	\$64,500	\$142,000	\$183,000	\$88,000	\$774,500

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$104,500	<b>\$108,000</b>	\$84,500	\$64,500	\$142,000	\$183,000	\$88,000	\$774,500
County								
State								
Federal								
Estimated Total Revenue	\$104,500	<b>\$108,000</b>	\$84,500	\$64,500	\$142,000	\$183,000	\$88,000	\$774,500

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$1,500  
 Description of Operating Impact: Program provided for replacement of existing park elements which operating cost is already included in the operating budget.

**PROJECT NAME** City Park Improvement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 303-032

**City Parks Improvement**  
 FY 2014-2019 Capital Improvement Program

Project No.: 303-032

Location/Fixture	2014	2015	2016	2017	2018	2019
<b>Sports Turf</b>						
Athletic fields at Freedom Park, Ira Van Bullock and Veterans' Park	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
<b>Sod replacement</b>						
Replacement/enhancements at various City Parks and Buildings	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0
<b>Play Structure</b>						
Bowman Park (1999)					\$60,000	
Burrowing Owl Park (2001)						\$50,000
Community Hall/Perry Building (2004)				\$100,000		
Community Park Large Play Structure (2005)						
Community Park Small Play Structure (2002)		\$20,000				
Empire Park (2007)						
Freedom Park (2003)					\$75,000	
Gladiator Park (2013)						
Heather Estates Park (2008)						
Ira Van Bullock Park (2008)						
Ramblewood Park (2013)						
Rambo Park (2008)						
Veterans' Memorial Park (1998)	\$45,000					
<b>Fencing Replacement</b>						
Bowman Park				\$7,000		
Burrowing Owl Park	\$12,000					
Community Hall/Perry Building						
Community Park						
Empire Park						
Freedom Park						
Gladiator Park		\$15,000				
Heather Estates Park						
Ira Van Bullock Park						
Ramblewood Park						
Rambo Park			\$12,000			
Veterans' Memorial Park						
<b>Entry Sign Refurbishing</b>						
Bowman Park		\$3,000				
Burrowing Owl Park	\$3,000					
Community Park		\$5,500				
Empire Park						\$3,000
Freedom Park			\$7,500			
Gladiator Park						
Heather Estates Park		\$3,000				
Ira Van Bullock Park					\$3,000	
Ramblewood Park		\$3,000				
Rambo Park	\$3,000					
Veterans' Memorial Park						
<b>Totals</b>	\$108,000	\$84,500	\$64,500	\$142,000	\$183,000	\$88,000

**PROJECT NAME** Parks/Building Parking Resurfacing  
**DEPARTMENT** Public Works  
**PROJECT NO.** 303-160

**PROJECT DESCRIPTION**

This project provides for the asphalt overlay and striping of parking areas pertaining to City Parks, public buildings, and walking pathways. Age, usage, and maintenance and repairs will be taken into account to determine when resurfacing will take place at each location. In FY 2014, the resurfacing and repairing of the asphalt pathway within Bowman Park shall be completed. In FY 2015, the parking area at the Community Hall and Perry Avenue building along 4th Avenue, Martin Avenue north of 4<sup>th</sup> Avenue and the parking areas along Perry Avenue north of 4<sup>th</sup> Avenue shall be resurfaced. This project will provide increased safety, handicap accessibility and beautification at City parks and public building grounds.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Material & Labor	\$20,000	<b>\$22,000</b>	\$75,000		\$125,000	\$10,000	\$25,000	\$277,000
Estimated Total Cost	\$20,000	<b>\$22,000</b>	\$75,000		\$125,000	\$10,000	\$25,000	\$277,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$20,000	<b>\$22,000</b>	\$75,000		\$125,000	\$10,000	\$25,000	\$277,000
County								
State								
Federal								
Estimated Total Revenue	\$20,000	<b>\$22,000</b>	\$75,000		\$125,000	\$10,000	\$25,000	\$277,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0  
 Description of Operating Impact: The resurfacing work will slightly decrease the ongoing cost of repairs included in the Public Works' Department budget.

**PROJECT NAME** Parks/Building Parking Resurfacing  
**DEPARTMENT** Public Works  
**PROJECT NO.** 303-160

**Parks/Buildings Parking Resurfacing**  
 FY 2014-2019 Capital Improvement Program

Project No.: 160

Area	Surface Type	Overlay Year	Lifespan	2014	2015	2016	2017	2018	2019
Bowman Park Parking	Asphalt	2009	2024-2029						
Bowman Park Pathway	Asphalt	1999	2014-2019	x					
Community Center Parking Phase I	Asphalt	2000	2020-2025						
Community Center Parking Phase II	Asphalt	2008	2028-2032						
Community Hall Parking (Martin Ave)	Asphalt	1995	2015-2020		x				
Community Hall/CARES Parking (4 <sup>th</sup> St.)	Asphalt	1995	2015-2020		x				
Community Park Parking Lot Phase I	Asphalt	1999	2014-2019					x	
Community Park Parking Lot Phase II	Asphalt	2008	2023-2028						
Community Park Pathway (Jog Rd to Pinehurst Pathway)	Asphalt	2005	2025-2030						
Empire Park Parking	Asphalt	2010	2025-2030						
Former City Hall Parking	Asphalt	2001	2016-2021						x
Freedom Park Drive	Asphalt	2002	2022-2027						
Freedom Park Parking (north)	Asphalt	2002	2017-2022				x		
Freedom Park Parking (south)	Asphalt	2008	2023-2028						
Freedom Park Pathway	Asphalt	2002	2017-2022				x		
Gladiator Park Parking	Asphalt	2009	2024-2029						
Ira Van Bullock/CARES Parking (Perry Ave)	Asphalt	1995	2015-2020		x				
Leisure Services (Bus Yard/East Parking)	Asphalt	2009	2024-2029						
City Hall Parking	Asphalt	2007	2022-2027						
Public Works Parking	Asphalt	2007	2022-2027						
Pinehurst Pathway Phase I (east to Liberty Park)	Asphalt	2009	2024-2029						
Pinehurst Pathway Phase II (Park Point Cir. To Pinehurst Pathway)	Asphalt	2011	2026-2034						
Public Safety Station 1 Parking	Asphalt	2011	2026-2034						
Public Safety Station 1 Compound	Asphalt	2011	2026-2034						
Public Safety Station 2 Parking	Asphalt	2002	2017-2022				x		
Rambo Park Parking	Asphalt	2010	2025-2030						
Veterans Park Parking	Asphalt	2013	2033-2038						
<b>Total:</b>				\$22,000	\$75,000	\$0	\$125,000	\$10,000	\$25,000

**PROJECT NAME** Community Hall and 500 Perry  
**DEPARTMENT** Planning and Engineering  
**PROJECT NO.** 303-182

**PROJECT DESCRIPTION**

This project provides for the complete renovation of Community Hall and minor renovations to 500 Perry to improve their functionality, efficiency, and safety to continue to house the City's after school programs. The 5,280 sq. ft. Community Hall building was constructed prior to 1962 and has had various components renovated since then focused on connecting to sanitary sewer; replacing interior finishes, windows, lighting and air-conditioning; and minor adjustments to meet Health Department standards. The 3,959 sq. ft. building at 500 Perry was constructed as City Hall in 1962 and has been remodeled for a variety of uses since then. A secure lobby and proper offices will be created in Community Hall and the restrooms and kitchen rebuilt. In 500 Perry, two classrooms will be revised to make them larger and more useful. Preliminary planning for the project began in FY 2012, with construction drawings completed in FY 2013. An HMGP grant through FEMA is being pursued to pay 75% of the estimated \$80,000 cost to install impact resistant windows. Construction will take place in FY 2014. By providing new finishes and fixtures, this project should have a positive operating impact.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design	\$20,000							\$20,000
Construction		<b>\$501,612</b>						\$501,612
Estimated Total Cost	\$20,000	<b>\$501,612</b>						\$521,612

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$20,000	<b>\$119,321</b>						\$139,321
CDBG (Area of Hope)		<b>\$322,291</b>						\$322,291
State								
Federal HMGP(75%)		<b>\$60,000</b>						\$60,000
Estimated Total Revenue	\$20,000	<b>\$501,612</b>						\$521,612

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0  
 Description of Operating Impact: None – ongoing operating and maintenance costs budgeted in the operating budget.

