

# CITY OF BOCA RATON FLORIDA



## FY 2013 -14 APPROVED BUDGET



**BUDGET COVER: “Boca Raton - A Premier Community”**

**Photo:**

**Boca Raton Downtown Library**

The new Downtown Library is located at 400 2nd Avenue. Boca Raton residents approved a \$19.8 million bond in March 2003 to construct two new libraries. The Spanish River Library opened in January 2008 and the Downtown Library opened on June 22, 2013.

On Thursday, June 20, more than 325 community members created the *Boca Book Brigade* and helped move books to the new Downtown Library. Community members formed a line along the sidewalk on Boca Raton Blvd. from the old Downtown Library to the new Downtown Library one block north. Books, one by one, moved along the line for delivery to the new Downtown Library.

Opening day, Saturday, June 22 began with a Ribbon Cutting Ceremony attended by more than 300 people. Speakers included The Honorable Susan Whelchel, Mayor of the City of Boca Raton, and The Honorable Steven Abrams, Mayor of Palm Beach County. Deputy Mayor Susan Haynie, Council Member Anthony Majhess, Council Member Michael Mullaugh, and Council Member Constance Scott joined Mayor Whelchel for the official cutting of the ribbon.

***PHOTO CREDIT &***

***DESIGN / LAYOUT:***     ***Mark D. Witzen, Video Producer/Multi-Media Specialist***

*OMB Staff – Sharon McGuire, Ella Moore Poitier, Leslie Harmon*

# CITY OF BOCA RATON

## FY 2013-14

## APPROVED BUDGET



*Susan Whelchel*  
Mayor

*Susan Haynie*  
Deputy Mayor



*Anthony Majhess*  
Council Member

*Constance J. Scott*  
Council Member

*Michael Mullaugh*  
Council Member

*Leif J. Ahnell*  
City Manager  
(not pictured)



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, 2012.

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 30<sup>th</sup> 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 2013-14, 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](http://www.myboca.org)



October 1, 2013

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, 2013, and ending September 30, 2014, 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. For FY 2013-14, the citywide combined uses of funds including operations, transfers and fund balance/reserves total \$562,081,900. The approved citywide total operating budget is \$327,143,400. The approved General Fund operating portion of the budget is \$131,584,200.

## BUDGET DIRECTION

The goals and priorities established by the City Council during the May 2013 Financial Summit were used as a guide to prioritize funding in the FY 2013-14 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
- Sustainable City
- World Class Municipal Services
- Strong Partnership with Community

### POLICY AGENDA PRIORITIES for FY 2013-14

#### ➤ Top Priority

- Wildflower Development (Palmetto Park Road & Intracoastal)
- Beach Package: Concessionaires
- Pension Sustainability
- Land Development Regs for Comprehensive Plan (Planned Mobility)
- Parking for Downtown
- Beach and Park District Strategy
- Communications with Residents

#### ➤ High Priority

- Downtown Pattern Book
- City Owned Land: Spanish River Library Entertainment Complex
- Zoning Code: Reformat and Process Refinement
- City Staffing and Level of Service
- Overlay District for 20th Street Corridor (FAU to Dixie Hwy)
- Florida Atlantic University Strategy
- Annexations
- Beach Renourishment: Funding
- Hospital and Medical Community Strategy

Over the past five years, the City of Boca Raton has successfully navigated complex fiscal challenges resulting from a long and deep national recession through strategic allocation of limited resources and making difficult choices with minimal impact to the residents. As a result of the City’s ongoing commitment to fiscal responsibility and effective management through diligence, teamwork and resourcefulness, the City has emerged from these challenges in a strong position. It remains critical for the City to continue 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 approved FY 2013-14 total millage rate is 3.7225 mills per \$1,000, which is unchanged from FY 2012-13. A home with a taxable value of \$300,000 in the City of Boca Raton will pay \$1,116.75 in ad valorem taxes.

	FY 2012-13		FY 2013-14		CHANGE		
	Millage	Tax	Millage	Tax	Millage	Tax	Percent
Operating	3.4100	\$ 1,023.00	3.4216	\$ 1,026.48	0.0116	\$ 3.48	0.34%
Debt Service	0.3125	93.75	0.3009	90.27	(0.0116)	(3.48)	(3.71%)
<b>Total Millage Rate</b>	<b>3.7225</b>	<b>\$ 1,116.75</b>	<b>3.7225</b>	<b>\$ 1,116.75</b>	<b>-</b>	<b>\$ -</b>	<b>0.00%</b>

For FY 2013-14 property values increased 4.12% in the City. The net increase is composed of a 3.38% increase from reassessments of existing properties and an increase of .74% from new construction. This is the second year the City’s property values increased after four consecutive years of decline.

The General Fund approved operating budget is recommended to increase \$26,205,700 from the previous year. This increase includes \$20.6 million of one-time transfers to establish an Economic Development Fund (\$5.6 million) and a Retirement Sustainability Fund (\$15 million). The regular General Fund operating budget is increasing \$5,605,700 or 4%. This increase can be primarily attributed to the following areas:

<u>Category of Expense</u>	<u>Increase (Decrease) from Prior Year</u>
Police Salaries and Benefits	\$ 623,800
Police Positions previously unfunded (5)	345,500
Police Pension	117,200
Fire Salaries and Benefits	523,100
Fire Pension	528,800
General & Executive Employees’ Pension	(184,700)
Health Insurance	221,600
General & Executive Employees’ Salaries and Benefits	634,800
Capital Purchases	1,837,900
Economic Development	(1,000,000)
Transfer to Beautification Fund	394,900
Vehicles-Fuel & Maintenance	343,600
Red Light Camera Program	100,000
Utilities	124,400
Information Technology	343,500
New Personnel & Programs	463,900
Signal Traffic Enhancement Project	(130,000)
Non-profit Grant Funding	16,600
Other Operating Expenses	<u>300,800</u>
<b>Total Increase in Operating Costs</b>	<b>\$ 5,605,700</b>
Transfer to Economic Development Fund	5,600,000
Transfer to Retirement Sustainability Fund	<u>15,000,000</u>
<b>Total Increase in Operating Costs (including transfers)</b>	<b>\$26,205,700</b>

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

The fire assessment fee did not change for FY 2013-14. The annual fee per residential household for FY 2013-14 remains at \$85. The fee for non-residential property varies depending on the size and type of the property.

Current projections indicate that General Fund revenues will grow at an estimated rate of 1-3% annually for the next several years while operating expenses are projected to increase at 3-4% annually.

**WHAT’S NEW FOR 2014**

**New Personnel and New Programs**

➤ 11 Positions	
• Accountant (General Fund)	\$ 65,400
• Parking Technician (75% General Fund, 25% CRA)	51,800
• Building Inspector II – Structural ( General Fund)	54,900
• Building Inspector II – Plumbing (General Fund)	54,900
• Librarian II (General Fund)	60,000
• Code/Environmental Officer (General Fund)	36,300
• Signal Systems Inspector (General Fund)	74,900
• Business Systems Analyst (Information Technology Fund - Development Projects)	66,500
• Business Systems Analyst (Information Technology Fund)	66,500
• Network Administrator (Information Technology Fund)	87,200
• Vehicle Technician III (Motor Pool Fund)	<u>54,000</u>
	\$672,400
➤ Programs	
• Certification for Fertilizer Applicants (FS 482.1562)	\$ 2,900
• Parks Maintenance Software (General Fund)	16,200
• Dog Beach	15,000
• I-95 Glades Road Interchange Maintenance (Beautification Fund)	97,600
• Zoning Code Reformat and Process Refinement (General Fund)	<u>100,000</u>
	\$231,700

**New Funds**

In 2010, the City Council identified Economic Development strategy and funding as one of its top priorities. Since the inception of the Economic Development Incentive Program, the City has committed \$1,281,900 in economic development incentives, and has leveraged over \$5.7 million in State and County incentives. This has resulted in a total of 4,500 jobs created or retained in the City. However, the City of Boca Raton continues to face tremendous competition for the relocation of new businesses to the City and for the retention of existing businesses. To ensure long-term success of the City’s Economic Incentive Program, the approved budget creates a new Economic Development Fund and continues to allocate \$1 million of Ad Valorem taxes to fund the program along with the reserve of \$5.6 million from the previous year’s allocations.

For a number of years the City’s Total General Fund Reserves have included funds for Retirement System Reserves to reduce the financial burden, if any, of retirees on future taxpayers. These funds are being transferred to a Retirement Sustainability Fund to better account for the funds.

**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 \$31,205,900 which includes a reserve for emergency preparedness of \$10.6 million. The fund balance therefore exceeds 10% of operating expenditures, which is the minimum approved 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.

For FY 2013-14 the Sanitation fees increased \$0.40 per month for curbside collection and \$0.25 per month for container/dumpster collection. 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 program for semi-automated curb side collection. The new system has improved efficiency and safety. The program will be fully implemented city-wide by end of 2013; the annexation areas will be included during FY 2013-14.

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 maintaining existing medians and declining resources, the Right-of-Way Beautification Fund again needed a transfer from the General Fund to support the costs of maintaining and beautifying the medians.

The FY 2013-14 budgets 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, 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 1.9%, or an average of \$0.82 per month. The City continues to have one of the lowest water and sewer rates in the state of Florida.

## 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 2013-14 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, uncertainty in the stock markets and its impact on the City's pension plans, continued increases in, health care cost, legislative actions, federal policies and regulations 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 Financial Summit 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
- Sustainable City
- World Class Municipal Services
- Strong Partnership with Community

## Policy Action Agenda 2013-14

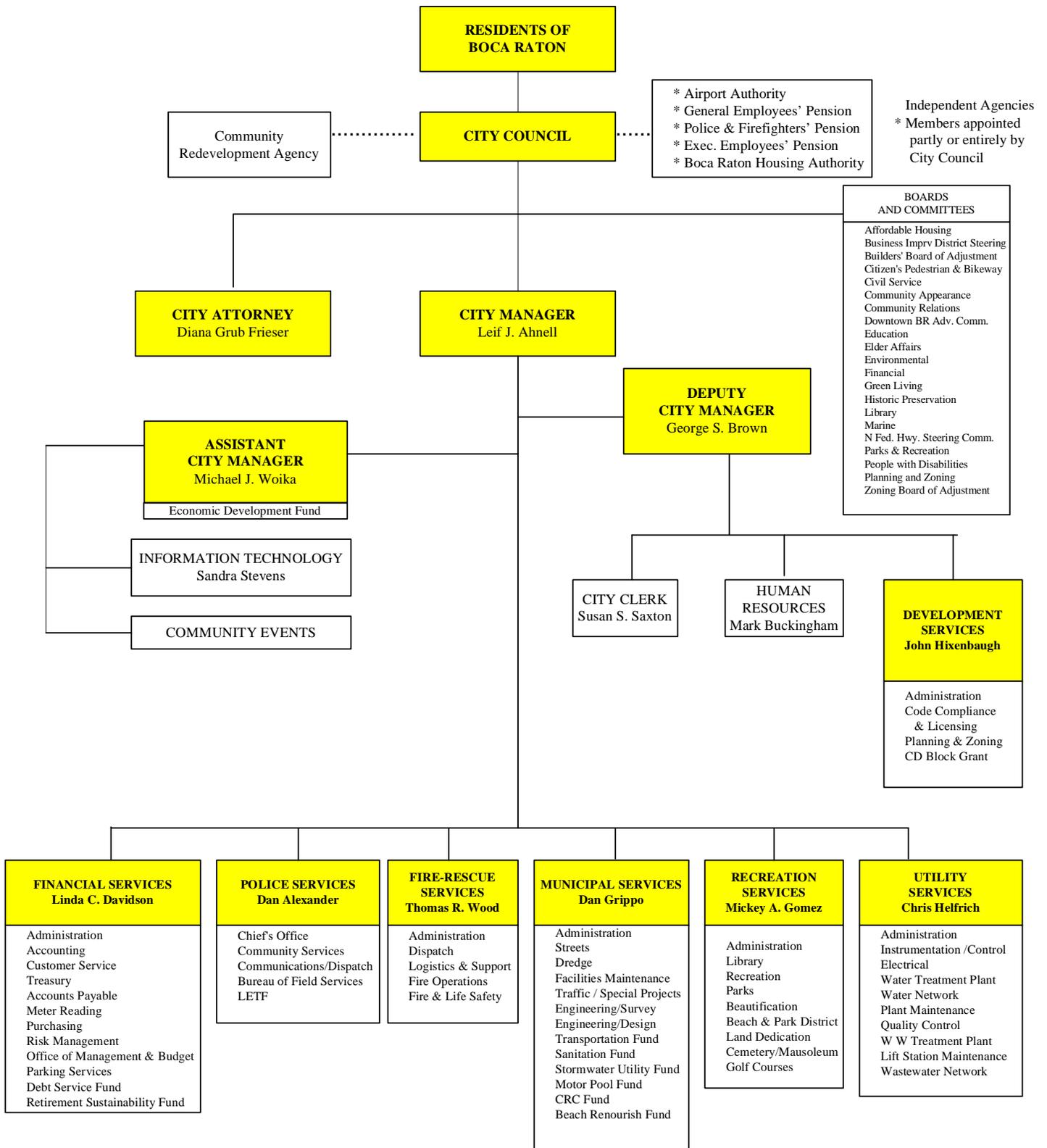
### TOP PRIORITY

- Wildflower Development (Palmetto Park Road & Intracoastal)
- Beach Package: Concessionaires
- Pensions Sustainability
- Land Development Regulations for Comprehensive Plan (Planned Mobility)
- Parking for Downtown
- Beach and Park District Strategy
- Communications with Residents

### HIGH PRIORITY

- Downtown Pattern Book
- City Owned Land: Spanish River Library Entertainment Complex
- Zoning Code: Reformat & Process Refinement
- City Staffing and Level of Service
- Overlay District for 20<sup>th</sup> Street Corridor (FAU to Dixie Hwy)
- Annexations
- Beach Renourishment: Funding
- Hospital and Medical Community Strategy
- Florida Atlantic University Strategy

# CITY OF BOCA RATON ORGANIZATIONAL STRUCTURE



**DIFFERENCES BETWEEN FISCAL YEAR 2013-2014 ADOPTED REVENUE  
AND FISCAL YEAR 2012-2013 REVENUE ESTIMATES**

**Explanation of differences:**

**The following outlines the basic differences in the General Fund between the FY 2013-2014 revenues and the FY 2012-2013 revenues adopted a year ago along with a brief explanation of the differences.**

1.	Changes in Tax Revenue	\$610,700	Increase in tax revenue associated with an increase in property values.
2.	Building Permits	\$1,852,000	Increase in revenue from permits due to a increase in number of permits issued.
3.	Public Safety	\$245,000	Increase in revenue due to an increase in the EMS transport fees.
4.	General Government	\$432,100	Increase in revenue due to the addition of a lien search code enforcement fee.
5.	Shared Rev / Local Unit	(\$783,500)	Decrease in amount of funds received from BPD and FAU.
6.	Other Lic and Permits	\$314,200	Increase in revenue due to increase in the fee for fire permits.
7.	State Fines and Forfeits	250,000	Increase in revenue for red light camera citations.
8.	Grants-Other Local Units	\$109,100	Increase in revenue due to FIND grant.
9.	Fund Balance	\$8,574,800	The anticipated fund balance combined with other misc. revenues within the General Fund.
<b>Total Revenue Difference</b>		<b>\$11,604,400</b>	

**DIFFERENCES BETWEEN FISCAL YEAR 2013-2014 ADOPTED EXPENDITURES  
AND FISCAL YEAR 2012-2013 ADOPTED EXPENDITURES**

**Explanation of differences:**

**The following outlines the basic differences in the General Fund between the FY 2013-2014 expenditures and the FY 2012-2013 expenditures adopted a year ago along with a brief explanation of the differences.**

1.	Police Salaries and Benefits & Police Positions	\$969,300	Increase in salary and benefit costs in accordance with Police Services contract. Plus, the addition of previously unfunded positions.
2.	Police Pension	\$117,200	Increase in pension costs due to change in actuarial assumptions.
3.	Fire Salaries and Benefits	\$523,100	Increase in salary and benefit costs in accordance with Fire Rescue contract.
4.	Fire Pension	\$528,800	Increase in pension costs due to change in actuarial assumptions.
5.	General & Executive Employees' Salaries and Benefits	(184,700)	Decrease in salaries and benefits due to stagnant salaries.
6.	General & Executive Employees' Pension	\$634,800	Increase in pension costs due to change in actuarial assumptions.
7.	Health Insurance	\$221,600	Increase in expenses due to an increase in health care costs.
8.	Transfer to Beautification Fund	\$394,900	Transfer necessary due to an expansion in the number of medians maintained and a reduction in funding.
9.	Vehicles-Fuel & Maintenance	\$343,600	Increase in expenses due to an anticipated increase in fuel costs.
10.	Red Light Camera Program	\$100,000	Increase in expenditures due to an expansion of the program.
11.	Utilities	\$124,400	Increase due to the opening of the Downtown Library.
12.	Capital Purchases	\$1,837,900	Increase due to a continued investment in capital projects.
13.	Information Technology	\$343,500	Increase in the amount of expenditures for technology due to the expansion of on line services.
14.	New Personnel & Programs	\$463,900	Increase due to the demand for services and new programs.
15.	Signal Traffic Enhancement Project	(\$130,000)	Decrease in amount of contract due to services being performed in-house.
16.	Economic Development	(\$1,000,000)	Transfer of funds into a new Economic Development Fund.
17.	Non-profit Grant Funding	\$16,600	Increase in the funding for non-profit agencies.
18.	Other Operating Expenses	\$300,800	Increase in costs due to an increase in general operating costs.
19.	Fund Balance and Transfers	\$5,999,700	Changes in fund reserves and transfer amounts.
<b>Total Expenditure Difference</b>		<b>\$11,604,400</b>	

Approved 13-14					FY 2013 - 2014		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2010-11	2011-12	2012-13	2012-13			
<b>GENERAL FUND:</b>							
City Manager							
Administration	5.50	5.75	5.25	5.25	(0.25)	5.00	
City Clerk Administration	6.00	6.00	6.00	6.00		6.00	
Boards & Committees	1.00	1.00	1.00	1.00		1.00	
Human Resources	7.00	7.00	7.00	7.00		7.00	
Community Relations	2.50	5.25	5.75	4.75	0.25	5.00	
	22.00	25.00	25.00	24.00		24.00	
City Attorney							
Administration	5.00	6.00	6.00	6.00		6.00	
	5.00	6.00	6.00	6.00		6.00	-
Financial Services			-			-	
Administration	3.50	3.50	3.50	3.50		3.50	
Accounting	4.50	4.50	4.50	4.50		5.50	1.00
Treasury	1.70	1.70	1.70	1.70	0.50	2.20	
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	3.00	3.00	3.00	3.00		3.00	
Parking Services	2.00	1.50	1.50	2.50	(0.63)	2.62	0.75
	26.70	26.20	26.20	27.20	(0.13)	28.82	1.75
Development Services							
Administration	3.70	4.73	4.85	4.85	(0.30)	4.55	
Code Compliance/Licensing	43.00	43.00	43.00	43.00		46.00	3.00
Planning & Zoning	10.50	9.50	9.50	9.50		9.50	
	57.20	57.23	57.35	57.35	(0.30)	60.05	3.00
Police Services							
Chief's Office	4.00	-	-	(4.00)		(4.00)	
Community Services	67.00	72.00	71.00	76.00		76.00	
Communications/Dispatch	30.00	31.00	32.00	33.00		33.00	
Bureau of Field Services	194.00	190.00	190.00	188.00		188.00	
Biological Processing Lab	-	-	2.00	2.00		2.00	
	295.00	293.00	295.00	295.00	-	295.00	
Fire-Rescue Services							
Administration	6.00	9.00	9.00	12.00		12.00	
Dispatch	1.00	1.00	1.00	1.00		1.00	
Logistics & Support	5.00	6.00	6.00	6.00		6.00	
Fire Operations	192.00	190.00	190.00	188.00		188.00	
Fire & Life Safety	11.00	10.00	10.00	9.00		9.00	
	215.00	216.00	216.00	216.00	-	216.00	-
Municipal Services							
Administration	6.00	6.00	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.	17.00	16.00	16.00	16.00		16.00	
Traffic/Spec. Projects	14.00	14.00	14.00	14.00		15.00	1.00
Engineering - Survey	4.00	4.00	4.00	4.00		4.00	
Engineering - Design	5.25	5.25	4.75	3.75		3.75	
	60.85	59.85	59.35	58.35	-	59.35	1.00

Approved 13-14					FY 2013 - 2014		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2010-11	2011-12	2012-13	2012-13			
<b>Recreation Services</b>							
Administration	12.00	10.00	10.00	10.00		10.00	
Downtown Library	21.00	18.00	18.00	18.00		19.00	1.00
Spanish River Library	9.00	12.00	12.00	12.00		12.00	
Community Center	5.40	5.40	5.40	5.40		5.40	
Camp Programs	0.35	0.35	0.35	0.35		0.35	
Athletics	1.75	1.75	1.75	1.75		1.75	
Aquatics	3.65	3.65	3.65	3.65		3.65	
Boca Raton Tennis Center	2.30	2.30	2.30	2.30		2.30	
Ocean Rescue	20.00	20.00	20.00	20.00		20.00	
District I	15.85	15.85	15.85	15.85		15.85	
Mizner Park	1.00	1.00	1.00	1.00		1.00	
District II	34.00	34.00	34.00	34.00		34.20	0.20
Park Rangers	0.35	0.35	0.35	0.35		0.35	
Irrigation	6.25	6.25	6.25	6.25		6.25	
Conservation	2.00	-	-	-		-	
	<b>134.90</b>	<b>130.90</b>	<b>130.90</b>	<b>130.90</b>	-	<b>132.10</b>	<b>1.20</b>
<b>INTERNAL SERVICE FUNDS:</b>							
IT Fund (510)	24.00	25.00	27.00	27.00		30.00	3.00
Motor Pool Fund (520)	12.00	12.00	12.00	12.00		13.00	1.00
<b>TOTAL GENERAL &amp; INTERNAL SERVICE FUNDS:</b>	<b>852.65</b>	<b>851.18</b>	<b>854.80</b>	<b>853.80</b>	<b>(0.43)</b>	<b>864.32</b>	<b>10.95</b>
<b>SELF SUPPORTING FUNDS:</b>							
<b>Special Revenue Funds</b>							
Comm. Devel. Block Grant (111)	1.85	1.82	1.70	1.70		1.70	
Affordable Housing (114)	0.15	-	-	-		-	
	<b>2.00</b>	<b>1.82</b>	<b>1.70</b>	<b>1.70</b>		<b>1.70</b>	<b>-</b>
<b>State Forfeiture Fund (133)</b>							
Special Law Enforcement	-	2.00	-	-		-	
		<b>2.00</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>
<b>Beautification Maintenance Fund (151)</b>							
ROW Maintenance	17.50	17.50	32.50	32.50		32.50	
	<b>17.50</b>	<b>17.50</b>	<b>32.50</b>	<b>32.50</b>		<b>32.50</b>	<b>-</b>
<b>Beach and Park District (161)</b>							
Red Reef Park	27.35	29.35	29.35	31.35		31.35	
Patch Reef Park	22.45	22.45	22.45	22.45		21.55	(0.90)
Sugar Sand Park	49.05	48.05	48.05	48.05		48.55	0.50
Verde/Estridge	5.00	5.00	5.00	5.00		5.00	
Swim and Racquet Center	16.75	16.75	16.75	16.75		16.75	
Countess deHoernle Park	-	11.00	11.00	11.00		11.20	0.20
	<b>120.60</b>	<b>132.60</b>	<b>132.60</b>	<b>134.60</b>		<b>134.40</b>	<b>(0.20)</b>
			0			-	
<b>Boca Raton Comm Redvlpmnt Agency (410)</b>							
Downtown Parking Serives	2.30	2.45	2.45	2.45	0.30	2.75	
	-	0.50	0.50	0.50	0.13	0.88	0.25
	<b>2.30</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>0.43</b>	<b>3.63</b>	<b>0.25</b>
<b>Sanitation Fund (440)</b>							
Sanitation	52.00	49.00	46.00	46.00		46.00	
	<b>52.00</b>	<b>49.00</b>	<b>46.00</b>	<b>46.00</b>		<b>46.00</b>	<b>-</b>

Approved 13-14					FY 2013 - 2014		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/
	2010-11	2011-12	2012-13	2012-13			(DECR)
<b>Stormwater Utility Fund (450)</b>			-			-	
Maintenance-M.S.	7.40	7.40	7.40	7.40		7.40	
Engineering / Stormwater	3.75	3.75	4.25	4.25		4.25	
	11.15	11.15	11.65	11.65		11.65	
<b>Water/Sewer Operating Fund (470)</b>							
Administration	17.00	18.00	18.00	18.00		18.00	
Instrumentation/Control	10.00	10.00	8.00	8.00		8.00	
Electrical	8.00	7.00	7.00	7.00		7.00	
Water Trtmnt. Plant	22.00	23.00	23.00	23.00		23.00	
Water Network	26.00	21.00	21.00	21.00		21.00	
Plant Maintenance	14.00	14.00	14.00	14.00		14.00	
Quality Control	9.00	10.00	10.00	10.00		10.00	
Wastewater Treatment Plant	17.00	16.00	16.00	16.00		16.00	
Lift Station Maintenance	11.00	11.00	11.00	11.00		11.00	
Wastewater Network	13.00	16.00	16.00	16.00		16.00	
Customer Service	12.50	14.50	14.50	14.50		14.50	
Meter Reading	6.00	6.00	6.00	6.00		6.00	
	165.50	166.50	164.50	164.50		164.50	
<b>Cemetery/Mausoleum Fund (480)</b>			-			-	
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	
<b>Golf Course Fund (490)</b>			-			-	
Red Reef Golf Course	5.90	5.90	5.90	5.90		5.90	
Boca Raton Municipal Golf	18.10	17.10	17.10	17.10		17.10	
	24.00	23.00	23.00	23.00		23.00	-
<b>Self Insurance Funds</b>			-			-	
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	
<b>TOTAL OTHER FUNDS:</b>	<b>404.35</b>	<b>415.82</b>	<b>424.20</b>	<b>426.20</b>	<b>0.43</b>	<b>426.68</b>	<b>0.05</b>
<b>TOTAL CITY WIDE</b>							
<b>FULL-TIME POSITIONS</b>	<b>1,257.00</b>	<b>1,267.00</b>	<b>1,279.00</b>	<b>1,280.00</b>	<b>-</b>	<b>1,291.00</b>	<b>11.00</b>

## APPROVED FY 2013-2014 POSITION CHANGES

### GENERAL FUND:

City Council		<i>No Changes</i>
City Manager		<i>No Changes</i>
City Attorney		<i>No Changes</i>
Financial Services	1.75	<i>Addition of one (1) Accountant position Addition of one (1) Parking Technician position -25% charged to CRA</i>
Development Services	3.00	<i>Addition of two (2) Building Inspector II positions Addition of one (1) Code/Environmental Officer position</i>
Police Services		<i>No Changes</i>
Fire-Rescue Services		<i>No Changes</i>
Municipal Services	1.00	<i>Addition of one (1) Signal System Inspector position</i>
Recreation Services	1.00	<i>Addition of one (1) Librarian II position</i>

**TOTAL GENERAL FUND: 6.75**

### OTHER FUNDS:

Special Revenue		<i>No Changes</i>
Law Enforcement Trust Fund		<i>No Changes</i>
Beautification Maintenance Fund		<i>No Changes</i>
Beach and Park District		
Red Reef Park		<i>No Changes</i>
Patch Reef Park		<i>No Changes</i>
Sugar Sand Park		<i>No Changes</i>
Swim & Racquet Center		<i>No Changes</i>
Countess deHoernle Park		<i>No Changes</i>
Environmentally Sensitive Land Fund		<i>No Changes</i>
CRA	0.25	<i>Addition of one (1) Parking Technician position</i>
Sanitation Fund		<i>No Changes</i>
Stormwater Utility Fund		<i>No Changes</i>
Water/Sewer Operating Fund		<i>No Changes</i>
Cemetery/Mausoleum Fund		<i>No Changes</i>
Golf Course Fund		<i>No Changes</i>
Information Technology Fund	1.00	<i>Addition of one (1) Network Security Administrator position</i>
	2.00	<i>Addition of two (2) Business System Analyst positions</i>
Motor Pool Fund	1.00	<i>Addition of one (1) Vehicle Technician III position</i>
Self Insurance Funds		<i>No Changes</i>

**TOTAL OTHER FUNDS: 4.25**

**TOTAL FY 2013-2014 APPROVED**

**CITY-WIDE POSITION CHANGES : 11.00**



**SPECIAL REVENUE FUNDS STATEMENT OF FUND BALANCES \***

	Development Block Grant Fund	State and Federal Grant Fund	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
<b>FUND BALANCE</b>								
<b>October 1, 2012</b>		\$ -	\$ 175,400	\$ 1,139,900	\$ 7,970,600	\$ 318,300	\$ -	\$ 6,177,600
2012-13 Revenue	\$ 1,400,700	\$ 854,200	33,200	182,500	2,053,000	4,011,700	\$ 20,551,800	33,000
2012-13 Expenditures	(1,400,700)	(854,200)	(36,700)	(412,000)	(4,315,600)	(4,330,000)	(20,551,800)	-
Net Increase (Decrease)	-	-	(3,500)	(229,500)	(2,262,600)	(318,300)	-	33,000
	\$ -	\$ -	\$ 171,900	\$ 910,400	\$ 5,708,000	\$ -	\$ -	\$ 6,210,600
<b>FUND BALANCE</b>								
<b>October 1, 2013</b>	\$ -	\$ -	\$ 171,900	\$ 910,400	\$ 5,708,000	\$ -	\$ -	\$ 6,210,600
2013-14 Revenue	\$ 843,700	\$ 496,200	121,800	305,000	2,053,000	5,273,800	\$ 18,638,800	30,000
2013-14 Expenditures	(843,700)	(496,200)	(293,700)	(617,000)	(3,199,100)	(4,570,800)	(18,638,800)	-
Net Increase (Decrease)	-	-	(171,900)	(312,000)	(1,146,100)	703,000	-	30,000
Fund Balance:								
Planned Fund Balance	\$ -	\$ -	\$ -	\$ 598,400	\$ 4,561,900	\$ 703,000	\$ -	\$ 6,240,600

**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
<b>FUND BALANCE</b>								
<b>October 1, 2012</b>	\$ 2,301,000	\$ 1,034,100	\$ -	\$ 24,247,700	\$ 418,600	\$ 8,103,200	\$ 2,393,500	\$ 1,059,700
2012-13 Revenue	16,000	4,400	-	8,635,800	1,489,400	205,900	255,700	531,300
2012-13 Expenditures	-	(109,300)	-	(11,631,300)	(1,576,900)	(8,121,000)	-	-
Net Increase (Decrease)	16,000	(104,900)	-	(2,995,500)	(87,500)	(7,915,100)	255,700	531,300
Fund Balance:								
Planned Fund Balance	\$ 2,317,000	\$ 929,200	\$ -	\$ 21,252,200	\$ 331,100	\$ 188,100	\$ 2,649,200	\$ 1,591,000
<b>FUND BALANCE</b>								
<b>October 1, 2013</b>	\$ 2,317,000	\$ 929,200	\$ -	\$ 21,252,200	\$ 331,100	\$ 188,100	\$ 2,649,200	\$ 1,591,000
2013-14 Revenue	15,000	-	-	18,720,200	1,487,900	-	255,000	6,000
2013-14 Expenditures	-	-	-	(33,787,700)	(1,397,400)	-	-	-
Net Increase (Decrease)	15,000	0	-	(15,067,500)	90,500	-	255,000	6,000
Fund Balance:								
Planned Fund Balance	\$ 2,332,000	\$ 929,200	\$ -	\$ 6,184,700	\$ 421,600	\$ 188,100	\$ 2,904,200	\$ 1,597,000

\*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2012. The fund balances for October 1, 2013 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2012-13 will be available upon completion of the City's annual audit in early 2014. 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.

<b>DEBT SERVICE FUND</b>	
<b>STATEMENT OF FUND BALANCE *</b>	
<b>FUND BALANCE October 1, 2012</b>	<b>\$ 1,188,000</b>
2012-13 Revenues	7,011,000
2012-13 Expenditures	<u>(7,055,000)</u>
Net Increase (Decrease)	(44,000)
 Fund Balance:	
Debt Service Reserve	<b>\$ 1,144,000</b>
<b>FUND BALANCE October 1, 2013</b>	<b>\$ 1,144,000</b>
2013-14 Revenue	7,028,900
2013-14 Expenditures	<u>(7,057,900)</u>
Net Increase (Decrease)	(29,000)
 Fund Balance:	
Debt Service Reserve	<b>\$ 1,115,000</b>

\*The Statement of Fund Balance represents the City of Boca Raton actual fund balance as of October 1, 2012. The fund balance for October 1, 2012 is based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2012-13 will be available upon completion of the City's annual audit in early 2014. 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.

<b>CHANGE IN ASSESSED VALUATION</b>			
Total Assessed Value 2013-14		\$	17,272,211,532
Total Assessed Value 2012-13			16,588,217,273
<b>Increase in Assessed Value</b>		<b>\$</b>	<b>683,994,259</b>
<b>% Increase in 2013-14 over 2012-13:</b>			<b>4.12%</b>
<b>BREAKDOWN</b>			
New Construction	\$	123,550,522	0.74%
Re-assessments		560,443,737	3.38%
<b>TOTAL</b>	<b>\$</b>	<b>683,994,259</b>	<b>4.12%</b>



# “The Premier Community”

## A World Class Local Government

201 West Palmetto Park Road  
 Boca Raton, FL 33432  
 Telephone: (561) 393-7700

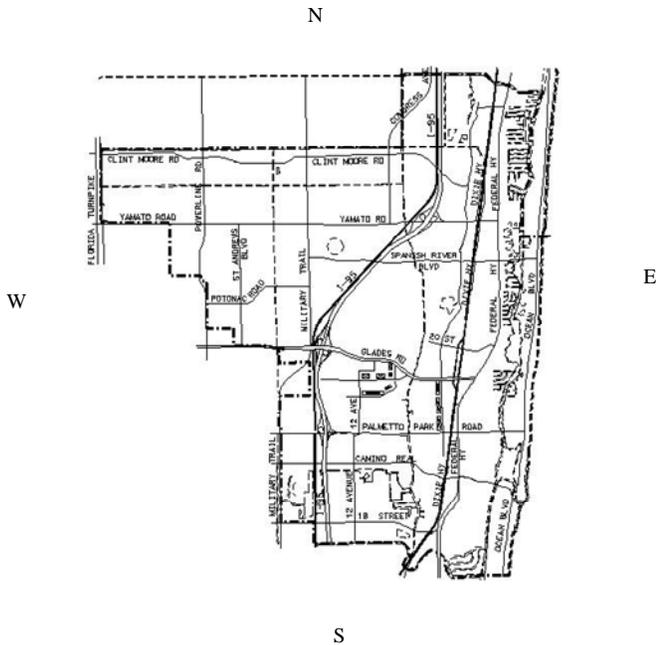
### LOCATION AND SIZE



Boca Raton, incorporated in 1925, is the 28th most populous city in the State of Florida, and third largest city in Palm Beach County.<sup>(1)</sup> 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 1646 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 **85,413**.

### 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	560	mi. Water Mains
205	Fire Uniform Personnel	513	mi. Gravity Sewer Mains
		41.5	mi. Reclaimed Water Mains
1	Police Station	239	Wastewater Pump Stations
2	Police Sub-Stations	5,568	Fire Hydrants
198	Police Uniform Personnel		
Other			
219.07	mi. Streets maintained by City	94	mi. Bikepaths/Bike Lanes/Trails
1,646	acres of Parks	260,052	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

## Introduction: General Information

The City continues to enhance its web page ([www.myboca.org](http://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.

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.

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

## HOSPITAL FACILITIES

The *Boca Raton Regional Hospital*, established in 1967, is a non-profit, accredited facility with an in-patient capacity of 400 beds, 800 physicians, and staffing of 2,250 employees and 1,200 volunteers.

*West Boca Medical Center*, located in unincorporated Boca Raton, is a 195 bed acute care hospital offering a wide range of services, with a staffing of 972 full-time equivalent employees.



Utility Services Reclaimed Water Storage Tank & Pumping Station

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.

## 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 19,572 students. The median student to teacher ratio is 16 to 1.

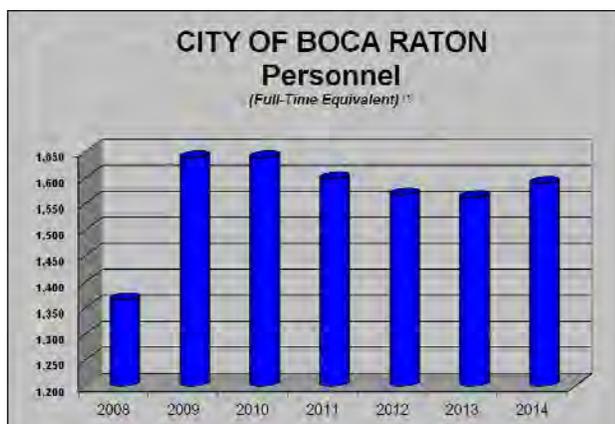
Boca Raton is the home of *Florida Atlantic University* (FAU), which opened in 1964 on an 850-acre site. The University offers four-year undergraduate and graduate degrees in a broad range of subjects. FAU is a member of the Florida State University system. Today, FAU's seven-partner campuses serve more than 30,000 students.

## 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.

*Lynn University* was founded in 1962 and is a private four-year, coeducational institution on a 123-acre campus, with an enrollment of 2,400. 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.

Founded in 1933 as Florida's first public junior college, *Palm Beach State College* has its South Campus located on the Florida Atlantic University Campus. The enrollment averages 48,000 full and part time students annually. The College offers Associate of Arts and Associate of Science Degree programs.



**ECONOMIC CONDITION AND OUTLOOK**

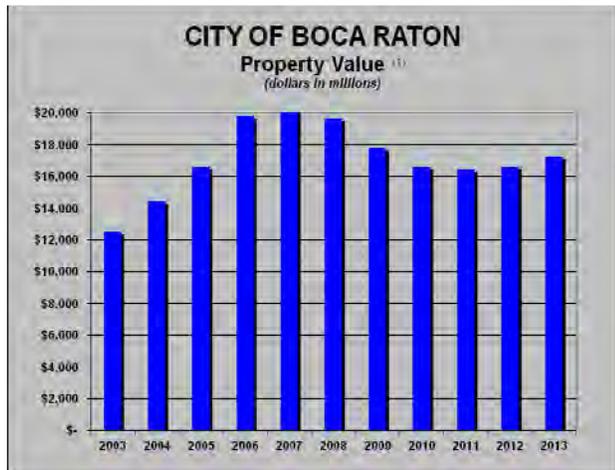
Economic prospects for the City of Boca Raton are improving with the local economy showing upward momentum in housing and retail sales.

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 provides a unique environment for business – a strong business environment, with economic resources and a well-educated and talented workforce, all within a community known for its high quality of life. Boca Raton is a rich blend of corporate and regional headquarters, small businesses, and innovative start-up companies. There are economic opportunities for all types of companies and businesses.

The City of Boca Raton has implemented 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.

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 \$71,414, which is 135% of the median in Palm Beach County.

CITY OF BOCA RATON Principal Taxpayers and Assessed Value <sup>(1)</sup>	
Town Center at Boca Raton	\$336,800,511
Panthers BRHC Ltd Partnership	150,000,000
HUB Properties Trust	138,077,547
Florida Power & Light Co	100,637,747
BRE Boca Raton CRA Lessor	96,985,726
Boca Raton CRA Lessor	93,500,000
Royal Palm Place Investment LLC	58,318,074
PR Heritage LLC	56,644,210
Panthers BRHC LLC	54,444,902
WRC Properties Inc	52,493,376

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 <sup>(1)</sup>		Employees
Florida Atlantic University		2,706
Office Depot		2,250
Boca Raton Regional Hospital		2,250
Boca Raton Resort and Club		1,800
City of Boca Raton (FTE)		1,589
National Council on Compensation Insurance (NCCI)		800
Prime Management Group		750
Tyco International / ADT/ SimplexGrinnell (Hdqtrs)		700
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 Coalition 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) City of Boca Raton, Comprehensive Annual Financial Report, September 30, 2012

**DEPARTMENT TO FUND  
RELATIONSHIP**

Department/Division	FTE	General Fund	Special Revenue	Debt Service / Capital Projects	Enterprise	Internal Service	Grants & Trusts	Adopted FY 2013/2014 Total
<b>CITY COUNCIL</b>								
ADMINISTRATION	0.00	\$ 171,000						\$ 171,000
<b>TOTAL - CITY COUNCIL</b>	<b>0.00</b>	<b>171,000</b>						<b>171,000</b>
<b>CITY MANAGER</b>								
ADMINISTRATION	5.00	1,083,600						1,083,600
CITY CLERK	6.00	739,100						739,100
BOARDS & COMMITTEES	1.00	74,500						74,500
HUMAN RESOURCES	7.00	1,075,800						1,075,800
MIZNER PARK AMPHITHEATER	2.00	1,044,100						1,044,100
COMMUNITY EVENTS	3.00	647,700						647,700
INFORMATION TECHNOLOGY	13.00					\$ 2,460,400		2,460,400
PC SYSTEMS NETWORKING	12.00					3,440,800		3,440,800
TELECOMMUNICATIONS	1.00					142,800		142,800
COPIER CENTER						3,966,300		3,966,300
COMMUNICATION SYSTEMS	4.00					403,600		403,600
<b>TOTAL - CITY MANAGER</b>	<b>54.00</b>	<b>4,664,800</b>				<b>10,413,900</b>		<b>15,078,700</b>
<b>CITY ATTORNEY</b>								
ADMINISTRATION	6.00	1,165,500						1,165,500
<b>TOTAL - CITY ATTORNEY</b>	<b>6.00</b>	<b>1,165,500</b>						<b>1,165,500</b>
<b>FINANCIAL SERVICES</b>								
ADMINISTRATION	3.50	620,700						620,700
ACCOUNTING	5.50	497,700						497,700
CUSTOMER SERVICE	14.50				\$ 1,082,400			1,082,400
TREASURY	2.20	285,900						285,900
ACCOUNTS PAYABLE	4.00	254,400						254,400
METER READING	6.00				981,800			981,800
PURCHASING	7.00	707,900						707,900
RISK MANAGEMENT	1.00	155,100						155,100
OFC OF MANAGEMENT & BUDGET	3.00	386,600						386,600
PARKING SERVICES	2.62	544,600						544,600
WORKERS COMPENSATION	2.30					6,951,300		6,951,300
ADMINISTRATION/SAFETY						261,600		261,600
GROUP MEDICAL ADMIN	2.00					185,800		185,800
GENERAL LIABILITY						12,798,300		12,798,300
CIGNA HEALTH INSURANCE						15,850,700		15,850,700
LAND ACQUISITION				\$ 929,200				929,200
TAX INC BDS UTIL TAX			\$ 6,240,600					6,240,600
INFRASTRUCTURE ADMIN				1,819,000				1,819,000
DOWNTOWN LAND DEDICATION				1,597,000				1,597,000
<b>TOTAL - FINANCIAL SERVICES</b>	<b>53.62</b>	<b>3,452,900</b>	<b>6,240,600</b>	<b>4,345,200</b>	<b>2,064,200</b>	<b>36,047,700</b>		<b>52,150,600</b>
<b>COMMUNITY DEVELOPMENT</b>								
ACQ AND LAND RECORDS				2,332,000				2,332,000
<b>TOTAL - COMMUNITY DEVELOPMENT</b>				<b>2,332,000</b>				<b>2,332,000</b>
<b>DEVELOPMENT SERVICES</b>								
ADMINISTRATION	4.55	537,500						537,500
CODE COMPLIANCE/LICENSING	46.00	4,547,300						4,547,300
PLANNING AND ZONING	9.50	1,176,500						1,176,500
CDBG/ADMINISTRATION	1.70		84,900					84,900
CDBG/HOUSING REHAB			154,000					154,000
CDBG/NEIGHBORHD IMPROVEMT			151,800					151,800
AFFORDABLE HOUSING			293,700					293,700
HOMEOWNERSHIP ASSISTANCE			453,000					453,000
<b>TOTAL - DEVELOPMENT SERVICES</b>	<b>61.75</b>	<b>\$ 6,261,300</b>	<b>\$ 1,137,400</b>					<b>\$ 7,398,700</b>

**DEPARTMENT TO FUND  
RELATIONSHIP**

Department/Division	FTE	General Fund	Special Revenue	Debt Service / Capital Projects	Enterprise	Internal Service	Grants & Trusts	Adopted FY 2013/2014 Total
<b>POLICE SERVICES</b>								
SPECIAL LAW ENFORCEMENT	(4.00)		\$ 1,215,400					\$ 1,215,400
COMMUNITY SERVICES	76.00	\$ 12,341,500						12,341,500
COMMUNICATIONS/DISPATCH	33.00	2,312,600						2,312,600
BUREAU OF FIELD SERVICES	188.00	26,182,400	1,187,200					27,369,600
BIOLOGICAL PROCESSING LAB	2.00	165,800						165,800
POLICE SVCS CIP				\$ 10,741,300		\$ 200,000		10,941,300
<b>TOTAL - POLICE SERVICES</b>	<b>295.00</b>	<b>41,002,300</b>	<b>2,402,600</b>	<b>10,741,300</b>		<b>200,000</b>		<b>54,346,200</b>
<b>FIRE/RESCUE SERVICES</b>								
ADMINISTRATION	12.00	2,950,900						2,950,900
DISPATCH	1.00	1,187,100						1,187,100
LOGISTICS AND SUPPORT	6.00	1,943,200						1,943,200
FIRE OPERATIONS	188.00	33,121,600	1,671,700					49,793,300
FIRE AND LIFE SAFETY	9.00	1,846,100						1,846,100
FIRE/RESCUE SVCS CIP				140,000				140,000
<b>TOTAL - FIRE/RESCUE SERVICES</b>	<b>216.00</b>	<b>41,048,900</b>	<b>16,671,700</b>	<b>140,000</b>				<b>57,860,600</b>
<b>UTILITY SERVICES</b>								
ADMINISTRATION	18.00				10,851,900			10,851,900
INSTRUMENTATION/CONTROL	8.00				1,109,600			1,109,600
ELECTRICAL	7.00				1,313,700			1,313,700
WATER TREATMENT PLANT	23.00				9,154,100			9,154,100
WATER NETWORK	21.00				2,660,600			2,660,600
PLANT MAINTENANCE	14.00				1,506,800			1,506,800
QUALITY CONTROL	10.00				1,134,900			1,134,900
WASTEWATER TRTMNT PLANT	16.00				4,429,700			4,429,700
LIFT STATION MAINTENANCE	11.00				1,606,300			1,606,300
WASTEWATER NETWORK	16.00				1,505,200			1,505,200
RESERVE-WATER					7,050,000			7,050,000
RESERVE-SEWER					1,962,000			1,962,000
WATER/SEWER COMBINATION					23,084,600			21,558,500
CAPITAL PROJECT/TRANSFERS					71,203,500			71,203,500
<b>TOTAL - UTILITY SERVICES</b>	<b>144.00</b>				<b>138,572,900</b>			<b>138,572,900</b>
<b>MUNICIPAL SERVICES</b>								
ADMINISTRATION	6.00	927,100						927,100
STREETS	10.60	947,400						947,400
STORMWATER/MAINTENANCE-MS	7.40				795,300			795,300
DREDGE	4.00	619,800						619,800
FACILITIES MAINTENANCE	16.00	3,205,200						3,205,200
SANITATION	46.00				6,882,900			6,882,900
TRAFFIC/SPECIAL PROJECTS	15.00	3,590,500	7,761,000					11,351,500
ENG/SURVEY	4.00	415,500						415,500
ENG/DESIGN	3.75	484,400						484,400
ENG/STORMWATER	4.25				6,515,200			6,515,200
FLEET MAINTENANCE	13.00					3,732,800		3,732,800
MUNICIPAL SVCS CIP			470,700	19,916,700				20,387,400
ENGINEERING CIP				490,200				490,200
RESERVE-SANITATION					3,338,100			3,338,100
<b>TOTAL - MUNICIPAL SERVICES</b>	<b>130.00</b>	<b>\$ 10,189,900</b>	<b>\$ 8,231,700</b>	<b>\$ 20,406,900</b>	<b>\$ 17,531,500</b>	<b>\$ 3,732,800</b>		<b>\$ 60,092,800</b>

**DEPARTMENT TO FUND  
RELATIONSHIP**

Department/Division	FTE	General Fund	Special Revenue	Debt Service / Capital Projects	Enterprise	Internal Service	Grants & Trusts	Adopted FY 2013/2014 Total
<b>RECREATION SERVICES</b>								
ADMINISTRATION	10.00	\$ 1,583,700						\$ 1,583,700
DOWNTOWN LIBRARY	19.00	2,394,300						2,394,300
SPANISH RIVER LIBRARY&CC	12.00	1,706,100						1,706,100
B/R COMMUNITY CENTER	5.40	637,600						637,600
TRAIN DEPOT		46,900						46,900
CAMP PROGRAMS	0.35	752,400						752,400
ATHLETICS	1.75	462,800						462,800
SKATEBOARD PARK		54,500						54,500
AQUATICS	3.65	419,700						419,700
BOCA RATON TENNIS CENTER	2.30	230,600						230,600
SPECIAL INTEREST ACTIVITY		482,000						482,000
OCEAN RESCUE	20.00	1,830,800						1,830,800
RECREATION SVCS CIP				\$ 3,024,800		\$ 14,110,800		17,135,600
LAND DEDICATION				2,904,200				2,904,200
DOWNTOWN LIBRARY				188,100				188,100
PARKS DISTRICT I	15.85	1,967,700						1,967,700
MIZNER PARK	1.00	739,400						739,400
PARKS DISTRICT II	34.20	2,739,600						2,739,600
PARK RANGERS	0.35	292,900						292,900
IRRIGATION	6.25	930,600						930,600
ROW MAINTENANCE	32.50		\$ 5,273,800					5,273,800
CEMETERY	2.15				\$ 372,200			372,200
CEMETERY MAINTENANCE							\$ 1,667,100	1,667,100
MAUSOLEUM	2.85				876,300			876,300
MAUSOLEUM MAINTENANCE							3,101,400	3,101,400
RED REEF GOLF COURSE	5.90				579,800			579,800
B/R MUNI GOLF COURSE	17.10				1,915,000			1,915,000
GOLF COURSES					470,500			470,500
BPD-RED REEF PARK	31.35		3,138,800					3,138,800
BPD-PATCH REEF PARK	21.55		2,875,500					2,875,500
BPD-SUGAR SAND PARK	48.55		4,562,000					4,562,000
BPD-ESTRIDGE	5.00		439,100					439,100
BPD-OCEAN STRAND			15,100					15,100
SWIM AND RACQUET CENTER	16.75		1,734,100					1,734,100
COUNTESS DE HOERNLE PARK	11.20		1,226,600					1,226,600
SPECIAL INTEREST			1,708,800					1,708,800
BEACH AND PARK DIST CIP			2,938,800					2,938,800
<b>TOTAL - RECREATION SERVICES</b>	<b>327.00</b>	<b>17,271,600</b>	<b>23,912,600</b>	<b>6,117,100</b>	<b>4,213,800</b>	<b>14,110,800</b>	<b>4,768,500</b>	<b>70,394,400</b>
<b>NON-DIVISIONAL</b>								
GENERAL GOVERNMENT		5,945,300						5,945,300
HUMAN/COMM SVCS ORGS		410,700						410,700
ECONOMIC DEVELOPMENT			6,600,000					6,600,000
RETIREMENT SUSTAINABILITY			15,000,000					15,000,000
NON-DIVISIONAL CIP				5,659,400				5,659,400
<b>TOTAL - NON-DIVISIONAL</b>		<b>6,356,000</b>	<b>6,600,000</b>	<b>5,659,400</b>				<b>18,615,400</b>
<b>GENERAL FUND</b>								
RESERVE/TRANSFERS		53,675,800						53,675,800
<b>TOTAL - GENERAL FUND</b>		<b>53,675,800</b>						<b>53,675,800</b>
<b>BOND SINKING</b>								
GEN OBLIG BOND SINKING				3,520,000				3,520,000
GEN OBLIG BOND SINKING				1,420,400				1,420,400
NON GO BOND SINKING				1,585,000				1,585,000
NON GO BOND SINKING-I				1,647,500				1,647,500
<b>TOTAL - BOND SINKING</b>				<b>\$ 8,172,900</b>				<b>\$ 8,172,900</b>

**DEPARTMENT TO FUND  
RELATIONSHIP**

Department/Division	FTE	General Fund	Special Revenue	Debt Service / Capital Projects	Enterprise	Internal Service	Grants & Trusts	Adopted FY 2013/2014 Total
<b>COMM REDEVELOP AGENCY</b>								
ADMINISTRATION	2.75		\$ 1,199,900					\$ 1,199,900
DOWNTOWN PARKING SERVICES	0.88		315,500					315,500
MIZNER PARK REVENUE			8,941,400					8,941,400
MIZNER PARK SINKING-P				\$ 6,355,000				6,355,000
MIZNER PARK SINKING			1,180,000	4,062,600				5,242,600
<b>TOTAL - COMM REDEVELOP AGENCY</b>	<b>3.63</b>		<b>11,636,800</b>	<b>10,417,600</b>				<b>22,054,400</b>
<b>Grand Total</b>	<b>1,291</b>	<b>\$ 185,260,000</b>	<b>\$ 76,833,400</b>	<b>\$ 68,332,400</b>	<b>\$ 162,382,400</b>	<b>\$ 64,505,200</b>	<b>\$ 4,768,500</b>	<b>\$562,081,900</b>

## FUND DESCRIPTIONS

An important concept in governmental accounting and budgeting is the division of the budget into categories called funds. Funds are separate fiscal accounting entities. Budgeting and accounting for revenues and expenditures in this manner is called fund accounting. Fund accounting allows a government to budget and account for revenues and expenditures restricted by law or policy. Governments may use any number of individual funds in their financial reporting; however, generally accepted accounting principles (GAAP) require all these individual funds to be aggregated into specified fund types. Any fund constituting 10% or more of the appropriated budget is considered a “major” fund.

### 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.

115 Economic Development Fund supports economic development activities benefitting the City, including a variety of incentive programs. These incentive programs include both City-administered incentives, as well as participation in State incentive programs by providing local match funds. All awarded economic development incentives require an agreement and approval by the City Council. A portion of the ad-valorem taxes is the main source of revenue for the Fund.

116 Retirement Sustainability Fund provides a separate funding for certain receipts and expenditures for all of the City's defined benefit plans and accounts for reserves to reduce the financial burden, if any, of retiree defined benefit plan payments on future taxpayers.

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 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 **2018**, 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**.

**S**afety in the Community

**E**nvironmentally Conscious

**R**ecreational Opportunities

**V**alued Employees

**I**nvolvement of Citizens

**C**ustomer Service

**E**conomic 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 2018

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 **2018** include:

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

### 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 **2013-14** include:

- Wildflower Development (Palmetto Park Road & Intracoastal)
- Beach Package: Concessionaires
- Pensions Sustainability
- Land Development Regulations for Comprehensive Plan (Planned Mobility)
- Parking for Downtown
- Beach and Park District Strategy
- Communications with Residents

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 35* 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 2013-14. 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 40* "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 42* and the "CIP Operational Impact" on *page 275* 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 financial summit. See *page 85* "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 978 vehicles on an ongoing basis.
  - The City Council approved the replacement of 45 vehicles at a cost of \$1,276,900 in 2013-14.
  - 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 \$284,605,700 of projects with an estimated \$110,900 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 2013-14.

## 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% of the General Fund revenues in 2013-14 compared to 29% in 2012-13.

2. The City will pursue alternative revenue sources as an additional source of funds.
    - The City has budgeted to collect \$42,432,400 from grants and shared revenues in 2013-14.
  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 2013-14 the City has budgeted to contribute \$1,356,600 of public service taxes and 8% of Ad Valorem taxes \$4,479,600 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 \$2,369,700 of public service taxes to the Beautification Program.
- The City utilizes a third party collection agency for the collection of past due bills.
  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 246*)
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.

### **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 2012-13 the City's average monthly investment portfolio was \$271,896,209.
2. The City will collect revenues aggressively, including past due bills of any type and may utilize an outside collection agency to accomplish this.

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.
  - 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, 2012 was 19%.

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, 2012:
 

Water & Sewer System	\$8,848,075
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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, 2012:
 

General Debt Service Fund	\$ 1,173,100
Water & Sewer	24,209,265

**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 \$284,605,700 CIP for FY 2013-14 / 2018-19.
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.
  - The approved 2013-14 / 2018-19 CIP includes operational impacts of \$110,900.
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 275 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.

**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 2012 CAFR on April, 2013.

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 \$542,900 for education, travel and training in 2013-14.
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.

**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 85 "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 246)*
4. The City will prepare and update its six-year Capital Improvements Program annually.
  - The City approved a \$284,605,700 CIP for FY 2013-14 / 2018-19.
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 1<sup>st</sup> of each year and ends September 30<sup>th</sup> 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*
- Sustainable City*
- World Class Municipal Services*
- Strong Partnership with Community*

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 85* 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 275* 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 30<sup>th</sup>. 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 71*. Included in this table is the Actual Budget for FY 2011-12, the Revised Budget for FY 2012-13, along with the Approved Budget for FY 2013-14.

The "Historical Summary," located on *pages 73-74* is the summary of all funds City-wide for a four-year period beginning with FY 2009-10. 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 246* 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 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.

