

CITY OF BOCA RATON FLORIDA



FY 2011-12 APPROVED BUDGET



BUDGET COVER: BOCA RATON – Lake Wyman Park “*Demonstration Park Project*”

Photo:

In 2009, as part of the American Recovery and Reinvestment Act, the City received a grant from the Department of Energy through the Energy Efficiency and Conservation Block Grant (EECBG) program. The Boca Raton City Council approved several projects strengthening the City’s commitment to understanding and applying concepts of “green” and “sustainable” living.

For the Demonstration Park Project, the City used an existing city park facility to retrofit using energy-efficient fixtures, lighting, as well as low flow water fixtures, solar recyclable compactors, paving and borders made from recycled material, and other energy-efficient and environmentally friendly products. In addition, several other alternative energy sources were installed including: solar panels, rain barrels and a unique windspire. The grand opening of the park is planned for January, 2012.

PHOTO CREDITS: *Mark D. Witzen, Video Producer/Multi-Media Specialist*

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CITY OF BOCA RATON

FY 2011-12 APPROVED BUDGET



Susan Welchel
Mayor

Susan Haynie
Deputy Mayor

Anthony Majhess
Council Member

Michael Mullaugh
Council Member

Constance J. Scott
Council Member

Leif J. Ahnell
City Manager



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Boca Raton, Florida for its annual budget for the fiscal year beginning October 1, 2010.

In order to receive this award, a 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 29th consecutive year that the City has received this prestigious award.

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How to Use the Budget Documents

THE BUDGET DOCUMENTS

The purpose of these next few pages is to quickly teach you what is in a budget, where and how to find the information, how to interpret what you do find, and the best approach to the budget as a whole.

APPROVED BUDGET

The Approved Budget includes all pertinent information in a summary format that can be easily understood by the public. The Approved Budget consists of the following sections: the overview, found after the Transmittal Letter divider, the Introduction, the Revenue Information, the Long-Range Financial Plan, the Budget Summaries, the Program Budget, the Strategic Initiatives, the Performance Measures, the Fund/Department Summaries, and the other supporting information.

Overview

The overview consists of the City Manager's transmittal letter. The City Manager's letter is most important in understanding what your City government is going to be doing for the next year and beyond. It will inform you of the current status of the City government: changes in personnel, future issues facing the City, concerns, and significant differences expected in revenues and expenditures, the direction the budget is taking and the focus of the budget year. It will give you a feel for the general direction the City Council has urged City staff to take in this new fiscal year. This section also lists the City's Long and Short-Term goals as set by the City Council. You will also find the City-wide organization chart.

Introduction

The introduction contains general information about the City of Boca Raton, such as population and employment, along with some comparative statistics with the County and State. Here you will find a description of the funds, a description of the City's planning process, administrative policies, and how the budget process works.

Revenue and Expenditure Information

This section shows the City's revenue and expenditure history and trends.

Long-Range Financial Plan

The City develops a long-range financial plan to assist management in the planning and allocation of resources to achieve the City Council goals of maintaining financially secure city government.

Budget Summaries

The budget summaries section provides charts and graphs that show where the money comes from (source of funds or revenues) and where it goes (use of funds or expenditures), millage and assessed value comparisons and total tax bill.

Program Budget

The program budget section provides a summary of all revenues and expenditures for the City based on overall departmental activity. The program budget is allocated by six program categories including: general government, public safety, physical environment, recreation services, highway and streets, and human services.

Strategic Initiatives

As part of its strategic planning process the City Council establishes annual goals and priorities for the next five years. The strategic initiatives section outlines the City Council's specific policy agenda for FY 2011-12, which are linked to specific programs and activities.

Performance Measures

The City has begun to establish performance measures, which directly link to the City's Strategic Initiatives.

Fund/Department Summaries

After getting a feel for the general set-up of the City government from the Introductory section, turn back to the Table of Contents at the front of The Approved Budget. The Funds are listed in capital letters **boldfaced** type. Departments are listed individually under the General Fund only for ease of location, since all other funds contain only one or two Departmental Summaries. While Departments can cross Funds, all summaries within a given Fund are particular to that Fund only. (For instance, the Recreation Services Department has summaries in General Fund, Special Revenue Funds, Cemetery/Mausoleum Fund and the Golf Course Funds. When you review the Recreation Services Department in the General Fund, it does not contain any portion of the dollars, personnel, etc. in the Golf Course Fund.)

Within each Fund/Department you will find the following:

1. A cover page explaining the mission of the Department, function of the Department, what the Department does on a daily basis, its divisions of responsibilities, total employees, and a summary of expenditures by category within the Department.
2. A Departmental Organization Chart showing the number of full-time employees, chain of command, and any changes for the budget year.
3. A Budget Summary. In General Fund departments, this is a comparison of expenditures and personnel. In Proprietary and Internal Service Funds, revenues, reserves and depreciation figures are also summarized.
4. Prior year achievements which are actually the objectives from the previous year's budget restated with the results, i.e., whether the objectives were achieved; if not achieved, why not?, etc.

5. Goals and Objectives by division within each Department. The objectives to be accomplished in this budget year are formulated based on the direction given by the City Manager during the budget planning process. These objectives will become answerable as next year's achievements. The goal is the basic purpose of the Department and is ongoing. All Departmental goals and objectives are also the City Manager's goals and objectives.
6. Performance Measures, provided on a divisional basis in each Department, evaluate the efficiency and effectiveness of the programs and services offered by the City.

Not all Funds are included with Department Summaries. Funds are actually accounting functions, which are regulated by State standards. Some Funds, such as the Bond Sinking Fund or Transportation Fund, exist solely as an accounting function to account for specifically allotted revenues and expenditures for a designated purpose. These Funds may receive transfers of dollars from other Funds. These Funds, however, do not support any personnel costs or have any goals or objectives outside of their designated purpose and, therefore, do not include Departmental Summary information. Line item revenues and expenditures for all City Funds can be found in The Approved Budget Detail and are discussed later in this section.

DEBT ADMINISTRATION contains information relating to City debt: explanation and detail of how the City manages debt, mandated by policy and by law, along with the City's current financial standing of outstanding debt by type, dollar amount due, and management. Ten-year schedules are included for comparison as well as statements of payments outstanding through the life of the debt by item.

CAPITAL IMPROVEMENTS PROGRAM contains summary information of the City's 6-year Capital Improvements Program (CIP), which is produced as a separate document. Here you will find CIP policies, a flowchart of the CIP process, a list of all projects included in the current operating budget, how they are funded, and the effect they will have on the operating portion of the budget.

BOCA RATON COMMUNITY REDEVELOPMENT AGENCY contains summary information of the City's development in the downtown area.

The INDEX is where various key topics are listed alphabetically for quick reference. If you want to see everything pertaining to the Library, for instance, there are series of page numbers, with the appropriate volume number indicated, following that entry. This will quickly place you at the Library's departmental budget, 6-year CIP, or other pertinent information without having to know the Library's Fund or Department numbers.

The GLOSSARY contains a list of terms that are commonly used in governmental budgeting, but that may not be familiar to the general public. These terms have been defined as they specifically relate to the City of Boca Raton.

WE SINCERELY HOPE this little "how-to" has helped you to find and use the information you seek. If any point has remained unclear to you, please feel free to phone the Office of Management and Budget at (561) 393-7850 with any questions. If the same questions arise repeatedly, we will incorporate clarifications into next year's budget explanation. The City's budget documents may also be viewed on the City's website:

www.myboca.org



October 1, 2011

Honorable Mayor and City Council Members
City of Boca Raton, Florida

Dear Mayor and City Council Members:

In accordance with Section 4.04 of the City Charter, I am pleased to submit the approved Operating Budget for the fiscal year beginning October 1, 2011, and ending September 30, 2012, which is a balanced budget as required by Florida Statutes. A balanced budget is defined as revenues and other sources equaling expenditures/expenses and other uses including reserves. The approved budget reflects a fiscally sound plan that provides the City the ability to address community needs, support essential services and to increase reserves for the retirement system. For FY 2011-12, the citywide combined uses of funds including operations, transfers and fund balance/reserves total \$487,335,800. The approved city wide total operating budget is \$319,518,800. The approved General Fund operating portion of the budget is \$160,420,000.

BUDGET DIRECTION

The goals and priorities established by the City Council during the May 2011 Goal Setting Sessions were used as a guide to prioritize funding in the FY 2011-12 budget. The approved budget supports the goals and priorities of the City Council while at the same time maintaining the City's outstanding service levels and AAA bond rating, with expenditures strategically linked to the goals, objectives, core businesses, and existing obligations of the City. The goals and policy agenda priorities include:

GOALS PRINCIPLES

- Financially Sound City Government
- Strong Partnership with the Community
- Sustainable City
- World Class Municipal Services

POLICY AGENDA PRIORITIES for FY 2011-12

- **Top Priority**
 - Budget Direction: Millage Rate/Fees and Services
 - Economic Development Strategy and Funding
 - Annexation: Decisions
 - City-owned Land: Direction
 - Wildflower Property: Direction
- **High Priority**
 - Amphitheater: Direction
 - Charter Schools Feasibility and Direction
 - Downtown Marketing, Events and Programming
 - Funding Strategy for Downtown
 - Non-Profit Organizations' Funding: Direction
 - Beach Renourishment: Direction, Funding

The City has been very proactive in preparing for and adjusting for changes in the economy over the last several years. Unfortunately, even after reducing the City's General Fund expenses by \$19,576,800 over the last 4 years, further cost reductions are necessary to balance the FY 2011-12 budget. In order to balance the budget, it has again been necessary to reduce operating expenditures in many areas to address the slow economy and declining revenues while continuing to meet ongoing obligations. The FY 2011-12 budget has been extremely challenging and requires significant cuts in costs to achieve a balanced budget. It remains imperative for the City of Boca Raton to continue to look farther ahead than the next fiscal year when making budgetary decisions in order to allocate resources efficiently and effectively and to control the costs of providing services. In addition, it remains critical for the City to pay very close attention to the rising cost of current services particularly when considering any expansion or improvement of services in the future.

GENERAL FUND

The FY 2011-12 budget includes a slight increase in ad valorem tax. The ad valorem tax rate is 1.98% above the rolled-back rate of 3.0888.

The approved FY 2011-12 total millage rate is **3.5102** mills per \$1,000, which is **3.06%** greater than FY 2010-11. A home with a taxable value of \$300,000 in the City of Boca Raton will pay **\$1,053.06** in ad valorem taxes.

	FY 2010-11		FY 2011-12		CHANGE		
	Millage	Tax	Millage	Tax	Millage	Tax	Percent
Operating	3.0200	\$ 906.00	3.1500	\$ 945.00	0.1300	\$ 39.00	4.30%
Debt Service	0.3859	115.77	0.3602	108.06	(0.0257)	(7.71)	-6.66%
Total Millage Rate	3.4059	\$ 1,021.77	3.5102	\$ 1,053.06	0.1043	\$ 31.29	3.06%

For FY 2011-12 property values decreased .70% in the City. The net decrease is composed of a 2.24% decrease from reassessments of existing properties and an increase of 1.54% from new construction (net of CRA Downtown values). This is the fourth consecutive year of decline in property values the City has experienced since 1992 and well below the City’s twenty-year average property value growth rate of 5%.

Amendment 1 was adopted by the voters of Florida in January of 2008. This amendment provided an additional \$25,000 homestead exemption to permanent residents, provided portability of accumulated Save Our Homes exemptions and established a \$25,000 exemption on tangible personal property tax. Since 2007, property tax revenues have declined by \$15.9 million or 24.5% attributed to the combined effects of Amendment 1 and declines in property values.

The General Fund operating budget has increased \$384,500 or .3% from the previous year. The cost of many of the City’s operations has increased from the previous year. In order to offset these increased costs and balance the budget the City has had to make significant reductions in many areas of operations. The increases and decreases for FY 2011-12 can be primarily attributed to the following areas:

<u>Category of Expense</u>	<u>Increase from Prior Year</u>
Police Salaries and Benefits	\$ 699,800
Police Pension	158,000
Fire Salaries and Benefits	720,200
Fire Pension	1,320,000
Tuition Reimbursement	112,600
Sub-Total	\$ 3,010,600
<u>Category of Expense</u>	<u>(Decrease) from Prior Year</u>
General Employees Salaries and Benefits	\$ (459,000)
Property Insurance	(342,100)
Liability Insurance	(237,500)
Workers’ Comp. Insurance	(185,200)
Payment to Community Redevelopment Agency	(308,700)
Telecommunications	(133,200)
Uniforms	(73,800)
Capital Purchases	(188,300)
Supplies & Printing	(123,200)
Other Operating	(109,200)
Cultural Programming	(100,000)
Facility Maintenance	(365,900)
Sub-Total	\$(2,626,100)
Total Increase in Operating Costs	\$384,500

All revenues and expenditures were carefully evaluated to identify possible revenue enhancements or cost reductions to produce a balanced operating budget.

The severity and length of the economic downturn has had a negative impact on the city's corporate tax base and jobs. In addition, the City of Boca Raton is facing tremendous competition to retain our existing businesses. As a result, the City Council identified Economic Development strategy and funding as one of the top priorities for FY 2011-12 in order to create and retain jobs in the City. To achieve this goal, the City has developed and adopted an aggressive Economic Incentive Program to create and retain jobs in the City.

For FY 2011-12 the Sanitation fees increased to \$1 per month for single family residents and \$0.59 per month for multi-family residents. The sanitation fees cover the total cost to provide sanitation services to residents. To provide better service to our residents, in January, 2009 more frequent bulk collection services were added and bulk trash is now collected on a weekly basis, instead of quarterly. Starting in August, 2009 the City launched a pilot program for semi-automated curb side collection. The new system has improved efficiency and safety. The program will be expanded to approximately 75% of the City by 2012 and will be fully implemented city-wide by 2013.

The fire assessment fee charged by the City is increased \$20 annually (from \$60 to \$80) per residential household for FY 2011-12. The fee for non-residential property varies depending on the size and type of the property.

The FY 2011-12 approved budget also includes \$400,000 in revenue from Red Light Cameras.

A slowing real estate market combined with uncertain financial markets will continue to have significant impact on the City's budget for at least the next several years. Current projections indicate that General Fund revenues will grow at an estimated rate of 1-2% annually for the next several years while operating expenses are projected to increase at 3-4% annually.

WHAT'S NEW FOR 2012?

Due to the increased operating cost impacts mentioned above and property tax revenue constraints, the City is severely limited in its ability to support service expansions, implement new programs, and hire new personnel without changing existing service levels. There are no new programs in General Fund for the FY 2011-12 approved budget.

Personnel Changes

The approved budget includes the addition of an Assistant City Attorney; this position will assist the city in new County regulations including the Commission on Ethics and the Inspector General audits. For the second year in a row, the FY 2011-12 Approved Budget does not include any salary increases for General or Executive employees.

FUND BALANCE PROJECTIONS

Consistent with the General Fund Long Range Financial Plan, the planned fund balance provides revenues to be used in the next year's budget. The planned fund balance is \$42,133,400 which includes a reserve for emergency preparedness of \$10.6 million and a retirement systems reserve of \$10.5 million. The fund balance therefore exceeds 10% of operating expenditures, which is the minimum proposed for coastal communities by Moody's Investors Services. Should any of these funds be used to provide additional programs or projects within the current year, the Long Range Financial Plan projections will need to be reanalyzed.

OTHER FUNDS

The General Fund is just one component of the City's overall budget. The category of "other funds" also has significant impact upon the citizens of Boca Raton and overall service delivery. These funds include: Water and Sewer Enterprise Fund, Right-of-Way Beautification Fund, Greater Boca Raton Beach and Park District Fund, Cemetery and Mausoleum Fund, and the Golf Course Enterprise Fund. The City manages and allocates resources from these funds in support of its overall vision, mission, goals, and objectives.

The City's Right-of-Way Beautification Fund provides the maintenance for the landscaped medians in the City. Due to continued expansion in the median beautification program and increased costs of existing medians and declining funding, the Beautification Fund most likely will not be able to continue to support the costs of maintaining and beautifying the medians in the future without General Fund support. This would have an adverse affect on the City's General Fund.

The approved FY 2011-12 budget for the Water and Sewer Enterprise Fund is adequately funding the requirements to provide the highest quality of utility service to the residents and customers of the City of Boca Raton. Although many utility systems in South Florida are increasing rates by 15%-40%, the City, through proper planning, continuous operational improvements and implementation of cost effective measures, has made it possible to maintain utility services at the CPI increase of 4%, or an average of \$1.62 per month. The City continues to have one of the lowest water and sewer rates in the state of Florida.

For FY 2011-12 approved budget, new programs and personnel for the Other funds include:

Greater Boca Raton Beach and Park District Fund

- Science Educator at Gumbo Limbo to continue the services that the PBC school district eliminated.
- Operate and maintain the roadways, common grounds and athletic fields in the Countess de Hoernle Park.

ANNEXATION

The approved budget provides for preliminary analysis of potential annexation areas and financial and service impacts. A consultant will be employed to determine economic benefits, if any, of potential annexation areas and once completed staff will provide recommendations as to future actions. The FY 2011-12 approved budget does not include any impact of potential annexations. If the City decides to implement any annexations, the budget may need to be amended to provide services to newly incorporated areas.

RISKS INVOLVED IN BUDGET PROJECTIONS

The budget document is based upon the most current financial information available. Since none of us can predict the future with certainty, staff must assume that, in presenting this budget, all amounts used can be reasonably relied upon. **In particular, under-performance in the stock markets and its impact on the City's pension plans, potential declines in overall property values and continued increases in fuel costs, health care cost, among other factors, could have a significant impact on the City's operating revenues and expenses.**

CONCLUSION

This budget incorporates the recommendations and analysis of your professional staff. These approved programs and staffing support the Goals and Policy Agenda Priorities established by City Council.

I wish to thank the Mayor and City Council for sharing your priorities and ideas for the City during the Goal Setting Session so that they could be reflected in the approved budget. I extend my appreciation to the Department Heads and their staff for their dedication to the timely and effective completion of the budget, and I especially thank Budget Director Sharon McGuire and the Office of Management and Budget staff, Ella Moore Poitier and Leslie Harmon for their dedication in the creation and compilation of this document.

Sincerely,



Leif J. Ahnell, C.P.A., C.G.F.O., C.P.F.O.
City Manager

MISSION

*T*he mission of the City of Boca Raton is to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

VISION

*B*oca Raton will be known as the premier community in which to live, work and play. The City of Boca Raton will be recognized as a world-class local government by its commitment to performance and leadership.

VALUES

*F*airness - We treat everyone with equality and compassion.

*I*ntegrity - We demonstrate honesty and the highest level of ethical behavior.

*R*espect - We value diversity and differing viewpoints.

*S*ervice - We are committed to excellence.

*T*rust - Others believe in us as a result of our actions.

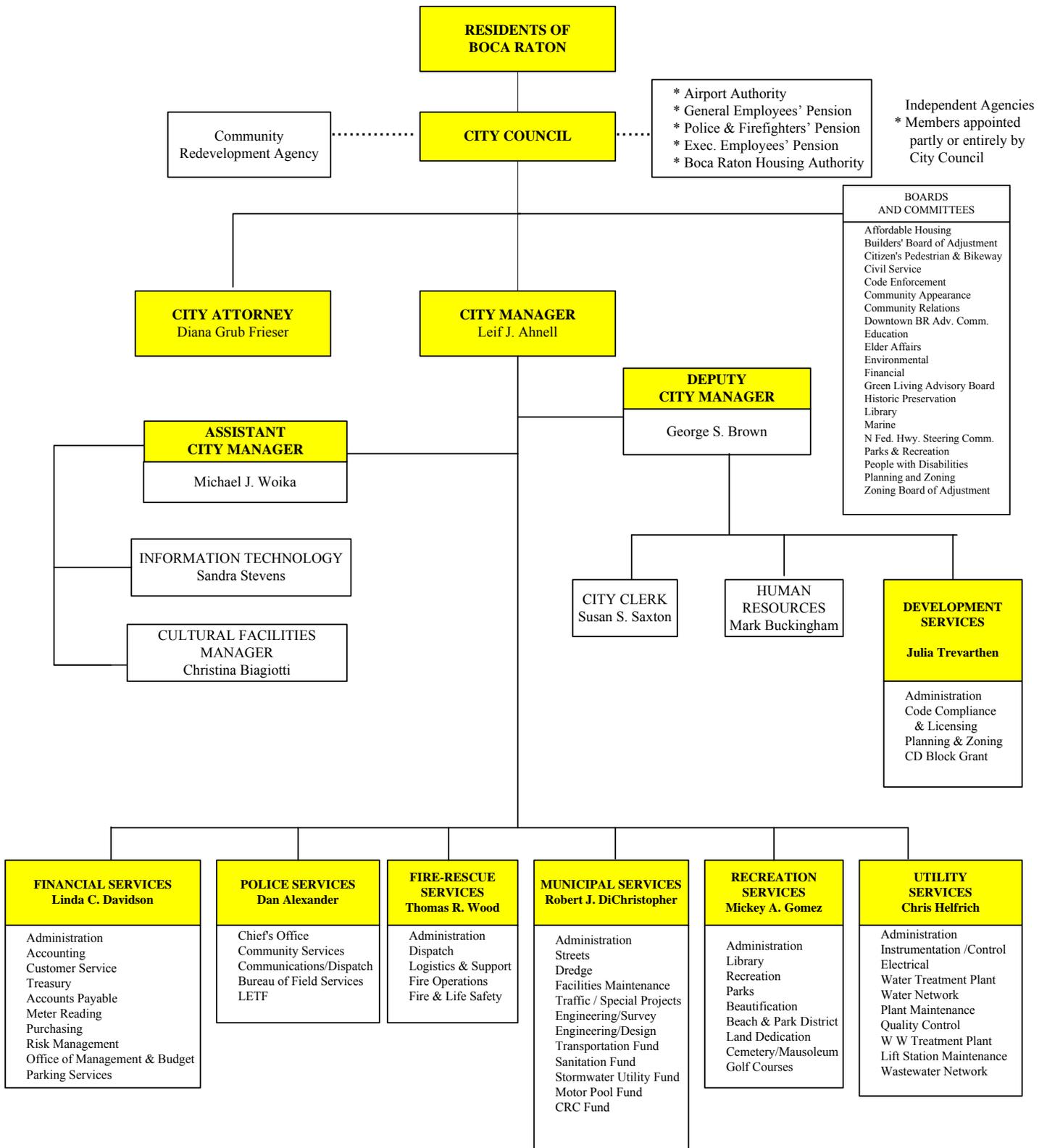
Boca Raton: Guiding Principles

- Financially Sound City Government
- Strong Partnership with Community
- Sustainable City
- World Class Municipal Services

Policy Action Agenda 2011-12

- Budget Direction: Millage Rate / Fees and Services
- Economic Development Strategy and Funding
- Annexation: Decisions
- City-Owned Land: Direction
- Wildflower Property: Direction
- Amphitheater: Next Steps
- Charter Schools Feasibility and Direction
- Downtown Marketing, Events and Programming
- Funding Strategy for Downtown
- Non-Profit Organizations' Funding: Direction
- Beach Renourishment: Direction, Funding

CITY OF BOCA RATON ORGANIZATIONAL STRUCTURE



**DIFFERENCES BETWEEN FISCAL YEAR 2011-2012 ADOPTED REVENUE
AND FISCAL YEAR 2010-2011 REVENUE ESTIMATES**

Explanation of differences:

The following outlines the basic differences in the General Fund between the FY 2011-2012 revenues and the FY 2010-2011 estimates adopted a year ago along with a brief explanation of the differences.

1.	Changes in Tax Revenue	\$2,301,000	Increase in tax revenue associated with increased millage rate.
2.	Utility Service & Local Business Taxes	(\$698,000)	Decrease in procedure of direct allocation to other Funds.
3.	Building & Other Licensing Permits	(\$567,500)	Decrease in revenue from permits due to a projected decrease of activity.
4.	Culture-Recreation	\$254,000	Increase in revenue based on anticipated funds from Mizner Park Amphitheater events.
5.	Franchise Fees	(\$930,000)	Decrease in revenue due to a reduction in fuel rates.
6.	General Government	\$125,600	Increase in revenue due to an increase in the Lien Search fee.
7.	Public Safety	\$1,759,800	Increase in revenue due to an increase in the Fire Assessment fee.
8.	Violation of Local Ordinances	(\$859,900)	Decrease in revenue due to the delay of the Red Light Camera program and the reallocation of the Metered Parking Citation program revenue to the Transportation category.
9.	Transportation	\$350,000	Increase due to new category established for the Metered Parking program.
10.	Charges for Services	\$642,200	Increase in contribution from Water & Sewer Operating Fund.
11.	Interest Earnings	(\$700,000)	Decrease in the revenue due to lower interest on investment rates.
12.	Interfund Transfer	(\$1,000,000)	Decrease in revenue due to no transfers from the CIP Fund.
13.	Fund Balance and Other Misc. Revenues	\$292,700	The anticipated fund balance combined with other misc. revenues within the General Fund.
Total Revenue Difference		\$384,500	

**DIFFERENCES BETWEEN FISCAL YEAR 2010-2011 ADOPTED EXPENDITURES
AND FISCAL YEAR 2010-2011 ADOPTED EXPENDITURES**

Explanation of differences:

The following outlines the basic differences in the General Fund between the FY 2011-2012 expenditures and the FY 2010-2011 estimates adopted a year ago along with a brief explanation of the differences.

1.	Police Salaries and Benefits	\$699,800	Increase in pension costs due to contract negotiations.
2.	Police Pension	\$158,000	Increase in pension costs due to contract negotiations.
3.	Fire Salaries and Benefits	\$720,200	Increase in pension costs due to contract negotiations.
4.	Fire Pension	\$1,320,000	Increase in pension costs due to contract negotiations.
5.	General Employees Salaries and Benefits	(\$459,000)	Decrease in Salary and Benefit items due to a freeze of merit pay for employees.
6.	Payment to CRA	(\$308,700)	Decrease in amount of repayment to the CRA.
7.	Property Insurance	(\$342,100)	Decrease in costs associated with insuring City owned property.
8.	Liability Insurance	(\$237,500)	Decrease in costs due to a renegotiated contract with provider.
9.	Workers' Comp Insurance	(\$185,200)	Decrease in costs due to a negotiated rate with provider.
10.	Telecommunications	(\$133,200)	Decrease in costs due to multiple changes city-wide with providers and service plans.
11.	Tuition	\$112,600	Increase in costs due to the reinstatement of the tuition reimbursement program for city employees.
12.	Capital Purchase	(\$188,300)	Decrease in costs due to a reduction in capital projects.
13.	Uniforms	(\$73,800)	Decrease in costs due to a change in uniform laundering policy.
14.	Supplies & Printing	(\$123,200)	Decrease in costs due to more in house printing and less supply purchases.
15.	Other Operating	(\$109,200)	Decrease in costs due to less anticipated operating costs.
18.	Cultural Programming	(\$100,000)	Decrease in costs due to less city sponsored events.
19.	Facility Maintenance	(\$365,900)	Decrease in costs due to less anticipated city-wide maintenance needs.
Total Expenditure Difference		\$384,500	

APPROVED FY 2011-2012 POSITION CHANGES					FY 2011 - 2012		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2008-09	2009-10	2010-11	2010-11			
GENERAL FUND:							
City Manager							
Administration	7.00	7.00	5.50	5.50	0.25	5.75	
City Clerk Administration	9.00	9.00	6.00	6.00		6.00	
Boards & Committees	1.00	1.00	1.00	1.00		1.00	
Human Resources	9.00	9.00	7.00	7.00		7.00	
Community Relations			2.50	3.50	1.75	5.25	
	26.00	26.00	22.00	23.00	2.00	25.00	
City Attorney							
Administration	5.00	5.00	5.00	5.00		6.00	1.00
	5.00	5.00	5.00	5.00	-	6.00	1.00
Financial Services							
Administration	3.50	3.50	3.50	3.50		3.50	
Accounting	4.50	4.50	4.50	4.50		4.50	
Treasury	1.70	1.70	1.70	1.70		1.70	
Accounts Payable	4.00	4.00	4.00	4.00		4.00	
Purchasing	7.00	7.00	7.00	7.00		7.00	
Risk Management	1.00	1.00	1.00	1.00		1.00	
Office of Mgt & Budget	4.00	4.00	3.00	3.00		3.00	
Parking Services			2.00	2.00	(0.50)	1.50	
	25.70	25.70	26.70	26.70	(0.50)	26.20	
Development Services							
Administration	5.35	5.35	3.70	3.70	0.03	3.73	
Code Compliance/Licensing	46.00	46.00	43.00	43.00		43.00	
Planning & Zoning	13.50	13.50	10.50	10.50		10.50	
	64.85	64.85	57.20	57.20	0.03	57.23	
Police Services							
Chief's Office	4.00	4.00	4.00	4.00		4.00	
Community Services	67.00	67.00	67.00	67.00		67.00	
Communications/Dispatch	30.00	30.00	30.00	30.00		30.00	
Bureau of Field Services	196.00	195.00	194.00	194.00	(2.00)	192.00	
	297.00	296.00	295.00	295.00	(2.00)	293.00	
Fire-Rescue Services							
Administration	7.00	7.00	6.00	6.00		6.00	
Dispatch	1.00	1.00	1.00	1.00		1.00	
Logistics & Support	5.00	5.00	5.00	5.00		6.00	1.00
Fire Operations	193.00	193.00	192.00	192.00		192.00	
Fire & Life Safety	11.00	11.00	11.00	11.00		11.00	
	217.00	217.00	215.00	215.00	-	216.00	1.00
Municipal Services							
Administration	7.00	7.00	6.00	6.00		6.00	
Streets	10.60	10.60	10.60	10.60		10.60	
Dredge	4.00	4.00	4.00	4.00		4.00	
Facilities Maint.	16.00	16.00	17.00	16.00		16.00	
Traffic/Spec. Projects	15.00	15.00	14.00	14.00		14.00	
Engineering - Survey	4.00	4.00	4.00	4.00		4.00	
Engineering - Design	5.75	5.50	5.25	5.25		5.25	
	62.35	62.10	60.85	59.85	-	59.85	

APPROVED FY 2011-2012 POSITION CHANGES					FY 2011 - 2012		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2008-09	2009-10	2010-11	2010-11			
Recreation Services							
Administration	14.00	13.00	12.00	12.00	(2.00)	10.00	
Downtown Library	25.00	24.00	21.00	21.00		21.00	
Spanish River Library	12.00	12.00	9.00	9.00		9.00	
Community Center	5.40	5.40	5.40	5.40		5.40	
Camp Programs	0.35	0.35	0.35	0.35		0.35	
Youth Activities Center	0.65	0.65	-	-		-	
Athletics	1.75	1.75	1.75	1.75		1.75	
Skate Park	-	-	-	-		-	
Aquatics	3.65	3.65	3.65	3.65		3.65	
Boca Raton Tennis Center	2.15	2.15	2.30	2.30		2.30	
Ocean Rescue	20.00	20.00	20.00	20.00		20.00	
District I	16.85	16.85	15.85	15.85		15.85	
Mizner Park	1.00	1.00	1.00	1.00		1.00	
District II	35.00	35.00	34.00	34.00		32.00	(2.00)
Park Rangers	0.35	0.35	0.35	0.35		0.35	
Irrigation	7.00	7.00	6.25	6.25		6.25	
Conservation	2.35	2.35	2.00	2.00		2.00	
	147.50	145.50	134.90	134.90	(2.00)	130.90	(2.00)
INTERNAL SERVICE FUNDS:							
IT Fund (510)	21.00	22.00	24.00	24.00		24.00	
Motor Pool Fund (520)	13.00	12.00	12.00	12.00		12.00	
TOTAL GENERAL & INTERNAL SERVICE FUNDS:	879.40	876.15	852.65	852.65	(2.47)	850.18	-
SELF SUPPORTING FUNDS:							
Special Revenue Funds							
Comm. Devel. Block Grant (111)	1.10	1.85	1.85	1.85	(0.03)	1.82	
Affordable Housing (114)	0.90	0.15	0.15	0.15	(0.15)	(0.00)	
	2.00	2.00	2.00	2.00	(0.18)	1.82	-
State Forfeiture Fund (133)							
Special Law Enforcement	-	-	-	-	2.00	2.00	
	-	-	-	-	2.00	2.00	-
Beautification Maintenance Fund (151)							
ROW Maintenance	18.00	18.00	17.50	17.50		17.50	
	18.00	18.00	17.50	17.50	-	17.50	
Beach and Park District (161)							
Red Reef Park	27.00	27.00	27.35	27.35		28.35	1.00
Patch Reef Park	24.70	24.70	22.45	22.45		22.45	
Sugar Sand Park	50.05	50.05	49.05	49.05		49.05	
Verde/Estridge	5.00	5.00	5.00	5.00		5.00	
Swim and Racquet Center	17.75	17.75	16.75	16.75		16.75	
Countess deHoernle Park	-	-	-	-		11.00	11.00
	124.50	124.50	120.60	120.60	-	132.60	12.00
	-	-	-	-	-	-	
Boca Raton Comm Redvlpmnt Agency (410)							
Downtown Parking Serives	1.65	1.65	2.30	2.30	0.15	2.45	
	-	-	-	-	0.50	0.50	
	1.65	1.65	2.30	2.30	0.65	2.95	
Sanitation Fund (440)							
Sanitation	53.00	53.00	52.00	52.00		49.00	(3.00)
	53.00	53.00	52.00	52.00	-	49.00	(3.00)

APPROVED FY 2011-2012 POSITION CHANGES					FY 2011 - 2012		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2008-09	2009-10	2010-11	2010-11			
Stormwater Utility Fund (450)						-	
Maintenance-M.S.	7.40	7.40	7.40	7.40		7.40	
Engineering / Stormwater	3.25	3.50	3.75	3.75		3.75	
	10.65	10.90	11.15	11.15	-	11.15	
Water/Sewer Operating Fund (470)							
Administration	18.00	18.00	17.00	18.00		18.00	
Groundskeeping/Bldgs.	-	-	-	-		-	
Instrumentation/Control	9.00	9.00	10.00	10.00		10.00	
Electrical	8.00	8.00	8.00	8.00		8.00	
Water Trtmt. Plant	22.00	22.00	22.00	22.00		22.00	
Water Network	26.00	26.00	26.00	26.00		26.00	
Plant Maintenance	14.00	14.00	14.00	14.00		14.00	
Quality Control	9.00	9.00	9.00	9.00		9.00	
Wastewater Treatment Plant	17.00	17.00	17.00	17.00		17.00	
Lift Station Maintenance	11.00	11.00	11.00	11.00		11.00	
Wastewater Network	14.00	14.00	13.00	13.00		13.00	
Customer Service	11.50	12.50	12.50	13.50		13.50	
Meter Reading	6.00	6.00	6.00	6.00		6.00	
	165.50	166.50	165.50	167.50	-	167.50	
Cemetery/Mausoleum Fund (480)						-	
Cemetery	2.15	2.15	2.15	2.15		2.15	
Mausoleum	2.85	2.85	2.85	2.85		2.85	
	5.00	5.00	5.00	5.00	-	5.00	
Golf Course Fund (490)						-	
Red Reef Golf Course	5.90	5.90	5.90	5.90		5.90	
Boca Raton Municipal Golf	18.10	18.10	18.10	18.10		17.10	(1.00)
	24.00	24.00	24.00	24.00	-	23.00	(1.00)
Self Insurance Funds						-	
Wrkrs Compensation Self Ins. (530)	2.30	2.30	2.30	2.30		2.30	
Group Medical Self Insurance (531)	2.00	2.00	2.00	2.00		2.00	
	4.30	4.30	4.30	4.30	-	4.30	
TOTAL OTHER FUNDS:	408.60	409.85	404.35	406.35	2.47	416.82	8.00
TOTAL CITY WIDE							
FULL-TIME POSITIONS	1,288.00	1,286.00	1,257.00	1,259.00	0.00	1,267.00	8.00

APPROVED FY 2011-2012 POSITION CHANGES

GENERAL FUND:

City Council		<i>No Proposed Changes</i>
City Manager		<i>No Proposed Changes</i>
City Attorney	1.00	<i>Addition of Assistant City Attorney</i>
Financial Services		<i>No Proposed Changes</i>
Development Services		<i>No Proposed Changes</i>
Police Services		<i>No Proposed Changes</i>
Fire-Rescue Services	1.00	<i>Addition of SCBA Technician - conversion of 2 part-time positions</i>
Municipal Services		<i>No Proposed Changes</i>
Recreation Services	(2.00)	<i>Elimination of one (1) Groundskeeper & (1) Secretary</i>

TOTAL GENERAL FUND: 0.00

OTHER FUNDS:

Special Revenue		<i>No Proposed Changes</i>
Law Enforcement Trust Fund		<i>No Proposed Changes</i>
Beautification Maintenance Fund		<i>No Proposed Changes</i>
Beach and Park District		
Red Reef Park	1.00	<i>Addition of Science Educator</i>
Patch Reef Park		<i>No Proposed Changes</i>
Sugar Sand Park		<i>No Proposed Changes</i>
Swim & Racquet Center		<i>No Proposed Changes</i>
Countess deHoernle Park	11.00	<i>Addition of seven (7) Groundskeeper, one (1) Equipment Mechanic, two (2) Irrigation System Technician II, one (1) Athletic Leader</i>
Environmentally Sensitive Land Fund		<i>No Proposed Changes</i>
CRA		<i>No Proposed Changes</i>
Sanitation Fund	(3.00)	<i>Elimination of three (3) Refuse Collector</i>
Stormwater Utility Fund		<i>No Proposed Changes</i>
Water/Sewer Operating Fund		<i>No Proposed Changes</i>
Cemetery/Mausoleum Fund		<i>No Proposed Changes</i>
Golf Course Fund	(1.00)	<i>Elimination of one (1) Golf Operations Assistant</i>
Information Technology Fund		<i>No Proposed Changes</i>
Motor Pool Fund		<i>No Proposed Changes</i>
Self Insurance Funds		<i>No Proposed Changes</i>

TOTAL OTHER FUNDS: 8.00

TOTAL FY 2011-2012 APPROVED

CITY-WIDE POSITION CHANGES : 8.00

GENERAL FUND STATEMENT OF FUND BALANCE *

FUND BALANCE October 1, 2010		\$ 46,924,600
2010-11 Revenue	\$ 112,626,800	
2010-11 Expenditures	\$ (116,102,000)	
Net Increase (Decrease)	(3,475,200)	
 Fund Balance:		
Planned Fund Balance	\$ 11,610,200	
Designated Carry Forward	10,936,200	
Retirement System Reserve	8,500,000	
Hurricane/Disaster Emergency Reserve	10,600,000	
Mizner Park Debt Service Reserve	1,633,000	
Army Corps of Engineers Reserve	170,000	
	-0-	\$ 43,449,400
 FUND BALANCE October 1, 2011		 \$ 43,449,400
2011-12 Revenue	\$ 116,970,600	
2011-12 Expenditures	(118,286,600)	
Net Increase (Decrease)	(1,316,000)	
 Fund Balance:		
Planned Fund Balance	\$ 11,828,700	
Designated Carry Forward	7,401,700	
Retirement System Reserve	10,500,000	
Hurricane/Disaster Emergency Reserve	10,600,000	
Mizner Park Debt Service Reserve	1,633,000	
Army Corps of Engineers Reserve	170,000	
	-0-	\$ 42,133,400

*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2010. The fund balances for October 1, 2011 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2010-11 will be available upon completion of the City's annual audit in early 2012. The reserves shown in the Statement of Fund Balances are based on conservative revenue estimates and one hundred percent (100%) of the budgeted expenditures being expended.

The projected fiscal year 2011-12 fund balance is decreasing based on an increase in expenditures. Although an increase in revenues is anticipated, the forecast includes an increase in expenditures due to increased public safety operating costs.

SPECIAL REVENUE FUNDS STATEMENT OF FUND BALANCES *

	Development Block Grant Fund	State and Federal Grant Fund	Housing Assistance Trust Fund	Law Enforcement Trust Fund	Transportation Fund	ROW Beautification Fund	Greater Boca Raton Beach and Park District Fund	Mizner Park Deficiency Lock Box Fund
FUND BALANCE								
October 1, 2010		\$ -	\$ 325,800	\$ 1,331,200	\$ 7,152,300	\$ 2,455,700	\$ -	\$ 6,080,900
2010-11 Revenue	\$ 1,038,000	\$ 3,475,100	135,600	418,800	1,975,000	2,347,300	\$ 18,031,500	90,000
2010-11 Expenditures	(1,038,000)	(3,475,100)	(169,000)	(511,800)	(4,816,400)	(3,661,300)	(18,031,500)	-
Net Increase (Decrease)	-	-	(33,400)	(93,000)	(2,841,400)	(1,314,000)	-	90,000
			\$ 292,400	\$ 1,238,200	\$ 4,310,900	\$ 1,141,700		\$ 6,170,900
FUND BALANCE								
October 1, 2011			\$ 292,400	\$ 1,238,200	\$ 4,310,900	\$ 1,141,700	\$ -	\$ 6,170,900
2011-12 Revenue	\$ 900,500	488,700	116,600	418,800	2,014,600	2,360,000	\$ 18,235,200	90,000
2011-12 Expenditures	(900,500)	(488,700)	(409,000)	(706,300)	(3,103,000)	(3,456,400)	(18,235,200)	-
Net Increase (Decrease)	-	-	(292,400)	(287,500)	(1,088,400)	(1,096,400)	-	90,000
Fund Balance:								
Planned Fund Balance	-	-	\$ -	\$ 950,700	\$ 3,222,500	\$ 45,300	-	\$ 6,260,900

CAPITAL PROJECTS FUNDS STATEMENT OF FUND BALANCES *

	ROW Acquisition Fund	Environmentally Sensitive Lands Fund	Fire Improvement Fund	Capital Improvement Projects Fund	Downtown Capital Improvement Project Fund	Library Improvement Fund	Land Dedication Fund	Downtown Land Dedication Fund
FUND BALANCE								
October 1, 2010	\$ 2,264,900	\$ 1,056,300	\$ -	\$ 25,223,300	\$ 3,810,100	\$ 10,632,500	\$ -	\$ 1,025,600
2010-11 Revenue	15,000	20,000	-	11,500,600	1,194,100	60,000	-	19,400
2010-11 Expenditures	0	(50,000)	0	(17,879,100)	(4,647,000)	(864,400)	0	-
Net Increase (Decrease)	15,000	(30,000)	0	(6,378,500)	(3,452,900)	(804,400)	0	19,400
Fund Balance:								
Planned Fund Balance	\$ 2,279,900	\$ 1,026,300	\$ -	\$ 18,844,800	\$ 357,200	\$ 9,828,100	\$ -	\$ 1,045,000
FUND BALANCE								
October 1, 2011	\$ 2,279,900	\$ 1,026,300	\$ -	\$ 18,844,800	\$ 357,200	\$ 9,828,100	\$ -	\$ 1,045,000
2011-12 Revenue	15,000	20,000	-	8,396,800	1,184,600	780,000	247,500	25,400
2011-12 Expenditures	0	(150,000)	0	(13,785,500)	(1,230,300)	(10,376,300)	0	-
Net Increase (Decrease)	15,000	(130,000)	0	(5,388,700)	(45,700)	(9,596,300)	247,500	25,400
Fund Balance:								
Planned Fund Balance	\$ 2,294,900	\$ 896,300	-	\$ 13,456,100	\$ 311,500	\$ 231,800	\$ 247,500	\$ 1,070,400

*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2010. The fund balances for October 1, 2011 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2010-11 will be available upon completion of the City's annual audit in early 2012. The reserves shown in the Statement of Fund Balances are based on conservative revenue estimates and one hundred percent (100%) of the budgeted expenditures being expended. These Special Revenue and Capital Projects funds have been established for specific purposes. It is anticipated that all available resources will eventually be expended which results in a declining or zero fund balance.

DEBT SERVICE FUND	
STATEMENT OF FUND BALANCE *	
FUND BALANCE October 1, 2010	\$ 320,600
2010-11 Revenues	8,025,400
2010-11 Expenditures	<u>(8,035,100)</u>
Net Increase (Decrease)	(9,700)
 Fund Balance:	
Debt Service Reserve	\$ 310,900
FUND BALANCE October 1, 2011	\$ 840,600
2011-12 Revenue	7,547,800
2011-12 Expenditures	<u>(7,558,300)</u>
Net Increase (Decrease)	(10,500)
 Fund Balance:	
Debt Service Reserve	\$ 830,100

*The Statement of Fund Balance represents the City of Boca Raton actual fund balance as of October 1, 2010. The fund balance for October 1, 2010 is based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2010-11 will be available upon completion of the City's annual audit in early 2012. The reserves shown in the Statement of Fund Balance are based on conservative revenue estimates and one hundred percent (100%) of the budgeted expenditures being expended.

CHANGE IN ASSESSED VALUATION		
Total Assessed Value 2011-12	\$	16,421,101,926
Total Assessed Value 2010-11		16,536,665,564
Decrease in Assessed Value	\$	(115,563,638)
% Decrease in 2011-12 under 2010-11:		(0.70%)
BREAKDOWN		
New Construction	\$	255,096,984 1.54%
Re-assessments		(370,660,622) (2.24%)
TOTAL	\$	(115,563,638) (0.70%)



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A World Class Local Government

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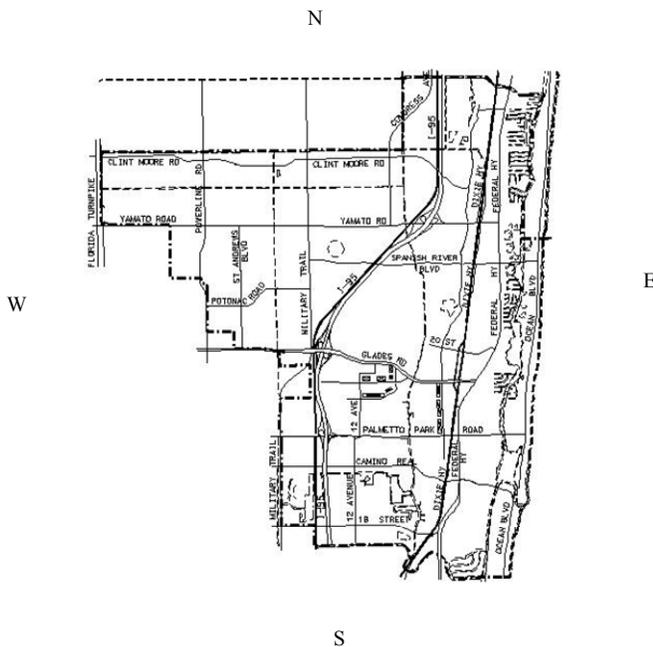
LOCATION AND SIZE



Boca Raton, incorporated in 1925, is the 28th most populous city in the State of Florida, and third largest city in Palm Beach County.⁽¹⁾ Located on Florida’s “Gold Coast”, it is the southernmost city in Palm Beach County. Boca Raton is forty miles north of Miami and approximately midway between the cities of Palm Beach and Fort Lauderdale. It is bordered on the east by the Atlantic Ocean, on the north by Delray Beach, and on the south by Deerfield Beach.

The City encompasses 28 square miles (18,572 acres) with 5 miles of ocean frontage and 1533 acres of parks.

The Greater Boca Raton area encompasses the City of Boca Raton and its Reserve Area, located directly west of the City’s western boundary, extending to Florida’s Turnpike. The Reserve Area has been legally designated as such by the State of Florida. The area held in reserve cannot at present incorporate as an individual municipality nor attach itself to any municipality other than Boca Raton.



The City has had two major annexations: December 2003 brought in 3,255 new residents, 422 new businesses and 494 acres; December 2004 brought in 4,662 new residents, 20 new businesses and 1,091 acres. The City’s current population is **84,392**.

CITY GOVERNMENT

In 1965, the Council-Manager form of government replaced the Commissioner-Manager system in Boca Raton. Four Council Members and a Mayor are elected at large on a non-partisan basis for two three-year terms. The City Council appoints the City Manager, who is the Chief Administrative Officer of the City and directs the business of the City and its various departments. The City Council determines policy, adopts legislation, approves the City’s budget, sets taxes and fees, and appoints the City Attorney and members of various Boards and Commissions.

Public Safety		Public Utilities	
8	Fire Stations	546	mi. Water Mains
205	Fire Uniform Personnel	480	mi. Gravity Sewer Mains
		41.5	mi. Reclaimed Water Mains
1	Police Station	238	Wastewater Pump Stations
2	Police Sub-Stations	5,543	Fire Hydrants
198	Police Uniform Personnel		
Other			
219.07	mi. Streets maintained by City	82	mi. Bikepaths/Bike Lanes/Trails
1,533	acres of Parks	280,955	Public Library holdings

The City provides a full range of municipal services. The public safety program includes police, fire protection and rescue services. For recreation, the City provides oceanfront beaches, 2 libraries, 2 swimming pools, golf courses, tennis courts, neighborhood parks, 3 community centers, and various recreational and instructional activities and classes. The City provides street and highway construction and canal maintenance, sanitation, and operates its own public utility for water, sewer, and stormwater services.

Additional City services include building inspection, planning, zoning, engineering, surveying, cemetery, as well as general administrative services.

City of Boca Raton

The City continues to enhance its web page (www.myboca.org). Recent web additions allow our customers to pay a utility bill, pay a parking citation, apply for a business license, and check the status of a building permit application. The City now accepts credit cards for all services at all sites.

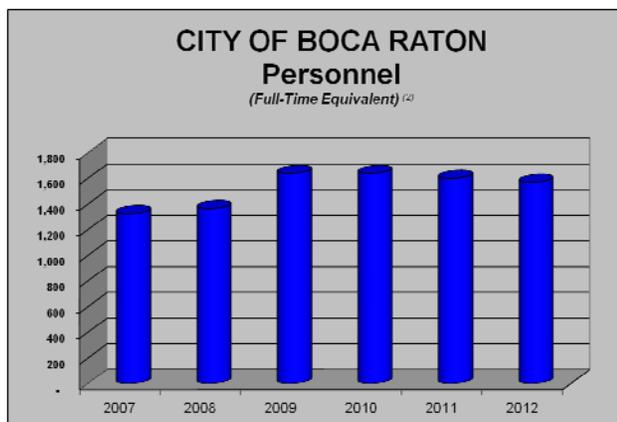
In 2010, construction of the Utility Services Reclaimed Water Storage Tank and Pumping Station was completed. It is located on the corner of Spanish River Boulevard and I-95. It enables the City to provide consistent flows of reclaimed water to irrigate golf courses in the Broken Sound Development, Woodfield Country Club Development, and Boca West Development, as well as portions of Patch Reef Park, all located west of Military Trail on Yamato Road. By using reclaimed water for irrigation in this area, an estimated 8.0 million gallons a day of source drinking water will be



saved. The Reclaimed Water Storage Tank has a capacity of 5.0 million gallons. It was constructed utilizing an Alternative Water Supply Grant from the South Florida Water Management District.

CLIMATE & PHYSIOGRAPHY

Boca Raton's southern location and marine influences produce a notably steady climate in the Boca Raton area. The City is warmed in the winter and cooled in the summer by winds off the Gulf Stream. Summers average 82 degrees while winters average 65 degrees. The average annual temperature is 74 degrees. Average annual rainfall is about 60 inches and received mostly in the form of showers in the summer and fall seasons.



Introduction: General Information

The City is made up of sandy flatlands and a coastal ridge. Average elevation is 18 feet above sea level. The City is traversed north to south by the Intracoastal Waterway, separating the beachfront area from the mainland. The area has numerous drainage canals and an abundance of waterfront property.

HOSPITAL FACILITIES

The **Boca Raton Regional Hospital**, established in 1967, is a non-profit, accredited facility with an in-patient capacity of 400 beds, 700 physicians, and staffing of 2,100 employees and 1,200 volunteers.

West Boca Medical Center, located in an unincorporated Boca Raton, is a 185 bed acute care hospital offering a wide range of services, with a staffing of 972 full-time equivalent employees.

EDUCATION

Boca Raton has numerous educational opportunities. The County school system has 12 elementary, 5 middle schools and 4 high schools in the City (and in unincorporated Boca Raton), housing 23,103 students. The median student to teacher ratio is 22 to 1.

Boca Raton is the home of **Florida Atlantic University** (FAU), which opened in 1964 on an 850-acre site. The University offers four-year undergraduate and graduate degrees in a broad range of subjects. FAU is a member of the Florida State University system. Today, FAU's seven-partner campuses serve more than 29,000 students.

Lynn University was founded in 1962 and is a private four-year, coeducational institution on a 123-acre campus, with an enrollment of 2,049. It is fully accredited as a Level III Institution by the Southern Association of Colleges and Schools and offers master, bachelor, and associate degrees in more than twenty disciplines. The University also has an extensive continuing education program through its Center for Adult Learning.

Established in 1971, **Palm Beach State College** has its South Campus located on the Florida Atlantic University Campus. The enrollment averages 20,000 students annually. The College offers Associate of Arts and Associate of Science Degree programs.

ECONOMIC CONDITION AND OUTLOOK

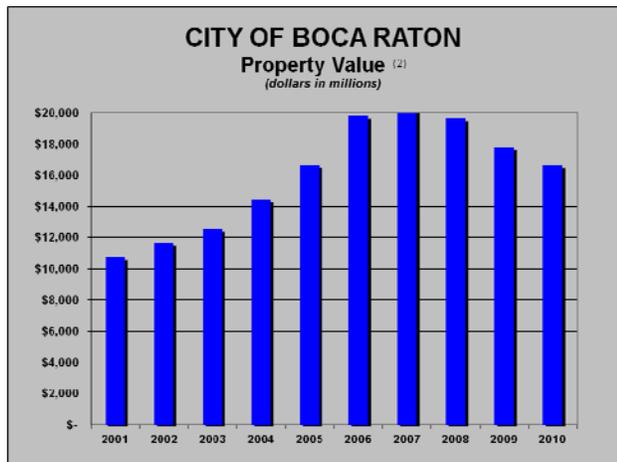
Despite a down turn in the economy and State legislative action, which has reduced property taxes and other revenue, the City of Boca Raton remains financially strong. The City has maintained a AAA bond rating.

The City's property tax rate remains the lowest among communities in South Florida. Similarly, other rates and fees in the City are extremely competitive with other area municipalities.

The City of Boca Raton is implementing a Transportation Demand Management Program (TDM) providing a central policy framework to improve accessibility and mobility throughout the community, and to encourage well-planned redevelopment that positions the City for continuing economy vitality to maintain its high quality of life.

The TDM represents an alternative approach to transportation concurrency that places emphasis on developing a full range of transportation options and linking their success with appropriate land use and community design strategies by promoting the use of alternative modes of transportation to reduce trip generation & peak hour traffic. Improvements include shuttle buses, van pool & car pool programs, bicycle parking facilities, bus shelter and amenities and promotional and marketing materials.

Boca Raton is a regional employment and educational destination, with more jobs than residents. The presence of FAU and Lynn University, Arvida Park of Commerce, Boca Regional Hospital, a thriving downtown, beaches, parks, and numerous shopping opportunities, means that Boca Raton receives a substantial influx of people every day.



The Household Effective Buying Income for the City of Boca Raton remains high. The personal median income for Boca Raton is \$77,111, which is 140% of the median in Palm Beach County.

CITY OF BOCA RATON Principal Taxpayers and Assessed Value ⁽²⁾	
Town Center at Boca Raton	\$354,250,926
Panthers BRHC Ltd Partnership	221,731,106
Boca Raton CRA Lessor	151,712,775
TIITF Lessor	141,256,349
James H. & Marta Batmasian	137,959,280
BRE Boca Corporate Center LLC	125,116,006
Boca 54 North LLC	102,151,568
WRC Properties Inc	65,523,397
One Boca Place	59,584,229
Peninsula Realty	58,500,000

The City is the location of several Fortune 500 companies and nearly 4,930 businesses, employing over 38,000 people. Thanks to our low taxes, strong employment base, and quality of life, Boca Raton's business community continues to thrive.

CITY OF BOCA RATON Major Employers ⁽²⁾		Employees
Florida Atlantic University		2,776
Boca Raton Resort and Club		2,200
Boca Raton Regional Hospital		2,100
Office Depot		2,100
City of Boca Raton (FTE)		1,567
National Council on Compensation Insurance (NCCI)		872
Lynn University		700
Prime Management Group		640
International Business Machines (IBM)		600
Applied Card Systems		550

The City of Boca Raton continues to be a leader in community sustainability and environmental stewardship. The City is committed to reducing air pollution and greenhouse gas production, conserving energy, protecting native wildlife, preserving environmentally sensitive land, conserving water resources and providing education programs.

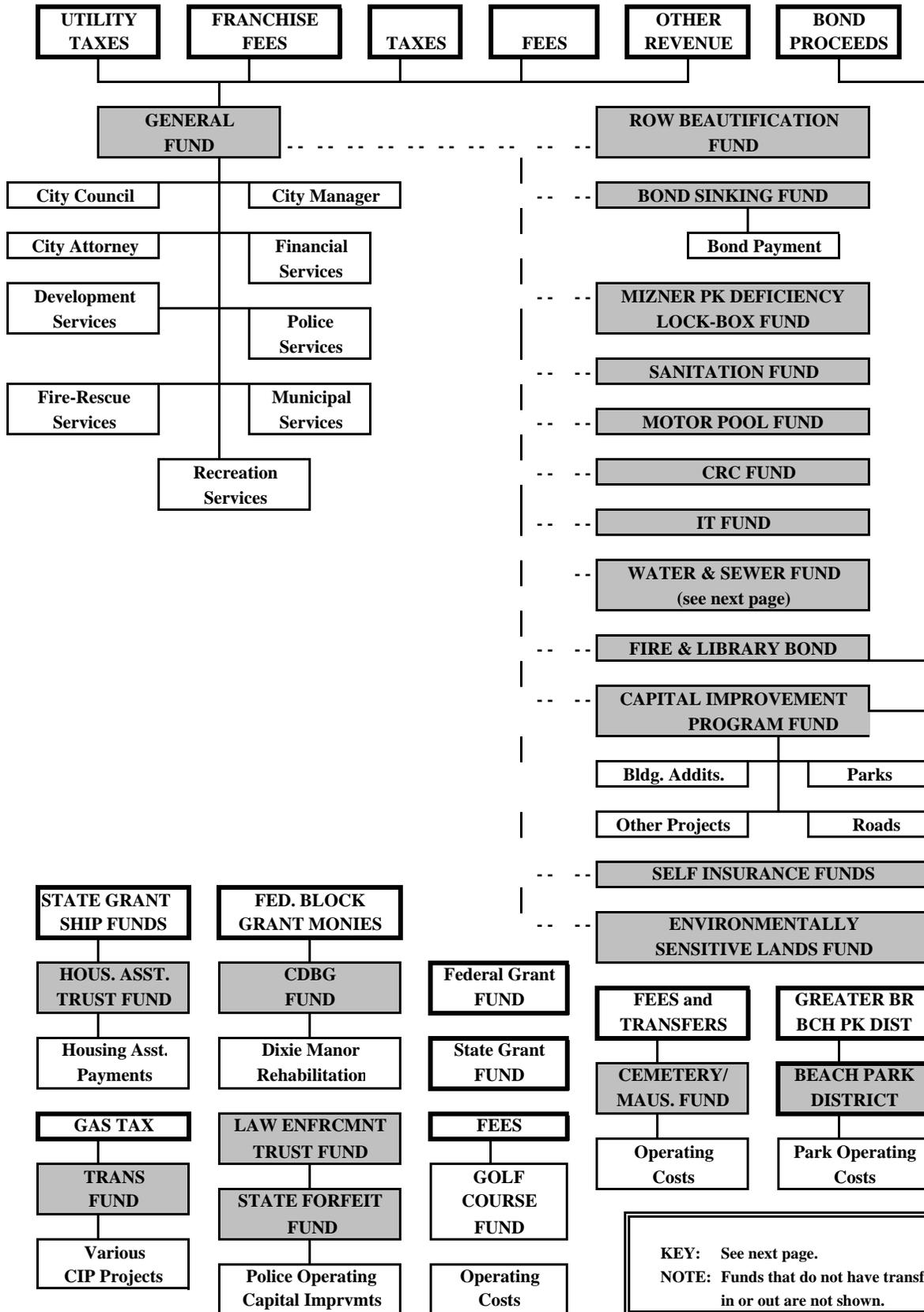
The City of Boca Raton is a member of the U.S. and Florida Green Building Coalitions and has received a number of awards and recognition for its environmental programs:

- Recycling Award-Palm Beach County Solid Waste Authority
- Reclaimed Water Recognition-FL Dept. of Environmental Protection (FDEP)
- Tree City USA (28 consecutive years)-FL State Div. Of Forestry & US Forest Service
- Bicycle Friendly City-League of American Bicyclists

(1) Florida Legislative Committee on Intergovernmental Relations (LCIR), Online Data

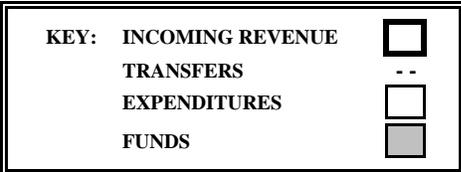
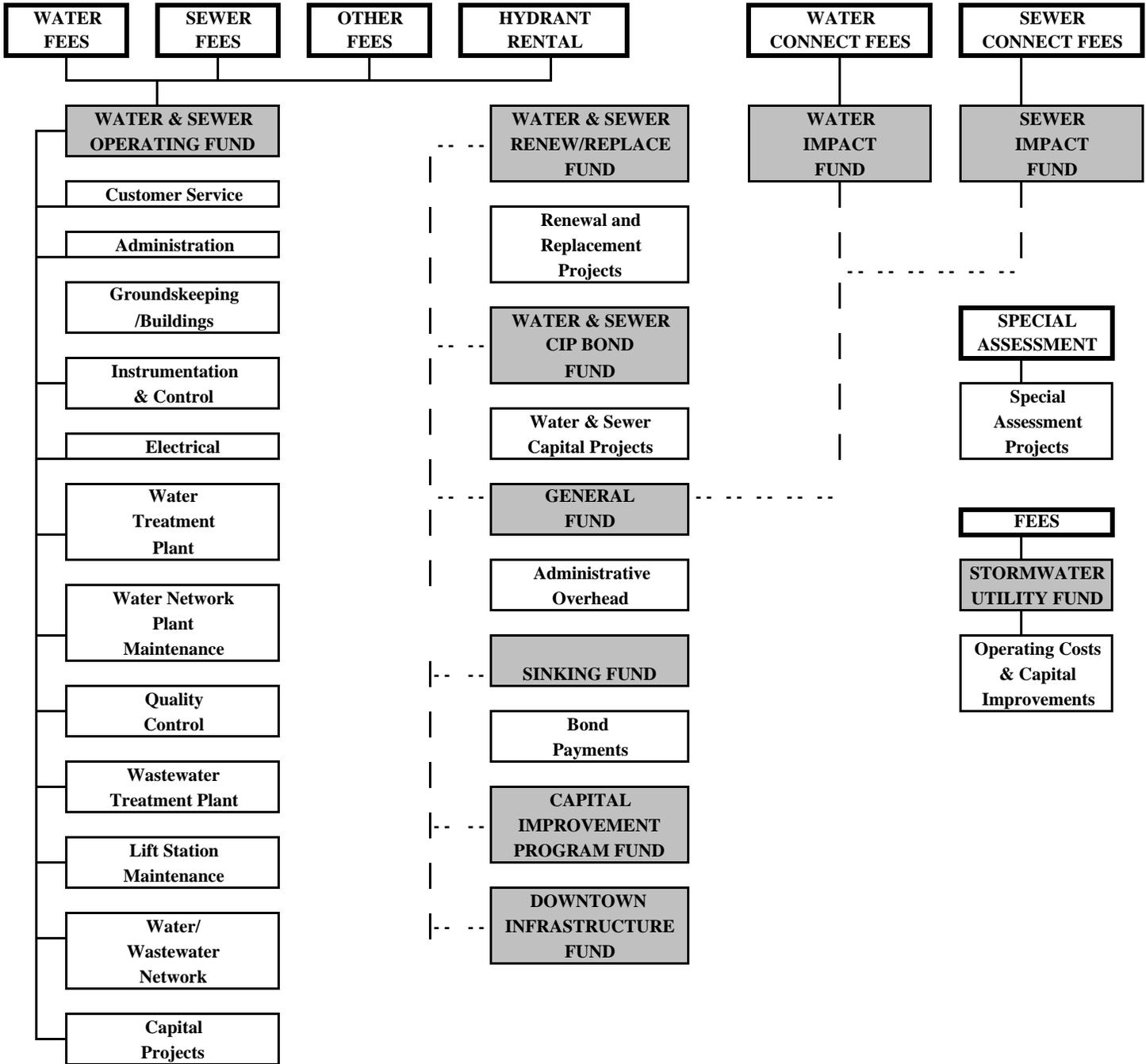
(2) City of Boca Raton, Comprehensive Annual Financial Report, September 30, 2010

INTERRELATIONSHIP OF RESOURCES CITY OF BOCA RATON



KEY: See next page.
NOTE: Funds that do not have transfers in or out are not shown.

INTERRELATIONSHIP OF RESOURCES (cont.) UTILITY SERVICES



FUND DESCRIPTIONS

GENERAL FUND:

- 001 General Fund is the general operating fund and is used to account for most of the day-to-day activities of the City. Its revenue sources are local tax revenues, state and federal revenues and other local charges and fees.

SPECIAL REVENUE FUNDS:

To account for the proceeds of specific revenue sources (other than expandable trusts or for major capital projects) that are legally restricted to expenditure for specified purposes.

- 111 Community Development Block Grant Fund is to account for revenue from a grant agreement between the City and the U.S. Department of Housing and Urban Development (HUD) and expenditures for qualified residents and neighborhoods. The program includes expenditures for housing rehabilitation, public improvements for neighborhood revitalization and public services for residents.
- 114 Housing Assistance Trust Fund is to account for funds received from the State Housing Initiatives Partnership (SHIP) for the purpose of providing affordable housing in the City.
- 131 Law Enforcement Trust Fund (LETF) is to account for State and Federal confiscated merchandise and forfeiture funds received by the City.
- 132 State Grant Fund is to account for revenue received from state sources that is restricted by the terms of an agreement.
- 133 State Forfeiture Fund is to account for state forfeiture funds received by the City.
- 141 Transportation Fund is to account for local option gas tax restricted for roadway program expenditures.
- 142 Federal Grant Fund is to account for revenue received from federal sources that is restricted by the terms of an agreement.
- 151 ROW Beautification Fund is to account for 1% public service taxes allocated to maintain and improve all presently beautified medians and rights-of-way.
- 161 Greater Boca Raton Beach & Park District Fund is to account for the Greater Boca Raton Beach & Park District reimbursement expenses of Red Reef Park, Patch Reef Park, Sugar Sand Park, Verde, FAU facilities, Ocean Strand, Swim and Racquet Center, Special Interest, BP&D CIP.
- 171 Mizner Park Def Lock Box Fund funds are to be used for any deficiency in the Mizner Park Bonds.

DEBT SERVICE FUND:

To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

- 211 Debt Service Fund is to account for the payment of principal and interest, and fiscal charges on the City's general obligation bonds which are payable from ad valorem taxes; and the City's revenue bonds and notes payable which are payable from non ad valorem revenues

CAPITAL PROJECTS FUNDS:

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

- 321 ROW Acquisition Fund is to account for the cost of acquiring right of way property. Revenue is provided from land sales proceeds and interest income.
- 333 Environmentally Sensitive Lands Fund is to account for the acquisition, preservation, protection and maintenance of environmentally sensitive lands in the City.
- 336 Capital Improvements Program Fund (6 Year CIP) is to account for infrastructure and major equipment acquisitions of the City.
- 337 Downtown Infrastructure Fund is to account for the financing and implementation of the downtown infrastructure program.
- 341 Fire Improvement Fund is to account for the construction and improvements to the City Fire Stations funded by G.O. Bonds.
- 342 Library Bond Fund is to account for the construction, renovation and furnishing of the City's libraries funded by G.O. Bonds, grants and donations.
- 352 Land Dedication Fund is to account for the cost of buying and constructing park developments. Financing is being provided by donations from developers as required by City ordinance.
- 353 Downtown Land Dedication Fund is to account for the cost of buying and constructing park developments in the downtown area. Financing is being provided by donations from developers in the downtown area as required by City ordinance.
- 354 Beach Restoration Fund is to account for the cost of providing the highest quality beach environment for upland property protection, habitat enhancement, and the recreational enjoyment of residents and visitors to Boca Raton.

DEPENDENT SPECIAL DISTRICT

- 410 Community Redevelopment Agency Fund is used to account for the general operations of the Community Redevelopment Agency, which encourages development in the downtown area.
- 412 Mizner Park Revenue – is used to account for all tax increment revenues and Mizner Park lease revenues transferred from the Mizner Park Lease Revenue Fund consistent with the Mizner Park Bond covenants. Monies from this fund are to be transferred to the Mizner Park Sinking Fund for the payment of debt service.
- 413 Mizner Park Sinking – is used to account for debt service on the Mizner Park Bonds consistent with the Mizner Park Bond covenants.
- 415 Mizner Park Lease Rev - is used to account for all lease revenues under the Mizner Park contracts consistent with Mizner Park Bond covenants. Monies are transferred from this fund to the Mizner Park Revenue Fund.

ENTERPRISE FUNDS:

To account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

- 440 Sanitation Fund – to account for the provision of sanitation services to residents of the City.
- 450 Stormwater Utility Fund - to account for the provision of stormwater maintenance and capital improvements to the residents of the City.
- 470 Water & Sewer Operating Fund - to account for the provision of water and sewer services to the residents of the City and some residents of the County.
- 471 Water & Sewer Sinking Fund – to account for the repayment of the outstanding water and sewer debt.
- 473 Water & Sewer Renewal and Replacement Fund - to account for funds received from the Water and Sewer Operating Fund. The projects in this fund are renewal and replacement projects of the water and sewer facilities.
- 474 Water & Sewer CIP Bond Fund – to account for funds received from an anticipated Bonds.
- 476 Water Impact Fund – to account for funds received as a result of new construction. The projects are for the expansion of water facilities due to the new construction.
- 477 Sewer Impact Fund – to account for funds received as a result of new construction. The projects are for the expansion of sewer facilities due to the new construction.