**PROJECT NAME** Public Grounds Landscape Materials  
**DEPARTMENT** Public Works  
**PROJECT NO.** 303-186

**PROJECT DESCRIPTION**

This project provides for the replacement and/or enhancement of landscaping on public building and park grounds.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Materials		<b>\$20,000</b>		\$20,000			\$20,000	\$60,000
Construction								
Estimated Total Cost		<b>\$20,000</b>		\$20,000			\$20,000	\$60,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$20,000</b>		\$20,000			\$20,000	\$60,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$20,000</b>		\$20,000			\$20,000	\$60,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$1,500  
 Description of Operating Impact: Initial watering and scheduled fertilization of selected landscape material included in operating budget.

**PROJECT NAME** Ramblewood Park Sidewalk  
**DEPARTMENT** Planning and Engineering  
**PROJECT NO.** 303-187

**PROJECT DESCRIPTION**

This project completes the sidewalk system within the Ramblewood neighborhood, including providing handicap accessible routes to Ramblewood Park.

There is currently no way for residents of Ramblewood Court to reach Jog Road via sidewalk, and no way for a handicapped person to reach Ramblewood Park in accord with the ADA. When originally constructed in 1975, the Ramblewood neighborhood had sidewalks installed along the front of each house, but not along any areas not containing houses. This has left both fronts of Ramblewood Park and the corner of Ramblewood Court and Ramblewood Circle without sidewalks.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design	\$15,500							\$15,500
Land or ROW Acquisition								
Construction	\$40,000	<b>\$40,000</b>						\$40,000
Estimated Total Cost	\$55,500	<b>\$40,000</b>						\$95,500

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$55,500	<b>\$40,000</b>						\$95,500
County								
State								
Federal								
Estimated Total Revenue	\$55,500	<b>\$40,000</b>						\$95,500

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0  
 Description of Operating Impact: Future sidewalk maintenance, while anticipated to be minimal, will be included in the Public Works Department's operating budget.

**PROJECT NAME** Community Park Tennis Court Light Replacement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 303-190

**PROJECT DESCRIPTION**

This project provides for the replacement of the shuffleboard and tennis courts light poles and fixtures at Community Park. The court light poles and fixtures show an extensive amount of corrosion as they have been exposed to the effects of the weather for 24 years. The project calls for the replacement of thirteen steel 20-foot light poles and sixteen light fixtures. The project provides for increased visibility and safer playing conditions for court users.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Shuffleboard Court		<b>\$21,000</b>						\$21,000
Tennis Court		<b>\$52,000</b>						\$52,000
Estimated Total Cost		<b>\$73,000</b>						\$73,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$73,000</b>						\$73,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$73,000</b>						\$73,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: None – operating and maintenance costs included in operating budget.



**PROJECT NAME** Community Center Expansion  
**DEPARTMENT** Planning and Engineering  
**PROJECT NO.** 303-198

**PROJECT DESCRIPTION**

This project will provide for the expansion of the Community Center to provide additional classroom space and storage in support of activities at the Community Center as well as the relocation of the Leisure Services Department's Administrative Offices from 525 Swain Boulevard. Also included is the relocation of the existing basketball courts and the demolition of 525 Swain. During FY2014, a selection process will be conducted, an Architecture and Engineering Consultant team hired, and design begins. During FY2015, design and construction plans will be completed. During FY2016, the project will be put out to bid and construction shall begin. Completion is expected in FY2017.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design		<b>\$560,000</b>						\$560,000
Materials & Labor			3,000,000					\$3,000,000
Estimated Total Cost		<b>\$560,000</b>	3,000,000					\$3,560,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$560,000</b>	3,000,000					\$3,560,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$560,000</b>	3,000,000					\$3,560,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: Planning activity.

**REVENUE AND EXPENDITURE DETAIL  
RECONSTRUCTION AND MAINTENANCE (304)**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
<b>REVENUE</b>				
Interest				
FMIT Interest	\$ 25,565	\$ 23,090	\$ 17,000	\$ 17,000
CD Interest	16,186	872	0	0
SBA interest	5,348	7,900	7,600	2,500
Insurance proceeds	0	0	0	15,000
JAG	43,612	76,923	14,432	14,090
Energy Efficiency	138,048	50,192	0	0
CDBG	0	79,294	0	0
FDOT Vcap	(636)	0	0	0
FEMA	33,816	25,266	324,750	178,500
EMS Palm Beach County	0	0	0	68,000
Palm Beach County (Cultural)	0	0	100,000	0
<b>TOTAL REVENUE</b>	<b>\$ 261,939</b>	<b>\$ 263,537</b>	<b>\$ 463,782</b>	<b>\$ 295,090</b>
<b>EXPENDITURE</b>				
019 Doc Imaging Scanner	\$ 0	\$ 0	\$ 11,600	\$ 0
028 Com Park Lake Bank	27,279	0	0	0
049 Equipment Replacem.	0	0	0	23,700
069 Copier Replacement	17,469	15,275	51,000	31,500
073/177 JAG Law Enfor. Eq.	42,367	50,568	14,432	14,090
088 Vehicle Replace	215,288	777,195	245,000	503,200
091 Upgrade terminal	0	29,461	18,000	42,000
143 Automated Fuel Management	0	0	0	40,000
150 Roof Replacement	7,600	0	65,000	0
151 Exterior Painting	0	16,726	0	10,000
152 Storm Water Pipe	81,618	45,146	30,000	20,000
153 Emergency Radio Sys	0	0	29,500	0
156 A & B Canal	0	26,743	410,000	0
157 Storm Shutter	44,333	4,524	0	0
161 Road Resurf/Stripping	19,251	0	180,000	13,000
163 AC replacement	589	39,275	76,000	40,000
164 301 Swain Blvd	0	268,960	74,162	0
174 Access Control	11,025	0	0	45,000
180 Energy Efficiency	237,245	22,900	0	0
181 PS HQ Site Improvement	83,862	116,908	0	0
183 Villa De Trio	0	95,149	0	0
185 Rambledw/Harwich Storm Sewer	0	0	23,000	215,000
188 Street Lighting Ench	0	0	20,000	0
189 Cardiac Monitors	0	0	62,587	68,000
191 Public Safety HQ Renovation	0	0	0	92,000
193 Original Section Drainage Improv	0	0	0	80,000
195 Logging Recorder Replacement	0	0	0	34,210
<b>TOTAL EXPENDITURE</b>	<b>\$ 787,926</b>	<b>\$ 1,508,830</b>	<b>\$ 1,310,281</b>	<b>\$ 1,271,700</b>