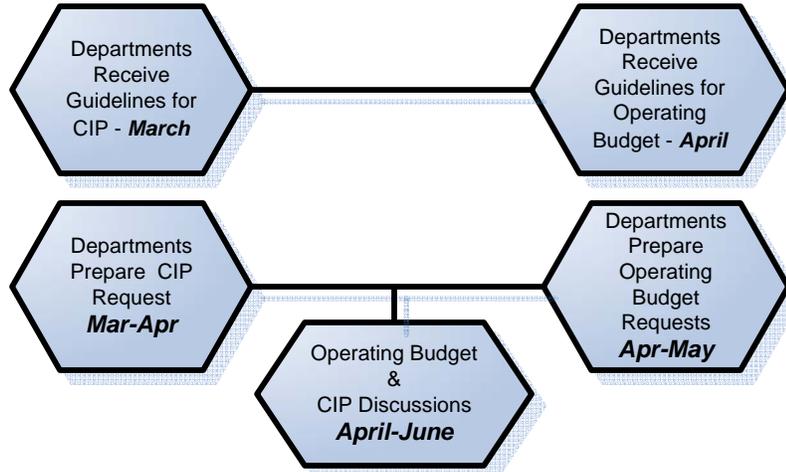
Budgets have been legally adopted on a basis consistent with generally accepted accounting principles (GAAP) for the General Fund, Special Revenue Funds and Capital Projects Funds. The City has chosen not to integrate the appropriated budget for the Debt Service Fund into the accounting system as the 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**

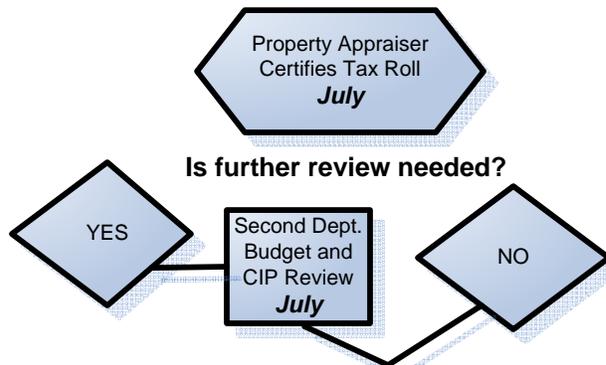
The budget may be amended in three ways. One-way transfers dollars between line items within a department. This is requested by the Department Head and approved by the City Manager on a budget transfer form. Secondly, budget amendments, which increase expenditures or the spending level of individual departments, are requested by the City Manager and approved by Council through 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.

# FLOWCHART OF THE 2013-14 BUDGET PROCESS

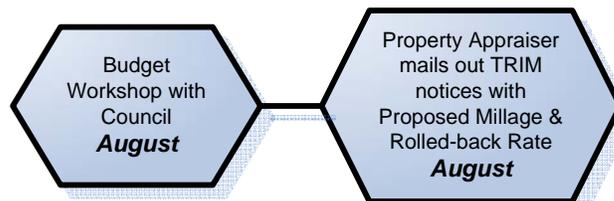
## BUDGET DEVELOPMENT & PRIORITIZATION PROCESS *February - April*



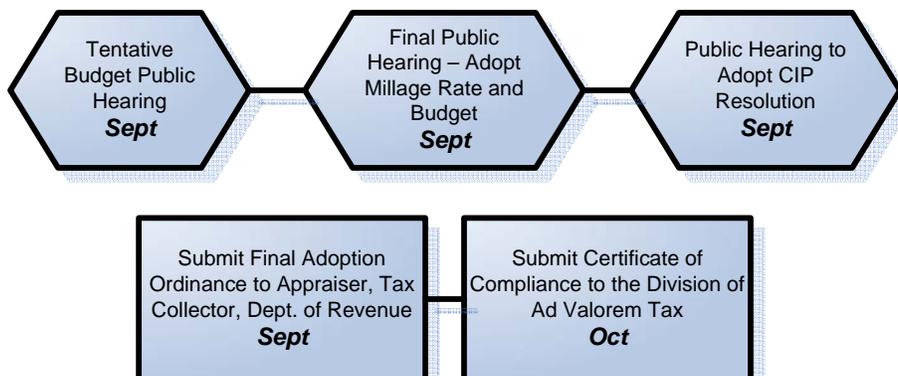
## CITY MANAGEMENT REVIEW & MODIFICATION *June - July*



## PROPOSED OPERATING BUDGET AND CIP SUBMITTED TO MAYOR AND COUNCIL *August*



## PUBLIC HEARINGS AND ADOPTION *Sept - Oct*

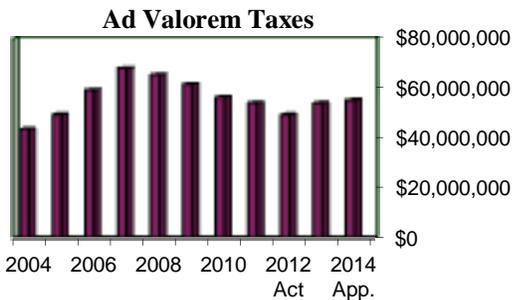




# Methodology of Revenue Forecasting

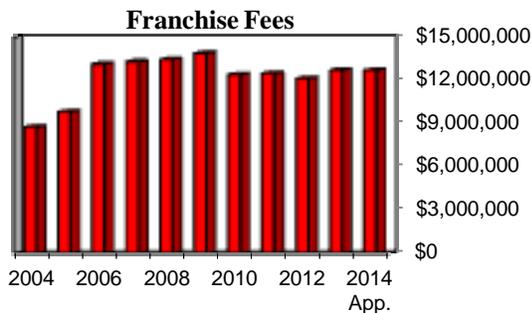
## AD VALOREM TAXES

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 2013-2014, the County Property Appraiser certified the City's taxable value at the amount of \$17,272,211,532. This is an increase of \$683,994,259 in the City's tax base over last year. The City anticipates collecting \$61,210,400 in Ad Valorem taxes in 2013-2014. This tax revenue for 2013-2014 is increasing due to an increase in property values. Due to the increase the City will collect \$2,122,500 or 3% more in property tax collections compared to last year.



## FRANCHISE FEES

Franchise fees are charges to service providers for the right to operate within the boundaries of the City. The City has agreements to collect franchise fees for electric, natural gas, cable and solid waste. The revenue estimates are based on rate increase information received from the respective companies, expected growth and historical trends.



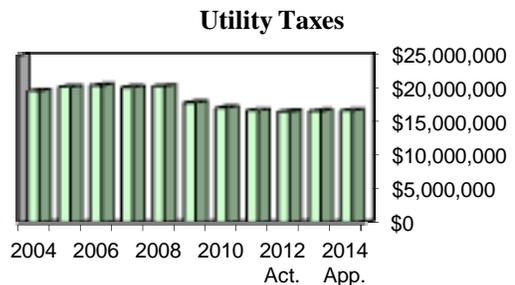
Electric franchise fees generate the majority of franchise fee revenue. Oil and gas prices are very difficult to predict in the current economy. Oil prices, as well as supply and demand, will dictate revenue collections.

The City anticipates collecting \$12,700,000 in total franchise fees for 2013-2014, a slight decrease of \$85,0000 from the prior year.

## UTILITY SERVICE TAX

The City has the right, by Florida State Law, to tax utility services provided to the residents and businesses within its municipal 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 \$16,751,400 for fiscal year 2013-2014, which is a slight decrease of \$74,600 over 2012-2013.

## LICENSES & PERMITS

### Professional and Business Tax

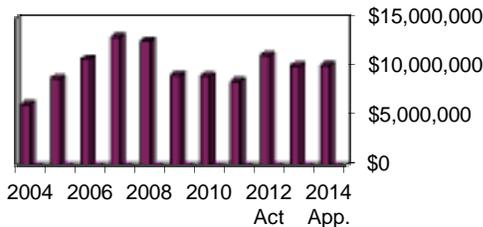
The revenue received from issuing licenses to City businesses is estimated in 2013-2014 based on license costs, historical and recent collection trends. The City anticipates collecting \$1,485,000 in 2013-2014, remaining relatively flat as in prior years.

**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 become scarcer, new commercial building activity started to level off and to decline. After the hurricanes in 2004 & 2005 the City experienced significant increases in building permit activity until 2008 when the economy slowed causing declining building permit revenue from 2009 through 2011. For 2014, building permit applications have improved and the City anticipates an increase of \$1,850,000 in the 2013-2014 permit revenue over the budgeted FY 2012-2013.

**Licenses and Permits**



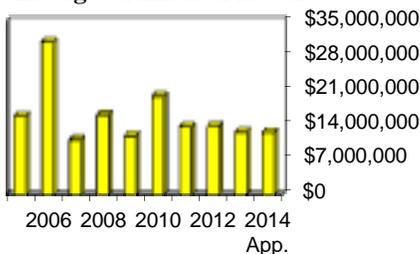
**INTERGOVERNMENTAL REVENUES**

**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 2013-2014 the City expects to collect relatively the same amount as in the previous year.

**Intergovernmental Revenues**



**CHARGES FOR SERVICES**

**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 \$74,600 more in fiscal year 2013-2014 due to a slight increase in user fees.

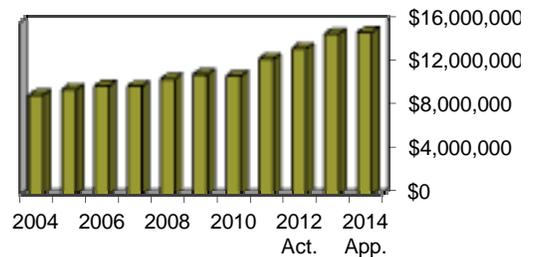
**Culture-Recreation Fees**

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**

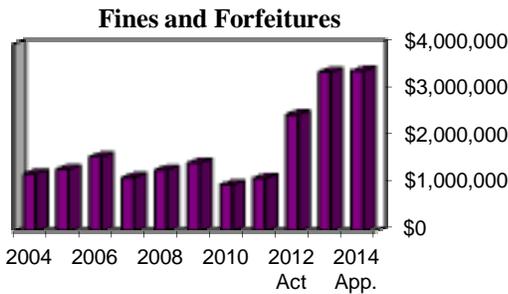
These are charges to property owners to cover City costs for responding to excessive numbers of false police and fire alarms. Estimates for 2013-2014 false alarms are based upon recent collection trends and include a graduated scale for the amount of charges based on actual false alarms.

**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 \$2,600,000 for EMS transports in 2013-2014. Collection rates remain stable as compared to prior year.

**County Fines and Forfeitures**

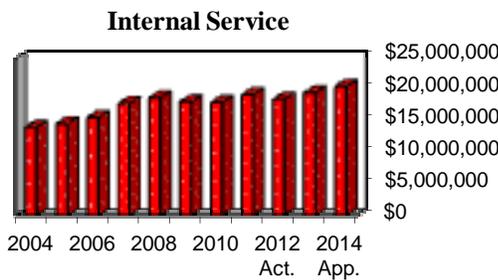
This revenue is the City's share of fines collected by the County for traffic offenses and misdemeanors and other local ordinance violations. In 2011 the City implemented a metered parking program. For FY 2014 the parking program is anticipated to generate \$832,500 of general fund revenues which is slight decrease over 2013. The red light camera program came on-line in May of 2012. The City anticipates collecting an additional \$455,800 in 2013-2014 due to the anticipation of additional citation dollars and fees collected from magistrate court.



**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.



**WATER AND SEWER FUNDS**

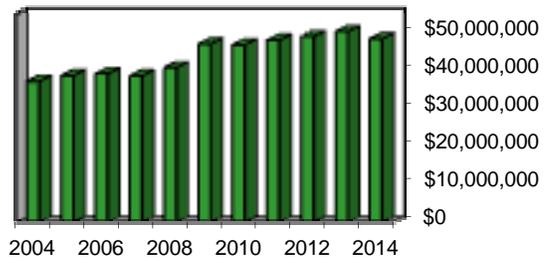
Total Water and Sewer Operating Fund revenues are anticipated to be \$48,595,200 for 2013-2014. On November 27, 2007 the City passed and adopted an Ordinance, effective each October 1, which states Water & Sewer rates will increase by the amount equal to the Dept.

of Labor CPI. Water and sewer rates are being increased 1.9% (Consumer Price Index) in 2013-2014. The increase is to provide for maintaining existing service levels, continued operations, and increased costs of electricity and chemicals.

**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 2013-2014 is anticipated due to increase in the CPI.

**Water and Sewer**



**Sewer Service**

Revenues are estimated for residential property based upon the number of bathrooms and commercial is based upon 100% of water use. An increase in 2013-2014 is anticipated due to an increase in the CPI.

**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 2013-2014.

**Reclaimed Water Sales**

These revenues are based upon estimates of the amount of reusable water to be sold. New customers are brought on-line as the infrastructure is put in place. Revenue estimates are based upon expected usage by these customers. The City anticipates collecting \$1,285,000 for installation and usage in 2013-2014.

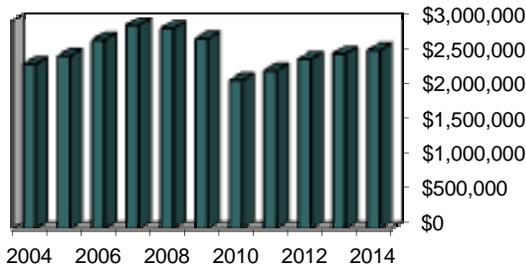
**Water and Sewer Impact Fees**

The “In City” and “Out of City” Impact Fees are charges to new customers for the additional burden they place upon the infrastructure. Fees are anticipated to remain stagnant in 2013-2014.

**GOLF COURSE**

The City of Boca Raton owns and operates one municipal and two executive golf courses. The courses generate revenue from users for annual permits, green fees, cart fees, driving range fees, and miscellaneous charges. The revenues at the City’s golf courses steadily increased since 1994 until 2008 when the decline in the economy along with increased competition caused lower revenues. For 2013-2014, the City’s golf courses are expected to generate the same amount of revenue from the prior year.

**Golf Course**

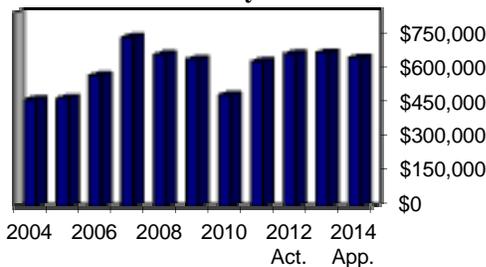


**CEMETERY**

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 cemetery/mausoleum. The fees are adjusted annually to reflect CPI (Consumer Price Index) changes.

A slight decrease is projected in 2013-2014 due to a decrease in the sale of plots.

**Cemetery**

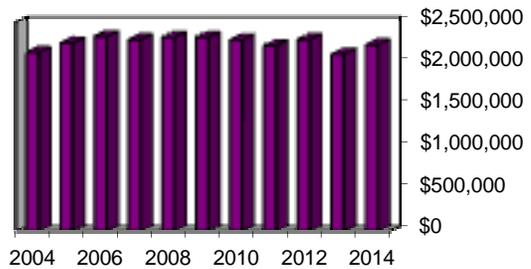


**STORMWATER UTILITY**

Stormwater Utility fees were established in 1994 to meet the Federal EPA requirements 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 \$3.06 monthly charge to 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 \$2,230,000 in 2013–2014.

**Stormwater Utility**



**SPECIAL REVENUE FUNDS**

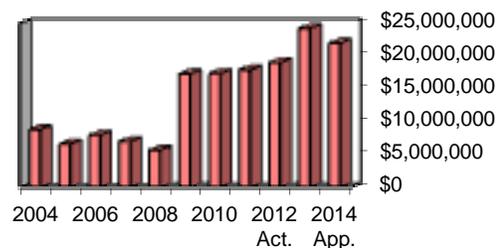
The City generates special revenue funds from the Community Development Block Grant (CDBG), State Housing Initiative Partnership Program (SHIP), Beautification Fund, Law Enforcement Trust Fund and the Greater Boca Raton Beach and Park District.

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.

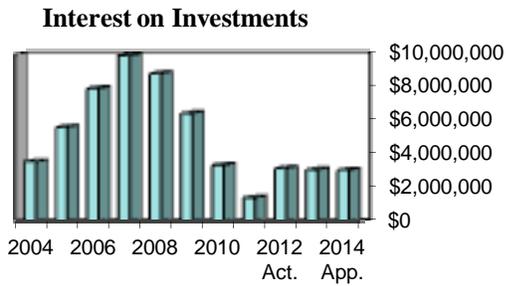
The Greater Boca Raton Beach and Park District and the City of Boca Raton have a maintenance agreement for Red Reef Park, Patch Reef Park, Sugar Sand Park and the Racquet Club Tennis Facility. The first three parks were purchased and developed with revenue generated by the Greater Beach and Park District. 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. Revenue has increased over the last few years due to several significant capital construction projects; Gumbo Limbo saltwater tanks, dune crossover and the Countess deHoernle Park. In 2014 a decrease is anticipated due to less projects.

**Special Revenue Funds**



### 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 2013-2014 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 \$3,079,700 in 2013-2014.





# 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 2013 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 Long Range Financial Plan utilizes a “baseline” projection model. Under that model, future revenues and expenditures are estimated based on the City’s current sources of revenue and level of service. The Financial Forecast shows that despite the reductions made to the City’s General Fund expenses and the slight upward trend of the City’s General Fund revenues, the current revenue base will not support the expenses of the City’s existing municipal services. That is, the financial forecast shows that without action to reduce expenses or increase revenues, the General Fund expenses will grow more rapidly than the General Fund revenues, creating a “financial gap” that will increase each year throughout the forecast period. This increasing gap would require the use of the City’s reserves to balance the annual budget, leading to the depletion of the reserves in a short term framework.

### General Fund (\$ in thousands)

	2012A	2013B	2014F	2015F	2016F	2017F
<b>REVENUES &amp; SOURCES</b>						
01-PROPERTY TAXES	\$ 46,291	\$ 50,259	\$ 51,664	\$ 53,162	\$ 54,703	\$ 56,289
02-UTILITY TAXES	16,617	16,826	17,163	17,506	17,856	18,213
03-FRANCHISE FEES	14,835	12,785	12,913	13,042	13,172	13,304
04-LICENSES AND PERMITS	11,062	7,946	8,044	8,179	8,316	8,456
05-INTERGOVERNMENTAL	10,188	11,129	11,130	11,131	11,132	11,132
06-FEES, CHARGES & OTHER FINES	22,912	24,852	25,349	25,856	26,373	26,900
07-CRA REIMBURSEMENT	2,000	1,500	1,500	1,500	1,500	1,500
08-INTEREST	543	500	500	500	508	515
09-OTHER SOURCES	804	273	274	275	277	278
10-TRANSFERS IN	20	20	20	21	21	22
RESOURCES FORWARD			1,884	1,923	1,987	2,106
<b>TOTAL REVENUES AND SOURCES</b>	<b>125,272</b>	<b>126,090</b>	<b>130,440</b>	<b>133,094</b>	<b>135,845</b>	<b>138,716</b>
<i>% ANNUAL CHANGE</i>	7.0%	0.7%	3.4%	2.0%	2.1%	2.1%
<b>EXPENDITURES &amp; USES</b>						
01-PERSONNEL SERVICES-GENERAL	39,179	40,176	42,208	44,217	46,337	48,577
02-PERSONNEL SERVICES-PUBLIC SAFETY	50,877	52,837	55,509	58,149	60,937	63,881
03-OPERATING EXPENDITURES-OTHER	25,670	28,945	28,617	29,046	29,482	29,924
04-SUPPLIES	2,859	3,138	3,185	3,233	3,282	3,331
05-CAPITAL	123	370	400	412	424	437
06-OTHER USES	411	397	397	397	397	397
07-TRANSFERS OUT	885	2,414	2,462	2,512	2,562	2,613
<b>TOTAL EXPENDITURES AND USES</b>	<b>120,004</b>	<b>128,276</b>	<b>132,778</b>	<b>137,965</b>	<b>143,420</b>	<b>149,160</b>
<i>% ANNUAL CHANGE</i>	2.2%	6.9%	3.5%	3.9%	4.0%	4.0%
<b>ANNUAL INCREASE/(DECREASE) IN FUNDS</b>	<b>5,268</b>	<b>(2,186)</b>	<b>(2,338)</b>	<b>(4,871)</b>	<b>(7,575)</b>	<b>(10,444)</b>
<i>% ANNUAL REVENUES &amp; SOURCES</i>	4.2%	-1.7%	-1.8%	-3.7%	-5.6%	-7.5%
<b>BEGINNING RESERVES</b>	46,572	51,840	49,654	47,316	42,445	34,869
<b>TOTAL RESERVES</b>	51,840	49,654	47,316	42,445	34,869	24,426
<b>FUND BALANCES</b>						
<b>ECONOMIC DEVELOPMENT</b>	5,000	5,000	5,000	5,000	5,000	5,000
<b>FEMA-APEAL</b>	4,200	4,200	4,200	4,200	4,200	4,200
<b>COMMITTED</b>	24,233	24,233	24,233	24,233	24,233	24,233
<b>RESTRICTED</b>	170	170	170	170	170	170
<b>AVAILABLE/(SHORTFALL) FOR FUTURE YEARS</b>	18,237	16,051	13,713	8,842	1,266	(9,177)
<b>10 % FUND BALANCE POLICY</b>	\$ 12,828	\$ 13,278	\$ 13,797	\$ 14,342	\$ 14,916	\$ 15,475

## OVERVIEW AND SUMMARY

A long-term financial forecast provides the information necessary for City Council to determine and provide a basis for financial and policy decisions. The City reviews and updates its Long Range Financial Plan on an annual basis. This Long Range Financial Plan provides a current assessment of the financial condition of the City, as well as a projection of the future revenues and expenses. It also identifies trends and critical issues.

This Long Range Financial Plan provides City Council and staff with the 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. This forecast can be used to create a strategic context for evaluating the annual budget, and to establish a baseline projection of revenues, expenditures, and fund balances. In addition, the Long Range Financial Plan provides the opportunity for City residents to review the financial condition of the City.

This Long Range Financial Plan primarily focuses on the City's General Fund. The General Fund is supported by property taxes, public service (utility) taxes, utility franchise fees, and various user fees. The General Fund is the source of funding for the majority of City operations including public safety (police, fire and rescue), recreation, municipal/public works, development, and administration services.

After several years of economic decline, the state and local economies are showing improvement. During the economic downturn, Boca Raton was able to maintain its strong financial position through prudent long-term Financial Planning and fiscal actions to reduce or contain fixed costs; the City has been very proactive in preparing for and adjusting to changes in the economy, and that is reflected in the City's bond ratings. **In fact, all three rating agencies recently reaffirmed the AAA rating for the General Obligation Bonds of the City.**

From FY2008-12, General Fund expenses were reduced by \$21.9 million, including the elimination of 196 full and part-time positions. The City has also widened the General Fund revenue base by adding several new programs and has adjusted user fees and property taxes.

It is expected that the City's General Fund revenues will begin a slow recovery. It is estimated that the assessed property value in the City will increase slightly in the next year and continue to increase for the next four years. Utility Taxes and Franchise Fees are projected to have slight increases as well. The value of the building permit applications have shown an increase from \$7.1 million in 2011 to \$9.6 million.

This Long Range Financial Plan includes a comparison of assessed value and selected rates and fees of the City to several comparable municipalities in South Florida. The comparisons demonstrate that Boca Raton has a higher assessed value, and lower property taxes, rates, and fees than these other municipalities.

This Long Range Financial Plan also includes information regarding the City's bond ratings. Because of the benefits to the community associated with preserving the current excellent rating, this information should be considered when future financial decisions are made as they may impact the future costs of providing the necessary public infrastructure through tax-exempt bond financing.

## FORECAST OVERVIEW

The Boca Raton economy is beginning to show signs of improvement with noticeable activity for new commercial and residential development. It is anticipated that residential, commercial, and industrial property values will slowly increase for the next several years. Demand-driven revenue such as Sales Tax and State Shared Revenues are also expected to slowly increase in the next few fiscal years. Interest revenue has declined in recent years due to the uncertainty in the financial markets and significantly low rates on governmental securities. The forecast reflects no increases in investment earnings thru FY 2016.

The City has been able to maintain and improve its reserves over the last several years by reducing and realigning costs and implementing new fees. The forecast reserves \$10.6 million for disaster emergency fund, the Mizner Park debt service of \$1.6 million, \$12 million reserved for the retirement systems and a 10% minimum fund balance reserve of the total General Fund budget as recommended by the bond rating agencies. The current FY 2013 budget anticipates using \$2.2 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 FY 2008 adjusted benefits prospectively for new general employee hires and in FY 2010 adjusted benefits prospectively for executive

employees. The City also committed \$12 million for a 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 moving proactively to maintain and grow its commercial tax base by attracting new businesses and retaining and expanding existing ones. The City created an Economic Development Incentive Policy to attract new businesses to the City and to retain existing businesses in the City. The incentives include non-monetary incentives such as expedited permitting, and monetary incentives such as lease subsidies and local matches for State economic development incentive programs. Since the creation of the City’s Economic Development Incentive Policy, 25 companies have been involved in the program, and 4,300 jobs have been created and/or retained in the City. Through its Economic Development Incentive Policy, the City has earmarked \$5 million of reserves, committed \$1,117,400 to date, which has resulted in the creation of 2,473 new jobs and the retainage of 1,830 other jobs in the City. The incentives provided by the City also leveraged \$4.8 million of State of Florida incentives and \$850,000 of Palm Beach County incentives. The City continues to partner with the State of Florida, Enterprise Florida and the Palm Beach County Business Development Board.

**GENERAL FUND FINANCIAL POSITION – CITY STRONG FINANCIAL POSITION**

Boca Raton became the first city or county in Florida to receive the highest credit rating from all three credit rating agencies:Moody’s Investors Service, Standards and Poor’s, and Fitch Ratings. All three credit rating agencies have recognized the City of Boca Raton’s commitment to provide a 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. As a result, all three recently reaffirmed the AAA rating for the General Obligation Bonds of the City. (All three also rated the water and sewer revenue bonds an “AAA” as well.)To the taxpayer, this means the City borrows funds for capital projects at interest rates substantially lower than the average municipality and normally without additional expense for credit enhancements such as bond insurance. The net result to the taxpayer is a lower debt service property tax millage rate.

**FINANCIAL FORECAST – REVENUES, EXPENDITURES, AND FUND BALANCE**

Over the forecast range, General Fund revenues are projected to increase at an average annual rate between 0% to 3%, based on the type of revenue and the current knowledge of future conditions. The General Fund expenditures are projected to increase at an average annual rate between 1.5% and 7.0%.

The forecast is a “baseline” model; it does not include the addition of any new revenues during the forecast period.

The following table summarizes the growth rates of the major revenue and expenditure classifications during the four-year forecast period.

<b>Four-Year Forecast Growth Rates</b>			
<b><u>REVENUES</u></b>		<b><u>EXPENDITURES</u></b>	
<b>Major Revenue Classifications and Categories</b>	<b>Forecast <u>4 Year Average</u></b>	<b>Major Expenditure Classifications</b>	<b>Forecast <u>4 Year Average</u></b>
<u>Taxes</u>		Personal Services (Wages & Benefits)	
Property Taxes	3%	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 &amp; Permits</u>	1.5%		
<u>State Shared (Intergovernmental)</u>	0%-1.0%		
<u>Charges for Services/Contributions/Other</u>	2.0%		
<u>Fines</u>	2.0%		
<u>Interest</u>	0%-1.5%		

Based on the historical trend analysis, current conditions, and projected annual growth of the General Fund revenues and expenditures, the financial forecast information can be developed. The following table presents the four-year General Fund financial forecast information, and this information is presented graphically in the following chart.

### GENERAL FUND HISTORICAL INFORMATION – REVENUES AND EXPENDITURES

The following table summarizes the historical revenues and expenses of the General Fund (\$ in thousands).

	2005A	2006A	2007A	2008A	2009A	2010A	2011A	2012A
<b>REVENUES &amp; SOURCES</b>								
01-PROPERTY TAXES	\$ 37,441	\$ 45,878	\$ 53,791	\$ 50,689	\$ 47,974	\$ 46,048	\$ 43,402	\$ 46,291
02-UTILITY TAXES	20,276	20,504	17,003	20,360	21,724	17,178	16,776	16,617
03-FRANCHISE FEES	9,829	14,712	16,527	13,804	13,881	12,406	15,158	14,835
04-LICENSES AND PERMITS	8,898	10,769	14,048	12,656	9,331	9,014	8,578	11,062
05-INTERGOVERNMENTAL	16,013	30,849	11,198	15,552	9,763	12,721	10,228	10,188
06-FEES, CHARGES & OTHER FINES	10,797	11,432	12,316	13,582	15,373	15,598	18,611	22,912
07-CRA REIMBURSEMENT	-	-	-	-	-	2,500	2,500	2,000
08-INTEREST	1,006	2,102	3,037	2,725	1,703	886	463	543
09-OTHER SOURCES	366	270	256	-	-	-	337	804
10-TRANSFERS IN	720	-	20	-	7,191	20	1,020	20
<b>TOTAL REVENUES AND SOURCES</b>	<b>105,346</b>	<b>136,516</b>	<b>128,197</b>	<b>129,368</b>	<b>126,940</b>	<b>116,371</b>	<b>117,073</b>	<b>125,272</b>
% ANNUAL CHANGE	18.3%	29.6%	-6.1%	0.9%	-1.9%	-8.3%	0.6%	7.0%
<b>EXPENDITURES &amp; USES</b>								
PERSONNEL	64,937	72,744	76,030	80,780	83,500	85,633	87,000	90,056
03-OPERATING EXPENDITURES-OTHER	22,844	45,039	30,292	27,912	27,806	24,675	26,201	25,670
04-SUPPLIES	2,948	2,838	2,746	2,848	2,750	2,718	2,938	2,859
05-CAPITAL	1,486	1,194	692	675	482	495	219	123
06-OTHER USES	5	43	6	-	-	-	-	411
07-TRANSFERS OUT	4,961	4,467	6,451	17,129	14,032	4,960	1,068	885
<b>TOTAL EXPENDITURES AND USES</b>	<b>97,181</b>	<b>126,326</b>	<b>116,217</b>	<b>129,344</b>	<b>128,568</b>	<b>118,481</b>	<b>117,426</b>	<b>120,004</b>
% ANNUAL CHANGE	3.8%	30.0%	-8.0%	11.3%	-0.6%	-7.8%	-0.9%	2.2%
<b>ANNUAL INCREASE/(DECREASE) IN FU</b>	<b>8,165</b>	<b>10,190</b>	<b>11,981</b>	<b>24</b>	<b>(1,628)</b>	<b>(2,110)</b>	<b>(353)</b>	<b>5,268</b>
% ANNUAL REVENUES & SOURCES	7.8%	7.5%	9.3%	0.0%	-1.3%	-1.8%	-0.3%	4.2%
<b>BEGINNING RESERVES</b>	20,304	28,468	38,658	50,638	50,662	49,034	46,925	46,572
<b>ENDING RESERVES</b>	\$ 28,468	\$ 38,658	\$ 50,639	\$ 50,662	\$ 49,034	\$ 46,924	\$ 46,572	\$ 51,840

For FY 2012, the General Fund revenues were greater than estimated by \$5.2 million due to higher than anticipated building permit activity, red light camera citations, user fees and fine and forfeitures. Actual expenditures during the year were less than final budgeted expenditures by \$3.2 million. The revised FY2012 budget had anticipated drawing down fund balance by \$3.1 million. This positive variance is due primarily to reductions in operating costs related to general government of \$1.5 million, parks and recreation of \$844 thousand, physical environment of \$287 thousand and transportation of \$585 thousand. The fund balance of the General Fund increased by \$5.3 million to \$51.8 million. Of this amount \$25.6 million was unassigned and the balance was restricted or committed to specific purposes. The City Council earmarked \$5 million to Economic Development. The City continues to appeal a request to repay \$4.2 million in prior hurricane reimbursements to FEMA. The City in 2009 adopted a fund balance policy which set a minimum fund balance level in the General Fund of 10% of budgeted expenditures.

FY 2013 Budget includes a \$1.5 million transfer to the Beautification Fund. As predicted in the prior Long-Range Financial Plan, beautification revenues are not sufficient to fund the on-going expenses of the median beautification program and a transfer was required from the General Fund to cover costs.

The two charts on the following page graphically represent the historical information on City General Fund Tax Revenue and General Fund Expenditures by departmental function.

## CONCLUSION AND DISCUSSION

The property tax rate increase in the 2013 fiscal year along with an assessed value increase greater than previously forecasted results improved the financial stability of the City as this plan indicates compared to last year's Plan. Although projected revenues and expenditures for the forecast period are expected to grow at lower overall levels than have been experienced recently, the financial forecast clearly shows that the projected expenditure growth rate will outpace revenue growth. It is this conclusion which leads to the expectation that during the forecast period, revenue growth will not cover the moderate growth in operating expenditures, and as a result, will decrease City reserves.

In the 2013 Session, the Florida Legislature is again considering cuts related to business taxes and other revenue to encourage business retention and development. There are also proposals relating to pension reform and other issues that the City is closely monitoring and their potential impacts and limitations to Florida municipalities. The consequences of a combination of several of the proposals being considered could have a significant impact on the City's ability to maintain and/or improve services to residents. There are also several federal laws, relating to health care and tax exempt debt and other accounting regulations which may impact the City in the future.

The City is exploring options related to the sale and or lease of City property to generate additional revenue. Any sale of city property should be considered one-time revenue. One-time revenues should be matched to one-time outlays and should not be used to fund on-going obligations.

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 financial forecast. 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.

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 Forecast, to continue to provide the highest quality of service within the 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 the City has 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 to be able to plan and react accordingly.

This is the eighteenth update of the City's Long-Range Financial Plan. The 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 the residents expect. It is the City's mission to *provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.*

## RECOMMENDATIONS

### **Maintain Recommended Fund Balances**

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 and 2005 provided a tough lesson to most communities on the potential effects of the South Florida 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 and the impact on annexed property owners in terms of service and cost. The fiscal impact from the study results in a net annual revenue to the City. The City continues to update the study annually based on revised property values. Individual, in depth analysis of single community annexation occurs as requested by the City.

#### **Explore Other Fees for Services**

With the forecast demonstrating the reality of drawing down the City's existing unassigned fund balance, the City needs to recover all costs related to providing services. The City should evaluate program costs and should attempt to set fees to recover costs if the market supports it.

#### **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. There should be 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. 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, \$74 million or 61% of overall General Fund Budget, has placed a heavy burden on future City finances with potential pension and compensation pay issues. However, the City must remain competitive to attract and retain the highest quality employees. 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. It is recommended that 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. The City should continue to partner with the Greater Boca Raton Beach and Park District for cost sharing related to beach renourishment projects and other joint projects.

#### **Continue Economic Development Efforts**

The City recognized 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.

The City is starting to recover from an extensive economic downturn which had negative impacts on the City's corporate tax base and jobs. The City's employment rate and tax base are showing improvements. However, the City of Boca Raton is still facing competition for new and existing businesses. In order to create and retain jobs in the City, the City Council identified economic development strategy and funding as one of the top priorities for FY 2012-13. As a result, in addition to working with economic development agencies such as Enterprise Florida and the Palm Beach County Business Development Board, the City developed and adopted an aggressive Economic Development Incentive Program to attract businesses to the City and to retain and promote the growth of existing businesses in the City. The City should continue and enhance its economic development efforts and incentives.

**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 and provide additional resources to remain fiscally sound and financially sustainable.

**R.O.W. 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.

**Beautification Fund**  
(\$ in thousands)

	2012A	2013B	2014F	2015F	2016F	2017F
<b>REVENUES &amp; SOURCES</b>						
02-UTILITY TAXES	\$ 2,326	\$ 2,390	\$ 2,438	\$ 2,487	\$ 2,536	\$ 2,587
08-INTEREST	8	5	5	5	5	5
09-OTHER SOURCES	88	6	6	6	6	6
10-TRANSFERS IN	-	1,475	1,505	1,535	1,565	1,597
<b>TOTAL REVENUES AND SOURCES</b>	<b>2,422</b>	<b>3,876</b>	<b>3,954</b>	<b>4,033</b>	<b>4,113</b>	<b>4,195</b>
<b>EXPENDITURES &amp; USES</b>						
01-PERSONNEL SERVICES-GENERAL	1,241	1,553	1,645	1,730	1,821	1,917
03-OPERATING EXPENDITURES-OTHER	1,933	1,804	1,831	1,858	1,886	1,914
04-SUPPLIES	191	323	327	332	337	342
05-CAPITAL		512	80	5	98	78
07-TRANSFERS OUT	31	4	4	4	4	4
<b>TOTAL EXPENDITURES AND USES</b>	<b>3,396</b>	<b>4,195</b>	<b>3,888</b>	<b>3,930</b>	<b>4,146</b>	<b>4,256</b>
<b>ANNUAL INCREASE/(DECREASE) IN FUNDS</b>	<b>(975)</b>	<b>(319)</b>	<b>66</b>	<b>103</b>	<b>(33)</b>	<b>(61)</b>
<b>BEGINNING RESERVES</b>	<b>1,293</b>	<b>318</b>	<b>(0)</b>	<b>66</b>	<b>168</b>	<b>135</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 318</b>	<b>\$ (0)</b>	<b>\$ 66</b>	<b>\$ 168</b>	<b>\$ 135</b>	<b>\$ 74</b>

**Revenues**

One (1) percent of the utility tax is levied for right-of-way purposes. In keeping with the City's 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. Starting in FY 2013 a transfer from the General was necessary to fund the cost of providing the operating and maintenance of the beautification program.

**Expenditures**

Operating expenditures have been forecast using the same projections stated previously in the report for the General Fund. In FY 2013 the City changed a portion of the maintenance from outside contract services to using City employees. This necessitated the hiring of 15 additional groundskeepers.

**Recommendation**

The Right-of-Way Beautification Fund is not able to sustain the expenditures with current revenue sources and requires substantial funding from the General Fund. Careful consideration has to be given toward additional projects. Funds are limited and new projects will have a direct impact upon capital and operational expenses.

**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 for major capital programs, as reflected in the Approved 5 Year CIP.

**Transportation Fund**  
(\$ in thousands)

	2012A	2013B	2014F	2015F	2016F	2017F
<b>REVENUES &amp; SOURCES</b>						
TAXES	\$ 1,966	\$ 2,006	\$ 2,046	\$ 2,087	\$ 2,128	\$ 2,171
08-INTEREST	60	75	76	77	78	80
<b>TOTAL REVENUES AND SOURCES</b>	<b>2,026</b>	<b>2,081</b>	<b>2,122</b>	<b>2,164</b>	<b>2,207</b>	<b>2,251</b>
<b>EXPENDITURES &amp; USES</b>						
05-CAPITAL	1,541	5,302	1,739	2,946	1,925	2,785
<b>TOTAL EXPENDITURES AND USES</b>	<b>1,541</b>	<b>5,302</b>	<b>1,739</b>	<b>2,946</b>	<b>1,925</b>	<b>2,785</b>
<b>ANNUAL INCREASE/(DECREASE) IN FUNDS</b>	<b>485</b>	<b>(3,221)</b>	<b>383</b>	<b>(782)</b>	<b>282</b>	<b>(534)</b>
<b>BEGINNING RESERVES</b>	7,486	7,971	4,749	5,132	4,351	4,633
<b>TOTAL AVAILABLE</b>	<b>\$ 7,971</b>	<b>\$ 4,749</b>	<b>\$ 5,132</b>	<b>\$ 4,351</b>	<b>\$ 4,633</b>	<b>\$ 4,099</b>

Revenues

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

	<u>County %</u>	<u>Municipalities %</u>
Six (6) cent tax	66-2/3	33-1/3
Five (5) cent tax	79	21

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

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

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.

Recommendation

Based on the current projected capital projects, funds should be sufficient in the Transportation Fund to complete the projects.

**WATER AND SEWER FUNDS**

The City operates its Water and Sewer System as an Enterprise Fund and funds the operations, debt service and infrastructure needs through user fees and available reserves. The city has issued bonds to pay for a portion of its capital projects and the debt service is repaid through the system's revenues. The City's service area encompasses approximately 35 square miles and extends beyond the corporate City limits. There are approximately 34,600 accounts including both residential and commercial. Those customers outside the corporate City limits pay a surcharge of 25%. Effective each October, the water and sewer rates and charges will automatically increase, by the percentage increase, if any, of the Consumer Price Index for All Urban Consumers (CPI U); region Miami/Ft. Lauderdale.

The gross water and sewer sales increased 2% from \$46 million in 2011, to \$48.3 million in 2012. The Water and Sewer Fund had a positive change in net position of \$11.8 million for FY 2012. The operating income for the Water and Sewer Fund increased from \$6.6 million in 2011 to \$7.3 million in 2012. Allowable system development fees are also collected to offset the impact of growth of serving new customers and commercial development.

In March 2009, the City issued Water and Sewer Revenue Refunding Bonds, Series 2009 to refund a portion of the 1999 Water and Sewer Revenue Improvement Bonds. The City received an AAA rating from Fitch Ratings, Standard & Poor's and Moody's Investor Services on the issue. 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). As demonstrated by the Table below, the coverage has exceeded the minimum requirements of 1.20 total revenue coverage.

**Water and Sewer Fund (Historical)**  
(\$ in thousands)

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Revenue</b>					
Water sales	\$ 23,466	\$ 28,165	\$ 27,993	\$ 28,648	\$ 28,736
Sewer service charges	15,344	17,027	16,692	17,378	18,085
Other operating revenues	2,288	4,775	2,592	2,262	2,419
Interest income	2,506	2,183	1,489	531	687
Gross revenues	<u>\$ 43,604</u>	<u>\$ 52,150</u>	<u>\$ 48,767</u>	<u>\$ 48,819</u>	<u>\$ 49,926</u>
<b>Operating Expenses</b>					
Administration expenses	\$ 10,172	\$ 9,219	\$ 9,429	10,169	10,302
Water system	15,333	17,709	15,314	15,183	14,986
Sewer system	8,101	6,659	6,025	6,272	6,389
Total operating expenses	<u>\$ 33,606</u>	<u>\$ 33,587</u>	<u>\$ 30,768</u>	<u>\$ 31,624</u>	<u>\$ 31,677</u>
Net revenues available for debt service	\$ 9,998	\$ 18,563	\$ 17,999	\$ 17,195	\$ 18,250
Allowable system development charges	<u>\$ 1,557</u>	<u>\$ 965</u>	<u>\$ 427</u>	<u>\$ 457</u>	<u>\$ 714</u>
<b>Total revenue available for debt service</b>	<u><u>\$ 11,555</u></u>	<u><u>\$ 19,528</u></u>	<u><u>\$ 18,426</u></u>	<u><u>\$ 17,652</u></u>	<u><u>\$ 18,964</u></u>
Debt Service	\$ 3,972	\$ 4,182	\$ 4,603	\$ 5,029	\$ 5,027
Net revenue coverage	2.52	4.44	3.91	3.43	3.63
Total revenue coverage	2.91	4.67	4.00	3.51	3.77

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. A history of CPI rate increases is itemized below:

**GOLF COURSE FUND**

The City operates three golf courses, Municipal, Executive, and the Red Reef Course as one enterprise fund. Golf Course operating revenues increased 7.6% over FY 2011. The Golf Course Fund reported an operating loss before transfers of \$34 thousands in FY 2012.

**Golf Course Fund**  
(\$ in thousands)

	2012A	2013B	2014F	2015F	2016F	2017F
<b>REVENUES &amp; SOURCES</b>						
05-INTERGOVERNMENTAL	\$ 205	\$ 297	\$ 297	\$ 297	\$ 297	\$ 297
06-FEES, CHARGES & OTHER FINES	2,341	2,520	2,571	2,622	2,675	2,728
08-INTEREST	3	-	-	-	-	-
09-OTHER SOURCES	101	86	86	86	86	86
<b>TOTAL REVENUES AND SOURCES</b>	<b>2,650</b>	<b>2,903</b>	<b>2,953</b>	<b>3,005</b>	<b>3,057</b>	<b>3,111</b>
<b>EXPENDITURES &amp; USES</b>						
01-PERSONNEL SERVICES-GENERAL	1,625	1,622	1,718	1,807	1,902	2,002
03-OPERATING EXPENDITURES-OTHER	575	583	592	601	610	619
04-SUPPLIES	310	339	344	350	355	360
05-CAPITAL		167	184	328	413	176
06-OTHER USES	174	-	-	-	-	-
07-TRANSFERS OUT	5	2	2	2	2	2
<b>TOTAL EXPENDITURES AND USES</b>	<b>2,689</b>	<b>2,713</b>	<b>2,840</b>	<b>3,088</b>	<b>3,282</b>	<b>3,159</b>
<b>ANNUAL INCREASE/(DECREASE) IN FUNDS</b>	<b>(39)</b>	<b>190</b>	<b>113</b>	<b>(83)</b>	<b>(224)</b>	<b>(48)</b>
<b>BEGINNING RESERVES</b>	131	92	282	395	312	87
<b>TOTAL AVAILABLE</b>	\$ 92	\$ 282	\$ 395	\$ 312	\$ 87	\$ 39

**SANITATION FUND**

Effective in FY 2009, the City established a Sanitation Enterprise Fund to account for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection. During the current fiscal year, the City anticipates collecting approximately 86 million pounds of garbage, 15 million pounds of recyclables, and 5 million pounds of vegetation.

**Sanitation Fund**  
(\$ in thousands)

	2012A	2013B	2014F	2015F	2016F	2017F
<b>REVENUES &amp; SOURCES</b>						
06-FEES, CHARGES & OTHER FINES	\$ 7,179	7,251	7,324	7,397	7,471	7,545
08-INTEREST	107	25	25	26	26	27
<b>TOTAL REVENUES AND SOURCES</b>	<b>7,286</b>	<b>7,276</b>	<b>7,349</b>	<b>7,423</b>	<b>7,497</b>	<b>7,572</b>
<b>EXPENDITURES &amp; USES</b>						
01-PERSONNEL SERVICES-GENERAL	2,663	2,745	2,908	3,059	3,219	3,388
03-OPERATING EXPENDITURES-OTHER	3,058	3,103	3,150	3,197	3,245	3,294
04-SUPPLIES	293	31	31	32	32	33
05-CAPITAL		1,625	266	640	660	1,142
06-OTHER USES	579	-	-	-	-	-
07-TRANSFERS OUT	5	5	5	5	5	5
<b>TOTAL EXPENDITURES AND USES</b>	<b>6,598</b>	<b>7,509</b>	<b>6,360</b>	<b>6,933</b>	<b>7,161</b>	<b>7,862</b>
<b>ANNUAL INCREASE/(DECREASE) IN FUNDS</b>	<b>688</b>	<b>(233)</b>	<b>989</b>	<b>490</b>	<b>336</b>	<b>(290)</b>
<b>BEGINNING RESERVES</b>	3,546	4,234	4,001	4,990	5,480	5,816
<b>TOTAL AVAILABLE</b>	\$ 4,234	\$ 4,001	\$ 4,990	\$ 5,480	\$ 5,816	\$ 5,526

Recommendation

The City should continue to set Sanitation user fees to sufficiently fund cost of services, including future capital expenditures.

**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 55 percent (55%) will be used for drainage improvement projects.

**Stormwater Fund**  
(\$ in thousands)

	2012A	2013B	2014F	2015F	2016F	2017F
<b>REVENUES &amp; SOURCES</b>						
06-FEES, CHARGES & OTHER FINES	\$ 2,239	\$ 2,200	\$ 2,244	\$ 2,289	\$ 2,335	\$ 2,381
08-INTEREST	56	75	76	77	78	80
<b>TOTAL REVENUES AND SOURCES</b>	<b>2,295</b>	<b>2,275</b>	<b>2,320</b>	<b>2,366</b>	<b>2,413</b>	<b>2,461</b>
<b>EXPENDITURES &amp; USES</b>						
01-PERSONNEL SERVICES-GENERAL	876	906	959	1,009	1,062	1,118
03-OPERATING EXPENDITURES-OTHER	1,039	1,055	1,071	1,087	1,103	1,120
04-SUPPLIES	3	5	5	5	5	5
05-CAPITAL		3,345	940	1,290	606	700
06-OTHER USES	626	-	-	-	-	-
07-TRANSFERS OUT	-	-	-	-	-	-
<b>TOTAL EXPENDITURES AND USES</b>	<b>2,544</b>	<b>5,311</b>	<b>2,975</b>	<b>3,391</b>	<b>2,777</b>	<b>2,943</b>
<b>ANNUAL INCREASE/(DECREASE) IN FUNDS</b>	<b>(249)</b>	<b>(3,036)</b>	<b>(655)</b>	<b>(1,025)</b>	<b>(364)</b>	<b>(482)</b>
<b>BEGINNING RESERVES</b>	<b>6,844</b>	<b>6,594</b>	<b>3,558</b>	<b>2,903</b>	<b>1,878</b>	<b>1,515</b>
<b>TOTAL AVAILABLE</b>	<b>\$ 6,594</b>	<b>\$ 3,558</b>	<b>\$ 2,903</b>	<b>\$ 1,878</b>	<b>\$ 1,515</b>	<b>\$ 1,033</b>

Revenues

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

Residential Properties                      \$3.006 per unit

Non-Residential Properties:

(Square Feet of Impervious Area) / 2,837 = Number of ERU's

(Number of ERU's) x \$3.006 = Monthly Fee

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 forecast and report.

Recommendation

The Stormwater Fund will continue to provide funding for stormwater projects in the future. Based on projected capital projects the fund is providing sufficient resources to cover expenditures.



## BUDGET BY FUND

REVENUES	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUNDS	WATER AND SEWER FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	PERMANENT FUND	TOTAL BUDGET
TAXES:									
AD VALOREM TAXES	\$ 50,789,400	\$ 1,000,000	-	\$ 4,479,600	-	-	-	-	\$ 56,269,000
AD VALOREM TAXES	-	-	\$ 4,941,400	-	-	-	-	-	4,941,400
FRANCHISE	12,700,000	-	-	-	-	-	-	-	12,700,000
LICENSES & PERMITS	26,993,900	5,203,100	-	1,356,600	\$ 162,600	-	-	-	33,716,200
INTER-GOVERNMENTAL	12,218,500	19,478,300	-	10,637,900	97,700	-	-	-	42,432,400
CHARGES FOR SERVICES	24,099,300	3,000,700	-	-	51,000,700	\$ 9,973,400	\$ 20,638,100	\$ 105,100	108,817,300
FINES AND FORFEITURES	1,676,600	900,000	-	-	-	-	-	-	2,576,600
MISCELLANEOUS	135,000	1,280,000	-	2,004,000	3,000	2,609,000	2,252,900	-	8,283,900
INTEREST EARNINGS	500,000	165,000	20,000	256,000	579,000	58,000	335,000	26,200	1,939,200
<b>TOTAL REVENUES</b>	<b>129,112,700</b>	<b>31,027,100</b>	<b>4,961,400</b>	<b>18,734,100</b>	<b>51,843,000</b>	<b>12,640,400</b>	<b>23,226,000</b>	<b>131,300</b>	<b>271,676,000</b>
TRANSFERS	21,000	37,856,000	2,067,500	1,750,000	12,129,400	510,600	3,735,900	-	58,070,400
FUND BALANCE/RESERVES	56,126,300	18,367,900	1,144,000	29,257,800	76,664,700	8,594,300	37,543,300	4,637,200	232,335,500
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>	<b>\$ 185,260,000</b>	<b>\$ 87,251,000</b>	<b>\$ 8,172,900</b>	<b>\$ 49,741,900</b>	<b>\$ 140,637,100</b>	<b>\$ 21,745,300</b>	<b>\$ 64,505,200</b>	<b>\$ 4,768,500</b>	<b>\$ 562,081,900</b>
<b>EXPENDITURES</b>									
GENERAL GOVERNMENT	\$ 22,071,500	\$ 3,881,400	-	\$ 177,000	\$ 2,064,200	-	\$ 25,353,900	-	\$ 53,548,000
PUBLIC SAFETY	82,051,200	3,475,900	-	10,881,300	-	-	200,000	-	96,608,400
PHYSICAL ENVIRONMENT	713,800	-	-	13,108,000	65,681,400	\$ 11,855,200	-	-	91,358,400
RECREATION SERVICES	17,271,600	23,183,300	-	3,024,800	-	3,632,100	-	-	47,111,800
HIGHWAYS AND STREETS	9,476,100	3,669,800	-	2,847,000	-	-	2,773,200	-	18,766,100
HUMAN SERVICES	-	1,137,400	-	-	-	-	-	-	1,137,400
DEBT SERVICE	-	6,507,000	\$ 7,057,900	-	5,006,100	-	-	-	18,571,000
<b>TOTAL EXPENDITURES</b>	<b>131,584,200</b>	<b>41,854,800</b>	<b>7,057,900</b>	<b>30,038,100</b>	<b>72,751,700</b>	<b>15,487,300</b>	<b>28,327,100</b>	<b>-</b>	<b>327,101,100</b>
TRANSFERS	22,469,900	7,908,300	-	6,076,200	12,235,300	7,800	1,000,000	510,600	50,208,100
FUND BALANCE/RESERVES	31,205,900	37,487,900	1,115,000	13,627,600	55,650,100	6,250,200	35,178,100	4,257,900	184,772,700
<b>TOTAL EXPENDITURES, TRANSFERS &amp; BALANCES</b>	<b>\$ 185,260,000</b>	<b>\$ 87,251,000</b>	<b>\$ 8,172,900</b>	<b>\$ 49,741,900</b>	<b>\$ 140,637,100</b>	<b>\$ 21,745,300</b>	<b>\$ 64,505,200</b>	<b>\$ 4,768,500</b>	<b>\$ 562,081,900</b>

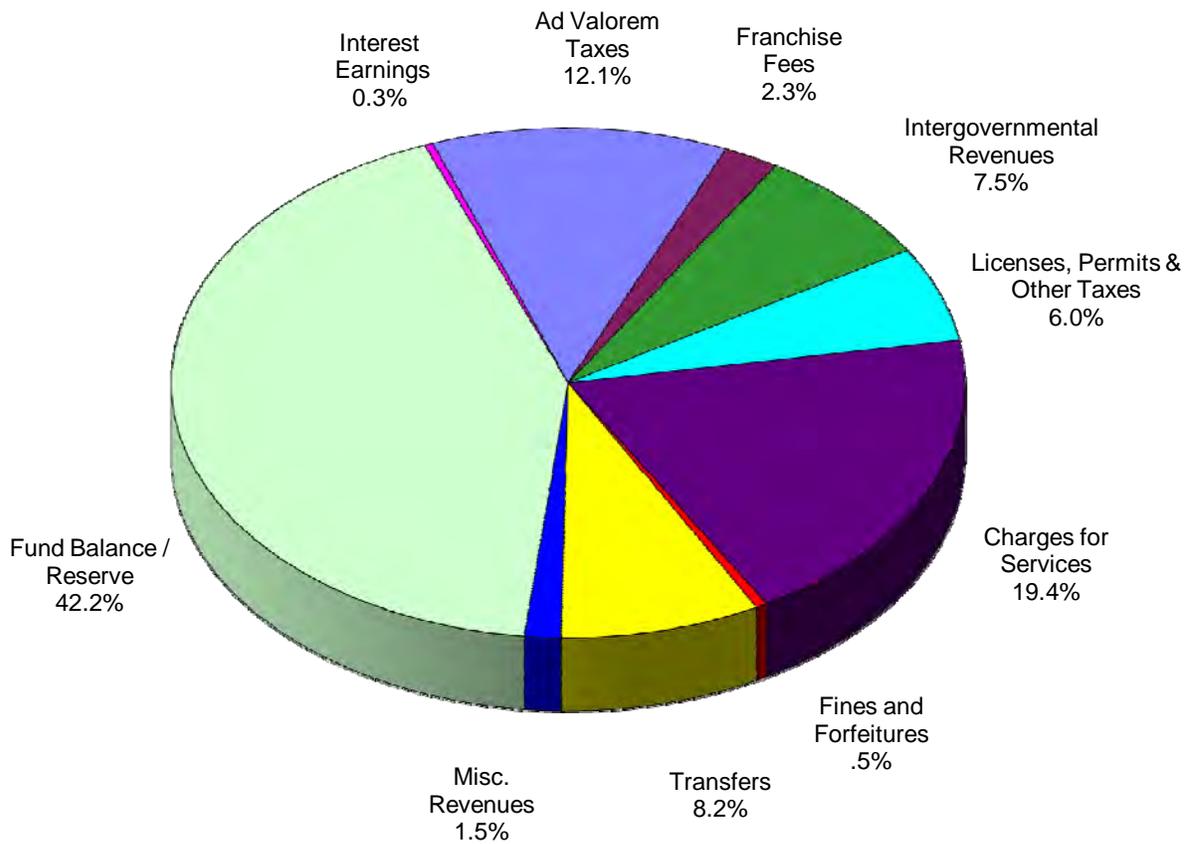
## Sources of Funds Fiscal Year 2013 - 2014