- 480 Cemetery Fund - to account for the operation and maintenance of the Boca Raton Municipal Cemetery and Mausoleum.
- 490 Golf Course Funds - to account for the operations of Red Reef and Boca Raton Municipal golf courses.

INTERNAL SERVICE FUNDS:

To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

- 510 Information Technology Fund - to account for the cost of operating and maintaining a comprehensive technology infrastructure. The Information Technology Fund supports systems for 1287 employees, 803 desktops and 484 laptops throughout all departments, including Public Safety.
- 520 Motor Pool Fund - to account for the cost of operating a maintenance facility for automotive equipment used by other City departments, and administering the City fleet
- 521 Capital Recovery Cost Fund – to account for funded chargebacks to using departments for the purpose of paying for future replacements.
- 530,531,532
Self Insurance Funds - to account for the cost of providing health and workers' compensation insurance coverage to all City employees, and the City's general liability self-insurance program.

PERMANENT FUNDS:

To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

- 611 Cemetery Perpetual Care Fund - to account for moneys received for the purpose of providing perpetual care for the City's cemetery.
- 621 Mausoleum Perpetual Care Fund - to account for moneys received for the purpose of providing perpetual care for the City's mausoleum.

The City of Boca Raton Planning Process

The City uses an integrated multi-phased planning process in developing plans to ensure that Boca Raton remains a unique community providing a superior quality of life to all residents. The process includes: a mission statement, a comprehensive plan, Goals **2016**, Action Agenda, administrative policies, budget guidelines, department goals and objectives, and the capital improvement program.

Mission Statement

A mission statement for the Boca Raton City Organization has been developed emphasizing **SERVICE**.

Safety in the Community

Environmentally Conscious

Recreational Opportunities

Valued Employees

Involvement of Citizens

Customer Service

Economic Stability

Comprehensive Plan

The City's Comprehensive Plan provides long-range policy guidance for orderly social, economic and physical growth in Boca Raton. The comprehensive plan contains goals, objectives and policies to guide the City for the next fifteen years.

The plan establishes adopted levels of service standards for roads, sanitary sewers, solid waste, drainage, potable water, parks and recreation facilities, mass transit and roads and public transit. A concurrency management system has been established to ensure that public facilities and services needed to support development are concurrent with the impacts of such development under the comprehensive plan.

Goals 2016

The City Council and staff hold a strategic planning session annually at the beginning of the budget process where the City Council reviews current goals and objectives and

identifies goals for the next five years. The Boca Raton Goals for **2016** include:

- Financially Sound City Government
- Strong Partnership with Community
- Sustainable City
- World Class Municipal Services

Action Agenda

At the strategic planning session where City Council establishes the Goals for the next five years, they also set objectives for the following fiscal year towards achieving the five-year goals. These objectives are known as "Action Agendas". The City's action agenda contains specific plans and timetables for coordinating and completing the City Council objectives for the fiscal year. A status report is prepared monthly to provide City Council with updates and monitor the progress of specific projects. The Policy Action Agenda for fiscal year **2011-12** include:

- Budget Direction: Millage Rate / Fees and Services
- Economic Development Strategy and Funding
- Annexation: Decisions
- City-Owned Land: Direction
- Wildflower Property: Direction
- Amphitheater: Next Steps
- Charter Schools Feasibility and Direction
- Downtown Marketing, Events and Programming
- Funding Strategy for Downtown
- Non-Profit Organizations' Funding: Direction
- Beach Renourishment: Direction, Funding

The City has established Administrative Policies in operations, revenues, cash management and investments, debt, reserves, capital improvements program, accounting and financial reporting, organization and financial stability to provide a framework in the development of current activities and planning for future programs. These policies determine how the resources of the City are obtained, managed, allocated and controlled. The specific administrative policies are contained in the Introduction section *page 33* of this document.

Budget Guidelines

Each year departments are provided budget guidelines by the City Manager based on the City's goals and action agenda. Due to statewide initiative by the Florida Legislature to provide property tax relief to its residents and the uncertainty of its fiscal impact on the City's operations, departments were faced with significant challenges in the preparation of a balanced budget for FY 2011-12. This fiscal year's guidelines required departments to address spending cuts. In addition to the fiscal guidelines, the departments prepared budgets, which continue to evaluate operations to improve service and gain efficiencies, continue to be responsive to the needs of the community, and continue to support the City's mission and value statements. See an expanded explanation starting on *page 37* "The Budget Process".

Departmental Goals & Objectives

Each department has a mission/vision statement that relates to achieving the City's mission. In addition, departments are required to prepare goals and objectives based on the City Council goals and action agenda, which are developed at the annual strategic planning session. The departmental goals and objectives are specific operational actions that coincide with accomplishing the City Council goals and administrative plans.

Capital Improvements Program

The Capital Improvements Program (CIP) is a six-year plan for infrastructure and major equipment acquisition is updated annually to support the City's mission, goals and action plans. The City incorporates the CIP into "The Budget Process" on *page 39* and the "CIP Operational Impact" on *page 240* of this document.

The City of Boca Raton Administrative Policies

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

Operating Budget Policies

1. The City's budget will support City Council goals, objectives and policies in meeting the needs of the community.
 - Public involvement is provided through 2 strategic planning sessions, 1 budget workshop and 2 public hearings prior to the adoption of the budget.
 - The City Council updates the City's Goals and Action Agenda at a strategic planning session. See *page 83* "Strategic Initiatives".
 - All departmental budgets are prepared to support the City Council goals within the budget guidelines as established by the City Manager.
 2. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.
 - The City's Motor Pool Fund maintains 955 vehicles on an ongoing basis.
 - The City Council approved the replacement of 33 vehicles at a cost of \$911,100 in 2011-12.
 - The Approved Capital Improvements Program (CIP) includes infrastructure improvement projects as part of the Capital Improvement Element of the Comprehensive Plan.
 3. The City will continuously evaluate its service delivery system according to established efficiency and effectiveness criteria.
 - The City's contracted internal auditor has reviewed a number of operations in which the City is in the process of improving. These areas include:
 - Golf Courses
 - Motor Pool
 - Insurance
 - Facilities Maintenance
 - Building Permits

The City will evaluate its use of intergovernmental service contracts to preclude unwarranted duplication of services in overlapping jurisdictions and assure an effective and efficient service delivery system to the community.
- The City is working with the Greater Boca Raton Beach & Park District (BPD), Florida Inland Navigational District (FIND), Palm Beach County, Boca Raton Community Redevelopment Agency (CRA) and many other agencies to ensure services are provided at a minimum cost to taxpayers.
 4. The City will comply with mandatory Federal, State and local laws and when appropriate will comply with industry and professional requirements or standards.
 - The City is in compliance with all Federal, State and local laws and regulations.
 5. The operating impacts of the Capital Improvements Program (CIP) projects will be reviewed prior to any project being included in the operating budget.
 - The CIP includes \$306,148,700 of projects with an estimated \$1,254,100 operational impact on the City.
 6. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
 - The City has implemented a new state of the art financial system to ensure continued budgetary controls over revenue and expenditure accounts. This system is Year 2000 compliant.
 7. The City will prepare its Budget using a Balanced Budget; each fund's revenues plus other sources equals its expenditures/expenses plus other uses.
 - The City approved a balanced operating budget for all its funds for 2011-12.

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.
 - Ad Valorem taxes represent 28.1% of the General Fund revenues in 2011-12 compared to 26.5% in 2010-11.
2. The City will pursue alternative revenue sources as an additional source of funds.
 - The City has budgeted to collect \$32,419,400 from grants and shared revenues in 2011-12.

3. The City will establish all user charges and fees to recover the partial or full cost of providing a service.
 - The City implemented in 2008-09 fees for sanitation collection.
 - The City implemented, in 2006-07, a fire assessment fee to recover a portion of the operating costs related to fire-rescue services.
4. The City will review fees/charges periodically to ensure they are fair and equitable to all users.
 - The City conducts a User Fee study on a regular basis to ensure that charges are fair and equitable.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees.
 - The City surveys public and private organizations to ensure new and existing fees are competitive with market rates.
6. The City will dedicate 1% of the public service tax, excluding telephones, and a percentage of the property taxes collected as a source of funds for the Capital Improvements Program (CIP).
 - In 2011-12 the City has budgeted to contribute \$1,284,000 of public service taxes and 8% of Ad Valorem taxes \$3,924,700 to the CIP.
7. The City will dedicate 1% of the public service tax collected as a source of funds for the Rights-of-Way Beautification Programs for capital improvements and maintenance.
 - The City has budgeted to contribute \$2,349,000 of public service taxes to the Beautification Program.
3. The City will deposit all funds within twenty-four (24) hours of receipt.
 - The City utilizes three lockbox operations and ACH deposits in the collection of revenues. All individual cash receipts are deposited within 24 hours.
4. The Financial Services Department will prepare and present an investment report to the City's Financial Advisory Board on a quarterly basis to review the City's investment/portfolio activities.
 - The Financial Services Department presents an investment report to the City's Financial Advisory Board for the quarters ended December, March, June and September each year.

Debt Policies

1. The City will seek to maintain its current AAA bond rating to minimize borrowing costs.
 - The City maintained an AAA rating on its General Obligation bonds.
 - Water & Sewer Revenue Bonds rated AAA
 - The City became one of the first Florida cities to receive a AAA rating from all three rating agencies.
2. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
 - The City constantly monitors all existing and potential debt obligations for future impacts to the City. *(See Debt Administration Section of this document located on page 230)*
3. The City will not issue long term debt to finance current operations.
 - The City has not issued any debt to finance current operations.
4. The City will publish and distribute an official statement for each bond and note issued.
 - The City publishes an Official Statement with every bond or note issued by the City.
 - The City will competitively bid all bond issues wherever feasible.
5. The City will adhere to the bond covenant requirements of each debt issuance.
 - The City strictly adheres to the requirements of all bond covenants. This information is audited annually by the City's external auditors.
 - The City does not have a legal debt limit.
6. Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.

Cash Management and Investment Policies

1. The City will follow its adopted investment/ portfolio policy when handling public funds. The investment/portfolio policy is contained in a separate document.
 - The City strictly adheres to its investment policy. In 2010-11 the City's average monthly investment portfolio was \$247,334,226.
2. The City will collect revenues aggressively, including past due bills of any type and may utilize an outside collection agency to accomplish this.
 - The City utilizes a third party collection agency for the collection of past due bills.

- The City has not issued any bonds with an expected life longer than the useful life of a project.

Reserve Policies

1. The City, as part of the budget adoption for Fiscal Year 2009 – 2010, adopted a fund balance policy for the General Fund and early implemented Governmental Accounting Standards Board (GASB) Statement No. 54 "Fund Balance Reporting and Governmental Fund Type Definitions" for its governmental fund types. GASB Statement No. 54 establishes various classifications of fund balance based on a certain hierarchy. Fund balances classified as restricted are balances with constraints placed on the use of resources by creditors, grantors, contributors or laws or regulations of other governments. Fund balances classified as committed can only be used for specific purposes pursuant to constraints imposed by the City Council through an ordinance or a resolution. Assigned fund balances are constrained by intent to be used for specific purposes but are neither restricted nor committed. Assignments are made by City management based on City Council direction. Unassigned fund balance can be viewed as the net resources available at the end of the fiscal year.

On September 23, 2009 the City Council adopted Resolution No. 137-2009 which established a fund balance policy for the General Fund and also set a minimum level of unassigned fund balance at 10% of the following year's projected budgeted expenditures.

The City Council by its actions adopted the following for the General Fund:

Restricted Fund Balance

- Army Corp of Engineers – restricted for the Army Corp of Engineers for an overflow site in the event of emergency dredging of the Intracoastal Waterway.

Committed Fund Balance

- Emergency Operating Reserve – to ensure the maintenance of services to the public during emergency situations
- Pension Plans and Preservation of Benefits Plan Reserve – to stabilize the fiscal impact of the City's required annual contributions to the pension plans as determined actuarially, to fund future pension deficits, if any, and to fund future liabilities, if any, for supplemental retirement benefits.
- Mizner Park Debt Service Reserve – to provide funds for the repayment of the Boca Raton Community Redevelopment Agency tax increment revenue bonds if the primary and secondary pledged revenues are insufficient to fund the required debt service payments on the outstanding bonds.

Assigned Fund Balance

- Designated Carry Forward – to provide funds for differences, if any, between budgeted revenues and expenditures as set forth in the annual budget

Non-Spendable Fund Balance

- Inventory Reserve – to indicate those amounts relating to inventories that are not in a spendable form.

The City's unassigned General Fund balance as of September 30, 2010 was 20%.

2. The City will maintain a reserve in the Water & Sewer and Golf Course which represents forty-five (45) days of the funds' operating expenditures.
 - The City Water & Sewer Fund had the following operating reserves as of September 30, 2010:

Water & Sewer System	\$8,494,125
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3. The City will maintain all debt service reserve amounts as required by bond covenants.
 - The City maintained the following debt service reserves as of September 30, 2010:

General Debt Service Fund	\$ 850,400
Water & Sewer	18,762,995

Capital Improvements Program (CIP) Policies

1. The City will develop and update a six-year Capital Improvements Program on an annual basis.
 - The City approved a \$306,148,700 CIP for FY 2011-12 / 2016-17.
2. All projects in the Comprehensive Improvement Element (CIE) of the City's Comprehensive Plan will be included in the Capital Improvements Program.
 - The City's CIP includes all projects mandated by its Capital Improvement Element.
3. The City will dedicate 1% of the public service tax, excluding telephones, and a percentage of the property taxes collected as a source of funds for the Capital Improvements Program.
4. In the development of the Capital Improvements Program, the City will review the operational impact of each project.
 - There are no operational impacts for the approved 2011-12 / 2016-17 CIP.

5. The Capital Improvements Program committee will review and evaluate each project, based on an established criteria, prior to any project being included in the Capital Improvements Program.
 - The CIP review committee annually evaluates potential projects based on established criteria (*See CIP Operational Impact section on page 240 of this document*).
 - The CIP includes capital expenditures for those projects with a useful life span of 10 years and a cost of at least \$35,000.
 - The CIP includes non-routine capital expenditures.
3. Employee compensation will be reviewed regularly to ensure the City is competitive with comparable public entities.
 - The City constantly monitors compensation & benefit packages offered to employees to ensure the City attracts and retain the most qualified professional staff.

Accounting and Financial Reporting Policies

1. An independent audit will be performed annually.
 - The City received an Unqualified Audit Report.
2. The City will produce comprehensive annual financial reports 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.
 - The City presented the 2010 CAFR on March, 2011.
3. The City will maintain an accounting and financial reporting system that conforms to GAAP and State laws.
 - The City is in complete compliance with GAAP and State laws.
 - The City is implementing GASB Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions, requiring that the cost of other postemployment benefits (OPEB) be recognized sooner (as promised benefits are being earned) rather than later (when promised benefits are actually paid).

Organizational Policies

1. The City will review the organizational structure regularly to assure that residents receive the highest level of service in the most efficient manner.
 - The City constantly reviews the organizational structure to provide the most cost-effective services to residents.
2. The City will be committed to maintaining and improving the productivity of staff through a productive working environment, appropriate equipment, necessary training, and adequate supplies and materials.
 - The City has budgeted \$399,000 for education, travel and training in 2011-12.

Financial Stability Policies

1. The City will update its Long-Range Financial Plan on an annual basis.
2. The City will hold a strategic planning session annually to review long-range goals of the City and to identify goals and objectives for the upcoming fiscal year.
 - The City conducts a 2-day strategic planning session, with staff and citizen input, prior to the beginning of the budget process. The City Council updates the City's goals and specific "Action Agenda Items" for the upcoming fiscal year. (*See pages 7 and 12 of this document*) and *page 81* "Strategic Initiatives")
3. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
 - The City constantly monitors all existing and potential debt obligations for future impacts to the City. (*See Debt Administration Section of this document located on page 230*)
4. The City will prepare and update its six-year Capital Improvements Program annually.
 - The City approved a \$306,148,700 CIP for FY 2010-11 / 2015-16.
5. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.
 - The City has a computerized online monitoring program to track all revenues and expenditures. In addition, detailed monthly analysis statements are provided to all departments.

The City of Boca Raton Budget Process

THE BUDGET: THE PROCESS BEGINS

The budget process is key to the development and implementation of the City of Boca Raton's strategic planning. The planning process is designed to assist City's management in the development of long-term and short-term plans to ensure that Boca Raton remains a unique community providing a superior quality of life to its residents.

The budget process itself begins in the month of March prior to the coming fiscal year. During this time, OMB collects information on expected revenue as well as fixed costs and uncontrollable changes in expenditures. The Mayor and City Council hold goal setting (strategic planning) sessions in the month of April. During the sessions, the Mayor and City Council and City staff collaborate on establishing a mission and broad goals for the community and articulate their priorities for the future and the coming fiscal year.

The Mayor and City Council's feedback from the goal setting provides the groundwork and starting point for staff to begin framing the Operating and Capital Improvement Plan (CIP) budgets.

Budget Definition

The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

4 key characteristics of budgeting:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Promotes effective communication with stakeholders

The budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

The budget is a balanced budget, that is, revenues and other sources equal expenditures/expenses and other uses. This is mandated by Florida Statutes. Therefore, City Code requires the Council to adopt, by ordinance, the budget on or before the thirtieth day of September of each year for the coming fiscal year. The fiscal year for the City of Boca Raton begins on October 1st of each year and ends September 30th of the following year.

Mission of the Budget Process

The mission of the budget process is to help decision-makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. It also reports to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders' view of government.

The Mission of the City is to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

The Vision of the City is to ensure that Boca Raton will be known as the premier community in which to live, work and play. The City of Boca Raton will be recognized as a world-class local government by its commitment to performance and leadership.

Our *Mission* and *Vision* directly link to the *Goals of the City of Boca Raton*:

- Financially Sound City Government*
- Strong Partnership with Community*
- Sustainable City*
- World Class Municipal Services*

The budget process supports the implementation of the above. The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement are essential components of every aspect of the budget process.

The budget process should accomplish the following:

- Involve stakeholders
- Identify and obtain stakeholder support for the overall budgeting process
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization
- Implement goals and objectives supporting the mission and vision

Principles and Elements of the Budget Process

The budget process implements four broad principles. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components.

Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The principles and elements provide a structure to categorize budgetary practices.

- 1) Establish Broad Goals to Guide Government Decision-Making – A government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.
 - a) Assess community needs, priorities, challenges and opportunities
 - b) Identify opportunities and challenges for government services, capital assets, and management
 - c) Develop and disseminate broad goals
- 2) Develop Approaches to Achieve Goals – A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
 - a) Adopt financial policies
 - b) Develop programmatic, operating, and capital policies and plans
 - c) Develop programs and services that are consistent with policies and plans
 - d) Develop management strategies
- 3) Develop a Budget consistent with Approaches to Achieve Goals – A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted
 - a) Develop a process for preparing and adopting a budget
 - b) Develop and evaluate financial options
 - c) Make choices necessary to adopt a budget
 - i) When funding needs exceed the City's funding limits, remedies may be one or more of the following: reduce base budget, identify new revenues, outsource functions, employ process management tools, and/or form partnerships with other City programs or non-profit organizations.
- 4) Evaluate Performance and Make Adjustments – Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
 - a) Monitor, measure, and evaluate performance
 - b) Make adjustments as needed

Budget Roles and Responsibilities

Every employee of the City of Boca Raton plays a part in the City's budget – whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, it is the City Manager who is accountable to the City Council for the performance of personnel in meeting the City's broad goals and policy agenda priorities (see *page 81* of the Strategic Initiatives section).

Below, we identify the specific responsibility(s) of the key personnel in the budget process:

The **Mayor and City Council** initially set the direction for the budget by establishing the City's goals during its Goal Setting sessions. The Mayor and City Council are responsible for reviewing the City Manager's proposed budget and final adoption of the budget.

The **City Manager** and the **Office of Management and Budget Director** are responsible for reviewing the total financial program and submitting a balanced Citywide proposed budget, which supports the Mayor and City Council's broad goals and priorities established at its Goal Setting Session (strategic planning).

The Office of Management and Budget Director & Staff is responsible for preparing the short-range revenue and expenditure forecasts, calculating user and indirect cost rates, developing the process and related forms for preparing the budget, providing budget training sessions to the department personnel, coordinating the compilation of budget data, analyzing operating and capital budget requests, evaluating the budget requests from departments and preparing budget review materials for the City Manager, Deputy City Manager, Assistant City Manager, Mayor and City Council.

Each **Department** is responsible for assembling their program data into a cohesive budget information package. The Department is also responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the budget requests for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.

The City departments have **Budget Liaisons** and **CIP Liaisons** that coordinate the budget within their respective departments. The Budget Liaison serves as the vital communication link between their department and their **OMB Department Representative** on matters related to their specific operating budget. The OMB Department Representative is responsible for coordinating information, checking to see if forms are completed properly, making sure that all internal review processes meet timelines, and serving as troubleshooters for problems throughout the budget process. The CIP Liaison essentially serves the same role as the Budget Liaison; however, their focus is on the coordination of capital projects and multi-year capital planning with the OMB staff. In many cases the same individual serves as both the departmental Budget Liaison and CIP Liaison.

CIP Committee, comprised by the City Manager, Deputy City Manager, Assistant City Manager, OMB Director & staff and Department Heads, meets mid-April. Department Heads present their CIP requests to the Committee, who in turn ask questions of the specific projects. This process results in a comprehensive CIP Program. It provides for compressed review time, citywide involvement, and comprehensive review in one setting. The desire is to ease the budget process while enhancing the departmental involvement.

Budget Calendar

Prior to beginning the budget process, the Office of Management and Budget (OMB) updates the City's budget instruction manual for new-year changes to assist departments with their budgets. The budget process is fully computerized and accessed by each department via the City's computer network. The OMB enters all departmental fixed costs (including salaries and benefits) into the budget system to minimize the departmental time required to prepare budget requests. Departments are responsible for preparing budget requests for any new programs or new personnel budget system. The budget instruction manual contains the procedures for calculating salaries, social security, pension, health insurance, telecommunications, workers' compensation, electricity and many other operating costs. The budget requests are submitted online in forms developed by the OMB to maintain consistency. Departments enter specific expenditure requests directly "on line" into the computer. To assist departments in budgeting and planning, the areas where departments enter budget requests contain the previous five year's actual expenditures, the present year's approved budget, revised budget, total expenditures at 6 months and year-to-date, along with the department estimate, which follows the computer breakdown of the line items.

In addition to requesting dollars, the departments must list, by division, their achievements of the previous year, goals and objectives for the coming year, performance measures and service levels. The achievements are actually the responses to the previous year's objectives. The division goals and objectives are required to be directly linked to the department's mission and the City's overall strategic plan. An objective should be capable of being achieved with committed resources, be consistent with established goals, be measurable, and represent improvement. The departments must also provide organization charts, which identify changes from the previous year. The above-mentioned items are included in both the proposed and final documents.

For use only in the Operating Budget are other informative packages. Departments provide certain revenue estimates that are based on historical trend analysis, past collection experience or actual cost to provide services that are recovered through user fees. Each year the departments submit requests for necessary capital outlay and capital improvement projects. Items that qualify as capital outlay are those that cost \$1,000 and up and result in a fixed asset for the City. Each department submits requests in order of priority. These include cost and description, as well as justification for the need.

Items that qualify as capital improvement projects are those that cost at least \$35,000 and have a useful life span of ten years. Capital Improvements Program (CIP) projects are forecast in the Six-Year CIP document. This allows the need to be known in advance. In addition, the Six-Year CIP contains a funding plan for the projects included. Each year the department must re-submit and re-justify the need for each project during the budget process. The projects are listed in

order of priority and include cost and description. Approved capital outlay and capital improvements are incorporated into the budget. Another form contains any associated new personnel that the Department Head feels would be beneficial to the City. Justification and cost of salary, benefits and overhead are part of each personnel request. A summary of the City's CIP can be found beginning on page 240 of this document.

Capital Improvement Program Development and Prioritization and Process Phase

The Capital Improvements Program (CIP) development begins in conjunction with the City's operating budget. The CIP document is produced separate from the annual operating budget, adopted and approved by Resolution at the same public meeting for the adoption of the annual operating budget by City Ordinance. The CIP has the potential to significantly impact the annual operating budget; therefore the two must be created in unison. The CIP includes future operational and debt service impacts of the projects.

City Manager Review and Recommendation

The Departments submit their proposed Operating Budget along with their Capital Improvements Program Budget requests to OMB. The OMB staff compiles the information and provides the initial review of the material, which focuses on: ascertaining if the departments complied with the OMB's instructions, reviewing the mathematical accuracy and logic of the departmental budget and capital project requests, validation of performance measures and linkage to the City's strategic plan. The departments make changes to their budget per OMB's instructions. The City Manager, Deputy City Manager, Assistant City Manager, the OMB Director and staff, and the individual department meet to discuss proposed requests and assess whether the departmental budget proposals incorporate the City's strategic goals/initiatives.

Mayor and City Council Review and Adoption

The City Manager, Deputy City Manager, Assistant City Manager, and the OMB Director collaborate on the development of a recommended proposed Operating Budget and six-year Capital Improvements Program and submit to the City Council for review and adoption. The Mayor and City Council conduct a budget workshop to discuss the City Manager's Operating Budget and receive public input. Changes are made to the budget as per the Mayor and City Council's instructions. The proposed Operating Budget is then revised incorporating these changes. Two public hearings are held prior to September 30th. The final budget and property tax (millage) rate are adopted by ordinance at the second public hearing.

The Adopted Budget: The Process Continues

The adopted budget document contains less information than the proposed budget. The proposed version consists of more text and the different options that are available. The proposed

budget receives review by City residents and organizations (our stakeholders). It is very detailed but easily understandable. In comparison, the final version is mainly a working document for the City departments. It regulates dollars to be spent on items and the source of those funds. Less information is contained therein since all decisions have been made and incorporated into the final budget.

The "Uses of Funds" chart includes all funds City-wide for the new fiscal year. It shows all transfers; therefore some double counting does occur. Depreciation is not included in this chart.

A summary of the total "General Fund Operating" budget over a three-year period is found in the budget summary section on *page 67*. Included in this table is the Actual Budget for FY 2009-10, the Revised budget for FY 2010-11, along with the Approved Budget for FY 2011-12.

The "Historical Summary," located on *pages 69-70* is the summary of all funds City-wide for a four-year period beginning with FY 2007-08. This chart includes expenditures and transfers related to departmental operating costs; it excludes reserves, depreciation and other interfund transfers.

A complete discussion of the City's Debt Administration is contained on *page 230* of this document.

Financial Structure - Fund Accounting

The accounts of the City are organized on the basis of funds or account groups, each of which is a separate accounting entity. The operations of each fund are accounted for using a separate set of self-balancing accounts, which comprise its assets, liabilities, fund equities, revenue and expenditures or expenses. The various funds are grouped by type in the financial statements. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The City uses the following fund types and account groups:

Governmental Fund Types -- Governmental fund types are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital projects funds), and the servicing of general long-term debt (debt service funds). The general fund is used to account for all activities of the general government not accounted for in some other fund.

- **General Fund** - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those that require accounting for in another fund.
- **Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.
- **Debt Service Fund** - The Debt Service Fund is used to account for the accumulation of resources for, and the

payment of, long-term debt principal, interest and related costs other than bonds payable from the operations of the enterprise funds and non-expendable trust fund.

- **Capital Projects Funds** - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.

Proprietary Fund Types -- Proprietary fund types are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds).

- **Enterprise Funds** - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The costs of providing goods or services to the general public are financed or recovered primarily through user charges.
- **Internal Service Funds** - Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis.
- **Fiduciary Fund Types** - Fiduciary fund types are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, either a pension trust fund, a non-expendable trust fund or an expendable trust fund is used. The terms "non-expendable" and "expendable" refer to whether or not the government is under an obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent.
- **Trust and Agency Funds** - Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and funds.

Major Funds

The **General Fund** is the general operating fund of the City. It is used to account for all financial resources except those that require accounting for in another fund.

The **Capital Improvements Program Fund** is used to account for infrastructure and major equipment acquisitions of the City.

The **Greater Boca Raton Beach & Park District Fund** (BPD) is used to account for the BPD reimbursement expenses of Red Reef Park, Patch Reef Park, Sugar Sand Park, Verde, FAU facilities, Ocean Strand, Swim and Racquet Center, Special Interest, BPD CIP.

The **Water and Sewer Enterprise Funds** are used to account for the provision of services to the residents of the City and some residents of the County.

The **Internal Service Funds** are used to account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis.

Account Groups

General Long-Term Debt Account Group - This account group is used to account for the outstanding principal balances of long-term debt and other long-term liabilities other than debt payable from the operations of the proprietary funds and non-expendable trust funds.

General Fixed Assets Account Group - This account group is used to account for all fixed assets of the City other than those accounted for in the proprietary funds and non-expendable trust funds.

Financial Reporting Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable trust funds are reported for using the current financial resources measurement focus and the modified accrual basis of accounting.

Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues to be available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. Revenue and other governmental fund financial resource increments are recognized in the accounting period when they become susceptible to accrual - that is, when they become both "measurable" and "available" to finance expenditures of the fiscal period.

Those revenues susceptible to accrual are property taxes, special assessments, interest revenue, public service taxes and franchise taxes. Licenses and permits, fines and forfeitures, charges for services and miscellaneous revenue are recorded as revenue when cash is received because they generally are not measurable until actually received. Where grant revenue is

dependent upon expenditures by the City, revenue is recognized when the related expenditures are incurred.

All proprietary funds, non-expendable trust funds and pension trust funds are reported using the economic resources measurement focus and the accrual basis of accounting. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet.

Proprietary fund types, pension trust funds and non-expendable trust funds utilize the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The revenue of the Water and Sewer Enterprise Funds, which is based upon rates authorized by City Council, is determined by bimonthly cyclical billings to customers. Earned but unbilled revenue is accrued and reported in the financial statements. System Development Charges are considered non-operating revenue of the Water and Sewer Enterprise Funds.

The City's budgetary basis of accounting is the same basis of accounting used for financial reporting purposes.

The City has elected to not apply Financial Accounting Standards Board Statements and Interpretations issued after November 20, 1989, as permitted by GASB 34 Statement No. 20, Accounting and Financial Reporting for Proprietary Fund and Other Governmental Entities That Use Proprietary Fund Accounting.

Budgetary Control

Management of the City is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

As a recipient of federal, state and county financial assistance, the City also is responsible for ensuring that an adequate internal control structure is in place to ensure compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by management and the City's internal and external auditors.

The City is required to undergo an annual single audit in conformity with the provisions of the Single Audit Act of 1984 and U.S. Office of Management and Budget Circular A-128, Audits of State and Local Governments. As a part of the City's Single Audit, tests are made to determine the adequacy of the internal control structure, including that portion specifically

related to federal financial assistance programs. This report disclosed no instances of material weaknesses in the internal control structure or significant violations of applicable laws and regulations. The information related to the Single Audit, including the schedule of federal and state financial assistance, findings and recommendations, and auditors' reports on the internal control structure and compliance with applicable laws and regulations are included in a separate report.

In addition, the City maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City's governing body. Activities of the general fund, special revenue funds, debt service fund and capital projects funds are included in the annual appropriated budget. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the department (by fund) level. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts lapse at year-end. However, encumbrances generally are reappropriated as part of the following year's budget. All expenditures for other than personal services are controlled by a procurement system, which encumbers purchase orders against budgets prior to issuance to the vendors. Purchase orders are not issued until appropriations are made available.

Administrative budget transfers may occur upon approval of the City Manager as long as the fund budget is not increased. Budget amendments are submitted quarterly to Council for their consideration.

Budgetary Basis of Accounting

The system used by governments to determine when budget revenues have been realized and when budget expenditures have been incurred is known as the "***Budgetary Basis of Accounting***".

General governmental revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements, which govern the City's operations. The Governmental Fund Type Budgets for the City of Boca Raton are prepared on the current financial resources measurement focus and the modified accrual basis of accounting. Proprietary Fund Type Budgets are prepared using the economic resource

measurement focus and the accrual basis of accounting. This process varies from generally accepted accounting principles as a result of provisions made to treat encumbrances as budgeted expenditures in the year of the commitment to purchase. Budgets in governmental funds are encumbered upon issuance of purchase orders, contracts or other forms of legal commitments. Encumbrances outstanding at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities. While appropriations lapse at the end of the fiscal year, the succeeding year's budget ordinance specifically provides for the reappropriation of year-end encumbrances which have become part of the City's approved budget for the subsequent year.

Budgets have been legally adopted on a basis consistent with generally accepted accounting principles (GAAP) for the General Fund, Special Revenue Funds and Capital Projects Funds. The City has chosen not to integrate the appropriated budget for the Debt Service Fund into the accounting system as the funds for the repayment of debt are derived primarily from interfund operating transfers. The City Manager is authorized to transfer budgeted amounts within departments within any fund; however, any revisions that increase the total expenditures of any department or fund must be approved by the City Council as part of a quarterly budget review process and are included in the reported budgetary data. The level of control for appropriations is exercised at the department (by fund) level.

Budget Amendment Process

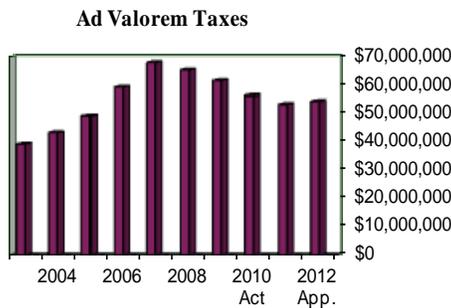
The budget may be amended in three ways. One-way transfers dollars between line items within a department. This is requested by the Department Head and approved by the City Manager on a budget transfer form. Secondly, budget amendments, which increase expenditures or the spending level of individual departments, are requested by the City Manager and approved by Council through quarterly budget ordinances after public hearings. The budget may also be amended by Automatic or Council reappropriations. Automatic reappropriations are made for encumbrances related to goods or services for which a contract or purchase order was issued but had not been paid prior to the end of the fiscal year. Council reappropriations amends the budget for funds which were budgeted and approved primarily for capital expenditures in the old year, but were not as yet encumbered at the end of the fiscal year. Both Automatic and Council reappropriations are approved by Council through budget ordinances after public hearings. All budget amendments are input and updated by the Office of Management & Budget personnel only.



Methodology of Revenue Forecasting

AD VALOREM TAXES

The City of Boca Raton taxes property owners based upon the assessed value of their property. The Palm Beach County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed. Each mill generates \$1 of tax revenue for every \$1,000 of assessed property value. For 2011-2012, the County Property Appraiser certified the City's taxable value at the amount of \$16,421,101,926. This is a decrease of \$115,563,638 in the City's tax base over last year. The City anticipates collecting \$54,667,300 in Ad Valorem taxes in 2011-2012. This tax revenue for 2011-2012 is increasing due to an increase in the millage rate. Due to the increase the City will collect \$1,057,900 or 1.9% more in property tax collections compared to last year.



FRANCHISE FEES

The City collects two types of franchise fees; electric and natural gas. Effective October 1, 2001 the State of Florida enacted a simplified tax structure for telecommunications, which repealed franchise fees for telephone and cable television. The revenue estimates are based on rate increase information received from the respective companies, expected growth and historical trends.



Electric franchise fees generate the majority of franchise fee revenue. Oil and gas prices are very difficult to predict

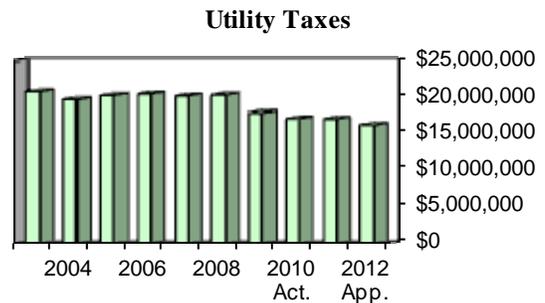
in the current economy. Oil prices, as well as supply and demand, will dictate revenue collections.

The City anticipates collecting \$12,245,000 in total franchise fees for 2011-2012.

UTILITY SERVICE TAX

The City has the right, by Florida State Law, to tax utility services provided to the residents and businesses within its corporate limits. The City is currently levying 10%, which is the maximum tax allowed, on electricity, water, natural gas, and liquid petroleum. Of this amount, 1% is dedicated to the Right-of-Way Beautification Program, 1% is for the Six-Year Capital Improvements Program, and the balance, 8%, is used for general City operations.

In 2001 the State of Florida implemented a simplified tax structure for telecommunications, cable, direct-to-home satellite and related services. The State provided for a maximum rate to generate the same amount of revenue that the City previously received from telecommunication taxes. The City experienced a flattening in this revenue due to



bundling of telephone services and Voice over Internet Protocol.

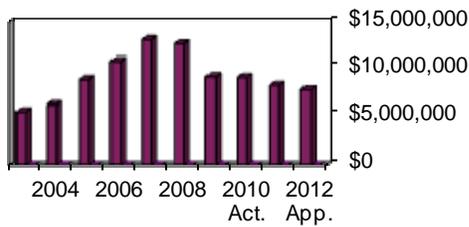
The revenue received from this tax is estimated based on rate increase information provided by the various companies, expected growth and historical trends. The City anticipates total utility taxes of \$16,300,000 for fiscal year 2011-2012, which is a decrease of \$848,000 over 2010-2011.

LICENSES & PERMITS

Professional and Occupational Licenses

The revenue received from issuing licenses to City businesses is estimated in 2011-2012 based on license costs, historical and recent collection trends. The City anticipates collecting \$1,435,000 in 2011-2012, which is a slight increase from the prior year.

Licenses and Permits

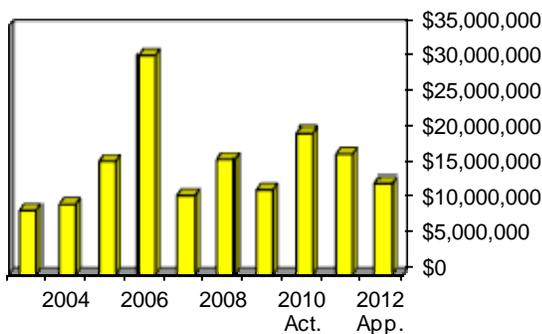


Building Permits and Other Licenses

The revenue generated by the various types of building permits is calculated by determining the amount of undeveloped land, anticipating new development and redevelopment, as well as the historical trend for improving existing buildings.

Historically, the City of Boca Raton has experienced an intense amount of building activity. But, as the availability of undeveloped land becomes scarcer, new commercial building activity has started to level off and has started to decline. After the hurricanes in 2004 & 2005 the City experienced significant increases in building permit activity. Due to the current economic climate the City anticipates a continued decrease in the 2011-2012 permit fees.

Intergovernmental Revenues



INTERGOVERNMENTAL REVENUES

State Shared Revenue

The City receives revenue from the State of Florida. The State provides the City with an estimate for the upcoming year. The State determines the distribution to the local governments based upon receipts, population and municipal assessed value per capita.

The City then budgets no more than 95% of the State estimate to allow for the possibility of actually receiving less. The City receives revenue from the State from the

following sources: sales tax, cigarette tax, gas tax, mobile home licenses and State revenue sharing. In addition, the City receives funds from various State grants. In 2011-2012 the City expects to collect less than the previous year due to completion of beach renourishment which received significant grant funding in the prior year.

CHARGES FOR SERVICE

Miscellaneous User Fees

The City of Boca Raton charges fees to the users of various services. The charging of these fees ensures that the user of the service pays for the service and not the broad base taxpayer. The City expects to collect \$1,477,300 more in fiscal year 2011-2012 due to an adopted increase in user fees.

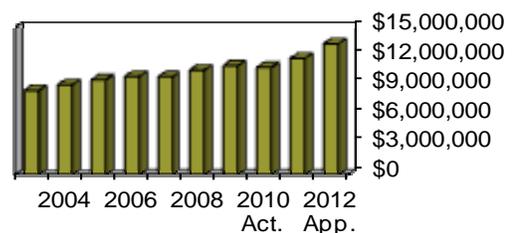
Culture-Recreation Fees

These user fees offset a portion of the costs associated with Parks and Recreation Department programs including tennis, libraries, beach stickers, athletics and various other programs.

Contributions from Enterprise Funds

The General Fund provides numerous administrative type services to the Enterprise Funds. The cost for these services is charged to each Enterprise Fund in the form of an "Administrative Services" fee. The actual fee charged is based upon the City's annual Cost Allocation Study. An increase is anticipated due to an increase in contribution from Water & Sewer Operating Fund.

Charges for Services



Municipal Services Charge

The Water and Sewer Enterprise Fund is charged annually for the municipal services (police, fire and sanitation) that it receives while being tax exempt. The Water and Sewer Plant facilities are located within City limits. The fee is calculated by applying the assessed value of the facility to the City's millage rate. (The Golf Course Enterprise Fund is not charged because the facility is outside the City limits and, therefore, does not receive municipal services.)

False Alarms

These are charges to property owners to cover City costs for responding to excessive numbers of false police and fire alarms. Estimates for 2011-2012 false alarms are based upon recent collection trends and include a graduated scale for the amount of charges based on actual false alarms.

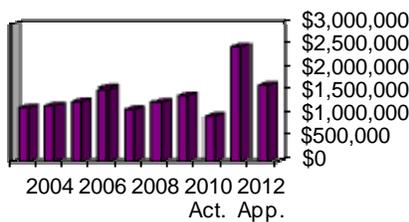
EMS Transport

In 1995, the City's Fire/Rescue Services Department took over emergency medical services transport within the City's corporate limits. The City expects to collect \$2,400,000 for EMS transports in 2011-2012. Collection rates remain stable as compared to prior year.

County Fines and Forfeitures

This revenue is the City's share of fines collected by the County for traffic offenses and misdemeanors. In 1996, the County implemented a strict enforcement and collection policy. This fiscal year more fines are anticipated due to the adoption of new local ordinances including metered parking and red light cameras.

Fines and Forfeitures

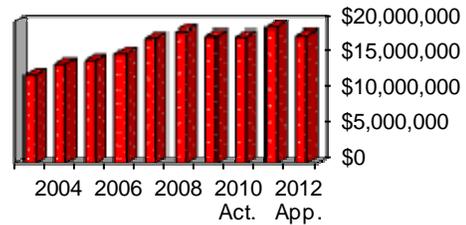


INTERNAL SERVICE FUNDS

The Internal Service Funds generate revenue by charging the City departments for services provided. The revenue generated is intended to cover all costs to operate the division.

The Internal Service Funds are the Information Technology Fund and the Motor Pool Fund.

Internal Service

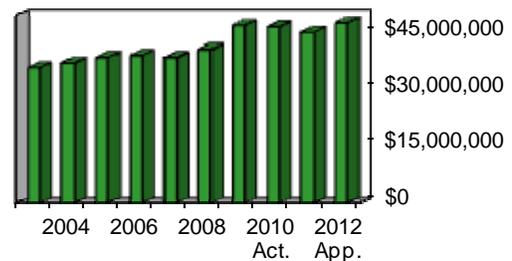


WATER AND SEWER FUNDS

Water and sewer rates are being increased .4% (Consumer Price Index) in 2011-2012. The increase is to provide for maintaining existing service levels, continued operations, and increased costs of electricity and chemicals.

Total Water and Sewer Operating Fund revenues are anticipated to be \$47,930,900 for 2011-2012. On November 27, 2007 the City passed and adopted an Ordinance, effective each October 1, which states Water & Sewer rates will increase by the amount equal to the Dept. of Labor CPI.

Water and Sewer



Water Sales

Revenues are estimated based upon three variables: (1) customer charge; (2) capacity charge; and (3) commodity charge -- estimated amount of water to be used based upon historical data and growth estimates. An increase for 2011-2012 is anticipated due to increased rates.

Sewer Service

Revenues are estimated for residential property based upon the number of bat hrooms and com mercial is based upon 100% of wat er use. An i ncrease in 2011-2012 is anticipated due to rate increase.

Hydrant Rental

Revenue projections are based upon the annual “count” of hydrants served, which occurs each January. The City and the County are billed accordingly. The City expects to receive \$1,420,700 for Hydrant Rental in 2011-2012.

Reclaimed Water Sales

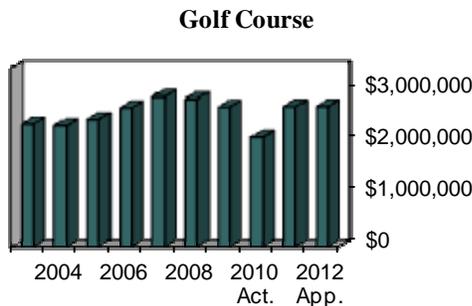
These revenues are based upon est imates of the amount of reusable water to be sold. This is a relatively new revenue. New customers are brought on-line as the infrastructure is put in place. Revenue estim ates are based upon expected usage by these customers. The City anticipates collecting \$1,144,000 for installation and usage in 2011-2012.

Water and Sewer Impact Fees

The “In City” and “Out of City” Impact Fees are charges to new customers for the additional burden they place upon the infrastructure. Co nservative growth is anticipated in 2011-2012.

GOLF COURSE

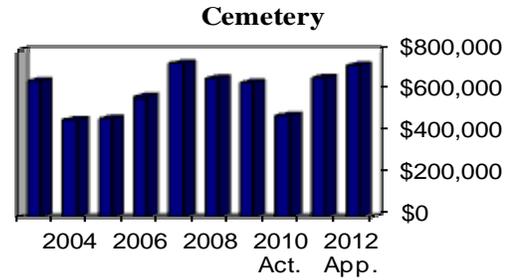
The City of Boca Raton owns and operates one municipal and two executive golf courses. The courses generat e revenue from users for annual permits, green fees, cart fees, driving range fees, and miscellaneous charges. The revenues at the City’s golf courses have st eadily increased since 1994. For 2011-2012, t he City’s golf courses are expected to generate revenues of \$2,819,900, a sl ight decrease of \$85,500 from the prior year.



CEMETERY

The City of Boca Raton operates a municipal cemetery and maintains a mausoleum facility. The Cemetery increased fees in 1995-96 as part of a long-range plan to provide for the perpetual maintenance of the cem etery/mausoleum. The fees are adjusted annually to reflect CPI (Consumer Price Index) changes.

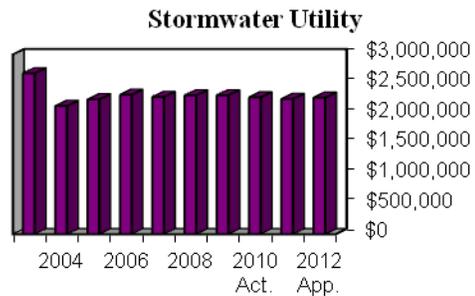
An increase is projected in 2011-2012 due t o a transfer from the Perpetual Care Funds.



STORMWATER UTILITY

Stormwater Utility fees were established in 1994 to m eet the Federal EPA requirem ents for NPDES (National Pollutant Discharges Elimination System) permit guidelines for water quality and for State mandates for drainage and flood control. Revenues are derived from a \$2.91 monthly charge t o all residential users and a calculated ERU (Equivalent Residential Unit) rate based on square feet to all nonresidential users.

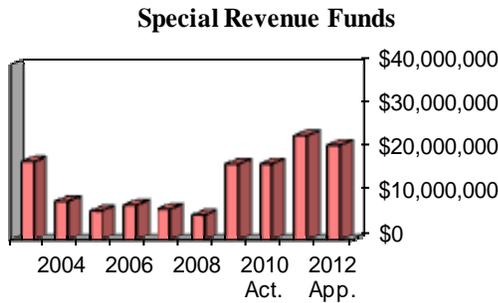
The stormwater fees are anticipated to generate approximately \$2,277,700 in 2011–2012.



SPECIAL REVENUE FUNDS

The City generates special revenue funds from the Community Development Block Grant (CDBG), State Housing Initiative Partnership Program (SHIP), Beautification Fund, Law Enforcement Trust Fund and the Greater Boca Raton Beach and Park District.

The CDBG and SHIP revenues are received from federal and state programs to provide housing opportunities for all Boca Raton citizens.

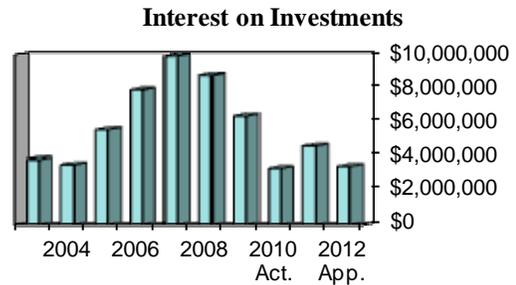


The Beautification Funds are derived from a 1% dedication of the Utility Service Tax.

The Greater Boca Raton Beach and Park District and the City of Boca Raton have a maintenance agreement for Red Reef Park, Patch Reef Park, Sugar Sand Park and the Racquet Club Tennis Facility. The first three parks were purchased and developed with revenue generated by the Greater Beach and Park District. The Racquet Club Tennis facility was acquired during 2000. The maintenance of these parks, as well as FAU, Verde, and Del Prado, is taken care of by the City and reimbursed by the Beach and Park District. The decreased revenue in 2005 is attributable to the completion of capital improvements. The 2010-11 increase is due to capital construction projects i.e. Gumbo Limbo saltwater tanks. The decrease in revenue for 2011-2012 is due to less planned construction projects.

INTEREST ON INVESTMENTS

The revenue generated from interest on investments is estimated based on the investment market and cash-flow forecasts. Interest income has fluctuated over the past years due mainly to variances in interest rates. The 2011-2012 interest income was projected using an interest rate of approximately 2.25% to reflect the current economic trend and projected fund balances/reserves. The City anticipates collecting \$3,845,600 in 2011-2012.





The City of Boca Raton Long-Range Financial Plan

The City develops a long-range financial plan to assist management in the planning and allocation of resources to achieve the City Council goals of maintaining a financially secure city government.

The City updates its long-range financial plan each year after the completion of the annual financial audit and prior to the adoption of the annual budget. Therefore, the amounts shown in the long-range financial plan for 2011 are shown as projections and do not agree with the budgeted amounts reflected in the other sections of this document.

GENERAL FUND

LONG-RANGE FINANCIAL PLAN RESULTS AND CONCLUSIONS

The Plan, Table I, predicts that our current revenue base will not support the City's existing quality and mix of

of municipal services through the year 2015. The Pl an model is a "baseline" projection; that is, future revenues and expenditures are estimated based on the City's current sources of revenue and level of service. The operating impacts of a new downtown library in FY 2013 have been included in this Plan.

This Plan provides us with an opportunity to evaluate current policies and practices in order to implement proactive strategies before critical fiscal strains impact the budget. The best informed, fiscally sensitive decisions will be those deliberated with their longer-term implications in mind. To that end, we annually update the Plan for the City Council.

Despite the continued economic downturn Boca Raton has maintained its strong financial position through prudent long-term financial planning and fiscal actions to reduce or contain fixed costs. The City has been very

Table I

Long Range Financial Plan							
General Fund							
(in thousands)							
Revenues (Sources)	Actual	Budget-Revised		Projected			
	2010	2011	2012	2013	2014	2015	
Property Taxes	\$ 46,048	\$ 42,968	\$ 40,605	\$ 40,280	\$ 40,280	\$ 40,280	
Utility taxes	17,178	17,148	17,491	17,841	18,198	18,562	
Franchise Fees	12,406	12,175	12,297	12,420	12,544	12,669	
Licenses and Permits	9,014	8,352	8,477	8,604	8,733	8,864	
Intergovernmental	12,721	10,030	10,030	10,030	10,030	10,030	
Fees, Charges, other	14,685	17,393	17,637	17,887	18,141	18,401	
Fines	913	1,432	1,460	1,489	1,519	1,550	
CRA reimbursements	2,500	2,500	2,000	1,500	1,500	1,500	
Interest	886	1,600	1,624	1,648	1,673	1,698	
Transfers in	20	1,020					
Resources Forward			1,735	1,728	1,786	1,844	
Total annual revenues	116,371	114,617	113,356	113,427	114,404	115,397	
Expenditures (Uses)							
Personal services General	41,761	38,597	39,755	40,947	42,176	43,441	
Personal services Public Safety	43,873	46,300	49,541	53,009	56,719	60,689	
Other	24,670	27,843	25,040	25,416	25,797	26,184	
Supplies	2,722	3,392	3,443	3,495	3,547	3,583	
Capital	495	607	250	250	250	250	
Major new cip projects with op impact		-	-	360	360	360	
Transfers to other funds net	4,960	2,092	1,200	1,212	1,224	1,236	
Total Expenditures/Transfers	118,481	118,830	119,228	124,688	130,073	135,743	
Annual increase (decrease) in funds	(2,110)	(4,214)	(5,873)	(11,261)	(15,669)	(20,346)	
Beginning Reserves	49,034	46,924	42,711	36,838	25,577	9,908	
Total available	46,924	42,711	36,838	25,577	9,908	(10,438)	
Fund Balances							
Restricted	170	170	170	170	170	170	
Committed	20,733	20,733	20,733	20,733	20,733	20,733	
Assigned	1,286	5,873	11,261	15,669	20,346	-	
Non Spendable	19	-	-	-	-	-	
Available (shortfall) for future years	\$ 24,717	\$ 15,935	\$ 4,674	\$ (10,995)	\$ (31,341)	\$ (31,341)	

proactive in preparing for and adjusting for changes in the economy over the last four years general fund expenses were reduced by \$19.5 million or 16%. Building permit revenues have decreased significantly from a high of \$11 million in 2007 to a projected \$6 million in 2011. A slowing real estate market combined with uncertain financial markets will continue to have a significant impact on the City's budget for at least the next several years. Current projects indicate that General Fund revenues will grow at an estimated rate of 0-1.5% annually for the next several years while at the same time operating expenses are projected to increase at 3-4% annually.

In FY 2010, the Boca Raton Community Redevelopment Agency (BRCRA) started paying back the City's General Fund for expenses related to the Mizner Park debt and maintenance, outstanding obligation as of September 30, 2010 is \$25 million. The reimbursement will be approximately \$2 million annually until the debt is fully paid.

Boca Raton became the first city or county in Florida to receive the highest credit rating from all three credit rating agencies. All three rating agencies recently reaffirmed the AAA rating for the General Obligation Bonds of the City. All three of the rating agencies have rated the water and sewer revenue bonds an "AAA" as well.

Moody's Investor Service reaffirmed Boca Raton's "Aaa" rating in June/July of 2010 based on the following factors:

- Continued sound financial condition
- Low direct debt levels
- Weakened but still viable and diverse economy

Fitch Ratings reaffirmed Boca Raton's "AAA" rating in June/July of 2010 based on the following factors:

- Conservative fiscal management
- Historically sound finance performance
- Strong reserve levels

All three credit rating agencies have recognized the City of Boca Raton's commitment to provide superior quality of life and services to the residents of the City while at the same time maintaining a strong financial position with a very low property tax rate. This accomplishment is something that all residents of the City should be very proud of.

Maintenance of Current Mix and Level of Services

We anticipate the decline in residential, commercial, and industrial property values will continue to decline for the next fiscal year. Therefore, we are expecting a decrease

in property tax revenue of \$2.4 million in FY 2012 and \$487 thousand in FY 2013 and flat for 2014 & 2015. Demand-driven revenue such as Sales Tax, and State Shared Revenues are also expected to decrease in the current fiscal year and we anticipate no growth until the economy improves. Interest revenue has also declined in recent years. These declines will continue until FY 2013 and the Plan reflects this.

Compared to the 2010 fiscal year, the City will collect \$3.9 million or 7.6% less in property taxes due to declines in property values and the City not raising the operating tax rate. The City expects the trend to continue for the next several years. The City maintained the same operating tax rate of \$3.02 per \$1,000 for the fourth year. The City's debt service tax rate increased slightly over the 2010 rate to \$.3859 based upon voter approved bond issue for the downtown library.

While the City's revenues continue to decrease, the cost of providing basic services continues to increase. The City is facing significant increases in costs related to fuel, personnel, health care and pension costs.

The City has been able to maintain reserves over the last several years by reducing and realigning costs. The Plan reserves \$10.6 million for disaster emergency fund, the Mizner Park debt service of \$1.6 million and a 1.0% reserve of the total General Fund budget as recommended by the bond rating agencies. The current FY 2011 budget anticipates using \$4.2 million of the reserves to balance the operating budget.

The City has also recognized the long-term financial cost implications of its pension benefits and in fiscal year 2008 adjusted benefits prospectively for new general employee hires and in fiscal year 2010 adjusted benefits prospectively for executive employees. The City also committed \$8.5 million for all retirement system reserve. The City continues to monitor all of its pension costs for sustainability and to provide cost containment so as not to shift the costs to future taxpayers. The City is closely monitoring the 2011 State Legislative Session as it relates to public pension reform. The City is moving proactively to maintain and grow its commercial tax base by attracting new businesses and retaining existing ones.

The City offers expedited permitting for new businesses and continues to partner with Enterprise Florida and the Palm Beach County Business Development Board by providing local matches for State and County economic development incentives through the Qualified Target Industry Program.

The future use of reserves as a one-time source to balance the operating budget is unsustainable as shown in the later years of the Plan. Without new or expanded revenue sources, expenditures for programs will have to be cut significantly. Drawing down reserves to meet future shortfalls in operating budgets without new or expanded

revenues will have severe financial consequences for the City and dramatically reduce services to residents.

Revenue and Expenditure Growth

The Plan projected expenditure growth rate will outpace revenue growth. Projected revenues and expenditures for the forecast period are expected to grow at lower overall levels than have been experienced recently. It is this conclusion which leads to the expectation that during the Plan years, revenue growth will not cover a moderate growth in operating expenditures.

Adjustments to Property Tax Millage

The City's FY 2011 ad valorem millage rate was increased 1.94% from FY 2010 due to the debt service rate increasing based upon voter approved bonds for the downtown library. FY 2011 property values decreased 6.81% in the City. The net decrease is composed of a 8.39% decrease from reassessments of existing properties and an increase of 1.58% from new construction (net of CRA Downtown values).

For FY 2010, the County Property Appraiser certified the City's taxable assessed value for operations in the amount of \$16 billion. The tax base increased from new construction by \$281 million while reassessments declined by \$1.492 billion resulting in a decrease of \$1.211 billion over last year's tax base. This is down from FY 2008 peak of \$20.3 billion. The City has the highest assessed valuation of any municipality in Palm Beach County and the lowest property tax rate for a full service City.

RECOMMENDATIONS

Maintain Recommended Fund Balance

The rating agencies have recognized the City's history of having strong fund balances. It is essential that fund balance be maintained and not be used as a revenue source when new programs are added without an offsetting revenue source. At the end of the prior fiscal year, the City had accumulated a strong fund balance.

The landfall of six hurricanes in Florida in FY 2004 & 2005 provided a tough lesson to most communities on the potential effects of our environment. Having a strong fund balance enabled the City to quickly react to emergencies and to fund the significant costs related to debris removal.

Explore additional annexations

Future annexations of high-end assessed property requiring few additional services will significantly increase the revenue stream necessary to maintain a stable financial future. The City needs to examine areas that would benefit future City finances without diminishing future resources. The two most recent annexations have

added substantial revenue without significant costs to operations.

In October 2010, annexation options, consisting of communities that are north and west of the City, were prepared by a consultant. The report includes analysis of City revenues and expenses, the impact on annexed property owners in terms of service and cost, and the long-term implications of annexation area service requirements on the City's budget and operations. The fiscal impact of the proposed annexed area in the analysis results in a net annual revenue to the City of approximately \$2.7 million.

Explore Other Fees for Services

With a substantial decrease in property taxes forecast over the next several years of the Plan and the reality of drawing down our existing unassigned fund balance, the City needs to recover all costs related to providing services. The City should continue the gradual increase in sanitation fees to fund 100% of the costs of providing this service. This is a normal fee in almost all cities and a charge in the unincorporated areas of Palm Beach County.

Be Very Selective About Service Additions

The addition of new on-going programs should be matched with a new or alternative source of revenue or should be "traded off" with an existing program of equal size and growth parameters. It is essential that City Council consider service expansion cautiously, especially outside of the formal annual budget development process.

Continue Emphasis on Efficient use of Existing Resources

Performance measurements, management studies, and other budgetary control measures are among the ways that the City has placed new emphasis on the efficient use of existing resources. Staff recommends continued emphasis on priorities and trade-offs when making budget decisions.

Continue Emphasis on Finding Effective Cost Containment Measures

Staff should continue to bring forward cost containment measures aimed at mitigating the trend lines of some of the more escalating expenditure items. Recent union negotiations with general employees have reduced pension costs in the future by adding a defined contribution option plan for all new hires. Over the long term this should reduce pension costs for general employees.

Continue Evaluations of Long-Term Effects of Decisions

It is essential that the City Council place a continuing emphasis on evaluating the long-term fiscal impacts of their decisions and, where possible, match future significant long-term service costs with an appropriate and reliable funding source. The cost of Public Safety \$70.4 million or 58.9% of overall General Fund Budget has placed a heavy burden on future City finances with pension and pay issues for the City to remain competitive. The City must be very cautious over these Public Safety union negotiations, but balance their costs with the need to attract and retain quality employees.

Continue Evaluation of Comprehensive Cost Recovery Objectives

Good progress has been made in several fee-supported programs. Revenue and expenditure match-ups are improving where re-thinking and re-negotiating have taken place. Staff recommends continued development and monitoring of cost recovery approaches already in place, and suggests that changes in cost recovery goals and objectives be conscious decisions with the relevant revenue and expenditure information at hand, and that the City continue to examine new areas for cost recovery via service fees.

Economic Development Effort

The City recognizes the importance of supporting and facilitating economic development programs within the City, and in 2009, the City enacted an expedited permitting process to encourage economic development, and partnered with Enterprise Florida and the Palm Beach County Business Development Board to provide local matches for economic development incentive programs that attract and retain businesses. In FY 2011, electronic process was implemented to improve the submission of permits.

The severity and length of the economic downturn has had a negative impact on the City's corporate tax base and jobs. In addition, the City of Boca Raton is facing tremendous competition to retain its existing corporations. As a result, the City Council identified Economic Development strategy and funding as one of the top priorities for FY 2011 in order to create and retain jobs in the City. To achieve this goal, the City has developed and adopted an aggressive Economic Development Incentive Program to create and retain jobs in the City.

In FY 2010, the City formalized its economic development efforts by creating the City's Economic Development Incentive Policy to provide economic development incentives for companies seeking to relocate to the City or to expand their existing business within the City. Based on the criteria listed in the policy, including

job creation and/or retention, capital investment and job salaries, the City can provide incentives through a number of different methods including providing the local match for state economic development programs, making grants and/or loans, and subsidizing rents and leases. The City continues to work with its economic development partners, Enterprise Florida and the Palm Beach County Business Development Board. Through its Economic Development Incentive Policy, the City has committed \$414 thousand, which has resulted in the creation of 336 new jobs and retention 944 other jobs in the City.

The City will continue to work with county and state economic development entities, including the Palm Beach County Business Development Board (BDB), the Palm Beach County Economic Development Office and Enterprise Florida, to forward the efforts of economic development in the City, the County and the State.

Explore Increasing Revenues

The City will evaluate existing revenue sources for potential growth. After several years of large reductions in expenses while maintaining services, the future projection shows that the City will need to manage priorities to remain fiscally sound.

CONCLUSION

There are numerous external factors outside of the control of the City Council, which may significantly affect the City's ability, even with a prudent and extremely conservative financial plan, to continue to provide the highest quality of service within our available resources.

The City of Boca Raton must develop and employ strategies that will yield the anticipated results despite external conditions that provide swings in revenues and costs over which we have little or no control. These strategies should include revenue enhancements, the expanded use of grants, service prioritization, reduction of operating costs, containment of long-term fixed costs and the consolidation of services. Developing long range financial plans which respond to an uncertain economy is a critical component to sustainability. The City of Boca Raton has to adopt resilient actions to contain or control costs otherwise we will not have the ability to plan and react accordingly.

This is the fifteenth update of the City's Long-Range Financial Plan. Our objective is to provide the City Council, management, and the citizens of Boca Raton with prudent financial planning to enable future leaders to make sound financial decisions, which will benefit future residents while maintaining the high quality of life that our citizens expect. It is our mission to *provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.*

GENERAL FUND**REVENUE AND EXPENDITURE ASSUMPTIONS**

This section covers the revenue and expenditure assumptions for the General Fund from 2012 through 2015. It begins with a summary of overall revenue and expenditure assumptions. It is followed by detailed discussions with in-depth explanations of the changes expected to occur over the next five years for selected revenue categories compared to historical performance and expenditure classifications. Graphs and tables are included to better illustrate and explain results.

Overall Results

Table II provides the history of General Operating Fund from 2006 - 2010 and the five-year average growth rates for the major revenue classifications.

Table II
Long-Range Financial Plan

General Operating Fund History					
(\$ in thousands)					
	2006	2007	2008	2009	2010
Revenues					
Property taxes	\$ 45,877	\$ 53,791	\$ 50,689	\$ 47,974	\$ 46,048
Utility taxes	20,504	20,247	20,360	21,724	17,178
Franchise fees	13,897	13,295	13,804	13,881	12,406
Licenses and Permits	10,873	14,159	12,656	9,331	9,014
Intergovernmental	31,269	11,076	15,552	9,763	12,721
Fees, charges, other	10,442	11,502	12,341	13,995	14,685
Fines	1,550	1,090	1,241	1,378	913
CRA Reimbursements					2,500
Interest	2,102	3,037	2,725	1,703	886
Transfers in	-	-	-	7,191	20
Total Revenues	\$ 136,514	\$ 128,197	\$ 129,368	\$ 126,940	\$ 116,371
Expenditures					
Personal Services	72,749	76,351	80,780	83,500	85,634
Supplies/Other	47,384	33,039	30,760	30,555	27,392
Capital	1,194	692	675	483	495
Transfers	4,999	6,134	17,129	14,032	4,960
Total Expenditures	\$ 126,326	\$ 116,216	\$ 129,344	\$ 128,569	\$ 118,481
Annual Balance	\$ 10,188	\$ 11,981	\$ 24	\$ (1,629)	\$ (2,110)
Cummulative Balance	\$ 38,658	\$ 50,639	\$ 50,663	\$ 49,033	\$ 46,924

Over the forecast range, General Fund revenues (Table III) are projected to increase at an average annual rate of 0% to 1.5%. The Plan is a “baseline” model; thus, the Plan does not include the addition of any new revenues during the forecast period.

**Table III
Long-Range Financial Plan**

Four-Year Forecast Growth Rates			
<u>REVENUES</u>		<u>EXPENDITURES</u>	
Major Revenue Classifications and Categories	Forecast 4 Year Average	Major Expenditure Classifications	Forecast 4 Year Average
<u>Taxes</u>		Personal Services (Wages & Benefits)	
Property Taxes	-6% to 0%	General	3.0%
Public Service (Utility) Taxes	2.0%	Public Safety	7.0%
Franchise Fees	1.0%	Supplies/other	1.5%
		Capital Outlay	1.5%
<u>Licenses & Permits</u>	1.5%		
		Other Funding	
<u>State Shared (Intergovernmental)</u>	0%	Grants	Per Grant
		Designations	Current
<u>Charges for Services/Contributions/Other</u>	2.0%		
<u>Fines</u>	2.0%		
<u>Interest</u>	1.5%		

TRANSPORTATION FUND

The Transportation Fund is a special revenue fund established to account for the local option gas tax. Gas tax is restricted for roadway program expenditures. The funds are used to fund capital road projects and repay debt service on transportation bonds issued for major capital programs.

Revenues

Palm Beach County, under Florida Statute 326.025, levies a six (6) cent and a five (5) cent Local Option Tax. Eligible municipalities in the County by Interlocal Agreements receive a distribution based on the following:

	Percentage County	Percentage Municipalities
Six-cent	66 2/3	33 1/3
Five-cent	79	21

The following formula is used to distribute to the eligible municipalities:

$$\text{Local Distribution} = 30\% \times \frac{(\text{City Population})}{(\text{Sum of Population})} + 70\% \times \frac{(\text{City Lane Miles})}{(\text{Sum of Lane Miles})}$$

FY 2007	FY 2008	FY 2009	FY 2010
\$2,181,083	\$2,074,282	\$1,976,752	\$1,957,960

Summary

The Transportation Fund will fund significant traffic projects, Transportation Demand Management Implementation, bike paths, sidewalk links to public schools, and on-going program of improvements to the public street system over the next several years. The current bond issue will be paid off July 1, 2010.

Recommendation

Due to economic conditions relating to highway construction materials, project costs have significantly increased. Existing funds may no longer be sufficient to complete capital projects as scheduled. Since funds are limited, careful consideration must be given toward additional capital projects.

Table IV

Transportation Fund						
Long-Range Financial Plan						
(\$ in thousands)						
	Actual 2010	Budget 2011	2012	Projected 2013	2014	2015
Revenues (Sources)						
Local Option Gas Tax	\$1,958	\$2,044	\$2,146	\$2,254	\$2,366	\$2,484
Interest	114	100	100	100	100	100
Total Revenues	2,072	2,144	2,246	2,354	2,466	2,584
Beginning Reserves	6,458	7,152	3,057	3,155	2,855	2,991
Total Funds Available	8,530	9,296	5,303	5,508	5,321	5,576
Expenditures (Uses)						
Capital projects	945	6,239	2,149	2,653	2,330	2,190
debt service	433	-	-	-	-	-
Total Expenditures	1,378	6,239	2,149	2,653	2,330	2,190
Total Fund Balance Available for future years	\$7,152	\$3,057	\$3,155	\$2,855	\$2,991	\$3,386

BEAUTIFICATION FUND

The Right-of-Way Beautification Fund is a special revenue fund established to account for a public service (utility) tax levied specifically for the Comprehensive Median Beautification Program established in 1984. Revenues include a 1% utility tax, interest earnings on fund balances, and private donations.

Expenditures include personnel services, operating expenses, supplies, and operating capital outlays associated with maintaining the City’s medians. Currently, there are 18 employees responsible for maintaining the City’s 190.20 miles, or 211.62 acres of medians.