**REVENUE AND EXPENDITURE DETAIL  
RECONSTRUCTION AND MAINTENANCE (304)**

DESCRIPTION	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2014 BUDGET
Beginning fund balance*	\$ 6,343,434	\$ 5,817,447	\$ 4,572,154	\$ 3,435,069
Net Change	(525,987)	(1,245,293)	(846,499)	(976,610)
Prior year Rollover			(290,586)	
Ending Fund Balance	\$ 5,817,447	\$ 4,572,154	\$ 3,435,069	\$ 2,458,459

\*Based on Comprehensive Annual Financial Report

**PROJECT NAME** Public Works Equipment Replacement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-049

**PROJECT DESCRIPTION**

This project provides for the orderly replacement of off road and ancillary on road equipment used by the Public Works Department for roadway, drainage, vehicle and parks maintenance. It includes items such as tractors, trailers, aerial lifts, lawn/sports turf care and fertilization equipment, welding equipment, pneumatic shop equipment, portable generators, backhoes and forklifts. The attached matrix shows the equipment scheduled for replacement.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Land or ROW Acquisition								
Equipment		<b>\$23,700</b>	\$21,300	\$28,400	\$63,800	\$10,000	\$19,200	\$166,400
Estimated Total Cost		<b>\$23,700</b>	\$21,300	\$28,400	\$63,800	\$10,000	\$19,200	\$166,400

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$23,700</b>	\$21,300	\$28,400	\$63,800	\$10,000	\$19,200	\$166,400
County								
State								
Federal								
Estimated Total Revenue		<b>\$23,700</b>	\$21,300	\$28,400	\$63,800	\$10,000	\$19,200	\$166,400

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: Potential decrease in operating and maintenance costs included in operating budget.

**PROJECT NAME** Public Works Equipment Replacement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-049

**Public Works Equipment Replacement**  
 FY 2014-2019 Capital Improvement Program  
 Revised March 1, 2013

Project No.: 049

Equipment Description	2014	2015	2016	2017	2018	2019
Drill Press					\$1,800	
500 Gal Water Tank W/ Pony Pump				\$3,000		
20 Ton Press						\$1,200
Air Operated Grease Gun	\$1,500					
1967 Water Tanker With Trailer (New Pump 2012)						
1979 Ford 3600 Tractor						
1985 Generator W/Trailer (Refurbished 2009)						
1986 Bandsaw (VM Shop)						
1988 Miller Matic 200 Mig Welder (VM Shop)	\$3,500					
1990 Trueplay Field Prep (Refurbished 2009)						
1992 Honda EM1800 Generator					\$900	
1992 Honda EM2200X Generator					\$1,100	
1992 Simpson Pressure Washer 3000	\$2,500					
1993 Wisconsin Robin Tamper	\$2,600					
1994 4X8 Trailer (Refurbished 2010)						
1995 Concrete Surfacers	\$3,100					
1996 Honda EM5000S Generator						
1996 16' X 7' Tandem Trailer (Refurbished 2009)						
1998 Cement Mixer (R&D)			\$6,200			
1998 Cushman Groom Master				\$12,000		
1999 Geni Lift (Trades Shop)						\$8,000
1999 Bobcat Skid Steer						
1999 Bobcat Trailer (Refurbished 2009)						
2000 Champion Air Compressor		\$5,800				
2000 Pressure Pro Washer 4000						\$2,800
2001 Arrowboard			\$15,000			
2001 Five Reel Toro Mower				\$42,000		
2002 Honda TPG5000H-Dx						
2002 Edco Walk Behind Concret Saw						
2002 Aerifier 4" Prongs						
2003 Broyhill Sprayer						
2003 John Deere Loader/Backhoe						
2003 John Deere Tractor W/Bushog						
2003 Speedflo Paint Sprayer						
2004 Dixie Chopper	\$10,500					
2004 John Deere Gator			\$7,200			
2004 Tandem Trailer						
2004 Tandem Trailer						
2004 Vicon Spreader Pto (Refurbished 2010)						
2005 20 Ton Service Jack X2						
2005 Baldor 175 Kw #213						
2005 Baldor 175 Kw #216						
2005 Portable 10Kw Generator						
2005 Top Dresser						
2005 Ingersoll Rand 20Gal Comp (Vm Truck)						
2005 Toro Rotary Mower						
2005 Toro Sand Pro						
2005 Toro Utility Vehicle						
2006 Dixie Chopper		\$11,000				
2006 Coates Tire Changer					\$4,800	
2006 Coates Tire Balancer				\$5,200		
2006 John Deere Cs Gator						\$7,200
2006 Sports Turf Sod Cutter						

**PROJECT NAME** Public Works Equipment Replacement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-049

<b>Equipment Description</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
2007 Challenger Potable Lift						
2007 Challenger CI10 Lift						
2007 Challenger 30,000Lbs Lift						
2007 Robinair Ac Machine		\$4,500				
2007 Frigidaire Stack Washer/Dryer				\$1,600		
2007 Honda Eb5000X Generator						
2007 John Deere 655 Tiller						
2007 John Deere 790 Tractor						
2008 Stump Grinder						
2008 8X20 Flat Deck Trailer						
2009 Bulk Oil Pump						
2010 Stamm Manufactured Lift						
2010 Honda Em5000Sx Generator						
2011 Skag Tiger Cub 61"						
2012 Snacon Scanner					\$1,400	
2012 Gravely Mower 44"						
<b>Totals</b>	\$23,700	\$21,300	\$28,400	\$63,800	\$10,000	\$19,200

**PROJECT NAME** Copier Replacement Program  
**DEPARTMENT** All Departments  
**PROJECT NO.** 304-069

**PROJECT DESCRIPTION**

Provides for the orderly replacement of the twelve copiers, 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	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Furniture, Equipment & Software	\$51,000	<b>\$31,500</b>		\$28,000	\$21,000	\$29,500	\$22,000	\$182,000
Estimated Total Cost	\$51,000	<b>\$31,500</b>		\$28,000	\$21,000	\$29,500	\$22,000	\$182,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$51,000	<b>\$31,500</b>		\$28,000	\$21,000	\$29,500	\$22,000	\$182,000
County								
State								
Federal								
Estimated Total Revenue	\$51,000	<b>\$31,500</b>		\$28,000	\$21,000	\$29,500	\$22,000	\$182,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: Cost of maintenance agreement after warranty. Operating expenditure has been included in Department's office equipment maintenance budget.

**PROJECT NAME** Copier Replacement Program  
**DEPARTMENT** All Departments  
**PROJECT NO.** 304-069

Fixed Asset #	Purchase Date	Department	Size/Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
8740	1/30/2003	Public Safety Cells	Medium Duty Ricoh MP 3350					8,000	
8741	1/30/2003	Public Safety Station 2	Medium Duty Ricoh MP 3350					8,000	
8235	1/4/2007	Public Safety Recept. Desk	Heavy Duty Canon IR 5070						11,000
7278	11/1/2010	Planning/ Building	Heavy Duty Color Ricoh MPC6501				21,000		
8125	4/1/2005	Finance Cashier	Light Duty Canon Ricoh MP 201					3,500	
8344	4/8/2005	Planning/ Engineering	HP Plotter 815 MFP						
8607	3/14/2006	Leisure Services (Comm. Hall)	Medium Duty Ricoh MP 4000					10,000	
8059	9/10/2010	Public Safety Admin.	Heavy Duty Ricoh 6001			18,000			
8343	1/4/2007	Administration/ Finance	Heavy Duty Canon IR 5070						11,000
8376	2/7/2008	Public Works	Medium Duty Canon IR 3035	8,000					
8406	2/7/2008	Building	Light Duty Canon 1023IF	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				\$31,500	\$0	\$28,000	\$21,000	\$29,500	\$22,000



**PROJECT NAME** Law Enforcement In-Car Radio  
**DEPARTMENT** Public Safety  
**PROJECT NO.** 304-073

**PROJECT DESCRIPTION**

This project provides for the purchase of three (3) In-Car video cameras in Traffic Enforcement vehicles which will be utilized to gather evidence in DWI investigation, and traffic enforcement within the City.