FUND DESCRIPTION	MILLAGE	CURRENT AD VALOREM TAXES	FRANCHISE FEES	LICENSES	INTER-	CHARGES
	CITY			& PERMITS, OTHER TAXES	GOVERNMENTAL	FOR
					REVENUES	SERVICES
GENERAL-OPERATING	3.1479	\$ 50,789,400	\$ 12,700,000	\$ 26,993,900	\$ 12,218,500	\$ 24,099,300
COMMUNITY DEVELOPMENT BLOCK GRANT		-	-	-	843,700	-
STATE & FEDERAL GRANTS		-	-	-	496,200	-
HOUSING ASSISTANCE TRUST		-	-	-	121,800	-
LAW ENFORCEMENT TRUST FUND		-	-	-	-	-
TRANSPORTATION		-	-	-	1,978,000	-
BEAUTIFICATION		-	-	2,369,700	-	-
GREATER BR BEACH & PARK DISTRICT		-	-	-	16,038,600	2,600,200
TAX INCREMENT BONDS- UTIL TAX		-	-	-	-	-
ECONOMIC DEVELOPMENT		1,000,000	-	-	-	-
RETIREMENT SUSTAINABILITY		-	-	2,833,400	-	-
BOND SINKING	0.3009	4,941,400	-	-	-	-
RIGHT-OF-WAY ACQUISITION		-	-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS		-	-	-	-	-
LIBRARY IMPROVEMENT		-	-	-	-	-
CAPITAL IMPROVEMENTS PROGRAM	0.2737	4,479,600	-	1,356,600	10,637,900	-
DOWNTOWN INFRASTRUCTURE		-	-	-	-	-
LAND DEDICATION		-	-	-	-	-
DOWNTOWN LAND DEDICATION		-	-	-	-	-
SANITATION		-	-	-	-	7,446,500
STORMWATER UTILITY		-	-	-	-	2,200,000
WATER/SEWER OPERATING		-	-	-	97,700	48,595,200
WATER/SEWER SINKING		-	-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT		-	-	-	-	-
WATER IMPACT		-	-	-	-	1,267,600
SEWER IMPACT		-	-	162,600	-	1,137,900
CEMETERY/MAUSOLEUM		-	-	-	-	106,500
GOLF COURSE		-	-	-	-	-
GOLF COURSE RENEWAL & REPLACEMENT		-	-	-	-	220,400
INFORMATION SERVICES		-	-	-	-	4,595,600
MOTOR POOL		-	-	-	-	1,100,400
WORKER'S COMPENSATION SELF INSURANCE		-	-	-	-	1,715,000
GROUP MEDICAL SELF INSURANCE		-	-	-	-	11,057,400
LIABILITY SELF INSURANCE		-	-	-	-	2,169,700
CEMETERY PERPETUAL CARE		-	-	-	-	40,000
MAUSOLEUM PERPETUAL CARE		-	-	-	-	65,100
COMMUNITY REDEVELOPMENT AGENCY		6,574,900	-	-	-	400,500
TOTAL CITY-WIDE:	3.7225	\$ 67,785,300	\$ 12,700,000	\$ 33,716,200	\$ 42,432,400	\$ 108,817,300

## Sources of Funds Fiscal Year 2013 - 2014

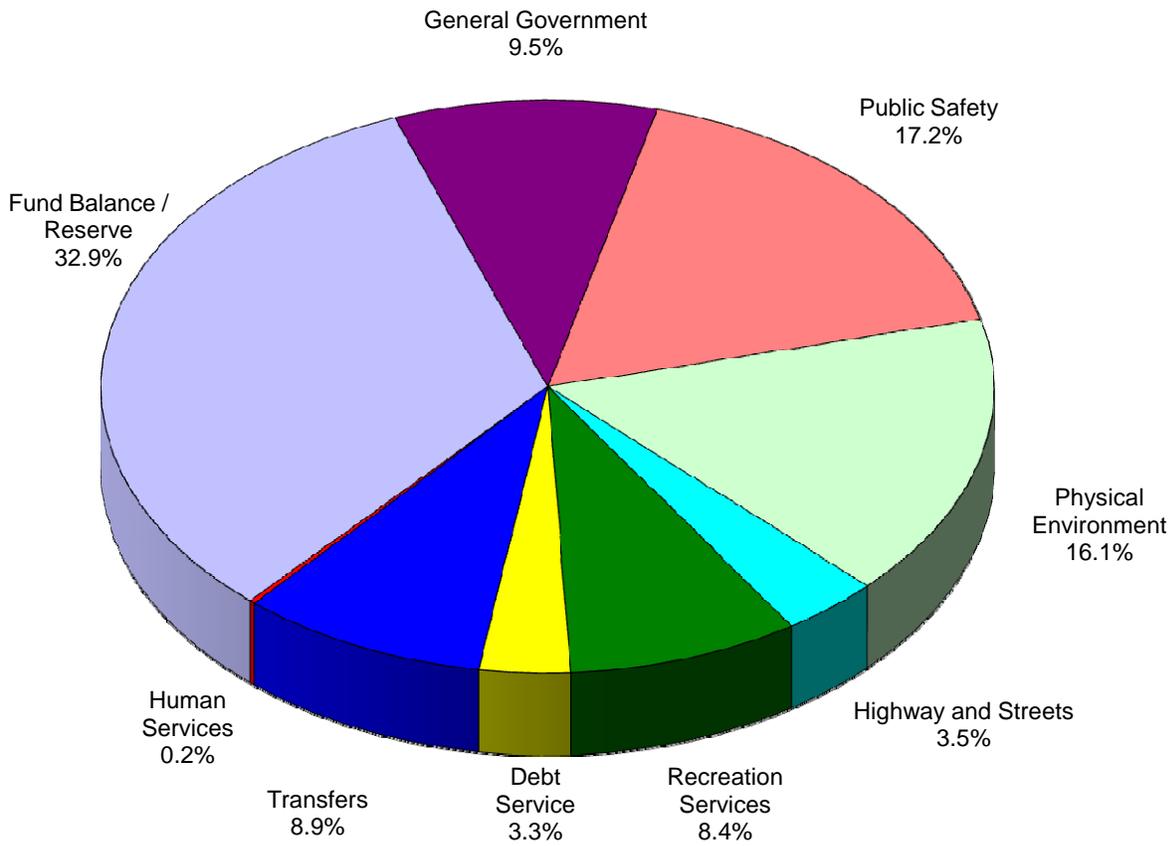
FUND DESCRIPTION	FINES AND FORFEITURES	MISC. REVENUES	INTEREST EARNINGS	OPERATING		BEGINNING FUND	TOTAL BUDGET
				SUB TOTAL	TRANSFERS	BALANCE/ RESERVE	
GENERAL-OPERATING	\$ 1,676,600	\$ 135,000	\$ 500,000	\$ 129,112,700	\$ 21,000	\$ 56,126,300	\$ 185,260,000
COMMUNITY DEVELOPMENT BLOCK GRANT	-	-	-	843,700	-	-	843,700
STATE & FEDERAL GRANTS	-	-	-	496,200	-	-	496,200
HOUSING ASSISTANCE TRUST	-	-	-	121,800	-	171,900	293,700
LAW ENFORCEMENT TRUST FUND	300,000	-	5,000	305,000	-	910,400	1,215,400
TRANSPORTATION	-	-	75,000	2,053,000	-	5,708,000	7,761,000
BEAUTIFICATION	-	100,000	5,000	2,474,700	2,799,100	-	5,273,800
GREATER BR BEACH & PARK DISTRICT	-	-	-	18,638,800	-	-	18,638,800
TAX INCREMENT BONDS- UTIL TAX	-	-	30,000	30,000	-	6,210,600	6,240,600
ECONOMIC DEVELOPMENT	-	-	-	1,000,000	-	5,600,000	6,600,000
RETIREMENT SUSTAINABILITY	-	-	-	2,833,400	15,000,000	-	17,833,400
BOND SINKING	-	-	20,000	4,961,400	2,067,500	1,144,000	8,172,900
RIGHT-OF-WAY ACQUISITION	-	-	15,000	15,000	-	2,317,000	2,332,000
ENVIRONMENTALLY SENSITIVE LANDS	-	-	-	-	-	929,200	929,200
LIBRARY IMPROVEMENT	-	-	-	-	-	188,100	188,100
CAPITAL IMPROVEMENTS PROGRAM	-	271,100	225,000	16,970,200	1,750,000	21,252,200	39,972,400
DOWNTOWN INFRASTRUCTURE	-	1,482,900	5,000	1,487,900	-	331,100	1,819,000
LAND DEDICATION	-	250,000	5,000	255,000	-	2,649,200	2,904,200
DOWNTOWN LAND DEDICATION	-	-	6,000	6,000	-	1,591,000	1,597,000
SANITATION	-	-	25,000	7,471,500	-	2,749,500	10,221,000
STORMWATER UTILITY	-	-	30,000	2,230,000	-	5,080,500	7,310,500
WATER/SEWER OPERATING	-	3,000	524,000	49,219,900	-	39,557,200	88,777,100
WATER/SEWER SINKING	-	-	-	-	4,629,400	5,849,700	10,479,100
WATER/SEWER RENEWAL & REPLACEMENT	-	-	-	-	7,500,000	14,058,500	21,558,500
WATER IMPACT	-	-	30,000	1,297,600	-	8,291,800	9,589,400
SEWER IMPACT	-	-	25,000	1,325,500	-	8,907,500	10,233,000
CEMETERY/MAUSOLEUM	-	40,000	1,800	148,300	510,600	589,600	1,248,500
GOLF COURSE	-	2,569,000	1,000	2,570,000	-	(75,200)	2,494,800
GOLF COURSE RENEWAL & REPLACEMENT	-	-	200	220,600	-	249,900	470,500
INFORMATION SERVICES	-	46,000	100,000	4,741,600	1,459,000	4,213,300	10,413,900
MOTOR POOL	-	2,196,900	70,000	3,367,300	1,276,900	13,399,400	18,043,600
WORKER'S COMPENSATION SELF INSURANCE	-	-	50,000	1,765,000	-	5,447,900	7,212,900
GROUP MEDICAL SELF INSURANCE	-	-	15,000	11,072,400	1,000,000	3,964,100	16,036,500
LIABILITY SELF INSURANCE	-	10,000	100,000	2,279,700	-	10,518,600	12,798,300
CEMETERY PERPETUAL CARE	-	-	9,400	49,400	-	1,617,700	1,667,100
MAUSOLEUM PERPETUAL CARE	-	-	16,800	81,900	-	3,019,500	3,101,400
COMMUNITY REDEVELOPMENT AGENCY	600,000	1,180,000	50,000	8,805,400	7,882,000	5,367,000	22,054,400
TOTAL CITY-WIDE:	\$ 2,576,600	\$ 8,283,900	\$ 1,939,200	\$ 278,250,900	\$ 45,895,500	\$ 237,935,500	\$ 562,081,900

### SOURCES OF FUNDS CITY-WIDE FY 2013 - 2014



**TOTAL SOURCES : \$562,081,900**

### USES OF FUNDS CITY-WIDE FY 2013 - 2014



**TOTAL USES : \$562,081,900**

## Uses of Funds Fiscal Year 2013 - 2014

FUND DESCRIPTION	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAY AND STREETS	HUMAN SERVICES
GENERAL	\$ 22,071,500	\$ 82,051,200	\$ 713,800	\$ 17,271,600	\$ 9,476,100	\$ -
COMMUNITY DEVELOPMENT BLOCK GRANT	-	-	-	-	-	843,700
STATE & FEDERAL GRANTS	-	25,500	-	-	470,700	-
HOUSING ASSISTANCE TRUST	-	-	-	-	-	293,700
LAW ENFORCEMENT TRUST FUND	-	617,000	-	-	-	-
TRANSPORTATION	-	-	-	-	3,199,100	-
BEAUTIFICATION	-	-	-	4,564,700	-	-
GREATER BR BEACH & PARK DISTRICT	-	-	-	18,618,600	-	-
TAX INCREMENT BONDS UTILITY TAX	-	-	-	-	-	-
ECONOMIC DEVELOPMENT	1,550,000	-	-	-	-	-
RETIREMENT SUSTAINABILITY	-	2,833,400	-	-	-	-
BOND SINKING	-	-	-	-	-	-
RIGHT-OF-WAY ACQUISITION	-	-	-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS	-	-	-	-	-	-
LIBRARY IMPROVEMENT	-	-	-	-	-	-
CAPITAL IMPROVEMENTS PROGRAM	177,000	10,881,300	13,108,000	3,024,800	2,847,000	-
DOWNTOWN INFRASTRUCTURE	-	-	-	-	-	-
LAND DEDICATION	-	-	-	-	-	-
DOWNTOWN LAND DEDICATION	-	-	-	-	-	-
SANITATION	-	-	6,882,900	-	966,000	-
STORMWATER UTILITY	-	-	4,006,300	-	-	-
WATER/SEWER OPERATING	2,064,200	-	48,733,800	-	-	-
WATER/SEWER SINKING	-	-	-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT	-	-	16,529,600	-	-	-
WATER/SEWER CIP BOND	-	-	-	-	-	-
WATER IMPACT	-	-	418,000	-	-	-
SEWER IMPACT	-	-	-	-	-	-
CEMETERY/MAUSOLEUM	-	-	-	795,400	-	-
GOLF COURSE	-	-	-	2,740,300	-	-
GOLF COURSE RENEWAL & REPLACEMENT	-	-	-	96,400	-	-
INFORMATION SERVICES	6,447,600	-	-	-	-	-
MOTOR POOL	-	200,000	-	-	2,773,200	-
WORKER'S COMPENSATION SELF INSURANCE	2,018,900	-	-	-	-	-
GROUP MEDICAL SELF INSURANCE	14,491,800	-	-	-	-	-
LIABILITY SELF INSURANCE	2,437,900	-	-	-	-	-
CEMETERY PERPETUAL CARE	-	-	-	-	-	-
MAUSOLEUM PERPETUAL CARE	-	-	-	-	-	-
COMMUNITY REDEVELOPMENT AGENCY	2,331,400	-	-	-	-	-
<b>TOTAL CITY-WIDE:</b>	<b>\$53,590,300</b>	<b>\$96,608,400</b>	<b>\$90,392,400</b>	<b>\$47,111,800</b>	<b>\$19,732,100</b>	<b>\$1,137,400</b>

## Uses of Funds Fiscal Year 2013 - 2014

FUND DESCRIPTION	OPERATING			ENDING	TOTAL
	DEBT SERVICE	SUB TOTAL	INTERFUND TRANSFERS	FUND BALANCE /RESERVE	
GENERAL	\$ -	\$ 131,584,200	\$ 22,469,900	\$ 31,205,900	\$ 185,260,000
COMMUNITY DEVELOPMENT BLOCK GRANT	-	843,700	-	-	843,700
STATE & FEDERAL GRANTS	-	496,200	-	-	496,200
HOUSING ASSISTANCE TRUST	-	293,700	-	-	293,700
LAW ENFORCEMENT TRUST FUND	-	617,000	-	598,400	1,215,400
TRANSPORTATION	-	3,199,100	-	4,561,900	7,761,000
BEAUTIFICATION	-	4,564,700	6,100	703,000	5,273,800
GREATER BR BEACH & PARK DISTRICT	-	18,618,600	20,200	-	18,638,800
TAX INCREMENT BONDS UTILITY TAX	-	-	-	6,240,600	6,240,600
ECONOMIC DEVELOPMENT	-	1,550,000	-	5,050,000	6,600,000
RETIREMENT SUSTAINABILITY	-	2,833,400	-	15,000,000	17,833,400
BOND SINKING	7,057,900	7,057,900	-	1,115,000	8,172,900
RIGHT-OF-WAY ACQUISITION	-	-	-	2,332,000	2,332,000
ENVIRONMENTALLY SENSITIVE LANDS	-	-	929,200	-	929,200
LIBRARY IMPROVEMENT	-	-	-	188,100	188,100
CAPITAL IMPROVEMENTS PROGRAM	-	30,038,100	3,749,600	6,184,700	39,972,400
DOWNTOWN INFRASTRUCTURE	-	-	1,397,400	421,600	1,819,000
LAND DEDICATION	-	-	-	2,904,200	2,904,200
DOWNTOWN LAND DEDICATION	-	-	-	1,597,000	1,597,000
SANITATION	-	7,848,900	6,800	2,365,300	10,221,000
STORMWATER UTILITY	-	4,006,300	-	3,304,200	7,310,500
WATER/SEWER OPERATING	-	50,798,000	9,551,900	28,427,200	88,777,100
WATER/SEWER SINKING	5,006,100	5,006,100	-	5,473,000	10,479,100
WATER/SEWER RENEWAL & REPLACEMENT	-	16,529,600	105,900	4,923,000	21,558,500
WATER/SEWER CIP BOND	-	-	-	-	-
WATER IMPACT	-	418,000	438,700	8,732,700	9,589,400
SEWER IMPACT	-	-	2,138,800	8,094,200	10,233,000
CEMETERY/MAUSOLEUM	-	795,400	-	453,100	1,248,500
GOLF COURSE	-	2,740,300	-	(245,500)	2,494,800
GOLF COURSE RENEWAL & REPLACEMENT	-	96,400	1,000	373,100	470,500
INFORMATION SERVICES	-	6,447,600	-	3,966,300	10,413,900
MOTOR POOL	-	2,973,200	-	15,070,400	18,043,600
WORKER'S COMPENSATION SELF INSURANCE	-	2,018,900	-	5,194,000	7,212,900
GROUP MEDICAL SELF INSURANCE	-	14,491,800	-	1,544,700	16,036,500
LIABILITY SELF INSURANCE	-	2,437,900	1,000,000	9,360,400	12,798,300
CEMETERY PERPETUAL CARE	-	-	199,700	1,467,400	1,667,100
MAUSOLEUM PERPETUAL CARE	-	-	310,900	2,790,500	3,101,400
COMMUNITY REDEVELOPMENT AGENCY	6,507,000	8,838,400	7,882,000	5,334,000	22,054,400
TOTAL CITY-WIDE:	\$18,571,000	\$327,143,400	\$50,208,100	\$184,730,400	\$562,081,900

(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.

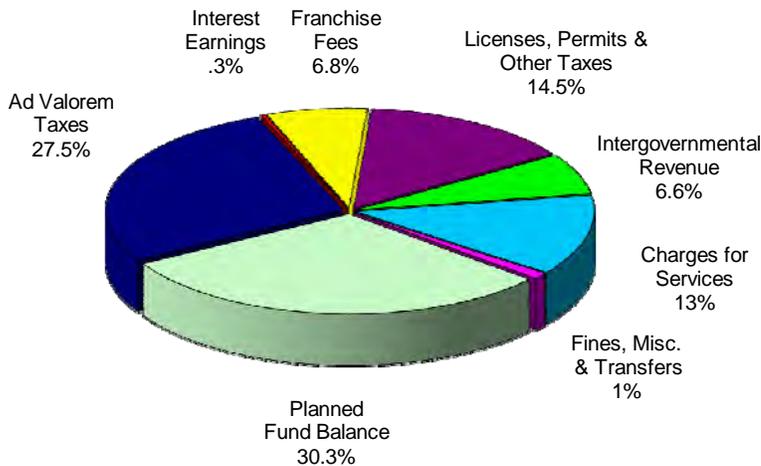
(3) Enterprise funds ending Retained Earnings are comprised of available cash for future appropriation as well as funds that are reserved to satisfy bond covenants.

(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.

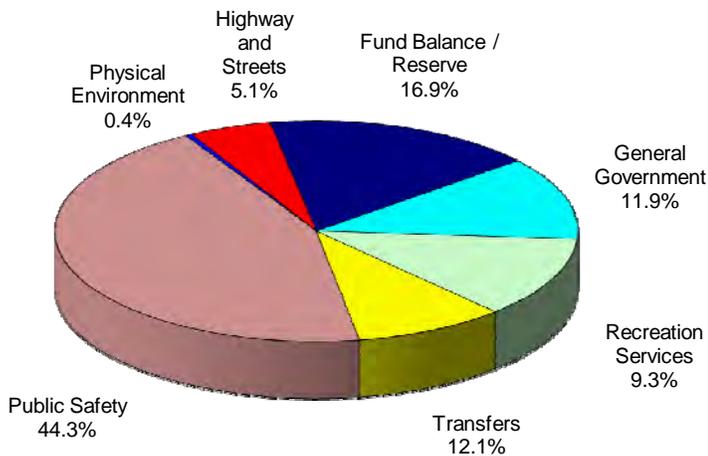
(6) Ending Retained Earnings refers to the funds available for future appropriation.

### Fiscal Year 2013 - 2014 General Fund Revenues



Ad Valorem Taxes	\$	50,789,400
Interest Earnings		500,000
Franchise Fees		12,700,000
Licenses, Permits & Other Taxes		26,993,900
Intergovernmental Revenue		12,218,500
Charges for Services		24,099,300
Fines, Misc. & Transfers		1,832,600
Planned Fund Balance		<u>56,126,300</u>
	<b>\$</b>	<b><u>185,260,000</u></b>

### General Fund Expenditures



Physical Environment	\$	713,800
Highway and Streets		9,476,100
Fund Balance / Reserve		31,205,900
Transfers		22,469,900
General Government		22,071,500
Recreation Services		17,271,600
Public Safety		<u>82,051,200</u>
	<b>\$</b>	<b><u>185,260,000</u></b>

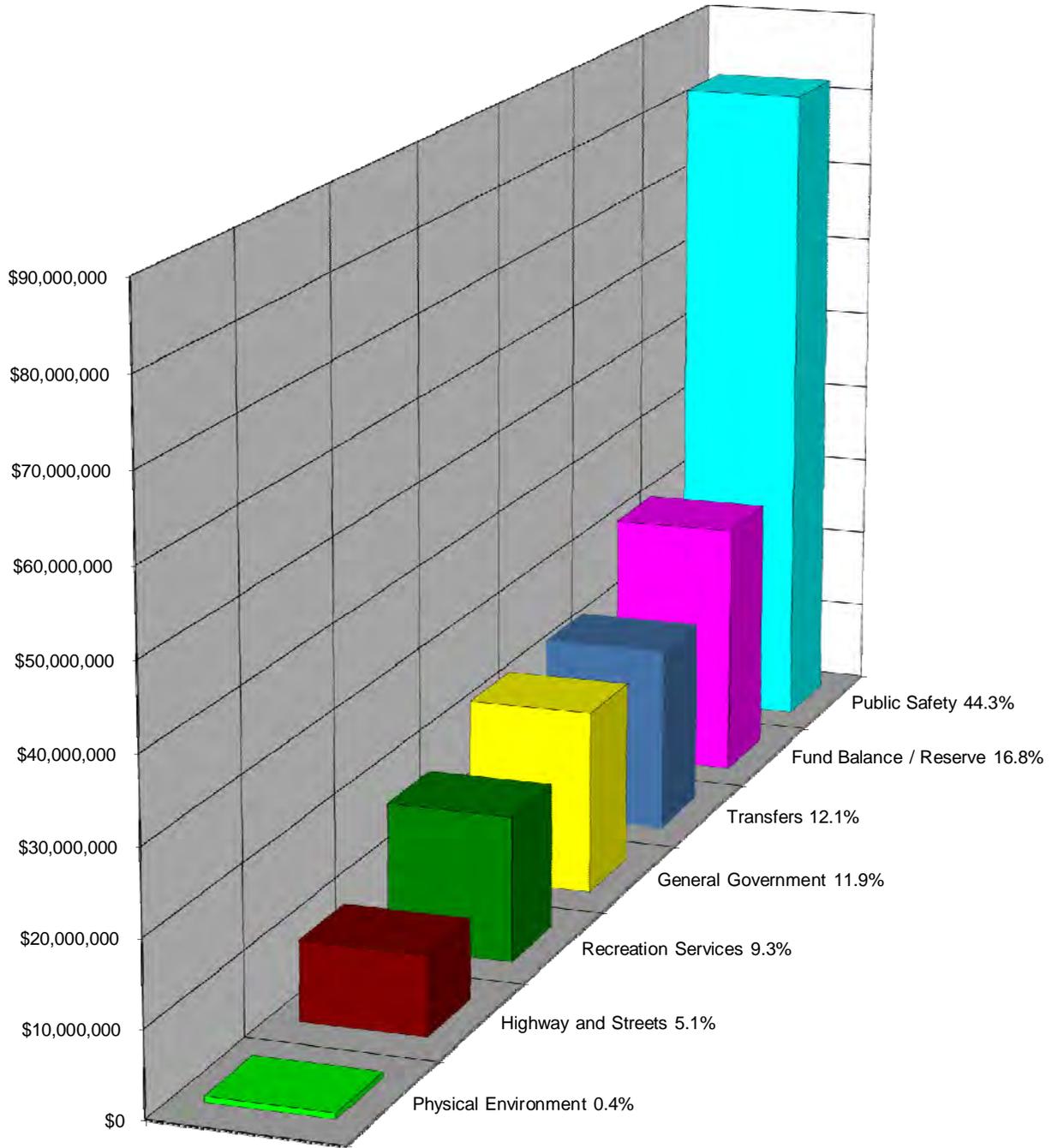
**GENERAL FUND OPERATING**

<b>REVENUE SUMMARY</b>				
	<b>ACTUAL 2011-12</b>	<b>APPROVED BUDGET 2012-13</b>	<b>REVISED 2012-13</b>	<b>APPROVED BUDGET 2013-14</b>
Ad Valorem Taxes	\$46,291,090	\$50,258,700	\$50,258,700	\$50,869,400
Other Taxes	31,452,750	29,611,000	29,611,000	29,451,400
Licenses & Permits	11,062,020	7,946,300	7,946,300	10,162,500
Intergovernmental Revenue	12,187,781	12,594,400	12,594,400	12,218,500
Charges for Services	14,452,466	15,054,500	15,105,900	16,078,800
Fines & Forfeitures	7,945,763	8,844,300	8,844,300	8,879,800
Miscellaneous Revenue	1,860,186	1,761,100	1,795,200	1,452,300
Transfers	20,000	20,000	20,000	21,000
Fund Balance/Retained Earnings	46,571,784	47,565,300	47,993,100	56,126,300
<b>TOTAL REVENUES</b>	<b>\$171,843,839</b>	<b>\$173,655,600</b>	<b>\$174,168,900</b>	<b>\$185,260,000</b>

<b>EXPENDITURE SUMMARY</b>				
	<b>ACTUAL 2011-12</b>	<b>APPROVED BUDGET 2012-13</b>	<b>REVISED 2012-13</b>	<b>APPROVED BUDGET 2013-14</b>
City Council	\$285,856	\$281,800	\$281,800	\$171,000
City Manager	4,015,685	\$4,453,500	4,534,700	4,664,800
City Attorney	1,148,367	1,116,300	1,116,300	1,165,500
Financial Services	2,830,171	3,035,200	3,084,300	3,452,900
Development Services	5,304,867	5,912,700	5,929,900	6,261,300
Police Services	37,711,522	39,161,400	39,306,200	41,002,300
Fire-Rescue Services	37,539,228	39,680,300	39,718,600	41,048,900
Municipal Services	9,184,541	10,049,900	10,160,700	10,189,900
Recreation Services	15,495,258	16,597,600	16,664,500	17,271,600
Non-Divisional	6,488,947	6,084,700	7,716,700	6,356,000
Transfers	-	1,475,000	1,475,000	22,469,900
Reserve	51,839,397	45,807,200	44,180,200	31,205,900
<b>TOTAL EXPENDITURES</b>	<b>\$171,843,839</b>	<b>\$173,655,600</b>	<b>\$174,168,900</b>	<b>\$185,260,000</b>

**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 2009-10	ACTUAL FY 2010-11	ACTUAL FY 2011-12	REVISED FY 2012-13	APPROVED FY 2013-14
Ad Valorem Taxes	\$ 45,465,500	\$ 43,401,832	\$ 50,258,700	\$ 50,258,700	\$ 50,869,400
Other Taxes	33,299,400	31,933,687	29,611,000	29,611,000	29,451,400
Licenses & Permits	9,303,800	8,578,335	7,946,300	7,946,300	10,162,500
Intergovernmental Revenue	14,609,700	12,728,322	15,054,500	12,594,400	12,218,500
Charges for Services	14,521,800	10,903,318	15,054,500	15,105,900	16,078,800
Fines & Forfeitures	1,849,600	7,306,334	8,844,300	8,844,300	8,879,800
Miscellaneous Revenue	1,918,300	1,201,481	1,761,100	1,795,200	1,452,300
<b>TOTAL GENERAL FUND</b>	<b>120,968,100</b>	<b>116,053,309</b>	<b>128,530,400</b>	<b>126,155,800</b>	<b>129,112,700</b>
Ad Valorem Taxes	-	-	-	-	1,000,000
Utility Service Taxes	2,471,963	2,365,687	2,326,176	2,390,200	2,369,700
Federal Grants	2,632,294	1,548,366	2,175,618	2,480,800	1,094,200
Shared Rev/Local Unit	12,108,523	13,091,906	14,263,837	18,333,400	16,038,600
State Grants	3,001,251	560,816	108,837	421,700	592,500
Court Cases	344,615	292,892	85,995	75,000	75,000
Local Option Fuel Tax	1,957,960	1,908,137	1,966,454	1,978,000	1,978,000
Culture-Recreation	2,336,995	2,238,272	2,129,475	2,619,300	2,600,200
Insurance Premium Tax	-	-	-	-	2,833,400
Interest Earnings	277,803	132,756	70,771	90,000	115,000
Other Misc Revenues	62,800	27,319	87,643	6,000	100,000
<b>Total Special Revenue</b>	<b>22,722,241</b>	<b>22,166,151</b>	<b>23,214,806</b>	<b>28,394,400</b>	<b>28,796,600</b>
Ad Valorem Taxes	5,471,100	6,083,201	5,661,823	4,938,900	4,941,400
Interest Earnings	62,423	19,873	32,031	5,000	20,000
<b>Total Debt Service</b>	<b>5,533,523</b>	<b>6,103,074</b>	<b>5,693,854</b>	<b>4,943,900</b>	<b>4,961,400</b>
Ad Valorem Taxes	6,115,614	4,760,625	3,961,068	3,890,300	4,479,600
Utility Service Taxes	1,318,452	1,311,300	1,340,503	1,361,900	1,356,600
Sales And Compensation	36,455	-	-	-	-
State & Federal Grants	50,986	450,987	122,552	370,700	5,548,100
State Shared Revenues	74,214	-	447,644	-	-
Shared Rev/Local Unit	5,007,038	2,033,660	1,058,705	997,200	5,089,800
Special Assessments	1,170,055	1,199,953	1,172,570	1,484,400	1,482,900
Interest Earnings	726,932	362,541	322,478	268,000	256,000
Contributions/Donations	1,813,044	662,807	2,068,440	435,900	521,100
Bond Proceeds	13,502,248	-	-	-	-
<b>Total Capital Improvement Program</b>	<b>29,815,038</b>	<b>10,781,873</b>	<b>10,493,960</b>	<b>8,808,400</b>	<b>18,734,100</b>
Physical Environment	50,892,527	56,874,285	58,654,239	59,111,200	58,348,200
Special Assessments	4,448,979	882,069	5,220,785	2,405,500	2,665,800
Sales And Compensation	145,776	157,715	131,734	121,400	126,300
Shared Rev/Local Unit	245,427	267,588	205,384	297,200	215,100
Culture-Recreation	2,542,700	2,196,198	2,341,092	2,520,300	2,484,500
Interest Earnings	1,327,500	1,180,001	764,826	746,800	637,000
Other Misc Revenues	53,200	30,973	29,516	6,500	6,500
<b>Total Enterprise Fund</b>	<b>59,656,109</b>	<b>61,588,829</b>	<b>67,347,576</b>	<b>65,208,900</b>	<b>64,483,400</b>
Sales And Compensation	52,000	187,932	186,495	60,000	76,000
Central Data Proc Srvc	3,606,000	3,501,000	3,908,000	4,173,300	4,595,600
Motor Pool Srvcs	1,187,200	1,160,963	1,254,393	1,131,000	1,100,400
Other Intragovt'l Srvc	13,062,300	14,351,094	12,997,996	13,510,400	14,577,200
General Government	2,143,000	2,038,495	2,151,110	2,433,000	2,521,800
Interest Earnings	825,000	300,209	269,729	415,000	335,000
Other Misc Revenues	40,200	115,270	19,434	20,000	20,000
Federal Grants	-	250,510	-	-	-
<b>Total Interservice</b>	<b>20,915,700</b>	<b>21,905,473</b>	<b>20,787,157</b>	<b>21,742,700</b>	<b>23,226,000</b>
Physical Environment	137,200	182,200	83,680	92,400	105,100
Interest Earnings	537,100	299,484	106,089	66,200	76,200
Fees	6,562,000	7,169,901	7,159,855	7,138,500	7,575,400
Other Misc Revenues	1,180,000	1,180,000	1,300,374	1,180,000	1,180,000
<b>Total Perpetual Care Funds</b>	<b>8,416,300</b>	<b>8,831,585</b>	<b>8,649,998</b>	<b>8,477,100</b>	<b>8,936,700</b>
<b>TOTAL OTHER CITY FUNDS</b>	<b>147,058,911</b>	<b>131,376,985</b>	<b>136,187,351</b>	<b>137,575,400</b>	<b>149,138,200</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 268,027,011</b>	<b>\$ 247,430,294</b>	<b>\$ 264,717,751</b>	<b>\$ 263,731,200</b>	<b>\$ 278,250,900</b>

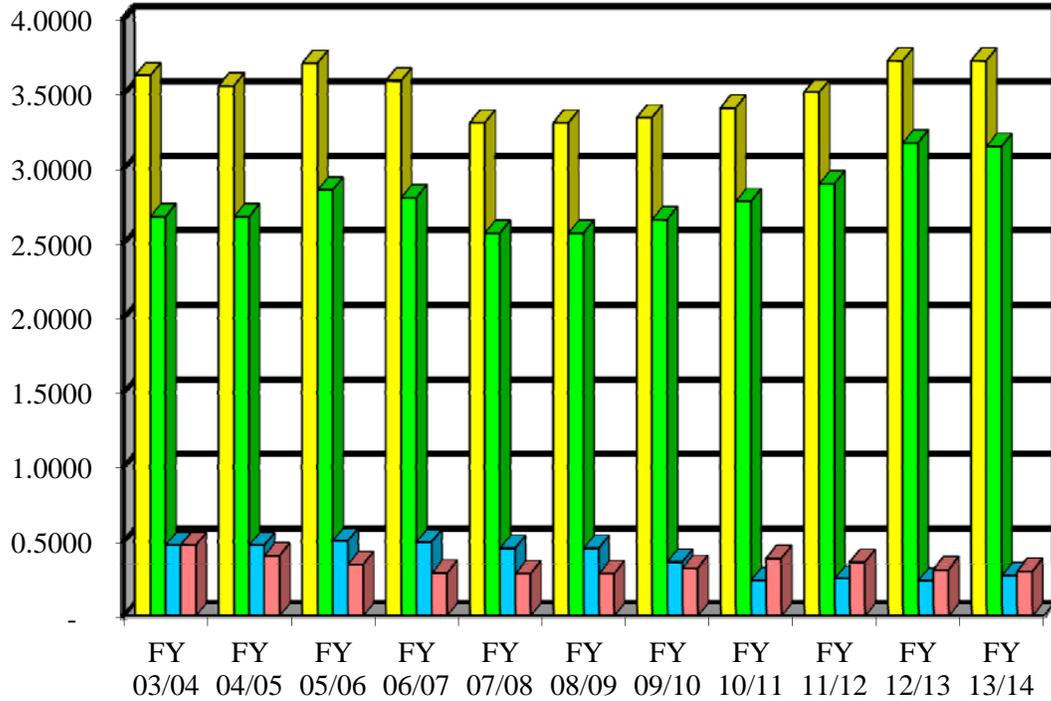
NOTE: This chart excludes reserves, depreciation and other interfund transfers.

## HISTORICAL SUMMARY OPERATING EXPENDITURES

FUNDS	ACTUAL FY 2009-10	ACTUAL FY 2010-11	ACTUAL FY 2011-12	REVISED FY 2012-13	APPROVED FY 2013-14
City Council	\$ 314,512	\$ 326,577	\$ 285,856	\$ 281,800	\$ 171,000
City Manager	3,017,836	3,458,162	4,015,685	4,534,700	4,664,800
City Attorney	905,068	1,039,855	1,148,367	1,116,300	1,165,500
Financial Services	2,585,934	2,692,544	2,830,171	3,084,300	3,452,900
Development Services	6,183,706	5,156,375	5,304,867	5,929,900	6,261,300
Police Services	36,630,310	36,899,537	37,711,522	39,306,200	41,002,300
Fire/Rescue Services	33,845,743	34,849,424	37,539,228	39,718,600	41,048,900
Municipal Services	9,677,540	9,299,670	9,184,541	10,160,700	10,189,900
Recreation Services	17,394,449	16,530,333	15,495,258	16,664,500	17,271,600
Non-Divisional	7,402,897	6,973,588	6,488,947	7,716,700	6,356,000
<b>TOTAL GENERAL FUND</b>	<b>117,957,995</b>	<b>117,226,065</b>	<b>120,004,442</b>	<b>128,513,700</b>	<b>131,584,200</b>
Community Devel. Block Grant	1,367,799	228,698	266,212	1,400,700	843,700
Law Enforcement Trust Fund	435,167	407,550	502,497	552,500	617,000
Housing Assistance Trust	516,658	168,639	52,867	387,000	293,700
State and Federal Grant Fund	4,679,289	1,142,676	1,818,254	1,243,600	496,200
Transportation	4,786,000	1,633,906	1,541,233	5,301,900	3,199,100
ROW Beautification	3,274,407	3,547,976	3,364,877	4,258,700	4,564,700
Beach & Park District	13,854,276	15,308,644	16,394,309	20,940,500	18,618,600
Debt Service	7,624,548	7,947,189	24,934,418	7,055,000	7,057,900
Environmentally Sensitive Land	-	-	40,627	109,300	-
Capital Improvement Program	17,491,594	5,607,351	5,309,667	21,187,900	30,038,100
Downtown Infrastructure	744,145	2,933,798	391,238	180,700	-
Library Bond	271,497	293,910	3,162,252	8,265,900	-
Land Dedication	3,498,000	-	-	-	-
Downtown Land Dedication	337,594	-	-	-	-
Sanitation	5,365,554	5,914,342	6,013,437	8,953,300	7,848,900
Stormwater Utility	1,078,586	1,423,327	1,918,346	5,076,600	4,006,300
Water & Sewer Operating	21,868,376	26,651,189	29,321,987	61,770,900	50,798,000
Water & Sewer Sinking	1,948,455	1,830,247	1,711,676	5,011,600	5,006,100
Water & Sewer Renew & Replmnt	6,773,501	1,801,758	1,933,773	29,015,700	16,529,600
Water & Sewer CIP Bond	2,639,189	2,870,042	-	-	-
Water Impact	401,235	312,470	90,244	4,507,100	418,000
Sewer Impact	-	-	-	72,800	-
Cemetery / Mausoleum	573,856	597,281	528,232	758,900	795,400
Golf Course Operating	2,807,991	2,793,719	2,488,161	2,657,200	2,740,300
Golf Course Renew & Replmnt	82,794	121,478	21,101	182,100	96,400
Information Services	4,673,023	5,318,642	4,821,454	6,150,700	6,447,600
Motor Pool	5,013,021	1,691,993	3,957,877	3,274,100	2,973,200
Workers Compensation Self Ins	2,084,351	1,586,124	1,244,826	1,965,700	2,018,900
Group Medical Insurance	9,580,964	10,337,497	10,988,095	13,353,300	14,491,800
Liability Self Insurance	2,977,494	1,642,546	1,655,111	2,290,000	2,437,900
Community Redevelopment Agency	9,913,799	12,044,164	9,184,060	9,230,500	8,838,400
Economic Development	-	-	-	-	1,550,000
Retirement Sustainability	-	-	-	-	2,833,400
<b>TOTAL OTHER CITY FUNDS</b>	<b>136,663,163</b>	<b>116,157,156</b>	<b>116,157,156</b>	<b>225,154,200</b>	<b>195,559,200</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 254,621,158</b>	<b>\$ 233,383,221</b>	<b>\$ 236,161,598</b>	<b>\$ 353,667,900</b>	<b>\$ 327,143,400</b>

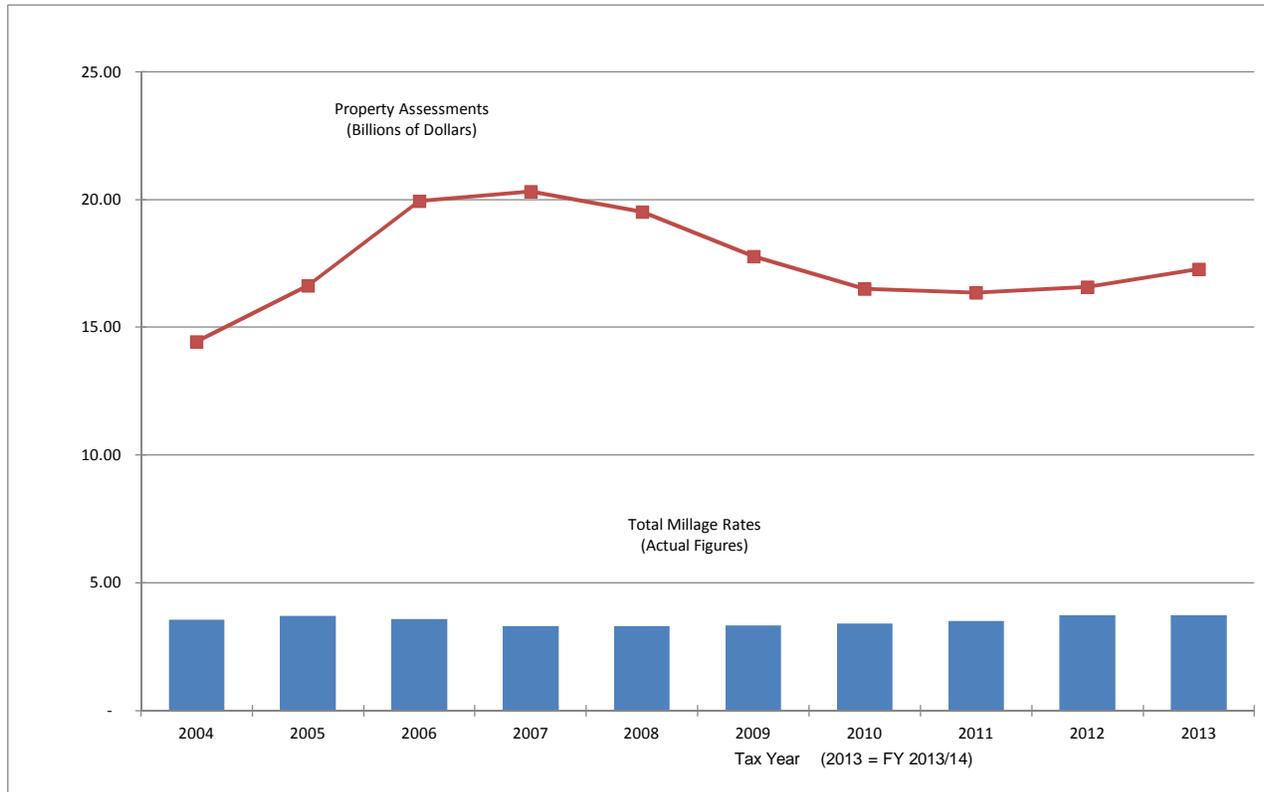
NOTE: This chart includes expenditures and transfers related to departmental operating costs; it excludes reserves, depreciation and other interfund transfers.

### Comparison of Mills Levied Last Ten Years



	Total	Operating	CIP	Debt
FY 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
FY 12/13	3.7225	3.1713	0.2387	0.3125
FY 13/14	3.7225	3.1479	0.2737	0.3009

<b>SCHEDULE OF ASSESSED VALUATION</b>					
	<b>FY 09 / 10</b>	<b>FY 10 / 11</b>	<b>FY 11 / 12</b>	<b>FY 12 / 13</b>	<b>FY 13 / 14</b>
Land and Improvements	\$ 16,944,949,815	\$ 15,621,839,594	\$ 15,606,623,707	\$ 15,861,079,265	\$ 16,526,412,678
Personal Property	824,828,712	870,893,863	748,181,259	718,941,703	737,438,667
Railroad Assessment	9,725,478	8,268,299	8,469,034	8,196,305	8,360,187
<b>TOTAL</b>	<b>\$ 17,779,504,005</b>	<b>\$ 16,501,001,756</b>	<b>\$ 16,363,274,000</b>	<b>\$ 16,588,217,273</b>	<b>\$ 17,272,211,532</b>

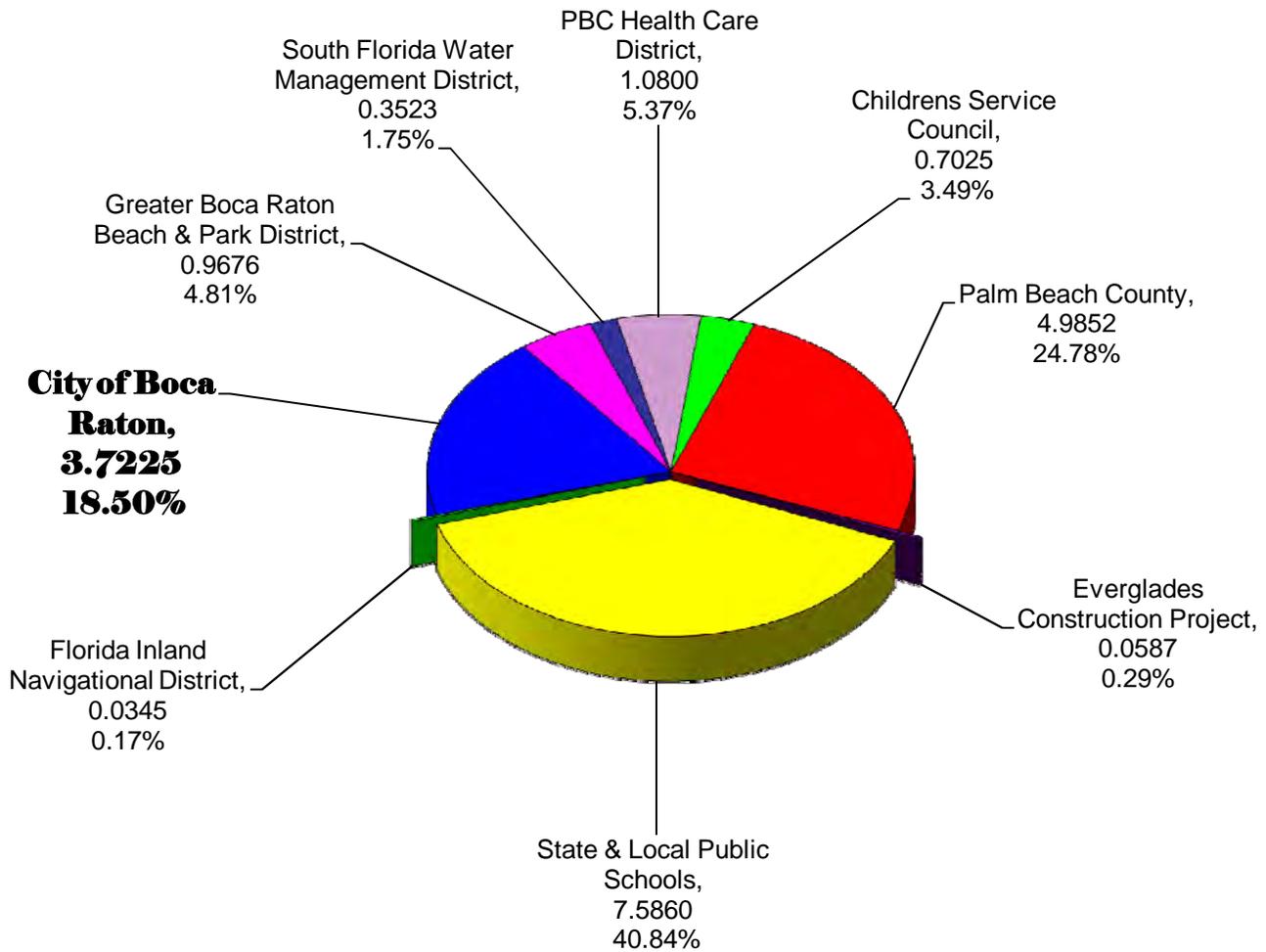


<b>SCHEDULE OF MILLAGE RATES</b>					
	<b>FY 09 / 10</b>	<b>FY 10 / 11</b>	<b>FY 11 / 12</b>	<b>FY 12 / 13</b>	<b>FY 13 / 14</b>
Operations	2.6576	2.7784	2.8980	3.1713	3.1479
Capital Improvement Prgm	0.3624	0.2416	0.2520	0.2387	0.2737
Debt Service	0.3211	0.3859	0.3602	0.3125	0.3009
<b>TOTAL MILLAGE</b>	<b>3.3411</b>	<b>3.4059</b>	<b>3.5102</b>	<b>3.7225</b>	<b>3.7225</b>

## 2013 Tax Bill

( Funds FY 2013 / 2014 )

### By Taxing Authority - Use



**Taxes Based Upon Taxable Value of \$300,000**

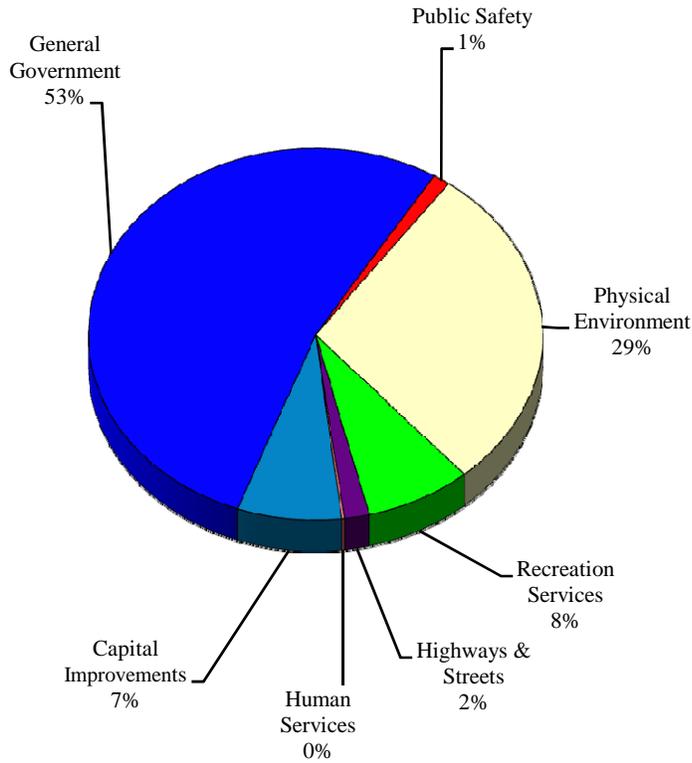
**Total Ad Valorem Taxes = \$ 6,036.44**

**Total Millage = 19.4893**

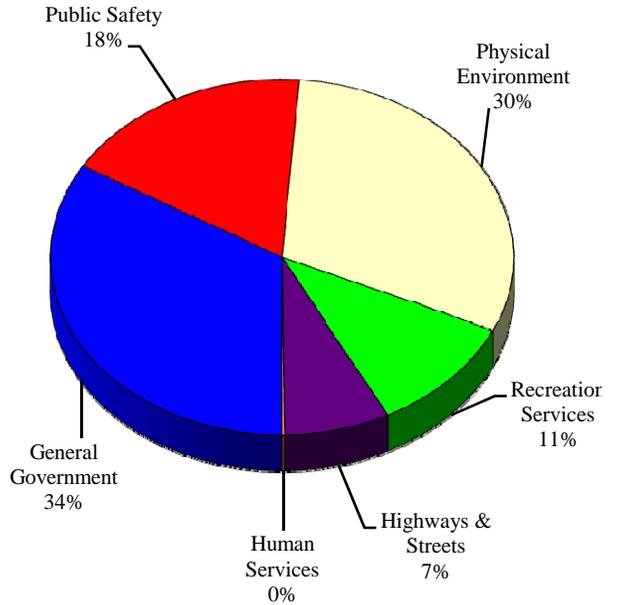


# PROGRAM BUDGET FY 2013-2014

## REVENUES



## EXPENDITURES



Program Revenues	
General Government	\$ 299,260,700
Public Safety	6,855,900
Physical Environment	160,511,700
Recreation Services	42,612,500
Highways & Streets	9,912,300
Human Services	1,137,400
Capital Improvements	41,791,400
<b>Total Revenues</b>	<b>\$ 562,081,900</b>

Program Expenditures	
General Government	\$ 188,394,200
Public Safety	99,518,000
Physical Environment	171,303,300
Recreation Services	60,212,600
Highways & Streets	41,516,400
Human Services	1,137,400
<b>Total Expenditures</b>	<b>\$ 562,081,900</b>

**REVENUE BY PROGRAM**

REVENUES	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	CAPITAL IMPROVEMENTS	TOTAL BUDGET
Ad Valorem Taxes	\$ 58,365,300	\$ 1,230,700	\$ 2,343,100	\$ 1,366,600			\$ 4,479,600	\$ 67,785,300
Franchise Fees	12,700,000							12,700,000
Licenses & Permits, Other Taxes	26,993,900	2,833,400	162,600	2,369,700			1,356,600	33,716,200
Intergovernmental Revenues	12,218,500	496,200	97,700	16,038,600	\$ 1,978,000	\$ 965,500	10,637,900	42,432,400
Charges for Services	44,737,400		60,647,200	3,432,700				108,817,300
Fines and Forfeitures	2,276,600	300,000						2,576,600
Misc. Revenues	3,567,900		3,000	2,959,000	-	-	1,754,000	8,283,900
Interest Earnings	915,000	11,700	634,000	60,200	88,300	-	230,000	1,939,200
Transfers	26,638,900	691,100	12,129,400	3,309,700	1,376,400		1,750,000	45,895,500
Fund Balance/Reserve	110,847,200	1,292,800	84,494,700	13,076,000	6,469,600	171,900	21,583,300	237,935,500
<b>Total City-Wide</b>	<b>\$ 299,260,700</b>	<b>\$ 6,855,900</b>	<b>\$ 160,511,700</b>	<b>\$ 42,612,500</b>	<b>\$ 9,912,300</b>	<b>\$ 1,137,400</b>	<b>\$ 41,791,400</b>	<b>\$ 562,081,900</b>

The largest program revenue is the General Government program. This program represents 53% 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 20% of the total General Government revenues.

The second largest program revenue is the Physical Environment program, which generates 28% 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.

<b>PROGRAM EXPENDITURES BY FUND TYPE</b>
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FUND	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	TOTAL BUDGET
General	\$ 75,747,300	\$ 82,051,200	\$ 713,800	\$ 17,271,600	\$ 9,476,100		\$ 185,260,000
Special Revenue	27,840,600	4,074,300		23,912,600	8,231,700	\$ 1,137,400	65,196,600
Debt Service	7,873,600	2,311,200	7,349,200		2,152,000		19,686,000
Capital Projects	12,859,500	10,881,300	13,108,000	10,046,100	2,847,000		49,741,900
Enterprise	2,064,200		150,132,300	4,213,800	966,000		157,376,300
Internal Service	46,461,600	200,000		-	17,843,600		64,505,200
Trust and Agency	15,547,400			4,768,500			20,315,900
<b>Total Program</b>	<b>\$ 188,394,200</b>	<b>\$ 99,518,000</b>	<b>\$ 171,303,300</b>	<b>\$ 60,212,600</b>	<b>\$ 41,516,400</b>	<b>\$ 1,137,400</b>	<b>\$ 562,081,900</b>

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	\$ 171,000						\$ 171,000
City Manager	4,664,800						4,664,800
City Attorney	1,165,500						1,165,500
Financial Services	3,452,900						3,452,900
Development Services	6,261,300						6,261,300
Police Services		\$ 41,002,300					41,002,300
Fire/Rescue Services		41,048,900					41,048,900
Engineering Services					\$ 381,500		381,500
Municipal Services			\$ 713,800		9,094,600		9,808,400
Recreation Services				\$ 17,271,600			17,271,600
Non-Divisional	6,356,000						6,356,000
Housing						\$ 1,137,400	1,137,400
Law Enforcement Trust		617,000					617,000
State & Federal Grants		25,500			470,700		496,200
Transportation					3,199,100		3,199,100
Beautification Maintenance				4,564,700			4,564,700
Beach & Park District				18,618,600			18,618,600
Economic Development	1,550,000						1,550,000
Retirement Sustainability		2,833,400					2,833,400
Capital Improvement Program	177,000	10,881,300	13,108,000	3,024,800	2,847,000		30,038,100
Sanitation			6,882,900		966,000		7,848,900
Stormwater Utility			4,006,300				4,006,300
Water & Sewer	2,064,200		65,681,400				67,745,600
Cemetery / Mausoleum				795,400			795,400
Golf Course				2,836,700			2,836,700
Information Services	6,447,600						6,447,600
Motor Pool		200,000			2,773,200		2,973,200
Insurance	18,948,600						18,948,600
Community Redevelopment	2,331,400						2,331,400
<b>Total Operating</b>	<b>\$ 53,590,300</b>	<b>\$ 96,608,400</b>	<b>\$ 90,392,400</b>	<b>\$ 47,111,800</b>	<b>\$ 19,732,100</b>	<b>\$ 1,137,400</b>	<b>\$ 308,572,400</b>
Debt Service	7,873,600	1,938,500	7,349,200	-	1,409,700	-	18,571,000
Transfers	37,428,100	-	12,242,100	537,900		-	50,208,100
Reserves	89,502,200	971,100	61,319,600	12,562,900	20,374,600	-	184,730,400
<b>Total Program</b>	<b>\$ 188,394,200</b>	<b>\$ 99,518,000</b>	<b>\$ 171,303,300</b>	<b>\$ 60,212,600</b>	<b>\$ 41,516,400</b>	<b>\$ 1,137,400</b>	<b>\$ 562,081,900</b>

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 2011-2012 ACTUAL	FY 2012-2013 BUDGET	FY 2013-2014 BUDGET
City Council	\$ 285,856	\$ 281,800	\$ 171,000
City Manager	4,015,685	4,453,500	4,664,800
City Attorney	1,148,367	1,116,300	1,165,500
Financial Services	4,671,559	5,015,100	5,517,100
Development Services	5,304,867	5,912,700	6,261,300
Information Services	5,069,717	5,850,600	6,447,600
Insurance	13,888,032	17,598,400	18,948,600
Capital Improvements Program	182,773	179,200	177,000
Community Redevelopment	4,082,041	2,283,900	2,331,400
Economic Development	-	-	1,550,000
<b>Total Departmental</b>	<b>\$ 38,648,897</b>	<b>\$ 42,691,500</b>	<b>\$ 47,234,300</b>
Non-Divisional	6,488,947	6,084,700	6,356,000
Debt	33,904,027	7,880,100	7,873,600
Transfers	13,395,374	16,591,900	37,428,100
Reserves	106,779,210	89,131,800	89,502,200
<b>Total Program Budget</b>	<b>\$ 199,216,455</b>	<b>\$ 162,380,000</b>	<b>\$ 188,394,200</b>

General Government expenditures account for \$188,394,200 or 34% of the City's total program budget. The total General Government budget is increasing 1.4% from FY 2012-13 due to an increase in transfers to various funds.