Revenues

One (1) percent of the utility tax is levied for right-of-way purposes. In keeping with our forecast, a 3% growth rate is used. Interest earnings are forecast using the available

reserve balance. The fund receives donations from developers to be used for beautification funding in the City. This has averaged over \$100,000 annually over the last few years.

Expenditures

Operating expenditures have been forecast using the same projections stated previously in the plan.

Summary

The Right-of-Way Beautification Fund is an area where careful consideration has to be given toward additional projects. Funds are limited and new projects have a direct impact upon capital and operational expenses. Funds will not be available in next year Plan. An additional funding source will need to be identified. The fund is projected to spend more funds by a 1/3 to 2/3 ratio than receipts from the (1) percent utility tax levied for the fund.

Table V

Right-of-Way Beautification Funds						
Long Range Financial Plan						
(\$ in thousands)						
	Actual	Budget		Projected		
	2010	2011	2012	2013	2014	2015
Revenue (Sources)						
One percent utility tax	\$ 2,472	\$ 2,436	\$ 2,572	\$ 2,623	\$ 2,676	\$ 2,729
Interest	47	46	25	25	25	25
Other (includes donations)	105	25	26	27	28	29
Sub Total	2,624	2,507	2,623	2,675	2,729	2,784
Beginning Reserves	3,137	2,456	924	(198)	(1,417)	(2,739)
Total Funds Available	\$ 5,761	\$ 4,963	\$ 3,547	\$ 2,478	\$ 1,312	\$ 45
Expenditures (Uses)						
Operating	3,305	4,038	3,745	3,895	4,051	4,213
Total Expenditures	\$ 3,305	\$ 4,038	\$ 3,745	\$ 3,895	\$ 4,051	\$ 4,213
Total Fund Balance Available for future years	\$ 2,456	\$ 924	\$ (198)	\$ (1,417)	\$ (2,739)	\$ (4,168)

STORMWATER UTILITY FUND

In June 1994, the City instituted a Stormwater Utility Fee to fund the design, construction, inspection, and maintenance of the City’s separate stormwater system in accordance with the Environmental Protection Agency National Pollutant Discharge Elimination System (NPDES) permit. Forty-five percent (45%) of these fees will be used for maintaining existing drainage systems while the remaining fifty-five percent (55%) will be used for drainage improvement projects.

Revenue

The Stormwater Utility Fee is collected through a separate line item on City water bills. The fee schedule is as follows:

<u>Residential Properties:</u>	\$2.90 per unit
<u>Non-Residential Properties:</u>	
Square Feet of Impervious Area / 2,837 = Number of ERU’s	
Number of ERU’s x \$2.90 = Monthly Fee	

Collections (in thousands)				
	FY 2007	FY 2008	FY 2009	FY 2010
Stormwater Utility Fee	\$2,070	\$2,118	\$2,137	\$2,155

Revenue for the forecast period is projected at one percent (1%) growth rate.

Expenses

Capital expenses are detailed by projects in the CIP and funded from this fund. Maintenance expenses have been projected using the current budget with projections using forecasts established in this Plan.

Summary

The Stormwater Fund will continue to provide funding for stormwater projects in the future.

Table VI

Stormwater Fund Long-Range Financial Plan (\$ in thousands)						
	<u>Actual</u> <u>2010</u>	<u>Budget</u> <u>2011</u>	<u>2012</u>	<u>Projected</u> <u>2013</u>	<u>2014</u>	<u>2015</u>
Revenues (Sources)						
Stormwater fees	\$ 2,155	\$ 2,080	\$ 2,101	\$ 2,122	\$ 2,144	\$ 2,165
Other	-	-	-	-	-	-
Interest	125	177	179	181	182	184
sub total	2,280	2,257	2,280	2,303	2,326	2,350
Beginning Unrestricted	6,536	7,422	3,406	1,536	1,231	877
Total Funds Available	\$ 8,816	\$ 9,679	\$ 5,685	\$ 3,838	\$ 3,558	\$ 3,227
Expenditures (Uses)						
Operating	1,078	1,475	1,490	1,505	1,520	1,535
Capital projects	316	4,798	2,660	1,102	1,160	1,485
Total Expenditures	\$ 1,394	\$ 6,273	\$ 4,150	\$ 2,607	\$ 2,680	\$ 3,020
Ending Unrestricted	\$ 7,422	\$ 3,406	\$ 1,536	\$ 1,231	\$ 877	\$ 206

GOLF COURSE FUND

The City operates three golf courses, Municipal, Executive, and the Red Reef Course as one enterprise fund. Golf Course operating revenues decreased 21.08% over the prior year. The Golf Course Fund reported an operating loss before transfers of \$795 thousand in 2010. The graph below illustrates the turn-around of the golf operation after the hurricanes.

The Renewal and Replacement Fund was established in 1996. The \$2.00 user fee for each round of golf played brought in \$167 thousand in the last fiscal year. Expenditures are forecast using the same growth as previously stated in this Plan.

Capital projects are forecast using the Capital Improvements Program. Renovation of the tees, greens and bunkers on the Municipal Course were completed in FY 2010. A major club house renovation is scheduled in FY 2015. This project is anticipated to be financed with revenue bonds which will be repaid through the Golf Course fees.

Due to increased competition and the economic conditions, the planned CIP projects have been deferred or put on hold. Consideration will be given as to when to move forward with these projects once the local economy improves.

Table VII

Golf Course Fund						
Long-Range Financial Plan						
(\$ in thousands)						
	<u>Actual</u>		<u>Budget</u>		<u>Projected</u>	
	<u>2010</u>		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Revenues (Sources)						
Glades Courses	\$ 1,427	\$	1,962	\$ 1,982	\$ 2,002	\$ 2,022
Red Reef Course	355		401	405	409	413
Interest	27		25	25	25	25
Other	65		176	178	180	181
Revenue Bond Issue	-		-	-	-	-
Renewal and Replacement Fee	167		214	216	218	220
Beach & Park District	245		200	200	200	200
sub total	<u>2,285</u>		<u>2,978</u>	<u>3,006</u>	<u>3,033</u>	<u>3,062</u>
Unrestricted Net Assets	1,600		325	129	24	-
Total Funds Available	<u>\$ 3,885</u>	<u>\$</u>	<u>3,303</u>	<u>\$ 3,135</u>	<u>\$ 3,058</u>	<u>\$ 3,062</u>
Expenditures (Uses)						
Personal Services	1,723		1,713	1,781	1,852	1,927
Supplies and other	1,172		1,193	1,200	1,230	1,261
Renewal and Replacement	664		269	129	362	365
Capital projects	-		-	-	-	-
Transfers/Debt Service	-		-	-	-	-
Total Expenditures	<u>\$ 3,560</u>	<u>\$</u>	<u>3,174</u>	<u>\$ 3,111</u>	<u>\$ 3,445</u>	<u>\$ 3,553</u>

WATER AND SEWER FUND

The City operates its Water and Sewer System as an Enterprise Fund and funds the operations through user fees. The City's service area encompasses approximately 35 square miles and extends beyond the corporate City limits. There are approximately 33,500 accounts including both residential and commercial. Those customers outside the corporate City limits pay a surcharge of 25%.

The Water and Sewer Fund and related portions of the budget will include a Consumer Price Index (CPI) increase of 0% in rates. The increased cost of electricity and chemicals continue to have a significant impact on the Water and Sewer Enterprise Funds.

The gross water and sewer sales increased from \$45.2 million in 2009, to \$44.7 million in 2010. The Water and Sewer Fund had a positive change in net assets of \$10.6 million for FY 2010. The operating loss for the Water and Sewer Fund improved from \$5.6 million in 2009 to operating income of \$6.3 million in 2010.

In March 2009, the City issued \$8,485,000 Water and Sewer Revenue Refunding Bonds, Series 2009 to refund a portion of the 1999 Water and Sewer Revenue Improvement Bonds. With this recent bond issue, all three rating agencies reviewed the City's financial and other information. The City received an AAA rating from Fitch Ratings and Standard & Poor's on the issue. The other credit rating agency, Moody's Investor Services maintained aal. The City pledged to maintain debt coverage ratios of 1.1 by net revenue and 1.20 by total revenue (where operating revenue exceeds operating expense).

Table VIII
Long-Range Financial Plan

Water and Sewer Fund (Historical)					
(in thousands)					
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Revenue					
Water sales	\$ 23,982	\$ 22,922	\$ 23,466	\$ 28,165	\$ 27,993
Sewer service charges	13,232	13,764	15,344	17,027	16,692
Other operating revenues	2,632	2,376	2,288	4,775	2,592
Interest income	1,754	2,972	2,506	2,183	1,489
Gross revenues	\$ 41,600	\$ 42,034	\$ 43,604	\$ 52,150	\$ 48,767
Operating Expenses					
Administration expenses	\$ 9,744	\$ 10,131	\$ 10,172	\$ 9,219	\$ 9,062
Water system	15,030	16,230	15,333	17,709	15,327
Sewer system	5,801	6,558	8,101	6,659	3,675
Total operating expenses	\$ 30,575	\$ 32,919	\$ 33,606	\$ 33,587	\$ 28,064
Net revenues available for debt service	\$ 11,025	\$ 9,115	\$ 9,998	\$ 18,563	\$ 20,702
Allowable system development charges	\$ 1,398	\$ 1,557	\$ 1,557	\$ 965	\$ 427
Total revenue available for debt service	\$ 12,423	\$ 10,672	\$ 11,555	\$ 19,528	\$ 21,129
Debt Service	\$ 3,562	\$ 3,564	\$ 3,972	\$ 4,182	\$ 5,093
Net revenue coverage	3.10	2.56	2.52	4.44	4.06
Total revenue coverage	3.49	2.99	2.91	4.67	4.15

It is assumed that water and sewer revenues will not be affected by growth, and that an across-the-board increase equal to the Consumer Price Index (CPI) for the year ended the previous June 1, will be applied to the rate each October 1.

The increased costs of chemicals and electricity continue to have a significant impact on this fund. An additional 2% electric surcharge was instituted on October 1, 2008 to cover a recent rate increase from FPL. The fund should be financially stable over the life of the Plan.

Recommendation

Building reserves and minimizing the future impact on rate increases will lessen the need for a long-term financing. Annual CPI adjustments will need to be continued. The City should consider the long-term aspect of permanent restrictions relating to drought conditions and restrictions on water usage. The City may need to consider a drought surcharge during mandatory drought restrictions that limit water usage.



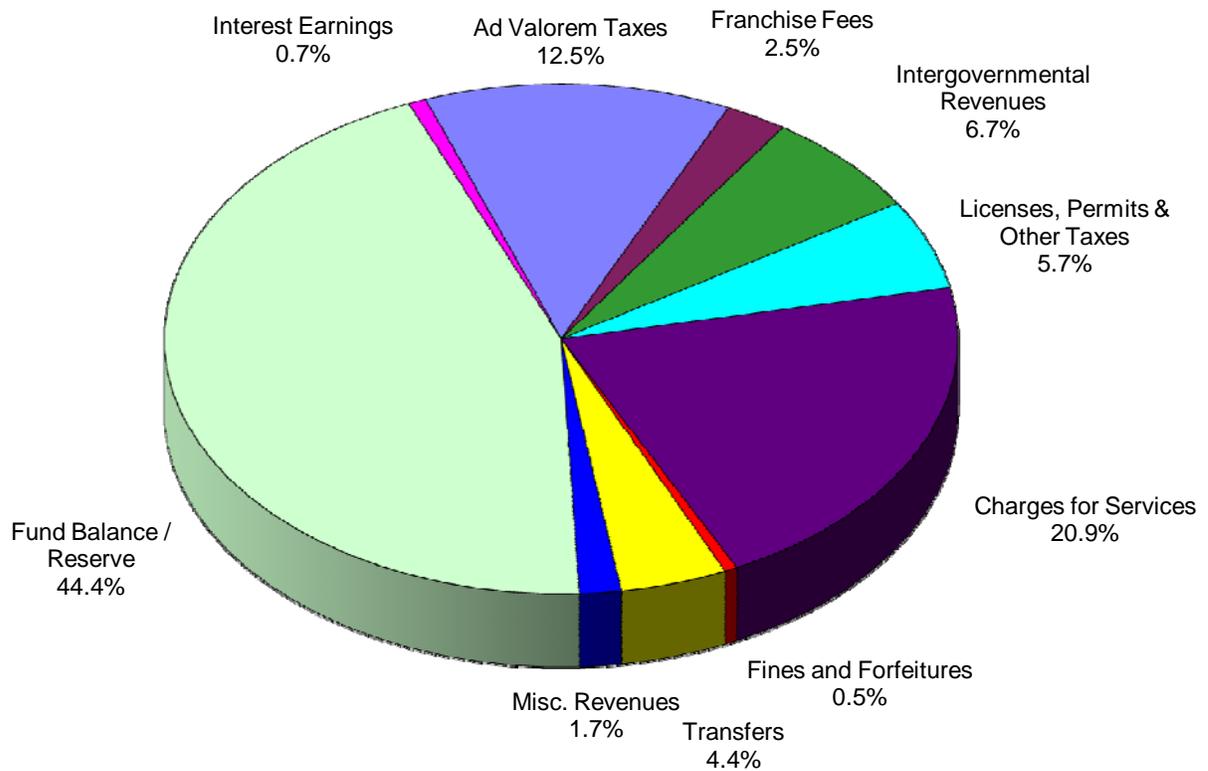
Sources of Funds Fiscal Year 2011 - 2012

FUND DESCRIPTION	MILLAGE	CURRENT AD VALOREM TAXES	FRANCHISE FEES	LICENSES & PERMITS, OTHER TAXES	INTER- GOVERNMENTAL REVENUES
	CITY				
GENERAL-OPERATING	2.8980	\$ 45,132,700	\$ 12,245,000	\$ 24,130,800	\$ 12,514,700
COMMUNITY DEVELOPMENT BLOCK GRANT		-	-	-	900,500
STATE & FEDERAL GRANTS		-	-	-	488,700
HOUSING ASSISTANCE TRUST		-	-	-	81,600
LAW ENFORCEMENT TRUST FUND		-	-	-	118,800
TRANSPORTATION		-	-	-	1,939,600
BEAUTIFICATION		-	-	2,349,000	-
GREATER BR BEACH & PARK DISTRICT		-	-	-	15,695,900
TAX INCREMENT BONDS-UTIL TAX		-	-	-	-
BOND SINKING	0.3602	5,609,900	-	-	-
RIGHT-OF-WAY ACQUISITION		-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS		-	-	-	-
LIBRARY IMPROVEMENT		-	-	-	-
CAPITAL IMPROVEMENTS PROGRAM	0.2520	3,924,700	-	1,284,000	679,600
DOWNTOWN INFRASTRUCTURE		-	-	-	-
LAND DEDICATION		-	-	-	-
DOWNTOWN LAND DEDICATION		-	-	-	-
SANITATION		-	-	-	-
STORMWATER UTILITY		-	-	-	-
WATER/SEWER OPERATING		-	-	-	-
WATER/SEWER SINKING		-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT		-	-	-	-
WATER IMPACT		-	-	-	-
SEWER IMPACT		-	-	-	-
CEMETERY/MAUSOLEUM		-	-	-	-
GOLF COURSE		-	-	-	-
GOLF COURSE RENEWAL & REPLACEMENT		-	-	-	-
INFORMATION SERVICES		-	-	-	-
MOTOR POOL		-	-	-	-
WORKER'S COMPENSATION SELF INSURANCE		-	-	-	-
GROUP MEDICAL SELF INSURANCE		-	-	-	-
LIABILITY SELF INSURANCE		-	-	-	-
CEMETERY PERPETUAL CARE		-	-	-	-
MAUSOLEUM PERPETUAL CARE		-	-	-	-
COMMUNITY REDEVELOPMENT AGENCY		6,119,400	-	-	-
TOTAL CITY-WIDE:	3.5102	\$ 60,786,700	\$ 12,245,000	\$ 27,763,800	\$ 32,419,400

Sources of Funds Fiscal Year 2011 - 2012

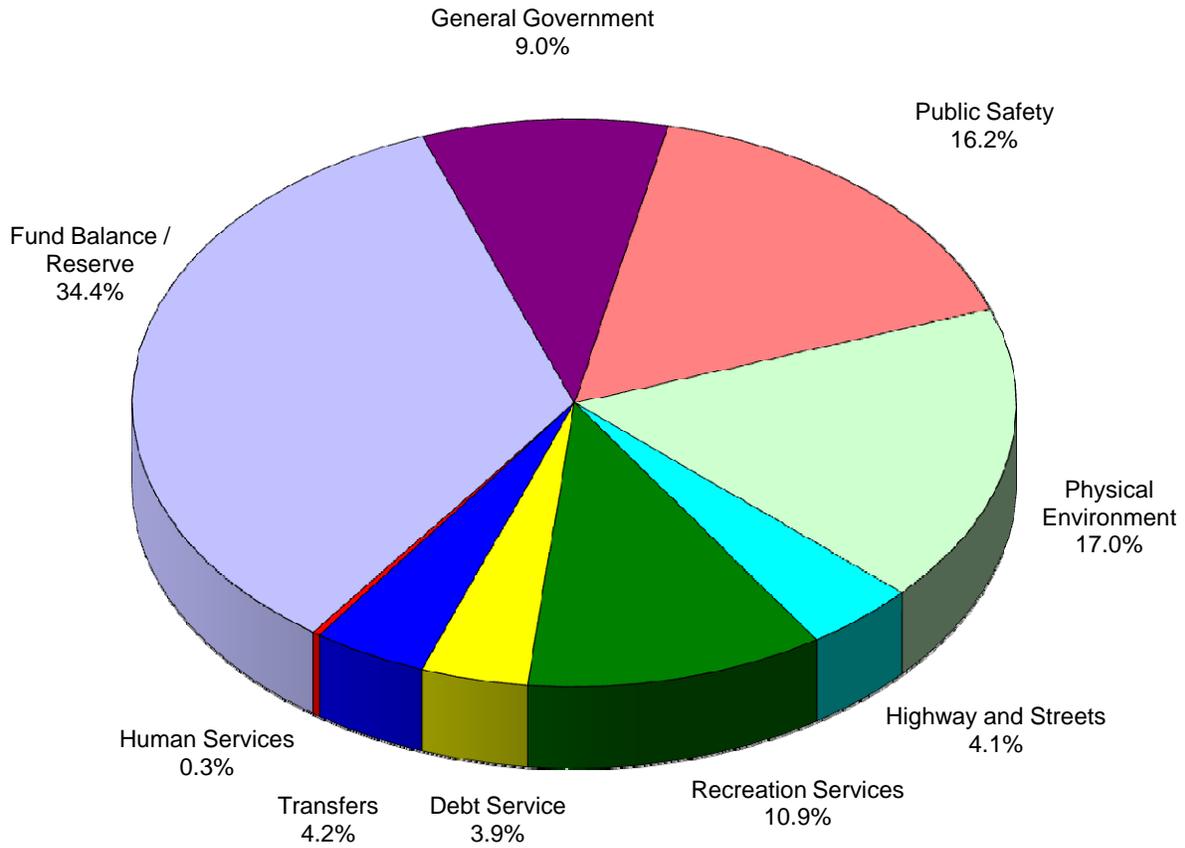
CHARGES FOR SERVICES	FINES AND FORFEITURES	MISC. REVENUES	INTEREST EARNINGS	OPERATING SUB TOTAL	TRANSFERS	BEGINNING FUND BALANCE/ RESERVE	TOTAL BUDGET
\$ 20,177,700	\$ 1,664,700	\$ 185,000	\$ 900,000	\$ 116,950,600	\$ 20,000	\$ 43,449,400	\$ 160,420,000
-	-	-	-	900,500	-	-	900,500
-	-	-	-	488,700	-	-	488,700
-	-	25,000	10,000	116,600	-	292,400	409,000
-	275,000	-	25,000	418,800	-	1,238,200	1,657,000
-	-	-	75,000	2,014,600	-	4,310,900	6,325,500
-	-	6,000	5,000	2,360,000	-	1,141,700	3,501,700
2,539,300	-	-	-	18,235,200	-	-	18,235,200
-	-	-	90,000	90,000	-	6,170,900	6,260,900
-	-	-	40,000	5,649,900	1,897,900	840,600	8,388,400
-	-	-	15,000	15,000	-	2,279,900	2,294,900
-	-	-	20,000	20,000	-	1,026,300	1,046,300
-	-	250,000	30,000	280,000	500,000	9,828,100	10,608,100
-	-	758,500	250,000	6,896,800	1,500,000	18,844,800	27,241,600
-	-	1,172,600	12,000	1,184,600	-	357,200	1,541,800
-	-	246,500	1,000	247,500	-	-	247,500
-	-	-	25,400	25,400	-	1,045,000	1,070,400
7,004,000	-	-	50,000	7,054,000	-	2,124,200	9,178,200
2,100,000	-	-	177,700	2,277,700	-	5,238,300	7,516,000
47,930,900	-	73,000	1,000,000	49,003,900	-	37,687,500	86,691,400
-	-	-	-	-	3,081,700	10,007,100	13,088,800
-	-	-	-	-	3,292,400	13,682,700	16,975,100
1,267,600	-	-	120,000	1,387,600	-	6,685,200	8,072,800
1,137,900	-	-	25,000	1,162,900	-	4,360,200	5,523,100
111,700	-	90,700	4,000	206,400	530,800	276,000	1,013,200
-	-	2,746,800	500	2,747,300	-	72,600	2,819,900
208,400	-	-	5,000	213,400	-	-	213,400
3,937,000	-	30,000	100,000	4,067,000	1,163,200	4,287,300	9,517,500
1,213,800	-	1,459,800	250,000	2,923,600	911,100	11,008,100	14,842,800
1,550,000	-	-	50,000	1,600,000	-	4,923,500	6,523,500
10,808,600	-	-	15,000	10,823,600	-	2,062,800	12,886,400
1,704,100	-	10,000	100,000	1,814,100	-	11,974,100	13,788,200
50,000	-	-	30,000	80,000	-	1,960,700	2,040,700
80,000	-	-	100,000	180,000	-	3,558,900	3,738,900
182,500	577,500	1,180,000	40,900	8,100,300	8,330,200	5,837,900	22,268,400
<u>\$ 102,003,500</u>	<u>\$ 2,517,200</u>	<u>\$ 8,233,900</u>	<u>\$ 3,566,500</u>	<u>\$ 249,536,000</u>	<u>\$ 21,227,300</u>	<u>\$ 216,572,500</u>	<u>\$ 487,335,800</u>

SOURCES OF FUNDS CITY-WIDE FY 2011 - 2012



TOTAL SOURCES : \$487,335,800

USES OF FUNDS CITY-WIDE FY 2011 - 2012



TOTAL USES : \$487,335,800

Uses of Funds Fiscal Year 2011 - 2012

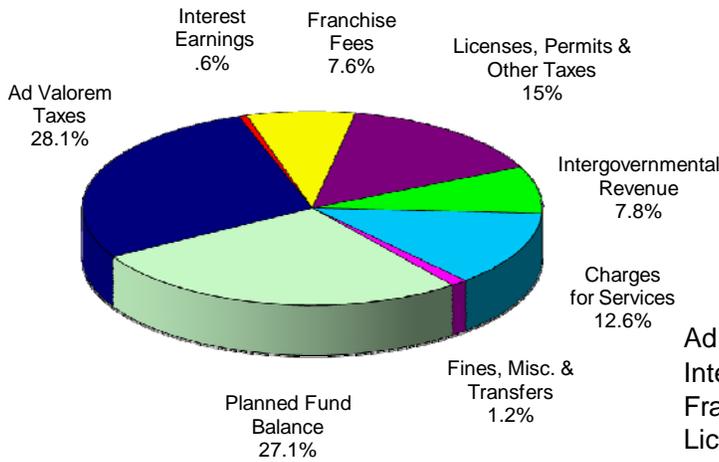
FUND DESCRIPTION	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAY AND STREETS
GENERAL	\$ 18,360,000	\$ 74,036,500	\$ 455,100	\$ 16,114,400	\$ 9,320,600
COMMUNITY DEVELOPMENT BLOCK GRANT	-	-	-	-	-
STATE & FEDERAL GRANTS	-	46,700	-	-	442,000
HOUSING ASSISTANCE TRUST	-	-	-	-	-
LAW ENFORCEMENT TRUST FUND	-	706,300	-	-	-
TRANSPORTATION	-	-	-	-	3,103,000
BEAUTIFICATION	-	-	-	3,425,000	-
GREATER BR BEACH & PARK DISTRICT	-	-	-	18,225,200	-
TAX INCREMENT BONDS UTILITY TAX	-	-	-	-	-
BOND SINKING	-	-	-	-	-
RIGHT-OF-WAY ACQUISITION	-	-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS	-	-	-	150,000	-
LIBRARY IMPROVEMENT	-	-	-	10,376,300	-
CAPITAL IMPROVEMENTS PROGRAM	175,800	3,485,900	898,800	1,317,100	4,191,400
DOWNTOWN INFRASTRUCTURE	2,000	-	-	-	-
LAND DEDICATION	-	-	-	-	-
DOWNTOWN LAND DEDICATION	-	-	-	-	-
SANITATION	-	-	6,642,500	-	616,100
STORMWATER UTILITY	-	-	4,593,800	-	-
WATER/SEWER OPERATING	1,998,800	-	50,619,200	-	-
WATER/SEWER SINKING	-	-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT	-	-	16,077,300	-	-
WATER/SEWER CIP BOND	-	-	-	-	-
WATER IMPACT	-	-	3,800,000	-	-
SEWER IMPACT	-	-	-	-	-
CEMETERY/MAUSOLEUM	-	-	-	738,100	-
GOLF COURSE	-	-	-	2,747,900	-
GOLF COURSE RENEWAL & REPLACEMENT	-	-	-	146,100	-
INFORMATION SERVICES	5,497,600	-	-	-	-
MOTOR POOL	-	541,400	-	-	2,112,700
WORKER'S COMPENSATION SELF INSURANCE	1,937,800	-	-	-	-
GROUP MEDICAL SELF INSURANCE	11,130,500	-	-	-	-
LIABILITY SELF INSURANCE	2,014,600	-	-	-	-
CEMETERY PERPETUAL CARE	-	-	-	-	-
MAUSOLEUM PERPETUAL CARE	-	-	-	-	-
COMMUNITY REDEVELOPMENT AGENCY	2,748,400	-	-	-	-
TOTAL CITY-WIDE:	<u>\$43,865,500</u>	<u>\$78,816,800</u>	<u>\$83,086,700</u>	<u>\$53,240,100</u>	<u>\$19,785,800</u>

Uses of Funds Fiscal Year 2011 - 2012

HUMAN SERVICES	DEBT SERVICE	OPERATING SUB TOTAL	INTERFUND TRANSFERS	ENDING FUND BALANCE /RESERVE	TOTAL BUDGET
\$ -	\$ -	\$ 118,286,600	\$ -	\$ 42,133,400	\$ 160,420,000
900,500	-	900,500	-	-	900,500
-	-	488,700	-	-	488,700
409,000	-	409,000	-	-	409,000
-	-	706,300	-	950,700	1,657,000
-	-	3,103,000	-	3,222,500	6,325,500
-	-	3,425,000	31,400	45,300	3,501,700
-	-	18,225,200	10,000	-	18,235,200
-	-	-	-	6,260,900	6,260,900
-	7,558,300	7,558,300	-	830,100	8,388,400
-	-	-	-	2,294,900	2,294,900
-	-	150,000	-	896,300	1,046,300
-	-	10,376,300	-	231,800	10,608,100
-	-	10,069,000	3,716,500	13,456,100	27,241,600
-	-	2,000	1,228,300	311,500	1,541,800
-	-	-	-	247,500	247,500
-	-	-	-	1,070,400	1,070,400
-	-	7,258,600	5,300	1,914,300	9,178,200
-	-	4,593,800	-	2,922,200	7,516,000
-	-	52,618,000	5,086,500	28,986,900	86,691,400
-	4,988,900	4,988,900	-	8,099,900	13,088,800
-	-	16,077,300	88,100	809,700	16,975,100
-	-	-	-	-	-
-	-	3,800,000	714,200	3,558,600	8,072,800
-	-	-	595,600	4,927,500	5,523,100
-	-	738,100	-	275,100	1,013,200
-	-	2,747,900	-	72,000	2,819,900
-	-	146,100	5,300	62,000	213,400
-	-	5,497,600	-	4,019,900	9,517,500
-	-	2,654,100	-	12,188,700	14,842,800
-	-	1,937,800	-	4,585,700	6,523,500
-	-	11,130,500	-	1,755,900	12,886,400
-	-	2,014,600	-	11,773,600	13,788,200
-	-	-	218,800	1,821,900	2,040,700
-	-	-	312,000	3,426,900	3,738,900
-	6,525,000	9,273,400	8,330,200	4,664,800	22,268,400
<u>\$1,309,500</u>	<u>\$19,072,200</u>	<u>\$299,176,600</u>	<u>\$20,342,200</u>	<u>\$167,817,000</u>	<u>\$487,335,800</u>

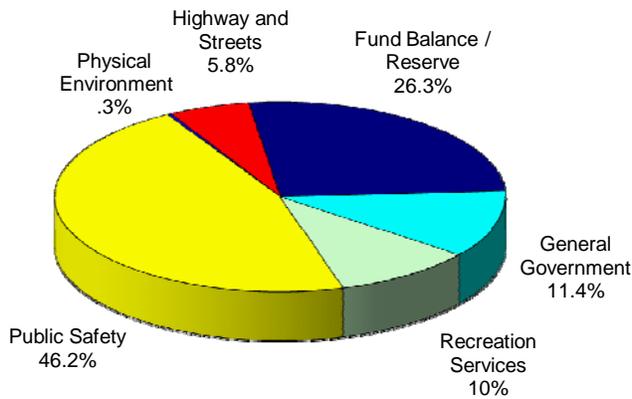
- (1) General Fund's budget include an ending Planned Fund Balance equal to 5% of expenditures, which allows for necessary cash flow and possible emergencies, in addition, reserves are established for Hurricane/Disaster Emergency and Mizner Park Debt Service.
- (2) Ending Fund Balance for these governmental fund types includes dollars that are unreserved for future appropriation and reserved due to bond covenants.
- (3) Enterprise funds ending Retained Earnings are comprised of available cash for future appropriation as well as funds that are reserved to satisfy bond covenants.
- (4) Ending Retained Earnings for internal service funds is unreserved for future appropriation.
- (5) Reference to Retained Earnings with regard to self-insurance funds also includes revenues identified for incidents incurred but not reported. These funds have been accumulated over prior years and ensure fiscal soundness and ability to pay future potential claims.
- (6) Ending Retained Earnings refers to the funds available for future appropriation.

Fiscal Year 2011 - 2012 General Fund Revenues



Ad Valorem Taxes	\$ 45,132,700
Interest Earnings	900,000
Franchise Fees	12,245,000
Licenses, Permits & Other Taxes	24,130,800
Intergovernmental Revenue	12,514,700
Charges for Services	20,177,700
Fines, Misc. & Transfers	1,869,700
Planned Fund Balance	<u>43,449,400</u>
	<u>\$ 160,420,000</u>

General Fund Expenditures



Physical Environment	\$ 455,100
Highway and Streets	9,320,600
Fund Balance / Reserve	42,133,400
General Government	18,360,000
Recreation Services	16,114,400
Public Safety	<u>74,036,500</u>
	<u>\$ 160,420,000</u>

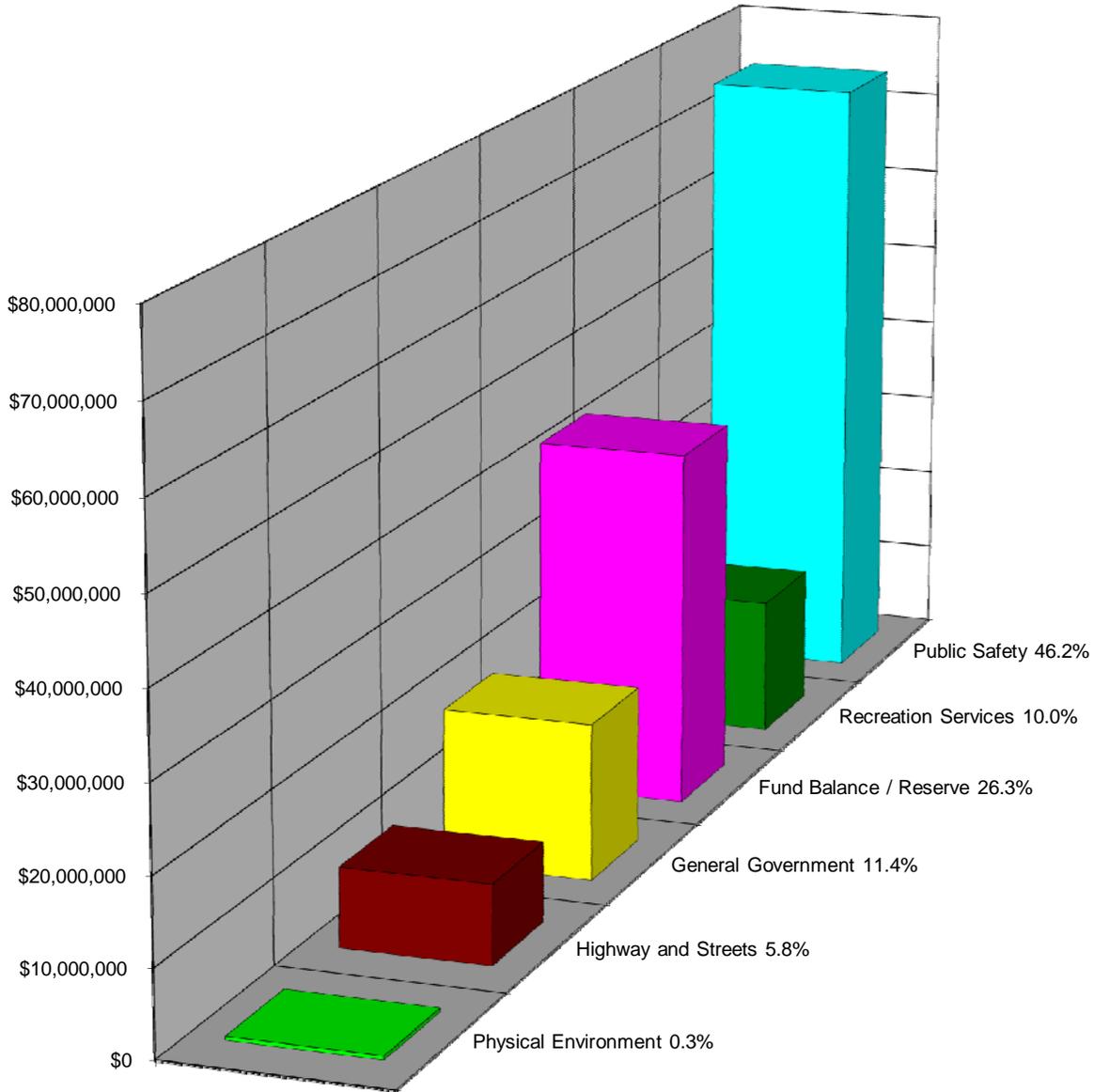
GENERAL FUND OPERATING

REVENUE SUMMARY				
	ACTUAL 2009-10	APPROVED BUDGET 2010-11	REVISED 2010-11	APPROVED BUDGET 2011-12
Ad Valorem Taxes	\$46,048,419	\$42,967,700	\$42,967,700	\$45,268,700
Other Taxes	32,330,235	30,323,000	32,999,100	28,545,000
Licenses & Permits	8,889,601	8,241,800	8,241,800	7,694,800
Intergovernmental Revenue	15,345,344	12,639,500	12,759,500	12,514,700
Charges for Services	14,125,210	17,060,600	16,960,600	20,177,700
Fines & Forfeitures	1,005,220	2,533,600	2,533,600	1,664,700
Miscellaneous Revenue	1,354,270	1,830,000	1,830,000	1,085,000
Transfers	20,000	1,020,000	1,020,000	20,000
Fund Balance/Retained Earnings	49,034,338	44,657,200	45,585,100	43,449,400
TOTAL REVENUES	\$168,152,638	\$161,273,400	\$164,897,400	\$160,420,000

EXPENDITURE SUMMARY				
	ACTUAL 2009-10	APPROVED BUDGET 2010-11	REVISED 2010-11	APPROVED BUDGET 2011-12
City Council	\$314,512	\$324,200	\$344,200	\$296,900
City Manager	3,017,836	\$3,991,000	3,997,000	4,367,200
City Attorney	905,068	1,041,900	1,041,900	1,079,100
Financial Services	2,585,933	2,855,600	2,884,800	2,773,500
Development Services	6,183,706	5,228,300	5,545,400	5,580,400
Police Services	36,630,310	35,729,200	37,227,500	37,012,100
Fire-Rescue Services	33,845,744	34,693,100	35,092,900	37,024,400
Municipal Services	9,677,542	10,047,000	10,470,500	9,775,700
Recreation Services	17,394,452	17,106,000	17,316,800	16,114,400
Non-Divisional	7,402,897	5,661,700	8,370,800	4,262,900
Transfers	3,270,100	1,224,100	1,224,100	0
Reserve	46,924,539	43,371,300	41,381,500	42,133,400
TOTAL EXPENDITURES	\$168,152,638	\$161,273,400	\$164,897,400	\$160,420,000

Note: Departmental transfers to the Motor Pool Fund for vehicle purchases are included in the Expenditure columns.

General Fund Expenditures



HISTORICAL SUMMARY OPERATING REVENUES

FUNDS	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ACTUAL FY 2009-10	REVISED FY 2010-11	APPROVED FY 2011-12
Ad Valorem Taxes	50,689,371	47,973,867	45,465,500	42,967,700	45,268,700
Other Taxes	37,755,291	35,116,512	33,299,400	30,323,000	28,545,000
Licenses & Permits	12,543,284	9,209,463	9,303,800	8,241,800	7,694,800
Intergovernmental Revenue	15,665,103	10,129,954	14,609,700	12,639,500	12,514,700
Charges for Services	12,003,758	13,574,188	14,521,800	17,060,600	20,177,700
Fines & Forfeitures	1,323,696	1,469,912	1,849,600	2,533,600	1,664,700
Miscellaneous Revenue	2,961,739	2,134,109	1,918,300	1,830,000	1,085,000
TOTAL GENERAL FUND	132,942,242	119,608,005	120,968,100	115,596,200	116,950,600
Utility Service Taxes	-	-	2,471,963	2,435,500	2,349,000
Federal Grants	4,008,584	2,166,433	2,632,294	5,156,900	1,418,000
Shared Rev/Local Unit	10,910,308	11,517,915	12,108,523	17,570,500	15,695,900
State Grants	703,749	711,164	3,001,251	319,800	171,600
Program Income	50,358	12,484	-	25,000	25,000
Court Cases	491,739	58,774	344,615	302,000	275,000
Local Option Fuel Tax	2,074,282	1,976,752	1,957,960	2,044,400	1,939,600
Culture-Recreation	1,720,293	2,376,693	2,336,995	2,381,800	2,539,300
Interest Earnings	733,260	499,082	277,803	295,800	205,000
Other Misc Revenues	15,323	-	62,800	25,000	6,000
Contributions/Donations	-	-	-	-	-
Total Special Revenue	20,707,896	19,319,297	22,722,241	30,556,700	24,624,400
Ad Valorem Taxes	5,528,200	5,314,800	5,471,100	6,074,200	5,609,900
Bond Proceeds	-	-	-	-	-
Interest Earnings	143,728	28,613	62,423	40,000	40,000
Other Misc Revenues	-	-	-	-	-
Total Debt Service	5,671,928	5,343,413	5,533,523	6,114,200	5,649,900
Ad Valorem Taxes	8,937,308	8,474,980	6,115,614	4,753,500	3,924,700
Utility Service Taxes	-	-	1,318,452	1,312,500	1,284,000
Sales And Compensation	-	557,730	36,455	-	-
State & Federal Grants	818,231	-	50,986	210,400	343,100
State Shared Revenues	661,849	14,514	74,214	-	-
Shared Rev/Local Unit	177,316	496,410	5,007,038	916,000	336,500
Special Assessments	1,179,630	1,194,209	1,170,055	1,173,200	1,172,600
Interest Earnings	1,225,409	1,229,396	726,932	395,800	353,400
Contributions/Donations	1,300,021	983,460	1,813,044	5,357,100	1,225,000
Other Misc Revenues	-	-	-	90,200	30,000
Bond Proceeds	-	-	13,502,248	-	-
Total Capital Improvement Program	14,299,764	12,950,699	29,815,038	14,208,700	8,669,300
Physical Environment	43,000,383	51,202,919	50,892,527	53,327,000	57,146,600
Special Assessments	1,001,239	1,228,553	4,448,979	2,391,600	2,475,500
Sales And Compensation	140,790	130,482	145,776	165,500	168,700
Shared Rev/Local Unit	180,465	198,140	245,427	200,000	267,500
Culture-Recreation	2,721,691	2,568,751	2,542,700	2,651,500	2,606,100
Interest Earnings	2,833,449	2,099,950	1,327,500	1,343,600	1,382,200
Other Misc Revenues	132,375	17,091	53,200	21,800	6,600
Total Enterprise Fund	50,010,392	57,445,886	59,656,109	60,101,000	64,053,200
Sales And Compensation	102,994	99,127	52,000	52,000	60,000
Central Data Proc Srvc	3,414,717	3,056,620	3,606,000	3,501,000	3,937,000
Motor Pool Srvc	1,276,124	1,359,327	1,187,200	1,168,900	1,213,800
Other Intragovt'l Srvc	13,917,785	13,556,376	13,062,300	14,511,600	12,894,000
General Government	1,743,808	1,963,495	2,143,000	1,916,900	2,388,500
Interest Earnings	1,097,976	821,562	825,000	725,000	515,000
Other Misc Revenues	1,014	228	40,200	22,000	20,000
Federal Grants	-	-	-	160,600	200,000
Total Interservice	21,554,418	20,856,735	20,915,700	22,058,000	21,228,300
Physical Environment	237,369	92,130	137,200	137,200	130,000
Interest Earnings	1,062,511	178,666	537,100	319,600	170,900
Fees	6,317,341	6,753,342	6,562,000	7,216,700	6,879,400
Other Misc Revenues	1,208,298	1,300,512	1,180,000	1,180,000	1,180,000
Total Perpetual Care Funds	8,825,519	8,324,650	8,416,300	8,853,500	8,360,300
TOTAL OTHER CITY FUNDS	121,069,917	124,240,680	147,058,911	141,892,100	132,585,400
TOTAL ALL FUNDS	254,012,159	243,848,685	268,027,011	257,488,300	249,536,000

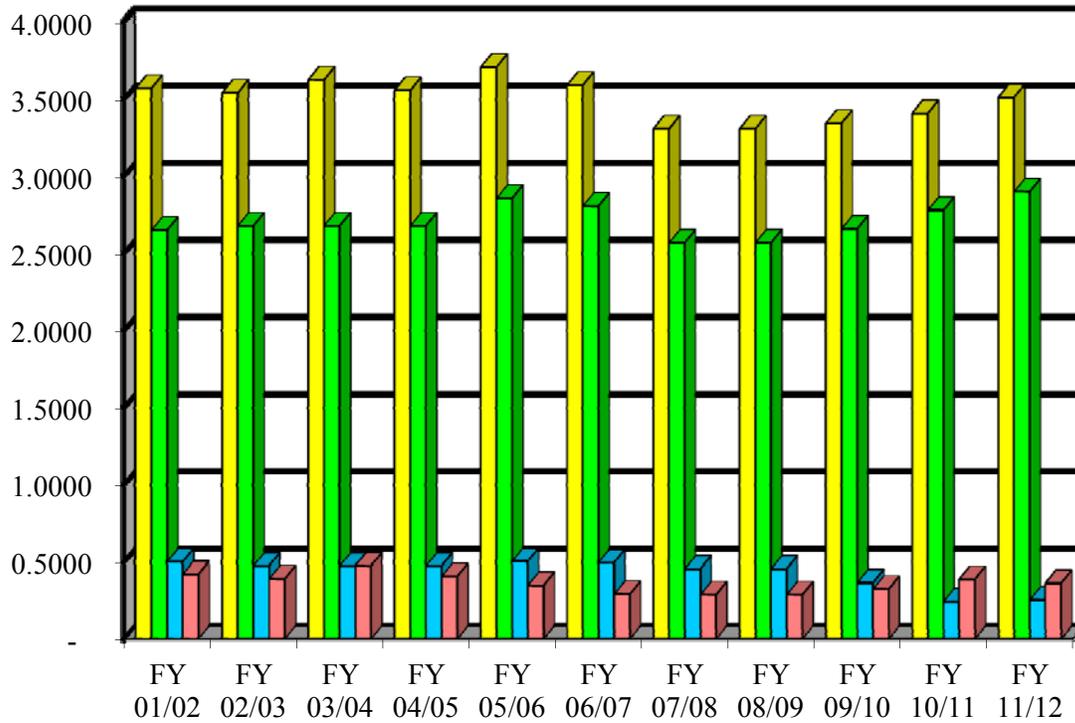
NOTE: This chart excludes reserves, depreciation and other interfund transfers.

HISTORICAL SUMMARY OPERATING EXPENDITURES

FUNDS	ACTUAL FY 2007-08	ACTUAL FY 2008-09	ACTUAL FY 2009-10	REVISED FY 2010-11	APPROVED FY 2011-12
City Council	313,594	302,490	314,512	344,200	296,900
City Manager	3,153,489	3,344,998	3,017,836	3,997,000	4,367,200
City Attorney	962,335	975,220	905,068	1,041,900	1,079,100
Financial Services	2,815,933	2,889,307	2,585,934	2,884,800	2,773,500
Development Services	6,297,290	6,363,978	6,183,706	5,545,400	5,580,400
Police Services	34,354,174	34,715,936	36,630,310	37,227,500	37,012,100
Fire/Rescue Services	33,256,405	32,954,433	33,845,743	35,092,900	37,024,400
Municipal Services	15,136,878	9,865,379	9,677,540	10,470,500	9,775,700
Recreation Services	16,401,918	17,270,317	17,394,449	17,316,800	16,114,400
Non-Divisional	3,677,602	7,156,748	7,402,897	8,370,800	4,262,900
TOTAL GENERAL FUND	116,369,618	115,838,806	117,957,995	122,291,800	118,286,600
Community Devel. Block Grant	700,639	319,460	1,367,799	1,038,000	900,500
Law Enforcement Trust Fund	439,825	610,966	435,167	897,800	706,300
Housing Assistance Trust	1,842,407	991,638	516,658	461,400	409,000
State and Federal Grant Fund	378,867	1,925,693	4,679,289	4,276,700	488,700
Transportation	1,693,428	1,929,123	4,786,000	6,399,200	3,103,000
ROW Beautification	3,065,403	3,395,214	3,274,407	4,017,900	3,425,000
Beach & Park District	12,592,807	13,607,876	13,854,276	19,927,700	18,225,200
Debt Service	8,689,430	18,864,907	7,624,548	8,035,900	7,558,300
Environmentally Sensitive Land	87,763	226,499	-	100,000	150,000
Capital Improvement Program	10,622,135	8,606,043	17,491,594	21,276,900	10,069,000
Downtown Infrastructure	255,466	1,092,360	744,145	3,405,700	2,000
Fire Improvement	22,963	-	-	-	-
Library Bond	103,729	7,224,337	271,497	9,743,300	10,376,300
Land Dedication	-	1,232,446	3,498,000	-	-
Downtown Land Dedication	57,378	4,505	337,594	-	-
Sanitation	-	5,855,296	5,365,554	7,620,400	7,258,600
Stormwater Utility	1,427,828	1,735,794	1,078,586	6,273,800	4,593,800
Water & Sewer Operating	41,232,210	44,903,844	8,747,504	53,767,700	52,618,000
Water & Sewer Sinking	2,017,042	2,152,093	1,948,455	4,991,900	4,988,900
Water & Sewer Renew & Replmnt	1,480,566	965,068	6,773,501	12,337,500	16,077,300
Water & Sewer CIP Bond	1,916,647	-	2,639,189	2,861,000	-
Water Impact	-	1,127,315	401,235	3,370,700	3,800,000
Sewer Impact	598,697	904,456	-	72,800	-
Cemetery / Mausoleum	593,118	653,273	573,856	773,600	738,100
Golf Course Operating	2,833,877	2,934,782	2,807,991	2,897,300	2,747,900
Golf Course Renew & Replmnt	158,511	163,336	82,794	268,500	146,100
Information Services	5,216,501	5,230,235	4,673,023	6,188,200	5,497,600
Motor Pool	2,105,895	1,386,443	5,013,021	5,252,300	2,654,100
Workers Compensation Self Ins	1,800,734	1,486,287	2,084,351	1,972,500	1,937,800
Group Medical Insurance	8,172,244	9,091,066	9,580,964	10,414,300	11,130,500
Liability Self Insurance	4,150,475	4,037,645	2,977,494	3,764,500	2,014,600
Community Redevelopment Agency	6,803,580	6,870,599	9,913,799	12,887,700	9,273,400
TOTAL OTHER CITY FUNDS	121,060,165	149,528,599	149,528,599	215,295,200	180,890,000
TOTAL ALL FUNDS	237,429,783	265,367,405	267,486,594	337,587,000	299,176,600

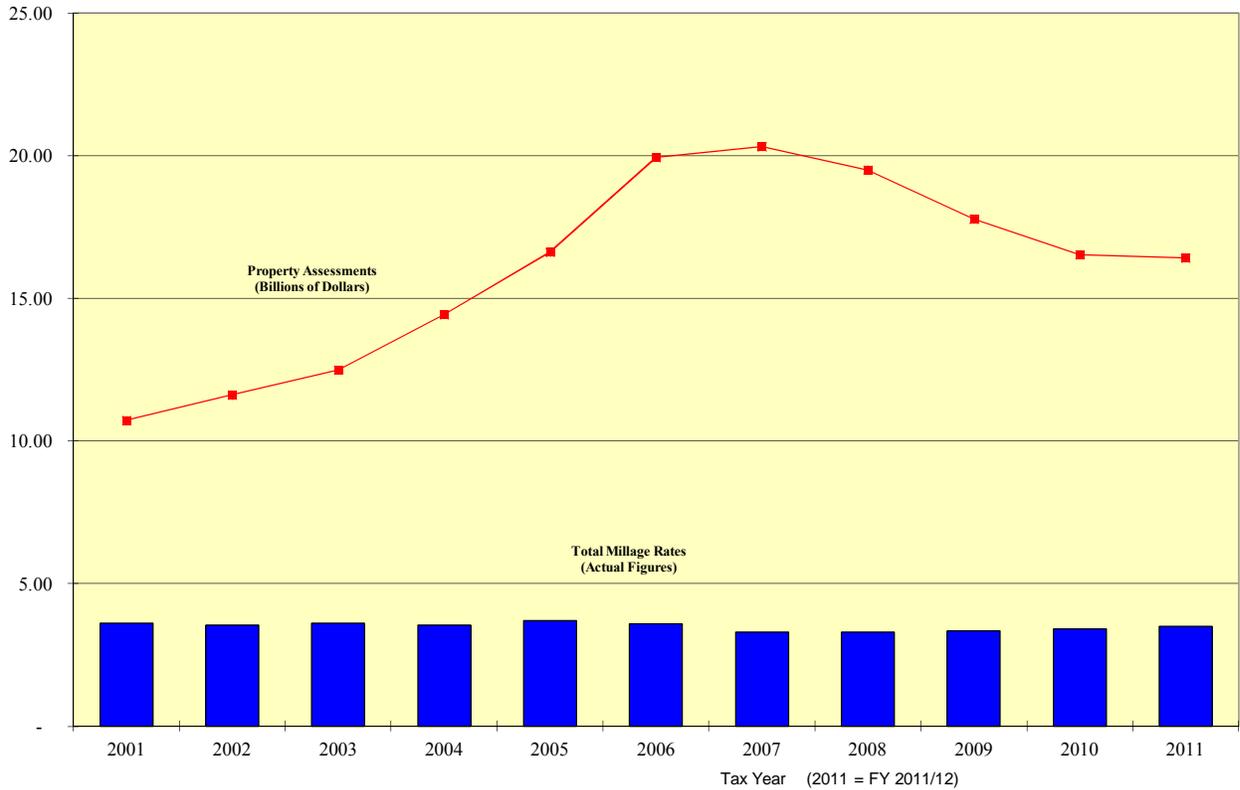
NOTE: This chart includes expenditures and transfers related to departmental operating costs; it excludes reserves, depreciation and other interfund transfers.

Comparison of Mills Levied Last Ten Years



	Total	Operating	CIP	Debt
FY 01/02	3.5688	2.6491	0.5009	0.4188
FY 02/03	3.5385	2.6775	0.4725	0.3885
FY 03/04	3.6231	2.6775	0.4725	0.4731
FY 04/05	3.5546	2.6775	0.4725	0.4046
FY 05/06	3.7062	2.8560	0.5040	0.3462
FY 06/07	3.5886	2.8050	0.4950	0.2886
FY 07/08	3.3057	2.5670	0.4530	0.2857
FY 08/09	3.3057	2.5670	0.4530	0.2857
FY 09/10	3.3411	2.6576	0.3624	0.3211
FY 10/11	3.4059	2.7784	0.2416	0.3859
FY 11/12	3.5102	2.8980	0.2520	0.3602

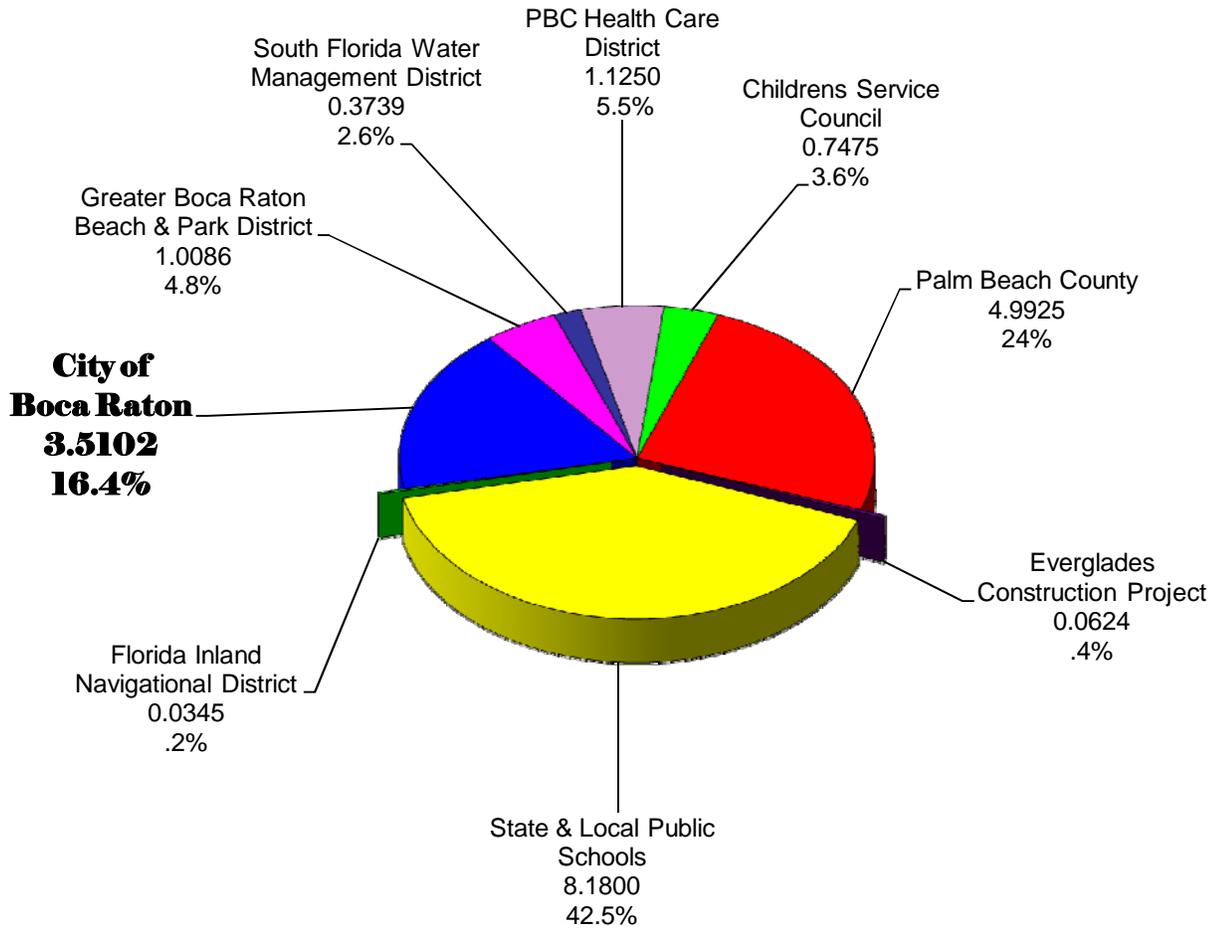
SCHEDULE OF ASSESSED VALUATION					
	FY 07 / 08	FY 08 / 09	FY 09 / 10	FY 10 / 11	FY 11 / 12
Land and Improvements	\$ 19,414,034,510	\$ 18,660,190,500	\$ 16,944,949,815	\$ 15,716,630,209	\$ 15,672,868,365
Personal Property	897,736,150	833,440,334	824,828,712	811,767,056	739,764,527
Railroad Assessment	8,230,519	9,645,416	9,725,478	8,268,299	8,469,034
TOTAL	\$ 20,320,001,179	\$ 19,503,276,250	\$ 17,779,504,005	\$ 16,536,665,564	\$ 16,421,101,926



SCHEDULE OF MILLAGE RATES					
	FY 07 / 08	FY 08 / 09	FY 09 / 10	FY 10 / 11	FY 11 / 12
Operations	2.5670	2.5670	2.6576	2.7784	2.8980
Capital Improvement Prgm	0.4530	0.4530	0.3624	0.2416	0.252
Debt Service	0.2857	0.2857	0.3211	0.3859	0.3602
TOTAL MILLAGE	3.3057	3.3057	3.3411	3.4059	3.5102

2011 Tax Bill
(Funds FY 2011 / 2012)

By Taxing Authority - Use



Taxes Based Upon Taxable Value of \$300,000

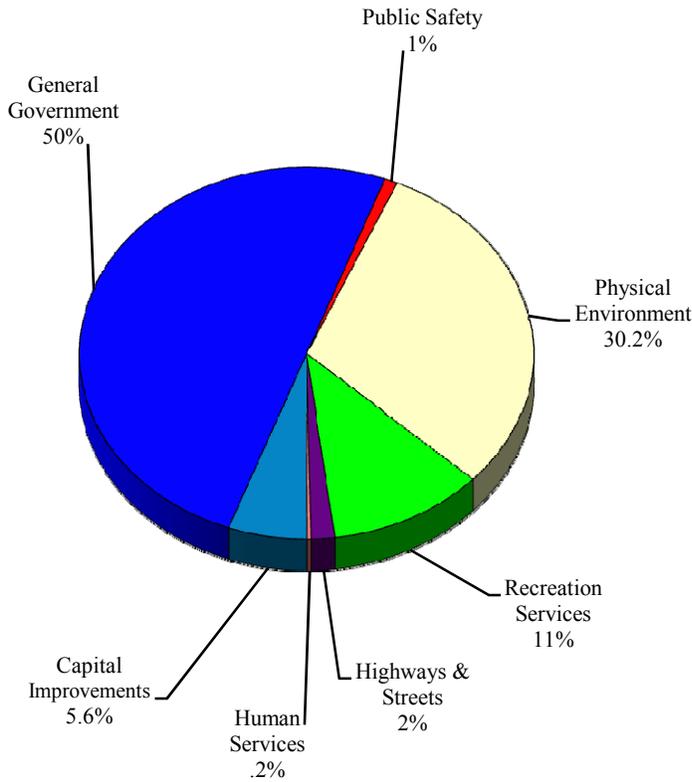
Total Ad Valorem Taxes = \$ 6,214.88

Total Millage = 20.0346

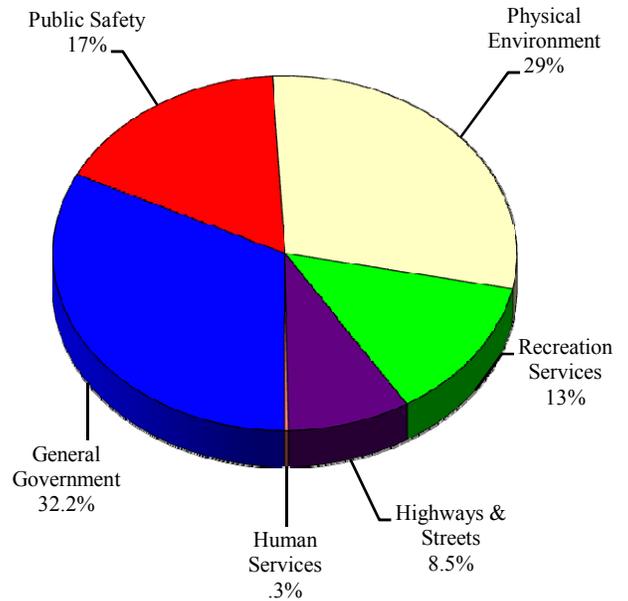


PROGRAM BUDGET FY 2011-2012

REVENUES



EXPENDITURES



Program Revenues	
General Government	\$ 244,120,300
Public Safety	4,502,000
Physical Environment	147,563,500
Recreation Services	54,246,700
Highways & Streets	8,094,400
Human Services	1,309,500
Capital Improvements	27,499,400
Total Revenues	\$ 487,335,800

Program Expenditures	
General Government	\$ 157,439,300
Public Safety	82,123,700
Physical Environment	141,466,100
Recreation Services	63,195,100
Highways & Streets	41,802,100
Human Services	1,309,500
Total Expenditures	\$ 487,335,800

REVENUE BY PROGRAM

REVENUES	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	CAPITAL IMPROVEMENTS	TOTAL BUDGET
Ad Valorem Taxes	\$ 51,252,100	\$ 1,346,600	\$ 518,100	\$ 3,745,200			\$ 3,924,700	\$ 60,786,700
Franchise Fees	12,245,000							12,245,000
Licenses & Permits, Other Taxes	27,763,800							27,763,800
Intergovernmental Revenues	12,514,700	607,500		15,695,900	\$ 1,939,600	\$ 982,100	679,600	32,419,400
Charges for Services	39,391,200		59,440,400	3,191,300				102,022,900
Fines and Forfeitures	2,242,200	275,000						2,517,200
Misc. Revenues	2,864,800		73,000	3,340,000	-	25,000	1,931,100	8,233,900
Interest Earnings	1,545,900	39,500	1,372,700	235,900	100,500	10,000	262,000	3,566,500
Transfers	10,424,500	689,700	6,374,100	1,030,700	1,208,300		1,500,000.00	21,227,300
Fund Balance/Reserve	83,876,100	1,543,700	79,785,200	27,007,700	4,846,000	292,400	19,202,000	216,553,100
Total City-Wide	\$ 244,120,300	\$ 4,502,000	\$ 147,563,500	\$ 54,246,700	\$ 8,094,400	\$ 1,309,500	\$ 27,499,400	\$ 487,335,800

The largest program revenue is the General Government program. This program represents 50% of the City's total revenues. This program also includes the largest single operating revenue source -- Ad Valorem Taxes. Ad valorem taxes account for approximately 21% of the total General Government revenues.

The second largest program revenue is the Physical Environment program, which generates 30% of the City's total revenues. The majority of these funds are from Water and Sewer related service charges and a bond issue for the federal mandate of the Safe Drinking Water Act.

PROGRAM EXPENDITURES BY FUND TYPE

FUND	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	TOTAL BUDGET
General	\$ 60,493,400	\$ 74,036,500	\$ 455,100	\$ 16,114,400	\$ 9,320,600		\$ 160,420,000
Special Revenue	6,260,900	1,703,700		21,736,900	6,767,500	\$ 1,309,500	37,778,500
Debt Service	10,270,400	2,356,200	13,607,000		1,768,600		28,002,200
Capital Projects	19,956,800	3,485,900	898,800	15,517,700	4,191,400		44,050,600
Enterprise	1,998,800		126,505,200	4,046,500	5,452,600		138,003,100
Internal Service	42,715,600	541,400			14,301,400		57,558,400
Trust and Agency	15,743,400			5,779,600			21,523,000
Total Program	\$ 157,439,300	\$ 82,123,700	\$ 141,466,100	\$ 63,195,100	\$ 41,802,100	\$ 1,309,500	\$ 487,335,800

The table shows overall departmental activity and reserve allocation by six program budget categories. This includes all operations, debt service, transfers, and reserves.

The largest program is the General Government program. The General Government program includes the day to day activities of the City, the Internal Service funds, Insurance Funds, a portion of the Capital Improvement program and the Community Redevelopment Agency.

The second largest program is the Physical Environment budget, which includes Municipal Services, the Stormwater Utility fund, and the City's Water and Sewer operations.

DEPARTMENT EXPENDITURES BY PROGRAM

DEPARTMENT	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	TOTAL BUDGET
City Council	\$ 296,900						\$ 296,900
City Manager	4,367,200						4,367,200
City Attorney	1,079,100						1,079,100
Financial Services	2,773,500						2,773,500
Development Services	5,580,400						5,580,400
Police Services		\$ 36,215,100					36,215,100
Fire/Rescue Services		37,821,400					37,821,400
Engineering Services					\$ 407,200		407,200
Municipal Services			\$ 455,100		8,913,400		9,368,500
Recreation Services				\$ 16,114,400			16,114,400
Non-Divisional	4,262,900						4,262,900
Housing						\$ 1,309,500	1,309,500
Law Enforcement Trust		706,300					706,300
State & Federal Grants		46,700			442,000		488,700
Transportation					3,103,000		3,103,000
Beautification Maintenance				3,425,000			3,425,000
Beach & Parks District				18,225,200			18,225,200
Capital Improvement Program	177,800	3,485,900	898,800	11,843,400	4,191,400		20,597,300
Sanitation			6,642,500		616,100		7,258,600
Stormwater Utility			4,593,800				4,593,800
Water & Sewer	1,998,800		70,496,500				72,495,300
Cemetery / Mausoleum				738,100			738,100
Golf Course				2,894,000			2,894,000
Information Services	5,497,600						5,497,600
Motor Pool		541,400			2,112,700		2,654,100
Insurance	15,082,900						15,082,900
Community Redevelopment	2,748,400						2,748,400
Total Operating	\$ 43,865,500	\$ 78,816,800	\$ 83,086,700	\$ 53,240,100	\$ 19,785,800	\$ 1,309,500	\$ 280,104,400
Debt Service	10,270,400	2,054,600	5,507,100	-	1,240,100	-	19,072,200
Transfers	12,046,700	-	6,489,700	1,805,800		-	20,342,200
Reserves	91,256,700	1,252,300	46,382,600	8,149,200	20,776,200	-	167,817,000
Total Program	\$ 157,439,300	\$ 82,123,700	\$ 141,466,100	\$ 63,195,100	\$ 41,802,100	\$ 1,309,500	\$ 487,335,800

The table above shows the relationship of department activities and the six program categories in the City's program budget. The departmental activities are shown in the program area which represents the major activities even though they may perform some in other programs.

GENERAL GOVERNMENT

GENERAL GOVERNMENT	FY 2009-2010 ACTUAL	FY 2010-2011 BUDGET	FY 2011-2012 BUDGET
City Council	\$ 314,512	\$ 324,200	\$ 296,900
City Manager	3,017,836	3,991,000	4,367,200
City Attorney	905,068	1,041,900	1,079,100
Financial Services	4,750,832	4,596,400	4,772,300
Development Services	6,183,706	5,228,300	5,580,400
Information Services	5,230,235	5,749,200	5,497,600
Insurance	14,614,998	15,481,800	15,082,900
Capital Improvements Program	7,880,396	1,276,500	177,800
Community Redevelopment	3,378,289	3,297,900	2,748,400
Total Departmental	\$ 46,275,872	\$ 40,987,200	\$ 39,602,600
Non-Divisional	7,402,897	5,661,700	4,262,900
Debt	12,090,505	10,202,900	10,270,400
Transfers	18,805,002	15,464,100	12,046,700
Reserves	62,195,619	81,800,700	91,256,700
Total Program Budget	\$ 146,769,895	\$ 154,116,600	\$ 157,439,300

General Government expenditures account for \$157,439,300 or 32% of the City's total program budget. The total General Government budget is increasing 2.1% from FY 2010-11 related to slight increases in various departments and an increase to the reserves.

PUBLIC SAFETY

PUBLIC SAFETY	FY 2009-2010 ACTUAL	FY 2010-2011 BUDGET	FY 2011-2012 BUDGET
Police Services	\$ 36,630,310	\$ 35,729,200	\$ 36,215,100
Fire Rescue	33,845,744	34,693,100	37,821,400
Law Enforcement Trust	435,167	895,800	706,300
State & Federal Grants	574,577	407,800	46,700
Capital Improvements Program	1,426,669	3,954,800	3,485,900
Motorpool		2,569,600	541,400
Total Departmental	\$ 72,912,467	\$ 78,250,300	\$ 78,816,800
Debt	1,080,434	2,053,800	2,054,600
Reserves	350,787	391,700	1,252,300
Total Program Budget	\$ 74,343,688	\$ 80,695,800	\$ 82,123,700

Public Safety represents \$82,123,700 or 16.8% of the total program expenditures. The total for FY 2011-2012 represents an increase of \$1,427,900 or 1.7% from FY 2010-11.

PHYSICAL ENVIRONMENT

PHYSICAL ENVIRONMENT	FY 2009-2010 ACTUAL	FY 2010-2011 BUDGET	FY 2011-2012 BUDGET
Municipal Services	\$ 393,093	\$ 458,200	\$ 455,100
Sanitation	5,369,554	6,083,400	6,642,500
Stormwater Utility	1,650,338	4,659,900	4,593,800
Water & Sewer Operating	47,887,878	61,150,500	70,496,500
State & Federal Grants	4,036,175	-	
Capital Improvements Program	6,630,257	439,000	898,800
Total Departmental	\$ 65,967,295	\$ 72,791,000	\$ 83,086,700
Debt	2,733,830	6,053,800	5,507,100
Transfers	11,245,000	12,555,500	6,489,700
Reserves	83,161,854	41,810,500	46,382,600
Total Program Budget	\$ 163,107,979	\$ 133,210,800	\$ 141,466,100

The Physical Environment program of \$141,466,100 accounts for 29% of the total program budget. The Physical Environment operating program budget is increasing due to an increase in Water & Sewer operating costs.