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

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment	\$14,432	\$14,090						\$28,522
Estimated Total Cost	\$14,432	\$14,090						\$28,522

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City								
County/E911 Funds								
State								
Federal/JAG	\$14,432	\$14,090						\$28,522
Estimated Total Revenue	\$14,432	\$14,090						\$28,522

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$200  
Description of Operating Impact: Hardware maintenance cost after the first year will be included in the Public Safety's' Department budget.

**PROJECT NAME**                    Vehicle Replacement Program  
**DEPARTMENT**                   All Departments  
**PROJECT NO.**                    304-088

**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 2014 through FY 2019 is attached.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Vehicles	\$245,000	<b>\$503,200</b>	\$235,000	\$124,000	\$156,000	\$180,800	\$138,600	\$1,582,600
Estimated Total Cost	\$245,000	<b>\$503,200</b>	\$235,000	\$124,000	\$156,000	\$180,800	\$138,600	\$1,582,600

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$245,000	<b>\$503,200</b>	\$235,000	\$124,000	\$156,000	\$180,800	\$138,600	\$1,582,600
County								
State								
Federal								
Estimated Total Revenue	\$245,000	<b>\$503,200</b>	\$235,000	\$124,000	\$156,000	\$180,800	\$138,600	\$1,582,600

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures:    \$0  
 Description of Operating Impact:    Cost of maintenance will decrease as a result of replacing vehicles.

**PROJECT NAME** Vehicle Replacement Program  
**DEPARTMENT** All Departments  
**PROJECT NO.** 304-088

DEPART.	MODEL YR	ASSET#	VIN#	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>BUILDING (6)</b>									
	2000 Cherokee	7013	9756		27,000				
	2000 Taurus L X	5914	3406		23,000				
	2007 Taurus	8405	9077						
	2013 Ford Escape	8409	4795						
	2013 Ford Escape	8408	4796						
	2013 Ford Escape	8407	4797						
<b>ENGINEERING (1)</b>									
	2002 Explorer 1/2 Ton	7281	0736		27,000				
<b>FINANCE (2)</b>									
	2005 Caravam / SE	7420	0502				30,000		
	2001 Caravan (move PW)	7221	3000	25,000					
<b>LEISURE SERVICES (5)</b>									
	1992 3800/Bus 60 Pass.	6735	8066						
	1995 3600 Thmas Bus 30 Pass.	6285	3509						
	1995 3800/Bus 60 Pass.	7062	5863						
	2007 E 350 Van 15 Pass	8364	7682						
	2013 Dodge Carivan	8608	4355						
<b>PUBLIC SAFETY (54)</b>									
	1998 G2500 Van (repl Ford F150)	6781	1690	29,000					
	2000 2500 van (CSI)	6824	2581		29,000				
	2001 4700 LP Int'l Amb (new SWAT)	7264	1034						
	2002 SCT van E-350(donation)	8545	6522						
	2003 Toyota Highlander (SCT)	8697	1750		25,000				
	2005 Crown Vic (rpl Interceptor)	8052	7048	37,000					
	2005 Crown Vic (rpl Interceptor)	8050	7049	37,000					
	2005 Explorer (EMS)	8049	3262			37,000			
	2005 Taurus	8048	3065			29,000			
	2005 Taurus	8047	5169			29,000			
	2006 Crown Vic (rpl interceptor)	8214	8782	37,000					
	2006 Crown Vic (rpl interceptor)	8216	8784	37,000					
	2006 Crown Vic (rpl interceptor)	8217	9062	37,000					
	2006 Taurus	8218	0509			29,000			
	2007 Crown Vic (rpl interceptor)	8236	2790				42,000		
	2007 Crown Vic (rpl interceptor)	8237	2791				42,000		
	2007 Crown Vic (rpl interceptor)	8238	2792				42,000		
	2008 Impala (rpl interceptor)	8527	3456					44,400	
	2008 Impala (rpl interceptor)	8512	4303						46,200
	2008 Impala (rpl interceptor)	8513	5835						46,200
	2008 Impala admin	8381	7364					32,000	
	2008 Impala (rpl interceptor)	8514	7941					44,400	
	2008 Impala (rpl interceptor)	8515	8579						46,200
	2009 Impala	8550	2786						
	2009 Impala	8552	4234						
	2009 Impala	8556	7314						
	2009 Malibu	8551	6602						
	2010 Impala	8725	6138						
	2010 Impala (pursuit)	8726	6479						
	2010 Malibu	8559	5396						
	2010 Malibu	8560	5496						
	2011 HHR (EMS)	8735	1762						

**PROJECT NAME** Vehicle Replacement Program  
**DEPARTMENT** All Departments  
**PROJECT NO.** 304-088

DEPART.	MODEL YR	ASSET#	VIN#	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
2011	Impala	8729	1425						
2011	Impala	8731	1985						
2011	Impala	8730	2233						
2011	Impala	8732	0066						
2011	Impala Traffic	8733	8178						
2012	Crown Victoria	8744	6546						
2012	Crown Victoria	8749	6588						
2012	Crown Victoria	8748	6593						
2012	Crown Victoria	8745	6598						
2012	Crown Victoria	8840	6599						
2012	Crown Victoria	8844	6600						
2012	Crown Victoria	8843	6601						
2012	Crown Victoria	8746	6602						
2012	Crown Victoria	8842	6603						
2012	Crown Victoria	8841	6605						
2012	Crown Victoria	8747	6606						
2012	Impala (totaled in 2013)	8845	5437	25,200					
2013	Chevrolet Impala	8862	0578						
2013	Ford Escape	8861	2666						
2013	Ford F-150	8859	4298						
2013	Ford F-150	8858	4299						
2013	Ford F-150	8860	4300						
<b>PUBLIC WORKS (21)</b>									
1986	S1700 Water Tanker	7055	6237						
1993	4700LP Flat Bed 1.1/2	6460	0877						
1996	F350 Pick Up	6161	2820						
1997	F350 Pick Up Service Truck	6584	6551		49,000				
1999	3500 SIERRA Dump (refurb)	6998	9468	5,000					
2000	Dakota 4x4	5913	9221		24,000				
2001	1500 CLUB CAB	6844	4656		31,000				
2001	4700 Dump	7020	5454						
2002	Express cargo Van	6511	2533						
2002	F150 Pick Up	6513	5961					30,000	
2002	F-250 Super Duty	6512	9073						
2002	Ram 1500 ST	7245	5965					30,000	
2003	F350 Pick Up	6519	1426						
2003	Taurus (rpl Fin Van 3000)	7435	4632						
2004	E 350 Van 15 Pass	7355	2202						
2005	F-350 4X4	7075	2326						
2006	F-350 Crew Cab	8151	5657						
2007	E-350 Van (Bldg Serv)	8363	7816						
2008	4300 (trash truck)	8373	1272						
2013	F-250 Super Duty	8659	9679						
2013	F-250 Super Duty	8658	4518						
<b>P/S FIRE AND MEDICAL (9)</b>									
2001	4700 LP Int'l Amb	7253	1033	210,000					
2001	Am LaFr Eagle Pumper 94	7227	7080						
2001	Am LaFr Lti 93 Fire Tr 94	7250	8711						
2009	M-2 Freightliner Med	8553	1792						
2009	Pierce Pumper Enf 95	8557	0196						
2010	M-2 Freightliner Med	8555	5787						
2010	M-2 Freightliner	8692	9673						
2012	Pierce Saber Pumper	8847	2805						
<b>ALL DEPARTMENTS</b>									
	Allowance for total loss	9999	9999	24,000					
<b>GRAND TOTAL 97</b>				<b>\$503,200</b>	<b>\$235,000</b>	<b>\$124,000</b>	<b>\$156,000</b>	<b>\$180,800</b>	<b>\$138,600</b>