## PUBLIC SAFETY

PUBLIC SAFETY	FY 2011-2012 ACTUAL	FY 2012-2013 BUDGET	FY 2013-2014 BUDGET
Police Services	\$ 37,711,522	\$ 36,215,100	\$ 42,164,000
Fire Rescue	37,539,228	37,821,400	42,720,600
Law Enforcement Trust	502,497	706,300	617,000
State & Federal Grants	407,249	46,700	25,500
Capital Improvements Program	2,150,550	3,485,900	10,881,300
Motorpool	3,097,854	541,400	200,000
<b>Total Departmental</b>	<b>\$ 78,311,046</b>	<b>\$ 78,816,800</b>	<b>\$ 96,608,400</b>
Debt	3,420,172	2,054,600	1,938,500
Reserves	1,139,964	1,252,300	971,100
<b>Total Program Budget</b>	<b>\$ 82,871,182</b>	<b>\$ 82,123,700</b>	<b>\$ 99,518,000</b>

Public Safety represents \$99,518,000 or 17.4% of the total program expenditures. The total for FY 2013-2014 represents an increase of \$17,394,300 or 17% from FY 2012-13 due to the capital improvements scheduled.

## PHYSICAL ENVIRONMENT

PHYSICAL ENVIRONMENT	FY 2011-2012 ACTUAL	FY 2012-2013 BUDGET	FY 2013-2014 BUDGET
Municipal Services	\$ 421,073	\$ 701,000	\$ 713,800
Sanitation	6,592,849	7,128,300	6,882,900
Stormwater Utility	2,547,617	4,610,200	4,006,300
Water & Sewer Operating	41,973,015	79,140,900	65,681,400
State & Federal Grants	1,337,090		
Capital Improvements Program	1,238,937	840,900	13,108,000
<b>Total Departmental</b>	<b>\$ 54,110,581</b>	<b>\$ 92,421,300</b>	<b>\$ 90,392,400</b>
Debt	8,361,861	7,354,600	7,349,200
Transfers	9,727,500	17,915,700	12,242,100
Reserves	108,123,295	50,417,400	61,319,600
<b>Total Program Budget</b>	<b>\$ 180,323,237</b>	<b>\$ 168,109,000</b>	<b>\$ 171,303,300</b>

The Physical Environment program of \$171,303,300 accounts for 30% of the total program budget. The Physical Environment operating program budget is increasing due to an increase in Water & Sewer capital improvements scheduled.

## RECREATION SERVICES

RECREATION SERVICES	FY 2011-2012 ACTUAL	FY 2012-2013 BUDGET	FY 2013-2014 BUDGET
Recreation Services	\$ 15,407,158	\$ 16,723,300	\$ 17,271,600
Beautification Maintenance	3,364,877	4,257,200	4,564,700
Beach & Parks District	16,394,309	20,349,500	18,618,600
Cemetery / Mausoleum	589,443	751,500	795,400
Golf Course Operating	2,668,623	2,833,000	2,836,700
Capital Improvements Program	830,862	1,696,600	3,024,800
<b>Total Departmental</b>	<b>\$ 39,255,272</b>	<b>\$ 46,611,100</b>	<b>\$ 47,111,800</b>
Debt	2,490,500	-	-
Transfers	612,600	541,900	537,900
Reserves	20,599,138	9,747,800	12,562,900
<b>Total Program Budget</b>	<b>\$ 62,957,510</b>	<b>\$ 56,900,800</b>	<b>\$ 60,212,600</b>

The Recreation program represents 11% of the total program budget. The increase in this program is due to an increase in operating costs and the capital improvements scheduled.

## HIGHWAYS AND STREETS

HIGHWAYS & STREETS	FY 2011-2012 ACTUAL	FY 2012-2013 BUDGET	FY 2013-2014 BUDGET
Municipal Services	\$ 8,801,589	\$ 8,979,400	\$ 9,094,600
Engineering Services	382,952	369,500	381,500
Transportation	1,541,233	3,219,400	3,199,100
Motor Pool	2,134,303	2,152,400	2,773,200
State & Federal Grants	73,915	673,000	470,700
Capital Improvement Program	638,068	4,307,500	2,847,000
Sanitation	-	1,358,000	966,000
<b>Total Departmental</b>	<b>\$ 13,572,060</b>	<b>\$ 21,059,200</b>	<b>\$ 19,732,100</b>
Debt	-	1,410,200	1,409,700
Transfers	-	-	-
Reserves	20,343,950	20,532,700	20,374,600
<b>Total Program Budget</b>	<b>\$ 33,916,010</b>	<b>\$ 43,002,100</b>	<b>\$ 41,516,400</b>

The Highway and Street program of \$41,516,400 represents 7.3% of the City's total program budget. The program is decreasing due to a decrease in capital improvement projects.

## HUMAN SERVICES

HUMAN SERVICES	FY 2011-2012 ACTUAL	FY 2012-2013 BUDGET	FY 2013-2014 BUDGET
Community Develop. Block Grant	\$ 319,079	\$ 1,754,500	\$ 1,137,400
<b>Total Departmental</b>	<b>\$ 319,079</b>	<b>\$ 1,754,500</b>	<b>\$ 1,137,400</b>
Reserves	175,357	-	-
<b>Total Program Budget</b>	<b>\$ 494,436</b>	<b>\$ 1,754,500</b>	<b>\$ 1,137,400</b>

The Human Services budget of \$1,137,400 is .2% of the City's total program budget. The Human Services budget is decreasing due to a decrease in Federal funding.



# City of Boca Raton Vision 2028

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

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

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

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

# Boca Raton Vision 2028

## 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\*
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

# **Boca Raton City Government:** *Our Mission*

The Mission of the Boca Raton City Government  
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

## *Goals 2018*

Financially Sound City

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Sustainable City

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World Class Municipal Services

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Strong Partnership with Community

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# 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. Increasing service demands and limited capacity of the City organization
2. Funding for operations and maintenance of all facilities and infrastructure
3. Pensions: long term sustainability and short term actions
4. Federal, state, county unfunded mandates and reduced funding for cities
5. Increasing operating costs for the City: materials, fuel, health insurance
6. Raising millage rate or fees in an anti tax environment
7. Funding for staff or salary increases

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Simplification, streamlining development processes
2. Reducing the cost of service delivery through organizational efficiencies and outsourcing to private or public organizations
3. Outdated financial systems needing upgrade or replacement
4. Using a City app as the City revenue generator
5. Cost sharing agreements with other governments
6. Service demands from aging population: EMS
7. Changing standards for presentation of financial information

### POLICY ACTIONS 2013 – 2014

1. Wildflower Development for Income Production
2. Beach Package: Concessionaires
3. Pensions Sustainability
4. City Owned Land: Spanish River (Entertainment)
5. Annexations
6. Beach Renourishment: Funding

### PRIORITY

Top Priority  
 Top Priority  
 Top Priority  
 High Priority  
 High Priority  
 High Priority

### MANAGEMENT IN PROGRESS 2013 – 2014

1. Health Insurance Cost Containment
2. Vehicle Replacement Policy and Funding
3. Procurement Code
4. Beach and Park District: Agreement
5. Banking Contract
6. Fuel Conversion to CNG
7. Recreation Fee (Residents/Non Residents)
8. Records Management and Public Records Requests Policy

### ON THE HORIZON 2014 – 2018

1. Sale of City Merchandise
2. Parking Meters at Beach

## Goal 2

### *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. "College Town" impacts from FAU on the City and neighborhoods including 20<sup>th</sup> Street and student housing
2. Attracting major business investment in Boca Raton
3. Complexity of outdated zoning redevelopment processes and land use regulations
4. Balancing the need for new forms of housing and the City's low density history
5. Degree of regulatory flexibility and protection of community interests
6. Development consistent with plans, goals and vision

#### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging, dated visible City infrastructure needing major maintenance or replacement
2. Addressing problems associated with urban living: homeless
3. Availability of aging commercial space needing rejuvenation – lack of "Class A" office space
4. Applying "green" and "sustainable" concepts to Boca Raton community

#### POLICY ACTIONS 2013 – 2014

- |   |                                 |
|---|---------------------------------|
| 1. LDR's for Comprehensive Plan (Planned Mobility)                  | <u>PRIORITY</u><br>Top Priority |
| 2. Parking for Downtown   | Top Priority                    |
| 3/ Zoning Code: Reformat and Process Refinement                     | High Priority                   |
| 4. Downtown Pattern Book  | High Priority                   |
| 5. Overlay District for 20th Street Corridor (FAU to Dixie Highway) | High Priority                   |

#### MANAGEMENT IN PROGRESS 2013 – 2014

1. Code Amendments
2. Downtown Business Improvement District
3. Building Regulations (Chapter 19)
4. Archstone Project: Litigation
5. DDRI: Digital Sign and Annual Reporting

#### MAJOR PROJECTS 2013 – 2014

1. I-95/Spanish River Interchange
2. Downtown Promenade
3. Adaptive Traffic Signal Control (Glades near FAU)

#### ON THE HORIZON 2014 – 2018

1. Public Education for Development Project
2. FEC Rail/All Aboard Florida
3. Quality Retail in Downtown

## Goal 3

### *World Class Municipal Services*

#### OBJECTIVES

1. Retain quality City employees
2. Partner with the community in delivering services and public education
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
7. 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. Updating technology (hardware/software) to reduce costs and to enhance service delivery
2. Succession planning and management with an aging workforce
3. Adequate resources to support increasing service demands
4. Retaining top quality City employees through competitive compensation
5. Upgrading City facilities that support increasing operating efficiency and operational productivity
6. Resources (staffing and funding) to support defined services and serve levels that are “World Class”

#### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Residents’ expectations versus the City organization reality in service delivery
2. Increasing public records requests
3. Limited opportunities to further reduce cost of service delivery and operating efficiencies
4. Evolving employment trend: working from home, social media

#### POLICY ACTIONS 2013 – 2014

1. City Staffing and Level of Service

#### PRIORITY

High Priority

#### MANAGEMENT IN PROGRESS 2013 – 2014

1. Youth Sport Services Providers Agreement
2. Workforce Succession Planning and Action
3. Technology Upgrade: Funding
4. City Space Management Study

#### MAJOR PROJECTS 2013 – 2014

1. Downtown Library
2. Water Treatment Plant
3. Gravity Sewer System Rehabilitation
4. Wastewater Treatment Plant
5. Countess de Hoernle Park (Phase II)
6. Boca Raton Heights Drainage, Water, Sewer
7. Conversion of Septic System to Central Sewer
8. Central Beach Renourishment
9. Bridge Rehabilitation
10. Citywide Energy Management System for Building Maintenance: Recreation
11. Gumbo Limbo Boardwalk
12. Burial Vaults at Cemetery
13. Memorial Park Clay Tennis Courts Rehabilitation

### **Goal 3: *World Class Municipal Services***

#### MAJOR PROJECTS 2013 – 2014 *cont:*

14. Patch Reef Trail
15. South Boca Raton Beach Renourishment

#### ON THE HORIZON 2014 – 2018

1. Compensation Policy and Funding
2. Citywide App
3. Fire Boat

# Goal 4

## *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
7. Strong relationship with other government entities: Beach and Park District, Airport Authority, other cities, Palm Beach County

### 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 universities and colleges: Florida Atlantic University, Lynn University and Palm Beach State College
2. Working with hospital and medical community
3. Individual agendas and special interests versus what is best for the entire community
4. Expanding communications to address misinformation
5. Working with the business community – Business Development Board, Chamber of Commerce

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Determining the value and return on investment (ROI) with each partnership
2. Defining City's role and financial participation with each partnership
3. Pressure to support community organizations and events
4. Growing expectations for City's contribution as a "partner" or donor

### POLICY ACTIONS 2013 – 2014

1. Beach and Park District Strategy
2. Communications with Residents
3. Hospital and Medical Community Strategy
4. Florida Atlantic University Strategy

### PRIORITY

Top Priority  
Top Priority  
High Priority  
High Priority

### MANAGEMENT IN PROGRESS 2013 – 2014

1. Digitalized City Records
2. Sustainable Communities Regional Planning Initiative (Severn 50 Regional Plan)
3. Events Policy Direction

### ON THE HORIZON 2014 – 2018

1. Sister Cities Program

*City of Boca Raton*  
*Policy Agenda 2013 – 2014*

**TOP PRIORITY**

Wildflower Development for Income Production

Beach Package: Concessionaires

Pensions Sustainability

LDR's for Comprehensive Plan (Planned Mobility)

Parking for Downtown

Beach and Park District Strategy

Communications with Residents

## **HIGH PRIORITY**

Downtown Pattern Book

City Owned Land: Spanish River (Entertainment)

Zoning Code: Reformat and Process Refinement

City Staffing and Level of Service

Overlay District for 20th Street Corridor (FAU to Dixie)

Annexations

Beach Renourishment: Funding

Hospital and Medical Community Strategy

Florida Atlantic University Strategy

***City of Boca Raton***  
***Management in Progress 2013 – 2014***

Health Insurance Cost Containment

Vehicle Replacement Policy and Funding

Procurement Code

Beach and Park District: Agreement

Banking Contract

Fuel Conversion to CNG

Recreation Fee (Residents/Non Residents)

Records Management and Public Records Requests Policy

Code Amendments

Downtown Business Improvement District

Building Regulations (Chapter 19)

Archstone Project: Litigation

DDRI: Digital Sign and Annual Reporting

Youth Sports Providers Agreement

Workforce Succession Planning and Action

Technology Upgrade: Funding

City Space Management Study

Digitalized City Records

Sustainable Communities Regional Planning Initiative (Seven 50 Regional Plan)

Events Policy Direction

***City of Boca Raton  
Major Projects 2013 – 2014***

I-95/Spanish River Interchange

Downtown Promenade

Adaptive Traffic Signal Control (Glades near FAU)

Downtown Library

Water Treatment Plant

Gravity Sewer System Rehabilitation

Wastewater Treatment Plant

Countess de Hoernle Park (Phase II)

Boca Raton Heights Drainage, Water, Sewer

Conversion of Septic System to Central Sewer

Central Beach Renourishment

Bridge Rehabilitation

Citywide Energy Management System for Building Maintenance: Recreation

Gumbo Limbo Boardwalk

***City of Boca Raton***  
***Major Projects 2013 – 2014***

Burial Vaults at Cemetery

Memorial Park Clay Tennis Courts Rehabilitation

Patch Reef Trail

South Boca Raton Beach Renourishment

# 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 2028: 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
- Expand the local economy and job opportunities

### Sustainable City

- People feeling safe and secure
- Thriving Downtown
- Preservation of our City’s natural resources
- Expand local economy and business opportunities
- Stimulate redevelopment in specific areas
- Achieving a balance among personal livability, environmental stewardship, economic opportunity and community building
- Enhance the appearance of the visible City infrastructure

### World Class Municipal Services

- Retain quality City employees
- Partner with the community in delivering services and public education
- Professional, highly competent and motivated City workforce
- Attract top quality candidates for positions
- Continuous improvement of city service management and delivery
- Maintain “state of the art” system
- Ongoing training to upgrade staff skill sets

### 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, colleges and hospital
- Strong relationship with neighborhoods and community-based organizations
- Effective use of technology for communication and service delivery
- Strong relationship with other government entities: Beach and Park District, Airport Authority, other cities, Palm Beach County

# 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 24 boards and committees.

Performance Measures Strategic Initiatives:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
• Response time for public records requests	24 hours	24 hours	24 hours
• Records microfilmed/scanned	425,000	400,000	425,000

**Human Resources** is responsible for the recruitment and employment of a workforce of 1,291 full time and 586 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 1,400 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.

Performance Measures Strategic Initiatives:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>Financially Sound City Government</b>			
• Successfully implement NeoGov - the online application system replacing eLabor.	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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
• Respond to call for technical assistance within 4 hours	98%	97%	97%
• Upgrade City personal computers on a four year cycle	25%	25%	25%
<b>Strong Partnership with Our Stakeholders</b>			
• Produce live telecasts of public meetings	108	108	108

## 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 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.

Performance Measures Strategic Initiatives:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>Financially Sound City Government Administration:</b>			
• Number of internal compliance reviews performed and recommendations made.	5	5	5
<b>Purchasing:</b>			
• Provide six procurement card training sessions per fiscal year.	5	6	6
<b>Treasury:</b>			
• Available funds in interest-bearing investments	100%	99.99%	99.99%
<b>Risk Management:</b>			
• Percentage of liability claims settled within the reserved amount	90%	90%	90%
<b>Office of Management &amp; Budget:</b>			
• Receive the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
<b>Parking:</b>			
• Fully functional parking meters	99%	99%	100%
<b>World Class Municipal Services Administration:</b>			
<b>Office of Management &amp; Budget:</b>			
• Budget Training Classes	6	3	3
<b>Strong Partnership with our Stakeholders Office of Management &amp; Budget:</b>			
• 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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>Strong Partnership with Our Stakeholders</b>			
<i>Administration:</i>			
• % of Citizen Inquiries/Requests responding within 2 days of receipt	100%	100%	100%
<i>Code Compliance/Licensing:</i>			
• Building Inspections performed	44,684	50,000	52,000
• Code Enforcement Cases Processed	5,018	2,600	2,700
• % of code cases initiated by Staff	53.4	52.0	52.0
<i>Planning &amp; Zoning:</i>			
• Number of Applications Processed	35	36	40
<i>CDBG:</i>			
• Ensure a minimum of low-income families are served through the Homeownership Assistance Program	0	4	6
<i>Affordable Housing:</i>			
• Ensure a minimum of low-income families are served annually by evaluating the effectiveness of policy caps and assistance terms within the Purchase Assistance Program.	13	3	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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<i>Community Services:</i>			
• Maintain CALEA accreditation	Yes	Yes	Yes
<i>Communications/Dispatch:</i>			
• % of 911 calls answered within 0-15 seconds	91%	90%	90%
<i>Bureau of Field Services:</i>			
• Maintain an overall customer satisfaction rating level of 95% based upon annual survey results	92.6%	95%	95%
<i>Biological Processing Laboratory</i>			
• Compile 50% of the requisite files necessary for the accreditation process	100%	10%	N/A

**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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
• Fire Responses < 8 Minutes	85.79%	85.8%	90%
• % Records Management retention and/or destruction.	90%	90%	100%
• Improve collections of EMS Billing Efficiency by 10%	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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<i>Streets:</i>			
• Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint.	99%	96%	100%
• Completion of Utilities open pavement repairs within one-week period.	75%	86%	100%
<i>Dredge:</i>			
• Dredge 83,000 cubic yards of sand from inlet	70,000	83,000	83,000
• Keep the inlet channel at a 6' depth.	100%	100%	100%
<i>Facilities Maintenance:</i>			
• To reduce external work orders thru Facilities Maintenance proactive awareness within City facilities.	8%	8%	10%
<i>Traffic/Special Projects:</i>			
• Record and reduce yearly number of reported motor vehicle crashes per 1,000 population	49.8*	52.5	31
** This data should not be compared to years 2010 and previous since the method and forms of collecting crash data has substantially changed.			
• Record average travel times along major City arterials and improve or maintain L.O.S. (average travel speed) yearly.	**	27 mph	29 mph
** Not measured for 2012.			
<i>Engineering Services:</i>			
• Complete land, boundary, topographic and "as-built" surveys within 15 days.	98%	95%	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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>Strong Partnership with Our Stakeholders</b>			
<ul style="list-style-type: none"> <li>Resolved missed pick ups within 24 hours</li> <li>Complete daily routes</li> </ul>	96%	100%	100%
	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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<b>Maintenance:</b>			
<ul style="list-style-type: none"> <li>Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair</li> </ul>	100%	100%	100%
<b>Engineering:</b>			
<ul style="list-style-type: none"> <li>Complete projects within 10% of original bid.</li> </ul>	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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<ul style="list-style-type: none"> <li>Maintain a high level of expertise in Fleet Maintenance industry by providing an on-going training program</li> <li>Reduce equipment down-time thru additional preventative maintenance activities</li> </ul>	92 hours  2.75 work days	174 hours  3.70 work days	240 hours  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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<b>Library:</b>			
<ul style="list-style-type: none"> <li>Reference and information questions are answered before patrons leave the library.</li> <li>Telephone reference questions are answered while patron is on the phone.</li> </ul>	95%	95%	---
<b>Recreation:</b>			
<b>Ocean Rescue</b>			
<ul style="list-style-type: none"> <li>Assure beachfront park patrons return safely to shore</li> </ul>	100%	100%	100%
<b>Aquatics</b>			
<ul style="list-style-type: none"> <li>Learn-to-Swim class participants will demonstrate the ability to advance to the next level</li> </ul>	58%	60%	65%
<b>Athletics</b>			
<ul style="list-style-type: none"> <li>Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.</li> </ul>	98%	98%	98%
<b>Tennis Centers</b>			
<ul style="list-style-type: none"> <li>Class patrons will rate their experiences as outstanding on the post-activity survey.</li> </ul>	95%	95%	95%
<b>Strong Partnership with Our Stakeholders</b>			
<ul style="list-style-type: none"> <li>Maintain all park properties in accordance with the Recreation Services Department standards, by preventative maintenance and scheduled improvements.</li> <li>Ensure safe and sanitary restrooms throughout the City's park system on a daily basis.</li> </ul>	90%	90%	95%
	95%	90%	100%

**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 residents and visitors driving on City roadways.

Performance Measures Strategic Initiatives:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>Strong Partnership with Our Stakeholders</b>			
<ul style="list-style-type: none"> <li>Ensure proper irrigation practices by checking irrigation systems bi-weekly, for proper flow and positioning of irrigation sprinklers.</li> </ul>	80%	80%	80%
<ul style="list-style-type: none"> <li>Maintain <i>Tree City</i> status by planting new trees throughout the City, in the appropriate landscape settings.</li> </ul>	100%	100%	100%
<ul style="list-style-type: none"> <li>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.</li> </ul>	85%	90%	100%

**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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<u>Aquatics</u>			
<ul style="list-style-type: none"> <li>Learn-to-swim class participants will demonstrate the ability to advance to the next level.</li> </ul>	58%	60%	65%
<u>Athletics</u>			
<ul style="list-style-type: none"> <li>Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.</li> </ul>	98%	98%	98%
<u>Ocean Rescue</u>			
<ul style="list-style-type: none"> <li>Assure beachfront park patrons return safely to shore.</li> </ul>	100%	100%	100%
<u>Tennis Centers</u>			
<ul style="list-style-type: none"> <li>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.</li> </ul>	96%	97%	97%

Beach & Park District Fund cont.

Performance Measures Strategic Initiatives:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<u>Community Centers</u>			
<ul style="list-style-type: none"> <li>Class patrons will rate their experiences as “outstanding” on the post-class survey.</li> </ul>	87%	90%	100%
<ul style="list-style-type: none"> <li>Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures.</li> </ul>	90%	90%	95%
<ul style="list-style-type: none"> <li>Maintain dune crossovers and recreational boardwalks in safe and usable condition.</li> </ul>	95%	95%	97%

**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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b>			
<ul style="list-style-type: none"> <li>Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday.</li> </ul>	95%	95%	95%
<ul style="list-style-type: none"> <li>Provide timely, professional quality entombment and enrichment services at the Mausoleum Complex Cemetery.</li> </ul>	248	250	260

**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:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>Financially Sound Government</b>			
<ul style="list-style-type: none"> <li>Increase total user revenue by stated amounts over approved budget from previous year.</li> </ul>	3.4%	2%	3%
<ul style="list-style-type: none"> <li>Increase total rounds played by stated amounts over previous year.</li> </ul>	2,080	2,600	3,300
<b>World Class Municipal Services</b>			
<ul style="list-style-type: none"> <li>Properly reset pin placements on all greens on a daily basis.</li> </ul>	100%	100%	100%
<ul style="list-style-type: none"> <li>Aerate all greens and tees three times per year</li> </ul>	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 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 boundaries are the City limits. The service area encompasses approximately 35 square miles.

Performance Measures Strategic Initiatives:	2011-12 Actual	2012-13 Estimated	2013-14 Target
<b>World Class Municipal Services</b> <b>Administration:</b> <ul style="list-style-type: none"> <li>Percentage of Utility employees attending training courses 20 or more hours per year.</li> </ul> <b>Water:</b> <ul style="list-style-type: none"> <li>Percentage of time drinking water surpasses state/federal standards</li> <li>Percentage of water service calls responded to within 2 hours.</li> </ul> <b>Wastewater:</b> <ul style="list-style-type: none"> <li>Percent of raw waste water flowing into treatment facility</li> </ul>	65%	65%	65%
<b>Strong Partnership with Our Stakeholders</b> <b>Meter Reading:</b> <ul style="list-style-type: none"> <li>Meter reading accuracy rate</li> <li>Number of stopped registers in system</li> <li>Number of work orders completed within 1 business day (including tests)</li> </ul>	98%	98%	100%
	900	550	100
	99%	99%	100%

# CITY COUNCIL

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

**T**he 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.

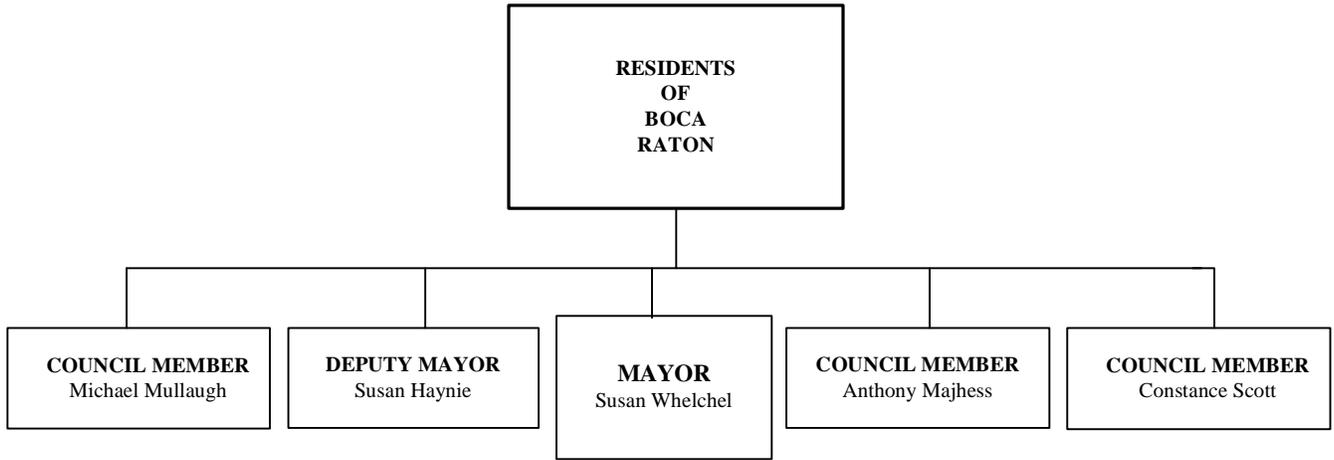
**T**he Council legislatively determines policy and appoints a City Manager who is responsible for administration of that policy and managing the City’s departments and services.

**C**ity 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.

**C**ouncil 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 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	131,496	137,800	137,800	150,900
Other Operating	152,036	141,500	143,000	18,100
Supplies	2,325	2,500	1,000	2,000
<b>TOTAL</b>	<b>285,857</b>	<b>281,800</b>	<b>281,800</b>	<b>171,000</b>



Approved Positions FY 12/13	5.00
Revised Positions FY 12/13	-
Personnel Changes FY 13/14	-
<b>Approved Positions FY 13/14</b>	<b>5.00</b>

# CITY MANAGER

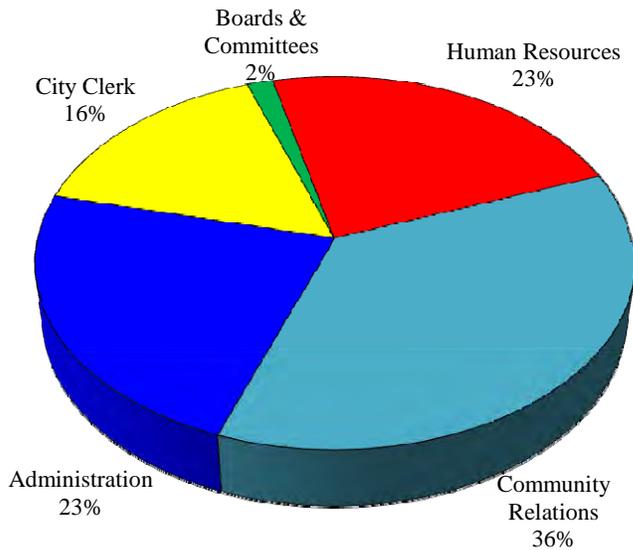
*Leif J. Ahnell, City Manager*  
*George S. Brown, Deputy City Manager*  
*Michael J. Woika, Assistant City Manager*

**A**ppointed 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.

**T**he mission of the City Clerk’s Office is to fulfill the traditional city clerk responsibilities of record keeping, documentation of official minutes, preparation of agendas, election administration, 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 24 boards and committees, and independent agencies to which the City Council appoints members.

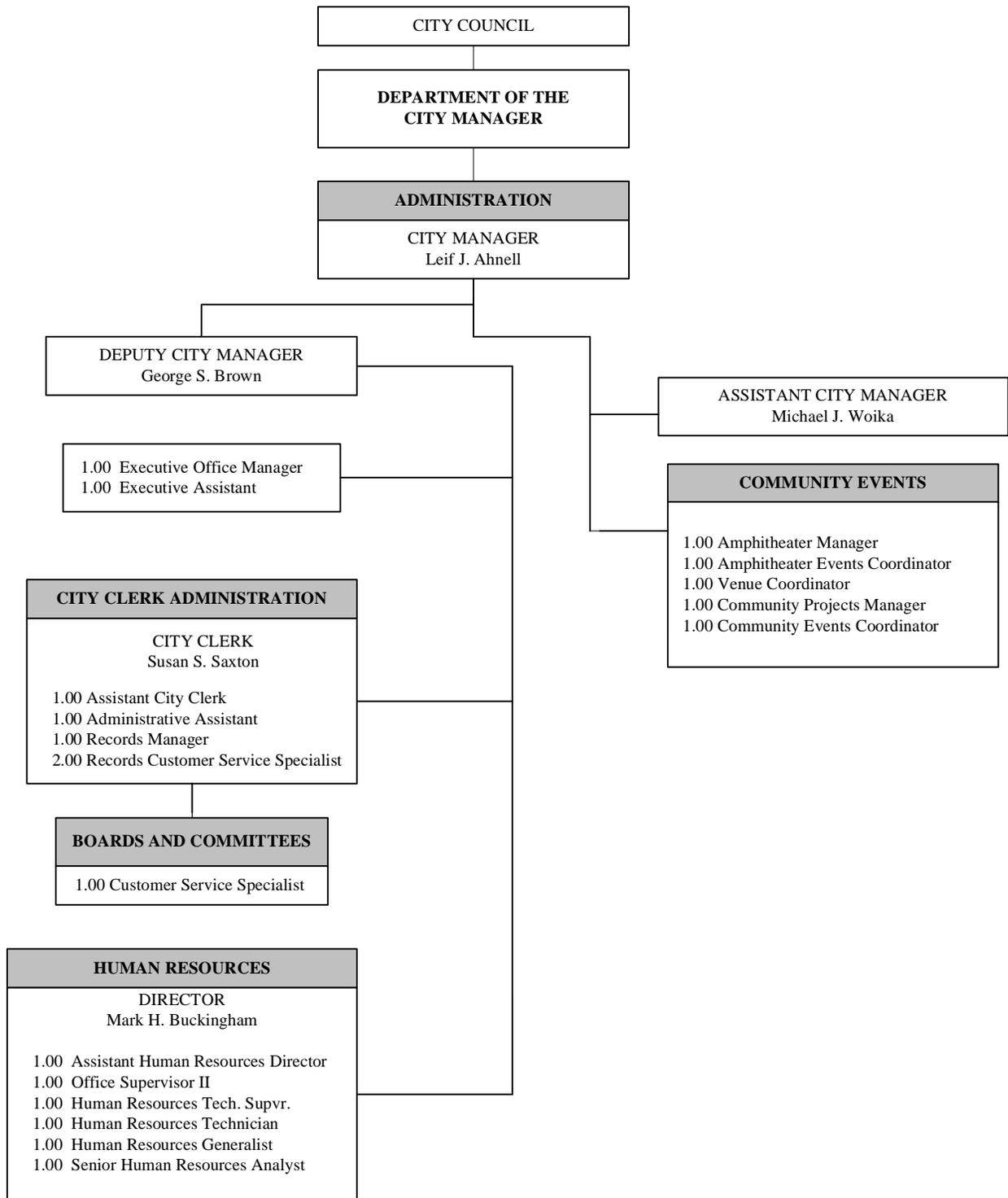
**H**uman Resources is responsible for the recruitment and employment of a workforce of 1,291 full time and 586 part time employees. Human Resources coordinates citywide training, with an emphasis on leadership. Labor contract negotiation and administration, incentive and recognition programs, and citywide employee events are managed by Human Resources. Over 1,400 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.

**C**ommunity events, including performances, festivals, celebrations, concerts, activities and other programming, help establish a sense of place for the City of Boca Raton. The City’s Community Relations Division creates opportunities for bringing people together through events at the Mizner Park Amphitheater, in Downtown Boca, and in other areas of the City. These events and reflect the best qualities of the City, and demonstrate the City’s commitment to arts, culture, entertainment, and community sustainability.



DIVISION	APPROVED 2013-14 BUDGET
Administration	\$ 1,083,600
City Clerk	739,100
Boards & Committees	74,500
Human Resources	1,075,800
Community Relations	1,691,800
<b>TOTAL</b>	<b>\$ 4,664,800</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	2,754,218	2,849,600	2,849,300	2,831,600
Other Operating	1,173,056	1,549,500	1,569,600	1,763,100
Supplies	55,850	54,400	57,800	70,100
Capital Outlay	32,561	-	58,000	-
<b>TOTAL</b>	<b>4,015,685</b>	<b>4,453,500</b>	<b>4,534,700</b>	<b>4,664,800</b>
Full-time Employees	25.00	25.00	24.00	24.00



Approved Positions FY 11/12	25.00
Revised Positions FY11/12	
Personnel Changes FY 12/13	
<b>Approved Positions FY 12/13</b>	<b>25.00</b>

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 agendas and minutes, and compilation and dissemination of proactive public information and communications. The Division is also responsible for coordinating the activities of, and providing support for, regulatory and advisory boards, committees and commissions.

**GOALS**

To provide optimal administrative services and transparency.  
 To communicate to the public accurate, timely information about City government and legislation affecting their daily lives.

**OBJECTIVES 2013-2014**

- Continue to increase library of digital documents and availability of documents online.
- Implement tracking software for processing records requests
- Provide training on the procedures for record retention/destruction and public records requests.
- Finalize and implement a records management policy.
- Develop plans for consolidating archived records in central location.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Increase online access to digitized and archived documents.	All resolutions and ordinances are available online.
Implement the records retention function of Laserfiche software.	Software issues are being resolved prior to full implementation.
Continue to increase library of digital documents.	Scanning of building and other documents continues.
Provide training on the procedures for record retention and destruction.	Training was provided on an as needed basis.

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 1,282 full time and 586 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 over 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 2013-2014**

- Successfully recommend and implement a fiscally sound salary schedule for all employees for fiscal year 2014.
- Successfully negotiate SEIU contract.
- Successfully interface with Palm Beach County Ethics Commission for Citywide employee ethics training.
- Complete the automation of Human Resources Evaluation, Status forms, application and imaging of files. Imaging of all Human Resources files is awaiting future funding.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	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 has been an overall success of accurate up to date applicant tracking and processing city-wide.
Successfully interface with Palm Beach County Ethics Commission for Citywide employee ethics training	All City employees were trained on the Code of Ethics. This training was facilitated by Human Resources by live training conducted by Human Resources, streaming web videos available on the Palm Beach County Commission on Ethics website or DVD presentation from the Commission. Every employee, as well as new hires, signed an acknowledgement of training form documenting the completion of the required training. The form is on file in each employee's personnel file and maintained in the Human Resources office.

**OTHER ACHIEVEMENTS**

Negotiated SEIU Collective Bargaining Agreement 2012 -2013 Reopener.

Training on Halogen for newly hired Department Heads and Supervisors.

Implemented a One-Time 2% Lump Sum Advance Payment.

City-wide full and part time Policy Refresher Training. The policy's covered were Sexual Harassment, General Complaint, FMLA, Domestic Violence, Ethics, Technology, Drug & Alcohol, Time & Attendance and Violence in the Workplace.

Supervisory Training on the Family Medical Leave Act (FMLA).

Drafted and Implemented The Ethics Training Policy, Memo Number I-25.

Drafted and Implemented The Patient Protection and Affordable Care Act (PPACA) Personnel Policy, Memo Number IV-1A.

Hired a new Assistant Director of Human Resources.

Hired a new Senior Human Resources Analyst.

#### PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Successfully implement NeoGov - the online application system replacing eLabor	Financially Sound City Government	Yes	Yes	Yes
Successfully recommend and implement a fiscally sound salary schedule for all employees for fiscal year 2012 - 2013.	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 Mizner Park Amphitheater ( MPA), a section of the Community Relations Division, is responsible for the development, coordination and management of cultural programming, special events, rentals and commercial concerts in the Mizner Park Amphitheater. In addition to the advertising, public relations, and contract negotiations for the aforementioned events, the MPA is responsible for the equipment, grounds, facility and related vendor contracts at the venue.

## GOALS

The goal of the (MPA) Community Relations Division is 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. Events in the Mizner Park Amphitheater will showcase a world class venue capable of hosting national and international performers as well as community events.

## OBJECTIVES 2013-2014

Maintain the level of community rentals and civic engagements in the Amphitheater.

Continue to develop a variety of programming for the Mizner Park Amphitheater to create a vibrant, high quality entertainment and cultural venue.

Develop and promote signature & traditional amphitheater events which elevate the status of the venue and promote the City and the Downtown to a broad market nationally and internationally.

Develop a strong social media program and an effective website with easily accessible information.

Continue with capital improvements that increase safety, functionality and aesthetics of the venue.

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
Increase the variety and diversity of City sponsored programming for events at City venues.	Partnered with Downtown Boca to produce the Friday Night Live series which included the First Annual Brazilian Beat.
Develop a strong social media program.	The Mizner Park Amphitheater has over 3,000 people on a Constant Contact email list, has a Facebook page with 1705 friends and a Twitter account with 611 followers. Up to date information is also provided on the new Drupal website. MPA web page had 45,500 unique visits since October 2012. A Community Events web page was designed and implemented specifically to communicate Debate related activities, but has remained a hub for all City Sponsored Community Events.
Continue the traditional City events throughout the year, and provide improvements to these events.	Traditional events including Holiday parades, Spring Fling, Veteran's, and Memorial Day concerts and Tree Lighting events are ongoing. Programming options for each of these events have been reviewed and streamlined to ensure responsible use of City resources and allow for additional programming.
Provide events and programming that sets the City apart from other communities.	Community events has worked with the Downtown on the First annual Brazilian Beat and Meet Me on the Promenade; as well as traditional events including the Boat Parade, Holiday street parade, Holiday Tree lighting and 4th of July. The Mizner Park Amphitheater continues to partner with organizations that elevate the level of local, national and international programming, including promoters of national acts, an inaugural Boca Blues Festival, Festival of the Arts, Boca Symphonia, Lynn Philharmonia, FAU, various youth orchestras and community organizations.
Complete capital improvements and develop programming for Mizner Park Amphitheater to create a vibrant, high quality entertainment & cultural venue.	Replaced and upgraded all colonnade light fixtures and stripped all floors in the facility. Contracted with engineer to explore turf and paver options. Continued to build relationships with community and industry leaders for combined and co- sponsored programming in the Amphitheater. Boca Symphonia, Live Nation Boca Blues Fest, Lynn University, FAU, WRMF 97.9 Convention & Visitors Bureau & Rock the Vote.
Develop a foundation for advertising and sponsorship opportunities.	The community events staff has worked closely with the Downtown to execute sponsorship agreements, including two free on-going fitness programs funded by sponsorship. MPA continues to strive for consistent programming that will increase number of attendees and attract advertisers and sponsors.

**OTHER ACHIEVEMENTS**

- Debate Related Programming in the MPA
- Inaugural Boca Blues Festival
- Boca Symphonia partnership
- Strong community rentals with diverse cultural programming
- Brazilian Beat
- Spring Fling Arts Show ( No cost to City)
- Highlighting Downtown/Sanborn Square
- Cost saving measures on traditional events

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Increase/maintain number of concerts and events at amphitheater.	World Class Municipal Services	71	61	65
Increase number of contacts made through social media	Strong Partnership with Our Stakeholders	2,000	5,000	7,500
Increase attendance at concerts and community events	Strong Partnership with Our Stakeholders	100,100	125,000	130,000
Increase participation and attendance at City community events.	Strong Partnership with Our Stakeholders	40,000	50,000	60,000

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
GENERAL FUND	CITY MANAGER	001-0413

**DIVISION DESCRIPTION**

The Community Events Division is responsible for the development, coordination, and execution of all the Community events in the City and downtown. This includes the traditional Holiday events, such as the Holiday Street and Boat Parades as well as the Holiday Tree Lighting. This also includes the Downtown signature events Meet Me on the Promenade and Brazilian Beats of Boca Raton and beyond to come enjoy the City of Boca Raton and Downtown Boca. This includes all marketing, advertising, PR, and contracts for the aforementioned events.

**GOALS**

To provide a variety of quality events and activities for City residents and visitors to include our long standing traditional events as well as new downtown signature events. Ultimately provided entertainment, promote a sense of community and support of economic growth.

**OBJECTIVES 2013-2014**

- Work with the Marketing team to identify potential sponsors for the Downtown and traditional events
- Obtain sponsorships in partnership with our contracted marketing firm
- Continue to produce events that highlight the Downtown and beyond
- Provide events and programming that sets the City out from other communities
- Engage the City of Boca residents and Beyond through social media and the Community events webpage
- Continue the longstanding traditional events, in the most fiscally responsible, efficient manner
- Increase the number of residents and visitors to Downtown Boca, by creating events that cause people to stroll in the downtown as well as continue our traditional events.

**ACHIEVEMENTS**

**OTHER ACHIEVEMENTS**

In partnership with the Downtown successfully executed the first annual Brazilian Beat- Bringing 8,000 people to the downtown for one event

**PERFORMANCE MEASURES**

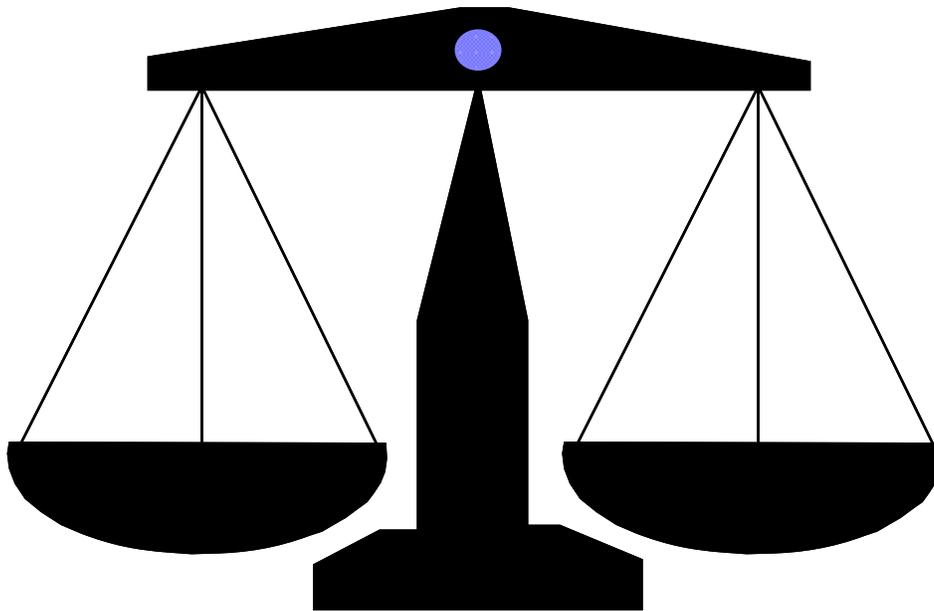
OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Increase the number of residents and visitors attending Downtown Events - Brazilian Beat and Meet Me on the Promenade	World Class Municipal Services		16,000	20,000
Continue to increase attendance at the traditional City Events	World Class Municipal Services		50,000	60,000



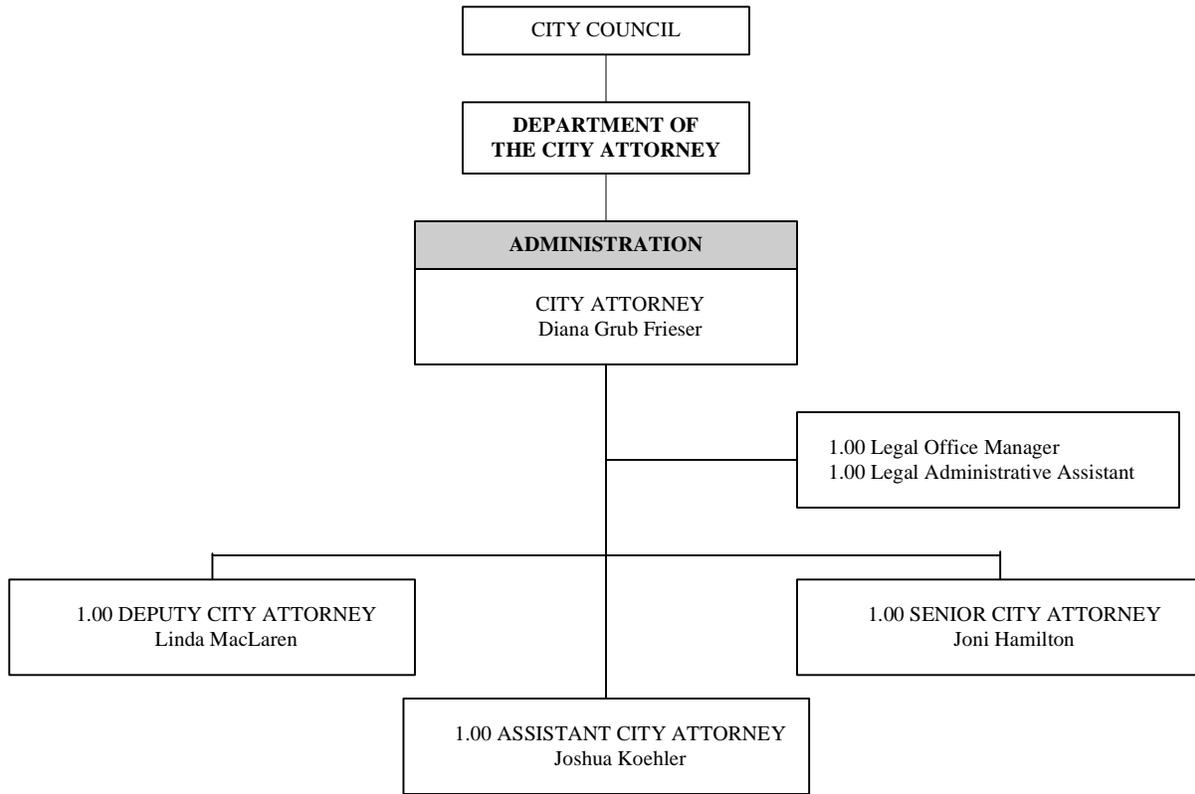
# ***CITY ATTORNEY***

*Diana Grub Frieser, City Attorney*

**T**he 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 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	1,053,217	965,800	965,800	1,014,100
Other Operating	74,818	130,400	130,400	131,300
Supplies	20,333	20,100	20,100	20,100
<b>TOTAL</b>	<b>1,148,368</b>	<b>1,116,300</b>	<b>1,116,300</b>	<b>1,165,500</b>
Full-time Employees	6.00	6.00	6.00	6.00



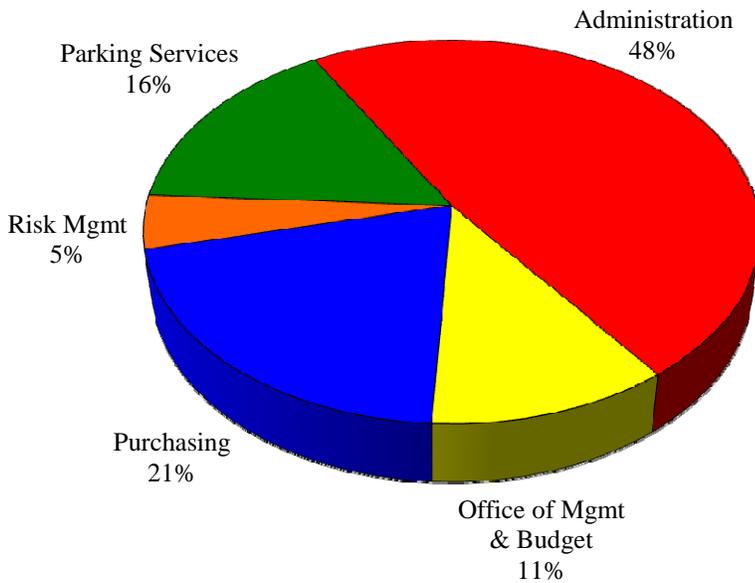
Approved Positions FY 12/13	6.00
Revised Positions FY 12/13	-
Personnel Changes FY 13/14	-
<b>Approved Positions FY 13/14</b>	<b>6.00</b>

# FINANCIAL SERVICES

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

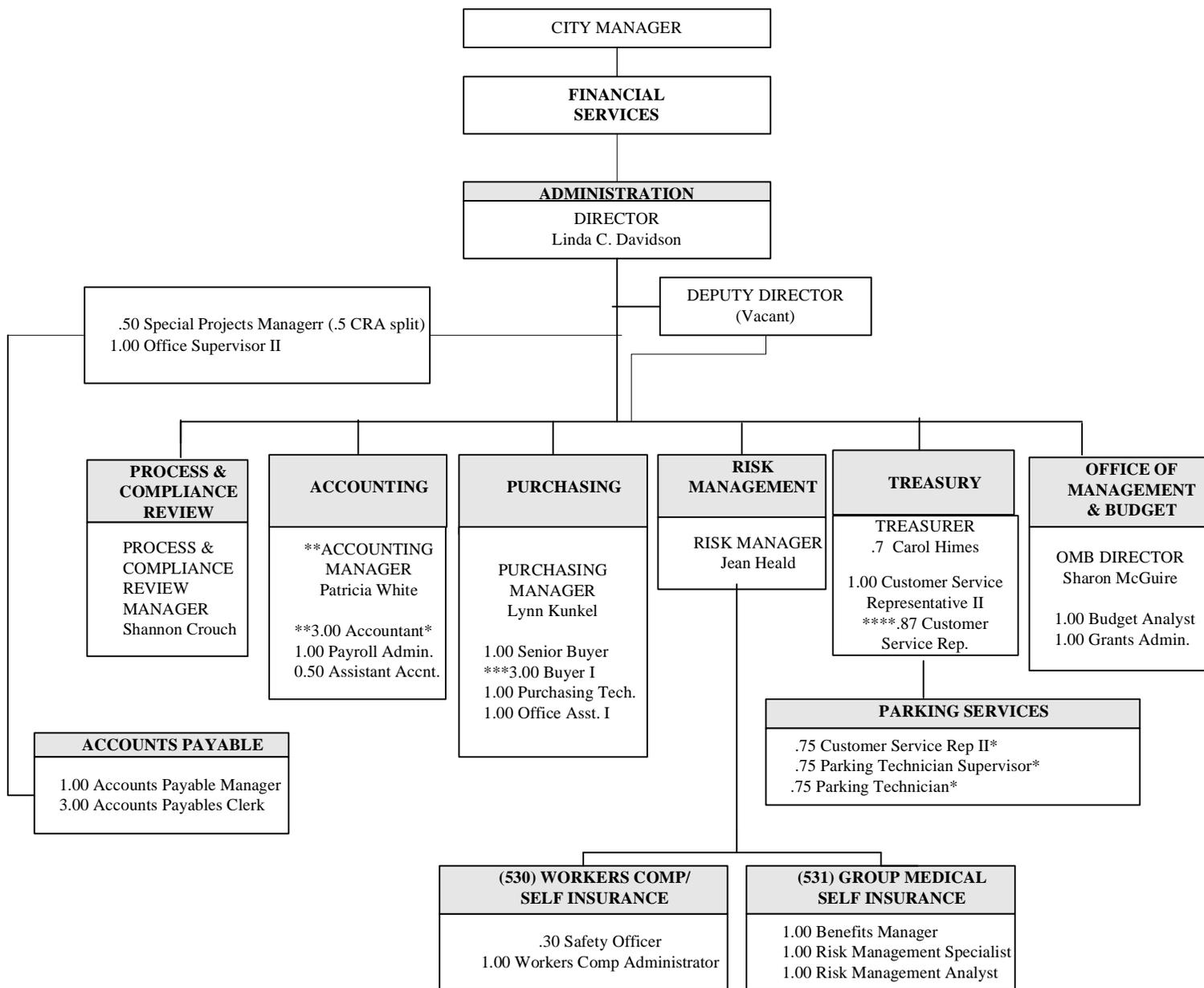
**T**he mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to instill the City’s value system among all employees to foster innovative solutions 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.

**T**he 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 2013-14 BUDGET
Administration	\$ 1,658,700
Office of Mgmt & Budget	386,600
Purchasing	707,900
Risk Management	155,100
Parking Services	544,600
<b>TOTAL</b>	<b>\$ 3,452,900</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	2,532,767	2,692,600	2,692,600	2,935,600
Other Operating	257,772	298,900	299,400	373,100
Supplies	39,632	43,700	44,300	56,700
Capital Outlay	-	-	48,000	-
Transfers	-	-	-	87,500
<b>TOTAL</b>	<b>2,830,171</b>	<b>3,035,200</b>	<b>3,084,300</b>	<b>3,452,900</b>
Full-time Employees	26.20	26.20	27.20	28.82



\*.25% of Customer Service Rep II funded by CRA  
 \*.25% of Parking Technician Supervisor funded by CRA  
 \*.25% of Parking Technician funded by CRA  
 \*\* Position funded by Utility Services  
 \*\*1 Accountant position funded by Utility Services  
 \*\*\* 1 Buyer I funded by Utility Services  
 \*\*\*\* .13% of Customer Service Rep funded by CRA  
 \*1 Accountant added in new fiscal year

Approved Positions FY 12/13	26.20
Revised Positions FY 12/13	.87
Personnel Changes FY 13/14	1.75
<b>Approved Positions FY 13/14</b>	<b>28.82</b>

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Review and update the Financial Policies and implement new policies as needed such as donations and debt compliance.

Coordinating an Actuarial Study for Police and Fire Pension and develop recommendations for long term sustainability.

Coordination of Request for Proposals for the development of the Wildflower and Spanish River properties.

Implement Financial Modeling Tool MuniCast with other departments and continue maintenance of the financial trending data to assist in resource allocation and decision making process.

Assist in the development of funding methodologies and recommendations for Beach Renourishment Federal, State and local funding projects and the Business Improvement District for the downtown.

Automate the Accounts Payable process by encouraging vendors to sign up for EFT, requesting invoices be sent to the City through email, uploading invoices to a shared site for department review, and requiring departments to electronically sign Field Purchase Orders (FPO) and scan them to the AP department.

Assist the Human Resources division with providing timekeeper training as a refresher course for all timekeepers. The training is necessary for the purpose of maintaining proficiency in all timekeeping and leave and/or overtime matters. Training will include the explanation and illustration of procedures relating to time and leave.

Assist in the collective bargaining process for the SEIU and provide financial impacts of suggested revisions.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Provide assistance to the Downtown Advisory Committee in researching and developing recommendations, including financial feasibility, of a Business Improvement District (BID) in the downtown.	Assistance was provided to the Downtown Advisory Committee including researching and developing recommendations in regard to the BID.
Create an internship program to recruit talent from local colleges and universities.	A finance internship trainee program on a part time basis was developed. The goal is to develop program into opportunity for full time employment during fiscal year 2013/14.
Assist in the update of the Annexation Study benefit analysis and recommendation.	The annexation study was updated with a benefit analysis based upon current year rates and cost of services.
Implement a mentoring and professional development program for staff. Develop a succession plan for future leadership.	The Financial Services Department provides informal and formal mentoring to staff and encourages cross training to ensure professional development is achieved. In addition, a professional development program has been created.
Research the viability of outsourcing the lien search process.	The City has decided not to pursue the outsourcing of the lien search function. Process improvements have been implemented which improved the turn around time of lien requests

Research and recommend new revenues and changes to user fees. Research and recommend funding strategies for future economic development within the City.

The City implemented a paid parking program at Spanish River at A1A. The parking meters at Spanish River were added to the paid parking program in January 2013. The revenue generated in the first two full months from parking meter collections was \$27,000 dollars. The projected revenue for FY 2013 is approximately \$100,000 and \$150,000 a full year for FY 2014. Citations for parking violations are not included in this figure. The goal of the program is to produce revenue from meter collections not parking citations.

Update the fire assessment methodology and recommended fee changes.

This objective will be completed by September 30, 2013.

Improve the Financial Business Processes using the GFOAs LEAN initiative.

The Compliance Manager attended the 2013 GFOA LEAN seminar and the next phase will include hiring a GFOA LEAN consultant to teach the LEAN philosophy and facilitate process improvements. Lean is often thought of as a process improvement method and is known for improving efficiency and effectiveness in the workplace.

## **OTHER ACHIEVEMENTS**

Assisted in the update of the long-range financial plan and provision of mid-year update on revenues, expenditures, and potential revenue sources.

Reviewed Pension Plan Experience Study and other Pension Issues for General Employees Pension and Police and Fire Pension Plans. Ensured compliance of Pension Plan administration with City Code.

Coordinated, collected and summarized timely and accurate billing information from various departments for new campus development agreement with Florida Atlantic University.

Reaffirmed the City's AAA bond rating for general obligations bonds and water sewer bonds. The city remains one of three in the state that carries this rating.