RECREATION SERVICES

RECREATION SERVICES	FY 2009-2010 ACTUAL	FY 2010-2011 BUDGET	FY 2011-2012 BUDGET
Recreation Services	\$ 17,394,452	\$ 17,106,000	\$ 16,114,400
Beautification Maintenance	3,305,407	3,987,900	3,425,000
Beach & Parks District	13,854,276	17,292,500	18,225,200
Cemetery / Mausoleum	653,273	678,600	738,100
Golf Course Operating	3,098,118	3,111,800	2,894,000
Capital Improvements Program	5,005,857	18,099,300	1,317,100
Land Dedication	-	-	-
Environmentally Sensitive Land	-	-	150,000
Downtown Land Dedication	-	-	-
Library Improvement	-	-	10,376,300
Total Departmental	\$ 43,311,383	\$ 60,276,100	\$ 53,240,100
Debt	2,960,138	-	-
Transfers	493,600	1,751,700	1,805,800
Reserves	8,129,903	11,210,600	8,149,200
Total Program Budget	\$ 54,895,024	\$ 73,238,400	\$ 63,195,100

The Recreation program represents 13% of the total program budget. The decrease in this program is due to the decrease in the overall Capital Improvements Program.

HIGHWAYS AND STREETS

HIGHWAYS & STREETS	FY 2009-2010 ACTUAL	FY 2010-2011 BUDGET	FY 2011-2012 BUDGET
Municipal Services	\$ 8,675,922	\$ 9,185,900	\$ 8,913,400
Engineering Services	609,527	402,900	407,200
Transportation	1,378,079	4,786,000	3,103,000
Motor Pool	1,386,443	2,196,700	2,112,700
State & Federal Grants	68,536	3,067,300	442,000
Capital Improvement Program	2,133,229	4,021,600	4,191,400
Sanitation		1,321,000	616,100
Total Departmental	\$ 14,251,736	\$ 24,981,400	\$ 19,785,800
Debt	-	1,251,200	1,240,100
Transfers	11,948,161	-	-
Reserves	14,359,752	12,939,100	20,776,200
Total Program Budget	\$ 40,559,649	\$ 39,171,700	\$ 41,802,100

The Highway and Street program of \$19,785,800 represents 8.5% of the City's total program budget. The program is increasing due to an increase in Reserves.

HUMAN SERVICES

HUMAN SERVICES	FY 2009-2010 ACTUAL	FY 2010-2011 BUDGET	FY 2011-2012 BUDGET
Community Develop. Block Grant	\$ 1,884,457	\$ 1,499,400	\$ 1,309,500
Total Departmental	\$ 1,884,457	\$ 1,499,400	\$ 1,309,500
Reserves	770,252	-	-
Total Program Budget	\$ 2,654,709	\$ 1,499,400	\$ 1,309,500

The Human Services budget of \$1,309,500 represents .2% of the City's total program budget. The Human Services budget is decreasing due to less funding.



City of Boca Raton Vision 2026

Our *BEAUTY*,^(A) *CHOICE OF LIVABLE NEIGHBORHOODS*,^(B) *THRIVING DOWNTOWN* ^(C) and *ENVIRONMENTAL SUSTAINABILITY* ^(D) make Boca Raton – “A Quality Place to Live!”

Our *DIVERSE ECONOMY* ^(E) and *EDUCATIONAL OPPORTUNITIES FOR A LIFETIME* ^(F) make Boca Raton – “A Great Place to Work!”

Our *BEACH AND WATERWAYS*,^(G) *ARTS AND CULTURE* ^(H) and *RECREATIONAL CHOICES FOR OUR LEISURE TIME* ^(I) make Boca Raton – “An Outstanding Place to Play!”

THE PREMIER COMMUNITY

**The City is *FINANCIALLY SOUND*,^(J) provides *EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR COMMUNITY*,^(K) and *ENGAGES OUR RESIDENTS*.^(L)
A WORLD CLASS LOCAL GOVERNMENT**

Boca Raton Vision 2026

PRINCIPLE A

BEAUTY

► Means

1. Views of ocean and waterways
2. Well-landscaped, well-maintained streetscapes, medians and ROWs
3. Buildings with architectural character consistent with the community – regulations, codes and standards preserving the “Boca Character”
4. Unique, attractive gateways to Boca Raton
5. Open, green spaces throughout the city
6. Decorative street lights that are environmentally friendly and dark skies (impact of city lights on the sky)
7. Trees providing shade throughout the city and residential neighborhoods

PRINCIPLE B

CHOICE OF LIVABLE NEIGHBORHOODS

► Means

1. Feeling safe in our homes and in our neighborhoods
2. Strong neighborhood organizations working in partnership with the City
3. Quality, well-maintained, single-family homes that are up to code
4. Preservation of neighborhood character and integrity
5. Walkable and pedestrian, bike friendly community
6. Trails connecting neighborhoods to parks and recreation venues

PRINCIPLE C

THRIVING DOWNTOWN

► Means

1. Regional destination for entertainment, events – special place for concerts, events, festivals and cultural arts
2. Stable restaurants and unique retail for residents and visitors to enjoy
3. Reasonable access and parking
4. Walkable area connecting various destinations in Downtown
5. Urban library with a variety of programs, activities and other amenities
6. Center for government, financial institutions and professional services
7. Intracoastal Waterway access – a gateway to Downtown
8. Buildings with architectural character

**PRINCIPLE D
ENVIRONMENTAL
SUSTAINABILITY**

► **Means**

1. Using sustainable technology in the city operations and in the community
2. Use of renewable energy sources
3. Residents, businesses and educational institutions knowing, practicing environmental sustainability
4. Conserving natural resources

**PRINCIPLE E
DIVERSE ECONOMY**

► **Means**

1. High paying job opportunities for residents
2. Headquarters and regional offices for national corporations
3. Bio-tech research and manufacturing businesses linked to research hospitals
4. Major hospital and healthcare center
5. Convenient access to highway and transit systems for moving products and providing employee access
6. Regional economic center for Palm Beach County

**PRINCIPLE F
EDUCATIONAL
OPPORTUNITIES FOR A
LIFETIME**

► **Means**

1. Strong partnership between the City and educational institutions
2. Educational programs aligned with businesses and 21st century job opportunities
3. Main campus of Florida Atlantic University – fully developed
4. Developing human capital to support economic growth
5. Excellent public schools (A-rated) and private schools: K-12
6. Technical colleges preparing the workforce
7. Educational institutions “spinning” off business and entrepreneurial opportunities, including sustainability businesses

PRINCIPLE G

BEACH AND WATERWAYS

► Means

1. Clean, well-maintained shoreline and beach
2. Renourished beach
3. Commercial activities on the beach in specific locations
4. Sense of place along East Palmetto Park Road (East of Intracoastal) and preservation of historic buildings and homes
5. Convenient public access and parking
6. Accessible Intracoastal Waterway and canals
7. Expanded public access and vistas through Lake Wyman
8. Variety of ways to enjoy our beach and waterways

PRINCIPLE H

ARTS AND CULTURE

► Means

1. Community funding for arts and culture
2. State of the art amphitheater for a variety of performances at Mizner Park
3. Quality programs from Florida Atlantic University and Lynn University at City facilities
4. Library providing culture and arts opportunities
5. Variety of scheduled performances and events with high attendance
6. Cultural arts opportunities for all ages

PRINCIPLE I

RECREATIONAL CHOICES FOR OUR LEISURE TIME

► Means

1. Top-quality parks with a variety of venues
2. Well-maintained athletic fields for recreational, competitive and tournament uses
3. Recreational programs for all ages with high level of participation
4. Trails for recreation purposes
5. Access to the water for public use
6. Support for an active, healthy lifestyle
7. Adequate funding for leisure facilities and programs

PRINCIPLE J

FINANCIALLY SOUND CITY

► Means

1. Diverse, expanding tax base
2. AAA bond rating
3. Strong financial reserves
4. Services delivered in an efficient, cost-effective manner
5. Well-built, well-maintained city infrastructure and facilities
6. Investing in the City's future infrastructure
7. Resources sufficient to support defined services and service levels

PRINCIPLE K

EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR COMMUNITY

► Means

1. Customer-friendly services with high level of customer satisfaction
2. Citizens feeling value for City tax dollars
3. Services and service levels defined, bench marked and prioritized
4. Listening to the needs of the community
5. Best practices in municipal management and service delivery

PRINCIPLE L

CITY ENGAGES RESIDENTS

► Means

1. Easy access to City information and services
2. Opportunities to participate in the City's governance processes
3. Timely, understandable information from the City
4. City reaching out and working with neighborhoods
5. Partnering with the City to deliver services

CITY OF BOCA RATON MISSION

City of Boca Raton
Our Mission

**The Mission of the City of
Boca Raton is to
provide the highest quality of service
to the
community through responsible
use of public
resources to enhance our
unique quality of life.**

**CITY OF BOCA RATON
PLAN 2011 – 2016**

City of Boca Raton *Goals 2016*

Financially Sound City

Strong Partnership with Community

Sustainable City

World Class Municipal Services

Goal 1

Financially Sound City

OBJECTIVES

1. Efficient, cost-effective delivery of City services
2. AAA Bond Rating
3. Investing in the City’s future – capital projects and projects with a return on investment
4. Proactively seeking revenues to support defined services and service levels
5. Reserves consistent with defined City policies
6. Expand the local economy and job opportunities

MEANS TO RESIDENTS

1. Affordable city government
2. Continuation of high service levels
3. Prudent, responsible spending of tax dollars and fees
4. Protecting property values

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding the revenue base to support current services, service levels
2. Increasing costs of operating the City and service delivery: materials, healthcare reform, health insurance
3. Funding for economic development and investing in the future
4. Continued decline in property values
5. Federal, state and county unfunded mandates
6. Service demands and the workload capacity of the organization

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Commitment to the goal of a “Financially Sound City”
2. Residents understanding of City finances and services
3. Future potential TABOR
4. Employee compensation and benefits

ACTIONS 2011 – 2012

	PRIORITY
1. Budget Direction: Millage Rate/Fees and Services	Top Priority
2. City-Owned Land: Direction	Top Priority
3. Annexation: Decisions	Top Priority
4. Economic Development Strategy Funding	Top Priority
5. Funding Strategy for Downtown	High Priority
6. Comprehensive Pension Study	

ON THE HORIZON 2012 – 2016

1. Red Light Cameras
2. Boca Raton Municipal Golf Course: Direction
3. Solid Waste Collection Service Level (once a week)
4. Duplication of Services with Palm Beach County
5. Cemetery Direction
6. Vehicle Replacement Program and Funding

MANAGEMENT IN PROGRESS 2011 – 2012

1. Ethics Commission/Inspector General: Compliance
2. Park Maintenance: Service Level, Funding
3. Labor Contracts
4. Investment Policy: Update
5. Procurement Code: Update
6. Beach and Park District: Agreement on Fees and Charges
7. Health Insurance: Direction

Goal 2

Strong Partnership with Community

OBJECTIVES

1. Well-informed residents with convenient access to City information and services
2. Residents involved in City government
3. Residents trust and have confidence in City government
4. Strong relationship with the private sector, universities, colleges and hospital
5. Strong relationship with neighborhoods and community based organizations
6. Effective use of technology for communications and service delivery

MEANS TO RESIDENTS

1. Opportunities to get involved
2. City listening to you and your input
3. Easy access to City government
4. Timely, understandable information from the City
5. Leverage community resources for community benefit

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Working with the business community
2. Working with Florida Atlantic University
3. Working with the Hospital and medical community
4. Palm Beach County Ethics Commission and Inspector General
5. Growing expectations of government's contribution as a partner

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Best for the entire community vs. individual agendas and special interests
2. Communications with different groups in the community
3. Carryover of general distrust of government from federal and state governments

ACTIONS 2011 – 2012

1. Non-Profit Organizations' Funding: Direction
2. Charter School Strategy
3. Downtown Marketing, Events and Programming
4. Boards: Evaluation and Effectiveness
5. City Support for Arts, Culture and Major Events

PRIORITY

High Priority

High Priority

High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Florida Atlantic University Strategy
2. Florida Atlantic University Football Stadium Event Management Plan
3. Digitized City Records

ON THE HORIZON 2012 – 2016

1. Parking Garage: Direction
2. Medical School Strategy
3. Downtown Shuttle System
4. Hospital Strategy

Goal 3

Sustainable City

OBJECTIVES

1. People feeling safe and secure
2. Thriving and vibrant Downtown
3. Preserve our City's natural resources
4. Expand local economy and business opportunities
5. Stimulate redevelopment in specific areas
6. Achieve a balance among personal livability, environmental stewardship, economic opportunity and community building
7. Enhance the appearance of the visible City infrastructure

MEANS TO RESIDENTS

1. Protection of property values
2. Predictable growth and development
3. Economic and job opportunities in the City – near home
4. Easy movement within the City
5. Choices: where to live, what to do

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Creating an environment attractive for business investment in Boca Raton
2. Degree of regulatory flexibility and protection of the community interest
3. Availability of 3 million square feet of quality commercial space
4. Complexity of land use and development processes

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Deferred maintenance and lower maintenance level
2. Shifting from development of raw land to redevelopment and infill
3. Potential changes in growth management by the State of Florida
4. Aging, dated visible infrastructure
5. Understanding and applying the concepts of “green” and “sustainable”

ACTIONS 2011 – 2012

1. Wildflower Property: Direction
2. Beach Renourishment: Direction, Funding
3. I-95/Spanish River Interchange
4. Transportation Design for Livable Communities: Direction

PRIORITY

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Downtown Pattern Book
2. North Federal Highway Development Project
3. Comprehensive Citywide Parking Study
4. Sea Grapes Plan: Implementation
5. LDRs for Comprehensive Plan
6. Growth Management changes

ON THE HORIZON 2012 – 2016

1. New Pines Neighborhood Improvement Plan
2. Palmetto Park Road East Improvements Plan
3. Code Amendments

Goal 4

World Class Municipal Services

OBJECTIVES

1. Retain quality City employees
2. Partner with the community in delivering services
3. Professional, highly competent and motivated City workforce
4. Attract top quality candidates for positions
5. Continuous improvement of City service management and service delivery
6. Maintain state of the art systems and ongoing training to upgrade staff skill sets

MEANS TO RESIDENTS

1. Reliable City service at a high level
2. Customer friendly City staff
3. Timely response to a service request
4. Use of state of the art techniques
5. Well-maintained City facilities and infrastructure

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Adequate resources to support defined city services and service levels
2. Continuing to explore ways to reduce costs of service delivery while maintaining current service levels
3. Attracting and retaining a top quality workforce
4. Increasing service demands and new services
5. Maintaining a high level of customer service

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Residents understanding that further budget reductions mean service eliminations
2. Workload stretching the organization capacity
3. Aging equipment, technology and facilities
4. Future leadership development and employee training
5. Employee expectations and employment uncertainty

ACTIONS 2011 – 2012

1. Amphitheater: Next Steps
2. Police Space Needs (Station, 6500 Building)
3. Workforce Succession Planning

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2011 – 2012

1. Biology Processing Lab
2. Energy Efficiency Conservation Block Grant
3. Green Living: Action Steps
4. Youth Sports Service Providers Agreement

MAJOR PROJECTS 2011 – 2012

1. NW 12th Avenue Four-Laning (Palmetto Park Road to NW 13th Street)
2. El Rio Trail Phase 4 (L-40 Canal to Congress)
3. Boca Raton Heights Drainage, Water and Sewer Project
4. Red Reef Park Boardwalks
5. Esterly Sanitary Sewer: Replacement
6. Conversion of Septic System to Central Sewers
7. East Library
8. Wastewater Treatment Facility Rehabilitation
9. Water Treatment Facility Rehabilitation

ON THE HORIZON 2012 – 2016

1. Maintenance Operations Facility (Spanish River)
2. Infrastructure Replacement and Update Plan (Deferred Maintenance)
3. Artificial Turf: Direction
4. Technology Enhancement: Funding
5. Permitting Process

**CITY OF BOCA RATON
ACTION AGENDA 2011 – 2012**

City of Boca Raton

Action Agenda 2011 – 2012

TOP PRIORITY

Budget Direction: Millage Rate/Fees and Services

Economic Development Strategy and Funding

Annexation: Decisions

City-Owned Land: Direction

Wildflower Property: Direction

HIGH PRIORITY

Amphitheater: Next Steps

Charter School Strategy

Downtown Marketing, Events and Programming

Funding Strategy for Downtown

Non-Profit Organizations' Funding: Direction

Beach Renourishment: Direction, Funding

City of Boca Raton

Management in Progress 2011 – 2012

Ethics Commission/Inspector General: Compliance

Park Maintenance: Service Level, Funding

Labor Contracts

Investment Policy: Update

Procurement Code: Update

Beach and Park District: Agreement on Fees and Charges

Health Insurance: Direction

Florida Atlantic University Strategy

Florida Atlantic University Football Stadium Event Management Plan

Digitized City Records

Downtown Pattern Book

North Federal Highway Development Project

Comprehensive Citywide Parking Study

Sea Grapes Plan: Implementation

LDRs for Comprehensive Plan

Growth Management Changes

Biology Processing Lab

Energy Efficiency Conservation Block Grant

Green Living: Action Steps

Youth Sports Service Providers Agreement

City of Boca Raton

Approach to Performance Measures

The City of Boca Raton’s vision is to be known as the premier community, a quality place to live, a great place to work, and an outstanding place to play. The City of Boca Raton will be recognized as a world class local government by its commitment to performance and leadership.

With goals and priorities of a financially sound city government, top quality municipal services, and a strong partnership with our stakeholders, the City continues to demonstrate its ability to be one of the most financially secure local governments in Florida.

Performance Measurement

In order to evaluate the efficiency and effectiveness of the programs and services offered by the City of Boca Raton, and to help in obtaining its "world class local government" status, the City established a performance measurement system, which directly link to the City’s Strategic Initiatives. This system will better enable the City to ask not only “What are we doing?” but “How well are we doing?” It provides greater accountability to taxpayers, and a means for demonstrating how well the City of Boca Raton is meeting its goals and priorities.

Each City Department reports performance measures that not only measure its effectiveness and efficiency, but also how well the City is meeting its overall goals.

The City transitioned the performance measurement system in phases. All Departments have included performance measures in this year’s budget. Each measure will reflect an actual, an estimate and target for the year.

Performance Measurement - Overview

First Phase	Re-focus goals, objectives, and indicators on outcomes. Develop data to measure performance. Link performance measurement to Strategic Initiatives.
Second Phase	Report performance results. Assess performance, both quantitatively and qualitatively. Use data to make programmatic and funding decisions. Compare City’s performance with other similar entities, both internally and externally (benchmarking) Improve practices based on results

Re-assessment of existing goals, objectives, and achievements to realign our system from measurement of output to measurement of progress, toward outcomes.

Performance Measures

Performance Measurement as defined in the Government Finance Officers Association publication, Implementing Performance Measurement in Government--is an ongoing "process for determining how a program is accomplishing its mission through the delivery of products, services, or processes."

An actual measure or indicator how efficiently and effectively the City of Boca Raton provides services to its residents and stakeholders.

Types of Measures (indicators):

Terminology	Definition
Input	Measures the volume of resources, both monetary and non-monetary that are used in delivering a program or service. Unit of city resources expended to produce a service.
Output	Measures the quantity or volume of products and services provided to a program. Measure of product/service provided to the citizen.
Program Effectiveness	Measures the results, accomplishments, or quality of the item or services provided. Degree to which actual outcomes are consistent with desired outcomes.
Program Efficiency	Quantifies the relationship between input and output. Service Quality. The extent to which customers are satisfied with a program.
Outcome	To improve, reduce, or accomplish.

Boca Raton 2016: Our Goals Strategic Initiatives

Financially Sound City Government

- Efficient, cost-effective delivery of City services
- “AAA” Bond Rating
- Investing in the City’s future-capital projects and projects with a return on investment
- Proactively seeking revenues to support defined services and service levels
- Reserves consistent with defined City policies

Strong Partnership With Community

- Well informed residents with convenient access to City information and services
- Residents involved in City government
- Residents trust and have confidence in City government
- Strong relationship with the private sector, universities and colleges
- Strong relationship with neighborhoods and community based organizations
- Effective use of technology for communication and service delivery

Sustainable City

- People feeling safe and secure
- Thriving Downtown
- Preservation of our City’s natural resources
- Expand local economy and business opportunities
- City policies demonstration, community sustainability
- Achieving a balance among personal livability, environmental stewardship, economic opportunity and community building

World Class Municipal Services

- Retaining quality City employees
- Partnering with the community in delivery services
- Professional, highly competent and motivated City workforce
- Attracting top quality candidates for positions
- Continuous improvement of city service management and delivery
- Maintain “state of the art” systems and ongoing training to upgrade staff skill sets

PERFORMANCE MEASURES

CITY MANAGER'S OFFICE

Appointed by the City Council to direct the day-to-day operations of the City, the **City Manager** is the Chief Administrative Officer for the City of Boca Raton. Each department head is appointed by the City Manager and works closely with him to provide policy recommendations regarding the health, safety, and welfare of the community to the City Council. The City Manager's Office has four divisions that are reporting performance measures; City Clerk, Human Resources, and Information Technology.

The mission of the **City Clerk's Office** is to fulfill the traditional city clerk responsibilities of record keeping, documentation of official minutes, preparation of agenda, conducting of elections, and to coordinate the implementation of a proactive public information and communications program. The City Clerk is also responsible for the Boards and Committees Division, which supports the City's 27 boards and committees.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services			
• Live streaming of meetings	-	84%	100%
• Records microfilmed/scanned	425,000	400,000	425,000

Human Resources is responsible for the recruitment and employment of a workforce of 1,267 full time and 540 part time employees. Human Resources coordinates citywide training, with an emphasis on leadership. Labor contract negotiation and administration, incentive and recognition programs, and citywide employee events are managed by Human Resources. Over 1,360 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Financially Sound City Government			
• Successfully negotiate SEIU and FOP contracts.	Yes	Yes Yes	
• Successfully recommend and implement fiscally sound salary schedule for employees.	Yes	Yes Yes	

The mission of the City Manager's Department, operating in the **Information Technology (IT) Fund**, is to provide the necessary computer equipment, software, and training to facilitate the efficient operation of the City of Boca Raton's municipal government.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services			
• Respond to call for technical assistance within 4 hours	95%	95%	95%
• Upgrade City personal computers on a three year cycle	25%	25%	25%

FINANCIAL SERVICES

The mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to instill the City's values system among all employees to foster innovative solutions achieving an outstanding level of service. Financial Services manages the City's financial resources in the most cost effective and efficient manner. The Department provides relevant, timely financial information to the public, decision makers and to City management. Financial Services is responsible for the safeguarding of the City's assets through appropriate controls.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Financially Sound City Government			
Administration:			
• Percentage of time GFOA Certificate for Excellence in Financial Reporting received.	100%	100%	100%
Purchasing:			
• Provide six procurement card training sessions per fiscal year.	100%	80%	80%
Treasury:			
• Available funds in interest-bearing investments	100%	100%	100%
Risk Management:			
• Percentage of liability claims settled within the reserved amount	85%	90%	90%
Office of Management & Budget:			
• Receive the GFOA Distinguished Budget Presentation Award	Yes	Yes Yes	
World Class Municipal Services			
Administration:			
• Ensure that all professional staff continued to maintain continuing professional education requirements.	Yes	Yes Yes	
Office of Management & Budget:			
• Budget Training Classes	6	33	
Strong Partnership with our Stakeholders			
Office of Management & Budget:			
• Production of Approved Budget documents (hard copy and City website accessible)	Yes	Yes Yes	

DEVELOPMENT SERVICES

The mission of the Development Services Department is to promote the continued sustainability of the City of Boca Raton through flexible, creative, and responsive customer service. We will be recognized as a leader in the City's efforts to protect and enhance the built, living, and natural environments, assist in the creation of jobs and the protection of the tax base by promoting quality development and redevelopment, and support the provision of housing opportunities for all Boca Raton's citizens.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services Administration: <ul style="list-style-type: none"> Percentage of Employees who responded to annual survey that they are satisfied with working within the department *due to Citywide survey, department survey was not conducted.	*	*	75%
Strong Partnership with Our Stakeholders Administration: <ul style="list-style-type: none"> % of Citizen Inquiries/Requests responding within 2 days of receipt Code Compliance/Licensing: <ul style="list-style-type: none"> Building Inspections performed Code Enforcement Cases Processed % of code cases initiated by Staff Planning & Zoning: <ul style="list-style-type: none"> Number of Applications Processed CDBG: <ul style="list-style-type: none"> Ensure a minimum of low-income families are served by annually evaluating the effectiveness of policy caps within the Housing Rehab Program Affordable Housing: <ul style="list-style-type: none"> Ensure a minimum of low-income families are served by annually evaluating the effectiveness of policy caps within the Home Buyers Program. 	100%	100%	100%
	40,000	39,700	39,700
	4900	4700	4700
	53.4	52.0	52.0
	45	59	40
	0	4	6
	13	4	0

POLICE SERVICES

The mission of the Police Services Department is to work with residents to enhance the quality of life in the City of Boca Raton through progressive police service in partnership with the community.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders Chief's Office: <ul style="list-style-type: none"> Maintain CALEA accreditation 	Yes	Yes	Yes

Police Services cont.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Community Services: <ul style="list-style-type: none"> Maintain CALEA accreditation. Communications/Dispatch: <ul style="list-style-type: none"> % of 911 calls answered within 0-15 seconds Bureau of Field Services: <ul style="list-style-type: none"> Maintain an overall customer satisfaction rating level of 95% based upon annual survey results 	Yes	Yes	Yes
	89%	90%	90%
	97%	97%	98%

FIRE-RESCUE SERVICES

The mission of the Fire-Rescue Services Department is to level of risk to life and property through the delivery of the highest quality emergency and non-emergency services to the community.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services <ul style="list-style-type: none"> Fire Responses < 8 Minutes % Records Management retention and/or destruction. Improve collections of EMS Billing Efficiency by 10% 	85.79%	85.8%	90%
	90%	90%	100%
	73.4%	73%	80%

MUNICIPAL SERVICES

The mission of the Municipal Services Department is to provide services in the most efficient manner to provide a safe, clean, and high-quality community. Also, to respond quickly and effectively to emergencies providing an efficient delivery of services.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders Streets: <ul style="list-style-type: none"> Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint. Completion of Utilities open pavement repairs within one-week period. Dredge: <ul style="list-style-type: none"> Dredge 83,000 cubic yards of sand from inlet Keep the inlet channel at a 6' depth. Facilities Maintenance: <ul style="list-style-type: none"> To reduce external work orders thru Facilities Maintenance proactive awareness within City facilities. 	99%	96%	99%
	91%	86%	92%
	70,000	83,000	83,000
	100%	100%	100%
	5%	8%	10%

Municipal Services cont.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Traffic/Special Projects:			
<ul style="list-style-type: none"> Record and reduce yearly number of reported motor vehicle crashes per 1,000 population 	31.1	31.0	31.0
<ul style="list-style-type: none"> Record average travel times along major City arterials and improve or maintain L.O.S. (average travel speed) yearly. 	29.3 mph	28.4 mph	28.0 mph
Engineering Services:			
<ul style="list-style-type: none"> Complete projects within 10% of original bid. 	100%	100%	100%
<ul style="list-style-type: none"> Complete land, boundary, topographic and "as-built" surveys within 15 days. 	100%	100%	100%

SANITATION FUND

The Sanitation section of the Municipal Services Department provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> Resolved missed pick ups within 24 hours 	98%	100%	100%
<ul style="list-style-type: none"> Complete daily routes 	100%	100%	100%

STORMWATER UTILITY FUND

The mission of the Municipal Services Department, operating in the *Stormwater Utility Fund*, is to cooperatively design, construct, inspect and maintain the City's separate Stormwater system in accordance with the Environmental Protection Agency's National Pollutant Discharge Elimination System (NPDES) permit including, but not limited to, project management for capital improvements, construction inspections for drainage improvements, project planning/development and policy development/guidance, enforcement and implementation.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services			
Maintenance:			
<ul style="list-style-type: none"> Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair 	100%	100%	100%
Engineering:			
<ul style="list-style-type: none"> Complete projects within 10% of original bid. 	100%	100%	90%

MOTOR POOL FUND

The mission of the *Fleet Maintenance Division* of Municipal Services, operating in the Motor Pool Fund, is to provide low cost, efficient maintenance to prolong the useful life of the fleet, provide vehicles that are safe and reliable and maximize the residual value of the City's fleet.

The *Capital Recovery Cost Fund (CRC)*, operated by Municipal Services, ensures sufficient funds are accumulated for the replacement of existing vehicles and heavy equipment that have a replacement cost of \$35,000 or more.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services			
<ul style="list-style-type: none"> Maintain a high level of expertise in Fleet Maintenance industry by providing an on-going training program 	329 hours	280 hours	480 hours
<ul style="list-style-type: none"> Reduce equipment downtime thru additional preventative maintenance activities 	3.82 work days	3.06 work days	2 work days

RECREATION SERVICES

The mission of the Recreation Services Department is to provide and preserve quality customer service programming within the libraries, parks, recreation, leisure, resource management and information services, through facilities, programs and resources which are relevant, educational, attractive, environmentally conscious and affordably accessible to the community of Boca Raton.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders			
Library:			
<ul style="list-style-type: none"> Reference and information questions are answered before patrons leave the library. 	90%	95%	95%
<ul style="list-style-type: none"> Telephone reference questions are answered while patron is on the phone. 	80%	85%	85%
Recreation:			
Ocean Rescue			
<ul style="list-style-type: none"> Assure beachfront park patrons return safely to shore 	100%	100%	100%
Aquatics			
<ul style="list-style-type: none"> Learn to swim class participants will demonstrate the ability to advance to the next level 	50%	50%	60%
Athletics			
<ul style="list-style-type: none"> Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season. 	98%	98%	98%
Tennis Centers			
<ul style="list-style-type: none"> Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future. 	93%	95%	98%

Recreation Services cont.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> Maintain all park properties in accordance with the Recreation Services Department standards, by preventative maintenance and scheduled improvements. 	93%	90%	95%
<ul style="list-style-type: none"> Ensure safe and sanitary restrooms throughout the City's park system on a daily basis. 	95%	90%	90%

BEAUTIFICATION FUND

The mission of the Recreation Services Department, operating in the *Beautification Fund*, is to provide a highly aesthetic and healthy network of City right-of-way medians for the benefit of the traveling citizenry of Boca Raton and those who are visiting as well. Staff is dedicated to managing these resources efficiently and safely using appropriately trained staff to achieve an enhanced biological and environmental state of the urban roadway landscape. Staff continually searches for and adapts to situations where the program can result in labor cost reductions and water conservation.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> On a daily basis, monitor contract landscape maintenance services for compliance with contract schedules of value 	95%	100%	100%
<ul style="list-style-type: none"> Maintain <i>Tree City</i> status by planting new trees throughout the City, in the appropriate landscape settings. 	95%	100%	100%
<ul style="list-style-type: none"> Remove and replace dead or accident-damaged trees, palms, shrubs, ground cover and turf within two weeks of discovery, to maintain a "City Within A Park" theme. 	75%	75%	75%

BEACH & PARK DISTRICT FUND

The mission of the Recreation Services Department, operating in the *Beach & Park District Fund*, is to provide and preserve quality parks, recreation, leisure and resource management through facilities, programs and resources which are relevant, educational, attractive and affordably accessible to the Boca Raton area. Costs are reimbursed through an interlocal agreement with the Greater Boca Raton Beach and Park District.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders			
<u>Aquatics</u> <ul style="list-style-type: none"> Learn-to-swim class participants will demonstrate the ability to advance to the next level. 	50%	50%	60%

Beach & Park District cont.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
<u>Athletics</u>			
<ul style="list-style-type: none"> Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season. 	98%	98%	98%
<u>Ocean Rescue</u>			
<ul style="list-style-type: none"> Assure beachfront park patrons return safely to shore. 	100%	100%	100%
<u>Tennis Centers</u>			
<ul style="list-style-type: none"> Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future. 	95%	98%	98%
<u>Community Centers</u>			
<ul style="list-style-type: none"> Class patrons will rate their experiences as "outstanding" on the post-class survey. 	94%	96%	95%
<ul style="list-style-type: none"> Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures. 	90%	90%	95%
<ul style="list-style-type: none"> Maintain dune crossovers and recreational boardwalks in safe and usable condition. 	95%	95%	100%

CEMETERY/MAUSOLEUM

The mission of the Recreation Services Department, operating in the Cemetery/Mausoleum Fund, is to provide quality service to City residents, along with the highest standards of maintenance for existing and future Cemetery/Mausoleum facilities.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday. 	99.9%	100%	100%
<ul style="list-style-type: none"> Provide timely, professional quality entombment and enrichment services at the Mausoleum Complex Cemetery. 	280	290	280

GOLF COURSE FUND

The City of Boca Raton’s Recreation Services Department, operating in the *Golf Course Fund*, has a mission to furnish quality facilities, programs, activities and services to residents and non-residents, under a sound management and financial plan, that is competitive and self supportive.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Financially Sound Government			
<ul style="list-style-type: none"> Increase total user revenue by stated amounts over approved budget from previous year. Increase total rounds played by stated amounts over previous year. 	(12.8%) (3,461)	6.3% 2,500	3.8% 1,500
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> Properly reset pin placements on all greens on a daily basis. Aerate all greens and tees three times per year 	100% 100%	100% 100%	100% 100%

UTILITY SERVICES

The mission of the Utility Services Department, operating in the Water & Sewer Enterprise Funds, is to provide water and sewer services to approximately 34,600 accounts, including residential, commercial, industrial and educational. The service area extends from the Atlantic Ocean on the east to the Florida Turnpike on the west. The northern and southern service boundaries are the City limits. The service area encompasses approximately 35 square miles.

Performance Measures Strategic Initiatives:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services			
Administration:			
<ul style="list-style-type: none"> Percentage of Utility employees attending training courses 20 or more hours per year. 	65%	65%	65%
Water:			
<ul style="list-style-type: none"> Percentage of time drinking water surpasses state/federal standards Percentage of water service calls responded to within 2 hours. 	100% 100%	100% 100%	100% 100%
Wastewater:			
<ul style="list-style-type: none"> Percent of raw waste water flowing into treatment facility 	100%	100%	100%
Strong Partnership with Our Stakeholders			
Meter Reading:			
<ul style="list-style-type: none"> Meter reading accuracy rate Number of stopped registers in system Number of work orders completed within 1 business day (including tests) 	95% 631% 95%	95% 2% 95%	99% 0% 100%

CITY COUNCIL

Susan Whelchel, Mayor
Susan Haynie, Deputy Mayor
Anthony Majhess, Council Member
Michael Mullaugh, Council Member
Constance J. Scott, Council Member

The City of Boca Raton is governed by a five member City Council, elected at large on a non-partisan basis. The Mayor presides at all Council meetings and other public functions and is the ceremonial head of the City.

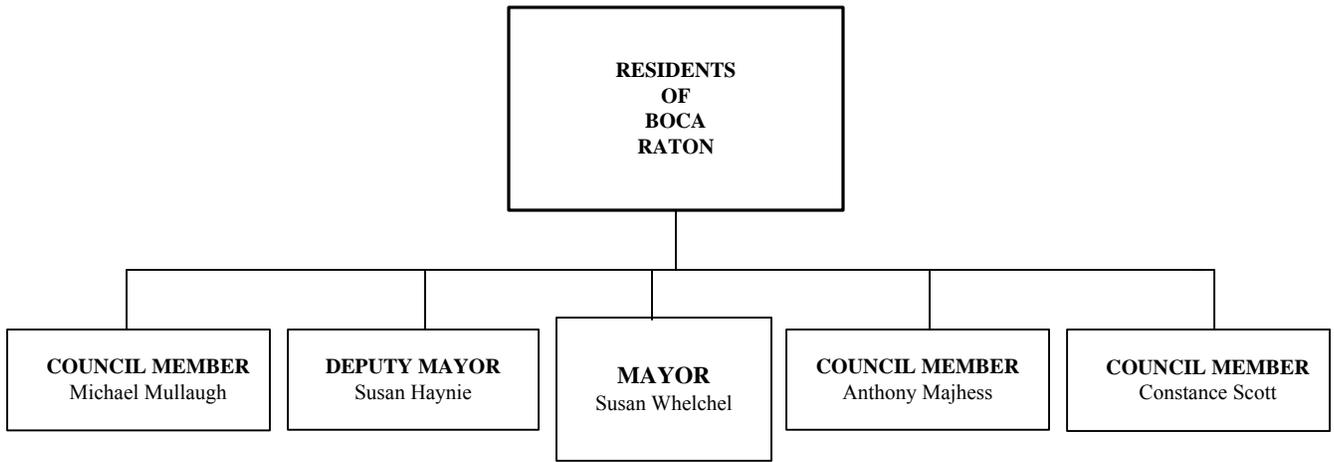
The Council legislatively determines policy and appoints a City Manager who is responsible for administration of that policy and managing the City’s departments and services.

City Council elections are held on the second Tuesday of March. The Mayor and City Council Members are elected for three-year terms and can serve no more than two consecutive terms. Candidates are elected by plurality. To be eligible to seek office, candidates must be a qualified elector of the city at the time of qualifying for candidacy and a resident of the City for at least 30 days prior to the first day of the qualifying period.

Council meetings are held in the Council Chambers, City Hall, at 6:00 p.m. on the second and fourth Tuesday of each month. Workshop meetings are held on the second and fourth Monday of each month at 1:30 p.m. or as soon thereafter as possible following the conclusion of the 1:30 p.m. meeting of the Community Redevelopment Agency. Meeting dates are subject to change. Specific information on Council meetings and board meetings is available from the City Clerk’s office. All meetings of the City Council and its various boards are open to the public. Residents are encouraged to attend and participate in these meetings.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	122,292	131,200	151,200	141,400
Other Operating	190,079	190,500	190,500	153,000
Supplies	2,141	2,500	2,500	2,500
TOTAL	314,512	324,200	344,200	296,900



Approved Positions FY 10/11	5.00
Revised Positions FY 10/11	-
Personnel Changes FY 11/12	-
Approved Positions FY 11/12	5.00

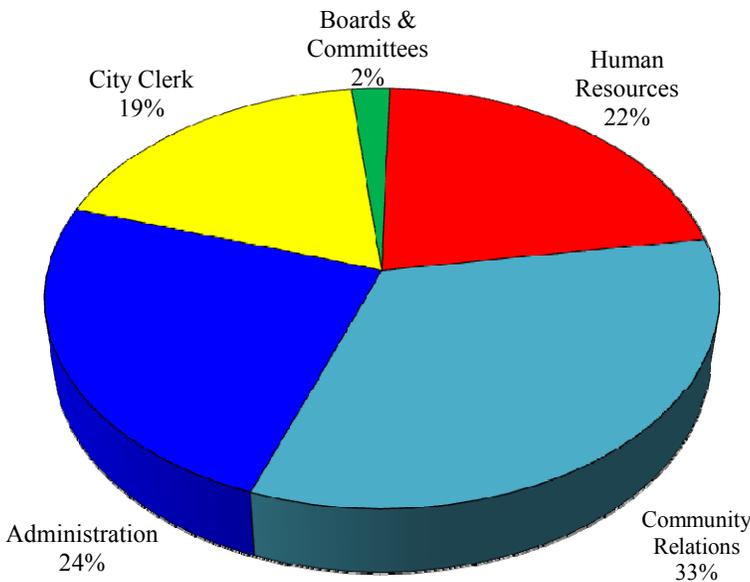
CITY MANAGER

Leif J. Ahnell, City Manager
George S. Brown, Deputy City Manager
Michael J. Woika, Assistant City Manager

Appointed by the City Council to direct the day-to-day operations of the City, the City Manager is the Chief Administrative Officer for the City of Boca Raton. Each department head is appointed by the City Manager and works closely with him to provide policy recommendations regarding the health, safety, and welfare of the community to the City Council.

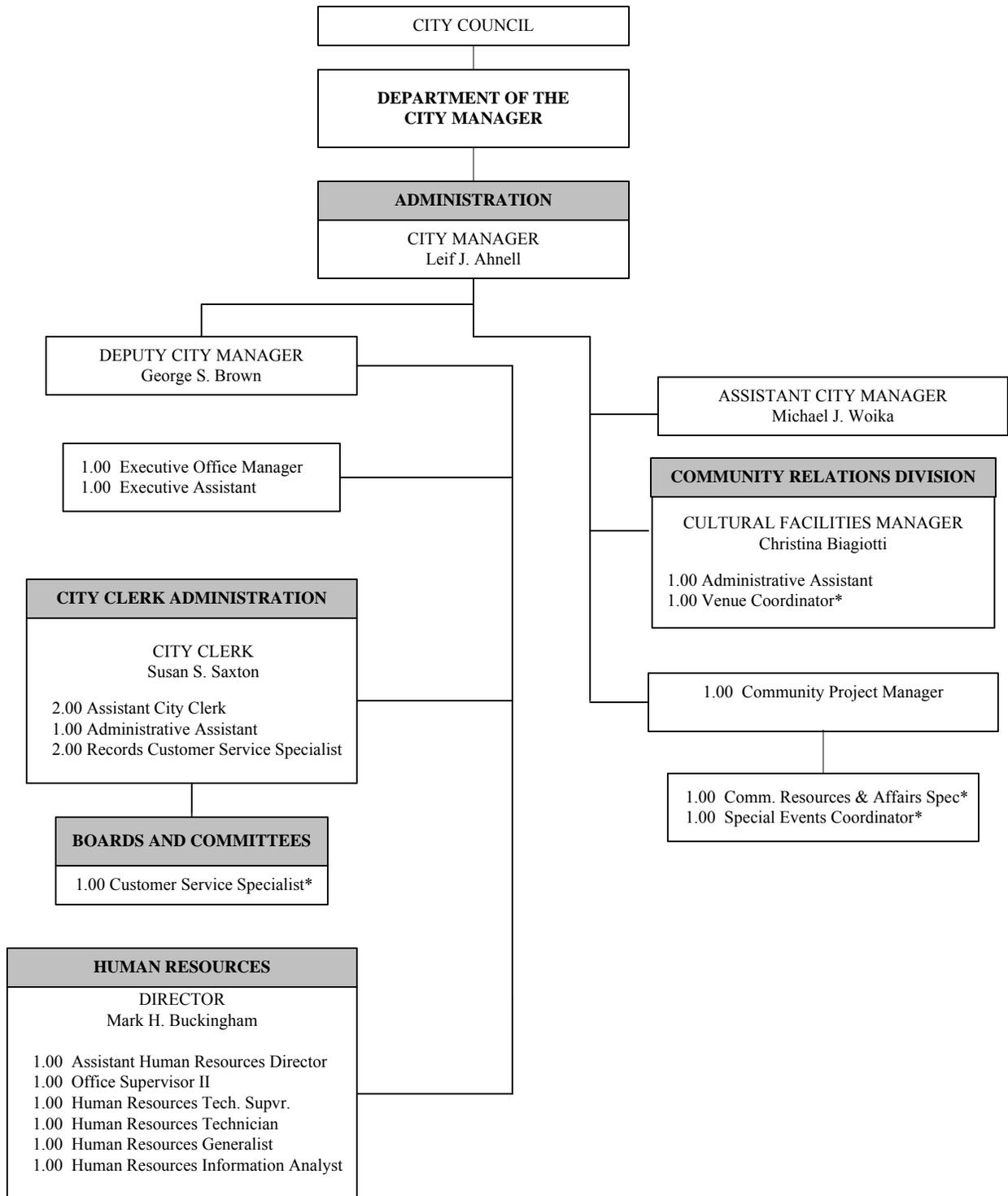
The mission of the City Clerk’s Office is to fulfill the traditional city clerk responsibilities of record keeping, documentation of official minutes, preparation of agenda, election administrator, and to coordinate the implementation of a proactive public information and communications program. The City Clerk is also responsible for the Boards and Committees Division, which supports the City’s 27 boards and committees.

Human Resources is responsible for the recruitment and employment of a workforce of 1,267 full time and 540 part time employees. Human Resources coordinates citywide training, with an emphasis on leadership. Labor contract negotiation and administration, incentive and recognition programs, and citywide employee events are managed by Human Resources. Over 1,430 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.



DIVISION	APPROVED 2011-12 BUDGET
Administration	\$ 1,063,900
City Clerk	804,600
Boards & Committees	91,800
Human Resources	967,800
Community Relations	1,439,100
TOTAL	\$ 4,367,200

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	2,605,333	2,558,800	2,558,800	2,679,900
Other Operating	356,750	1,083,700	1,046,100	1,515,300
Supplies	55,752	108,500	149,100	72,000
Capital Outlay	-	240,000	243,000	100,000
TOTAL	3,017,835	3,991,000	3,997,000	4,367,200
Full-time Employees	26.00	22.00	23.00	25.00



*1.00 Administrative Assistant reclassified to Customer Service Specialist
 +1.00 Comm. Resources & Affairs Spec moved from Recreation Services Dept.
 +1.00 Special Events Coordinator moved from Recreation Services Dept.
 +1.00 Venue Coordinator reclassified and moved from Facilities Maintenance

Approved Positions FY 10/11	22.00
Revised Positions FY10/11	+1.00
Personnel Changes FY 11/12	+2.00
Approved Positions FY 11/12	25.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	CITY MANAGER	001-0405

DIVISION DESCRIPTION

The City Clerk Division is responsible for record archiving and management, administration of general and special elections, publication of the City Council agenda, and development of proactive public information and communications programs. The City Clerk Division is also responsible for coordinating the activities of, and providing support for, regulatory and advisory boards and commissions.

GOALS

To provide optimum internal administrative services and to communicate to the public accurate, timely information about City government and legislation that affects their daily lives.

OBJECTIVES 2011-2012

- Continue to increase library of digital documents.
- Provide online access to digitized and archived documents, particularly Council agendas and meeting minutes, and resolutions and ordinances.
- Further define the procedures for record retention and destruction.
- Consolidate and streamline City boards and commissions.
- Implement the records retention function of Laserfiche software.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Consolidate and streamline City boards and commissions.	Communication with board members was streamlined through the use of email versus first class mail.
Further define and enhance the communications function of the division.	Other departmental objectives took precedence and decreased staffing hindered progress in this area.
Continue to increase library of digital documents.	Scanning of building and other documents continues using the latest version of Laserfiche software.
Cross-train staff in division functions.	Staff continues to train for various office functions.
Compose and implement a citywide records retention/destruction policy.	Work continues on this objective.
Provide online access to digitized documents, particularly back-up materials for Council agendas.	All current and 2011 archived agenda back up materials are now available online.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Response time for public records requests	World Class Municipal Services	24 hours	24 hours	24 hours
Records microfilmed/scanned	World Class Municipal Services	425,000	400,000	425,000

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	CITY MANAGER	001-0411

DIVISION DESCRIPTION

The Human Resources Division is responsible for the recruitment and employment of the City's workforce; coordinates City-wide training; administers compensation plans; designs and presents annual employee relations events; manages the collective bargaining process with the three (3) labor unions and administers the contracts; develops employment policies and procedures; distributes policies and related materials; administers a comprehensive volunteer program; provides advice and assistance to management, employees and the public on Federal, State and City employment related matters. The current budgeted City workforce consists of 1,288 full time and 527 part time employees. Human Resources is responsible for the recruitment and hire of essential personnel. Additionally, Human Resources manages the records and updates files on 1,800 full and part time employees

GOALS

To provide City employees, applicants and volunteers with outstanding customer service on all Human Resources and Employee Relations issues. Provide expert advice to applicants and employees on all Human Resources matters. Human Resources will successfully recruit and hire essential personnel. Human Resources will assist all Departments with all their Human Resources needs

OBJECTIVES 2011-2012

- Successfully recommend and implement a fiscally sound salary schedule for all employees for fiscal year 2012.
- Successfully implement NeoGov - the online application system replacing eLabor
- Successfully interface with Palm Beach County Ethics Commission for Citywide employee ethics training

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Prepare and present Human Resources Clinics to employees on specific topics, i.e. ADA, FMLA, etc.	Ongoing training for staff.
Selected and implementing replacement for the online applicant tracking and recruitment system (elabor)	NeoGov was selected and implementation should be accomplished by June 1, 2011
Implemented electronic status form in all Departments.	Successfully accomplished

OTHER ACHIEVEMENTS

Successful negotiated fiscally responsible collective bargaining agreements with all three (3) labor Unions - IAFF, FOP and SEIU

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Successfully negotiate SEIU contract.	Financially Sound City Government	Yes	Yes	Yes
Successfully negotiate FOP contract.	Financially Sound City Government	Yes	Yes	Yes
Successfully recommend and implement a fiscally sound salary schedule for all employees for fiscal year 2011.	Financially Sound City Government	Yes	Yes	Yes
Complete the automation of Human Resources Evaluation, Status forms, application and imaging of files. Imaging of all Human Resources files is awaiting future funding.	Financially Sound City Government	N/A	N/A	75%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	CITY MANAGER	001-0412

DIVISION DESCRIPTION

The Community Relations Division is responsible for the development, coordination and management of cultural programming and special events in the Mizner Park Amphitheater, Sanborn Square and on city grounds. In addition to the advertising, public relations, and contract negotiations for the aforementioned events, the CRD is responsible for the equipment, grounds and related vendor contracts at Mizner Park.

GOALS

To provide a variety of quality events and activities for City residents and visitors including cultural programming and special events that are produced, co-produced, or facilitated by the City, and which provide entertainment, promote a sense of community, and support economic growth.

OBJECTIVES 2011-2012

- Increase the variety and diversity of City sponsored programming for events at City venues.
- Complete capital improvements and develop programming for the Mizner Park Amphitheater to create a vibrant, high quality entertainment and cultural venue.
- Continue the traditional City events throughout the year, and provide improvements to these events.
- Develop a foundation for advertising and sponsorship opportunities.
- Develop a strong social media program.
- Provide events and programming that sets the City out from other communities.
- Coordinate cultural programming and events at venues throughout the City.
- Highlight the Downtown/Sanborn Square Park area by facilitating events in the area.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Complete capital improvements to Mizner Park Amphitheater.	Interior and exterior painting; electrical, HVAC, and landscaping improvements have been completed.
Increase revenue at City sponsored events at the amphitheater.	Parking and concession revenue programs implemented.
Design canopies for Mizner Park Amphitheater colonnades.	Design is complete and construction is scheduled to begin in early 2012.
Create Mizner Park Amphitheater brand and website.	Mizner Park Amphitheater logo developed; website successfully launched.
Develop new contracts and agreements for rentals and services at Mizner Park Amphitheater.	13 rental events, 3 co-promoted events, and two commercial concerts in Amphitheater.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

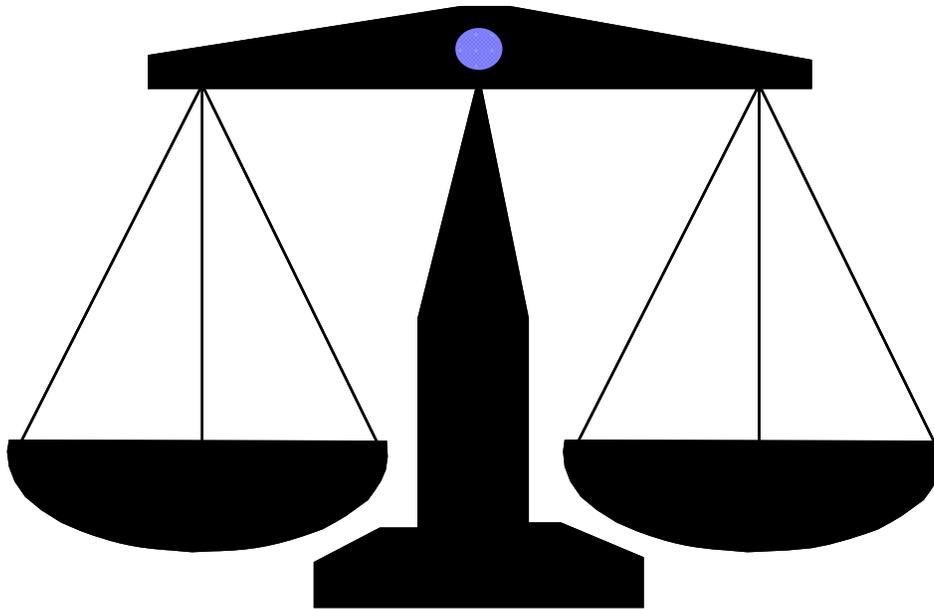
OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Increase number of concerts and events at amphitheater.	World Class Municipal Services	N/A	46	60
Increase number of contacts made through social media	Strong Partnership with Our Stakeholders	N/A	500	2,000
Increase attendance at concerts and special events	Strong Partnership with Our Stakeholders	N/A	100,000	110,000
Increase participation and attendance at City special events.	Strong Partnership with Our Stakeholders	N/A	40,000	50,000



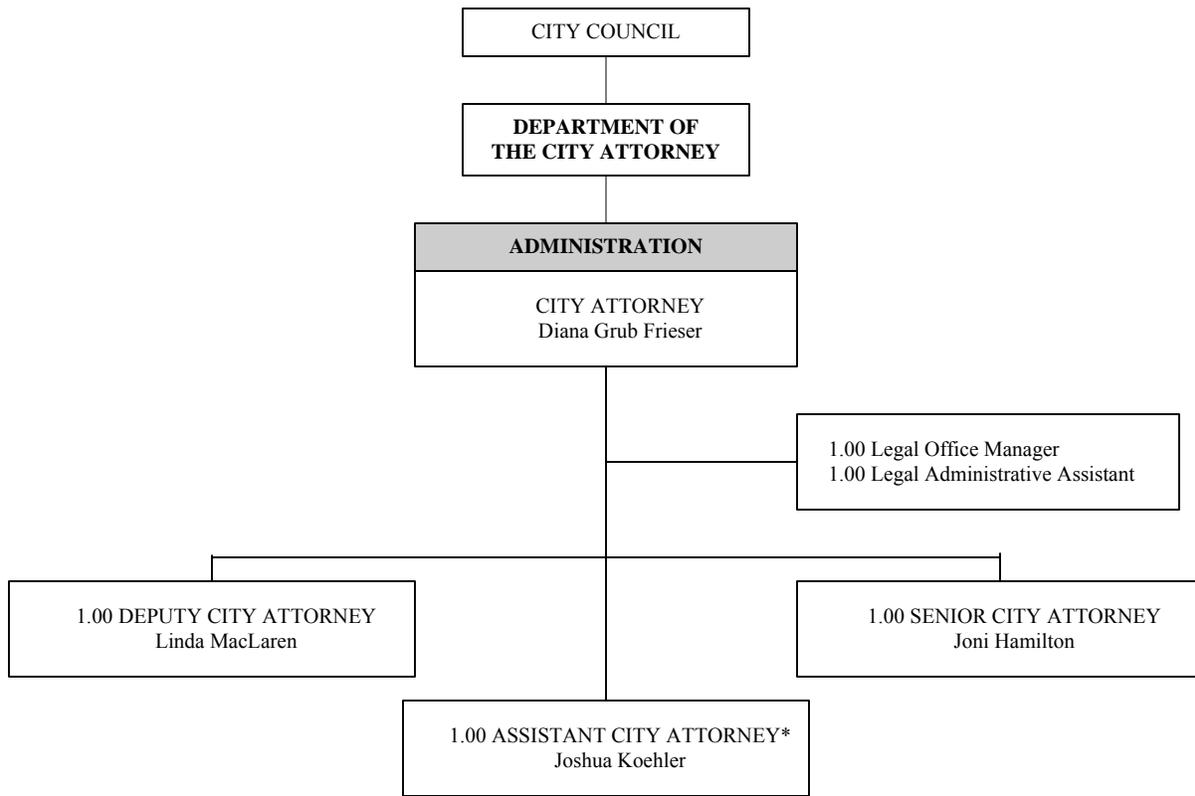
CITY ATTORNEY

Diana Grub Frieser, City Attorney

The City Attorney, who is appointed by City Council, is responsible for advising the City Council, City staff, the Boca Raton Community Redevelopment Agency, and various City boards and committees on legal matters concerning the City.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	823,516	802,400	802,400	929,900
Other Operating	59,061	220,000	220,000	130,200
Supplies	22,491	19,500	19,500	19,000
TOTAL	905,068	1,041,900	1,041,900	1,079,100
Full-time Employees	5.00	5.00	5.00	6.00



+1.00 Assistant City Attorney

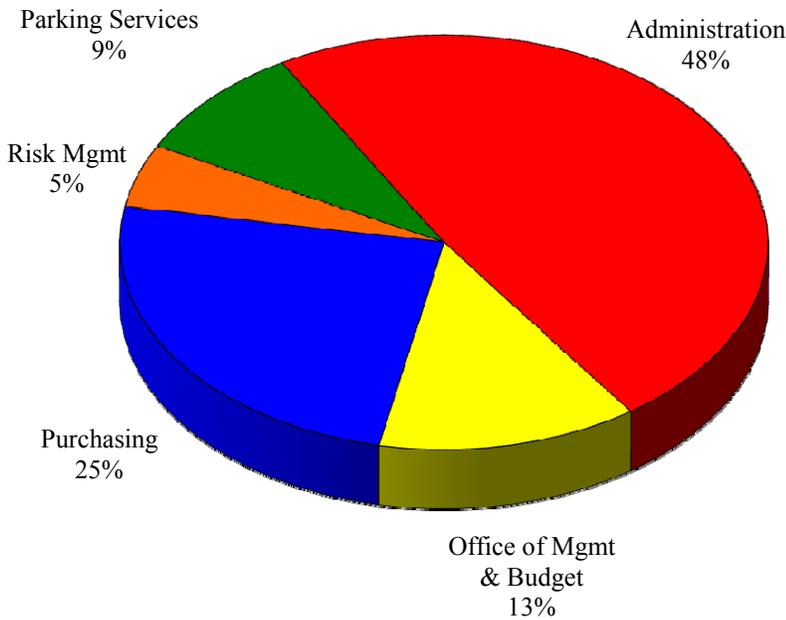
Approved Positions FY 10/11	5.00
Revised Positions FY 10/11	-
Personnel Changes FY 11/12	<u>+1.00</u>
Approved Positions FY 11/12	6.00

FINANCIAL SERVICES

*Linda C. Davidson, C.P.A., Financial Services Director
Vacant, Deputy Financial Services Director*

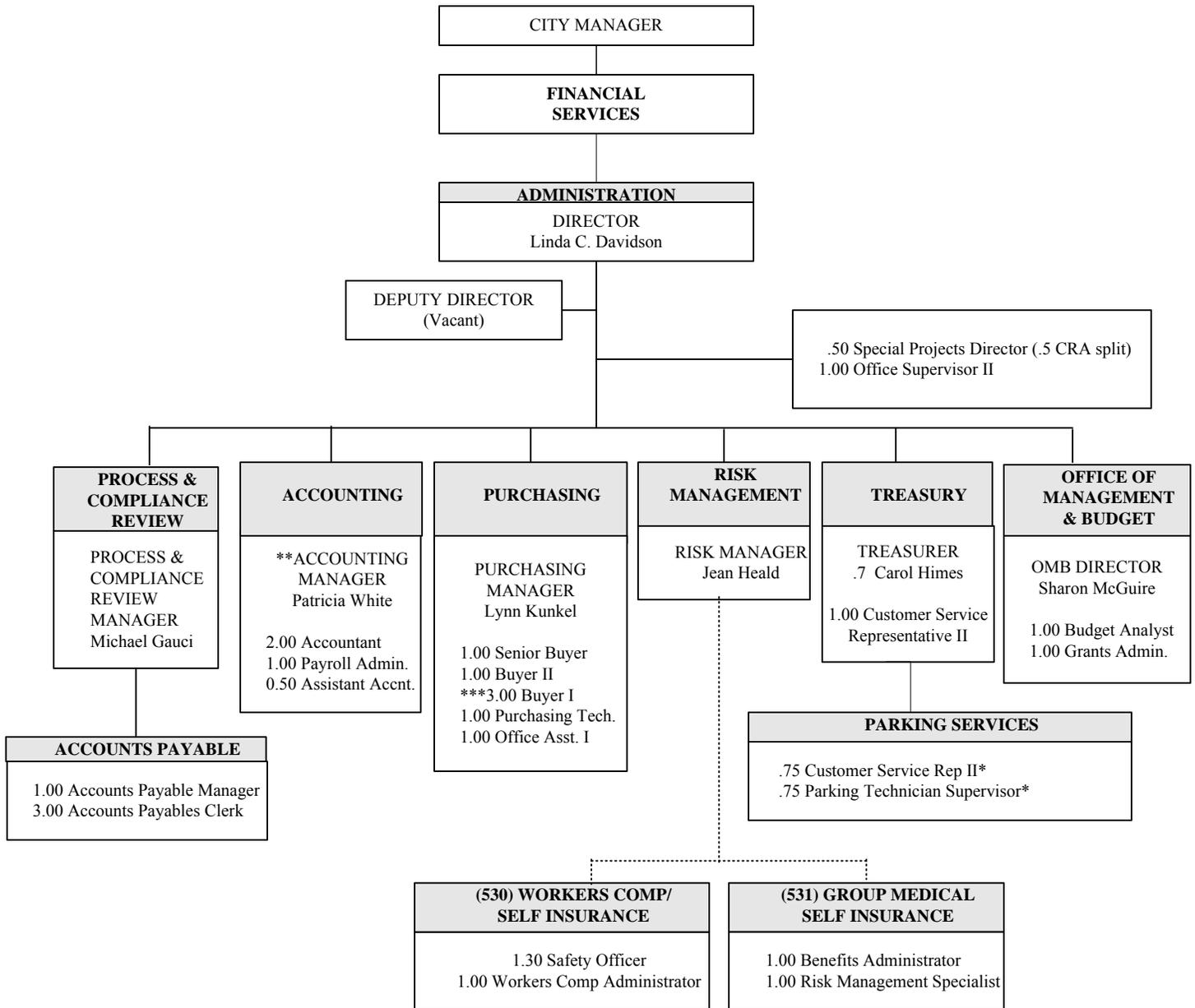
The mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to instill the City’s value system among all employees to foster innovative solutions achieving an outstanding level of service. Financial Services manages the City’s financial resources in the most cost effective and efficient manner. The Department provides relevant, timely financial information to the public, decision makers and to City management. Financial Services is responsible for the safeguarding of the City’s assets through appropriate controls.

The activities of Financial Services include Administration, Accounting, Treasury, Accounts Payable, Payroll, Purchasing, Risk Management, Office of Management and Budget, Parking Services, Customer Service and Meter Reading.



DIVISION	APPROVED 2011-12 BUDGET
Administration	\$ 1,345,500
Office of Mgmt & Budget	361,000
Purchasing	681,900
Risk Management	136,600
Parking Services	248,500
TOTAL	\$ 2,773,500

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	2,341,094	2,486,300	2,486,300	2,409,800
Other Operating	212,037	324,800	294,400	319,900
Supplies	32,802	44,500	80,500	43,800
Capital Outlay	-	-	23,600	-
TOTAL	2,585,933	2,855,600	2,884,800	2,773,500
Full-time Employees	25.70	26.70	26.70	26.20



* 25% of Customer Service Rep II funded by CRA
 * 25% of Parking Technician Supervisor funded by CRA
 ** Position funded by Utility Services (not in General Fund count)
 *** 1 Buyer I funded by utility Services (not in General Fund count)

Approved Positions FY 10/11	26.70
Revised Positions FY 10/11	
Personnel Changes FY 11/12	-.50
Approved Positions FY 11/12	26.20

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1201

DIVISION DESCRIPTION

Administration provides direction to the Financial Services divisions and manages the City's financial resources in the most cost effective and efficient manner. Finance Administration also provides relevant, timely financial data to the public and the City management.

GOALS

To provide a high standard of transparent comprehensive financial services to City Departments, the public, bond rating agencies and other governmental agencies while safeguarding the City's financial assets and physical assets through appropriate controls.

OBJECTIVES 2011-2012

- Research and recommend strategies to contain long-term pension costs.
- Implement policies and procedures to comply with Palm Beach County Inspector General and Ethics Commission. Develop a Citywide training program for new Palm Beach County regulations relating to the Ethics Commission and Inspector General.
- Research and recommend strategies for succession planning.
- Create an internship program to recruit talent from local colleges and universities.
- Develop long term plan to implement technology improvements and funding strategy for the replacement of the financial management system.
- Explore additional annexations to maintain a stable financial future.
- Research and recommend new revenues and changes to user fees. Research and recommend funding strategies for future economic development within the City.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Update the departmental strategic plan consistent with the City's overall strategic plan.	All objectives of the department are consistent with the City's overall strategic plan.
Assist in union negotiations with the SEIU, IAFF, and FOP.	The City has successfully executed new union contracts with SEIU, IAFF, and FOP through September 30, 2013.
Explore options to reduce long-term pension costs.	In 2010, the City has adjusted benefits prospectively for executive employees. The City also committed \$8.5 million for a retirement system reserve.
Research and recommend new revenues and changes to user fees.	New revenues include a paid parking program, a red light camera program, and increases to the fire assessment and sanitation fees.
Implement operational efficiencies and cost saving measures through the use of electronic initiatives and staff deployment.	The Financial Services website page was improved to provide easy access to financial information for citizens. The monthly accounting process and financial statement preparation is electronic. More customers are receiving e-bills and making electronic payments.
Reaffirm the City's AAA bond rating for general obligation bonds and water and sewer bonds.	The City reaffirmed AAA bond rating for general obligation bonds and water and sewer revenue bonds.
Monitor and evaluate state and federal initiatives as they relate to revenue and expenditure caps, public pension reform, tax-exempt debt and health care.	The City continues to closely monitor any state and federal initiatives as they relate to revenue and expenditure caps, public pension reform, tax exempt debt and health care.

OTHER ACHIEVEMENTS

Streamlined the process to record liens on foreclosed properties due to the large volume.

Reaffirmed AAA bond rating for general obligation bonds and received an upgrade to AAA for the Water/Sewer bonds.

Updated the long-range financial plan and provided mid-year update on revenues, expenditures, and potential revenue sources.

The Financial Services Director served as the President Elect of the Government Finance Officer's Association (GFOA) of the United States and Canada and became President on May 24, 2011.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Number of internal compliance reviews performed and recommendations made.	Financially Sound City Government	4	5	5
Desired general obligation bond rating received from the three agencies.	Financially Sound City Government	AAA	AAA	AAA
Perform procurement card audits to ensure compliance to the policy.	Financially Sound City Government	125	All cards audited	150

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1211

DIVISION DESCRIPTION

Accounting maintains the City's financial records. It also prepares and provides various financial information to the public and to City management in accordance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB).

GOALS

To provide a high standard of timely comprehensive financial services to City Departments, the public, bond rating agencies and other governmental agencies while safeguarding the City's financial assets and physical assets through appropriate controls and improving transparency.

OBJECTIVES 2011-2012

Complete the City annual audit and issue the City's CAFR within 180 days of year end. File AFR by the due date.

Maintain the City's financial records in accordance with current and newly approved Generally Accepted Accounting Principles (GAAP) standards and Governmental Accounting Standard Board (GASB) statements.

Issue timely interim financial reports to City management through the use of the City's website.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Implement GASB Statement No. 51 on Intangible Assets.	Satisfactorily implemented GASB 51 for the financial statements issued for the fiscal year ended September 30, 2010.
Continue to complete the City annual audit and issue the City's CAFR on a timely basis.	Completed the City's annual external audit and issued the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended September 30, 2010 within 180 days of the fiscal year end, with no audit findings. Audit opinion dated March 28, 2011.
Maintain the City's financial records in accordance with current and newly approved Generally Accepted Accounting Principles (GAAP) standards and Governmental Accounting Standard Board (GASB) statements.	Completed the City's annual external audit and issued the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended September 30, 2010 within 180 days of the fiscal year end, with no audit findings. Audit opinion dated March 28, 2011.

OTHER ACHIEVEMENTS

Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2009 Comprehensive Annual Financial Report (CAFR) for the 30th consecutive year.

Expansion of the paperless initiative to include electronic wire transfer requests, providing cost savings in printing, storing and efficiency of personnel time.

Ensured that all professional staff continued to maintain annual continuing professional educational requirements.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Reduce number of post-closing journal entries required during the annual audit by 50% per year to a target of 0 entries.	Financially Sound City Government	29	17	10
Number of days of continuing professional education performed that increase staff knowledge of division responsibilities.	World Class Municipal Services	7	7	7
Percentage of time GFOA Certificate of Achievement for Excellence in Financial Reporting received.	Financially Sound City Government	100	100	100
Complete CAFR within 6 months of the City fiscal year end.	Financially Sound City Government	7 months	6 months	6 months
Percentage of monthly consolidated bank reconciliations completed within 20 days of the calendar month end.	Financially Sound City Government	17%	50%	75%
Percentage of monthly financial statements issued within 15 days of month end.	Financially Sound City Government	58%	17%	50%
Number of capital asset inventories to be performed on an annual basis.	Financially Sound City Government	5	7	7

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1213

DIVISION DESCRIPTION

To invest the City of Boca Raton's operating portfolio, assist with bond issues, provide arbitrage and continuing disclosure compliance. To administer false alarm billing operations.

GOALS

To invest the City's operating portfolio in a prudent manner with safety, liquidity and yield as the primary standards. To provide accurate arbitrage calculations and timely and accurate continuing disclosure. To issue timely accurate false alarm billings and address alarm customer service issues.

OBJECTIVES 2011-2012

Explore the possibility of implementing alarm registration by anniversary date versus calendar date to smooth workflow for limited personnel.

To improve cash flow process by exploring new banking technology for processes such as e-checks and cash vaults.

Explore automated allocations for posting of interest revenues to funds for investments owned by the investment pool.

Research ways to reduce banking fees related to merchant services.