**PROJECT NAME** Computer Hardware Replacement Program  
**DEPARTMENT** Finance  
**PROJECT NO.** 304-091

**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	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
User Laptops	\$12,000	<b>\$2,800</b>	\$5,600	\$74,000				\$94,400
User Desktops	\$6,000	<b>\$39,200</b>	\$36,400		\$42,000	\$42,000	\$42,000	\$207,600
Estimated Total Cost	\$18,000	<b>\$42,000</b>	\$42,000	\$74,000	\$42,000	\$42,000	\$42,000	\$302,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$18,000	<b>\$42,000</b>	\$42,000	\$74,000	\$42,000	\$42,000	\$42,000	\$302,000
County								
State								
Federal								
Estimated Total Revenue	\$18,000	<b>\$42,000</b>	\$42,000	\$74,000	\$42,000	\$42,000	\$42,000	\$302,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: The cost of maintenance after warranty is minimal and has been included in the Information Technology's Division budget.

**PROJECT NAME** Computer Hardware Replacement Program  
**DEPARTMENT** Finance  
**PROJECT NO.** 304-091

<b>Department</b>	<b>Position Title</b>	<b>Suggested Model</b>
Administration	City Attorney	DELL Desktop Optiplex
Administration	Ad Scanning Station	DELL Desktop Optiplex
Building	Inspector1	DELL Laptop Vostro
Building	Inspector2	DELL Laptop Vostro
Building	Inspector3	DELL Laptop Vostro
Building	Permit/License Coordinator	DELL Desktop Optiplex
Building	Permit/License Technician	DELL Desktop Optiplex
Building	Permit/License Technician	DELL Desktop Optiplex
Finance	Analyst1	DELL Desktop Optiplex
Finance	Analyst2	DELL Desktop Optiplex
Finance	FI Scanning Station	DELL Desktop Optiplex
Finance	Cashier/Receptionist	DELL Desktop Optiplex
Finance	Accounts Receivable Technician	DELL Desktop Optiplex
Leisure Services	CC Recreation Specialist	DELL Desktop Optiplex
Leisure Services	CC Recreation Specialist	DELL Desktop Optiplex
Leisure Services	CH Clerical Assistant	DELL Desktop Optiplex
Public Safety	Fire Rescue / Secretary	DELL Desktop Optiplex
Public Safety	UPU / Sergeant	DELL Desktop Optiplex
Public Safety	Operations / Secretary	DELL Desktop Optiplex
Public Safety	Administration / Administrative Secretary	DELL Desktop Optiplex
Public Safety	CIU / Crime Scene Investigator	DELL Desktop Optiplex
Public Safety	CIU / Property Clerk	DELL Desktop Optiplex
Public Safety	Records / Custodian	DELL Desktop Optiplex
Public Safety	Records / Receptionist/Cashier	DELL Desktop Optiplex
Public Safety	Records / Scanning Station	DELL Desktop Optiplex
Public Safety	Support Services / Lt	DELL Desktop Optiplex
Public Works	Administrative Secretary/Scanning Station	DELL Desktop Optiplex
Public Works	Parks Maintenance Supervisor	DELL Desktop Optiplex
Public Works	Roads Drainage Supervisor	DELL Desktop Optiplex
Public Works	Trades Supervisor	DELL Desktop Optiplex

**PROJECT NAME** Automated Fuel Management System  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-143

**PROJECT DESCRIPTION**

This project provides for the replacement of the existing fuel management system that currently limits access to pre-determined users, records vehicle identification numbers, records current vehicle mileage, and the date, time and quantity of product dispensed. The City stores fuel at Public Safety Station I via three 2,000-gallon unleaded fuel tanks and one 2,000-gallon diesel fuel tank. The City also stores fuel at the Municipal Complex via one 2,000-gallon diesel tank. The current system was purchased in 2005 and is not longer fully functional. This project provides for effective tracking of fuel usage and inventory and is crucial to the preventive maintenance of vehicles and equipment.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software		<b>\$40,000</b>						\$40,000
Estimated Total Cost		<b>\$40,000</b>						\$40,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$40,000</b>						\$40,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$40,000</b>						\$40,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$1,500  
 Description of Operating Impact: Repair and maintenance of system hardware will be reflected in the operating expenditures.

**PROJECT NAME** Exterior Painting Public Buildings  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-151

**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 2014 through FY 2019 is attached.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software		<b>\$10,000</b>	\$35,000	\$16,800	\$25,000	\$11,000	\$18,700	\$116,500
Estimated Total Cost		<b>\$10,000</b>	\$35,000	\$16,800	\$25,000	\$11,000	\$18,700	\$116,500

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$10,000</b>	\$35,000	\$16,800	\$25,000	\$11,000	\$18,700	\$116,500
County								
State								
Federal								
Estimated Total Revenue		<b>\$10,000</b>	\$35,000	\$16,800	\$25,000	\$11,000	\$18,700	\$116,500

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

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



**PROJECT NAME** Exterior Painting Public Buildings  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-151

<b>Public Buildings Exterior Painting</b>									
FY 2014-2019 Capital Improvement Program									
Project No.: 151									
Building	Date Painted	Scheduled Year	2014	2015	2016	2017	2018	2019	
301 Swain Blvd.	May-12	2022							
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-12	2022							
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	January-12	2019						\$3,000	
Community Park East Gazebo (metal roof)	January-12	2019						\$2,000	
Community Park West Gazebo (metal roof)	January-12	2019						\$2,000	
Community Park Main Pavilion (metal roof)	June-13	2014							
Community Park Main Pavilion Guard Rails	June-13	2023							
Community Park Shuffleboard (metal roof)	September-06	2014	\$3,000						
Empire Park Gazebo (metal roof)	January-00	2016			\$1,600				
Former City Hall	June-10	2018					\$7,000		
Freedom Park Main Pavilion (metal roof)	January-02	2016			\$4,800				
Freedom Park Main Pavilion Guard Rails	January-02	2014	\$3,500						
Freedom Park Small Pavilion (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					
Freedom Park Dugouts	January-02	2014	\$3,500						
Ira Van Bullock Dugouts & Press boxes	May-12	2019						\$2,000	
Ira Van Bullock Pavilion	August-12	2019						\$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	March-12	2019						\$5,500	
Public Works	July-07	2017				\$10,000			
PW Shed at Martin Ave.	February-08	2015		\$1,000	\$1,000				
Veterans Park Dugouts	May-12	2019						\$1,200	
Veterans Park Press box	February-08	2018					\$4,000		
<b>Total:</b>			\$10,000	\$35,000	\$16,800	\$25,000	\$11,000	\$18,700	