Coordinated grants administration with approximately 20 federal and state grants with funding of over \$2 million. Also monitored and administrated grant opportunities related to the American Recovery and Reinvestment Act of 2009 (ARRA). The receipt of external grant funding supplements current resources available to fund the operating and capital improvement project needs. This reduces the need for tax dollars to fund the operating cost and capital projects.

Partnered with the Office of Inspector General to complete an audit of the City's Purchasing Cards. The most important part of the results of the purchasing cards audit concluded that the City's procurement card and related internal policies and procedures provide adequate control over p-card use. In addition, testing of transactions and interviews of personnel indicated operational compliance with those policies and procedures in all significant respects.

Implemented a new excel based forecasting system and updated long-range financial plan and provided annual and mid-year update on revenues, expenditures and potential revenue sources. Provided updated current year financial information and forecasts to assist policy makers in budget and policy deliberations. Gave city leaders multiyear view of city finances based on policy decisions with the development of the long-range financial plan

The Financial Services Director served as the President of the Government Finance Officers Association (GFOA) of the United States and Canada.

Early implemented 3 new Governmental Accounting Standards Board Statements. GASB 62, 63 and 65. This early action will be copied by government entities across the state, further demonstrating the City of Boca Raton is innovative in its accounting practices.

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Number of internal compliance reviews performed and recommendations made.	Financially Sound City Government	5	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	160	Approx. 10K transactions during IG audit	160

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Complete the City's annual audit and issue the City's Comprehensive Annual Financial Report within 180 days of the fiscal year end. File the Annual Financial Report to the State of Florida within 45 days of publishing the CAFR.

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.

Provide information on the City's department website to include current Accounting Policies and Procedures and assist internal departments

Explore technology options to improve financial reporting and accounting (including making the financial reporting application operate faster).

Develop strategy for implementation of GASB 68.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Implement the latest applicable governmental accounting standards (GASBs) Statement No. 63 (Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position ) and No. 65 (Items Previously Reported as Assets and Liabilities)	Early implemented GASB 63 and 65. This early action will be copied by government entities across the state, further demonstrating the City of Boca Raton is innovative in its accounting practices.
Complete the City's annual audit and issue the City's CAFR within 180 days of the fiscal year end. File Annual Financial Report to the State of Florida by the due date.	Completed the City's annual external audit and issued the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended September 30, 2012 within 180 days of the fiscal year end, with no audit findings. Audit opinion dated March 27, 2013. AFR filed on May 10, 2013.
Issue timely financial statements to the City's departments and the public.	The accounting department makes every effort to issue timely interim financial reports to City management.
Explore technology options to improve financial reporting and accounting (including making the financial reporting application operate faster).	This objective is still in process
Provide information on the City's department website to include current Accounting Policies and Procedures and assist internal departments.	The objective to provide Accounting Policies and Procedures is still in process. The accounting department provides assistance to internal departments on a regular basis.

**OTHER ACHIEVEMENTS**

Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the 32nd consecutive year. Completed year-end audit and issued the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended September 30, 2012. The CAFR is available electronically on the City's website.

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

Maintained 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. The City's annual independent audit and Comprehensive Annual Financial Report for the fiscal year ended September 30, 2012 were completed on March 27, 2013 with no audit findings.

Early implemented governmental accounting standard (GASB) Statement No. 62 (Codification of Accounting and Financial Reporting Guidance).

## PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Number of findings in management letters prepared by the City's external auditors	Financially Sound City Government	0	0	0
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	6	3	0
Number of days of continuing professional education performed that increase staff knowledge of division responsibilities.	World Class Municipal Services	26	33	33
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	6 months	6 months	6 months
Percentage of monthly financial statements issued within 15 days of month end.	Financially Sound City Government	0%	33%	75%
Number of capital asset inventories to be performed on an annual basis.	Financially Sound City Government	2	5	5

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Develop documentation of false alarm billing operations and recommend improvements to the process to assist customers in compliance.
- Implement new banking services once new contract is in place with the use of new technology such as remote recapture and other online tools to improve customer experience.
- Maintain investment in safe investment products while earning a relative investment yield for the City's funds.
- Hire and train mid-level manager to assist and back up City Treasurer to perform customer related functions.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Implement new banking technology to improve city services.	This is an ongoing objective of the City.
Cross train parking customer service with alarm customer service to provide coverage for absences.	This objective was successfully completed.
Explore the possibility of improving alarm registration process to accommodate limited personnel by streamlining and improving the process.	On-line registration and payments has been implemented.
Explore placing a portion of the core investment portfolio with an outside money manager to enhance earnings.	The City has decided not to pursue this objective.
To improve cash flow process by exploring new banking technology for processes such as e-checks and cash vaults.	This process has been addressed in the banking RFP process.
Prepare and distribute request for proposal for banking services.	This objective was completed and a new contract will be awarded by City Council in August 2013.
Explore the possibility of implementing alarm registration by anniversary date versus calendar date to smooth workflow for limited personnel.	The City is gathering information and has postponed this objective until 2013 -2014.
Research ways to reduce banking fees related to merchant services.	This process has been addressed in the banking RFP process.

**OTHER ACHIEVEMENTS**

Reaffirmed the City's AAA bond rating for general obligations bonds and water sewer bonds. The city remains one of three in the state that carries this rating.

A process has been developed to automate allocations for posting of interest revenues to funds for investments owned by the investment pool.

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Available funds in interest bearing investments.	Financially Sound City Government	100%	99.99%	99.99%
Meet or exceed benchmark.	Financially Sound City Government	100%	100%	100%
Reduce number of delinquent alarm accounts.	Financially Sound City Government	10%	10%	10%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Develop a plan to encourage vendors to sign up for EFT. Increase the total number of all vendors paid via Electronic Funds Transfer/ ACH to 75%.

Review and audit procurement card transactions on a rotational basis and ensure compliance with policies and procedures.

In conjunction with the Information Technology division, setup an Accounts Payable link on the City of Boca Raton Internet where vendors can go to learn about how to sign up for EFT, the email address to submit invoices, and provide a list of procedures to follow when submitting invoices. The long term goal is to create a paperless AP system.

Report miscellaneous (1099) vendor activity to the Internal Revenue Service by January 31, 2014.

Report unclaimed property to the State of Florida by May 3, 2014.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Establish system that would scan vendor invoices for department review and automatically link the vendor check into one file for paperless storage by September 2013.	The division has successfully completed this process.
Increase the number of all vendors paid via Electronic Funds Transfer/ ACH to 75%.	This is an ongoing process. All new vendors are asked to complete the Electronic Funds Transfer form. Current vendors are periodically asked to switch payment methods to EFT / ACH.
In conjunction with the Information Technology division, create a webpage in which vendors can view payment status and checks on their outstanding invoices.	This objective is in process. The division is working with the Information Technology division to help establish this process.
Review and audit procurement card transactions.	During fiscal year 2012/13 the division partnered with the Office of Inspector General to complete an audit of the City's Purchasing Cards. The audit scope covered procurement card activities during fiscal year 2011. The most important part of the results of the purchasing cards audit concluded that "the City's procurement card and related internal policies and procedures provide adequate control over p-card use. In addition, testing of transactions and interviews of personnel indicated operational compliance with those policies and procedures in all significant respects."
Report unclaimed property to the State of Florida by May 3, 2013.	Reported unclaimed property to the State of Florida by April 30, 2013.
Report 1099 vendor activity to Internal Revenue Service by January 31, 2013	Reported 1099 vendor activity to the Internal Revenue Service by January 31, 2013
Revise travel policy for the county's new Inspector General and Ethics regulations.	Revised travel policy to include reference to the Palm Beach County's new Inspector General and Ethics regulations.
Revise procurement card policy relating to the county's new Inspector General and Ethics regulations and provide appropriate training.	The procurement card policy includes Article 12 – Ethics in Public Contracting. The City provides appropriate training to employees.

## OTHER ACHIEVEMENTS

Revised travel policy to include reference to the Palm Beach County new Inspector General and Ethics regulations.

Established a manual refund process to reduce the amount of paper checks generated and record vendor payments processed via wire transfer.

Implemented Electronic Fund payments with select vendors. Eliminated paper check processing and began the automation process of accounts payable process.

Established an Accounts Payable email address for receipt of electronic invoices.

Reduced the amount of paper check refunds issued by requesting credit card transactions due a refund, to be credit back to the credit card in lieu of a paper check.

## PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Issue vendor checks within 30 days of invoice date.	Financially Sound City Government	90%	95%	95%
Number of vendors paid via ACH in lieu of checks	Financially Sound City Government	42%	75%	90%
Reduce paper checks by 75%	Financially Sound City Government	17%	50%	75%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Research and Develop a routing system for contracts not requiring City Council approval as provided in the adopted City procurement code and develop database to provide such information to users.

Develop content for training videos to be placed on the City Intranet for use by City staff.

Continue to review opportunities for documents to be submitted or saved electronically, including forms with electronic signatures.

Continue to work on developing a new Procurement Code to replace the current Procurement Code.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Research topics for video training sessions and develop content for placing on the City's Intranet for use by City staff</p> <p>Develop a new Procurement Code to replace the current Procurement Code.</p>	<p>A list of topics have been identified. Topics will need to be prioritized and content drafted for each training session.</p> <p>A committee has been formed and review meetings have been held to discuss the new format for the Procurement Code. A draft has been developed for further discussion and review by the committee.</p>
<p>Coordinate Request for Proposals for the Wildflower and Spanish River properties</p> <p>Review opportunities for documents to be submitted or saved electronically, including forms with electronic signatures</p>	<p>Research was done to find similar RFP's in preparation for the Scope of Work and format of the RFP.</p> <p>Forms utilized for the procurement card and other procurement related operations are under review and being updated to be form fillable. As the forms are updated, opportunities to incorporate electronic signatures will be identified.</p>

**OTHER ACHIEVEMENTS**

Hired and trained two new Buyers to fill vacant positions

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.

Partnered with the Office of Inspector General to complete an audit of the City's Purchasing Cards. The most important part of the results of the purchasing cards audit concluded that the City's procurement card and related internal policies and procedures provide adequate control over p-card use. In addition, testing of transactions and interviews of personnel indicated operational compliance with those policies and procedures in all significant respects.

Recipient of the City of Boca Raton Annual Department/Division of the Year Award

Recipient of the Florida Association of Public Purchasing Officers Best Practice Award

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Increase percentage of annual procurement card rebate by promoting procurement card usage.	Financially Sound City Government	50%	2%	5%
Provide six procurement card training sessions per fiscal year	Financially Sound City Government	5	6	6
Buyer to contact Project Manager within 7 days of receipt of requisition and project scope to review project timeline and identify any additional information required to start the procurement process.	Strong Partnership with Our Stakeholders	90%	95%	95%

# 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 2013-2014

Property Insurance Renewal-Citizens Wind Policy, consideration of expanding automobile policy coverage for entire fleet.

Plan and host the Annual Health and Benefits Fair which provides excellent health related information to the employees.

Prepare and publish RFP NO. 2013-025-Group Medical Insurance and Pharmacy Benefit Manager

Update policies and procedures relating to the "take home car policy" and recommend changes to improve process.

Implement new on-line Open Enrollment system for group benefits.

Excess Insurance Renewal- replace carrier as they are no longer writing Excess coverage for governmental entities.

Resolutions for Liability claim judgments'

Implement new agreement for Group Medical Insurance and Pharmacy Benefit Manager 2013-2014 as a result of the RFP.

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Based upon the overwhelming success of the 10,000 Steps Program, this program will be reintroduced in October, 2012. The goal is to motivate current participants to continue to improve and to attract an additional 5% enrollment.</p>	<p>The 10,000 Steps Program started again on October 15, 2012 and ran for (8) weeks with 119 participants. Each department in the City was represented in the program with at least 1-3 participants. The Risk Management department also hosted a "Turkey Trot" on November 17, 2012 which consisted of a two mile walk through Red Reef Park.</p>
	<p>The 10,000 Steps program continues to be one of our most popular and successful Wellness programs. On March 25, 2013 we began the next session of "walking towards Wellness" and this session runs through May 19, 2013.</p>
<p>Prepare and publish RFP for Health and Welfare Professional Consulting services during the third quarter of 2011-2012.</p>	<p>This objective was completed in September 2012 and established a contract with Gallagher Benefit Services Inc. for the purpose of providing consulting services to the City for Health related employee benefits.</p>
<p>Prepare and publish RFP for Third Party Administration Services for Workers Compensation and Liability Claims Management Services.</p>	<p>This objective was completed in October 2012 and a new contract with Johns Eastern Company Inc. for third party administration services for Workers' Compensation and Liability claims management services began on January 1, 2013</p>
<p>Assist all departments in maintaining a reduction of injuries that occur through safety awareness and training.</p>	<p>Last year we conducted seven different safety training classes with over 600 employees participating in those classes.</p>
<p>Conduct roving monthly meetings in City Hall and satellite City locations to entertain benefit questions on a one-on-one basis.</p>	<p>Continuous daily meetings were conducted in various locations throughout the City beginning on November 6, 2012 and ending on November 20, 2012.</p>
<p>Work with the TPA adjusters to achieve a Less Than 90 Days closure rate from Date of Injury (DOI) to Date of Maximum Medical Improvement (MMI) for all Medical Only (MO) Workers Compensation claims.</p>	<p>This is an on-going process. 95% of all Medical Only claims continue to close within (90) days from the date of accident.</p>
<p>Prepare and publish RFP for Health and Welfare Benefits Consulting Services during the third quarter of 2011-2012.</p>	<p>The RFP for Health Welfare Benefits Consulting Services was released on 5/31/12. The new provider Gallagher Benefits Services Inc. was selected in July and the contract was approved by the City Council on 9/25/12.</p>
<p>Update ARB policy and provide training.</p>	<p>This objective has rolled over from FY 2011/12. The new ARB policy has been presented and reviewed with Police Services and HR. Safety has reviewed and made corrections and recommended changes to this document. Management is still in the process of reviewing the final draft for approval.</p>

## OTHER ACHIEVEMENTS

Implemented Bio-Metric Screenings in coordination with group Medical Wellness program in April and May 2013.

The Safety Council of Palm Beach County recognized the City of Boca Raton's Safety program by Awarding the City with an "Award of Merit" for Worker Safety on March 14, 2013.

Risk Management was the recipient of the 2012 Award of Merit for Worker Safety by the Safety Council of Palm Beach County. The Safety Council recognizes organizations who maintain a low experience modification rate for work related injuries and demonstrate a commitment to workplace safety. The City of Boca Raton's experience modification rate is (0.58) for the second consecutive year.

Successfully trained employees and implemented a new health plan with a Health Reimbursement Account.

A very successful health and safety fair was held for the employees with over 63 vendors that provided excellent information to the employees.

The City carefully manages its liability program and has won several very difficult cases.

The Day in the Park for Safety was held for the eleventh year and is instrumental on educating employees regarding safety. We had 15 booths this year with approximately 335 employees participate in this event.

The City negotiated and implemented a new vendor to provide Benefit Consulting Services. The new vendor; Gallagher Benefits Inc. will provide assistance to the City to navigate the challenges of the Affordable Care Act legislation. Gallagher will also be assisting the City with the negotiation and implementation of a new Group Medical Insurance and Pharmacy Benefit Manager plan for our employees in 2014. The initiative is to reduce the cost of Healthcare for the City and our employees.

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Percentage of increased participation in the flexible spending account.	Financially Sound City Government	3%	5%	5%
Percentage of subrogation claims filed and recovered in the fiscal year.	Financially Sound City Government	95%	95%	95%
Percentage of liability claims settled within the reserved amount.	Financially Sound City Government	90%	90%	90%
Percentage of accidents/injuries investigated within 48 hours of notification.	Financially Sound City Government	99%	100%	100%
Percentage of health insurance problems resolved within two weeks of notification of problem.	Financially Sound City Government	95%	100%	100%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Assist in the development of alternative funding methodologies for Beach Renourishment and Business Improvement District in the downtown
- Assist in the development of recommendations for long-term sustainability of the pension plans with recommendations from the Actuarial Study for Police and Fire Pension.
- Publish Budget books by December 20, 2014.
- Update Long-Range Financial Plan by April 30, 2014.
- Implement Financial Modeling Tool MuniCast with other departments and continue maintenance of the financial trending data.
- Expanding the Budget Software capabilities will provide more comprehensive information and will help incorporate CIP, eliminate duplicate software, and duplicate entries.
- Assist with financial management of Beach Renourishment Federal, State and local funding projects.
- Prepare and manage a balanced budget for fiscal year 2013-14.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Explore paperless budget transfer system	Phase I signed and approved Budget Transfer is scanned and emailed to departments. Phase II is to explore electronic signature approvals.
Publish Budget Amendments on the City's website	Budget amendments are included on the City's website.
Manage American Recovery and Reinvestment Act (ARRA) grant awarded programs.	Coordinated grants administration with approximately 20 federal and state grants with funding of over \$2 million. Also monitored and administered grant opportunities related to the American Recovery and Reinvestment Act of 2009 (ARRA).
Streamline the Non-Profit grant process and identify the organizations by category.	Process is all electronic, set-up an email address to flow all documents and correspondence through. All information, requests and submittals are electronic.
Update Long-Range Financial Plan by April 30, 2013.	Updated the Long-Range Financial Plan on April 22, 2013
Prepare and manage a balanced 2012-13 budget.	The 2012-13 budget was prepared and balanced successfully.
Refine new Budget preparation system and explore incorporating salary system.	Incorporated full-time positions into the Budget System.
Publish Budget books by December 20, 2013.	Budget books were published by the December 20, 2013 date.

**OTHER ACHIEVEMENTS**

Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) of the United States and Canada for the 31th consecutive year. Completed balanced budget fiscal year 2013. The balanced operating and CIP Budget documents are available electronically on the City’s website.

Implemented a new excel based forecasting system and updated long-range financial plan and provided mid-year update on revenues, expenditures and potential revenue sources. Provided updated current year financial information and forecasts to assist policy makers in budget and policy deliberations.

Reviewed Pension Plan Experience Study and other Pension Issues for General Employees Pension and Police and Fire Pension Plans. Ensured compliance of Pension Plan administration with City Code.

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
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.	80%	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

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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, Park Rangers, and Code division.

**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 2013-2014**

- Explore implementation of parking enforcement in other non-metered areas of the city.
- Coordinate successful Special Master Hearings for metered parking citations during FY 2013/14.
- Implement new programs to improve the metered parking experience and to improve customer satisfaction by Offering a cell phone payment option for metered parking customers.
- Provide training and professional development to staff on the enforcement of paid parking violations in a professional, courteous and accurate manner.
- Achieve full enforcement coverage for metered parking areas in the City, and thus, reduce citation issuance.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Explore implementation of parking enforcement in other non-metered areas of the city.	This objective has been postponed to FY 2013/14.
Explore expansion of paid parking program to beach parks.	Implemented the paid parking program at Spanish River at A1A. The parking meters at Spanish River were added to the paid parking program in January. The revenue generated in the first two full months from parking meter collections as \$27,000 dollars. The projected revenue for FY 2013 is approximately \$100,000 and \$150,000 a full year for FY 2014. Citations for parking violations are not included in this figure. The goal of the program is to produce revenue from meter collections not parking citations.
Implement real-time customer service.	With the addition of a full-time staff member in Customer Service (Parking/Alarms), who is presently filling in FT in Alarm Billing, calls are being returned at a 60% rate. This is anticipated to be 100% when Alarm Billing Rep returns to work.
Conduct successful Special Master Hearings for parking citations.	This is an on-going objective as the Parking division provides Special Master Hearings in accordance with the Citation Appeal Process.
Cross train parking customer service with alarm customer service to provide coverage for absences.	The newly established FT Customer Service Rep I has been cross-trained in Alarm Billing. Cross-training will be on-going.
Enforce paid parking violations as well as other parking violations, in a professional accurate manner.	This is an on-going objective. The parking division enforces paid parking violations in a professional and accurate manner.

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

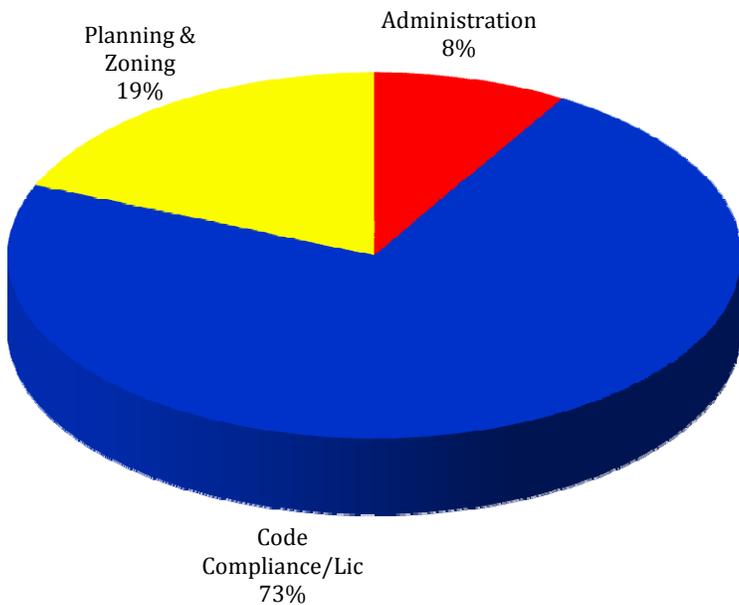
<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Fully functional parking meters	Financially Sound City Government	99%	99%	100%
Maintain a less than 15% delinquency rate on citations greater than 60 days.	Financially Sound City Government	70%	85%	100%
Issue correct Parking citations	Financially Sound City Government	93%	99%	99%

# DEVELOPMENT SERVICES

*John Hixenbaugh, Development Services Director*

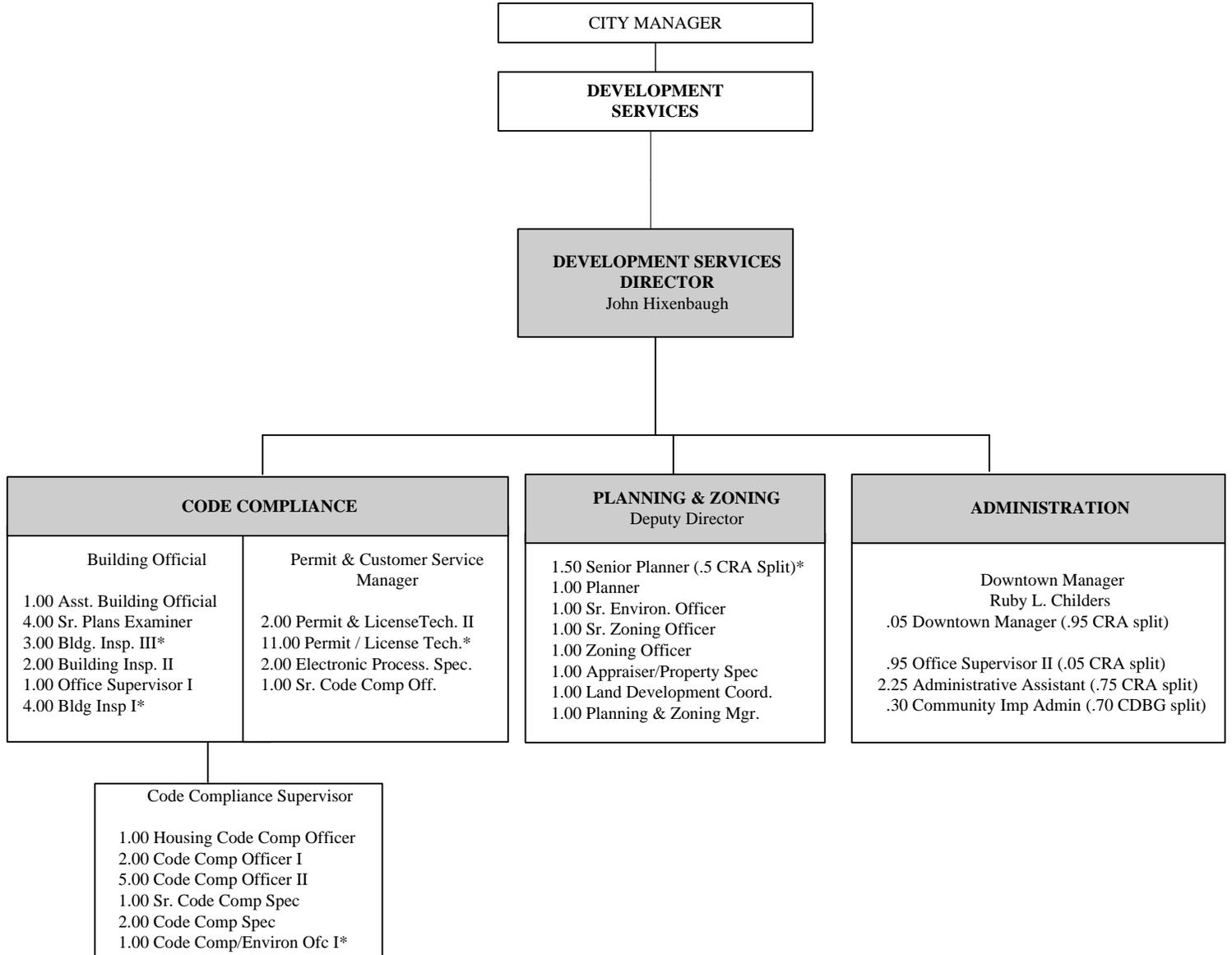
**T**he mission of the Development Services Department is to promote the continued sustainability of the City of Boca Raton through flexible, creative, and responsive customer service. We will be recognized as a leader in the City's efforts to protect and enhance the built, living, and natural environment, 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.

**S**pecific 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 2013-14 BUDGET
Administration	\$ 537,500
Code Compliance/Lic.	4,547,300
Planning & Zoning	1,176,500
<b>TOTAL</b>	<b>\$ 6,261,300</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	4,701,387	5,135,300	5,135,300	5,199,900
Other Operating	554,116	707,600	724,800	913,800
Supplies	49,364	69,800	69,800	69,600
Transfers	-	-	-	78,000
<b>TOTAL</b>	<b>5,304,867</b>	<b>5,912,700</b>	<b>5,929,900</b>	<b>6,261,300</b>
Full-time Employees	57.35	57.35	57.35	60.05



\*  
-.15 Admin Assistant Revised FY 12/13 (transfer to CRA)

2.00 Building Inspector I (part-time conversion)  
1.00 Code Compliance/Environmental Officer I (part-time conversion)  
 3.00

1.00 Cust Assist. Spec. reclassified to Permit/Licensing Tech I  
 2.00 Office Assist II reclassified to Permit/Licensing Tech I

Approved Positions FY 12/13	57.35
Revised Positions FY 12/13	-.30
Personnel Changes FY 13/14	<u>3.00</u>
<b>Approved Positions FY 13/14</b>	<b>60.05</b>

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

On or before April 30, 2014, establish a template for downtown businesses by type of use, size of occupancy, linear footage of business frontage, outdoor dining areas, parking availability, and related demographics to create a data base for determining the economic impact of the downtown economy, including night time and events-related activities.

Prepare for City Council/CRA consideration on or before September 30, 2014, possible long term options for Downtown parking with the Business Improvement District (BID) Steering Committee and include the options within the BID Action Plan.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Prepare for City Council consideration on or before February 1, 2013, a Business Improvement District (BID) Action Plan, that summarizes the BID Steering Committee's research and recommendations on establishing a BID.</p>	<p>The BID Steering Committee was established in February 2012. The committee began reviewing data and background on Downtown Boca and related financing matters. The committee has created a mission statement and is continuing its efforts to review and analyze elements for funding alternatives. Due to processing delays, the committee was unable to meet after December 2012 until May 2013. The committee has begun to reestablish itself and is awaiting the contract for the facilitator and data analysis by University of Florida, expected to go before the CRA for consideration in June 2013. The committee will adjust the timing of the project and establish a new date for the BID action plan in the next fiscal year.</p>

**OTHER ACHIEVEMENTS**

Pursuant to City Council directive, staff prepared a schedule to bring forward to City Council the Proposed Pattern Book for Downtown Design Guidelines. According to the tentative schedule, staff anticipates that the final workshop and public hearing will be in September 2013.

Created a second "annual signature" event for Downtown Boca: Brazilian Beat. The event was the beginning of using a new logistics template for the Promenade, creating a "festival" environment, holding approximately 8,000 visitors. We anticipate the 2nd Annual Brazilian Beat in September 2013, in coordination and collaboration with the Brazilian Consulate again.

Weekly Fitness Programming, Saturdays@ Sanborn, continued for the year offering Free fitness classes from Yoga and Capoeira every Saturday morning in Downtown Boca, as an encouragement to remain in downtown and explore all it has to offer.

An RFP to select a new Marketing Firm to continue marketing and promotion efforts for Downtown. The new firm is anticipated to start by June 2013. In the interim (October 2012 to June 2013) staff has managed in house updates and postings to the Downtown Boca website, and social media.

The temporary program allowing pedestrian signage in the downtown was extended for another year (until January 2014) to continue to encourage and stimulate business activity in the downtown.

Updated and enhanced postings in-house to the Downtown Boca website (downtownboca.org) and related social media to further establish a sense of place for downtown. The website will be updated by the new marketing firm and staff will continue a more dedicated oversight to ensure current and up-to-date news and information.

**OTHER ACHIEVEMENTS** cont.

Held the 2nd Annual Meet Me On The Promenade in October 2012, with over 14,000 visitors to Downtown Boca, continuing existing partnerships and establishing new partnerships and sponsorships. Staff is currently working on the 3rd annual event to be held October 25 and 26, 2013.

Annual Reports Completed for Downtown: The 23rd Annual Report on the Downtown Development of Regional Impact; CRA Annual Report under 163.356(3)(c) Florida Statutes; 11th Annual Report to Downtown Property Owners keeping the Agency and the City in compliance with statutory requirements and Agency Rules.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
% of time initial response provided to Citizen Inquiries/Tickler Items within 2 days of receipt by department	World Class Municipal Services	100	100	100

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
GENERAL FUND	DEVELOPMENT SERVICES	001-1511

**DIVISION DESCRIPTION**

The division consists of three public service areas in coordination with each other: Building Permits, Code Enforcement and Customer Service. An overview of division activities include: building code administration, permitting and fee collection, plan review and inspections; issuing permits, and code related services; enforcing state and local construction codes related to structural, mechanical, electrical, plumbing, energy conservation, floodplain management and accessibility for persons with disabilities; 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.

**GOALS**

The goal of the division is to sustain and enhance a high quality of life through comprehensive code enforcement and various citizen education 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 2013-2014**

Continue to expand effectiveness of the current expired permit program including but not limited to: increased owner education efforts, more timely contractor notices and enforcement of old case file processing and provide an update to management indicating success of efforts on or before September 30, 2014.

Continue to enhance the city's electronic permitting process including but not limited to: working with IT and a software developer in transitioning a proposed product upgrade, and developing a YouTube how-to type instructional video on how to submit an electronic building permit on or before September 30, 2014.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Prepare for City council review and consideration an ordinance to amend Chapter 2 to abolish the code enforcement board and transfer authority of nuisance complaints to the special magistrate in compliance with State Statutes.	This objective was accomplished by Ordinance No. 5236 which was adopted by City Council on May 14, 2013.
Assist Zoning division with preparation of an ordinance to amend Chapter 21 to reflect changes mandated in the new FEMA floodplain management regulations.	This ordinance amendment is scheduled for City Council hearing in July 2013.
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.	The Building and IT divisions have hosted many live and webinar demonstrations of its program to other jurisdictions. There are very easy to use and informative instructional materials on the Building divisions webpage. A presentation of our electronic permitting process was made to the Architects Association of Palm Beach County. Permit volume, process times and aging reports are submitted monthly to the Managers office.

**ACHIEVEMENTS** cont.

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

Our current program accomplishes its goal of early owner education and timely notification of expired permits. Owners are notified when a permit is applied for on their property and again when the permit is issued with instructions on how to track its progress. A notice letter is sent to both contractor and owner of newly expired permits. Permits expire at a rate of 200 per month. When the program started there were nearly 17,000 expired permits in the system; we now have approximately 9,000. 100% resolution is a matter of allocated resources and time. This program will continue to both decrease the rate of new expirations and gain on the backlog of old expired permits.

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.

A model ordinance drafted by the Building Officials Association of Florida was used as the basis of this amendment in an effort to gain consistent building administration in jurisdictions throughout the state. This ordinance amendment is scheduled for City Council hearing in July 2013.

Streamline the Special Event review and inspection process for events that include large rental tent and platform structures.

This goal was accomplished using email processing of permits in fall 2012. Special Event documents were scanned and sent to reviewers eliminated the need for applicants to hand deliver documents to each department. Guidelines and checklists were also developed and published online to streamline the permit process.

**OTHER ACHIEVEMENTS**

Building Official participates in the Palm Beach County's Six Pillar Strategic Plan as a member of the Business Climate and Competiveness subcommittee. The committee works on development of Best Practices for county-wide permitting and licensing standards.

Building Official was appointed chair of the Palm Beach County Building Code Advisory Board. The board makes recommendations to the County Commission regarding building code administration and interpretations in an effort to encourage consistent application of building codes throughout the county.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Building Permits Submitted Online	World Class Municipal Services	10.5%	16%	20%
Building Permit Valuation	Financially Sound City Government	\$149,567,351	\$225,000,000	\$240,000,000
New Building Permit Applications Issued	World Class Municipal Services	6,736	7,000	7,400
Building Inspections Performed (All trades)	World Class Municipal Services	44,684	50,000	52,000
Code Enforcement Cases Processed (New)	World Class Municipal Services	5,018	2,600	2,700
Code Enforcement Inspections Performed	World Class Municipal Services	10,274	8,600	8,700
Average First Plan Review Cycle Completed (days)	World Class Municipal Services	6	5	4

# 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 2013-2014

On or before September 30, 2014, prepare for City Council consideration an amendment to the City's Code of Ordinances to adopt new parking regulations appropriate for 21st Century development.

On or before September 30, 2014, prepare for City Council consideration an amendment to the City's Code of Ordinances to create a zoning Overlay District for the 20th Street Corridor (from Florida Atlantic University to Dixie Highway along 20th Street).

On or before September 30, 2014, reformat and process a refinement to the City's Land Development Code (Zoning Code) and create a state-of-the art, 21st Century Zoning Code.

On or before September 30, 2014, prepare for City Council consideration an amendment to the City's Code of Ordinances to implement requirements of the Comprehensive Plan including Planned Mobility Initiatives and respond to private sector requests for Planned Mobility related Code Amendments for the following Planned Mobility projects: University Village(Lamson), Midtown, and the Boca Raton Regional Hospital.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>On or before December 31, 2012, assess workload of the Department relative to the losses in personnel and provide recommendations to management for sustaining operations.</p>	<p>Over the past year, with the approval of City Administration, the Departments Code Compliance and Licensing Division has hired additional part-time employees to assist in managing the increased number of building permit applications, permit inspections, and code enforcement cases reviewed by the Code Compliance and Licensing Division.</p> <p>However, the Department as a whole, including the Planning and Zoning Division (1512), is highly susceptible to changes in development activity which is tied to current and future economic conditions. As development activity increases, it will be imperative that we monitor the need to hire new staff/convert part-time positions to full-time. There will also be a need to provide incentives to retain competent and qualified staff and recruit new members of the Department team where needed. The demand for staffing does not necessarily follow budgetary calendars and some flexibility to respond to changes in customer service demand may be required.</p>
<p>On or before September 30, 2013, coordinate with the Florida Department of Economic Opportunity to develop best practices for the processing of building permits to be consistent with Building and Flood regulations.</p>	<p>The Department is in the process of repealing and adopting an updated Chapter 19 (Building Regulations) in a format consistent with the administrative chapter of the Florida Building Code. The Department is also in the process of repealing and adopting an updated Chapter 21 (Flood Damage Prevention and Protection) to reflect changes mandated in the new FDEM and FEMA regulations.</p> <p>In addition, in the past year representatives of the Department participated in a Countywide Business Climate and Competitive Pillar Committee to develop building permitting best practices in Palm Beach County. City Department representatives advocated for recommendations aimed at promoting economic development by clearing permitting and licensing obstacles. Boca Raton is one of 18 cities in Palm Beach County that now accepts the Countywide Universal Permit Application. The City is also supporting a countywide contractor registration that will give the City access to the County's database for verifying contractor licensing and insurance as a means of eliminating local contractor registration and simplifying permit processes across the County.</p>

**OTHER ACHIEVEMENTS**

Processed for approval the following development projects and permits:

- 750 Park of Commerce
- 831 E. Palmetto Park Road (7- Eleven)
- 1600 N. Federal Highway (Fast food restaurants and modifications)
- 1801 Clint Moore Road (Walgreen's and banks)
- 1850 North Federal Highway (Big Red Retail Center)
- Advent Lutheran Specialized Care Center
- ADT/Tyco Modifications
- Archstone Palmetto Park Amendment
- Bank United
- Ben Gamla Charter School at Temple Beth El
- Boca Center Commercial Plaza Outdoor Stage
- Boca Colonnade Cell Tower
- Boca Raton Downtown Library
- Boca Raton Hospital (Emergency Expansion)
- Boca Raton Hospital (Neuroscience Center)
- Boston Market Modifications
- Bridge Hotel Renovations

**OTHER ACHIEVEMENTS** cont.

- Broken Sound Clubhouse Expansion
- Broken Sound Tennis and Fitness Center Expansion
- Camden at Boca Raton
- Chalfonte Condominium Modifications
- Christopher Warren House Historic Designation
- CitiBank and Retail Store
- CitiBank at Via Mizner Drive-Thru Relocation
- Five Palms Restaurant Addition
- iPic Theater
- Lynn University (guard house/main entry)
- Lynn University (soccer and lacrosse fields)
- Lynn University Chiller Building
- McDonald's at Boca Village Modifications
- Mutual of America Chiller Facility
- Peninsula Corporate Circle Building
- Racer's Edge Bicycle Shop
- RAM (Palmetto Park Phase IV)
- St. Andrews Estates Congregate Living Center Modifications
- St. Andrews School Modifications
- Tower 155 Residential
- University Park (Student housing)
- Via Mizner Amendment
- VS Retail Center

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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	35	36	40
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	13	26	28
Number of IDA applications processed before Community Redevelopment Agency	Strong Partnership with Our Stakeholders	6	8	8
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 City Council in 60 days from complete application*	Strong Partnership with Our Stakeholders	100%	100%	100%
Percentage of Public Hearings before Community Redevelopment Agency in 60 days from complete application	Strong Partnership with Our Stakeholders	100%	100%	100%



# ***POLICE SERVICES***

*Daniel Alexander, Chief of Police*

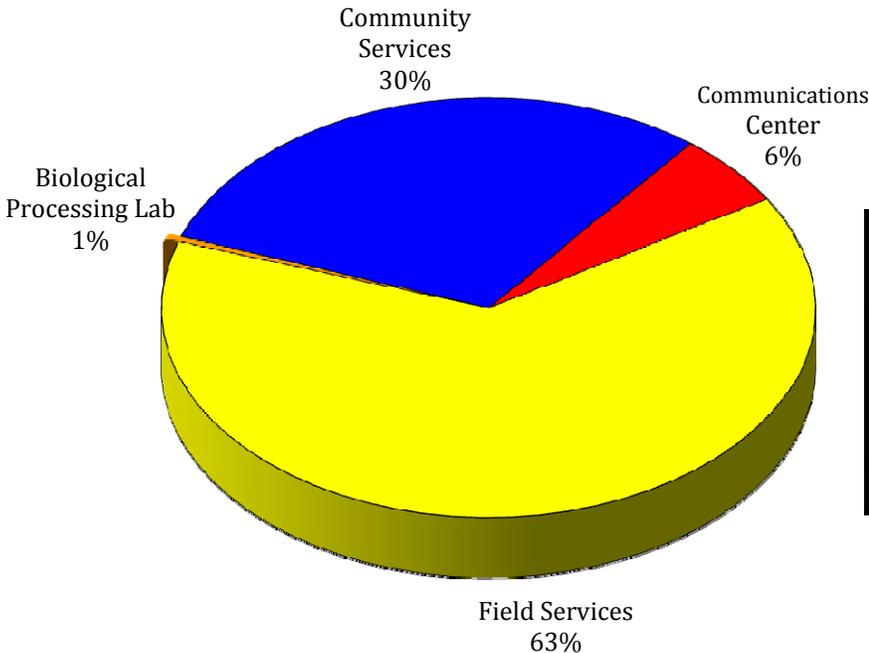
*Michele Miuccio, Deputy Chief of Police*

*Edgar Morley, Assistant Chief of Police*

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

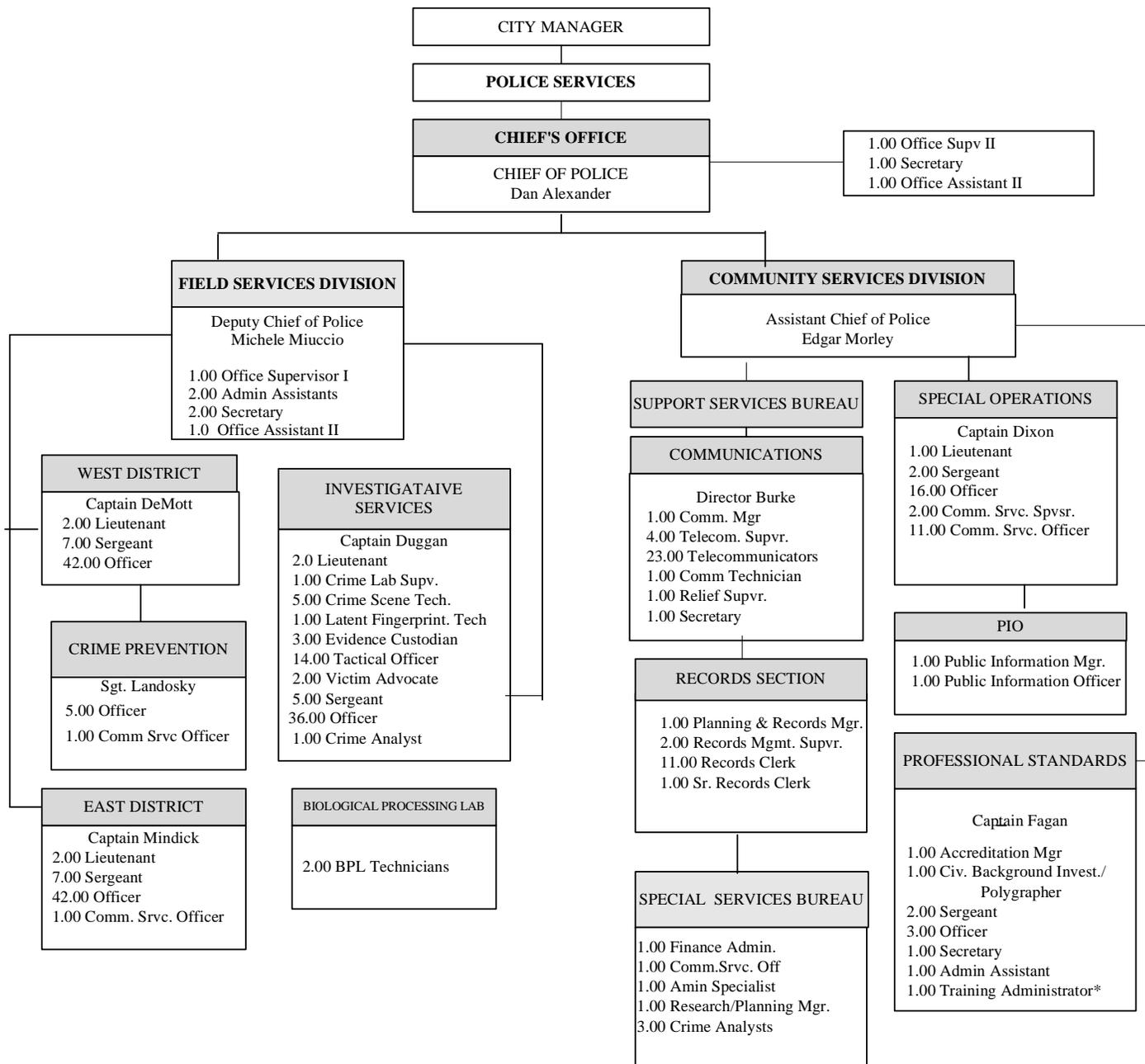
**T**he mission of the Police Services Department is to work with residents to enhance the quality of life in the City of Boca Raton through progressive police service in partnership with the community.

**T**he 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.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Community Services	\$ 12,341,500
Communications Center	2,312,600
Field Services	26,182,400
Biological Processing Lab	165,800
<b>TOTAL</b>	<b>\$ 41,002,300</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	31,819,232	32,432,200	32,432,200	33,765,900
Other Operating	4,540,798	5,399,500	5,539,000	5,955,400
Supplies	554,492	528,700	534,000	542,000
Capital Outlay	-	-	-	-
Transfers	797,000	801,000	801,000	739,000
<b>TOTAL</b>	<b>37,711,522</b>	<b>39,161,400</b>	<b>39,306,200</b>	<b>41,002,300</b>
Full-time Employees	295.00	295.00	295.00	295.00



\*1.00 Police Officer converted to Lieutenant  
 \*1.00 Records Clerk converted to Police Training Administrator

Approved Positions FY 12/13	295.00
Revised Positions FY 12/13	
Personnel Changes FY 13/14	
<b>Approved Positions FY 13/14</b>	<b>295.00</b>

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2201

## DIVISION DESCRIPTION

The Division has been eliminated and consolidated into the Community Services Division.

## GOALS

The Division has been eliminated and consolidated into the Community Services Division.

## OBJECTIVES 2013-2014

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
Administer the pilot study for the Commission on Accreditation for Law Enforcement Agencies (CALEA) national performance measures program.	Internal organizational climate surveys were completed. CALEA is continuing to develop the standards.
Implement the Virtual Communities campaign with Boca Raton Crime Watch and develop Internet sites for five (5) communities.	The Virtual Communities campaign was completed in the 2nd quarter FY 2010. Three communities have implemented the campaign and are evaluating its effectiveness. Additional communities will be incorporated in the campaign.

## OTHER ACHIEVEMENTS

## PERFORMANCE MEASURES

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2211

**DIVISION DESCRIPTION**

The Chief of Police directs the operation of the Police Services Department by formulating policy, developing the budget, establishing the organizational structure, and monitoring all pertinent activities. To assist the Police Chief with these commitments, the Community Services Division is headed by an assistant chief.

The Professional Standards Bureau, which is overseen by a captain, is responsible for investigating all complaints, recruitment, selection, hiring, staff inspections, training, management of the accreditation process, and the review of Department policies and procedures.

The Support Services Bureau consists of several components and is managed by a director. The components include facility maintenance, payroll, supplies inventory, planning and research, budget management, strategic planning, and records. The Bureau also includes the Crime Analysis Unit which analyzes crime patterns/trends and collects/disseminates intelligence regarding officer safety and crime issues.

The Special Services Bureau is managed by a captain. Bureau personnel are the first responders to traffic incidents. Personnel provide traffic enforcement, marine services, crash investigations, canine services, public information, and school crossing guards.

**GOALS**

To provide prompt, courteous, and professional customer service, in addition to providing the highest level of technical, investigative, and administrative support to employees and the citizens of Boca Raton, utilizing the most effective and efficient methods available.

**OBJECTIVES 2013-2014**

Conduct four DUI and/or BUI enforcement operations throughout the year during high visibility events or holidays.

Complete the relocation of the Records Section to the 6500 building.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Implement the crime mapping upgrade and the advanced analytics solution.	The crime mapping system has been upgraded and utilized for 17 traffic homicides/serious injury crash investigations.
Achieve 100% integration of disparate citywide video systems into the public safety information management system.	We have achieved 100% integration of Citiwide video to include training of Communications, Crime Analysis, and Special Investigations Unit personnel.
Conduct four DUI and/or BUI enforcement operations throughout the year during high visibility events or holidays.	We conducted three DUI operations to include: Arrive Alive on 95, St. Patrick's Day, and Memorial Day weekend. BUI operations were conducted for Boca Bash weekend, and Memorial Day weekend.

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Maintain an agency-wide vacancy rate of 5% or lower.	Financially Sound City Government	N/A	1.7%	5%
Increase the number of residents subscribing to social media services such as Twitter, Nixle, E-alerts, etc.	Strong Partnership with The Community	13900	9000	15000
Maintain CALEA accreditation.	World Class Municipal Services	Yes	Yes	Yes
Maintain internal affairs complaint investigations below the target of ten (10).	World Class Municipal Services	4	10	10
Maintain a percentage of arrests when force is used of 3% or lower.	World Class Municipal Services	2.1%	3%	3%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 the vital link between the citizens and the resources to meet their public safety needs.

**GOALS**

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

**OBJECTIVES 2013-2014**

Complete a minimum of 50 percent of the ongoing PSIMS communications project.

Research and select a replacement for the current voice logger recording system in Communications.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Upgrade the Priority Dispatch software system to the Paramount platform and convert the quality assurance program to the Version 9 standards.	This software upgrade was implemented first quarter of this FY and it is currently in use.
Achieve 100% compliance with Florida State Statute 401.465 Department of Health curriculum for telecommunicators.	This was accomplished via personnel attending requisite classes at Palm Beach State College throughout the FY.

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Total percentage of 911 calls answered within 0-15 seconds.	World Class Municipal Services	91%	90%	90%
Achieve a call processing time for priority calls (receipt to dispatch) of 60 seconds or less 90% of the time.	Financially Sound City Government	100%	95%	95%
Achieve 85% overall average in the quality assurance program for the Priority Dispatch Suite.	World Class Municipal Services	87%	85%	85%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
GENERAL FUND	POLICE SERVICES	001-2213

**DIVISION DESCRIPTION**

The Field Services Division is headed by an assistant chief who oversees the operation of the Patrol Districts and the Investigative Services Bureau. Each district is managed by a police captain. Officers 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 supervises two sections; Major Crimes and Strategic Operations. The Major Crimes Section houses the Property Crime Unit, Persons Crime Unit, Economic Crime Unit, and the Crime Laboratory. The Strategic Operations Section oversees Vice Intelligence Narcotics Unit, Special Investigations Unit and the Tactical Team. These units are responsible for conducting follow-up investigations, surveillance 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 traditional calls for service, intelligence-led policing, and a dynamic partnership with our community.

**OBJECTIVES 2013-2014**

- 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.
- Maintain the Department's case clearance rate at or above the national rate of 25%.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Maintain the current crime index rate for the City.	The 2012 crime index rate for the City is 2721 which is a decrease of 4.6%.
Maintain the Departments's case clearance rate at or above the national rate of 25%.	The Department clearance rate for 2012 was 25.5%.
Conduct quarterly intelligence based operations to address crime trending in areas.	Field Services officers conducted several intelligence based operations regarding DUI, underage drinking and narcotics violations at an apartment complex.
Conduct a quarterly meeting with loss prevention personnel from retail establishments to address trends in and prevention of retail theft.	Crime prevention officers and district commanders have attended the quarterly Palm Beach County Organized Retail Theft meetings.

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Maintain an overall customer satisfaction rating level of 95% based upon annual survey results. Note: in FY 12/13 a change of vendors and methodology occurred thereby resulting in a different sample dimension.	World Class Municipal Services	92.6%	95%	95%
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%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
GENERAL FUND	POLICE SERVICES	001-2215

**DIVISION DESCRIPTION**

The Police Services Departments Biological Processing Laboratory (BPL) processes evidence for the confirmation of blood and semen through microscopic analysis, which determines if further DNA work should be attempted. Swab items are also processed for touch DNA. All informative evidence is then submitted to the Palm Beach County Sheriffs Office Forensic Biology Unit for DNA analysis.

**GOALS**

Reduce DNA backlogs and turnaround times.

**OBJECTIVES 2013-2014**

Apply for and successfully complete the accreditation process with the Forensic Quality Services which is a member of ANSI-ASQ National Accreditation Board.

Maintain turnaround time under 30 days on the items submitted for processing.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Start the accreditation process with the International Organization for Standardization (ISO) of the BPL.	We conducted an internal accreditation review with the Department's Accreditation Manager. BPL personnel and Department Accreditation Manager attended and passed an ISO 17025 class.
Achieve a 45 day turnaround on the items submitted for processing.	We have achieved a better than 45 day turnaround on this process, it is now approximately seven days.

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Compile 50% of the requisite files necessary for the accreditation process. Attained, to be removed for FY 13/14.	World Class Municipal Services	100%	10%	N/A
Complete internal accreditation audit with Department's Accreditation Manager on a yearly basis.	World Class Municipal Services	N/A	100%	100%
Turnaround time for submitted evidence in a maximum of 45 days 80% of the time.	World Class Municipal Services	100%	85%	100%

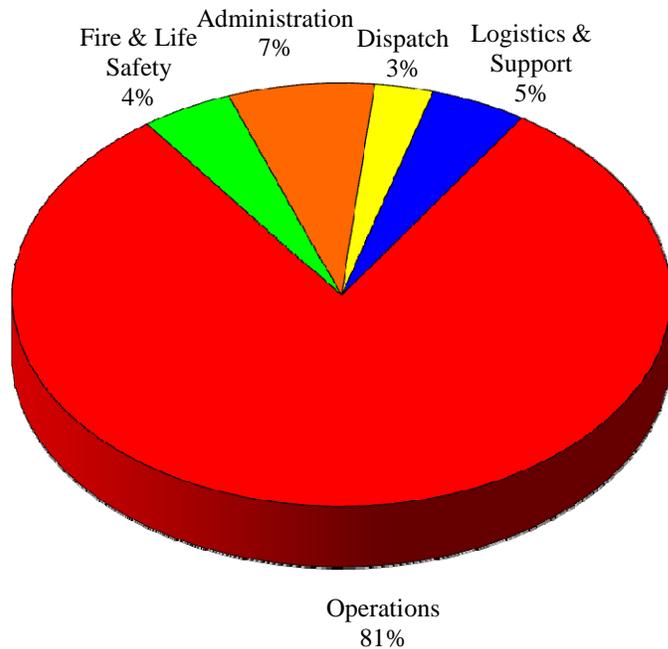


# ***FIRE RESCUE SERVICES***

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

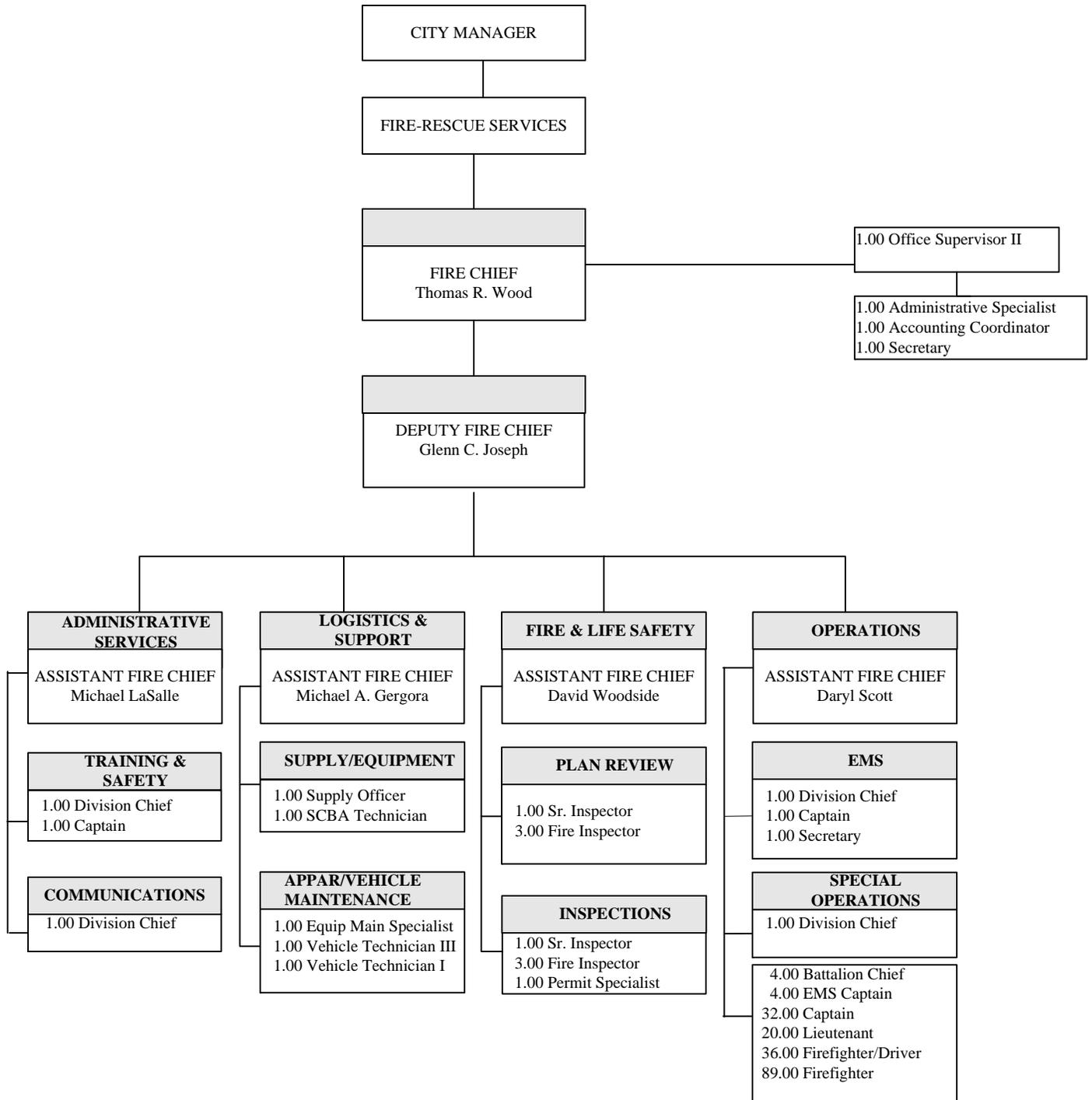
**B**oca Raton Fire Rescue Services Department will be recognized as a premier emergency response agency through continuous assessments and improvements, which enhance our level of service, exemplified by leadership, innovation, and utilization of best practices.