Maximize investment earnings while safeguarding assets in accordance with the City's Investment Policy.

Evaluate banking contract for improvements to city banking services.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
To improve alarm registration practices. To explore new technology to streamline processes.	Automated inserting of alarm registration statements was implemented this year.
To execute a comprehensive review of the investment policy and allowable investments and investment advisors.	The City's Investment Policy has been reviewed by the City's Investment Advisor and was reviewed by the Financial Advisory Board and adopted by City Council.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Available funds in interest bearing investments.	Financially Sound City Government	100%	100%	100%
Meet or exceed benchmark.	Financially Sound City Government	95%	100%	100%
Reduce number of delinquent alarm accounts.	Financially Sound City Government	35%	35%	25%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1214

DIVISION DESCRIPTION

Accounts Payable Division is responsible for ensuring that the processing of vendor invoices are appropriate and that payments are made in accurately and timely in accordance with the City's terms and conditions. The Division is also responsible for compliance with federal and state regulations and the reporting of 1099 vendor information.

GOALS

To correctly issue all payments to vendors within 30 days of receipt of invoice. To review procurement card usage to ensure transactions are within procurement card guidelines.

OBJECTIVES 2011-2012

- Increase the number of vendors paid via Electronic Funds Transfer/ ACH to 75%.
- Revise procurement card policy relating to the county's new Inspector General and Ethics regulations and provide appropriate training.
- Review and audit procurement card transactions.
- Reduce the amount of paper check refunds issued.
- Report unclaimed property to the State of Florida by May 3, 2012.
- Implement receipt of electronic invoices for vendors.
- Report 1099 vendor activity by January 31, 2012.
- Revise travel policy for the county's new Inspector General and Ethics regulations.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Implement electronic travel system for all departments by June 2011.	Approximately 90% of all departments are using the electronic travel system.
Establish system to scan vendor invoices for paperless storage by September 2011. Develop system to link the electronic checks with scanned vendor invoices by August 2011.	Information Technology is working with a new vendor to meet the scanning needs of Accounts Payable, so that both invoices and checks will be automatically linked to one file.
Implementation of electronic payables and reduce the number of paper checks issued by February 2011.	EFT testing is complete, and Information Technology set up an EFT email address for payment inquiry
Report miscellaneous (1099) vendor activity to the Internal Revenue Service by January 31, 2011.	All 1099 vendor activity was reported to the IRS by January 31, 2011.

OTHER ACHIEVEMENTS

- Established an ElectronicPayments@ci.boca-raton.fl.us EFT inquiry email address.
- Scan all checks that meet the audit threshold for faster availability and viewing by various departments.
- Established an email address invoices@ci.boca-raton.fl.us to receive invoices in Accounts Payable electronically.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Issue vendor checks within 30 days of invoice date.	Financially Sound City Government	90%	90%	90%
Number of vendors paid via ACH in lieu of checks	Financially Sound City Government	50%	50%	50%
Reduce paper checks by 75%	Financially Sound City Government	0%	0%	75%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1221

DIVISION DESCRIPTION

The Purchasing Division is responsible for the procurement of materials, supplies, equipment and services for all Departments in accordance to State Statute, City ordinances and the procurement code. The Division also supervises the disposition of surplus property and provides mail services for the City Departments.

GOALS

To procure materials, supplies, equipment, and services at the lowest possible cost consistent with the quality needed to provide the very best service to the public.

OBJECTIVES 2011-2012

Develop and implement training for City project managers on contract management software module.

Continue evaluation of the Procurement Card program to find opportunities to further increase the annual usage from the issuing bank.

Review findings, procedures and policies as published by the Palm Beach County Ethics Commission and Inspector General and identify possible policy changes and training topics.

Review and update Purchasing Division web page.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Review certified mail process currently in use and implement new program to utilize electronic tracking software for certified mail and report on cost savings.	The review revealed that the electronic tracking software would not be a suitable process for certified mail as it did not provide a legally binding confirmation of mail received.
Review Small Dollar Procurement Policy and submit suggested changes to City Manager for review and approval.	A review of the manual was made with minor changes submitted for approval by the City Manager.
Review of procurement related forms used by City staff to identify which forms would benefit from having a step by step sample form completed with instructions.	Review resulted in identifying three regularly used forms. For each form an instruction form was developed and a sample of the completed form.
Implement a routing form for staff to utilize when submitting a scope of work to the Purchasing Division for bidding. Routing form to include review from Facility Maintenance and Development Services when applicable for projects that will alter a City building or work that may require a permit.	Routing form was developed with input from Facility Maintenance and Development Services. Form is utilized by City staff when submitting a requisition that may require a City permit.

OTHER ACHIEVEMENTS

Recipient of the Florida Association of Public Purchasing Officers Achievement of Excellence in Public Procurement Award.

Participation in the South East Florida Chapter NIGP reverse trade show.

Implemented procedure for Purchase Orders to be paid by Procurement Card resulting in increased annual procurement card rebate.

Review of Request for Proposal document and implemented format and content changes.

Review of Professional Services Agreement for Engineers and implemented format and content changes.

Review of process for disposition of surplus vehicles with Municipal Service and developed a step by step procedure checklist.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percentage of sealed bids prepared and solicited for term contracts within 30 days from receipt of departments requisition and final specifications.	Strong Partnership with Our Stakeholders	80%	80%	80%
All new year blanket purchase orders processed by November 1st, of the current fiscal year.	Financially Sound City Government	85%	85%	85%
Percentage of sealed bids prepared and solicited for construction contracts within 20 days from receipt of departments requisition and final specifications.	Strong Partnership with Our Stakeholders	85%	85%	85%
Increase percentage of annual procurement card rebate by promoting procurement card usage.	Financially Sound City Government	4%	5%	5%
Provide six procurement card training sessions per fiscal year	Financially Sound City Government	100%	80%	80%
Percentage of sealed bids prepared and solicited for equipment and services within 30 days of receipt of requisition and final specifications.	Strong Partnership with Our Stakeholders	80%	80%	80%
Percentage of sealed RFPs prepared and solicited within 30 days from receipt of departments memorandum request and receipt of requisition.	Strong Partnership with Our Stakeholders	80%	80%	80%
Percentage of expiring term contracts re-bid 60 days prior to contract expiration	Strong Partnership with Our Stakeholders	70%	80%	80%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

FINANCIAL SERVICES

001-1222

DIVISION DESCRIPTION

The Risk Management Division maintains open and effective communication with employees to assist them with their health benefits, deferred compensation plans and flexible spending accounts. The Division is also responsible for employee safety, liability issues, workers compensation claims and service.

GOALS

Risk Management will continue to educate employees regarding their benefits, safety and how to maintain a safe work environment. The workers compensation plan provides excellent medical care for injured employees by using the finest providers in the area. Liability issues will be managed in a cost effective and efficient manner. Excellent customer service will be provided to both employees and citizens as their needs are addressed.

OBJECTIVES 2011-2012

Assist with the identification and selection of an automated system to process benefit enrollments and changes. Once selected, the Risk Management Staff will work with IT and the selected vendor to provide necessary data for the implementation and training to employees.

Continue providing training for the ARB and Safety Committee and implement the current ARB policy.

Conduct roving monthly meetings in City Hall and satellite City locations to entertain benefit questions on a one-on-one basis.

Safety will continue to assist all departments in maintaining low injury rates through education and field presence.

Coordinate monthly wellness information sessions and visits from outside medical service providers.

Design a more up-to-date Employee Injury & Investigation Report (EIIR) form that would be easier for the injured worker to fill out and also be more informative. Develop an online comprehensive training manual to assist employees and their supervisors in filling out the new EIIR.

Develop a program for flex spending credit cards.

Assist all departments in maintaining a reduction of injuries that occur through safety awareness and training.

Update ARB policy and provide training.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Provide more training for Safety Committee members in order to make these committee members more valuable to their departments and their safety efforts.	Safety Committee members attended the following training and/or site visits to learn about safety issues that will aid in their professional development and assist their departments in their safety efforts.
Continue with the wellness program for the City to encourage employees to attain better health status and to help reduce costs on the health plans.	Wellness program has been enhanced to include quarterly wellness information sessions and visits from outside medical service providers.
Provide accident reconstruction training to the Accident Review Board members in order that they may be able to make better decisions for the accidents that come before the Board.	Provided motor vehicle accident training and seat belt awareness to all ARB members. Those training sessions were conducted by the City's Traffic Homicide Investigator.
Work with the Benefit Consultants on negotiating high quality benefits with the health insurance carrier for the smallest increase in cost to the City.	Our existing two health plans were altered to include higher deductibles and co-payments to help in reducing costs. A third "high deductible" plan was added to further reduce costs. Employee contributions were increased on one of the plans.
Encourage more employees to join the 457 deferred compensation plan in order to save for their retirement.	Monthly meetings are conducted to encourage employees to enroll in the 457 deferred compensation plan as well as the payroll deducted ROTH IRA. Also, a new 457 deferred compensation plan has been created and offered to the Fire Department and Police Department.
Assist all Departments in helping to lower the number of injuries and accidents that occur to their employees through educational programs and safety initiatives.	Had continuous formal training classes regarding safety. Increased the awareness in the field monitoring employees in their actual working environment.
Continue to educate the employees on using their health, dental and vision benefits wisely to maximize their return on their money.	A monthly newsletter has been created to provide health, wellness and safety information. Information is provided on how to utilize benefits in the most cost effective manner to obtain the most positive results.
Work with Purchasing and IT to develop an RFP for the purchase of an electronic enrollment process in order to assist the Financial Services Department fulfill the paperless initiative for Open Enrollment.	We continue our search for paperless enrollment software. A Benefits Information tab has been created on the Intranet which houses the most commonly used benefit forms. This tab was enhanced during the Open Enrollment period to include all necessary Open Enrollment Forms.
Continue the Workers' Compensation program so that the injured employee returns to work as quickly as medically possible. Therefore, regaining lost productivity and saving the City money.	The City was able to maintain an extremely low "experience mod rate" from the State (.59) while medical costs increased 4.2% this year. The medical costs would have been even lower if not for a catastrophic claim and its expenses.

OTHER ACHIEVEMENTS

A new medical plan was offered to employees for 2011. An employee choosing this plan would pay zero withholding in 2011.

Risk Management met with two vendors during this year to determine the benefit their automated enrollment process would bring to the City. The process continues as we seek to obtain the best and most cost effective services.

A very successful health and safety fair was held for the employees with over 80 vendors that provided excellent information to the employees.

Lowest Experience Modification Rate (Mod Rate) of all Self-Insured Entities in FL (5.9 Mod Rate in 2010).

Substantial changes to health insurance benefits for 2010 calendar year. City received a \$493,363 refund from carrier for exceeding the minimum premium contract in 2010.

Participated in the Early Retiree Reinsurance Program for the first year. The City has received \$160,559 and another \$161,579 will be received shortly.

Secured property insurance for an 18 month period commencing 4/1/2011 and ending 9/30/2012. Insurance budget for this and the next budget year were established with \$303,397 reduction in annual costs while expanding coverage from \$101 million to \$186 million property values.

Risk Management has created a Benefits Information tab on the Intranet which houses the most commonly used benefit forms. This tab was enhanced during the Open Enrollment period to include all necessary Open Enrollment Forms thus considerably reducing the amount of hard copies being sent to all insurance participants. In the past, hard copies were sent to all participants. This year employees only needed to print the forms they specifically needed. Anyone not changing their benefits did not have to print any forms.

Approximately 325 employees attended the 10th Annual Day in the Park for Safety at Spanish River Park. This educational safety event is staffed by Department Safety Representatives and their Safety Action Team (SAT) & SAFEGuard members. These Safety Teams design and staff individual safety booths to educate our employees on various safety topics such as eye safety, seat belt usage, fire safety & use of fire extinguishers, forklift & trailer safety.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percentage of increased participation in the flexible spending account.	Financially Sound City Government	2%	2%	3%
Percentage of subrogation claims filed and recovered in the fiscal year.	Financially Sound City Government	90%	95%	95%
Percentage of liability claims settled within the reserved amount.	Financially Sound City Government	85%	90%	90%
Percentage of accidents/injuries investigated within 48 hours of notification.	Financially Sound City Government	98%	98%	99%
Percentage of health insurance problems resolved within two weeks of notification of problem.	Financially Sound City Government	90%	95%	95%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1225

DIVISION DESCRIPTION

The Office of Management and Budget is responsible for integrating City Policy objectives through the administration and preparation of the annual operating and capital improvements budgets. The Office of Management and Budget is also responsible for the coordination of city-wide grant activity.

GOALS

Provide for the effective and efficient management of the City's resources through constant monitoring of appropriations and management analysis.

OBJECTIVES 2011-2012

- Prepare and manage a balanced budget for fiscal year 2011-12.
- Refine new Budget preparation system and explore incorporating salary system.
- Manage American Recovery and Reinvestment Act (ARRA) grant awarded programs.
- Publish Budget books by December 24, 2011.
- Update Long-Range Financial Plan by April 30, 2012.
- Explore paperless budget transfer system.
- Publish Budget Amendments on the City's website.
- Streamline the Non-Profit grant process and identify the organizations by category.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Prepare and manage a balanced 2010-11 budget.	The 2010-11 budget was prepared and balanced successfully.
Implement new Budget preparation system and revise training citywide.	OMB has trained Users on the mBudget module.
Publish Budget books by December 17, 2010.	Budget books were published by the December 17, 2010 date.

OTHER ACHIEVEMENTS

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the City's FY 2010 Budget Report for the 28th consecutive year.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Receive the GFOA Distinguished Budget Presentation Award.	Financially Sound City Government	Yes	Yes	Yes
Percentage of grant applications submitted that receive funding.	Financially Sound City Government.	75%	100%	75%
Weeks to complete Proposed Budget.	World Class Municipal Services	10	10	10
Budget Training Classes.	World Class Municipal Services	6	3	3
Production of Approved Budget documents (hard copy and City website accessible).	Strong Partnership with Our Stakeholders	Yes	Yes	Yes

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1226

DIVISION DESCRIPTION

The Parking Division administers a paid parking program in Mizner Park and selected beach areas, including East Spanish River Blvd., East Palmetto Park Road (including the pavilion), and Red Reef Park West. The Parking Division also processes all parking citations issued by Boca PD and Park Rangers.

GOALS

The main benefits of a paid parking program to the City, its residents, and its merchants include increased parking turnover and additional revenue used for transportation improvements or other essential government services

OBJECTIVES 2011-2012

- Learn full meter maintenance and repair. Keep meters fully functional.
- Enforce paid parking violations as well as other parking violations in a professional accurate manner.
- Conduct successful Special Master Hearings for parking citations.
- Fully cross train for the Parking Supervisor position.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
To successfully implement the new paid parking program.	Paid parking program went live on 5/2/11.
To successfully transition responsibility of all parking citation processing from Boca PD to Financial Services/Parking Services.	All parking citation processing was successfully transitioned from Boca PD to Financial Services during fiscal year 2010/2011.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

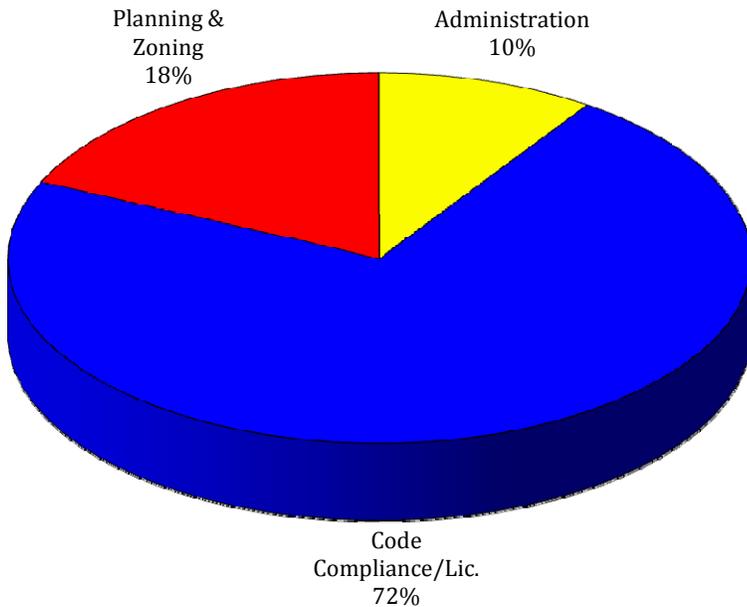
OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Fully functional parking meters	Financially Sound City Government	n/a	95%	100%
Maintain a less than 15% delinquency rate on citations greater than 60 days.	Financially Sound City Government	n/a	95%	100%
Issue correct Parking citations	Financially Sound City Government	n/a	90%	99%

DEVELOPMENT SERVICES

Julia A. Trevarthen, Planning, Zoning & Development Director

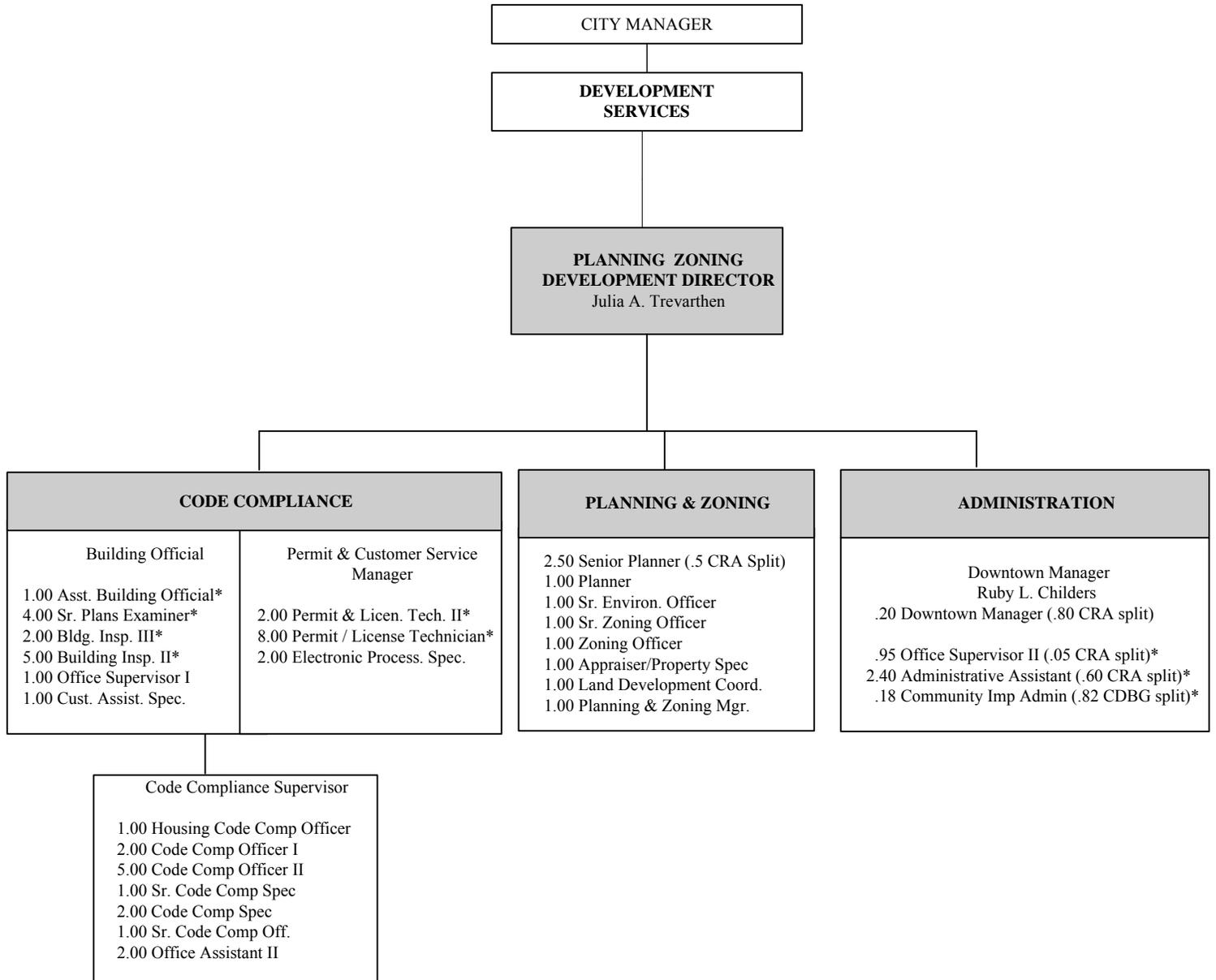
The mission of the Development Services Department is to promote the continued sustainability of the City of Boca Raton through flexible, creative, and responsive customer service. We will be recognized as a leader in the City's efforts to protect and enhance the built, living, and natural environment, assist in the creation of jobs and the protection of the tax base by promoting quality development and redevelopment, and support the provision of housing opportunities for all of Boca Raton's citizens. We will recommend policies and implement procedures to redefine processes to address changing needs and to promote ongoing economic development in the City.

Specific responsibilities of the Department include comprehensive and current planning activities, zoning regulation, environmental protection and conservation, building permits and inspections, code enforcement, business tax collection, land records management, and housing programs. Pursuant to interlocal agreements, the Department supports the activities of the Community Redevelopment Agency.



DIVISION	APPROVED 2011-12 BUDGET
Administration	\$ 530,200
Code Compliance/Lic.	4,033,500
Planning & Zoning	1,016,700
TOTAL	\$ 5,580,400

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	5,363,421	4,465,400	4,725,400	4,703,300
Other Operating	697,684	702,400	750,900	813,200
Supplies	50,600	60,500	69,100	63,900
Transfers	72,000	-	-	-
TOTAL	6,183,705	5,228,300	5,545,400	5,580,400
Full-time Employees	64.85	57.20	57.20	57.23



*
 Sr. Plans Examiner reclassified to Asst. Building Official
 Building Insp. I reclassified to Building Insp. II
 Building Insp. II reclassified to Building Insp. III
 P/L Tech I reclassified to P/L Tech II

+ .45 Office Supervisor II (.05 split to CRA)
 - .60 Administrative Assistant (.40 split to CRA)
+ .18 Community Improvement Admin (.82 split to CRA)
 +.03

Approved Positions FY 10/11	57.20
Revised Positions FY 10/11	
Personnel Changes FY 11/12	<u>.03</u>
Approved Positions FY 11/12	57.23

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	DEVELOPMENT SERVICES	001-1501

DIVISION DESCRIPTION

Administration is responsible for managing and coordinating day to day operations of the department, and pursuant to interlocal agreements, oversees the management and operations of the Community Redevelopment Agency.

GOALS

The goal of Administration is to create a leadership culture and to ensure that the activities of the Department support and promote implementation of the policies and objectives of the City Council.

OBJECTIVES 2011-2012

Consider alternative funding sources for Downtown as directed by the City Council/CRA to be completed on or before September 30, 2012.

Continue implementation of Downtown Strategic Marketing initiatives including: Downtown Guide, Downtown Map, and other branding opportunities on or before September 30, 2012.

Proceed with the "Meet Me on the Promenade" inaugural event on or before October 31, 2011, at neutral cost to the City/CRA.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
<p>*Proceed with implementation of the Downtown Master Plan Update initiatives as directed by City Council/CRA.</p>	<p>The following initiatives from the Strategic Branding and Marketing Plan were implemented :</p> <ol style="list-style-type: none"> 1. Created a dedicated Downtown Boca website (DowntownBoca.org) to create and define a sense of place for Downtown; 2. Completed installation of DT Street Banners at perimeter of Downtown to establish a sense of place; 3. Strengthened Destination Marketing Partnerships with PBC Business Development Board, Economic Council of PBC, PBC Convention and Visitors Bureau, Boca Raton Chamber of Commerce PBC Cultural Council, Tourism and Travel partners, realtors and media; 4. Created a Press Kit to be used by other entities (County CVB, BDB and Media) for marketing and branding opportunities and to establish Downtown as "Destination" for visitors; 5. Created a "We Support" Downtown Boca icon for use by community supporters as a destination marketing opportunity; 6. Created a Customized Bar Code for destination marketing via Smart Phone User Apps to direct users to DowntownBoca.org website;

OTHER ACHIEVEMENTS

The Proposed Pattern Book for Downtown Design Guidelines was enhanced and a Briefing Book was developed upon policy issues arising from the November 19, 2010 presentation. The Briefing Book provided clarity on complex issues and better defined the additional height under the Pattern Book which is Height with a Purpose. The overall purposes of the Pattern Book are to:

- *Create wider sidewalks and more meaningful open space;
- *Create a continuous, interconnected network of congenial, pedestrian-oriented streets and public spaces between sites throughout the Downtown;
- *Improve the design and appearance of buildings;
- *Create articulation in buildings; and
- *Create a picturesque skyline.

Marketing Forums were continued as a medium for communicating with Downtown business owners, residents, and stakeholders to create awareness on the boundaries and amenities of Downtown, provide updates on programs, events and partnership opportunities, and sustain positive rapport between the City and our Downtown partners; two forums were held in October 2010 and February 2011, anticipating another in Summer 2011.

Options for Transportation Design for Livable Communities (TDLC) were presented to CRA in February 2011 as the impetus to designs in downtown facilitating a more pedestrian friendly environment. Proposed options for Federal Highway include:

1. Jurisdictional Transfer (Two Lanes);
2. TDLC Approach (Four Lanes).

These options were reviewed by Downtown Advisory Committee in March 2011, and to be presented to the Federation of Homeowners in Summer 2011 for additional input.

The temporary program allowing pedestrian signage in the downtown was extended for another year (until January 2012) to continue to encourage and stimulate business activity in the downtown.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Sustain a majority (>50%) of employees who respond to annual survey that are satisfied working within the department (*Due to Significant Priority and Staffing level changes the survey was not reinstated by Department Committee)	World Class Municipal Services	*	*	75%
% of time initial response provided to Citizen Inquiries/Tickler Items within 2 days of receipt by department	World Class Municipal Services	100	100	100

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

DEVELOPMENT SERVICES

001-1511

DIVISION DESCRIPTION

The division consists of three service areas in coordination with each other: Code Enforcement, Building Inspection and Customer Service. An overview of the division activities include: responding to customers complaints and inquiries; providing regulatory enforcement of all applicable codes through onsite inspections of businesses, single and multi-family residences; issuing business tax receipts and certificates of use; registering contractors and maintaining records; issuing special event permits; enforcing state and local construction codes related to building, plumbing, electrical, mechanical, energy conservation, emergency management, coastal construction and accessibility for persons with disabilities; code administration, permitting and fee collection, plan review and inspections; issuing permits, and code related services.

GOALS

The goal of the division is to sustain and enhance a high quality of life through the various citizen education and comprehensive enforcement programs; to insure the proper and accurate collection of taxes and fees; to protect the health, welfare and safety of the general public through permitting, plan review and inspection of building construction within the city; and, to maintain related records. We will provide these services by achieving the following objectives:

OBJECTIVES 2011-2012

Continue to expand effectiveness of the current expired permit program with owner education efforts, timely contractor notices and old case file processing.

Promote the city's electronic permitting process to the public and design professionals with instructional materials and web-based training aids. Stay involved with the product's development team and user group so that future program updates and feature enhancements meet our needs. Continue to work with IT to develop aging, process time, and queue reporting capabilities for statistic analysis.

Amend Chapter 19 ordinance to officially adopt the state mandated Florida Building Code as the basis for building construction regulations in the city, also update current provisions of Chapter 19 and adopt them as local amendments to the Florida Building Code thereby facilitating the reporting requirements to the Florida Building Commission.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Complete all system testing, make necessary systemic adjustments, go live with the electronic permit application system, and expand to general customer population by August of 2011.	By October 1, 2010 the existing building permit system was entirely revamped to take advantage of its automation capabilities. By September 1, 2010 the electronic plan review system was fully integrated into our building permit process. 100% of plan review is electronic at this point. By January 1, 2011 a totally electronic permit process from initial application to approved plans is available online to the public.
On or before September 30, 2011, establish an inter-divisional/inter-departmental quality assurance team that meets on a bi-monthly basis to ensure best practices are employed throughout the organization with respect to the processing of electronic applications, plan review and the issuance of permits. The team should consist of representatives of the Building Inspection section, One-Stop staff, Fire Department and Planning and Zoning Division.	The first floor work simplification process and the ePlans development process in and of itself formed a departmental alliance and led to an establishment of best practices in our permitting process throughout the organization. The team consists of Building, Fire, Zoning, Environmental and Engineering plan review, the Customer Service and Permit Technician staff, Water Customer Service and the IT staff. We periodically organize a "Lessons Learned" meeting to discuss issues and updates.

Continue the expanded permit/application enforcement program in such a manner as to resolve 100% of unresolved past cases and maintain 100% investigation and resolution of current cases by September 2011.

Permits expire at a rate of over 200 per month therefore 100% resolution very optimistic. The current enforcement program consists of early owner education through notice cards, expiration notices to contractors and systematic investigation of old cases of which there are hundreds. Assuming we continue to have postage and part time funding this program will continue to both decrease the rate and number of new expirations and gain on the backlog of old expired permits. The decrease in expired permit fees this past year also makes case resolution easier for owners to manage and our staff to accomplish.

OTHER ACHIEVEMENTS – N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
% of Code Cases initiated by Staff	World Class Municipal Services	53.4%	52.0%	52.0%
Avg. Response Time to Complaints Received/Initiated by Public	World Class Municipal Services	33 Hours	30 Hours	30 Hours
New Building Permit Applications Processed	World Class Municipal Services	7,200	6,700	6,700
New Building Permit Applications Issued	World Class Municipal Services	7,000	6,500	6,500
Building Inspections Performed	World Class Municipal Services	40,000	39,700	39,700
Ratio of New Permit Applications to New Issued Permits	World Class Municipal Services	.972	.970	.970
Code Enforcement Cases Processed	World Class Municipal Services	4,900	4,700	4,700
Code Enforcement Inspections and actions	World Class Municipal Services	25,400	22,400	23,000

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

DEVELOPMENT SERVICES

001-1512

DIVISION DESCRIPTION

The Planning and Zoning Division is responsible for the orderly development of the City. Specific activities of the Division include but are not limited to the following:

Review of development plans and preparation of recommendations for presentation to the Planning and Zoning Board, Community Redevelopment Agency, Environmental Advisory Board and City Council;

Review of amendments to the adopted Comprehensive Plan and Code of Ordinances and preparation of recommendations;

Evaluation and preparation of statutory updates to the adopted Comprehensive Plan;

Implementation of the amended Comprehensive Plan and Code of Ordinances;

Preparation of special studies;

Review of permits and business uses for compliance with the City's environmental regulations;

Preparation of maps and graphics for presentation to other Departments, advisory boards and the City Council;

Management of City's land records and associated databases;

Assistance in the acquisition and disposal of real property, easements, rights-of-way and rights-of-entry; and

Dissemination of information pertaining to land records and related matters of the public.

GOALS

The goal of the Planning and Zoning Division is to provide for the orderly development of the City of Boca Raton. The value to the City and its citizens is that a well planned community results in stable or increasing property values and an improved quality of life.

OBJECTIVES 2011-2012

Begin planning and preparation for City Council adoption of the next EAR-based Comprehensive Plan Amendments due in November 2012.

Prepare changes to code of ordinances needed to implement the 2010 Comprehensive Plan to be completed by Summer 2012.

Design and implementation of a system to complete electronic submittal and processing of planning and zoning projects in coordination with Information Technology staff and provide necessary training to users on or before December 2012.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
<p>Complete a comprehensive citywide parking study for City Council consideration on or before March 2011.</p>	<p>The parking study was put on hold while the new comprehensive plan was processed and adopted. Work has resumed on the parking study and the study should come to the City Council for consideration in early 2012.</p>
<p>Complete automation of planning and zoning project processing in coordination with Information Technology staff and provide necessary training to users on or before April 2011.</p>	<p>This project was delayed while the electronic processing system for building and other permits was launched. Work will resume in Fall 2011.</p>
<p>Prepare for adoption the City's EAR-based comprehensive plan amendments on or before November 1, 2011.</p>	<p>In December 2010, DCA found the City's 2010 EAR-based amendments in compliance. That finding was appealed, resulting in an administrative process to resolve the appeal. The petitioners have since advised all parties that they were voluntarily dismissing the appeal. The administrative appeal was resolved in the City's favor. The updated Comprehensive Plan became effective April 14, 2011.</p>
<p>Continue implementation of the downtown master plan update initiatives providing recommendations to City Council/CRA on Transportation Design for Livable Communities (TDLC), the Pattern Book and related comprehensive plan amendments by September 2011.</p>	<p>Options for Transportation Design for Livable Communities (TDLC) for Downtown were presented to the CRA in February 2011 and to the Downtown Advisory Committee in March 2011 for additional input. TDLC is the impetus to designs in downtown to facilitate a more pedestrian friendly environment. Two implementation options for Federal Highway were prepared and presented as follows:</p> <ol style="list-style-type: none"> 1. Jurisdictional Transfer (Two Lanes) 2. TDLC Approach (Four Lanes). <p>Additional input will be obtained from the Federation of Homeowners in Summer 2011.</p> <p>Upon policy issues arising from the November 2010 Pattern Book presentation, a Briefing Book was developed. The Briefing Book provided clarity on complex issues and better defined the additional height under the Pattern Book which is Height with a Purpose. The overall purposes of the Pattern Book are to:</p> <ul style="list-style-type: none"> *Create wider sidewalks and more meaningful open space; *Create a continuous, interconnected network of congenial, pedestrian-oriented streets and public spaces between sites throughout the Downtown; *Improve the design and appearance of buildings; *Create articulation in buildings; and *Create a picturesque skyline. <p>Anticipated public hearings for final review and adoption are slated for Fall 2011.</p>
<p>Provide recommendations to City Council on or before July 2011 to implement mobility strategies through the comprehensive planning process.</p>	<p>The 2011 Legislature made significant changes to the statutory framework for Growth Management. Staff is analyzing the changes and adjusting the work plan accordingly.</p>

OTHER ACHIEVEMENTS

Processed for approval the following development projects and permits:

- 1000 S Ocean Boulevard
- AT&T Tower
- Biotest (TCO)
- Centra Townhomes (f.k.a. Blue Lake Townhomes)
- Boca Beach Club
- Boca Raton Children's Museum (Rickard's House)
- Boca Raton Mortuary
- Broken Sound Clubhouse expansion

City/Ashley Furniture
 Comerica Bank
 Heritage (f.k.a The Pearl/Eden)
 Library Commons modifications
 Oaks Plaza Chevron expansion
 Steiger Medical
 T-Mobile Tower
 Taco Bell
 The Commons at Town Center (aka Glades Plaza)
 Town Center Mall Food Court Renovation
 Trim Endless
 US Foods
 Wold Performing Arts Centre at Lynn University
 Lynn University Master Plan revisions

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Number of applications processed before the Planning and Zoning Board: **Applications include all applications mentioned below(*), with the addition of site plans, and the exception of Easement Abandonments; Subdivision Plats; Downtown Plans; etc.	Strong Partnership with Our Stakeholders	22	27	25
Number of applications processed before City Council *Includes Conditional Use; Right-of-Way and Easement Abandonments; Appeals; CCCL Variances; Planned Use Developments; Sale of City Owned properties; Master Plans; Ordinance Amendments; etc.	Strong Partnership with Our Stakeholders	45	59	40
Number of IDA applications processed before Community Redevelopment Agency	Strong Partnership with Our Stakeholders	10	10	10
Percentage of Public Hearings before the Planning and Zoning Board in 30 days from complete application**	Strong Partnership with Our Stakeholders	100%	100%	100%
Percentage of Public Hearings before the Community Redevelopment Agency in 60 days from complete application	Strong Partnership with Our Stakeholders	100%	100%	100%
Percentage of Public Hearings before City Council in 60 days from complete application*	Strong Partnership with Our Stakeholders	100%	100%	100%



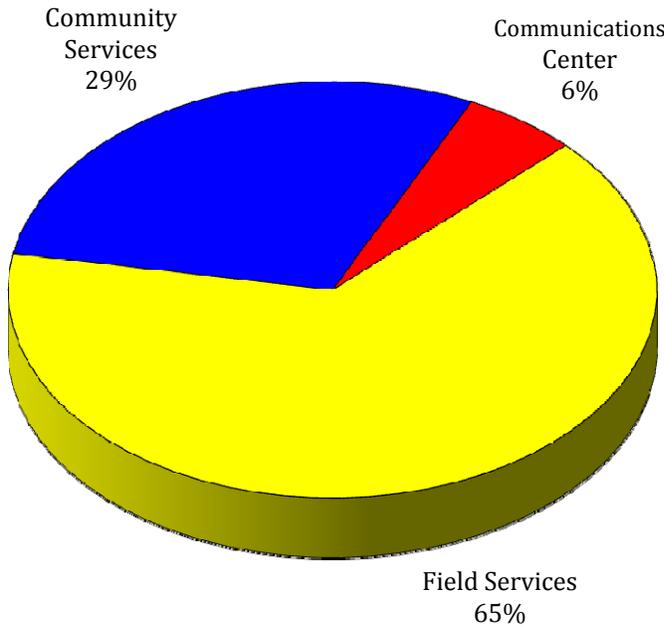
POLICE SERVICES

Daniel Alexander, Chief of Police
Michele Miuccio, Assistant Chief of Police
Edgar Morley, Assistant Chief of Police

The vision of the Police Services Department is to employ the finest people providing the best police services for our community.

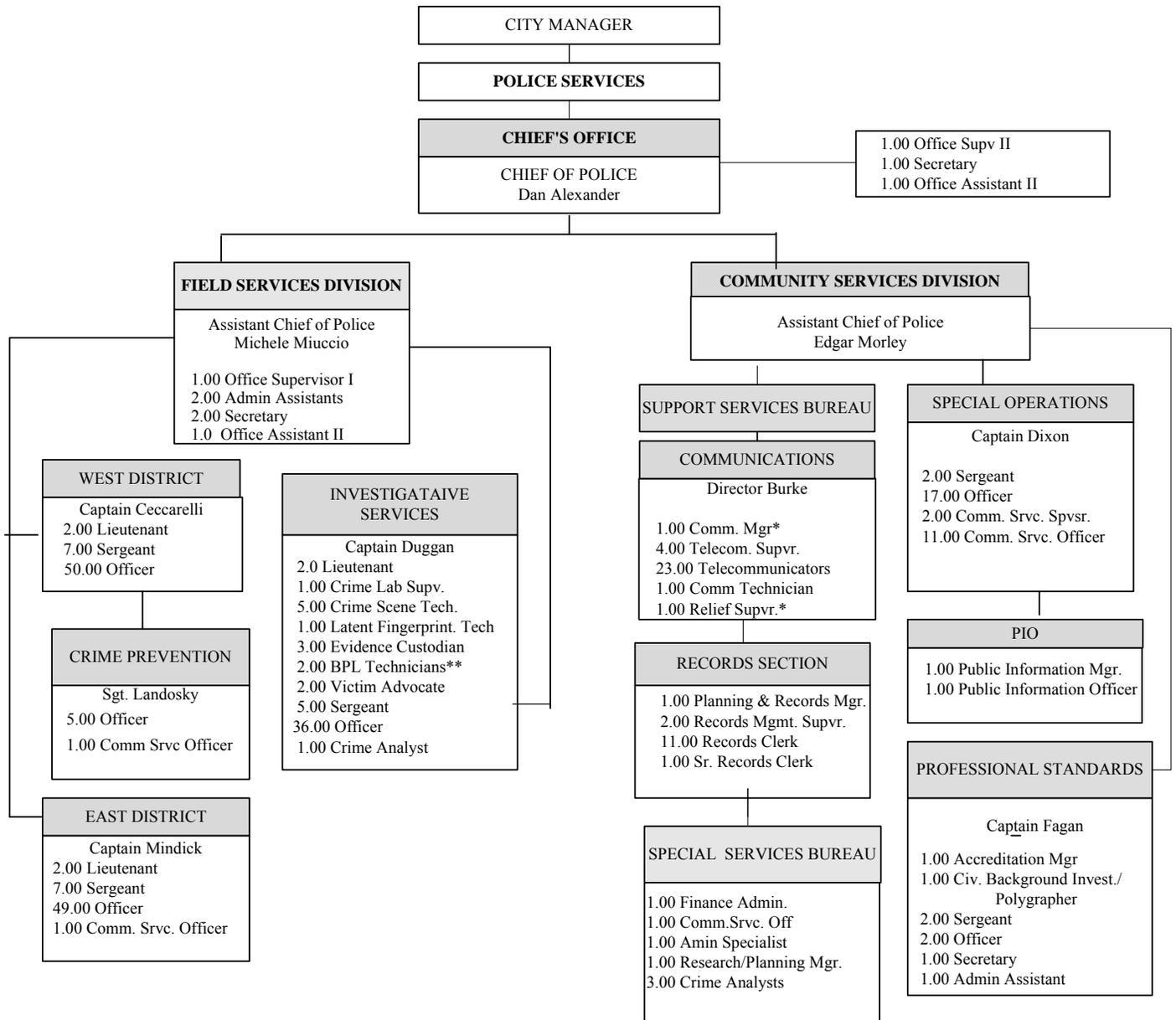
The mission of the Police Services Department is to work with residents to enhance the quality of life in the City of Boca Raton through progressive police service in partnership with the community.

The organizational values which guide the Police Services Department in this mission are: Fairness - maintaining impartiality and objectivity; Integrity - adhering to the highest level of ethics and honesty; Respect - demonstrating understanding and sensitivity to all; Service - putting others before self; Trust - belief in the community and each other for the common good.



DIVISION	APPROVED 2011-12 BUDGET
Community Services	\$ 10,833,800
Communications Center	2,128,200
Field Services	24,050,100
TOTAL	\$ 37,012,100

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	29,981,293	29,613,000	30,943,300	30,735,900
Other Operating	4,855,539	4,712,700	4,809,500	4,967,300
Supplies	487,740	581,900	653,100	511,900
Capital Outlay	7,738	5,600	5,600	-
Transfers	1,298,000	816,000	816,000	797,000
TOTAL	36,630,310	35,729,200	37,227,500	37,012,100
Full-time Employees	296.00	295.00	295.00	295.00



- *1.00 CSO converted to Commo Manager
- *1.00 CSO converted to BPL Technician
- *1.00 Secretary converted to BPL Technician
- *1.00 Lead Supervisor converted to Relief Supervisor

**2.00 BPL Technicians positions funded by the State Forfeiture Fund but included in total Police Services approved positions

Approved Positions FY 10/11	295.00
Revised Positions FY 10/11	
Personnel Changes FY 11/12	
Approved Positions FY 11/12	295.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2212

DIVISION DESCRIPTION

The Police/Fire Emergency Communications Center is managed by a Communications Manager who is charged with the responsibility of directing the activities of telecommunicators, supervisors, and a radio technician. The Center serves as a vital link between the citizens and the resources to meet their needs.

GOALS

To provide the internal and external customers with the highest quality public safety communications service.

OBJECTIVES 2011-2012

Achieve full implementation of Priority Dispatch software system and initiate the quality assurance program.

Achieve 100% compliance with the newly mandated Department of Health curriculum for telecommunicators.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
<p>Achieve full implementation of Priority Dispatch software system.</p> <p>Based on the consultant's report, develop Association of Public Safety Communications Officers (APCO) Project 25 based radio system compatible with the federally mandated narrow banding order.</p>	<p>EPD/EFD/EMD ProQA all went on line by October 1st, 2010. A joint Field Services-Communications Committee was established in January 2011 to improve call taking procedures. Priority Dispatch sent a Police Consultant to our location and we are currently BETA testing version 3.1 for further improvements. Communications Manager Margetta was nominated and placed on the National Academies of Emergency Dispatch Police Council of Standards. The Quality Assurance program was started February 2011.</p> <p>Narrow banding only affects radio systems that operate in the UHF band, not 800MHz. We are waiting on the go-ahead for RCC Consultants, Inc. to begin working on their report.</p>

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Total percentage of 911 calls answered within 0-15 seconds.	World Class Municipal Services	89%	90%	90%
Percentage of candidates who are successfully retained by developing internal baseline testing scores for Criticall. Measure sunsetted after FY 10-11.	Financially Sound City Government	25%	50%	N/A
Achieve a call processing time for priority calls (receipt to dispatch) of 60 seconds or less 90% of the time.	Financially Sound City Government	90%	90%	92%
Achieve 85% of the quality assurance program for the Priority Dispatch Suite.	World Class Municipal Services	N/A	N/A	85%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2213

DIVISION DESCRIPTION

The Field Services Division is headed by an assistant chief who oversees the operation of the Road Patrol function and the Investigative Services Bureau. The Division has divided the City geographically into two (2) patrol districts, each managed by a police captain. Officers are the first responders who provide service to the citizens and develop a partnership with the community, utilizing problem-solving techniques to prevent crime. Officers utilize various methods to address patterns of criminal activity.

The Investigative Services Bureau is managed by a police captain who oversees six units. The Investigative Services Bureau is comprised of the Property Crime Unit, Persons Crime Unit, Economic Crime Unit, Vice Intelligence Narcotics Unit, Special Investigations Unit and Crime Scene Unit. These units are responsible for conducting follow-up investigations and crime scene processing. They are also responsible for the court preparation of cases as well as assisting in prosecutions. All investigators maintain liaisons with other local, state and federal agencies in order to facilitate multi-jurisdictional investigations.

GOALS

To provide efficient and effective responses to problems and opportunities in the City of Boca Raton that will be identified through both traditional calls for service and a dynamic partnership with our community.

OBJECTIVES 2011-2012

- Conduct quarterly intelligence based operations to address crime trending in areas.
- Maintain the current crime index rate for the City.
- Conduct a quarterly meeting with loss prevention personnel from retail establishments to address trends in and prevention of retail theft.
- Increase the Department case clearance rate by 2%.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Maintain the current crime index rate for the City.	The crime rated index for the City decreased by 18.8% as compared to the prior year.
Provide a minimum of one (1) Self-Defense Awareness and Familiarization Exchange (SAFE) class per quarter at the 6500 Building.	Department personnel achieved this objective reaching over 100 people with our self defense message.
Conduct quarterly operations to combat underage drinking at downtown bars.	Field Services officers/tactical units conducted several organized operations to combat underage drinking issues in the downtown area. They also consulted with and utilized the specialized knowledge of local State Alcohol Beverage and Tobacco agents to assist them in their efforts.
Increase the Department case clearance rate by 2%.	The Department clearance rate reached a 31% which is a 5% increase over the prior year.
Conduct a quarterly meeting with loss prevention personnel from retail establishments to address trends in and prevention of retail theft.	Field Services captains each of the quarterly Organized Retail Theft meetings at the Town Center Mall. At each meeting they discussed ongoing/new trends and our efforts to reduce shoplifting at the mall. The meetings also allowed for two-way brain storming sessions between the Department and the retailers.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Maintain an overall customer satisfaction rating level of 95% based upon annual survey results.	World Class Municipal Services	97%	97%	98%
Maintain a response time of four and one quarter minutes or less for 90% of the in-progress calls for service, excluding false alarm calls.	World Class Municipal Services	100%	100%	100%

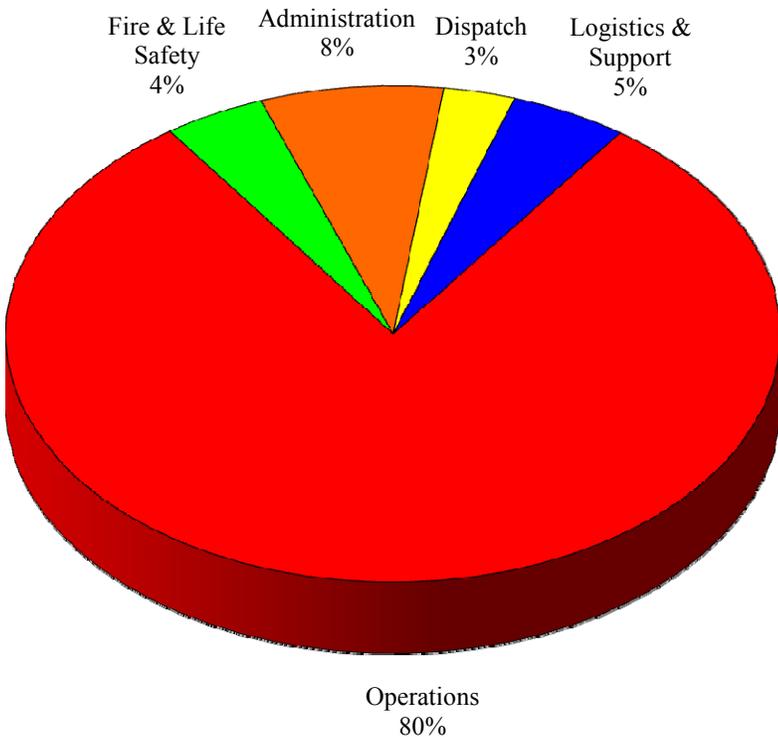


FIRE RESCUE SERVICES

*Thomas R. Wood, Fire Chief
Glenn C. Joseph, Deputy Fire Chief*

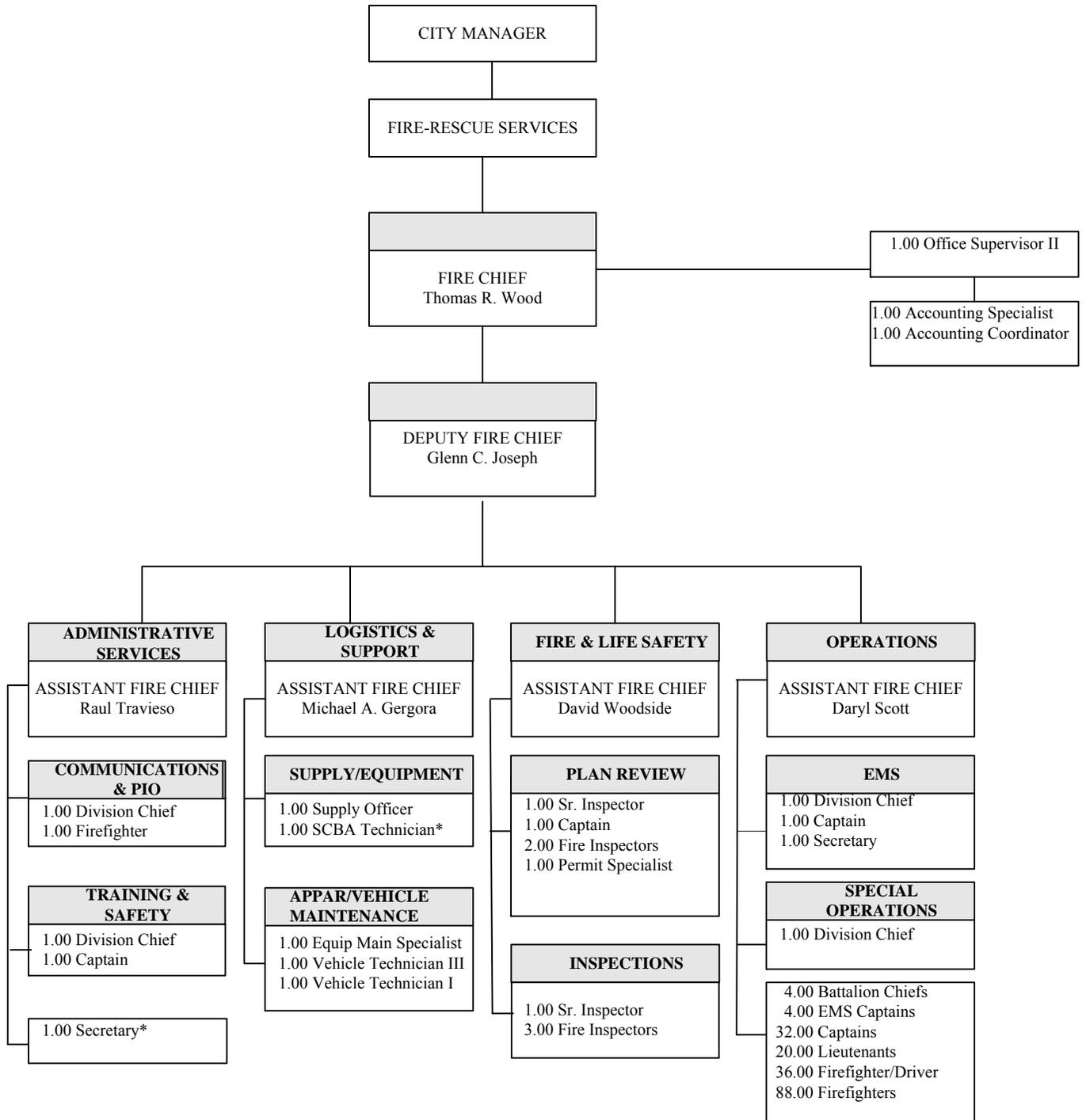
Boca Raton Fire Rescue Services Department will be recognized as a premier emergency response agency through continuous assessments and improvements, which enhance our level of service, exemplified by leadership, innovation, and utilization of best practices.

The mission of the Boca Raton Fire Rescue Services Department is to minimize the level of risk to life and property through the delivery of the highest quality emergency and non-emergency services to the community.



DIVISION	APPROVED 2011-12 BUDGET
Administration	\$ 2,835,600
Dispatch	1,104,600
Logistics & Support	1,815,400
Operations	29,699,800
Fire & Life Safety	1,569,000
TOTAL	\$ 37,024,400

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	28,141,347	29,010,600	29,390,600	31,370,400
Other Operating	4,820,098	4,891,700	4,832,700	4,875,200
Supplies	596,867	765,300	828,400	752,300
Capital Outlay	113,431	25,500	41,200	26,500
Transfers	174,000	-	-	-
TOTAL	33,845,743	34,693,100	35,092,900	37,024,400
Full-time Employees	217.00	215.00	215.00	216.00



*1.0 Secretary (Life Safety) moved to Admin/Training & Safety
 *1.0 SCBA Technician converted from part-time to full-time (Logistics & Support)

Approved Positions FY 10/11	215.00
Revised Positions FY 10/11	
Personnel Changes FY 11/12	<u>1.00</u>
Approved Positions FY 11/12	216.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FIRE/RESCUE SERVICES	001-2501

DIVISION DESCRIPTION

The Administration Division provides direction and control for formulating and implementing department goals, objectives, and policies; carries out administrative functions, including budget, payroll, purchasing, clerical support, as well as assisting in coordinating the City's emergency preparedness program. The Administration Division is also responsible for the training and safety section, liaising with the City's 9-1-1 Communication Center, facilitating the community health programs, and responsible for the dissemination of information to the public and the news media.

GOALS

The goal of the Administration Division is to promote excellence in the delivery of emergency services in a manner that is fiscally responsible and meets or exceeds the standard of care.

OBJECTIVES 2011-2012

Complete the assembly of confined space simulators at the Banyan Training site.

Complete the implementation of quality assurance program for Emergency 9-1-1 Communication personnel. The goal is 90% compliance using Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) protocols during the next fiscal year.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Analyze national healthcare initiatives for opportunities to expand or improve the services we provide to citizens of Boca Raton.	The Fire Department implemented the use of the Res-Q-Pod and the Zoll AutoPulse as adjuncts to cardiopulmonary resuscitation efforts and realized a dramatic increase in successful resuscitation in cardiac arrest victims in the pre-hospital settings.
Complete a review and update of all internal mission critical policy and procedural documents.	Mission Critical policies and procedural documents have been reviewed and updated and are being distributed using the PowerDMS database.
Continue evaluation of emergency response times and other indices to make recommendations that will improve our level of service.	Emergency response data are collected, analyzed and published on a monthly basis and the summary data published annually. Key response parameters are regularly evaluated and compared to the standard of care.

OTHER ACHIEVEMENTS – N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percent Records Management retention and or destruction.	World Class Municipal Services	90%	90%	100%
Improve collections of EMS Billing efficiency by 10%	World Class Municipal Services	73.4%	73%	80%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

FIRE/RESCUE SERVICES

001-2511

DIVISION DESCRIPTION

The Logistics and Support Division is responsible for facility maintenance, apparatus and equipment maintenance, self contained breathing apparatus (SCBA) maintenance, distribution and management of departmental firefighting and EMS supplies, uniforms, personal protective gear for personnel, and coordination of procurement documents.

GOALS

The goal of the Logistics and Support Division is to utilize City resources to assure that facilities, apparatus, firefighting equipment, SCBAs, uniforms, and protective clothing are in optimum condition to meet current emergency response needs in the most efficient manner.

OBJECTIVES 2011-2012

Produce quarterly vehicle maintenance and repair reports from the Fleet Management system for early vehicle problem detection purposes.

Expand the current inventory control system to include fire equipment and supplies located at the Fire Support facility.

Develop internal guidelines and train Fire Rescue staff to assist with procurement of items that are greater than \$5,000.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue the internal customer service initiative established on 04/01/2010 and improve internal communications.	The internal customer service initiative is currently operating and it has been received positively from personnel resulting in improved communications.
Complete the inventory control system project and produce reports that tracks inventory indentified by individual personnel, apparatus, and Fire Rescue facilities.	The inventory control system has been implemented to track equipment issued to personnel, apparatus, and Fire Rescue facilities.
Comply with the new Fleet Management system and produce reports to assist in the 2011-12 budget development.	Total compliance with the Fleet management system has been achieved. Reports are being generated to assist in the 2011-12 budget development. Additional training for staff is schedule in order to expand our reporting capabilities.
Develop and implement a fire nozzle maintenance program.	A formal program has not yet been implemented, but repairs are being made as needed without interruption of service.
Utilize inventory control reports to assist in the 2011-12 budget development.	Inventory control reports will assist in all future budget development. This system is still in its infancy and development stage.

OTHER ACHIEVEMENTS – N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percent of completed work orders for apparatus repairs (in one day)	World Class Municipal Services	80%	85%	90%
Percent of orders filled for supplies (in one day)	World Class Municipal Services	85%	90%	95%
Percent of internal customer service responses within 1 day (est. 04/01/10)	World Class Municipal Services	N/A	80%	90%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

FIRE/RESCUE SERVICES

001-2512

DIVISION DESCRIPTION

The Operations Division responds to fires, medical emergencies, hazardous materials and other special operation incidents, and other emergencies that endanger life and/or property throughout the City. This Division also manages the community health program, which includes blood pressure screening, and child safety courses.

GOALS

The goal of the Operations Division is to provide emergency services to the community that meet or exceed the standard of care.

OBJECTIVES 2011-2012

Establish a boat operators training and certification to enhance and document the boat handling skills of Boat 3 operators.

To further expand the HIPPA compliant quality improvement program with Delray Medical Center, to mirror the program that was instituted at Boca Raton Regional Hospital.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue the development of the Banyan training site.	This multi-year program is on going. The Training and Safety Section acquired fire hydrant training simulator, a large steel tank as part of the future confined space simulator, four fiberglass tanks for a fire pump testing apparatus that will be used to the complete build out of the training site.
Expand our quality improvement program by designing and implementing a HIPPA compliant process for retrieving patient outcome data from our partners in primary care.	The implementation process has been completed for Boca Raton Regional Hospital.
Continue to develop an effective officer-training program.	Officer training program was expanded to include monthly reviews of SOP's and other procedural documents, leadership seminars from recognized leaders from around the country, classes from the from the Florida State Fire Officer certification program.

OTHER ACHIEVEMENTS – N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Average Suspicious Incident Response Time in Minutes	World Class Municipal Services	8.37	8.37	8.37
Total Fire Responses	World Class Municipal Services	1,552	2,500	2,500
Total EMS Responses	World Class Municipal Services	9,959	10,500	10,500
Total Non-Emergency and Other	World Class Municipal Services	3,327	3,400	3,500
Average Non-Emergency Response Time in Minutes	World Class Municipal Services	6.45	6.42	6.40
Fire Responses < 8 Minutes	World Class Municipal Services	85.79%	85.8%	90%
Average Fire Response Time in Minutes	World Class Municipal Services	6.13	6.15	6.2
Average EMS Response Time in Minutes	World Class Municipal Services	5.29	5.50	5.50
Suspicious Incidents	World Class Municipal Services	9	9	9
EMS Responses < 8 Minutes	World Class Municipal Services	92.56%	91.67%	95%



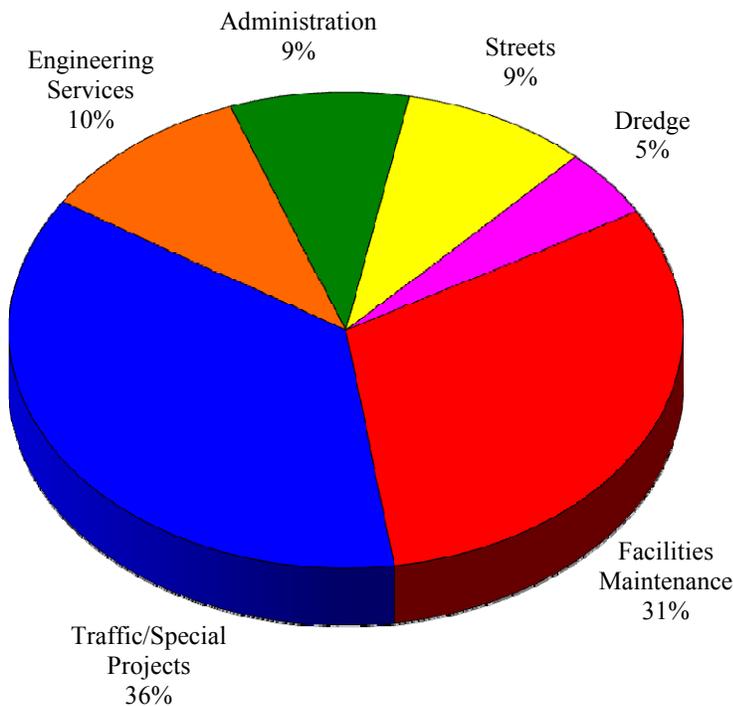
MUNICIPAL SERVICES

Robert J. DiChristopher, Director

The vision of the Municipal Services Department is to maximize our resources and minimize costs to our customers (both citizens and City departments) through effective management which allows staff participation and extend the useful life of the City’s infrastructure.

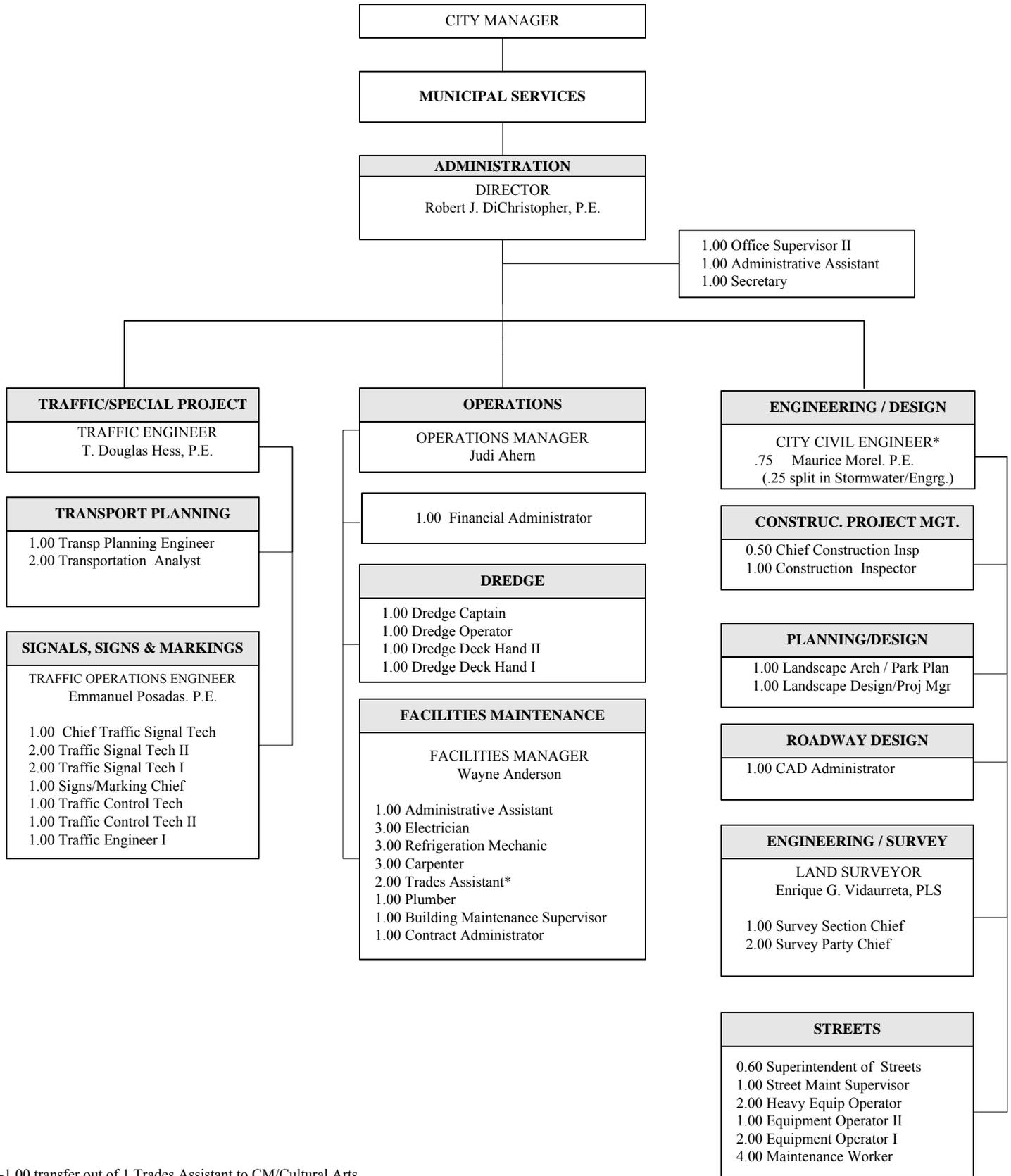
The mission of the Municipal Services Department is to provide services in the most efficient manner to provide a safe, clean, and high-quality community. Also, to respond quickly and effectively to emergencies providing an efficient delivery of services.

The Municipal Services Department is responsible for the divisions of Administration, Traffic/Special Projects, Dredge, Streets, Facilities Maintenance, and Engineering.



DIVISION	APPROVED 2011-12 BUDGET
Administration	\$ 841,300
Streets	874,000
Dredge	455,100
Facilities Maintenance	3,032,500
Traffic/Special Projects	3,562,100
Engineering Services	1,010,700
TOTAL	\$ 9,775,700

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	5,108,976	5,227,900	5,227,900	4,990,800
Other Operating	3,907,223	4,349,800	4,525,400	4,319,500
Supplies	358,406	431,300	493,400	455,400
Capital Outlay	302,937	38,000	223,800	10,000
TOTAL	9,677,542	10,047,000	10,470,500	9,775,700
Full-time Employees	62.10	60.85	59.85	59.85



*-1.00 transfer out of 1 Trades Assistant to CM/Cultural Arts

Approved Positions FY 10/12	60.85
Revised Positions FY 10/11	-1.00
Personnel Changes FY 11/12	
Approved Positions FY 11/12	59.85

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4401

DIVISION DESCRIPTION

The Administration Section of the Municipal Services Department provides support and coordination to City staff and citizens in need of the multi-disciplinary functions of the Department.

GOALS

The goal of Administration is to provide efficient, well-managed services through the proper management and protection of the City's physical assets including fleet, facilities, roads, bridges, waterways and the beaches as well as providing our residents services such as inlet management and disaster recovery.

OBJECTIVES 2011-2012

Revise and update the Municipal Services Policy and Procedures manual.

Begin the design and permitting process for the Central and South Boca Raton Beach Renourishment Projects.

Construct the 4-view corridors along a portion of S.R. A1A with the removal/trimming of seagrapes and invasive vegetation and re-plant with native vegetative.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Coordinate the Leadership Initiative Program for the Municipal Services Department.	The leadership initiative program was established and Municipal Services has celebrated employee achievements throughout the year.
Obtain FDEP permit for the removal/trimming of seagrapes and invasive vegetation along a portion of S.R. A1A and re-plant with native vegetation.	The city obtained a permit from the FDEP to create 4-view corridors along a portion of S.R. A1A with the removal/trimming of seagrapes and invasive vegetation and re-plant with native vegetation.
Obtain reimbursements from the Florida Department of Environmental Protection for the construction of the North and South Boca Raton Beach Renourishment Projects.	The city obtained all reimbursements from the Florida Department of Environmental Protection for the construction of the North and South Boca Raton Beach Renourishment Projects.

OTHER ACHIEVEMENTS

Continued incorporating other City Facilities into the citywide recycling program.

Municipal Services won Department of the Year.

Shielded all pedestrian lights along Spanish River Park reducing potential direct lighting impacts for nesting sea turtles from the construction of the 4-view corridor.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Maintain a sufficient beach berm for sea turtle nesting and recreation through periodic beach nourishment projects.	World Class Municipal Services	75%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4411

DIVISION DESCRIPTION

Responsibilities of the Streets Section include the maintenance of 617 lane miles of asphalt/concrete roadways, 25 miles of bike paths, and an estimated 360 miles of concrete sidewalks.

GOALS

To maintain a safe and efficient transportation network for our citizens and to supply equipment and personnel to assist other Departments as needed.

OBJECTIVES 2011-2012

Repair all sidewalk trip hazards within Kings Court and re-plat subdivisions along Boca Rosa Heights and Ocean Heights.
 Mill and overlay Yamato Road center lane section west of Jog Road.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Inspect and repair all sidewalk areas within University Park Subdivision.	Inspection has revealed 70 areas are in need of repair. Notice will be sent to abutting property owners to have repairs made as per code section 25-251.
Assist in the implementation of the News Rack Ordinance.	Removal and disposal of all enclosures along with relocating and storing non-conforming machines is completed. This is an ongoing activity to assist in insuring code violations are enforced.
Overlay asphalt pathways along SW 12th Ave.	Areas were repaired along SW 12 Avenue and SW 4th Avenue.