**PROJECT NAME** Storm Sewer Pipe & Basin Replacement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-152

**PROJECT DESCRIPTION**

This project provides for the rehabilitation of storm sewer pipes throughout the City. There are several storm sewer drainage systems that were installed more than 30 years ago and are in need of maintenance. Over the past 9 years, heavy maintenance and rehabilitation of the City’s storm sewer system has been performed. Video inspections and minor repairs are planned from FY 2014 through Fiscal Year 2019.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Materials & Labor	\$30,000	<b>\$20,000</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000
Estimated Total Cost	\$30,000	<b>\$20,000</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$30,000	<b>\$20,000</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000
County								
State								
Federal								
Estimated Total Revenue	\$30,000	<b>\$20,000</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

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

**PROJECT NAME** Roadway Striping & Marking/Resurfacing  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-161

**PROJECT DESCRIPTION**

This project provides for the refurbishing of the pavement and asphalt markings and stripes along with the resurfacing of roadways throughout the City. A matrix showing the schedule of roadway rehabilitation from FY 2014 through FY 2019 is attached.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Materials & Labor	\$180,000	<b>\$13,000</b>	\$106,000	\$92,000	\$115,000	\$120,000	\$140,000	\$766,000
Estimated Total Cost	\$180,000	<b>\$13,000</b>	\$106,000	\$92,000	\$115,000	\$120,000	\$140,000	\$766,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$180,000	<b>\$13,000</b>	\$106,000	\$92,000	\$115,000	\$120,000	\$140,000	\$766,000
County								
State								
Federal								
Estimated Total Revenue	\$180,000	<b>\$13,000</b>	\$106,000	\$92,000	\$115,000	\$120,000	\$140,000	\$766,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: None

**PROJECT NAME** Roadway Striping & Marking/Resurfacing  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-161

**Roadway Striping, Marking, and Resurfacing**  
 FY 2014-2019 Capital Improvement Program

Project No.: 161

Roadway	Surface Type	Overlay Year	Lifespan	2014	2015	2016	2017	2018	2019
Appian Way	Asphalt	1997	2017-2022						
Biscayne Blvd	Asphalt	1995	2015-2020						
Biscayne Dr.	Asphalt	1999	2019-2024						
Bowman St.	Asphalt	2000	2020-2025						
Broward Ave.	Asphalt	1991-1995	2015-2020				X		
Broward Ave. (north of 10th Ave)	Asphalt	2007 (10th Ave. Intersection)	2026-2031						
Cambridge St.	Asphalt	1991-1995	2015-2020						
Carver St.	Asphalt	1991-1995	2015-2020						
Caesar Cir.	Asphalt	1996	2016-2021						
Centurian Cir.	Asphalt	1996	2016-2021						
Centurian Way	Asphalt	1996	2016-2021						
Chariot Cir.	Asphalt	1996	2016-2021						
Chickasaw Cir.	Asphalt	1996	2016-2021						
Cindi Ln.	Asphalt	2000	2020-2025						
Clinton St.	Asphalt	1991-1995	2015-2020						
Constantine Cir.	Asphalt	1997	2017-2022						
Constitution Way	Asphalt	1999	2019-2024						
Dahl Rd.	Asphalt	1994	2014-2019						
Dillman Rd.	Asphalt	2004	2024-2029						
Dodd Rd.	Asphalt	2005	2025-2030						
Empire Way	Asphalt	1996	2016-2021						
First St.	Asphalt	1991-1995	2015-2020						X
Flemming Ave.	Asphalt	1991-1995	2015-2020			X			
Flemming Ave. (north of 10th Ave)	Asphalt	2010	2030-2035						
Fourth St.	Asphalt	1991-1995	2015-2020						X
Foxtail Dr. (north of Purdy Lane)	Asphalt	1997	2017-2022						
Foxtail Dr. (south of Purdy Lane)	Asphalt	1997	2017-2022						
Gladiator Cir.	Asphalt	1997	2017-2022						
Harwich Ct.	Asphalt	2000	2020-2025						
Heather Dr. East	Asphalt	1996	2016-2021						
Heather Dr. West	Asphalt	1996	2016-2021						
Jackson Ave.	Asphalt	1991-1995	2015-2020					X	
Jackson Ave. (north of 10th Ave)	Asphalt	2005	2025-2030						
Jennings Ave.	Asphalt	1991-1995	2015-2020			X			
Jennings Ave.(north of 10th Ave)	Asphalt	2010	2030-2035						
Martin Ave	Asphalt	1991-1995	2015-2020		X				
Martin Ave. (north of 10th Ave)	Asphalt	2006	2026-2034						
Nautica Isles Blvd.	Asphalt	2002	2022-2027						
Nicia Way	Asphalt	1997	2017-2022				X		
Park Pointe Drive	Asphalt	1997	2017-2022					X	
Perry Ave.	Asphalt	1991-1995	2015-2020		X				
Perry Ave. (north of 10th Ave)	Asphalt	2005	2025-2030	X					
Pine Ave.	Asphalt	2006	2026-2031						
Piney Ct.	Asphalt	1998	2018-2023						

**PROJECT NAME** Roadway Striping & Marking/Resurfacing  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-161

**Roadway Striping, Marking, and Resurfacing**  
 FY 2014-2019 Capital Improvement Program

Project No.: 161

Roadway	Surface Type	Overlay Year	Lifespan	2014	2015	2016	2017	2018	2019
Ramblewood Cir.	Asphalt	1996	2016-2021						
Ramblewood Ct.	Asphalt	1996	2016-2021						
Rome Ct.	Asphalt	1997	2017-2022						
S 35th Ct.	Asphalt	1995	2015-2020						
S 36th St.	Asphalt	1995	2015-2020						
S 37th Ct. (west of S. 57th Ave)	Asphalt	1999	2019-2024						
S 37th Ct. (east of S. 57th Ave)	Asphalt	1999	2019-2024						
S 37th St. (west of S. 57th Ave)	Asphalt	1999	2019-2024						
S 37th St. (east of S. 57th Ave)	Asphalt	1999	2019-2024						
S 38th Ct. (west of S. 57th Ave)	Asphalt	1996	2016-2021						
S 38th Ct. (east of S. 57th Ave)	Asphalt	1996	2016-2021						
S 38th St. (west of S. 57th Ave)	Asphalt	1999	2019-2024						
S 38th St. (east of S. 57th Ave)	Asphalt	1999	2019-2024						
S 55th Ave.	Asphalt	1999	2019-2024						
S 56th Terr. (north end)	Asphalt	1999	2019-2024						
S 56th Terr. (south end)	Asphalt	1999	2019-2024						
S 57th Ave (Sherwood Forest Blvd. to 10th Ave. North)	Concrete	1983	2013-2018						
S 57th Ave. (10th Ave. north to Lake Worth Rd.)	Asphalt	1998-99	2018-2023						
S. 57th Ave. (Lake Worth Rd. to L-13 Canal)	Asphalt	1998	2018-2023						
Sandi Ln.	Asphalt	2000	2020-2025						
Second St.	Asphalt	1991-1995	2015-2020						x
Seven Springs Blvd.	Asphalt	1997	2017-2022						
Sherwood Forest Blvd.	Asphalt	1998	2018-2023						
Swain Blvd.	Asphalt	1992	2012-2017				x		
Swain Blvd. (north of 10th Ave)	Asphalt	2004	2024-2029						
Toga Way	Asphalt	1997	2017-2022						
Walker Ave.	Asphalt	1991-1995	2015-2020					x	
Walker Ave. (north of 10th Ave)	Asphalt	2010	2026-2031						
Woodlake Blvd.	Asphalt	1995	2015-2020						
Woodwind Ct.	Asphalt	1991	2011-2026						
Wry Rd.	Asphalt	2000	2020-2025						