**T**he 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.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Administration	\$ 2,950,900
Dispatch	1,187,100
Logistics & Support	1,943,200
Operations	33,121,600
Fire & Life Safety	1,846,100
<b>TOTAL</b>	<b>\$ 41,048,900</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	32,144,848	33,225,400	33,225,400	34,227,300
Other Operating	4,657,402	5,569,200	5,611,500	5,809,600
Supplies	709,334	801,700	797,700	854,100
Capital Outlay	27,644	61,000	61,000	43,900
Transfers	-	23,000	23,000	114,000
<b>TOTAL</b>	<b>37,539,228</b>	<b>39,680,300</b>	<b>39,718,600</b>	<b>41,048,900</b>
Full-time Employees	216.00	216.00	216.00	216.00



Approved Positions FY 12/13	216.00
Revised Positions FY 12/13	
Personnel Changes FY 13/14	---
<b>Approved Positions FY 13/14</b>	<b>216.00</b>

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

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 2012-2013	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 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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 2013-2014**

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 2012-2013	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 identified 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 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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%

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

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 2012-2013	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 2011-2012	FY 2012-2013	FY 2013-2014
		ACTUAL	ESTIMATED	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

## PERFORMANCE MEASURES cont.

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
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%

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
GENERAL FUND	FIRE/RESCUE SERVICES	001-2514

**DIVISION DESCRIPTION**

The Fire and Life Safety Division conducts fire and safety inspections and equipment tests, reviews construction plans and issues permits for various fire-related systems and activities. This Division also develops and implements public education /information programs designed to promote fire safety in the community.

**GOALS**

The goal of the Fire and Life Safety Division is to reduce the loss of life and property in the City as a result of fire-related incidents.

**OBJECTIVES 2013-2014**

Develop an integration plan for Building Surveys interfaced with the Existing Inspections for a seamless transfer and automatic update of information to each program.

Provide twenty hours of CEU training for each member of the division.

Fully implement the electronic management and data collection of Existing Inspection through Project Dox.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Provide an opportunity for all members of the Division to take advantage of the National Fire Academy Training opportunities.	Three members of the division were accepted into programs and were able to participate in the National Fire Academy Training opportunities.
Within the document management system Project Dox, develop and implement a work sheet for existing occupancy inspections.	The worksheet has been developed and the data interface is being created by the Information Technology Department for implementation during the summer of 2012.
In coordination with the Building Department, implement the document management system Project Dox to expedite the plans review process.	Project Dox has been fully implemented and we continue to analyze and adjust the process for efficiency.

**OTHER ACHIEVEMENTS**

Modified the Existing Inspection Program to increase efficiency of inspection and develop greater customer services.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Percent of staff receiving training	World Class Municipal Services	75%	80%	100%
Percent of new construction inspections completed within 1 day of request	Strong Partnership with Our Stakeholders	94%	90%	95%



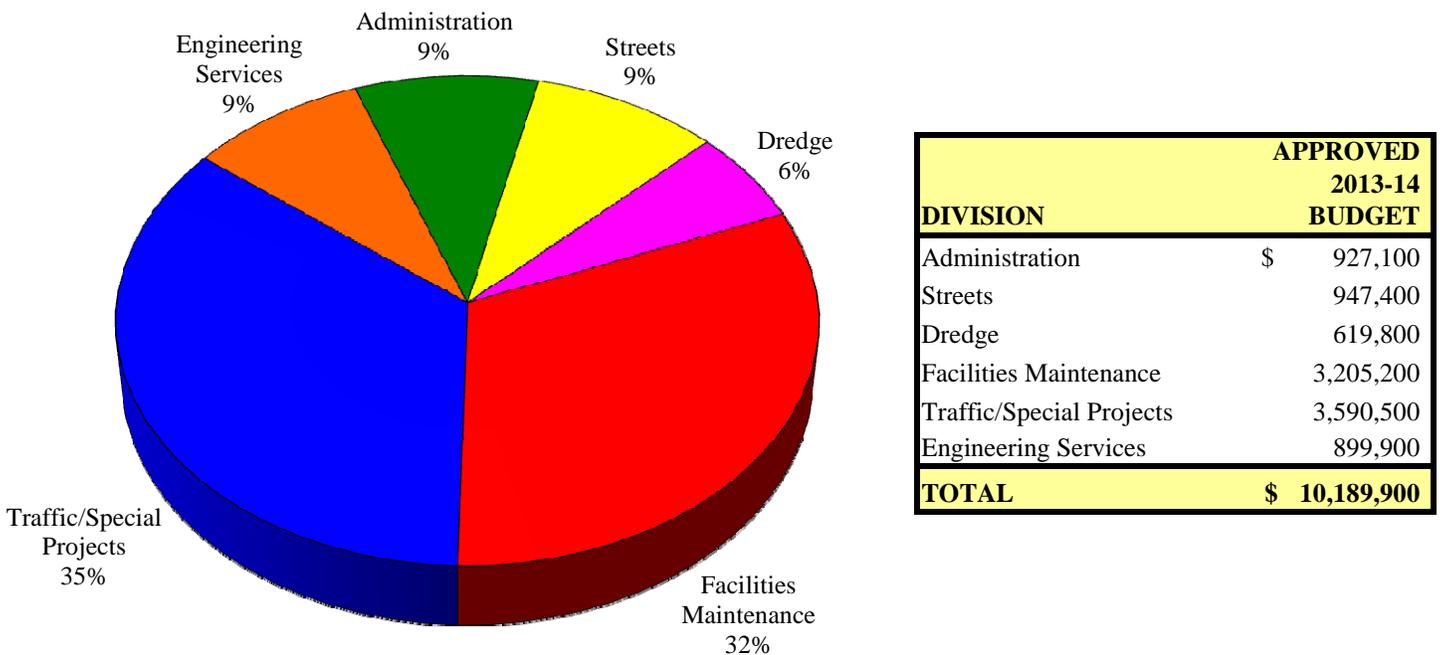
# MUNICIPAL SERVICES

*Daniel Grippo, Director*

**T**he 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.

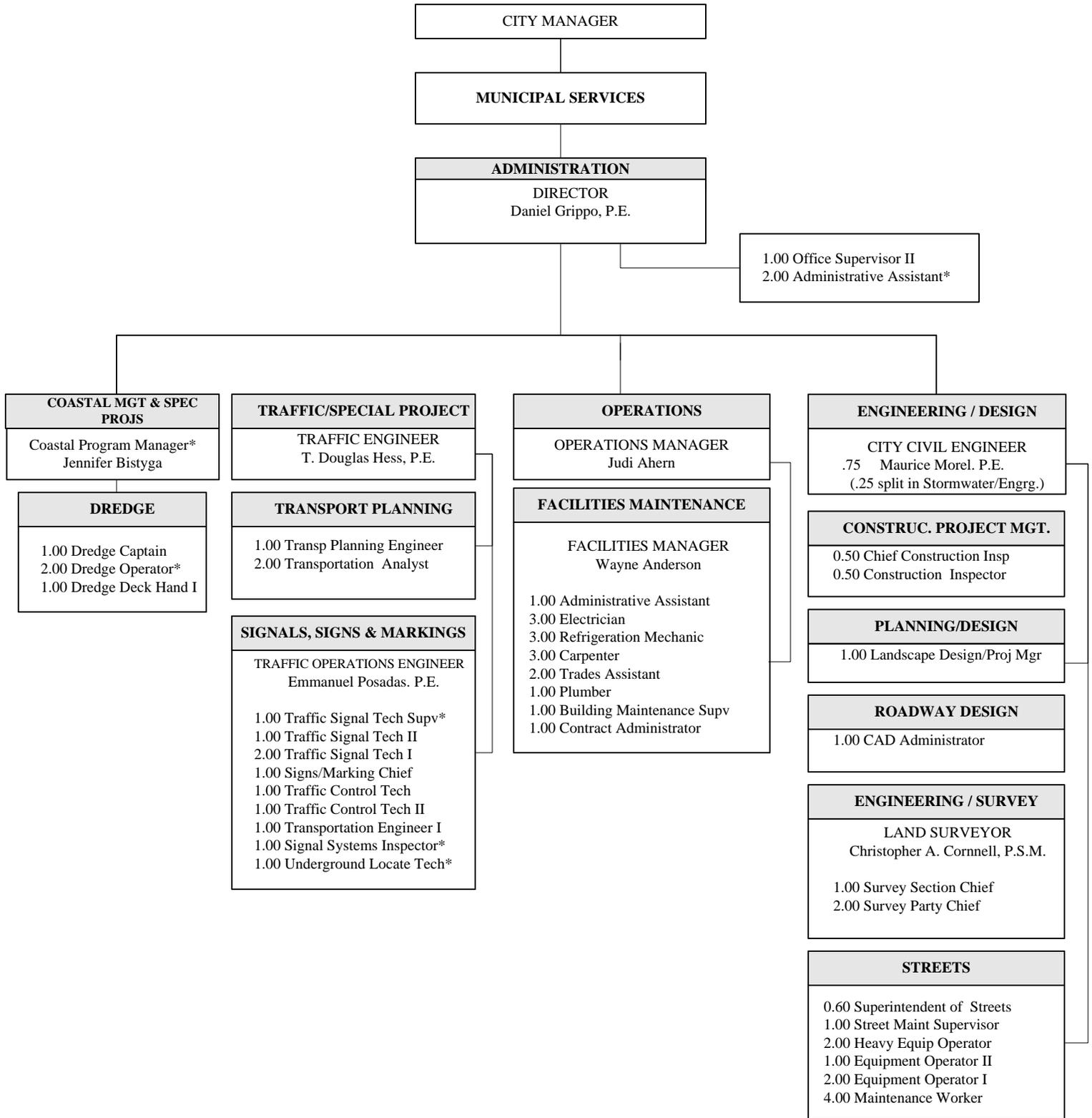
**T**he mission of the Municipal Services Department is to provide services in the most efficient manner to provide a safe, clean, and high-quality community. Also, to respond quickly and effectively to emergencies providing an efficient delivery of services.

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



APPROVED	
2013-14	
DIVISION	BUDGET
Administration	\$ 927,100
Streets	947,400
Dredge	619,800
Facilities Maintenance	3,205,200
Traffic/Special Projects	3,590,500
Engineering Services	899,900
<b>TOTAL</b>	<b>\$ 10,189,900</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	4,957,049	4,927,200	4,927,200	5,047,900
Other Operating	3,813,170	4,468,800	4,565,600	4,390,700
Supplies	390,514	473,300	485,600	481,600
Capital Outlay	23,807	180,600	182,300	147,700
Transfers	-	-	-	122,000
<b>TOTAL</b>	<b>9,184,540</b>	<b>10,049,900</b>	<b>10,160,700</b>	<b>10,189,900</b>
Full-time Employees	59.85	59.35	58.35	59.35



\*  
 1.0 Financial Administrator reclassified to Coastal Program Manager  
 1.0 Secretary reclassified to Administrative Assistant  
 1.0 Traffic Signal Tech II reclassified to Traffic Signal Tech Supv  
 1.0 Land Architect Planner converted to Signal Systems Inspector

Revised FY12/13:  
 1.0 Deck Hand II reclassified to Dredge Operator  
 1.0 Chief Traffic Signal Tech reclassified to an Underground Locate Tech

Approved Positions FY 12/13	59.35
Revised Positions FY 12/13	-
Personnel Changes FY 13/14	-
<b>Approved Positions FY 13/14</b>	<b>59.35</b>

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Complete the MS Policy and Procedure Manual.
- Evaluate performance metrics across the department related to budget goals and objectives.
- Complete the feasibility study of the Boca Raton Inlet and Ebb shoal and re-evaluate the design of the south Boca project area.
- Develop and execute an agreement with the Beach and Park District for future funding contributions for the Construction of Beach Renourishment Projects.
- Develop a five and ten year succession plan for Municipal Services.
- Evaluate Department staffing structure to improve operational efficiency and overall effectiveness.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Obtain a permit from the Florida Department of Environmental Protection to retain the groin that was constructed during the 2004 Central Boca Raton Beach Nourishment project and be classified as a permanent structure.	A permit was obtained and the groin within the Central Boca Raton Beach Project area is a permanent structure.
Complete a Cost Benefit Analysis for the implementation of a Municipal Services Benefit Unit (MSBU) or Special Assessment for the City's Beach Renourishment Program	A consultant has been hired and a report with three MSBU funding alternatives will be submitted to the City for review this FY.
Develop a five and ten year succession plan for Municipal Services	This an on-going task and will be completed by the end of FY 2013/14.
Finalize the Municipal Services Policy and Procedures Manual with the new director	This an on-going task and will be completed by the end of FY 2013/14.

**OTHER ACHIEVEMENTS**

- MS constructed an Emergency Dune Repair Project with plantings along 2,000 feet of Red Reef Park.
- Completed the maintenance and monitoring of the Dune Re-Vegetation Project along A1A.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Maintain a sufficient beach berm for sea turtle nesting and recreation through periodic beach nourishment projects.	World Class Municipal Services	75%	50%	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 2013-2014**

- Complete grading adjacent to Fire Training Facility parking lot.
- Re-surface asphalt pathway on NW 5th Avenue between NW 35th Street and Spanish River Boulevard.
- Paint hardscape within the downtown area, including benches and trash receptacles.
- Mill and re-surface damaged asphalt lane on Yamato Road.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Overlay asphalt walkway along NW 12th Ave. from SW 14th Dr. to SW 18th St. on the east and west sides.	Completed overlay of asphalt walkway along SW 12th Avenue from SW 14th Drive to SW 18th Street.
Paint hardscape within the Downtown Area including the benches and trash receptacles.	Painting of hardscape in the Downtown area was delayed until FY 2013/14 due to the additional pressure cleaning of roadway medians and curbs.
Remove all root intrusion areas in the roadways within New Floresta Subdivision and repair asphalt roadways.	Completed the removal of root intrusion areas and associated asphalt repairs within New Floresta.

**OTHER ACHIEVEMENTS**

- Completed comprehensive sidewalk repairs in Strathmore.
- Completed 8 foot wide expansion of sidewalk within Spanish River Park to accommodate participants in annual ADA boating event.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Completion of Utilities open pavement repairs within one-week period.	World Class Municipal Services	75%	86%	100%
Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint.	World Class Municipal Services	99%	96%	100%

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- 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 2012-2013	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**

Received a FIND waterways funding assistance grant for the maintenance of existing dredge equipment and for the purchase of new dredge equipment.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Upgrade and install all other A/C Replacements identified in Facilities needs.

Municipal Services Complex Chiller Replacement.

Complete A/C duct cleaning at PD.

Complete roof inspections and repairs identified.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Continue working on Building Inventory documents for all City Facilities.	Two BPD locations have been completed and all other locations have been updated.
Complete painting projects at Fire Station 8, Boca Raton Tennis Center, and South Beach Park.	All painting projects have been completed.
Coordinate and ensure the roof project at South Beach Park Pavilion is completed in a timely manner and within budget	This project is currently in progress.
Reduce energy consumption by enhancing Energy Management Systems and implementing schedules for the HVAC & Lighting systems at Municipal Complex, 6500 Building, Boca Raton Community Center and the Boca Raton Tennis Center.	This is ongoing and staff will continue to monitor and make changes as necessary.
Replace A/C equipment that has exceeded its life expectancy at the Boca Raton Community Center and Marine Safety.	Both locations completed.

**OTHER ACHIEVEMENTS**

Duct cleaning at City Hall complete.

PD duct cleaning is on-going.

Completed the installation of lighting and speakers at Sanborn Square.

Build-out of PD offices at 6500 Building is complete.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
To reduce external work orders through Facilities Maintenance proactive awareness within City facilities.	World Class Municipal Services	8%	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 2013-2014**

- Upgrade and install hardware and system software for a new city-wide school flasher system
- Review and evaluate the recently installed adaptive traffic control system as well as the real-time magnetometers; document performance benefits and consider future phases.
- Implement new enhanced service for the Southwest Planning Area shuttle route.
- Complete design of Patch Reef Trail, Phase 2, along the E-3 Canal.
- Implement and optimize review procedures for Planned Mobility (PM) projects including the PM matrix.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Coordinate a successful design and construction of new I-95 interchange.	Staff has successfully coordinated with FDOT through the Design/Build RFP process leading to contract execution in Spring 2013.
Implement and initiate into service four new shuttle vehicles obtained through FTA Grant FL-04-0101-00	Four new shuttle vehicles implemented into service.
Improve management of land development review process to compile review times, trend analysis, and performance monitoring.	Land development activity has greatly increased over the past year. A project review management spreadsheet was developed for tracking purposes.
Initiate deployment of real-time electronic counters and arterial travel times on Federal Highway, Glades Road, Military Trail, and Yamato Road	Electronic counters and arterial travel time project completed with total of 16 real-time monitoring stations throughout the City.
Initiate design and procurement of Adaptive Traffic Control on Glades Road through FAU area.	Adaptive Traffic Control project completed on Glades Road from St. Andrews Blvd to NW 13 St.
Initiate design of Patch Reef Trail, Phase 2, along the E-3 canal, south of Town Center Road.	Started design in-house of Patch Reef Trail, Phase 2 along the E-3 Canal.

**OTHER ACHIEVEMENTS**

- Increased yearly transit ridership on City shuttles by 23%.
- Completed construction of Phase 4 of the El Rio Trail and St. Andrews Blvd. Pathways.
- Completed several ATMS related upgrades including network core switch (1Gbps to 10Gbps capable core), 16 Analog Cameras to HD Digital Cameras for Video Monitoring, secondary access to Police and Public Safety Access to Traffic Cameras, and 100% online signal system.

**OTHER ACHIEVEMENTS** cont.

Assisted in special events including FAU home football games, holiday parade, Presidential Debate 2012, and other City functions. A total of 278 special events permits were issued.

Completed street light painting for all decorative street light poles downtown.

Completed 2 new traffic signals (Military Trail at Lynn University and El Rio Trail Ped Crossing at Congress) and several signal reconstruction and re-phasing projects.

Assisted in plans review, conceptual designs, maintenance agreements and permitting process for new I-95 interchange at Spanish River Blvd as well as numerous, FDOT projects and agency projects.

Installed traffic calming in the Boca Villas neighborhood.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Record and reduce yearly number of motor vehicle crashes per 1,000 population.	World Class Municipal Services	49.8*	52.5	31
*This data should not be compared to previous years (2010 and previous) since the method and forms of collecting crash data has substantially changed.				
Record average travel speed along major City arterials and improve or maintain L.O.S. (average travel speed) yearly.	World Class Municipal Services	**	27 MPH	29 MPH
** Not measured for 2012. Arterial travel time system being implemented in 2012 for more accurate travel speeds and better sampling rates.				
Record and increase annual ridership on City shuttles.	World Class Municipal Services	101,800	112,000	123,200

# 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 2013-2014

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

Update City Hall Boundary Survey.

As-built Survey of Countess deHoernle Park Ball Fields.

Set and Record 4 new Benchmarks throughout the City.

Perform 4 Boundary/Topographic Surveys of existing City Facilities, or in support of Proposed Projects.

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
Support other departments in the review of plats, easements, surveys and other documents.	Reviewed multiple Plats, numerous easements, sketches and surveys for US and DS.
As-built Survey of Countess deHoernle Park Ball Fields.	This project was put on hold and will be completed next FY.
As-built survey of Gumbo Limbo Turtle Tanks.	Project survey is postponed until further notice.
Boundary Survey of Boca Isles Park.	Completed Boundary Survey of Boca Isles Park.
Topographic Survey of the Soccer fields at Lake Wyman Park.	Topographic survey was completed.
Update City Hall Boundary Survey.	This project was put on hold and will be completed next FY.

## OTHER ACHIEVEMENTS

Completed As-built Survey of Gumbo Limbo Parking lot for Additional Parking spaces.

Completed As-built Survey of Gumbo Limbo Nature Center Boardwalk.

Completed Topographic Survey/Cross-sections of Hillsboro Canal, East of Federal Highway.

Reviewed Legal Descriptions for Spanish River Boulevard- I-95 Interchange.

Reviewed FEC Railroad Lease Agreement for Maintenance Sketch.

Completed Sketch and Description for E-3 Canal Pedestrian Easement.

Completed Plat for Boca Raton Cemetery Unit 5, Replating Block `JA for Stacked Crypts.

Completed Update Survey for Lagoon Sidewalk at Spanish River Park.

**OTHER ACHIEVEMENTS** cont.

Set and Recorded 4 new Benchmarks throughout the City.

Completed As-built and Topographic Survey of Oregon Lane for Drainage Project.

Completed Sketch and Descriptions for Lift Station 16 in Herman Industrial Park.

Completed Sketch and Description for Royal Palm Polo Field Annexation.

Completed Sketch and Description for FPL Easement at Fire Station 7.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Complete land, boundary, topographic, and as-built surveys within 15 days.	World Class Municipal Services	98%	95%	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	95%	95%	100%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Complete Gumbo Limbo Boardwalk construction.
- Complete design and construction of Patch Reef multi-purpose pathway from Butts Road to Verde Trail.
- Complete design and construction of Red Reef Park bathroom renovations.
- Complete design and construction of Red Reef Park pavement re-surfacing.
- Complete the design and commence construction of Havana Drive bridge replacement.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Complete construction of Gumbo Limbo boardwalk renovations	Completed design, permitting and bidding process for Gumbo Limbo boardwalk renovations.
Complete construction of Rutherford Park restroom renovations	Completed construction of Rutherford Park bathroom renovations.
Complete construction of South Beach Park Dune Crossovers	Completed construction of South Beach Park dune crossovers.
Complete construction of the new Downtown Library.	Completed construction of new Downtown Library.
Complete design and construction of annual pavement re-surfacing for City parks	Completed design and construction of annual pavement re-surfacing for City parks.

**OTHER ACHIEVEMENTS**

- Completed design and construction of Hughes Park bathroom renovations.
- Completed design and construction of Sanborn Square arches.
- Completed design and construction of paver brick up-grades on Federal Highway in the Downtown area.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Complete projects within 10% of original budget.	World Class Municipal Services	100%	100%	100%
Complete projects within contract time.	World Class Municipal Services	100%	100%	100%

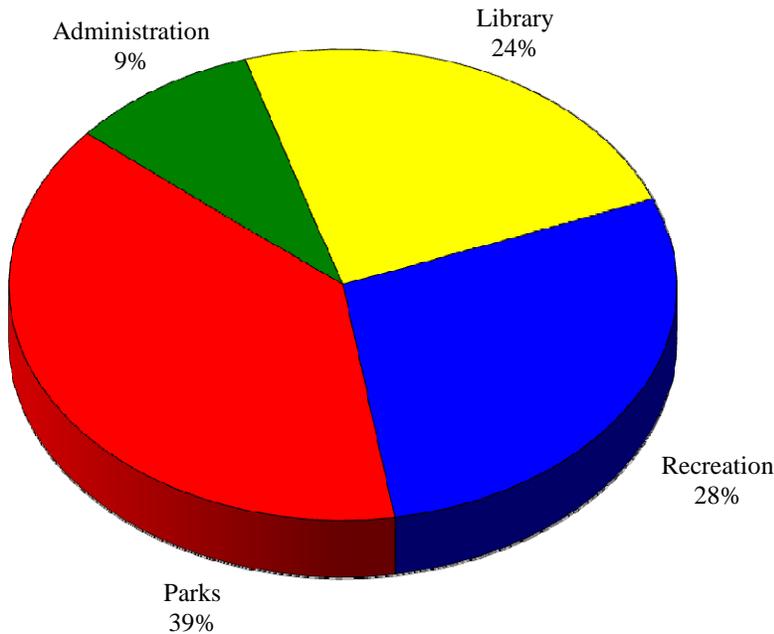


# RECREATION SERVICES

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

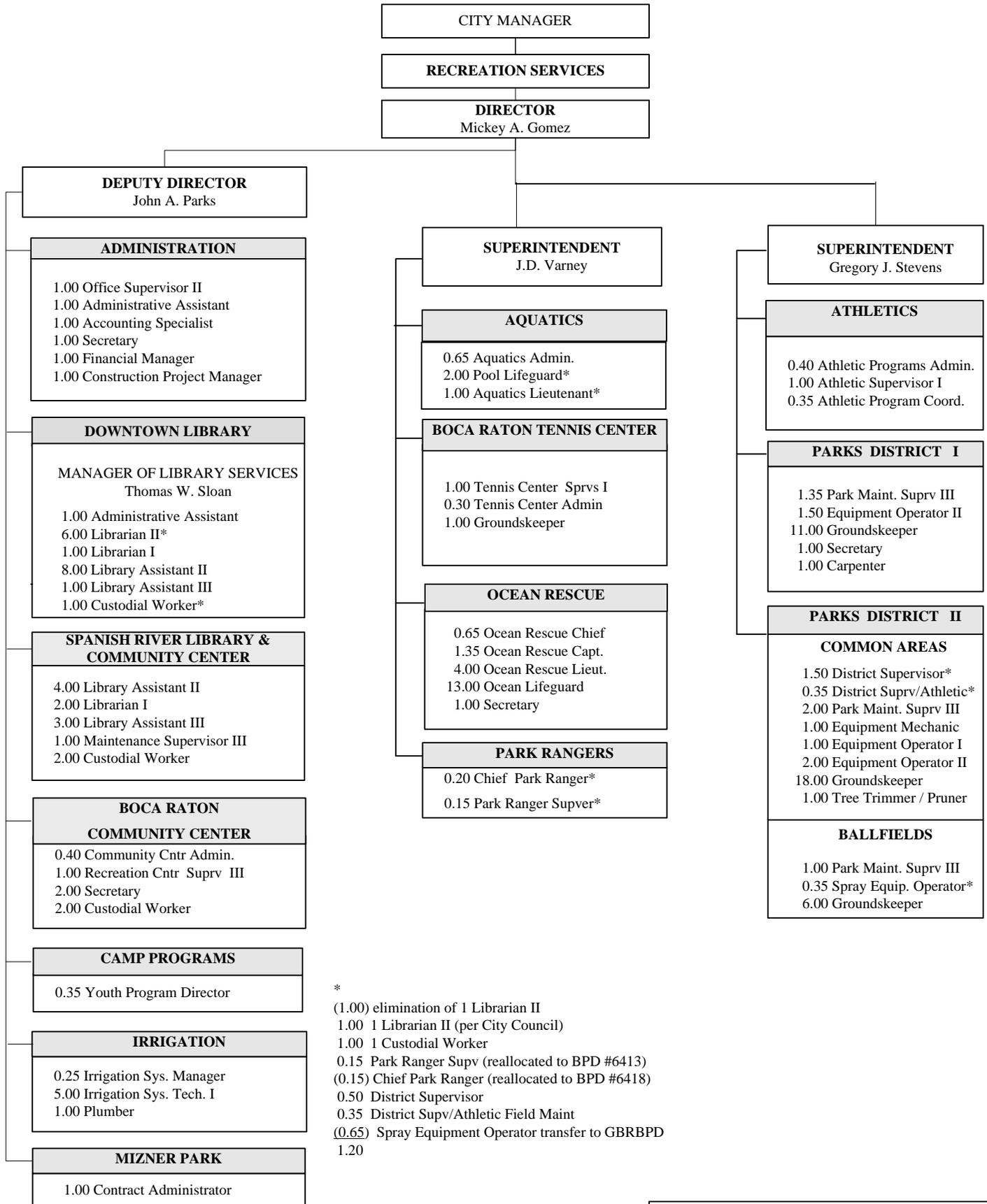
**T**he mission of the Recreation Services Department is to provide and preserve quality customer service programming within the libraries, parks, recreation, leisure, resource management and information services, through facilities, programs and resources which are relevant, educational, attractive,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

**T**he 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 2013-14 BUDGET
Administration	\$ 1,583,700
Library	4,100,400
Recreation	4,917,300
Parks	6,670,200
<b>TOTAL</b>	<b>\$ 17,271,600</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	9,868,070	10,249,600	10,201,800	10,508,800
Other Operating	4,492,862	5,076,000	5,169,400	5,415,700
Supplies	1,004,909	1,073,700	1,095,000	1,111,000
Capital Outlay	41,317	83,300	83,300	89,200
Transfers	88,100	115,000	115,000	146,900
<b>TOTAL</b>	<b>15,495,258</b>	<b>16,597,600</b>	<b>16,664,500</b>	<b>17,271,600</b>
Full-time Employees	130.90	130.90	130.90	132.10



\*  
 (1.00) elimination of 1 Librarian II  
 1.00 1 Librarian II (per City Council)  
 1.00 1 Custodial Worker  
 0.15 Park Ranger Supv (reallocated to BPD #6413)  
 (0.15) Chief Park Ranger (reallocated to BPD #6418)  
 0.50 District Supervisor  
 0.35 District Supv/Athletic Field Maint  
 (0.65) Spray Equipment Operator transfer to GBRBPD  
 1.20

Approved Positions FY12/13	130.90
Revised Positions FY 12/13	
Personnel Changes FY 13/14	1.20
<b>Approved Positions FY 13/14</b>	<b>132.10</b>

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	RECREATION SERVICES	001-6121

## DIVISION DESCRIPTION

This Division includes the following Sections: Community Center, Camp Programs, Irrigation, Administrative Support Staff and Libraries, which includes budget divisions 001-6101 through 6125 and 001-6225.

The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

## GOALS

Community Center:

1. Increase level of cost recovery.

Irrigation:

1. Improve water conservation measures.

Libraries:

1. Provide popular and topical materials in a variety of formats to meet the informational, educational, and recreational needs of patrons of all ages.
2. Provide eLibrary services, including books, magazines, and music, which are free for patrons with a BRPL card and available for check out and download anytime, anywhere.
3. Provide reference and information services to meet the needs of patrons for a wide range of information, to assist patrons in evaluating information, and to instruct patrons in the use of information tools and resources.

Administrative Support:

1. Manage data base for Recreation Services Operations and Policy Manuals; update segments as directed by the Recreation Services Superintendent.

## OBJECTIVES 2013-2014

Community Center:

1. a. Increase revenue by \$10,000 by adding a Kayak/Paddle boarding program to the annual schedule
2. a. Increase the number of online registrations for GAP and Community Center programs from 450 to 600.

Irrigation:

Water Conservation:

1. a. Implement the usage of drip irrigation on existing irrigation systems where complete zones are to be changed or replaced.
1. b. Change spray heads to Rotator spray heads, such as MP Rotators . Rotator spray heads provide a larger water droplet in delivery making it less prone to wind drift.
1. c. Establish reclaimed water connections whenever possible, in turf and landscape areas.

Administrative Support:

1. a. Maintain individual elements of Operations and Policy Manuals and update as directed; PDF updated documents and save to shared Parks Drive. Maintain link to Intranet Page, to insure department-wide availability and access to manuals.

Libraries:

1. Provide popular and topical materials in a variety of formats to meet the informational, educational, and recreational needs of patrons of all ages.
2. Provide eLibrary services, including books, magazines, and music, which are free for patrons with a BRPL card and available for check out and download anytime, anywhere.
3. Provide reference and information services to meet the needs of patrons for a wide range of information, to assist patrons in evaluating information, and to instruct patrons in the use of information tools and resources.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Libraries:</p> <ol style="list-style-type: none"> <li>1. a. Loan to adults and youth 645,000 books and media items.</li> <li>b. Answer 660,000 reference and informational questions for adults and youth.</li> <li>2. a. Increase over the prior year the number of books and media loaned to adults and youth from the Downtown Library.</li> <li>b. Increase over the prior year the number of programs and events held at the Downtown Library.</li> <li>3. a. Hold 550 programs and events at the Library.</li> <li>b. Host 26,400 people at library programs and events.</li> </ol> <p>Administrative Support:</p> <ol style="list-style-type: none"> <li>1. a. Clerical team will establish a cache of sample correspondence and forms, by November 1, 2012, accessible to all members of the department, for use in preparing and submitting official correspondence. Special emphasis will be placed on correspondence relating to Human Resources, Purchasing and all items requiring the Directors signature.</li> <li>b. Create a directory of samples to enable staff to quickly locate their target document. To be established by November 30, 2012.</li> <li>c. Manage the collection of samples by adding/deleting documents as necessary during the year and by conducting annual document audits in November to purge unnecessary/obsolete documents</li> </ol>	<ol style="list-style-type: none"> <li>1. a. Loans up 9% with estimated total circulation of 691,652</li> <li>b. Definition of questions asked redefined resulting in estimated 490,000 questions and answer transactions</li> <li>2. a. Loans up 5% at the Downtown Library over the prior year. Additional increase expected with opening of new Downtown Library.</li> <li>b. Increase in the number of programs and events expected with the opening of the new Downtown Library.</li> <li>3. a. Number of programs held reduced to 495;</li> <li>b. Anticipate hosting 20,860 people at library programs and events.</li> </ol> <ol style="list-style-type: none"> <li>1. a. Clerical team established a collection of sample correspondence and forms and included them within the Operations Manual, available to all Recreation Services staff through the Intranet link. A separate collection of HR-related document samples was created and is also included within the Operations Manual.</li> <li>1. b. A directory listing all samples available was created, containing imbedded links to each sample listed.</li> <li>1. c. Samples are updated as needed and are included in the annual file purge review, scheduled for the beginning of each fiscal year.</li> </ol>
<p>Irrigation:</p> <ol style="list-style-type: none"> <li>1. a. Install a minimum of five drip irrigation areas as a component of plant material change outs to conserve water.</li> <li>b. Replace five appropriate sodded areas with pavers/stamped concrete to reduce maintenance costs.</li> </ol>	<ol style="list-style-type: none"> <li>1a. Drip irrigation system installed with new landscape at small pocket park near El Rio Canal on Camino Real.</li> <li>b. Work in Progress.</li> </ol>
<p>Community Center:</p> <ol style="list-style-type: none"> <li>1. a. Increase net revenue \$20,000 by providing a Summer Ocean Adventure Program in cooperation with Under Blue Waters, LLC.</li> <li>b. Increase Community Center room rental revenue by 20%.</li> </ol>	<ol style="list-style-type: none"> <li>1. a. In the first year of operation the Ocean Adventure program brought in a total of \$12,525 (to the city) over 9 weeks.</li> <li>1.b. Estimated revenue was \$6500, total receipts for room revenue equaled \$8,621. This is a 32.6% increase in room revenue.</li> </ol>

**OTHER ACHIEVEMENTS**

Opened a new 41,932 square-foot Downtown Library, providing state of the art library and information services including community spaces for learning and meeting events.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Libraries: Percentage of Storytime Class attendees registering for another program.	World Class Municipal Services	80%	80%	---
Libraries: Items loaned per capita in top 10% of Florida public libraries serving populations of 25,001 or greater.	World Class Municipal Services	70%	75%	80%
Community Centers: Class patrons will rate their experience as outstanding: on the post-class survey.	World Class Municipal Services	93%	96%	100%

## PERFORMANCE MEASURES cont.

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Libraries: Public library space per capita in the top 5% of Florida public libraries serving populations of 25,001 or greater	World Class Municipal Services	72%	100%	100%
Libraries: Literacy patrons are placed with a volunteer tutor within 10 days.	World Class Municipal Services	95%	95%	---
Libraries: Reference and information questions are answered before patrons leave the library.	World Class Municipal Services	95%	95%	---
Libraries: Reference and information questions are answered while the patron is on the phone.	World Class Municipal Services	90%	90%	---
Libraries: Percentage of total (both libraries) circulation accomplished using self-check.	World Class Municipal Services	16%	18%	---
Libraries: Percentage of renewals completed online.	World Class Municipal Services	12%	14%	---
Administrative Support: Pursue grant opportunities to offset costs of park development and maintenance.	Financially Sound City Government	0	1	1
Administrative Support: Respond to communications from concerned citizens within 24 hours of receipt.	World Class Municipal Services	99%	99%	99%
Libraries: Library visits per capita is #1 for Florida public libraries serving population of 25,001 or greater	World Class Municipal Services	70%	75%	80%
Libraries: Program attendance per capita in top 10% of Florida public libraries serving population of 25,001 or greater	World Class Municipal Services	65%	65%	70%
Libraries: Reference transactions per capita is #1 for Florida public libraries serving populations of 25,001 and greater	World Class Municipal Services	90%	92%	94%

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
GENERAL FUND	RECREATION SERVICES	001-6131

**DIVISION DESCRIPTION**

Division includes the following Sections: Athletics and Parks

The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

**GOALS**

Athletics:

1. Initiate Use of Youth Sports Agreement
2. Review the annual Athletic Field Maintenance schedule and initiate standardized practices for each field.
3. Promote COBRA sponsorship & donation opportunities

Parks:

1. Improve maintenance and appearance of the Dog Park.
2. Improve landscaping practices to enhance the visibility of City Parks.
3. Cleaner restrooms in parks

**OBJECTIVES 2013-2014**

Parks:

1. a. Complete mulch borders around shelters to prevent dogs from digging under the concrete slabs.
- b. Evaluate new spray program for effectiveness.
- c. Initiate a pod rotation to reduce sod wearing and replacement.
2. Review and evaluate current methods and schedules and update as needed
3. a. Meet with all staff assigned to perform cleaning and stocking to establish standards and expectations for what a clean and functional restroom is.
- b. Develop written protocol for cleaning and stocking restrooms with log sheet for each restroom depicting when and by whom each restroom is cleaned.
- c. Provide patrons with a phone number and/or e-mail to report problems or concerns.

Athletics:

1. a. Meet with the president of each existing youth sports association to review and establish understanding and expectations.
- b. Develop a tailored schedule of due dates for each association based on registration dates and season start and end dates to make expectations clear for both City and Youth Associations to foster success.
- c. Document failures to meet deadlines and hold associations accountable to established policies and due dates.
2. a. Proactively inspect turf and landscaping.
- b. Maintain an aggressive spray and fertilization program to prevent disease and insect damage.
3. a. Develop forms to document monthly inspections and tweak maintenance schedule as needed.
- b. Annually review maintenance plans and update with any changes.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Athletics:</p> <ol style="list-style-type: none"> <li>2. a. Examine each fields current maintenance window with the addition of the Countess de Hoernle Park athletic fields work to determine if the current window should be modified.</li> <li>b. Develop an annual schedule of maintenance depicting the monthly maintenances schedule for each field, including mowing, edging, fertilizing and spraying.</li> <li>c. Annually evaluate written standardized practices for Athletic Field Maintenance staff and hold quarterly staff meetings to review seasonal practices associated with specific field types.</li> </ol>	<ol style="list-style-type: none"> <li>2. a. Existing maintenance windows evaluated and modified as needed.</li> <li>b. With the addition of maintaining the athletic fields at Countess de Hoernle park, effective April 1, 2013, maintenance practices have been reevaluated to include the needs of the new athletic fields..</li> <li>c. Annual evaluation completed and quarterly staff meetings held.</li> </ol>

**ACHIEVEMENTS** cont.

Athletics:

- 3. a. Develop a menu/list of amount specific sponsorship, donation or in-kind trade opportunities for individuals or businesses that wish to support COBRA programs.
- b. Include the menu of opportunities in all COBRA related advertising and on websites.
- c. Produce a mailer with menu/list and send to local businesses.

3. a., b., c. Sponsorship package developed and in review for approval prior to public distribution.

Athletics:

- 1. a. Meet with the president of each existing youth sports association to review and establish understanding and expectations.
- b. Develop a tailored schedule of due dates for each association based on registration dates and season start and end dates to make expectations clear for both City and Youth Associations to foster success.
- c. Document failures to meet deadlines and hold associations accountable to established policies and due dates.

1 a., b., c. The Youth Sport Agreement was finalized but not fully implemented during this fiscal year.

Parks:

- 2. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming, fertilization, spraying, re-sodding and mulching.
- b. Develop written annual tree trimming & pruning schedule for each park.
- c. Develop written standards for weed removal and plant replacement at each park.

2. a., b., c. .Maintenance plans for all parks completed including mowing, tree trimming/pruning and weed removal.

Parks:

- 1. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming; fertilization; spraying, re-sodding and mulching.
- b. Develop pod rotation schedule to more evenly distribute use and allow for turf recovery.
- c. Research and determine best product (mulch, artificial turf) to reduce patron complaints regarding areas where grass is worn away leaving exposed dirt.

1.a. Maintenance plan developed.  
 b. Pod schedule developed but not initiated due to extensive sod replacement and mulching projects around pavilions.  
 c. Mulch was installed in a 3 barrier around the edge of several pavilions and proved to be effective in reducing complaints from patrons regarding dogs digging up the dirt around the pavilion slabs.

Parks:

- 3. a. Meet with all staff assigned to perform cleaning and stocking to establish standards and expectations for what a clean and functional restroom is.
- b. Develop written protocol for cleaning and stocking restrooms with log sheet for each restroom depicting when and by whom each restroom is cleaned.
- c. Provide patrons with a phone number and/or e-mail to report problems or concerns.

3. a., b., c. Restroom protocol being developed as part of the Parks Maintenance reorganization to establish 1 standard and protocol to ensure clean bathrooms for patrons at all park sites.

**OTHER ACHIEVEMENTS**

Replaced playground equipment at Spanish River Park, Boca Isles Park and Boca Tierra Park

Bathrooms renovated at James A Rutherford Park and Hughes Park

New energy efficient LED lighting for walkway and parking lot installed at Sand Pine Park

## PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	World Class Municipal Services	95%	95%	97%
Ensure safe and sanitary restrooms throughout the city park system on a daily basis.	World Class Municipal Services	95%	90%	100%
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	World Class Municipal Services	75%	80%	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%
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%

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	RECREATION SERVICES	001-6134

## DIVISION DESCRIPTION

Division includes the following Sections: Aquatics, Ocean Rescue, Park Rangers and Tennis

The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

## GOALS

Aquatics:

1. Improve customer service provided to Aquatics patrons.
2. Increase level of safety at Meadows Park Pool.

Ocean Rescue:

1. Ensure safety on the beaches of Boca Raton.
2. Have staff prepared for all medical emergencies.
3. Educate young people regarding the ocean environment and Ocean Rescue operations.

Park Rangers:

1. Create a safe and secure environment in our park system.
2. Educate park patrons regarding regulations, ordinances and laws, and enforce when necessary.

Tennis:

1. Provide the youth of the community the opportunity to learn and develop the skills necessary to enjoy the game of tennis, the sport of a lifetime, in an energetic, healthy, and fun environment.
2. Provide singles players a competitive venue to meet and compete against players of like abilities.
3. Assist the less fortunate youth of the community an opportunity to be able to learn and/or play tennis by supplying 50 used tennis rackets and other equipment.
4. Provide patrons and/or the at large tennis community, a year round opportunity to participate in, or observe tennis tournaments, activities, and special events.

## OBJECTIVES 2013-2014

Tennis

1. Offer year round programming including after school lessons and camps featuring 10 & Under Tennis for appropriate aged children at all tennis centers.
2. Singles ladders will be offered at each center.
3. Offer a tournament, special event, or social activity between the centers each month of the year.

Ocean Rescue

1. Train all ocean lifeguard staff to USLA ocean lifeguard annual standards.
2. Annually test all staff on physical ability and ocean rescue policies.
3. Staff all mandatory lifeguard towers from 9AM-5PM, 365 days a year.
4. Provide an annual junior lifeguard program, for all kids 10-17 years old, with qualified instructors.
5. Provide annual ocean awareness talks at local schools when requested.

Park Rangers

1. Coordinate training of Park Rangers in working with park patrons, along with courtesy warning and ticket writing programs to best educate and enforce rules, ordinances and laws.
2. Provide park patrols, work special details, render first aid, assist PD and other departments, including additional patrols at newly opened de Hoernle Park.

Aquatics

1. Create a survey soliciting feedback from customers, and retrieve at least 50 responses.
2. Develop and implement by a spot-checking program for staff in the lifeguard stand, and conduct at least 4 spot-checks evaluating staff performance.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Tennis:</p> <ol style="list-style-type: none"> <li>1. a. Hand out surveys to campers/parents at the end of each camp session (Spring Break, Summer Camp, and Winter Camp), collect the surveys, and to achieve a 95% or higher approval rating.</li> <li>b. Use the feedback from the surveys to implement changes in the curriculum and/or presentation to achieve the goal.</li> <li>2. a. Offer a singles challenge ladder at each facility.</li> <li>b. Ensure the singles challenge ladder provides a year round opportunity by providing a minimum of 3 sessions of the ladder based upon a calendar year (Ex: Winter/ Spring, Summer, Fall).</li> <li>3. a. Place collection boxes at each facility to gather donated used tennis rackets and other tennis equipment.</li> <li>b. Partner with a charitable organization, and/or USTA Florida to pick up and distribute the rackets and equipment to deserving youth.</li> <li>4. a. Align existing tournaments, activities, and special events at the three tennis centers.</li> <li>b. Fill months void of extracurricular activities by submitting sanctions for new tournaments, and/or creating a theme based activities or other special events.</li> </ol>	<ol style="list-style-type: none"> <li>1a. Surveys were handed out during the various camps. A 95% approval rating was reached.</li> <li>1b. Based on feedback from the surveys, an extended afternoon session of camp will be offered (1:30-3pm).</li> <li>2a. Each center offered a singles ladder</li> <li>2b. All singles ladders are offered year round.</li> <li>3a. Collection boxes for racquets and equipment have been placed at all tennis centers</li> <li>3b. The centers are partnering with USTA/Florida to distribute collected items.</li> <li>4a. Each tennis center now offers tournaments and special events.</li> <li>4b. The tennis centers offer tournaments or special events every month of the year.</li> </ol>
<p>Aquatics:</p> <ol style="list-style-type: none"> <li>1. a. Reach at least 100 friends on the Boca Raton Aquatics Facebook web page by 1/1/13.</li> <li>b. Create a survey soliciting feedback from customers, and retrieve at least 50 responses by 1/1/13</li> <li>2. a. Conduct at least 20 in-services, no less than 1 hour in length, with at least 4 Aquatics staff members in attendance at each, by 1/1/13.</li> <li>b. Develop and implement by 10/1/12 a spot-checking program for staff in the lifeguard stand, and conduct at least 4 spot-checks by 2/1/13.</li> </ol>	<ol style="list-style-type: none"> <li>1a. The Boca Raton Aquatics web page was developed and reached this number, allowing Aquatics to better share information with users regarding programming and facility access.</li> <li>1b. An Aquatics survey has not been completed and distributed. Completion of this objective will be pursued in 2013-2014.</li> <li>2a. Twelve in-services were completed during this period, shy of the objective of 20 that was set. Additional rescue training will be pursued in 2013-2014.</li> <li>2b. A spot-checking program was not completed and implemented. Completion of this objective will be pursued in 2013-2014.</li> </ol>
<p>Ocean Rescue:</p> <ol style="list-style-type: none"> <li>1. a. Train all ocean lifeguard staff to USLA ocean lifeguard annual standards.</li> <li>b. Annually test all staff on physical ability and ocean rescue policies.</li> <li>c. Staff all mandatory lifeguard towers from 9AM-5PM, 365 days a year.</li> <li>2. a. Provide annual first responder training to all non EMT staff.</li> <li>b. Offer reimbursement for EMT classes for all non EMT staff and provide yearly update training.</li> <li>c. Organize Fire-Rescue quarterly ride along time for all EMTs.</li> <li>3. a. Provide an annual junior lifeguard program, for all kids 10-17 years old, with qualified youth instructors.</li> <li>b. Provide annual ocean awareness talks at local schools when requested.</li> <li>c. Offer annual lifeguard certification training for all eligible junior lifeguards.</li> </ol>	<ol style="list-style-type: none"> <li>1a. Achieved</li> <li>1b. Achieved</li> <li>1c. Achieved</li> <li>2a. Achieved</li> <li>2b. Achieved</li> <li>2c. Achieved</li> <li>3a. Achieved</li> <li>3b. Achieved</li> <li>3c. Achieved</li> </ol>

**ACHIEVEMENTS** cont.

Park Rangers:

- 1. a. Provide park patrols seven days a week, work special details, render first aid, and assist Police Services and other departments, as needed.
- b. Provide medical-related training in the areas of CPR, first aid and AED, to offer quality emergency responses in the parks. Verify all training certifications on a monthly basis.
- 2. a. Issue courtesy warnings, alert ordinance violators, issue parking citations and enforce metered parking, as needed.
- b. Ensure all Park Rangers on general patrol are visible, on the move, independent and professional in demeanor and conduct. Verify by daily supervisory visits, regular radio checks, and emphasis at all staff meetings.

- 1a. Achieved by meeting seven-days-a-week level of service, and assisting with 70 special events, 40 first aid cases, 150 assists to Police Services and numerous assists to other departments throughout the year.
- 1b. Achieved by providing access to CPR, AED and first aid training; all Park Rangers have obtained verifiable training certifications.
- 2a. Actively involved with educating and enforcing of rules, ordinances and laws, to include issuing 3,000 ordinance violations, and 1,100 parking citations.
- 2b. Achieved with verification by site visits, radio checks and overall emphasis with training and meetings.

**OTHER ACHIEVEMENTS**

Tennis:

Sold out the annual bus trip to the Sony/Key Biscayne tennis tournament.  
 Hosted one of the first doubles tournaments for the newly established USSTF (United States Senior Tennis Federation).  
 Hosted a corporate tennis league for NCCI (National Council on Compensation Insurance).  
 Partnered with USTA/Florida and hosted a USTA Kids Day Festival featuring 10 & Under Tennis, on court games and instruction, arts & crafts, face painting, and other activities for over 50 kids.

Aquatics:

A change to the practice times for the Mantas Swim Team was coordinated, moving the evening practices one hour earlier for children on the team. This change was coordinated after receiving feedback from parents and coaches of the swim team, the single largest revenue-producing program in Aquatics. The practice time change also resulted in a reduction in payroll costs.

Ocean Rescue:

Ocean Rescue placed 3rd at the United States Lifesaving Association National Tournament.

Park Rangers:

Park Rangers initiated seven-day-a-week patrols at newly opened de Hoernle Park.  
 Park Rangers contributed to the success of 70 special events during the year. They provided security patrols, assisted with parking and responded to patron requests and questions. The special events included the Beach Bash at Spanish River Park, Little League Opening Day at Sugar Sand Park, two Childrens Fairs at Patch Reef Park and Turtle Day at Gumbo Limbo Nature Center.

**PERFORMANCE MEASURES**

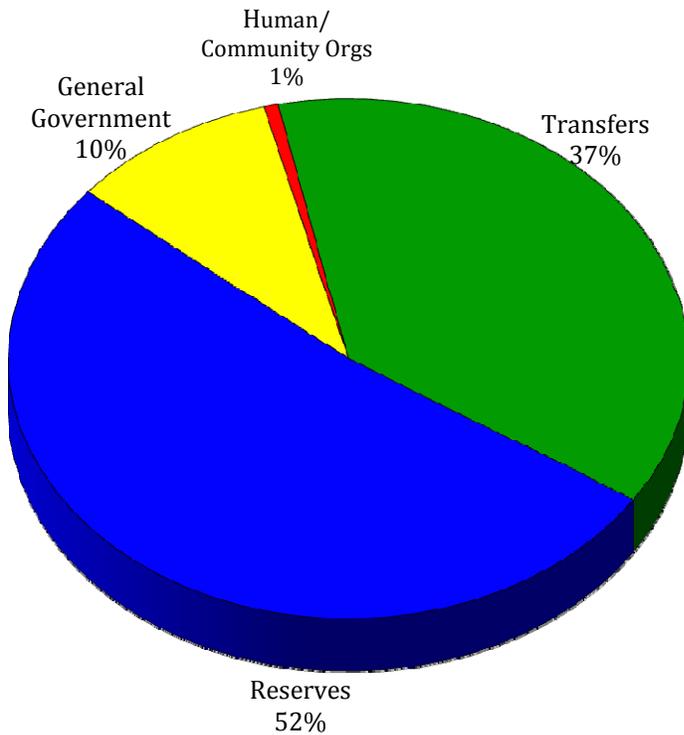
OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Park Rangers perform daily patrols at neighborhood park sites to document maintenance needs and levels of participation.	World Class Municipal Services	90%	95%	98%
Aquatics: Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	World Class Municipal Services	58%	60%	65%
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	95%	95%	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 2013-14 BUDGET
General Government	\$ 5,945,300
Human/Community Orgs	410,700
Transfers	22,469,900
Reserves	31,205,900
<b>TOTAL</b>	<b>\$ 60,031,800</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	98,191	415,000	415,000	415,000
Other Operating	5,954,150	5,229,600	5,361,600	3,509,300
Supplies	32,500	46,000	46,000	46,000
Capital Outlay	-	-	1,500,000	1,500,000
Grants and Aids	404,100	394,100	394,100	885,700
Transfers	-	1,475,000	1,475,000	22,469,900
<b>Sub-Total</b>	<b>6,488,941</b>	<b>7,559,700</b>	<b>9,191,700</b>	<b>28,825,900</b>
Reserves	51,839,397	45,807,200	44,180,200	31,205,900
<b>TOTAL</b>	<b>58,328,338</b>	<b>53,366,900</b>	<b>53,371,900</b>	<b>60,031,800</b>



# ***CDBG & SHIP FUNDS***

## ***OPERATED BY DEVELOPMENT SERVICES***

*John Hixenbaugh, Development Services Director*

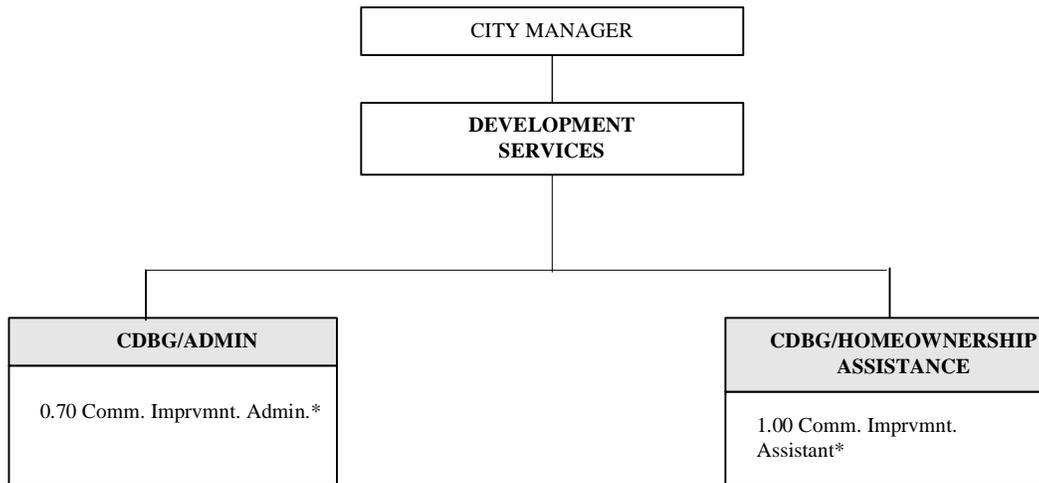
**T**he mission of the Development Services Department, operating in the Special Revenue Funds, is to sustain and promote the City of Boca Raton as a nationally recognized and desirable place to live and work. To accomplish this goal, the Department will work to protect and preserve neighborhoods, assist 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.

**T**he 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 2013-14 BUDGET
CDBG	\$ 843,700
Affordable Housing	293,700
<b>TOTAL</b>	<b>\$ 1,137,400</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	142,255	134,800	137,800	137,800
Other Operating	176,380	1,249,300	1,238,800	935,500
Supplies	445	400	700	1,400
Capital Outlay	-	370,000	410,400	62,700
<b>Sub-Total</b>	<b>319,080</b>	<b>1,754,500</b>	<b>1,787,700</b>	<b>1,137,400</b>
Reserves	175,357	-	-	-
<b>TOTAL</b>	<b>494,437</b>	<b>1,754,500</b>	<b>1,787,700</b>	<b>1,137,400</b>
Full-time Employees	1.70	1.70	1.70	1.70



-.30 Comm. Imprmnt. Admin. funded by Development Services

Approved Positions FY12/13	1.70
Revised Positions FY12/13	
Personnel Changes FY 13/14	
<b>Approved Positions FY 13/14</b>	<b>1.70</b>

# 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 2013-2014**

Ensure that grants are expended in compliance with HUD regulations and program requirements.

Assist in the establishment of a New Pines Neighborhood Improvement Plan to be developed through a neighborhood charrette process and seek federal funding should appropriate sources become available.

Further neighborhood and housing stabilization by helping eligible homebuyers purchase their first home through the Homeownership Assistance Program.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Ensure that grants are expended in compliance with HUD regulations and program requirements.	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.
Further neighborhood and housing stabilization by implementing a new Homeownership Assistance Program.	The CDBG Homeownership Assistance Program was implemented. Adverse residential market conditions continue to negatively impact the expenditure rate for program assistance.
Assist with a neighborhood charrette for a New Pines Neighborhood Improvement Plan on or before September 30, 2012.	No special appropriations were awarded as part of the 2011-12 federal budget process and the neighborhood charrette was put on hold.

**OTHER ACHIEVEMENTS**

333 Persons received fair housing services and after-school and summer camp services through CDBG public service activities.

A Sand Pine Park Opening Celebration was held with elected officials, HUD representatives, contractors, staff and residents to celebrate the completion of park renovations that were completed using ARRA CDBG-R and CDBG funds. The City was the first grantee in under the HUD Miami Field Office to complete its ARRA CDBG-R project, which resulted in the creation or retention of 15 FTE jobs. The new artificial soccer turf will allow fields to be open year round and will reduce maintenance costs and water consumption.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Ensure a minimum of low-income families are served through the Homeownership Assistance Program.	Strong Partnership with Our Stakeholders	0	4	6

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

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 2012-2013	ACHIEVEMENT
---------------------	-------------

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**

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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	3	0

# ***ECONOMIC DEVELOPMENT FUND***

*Michael J. Woika, Assistant City Manager*

**R**ecognizing that a strong business community is a key to financial stability, the City of Boca Raton actively participates in programs that attract new jobs and businesses to the City, and retains and facilitates the growth of existing businesses.