OTHER ACHIEVEMENTS

Cleaned bike lanes and pathway along A1A on a weekly basis.
 Repaired all sidewalk areas along NE 5th Avenue, Jeffrey Street, Crawford Blvd., NW 24th Avenue, and Timbercreek Subdivision.
 Overlaid asphalt pathways on SW 4 Avenue next to the Cemetery.
 Transported for auction and disposed of obsolete equipment for Purchasing Department.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Completion of Utilities open pavement repairs within one-week period.	World Class Municipal Services	91%	86%	92%
Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint.	World Class Municipal Services	99%	96%	99%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

MUNICIPAL SERVICES

001-4413

DIVISION DESCRIPTION

The Dredge Section of the Municipal Services Department is responsible for clearing sand from the Boca Raton Inlet to the A-1-A bridge and transferring it to the beach south of the inlet in accordance with the State approved Inlet Management Plan.

GOALS

To maintain a clear and navigable inlet for boaters in the Boca Raton area, maintain water quality of inland waterways and provide sand transfer south of the Inlet.

OBJECTIVES 2011-2012

Monitor the ebb tidal shoal and dredge 83,000 cubic yards of sand from the inlet.

Maintain the inlet channel at a 6 ft. depth.

Monitor and maintain navigational aids.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Maintain the inlet channel at a 6 ft. depth.	Dredging activities occur throughout the year maintaining an inlet channel depth of 6 feet.
Monitor and maintain navigational aids.	The dredge crew continues to monitor and maintain navigational aids.
Monitor the ebb tidal shoal and dredge 83,000 cubic yards of sand from the inlet.	This is an on-going challenge. The Department of Environmental Protection adopted an annual bypassing objective of 83,000 cubic yards of sand to be dredged from the Boca Raton Inlet using the City-owned dredge and periodic beach nourishment projects.

OTHER ACHIEVEMENTS

Provided assistance and rescued two disabled boats off of the Jetty.

Rescued three children from inlet waters and brought them to safety.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Keep the inlet at a 6 ft. depth.	World Class Municipal Services	100%	100%	100%
Dredge 83,000 cubic yards of sand from inlet.	World Class Municipal Services	70,000	83,000	83,000

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

MUNICIPAL SERVICES

001-4414

DIVISION DESCRIPTION

The Facilities Maintenance Section administers maintenance repairs, construction, renovation, and service contracts of City-owned buildings and related systems; maintains records of all maintenance and repairs to buildings and related systems; maintains security ID card access systems and standardizes keying systems in City-owned facilities. Services include, but are not limited to, carpentry, electrical, air conditioning, painting, and plumbing.

GOALS

The goal of Facilities Maintenance is to provide and maintain clean, efficiently run facilities, sustainable quality service, in a cost effective manner with regard to all trades and general maintenance. Services are provided to all departments/sections citywide so citizens and staff may conduct business in a quality and more secure environment.

OBJECTIVES 2011-2012

Replace parking lot lighting at the Police Department Facility.

Replace A/C equipment that has exceeded its life expectancy at the Police Department and the Boca Raton Community Center.

Coordinate and ensure the roof project at James Rutherford Park is completed in a timely manor and within budget.

Complete Building Inventory documents for all City Facilities.

Reduce energy consumption by enhancing Energy Management Systems and implementing schedules for the HVAC & Lighting systems at City Hall, Municipal Complex, 6500 Building, Boca Raton Community Center and the Boca Raton Tennis Center.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Reduce energy consumption at Municipal Complex and 6500 Building.	Reduced the kilowatt hours by 2,500 to 5,000 kilowatt hours per month.
Connect City Hall, Police Department and 6500 Building generators to the energy management system.	This is an ongoing task and will be completed in FY 2010/11 (50% Complete).
Continue to replace A/C equipment Citywide that has exceeded its life expectancy.	Replaced 4 units at Boca Raton Community Center and 8 units at the Police Station. 75% complete this F.Y.
Continue installing automated controls for the HVAC system at the Police Department.	FX-60 and all twelve (12) air handler units completed.

OTHER ACHIEVEMENTS

Enhanced video security at City Hall, Spanish River Library, Sand Pine Park & James Rutherford/Lake Wyman Park.

Completed the construction of the I. T. Disaster Recovery room at the 6500 Building.

Completed installation of City Hall Chiller using EECBG funds.

Completed the renovation of the Teen Center Restrooms (ADA Compliant).

Completed the painting of Fire Station 3.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
To reduce external work orders through Facilities Maintenance proactive awareness within City facilities.	World Class Municipal Services	5%	8%	10%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

MUNICIPAL SERVICES

001-4416

DIVISION DESCRIPTION

The Traffic/Special Projects Division maintains the City's traffic circulation system including traffic signals, signs, and markings. Responsibilities include daily traffic operations as well as planning activities to accommodate growth and an ever-changing system, including traffic calming, bicycle/pedestrian functions, and land development mitigation.

GOALS

It is the goal of the Traffic/Special Projects Division to provide and maintain a safe and efficient traffic circulation system for vehicles, pedestrians, bicyclists, and transit users.

OBJECTIVES 2011-2012

Coordinate and manage the development of an effective special events traffic management plan for FAU stadium.

Take delivery of four new shuttle vehicles, pursuant to FTA grant FL-04-0101-00.

Refine and improve land development review process and land development regulations to incorporate appropriate CompPlan revisions and sustainable city policies.

Start Construction and substantially complete bicycle/pedestrian improvements for St. Andrews Blvd. and El Rio Trail Phase IV.

Update the City's Neighborhood Traffic Calming Policy.

Provide improved transfer of information system to the public on roadway conditions and pending construction activities.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Increase ridership on existing shuttles, ensure A.D.A. compliance, and improve marketing of system.	Monthly ridership has increased by 16% over the previous year. ADA access was constructed for 37 bus shelters. Ridership efficiency was increased by reducing unnecessary shuttles during mid-day.
Complete Stage 1 of Mobility Strategy Funding Program and start Stage 2, identifying a permanent funding system.	The Mobility Strategy Funding Program study was set aside due to growth management policy revisions and budget circumstances.
Complete design and start construction of El Rio Trail Phase IV – L40 to Congress Avenue.	The El Rio Trail Phase IV design is complete and construction will commence late Summer 2011.
Complete design and start construction on bicycle/pedestrian improvements for St. Andrews Blvd.	The St. Andrews Blvd. bike lanes and pathway design is complete and construction will commence late Summer 2011.

OTHER ACHIEVEMENTS

- Completed preventive sign maintenance program in 6 neighborhoods.
- Installed traffic calming in 2 neighborhoods.
- Extended fiber optic network by 6 miles, from 54 miles to 60 miles total, and achieved 99% communications with all traffic devices.
- Completed installation of LED Illuminated Street Name Signs for EECBG grant.
- Completed detailed Citywide Annual Crash Report.
- Implemented revised traffic signal phasing and timing on East Palmetto Park Road.
- Developed/implemented the City's Parking Meter Program.
- Implemented a flashing speed limit sign program.
- Installed approximately 1,300 linear feet of sidewalks in 4 neighborhoods.
- Coordinated maintenance of traffic plan for 8 special events held in the City.
- Implemented new agreement with SFRTA to purchase 4 new shuttle vehicles.
- Completed construction of 3 miles of bike lanes and 6 miles of sidewalks along SW 18 St. and NW 12 Ave.
- Substantially developed maintenance of traffic plan for FAU Football Stadium.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Record and reduce yearly number of reported motor vehicle crashes per 1,000 population.	World Class Municipal Services	31.1	31.0	31.0
Record average travel speed along major City arterials and improve or maintain L.O.S. (average travel speed) yearly.	World Class Municipal Services	29.3	28.4	28.0

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

MUNICIPAL SERVICES

001-4417

DIVISION DESCRIPTION

Surveying for CIP projects for Departments throughout the city. Review plats for compliance with Chapter 177 of the Florida Statutes. Review all sketches and legal descriptions for Development Services and Utility Services.

GOALS

The primary goal of Municipal Services/Survey Division is to provide Professional Surveying Services to all City departments.

OBJECTIVES 2011-2012

Perform 5 boundary/topographic surveys of existing City facilities or in support of proposed projects.

Perform 3 route surveys.

Support other departments in the review of plats, easements, and surveys.

Develop As-Built Surveys of Lake Wyman.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Record the boundary plat of Countess deHoernle Park.	Completed and recorded the boundary plat of Countess deHoernle Park.
Prepared a succession plan including identifying employee or recommendation of outside hire/use of consultants.	Prepared and completed a succession plan including identifying employee or recommendation of outside hire/use of consultants.
Boundary Surveys Lake Wyman Park.	Completed Boundary Surveys of Lake Wyman Park.
As-Built Survey for Gumbo Limbo Park (for the new tanks).	Completed As-Built Survey for Gumbo Limbo Park (for the new tanks).
Route Survey for the bike lanes on St. Andrews Boulevard.	Completed Route Survey for the bike lanes on St. Andrews Boulevard.
Boundary Survey of Boca Tierra Park.	Completed Boundary Survey of Boca Tierra Park.

OTHER ACHIEVEMENTS

- South Beach Dune crossover Topographic survey.
- Boundary and Topographic Survey of James Rutherford Park.
- Topographic Survey for proposed sidewalks (Chatham Hills, Villa Rica, Winfield Park, and Boca Woods).
- Sketches and descriptions for FPL Easements on NE 1st Avenue.
- Sketches and descriptions for Verde Trail sidewalks.
- Sketches and descriptions for proposed Annexation.
- Sketches and descriptions for Right-of-Way transfer to Palm Beach County.
- Federal Highway As-builts for pavers.
- Numerous sketches and descriptions for Utility Services.
- Located Mizner Park Amphitheater Tent for future reference.
- Cross-sections for Lake Wyman Park.
- Cross-sections for Hillsboro Canal (Dixie Highway to Royal Palm).
- Completed sketches and descriptions for Downtown Promenade.
- Completed As-built Survey for Fire Station #5.
- Boundary and Topographic Survey for Downtown Library.
- Reviewed three Plats, numerous easements, sketches, and surveys for all City departments as necessary.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Complete land, boundary, topographic, and as-built surveys within 15 days.	World Class Municipal Services	100%	100%	100%
Review sketches and legal descriptions within 3 days.	World Class Municipal Services	100%	100%	100%
Review plats within 5 days.	World Class Municipal Services Financially Sound City Government	100%	100%	100%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

MUNICIPAL SERVICES

001-4418

DIVISION DESCRIPTION

Design and/or manage City capital improvement operations and maintenance projects. Monitor design and construction of private development.

GOALS

The primary goal of Municipal Services/Engineering Services is to provide high quality, cost effective, landscape architecture, engineering and professional surveying services to the citizens and all City departments including project development and management services, design and survey services, project planning and development, construction project management and inspection services.

OBJECTIVES 2011-2012

- Complete design and begin construction of new Downtown Library.
- Complete design and begin construction of South Beach Park Dune Crossovers.
- Complete construction of St. Andrews Blvd. bike lanes and multi-purpose path.
- Complete design of Gumbo Limbo boardwalk renovations.
- Complete construction of "Green" Demonstration Park.
- Complete construction of Gumbo Limbo saltwater tank and walkway renovations.
- Complete design of Glades Road Interchange Beautification.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Complete construction of Spanish River Park Maintenance Facility.	Project has been deferred.
Complete design and bid for the Downtown Library.	Completed public involvement phase, developed site and floor plans, and began design with CM-AT Risk Contractor.
Complete construction of Downtown Promenade and Palmetto Park Road.	Construction completed.
Complete road resurfacing Management Study.	Currently developing the RFP.
Complete construction of NW 12th Avenue four-laning project.	Construction completed.
Complete construction of SW 18th St. bike lanes and sidewalks.	Construction completed.

OTHER ACHIEVEMENTS

Completed design of St. Andrews Blvd. bike lanes and multi-purpose paths.

Completed resurfacing of Potomac Road, Golden Harbor, NW 24th St., Cemetery and Mausoleum, and Sand Pine Park.

Completed design of Gumbo Limbo saltwater tank and walkway renovations.

Completed construction of Red Reef Park boardwalk improvement.

Completed construction of Pearl City Phase IV Neighborhood Improvement.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Complete projects within 10% of original budget.	World Class Municipal Services	100%	100%	100%

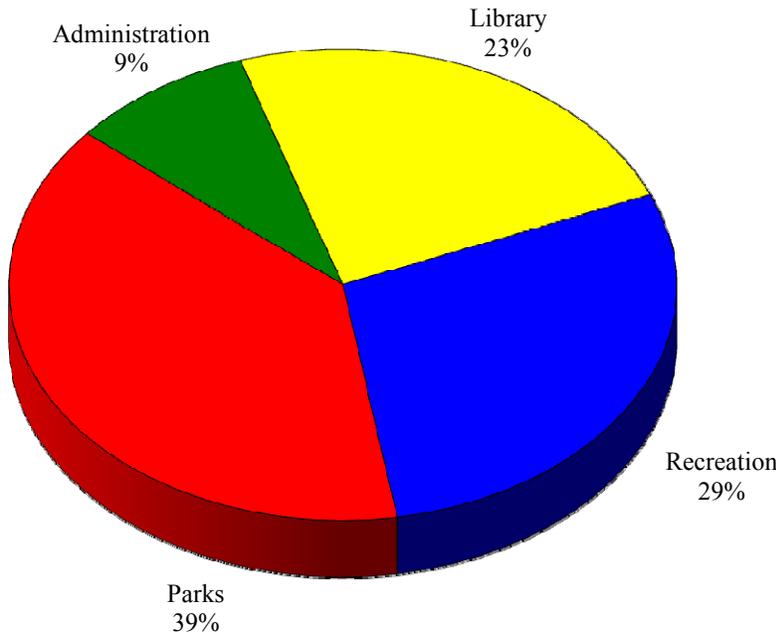


RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

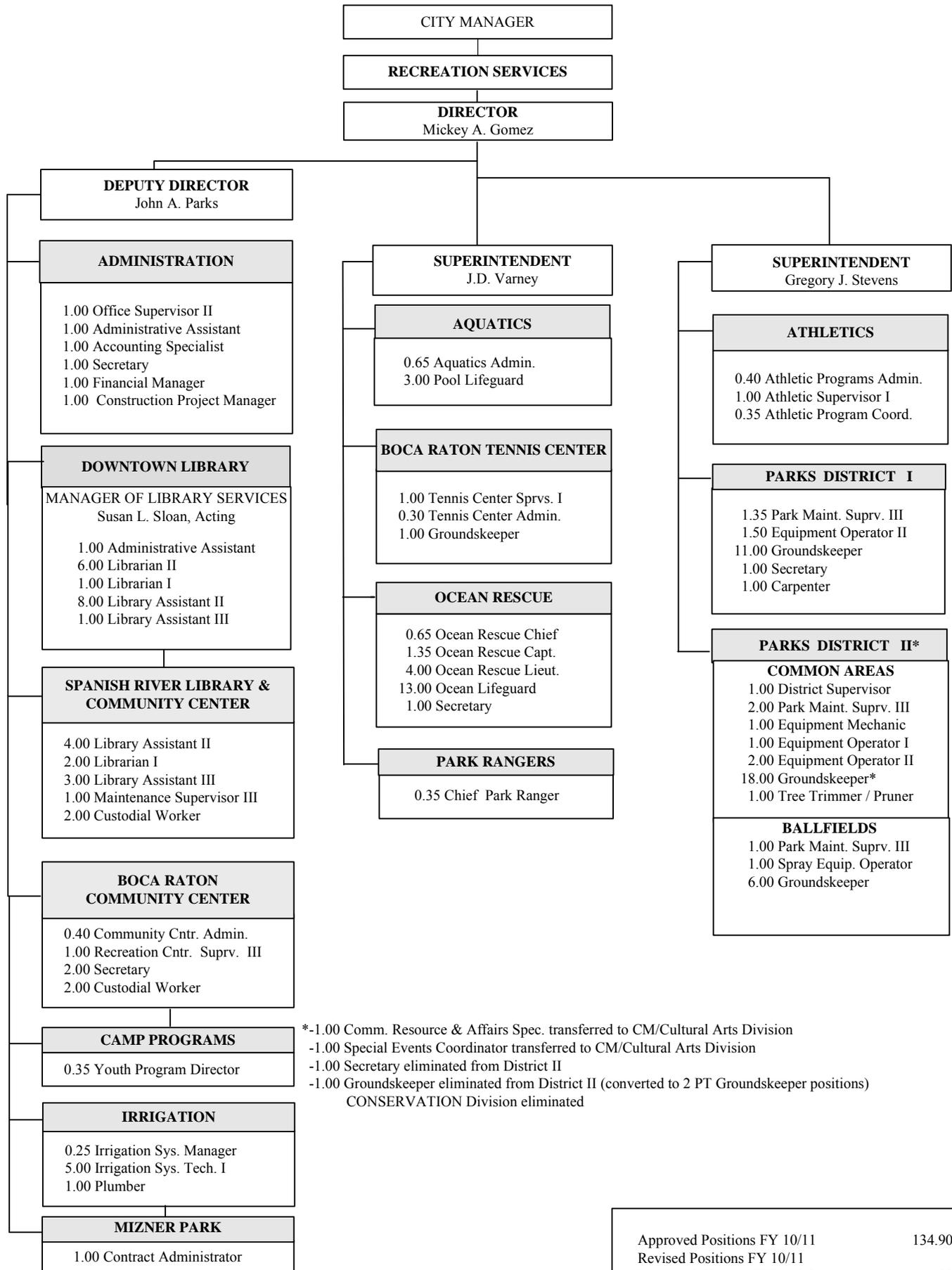
The mission of the Recreation Services Department is to provide and preserve quality customer service programming within the libraries, parks, recreation, leisure, resource management and information services, through facilities, programs and resources which are relevant, educational, attractive, environmentally conscious and affordably accessible to the residents of Boca Raton.

The Administrative team leads, coordinates, and directs the work of the four major divisions of the Recreation Services Department: Parks, Recreation, Library and Golf, which encompasses five separate operating funds, in meeting the mission of the department for resident enjoyment.



DIVISION	APPROVED 2011-12 BUDGET
Administration	\$ 1,439,800
Library	3,812,400
Recreation	4,618,500
Parks	6,243,700
TOTAL	\$ 16,114,400

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	10,729,695	10,073,900	10,057,600	9,996,600
Other Operating	5,373,476	5,800,300	5,974,200	4,861,000
Supplies	1,074,284	1,125,400	1,155,700	1,129,500
Capital Outlay	70,998	54,900	77,800	39,200
Transfers	146,000	51,500	51,500	88,100
TOTAL	17,394,453	17,106,000	17,316,800	16,114,400
Full-time Employees	145.50	134.90	134.90	130.90



*-1.00 Comm. Resource & Affairs Spec. transferred to CM/Cultural Arts Division
 -1.00 Special Events Coordinator transferred to CM/Cultural Arts Division
 -1.00 Secretary eliminated from District II
 -1.00 Groundskeeper eliminated from District II (converted to 2 PT Groundskeeper positions)
 CONSERVATION Division eliminated

Approved Positions FY 10/11	134.90
Revised Positions FY 10/11	
Personnel Changes FY 11/12	-4.00
Approved Positions FY 11/12	130.90

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	RECREATION SERVICES	001-6101

DIVISION DESCRIPTION

The Administrative team leads, coordinates, directs and manages the work of the four major divisions of the Recreation Services Department: Parks, Recreation, Library and Golf, which encompasses five separate operating funds, (General Fund, Beach & Park District Fund, Beautification Fund, Cemetery/Mausoleum Fund, and Golf Course Fund) in meeting the mission of the department for resident enjoyment.

GOALS

Recreation Services Department will provide and preserve quality customer service programming through libraries, parks, recreation, leisure, resource management, and information services, via facilities, programs and resources, which are relevant, educational, attractive, environmentally conscious and affordable, and accessible to the community of Boca Raton.

OBJECTIVES 2011-2012

Initiate the new Agreement with the School District of Palm Beach County to maintain the baseball field at Boca Raton Community Middle School.

Implement the new Youth Sports Agreement with all applicable independent Youth Sports Providers utilizing athletic fields operated by the Recreation Services Department, for better understanding of mutual expectations to benefit all participants.

Increase Athletic Special Interest revenue by 20% by offering a new Fall t-ball program, Spring Adult Flag Football league and Summer Girls Volleyball program.

Expand on-line registration to include all applicable youth and adult programs offered through the Athletics Section.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Complete the implementation of WEBTRAC to enable online registration for all programs at the Community Centers, Tennis Centers and Pools.	On-line registration was expanded to include Community Centers, Tennis Centers and Pools.
Negotiate a new Agreement with the School District of Palm Beach County for operation and maintenance of the Boca Raton Community Middle School baseball field.	An agreement is being negotiated with the Palm Beach County School District to operate and maintain the baseball field at Boca Raton Middle School. Terms applicable to the S.E.I.U. have been submitted for review and approval requested.
Expand on-line registration through WEBTRAC to include all applicable youth and adult athletic programs offered.	On-line registration was expanded to include 11 programs: Youth Flag Football, Cheerleading, Youth Basketball, Youth Roller Hockey, Kidokenetics, Gymnastics, Rhythmic Gymnastics, Tae Kwon Do, Aikido, Fencing and Taylored Athletics Basketball clinics.
Finalize construction plans for the Downtown Library that represents the consensus needs of the residents.	The development of a site plan and interior layout (ongoing). The project remains on schedule. Two well attended public meetings were held where citizens were given information on the progress of the project, along with opportunities for citizen input.

OTHER ACHIEVEMENTS

Employee Pride Program was re-designed to meet the standards and criteria of the City's Leadership Awards Program.

Administrative staff adapted to the loss of one of two Deputy Recreation Services Director positions by reassigning responsibility for the Golf Courses, Athletics, Ball Field Maintenance, Beautification and Cemetery/Mausoleum.

Administrative staff worked with the Golf Course Manager and the Financial Services Department to develop options designed to maintain the fiscal sustainability of the Golf Course.

Administrative staff worked with City staff and the Greater Boca Raton Beach & Park District (BPD) to craft an agreement for the BPD to develop and pay for the operation and maintenance of Countess De Hoernle Park.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Continue to respond to the recreational needs expressed by the community, by evaluating and providing facilities that best meet justified requests.	World Class Municipal Services	95%	95%	95%
Pursue grant opportunities to offset costs of park development and maintenance.	Financially Sound City Government	2	3	2
Respond to communications from concerned citizens within 24 hours of receipt	World Class Municipal Services	99%	99%	99%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

RECREATION SERVICES

001-6111

DIVISION DESCRIPTION

The Boca Raton Public Library provides library services, materials, programs and information for the residents of the City.

GOALS

The Boca Raton Public Library shall provide quality library service and resources necessary to meet the educational, recreational, cultural, business and other informational needs of its users.

OBJECTIVES 2011-2012

Promote and increase usage of patron self-service options (online holds, online renewals, use of Self-Check kiosks).

Actively promote and increase usage of the Library's expanding digital collections, including online databases and downloadable media.

Continue to increase revenue generated by event planning and room rentals at the Spanish River Library and Community Center (SRL&CC) through marketing and advertising. Additionally, actively promote the rental of SRL&CC-owned tables, chairs, and dance floor as a means to increase revenue.

Continue to work with Library/City staff and the architects to design an attractive, efficient, and functional new Downtown Library. The building design shall be flexible enough to accommodate the changing needs of patrons and collections over time, and should provide for increased patron self-service options.

Increase the Libraries' visibility in the community through improved community relations, increased marketing of the Libraries' collections and services, and through the use of social media.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue to increase the number of Room Rentals at SRL&CC through marketing and advertising.	In the past 12 months, SRL&CC has hosted nearly 300 outside events and is becoming an especially popular site for weddings. It was originally estimated that room rentals would bring in \$65,000 during 2010/11, but actual revenue will likely be over \$75,000.
Continue to up-grade the Gift Shop at SRL&CC, to offer more unique merchandise, publicize the Shop, and increase revenue	The Gift Shop is making slow but steady progress. Taking advantage of the retail experience we have on staff and using sound retail principles, we are selling off older merchandise and replacing it with more interesting and popular merchandise. We have found some new vendors who not only have interesting items, but who also allow us to buy stock in smaller quantities to test our market. Staff has created merchandise display cases which have proved helpful in sales.
Work closely with the Consultants and Municipal Services to design an efficient Downtown Library that provides a lay-out that maximizes patron self service.	Work on the Downtown Library building project so far this FY has included: City Council approval of Work Order No. 2 on December 14, 2010; a thorough re-working of the Building Program to bring the square footage estimation into an acceptable range; two well attended public meetings where citizens were given information on the progress of the project, along with opportunities for citizen input; the development of a site plan and interior layout (ongoing). The project remains on schedule.

OTHER ACHIEVEMENTS

Began a series of monthly workshops on the usage of online databases. Interest and attendance have been positive; the most popular topics so far have been business/investments and genealogy.

Increased access to forthcoming title publication information through updates to website, signage, and email alerts to staff. Patrons are now alerted to and can place holds on new titles months in advance of their publication date, resulting in a reduction of staff time needed to process holds.

Increased promotion of the Cafe by installing additional signage reading Waterfront Cafe on the SRL&CC sign at Spanish River Blvd.

Increased inventory of rentable tables and chairs at SRL&CC, resulting in increased rental revenue.

Implemented Floating Collections, a module within the integrated library system, which allows certain groups of materials to be checked in and housed at whatever library they are returned to. This has resulted in a reduction in the transfer of materials between buildings, less wear on and handling of materials, and continually refreshed collections in both libraries.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percentage of Storytime Class attendees registering for another program.	World Class Municipal Services	55%	60%	70%
Literacy patrons are placed with a volunteer tutor within 10 days.	World Class Municipal Services	85%	95%	95%
Reference and information questions are answered before patrons leave the library.	World Class Municipal Services	90%	95%	95%
Telephone reference questions are answered while the patron is on the phone.	World Class Municipal Services	80%	85%	85%
Percentage of total (both libraries) circulation accomplished using self-check.	World Class Municipal Services	15%	15%	18%
Percentage of renewals completed online.	World Class Municipal Services	10%	11%	13%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

RECREATION SERVICES

001-6121

DIVISION DESCRIPTION

Conduct youth and adult sports leagues and assisted independent youth sports associations and area schools by providing facilities. Operate and provide quality programming and safe open play at the Tim Huxhold Skate Park and Shuffleboard Courts. Operate a Tennis facility that provides open play and programs for all ages and skill levels. Operate a temperature controlled municipal pool featuring extensive programs for a variety of interests. Provide Ocean Lifeguards to serve and protect beachfront park visitors.

Offer a variety of leisure-oriented youth and adult classes, and host area meetings, private events and special interest clubs at the community center and its affiliated facilities. Through Camp Programs, provide a healthy and safe play environment for boys and girls during the summer and on school holidays.

Conduct events that bring families, friends, neighbors and co-workers together in a spirit of happiness, togetherness, celebration and community.

GOALS

Encourage recreational activity that provides each individual the opportunity to enjoy physical exercise, socialization, competition, teamwork, learning, intellectual stimulation and family togetherness. These activities shall also provide the setting that brings together residents of different backgrounds, enhancing Boca Raton as a community.

OBJECTIVES 2011-2012

Promote on-line registration for youth and adult programs offered through the athletics Section.

Maintain an exemplary safety record as Ocean Rescue guards at South Beach Parks and Spanish River Parks beach-fronts.

Increase the number of children participants in the spring and summer camps at the Boca Raton Tennis Center.

Implement the new Youth Sports Agreement with all applicable Independent Youth Sports Providers utilizing athletic fields operated by the Recreation Services Department for better understanding of mutual expectations to benefit all participants.

Assure the Meadows Park Pool provides a safe environment, both in regard to water quality and drowning prevention.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Increase the number of junior tournaments at the Boca Raton Tennis Center.	A third tournament was added in FY 2010/11.
Maintain an exemplary safety record as Ocean Rescue guards at South Beach Parks and Spanish River Parks beach-fronts.	There were no water related fatalities at South Beach Park or Spanish River Park.
Assure the Meadows Park Pool provides a safe environment, both in regard to water quality and drowning prevention.	There were no water quality deficiencies nor drownings at the Meadows Park Pool.
Expand on-line registration to include all applicable youth and adult programs offered through the Athletics Section.	On-line registration was expanded to include 11 programs: Youth Flag Football, Cheerleading, Youth Basketball, Youth Roller Hockey, Kidokenetics, Gymnastics, Rhythmic Gymnastics, Tae Kwon Do, Aikido, Fencing and Taylored Athletics Basketball clinic.

Implement the new Youth Sports Agreement with all applicable Independent Youth Sports Providers utilizing athletic fields operated by the Recreation Services Department, for better understanding of mutual expectations to benefit all participants.

Youth Sports Agreement is under City Attorney's office review and was not implemented in FY 10/11.

OTHER ACHIEVEMENTS

Ocean Rescue placed 5th in the United States Lifesaving Association's National Ocean Lifeguard Championships.

The Boca Raton Tennis Center hosted a Quickstart Tournament for boys and girls age 5-8.

Ninety-five (95) Summer Camp Staff and Volunteers completed Level II background screening.

Aquatics staff won the annual American Red Cross Pool Lifeguard competition.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Athletics: Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	World Class Municipal Services	98%	98%	98%
Community Centers: Class patrons will rate their experience as outstanding: on the post-class survey.	World Class Municipal Services	95%	96%	97%
Aquatics: Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	World Class Municipal Services	50%	50%	60%
Ocean Rescue: Assure beachfront park patrons return safely to shore.	World Class Municipal Services	100%	100%	100%
Tennis Center: Class patrons will rate their experiences as outstanding on the post-activity survey.	World Class Municipal Services	93%	95%	98%

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

RECREATION SERVICES

001-6221

DIVISION DESCRIPTION

Suitably care for large public open space areas, offering a variety of intensively used park areas and facilities, accessible to residents and visitors. Provide in a safe, usable and attractive condition, passive and active recreation and playground areas for all age groups, within walking distance of neighborhoods. Properly maintain undeveloped park property in a safe, clean and orderly appearance for future public use.

Provide preservation, management and appropriate development for Environmentally Sensitive Land sites totaling 85.41 acres; provide eventual environmental programming and public access.

Promote a safe and secure park environment by providing information, park patrols and working special details that enhance patron visits

Provide and maintain safe, clean and attractive landscaped parkways, circles, medians, courtyards and other passive public areas, to enhance the aesthetic value of the residential and business community.

GOALS

To provide clean, orderly and attractive appearance of grounds, structures and facilities for safe, convenient and enjoyable recreational use by the citizens of Boca Raton, through an efficient maintenance program commensurate with the intensity of public use and the intent of park design

OBJECTIVES 2011-2012

Assure all Park Rangers on general patrol are visible, on the move, independent and professional in appearance, demeanor and conduct.

Keep city beaches debris and trash free and raked on a daily basis.

Continue exotic vine removal and herbicide treatment in General Fund parks and sensitive land areas.

Certify four employees for the required Limited Commercial Fertilizer Applicator Certificate.

Monitor the renovations of the restrooms at James Rutherford and Lake Wyman Park.

Install recycled rubber surfacing on the fit trail at Lake Wyman Park.

Install playground equipment at Lake Wyman Park constructed of post consumer waste recycled material.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Assure all Park Rangers on general patrol are visible, on the move, independent and professional in appearance, demeanor and conduct.	This objective was achieved in a majority of instances.
Monitor construction of Lake Wyman and James A. Rutherford Park's restroom renovations.	This goal has been partially achieved. Lake Wyman renovations are scheduled to begin in May 2011 and the James Rutherford renovations are currently in the design phase.
Monitor construction of South Beach Park Dune Crossover Boardwalk renovation.	This goal has been partially achieved. The boardwalk construction is currently in the bidding phase.

Research water conservation methods by using a variety of different low volume spray heads that will reduce water usage and maintain healthy landscape.	Converting existing irrigation systems to rotary spray heads, micro jets and drip irrigation are some of the water conservation methods used due to SFWMD water restrictions. All of the above conservation methods increase the water droplet size, decrease the amount of water lost to wind-drift and increase the efficiency of water being applied to the root system of turf and plant material
Upgrade MIR 5000 Motorola equipment to the new generation Irrinet M field unit at Fire Station # 6.	Upgraded MIR 5000 Motorola equipment to the Irrinet M field unit at Fire Station #5.
Re-certify five Irrigation System Technicians II for back flow testing.	Re-certification of five Irrigation Technicians according to AWWA Backflow Standards is scheduled for 8/2011.
Renovate playgrounds at Pine Breeze Park and Meadows Park.	Renovation of Pine Breeze Park and Meadows Park playgrounds will be completed by fiscal year end.

OTHER ACHIEVEMENTS

Sand Pine Park playground was renovated and was the 1st in the State of Florida to install digital with electronic ICON playground equipment.

Park Rangers began enforcing metered parking at the South Beach Pavilion.

In-house staff installed fit trail equipment constructed of recycled plastic and a picnic pavilion constructed of post consumer waste recycled material at Lake Wyman Park.

Provided plastic bag holders at all beach access points for patrons to use for trash or debris collection and removal.

In-house staff assumed maintenance of the city wide bike trails, and contracted maintenance was discontinued at an \$80,000 per year savings.

First year of exotic vine removal and herbicide treatment was completed by a vendor and city staff.

Replaced a deteriorating concrete dock, which was a safety hazard, at Silver Palm Park.

Hughes Park playground was renovated with all new equipment and artificial turf play areas.

All District II Park signs have been painted green to conform with the green signage color standard.

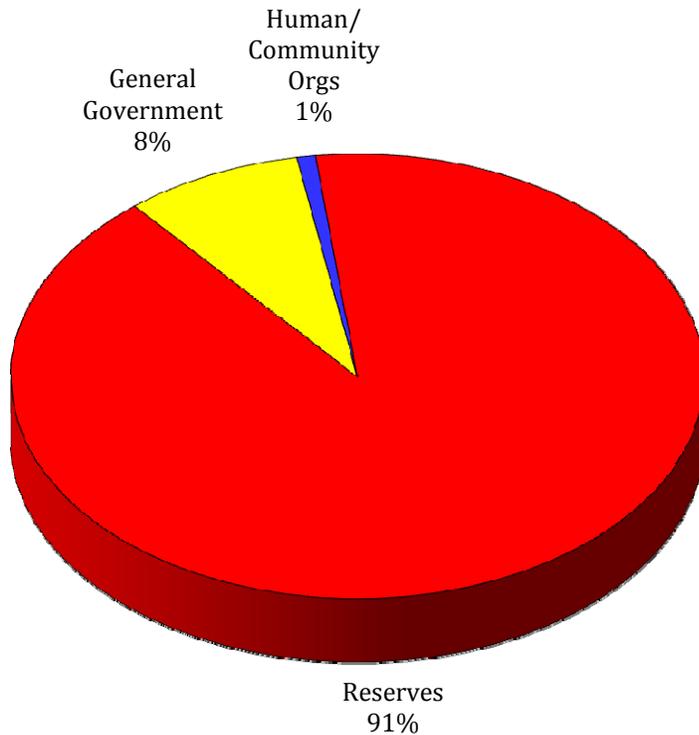
PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Park Rangers perform daily patrols at neighborhood park sites to document maintenance needs and levels of participation.	World Class Municipal Services	85%	87%	100%
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	World Class Municipal Services	94%	90%	90%
Ensure safe and sanitary restrooms throughout the city park system on a daily basis.	World Class Municipal Services	95%	90%	90%
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	World Class Municipal Services	90%	80%	80%
Maintain all park properties in accordance with the Recreation Services Department standards. Achieve this by preventative maintenance and scheduled improvements. Respond promptly to unanticipated developments.	World Class Municipal Services	93%	90%	95%

NON-DIVISIONAL

Leif J. Ahnell, City Manager

The Non-Divisional section of the City's General Fund contains expenditures to provide general governmental services which are not directly related to a particular department. The Non-Divisional section also includes the City's contributions to Not-for-Profit agencies.



DIVISION	APPROVED 2011-12 BUDGET
General Government	\$ 3,858,800
Human/Community Orgs	404,100
Reserves	42,133,400
TOTAL	\$ 46,396,300

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	417,055	543,500	543,500	65,000
Other Operating	6,945,276	5,072,200	7,781,300	3,747,800
Supplies	40,566	46,000	46,000	46,000
Grants and Aids	-	-	-	404,100
Transfers	3,270,100	1,224,100	1,224,100	-
Sub-Total	10,672,997	6,885,800	9,594,900	4,262,900
Reserves	46,924,539	43,371,300	41,381,500	42,133,400
TOTAL	57,597,536	50,257,100	50,976,400	46,396,300



CDBG & SHIP FUNDS

OPERATED BY DEVELOPMENT SERVICES

Julia A. Trevarthen, Planning, Zoning & Development Director

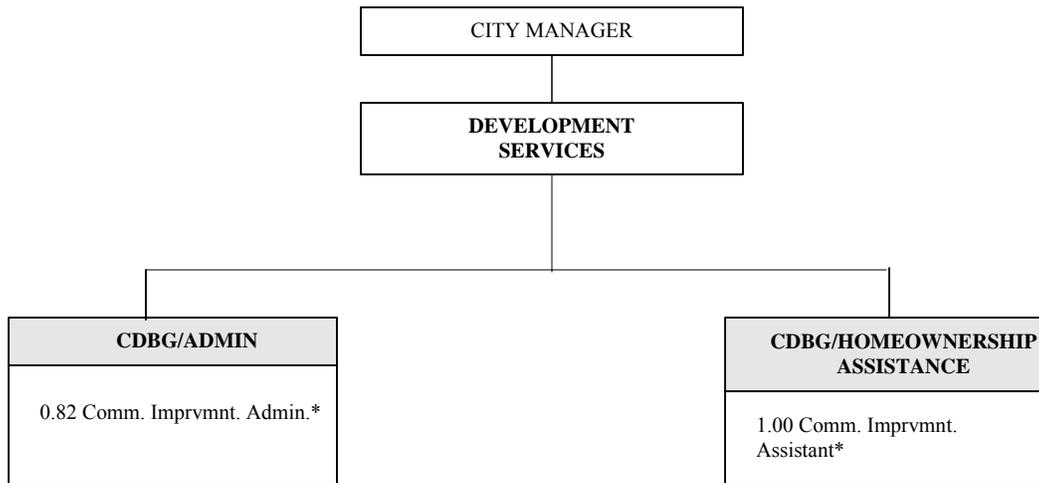
The mission of the Development Services Department, operating in the Special Revenue Funds, is to sustain and promote the City of Boca Raton as a nationally recognized and desirable place to live and work. To accomplish this goal, the Department will work to protect and preserve neighborhoods, assist in the creation of jobs and the protection of the tax base by promoting quality development and redevelopment, protect and preserve the City’s natural environment, and support the provision of housing opportunities for all of Boca Raton’s citizens.

The Development Services Department is responsible for the Community Improvement division, which administers the Community Development Block Grant (CDBG), the State Housing Initiatives Partnership (SHIP) and Economic Development Initiatives (EDI), if appropriate, for neighborhood improvement projects.



DIVISION	APPROVED 2011-12 BUDGET
CDBG	\$ 900,500
Affordable Housing	409,000
TOTAL	\$ 1,309,500

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	154,955	170,000	170,000	148,600
Other Operating	572,305	1,328,700	1,328,700	1,160,200
Supplies	1,079	700	700	700
Capital Outlay	1,156,118	-	-	-
Sub-Total	1,884,457	1,499,400	1,499,400	1,309,500
Reserves	325,772	-	-	-
TOTAL	2,210,229	1,499,400	1,499,400	1,309,500
Full-time Employees	2.00	2.00	2.00	1.82



- .18 Comm. Imprmnt. Admin. funded by Development Services
 + .03 Comm. Imprmnt. Assistant from SHIP to CDBG/Homeownership Assistance

Approved Positions FY10/11	2.00
Revised Positions FY10/11	-
Personnel Changes FY 11/12	<u>- .18</u>
Approved Positions FY 11/12	1.82

City of Boca Raton

FUND	DEPARTMENT	DIVISION
COMM DEVEL BLOCK GRANT	DEVELOPMENT SERVICES	111-1560

DIVISION DESCRIPTION

Administer the City's Federal Community Development Block Grant (CDBG) Program, American Recovery and Reinvestment Act (ARRA) funding/Community Development Block Grant Recovery (CDBG-R) Grant and Economic Development Incentive (EDI) Special Project Grants.

GOALS

Benefit low and moderate income persons and aid the effort to improve and maintain neighborhoods.

OBJECTIVES 2011-2012

- Ensure that grants are expended in compliance with HUD regulations and program requirements.
- Further neighborhood and housing stabilization by implementing a new Homeownership Assistance Program.
- Assist with a neighborhood charrette for a New Pines Neighborhood Improvement Plan on or before September 30, 2012.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
<p>Ensure that grants are expended in compliance with HUD regulations and program requirements.</p>	<p>It is anticipated that the CDBG grant will be spent in compliance with HUD regulations and program requirements. Prepared the 2010-11 CDBG Annual Action Plan that was approved by Council and HUD.</p>
<p>Further neighborhood and housing stabilization by implementing a new Homeownership Assistance Program.</p>	<p>In response to the State funding cuts for the State Housing Initiatives Program (SHIP), funding for a new CDBG Homeownership Assistance Program was approved as part of the action plan. Adoption and program implementation has been delayed due to further decline in the residential market.</p>
<p>Assist in establishing future project priorities and an implementation schedule for a New Pines Neighborhood Improvement Plan and seek federal funding should appropriate sources become available.</p>	<p>No special appropriations were awarded as part of the 2010-11 federal budget process. Staff is in the planning stages for a neighborhood charrette.</p>

OTHER ACHIEVEMENTS

N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
<p>Ensure a minimum of low-income families are served by implementing a new Homeownership Assistance Program.</p>	<p>Strong Partnership with Our Stakeholders</p>	0	4	6

City of Boca Raton

FUND	DEPARTMENT	DIVISION
HOUSING ASSIST TRUST	DEVELOPMENT SERVICES	114-1567

DIVISION DESCRIPTION

Administer the State Housing Initiatives Partnership (SHIP) Program which provides affordable housing opportunities through the purchase assistance, disaster assistance and sewer connection assistance programs.

GOALS

Provide increased affordable housing opportunities for low and moderate-income households.

OBJECTIVES 2011-2012

Ensure that SHIP funds are expended or obligated in accordance with State guidelines.

Evaluate program policies and subsidy amounts to keep pace with changes in real estate market and client needs.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
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Ensure that SHIP funds are expended or obligated in accordance with State guidelines.

It is anticipated that SHIP funds will be expended and obligated in accordance with State guidelines.

Evaluate program policies and subsidy amounts to keep pace with changes in real estate market and client needs.

Staff continues to monitor the real estate market and will make any necessary program modifications upon receipt of program income or new revenue dollars.

OTHER ACHIEVEMENTS

N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Ensure a minimum of low-and moderate- income families are served by annually by evaluating the effectiveness of policy caps and assistance terms within the Purchase Assistance Program.	Strong Partnership with Our Stakeholders	13	4	0

LETF & STATE FORFEITURE FUNDS

OPERATED BY POLICE SERVICES

Daniel Alexander, Chief of Police

The Law Enforcement Trust Fund (LETF), operated by Police Services, accounts for Federal and State confiscated merchandise and forfeiture funds received by the City and expended for Law Enforcement purposes.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	-	276,000	236,000	153,500
Other Operating	382,579	359,800	399,800	362,800
Supplies	52,588	185,000	187,000	140,000
Capital Outlay	-	75,000	75,000	50,000
Sub-Total	435,167	895,800	897,800	706,300
Reserves	1,331,282	279,200	279,200	950,700
TOTAL	1,766,449	1,175,000	1,177,000	1,657,000
Full-time Employees	-	-	-	2.00



FEDERAL & STATE GRANT FUNDS

OPERATED BY CITY MANAGER'S OFFICE

Leif J. Ahnell, City Manager

The Federal Grant Fund, operated by City Manager's Office, accounts for revenue and expenditures received from federal sources that is restricted by the terms of an agreement.

The State Grant Fund, operated by City Manager's Office, accounts for revenue and expenditures received from state sources that is restricted by the terms of an agreement.



DIVISION	APPROVED 2011-12 BUDGET
State Grants	\$ 90,000
Federal Grants	398,700
TOTAL	\$ 488,700

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Supplies	-	57,000	67,000	7,000
Capital Outlay	4,679,289	3,418,100	4,209,700	481,700
TOTAL	4,679,289	3,475,100	4,276,700	488,700



BEAUTIFICATION FUND

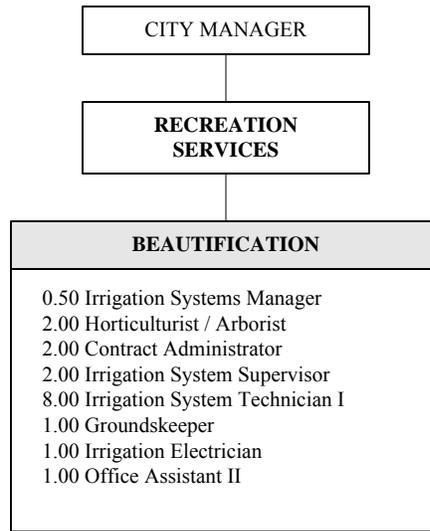
OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

The mission of the Recreation Services Department, operating in the Beautification Fund, is to provide a highly aesthetic and healthy network of City right-of-way medians for the benefit of those traveling the streets throughout Boca Raton.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	1,157,072	1,239,000	1,239,000	1,240,100
Other Operating	1,671,125	2,164,300	2,194,300	1,910,600
Supplies	296,406	367,900	367,900	274,300
Capital Outlay	149,804	216,700	216,700	-
Transfers	31,000	20,300	20,300	31,400
Sub-Total	3,305,407	4,008,200	4,038,200	3,456,400
Reserves	2,455,675	551,200	551,200	45,300
TOTAL	5,761,082	4,559,400	4,589,400	3,501,700
Full-time Employees	18.00	17.50	17.50	17.50



Approved Positions FY 10/11	17.50
Revised Positions FY 10/11	
Personnel Changes FY 11/12	
Approved Positions FY 11/12	17.50

City of Boca Raton

FUND	DEPARTMENT	DIVISION
BEAUTIFICATION	RECREATION SERVICES	151-6231

DIVISION DESCRIPTION

The Beautification Division of the Recreation Services Department is committed to providing a highly aesthetic and healthy network of City medians for the benefit of the traveling citizenry of Boca Raton and those who are visiting as well. Staff is dedicated to managing these resources efficiently and safely using appropriately trained staff to achieve an enhanced biological and environmental state of the urban roadway landscape. Staff continually searches for and adapts to situations where the program can result in labor cost reductions and water conservation.

Maintain 196.36 miles of irrigated roadway medians where botanicals such as trees, shrubs, and grass exist as beautification.

Administer contract maintenance supervision over private landscape maintenance firms, perform property damage recovery for Risk Management, furnish rehabilitative landscape installations of damaged plants and sod, provide irrigation installation, repair and maintenance, and apply specialized environmental horticultural functions to approximately 220.2 acres of beautified City property.

Respond to all horticultural and arboricultural inquiries, within the City, both governmental and public answering questions and concerns requiring solutions to a myriad of circumstances.

Coordinate with environmental planning, landscape architecture planning and utilities engineering as necessary, while managing the Beautification Fund budget.

GOALS

The Recreation Services Department, in the Beautification Fund, is committed to developing and enhancing the City's roadway medians to create an attractive and aesthetic landscape for the residents of the City of Boca Raton.

OBJECTIVES 2011-2012

Assume maintenance of landscape and irrigation system from FDOT Road Project on Glades Road between I-95 to N.W. 7th Avenue.

Assume maintenance of Downtown Promenade Project that includes renovation of existing landscape beds and installation of new landscape beds on N.E. 2nd Street, Boca Raton Road and N.E. 1st Avenue. Existing irrigation system renovation and drip irrigation installation in areas of high pedestrian traffic. All landscaping irrigated with reclaimed water.

Assume maintenance of FDOT Project on Federal Highway between Glades Road to Yamato Road. FDOT Project includes the installation of turf and plant material.

Re-certify two Irrigation System Supervisors and thirteen Irrigation System Technicians II in back flow testing.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Assume maintenance of El Rio Bike Trail 500 feet North of Clint Moore Road to Congress Avenue.	Work in progress.
Assume maintenance of median on NW 12th Avenue, Palmetto to 13th Street.	Work in progress.
Assume maintenance of two retention areas at NW 6th Way and NW 35th Street.	Initial installation completed and additional Sabal Palms were transplanted to N.W. 6th Way and N.W.35th Street from FDOT Federal Highway project.
Initiate a comprehensive City wide Integrated Pest Management (IPM) Contract.	Work is to be done in house with constant visual inspections and with the usage of the Integrated Pest Management practices.

Initiate a comprehensive Royal Palm treatment program.

Fertilizer spiking with balanced fertilizer, including minor nutrients, is done quarterly in house. Treatment for Royal Palm bug to be done late summer in downtown locations by outside vendor.

Re-certify two Irrigation System Supervisors and thirteen Irrigation System Technicians II in back flow testing.

Re-certification of two Irrigation Supervisors and thirteen Irrigation System Technicians II according to AWWA Backflow Standards is scheduled on 8/2011.

Research water conservation methods, by using a variety of different low volume spray heads that will reduce water volume and maintain healthy landscape.

Staff now utilize water conservation irrigation devices, such as micro jets, rotary spray heads and drip system, to minimize impact from SFWMD water restrictions and increase efficiency of applying water to root system.

Upgrade MIR 5000 Motorola equipment to the new generation Irrinet M field unit at Bethel Boulevard, Glades Road (Federal Highway to St. Andrews) South Federal Highway (Camino Real to South City Limits) and Dixie Highway (Glades Road to Yamato Road).

Achieved. Staff upgraded MIR 5000 units to the Irrinet M field units at all locations listed.

OTHER ACHIEVEMENTS – N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Apply fertilizers and mulch to landscape materials four times per year, to maintain a lush and healthy condition for roadways and rights of way.	World Class Municipal Services	95%	100%	100%
Maintain Tree City USA status by planting new trees throughout the City, in the appropriate landscape settings.	World Class Municipal Services	95%	100%	100%
Ensure proper irrigation practices by checking irrigation systems bi-weekly, for proper flow and positioning of irrigation sprinklers.	World Class Municipal Services	95%	100%	100%
On a daily basis, monitor contract landscape maintenance services for compliance with contract schedules of value.	World Class Municipal Services	95%	100%	100%
Remove and replace dead or accident-damaged landscape materials within 30 days of discovery, to maintain a City Within A Park theme.	World Class Municipal Services	75%	75%	75%
Identify hazardous trees and palms throughout the City roadways and parks and prune or remove as deemed necessary by the City Horticulturist/Arborist.	World Class Municipal Services	95%	100%	95%

BEACH & PARK DISTRICT FUND

OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

The mission of the Recreation Services Department, operating in the Beach & Park District Fund, is to provide and preserve quality parks, recreation, leisure and resource management through facilities, programs and resources which are relevant, educational, attractive and affordably accessible to the residents of the Greater Boca Raton Beach & Park District. Costs are reimbursed to the City of Boca Raton through an interlocal agreement with the Greater Boca Raton Beach and Park District.



DIVISION	APPROVED 2011-12 BUDGET
Red Reef	\$ 2,942,100
Patch Reef	2,816,500
Sugar Sand	4,520,900
Racquet Club	1,722,800
Other	1,927,200
Countess deHoernle	1,816,400
CIP Projects	2,489,300
TOTAL	\$ 18,235,200

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	8,252,880	8,458,800	8,458,800	9,263,300
Other Operating	4,063,523	4,136,600	4,365,400	4,666,800
Supplies	340,628	449,000	462,900	700,500
Capital Outlay	1,197,246	4,248,100	6,640,600	3,594,600
Transfers	26,100	24,600	24,600	10,000
TOTAL	13,880,377	17,317,100	19,952,300	18,235,200
Full-time Employees	124.50	120.60	120.60	132.60

CITY MANAGER	
RECREATION SERVICES	
BPD / RED REEF PARK	
0.65 Ocean Rescue Captain	1.00 Program Interpreter
0.35 Ocean Rescue Chief	1.00 Mrg. Envir. Ed/Consvrtion Complex
2.00 Ocean Rescue Lieutenant	2.00 Environmental Program Coord.
6.00 Ocean Lifeguard	1.00 Exhibits Coordinator
9.00 Groundskeeper	1.00 Marine Conservationist
1.00 Secretary	0.20 Chief Park Ranger
0.65 Park Maintenance Supv. III	1.00 Science Educator*
0.50 Equipment Operator II	
BPD / PATCH REEF PARK	
1.00 Recreation Center Supervisor II	1.00 Park Maintenance Supv. III
1.00 Athletic Supervisor I	1.00 Irrigation Systems Tech I
0.30 Tennis Centers Administrator	8.00 Groundskeeper
1.00 Tennis Administrative Specialist	1.00 Athletic Assistant
1.00 Tennis Center Supervisor I	0.10 Chief Park Ranger
2.00 Custodial Worker	2.00 Secretary
0.20 Community Centers Administrator	1.00 Park Ranger Supervisor
0.65 Athletic Program Coordinator	0.25 Irrigation System Manager
0.30 Athletic Programs Administrator	0.65 Youth Program Director
1.00 District Supervisor	
BPD / SUGAR SAND PARK	
1.00 Rec Center Supervisor III	0.30 Athletic Programs Administrator
1.00 Guest Services Coordinator	1.00 Science Center Curator
1.00 Recreation Center Manager	1.00 Equipment Mechanic
1.00 Athletic Supervisor II	1.00 Park Maintenance Supv. III
1.00 Athletic Supervisor I	15.00 Groundskeeper*
2.00 Athletic Assistant	1.00 Carpenter
0.40 Community Centers Administrator	0.35 Chief Park Ranger
2.00 Irrigation Systems Technician I	1.00 Park Ranger Supervisor
5.00 Custodial Worker	1.00 Visitor Program Specialist
1.00 Booking Coordinator	1.00 Science Center Educator
2.00 Willow Theatre Tech.	1.00 Special Events Coordinator
1.00 Exhibits Coordinator	1.00 Maintenance Supervisor III
1.00 Willow Theatre Tech. Supervisor	4.00 Secretary
	1.00 District Spv./Athletic Field Maint.*
BPD / ESTRIDGE	
1.00 Park Maintenance Supervisor III	3.00 Groundskeeper
1.00 Irrigation System Technician I	
BPD / SWIM AND RACQUET CLUB	
1.00 Tennis Center Supervisor II	1.00 Aquatics Lieutenant
1.00 Park Maintenance Supv III	1.00 Custodial Worker
1.00 Recreation Center Supv I	7.00 Groundskeeper
1.00 Tennis Aide II	1.00 Pool Lifeguard
0.35 Aquatics Administrator	1.00 Aquatics Captain
0.40 Tennis Centers Administrator	
BPD/COUNTESS DE HOERNLE PARK*	
7.00 Groundskeeper*	1.00 Equipment Mechanic*
2.00 Irrigation Technician*	1.00 Athletic Assistant*

- *-/1.00 Groundskeeper converted to 1.00 District Supervisor/Athletic Fields Maintenance, Sugar Sand Park
- +7.00 Groundskeeper added due to new Countess De Hoernle Park Division
- +2.00 Irrigation Technician added due to new Countess De Hoernle Park Division
- +1.00 Equipment Mechanic added due to new Countess De Hoernle Park Division
- +1.00 Athletic Assistant added due to new Countess De Hoernle Park Division
- +1.00 Science Educator added to Gumbo Limbo

Approved Positions FY 10/11	120.60
Revised Positions FY 10/11	
Personnel Changes FY 11/12	<u>+12.00</u>
Approved Positions FY 11/12	132.60

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6411

DIVISION DESCRIPTION

Athletics

Conduct youth and adult sports leagues, which promote sportsmanship, fair play and healthy competition. Assisted independent youth sports associations and area schools by providing facilities. Operate the Sugar Sand Field House in a fashion that provides quality programming and open play opportunities.

Aquatics

Operate a public pool that features extensive programs for a variety of interests.

Ocean Rescue

Provide Ocean Lifeguards to serve and protect public beachfront visitors.

Community Centers

Offer a variety of leisure-oriented youth and adult classes in addition to hosting area meetings, special interest clubs and theatrical events. Provide youth with a unique educational experience at the Childrens Science Explorium. Operate a carousel for community recreation. Provide a balanced variety of productions in the Willow Theatre.

Tennis

Operate facilities that provide open play and programs for all ages and skill levels.

GOALS

Encourage recreational activity that provides each individual the opportunity to enjoy physical exercise, socialization, competition, teamwork, learning, intellectual stimulation and family togetherness. These activities shall also provide the settings that bring together residents of different backgrounds, enhancing the Greater Boca Raton Beach & Park District as a community.

OBJECTIVES 2011-2012

Replace the Patch Reef Park Tennis Center's court lighting.

Establish a USTA Junior Tennis Team at the Racquet Center.

Maintain an exemplary safety record as Ocean Rescue guards at Red Reef Park beachfront.

Implement a birthday party program at Sugar Sand Park Community Center.

Successfully open, schedule and operate the athletic fields at Countess de Hoernle Park.

Install a new filtration system at the Swim Center.

Implement the new Youth Sports Agreement with all applicable independent Youth Sports Providers utilizing athletic fields operated by the Recreation Services Department, for better understanding of mutual expectations to benefit all participants.

Expand Shriek Week to accommodate more people.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Host an open house for the new Pirates Cove Playground.	This was accomplished during the Princess and Pirates Open House at Patch Reef Park on May 20, 2011.
Assure the Adaptive Aquatics program is led by certified staff and is compliant with state statutes.	This objective was accomplished.
Assure the Swim and Racquet Center Swim Center provides a safe environment, both in regard to water quality and drowning prevention.	There were no water control failures nor drowning at the Swim Center.
Create a new entrance for the Childrens Science Explorium.	This entrance for the Children's Science Explorium was completed in the fall of 2010.

Expand on-line registration through WEBTRAC to include all applicable youth and adult programs offered.

On-line registration was expanded to include 11 programs: Youth Flag Football, Cheerleading, Youth Basketball, Youth Roller Hockey, Kidokenetics, Gymnastics, Rhythmic Gymnastics, Tae-Kwon Do, Aikido, Fencing and Taylored Athletics Basketball clinics.

Implement the new Youth Sports Agreement with all applicable Independent Youth Sports Providers utilizing athletic fields operated by the Recreation Services Department for better understanding of mutual expectations to benefit all participants.

Youth Sports Agreement is under City Attorney's Office review and was not implemented in FY 2010/11.

Increase revenue for the Spring and Winter Childrens Fairs by 5%.

The revenue for the Spring and Winter Childrens Fairs were increased by 7.5% at Patch Reef Park .

Increase the number of ladies teams at the Patch Reef Park Tennis Center.

A seventh team was added in FY 2010/11.

Maintain an exemplary safety record as Ocean Rescue guards Red Reef Park's beach-front.

There were no water related fatalities in Red Reef Park.

Provide on-line ticket sales for the Willow Theatre.

The Greater Boca Raton Beach and Park District Commissioners have not approved the purchase of this software at this time.

Update and expand carousel merchandise.

Merchandise for sale was reviewed. The T-shirt designs were modernized. Merchandise that was not selling was discontinued.

OTHER ACHIEVEMENTS

The Patch Reef Park Tennis Center added a division 2B ladies team.

The Swim Center began providing learn-to-swim instruction to Florence Fuller Summer Camp.

Added ten specialty camps to Sugar Sand Park Community Center's programming.

Ocean Rescue placed 5th in the United States Lifesaving Association's National Ocean Lifeguard Championships.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Aquatics: Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	World Class Municipal Services	50%	50%	60%
Athletics Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	World Class Municipal Services	98%	98%	98%
Ocean Rescue Assure beachfront park patrons return safely to shore.	World Class Municipal Services	100%	100%	100%
Tennis Centers Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future.	World Class Municipal Services	95%	98%	98%
Community Centers Class patrons will rate their experiences as outstanding on the post-class survey.	World Class Municipal Services	94%	96%	95%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6412

DIVISION DESCRIPTION

Provide safe and attractive athletic fields and active play areas.

Playgrounds

To adequately maintain areas for intensive recreation use, primarily for school age and pre-school children.

Park Rangers

To contribute to a safe and secure park environment by providing park patrols and by working special details. To provide information to park patrons, both from the gate houses and from within the parks, that will enhance their visit.

Gumbo Limbo

Partner with FAU, Palm Beach County Schools and Gumbo Limbo, Inc., to provide a coastal/marine center presenting recreational, research and educational opportunities. To insure that Boca Raton's beaches are safe and attractive for sea turtle nesting. To monitor and collect data on sea turtle nestings and strandings, renourishment projects and other beachfront construction and report information to the appropriate State/County/Municipal agency. To provide rehabilitation services for sick and injured sea turtles.

Landscape and Passive Areas

To offer safe, clean and attractive parkways, circles, medians, courtyards and other landscaped public areas to enhance the aesthetic value of the residential and business community.

Undeveloped, Unclassified and/or under Construction

To maintain undeveloped park property in a safe, clean and orderly appearance for future public use.

GOALS

To provide clean, orderly and attractive appearance of grounds, structures and facilities for safe, educational, convenient and enjoyable recreational use by the citizens of the Greater Boca Raton Beach & Park District through an efficient maintenance program commensurate with the intensity of public use and the intent of park design.

OBJECTIVES 2011-2012

Install sod in large mulch beds in parking lot medians to reduce labor and material costs at the Swim and Racquet Center.

Install sod in several landscape beds and mulched areas to reduce labor hours related to hedge trimming and pulling weeds at Red Reef Park.

Replace tot lot equipment at Patch Reef Park Tennis Center.

Complete the upgrades to the fish murals at the Sugar Sand Park Science Playground.

Initiate Park Ranger patrols at Countess de Hoernle Park.

Keep Red Reef Park beach debris and trash free and raked on a daily basis.

Re-plant St. Augustine Sod in areas which declined during the new irrigation system installation at Patch Reef Park.

Complete the renovation of the Race the Lights feature at the Sugar Sand Park Science Playground.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Assure all Park Rangers on general patrol are visible, on the move, independent and professional in appearance, demeanor and conduct.	This objective was achieved in a majority of instances.
Complete the replacement of playground equipment at Patch Reef Park Pirates Cove Playground.	This goal has been achieved. The playground equipment at Patch Reef Park Pirates Cove has been replaced.
Continue to install Bahia grass in picnic areas at Red Reef Park to reduce labor hours used in raking.	This goal has been achieved. Two thousand square foot of Bahia grass has been installed.
Intake a minimum of ten sick/injured sea turtles and release them in healthy conditions after treatment.	This goal has been achieved, as a total of 29 sea turtles have been admitted to the facility and released back into the ocean in a rehabilitated state.

Level the washed out area on the NE corner of the Swim and Racquet Center grounds and re-sod.	This goal has been achieved. Washed out area leveled and filled in with sod.
Monitor construction of Red Reef Boardwalks renovations.	This goal is partially achieved. The boardwalks are currently under construction and scheduled for completion in August 2010.
Monitor the renovations to the new tanks at Gumbo Limbo.	This goal is partially achieved. Demolition of the existing tanks began May 9, 2011 and is scheduled for completion winter of 2011-2012.
Re-certify four Irrigation Technicians in back flow testing.	Re-certification of four Irrigation Technicians according to AWWA Backflow Standards is scheduled on 8/2011.
Re-landscape the front entrance at Sugar Sand Park Community Center.	This goal has been achieved. The area has been re-landscaped with Jatropha, Plumbago, Thyralis, Indian Hawthorn, Green Island Ficus and Faxahatchee Grass.
Renovate Gumbo Limbo Environmental Complex main building and boardwalks.	All projects are underway. New bollards, security gates and light poles have been ordered. The windows and door replacement plans have been sent to Purchasing. Staff is working with the design consultant on the bid plans and specs for boardwalk and tower renovations.
Research water conservation methods by using a variety of different low volume spray heads that will reduce water usage and maintain healthy landscape.	Converting existing irrigation systems to rotary spray heads, micro jets and drip irrigation are some of the water conservation methods used due to SFWMD water restrictions. All of the above conservation methods increase the water droplet size and increase the efficiency of water being applied to the root system of turf and plant material.

OTHER ACHIEVEMENTS

- Painted the sail pavilion on the west side of Red Reef Park with a protective epoxy coating.
- Reconfigured handicapped parking spaces and signage in Red Reef Park to meet current traffic code.
- Assisted monitoring the contracted installation of a new reclaimed water irrigation system at Patch Reef Park.
- Park staff re-graded retention area in Patch Reef Park and installed Bahia sod for proper drainage.
- Replaced declining plant material around playground and ball fields in Patch Reef Park.
- Re-landscaped the common areas in front of the Sugar Sand Community Center.
- Re-opened the rope walk feature in Sugar Sand Park's Science Playground.
- Park Rangers began enforcing metered parking at Red Reef Park (west).
- Assisted monitoring contractor completing parking lot upgrades at the Swim & Racquet Center.
- Installed six Foxtail palms around the south pond at the Swim & Racquet Center.

PERFORMANCE MEASURES

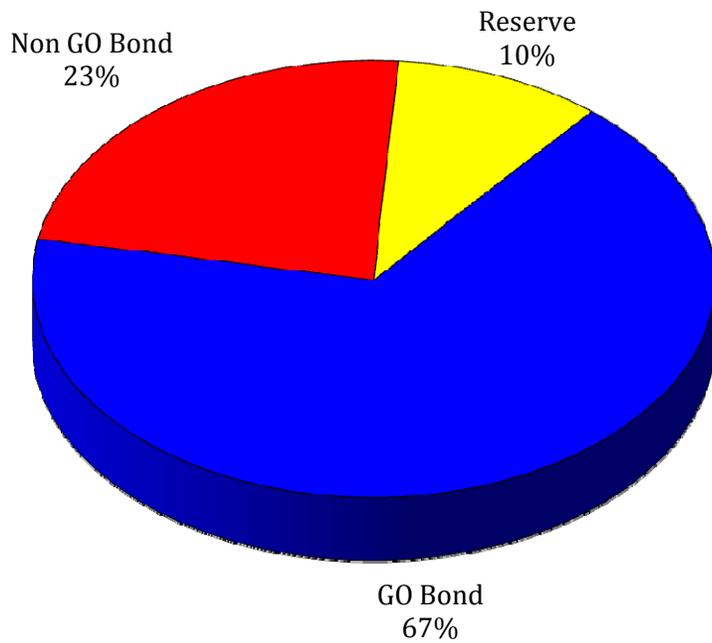
OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
While on patrol, Park Rangers will be mobile, visible and independent.	World Class Municipal Services	85%	87%	100%
Ensure safe and sanitary restrooms throughout the City park system on a daily basis.	World Class Municipal Services	95%	95%	95%
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	World Class Municipal Services	95%	95%	100%
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	World Class Municipal Services	90%	90%	90%
Maintain all park properties in accordance with the Recreation Services Department standards. Achieve this by preventative maintenance and scheduled improvements. Respond promptly to unanticipated developments.	World Class Municipal Services	90%	90%	95%

DEBT SERVICE FUND

OPERATED BY FINANCIAL SERVICES

Linda C. Davidson, C.P.A., Financial Services Director
Carol Himes, Treasurer

The Debt Service Fund, operated by Financial Services, accounts for the payment of principal and interest, and fiscal charges on the City’s general obligation bonds which are payable from ad valorem taxes; and the City’s revenue bonds and notes payable which are payable from non ad valorem revenues.



DIVISION	APPROVED 2011-12 BUDGET
GO Bond	\$ 5,610,300
Non GO Bond	1,948,000
Reserve	830,100
TOTAL	\$ 8,388,400

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Debt Service	7,624,548	8,035,100	8,035,900	7,558,300
Sub-Total	7,624,548	8,035,100	8,035,900	7,558,300
Reserves	850,311	310,900	310,900	830,100
TOTAL	8,474,859	8,346,000	8,346,800	8,388,400



COMMUNITY REDEVELOPMENT AGENCY

Leif J. Ahnell, Executive Director

The mission of the CRA is to advocate, administer the policies, and assist the public, downtown property owners and businesses in order to achieve the CRA Vision of the Downtown.

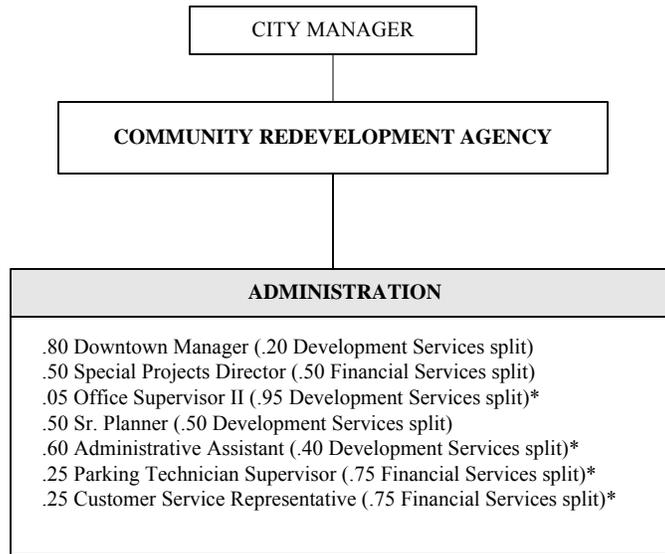
The organizational values of the CRA are to maximize the benefits of Downtown Redevelopment while minimizing cost through the integration and use of City staff.