<b>PROJECT NAME</b>	<u>A/C Replacement Program</u>
<b>DEPARTMENT</b>	<u>Public Works</u>
<b>PROJECT NO.</b>	<u>304-163</u>

**PROJECT DESCRIPTION**

This project provides for the orderly replacement of air conditioning systems at public building 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, 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	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software								
Materials & Labor	\$76,000	<b>\$40,000</b>	\$95,250	\$13,000	\$25,000	\$24,000	\$19,000	\$292,250
Estimated Total Cost	\$76,000	<b>\$40,000</b>	\$95,250	\$13,000	\$25,000	\$24,000	\$19,000	\$292,250

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$76,000	<b>\$40,000</b>	\$95,250	\$13,000	\$25,000	\$24,000	\$19,000	\$292,250
City (102 Forfeitures)								
State								
Federal								
Estimated Total Revenue	\$76,000	<b>\$40,000</b>	\$95,250	\$13,000	\$25,000	\$24,000	\$19,000	\$292,250

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
Description of Operating Impact: New units will reduce electricity and repair expenses.

**PROJECT NAME** A/C Replacement Program  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-163

**Public Buildings A/C Replacement**  
**FY 2014-2019 Capital Improvement Program**

Project No.: 163

BUILDING	INSTALL DATE	UNIT TYPE	AREA COOLED	TONS	2014	2015	2016	2017	2018	2019
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						\$12,000
500 Perry West	Oct-08	A/H	NW Classroom	3						
500 Perry East	Jul-07	COND	SE Classroom/Office	3.5					\$5,000	
500 Perry East	Jul-07	A/H	SE Classroom/Office	3.5						
500 Perry East	Jan-08	COND	NE Classroom/Restrooms	5						\$7,000
500 Perry East	Jan-08	A/H	Ne Classroom/Restrooms	5						
Former City Hall	Jul-99	A/H	West Wing- CPU Room	1.5			\$3,000			
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						
Former City Hall	Apr-99	COND	East Wing	7.5						
Former City Hall	Aug-08	A/H	Lobby	15					\$19,000	
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						
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						
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						
Community Center	Installed Oct 99; Out of service April 08	A/H	#4 Gym	25						
Community Center	Oct-08	COND	#4 Gym	25						
Community Center	Aug-06	COND	#1 Office,Lobby,Restrooms	10	\$15,000					
Community Center	Oct-99	A/H	#1 Office,Lobby,Restrooms	10						
Community Center	Mar-07	COND	#2 Classroom & Hall	20	\$25,000					
Community Center	Oct-99	A/H	#2 Classroom & Hall	20						
525 Swain	Mar-11	A/H	1St Floor	5						
525 Swain	Mar-11	COND	1St Floor	5						
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 Range	Mar-11	A/H	Interior Rooms	4						
PS Range	Mar-11	COND	Interior Rooms	4						
PS Range Shed	Oct-08	WINDOW	Shed	5,000 BTU		\$250				
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						
PS #1	Apr-11	COND	Phase 2	15						
PS #1	Apr-11	A/H	Phase 2	15						
PS #2	May-11	A/H	Main Building	7.5						
PS #2	May-11	COND	Main Building	7.5						
301 Swain	Jun-12	A/H	Museum	3.5						
301 Swain	Jun-12	COND	Museum	3.5						
301 Swain	Jun-12	A/H	Office Areas	3.5						
301 Swain	Jun-12	COND	Office Areas	3.5						

**PROJECT NAME** A/C Replacement Program  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-163

**Public Buildings A/C Replacement**

FY 2014-2019 Capital Improvement Program

Project No.: 163

BUILDING	INSTALL DATE	UNIT TYPE	AREA COOLED	TONS	2014	2015	2016	2017	2018	2019
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						
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						
Freedom Park	Jul-02	WALL	Pressbox	1		\$10,000				
Ira Van Bullock	Oct-06	WINDOW	Concession Area	1			\$10,000			
Public Works	Aug-07	A/H	Entire Building	15				\$20,000		
Public Works	Aug-07	COND	Entire Building	15						
City Hall	Aug-07	PACKAGE	East Wing	25		\$30,000				
City Hall	Aug-07	PACKAGE	West Wing	25		\$30,000				
City Hall	Aug-07	A/H	Council Chambers	20		\$25,000				
City Hall	Aug-07	COND	Council Chambers	20						
City Hall CPU Room	Aug-07	A/H	CPU Room	2				\$5,000		
City Hall CPU Room	Aug-07	COND	CPU Room	2						
<b>Total:</b>					<b>\$40,000</b>	<b>\$95,250</b>	<b>\$13,000</b>	<b>\$25,000</b>	<b>\$24,000</b>	<b>\$19,000</b>

1 TON = 12,000 BTU'S

R-410 cost is approximately \$1,500 per ton for replacement



**PROJECT NAME** Access Control System  
**DEPARTMENT** Finance  
**PROJECT NO.** 304-174

**PROJECT DESCRIPTION**

This project provides for the replacement of outdated components of the electronic access control (card key) systems at City hall, Public Safety Headquarters, and Public Safety Station no. 2. It also provides for the addition of electronic access control to 301 Swain Boulevard, Community Hall, and 500 Perry. Replacement and expansion will ensure continued reliable operation and enhanced security and efficiency.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software		<b>\$45,000</b>						\$45,000
Materials & Labor								
Estimated Total Cost		<b>\$45,000</b>						\$45,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$39,041</b>						\$39,041
City (102 Forfeitures)		<b>\$5,959</b>						\$5,959
State								
Federal								
Estimated Total Revenue		<b>\$45,000</b>						\$45,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$7,500  
 Description of Operating Impact: Annual maintenance cost included in operating budget.

**PROJECT NAME** Ramblewood Cir/Harwich Ct Storm Sewer System Enhancement  
**DEPARTMENT** Public Works  
**PROJECT NO.** 304-185

**PROJECT DESCRIPTION**

This project provides for the enhancement of the storm sewer system in the Ramblewood Circle and Harwich Court subdivisions to reduce periodic flooding such as that experienced during Tropical Storm Isaac. A Hazard Mitigation Grant Program application shall be submitted to the Florida Division of Emergency Management in Fiscal Year 2013. In FY 2013, an engineering and topographic survey study will assess the systems' efficiency and provide enhancement options. Upon approval of the grant, the City will have construction plans completed. In FY 2014, the improvements will be constructed. This project is expected to be partially funded by a FEMA grant which will include reimbursement of 75% of City funds advanced in Fiscal Year 2013 for the engineering study and plans and construction expenditures in FY 2014.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design	\$23,000	<b>\$15,000</b>						\$38,000
Materials & Labor		<b>\$200,000</b>						\$200,000
Estimated Total Cost	\$23,000	<b>\$215,000</b>						\$238,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City	\$23,000	<b>\$36,500</b>						\$59,500
County								
State								
Federal (FEMA)		<b>\$178,500</b>						\$178,500
Estimated Total Revenue	\$23,000	<b>\$215,000</b>						\$238,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

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

**PROJECT NAME** Cardiac Monitor Replacement  
**DEPARTMENT** Public Safety  
**PROJECT NO.** 304-189

**PROJECT DESCRIPTION**

This project provides for the purchase of six (6) Zoll Cardiac Monitors. This new technology provides a clear, real-time view of the heart and airway compliance. By deploying the new monitors it will allow Greenacres Fire Rescue crews to transmit EKG Rhythm's to the receiving hospitals using Bluetooth Technology. This has become the new standard in the emergency response industry. The new monitors will be replacing the outdated eleven (11) year old Zoll M Series Monitors now be carried by Greenacres crews.