**T**he Economic Development Services Fund, operating in the Special Revenue Funds, supports economic development activities benefitting the City, including a variety of incentive programs. These incentive programs include both City-administered incentives, as well as participation in State incentive programs by providing local match funds. All awarded economic development incentives require an agreement and approval by the City Council. A portion of the ad-valorem taxes is the main source of revenue for the Economic Development Fund.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Operating	\$ 1,550,000
Reserve	5,050,000
<b>TOTAL</b>	<b>\$ 6,600,000</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Other Operating	-	-	-	1,550,000
<b>Sub-Total</b>	-	-	-	<b>1,550,000</b>
Reserves	-	-	-	5,050,000
<b>TOTAL</b>	-	-	-	<b>6,600,000</b>



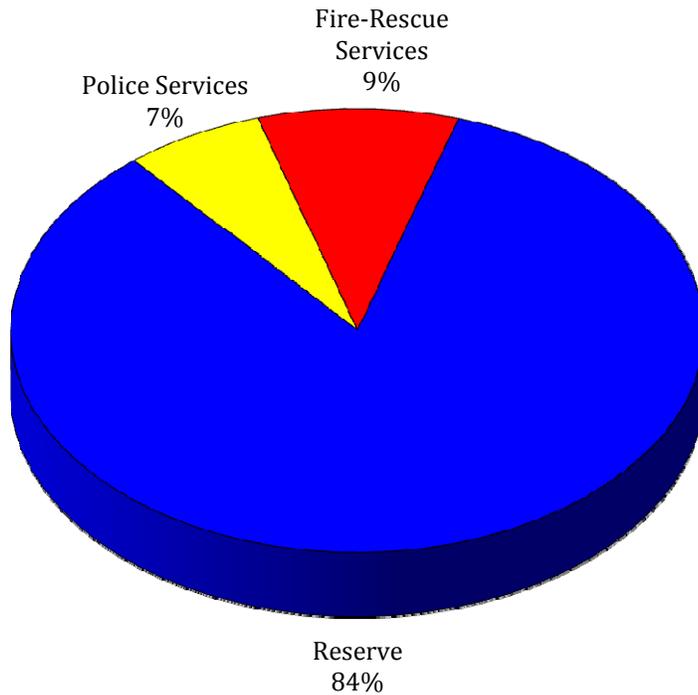
# RETIREMENT SUSTAINABILITY FUND

## OPERATED BY FINANCIAL SERVICES

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

**T**he Retirement Sustainability Fund, administered by Financial Services, provides a separate funding for certain receipts and expenditures for all of the City’s defined benefit plans and accounts for reserves to reduce the financial burden, if any, of retiree defined benefit plan payments on future taxpayers.

**T**he Retirement Sustainability Fund is used for receipts and expenditures related of state premium taxes for police and fire retirement benefits, the impact of federal and state laws and future changes in the laws (including but not limited to Internal Revenue Code (IRC) Section 401, IRC 415 on the City’s defined benefit plans), and impacts of the City's preservation of benefits plan.



		APPROVED 2013-14 BUDGET
<b>DIVISION</b>		
Police Services	\$	1,161,700
Fire-Rescue Services		1,671,700
Reserve		15,000,000
<b>TOTAL</b>	<b>\$</b>	<b>17,833,400</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2013-14 BUDGET
Other Operating	-	-	-	2,833,400
<b>Sub-Total</b>	-	-	-	<b>2,833,400</b>
Reserves	-	-	-	15,000,000
<b>TOTAL</b>	-	-	-	<b>17,833,400</b>



# ***LETF & STATE FORFEITURE FUNDS***

## ***OPERATED BY POLICE SERVICES***

*Daniel Alexander, Chief of Police*

**T**he 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 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Other Operating	260,077	427,500	393,000	262,000
Supplies	35,201	125,000	125,000	335,000
Capital Outlay	88,168	-	34,500	20,000
<b>Sub-Total</b>	<b>383,446</b>	<b>552,500</b>	<b>552,500</b>	<b>617,000</b>
Reserves	1,139,964	859,800	859,800	598,400
<b>TOTAL</b>	<b>1,523,410</b>	<b>1,412,300</b>	<b>1,412,300</b>	<b>1,215,400</b>
Full-time Employees	2.00	-	-	-



# ***FEDERAL & STATE GRANT FUNDS***

***OPERATED BY CITY MANAGER'S OFFICE***

*Leif J. Ahnell, City Manager*

**T**he 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.

**T**he 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.



		<b>APPROVED 2013-14 BUDGET</b>
<b>DIVISION</b>		
State Grants	\$	470,700
Federal Grants		25,500
<b>TOTAL</b>	<b>\$</b>	<b>496,200</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Supplies	15,000	25,000	25,000	13,500
Capital Outlay	712,700	1,218,600	3,371,300	482,700
<b>TOTAL</b>	<b>727,700</b>	<b>1,243,600</b>	<b>3,396,300</b>	<b>496,200</b>



# ***BEAUTIFICATION FUND***

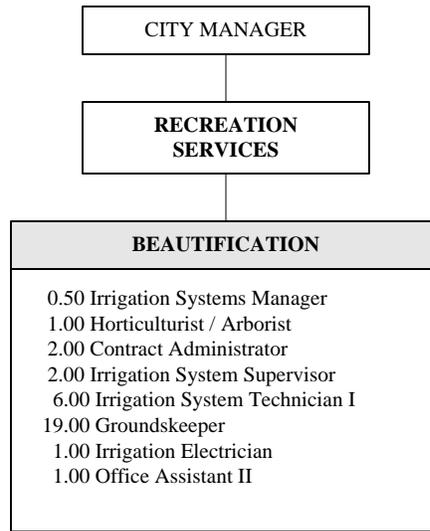
## ***OPERATED BY RECREATION SERVICES***

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

**T**he 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 residents and visitors driving on City roadways.



EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	1,240,999	1,553,000	1,553,000	1,880,000
Other Operating	1,933,147	1,819,900	1,811,400	2,122,100
Supplies	190,732	322,500	301,300	332,700
Capital Outlay	-	561,800	593,000	229,900
Transfers	31,400	4,000	4,000	6,100
<b>Sub-Total</b>	<b>3,396,278</b>	<b>4,261,200</b>	<b>4,262,700</b>	<b>4,570,800</b>
Reserves	318,296	22,700	22,700	703,000
<b>TOTAL</b>	<b>3,714,574</b>	<b>4,283,900</b>	<b>4,285,400</b>	<b>5,273,800</b>
Full-time Employees	32.50	32.50	32.50	32.50



Approved Positions FY 12/13	32.50
Revised Positions FY 12/13	
Personnel Changes FY 13/14	_____
<b>Approved Positions FY 13/14</b>	<b>32.50</b>

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 residents and visitors driving on City roadways.

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.

The following goals and objectives are consistent with the Recreation Services Department's Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

**GOALS**

1. 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.
2. Evaluate the quality of maintenance of medians achieved through the new RFPs versus the previous bid process in terms of cost, plant/tree/palm health, and weed/trash free environment.
3. Evaluate the effectiveness of irrigation maintenance in the medians conducted by a contracted vendor versus staff in terms of cost.

**OBJECTIVES 2013-2014**

Enhance aesthetics of turf and landscaping in East section with City of Boca Raton staff.

Maintain a pristine hardscape throughout the City of Boca Raton with city staff and trailer mounted hot water pressure washer.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Assume maintenance of landscape and irrigation system from FDOT Road Project on Glades Road between I-95 to N.W. 7th Avenue.	Completed
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.	Completed

**ACHIEVEMENTS** cont.

OBJECTIVE 2012-2013	ACHIEVEMENT
Assume maintenance of FDOT Project on Federal Highway between Glades Road to Yamato Road. FDOT Project includes the installation of turf and plant material.	Completed
Re-certify two Irrigation System Supervisors and thirteen Irrigation System Technicians II in back flow testing.	Work In Progress

**OTHER ACHIEVEMENTS**

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Apply fertilizers and mulch to landscape materials to maintain a lush and healthy condition for roadways and rights of way.	World Class Municipal Services	80%	95%	100%
Maintain Tree City USA status by planting new trees throughout the City, in the appropriate landscape settings.	World Class Municipal Services	100%	100%	100%
Ensure proper irrigation practices by checking irrigation systems bi-weekly, for proper flow and positioning of irrigation sprinklers.	World Class Municipal Services	80%	80%	95%
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	85%	90%	100%
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	80%	90%	100%
Establish and maintain Pre-Emergent Herbicide program with tank sprayers and Vortex spreader.	World Class Municipal Services		80%	90%
Maintain roadway hardscapes throughout City of Boca Raton	World Class Municipal Services		80%	90%
Establish three maintenance crews in East section of city at M/S Complex, Water Utility and Sugar Sand Park	World Class Municipal Services		75%	100%
West section monitor contract landscape maintenance services for compliance and schedules.	World Class Municipal Services		80%	100%

# ***BEACH & PARK DISTRICT FUND***

## ***OPERATED BY RECREATION SERVICES***

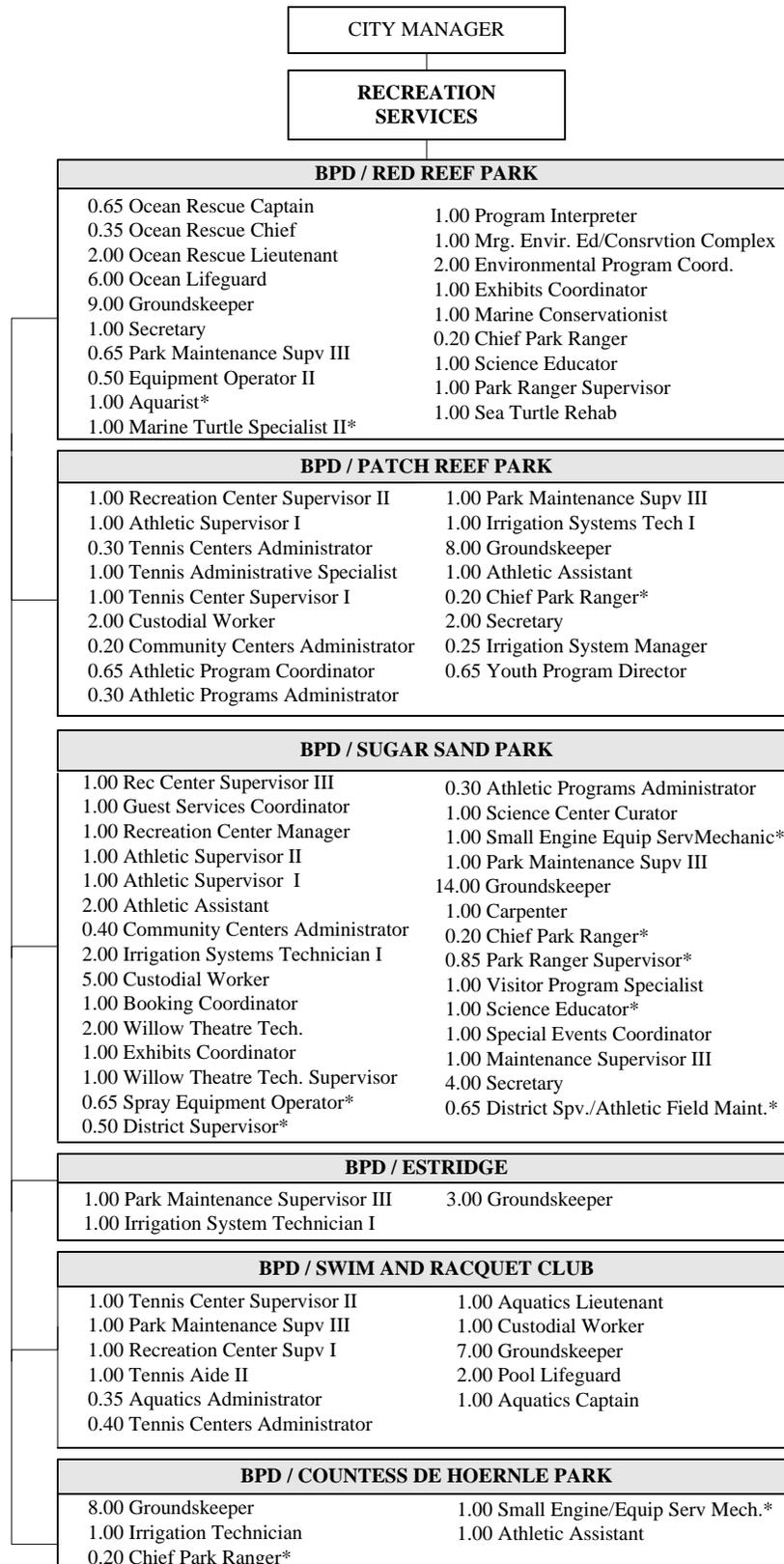
*Mickey A. Gomez, Recreation Services Director*  
*John A. Parks, Deputy Recreation Services Director*

**T**he 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.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Red Reef	\$ 3,138,800
Patch Reef	2,875,500
Sugar Sand	4,562,000
Racquet Club	1,734,100
Other	2,163,000
Countess deHoerle	1,226,600
CIP Projects	2,938,800
<b>TOTAL</b>	<b>\$ 18,638,800</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	8,706,204	9,470,400	9,495,600	9,691,500
Other Operating	3,911,160	4,686,500	4,874,000	4,899,000
Supplies	506,242	623,000	647,000	718,400
Capital Outlay	3,270,703	5,569,600	5,923,900	3,309,700
Transfers	10,000	12,200	12,200	20,200
<b>TOTAL</b>	<b>16,404,309</b>	<b>20,361,700</b>	<b>20,952,700</b>	<b>18,638,800</b>
Full-time Employees	132.60	132.60	134.60	134.40



\*  
 -1.00 District Supervisor position reallocated (from PRP/6412 to SSP/6413)  
 + .10 Chief Park Ranger (increased to 0.20%)  
 -1.00 Park Ranger Position (now in 6411)  
 +0.50 District Supervisor transferred from PRP, 6412 and now split with GF, 6223  
 -0.35 District Supervisor/Athletic Fields Maint split with GF 6223;  
 \*\*Equipment Mechanic title changed to Small Engine/Equipment Service Mechanic  
 +0.65 Spray Equipment Operator (now split with GF, 6223)  
 -0.15 Chief Park Ranger (split with GF 6224 reduced to 0.20)  
 -0.15 Park Ranger Supervisor (now split with GF, 6224)  
 \*\*Equipment Mechanic title changed to Small Engine/Equipment Service Mechanic  
 +0.20 Chief Park Ranger

Approved Positions FY 12/13	132.60
Revised Positions FY 12/13	+2.00
Personnel Changes FY 13/14	-.20
<b>Approved Positions FY 13/14</b>	<b>134.40</b>

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6411

**DIVISION DESCRIPTION**

This Division includes sections as follows: Community Centers, Gumbo Limbo Nature Center and Irrigation, which are interspersed among budget divisions 161-6411 through 6425. The following goals and objectives are consistent with the Recreation Services Department's Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

**GOALS**

Community Centers:

1. Improve customer focus.

Gumbo Limbo:

1. Continue educational programs offered, both the school programs and those for the general public.
2. Improve the Volunteer Program.

Irrigation:

1. Improve water conservation measures.

**OBJECTIVES 2013-2014**

Irrigation:

1. Convert irrigation system at Don Estridge Middle School Athletic fields to IRIS water; convert Mizner Bark irrigation system to IRIS water.

Community Centers:

1. a. Increase online ticket sales by ten percent
1. b. Replace the annual Puppet Festival event with a new family event.
1. c. Provide a fishing camp.

Gumbo Limbo:

1. Re-write 3rd and 7th Grade curriculum in accordance with the updated standards.
2. Develop a new Volunteer orientation agenda and PowerPoint presentation.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Irrigation:</p> <ol style="list-style-type: none"> <li>1. Install drip irrigation system at entryway to Red Reef Park in coordination with plant change outs.</li> </ol> <p>Community Centers:</p> <ol style="list-style-type: none"> <li>1. a. Increase revenue and enhance special events by obtaining Sponsorships for Shriek Week, Puppet Fest and Patch Reef Fairs.</li> <li>b. Increase revenue by approximately \$3,400 annually by providing a new on-going class every Saturday at JARCC.</li> </ol> <p>Gumbo Limbo:</p> <ol style="list-style-type: none"> <li>1. a. Work with Florida Wildlife Commission to determine any necessary changes (if any) in the rehab area for improved water quality to obtain permit.</li> <li>b. Monitor water quality regularly (TBD) and conduct diagnostic tests as needed (according to the scientific method) to pinpoint the root of any problem that may occur and to find a permanent solution for seawater intake lines.</li> <li>c. Work with Friends of Gumbo Limbo to hire a p/t Rehabilitation Assistant and f/t Rehabilitation Coordinator.</li> <li>d. Admit and treat a minimum of ten sick/injured sea turtles.</li> </ol>	<ol style="list-style-type: none"> <li>1. Project on hold pending plant change outs.</li>   <li>1. a .Sugar Sand brought in an additional \$10,000 in revenue from sponsorships and in-kind services from Shriek Week and puppet festival.                         <ol style="list-style-type: none"> <li>1. a. Patch Reef Park Fairs increased revenue by \$5,550 through additional marketing.</li> <li>1. b. JARCC added a new program on Saturdays (Piano) which brought in \$1,230 in revenue.</li> </ol> </li> <li>1.a. FWC issued a permit for operation of the Sea Turtle Rehab area on August 10, 2012.</li> <li>b. Water quality issues have all been addressed.</li> <li>c. The F/T Rehab Coordinator was hired August 6 and the P/T Rehab Assistant was hired December 3.</li> <li>d. Between October 1, 2012 and April 30, 2013, 12 Sea Turtles have been admitted/treated and 2 have been released.                         <ol style="list-style-type: none"> <li>2. a. 16 Turtle Walks were held, with 657 people attending.</li> <li>b. 18 Hatchling Walks were conducted with 641 attendees.</li> <li>3. a. Draft handbook completed March 2013</li> </ol> </li> </ol>

- 2. Public Programs:
  - a. Offer 16 Turtle Walks.
  - b. Offer 28 Hatchling Walks.
- 3. a. Develop new Volunteer Handbook.
- b. Develop, complete and implement a minimum of 5 Volunteer job descriptions.
- c. Develop a new Volunteer orientation agenda and PowerPoint presentation.

- b. All job descriptions will have been developed/revised by September 2013.
- c. Not completed.

**OTHER ACHIEVEMENTS**

Community Center:  
 JARCC - By offering new trips and additional marketing to local senior communities, revenue, participation and awareness of programs at the community center increased; there were 70 more patrons that attended the adult trips, which brought in \$2,390 more money than previous years.  
 JARCC - Patch Reef Park Fairs increased revenue by \$5,550 through additional marketing.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Gumbo Limbo: Re-write the High School curriculum in accordance with the Next Generation Sunshine Standards and National Core Standards.	World Class Municipal Services	100%	100%	100%
Gumbo Limbo: Conduct one Volunteer training session every month.	World Class Municipal Services	6	12	12
Community Centers: SSPCC - Class patrons will rate their experiences as outstanding on the post-class survey.	World Class Municipal Services	97%	98%	100%
Community Centers: JARCC - Class patrons will rate their experiences as outstanding on the post-class survey.	World Class Municipal Services	87%	90%	100%

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6412

## DIVISION DESCRIPTION

Division includes the following Sections: Aquatics, Ocean Rescue, Park Rangers and Tennis. The following goals and objectives are consistent with the Recreation Services Department's Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

## GOALS

### Aquatics:

1. Maintain an exemplary safety record at the Swim Center.
2. Decrease the likelihood of mechanical failures that may lead to a disruption of service.

### Ocean Rescue:

1. Ensure safety on the beaches of Boca Raton.
2. Have staff prepared for all medical emergencies.
3. Educate young people regarding the ocean environment and ocean rescue operations.

### Park Rangers:

1. Create a safe and secure environment in our park system.
2. Educate park patrons regarding regulations, ordinances and laws, and enforce when necessary.

### Tennis:

1. Provide the youth of the community the opportunity to learn and develop the skills necessary to enjoy the game of tennis - the sport of a lifetime, in an energetic, healthy, and fun environment.
2. Provide singles players a competitive venue to meet and compete against players of like abilities.
3. Assist the less fortunate youth of the community an opportunity to be able to learn and/or play tennis by supplying 50 used tennis rackets and other equipment.
4. Provide patrons and/or the at large tennis community, a year round opportunity to participate in, or observe tennis tournaments, activities, and special events.

## OBJECTIVES 2013-2014

### Aquatics:

1. Conduct at least 20 in-services (rescue training sessions), each at least 1 hour in length, and with at least 4 staff members in attendance.
2. Complete an inventory of equipment on-site integral of the pool filtration and chemical feeding systems for all 3 bodies of water (including installation date, life expectancy, replacement cost).

### Park Rangers:

1. Provide park patrols, work special details, render first aid, assist PD and other departments, including additional patrols at newly opened de Hoernle Park.
2. Coordinate training of Park Rangers in working with park patrons, along with courtesy warning and ticket writing programs to best educate and enforce rules, ordinances and laws.

### Tennis

1. Offer year round programming including after school lessons and camps featuring 10 & Under Tennis for appropriate aged children at all tennis centers.
2. Singles ladders will be offered at each center.
3. Offer a tournament, special event, or social activity between the centers each month of the year.

### Ocean Rescue

1. Train all ocean lifeguard staff to USLA ocean lifeguard annual standards.
2. Annually test all staff on physical ability and ocean rescue policies.
3. Staff all mandatory lifeguard towers from 9AM 5PM, 365 days a year.
4. Provide an annual junior lifeguard program, for all kids 10-17 years old, with qualified instructors.
5. Provide annual ocean awareness talks at local schools when requested.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Park Rangers:</p> <p>1. a. Provide park patrols seven days a week, work special details, render first aid, and assist Police Services and other departments, as needed.</p> <p>b. Provide medical-related training in the areas of CPR, first aid and AED, to offer quality emergency responses in the parks. Verify all training certifications on a monthly basis.</p>	<p>1a. Achieved by meeting seven-days-a-week level of service, and assisting with 70 special events, 40 first aid cases, 150 assists to Police Services and numerous assists to other departments throughout the year.</p> <p>1b. Achieved by providing access to CPR, AED and first aid training; all Park Rangers have obtained verifiable training certifications.</p>
<p>Tennis:</p> <p>2. a. Offer a singles challenge ladder at each facility.</p> <p>b. Ensure the singles challenge ladder provides a year round opportunity by providing a minimum of 3 sessions of the ladder based upon a calendar year (Ex: Winter/ Spring, Summer, Fall).</p>	<p>2a. Each center offers a singles ladder.</p> <p>2b. All singles ladders are offered year round.</p>
<p>Tennis:</p> <p>4. a. Align existing tournaments, activities, and special events at the three tennis centers.</p> <p>b. Fill months void of extracurricular activities by submitting sanctions for new tournaments, and/or creating theme based activities or other special events.</p>	<p>4a. Each tennis center now offers tournaments and special events.</p> <p>4b. The tennis centers offer tournaments or special events every month of the year.</p>
<p>Ocean Rescue:</p> <p>2. a. Provide annual first responder training to all non EMT staff.</p> <p>b. Offer reimbursement for EMT classes for all non EMT staff and provide yearly update training.</p> <p>c. Organize Fire-Rescue quarterly ride along time for all EMTs.</p>	<p>2a. Achieved</p> <p>2b. Achieved</p> <p>2c. Achieved</p>
<p>Tennis:</p> <p>1. a. Hand out surveys to campers/parents at the end of each camp session (Spring Break, Summer Camp, and Winter Camp), collect the surveys, and to achieve a 95% or higher approval rating.</p> <p>b. Use the feedback from the surveys to implement changes in the curriculum and/or presentation to achieve the goal.</p>	<p>1a. Surveys were handed out during the various camps a 96% approval rating was reached.</p> <p>1b. Based on feedback from the surveys, healthier meals are now offered for camp lunches.</p>
<p>Tennis:</p> <p>3. a. Place collection boxes at each facility to gather donated used tennis rackets and other tennis equipment.</p> <p>b. Partner with a charitable organization, and/or USTA Florida to pick up and distribute the rackets and equipment to deserving youth.</p>	<p>3a. Collection boxes for racquets and equipment have been placed at all tennis centers.</p> <p>3b. The centers are partnering with USTA/Florida to distribute collected items.</p>
<p>Ocean Rescue:</p> <p>1. a. Train all ocean lifeguard staff to USLA ocean lifeguard annual standards.</p> <p>b. Annually test all staff on physical ability and ocean rescue policies.</p> <p>c. Staff all mandatory lifeguard towers from 9:00AM-5:00PM, 365 days a year.</p>	<p>1a. Achieved</p> <p>1b. Achieved</p> <p>1c. Achieved</p>
<p>Aquatics:</p> <p>1. a. Assure no drownings occur.</p> <p>b. Maintain the pool, spa and kiddie pool water as per Department of Health standards.</p> <p>c. Assure the Thor-Guard (lightning warning) System is in proper working order at all times.</p>	<p>1. a. This objective was achieved. No drownings occurred.</p> <p>1. b. This objective was achieved. Two semi-annual inspections of all three bodies of water met the DOH standards.</p> <p>1. c. This objective was achieved. Thru coordination with the vendor and the Racquet Center (where base unit is housed), systems remained operational.</p>

**ACHIEVEMENTS** cont.

OBJECTIVE 2012-2013	ACHIEVEMENT
Park Rangers: 2. a. Issue courtesy warnings, alert ordinance violators, issue parking citations and enforce metered parking, as needed. b. Ensure all Park Rangers on general patrol are visible, on the move, independent and professional in demeanor and conduct. Verify by daily supervisory visits, regular radio checks, and emphasis at all staff meetings.	2a. Actively involved with educating and enforcing of rules, ordinances and laws, to include issuing 3,000 ordinance violations, and 1,100 parking citations. 2b. Achieved with verification by site visits, radio checks and overall emphasis with training and meetings.
Ocean Rescue: 3. a. Provide an annual junior lifeguard program, for all kids 10-17 years old, with qualified youth instructors. b. Provide annual ocean awareness talks at local schools when requested. c. Offer annual lifeguard certification training for all eligible junior lifeguards.	3a. Achieved 3b. Achieved 3c. Achieved

**OTHER ACHIEVEMENTS**

**Aquatics:**

Swim Center staff received advanced training in the operation of the new filtration system for the main pool. The facility has experienced improved water clarity, a decrease in pump failures (and pool closures), and a decrease in pool chemical expenditures.

**Park Rangers:**

Park Rangers initiated seven-day-a-week patrols at newly opened de Hoernle Park. Park Rangers contributed to the success of 70 special events during the year. They provided security patrols, assisted with parking and responded to patron requests and questions. The special events included the Little League Opening Day at Sugar Sand Park, two Childrens Fairs at Patch Reef Park and Turtle Day at the Gumbo Limbo Nature Center.

**Ocean Rescue:**

Ocean Rescue placed 3rd at the United States Lifesaving Association National Tournament.

**Tennis:**

Racquet Center hosted a 10 & Under Workshop for the PTR (Professional Tennis Registry). Racquet Center hosted one of the first singles tournaments for the newly established USSTF (United States Senior Tennis Federation). PRTCs entry into the USTA Junior Team Tennis won the Florida State Team Tennis 18 Advanced Championships in Daytona (18 years of age and under). PRTC hosted the Gulfstream Designated Boys 12s (USTA/Florida). PRTC hosted a 10 & Under Tennis workshop facilitated by former ATP pro, Martin Blackman. PRTC partnered with the International Players Championships (Delray Beach) to provide practice courts for players. Racquet Center hosted the Annual Turkey Bowl Championships. Racquet Center was a site partner for the USTA Boys 12 & Under Super National Clay Court Championships.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Aquatics Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	World Class Municipal Services	58%	60%	65%
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	96%	97%	97%
While on patrol, Park Rangers will be mobile, visible and independent.	World Class Municipal Services	95%	95%	98%

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6413

**DIVISION DESCRIPTION**

Division includes the following Sections: Athletics and Parks.

**GOALS**

Athletics:

1. Initiate Use of Youth Sports Agreement.
2. Successfully complete the 1st year of maintenance of the Spanish River Athletic Complex at Countess de Hoernle Park.
3. Annually evaluate the Athletic Field Maintenance schedule and revise standardized practices for each field.
4. Promote COBRA sponsorship & donation opportunities.

Parks:

1. Reduce maintenance in BPD parks while keeping aesthetics and safety.
2. Continue to explore and incorporate the use of environmentally friendly practices into BPD park maintenance program.
3. Successfully complete the 1st year of maintenance of the common grounds within Countess de Hoernle Park.

**OBJECTIVES 2013-2014**

Athletics:

1. a. Meet with the president of each existing youth sports association to review and establish understanding and expectations.
- b. Develop a tailored schedule of due dates for each association based on registration dates and season start and end dates to make expectations clear for both City and Youth Associations to foster success.
- c. Document failures to meet deadlines and hold associations accountable to established policies and due dates.
2. a. Proactively inspect turf and landscaping.
- b. Maintain an aggressive spray and fertilization program to prevent disease and insect damage.
- c. Document usage hours, note field wear prior to, during and at end of season to evaluate wear and the success of moving fields during the course of a season.
3. a. Develop forms to document monthly inspections and tweak maintenance schedule as needed.
- b. Annually review maintenance plans and update with any changes.

Parks:

1. a. Identify sod and landscape in need of replacement.
- b. Utilize sod and slow growing trees instead of fast growing, high maintenance shrubs.
- c. Apply growth inhibiting chemicals where a maintenance advantage can be gained.
2. a. Initiate new Best Management Practices fertilizer application protocol.
- b. Prepare an RFP to determine the value in incorporating a private vendor to increase recycling quantities within BPD parks.
- 3.a. Maintain the common grounds at Countess de Hoernle to insure beds are weed free, trees properly trimmed, shrubs healthy and full and turf mowed correctly.
- b. Develop forms to document monthly inspections and tweak maintenance schedule as needed.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
<p>Athletics:</p> <ol style="list-style-type: none"> <li>1. a. Meet with the president of each existing youth sports association to review and establish understanding and expectations.</li> <li>b. Develop a tailored schedule of due dates for each association based on registration dates and season start and end dates to make expectations clear for both City and Youth Associations to foster success.</li> <li>c. Document failures to meet deadlines and hold associations accountable to established policies and due dates.</li> </ol>	<p>1 a., b., c. The Youth Sport Agreement was finalized but not fully implemented during this fiscal year.</p>

## Athletics:

3. a. Examine each field's current maintenance window with the addition of the Countess de Hoernle Park athletic field's work to determine if the current window should be modified.
- b. Develop an annual schedule of maintenance depicting the monthly maintenance schedule for each field, including mowing, edging, fertilizing and spraying.
- c. Annually evaluate written standardized practices for Athletic Field Maintenance staff and hold quarterly staff meetings to review seasonal practices associated with specific field types.

## Parks:

1. a. Strategically remove fast growing, leggy or unsightly hedge material within Sugar Sand Park, Patch Reef Park and the Swim & Racquet Center and replace with sod and slow growing trees to reduce maintenance and improve overall appearance.
- b. Sugar Sand Park - Replace 10 metal trash receptacles with units manufactured from recycled plastic.
- c. Sugar Sand Park Playground - Replace 8,000 standard deck screws with stainless steel fasteners.

## Athletics:

2. a. Meet with the president of each existing youth sports association to discuss Field Scheduling Policy prior to beginning scheduling.
- b. Document field type, size, direction of layout, color of paint, frequency of field movement /re-layout, frequency of field painting and quantity of field paint used.
- c. Document usage hours, note field wear prior to, during and at end of season to evaluate wear and the success of moving fields during the course of a season.

## Athletics:

4. a. Develop a menu/list of amount specific sponsorship, donation or in-kind trade opportunities for individuals or businesses that wish to support COBRA programs.
- b. Include the menu of opportunities in all COBRA related advertising and on websites.
- c. Produce a mailer with menu/list of sponsorship opportunities and send to local businesses.

## Parks:

2. a. Start an in-house or contracted recycling program at Sugar Sand Park, Patch Reef Park and Countess de Hoernle Park.
- b. Test environmentally friendly cleaners at 1 park restroom location. Evaluate for effectiveness and track expenditures for comparison with standard chemicals used at other sites.
- c. Test organic pesticides at 1 park site. Evaluate for effectiveness and track expenditures for comparison with standard pesticides used at other sites.

## Parks:

3. a. Conduct monthly meetings with all BPD park maintenance staff to reinforce importance of job quality, safe work habits, production improvement and expectations.
- b. Supervisors to conduct quarterly one on one meeting with every staff member to go over production, quality and safety.
- c. Review accidents and injuries at monthly staff meetings to review safety procedures and preventative measures.

3. a. Existing maintenance windows evaluated and modified as needed.
- b. With the addition of maintaining the athletic fields at Countess de Hoernle park, effective April 1, 2013, maintenance practices have been reevaluated to include the needs of the new athletic fields..
- c. Annual evaluation completed and quarterly staff meetings held.

1. a. Leggy or unsightly hedge material at Sugar Sand Park, Patch Reef Park and the Swim & Racquet Center has been replaced with sod or slower growing plants.
- b. 10 metal trash receptacles have been replaced with units manufactured from plastic.
- c. 8,000 standard decks screw have been replaced with stainless steel fasteners.

- 2 .a. Meetings were held with each Youth Sports Association to successfully schedule the fields at Countess de Hoernle Park, meeting the needs of each user group.
- b. Information documented for future use. Paint quantities to be recorded after City assumes maintenance e responsibilities on April 1, 2013.
- c. Monthly evaluation including aerial photographs were utilized to track wear patterns and overall turf health.

4. a., b., c. Sponsorship package developed and in review for approval prior to public distribution.

2. a. Recycling initiated within park buildings with expansion planned into all park areas..
- b. Restroom maintenance has reduced the amount of bleach products used in favor of less intense chemicals.
- c. Park staff are using more pre-emergent herbicides which reduces post emergent herbicide applications.

3. a. Monthly meetings are held with all BPD park maintenance staff.
- b. Supervisor have one on one meeting with staff.
- c. Accidents and injuries are reviewed at monthly staff meeting.

**OTHER ACHIEVEMENTS**

Assumed maintenance responsibilities for Countess de Hoernle Park effective April 1, 2013.

Installed new playground equipment at Patch Reef Park Tennis Center

Fit trail equipment replaced at Patch Reef Park

Water and electrical amenities added to picnic shelters at Patch Reef Park

Batting cage renovated at Patch Reef Park

## PERFORMANCE MEASURES

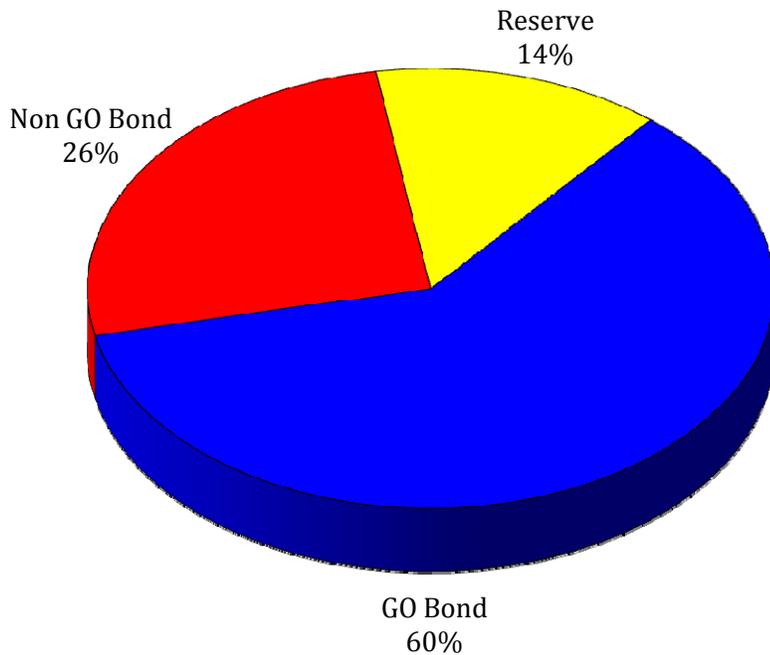
OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Athletics Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	World Class Municipal Services	98%	98%	98%
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	World Class Municipal Services	75%	80%	90%
Ensure safe and sanitary restrooms throughout the park system on a daily basis.	World Class Municipal Services	95%	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%
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	World Class Municipal Services	95%	95%	97%

# ***DEBT SERVICE FUND***

## ***OPERATED BY FINANCIAL SERVICES***

*Linda C. Davidson, C.P.A., Financial Services Director*  
*Carol Himes, Treasurer*

**T**he 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 2013-14 BUDGET
GO Bond	\$ 4,940,400
Non GO Bond	2,117,500
Reserve	1,115,000
<b>TOTAL</b>	<b>\$ 8,172,900</b>

EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Debt Service	24,934,418	7,055,000	7,055,000	7,057,900
<b>Sub-Total</b>	<b>24,934,418</b>	<b>7,055,000</b>	<b>7,055,000</b>	<b>7,057,900</b>
Reserves	1,173,043	199,100	199,100	1,115,000
<b>TOTAL</b>	<b>26,107,461</b>	<b>7,254,100</b>	<b>7,254,100</b>	<b>8,172,900</b>



# 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.

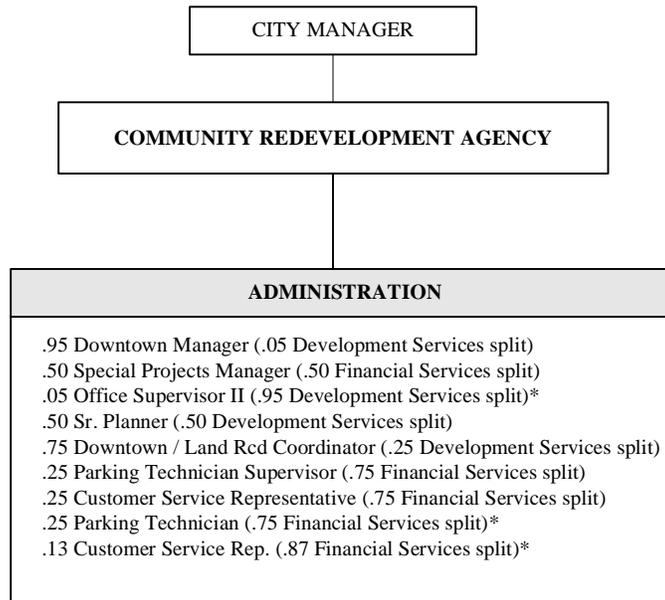
The organizational values of the CRA are to maximize the benefits of Downtown Redevelopment while minimizing cost through the integration and use of City staff.

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 governmental agencies.



<b>APPROVED 2013-14 BUDGET</b>	
<b>DIVISION</b>	<b>BUDGET</b>
Administration	\$ 1,199,900
Parking	315,500
Mizner Park Revenue	8,941,400
Mizner Park Sinking	10,417,600
Mizner Park Lease Revenue	1,180,000
<b>TOTAL</b>	<b>\$ 22,054,400</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	329,776	366,700	366,700	396,400
Other Operating	2,247,764	1,884,700	1,943,100	1,900,500
Supplies	86,242	32,500	32,500	34,500
Capital Outlay	376	-	374,200	-
Transfers	8,450,574	8,075,400	8,075,400	7,882,000
Debt Service	6,519,903	6,514,000	6,514,000	6,507,000
<b>Sub-Total</b>	<b>17,634,635</b>	<b>16,873,300</b>	<b>17,305,900</b>	<b>16,720,400</b>
Reserves	5,614,827	4,083,400	4,083,400	5,334,000
<b>TOTAL</b>	<b>23,249,462</b>	<b>20,956,700</b>	<b>21,389,300</b>	<b>22,054,400</b>
Full-time Employees	2.95	2.95	2.95	3.63



Approved Positions FY 12/13	2.95
Revised Positions FY 12/13	
Personnel Changes FY 13/14	<u>.65</u>
<b>Approved Positions FY 13/14</b>	<b>3.63</b>

# ***SANITATION FUND***

## ***OPERATED BY MUNICIPAL SERVICES***

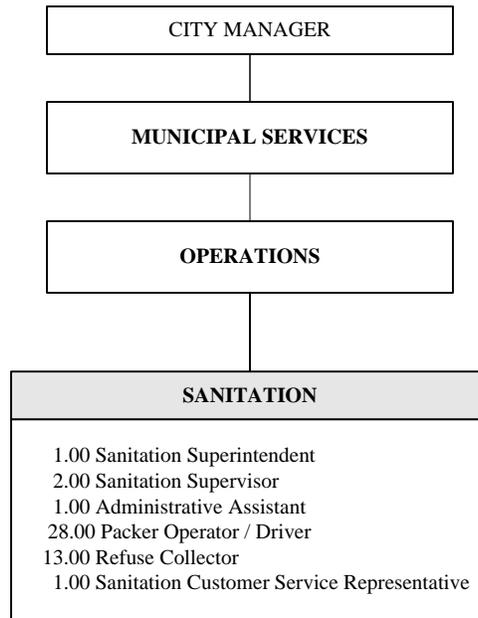
*Daniel Grippo, Director*

**T**he 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 59,797,400 lbs. of garbage, 14,151,500 lbs. of recyclables, and 3,747,100 lbs. of vegetation generated by approximately 84,392 residents.

**T**he goal is to provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.



EXPENDITURE BY CATEGORY	ACTUAL 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	2,662,741	2,745,100	2,745,100	2,729,900
Other Operating	3,057,514	4,052,400	4,052,400	3,912,200
Supplies	293,181	30,800	30,800	30,800
Capital Outlay	-	1,658,000	2,125,000	1,176,000
Transfers	579,412 5,300	-	-	-
<b>SUB-TOTAL</b>	<b>6,598,148</b>	<b>8,491,100</b>	<b>8,958,100</b>	<b>7,855,700</b>
Reserves	4,233,855	1,845,400	1,845,400	2,365,300
<b>TOTAL</b>	<b>10,832,003</b>	<b>10,336,500</b>	<b>10,803,500</b>	<b>10,221,000</b>
Full-time Employees	49.00	46.00	46.00	46.00



Approved Positions FY 12/13	46.00
Revised Positions FY 12/13	
Personnel Changes FY 13/14	
<b>Approved Positions FY 13/14</b>	<b>46.00</b>

# 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 2013-2014

Distribute automated garbage containers to the annexed area.

Implement a new routing software.

Procure a CNG garbage truck and analyze fuel consumption.

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
Complete implementation of City-wide automated garbage collection program	The implementation of the automated garbage collection program is complete.
Implement new routing software.	The software was purchased late in the FY and will be implemented next FY.

## OTHER ACHIEVEMENTS

N/A

## PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Complete daily routes.	World Class Municipal Services	100%	100%	100%
Resolve missed pick ups within 24 hours.	World Class Municipal Services	96%	100%	100%



# **STORMWATER UTILITY FUND**

## **OPERATED BY MUNICIPAL SERVICES**

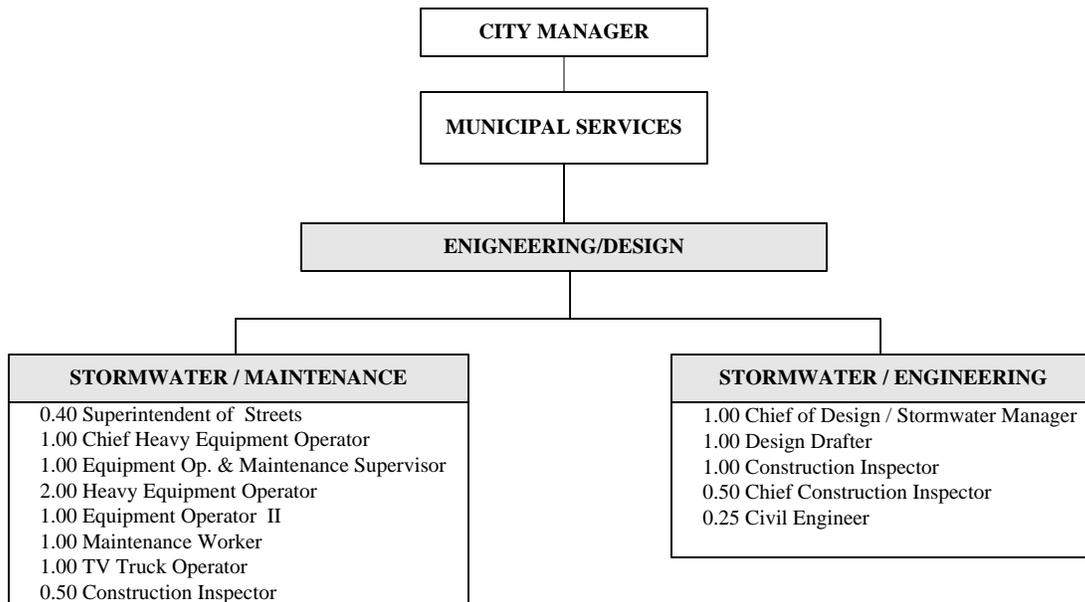
*Daniel Grippo, Director*

**T**he 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.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Maintenance	\$ 795,300
Design	6,515,200
<b>TOTAL</b>	<b>\$ 7,310,500</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	876,289	905,600	905,600	871,500
Other Operating	1,039,301	797,000	820,800	1,054,800
Supplies	2,758	5,100	5,100	5,100
Capital Outlay	-	2,902,500	3,345,100	2,074,900
Depreciation	626,382	-	-	-
<b>Sub-Total</b>	<b>2,544,730</b>	<b>4,610,200</b>	<b>5,076,600</b>	<b>4,006,300</b>
Reserves	6,493,562	1,724,700	1,724,700	3,304,200
<b>TOTAL</b>	<b>9,038,292</b>	<b>6,334,900</b>	<b>6,801,300</b>	<b>7,310,500</b>
Full-time Employees	11.15	11.65	11.65	11.65



Approved Positions FY 12/13	11.65
Revised Positions FY 12/13	
Personnel Changes FY 13/14	
<b>Approved Positions FY 13/14</b>	<b>11.65</b>

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Collect 2,000 lbs of nitrogen and 1,500 lbs of phosphorous from the roadways.

Video inspect 3,000 linear feet of underground storm drainage lines.

Inspect 2,000 linear feet of exfiltration trench.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Provide fuel pick-up and delivery for City fleet needs.	All fuel pick-ups and deliveries made per fleet's schedule.
Remove invasive exotic trees along the El Rio canal within the City maintained areas.	Program initiated for periodic removal of invasive exotic trees to maintain integrity of stormwater flow in the El Rio Canal.
Video inspect a minimum of 3,000 linear feet of storm drain pipe for maintenance needs	Video inspected 5,200 linear feet of storm drainage lines.

**OTHER ACHIEVEMENTS**

Mowed and removed debris from 11 miles of drainage swales.

Swept 15,000 total miles of roadway.

Collected 2,000 cubic yards of debris from roadways.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair.	World Class Municipal Services	100%	100%	100%

<b>City of Boca Raton</b>		
<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Continue construction of Boca Heights drainage improvements.
- Commence construction of Boca Harbour drainage improvements.
- Complete construction of the connection of Blue Lake to Countess de Hoernle Park Lake.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Complete construction of Palm Beach Farms drainage improvements	Started construction of a swale restoration program for Palm Beach Farms at residents' request.
Complete design and commence construction of Boca Heights stormwater, potable water distribution, and sewer improvements	Commenced construction of Boca Heights drainage improvements in August 2013.
Complete design and permitting for the connection of Blue Lake to Countess de Hoernle Park.	Completed the design and permitting for the connection of Blue Lake to Countess de Hoernle Park lake.
Complete development of Fertilizer Application Ordinance and the training of staff to comply with NPDES mandate	Completed the Fertilizer Application Ordinance and trained appropriate staff in its application.

**OTHER ACHIEVEMENTS**

- Completed the design and construction of Havana Drive, Oregon Lane and Hidden Lake Park drainage improvements.
- Monitored NPDES activities of five private development projects.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Complete projects within contract time.	World Class Municipal Services	100%	100%	100%
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 boundaries are the City limits. The service area encompasses approximately 35 square miles.

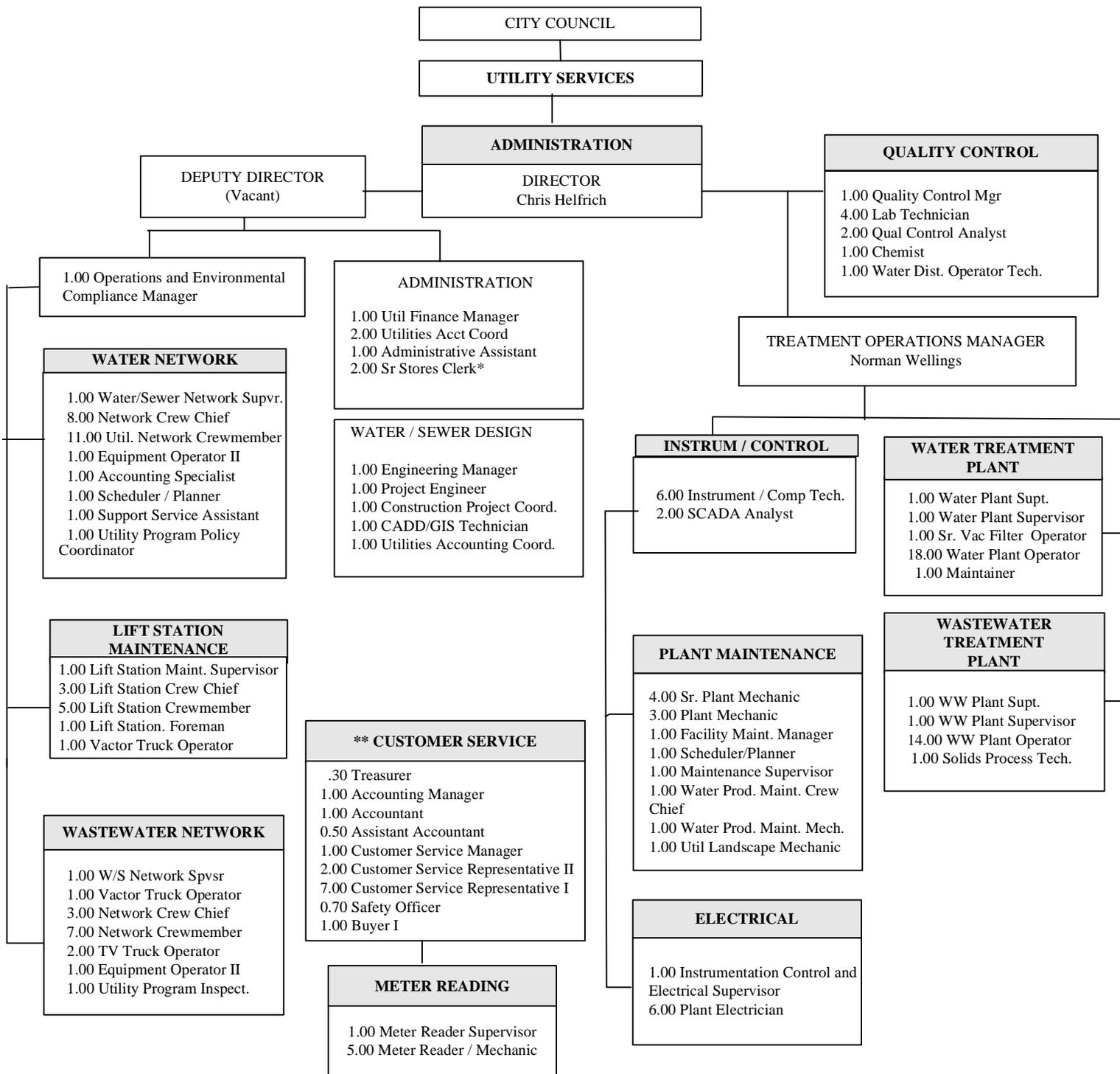
G lades Road Water Treatment Plant (WTP) has a treatment capacity of 70 MGD with fully computerized control and monitoring of the supply, production and distribution facilities. This includes a 40 MGD membrane Plant to replace a portion of the Lime Softening Facility.

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 and in-plant use.



<b>APPROVED</b>	
<b>2013-14</b>	
<b>DIVISION</b>	<b>BUDGET</b>
Administration	\$ 16,898,700
Water	11,814,700
Wastewater	7,541,200
Customer Service	1,082,400
W/S Renewal & Replacmt	16,529,600
Water Impact	418,000
Capital Projects/Transfers	25,696,300
Reserves	50,177,100
<b>TOTAL</b>	<b>\$ 130,158,000</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	11,455,340	12,279,800	12,279,800	12,283,800
Other Operating	16,314,732	19,286,000	19,427,800	19,502,900
Supplies	3,575,933	4,810,800	4,827,700	5,260,900
Capital Outlay	-	44,744,200	58,831,200	30,698,000
Transfers	9,744,400	17,910,900	17,910,900	12,235,300
Depreciation	10,604,810	-	-	-
<b>Sub-Total</b>	<b>51,695,215</b>	<b>99,031,700</b>	<b>113,277,400</b>	<b>79,980,900</b>
Reserves	97,395,878	44,585,000	44,585,000	50,177,100
<b>TOTAL</b>	<b>149,091,093</b>	<b>143,616,700</b>	<b>157,862,400</b>	<b>130,158,000</b>
Full-time Employees	164.50	164.50	164.50	164.50



Approved Positions FY12/13	164.50
Revised Positions FY 12/13	
Personnel Changes FY 13/14	
<b>Approved Positions FY 13/14</b>	<b>164.50</b>

\*\* Supervised by the Financial Services Department

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

As part of new banking services agreement implement new lock box service provider and provide utility customers with advance notice and process to ensure a successful transition from current lock box service provider to new provider.

Reduce delinquent account volume through proactive payment and notification methods using new telephone technology.

Review and reconcile the land management parcel identification numbers to the utility billing accounts to assist in accurate lien search results

In conjunction with the Information Technology division, review possibilities of offering utility payments via telephone.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Review of additional payment options for utility customers and recommend improvements to facilitate customer payments.	Current internet payment system has been upgraded to accept recurring credit card payments.
Revise parcel information regarding metered services in Customer Information System (CIS).	We have been able to update 10% of master parcel information.

**OTHER ACHIEVEMENTS**

Reduced bad debt and write offs. Identified existing customers with previous debt within water system, increased lien filings to facilitate payment of charges, and created a report to identify unpaid tenant utility accounts requiring landlord involvement  
Enhanced efforts to identify unauthorized water users and prohibiting further illegal usage.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Error free daily cash balance	Financially Sound City Government	95%	99%	100%
Maintain a less than 1% delinquency rate on utility billings of greater than 60 days.	Financially Sound City Government	0%	50%	100%
Percentage of utility bills mailed within 1 day of target date.	Financially Sound City Government	95%	97%	97%
	Financially Sound City Government			

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

Evaluate the benefit and fiscal gain of the addition of new automated utility billing routes read by radio frequency to reduce personnel costs through attrition.

Schedule and Maintain 60 to 62 day billing cycle for all utility billing cycles during the FY 2013/14 to ensure timeliness of billings and collections.

Monitor unauthorized usage by timely reviewing consumption and billing activity and take appropriate action to reduce and limit unauthorized usage.

Develop a process and adopt a written procedure for utility customers with obstructed meters. This will reduce the number of estimated meter readings and ensure that there is a notification to the customer to remove meter obstructions.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Replace AMR registers with new more durable technology that will substantially reduce the estimated reads on radio read meters.	This objective was successfully completed.
Develop process to follow through with having customers remove meter obstructions to eliminate estimated readings.	This objective has been postponed until FY 2013/14. A goal of the division is to minimize the number of accounts that have estimated readings due to overgrown landscaping or restricted access. Progress has been made in this area, however there are still accounts that have not complied and therefore a process will be developed to provide direction to enforce this issue.
Closely monitor unauthorized usage	The division closely monitors unauthorized usage.
Evaluate the fiscal gain of the addition of new automated routes to reduce personnel costs through attrition.	This objective is still in process.
Maintain 60 to 62 day billing cycle	The division maintained a 60 to 62 day billing cycle.

**OTHER ACHIEVEMENTS**

Created Lead Meter Reader position for Succession Planning Purposes and to ensure seamless coverage of Supervisory duties in the absence of the Meter Reader Supervisor.

**PERFORMANCE MEASURES**

<b>OBJECTIVE</b>	<b>STRATEGIC INITIATIVE</b>	<b>FY 2011-2012 ACTUAL</b>	<b>FY 2012-2013 ESTIMATED</b>	<b>FY 2013-2014 TARGET</b>
Percentage reduction in unauthorized usage	Financially Sound City Government	15%	20%	30%
Number of meters read per meter reader per month	Financially Sound City Government	3604	3800	3800
Meter reading accuracy rate	Financially Sound City Government	98%	98%	100%
Percentage of stopped registers in system	Financially Sound City Government	3%	1%	0%
Number of work orders completed within 1 business day ( including tests)	Financially Sound City Government	99%	99%	100%
Number of stopped meters in system	Financially Sound City Government	900	550	100
Percentage of time that 60 to 62 day cycle was achieved	Financially Sound City Government	87%	100%	100%
Percentage of routes that are read through radios	Financially Sound City Government	10%	10%	10%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Implementation of DEP Cross Connection/Backflow rulemaking requirements.
- Construction of Boca Raton Heights Drainage Improvements.
- Continue with RCM program for better efficiencies in the operation of infrastructure.
- Begin implementation of web based data entry (paperless) for backflow program.
- Conversion of centralized inventory system to Maximo.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Created a customer response form for Fats, Oil and Grease (FOG) Program	Completed
Acquisition of FDEP Waste Water Operation Permit.	Completed
Complete construction of Esterly Infrastructure Improvements	On Schedule for Completion

**OTHER ACHIEVEMENTS**

Completion of reclaim meters for Golf Course

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Percentage of Utility employees attending training courses 20 or more hours per year	World Class Municipal Services	65%	65%	65%
Percentage 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%
Percentage of stopped registers in system	Financially Sound City Government	1%	1%	1%

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
WATER/SEWER OPERATING	UTILITY SERVICES	470-4221

**DIVISION DESCRIPTION**

Operation and maintenance of a 70 MGD Water Treatment Plant. Maintain over 550 miles of water mains and 5,500 fire hydrants. Operation and maintenance of 50 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 compliance with local, state and federal standards.