The CRA Administration provides for the day-to-day operation of the Agency though the use of City staff from the Development Services Department and Financial Services Department. This includes the Agency office, all general administration, plan review services and the Agency's day-to-day dealings with the public, developers, the City and other



APPROVED 2011-12 BUDGET
DIVISION
Administration \$ 1,652,900
Mizner Park Revenue 9,268,500
Mizner Park Sinking 10,167,000
Mizner Park Lease Revenue 1,180,000
TOTAL \$ 22,268,400

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	192,072	284,000	284,000	381,900
Other Operating	2,872,080	3,001,700	3,202,700	2,266,800
Supplies	9,886	12,200	12,200	99,700
Capital Outlay	304,251	-	2,851,800	-
Transfers	12,504,019	7,987,200	7,987,200	8,330,200
Debt Service	6,535,510	6,537,000	6,537,000	6,525,000
Sub-Total	22,417,818	17,822,100	20,874,900	17,603,600
Reserves	10,011,011	4,813,800	4,813,800	4,664,800
TOTAL	32,428,829	22,635,900	25,688,700	22,268,400
Full-time Employees	1.65	2.30	2.30	2.95



- 0.45 Office Supervisor II (split from DS/001-1501)
 + 0.60 Administrative Assistant (split from DS/001-1501)
 +.25 Parking Services Technician (split from FS/001-1226)
 +.25 Customer Service Rep. II (split from FS/ 001-1226)

Approved Positions FY 10/11	2.30
Revised Positions FY 10/11	-
Personnel Changes FY 11/12	+ 0.65
Approved Positions FY 11/12	2.95

SANITATION FUND

OPERATED BY MUNICIPAL SERVICES

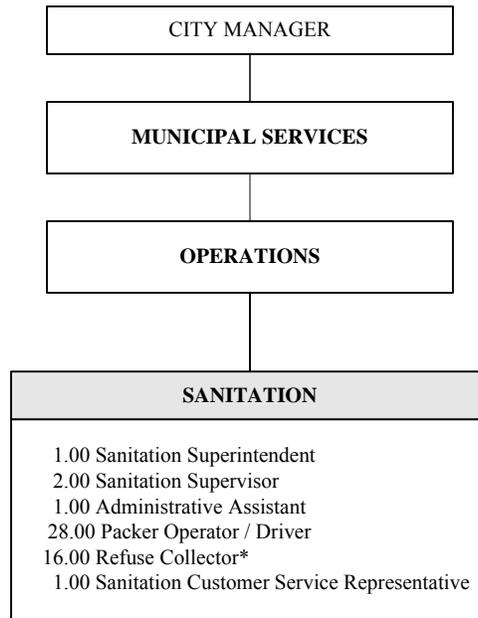
Robert J. DiChristopher, Director

The Sanitation section of the Municipal Services Department provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection. This year Sanitation will collect approximately 59,366,200 lbs. of garbage, 13,924,300 lbs. of recyclables, and 14,477,800 lbs. of vegetation generated by approximately 84,392 residents.

The goal is to provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	2,889,555	3,010,600	3,010,600	2,758,500
Other Operating	2,217,135	2,741,800	2,741,800	3,586,500
Supplies	258,864	27,600	27,600	27,600
Capital Outlay	-	1,624,400	1,840,400	886,000
Depreciation	547,590	-	-	-
Transfers	4,000	11,000	11,000	5,300
SUB-TOTAL	5,917,144	7,415,400	7,631,400	7,263,900
Reserves	3,505,082	1,358,500	1,358,500	1,914,300
TOTAL	9,422,226	8,773,900	8,989,900	9,178,200
Full-time Employees	53.00	52.00	52.00	49.00



* Eliminate 3 Refuse Collector

Approved Positions FY 10/11	52.00
Revised Positions FY 10/11	
Personnel Changes FY 11/12	<u>-3.00</u>
Approved Positions FY 11/12	49.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
SANITATION	MUNICIPAL SERVICES	440-4415

DIVISION DESCRIPTION

The Sanitation Section provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection.

GOALS

To provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.

OBJECTIVES 2011-2012

Implement the fourth phase of the automated garbage collection program.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Implement the third phase of the automated garbage collection program.	The third phase of the automated garbage collection was completed in February 2011. To date, the city has delivered containers to over 10,500 residential units.

OTHER ACHIEVEMENTS

Implemented new hydraulic launch garbage truck.

Received twice the recycling revenue (\$200,000) than anticipated through our increased recycling quantities.

As part of the City's green initiatives, the Sanitation Brochure will only be mailed to residents upon request. The brochure is available on the City website.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Complete daily routes.	World Class Municipal Services	98%	100%	100%
Resolve missed pick ups within 24 hours.	World Class Municipal Services	100%	100%	100%



STORMWATER UTILITY FUND

OPERATED BY MUNICIPAL SERVICES

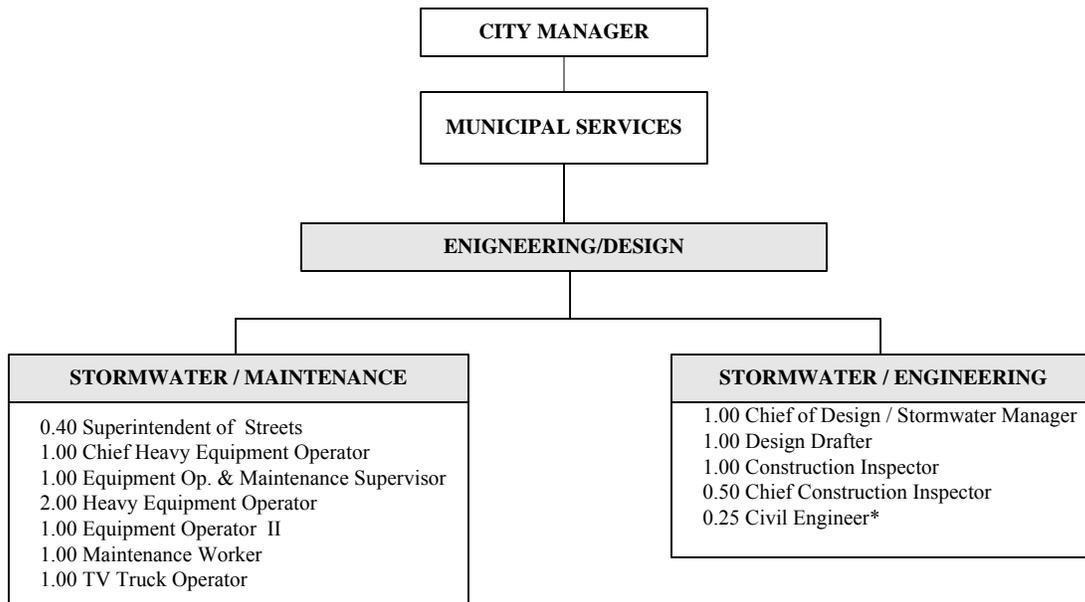
Robert J. DiChristopher, Director

The mission of the Municipal Services Department, operating in the Stormwater Utility Fund, is to cooperatively design, construct, inspect and maintain the City’s separate Stormwater system in accordance with the Environmental Protection Agency’s National Pollutant Discharge Elimination System (NPDES) permit including, but not limited to, project management for capital improvements, construction inspections for drainage improvements, project planning/development and policy development/guidance, enforcement and implementation.



DIVISION	APPROVED 2011-12 BUDGET
Maintenance	\$ 1,038,100
Design	6,477,900
TOTAL	\$ 7,516,000

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	732,352	792,000	792,000	863,600
Other Operating	343,169	523,700	523,700	739,600
Supplies	3,064	4,700	4,700	5,100
Capital Outlay	-	3,339,500	4,953,400	2,985,500
Depreciation	571,752	-	-	-
Sub-Total	1,650,337	4,659,900	6,273,800	4,593,800
Reserves	7,421,596	4,029,600	4,029,600	2,922,200
TOTAL	9,071,933	8,689,500	10,303,400	7,516,000
Full-time Employees	10.90	11.15	11.15	11.15



Approved Positions FY 10/11	11.15
Revised Positions FY 10/11	
Personnel Changes FY 11/12	
Approved Positions FY 11/12	11.15

City of Boca Raton

FUND	DEPARTMENT	DIVISION
STORMWATER UTILITY	MUNICIPAL SERVICES	450-4412

DIVISION DESCRIPTION

The Stormwater Utility was initiated to address both water quality and water quantity improvements to the City's infrastructure system. The Stormwater Section of the Municipal Services Department works to maintain the federally mandated Stormwater System for the City of Boca Raton. Responsibilities include the sweeping of streets and right-of-ways, cleaning and repairing of storm drains, and controlling aquatic vegetation in canals and lakes.

GOALS

The goal of this program is to provide an economically feasible stormwater management system that will minimize damage from severe storms by improving flood protection and to improve the quality of stormwater runoff to meet the requirements of the State Water Policy and the EPAs NPDES permit conditions.

OBJECTIVES 2011-2012

Line metal pipes within New Floresta Subdivision.

Provide fuel pick-up and delivery for all City fleet needs.

Video inspect Storm drain pipes within the Executive Center from Butts Road to Glades Road west of Military Trail for maintenance needs and illicit connections.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Inspect all storm drain grates west of I-95 to determine replacement needs.	All storm drain grates were inspected and replaced as needed.
Investigate and line additional storm drain pipes when conditions warrant replacement or extensive repairs.	Lined culvert crossings on East Conference Drive in Paradise Palms Subdivision.
Continue to install additional "No Dumping Leads to Waterways" signs to promote public awareness of illegal dumping.	45 additional "No Dumping Leads to Waterways" signs were installed at inlet openings.

OTHER ACHIEVEMENTS

Repaired outfall pipes in New Floresta, NE 76th St. and SW 18th St.

Inspected 388 storm drains.

Delivered fuel needs for City fleet. In the past 12 months, the fuel team has delivered 442,177 gallons of unleaded fuel and 177,945 gallons of diesel fuel.

Repaired all storm drain aprons within the Millpond Division.

Mowed and inspected 1,561 miles of swales and ditches.

Swept 1,834 miles of roadway and removed 1,948 cubic yards of debris.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair.	World Class Municipal Services	100%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
STORMWATER UTILITY	MUNICIPAL SERVICES	450-4419

DIVISION DESCRIPTION

The Stormwater Utility was initiated to address both stormwater quality and quantity improvements and maintenance of the City's separate stormwater system in accordance with the City's Comprehensive Plan and the conditions of the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) permit. The Municipal Services/Engineering Services section of the Stormwater Utility is responsible for program development and administration in cooperation with Municipal Services.

GOALS

The goal of this program is to provide an economically feasible stormwater management system that will minimize damage from severe storms and to improve the quality of the stormwater runoff to the maximum extent practical in accordance with the City's Comprehensive Plan and the conditions of the NPDES (National Pollutant Discharge Elimination System) permit.

OBJECTIVES 2011-2012

- Continue Proactive Illicit Connection Inspection Program.
- Complete design for Palm Beach Farms Drainage Improvements.
- Develop Operations Manual for NPDES.
- Complete design for Old Floresta Drainage Improvements.
- Commence design for Bridge Enhancements.
- Study E-4 Canal Water Quality.
- Commence construction of Boca Heights stormwater water and sewer improvements.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Complete design of Por-La-Mar and University Heights drainage improvements.	Design underway of Por-La-Mar and University Heights drainage improvements.
Secure 3rd term, seventh year NPDES Annual Report.	Permit Issued.
Continue to monitor private construction for compliance with NPDES permit requirements.	Inspected private construction sites for compliance with NPDES permit requirements.
Continue Proactive Illicit Connection Inspection Program.	Inspected 230 units without any violations.

OTHER ACHIEVEMENTS

- Lake Wyman Drainage Improvements.
- Completed Public Outreach Programs for NPDES via television Public Service Announcements, online publications, and the Wyland Green Fair hosted by the City.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Complete projects within 10% of original budget.	World Class Municipal Services	100%	100%	90%

WATER & SEWER ENTERPRISE FUNDS

OPERATED BY UTILITY SERVICES

Chris Helfrich, P.E., Director
Vacant, Deputy Director

The mission of the Utility Services Department, operating in the Water & Sewer Enterprise Funds, is to provide water and sewer services to approximately 35,200 accounts, including residential, commercial, industrial and educational. The service area extends from the Atlantic Ocean on the east to the Florida Turnpike on the west. The northern and southern service

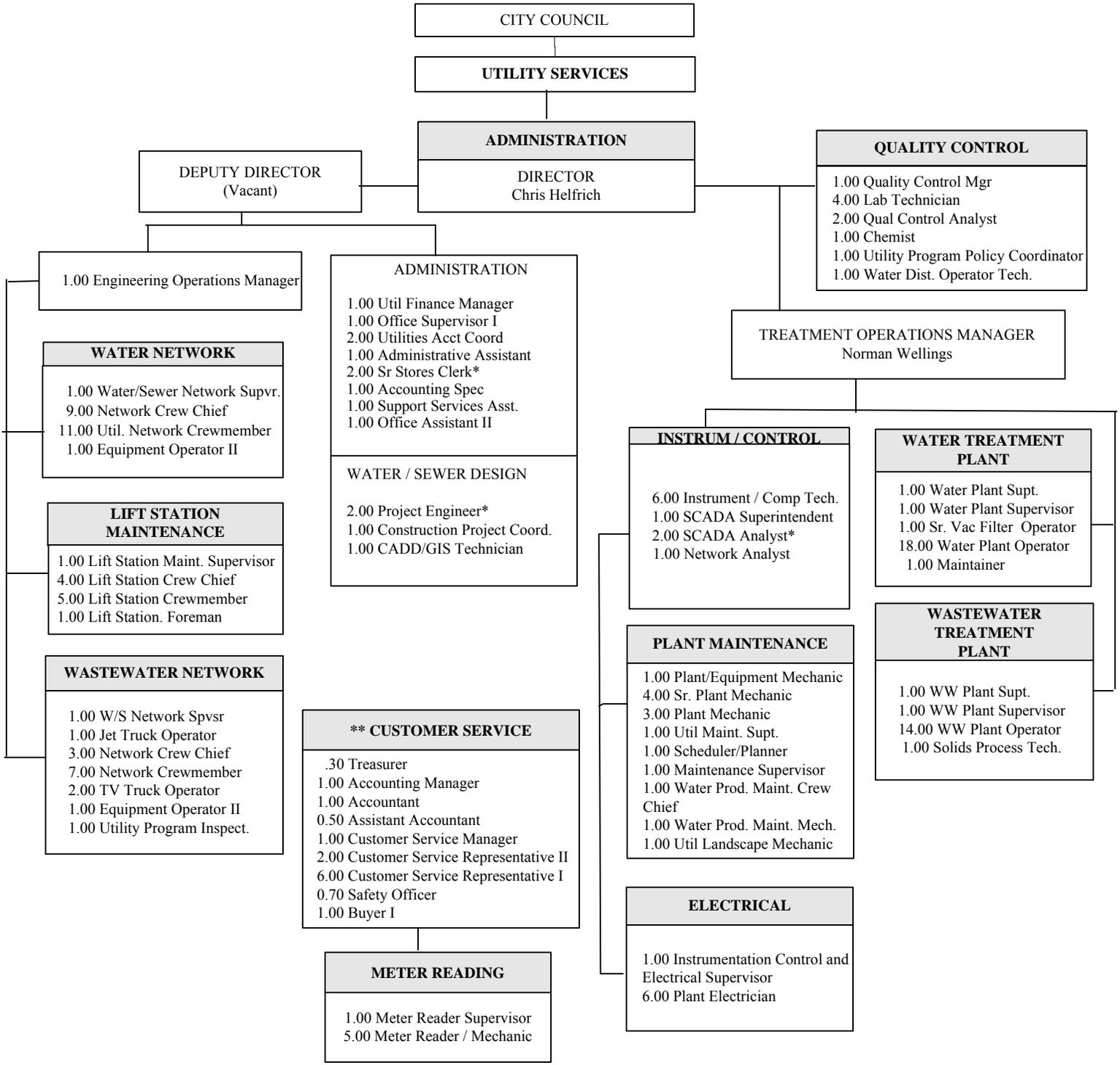
glades Road Water Treatment Plant (WTP) has a treatment capacity of 70 MGD with fully computerized control and monitoring of the supply, production and distribution facilities. This includes a 40 MGD membrane Softening Plant to replace a portion of the Lime Softening Facility.

The Wastewater Treatment Plant has a treatment capacity of 17.5 million gallons per day (MGD). An integral part of the plant is a wastewater reuse system, which is capable of treating 17.5 MGD of effluent for irrigation purposes and in-plant use.



APPROVED	
2011-12	
DIVISION	BUDGET
Administration	\$ 15,594,400
Water	11,569,300
Wastewater	7,331,000
Customer Service	1,041,500
W/S Renewal & Replacmt	16,077,300
Water Impact	3,800,000
Capital Projects/Transfers	23,566,200
Reserves	33,355,200
TOTAL	\$ 112,334,900

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	11,371,196	12,140,500	12,140,500	12,434,400
Other Operating	15,507,110	17,431,800	18,480,900	17,984,400
Supplies	3,901,767	4,459,300	4,625,300	4,832,900
Capital Outlay	(12,218,646)	28,859,700	37,090,200	37,243,600
Transfers	5,865,600	8,519,500	8,519,500	6,484,400
Depreciation	10,506,627	-	-	-
Sub-Total	34,933,654	71,410,800	80,856,400	78,979,700
Reserves	73,259,075	26,415,300	29,688,000	33,355,200
TOTAL	108,192,729	97,826,100	110,544,400	112,334,900
Full-time Employees	166.50	165.50	167.50	167.50



*1.00 Diesel Engine/Generator reclassified to Senior Stores Clerk
 *1.00 Instrumentation Control Supervisor reclassified to SCADA Analyst
 *1.00 Electrician Supervisor reclassified to Instrumentation Control and Electrical Supervisor

** Supervised by the Financial Services Department

Approved Positions FY10/11	165.50
Revised Positions FY 10/11	+2.00
Personnel Changes FY 11/12	
Approved Positions FY 11/12	167.50

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	FINANCIAL SERVICES	470-1212

DIVISION DESCRIPTION

Customer Service prepares and collects utility billings for all accounts served by the City. Customer Service also serves as the centralized cash receipts for all revenues of the City and is responsible for miscellaneous receivables owed to the City including special assessments.

GOALS

To provide an outstanding level of customer service while generating, collecting, and accounting for all revenues due to the City.

OBJECTIVES 2011-2012

- Fully cross train the two Customer Representative II positions.
- Continue to improve on-line and automated services.
- Complete process and procedure manual.
- Develop in-house tools to train Customer Service Representatives to improve their skill sets.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue to develop process review of utility billing and customer service area. Implement areas identified for modification during process review.	Process review has been completed. Implementation of areas identified for modification have been partially completed.
Continue cross training program until each function is completely backed up by sufficient personnel to provide seamlessness.	This process is completed for all functions other than the Customer Service II representatives.
Enhance online services to incorporate a greater level of customer participation and satisfaction thereby reducing daily demand for information and services	Steps have been taken to reach this objective; however further enhancements are needed.

OTHER ACHIEVEMENTS

The Customer Service staff has been challenged with an increase in delinquent accounts and foreclosures due to the economy. Staff developed new methods to record a higher volume of liens and verify that disconnected accounts remained off to protect city revenues.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Error free daily cash balance	Financially Sound City Government	99%	95%	100%
Maintain a less than 1% delinquency rate on utility billings of greater than 60 days.	Financially Sound City Government	90%	95%	100%
Percentage of utility bills mailed within 1 day of target date.	Financially Sound City Government	95%	95%	95%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	FINANCIAL SERVICES	470-1215

DIVISION DESCRIPTION

Meter Reading reads the water meters, disconnects water service for delinquent accounts and tests meters for accuracy.

GOALS

To read all meters accurately and in a timely fashion. To stay current on disconnections of service for delinquency and to verify service remains off until payment has been made.

OBJECTIVES 2011-2012

- To minimize the number of accounts that have estimated readings due to overgrown landscaping.
- Evaluate the fiscal gain of the addition of new automated routes to reduce personnel costs through attrition.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Implement large meter testing program for meters 2" and above. Read all meters on time and accurately. Reduce the obstructed meters and replace stopped meters.	The large meter testing program has been implemented. Many large meters are being replaced to ensure accurate billing and cutting loss of revenues.

OTHER ACHIEVEMENTS

The meter readers were faced with a higher volume of disconnections and verifications of terminated accounts due to the economy. They were able to accommodate the higher demand by adjusting the work week for the Meter Reader Supervisor to avoid overtime and protect city revenues.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Evaluate the fiscal gain of the addition of new automated routes to reduce personnel costs through attrition.	Financially Sound City Government	3604	3600	3600
Meter reading accuracy rate	Financially Sound City Government	95%	95%	99%
Number of stopped registers in system	Financially Sound City Government	631	2%	0%
Number of work orders completed within 1 business day (including tests)	Financially Sound City Government	95%	95%	100%
Number of stopped meters in system	Financially Sound City Government	717	2%	0%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	UTILITY SERVICES	470-4201

DIVISION DESCRIPTION

Oversee and direct the operation, maintenance and construction activities within the Department.

GOALS

Provide efficient customer service for the residents and businesses in the community. Ensure that all process control functions meet the highest quality standards. Complete quality construction projects on schedule and within budget.

OBJECTIVES 2011-2012

- Begin construction of Boca Raton Heights Drainage Improvements.
- Implementation of DEP Cross Connection/Backflow rulemaking requirements.
- Begin implementation of web based data entry (paperless) for backflow program.
- Begin construction of Lake Wyman water/sewer and drainage improvements.
- Continue with RCM program for better efficiencies in the operation of infrastructure.
- Create a customer response form for Fats, Oil and Grease (FOG) Program.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Full Implementation of internal Utility Inventory System	Completed October 2010.
Implementation of Reliability Centered Maintenance Program	RCM training completed April 2010.
Implementation of DEP Cross Connection/Backflow rulemaking requirements.	Ongoing - Regulatory Agency discussions.

OTHER ACHIEVEMENTS

N/A

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percentage of Utility employees attending training courses 20 or more hours per year	World Class Municipal Services	65%	65%	65%
% of work orders completed within 1 business day (including tests)	Financially Sound City Government	90%	90%	90%
Meter reading accuracy rate	Financially Sound City Government	99%	99%	100%
% of stopped registers in system	Financially Sound City Government	1%	1%	1%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	UTILITY SERVICES	470-4221

DIVISION DESCRIPTION

Operation and maintenance of a 80 MGD Water Treatment Plant. Maintain over 540 miles of water mains and 5,000 fire hydrants. Operation and maintenance of 56 raw water production wells. Provide laboratory testing.

GOALS

To provide treatment, distribution, and storage of potable water for human consumption, irrigation and fire protection in conformance with local, state and federal standards.

OBJECTIVES 2011-2012

- Continue upgrading/rehabilitating system.
- Continue with security enhancements at Water Treatment Plant and Distribution System.
- Began design of concentrate system for reuse application.
- Continue upgrading/rehabilitating water treatment facilities.
- Review of GIS and outsourcing of valve locations.
- Continue to monitor Federal and State regulations for new laws related to water quality and the unfunded mandates.
- Continue to monitor water losses in the water distribution system.
- Continue to replace fire hydrants water lines and outdated equipment.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue upgrading/rehabilitating system.	Ongoing.
Continue with security enhancements at Water Treatment Plant and Distribution System.	Ongoing.
Began design of concentrate system for reuse application.	Study began
Review of GIS and outsourcing of valve locations.	In-house locations, ongoing.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percentage of time drinking water surpasses state/federal standards.	World Class Municipal Services	100%	100%	100%
Percentage of water service calls responded to within 2 hours.	Strong Partnership with Our Stakeholders	100%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	UTILITY SERVICES	470-4231

DIVISION DESCRIPTION

Operation and maintenance of a 17.5 MGD Wastewater Treatment Plant and 233 lift stations. Maintain over 106 miles of force mains and over 340 miles of gravity sewers.

GOALS

To provide treatment and disposal of wastewater in conformance with all local, state and federal standards. Monitor commercial, institutional and industrial firms for compliance with the wastewater pretreatment standards.

OBJECTIVES 2011-2012

- Continue to rehab the wastewater infrastructure.
- Continue to work with Florida Department of Environmental Protection on the renewal of wastewater permit.
- Continue to monitor Environmental Protection Agency's numeric nutrient criteria and the impacts on the reclaimed water system.
- Continue reinvesting in wastewater infrastructure.
- Finalize reclaimed usage contracts with golf courses.
- Ongoing system wide septic Tank Replacements with Sanitary Sewer.
- Receive DEP Wastewater Permit.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Expansion of the Reclaimed Water Distribution System-Pump Station, Tank and Distribution System.	Completed.
Reduce the number of one-pump lift stations to less than 5% of our total number of stations at all times.	Meeting goal.
Continue reinvesting in wastewater infrastructure.	Ongoing.
Completion of design for Intracoastal wastewater force main.	Completed.
Completion and operation of the Solid Waste Authority Pelletization Facility.	Completed and operational.
Receive DEP Wastewater Permit.	Ongoing discussions with regulatory agency.
Ongoing system wide septic Tank Replacements with Sanitary Sewer.	Continuing to move forward.
Expansion of the On-site Reclaimed Treatment Facility to provide capability of utilizing 100% of available effluent for reuse.	Completed and operational.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Percent of raw waste water flowing into treatment facility	World Class Municipal Services	100%	100%	100%



CEMETERY / MAUSOLEUM FUND

OPERATED BY RECREATION SERVICES

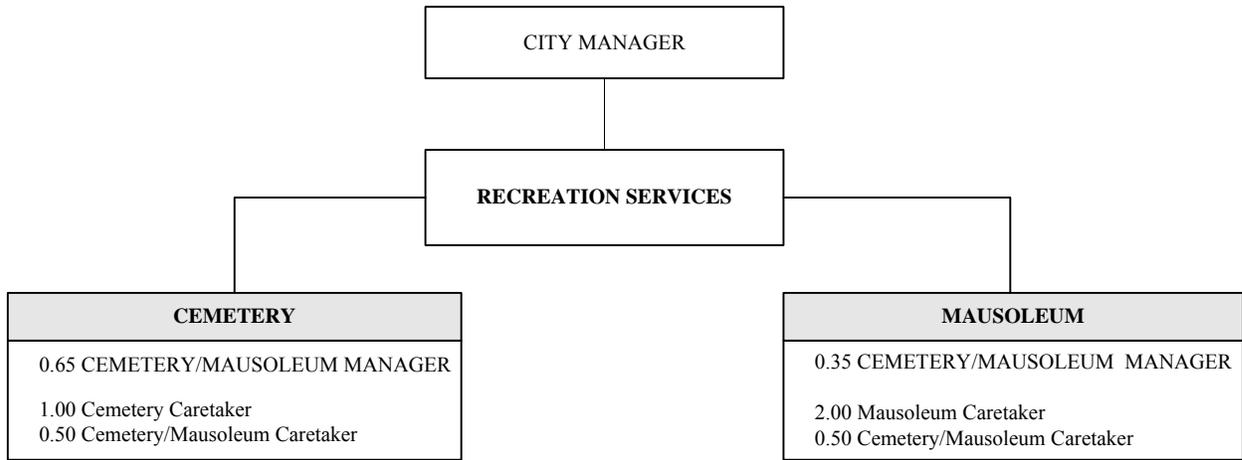
Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

The mission of the Recreation Services Department, operating in the Cemetery/Mausoleum Fund, is to provide quality service to City residents, along with the highest standards of maintenance for existing and future Cemetery/Mausoleum facilities. The Recreation Services Department provides assistance to the public in making final resting place arrangements for Cemetery burials and Mausoleum entombments, and maintains all facilities and grounds.



DIVISION	APPROVED 2011-12 BUDGET
Cemetery	\$ 367,600
Mausoleum	370,600
Reserves	275,000
TOTAL	\$ 1,013,200

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	307,756	366,000	366,000	359,200
Other Operating	258,555	295,100	295,100	284,100
Supplies	7,545	16,700	16,700	17,300
Capital Outlay	-	800	95,800	77,500
Depreciation	63,620	-	-	-
Sub-Total	637,476	678,600	773,600	738,100
Reserves	392,011	-	-	275,100
TOTAL	1,029,487	678,600	773,600	1,013,200
Full-time Employees	5.00	5.00	5.00	5.00



Approved Positions FY 10/11	5.00
Revised Positions FY 10/11	-
Personnel Changes FY 11/12	<u>-</u>
Approved Positions FY 11/12	5.00

City of Boca Raton

FUND

DEPARTMENT

DIVISION

CEMETERY/MAUSOLEUM

RECREATION SERVICES

480-6241

DIVISION DESCRIPTION

The Recreation Services Department in the Cemetery/Mausoleum Fund is committed to providing quality service to City residents and to providing the highest standards of maintenance for existing and future Cemetery/Mausoleum facilities. The Department provides assistance to the public in making final resting place arrangements; maintains all Cemetery burial, Mausoleum entombment and historical records; maintains 23.5 acres of Cemetery/Mausoleum property along with the administration building and twenty-four mausoleum buildings; funds and administers perpetual care programs for both the Cemetery and Mausoleum future maintenance and capital repair requirements.

GOALS

The goal of the Cemetery/Mausoleum Fund in the Recreation Services Department is to provide quality service to grieving family members and maintain the quiet solitude and serenity of the Municipal Cemetery and Mausoleum facilities as a final resting place for family and loved ones.

OBJECTIVES 2011-2012

Continue to conduct regular meetings between Cemetery and Mausoleum leadership for efficient, quality operations and maintenance.

Continue preventative measures, i.e., scheduled roof inspections, immediate repairs and roof painting to extend the replacement lifespan of multiple mausoleum building roofs.

Purchase a small inventory of Cemetery casket burial vaults to be resold to Cemetery patrons.

Oversee the successful installation of 100 double-depth crypts in the East side of the Cemetery, develop applicable fees.

Evaluate the existing irrigation system for the East and West side of the Cemetery and determine if the system can be upgraded or must be redesigned and replaced to improve the appearance of sod and landscaping.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue preventative measures, i.e. schedule roof inspections, immediate repairs and roof painting to extend the replacement life span of multiple mausoleum roofs.	Preventative measures and immediate repairs were made to multiple roofs on the mausoleum buildings, including re-tarring roofs, installation of new air conditioning duct work and caulking of skylights and roof joints to prevent/correct leaks.
Continue to conduct regular meetings between Cemetery and Mausoleum Leadership for efficient, quality operations and maintenance.	Regular meetings were held between the Cemetery and Mausoleum leadership to maintain open communication and discuss areas of concern.
Research the feasibility of encapsulating caskets entombed in the Mausoleum with an established fee.	The concept of encapsulating caskets or using casket trays was discussed with Mausoleum company representatives. While making either process retroactive to previously sold but unused crypts would conflict with mausoleum sales policy stating no additional fees will be charged after the sale, mausoleum representatives were willing to discuss including either process in future sales.
Research the feasibility of selling Cemetery burial casket vaults.	The feasibility of selling Cemetery burial casket vaults was researched and staff has recommended the purchase of a small inventory of the vaults to sell to Cemetery patrons.

Research the feasibility of bidding out or soliciting requests for proposals for an exclusive right for the successful bidder or proposer to sell and install headstones with a commission provided to the Cemetery.

The feasibility of bidding out or soliciting requests for proposals for an exclusive right for the successful bidder or proposer to sell and install headstones with a commission to the Cemetery was researched and staff recommend that this be further reviewed in connection to the installation of 100 double depth crypts in the East side of the cemetery in FY 12.

OTHER ACHIEVEMENTS

Repaved and restriped the roadways and parking areas throughout the Cemetery and in front of the Mausoleum buildings. Redesigned and restored the glass window/door storefront on the Sanctuary Building. The glass had to be removed due to cracking caused by the settling of the building. The storefront was redesigned to accommodate the settling and reinstalled. Significantly reduced leaks in the mausoleum building roofs, through aggressive inspection, re-tarring of the flat roofs, and re-caulking around external A/C duct work and skylights, extending the useful life of the roofs and delaying the expense associated with reroofing the buildings. Initiated a weed and feed program for sod and landscaping associated with the cemetery and mausoleum.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Provide timely, professional quality Funeral Services and Burials.	World Class Municipal Services	86	85	82
Provide timely, professional quality entombment and enrichment services at the Mausoleum Complex Cemetery.	World Class Municipal Services	280	290	280
Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday.	World Class Municipal Services	99.9%	100 %	100 %

GOLF COURSE FUNDS

OPERATED BY RECREATION SERVICES

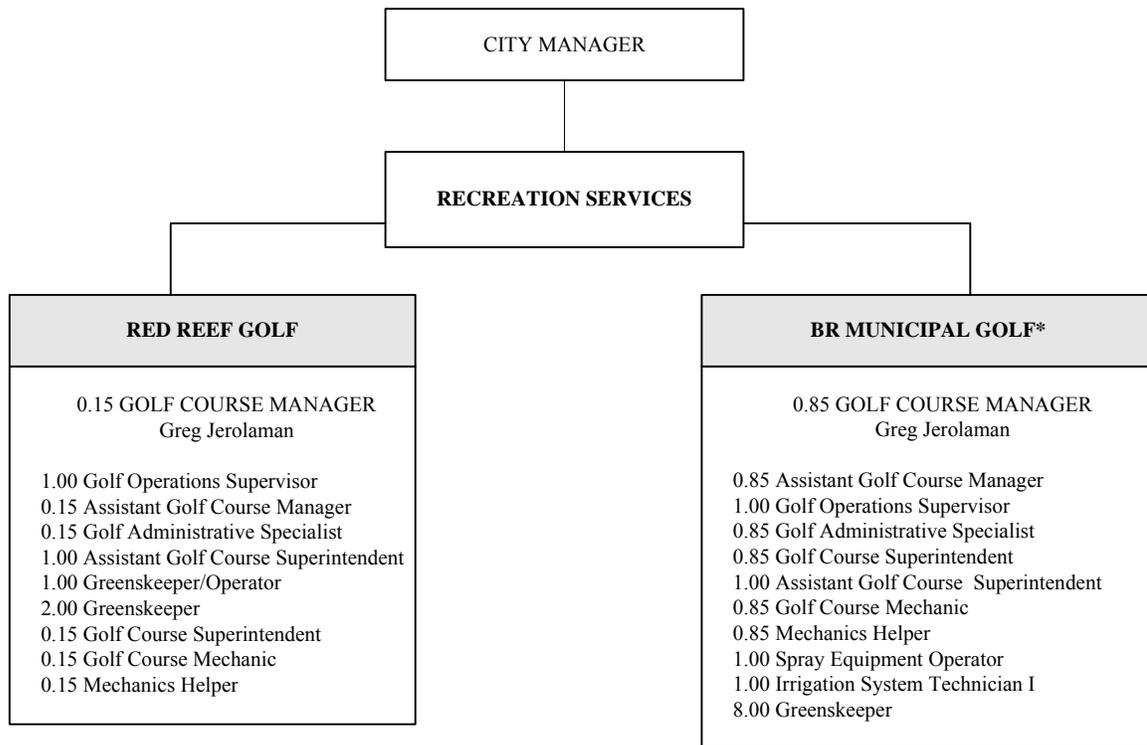
Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

The City of Boca Raton’s Recreation Services Department, operating in the Golf Course Funds, has a mission to furnish quality facilities, programs, activities and services to residents and non-residents, under a sound management and financial plan, that is competitive and self supportive.



DIVISION	APPROVED 2011-12 BUDGET
Red Reef Golf Course	\$ 632,300
Municipal Golf Course	2,187,600
Golf R&R	213,400
TOTAL	\$ 3,033,300

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	1,723,294	1,712,700	1,712,700	1,684,500
Other Operating	831,869	810,400	820,200	729,000
Supplies	335,622	360,800	364,400	345,000
Capital Outlay	-	227,900	268,500	135,500
Transfers	5,000	8,100	8,100	5,300
Depreciation	213,191	-	-	-
Sub-Total	3,108,976	3,119,900	3,173,900	2,899,300
Reserves	325,514	247,400	247,400	134,000
TOTAL	3,434,490	3,367,300	3,421,300	3,033,300
Full-time Employees	24.00	24.00	24.00	23.00



*-1.00 Golf Operations Assistant eliminated

Approved Positions FY 10/11	24.00
Revised Positions FY 10/11	-
Personnel Changes FY 11/12	<u>-1</u>
Approved Positions FY 11/12	23.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GOLF COURSE	RECREATION SERVICES	490-6311

DIVISION DESCRIPTION

The Golf Division includes the 18 hole Championship Course and the 9 hole Executive Course (both located just off Glades Road) and the oceanfront 9 hole Red Reef Executive Course on Hwy. A1A. The courses offer affordable golf, practice facilities, pro shop, lessons, snack bar and junior programs.

GOALS

The City of Boca Raton Golf Course mission is to furnish quality facilities, programs, activities and services to residents and non-residents of Boca Raton under a sound management and financial plan that is competitive and self-supporting.

OBJECTIVES 2011-2012

Continue aggressive chemical, saltwater treatment and manual weed eradication program and re-sod areas where weed populations are too prevalent to control chemically.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Continue aggressive chemical, saltwater treatment and manual weed eradication program. Re-sod areas where weed populations are too prevalent to control chemically.	Weed eradication continued through chemical and saltwater treatments on all holes. Re-sodding program was deemed unnecessary and temporarily discontinued, as a result.
Install ceiling fans in foyer area north of the pro shop to improve patron comfort.	It has been decided by the onsite Supervisor that the installation of ceiling fans is no longer needed.
As a cost saving measure, continue to reconstruct tee box benches in-house on an as needed basis.	Reconstruction of all tee box benches in-house was completed with the final reconstruction on holes 1, 2 & 6.

OTHER ACHIEVEMENTS

Began mechanized raking of bunkers, which has improved playability and reduced man-hours.

Installed new automated Tee Time/Point of Sale system, which provides greater access and service to customers, while simultaneously providing management with a superior management and accountability tool, which is integrated with the Municipal Golf Course system.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Increase total user revenue by stated amounts over approved budget from previous year.	Financially Sound City Government	(12.8%)	6.3%	3.8%
Reset tee-off markers on all tee boxes five times per week.	World Class Municipal Services	100%	100%	100%
Check ball washers and towels weekly	World Class Municipal Services	100%	100%	100%
Aerate all greens and tees three times per year	World Class Municipal Services	100%	100%	100%
Increase total system rounds played by stated amounts over previous year.	Financially Sound City Government	(3,461)	2,500	1,500
Properly reset pin placements on all greens on a daily basis.	World Class Municipal Services	100%	100%	100%
Vertical cut and aerate all fairways once per year	World Class Municipal Services	100%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GOLF COURSE	RECREATION SERVICES	490-6312

DIVISION DESCRIPTION

The Golf Division includes the 18 hole Championship Course and the 9 hole Executive Course (both located just off Glades Road) and the oceanfront 9 hole Red Reef Executive Course on Hwy. A1A. The courses offer affordable golf, practice facilities, pro shop, lessons, snack bar and junior programs.

GOALS

The City of Boca Raton Golf Course mission is to furnish quality facilities, programs, activities and services to residents and non-residents of Boca Raton under a sound management and financial plan that is competitive and self-supporting.

OBJECTIVES 2011-2012

Complete Greens conversion program on the Executive course greens to Platinum Paspalum grass by re-sodding holes 4 and 5.

To improve course aesthetics, address all uneven or depression areas on each hole of the Championship Course by sod cutting, grade adjusting and re-sodding.

Continue tree trimming program on both courses as necessary.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
<p>To improve course aesthetics, address all uneven or depression areas on each hole of the Championship Course by sod cutting, grade adjusting and re-sodding.</p>	<p>Uneven, depressed areas on the Championship course were not addressed due to other priorities. These priorities required man-power use in other areas involving the grow in and maintenance of the newly renovated greens, an extensive tree trimming program over four weeks, thrice a week hand watering of 39 new parking lot trees and other in-house projects such as the re-skinning and replacement of hurricane tie downs on the office trailer.</p>
<p>Continue Executive course greens conversion program by changing out two additional greens from Classic Tif-Dwarf Bermuda to Platinum Paspalum grass.</p>	<p>Greens conversion program on the Executive Course continues. Holes 8 and 9 were re-sodded with Platinum Paspalum grass in June of 2011.</p>
<p>As a cost saving measure, continue to reconstruct tee box benches in-house on both courses on an as needed basis.</p>	<p>All benches on both the Championship and Executive courses were sanded and re-stained.</p>
<p>Continue tree trimming program on both courses.</p>	<p>Extensive tree trimming was completed on both courses. Tree trimming took place on all holes of the Championship Course and holes 1, 8 and 9 of the Executive Course. Additionally, all trees along the entrance road, maintenance service road and maintenance complex fence line were trimmed.</p>

OTHER ACHIEVEMENTS

Began working with a national internet tee time service company, GolfNow.com, which has interfaced with the Municipal Golf Course internet based tee time system, giving greater exposure to the golf course for golfers who shop on-line to make golf tee times. Over 400 new golfers have been exposed to the Municipal Championship course during the first 90 days of going live with this new company.

A rolling machine was procured and new weekly rolling program implemented to provide smoother putting surfaces on the Championship course.

New and highly improved GPS units were procured and installed on all fleet carts for both the Championship and Executive courses.

Championship course greens grow-in successfully completed and new edging program implemented to keep Bermuda 419 apron grass from encroaching onto new Jones Tif-Dwarf Bermuda greens grass.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Increase total user revenue by stated amounts over approved budget from previous year.	Financially Sound City Government	(25.1%)	13.5	10.4%
Increase total system rounds played by stated amounts over previous year.	Financially Sound City Government	(23,926)	15,275	2,500
Check ball washers and towels weekly.	World Class Municipal Services	100%	100%	100%
Verticut and aerate all fairways once per year	World Class Municipal Services	100%	100%	100%
Properly reset pin placements on all greens on a daily basis.	World Class Municipal Services	100%	100%	100%
Aerate all greens and tees three times per year.	World Class Municipal Services	100%	100%	100%
Reset tee-off markers on all tee boxes five times per week.	World Class Municipal Services	100%	100%	100%

INFORMATION TECHNOLOGY FUND

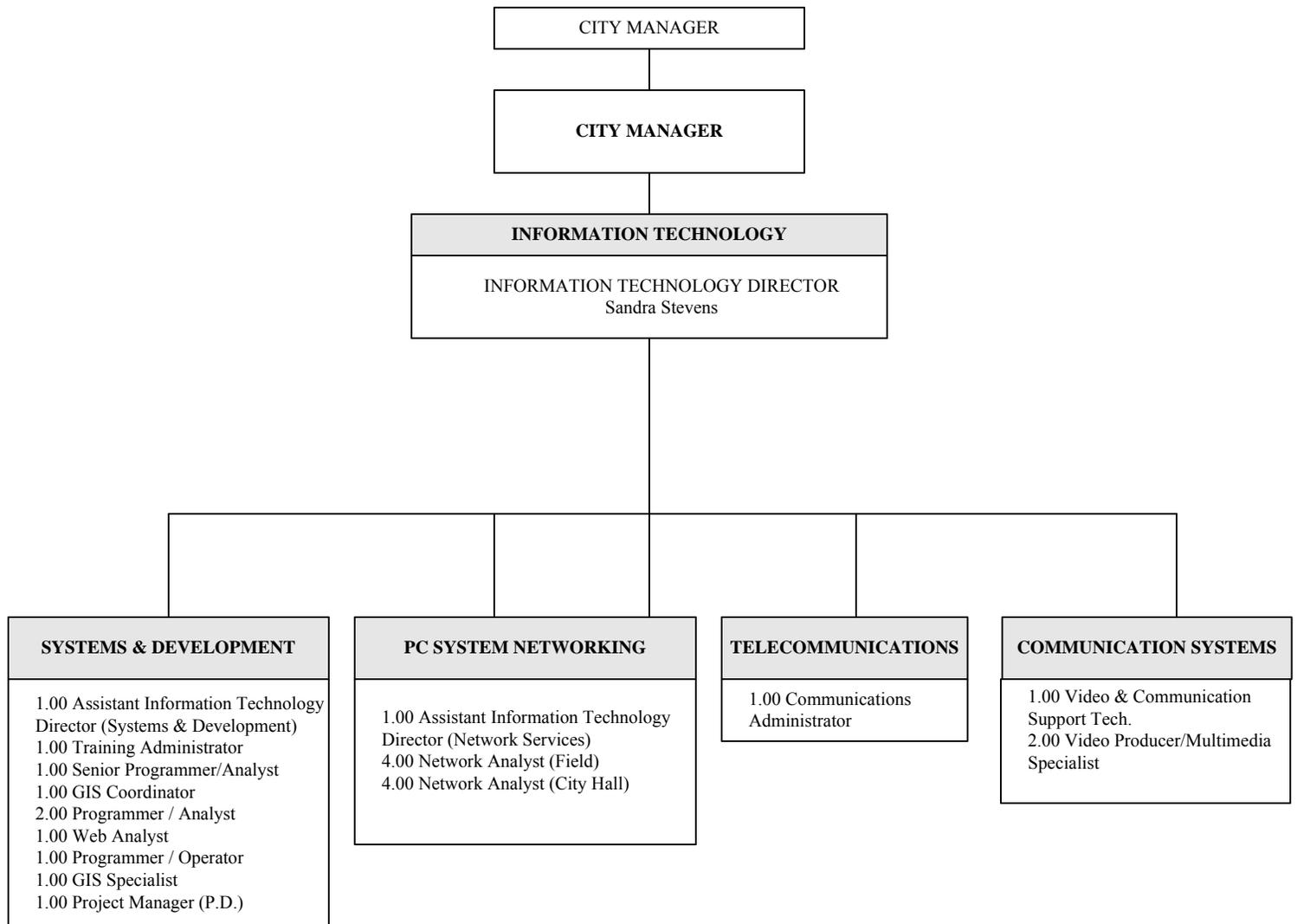
Sandra Stevens, Information Services Director

The mission of the of the Information Technology Division is to provide the necessary computer equipment, software, and training to facilitate the efficient operation of the City of Boca Raton’s municipal government. Our services are made available to the public at large through such efforts as Internet services, telecommunications and television and video programming and indirectly through programs designed to enhance and improve services rendered to the public by other City departments.

The goal of the Information Technology Division is to provide, develop, support and maintain the technological infrastructure as well as appropriate software and programming solutions to satisfy the needs of city staff, business partners and citizens. The Information Technology Division will be proactively provide service and value to the city government and the citizenry at large through communication, education, smart growth and efficient use of technologies including telephony, internet services, program development, hardware infrastructure, public broadcasting, and resource security ensuring that Boca Raton is known not only as a premier community but as a world-class local government.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	2,139,475	2,432,400	2,432,400	2,473,700
Other Operating	2,481,526	1,460,900	1,480,900	1,525,500
Supplies	52,022	85,300	85,300	75,300
Capital Outlay	-	1,770,600	2,188,800	1,423,100
Depreciation	1,181,728	-	-	-
Sub-Total	5,854,751	5,749,200	6,187,400	5,497,600
Reserves	4,683,981	3,821,300	3,821,300	4,019,900
TOTAL	10,538,732	9,570,500	10,008,700	9,517,500
Full-time Employees	22.00	24.00	24.00	24.00



Approved Positions FY 10/11	24.00
Revised Positions FY 10/11	
Personnel Changes FY 11/12	
Approved Positions FY 11/12	24.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
INFORMATION TECHNOLOGY	CITY MANAGER	510-0431

DIVISION DESCRIPTION

The mission of the Information Services Division of the City Managers Department is to provide the necessary computer equipment, software and training to facilitate the efficient operation of the City of Boca Raton's municipal government. Our services are made available to the public at large through such efforts as Internet services, telecommunications, television and video programming and indirectly through programs designed to enhance and improve services rendered to the public by other City departments.

GOALS

The goal of the Information Technology Division is to provide, develop, support and maintain the technological infrastructure as well as appropriate software and programming solutions to satisfy the needs of city staff, business partners and citizens. The Information Technology Division will be proactively provide service and value to the city government and the citizenry at large through communication, education, smart growth and efficient use of technologies including telephony, internet services, program development, hardware infrastructure, public broadcasting, and resource security ensuring that Boca Raton is known not only as a premier community but as a world-class local government.

OBJECTIVES 2011-2012

- Sharepoint Implementation - replace City's Intranet webpage and build departmental webpages for internal communication.
- GIS - spatial enabled CMMS for street signs, signals and storm water features.
- Upgrade document management system to allow citizens the ability to search scanned building records.
- Replacement of Core network switches for City Hall and Police Services building.
- Electronic Plan Review for Planning & Engineering proposals.
- Develop electronic Fire inspection system and annual fire alarm inspections.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Assist in the selection and implementation of video/dispatch fusion center software with the Public Safety Departments.	RFP has been submitted and will begin evaluation process in May 2011.
Implement a city-wide storage area network of video and photographs to be used by all departments.	SAN is in the process of procurement and will add 16 TB of storage for city-wide photo and video use.
Implement single sign-on technology for various City applications.	Modified software to use network password for access to Rectrac, Electronic Status Forms and Travel Forms.
Implement attachments for online meeting agendas, thereby providing real-time information to Citizens.	Online attachments for pre-agenda items was completed by the City Clerk's office.
Develop and produce online training videos for Microsoft and other City wide software programs using online archiving technology.	Completed video training for Microsoft Outlook, Word and Excel with video production staff and IT Training Administrator.
Install an upgrade of the existing telephone voicemail to a unified messaging system.	Installation of new phonemail system scheduled for June 2011.
Implement and support city-wide camera project in coordination with the Police Department.	Hired new staff member to support the camera project, initially focusing on Public Safety by repairing and installing new in-car video equipment.

OTHER ACHIEVEMENTS

Expanded the fiber optic infrastructure throughout City facilities including Fire Stations, facilities on A-1A, the Swim & Racquet Center and Patch Reef park. This accomplishment established the necessary linkage for future Public Safety projects for CCTV and radio communication projects.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Individual telephone move/add/change requests completed within 1 working day	World Class Municipal Services	95%	95%	95%
Provide public information requests with programming or online reports	World Class Municipal Services		Within 3 hours	Within 3 hours
Respond to calls for technical assistance within 4 hours.	World Class Municipal Services	95%	95%	95%
Upgrade City personal computers on a four year cycle.	World Class Municipal Services	25%	25%	25%
Produce live telecasts of public meetings.	Strong Partnership with Our Stakeholders	108	108	108

MOTOR POOL FUND

OPERATED BY MUNICIPAL SERVICES

Robert J. DiChristopher, Director

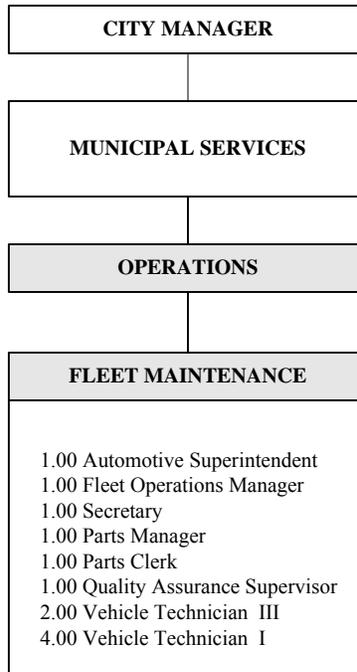
The mission of the Fleet Maintenance Division of Municipal Services, operating in the Motor Pool Fund, is to provide low cost, efficient maintenance to prolong the useful life of the fleet, provide vehicles that are safe and reliable and maximize the residual value of the City’s fleet.

The Fleet Maintenance Division is responsible for the repair and maintenance of 955 pieces of equipment. This equipment includes automobiles, trucks, all-terrain vehicles, golf carts, boats, tractors, etc., that require regular maintenance control and a management system. Fleet Maintenance is also responsible for various fuel sites throughout the City.

The Capital Recovery Cost Fund (CRC), administered by Municipal Services, ensures sufficient funds are accumulated for the replacement of existing vehicles and heavy equipment that have a replacement cost of \$35,000 or more. All vehicles and heavy equipment purchases are issued and recorded in the CRC Fund. In the initial year of purchase, CRC will not be charged. CRC will be recovered during the useful life of the asset, including the year of replacement.



EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	752,696	848,600	848,600	857,800
Other Operating	379,757	243,600	258,500	269,300
Supplies	26,807	60,500	60,600	60,500
Capital Outlay	1,933,617	878,000	881,700	925,100
Depreciation	940,727	-	-	-
Sub-Total	4,033,604	2,030,700	2,049,400	2,112,700
Reserves	501,274	106,200	106,200	845,800
TOTAL	4,534,878	2,136,900	2,155,600	2,958,500
Full-time Employees	12.00	12.00	12.00	12.00



Approved Positions FY 10/11	12.00
Revised Positions FY 10/11	
Personnel Changes FY 11/12	
Approved Positions FY 11/12	12.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
MOTOR POOL	MUNICIPAL SERVICES	520-4431

DIVISION DESCRIPTION

The Fleet Maintenance Section is responsible for the repair and maintenance of 508 automobiles and light trucks, 78 heavy duty trucks, and 367 pieces of equipment, including all-terrain vehicles, golf carts, boats, tractors, etc. that require regular maintenance control and a management system. Fleet Maintenance is also responsible for various fuel sites throughout the City.

GOALS

The primary goal of Fleet Maintenance is to provide ongoing internal service to City Departments in the areas of vehicular and equipment purchases, repairs and maintenance. The Fleet Maintenance Section strives to reduce maintenance costs and vehicular down time.

OBJECTIVES 2011-2012

Improve air quality and decrease our dependency on imported foreign petroleum by continuing to expand the City's use of alternative fuel vehicles.

Update vehicle management and replacement policies and procedures manual.

Update vehicle usage criteria and retrieval of low usage for reassignment or disposition.

ACHIEVEMENTS

OBJECTIVE 2010-2011	ACHIEVEMENT
Purchase hybrids to lessen dependency on foreign oil, increase fuel mileage and improve carbon emission levels.	To date, Fleet's inventory of hybrid vehicles is 19 units.
Update vehicle management and replacement policies and procedures manual.	This is an on-going objective.
Update vehicle usage criteria and retrieval of low usage for reassignment or disposition.	This is an on-going objective.

OTHER ACHIEVEMENTS

The Fleet Maintenance section was nominated for Department/Division of the Year.

Fleet Maintenance was awarded the A.S.E. Blue Seal of Excellence by the National Institute of Automotive Service Excellence.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2009-10 ACTUAL	FY 2010-11 ESTIMATED	FY 2011-12 TARGET
Maintaining a high level of expertise in Fleet Maintenance industry by providing an on-going training program.	World Class Municipal Services	329 hours	280 hours	480 hours
Reduce equipment down time thru additional preventative maintenance activities.	World Class Municipal Services	3.82 work days	3.06 work days	2 work days

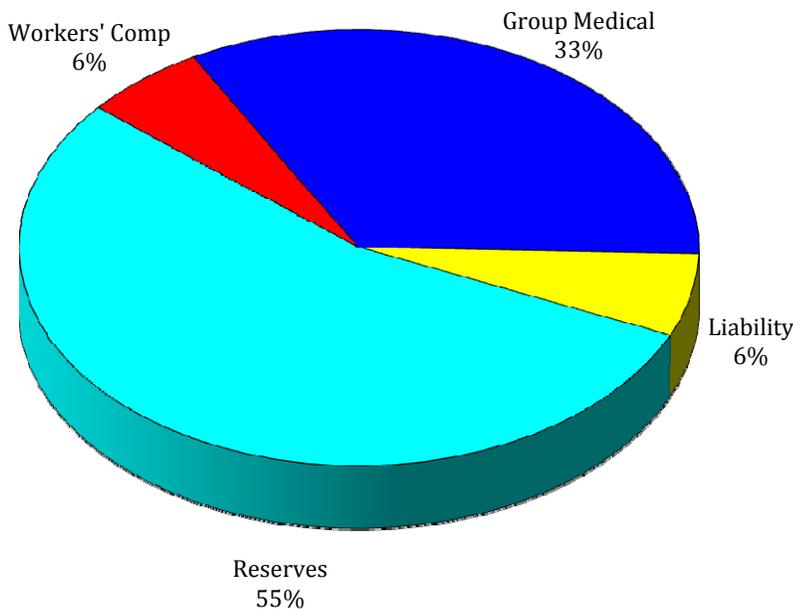


SELF INSURANCE FUNDS

OPERATED BY FINANCIAL SERVICES

Linda C. Davidson, C.P.A., Financial Services Director

The Insurance Funds, operated by Financial Services, account for the cost of providing health and workers' compensation insurance coverage to all City employees, and the City's general liability self-insurance program.



DIVISION	APPROVED 2011-12 BUDGET
Workers' Comp	\$ 1,937,800
Group Medical	11,130,500
Liability	2,014,600
Reserves	18,115,200
TOTAL	\$ 33,198,100

EXPENDITURE BY CATEGORY	ACTUAL 2009-10 BUDGET	APPROVED 2010-11 BUDGET	REVISED 2010-11 BUDGET	APPROVED 2011-12 BUDGET
Personal Services	355,750	390,600	390,600	395,300
Other Operating	14,282,038	15,085,000	15,754,500	14,681,100
Supplies	5,022	6,200	6,200	6,500
Transfers	1,490,000	-	-	-
Sub-Total	16,132,810	15,481,800	16,151,300	15,082,900
Reserves	16,922,183	11,960,200	12,219,200	18,115,200
TOTAL	33,054,993	27,442,000	28,370,500	33,198,100
Full-time Employees	4.30	4.30	4.30	4.30



Debt Management

The City of Boca Raton sometimes borrows funds to pay for the acquisition of large capital equipment and the construction of major capital facilities. By borrowing funds, the City is able to purchase items when needed and spread the cost over a number of years.

The City issues two types of bonds, general obligation bonds and revenue bonds. The difference in these bonds is the source of funds pledged to guarantee repayment of the borrowed funds. General obligation bonds are voter-approved and backed by the full faith and credit of the City. Revenue bonds are bonds whose principal and interest are payable exclusively from earnings of an enterprise fund (operations established by the City similar to private businesses such as water and sewer, golf courses, and cemetery operations).

The City’s ability to borrow funds and the interest rates at which they can borrow depends on the City’s ability to pay back the loan. In order to assess the risk of nonpayment of borrowed funds, investors rely on rating agencies to evaluate the City’s financial condition. A higher rating allows the City to borrow funds at a lower cost.

The three primary rating agencies are Standard & Poor’s, Moody’s Investor Services and Fitch Ratings. In rating an issuer of debt, the agencies examine a number of factors including: economic conditions, financial performance and flexibility, management, and existing debt.

The City’s General Obligation Bonds were rated AAA by all three-credit agencies. Boca Raton was the first municipality in Florida to have been granted this credit rating by all three.

The bond ratings as shown below reflect the strong investment quality of the City’s bonds:

	General <u>Obligation</u>	W&S <u>Revenue</u>
Moody’s Investment Service	AAA	AAA
Standard and Poor’s	AAA	AAA
Fitch Ratings	AAA	AAA

Total outstanding debt of the City at September 30, 2009, and 2010 is as follows:

Purpose	2009	2010
General Obligation Bonds/Notes	\$43,785,000	\$49,195,000
Revenue Bonds	104,965,000	98,136,000
Special Assessment Debt	11,205,000	14,240,000
Loans Payable	3,400,000	2,435,000
Total	\$163,355,000	\$164,006,000

Although the City is not legally restricted as to the amount of debt that can be issued, the City does adhere to its own debt policies.

Debt Policies

1. The City will seek to maintain its current AAA bond rating to minimize borrowing costs.
2. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
3. The City will not issue long-term debt to finance current operations.
4. The City will publish and distribute an official statement for each bond and note issued.
5. The City will adhere to the bond covenant requirements of each debt issuance.
6. Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.

Accounting for Long-Term Debt

Long-term obligations, either general obligation or revenue bonds, used to finance proprietary fund operations and payable from revenue of the proprietary funds are recorded in the applicable fund. General obligation bonds and other forms of long-term debt supported by general revenue are obligations of the City as a whole and not its individual funds. Accordingly, such unmatured obligations of the City are accounted for in the General Long-Term Debt Account Group. Advance refundings resulting in defeasance of debt are accounted for in governmental fund types using guidance from GASB Statement No. 7, “Advance Reporting Resulting in Defeasance of Debt”, and for proprietary fund types using GASB Statement No. 23.

Long-Term Debt

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds.

General obligation bonds are direct obligations and pledge the full faith and credit of the City as a whole and not its individual funds. In each year debt is outstanding, an ad valorem tax is levied equal to principal and interest due. No reserves are maintained. These bonds generally are issued as 20-year serial bonds.

General obligation bonds currently outstanding are as follows:

Purpose	Description	Interest Rates	Amount Outstanding
General Government – Series 1997	Refunding	3.70 -5.60%	\$1,475,000
General Government, Series 2003	Fire Station Projs	2.00 -4.50%	12,370,000
General Government, Series 2003A	Library Projects	2.00 -4.50%	6,910,000
General Government – Series 2004	Refunding	2.00 -3.88%	19,215,000
General Government – Series 2010	Library Project	3.00 -4.00%	9,225,000
Total			\$49,195,000

Revenue Bonds: Revenue bonds outstanding at September 30, 2010, are as follows:

Purpose	Description	Interest Rates %	Amount Outstanding
Water/Sewer-Series 2001	Plant Expansion	4.00 –4.75%	\$2,840,000
Water/Sewer-Series 2008	Refunding	4.00-4.375%	39,125,000
Water/Sewer-Series 2009	Refunding	2.50 – 4.00%	8,080,000
Total			\$50,045,000

Cash Management

The City administers a comprehensive cash management and investment program. The primary goals of the program are to maximize the amount of cash available; to meet daily cash requirements and to obtain the highest possible yields consistent with restraints imposed by Florida Statutes and City policies.

The City maximizes the use of temporarily idle funds by coordinating the schedule of vendor payments. To ensure the most competitive rates on investments, the cash resources of the individual funds (excluding the bond proceeds in the Capital Projects Funds and certain Fiduciary Funds) are combined to form a pool of cash and investments. For the cash and investment pool, the average monthly investment portfolio in 2009 was \$247,334,226. Cash temporarily idle during the year was invested in demand deposits, certificates of deposit, obligations of the U.S. Treasury, State Investment Pool, money market funds, and U.S. Government Agency Securities. The Pension Trust Funds’ investment portfolios also include corporate bonds and common stock. The average yield on investments (excluding the Pension Trust Funds was 2.61%.

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, the City's deposits were either insured by

federal depository insurance or collateralized pursuant to Florida statutes.

General Fixed Assets

The General Fixed Assets Account Group summarizes those fixed assets used in performance of general governmental functions and excludes the fixed assets of the Enterprise and Internal Service Funds. Only assets which cost \$1,000 or more and which have a useful life of one year or more are considered fixed assets; major improvements which are of value only to the City such as roads, storm sewers, curbs and sidewalks and road rights-of-way are not included.

Depreciation is not recorded in the General Fixed Assets Account Group. As a result, the cost of equipment shown is greater than the current fair market value and the cost of land and buildings shown is significantly less than the current fair market value.

Capital Financing

In conjunction with the operating budget, the City Manager annually prepares a program to provide for improvements to the City’s public facilities for the ensuing fiscal year and next five years, along with proposals for the financing of these improvements. This six-year plan is called the Capital Improvements Program. The first year of the program constitutes the capital budget for the current fiscal year; the remaining years are used as a planning guide. It is partially funded from gas tax, utility tax, park development fees, utility rates, bond proceeds and note proceeds. The program allocates funding, over six years, for City roads, park development, public works projects and new equipment. The City’s Capital Improvements Program for fiscal year 2012 through 2017 calls for the expenditures approximating \$288,195,900.

Water and Sewer Utility Fund

The business-type activities net assets increased \$11 million or 3.7% from the prior fiscal year. The Water and Sewer Utility Fund produced the majority (96%) of the increase in net assets primarily as a result of the size of the activity in relation to the other activities. Of the other business-types activities, the Storm water, and Sanitation Funds produced positive changes to net assets.

The operating loss for the Water and Sewer Fund improved from \$5.5 million in 2009 to \$6.3 million in 2010. The income resulted from a \$2.7 million decrease in water and sewer revenue and \$3.5 million decrease in expenses. Non operating revenues and capital contributions were primarily responsible for an additional increase of \$4.4 million in net assets for the fund.

Risk Management

During 2007, the City continued its Risk Management Program for workers compensation and general liability insurance. Starting January 2008, the City entered into a five-year contract with its employee medical insurance provider. The fully insured contract, with minimum premium arrangements, allows the City to maintain its reserves. Resources are accumulated in an internal service fund to pay claims, administrative expenses and loss reserves. In addition, various risk control techniques, including employee accident prevention training, safety awareness, health awareness programs and defensive driving are an ongoing City priority. Excess loss coverage is carried for general liability claims.

Trust Funds

Pension Trust Funds: The City maintains two retirement plans for its employees: General Employees' Pension Plan and Police and Firefighter's Retirement System. Each plan has a separate Board of Trustees. Plan administration and investment management is the responsibility of these boards. City and state contributions to the plans for fiscal year 2010 were as follows:

Plan	Amount
General Employees' Pension Plan	\$2,503,965
Police & Firefighter's Retirement System	9,434,840
Executive Employees' Retirement System	899,928
Total	\$12,838,733

Trust Funds: The City maintains a non-expendable trust fund for perpetual care of its cemetery. The City also maintains expendable trust funds to account for funds received as donations, which have been restricted to expenditures for specified purposes.

**RATIOS OF GENERAL BONDED DEBT OUTSTANDING
LAST TEN FISCAL YEARS**

(Amounts Expressed in Thousands, except per capita)

Fiscal Year	General Obligation Bonds	Assessed Value of Taxable Property	Percentage of Estimated Actual Taxable Value of Property	Population	Per Capita
2001	38,835	10,718,601	0.36%	74,674	0.52
2002	36,510	11,614,994	0.31%	75,580	0.48
2003	61,555	12,537,612	0.49%	76,043	0.81
2004	58,805	14,437,905	0.41%	79,838	0.74
2005	57,670	16,624,250	0.35%	84,000	0.69
2006	54,390	19,931,342	0.27%	86,600	0.63
2007	50,990	20,408,459	0.25%	86,600	0.59
2008	47,455	19,624,543	0.24%	85,296	0.56
2009	43,785	17,992,026	0.24%	84,832	0.52
2010	49,195	16,609,124	0.30%	84,313	0.58

**PLEDGED-REVENUE COVERAGE
LAST TEN FISCAL YEARS
Tax Increment Revenue Refunding Bonds**

Fiscal Year	Lease Revenue	Tax Increment Revenue	City Contribution	Collections	Debt Service		Coverage by Net Revenue Avail for Debt Service
					Principal⁽¹⁾	Interest	
2001	1,180,000	2,316,017	993,100	4,489,117	1,550,000	2,626,768	1.07
2002	1,180,000	2,652,262	998,100	4,830,362	2,020,000	2,549,918	1.06
2003	1,180,000	2,767,496	1,356,600	5,304,096	2,735,000	2,445,847	1.02
2004	1,180,000	3,320,212	1,837,900	6,338,112	3,380,000	2,324,265	1.11
2005	1,180,000	4,910,628	961,100	7,051,728	4,205,000	2,176,005	1.11
2006	1,180,000	6,146,820		7,326,820	4,375,000	2,004,405	1.15
2007	1,180,000	6,771,200		7,951,200	4,730,000	1,820,555	1.21
2008	1,208,198	6,308,900		7,517,098	4,925,000	1,624,993	1.15
2009	1,300,511	6,750,600		8,051,111	5,130,000	1,416,300	1.23
2010	1,188,119	6,658,892		7,847,011	5,340,000	1,193,760	1.20

⁽¹⁾ In October, 1998, the Boca Raton Community Redevelopment Agency Tax Increment Revenue Refunding Bonds, Series 1998 (Mizner Park Project) was used to refinance the CRA's Tax Increment Revenue Bond, Series 1992.

**PLEDGED-REVENUE COVERAGE
LAST TEN FISCAL YEARS
Water and Sewer Revenue Bonds**

Fiscal Year	Utility Service Charges	Less: Operating Expenses ⁽²⁾	Net Available Revenue	Debt Service		Coverage by Net Revenue Avail for Debt Service ⁽³⁾
				Principal	Interest	
2001	36,401,072	22,562,915	13,838,157	6,510,000	2,451,404	1.54
2002	36,638,994	22,041,261	14,597,733	4,870,000	2,586,786	1.96
2003	37,622,100	24,426,180	13,195,920	1,220,000	2,136,456	3.93
2004	38,071,653	26,419,641	11,652,012	5,960,000	2,041,356	1.46
2005	39,710,808	28,664,421	11,046,387	6,120,000	1,881,696	1.38
2006	41,600,339	30,573,825	11,026,514	6,310,000	1,689,143	1.38
2007	42,034,313	32,919,327	9,114,986	1,880,000	1,646,597	2.58
2008	43,604,523	33,608,413	9,998,110	1,955,000	2,010,843	2.52
2009	52,149,868	33,586,572	18,563,296	2,030,000	2,152,093	4.44
2010	48,766,835	30,780,072	17,986,763	2,655,000	1,948,455	3.91

(2) Total expense exclusive of depreciation and debt service on revenue bonds.

(3) 1.10 net revenues test 1999, prior to 1999, 1.00 coverage required by rate covenants.

**DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
AS OF SEPTEMBER 30, 2010**

(Amounts Expressed in Thousands)

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
OVERLAPPING:			
Palm Beach County	\$ 250,470	13.05%	\$ 32,686
Palm Beach School District	29,555	13.05%	3,857
SUBTOTAL	\$ 280,025		\$ 36,543
DIRECT DEBT:			
Boca Raton	\$ 49,195	100.00%	\$ 49,195
TOTAL DIRECT AND OVERLAPPING DEBT			\$ 85,738

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the City. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of Boca Raton. This process recognizes that, when considering the City's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

The following General Obligation Bonds are payable as to both principal and interest from ad valorem taxes. The Full Faith and Credit of the City is pledged for their payment. All schedules are prepared on a gross payment (Principal and Interest) basis and do not include adjustments for reserve interest earnings or accrual calculations.