This project is anticipated be partially funded by the Palm Beach County EMS Grant. If funding cannot be secured this is estimated to take two (2) years to complete.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software	\$62,587	<b>\$68,000</b>						\$130,587
Estimated Total Cost	\$62,587	<b>\$68,000</b>						\$130,587

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City								
County	\$62,587	<b>\$68,000</b>						\$130,587
State								
Federal								
Estimated Total Revenue	\$62,587	<b>\$68,000</b>						\$130,587

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures: \$0  
 Description of Operating Impact: The maintenance cost is included in the Public Safety Department's budget.

<b>PROJECT NAME</b>	<u>Public Safety Headquarters Renovation</u>
<b>DEPARTMENT</b>	<u>Public Works</u>
<b>PROJECT NO.</b>	<u>304-191</u>

**PROJECT DESCRIPTION**

This project provides for the renovation and updating of the interior of the Public Safety Headquarters building. The building is more than 27 years old and will require flooring, cabinetry, window treatment, restroom fixture upgrading and interior painting. Over the past 5 years, the exterior appearance of the building has been enhanced through parking resurfacing, exterior painting of the building and bay doors, various landscape enhancements and the replacement of the accordion shutter system with impact resistant windows. The interior has previously been addressed on a piecemeal basis and is due for a comprehensive refurbishment. Fiscal Year 2014 work includes interior painting, flooring, restroom repairs and window treatment replacement. In FY 2015 the break room cabinets will be redone.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Construction		<b>\$92,000</b>	\$10,000					\$102,000
Estimated Total Cost		<b>\$92,000</b>	\$10,000					\$102,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$92,000</b>	\$10,000					\$102,000
County								
State								
Other								
Estimated Total Revenue		<b>\$92,000</b>	\$10,000					\$102,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenses: \$0  
 Description of Operating Impact: Operating and maintenance costs included in operating budget.

**PROJECT NAME**                    Original Section Drainage Improvement  
**DEPARTMENT**                   Planning and Engineering  
**PROJECT NO.**                     304-193

**PROJECT DESCRIPTION**

This project will provide improvements to the stormwater drainage system within the Original Section to reduce flooding, improve performance, and reduce future maintenance needs. In FY 2014, a survey and analysis will be performed to determine the most effective improvements to be made, estimate their cost, and rank them in order of priority. Beginning in FY 2015, construction will be undertaken in a number of phases based on the plan and priority determined in FY 2014.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design		<b>\$80,000</b>						\$80,000
Construction			\$200,000	\$200,000				\$400,000
Estimated Total Cost		<b>\$80,000</b>	\$200,000	\$200,000				\$480,000

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$80,000</b>	\$200,000	\$200,000				\$480,000
County								
State								
Federal								
Estimated Total Revenue		<b>\$80,000</b>	\$200,000	\$200,000				\$480,000

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

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

**PROJECT NAME**                    Logging Recorder Replacement  
**DEPARTMENT**                   Public Safety  
**PROJECT NO.**                     304-195

**PROJECT DESCRIPTION**

This project provides for the purchase of a Stancil Solutions 16 Channel Logging Recorder System. The new technology is compatible with the evolving NG911 technology and will be able to perform IP capture and text recording. The system also provides an ANI/ALI smart search and quality control evaluations for users. The new system will replace the outdated, seven year old system that can no longer be updated.

COST BY CIP YEAR	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Planning & Design								
Equipment & Software		<b>\$34,210</b>						<b>\$34,210</b>
Estimated Total Cost		<b>\$34,210</b>						<b>\$34,210</b>

FUNDING SOURCE	BUDGET 2013	BUDGET YEAR 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
City		<b>\$34,210</b>						<b>\$34,210</b>
County								
State								
Federal								
Estimated Total Revenue		<b>\$34,210</b>						<b>\$34,210</b>

**ANNUAL OPERATING COST INCREASES CREATED BY PROJECT:**

Annual Operating Expenditures:    \$2,875  
 Description of Operating Impact:    Operating expenditures include maintenance fees.



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## 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.

<b>ALS</b>	–	Advanced Life Support	<b>GASB</b>	–	Governmental Accounting Standards Board
<b>CARES</b>	–	Children Are Really Extra Special	<b>GIS</b>	–	Geographic Information System
<b>CDBG</b>	–	Community Development Block Grant	<b>GPRS</b>	–	General Packet Radio System
<b>CDPD</b>	–	Cellular Digital Packet Data	<b>HOA</b>	–	Homeowners' Association
<b>CIP</b>	–	Capital Improvement Program	<b>ICMA</b>	–	International City/County Management Association
<b>COLA</b>	–	Cost-Of-Living Adjustment	<b>MDT</b>	–	Mobile Data Terminals
<b>EKG</b>	–	Electrocardiogram	<b>MPSCC</b>	–	Municipal Public Safety Communications Consortium
<b>EMS</b>	–	Emergency Medical Services	<b>MSTU</b>	–	Municipal Services Taxing Unit
<b>FY</b>	–	Fiscal Year	<b>ODP</b>	–	Office of Domestic Preparedness
<b>FMIvT</b>	–	Florida Municipal Investment Trust	<b>PC</b>	–	Personal Computer
<b>FTE</b>	–	Full Time Equivalent			
<b>GAAP</b>	–	Generally Accepted Accounting Principals			

**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).

**ADVANCED LIFE SUPPORT (ALS):** 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.

**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.

**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 Project 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.

**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.

**CHILDREN ARE REALLY EXTRA SPECIAL (C.A.R.E.S.):** City sponsored C. A. R. E. S. program 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.

**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.

**ELECTROCARDIOGRAM (EKG):** 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.

**EMERGENCY MEDICAL SERVICES (EMS):** 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 that makes the entity self supporting.

**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.

**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 EQUIVALENT (FTE):** FTE is the number of full time employees in addition to the number of part time employees converted to full time (hours based on 2080 work hours per year).

**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 provides 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.

**HOMEOWNERS' ASSOCIATION (HOA):** A governing board that establishes rules and regulations for homeowners within its jurisdiction boundaries.

**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.

**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 monies 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. 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.

**MUNICIPAL PUBLIC SAFETY COMMUNICATIONS CONSORTIUM (MPSCC):** An entity that is developing a county-wide 800 MHZ trunking system to link with the City's 800 MHZ radio communications system.

**MUNICIPAL SERVICES TAXING UNIT (MSTU):** 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 un-liquidated encumbrances.

**OFFICE OF DOMESTIC PREPAREDNESS (ODP):** An office created through Homeland Security, which funds 90% (10% city matching) of certain special and approved projects through ODP Firefighters Assistance Grants.

**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.

**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.

**PERSONAL COMPUTER(S) (PC):** 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 a 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 service level provided, or workload completed by each Department within the City.