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
1997 General Obligation Bonds, Refunding 1/1, 7/1 (Environmental Lands)	2012	4.80%	490,000.00	23,520.00	513,520.00
			<u>\$ 490,000.00</u>	<u>\$ 23,520.00</u>	<u>\$ 513,520.00</u>

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2003 General Obligation Bonds (Library) 1/1, 7/1	2012	2.800%	\$ 495,000.00	\$ 224,720.00	\$ 719,720.00
	2013	3.000%	\$ 510,000.00	\$ 210,860.00	\$ 720,860.00
	2014	3.100%	\$ 525,000.00	\$ 195,560.00	\$ 720,560.00
	2015	3.250%	\$ 540,000.00	\$ 179,285.00	\$ 719,285.00
	2016	3.400%	\$ 560,000.00	\$ 161,735.00	\$ 721,735.00
	2017	3.500%	\$ 580,000.00	\$ 142,695.00	\$ 722,695.00
	2018	3.600%	\$ 600,000.00	\$ 122,395.00	\$ 722,395.00
	2019	3.700%	\$ 620,000.00	\$ 100,795.00	\$ 720,795.00
	2020	3.800%	\$ 640,000.00	\$ 77,855.00	\$ 717,855.00
	2021	3.900%	\$ 665,000.00	\$ 53,535.00	\$ 718,535.00
	2022	4.000%	\$ 690,000.00	\$ 27,600.00	\$ 717,600.00
			<u>\$ 6,425,000.00</u>	<u>\$ 1,497,035.00</u>	<u>\$ 7,922,035.00</u>

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2003 General Obligation Bonds (Fire) 1/1, 7/1	2012	3.625%	\$ 860,000.00	\$ 474,671.26	\$ 1,334,671.26
	2013	3.625%	\$ 890,000.00	\$ 443,496.26	\$ 1,333,496.26
	2014	3.750%	\$ 925,000.00	\$ 411,233.76	\$ 1,336,233.76
	2015	3.900%	\$ 960,000.00	\$ 376,546.26	\$ 1,336,546.26
	2016	4.000%	\$ 995,000.00	\$ 339,106.26	\$ 1,334,106.26
	2017	4.125%	\$ 1,035,000.00	\$ 299,306.26	\$ 1,334,306.26
	2018	4.125%	\$ 1,080,000.00	\$ 256,612.50	\$ 1,336,612.50
	2019	4.300%	\$ 1,125,000.00	\$ 212,062.50	\$ 1,337,062.50
	2020	4.375%	\$ 1,170,000.00	\$ 163,687.50	\$ 1,333,687.50
	2021	4.500%	\$ 1,225,000.00	\$ 112,500.00	\$ 1,337,500.00
	2022	4.500%	\$ 1,275,000.00	\$ 57,375.00	\$ 1,332,375.00
			<u>\$ 11,540,000.00</u>	<u>\$ 3,146,597.56</u>	<u>\$ 14,686,597.56</u>

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2004 General Obligation Bonds						
Refunding Bonds						
		2012	3.000%	\$ 1,710,000.00	\$ 615,480.00	\$ 2,325,480.00
	1/1, 7/1	2013	3.125%	\$ 1,755,000.00	\$ 564,180.00	\$ 2,319,180.00
		2014	3.500%	\$ 1,810,000.00	\$ 509,336.26	\$ 2,319,336.26
		2015	3.375%	\$ 1,875,000.00	\$ 445,986.26	\$ 2,320,986.26
		2016	3.500%	\$ 1,940,000.00	\$ 382,705.00	\$ 2,322,705.00
		2017	3.600%	\$ 2,005,000.00	\$ 314,805.00	\$ 2,319,805.00
		2018	3.625%	\$ 2,080,000.00	\$ 242,625.00	\$ 2,322,625.00
		2019	3.750%	\$ 2,155,000.00	\$ 167,225.00	\$ 2,322,225.00
		2020	3.875%	\$ 2,230,000.00	\$ 86,412.50	\$ 2,316,412.50
				<u>\$ 17,560,000.00</u>	<u>\$ 3,328,755.02</u>	<u>\$ 20,888,755.02</u>

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2010 General Obligation Downtown Library Bonds						
		2012	4.000%	\$ 325,000.00	\$ 341,700.00	\$ 666,700.00
		2013	4.000%	\$ 340,000.00	\$ 328,700.00	\$ 668,700.00
	1/1, 7/1	2014	4.000%	\$ 355,000.00	\$ 315,100.00	\$ 670,100.00
		2015	4.000%	\$ 365,000.00	\$ 300,900.00	\$ 665,900.00
		2016	4.000%	\$ 380,000.00	\$ 286,300.00	\$ 666,300.00
		2017	4.000%	\$ 395,000.00	\$ 271,100.00	\$ 666,100.00
		2018	4.000%	\$ 415,000.00	\$ 255,300.00	\$ 670,300.00
		2019	4.000%	\$ 430,000.00	\$ 238,700.00	\$ 668,700.00
		2020	4.000%	\$ 445,000.00	\$ 221,500.00	\$ 666,500.00
		2021	4.000%	\$ 465,000.00	\$ 203,700.00	\$ 668,700.00
		2022	4.000%	\$ 485,000.00	\$ 185,100.00	\$ 670,100.00
		2023	3.000%	\$ 505,000.00	\$ 165,700.00	\$ 670,700.00
		2024	3.000%	\$ 520,000.00	\$ 150,550.00	\$ 670,550.00
		2025	4.000%	\$ 535,000.00	\$ 134,950.00	\$ 669,950.00
		2026	4.000%	\$ 555,000.00	\$ 113,550.00	\$ 668,550.00
		2027	3.500%	\$ 575,000.00	\$ 91,350.00	\$ 666,350.00
		2028	3.500%	\$ 595,000.00	\$ 71,225.00	\$ 666,225.00
		2029	4.000%	\$ 620,000.00	\$ 50,400.00	\$ 670,400.00
		2030	4.000%	\$ 640,000.00	\$ 25,600.00	\$ 665,600.00
				<u>\$ 8,945,000.00</u>	<u>\$ 3,751,425.00</u>	<u>\$ 12,696,425.00</u>

The following Revenue Bonds are payable as to both principal and interest from the allowable system development charges from the operation of the Water and Sewer System.

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
Revenue Refunding 2001 Water and Sewer Revenue Refunding Bonds						
		2012	4.375%	1,450,000.00	31,718.75	1,481,718.75
	4/1, 10/1			<u>\$ 1,450,000.00</u>	<u>\$ 31,718.75</u>	<u>\$ 1,481,718.75</u>

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2008 Water and Sewer Revenue Refunding & Improvement Bonds	2012	3.000%	985,000.00	1,523,787.50	2,508,787.50
	2013	3.000%	2,535,000.00	1,470,987.50	4,005,987.50
	2014	3.125%	2,610,000.00	1,392,181.25	4,002,181.25
	2015	4.000%	2,690,000.00	1,297,600.00	3,987,600.00
	2016	3.250%	2,800,000.00	1,198,300.00	3,998,300.00
	2017	5.000%	2,890,000.00	1,080,550.00	3,970,550.00
	2018	5.000%	3,035,000.00	932,425.00	3,967,425.00
	2019	4.000%	3,190,000.00	792,750.00	3,982,750.00
	2020	4.000%	3,310,000.00	662,750.00	3,972,750.00
	2021	4.000%	3,445,000.00	527,650.00	3,972,650.00
	2022	4.000%	1,345,000.00	431,850.00	1,776,850.00
	2023	4.000%	1,395,000.00	377,050.00	1,772,050.00
	2024	4.125%	1,455,000.00	319,140.63	1,774,140.63
	2025	5.000%	1,515,000.00	251,256.26	1,766,256.26
	2026	4.250%	1,590,000.00	179,593.76	1,769,593.76
	2027	4.250%	1,655,000.00	110,637.51	1,765,637.51
	2028	4.375%	1,725,000.00	37,734.38	1,762,734.38
			<u>38,170,000.00</u>	<u>12,586,243.79</u>	<u>50,756,243.79</u>
	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2009 Water and Sewer Revenue Refunding & Improvement Bonds	2012		825,000.00	211,087.51	1,036,087.51
	2013		845,000.00	189,181.26	1,034,181.26
	2014		870,000.00	166,656.26	1,036,656.26
	2015		895,000.00	142,387.51	1,037,387.51
	2016		915,000.00	116,356.26	1,031,356.26
	2017		945,000.00	86,684.38	1,031,684.38
	2018		975,000.00	53,675.00	1,028,675.00
	2019		1,010,000.00	18,306.25	1,028,306.25
			<u>7,280,000.00</u>	<u>984,334.43</u>	<u>8,264,334.43</u>

The following debts of the Community Redevelopment Agency (CRA) are payable as to both principal and interest by the CRA's tax increment revenues, future land lease revenues, and by a secondary pledge of the City's public service tax.

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS	
1998 Mizner Park	2012	4.500%	5,815,000.00	704,206.26	6,519,206.26	
	3/1, 9/1 2013	4.600%	6,075,000.00	433,643.76	6,508,643.76	
	2014	4.625%	6,355,000.00	146,959.38	6,501,959.38	
	2015	4.950%	2,987,362.95	3,667,637.05	6,655,000.00	
	2016	4.980%	2,815,486.00	3,804,514.00	6,620,000.00	
	2017	5.000%	2,670,706.60	3,949,293.40	6,620,000.00	
	2018	5.000%	2,542,013.80	4,077,986.20	6,620,000.00	
	2019	5.000%	2,449,598.60	4,170,501.40	6,620,100.00	
				<u>\$ 31,710,167.95</u>	<u>\$ 20,954,741.45</u>	<u>\$ 52,664,909.40</u>

The following Special Assessment Bonds are payable as to both principal and interest from special assessments levied on downtown property owners and from capitalized interest.

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2009 Special Assessment Revenue Bonds	2012	4.30%	715,000.00	367,318.76	1,082,318.76
	2013	4.500%	745,000.00	345,868.76	1,090,868.76
	1/1, 7/1 2014	4.60%	770,000.00	323,518.76	1,093,518.76
	2015	4.70%	810,000.00	300,418.76	1,110,418.76
	2016	4.75%	845,000.00	276,118.76	1,121,118.76
	2017	4.75%	875,000.00	242,318.76	1,117,318.76
	2018	4.80%	915,000.00	207,318.76	1,122,318.76
	2019	5.00%	970,000.00	170,718.76	1,140,718.76
	2020	5.00%	1,015,000.00	131,918.76	1,146,918.76
	2021	5.00%	1,065,000.00	91,318.76	1,156,318.76
	2022	5.00%	1,115,000.00	47,387.50	1,162,387.50
			<u>\$ 9,840,000.00</u>	<u>\$ 2,504,225.10</u>	<u>\$ 12,344,225.10</u>

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2010 Special Assessment Revenue Bonds					
	2012			125,975.00	125,975.00
1/1, 7/1	2013		160,000.00	125,975.00	285,975.00
	2014		160,000.00	122,775.00	282,775.00
	2015		165,000.00	119,575.00	284,575.00
	2016		170,000.00	115,450.00	285,450.00
	2017		175,000.00	111,200.00	286,200.00
	2018		180,000.00	105,950.00	285,950.00
	2019		185,000.00	100,550.00	285,550.00
	2020		190,000.00	94,768.76	284,768.76
	2021		195,000.00	88,118.76	283,118.76
	2022		205,000.00	81,293.76	286,293.76
	2023		210,000.00	74,118.76	284,118.76
	2024		220,000.00	66,768.76	286,768.76
	2025		225,000.00	58,793.76	283,793.76
	2026		235,000.00	50,356.26	285,356.26
	2027		245,000.00	41,543.76	286,543.76
	2028		250,000.00	31,743.76	281,743.76
	2029		260,000.00	21,743.76	281,743.76
	2030		275,000.00	11,343.76	286,343.76
			3,705,000.00	1,548,043.86	5,253,043.86

The following Revenue Bonds are payable as to both principal and interest from non-ad valorem revenues and other legally available funds.

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
First Florida 2001B Revenue Refunding Bonds					
	2012	5.00%	590,000.00	99,625.00	689,625.00
1/1, 7/1	2013	5.50%	620,000.00	70,125.00	690,125.00
	2014	5.50%	655,000.00	36,025.00	691,025.00
			\$ 1,865,000.00	\$ 205,775.00	\$ 2,070,775.00

**CAPITAL IMPROVEMENTS PROGRAM
AND THE OPERATING BUDGET**

The *Capital Improvements Program* (CIP) is a six-year plan of proposed City-wide capital improvement projects. Items that qualify as capital improvement projects are those that cost at least \$35,000 and have a useful life span of ten years. The CIP is produced as its own document, separate from the annual city operating budget. It is adopted by Resolution in conjunction with the adoption of the annual operating budget by City Ordinance. The annual operating budget and the CIP will be created as companion documents for the fiscal year beginning October 1, 2011. Since CIP projects have the potential to significantly impact the annual operating budget, the two must be created in unison.

CIP Policies

The City of Boca Raton’s CIP Policies provide a framework for the development of current CIP activities and the planning for future projects. These policies include:

- 1) The City will develop and update a six-year CIP on an annual basis.
- 2) All projects in the Capital Improvement Element (CIE) of the City’s Comprehensive Plan will be included in the CIP.
- 3) The City will dedicate 1% of the public service tax, excluding telephones, and a percentage of the property taxes collected as a source of funds for the CIP.
- 4) In the development of CIP, the City will review the operational impact of each project.
- 5) The CIP committee will review and evaluate each project, based on established criteria, prior to any project being included in the CIP.

CIP Review

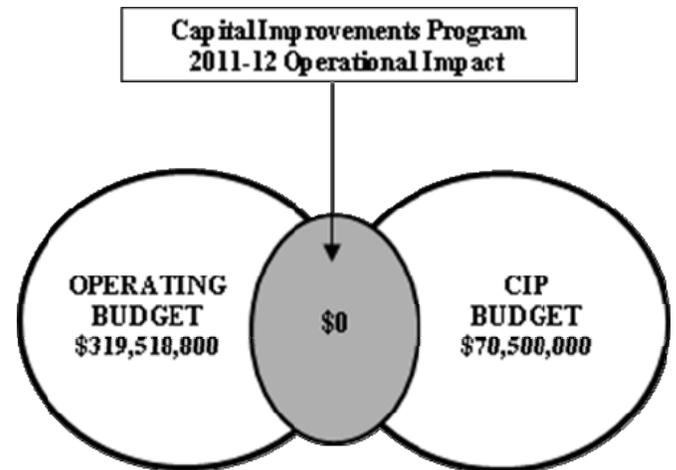
Departments must submit annual updates and new requests for the CIP to a review committee for evaluation. During the review process, consideration is given to each CIP project’s impact on operating costs during the upcoming year as well as future years. In addition, determination of projects to be included in the CIP for funding purposes is based upon established criteria to rank each project, which includes:

CIP Ranking Criteria

- Not Necessary
- Moderate Benefit
- Will Improve Quality of Life
- Critical
(Required by Law, Regulation or Mandate)

The CIP Committee, which consists of Department Heads and Directors, ranks CIP requests based on the above criteria and recommends to the City Manager which projects should be included in the CIP. The City Manager has final approval of the CIP prior to submission to the City Council.

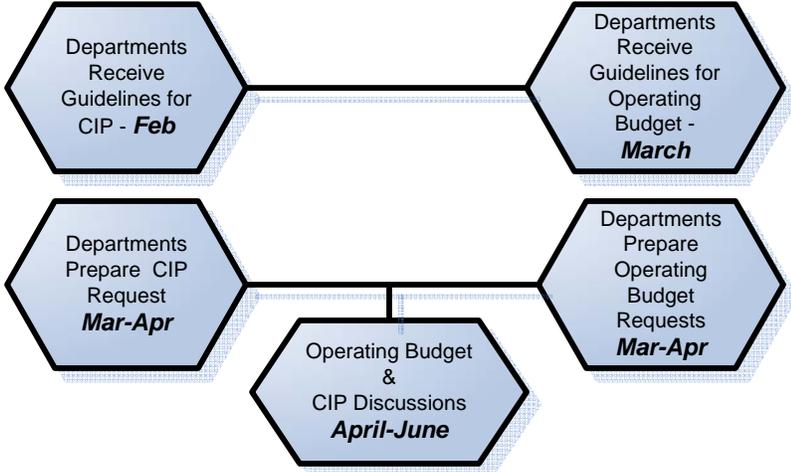
Projects tentatively approved by the City Manager for the new fiscal year are then incorporated into the approved operating budget, along with any increases or decreases in operating costs, and submitted as part of the approved annual operating budget for City Council adoption.



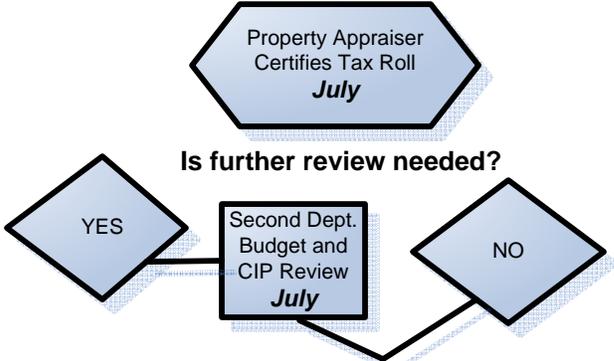
How CIP Impacts the Operating Budget		
Fund Name	FY 2011-12 Impact	6 Year Impact
General Fund	\$ -	\$ 1,168,400
Cemetery	-	\$ 10,700
Information Tech	-	\$ 75,000
Total Costs	\$ -	\$ 1,254,100

FLOWCHART OF THE 2011-12 BUDGET AND CIP PROCESS

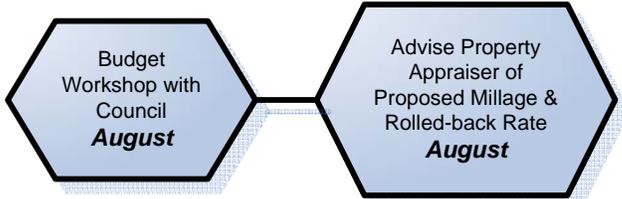
BUDGET DEVELOPMENT & PRIORITIZATION PROCESS *February - April*



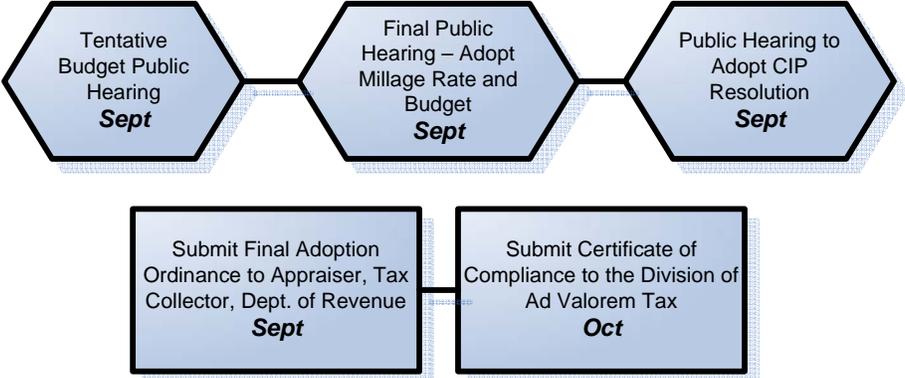
CITY MANAGEMENT REVIEW & MODIFICATION *June - July*



PROPOSED OPERATING BUDGET AND CIP SUBMITTED TO MAYOR AND COUNCIL *August*



PUBLIC HEARINGS AND ADOPTION *Sept - Oct*



KEY TO FUNDING SOURCE

<u>ABBREV.</u>	<u>DESCRIPTION</u>
ACOE	Army Corps of Engineers
BF	Beautification Fund
BPB	Beautiful Palm Beaches
BPD	Beach and Park District
BRF	Beach Renourishment Fund
CDBG	Community Development Block Grant
CPCF	Cemetery / Perpetual Care Fund
CRC	Capital Recovery Costs
CRC-GF	Capital Recovery Costs - General Fund
CRC-RO	Capital Recovery Cost - ROWB Fund
CRC-SF	Capital Recovery Costs - Sanitation Fund
CRC-SU	Capital Recovery Costs - Stormwater
CRC-WS	Capital Recovery Costs - Water & Sewer
DEM	Division of Emergency Management
DEP	Department of Environmental Protection
DF	Donations from Developers and Others
DF-LIB	Donations - Library Fund
DOE	Department of Energy
DOJ	Department of Justice
DTLDF	Downtown Land Dedication Fund
EDI	Economic Development Initiative Grant
ESL	Environmentally Sensitive Lands Fund
FAU	FAU Campus Development
FBIP	Florida Boating Improvement Program
FDCA	Florida Department of Community Affairs
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FIND	Florida Inland Navigational District
FRDAP	Florida Recreation Development Assistance Program
FSL	Florida State Library Construction Grant
GC	Golf Course Fund
GCRR	Golf Course Renewal & Replacement Fund
GFR	General Fund Revenue
GOB	General Obligation Bonds
GOB-FR	General Obligation Bonds - Fire-Rescue Services
GOB-PS	General Obligation Bonds - Police Services
GOB-RS	General Obligation Bonds - Recreation Services

KEY TO FUNDING SOURCE

<u>ABBRV.</u>	<u>DESCRIPTION</u>
IT	Information Technology
KPBB	Keep Palm Beach Beautiful
LDF	Land Dedication Fund
LETF	Law Enforcement Trust Fund
MP	Motor Pool
MPCF	Mausoleum / Perpetual Care Fund
PBC	Palm Beach County
PBC SB	Palm Beach County School Board
RB	Revenue Bonds
RB-DT	Revenue Bonds - Downtown
RB-FR	Revenue Bonds - Fire-Rescue Services
RB-GC	Revenue Bonds - Golf Course
RB-MS	Revenue Bonds - Municipal Services
RB-PS	Revenue Bonds - Police Services
RB-RS	Revenue Bonds - Recreation Services
RB-TF	Revenue Bonds - Transportation
ROWA	Right-of-Way Acquisition Fund
ROWB	Right-of-Way Beautification Fund
SA	Special Assessment
SA-DT	Special Assessment - Downtown
SA-MS	Special Assessment - Municipal Services
SA-SW	Special Assessment - Sewer
SA-WA	Special Assessment - Water
SF	Sanitation Fund
SFRTA	South Florida Regional Transportation Authority
SIF	Sewer Impact Fund
SU	Stormwater Utility Fund
TEA-21	Transportation Funding (DOT)
TF	Transportation Fund
USDOT	US Department of Transportation
WIF	Water Impact Fund
WRR	Water/Sewer Renewal & Replacement Fund
WSB	Water/Sewer Revenue Bonds
WSOF	Water/Sewer Operating Fund

**SUMMARY OF FUNDING SOURCES
PROJECTS
(Revenues)**

Funding Source		Total Cost	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Army Corps of Engineers	ACOE	287,700	-	-	-	115,100	115,100	57,500
Beautification Fund	BF	96,900	5,400	6,000	6,900	7,100	4,500	67,000
Beach and Park District	BPD	16,784,900	2,424,200	1,436,700	863,900	4,634,700	4,200,500	3,224,900
Beach Renourishment Fund	BRF	4,334,000	410,300	273,300	-	143,400	3,335,800	171,200
Cemetery / Perpetual Care Fund	CPCF	244,000	77,200	15,700	-	-	90,500	60,600
Department of Environmental Protection	DEP	6,966,800	343,100	370,700	-	250,700	5,735,000	267,300
Donations from Developers and Others	DF	1,428,300	478,500	321,400	157,100	157,100	157,100	157,100
Donations - Library Fund	DF-LIB	250,000	250,000	-	-	-	-	-
Department of Energy	DOE	10,000	10,000	-	-	-	-	-
Downtown Land Dedication Fund	DTLDF	103,700	-	39,200	64,500	-	-	-
Florida Department of Transportation	FDOT	850,000	90,000	360,000	400,000	-	-	-
Florida Inland Navigational District	FIND	400,000	-	-	250,000	-	150,000	-
Florida Recreation Development Assistance Progra	FRDAP	200,000	-	-	-	-	-	200,000
Golf Course Fund	GC	206,100	-	61,200	1,200	3,100	80,000	60,600
Golf Course Renewal & Replacement Fund	GCRR	203,100	23,100	58,000	23,000	23,000	53,000	23,000
General Fund Revenue	GFR	71,471,300	10,672,600	14,669,700	9,479,400	11,628,000	5,682,100	19,339,500
General Obligation Bonds - Police Services	GOB-PS	32,000,000	-	-	500,000	1,500,000	15,000,000	15,000,000
General Obligation Bonds - Recreation Services	GOB-RS	10,126,300	10,126,300	-	-	-	-	-
Information Technology	IT	260,700	260,700	-	-	-	-	-
Motor Pool	MP	260,000	-	-	125,000	-	135,000	-
Mausoleum / Perpetual Care Fund	MPCF	903,300	-	758,700	35,600	25,400	46,700	36,900
Palm Beach County	PBC	3,218,900	145,400	161,000	-	127,200	2,661,300	124,000
Right-of-Way Beautification Fund	ROWB	1,487,700	-	195,800	124,600	991,300	98,000	78,000
Special Assessment	SA	3,955,000	-	-	-	530,000	1,525,000	1,900,000
Special Assessment - Municipal Services	SA-MS	30,000	30,000	-	-	-	-	-
Special Assessment - Sewer	SA-SW	329,000	329,000	-	-	-	-	-
Sanitation Fund	SF	220,200	5,300	6,000	6,800	9,600	4,400	188,100
Stormwater Utility Fund	SU	8,342,000	2,730,000	1,102,000	1,160,000	1,485,000	985,000	880,000
Transportation Fund	TF	13,692,300	3,078,300	2,446,400	1,623,400	2,043,400	1,821,400	2,679,400
US Department of Transportation	USDOT	1,402,000	342,000	-	-	320,000	740,000	-
Water Impact Fund	WIF	4,300,000	3,800,000	500,000	-	-	-	-
Water/Sewer Renewal & Replacement Fund	WRR	49,958,800	16,163,800	10,135,500	7,320,100	5,812,500	4,806,500	5,720,400
Water/Sewer Operating Fund	WSOF	53,872,900	16,467,200	10,887,900	9,334,700	7,337,700	6,912,700	2,932,700
Total Cost		288,195,900	68,262,400	43,805,200	31,476,200	37,144,300	54,339,600	53,168,200

**CITY-WIDE SUMMARY
OF PROJECTS**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Police Services	GFR	13,961,600	3,144,700	8,884,500	717,400	410,000	540,000	265,000
	GOB-PS	32,000,000	-	-	500,000	1,500,000	15,000,000	15,000,000
		45,961,600	3,144,700	8,884,500	1,217,400	1,910,000	15,540,000	15,265,000
Fire/Rescue Services	GFR	2,758,600	-	75,000	110,000	787,000	-	1,786,600
		2,758,600	-	75,000	110,000	787,000	-	1,786,600
Municipal Services	ACOE	287,700	-	-	-	115,100	115,100	57,500
	BPD	1,639,200	150,000	-	30,000	-	1,459,200	-
	BRF	4,334,000	410,300	273,300	-	143,400	3,335,800	171,200
	DEP	6,966,800	343,100	370,700	-	250,700	5,735,000	267,300
	DF	1,428,300	478,500	321,400	157,100	157,100	157,100	157,100
	DOE	10,000	10,000	-	-	-	-	-
	FDOT	450,000	90,000	360,000	-	-	-	-
	FIND	250,000	-	-	250,000	-	-	-
	GFR	24,031,500	5,192,500	2,035,000	2,629,000	7,250,000	2,050,000	4,875,000
	MP	260,000	-	-	125,000	-	135,000	-
	PBC	3,218,900	145,400	161,000	-	127,200	2,661,300	124,000
	SA	3,955,000	-	-	-	530,000	1,525,000	1,900,000
	SA-MS	30,000	30,000	-	-	-	-	-
	SU	7,242,000	1,630,000	1,102,000	1,160,000	1,485,000	985,000	880,000
	TF	13,692,300	3,078,300	2,446,400	1,623,400	2,043,400	1,821,400	2,679,400
	USDOT	1,402,000	342,000	-	-	320,000	740,000	-
	WRR	300,000	50,000	50,000	50,000	50,000	50,000	50,000
	69,497,700	11,950,100	7,119,800	6,024,500	12,471,900	20,769,900	11,161,500	
Recreation Services	BPD	14,376,900	2,245,600	1,406,300	800,300	4,596,200	2,717,300	2,611,200
	DF-LIB	250,000	250,000	-	-	-	-	-
	DTLDF	103,700	-	39,200	64,500	-	-	-
	FDOT	400,000	-	-	400,000	-	-	-
	FIND	150,000	-	-	-	-	150,000	-
	FRDAP	200,000	-	-	-	-	-	200,000
	GFR	20,583,000	1,307,500	2,697,700	4,985,100	2,172,700	2,253,400	7,166,600
	GOB-RS	10,126,300	10,126,300	-	-	-	-	-
	ROWB	1,487,700	-	195,800	124,600	991,300	98,000	78,000
	47,677,600	13,929,400	4,339,000	6,374,500	7,760,200	5,218,700	10,055,800	
Water & Sewer	SA-SW	329,000	329,000	-	-	-	-	-
	SU	1,100,000	1,100,000	-	-	-	-	-
	WIF	4,300,000	3,800,000	500,000	-	-	-	-
	WRR	48,325,700	16,025,700	10,000,000	7,200,000	5,700,000	4,700,000	4,700,000
	WSOF	53,705,000	16,445,000	10,860,000	9,300,000	7,300,000	6,900,000	2,900,000
	107,759,700	37,699,700	21,360,000	16,500,000	13,000,000	11,600,000	7,600,000	
Cemetery/Mausoleum	CPCF	244,000	77,200	15,700	-	-	90,500	60,600
	MPCF	903,300	-	758,700	35,600	25,400	46,700	36,900
		1,147,300	77,200	774,400	35,600	25,400	137,200	97,500
Golf Courses	GC	140,000	-	60,000	-	-	80,000	-
	GCRR	185,000	20,000	55,000	20,000	20,000	50,000	20,000

**CITY-WIDE SUMMARY
OF PROJECTS**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
		325,000	20,000	115,000	20,000	20,000	130,000	20,000
Information Technology	BF	96,900	5,400	6,000	6,900	7,100	4,500	67,000
	BPD	768,800	28,600	30,400	33,600	38,500	24,000	613,700
	GC	66,100	-	1,200	1,200	3,100	-	60,600
	GCCR	18,100	3,100	3,000	3,000	3,000	3,000	3,000
	GFR	10,136,600	1,027,900	977,500	1,037,900	1,008,300	838,700	5,246,300
	IT	260,700	260,700	-	-	-	-	-
	SF	220,200	5,300	6,000	6,800	9,600	4,400	188,100
	WRR	1,333,100	88,100	85,500	70,100	62,500	56,500	970,400
	WSOF	167,900	22,200	27,900	34,700	37,700	12,700	32,700
		13,068,400	1,441,300	1,137,500	1,194,200	1,169,800	943,800	7,181,800
Total Project Costs:		288,195,900	68,262,400	43,805,200	31,476,200	37,144,300	54,339,600	53,168,200

**SUMMARY OF FUNDING SOURCES
VEHICLE/HEAVY EQUIPMENT
(Revenues)**

Funding Source		Total Cost	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Beach and Park District	BPD	451,800	65,000	74,500	206,300	-	37,500	68,500
Cemetery / Perpetual Care Fund	CPCF	36,500	-	-	36,500	-	-	-
Capital Recovery Costs	CRC	157,500	-	-	70,000	-	87,500	-
Capital Recovery Costs - General Fund	CRC-GF	5,981,200	541,400	1,612,400	1,292,100	457,500	-	2,077,800
Golf Course Renewal & Replacement Fund	GCRR	1,050,000	109,000	147,000	245,000	148,000	189,000	212,000
General Fund Revenue	GFR	1,952,000	341,200	667,800	332,500	75,000	376,000	159,500
Motor Pool	MP	100,000	-	-	-	-	100,000	-
Mausoleum / Perpetual Care Fund	MPCF	15,800	-	-	15,800	-	-	-
Right-of-Way Beautification Fund	ROWB	55,000	-	55,000	-	-	-	-
Sanitation Fund	SF	6,508,000	616,000	1,434,000	791,000	1,222,000	1,269,000	1,176,000
Stormwater Utility Fund	SU	235,000	235,000	-	-	-	-	-
Water/Sewer Operating Fund	WSOF	1,410,000	330,000	490,000	100,000	200,000	290,000	-
Total Cost		17,952,800	2,237,600	4,480,700	3,089,200	2,102,500	2,349,000	3,693,800

CITY-WIDE SUMMARY
VEHICLE/HEAVY EQUIPMENT

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Police Services	CRC-GF	1,223,500	35,000	253,500	401,000	284,000	-	250,000
	GFR	115,000	40,000	-	40,000	-	35,000	-
		1,338,500	75,000	253,500	441,000	284,000	35,000	250,000
Fire/Rescue Services	CRC-GF	4,270,400	506,400	1,108,600	654,100	173,500	-	1,827,800
	GFR	729,600	301,200	428,400	-	-	-	-
		5,000,000	807,600	1,537,000	654,100	173,500	-	1,827,800
Municipal Services	GFR	270,000	-	-	-	-	170,000	100,000
	MP	100,000	-	-	-	-	100,000	-
	SF	6,508,000	616,000	1,434,000	791,000	1,222,000	1,269,000	1,176,000
	SU	235,000	235,000	-	-	-	-	-
		7,113,000	851,000	1,434,000	791,000	1,222,000	1,539,000	1,276,000
Recreation Services	BPD	451,800	65,000	74,500	206,300	-	37,500	68,500
	CRC	157,500	-	-	70,000	-	87,500	-
	CRC-GF	487,300	-	250,300	237,000	-	-	-
	GFR	837,400	-	239,400	292,500	75,000	171,000	59,500
	ROWB	55,000	-	55,000	-	-	-	-
		1,989,000	65,000	619,200	805,800	75,000	296,000	128,000
Water & Sewer	WSOF	1,410,000	330,000	490,000	100,000	200,000	290,000	-
		1,410,000	330,000	490,000	100,000	200,000	290,000	-
Cemetery/Mausoleum	CPCF	36,500	-	-	36,500	-	-	-
	MPCF	15,800	-	-	15,800	-	-	-
		52,300	-	-	52,300	-	-	-
Golf Courses	GCRR	1,050,000	109,000	147,000	245,000	148,000	189,000	212,000
		1,050,000	109,000	147,000	245,000	148,000	189,000	212,000
Total Vehicle Costs:		17,952,800	2,237,600	4,480,700	3,089,200	2,102,500	2,349,000	3,693,800

GENERAL CIP FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Property Taxes	3,924,700	3,924,700	4,003,200	4,083,300	4,164,900	4,248,300
Transfer from General Fund-Projects	-	-	-	-	-	-
Transfer from Other Sources	191,000	250,000	-	-	150,000	-
Bond Proceeds	10,126,300	-	500,000	1,500,000	15,000,000	15,000,000
Radio Communications System Reserve	-	8,369,500	-	-	-	-
Special Assessment - Municipal Services	30,000	-	-	-	-	-
Developer Funding	728,500	321,400	157,100	157,100	157,100	157,100
Interest Earnings	225,000	225,000	225,000	225,000	225,000	225,000
Fund Balance	16,439,400	1,566,400	-	-	-	-
Utility Tax (1%)	1,284,000	1,309,700	1,335,900	1,362,600	1,389,900	1,417,700
TOTAL REVENUE AND OTHER SOURCES	32,948,900	15,966,700	6,221,200	7,328,000	21,086,900	21,048,100
EXPENDITURES AND OTHER USES						
Transfer to Library Bond Fund	500,000	-	-	-	-	-
Transfer to General Fund	-	-	-	-	-	-
Recreation Services	1,307,500	2,697,700	4,985,100	2,172,700	2,253,400	7,166,600
City Manager	-	-	-	-	-	-
Police Services - Bond Projects	-	-	500,000	1,500,000	15,000,000	15,000,000
Recreation Services Library - Bonds	10,126,300	-	-	-	-	-
Police Services	3,144,700	8,884,500	717,400	410,000	540,000	265,000
Fire/Rescue Services	-	75,000	110,000	787,000	-	1,786,600
Municipal Services	5,701,000	2,356,400	2,786,100	7,407,100	2,207,100	5,032,100
Information Services	1,026,900	977,500	1,037,900	1,008,300	838,700	5,246,300
Tax Increment - CRA	175,800	175,800	179,400	182,900	186,600	190,300
Radio Communications System Reserve	8,369,500	-	-	-	-	-
Police Services - Debt Service	-	-	-	-	-	-
Municipal Services - Debt Services	689,600	690,100	691,100	-	-	-
TOTAL EXPENDITURES AND OTHER USES	31,041,300	15,857,000	11,007,000	13,468,000	21,025,800	34,686,900
VEHICLE/HEAVY EQUIPMENT						
CRC Allocation	-	-	-	-	-	-
Vehicle / Heavy Equipment	341,200	667,800	332,500	75,000	376,000	159,500
TOTAL VEHICLE/HEAVY EQUIPMENT	341,200	667,800	332,500	75,000	376,000	159,500
RESERVE	1,566,400	(558,100)	(5,118,300)	(6,215,000)	(314,900)	(13,798,300)

GRANT FUNDS

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
US Department of Transportation	342,000	-	-	320,000	-	-
Florida Department of Transportation	90,000	360,000	-	-	740,000	-
Department of Energy	10,000	-	-	-	-	-
Florida Recreation Development Assistance Prog	-	-	-	-	-	200,000
TOTAL REVENUE AND OTHER SOURCES	442,000	360,000	0	320,000	740,000	200,000
EXPENDITURES AND OTHER USES						
I-95 Beautification at Glades Rd	40,000	360,000	-	-	-	-
Demonstration Park	10,000	-	-	-	-	-
CSX Trail	-	-	-	-	740,000	-
Transportation Demand Management Implementation	50,000	-	-	-	-	-
Advanced Traffic Management System	342,000	-	-	-	-	-
Patch Reef Trail Phase 2	-	-	-	320,000	-	-
Hillsboro / El Rio Park	-	-	-	-	-	200,000
TOTAL EXPENDITURES AND OTHER USES	442,000	360,000	0	320,000	740,000	200,000

TRANSPORTATION FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Interest	75,000	75,000	75,000	75,000	75,000	75,000
Fund Balance	4,310,900	3,247,200	2,912,400	3,502,400	3,811,300	4,422,500
Local Option Gas Tax	1,939,600	2,036,600	2,138,400	2,245,300	2,357,600	2,475,500
TOTAL REVENUE AND OTHER SOURCES	6,325,500	5,358,800	5,125,800	5,822,700	6,243,900	6,973,000
EXPENDITURES AND OTHER USES						
Transportation Demand Management Implementation	415,700	393,400	393,400	393,400	426,400	426,400
Pavement Resurfacing	1,800,000	800,000	800,000	800,000	800,000	800,000
Sidewalk Links to Schools	80,000	80,000	80,000	80,000	80,000	80,000
Railroad Crossings	180,000	180,000	100,000	100,000	100,000	100,000
Traffic Improvements	30,000	230,000	30,000	30,000	160,000	1,030,000
Street Lighting / Mast Arm Painting Programs	197,600	90,000	90,000	90,000	90,000	90,000
Hardscape Maintenance Program	90,000	153,000	90,000	153,000	90,000	153,000
Bridge / Seawall Repairs	125,000	120,000	-	100,000	-	-
Traffic Calming	100,000	40,000	40,000	40,000	-	-
I-95 Beautification at Glades Rd	60,000	360,000	-	-	-	-
CSX Trail	-	-	-	225,000	75,000	-
TOTAL EXPENDITURES AND OTHER USES	3,078,300	2,446,400	1,623,400	2,011,400	1,821,400	2,679,400
RESERVE	3,247,200	2,912,400	3,502,400	3,811,300	4,422,500	4,293,600

BEACH & PARK DISTRICT FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Beach & Park District Fund	2,489,200	1,436,700	883,000	4,627,200	4,173,000	3,224,900
TOTAL REVENUE AND OTHER SOURCES	2,489,200	1,436,700	883,000	4,627,200	4,173,000	3,224,900
EXPENDITURES AND OTHER USES						
Central Beach Renourishment	-	-	-	-	1,459,200	-
Trail Lighting	100,000	-	-	-	-	-
Patch Reef Park Upgrades	-	51,000	-	-	-	-
Science Playground Removal & Replacement	-	-	-	-	125,000	1,510,000
Network Computer Systems Replacements	13,600	13,200	13,200	13,200	13,200	13,200
Electronic Mail / Server Upgrades	-	4,800	4,800	4,800	-	-
Network Printer Replacements	5,000	5,000	5,000	5,000	5,000	5,000
Resurface Parking Facilities	150,000	-	30,000	-	-	-
Park/Golf Maintenance Enclosure	128,600	-	-	-	-	-
Seawater Tank Renovation	5,100	-	-	-	-	-
Network Infrastructure Upgrades & Replacements	4,200	3,600	3,600	2,800	2,800	2,800
Parks Operations/Facility Renovation/Development	-	840,000	150,600	2,771,000	-	-
Storage Area Network (SAN) Upgrade	5,800	3,800	3,000	3,000	3,000	3,000
Dune Crossover and Boardwalk Renovations	1,229,100	266,600	-	-	-	-
Racquet Center Court Renovations	-	-	58,700	1,405,200	-	-
Emergency Backup System	-	-	4,000	-	-	8,000
Irrigation Well and Pump Rehabilitations	-	-	-	-	50,000	-
Sugar Sand Maintenance Office and Storage Building	-	-	-	150,000	1,641,800	-
Playground Renovations	75,000	-	-	-	-	-
IBM i-Series System Enhancements (fka AS400)	-	-	-	9,700	-	-
New Restrooms/Maintenance Building/S&RC	-	-	-	-	92,900	960,000
Restroom & Locker Room Renovation/P.R.	-	-	-	22,200	172,000	-
Financial System Replacement	-	-	-	-	-	581,700
Restroom Renovations	206,000	-	308,000	-	-	-
Tennis Court Light Installation/S & RC	19,000	151,700	-	-	-	-
Mizner Bark Rest Room	-	-	-	-	435,700	-
Pump/Filter Replacement	97,400	-	-	-	-	-
Gumbo Limbo Renovations	186,400	63,900	72,900	64,700	-	-
Ballfield/Bleachers & Dugout Renovations	199,000	33,100	204,700	-	-	-
Walkway Replacement	-	-	-	175,600	172,400	141,200
Aerial Lift Truck (R)	65,000	-	24,500	-	-	-
TOTAL EXPENDITURES AND OTHER USES	2,489,200	1,436,700	883,000	4,627,200	4,173,000	3,224,900

BEACH RESTORATION

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Army Corps of Engineers	-	-	-	115,100	115,100	57,500
Department of Environmental Protection	343,100	370,700	-	250,700	5,735,000	267,300
Palm Beach County	145,400	161,000	-	127,200	2,661,300	124,000
Interest	25,000	25,000	25,000	25,000	25,000	-
Fund Balance	2,405,400	3,520,100	4,771,800	6,296,800	7,678,400	5,867,900
Transfer from CIP	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Beach and Park District	-	-	-	-	1,459,500	-
TOTAL REVENUE AND OTHER SOURCES	4,418,900	5,576,800	6,296,800	8,314,800	19,174,300	7,816,700
EXPENDITURES AND OTHER USES						
Central Beach Renourishment	264,900	346,000	-	106,000	9,800,000	150,000
South Beach Renourishment	371,700	250,000	-	100,000	3,306,400	120,000
North Beach Renourishment	262,200	209,000	-	430,400	200,000	350,000
TOTAL EXPENDITURES AND OTHER USES	898,800	805,000	0	636,400	13,306,400	620,000
RESERVE	3,520,100	4,771,800	6,296,800	7,678,400	5,867,900	7,196,700

SANITATION FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Sanitation Fees	7,004,000	7,074,000	7,144,700	7,216,100	7,288,300	7,361,200
Interest	50,000	50,000	50,000	50,000	50,000	50,000
Beginning Retained Earnings	2,124,200	1,914,300	822,800	308,700	-	-
TOTAL REVENUE AND OTHER SOURCES	9,178,200	9,038,300	8,017,500	7,574,800	7,338,300	7,411,200
EXPENDITURES AND OTHER USES						
Operational Costs	6,642,600	6,775,500	6,911,000	7,049,200	7,190,200	7,334,000
Network Computer Systems Replacements	3,100	3,000	3,000	3,000	3,000	3,000
Network Infrastructure Upgrades & Replacements	1,000	900	900	700	700	700
Storage Area Network (SAN) Upgrade	1,200	900	700	700	700	700
Electronic Mail / Server Upgrades	-	1,200	1,200	1,200	-	-
Emergency Backup System	-	-	1,000	-	-	2,000
IBM i-Series System Enhancements (fka AS400)	-	-	-	4,000	-	-
Financial System Replacement	-	-	-	-	-	181,700
Phonemail System Upgrade	-	-	-	-	-	-
Garbage Trucks (R)	616,000	654,000	-	672,000	694,000	714,000
Trash Truck (R)	-	-	122,000	-	-	-
Swing Crane Trucks (R)	-	280,000	144,000	-	-	462,000
Recycle Trucks	-	500,000	525,000	550,000	575,000	-
TOTAL EXPENDITURES AND OTHER USES	7,263,900	8,215,500	7,708,800	8,280,800	8,463,600	8,698,100
RESERVE	1,914,300	822,800	308,700	(706,000)	(1,125,300)	(1,286,900)

STORMWATER UTILITY FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Interest	177,700	179,500	181,300	183,100	184,900	186,700
Stormwater Fees	2,100,000	2,205,000	2,315,200	2,431,000	2,552,600	2,680,200
Beginning Retained Earnings	5,238,300	2,992,200	2,588,500	2,179,000	1,499,900	1,379,400
TOTAL REVENUE AND OTHER SOURCES	7,516,000	5,376,700	5,085,000	4,793,100	4,237,400	4,246,300
EXPENDITURES AND OTHER USES						
Skid Steer Loader	90,000	-	-	-	-	-
Harbour Island Bridge Enhancements	10,000	-	-	-	-	-
Bridge / Seawall Repairs	25,000	-	40,000	15,000	45,000	-
Drainage Improvements	1,345,000	922,000	940,000	1,290,000	760,000	700,000
New Pines Neighborhood Improvements	-	-	-	-	-	-
Stormwater TV Truck	145,000	-	-	-	-	-
Boca Raton Hills Sanitary Sewers	-	-	-	-	-	-
Boca Raton Heights Drainage Improvements	1,100,000	-	-	-	-	-
Bridge Enhancements	180,000	180,000	180,000	180,000	180,000	180,000
Operational Costs: Design	825,700	867,000	910,400	955,900	1,003,700	1,053,900
Operational Costs: Maintenance	803,100	819,200	835,600	852,300	869,300	886,700
TOTAL EXPENDITURES AND OTHER USES	4,523,800	2,788,200	2,906,000	3,293,200	2,858,000	2,820,600
ENDING RETAINED EARNINGS	2,992,200	2,588,500	2,179,000	1,499,900	1,379,400	1,425,700

CEMETERY-MAUSOLEUM FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Cemetery / Perpetual Care Fund	77,200	15,700	36,500	-	90,500	60,600
Mausoleum / Perpetual Care Fund	-	758,700	51,400	25,400	46,700	36,900
TOTAL REVENUE AND OTHER SOURCES	77,200	774,400	87,900	25,400	137,200	97,500
EXPENDITURES AND OTHER USES						
Repainting Cemetery and Mausoleum Buildings	-	52,000	-	-	52,000	-
Reroof Buildings	-	722,400	-	25,400	-	-
Mausoleum Complex Sealing	-	-	35,600	-	-	36,900
Installation of Double Depth Crypts	77,200	-	-	-	-	-
Cemetery Expansion/Development East Side 4th Ave	-	-	-	-	85,200	60,600
Dump Truck Replacement Program	-	-	52,300	-	-	-
TOTAL EXPENDITURES AND OTHER USES	77,200	774,400	87,900	25,400	137,200	97,500

GOLF COURSE FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Golf Course Renewal & Replacement	186,000	250,000	250,000	250,000	250,000	250,000
Beginning Retained Earnings	-	62,000	95,000	85,000	170,100	106,100
Interest Earnings	5,000	5,000	5,000	5,000	5,000	-
TOTAL REVENUE AND OTHER SOURCES	191,000	317,000	350,000	340,000	425,100	356,100
EXPENDITURES AND OTHER USES						
Clubhouse/Driving Range/Parking Renovations	-	-	-	-	-	-
Municipal Clubhouse Air Conditioning Units	-	-	-	-	-	-
Global Positioning System (GPS)	-	-	-	-	30,000	-
Vehicle/Heavy Equipment	109,000	147,000	245,000	148,000	189,000	212,000
Municipal Course Maintenance Complex	-	20,000	-	-	80,000	-
IBM i-Series System Enhancements (fka AS400)	-	-	-	1,900	-	-
Network Infrastructure Upgrades & Replacements	-	-	-	-	-	-
Network Computer Systems Replacements	-	-	-	-	-	-
Storage Area Network (SAN) Upgrade	-	-	-	-	-	-
Emergency Backup System	-	-	-	-	-	-
Financial System Replacement	-	-	-	-	-	60,600
Phonemail System Upgrade	-	-	-	-	-	-
Fiberlink Cable Inst/Maintenance Complex	-	-	-	-	-	-
Landscape Improvements	20,000	20,000	20,000	20,000	20,000	20,000
Cart Storage Barn Awning and Drainage	-	35,000	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	129,000	222,000	265,000	169,900	319,000	292,600
ENDING RETAINED EARNINGS	62,000	95,000	85,000	170,100	106,100	63,500

INFORMATION TECHNOLOGY FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
General Fund CIP	1,247,800	977,500	1,037,900	1,008,300	838,700	5,246,300
Beautification Fund	5,400	6,000	6,900	7,100	4,500	67,000
TOTAL REVENUE AND OTHER SOURCES	1,253,200	983,500	1,044,800	1,015,400	843,200	5,313,300
EXPENDITURES AND OTHER USES						
Technology Updates	75,000	75,000	75,000	75,000	75,000	-
Network Printer Replacements	25,000	20,000	20,000	20,000	20,000	20,000
Electronic Mail / Server Upgrades	-	100,800	100,800	100,800	-	-
Network Computer Systems Replacements	240,600	239,300	241,500	241,500	241,500	241,500
Storage Area Network (SAN) Upgrade	150,500	79,200	63,100	63,100	63,100	63,100
IBM i-Series System Enhancements (fka AS400)	-	-	-	71,400	-	-
Public Safety Field Automated Report System (FARS)	250,000	250,000	250,000	250,000	250,000	250,000
Geographic Information System	86,000	50,000	50,000	50,000	50,000	50,000
Citywide Digital Records Management System	69,700	43,600	34,800	34,800	34,800	34,800
Fiber Network for City Facilities	85,000	-	-	-	-	-
Risk Management Software System	76,000	-	-	-	-	-
Financial System Replacement	-	-	-	-	-	4,302,100
Phonemail System Upgrade	-	-	-	-	-	-
Network Infrastructure Upgrades & Replacements	145,400	75,600	75,600	58,800	58,800	58,800
Emergency Backup System	-	-	84,000	-	-	168,000
Fire Wall Replacement	-	-	-	-	-	-
Video Systems Upgrades	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL EXPENDITURES AND OTHER USES	1,253,200	983,500	1,044,800	1,015,400	843,200	5,238,300

CAPITAL RECOVERY COST FUND

	2011/12 Approved	2012/13 Proposed	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed
REVENUE AND OTHER SOURCES						
Fund Balance	10,264,500	11,342,900	9,875,500	8,783,400	8,525,900	8,725,900
Capital Recovery Cost	1,419,800	-	-	-	-	-
Transfer-In from CIP	-	-	-	-	-	-
Interest Earnings	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL REVENUE AND OTHER SOURCES	11,884,300	11,542,900	10,075,500	8,983,400	8,725,900	8,925,900
EXPENDITURES AND OTHER USES						
Municipal Services	-	-	-	-	-	-
Vehicle/Heavy Equipment	-	55,000	-	-	-	-
Recreation Services	-	250,300	237,000	-	-	-
Police Services	35,000	253,500	401,000	284,000	-	250,000
Fire/Rescue Services	506,400	1,108,600	654,100	173,500	-	1,827,800
TOTAL EXPENDITURES AND OTHER USES	541,400	1,667,400	1,292,100	457,500	0	2,077,800
ENDING RETAINED EARNINGS	11,342,900	9,875,500	8,783,400	8,525,900	8,725,900	6,848,100

CITY-WIDE SUMMARY OF MAJOR PROJECTS⁽¹⁾

PROJECT NO.	PROJECT TITLE	2011/12 PROPOSED BUDGET	2012/13 PROPOSED BUDGET	2013/14 PROPOSED BUDGET	2014/15 PROPOSED BUDGET	2015/16 PROPOSED BUDGET	2016/17 PROPOSED BUDGET
600035	<u>Downtown Library</u> : Construction of a new Downtown Library in FY 2011/12.	\$ 10,376,300	-	-	-	-	-
470012	<u>Wastewater Upgrades, Replacement and Expansion</u> : Replacement of Wastewater Treatment Facility equipment.	7,000,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
470015	<u>Water Treatment Facility Improvements</u> : Rehabilitation of the lime softening water treatment facilities, membrane softening facility and ancillary equipment	5,500,000	3,000,000	3,000,000	1,000,000	1,000,000	1,000,000
470228	<u>Raw Water Well Equipment/Expansion</u> : Construction and rehabilitation of wells.	3,200,000	300,000	300,000	300,000	300,000	300,000
470298	<u>Boca Raton Heights Drainage Improvements</u> : The installation of a closed drainage system will alleviate flooding along SW 3rd Avenue in the Boca Raton Heights Subdivision. Project also includes the installation of a sanitary sewer to service properties currently on septic tank systems and the relocation of portable water lines from the rear lots areas to the street frontage.	2,800,000	-	-	-	-	-
470198	<u>Boca Raton Hills Sanitary Sewers</u> : Installation of a sanitary sewer system in an area of Boca Raton Hills. This project also includes a new stormwater utility drainage system. Additionally water distribution mains may be upsized for future development.	2,000,000	-	-	-	-	-
440411	<u>Adaptive Traffic Control</u> : This project will equip 19 traffic signals around Florida Atlantic University with Traffic Adaptive Capabilities. The Traffic Adaptive Capabilities will be used during football games, FAU football stadium events and other special events that will generate traffic surges that are not normal recurring events.	1,713,000	-	-	-	-	-
470258	<u>Water Network System Improvement</u> : Replacement of old galvanized water services.	1,700,000	1,800,000	1,000,000	1,000,000	1,000,000	1,000,000
220028	<u>Public Safety Information Mgmt System fka CCTV</u> : The scope of the project includes the replacement of the current citywide radio communication system and enveloping the City's roadways, buildings and significant public venues in a video security network. This project includes the associated storage, servers, monitors & transmission methods for the video and radio communications systems. 10/11 balance to be rebudgeted to 11/12 for the new radio system consulting process.	1,600,000	8,369,500	-	-	-	-
440310	<u>Beach Restoration Reserve</u> : Beach restoration reserve.	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
420098	<u>Drainage Improvements</u> : The construction of various miscellaneous drainage improvements to address localized and isolated flooding problems throughout the City's maintained streets. Also includes the lining of approximately 1,000 feet of drainage pipe for rehabilitation and guardrails along the El Rio Canal.	1,345,000	922,000	940,000	1,290,000	760,000	700,000
TOTAL		\$ 38,734,300	\$ 18,891,500	\$ 8,740,000	\$ 7,090,000	\$ 5,560,000	\$ 5,500,000



CAPITAL IMPROVEMENTS PROGRAM OPERATIONAL IMPACT CITY-WIDE PROJECTS SUMMARY FY 2011-12									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 11/12	IMPACT ON OPERATING BUDGET					
				FY 11/12	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	420025	Patch Reef Trail Phase 2 - an 8' wide shared use pathway adjacent to a majority of the E-3 Canal between Sugar Sand Park and Patch Reef Park.	-	-	14,500	6,000	8,500	-	-
2	440211	I-95 Beautification at Glades Rd - project includes landscaping and irrigation within the limits of the FDOT right of way surrounding Glades Road.	100,000	-	56,300	-	48,700	7,600	-
3	440077	NW 7th Street Enhancement Project - project will provide sidewalks, bicycle lanes and traffic circles along NW 7th Street between NW 4th Diagonal and NW 9th Court.	-	-	4,100	-	4,100	-	-
4	440110	CSX Trail - an 8' wide shared use pathway adjacent to the CSX Railroad between Clinit Moore Road and the north limits of the City.	-	-	18,900	1,100	17,800	-	-
5	440311	Bridge Enhancements - the beautification and enhancements of vehicular/pedestrian bridges over waterways in and around residential communities and high traffic volume roadways.	180,000	-	180,000	-	180,000	-	-
6	440411	Adaptive Traffic Control - this project will equip 19 traffic signals around FAU with	1,713,000	-	26,000	8,000	18,000	-	-
7	440074	Advanced Traffic Management System (ATMs) - ATMs is an Intelligent	342,000	-	60,000	60,000	-	-	-
8	440210	A1A Coastal Re-vegetation - Existing sea grape trimming, temporary irrigation, native beach plantings and lighting adjustments.	661,100	-	7,700	-	7,700	-	-
9	600178	Landscaping - restoration of existing and/or construction of new landscaped	571,400	-	310,900	34,900	200,000	44,500	31,500
10	600501	Ballfield/Bleachers & Dugout Renovations - renovate ballfield sod, dugouts and permanent or portable bleacher seating areas as needed at Memorial Park, Lake Wyman Park, Woodlands Park, Patch Reef Park and Don Estridge Middle School.	274,000	-	21,200	-	-	-	21,200
11	600278	Pump/Filter Replacement - design, construction, and installation of a new automated sand filter pump motor, strainer, controller and filtration system.	97,400	-	(3,000)	-	(2,000)	(1,000)	-
12	600111	Tennis Court Light Installation/S&RC - install light poles, light fixtures, and associated equipment on four tennis courts.	19,000	-	7,000	-	7,000	-	-
13	600013	Parks Operations/Facility Renovation/Development - construct new Park Operation Facilities.	-	-	145,300	-	45,800	8,500	91,000
14	600024	Racquet Center Court Renovations - renovate 26 clay courts and immediate area surrounding the courts, including the playing surface, courtside fencing and irrigation.	-	-	(4,000)	-	(4,000)	-	-
15	600034	Sugar Sand Maintenance Office and Storage Building - design and construction of staff space, locker rooms, showers, meeting room and climate controlled storage for Explorium.	-	-	60,000	-	23,700	14,100	22,200

CAPITAL IMPROVEMENTS PROGRAM OPERATIONAL IMPACT CITY-WIDE PROJECTS SUMMARY FY 2011-12									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 11/12	IMPACT ON OPERATING BUDGET					
				FY 11/12	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
16	600042	<u>Environmentally Sensitive Lands (ESL)</u> - bond funds have provided for the acquisition, limited initial clearing, and development of the City's Environmental Sensitive Lands.	-	-	139,200	79,700	5,400	3,700	50,400
17	600212	<u>Science Playground Removal & Replacement</u> - playground was	-	-	(40,000)	-	(40,000)	-	-
18	600010	<u>Pocket Park development</u> - design, construction of pocket parks identified by	-	-	66,400	-	43,400	23,000	-
19	600238	<u>Mizner Bark Rest Room</u> - continued development of Mizner Bark-The Boca	-	-	7,500	-	5,000	2,500	-
20	480112	<u>Cemetery Expansion/Development East Side 4th Ave</u> - construction of the access loop road and development of the undeveloped area of the East side to expand the cemetery and offer additional grave plots.	-	-	10,700	-	9,500	1,200	-
21	510211	<u>Financial System Replacement</u> - replacement of city wide financial system; includes consulting services to assist in the preparation of request for proposal and selection process.	-	-	75,000	-	75,000	-	-
TOTAL OPERATIONAL IMPACT FY 2011-12 CAPITAL IMPROVEMENTS PROGRAM			\$ 3,957,900	\$ -	\$ 1,163,700				

CAPITAL IMPROVEMENTS PROGRAM									
OPERATIONAL IMPACT									
CITY-WIDE VEHICLE / HEAVY EQUIPMENT SUMMARY FY 2011-12									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 11/12	IMPACT ON OPERATING BUDGET					
				FY 11/12	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	V60004	Aerial Lift Truck (R) - Replace Aerial Lift Truck #4315 in FY 11/12; #6301 in FY 12/13; purchase new Aerial Lift Truck to be shared (GF&BPD) in FY 13/14	\$ 65,000	\$ -	\$ 4,700	\$ -	\$ 4,700	\$ -	\$ -
TOTAL OPERATIONAL IMPACT FY 2011-12 CAPITAL IMPROVEMENTS PROGRAM			\$ 65,000	\$ -	\$ 4,700				



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GLOSSARY OF TERMS

A

ACCRUAL BASIS OF ACCOUNTING -

A basis of accounting in which debits and credits are recorded at the time they are incurred, as opposed to when cash is actually received or spent. For example in accrual accounting, a revenue which was earned between April 1 and April 30, but for which payment was not received until May 10, is recorded as being received on April 30 rather than on May 10.

AD VALOREM TAXES - Property taxes computed as a percentage of the value of real or personal property expressed in mills.

AGENCY FUND - A fund used to account for assets held by the City as an agent for individuals, private organizations, other governments or other funds, such as deferred compensation plans.

AMORTIZATION - The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

APPROPRIATION - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

ASSESSED VALUATION - The County Property Appraiser's estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.

B

BOND - A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and water and sewer systems.

BOND COVENANT - A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution (e.g., pledged revenues).

BOND RATING - An evaluation of credit worthiness performed by an independent rating service. The City's bonds have been rated "Aaa" by Moody's Investment Service, "AAA" by Standard and Poor's and "AAA" by Fitch Rating Service.

BONDED DEBT PER CAPITA - The amount of City indebtedness represented by outstanding bonds divided by the City's population, used to indicate the City's credit position by referring to the proportionate debt per resident.

BPD - Greater Boca Raton Beach and Park District.

BUDGET - A statement of the financial position of a sovereign body for a definite period of time based on estimates of expenditures during the period and proposals for financing them. Also, the amount of money that is available for, required for, or assigned to a particular purpose.

BUDGET AMENDMENT - Generally done on a quarterly basis, the process by which unanticipated changes in revenue or expenditures are made a part of the budget, thereby amending it. These changes may be between Funds or Departments and require an Ordinance and City Council approval.

BUDGET REAPPROPRIATION - The process of bringing forward unspent dollars from the previous fiscal year budget to the current approved budget as follows: Automatic Reappropriations bring forward certain dollars budgeted and encumbered from the previous fiscal year but not as yet paid by close of fiscal year end, the purpose of which is to pay the bills. These require City Manager approval. Council Reappropriations bring forward certain dollars budgeted from the previous fiscal year but which had not been encumbered by close of the fiscal year, such as the remaining dollars for a capital improvement project in process. This requires an Ordinance and City Council approval.

BUDGET TRANSFER - The process by which approved budgeted dollars may be reallocated between line item expenditures within the same Fund and Department to cover unforeseen expenses. Requires City Manager approval.

BUDGETARY CONTROL - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

C

CAPITAL EXPENDITURES - Expenditures for those projects with a useful life span of ten years and a cost of at least \$35,000.

CAPITAL IMPROVEMENTS PROJECTS - Any program, project or purchase which has a useful life span of ten years and a cost of at least \$10,000 or a useful life span of seven years and a cost of at least \$35,000. These expenditures are related to the acquisition, expansion or rehabilitation of an element of the City's physical plant.

CAPITAL OUTLAYS - Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL RECOVERY COST - Spreads the cost of replacing a vehicle out over the life of the vehicle. Use of this system funds the depreciating value of the vehicle during its useful life, assures replacement funds will be available when the vehicle is no longer serviceable, and makes replacement funding a component of current operating costs.

CASH BASIS OF ACCOUNTING - A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

CASH MANAGEMENT - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG - Community Development Block Grant.

CIP - Capital Improvement Program.

CITY CODE - City of Boca Raton's Code of Ordinances.

CONTINGENCY - A budgetary reserve set aside for emergencies or unforeseen expenditures.

CRA - Community Redevelopment Agency (Boca Raton).

D

DEBT SERVICE FUNDS - The funds created to account for the accumulation of resources from, and the payment of, general long-term debt principal and interest.

DEFEASED BONDS - Bonds that have been issued but, due to some action, the proceeds are not used as planned. The proceeds are then used to establish an Escrow Trustee to pay off the principal and interest on the issued bonds.

DEPARTMENT - A major unit of organization in the City which indicates overall an operation or group of related operations within a functional area.

DEPRECIATION - (1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset which is charged as an expense during a particular period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of such an asset and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

DIVISION - A unit of organization which is comprised of a specific operation within a functional area. City Departments may contain one or more Divisions.

E

ENCUMBRANCE - A reservation of funds to cover purchase orders, contracts or other funding commitments which are yet to be fulfilled. The budget basis of accounting considers an encumbrance to be the equivalent of an expenditure.

ENTERPRISE FUNDS - The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ESCROW - A deed, bond, money, or piece of property held in trust by a third party until fulfillment of a condition. (See Defeased Bonds)

ESTIMATED REVENUES - Projections of funds to be received during the fiscal year.

EXPENDITURES - The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

F

FAU –Florida Atlantic University.

FISCAL YEAR - The period of 12 months to which the annual budget applies. The City's fiscal year begins October 1 and ends September 30.

FIXED ASSETS - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, equipment and improvements (other than buildings).

FRANCHISE FEE - Fees levied on a corporation in return for granting a privilege, sanctioning monopoly, or permitting the use of public property, usually subject to regulation.

FULL FAITH AND CREDIT - A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to general obligation bonds.

FUND – An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance. Types of funds include Governmental (Capital Projects, Debt Services, General Fund and Special Revenue); Proprietary (Enterprise Funds); and Fiduciary Funds (Trust and Agency Funds).

FUND BALANCE - Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financial sources over expenditures and other uses for general governmental functions.

FY – Fiscal Year.

G

GASB - Governmental Accounting Standards Board, which sets standards for governmental accounting.

GENERAL FUND REVENUE - Most of the City revenue sources are channeled through the General Operating Fund. Such revenues are commonly generated by fees, charges, taxes and intergovernmental revenues.

GENERAL OBLIGATION BONDS - Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source is especially appropriate when the life of a project or improvement is expected to exceed 20 years and is City-wide in nature or benefit.

GOVERNMENTAL FUND TYPES - Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary and fiduciary funds.

GRANTS - A contribution by the Federal or State government to subsidize specific projects, either partially or entirely.

I

IMPACT FEES - Fees charged to developers to cover the anticipated cost of improvements that will be needed as a result of growth and development, i.e., water and sewer.

INFRASTRUCTURE - The basic installations and facilities on which the continuance and growth of the City depends, such as roads, schools, and water and sewer systems.

INTERFUND TRANSFERS - Transfers of resources between funds that are neither recorded as revenues to the fund receiving nor expenditures to the fund providing.

INTERGOVERNMENTAL REVENUE - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERLOCAL AGREEMENT - A written agreement between the City and other units of government to share in similar services, projects, emergency assistance, support, funding, etc., to the mutual benefit of all parties.

INTERNAL SERVICE FUNDS - The funds established for the financing of goods or services provided by one department to other departments within the City on a cost-reimbursement basis. Examples are the Motor Pool Fund and the Management Information Services Fund.

I.R.I.S. - In-City Reclamation Irrigation System whereby reclaimed water can be distributed to residents for irrigation use, thus conserving potable water. This project is part of the Comprehensive Plan.

I.T. – Information Technology Division.

L

L.E.T.F. – Law Enforcement Trust Fund

LEVY - To impose taxes, special assessments, or service charges for the support of City activities.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

M

MILLAGE RATE - The amount of tax stated in terms of a unit of the tax base; for example, each mill generates \$1 for every \$1,000 of assessed valuation of taxable property.

MODIFIED ACCRUAL BASIS OF ACCOUNTING - A basis of accounting in which expenditures are recognized when the related fund liability is incurred, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting, since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or available and measurable. This type of accounting basis is a conservative financial approach and is recommended as the standard for most governmental funds.

M.S. – Municipal Services Department.

N

NON-AD VALOREM REVENUE BONDS - Through the anticipation of excess revenues for a specified period, revenue bonds may be sold to finance a special project or projects. These revenues can be from most any unpledged, consistent source, such as gas tax funds.

O

OMB – Office of Management and Budget. Division within the General Fund, Financial Services Department that is responsible for Management studies, research and budget preparation.

OPERATING BUDGET - The portion of the budget that pertains to daily operations that provide basic governmental services.

ORDINANCE - A formal legislative enactment by the City Council, barring conflict with higher law, having the full force and effect of law within the City.

P

PBC – Palm Beach County

PROGRAM - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible. Examples include Public Safety, Physical Environment, and Recreation.

PROGRAM-SPECIFIC REVENUE - Examples of these sources of revenue are the gas tax, which must be used for transportation improvements only, or funds received from abandonment of rights-of-way, which can only be used to purchase new rights-of-way.

PROPRIETARY FUND TYPES - A group of funds in which the services provided are financed and operated similarly to those of a private business.

R

REBUDGETING – The process of City Council’s revising the proposed budget to include funds for items approved in the current year that have not been encumbered and are not anticipated to be spent prior to the end of the fiscal year.

REFUNDING BONDS - Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

RETAINED EARNINGS - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE - Additions to assets which (a) do not increase any liability, (b) do not represent the recovery of an expenditure, (c) do not represent the cancellation of certain liabilities or decrease in assets, and (d) do not represent contributions of fund capital in Enterprise and Internal Service Funds.

RISK MANAGEMENT - An organized attempt to protect a government’s assets against accidental loss in the most economical method.

ROLL-BACK RATE - The millage necessary to raise the same amount of Ad Valorem Tax revenue as the previous year excluding taxes from new construction.

R.O.W. – Right of Way.

S

S.H.I.P. – State Housing Initiative Program.

SPECIAL ASSESSMENT (SA) - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL REVENUE FUND - A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures. An example is the Beautification Fund, which must be used for street and highway purposes.

T

TRUST FUND - A fund used to account for assets held by the City in a trustee capacity for individuals, private organizations, other governments or other funds, such as Pension Trust Funds.

U

UNENCUMBERED BALANCE - The amount of funds, which is neither expended nor reserved, but is still available for future purchases.

U.S. – Utility Services.

USER FEES - Charges for specific services rendered only to those using such services, i.e., sewer service charge.

UTILITY TAXES - Municipal charges levied by the City on each and every purchase of a public service within the corporate limits of the City. Public service includes electricity, gas, fuel, oil, water service, and telephone service.

X

XERISCAPE - The use of design and planning techniques with drought tolerant plant material in order to achieve water conservation.