**OBJECTIVES 2013-2014**

- Construction of on-site generators at Water Treatment Plant.
- Continue upgrading/rehabilitating distribution system.
- Continue with security enhancements at Water Treatment Plant and Distribution System.
- Complete construction of concentrate system for reuse blending application.
- Continue upgrading/rehabilitating water treatment facilities.
- Continue updating GIS with water distribution valve locations.
- Continue monitoring Federal and State statutes and regulations related to water quality and the operation of potable water systems to ensure compliance.
- Continue monitoring "unaccounted for water" in the water distribution system.
- Continue hydrant replacement program and the replacing of outdated equipment.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Continue upgrading/rehabilitating distribution system.	Ongoing.
Continue with security enhancements at Water Treatment Plant and Distribution System.	Ongoing.
Begin design of concentrate system for reuse application.	Design Completed; Construction Underway
Review of GIS and outsourcing of valve locations.	In-house locations, ongoing.
Construction of production wells.	Ongoing construction.

**OTHER ACHIEVEMENTS**

Received Best Membrane Plant Award in the Nation from AMTA/AWWA

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
WATER/SEWER OPERATING	UTILITY SERVICES	470-4231

**DIVISION DESCRIPTION**

Operation and maintenance of a 17.5 MGD Wastewater Treatment Plant and 238 lift stations. Maintain over 127 miles of force mains and over 385 miles of gravity sewers.

**GOALS**

To provide treatment and disposal of wastewater in compliance with all local, state and federal standards. Monitor commercial, institutional and industrial sites for compliance with the wastewater pretreatment standards.

**OBJECTIVES 2013-2014**

Continue monitoring the Florida Department of Environmental Protection's and the Federal Environmental Protection Agency's efforts to establish numeric nutrient criteria and the potential impacts on the wastewater system.

Continue reinvesting in and the rehabilitation of the wastewater infrastructure.

Finalize reclaimed water large user contracts with golf courses.

Continue expanding sanitary sewer system to remaining areas with septic tanks.

Continue lining of sewer collection system.

Complete construction of membrane concentrate disposal pump station.

Continue rehabilitation of Lift Stations.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	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.
Receive DEP Wastewater Permit.	Completed.
Ongoing system wide septic Tank Replacements with Sanitary Sewer.	Ongoing.
Expansion of the On-site Reclaimed Treatment Facility to provide capability of utilizing 100% of available effluent for reuse.	Completed and operational.

**OTHER ACHIEVEMENTS**

Received 1st Place Safety Award from Florida Water Environment Association

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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*

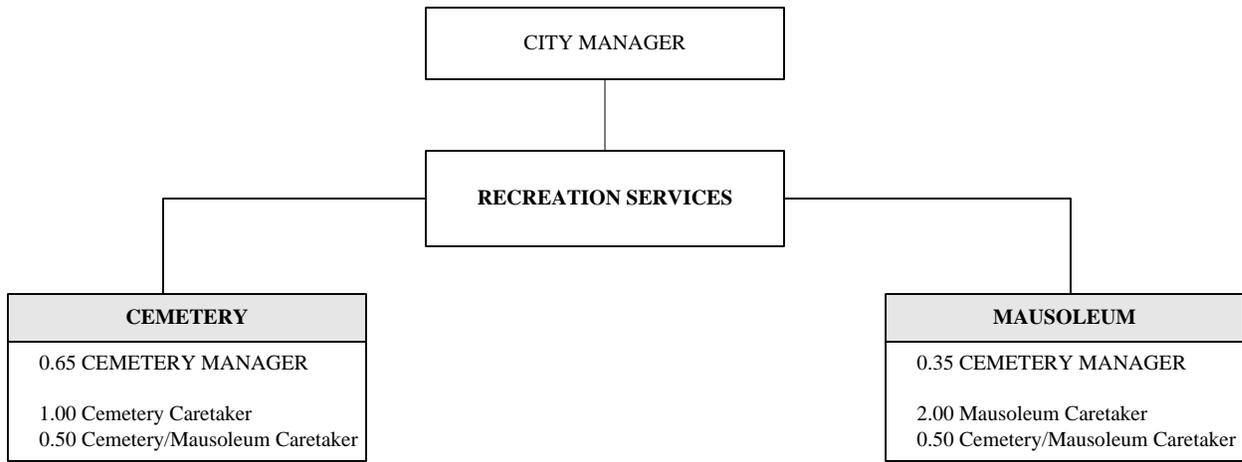
*Greg Stevens, Recreation Services Superintendent*

**T**he 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.



<b>APPROVED</b>	
<b>2013-14</b>	
<b>DIVISION</b>	<b>BUDGET</b>
Cemetery	\$ 372,200
Mausoleum	876,300
<b>TOTAL</b>	<b>\$ 1,248,500</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	331,845	352,400	352,400	359,000
Other Operating	181,072	274,400	278,300	281,400
Supplies	15,315	22,200	25,700	22,200
Capital Outlay	-	102,500	102,500	132,800
Depreciation	61,211	-	-	-
<b>Sub-Total</b>	<b>589,443</b>	<b>751,500</b>	<b>758,900</b>	<b>795,400</b>
Reserves	585,833	384,800	384,800	453,100
<b>TOTAL</b>	<b>1,175,276</b>	<b>1,136,300</b>	<b>1,143,700</b>	<b>1,248,500</b>
Full-time Employees	5.00	5.00	5.00	5.00



Approved Positions FY 12/13	5.00
Revised Positions FY 12/13	-
Personnel Changes FY 13/14	-
<b>Approved Positions FY 13/14</b>	<b>5.00</b>

# City of Boca Raton

FUND	DEPARTMENT	DIVISION
CEMETERY/MAUSOLEUM	RECREATION SERVICES	480-6241

## DIVISION DESCRIPTION

This Division includes the Boca Raton Cemetery and Mausoleum. The following goals and objectives are consistent with the Recreation Services Department Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

## GOALS

1. Evaluate and improve staff work areas at Cemetery and Mausoleum.
2. Establish quarterly inspections to evaluate landscaping practices to enhance the visibility of the Cemetery and Mausoleum.
3. Annually evaluate written policies and procedures for building care and maintenance.
4. Evaluate Mausoleum fountains for replacement.

## OBJECTIVES 2013-2014

3. Meet annually with Facility Maintenance to evaluate the effectiveness of scheduled maintenance and make any needed additions/deletions to the maintenance plan as needed.
  2. a. Develop appropriate forms to track and document inspections.
  - b. Coordinate inspections so that results can be shared at staff meetings to ensure maximum use of staff time.
  - c. Utilize inspections to modify maintenance plans and clarify expectations.
    - 1.a. Meet with staff to evaluate functionality of current work and storage areas.
    - b. Develop a phased plan to address concerns that remains within budgetary allowances.
  
4. a. Inspect and evaluate internal and external components of each fountain.
  - b. Establish a replacement schedule for each fountain
  - c. Establish annual maintenance and inspection plan for each fountain.

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
<ol style="list-style-type: none"> <li>3. a. Meeting with Facility Maintenance to develop process for getting preventative maintenance and site visits schedule through and documented in the Cemetery Administration office. Additionally, determine protocol for determining work order status.</li> <li>b. Develop written schedule for preventative maintenance for A/C units and inspection of roof drains.</li> <li>c. Develop staff training scenarios for dealing with facility problems including roof leaks and A/C problems.</li>   <li>1. a. Remodel and furnish the Cemetery Administration office.</li> <li>b. Develop a tri-fold brochure depicting Cemetery/Mausoleum services available and items for sale.</li> <li>c. Take out paid advertisement in local newspaper and/or magazines.</li>   <li>2. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming, fertilization, spraying, re-sodding and mulching.</li> <li>b. Conduct regular meetings with the Grounds Maintenance Contractor to ensure proper maintenance and contract compliance.</li> <li>c. Develop written standards for weed removal and plant replacement.</li> </ol>	<ol style="list-style-type: none"> <li>3. a. Meetings held with Facility Maintenance to discuss preventative maintenance schedules. Access to work order system in process.</li> <li>b. Written schedule for preventative maintenance established with Facility Maintenance.</li> <li>c. Staff protocols established for maintenance events both during operating and non-operating hours.</li>   <li>1.a. The office walls were stuccoed and painted, furniture upgraded and carpet replaced.</li> <li>b. Tri-fold brochure was developed and distributed to local funeral homes.</li> <li>c. Advertisement researched and prepared to be initiated with completion of new double-depth crypt installation.</li>   <li>2. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming, fertilization, spraying, re-sodding and mulching.</li> <li>b. Conduct regular meetings with the Grounds Maintenance Contractor to ensure proper maintenance and contract compliance.</li> <li>c. Develop written standards for weed removal and plant replacement.</li> </ol>

**ACHIEVEMENTS** cont.

OBJECTIVE 2012-2013	ACHIEVEMENT
d. Hold monthly staff meetings to discuss season maintenance tasks and areas needing improvement.	d. Hold monthly staff meetings to discuss season maintenance tasks and areas needing improvement. 2.a. An initial annual plan was completed with additional detail being added as components such as an annual spraying and fertilization plan is being developed based on actual applications. b. Meetings are held on an as needed basis to review work with contractor. c. Standards established and being phased in as budget allows. d. Meetings were established on a by-monthly basis and are held more frequently as needed.

**OTHER ACHIEVEMENTS**

Initiated use of Trak Mats for heavy equipment to drive on in preparing graves for burial to improve customer service, reduce tire ruts and surface damage.

**PERFORMANCE MEASURES**

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Provide timely, professional quality Funeral Services and Burials.	World Class Municipal Services	85%	80%	80%
Provide timely, professional quality entombment and enrichment services at the Mausoleum Complex Cemetery.	World Class Municipal Services	248	250	260
Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday.	World Class Municipal Services	95%	95%	95%

# ***GOLF COURSE FUNDS***

## ***OPERATED BY RECREATION SERVICES***

*Mickey A. Gomez, Recreation Services Director*

*John A. Parks, Deputy Recreation Services Director*

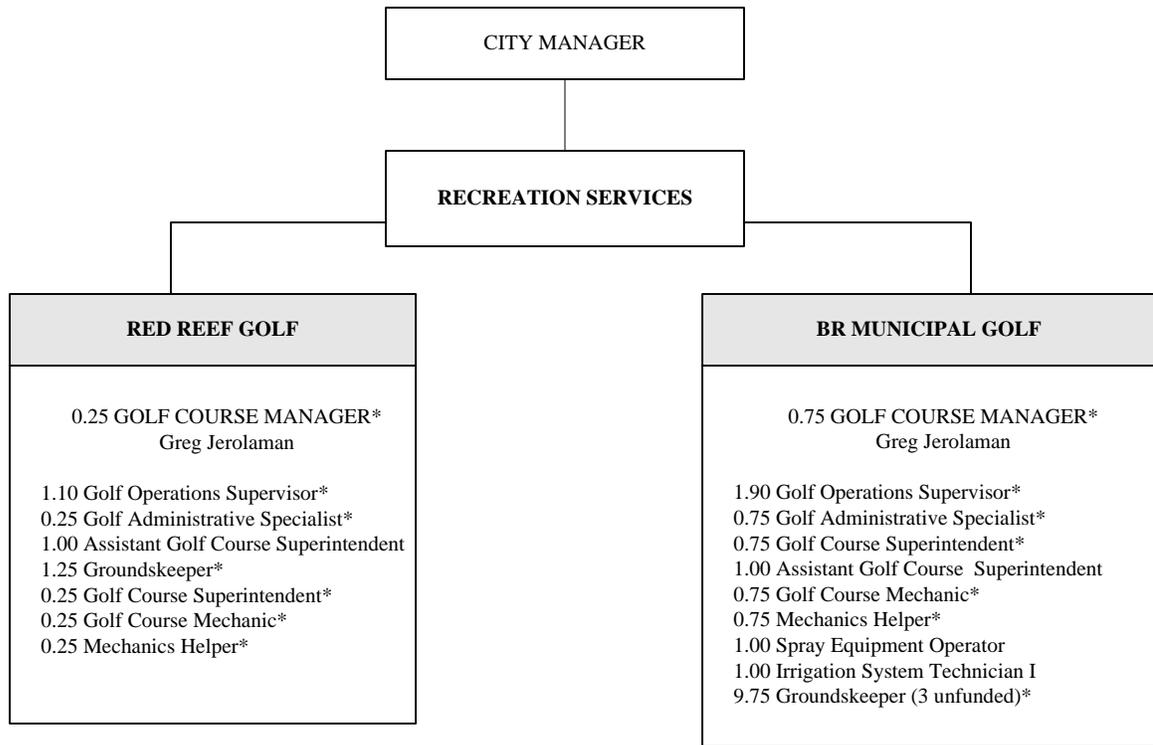
*JD Varney, Recreation Services Superintendent*

**T**he 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.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Red Reef Golf Course	\$ 579,800
Municipal Golf Course	1,915,000
Golf R&R	470,500
<b>TOTAL</b>	<b>\$ 2,965,300</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-12 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	1,624,666	1,621,800	1,621,800	1,679,500
Other Operating	574,609	706,600	712,200	737,400
Supplies	309,987	337,600	338,300	338,500
Capital Outlay	-	167,000	167,000	81,300
Transfers	5,300	2,000	2,000	1,000
Depreciation	180,461	-	-	-
<b>Sub-Total</b>	<b>2,695,023</b>	<b>2,835,000</b>	<b>2,841,300</b>	<b>2,837,700</b>
Reserves	92,206	175,900	175,900	127,600
<b>TOTAL</b>	<b>2,787,229</b>	<b>3,010,900</b>	<b>3,017,200</b>	<b>2,965,300</b>
Full-time Employees	23.00	23.00	23.00	23.00



- \* -0.15 Assistant Golf Course Manager
- \* +0.10 Golf Operations Supervisor
- \* Greenskeeper/Operator converted to Groundskeeper
- \* Greenskeeper title change to Groundskeeper
- \* -1.75 Groundskeeper
- \* +0.10 Golf Administrative Specialist
- \* +0.10 Golf Course Superintendent
- \* +0.10 Golf Course Mechanic
- \* +0.10 Mechanics Helper
- \* +0.10 Golf Course Manager

- \* -0.85 Assistant Golf Course Manager
- \* +0.90 Golf Operations Supervisor
- \* Golf Operations Assistant deleted FY 11/12
- \* Greenskeeper title changed to Groundskeeper
- \* +1.75 Groundskeeper
- \* -0.10 Golf Administrative Specialist
- \* -0.10 Golf Course Superintendent
- \* -0.10 Golf Course Mechanic
- \* -0.10 Mechanics Helper
- \* -0.10 Golf Course Manager

Approved Positions FY 12/13	23.00
Revised Positions FY 12/13	
Personnel Changes FY 13/14	---
<b>Approved Positions FY 13/14</b>	<b>23.00</b>

# City of Boca Raton

**FUND**

**DEPARTMENT**

**DIVISION**

GOLF COURSE

RECREATION SERVICES

490-6312

**DIVISION DESCRIPTION**

This Division includes the Red Reef Golf Course and the Boca Raton Municipal Golf Course. The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

**GOALS**

1. Provide an affordable high quality golf experience for all patrons under a sound management and financial plan, which provides the highest level of course conditioning and customer service possible, while simultaneously remaining competitive and self-supporting.
2. Promote increased participation and growth of the game.

**OBJECTIVES 2013-2014**

2. a .Continue successful junior promotions and SNAG program to promote parent and junior play.
2. b. Continue successful tee time inventory management utilizing Golf Now.com and CANAM group.
1. a. To improve course aesthetics, address all uneven or depression areas on the back 9 of the Championship Course by sod cutting, grade adjusting and re-sodding.
1. b. Perform tree trimming on both courses as needed.
1. c. Install drainage grids in greenside bunkers where needed.
1. d. Procure contractor to prep, prime and paint the open-air pole barn in the maintenance yard.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
1. d. Improve tee time sales inventory management through the utilization and sale of tee times based on demand levels.	Tee time inventory management continued to be addressed through the year with the sale of two day advance tee times to members of the CANAM group, as well as booking small groups in season during the 7-8 am time slot to increase revenues, as demand has subsided for these tee times.
2. b. Introduce additional new Junior Program on the Municipal and Red Reef Executive courses during summer and non-peak after school hours by promoting significant junior discounts for juniors who are accompanied by paying adults.	From June through August, a new program was introduced where a junior could play free of charge on the Executive course if accompanied by a full-paying adult. This program was very popular and resulted in nearly 500 full-paid parent rounds.
1. g. To improve course aesthetics, address all uneven or depression areas on the back 9 of the Championship Course by sod cutting, grade adjusting and re-sodding.	Due to changing priorities creating time constraints, this objective was not met.
2. a. Promote junior play by utilizing the new Recreation Services SNAG (Start New At Golf) Program as a feeder program to promote participation on the Municipal and Red Reef Executive Courses.	SNAG Program was successfully implemented by the RS Athletics Section, with final session comprised of instruction on the full swing, short game and on-course play during a two hour clinic conducted at the Municipal course.
1. c. Perform competitive pricing analysis as necessary and develop appropriate pricing strategies.	Competition was closely monitored and appropriate pricing strategies developed (such as the movement of price break hours and summer specials), to protect and enhance revenue levels.
1. e. Improve the practice area by re-sodding the chipping green with Certified Jones Dwarf Bermuda grass.	Practice area was improved through the reshaping of the practice bunker; however, the re-sodding project became unnecessary as the condition of the green was dramatically improved through enhanced maintenance.

**ACHIEVEMENTS** cont.

OBJECTIVE 2012-2013	ACHIEVEMENT
1. f. Continue annual re-assessment of all turfgrass maintenance equipment and defer purchases whenever possible.	All equipment was re-assessed and life spans were increased on several additional types of equipment, including tractors, triplex mowers, trucksters, and utility vehicles. These new life-span assignments resulted in the deferral of six pieces of equipment, saving \$99,000.
1. b. Improve superior course conditioning levels by procuring an additional greens rolling machine to increase frequency of greens rolling from once to twice weekly on the Municipal Championship course.	Greens roller was procured and rolling frequency increased, which improved greens quality.
1. a. Increase golf course system revenues by 3%.	At 6-months, revenues are up 0.8%. With anticipated improved weather over last years record-breaking rains, this goal should be achieved.

**OTHER ACHIEVEMENTS**

Installation of drainage was completed in greenside bunkers on holes 5, 14 and 16.

A 450 foot drainage grid was installed in a problematic low lying tee complex area (hole 8 of the Championship course), dramatically improving accessibility after heavy rain falls.

Landscape beds were re-designed and aesthetically improved on #4 tee/Executive course and #9 tee/Championship course.

Extensive tree trimming and pruning was performed as needed throughout the facility.

Installed new energy efficient lighting in the maintenance complex, thereby improving work area and reducing electrical consumption.

**PERFORMANCE MEASURES**

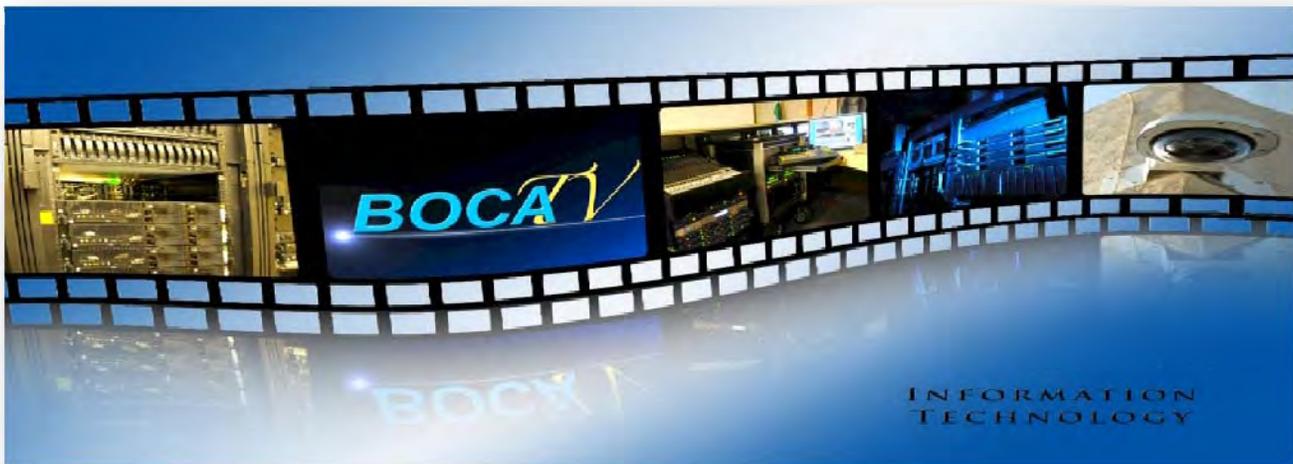
OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Increase total user revenue by stated amounts over approved budget from previous year.	Financially Sound City Government	3.4%	2%	3%
Increase total system rounds played by stated amounts over previous year.	Financially Sound City Government	2080	2600	3300
Check ball washers and towels weekly.	World Class Municipal Services	100%	100%	100%
Vertical cut 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

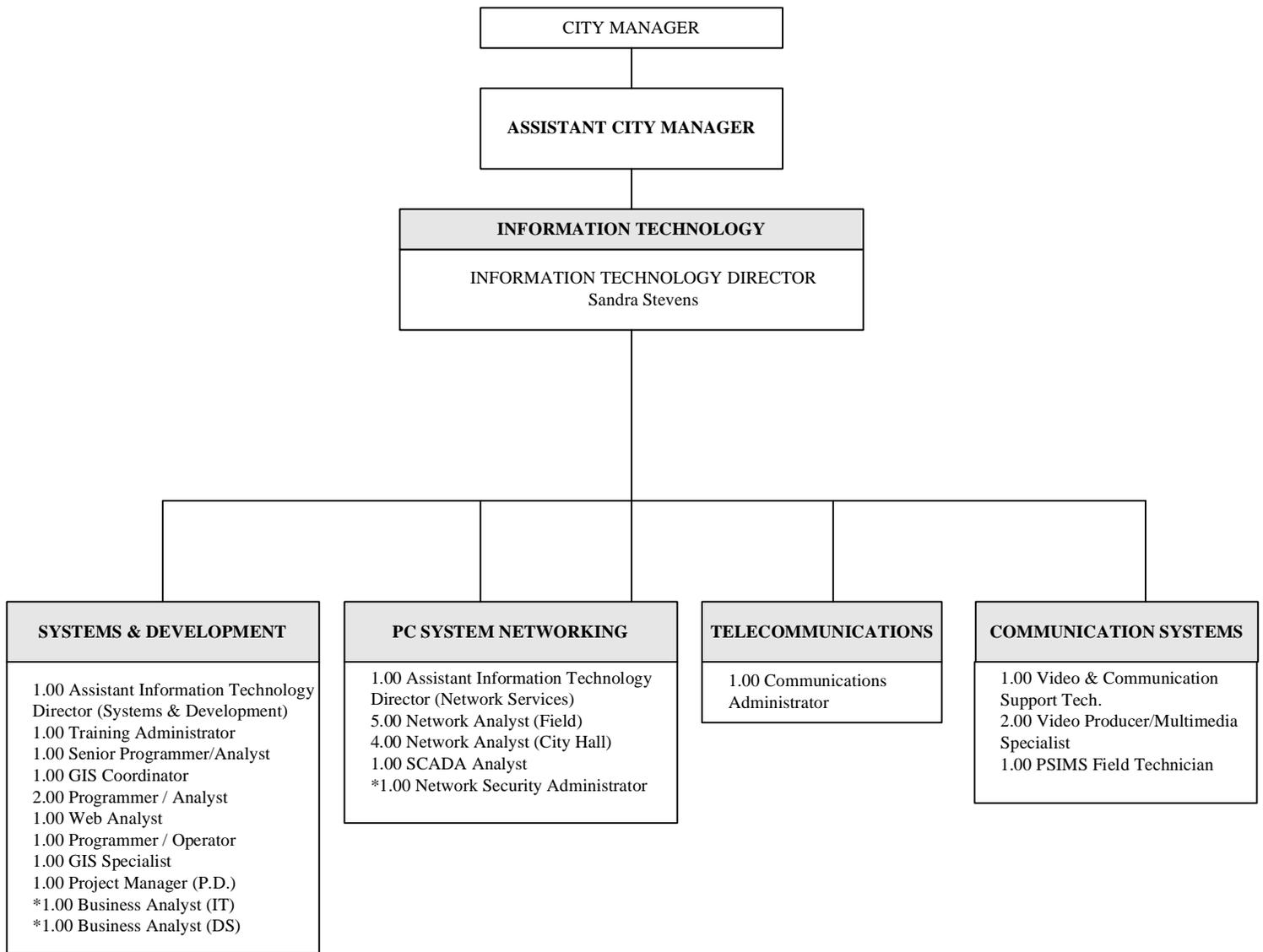
*Sandra Stevens, Information Services Director*

**T**he mission of the Information Technology Division is to provide the 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.

**T**he 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 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 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	2,389,086	2,747,500	2,747,500	3,015,200
Other Operating	1,496,879	1,498,200	1,523,500	1,677,800
Supplies	935,490	75,300	75,400	76,300
Capital Outlay	-	1,529,600	1,804,300	1,678,300
Depreciation	248,263	-	-	-
<b>Sub-Total</b>	<b>5,069,718</b>	<b>5,850,600</b>	<b>6,150,700</b>	<b>6,447,600</b>
Reserves	4,076,429	3,810,400	3,810,400	3,966,300
<b>TOTAL</b>	<b>9,146,147</b>	<b>9,661,000</b>	<b>9,961,100</b>	<b>10,413,900</b>
Full-time Employees	25.00	27.00	27.00	30.00



\*1.00 Addition of Business Analyst (IT)  
 \*1.00 Addition of Business Analyst (DS)  
 \*1.00 Addition of Network Security Administrator

Approved Positions FY 12/13	27.00
Revised Positions FY 12/13	+3.00
Personnel Changes FY 13/14	_____
<b>Approved Positions FY 13/14</b>	<b>30.00</b>

# 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 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 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 2013-2014

- Automation of financial transactions for Rectrac and other 3rd party applications.
- Public Information Request tracking and monitoring system
- Upgrade and expand servers and backup storage for records retention purposes
- Customer relationship management system including mobile application
- Video production over IP to allow public broadcasts from any City facility
- Infrastructure updates to computer rooms at City Hall and Police Services.
- Redesign of City's website and deployment of content management for departmental updates.
- Expanded wireless internet access for City Hall, Municipal Services and 6500 Building

## ACHIEVEMENTS

OBJECTIVE 2012-2013	ACHIEVEMENT
Staff scheduling software for Public Safety employees Police & Fire Rescue PSIM (Public Safety Information Management System)	Telestaff implementation for the Police Department began in March 2013. Scheduled to go live by the end of 2013. Completed the Vidsys software installation. This video information system gathers and monitors various components of radio, video cameras, CAD/RMS, alarm detection equipment, access control and analysis tools to align with the City's goal of maintaining a safe environment for our citizens.
Develop electronic Fire inspection system and annual fire alarm inspections.	Project to begin in Fall 2013.
Citizen Web Access to Resolutions & Ordinances	Implemented the web-based access to Resolutions & Ordinances for citizens utilizing the City's document management system, Laserfiche.
Special Event Permit Applications for Citizens via the web	Developed work flow, met with departments to design a consolidated form that the public will use for submissions.
Facility Work Order Handheld Implementation	This new paperless work order project reduced printing hundreds of daily paper orders for facility preventative maintenance and repair requests, by using handhelds for completing the work requests.
GIS - based Sanitation Vehicle Routing Software	Project delayed due to departmental funding.
Installation of virtual desktops at the new downtown public library	Project on track to go live June 2013
Web-based Fire & Police Alarm Registration & Payment	Launched a new webpage for registration of Fire & Police alarms. This allows the citizen the ability to pay fees with credit card for new registrations as well as renewals.

#### OTHER ACHIEVEMENTS

Video light replacement for Council Chambers - Improves lighting for City Council meeting streams on television and the internet. Uses LED lighting which provides a greener, low power alternative to traditional lighting.

Network Upgrades - Replaced core network switches at City Hall and Police Services. These network devices are the main computer network communication for the city and were over 10 years old. Newer technology will increase network speed and security capabilities.

Advanced Authentication for Police Service - Advanced Authentication is a CJIS (Criminal Justice Information Systems) requirement for dual methods of identification of employees access the criminal database system.

#### PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 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	Within 3 hours
Respond to calls for technical assistance within 4 hours.	World Class Municipal Services	98%	97%	97%
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***

*Daniel Grippo, Director*

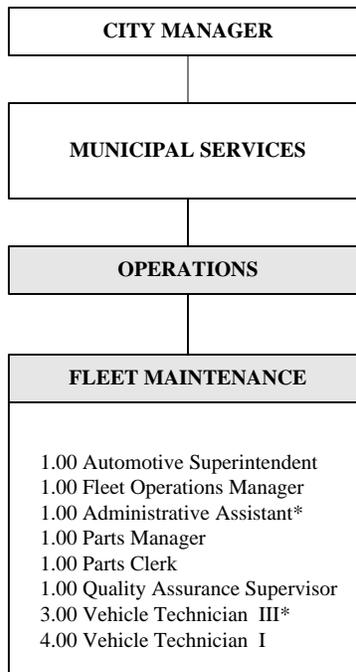
**T**he mission of the Fleet Maintenance Division of Municipal Services, operating in the Motor Pool Fund, is to provide low cost, efficient maintenance to prolong the useful life of the fleet, provide vehicles that are safe and reliable and maximize the residual value of the City’s fleet.

**T**he Fleet Maintenance Division is responsible for the repair and maintenance of 953 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.

**T**he 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 2011-12 BUDGET	APPROVED 2012-13 BUDGET	REVISED 2012-13 BUDGET	APPROVED 2013-14 BUDGET
Personal Services	809,405	876,100	876,100	919,700
Other Operating	212,124	277,700	279,000	287,400
Supplies	91,717	59,600	59,600	84,200
Capital Outlay	2,844,631	2,023,400	2,059,400	1,681,900
Depreciation	1,274,280	-	-	-
<b>Sub-Total</b>	<b>5,232,157</b>	<b>3,236,800</b>	<b>3,274,100</b>	<b>2,973,200</b>
Reserves	12,373,352	12,715,800	12,715,800	15,070,400
<b>TOTAL</b>	<b>17,605,509</b>	<b>15,952,600</b>	<b>15,989,900</b>	<b>18,043,600</b>
Full-time Employees	12.00	12.00	12.00	13.00



\*  
1.0 Secretary reclassified to Administrative Assistant

Revised FY 12/13:  
1.0 Vehicle Technician III

Approved Positions FY 12/13	12.00
Revised Positions FY 12/13	1.00
Personnel Changes FY 13/14	<u>          </u>
<b>Approved Positions FY 13/14</b>	<b>13.00</b>

# City of Boca Raton

<b>FUND</b>	<b>DEPARTMENT</b>	<b>DIVISION</b>
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 2013-2014**

- Analyze parts inventory operation.
- On-site installation of a small Compressed Natural Gas (CNG) station.
- Purchase a CNG garbage truck.

**ACHIEVEMENTS**

OBJECTIVE 2012-2013	ACHIEVEMENT
Continue updating vehicle usage criteria and retrieval of low usage vehicles for reassignment or disposition	This objective was not achieved; the number of motor pool units has increased by 24 units with the addition of the Recreation Services, deHoernle Park and ROW pressure cleaning projects.
Reduce parts inventory by identifying and eliminating obsolete parts, returning overstock items for credit, identifying expense items, and inventory stocking procedures	This objective was completed and resulted in a 8.14% reduction in parts inventory expenses.
Review and recommend plans for a Compressed Natural Gas (CNG) distribution site to further reduce fuel costs and lessen our dependency of imported petroleum	Compressed Natural Gas (CNG) conversion was recommended by council as a high priority in fiscal year 2012/13.

**OTHER ACHIEVEMENTS**

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 2011-2012 ACTUAL	FY 2012-2013 ESTIMATED	FY 2013-2014 TARGET
Maintaining a high level of expertise in Fleet Maintenance industry by providing an on-going training program.	World Class Municipal Services	92 hours	174 hours	240 hours
Reduce equipment down time thru additional preventative maintenance activities.	World Class Municipal Services	2.75 work days	3.70 work days	2 work days

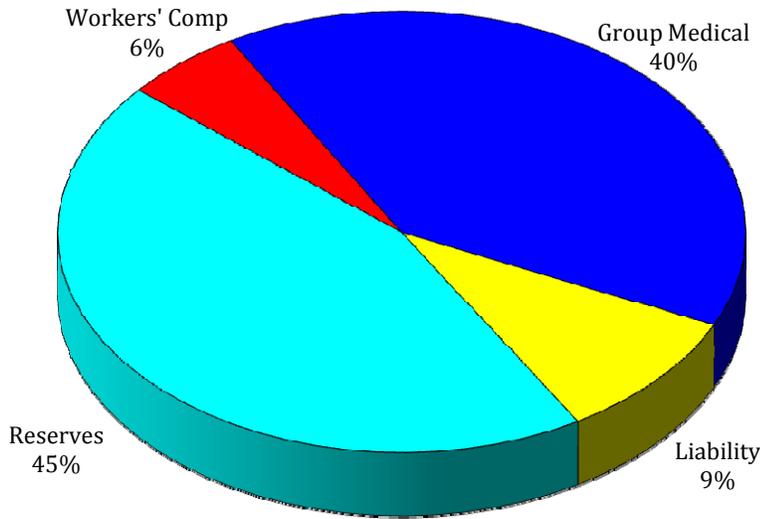


# ***SELF INSURANCE FUNDS***

## ***OPERATED BY FINANCIAL SERVICES***

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

**T**he 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.



<b>DIVISION</b>	<b>APPROVED 2013-14 BUDGET</b>
Workers' Comp	\$ 2,018,900
Group Medical	14,491,800
Liability	3,437,900
Reserves	16,099,100
<b>TOTAL</b>	<b>\$ 36,047,700</b>

<b>EXPENDITURE BY CATEGORY</b>	<b>ACTUAL 2011-13 BUDGET</b>	<b>APPROVED 2012-13 BUDGET</b>	<b>REVISED 2012-13 BUDGET</b>	<b>APPROVED 2013-14 BUDGET</b>
Personal Services	351,150	403,300	403,300	386,800
Other Operating	13,530,441	17,188,200	17,198,800	18,555,000
Supplies	6,441	6,900	6,900	6,800
Transfers	-	2,000,000	2,000,000	1,000,000
<b>Sub-Total</b>	<b>13,888,032</b>	<b>19,598,400</b>	<b>19,609,000</b>	<b>19,948,600</b>
Reserves	20,582,223	16,555,000	16,555,000	16,099,100
<b>TOTAL</b>	<b>34,470,255</b>	<b>36,153,400</b>	<b>36,164,000</b>	<b>36,047,700</b>
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 earning 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, 2011, and 2012 is as follows:

Purpose	2011	2012
General Obligation Bonds/Notes	\$44,960,000	\$39,905,000
Revenue Bonds	90,641,000	82,853,000
Special Assessment Debt	13,545,000	12,830,000
Loans Payable	1,865,000	1,275,000
<b>Total</b>	<b>\$151,011,000</b>	<b>\$136,863,000</b>

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 2004	Refunding	2.00 -3.88%	15,850,000
General Government – Series 2010	Downtown Library	3.00 -4.00%	8,620,000
General Government – Series 2011	Refunding	2.00-3.00%	6,060,000
General Government – Series 2011	Refunding	2.00-5.00%	9,525,000
<b>Total</b>			<b>\$43,935,000</b>

Revenue Bonds: Revenue bonds outstanding at September 30, 2012, are as follows:

Purpose	Description	Interest Rates %	Amount Outstanding
Water/Sewer-Series 2008	Refunding	4.00-4.375%	37,185,000
Water/Sewer-Series 2009	Refunding	2.50 – 4.00%	6,455,000
<b>Total</b>			<b>\$43,640,000</b>

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 2012 was \$173,012,362. 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 .84%.

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 2014 through 2019 calls for the expenditures approximating \$284,605,700.

Water and Sewer Utility Fund

The business-type activities net assets increased \$12.209 million or 3.9% from the prior fiscal year.

The net assets for the Water and Sewer Fund increased by \$11.721 million in 2012, a 109.79% increase from the \$5.590 million reported in 2011. In 2012 there were \$5.6 million of nonrecurring system development charges, an increase of \$4.6 million over 2011.

**RATIOS OF GENERAL BONDED DEBT OUTSTANDING  
LAST TEN FISCAL YEARS**

*(Amounts Expressed in Thousands, except per capita)*

<b>Fiscal Year</b>	<b>General Obligation Bonds</b>	<b>Assessed Value of Taxable Property</b>	<b>Percentage of Estimated Actual Taxable Value of Property</b>	<b>Population</b>	<b>Per Capita</b>
2003	61,555	11,614,994	0.53%	76,043	0.81
2004	58,805	12,537,612	0.47%	79,838	0.74
2005	57,670	14,437,905	0.40%	85,311	0.68
2006	54,390	16,624,250	0.33%	85,488	0.64
2007	50,990	19,931,342	0.26%	85,296	0.60
2008	47,455	20,408,459	0.23%	85,293	0.56
2009	43,785	19,624,543	0.22%	84,823	0.52
2010	49,195	17,992,026	0.27%	84,313	0.58
2011	44,960	16,609,124	0.27%	84,392	0.53
2012	39,905	16,421,102	0.24%	85,329	0.47

**PLEDGED-REVENUE COVERAGE  
LAST TEN FISCAL YEARS  
Tax Increment Revenue Refunding Bonds**

<b>Fiscal Year</b>	<b>Lease Revenue</b>	<b>Tax Increment Revenue</b>	<b>City Contribution</b>	<b>Collections</b>	<b>Debt Service</b>		<b>Coverage by Net Revenue Avail for Debt Service</b>
					<b>Principal<sup>(1)</sup></b>	<b>Interest</b>	
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
2011	1,236,280	8,948,102		10,184,382	5,575,000	956,997	1.56
2012	1,300,374	6,484,150		7,784,524	5,815,000	704,206	1.19

<sup>(1)</sup> 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 <sup>(2)</sup>	Net Available Revenue	Debt Service		Coverage by Net Revenue Avail for Debt Service <sup>(3)</sup>
				Principal	Interest	
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
2011	48,819,198	31,586,702	17,232,496	3,145,000	1,824,430	3.47
2012	49,926,107	31,677,197	18,248,910	3,260,000	1,766,594	3.63

<sup>(2)</sup> Total expense exclusive of depreciation and debt service on revenue bonds.

<sup>(3)</sup> 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, 2012**

*(Amounts Expressed in Thousands)*

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
<b>OVERLAPPING:</b>			
Palm Beach County	\$ 207,340	13.17%	\$ 27,508
Palm Beach School District	30,650	13.17%	4,066
<b>SUBTOTAL</b>	<b>\$ 237,990</b>		<b>\$ 31,574</b>
<b>DIRECT DEBT:</b>			
Boca Raton	\$ 39,905	100.00%	\$ 39,905
<b>TOTAL DIRECT AND OVERLAPPING DEBT</b>			<b>\$ 71,479</b>

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

<b>2004 General Obligation Bonds</b>		<b>FY END</b>	<b>COUPON</b>	<b>PRINCIPAL</b>	<b>ANNUAL</b>	<b>TOTAL ANNUAL</b>
<b>Refunding Bonds</b>		<b>9/30</b>	<b>RATE</b>	<b>MATURITIES</b>	<b>INTEREST</b>	<b>PAYMENTS</b>
<b>1/1, 7/1</b>	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>\$ 14,095,000.00</u>	<u>\$ 2,149,095.02</u>	<u>\$ 16,244,095.02</u>
<b>2010 General Obligation Downtown Library Bonds</b>		<b>FY END</b>	<b>COUPON</b>	<b>PRINCIPAL</b>	<b>ANNUAL</b>	<b>TOTAL ANNUAL</b>
<b>Refunding Bonds</b>		<b>9/30</b>	<b>RATE</b>	<b>MATURITIES</b>	<b>INTEREST</b>	<b>PAYMENTS</b>
<b>1/1, 7/1</b>	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>\$ 8,280,000.00</u>	<u>\$ 3,081,025.00</u>	<u>\$ 11,361,025.00</u>	
<b>2011 General Obligation Library Projects</b>		<b>FY END</b>	<b>COUPON</b>	<b>PRINCIPAL</b>	<b>ANNUAL</b>	<b>TOTAL ANNUAL</b>
<b>Refunding Bonds</b>		<b>9/30</b>	<b>RATE</b>	<b>MATURITIES</b>	<b>INTEREST</b>	<b>PAYMENTS</b>
<b>1/1, 7/1</b>	2014	2.000%	\$ 555,000.00	\$ 127,700.00	\$ 682,700.00	
	2015	2.000%	\$ 565,000.00	\$ 116,600.00	\$ 681,600.00	
	2016	2.000%	\$ 580,000.00	\$ 105,300.00	\$ 685,300.00	
	2017	2.000%	\$ 590,000.00	\$ 93,700.00	\$ 683,700.00	
	2018	2.000%	\$ 600,000.00	\$ 81,900.00	\$ 681,900.00	
	2019	2.000%	\$ 615,000.00	\$ 69,900.00	\$ 684,900.00	
	2020	3.000%	\$ 620,000.00	\$ 57,600.00	\$ 677,600.00	
	2021	3.000%	\$ 640,000.00	\$ 39,000.00	\$ 679,000.00	
	2022	3.000%	\$ 660,000.00	\$ 19,800.00	\$ 679,800.00	
			<u>\$ 5,425,000.00</u>	<u>\$ 711,500.00</u>	<u>\$ 6,136,500.00</u>	

2011 General Obligation Fire Projects Refunding Bonds	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
	2014	4.000%	\$ 800,000.00	\$ 418,150.00	\$ 1,218,150.00
1/1, 7/1	2015	4.000%	\$ 835,000.00	\$ 386,150.00	\$ 1,221,150.00
	2016	5.000%	\$ 865,000.00	\$ 352,750.00	\$ 1,217,750.00
	2017	5.000%	\$ 910,000.00	\$ 309,500.00	\$ 1,219,500.00
	2018	5.000%	\$ 955,000.00	\$ 264,000.00	\$ 1,219,000.00
	2019	5.000%	\$ 1,005,000.00	\$ 216,250.00	\$ 1,221,250.00
	2020	5.000%	\$ 1,050,000.00	\$ 166,000.00	\$ 1,216,000.00
	2021	5.000%	\$ 1,110,000.00	\$ 113,500.00	\$ 1,223,500.00
	2022	5.000%	\$ 1,160,000.00	\$ 58,000.00	\$ 1,218,000.00
			<u>\$ 8,690,000.00</u>	<u>\$ 2,284,300.00</u>	<u>\$ 10,974,300.00</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
2008 Water amd Sewer Revenue Refunding & Improvement Bonds	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>\$ 34,650,000.00</u>	<u>\$ 9,591,468.79</u>	<u>\$ 44,241,468.79</u>

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2009 Water amd Sewer Revenue Refunding & Improvement Bonds	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>\$ 5,610,000.00</u>	<u>\$ 584,065.66</u>	<u>\$ 6,194,065.66</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.

	<b>FY END 9/30</b>	<b>COUPON RATE</b>	<b>PRINCIPAL MATURITIES</b>	<b>ANNUAL INTEREST</b>	<b>TOTAL ANNUAL PAYMENTS</b>	
<b>1998 Mizner Park</b>		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
	3/1, 9/1	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>\$ 19,820,167.95</u>	<u>\$ 19,816,891.43</u>	<u>\$ 39,637,059.38</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.

	<b>FY END 9/30</b>	<b>COUPON RATE</b>	<b>PRINCIPAL MATURITIES</b>	<b>ANNUAL INTEREST</b>	<b>TOTAL ANNUAL PAYMENTS</b>	
<b>2009 Special Assessment Revenue Bonds</b>		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
	1/1, 7/1	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>\$ 8,380,000.00</u>	<u>\$ 1,791,037.58</u>	<u>\$ 10,171,037.58</u>	

	<b>FY END 9/30</b>	<b>COUPON RATE</b>	<b>PRINCIPAL MATURITIES</b>	<b>ANNUAL INTEREST</b>	<b>TOTAL ANNUAL PAYMENTS</b>	
<b>2010 Special Assessment Revenue Bonds</b>		2014		\$ 160,000.00	\$ 122,775.00	\$ 282,775.00
		2015		\$ 165,000.00	\$ 119,575.00	\$ 284,575.00
	1/1, 7/1	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
			<u>\$ 3,545,000.00</u>	<u>\$ 1,296,093.86</u>	<u>\$ 4,841,093.86</u>	

The following Revenue Bonds are payable as to both principal and interest from non-ad valorem revenues and other legally available funds.

	<b>FY END 9/30</b>	<b>COUPON RATE</b>	<b>PRINCIPAL MATURITIES</b>	<b>ANNUAL INTEREST</b>	<b>TOTAL ANNUAL PAYMENTS</b>	
<b>First Florida 2001B Revenue Refunding Bonds</b>		2014	5.50%	\$ 655,000.00	\$ 36,025.00	\$ 691,025.00
	1/1, 7/1			<u>\$ 655,000.00</u>	<u>\$ 36,025.00</u>	<u>\$ 691,025.00</u>



**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, 2013. 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 provides 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

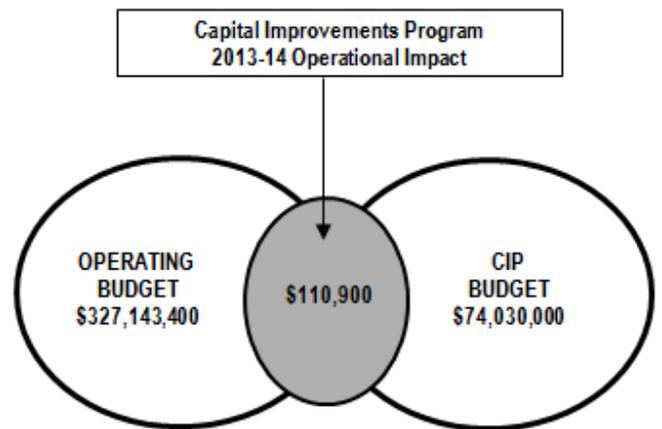
*Departments* must submit annual updates and new requests for the CIP to a review committee for evaluation. During the review process, consideration is given to each CIP project’s impact on operating costs during the upcoming year as well as future years. In addition, determination of projects to be 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.

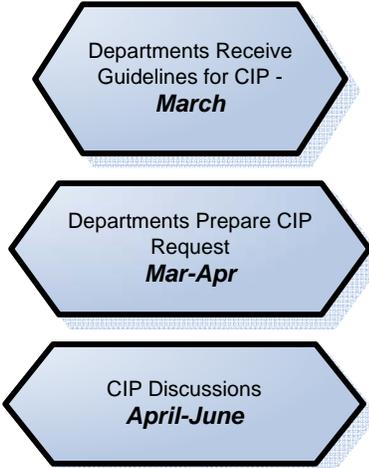


**How CIP Impacts the Operating Budget**

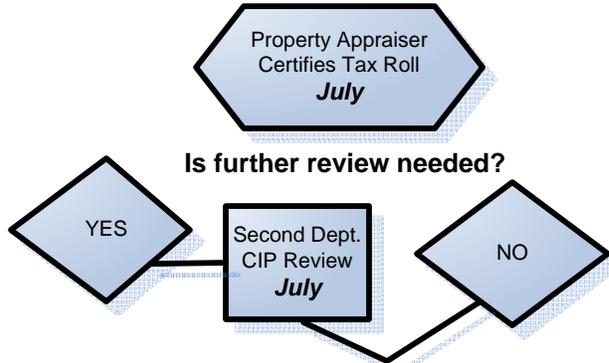
Fund Name	FY 2013-14 Impact	6 Year Impact
General Fund	\$ 82,300	\$ 343,600
Cemetery Fund	-	13,800
Information Tech	28,600	114,400
<b>Total Costs</b>	<b>\$ 110,900</b>	<b>\$ 471,800</b>

# FLOWCHART OF THE 2013-14 CIP PROCESS

## BUDGET DEVELOPMENT & PRIORITIZATION PROCESS *March - April*



## CITY MANAGEMENT REVIEW & MODIFICATION *June - July*



## PROPOSED CIP SUBMITTED TO MAYOR AND COUNCIL *August*



## PUBLIC HEARINGS AND ADOPTION *Sept - Oct*



## KEY TO FUNDING SOURCE

<b><u>ABBREV.</u></b>	<b><u>DESCRIPTION</u></b>
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)**

<b>Funding Source</b>		<b>Total Cost</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Beautification Fund	BF	63,900	6,100	6,000	22,600	17,100	9,700	2,400
Beach and Park District	BPD	15,744,900	4,566,900	683,300	1,254,100	2,822,700	1,769,400	4,648,500
Beach Renourishment Fund	BRF	3,640,200	3,176,600	101,100	95,600	99,600	-	167,300
Cemetery / Perpetual Care Fund	CPCF	309,700	82,900	11,100	-	120,500	95,200	-
Department of Environmental Protection	DEP	6,254,500	5,548,100	134,900	150,400	156,400	-	264,700
Donations from Developers and Others	DF	1,161,600	256,100	181,100	181,100	181,100	181,100	181,100
Downtown Land Dedication Fund	DTLDF	150,000	-	-	35,000	115,000	-	-
FAU Campus Development	FAU	1,857,600	169,100	337,700	337,700	337,700	337,700	337,700
Florida Department of Transportation	FDOT	692,100	470,700	110,700	110,700	-	-	-
Florida Inland Navigational District	FIND	250,000	-	-	250,000	-	-	-
Florida Recreation Development Assistance Progra	FRDAP	200,000	-	-	-	-	-	200,000
Golf Course Fund	GC	24,300	24,300	-	-	-	-	-
Golf Course Renewal & Replacement Fund	GCRR	192,600	11,000	133,800	12,900	12,900	11,000	11,000
General Fund Revenue	GFR	78,233,900	18,791,600	10,101,100	10,806,700	11,341,800	8,111,200	19,081,500
General Obligation Bonds - Police Services	GOB-PS	19,000,000	-	-	-	4,000,000	7,000,000	8,000,000
Information Technology	IT	219,300	219,300	-	-	-	-	-
Motor Pool	MP	2,090,000	205,000	500,000	135,000	1,250,000	-	-
Mausoleum / Perpetual Care Fund	MPCF	958,000	49,600	794,000	-	27,000	87,400	-
Palm Beach County	PBC	2,851,100	2,558,600	59,000	61,500	64,000	-	108,000
Right-of-Way Beautification Fund	ROWB	300,600	71,000	5,000	98,000	78,000	48,600	-
Special Assessment - Sewer	SA-SW	45,000	45,000	-	-	-	-	-
Sanitation Fund	SF	57,600	6,800	9,400	17,400	13,900	7,700	2,400
South Florida Regional Transportation Authority	SFRTA	140,000	140,000	-	-	-	-	-
Stormwater Utility Fund	SU	5,190,000	2,040,000	1,290,000	760,000	700,000	200,000	200,000
Transportation Fund	TF	15,638,300	3,199,100	3,080,000	2,416,200	3,671,000	1,781,000	1,491,000
US Department of Transportation	USDOT	1,072,100	-	345,000	727,100	-	-	-
Water Impact Fund	WIF	418,000	418,000	-	-	-	-	-
Water/Sewer Renewal & Replacement Fund	WRR	47,669,300	12,133,900	7,617,400	8,379,000	6,786,500	6,447,000	6,305,500
Water/Sewer Operating Fund	WSOF	60,841,000	17,581,000	12,310,000	9,650,000	9,500,000	7,900,000	3,900,000
<b>Total Cost</b>		<b>265,265,600</b>	<b>71,770,700</b>	<b>37,810,600</b>	<b>35,501,000</b>	<b>41,295,200</b>	<b>33,987,000</b>	<b>44,901,100</b>

**CITY-WIDE SUMMARY  
OF PROJECTS**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Police Services</b>	GFR	16,922,800	10,741,300	530,000	4,070,000	581,500	620,000	380,000
	GOB-PS	19,000,000	-	-	-	4,000,000	7,000,000	8,000,000
		35,922,800	10,741,300	530,000	4,070,000	4,581,500	7,620,000	8,380,000
<b>Fire/Rescue Services</b>	GFR	3,409,300	140,000	894,300	-	1,470,300	744,700	160,000
		3,409,300	140,000	894,300	-	1,470,300	744,700	160,000
<b>Municipal Services</b>	BPD	1,854,700	1,854,700	-	-	-	-	-
	BRF	3,640,200	3,176,600	101,100	95,600	99,600	-	167,300
	DEP	6,254,500	5,548,100	134,900	150,400	156,400	-	264,700
	DF	1,161,600	256,100	181,100	181,100	181,100	181,100	181,100
	FAU	1,857,600	169,100	337,700	337,700	337,700	337,700	337,700
	FDOT	692,100	470,700	110,700	110,700	-	-	-
	FIND	250,000	-	-	250,000	-	-	-
	GFR	28,541,800	3,941,800	5,925,000	3,250,000	2,525,000	2,700,000	10,200,000
	MP	2,090,000	205,000	500,000	135,000	1,250,000	-	-
	PBC	2,851,100	2,558,600	59,000	61,500	64,000	-	108,000
	SFRTA	140,000	140,000	-	-	-	-	-
	SU	4,090,000	940,000	1,290,000	760,000	700,000	200,000	200,000
	TF	15,638,300	3,199,100	3,080,000	2,416,200	3,671,000	1,781,000	1,491,000
	USDOT	1,072,100	-	345,000	727,100	-	-	-
	WRR	300,000	50,000	50,000	50,000	50,000	50,000	50,000
		70,434,000	22,509,800	12,114,500	8,525,300	9,034,800	5,249,800	12,999,800
<b>Recreation Services</b>	BPD	13,362,900	2,667,400	630,800	1,073,600	2,688,700	1,676,400	4,626,000
	CPCF	25,000	-	-	-	-	25,000	-
	DTLDF	150,000	-	-	35,000	115,000	-	-
	FRDAP	200,000	-	-	-	-	-	200,000
	GC	4,300	4,300	-	-	-	-	-
	GFR	20,830,200	2,660,000	1,525,500	1,434,400	4,944,700	2,762,600	7,503,000
	ROWB	300,600	71,000	5,000	98,000	78,000	48,600	-
			34,873,000	5,402,700	2,161,300	2,641,000	7,826,400	4,512,600
<b>Water &amp; Sewer</b>	SA-SW	45,000	45,000	-	-	-	-	-
	SU	1,100,000	1,100,000	-	-	-	-	-
	WIF	418,000	418,000	-	-	-	-	-
	WRR	46,228,000	11,978,000	7,450,000	7,950,000	6,450,000	6,200,000	6,200,000
	WSOF	60,841,000	17,581,000	12,310,000	9,650,000	9,500,000	7,900,000	3,900,000
		108,632,000	31,122,000	19,760,000	17,600,000	15,950,000	14,100,000	10,100,000
<b>Cemetery/Mausoleum</b>	CPCF	284,700	82,900	11,100	-	120,500	70,200	-
	MPCF	958,000	49,600	794,000	-	27,000	87,400	-
		1,242,700	132,500	805,100	-	147,500	157,600	-
<b>Golf Courses</b>	GC	20,000	20,000	-	-	-	-	-
	GCRR	180,000	10,000	130,000	10,000	10,000	10,000	10,000
		200,000	30,000	130,000	10,000	10,000	10,000	10,000
<b>Information Technology</b>	BF	63,900	6,100	6,000	22,600	17,100	9,700	2,400
	BPD	527,300	44,800	52,500	180,500	134,000	93,000	22,500

**CITY-WIDE SUMMARY  
OF PROJECTS**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					2018/19
			2013/14	2014/15	2015/16	2016/17	2017/18	
Information Technology	GCR	12,600	1,000	3,800	2,900	2,900	1,000	1,000
	GFR	8,529,800	1,308,500	1,226,300	2,052,300	1,820,300	1,283,900	838,500
	IT	219,300	219,300	-	-	-	-	-
	SF	57,600	6,800	9,400	17,400	13,900	7,700	2,400
	WRR	1,141,300	105,900	117,400	379,000	286,500	197,000	55,500
		10,551,800	1,692,400	1,415,400	2,654,700	2,274,700	1,592,300	922,300
<b>Total Project Costs:</b>		265,265,600	71,770,700	37,810,600	35,501,000	41,295,200	33,987,000	44,901,100

**SUMMARY OF FUNDING SOURCES  
VEHICLE/HEAVY EQUIPMENT  
(Revenues)**

<b>Funding Source</b>		<b>Total Cost</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Beach and Park District	BPD	764,100	196,100	175,800	167,900	101,000	37,200	86,100
Cemetery / Perpetual Care Fund	CPCF	38,700	-	38,700	-	-	-	-
Capital Recovery Costs	CRC	176,800	-	74,300	-	47,400	55,100	-
Capital Recovery Costs - General Fund	CRC-GF	5,204,600	200,000	529,600	800,200	1,785,000	1,889,800	-
Capital Recovery Costs - Sanitation Fund	CRC-SF	3,326,200	517,300	438,700	806,400	488,400	717,600	357,800
Florida Inland Navigational District	FIND	456,000	-	-	-	-	456,000	-
Golf Course Renewal & Replacement Fund	GCRR	791,000	47,000	58,000	170,000	284,000	204,000	28,000
General Fund Revenue	GFR	2,842,700	454,800	1,061,400	300,300	435,700	97,900	492,600
Motor Pool	MP	110,000	-	-	-	-	-	110,000
Mausoleum / Perpetual Care Fund	MPCF	16,800	-	16,800	-	-	-	-
Right-of-Way Beautification Fund	ROWB	60,400	60,400	-	-	-	-	-
Sanitation Fund	SF	3,082,800	448,700	751,300	428,600	653,600	438,400	362,200
Water/Sewer Operating Fund	WSOF	2,470,000	335,000	430,000	295,000	305,000	505,000	600,000
<b>Total Cost</b>		<b>19,340,100</b>	<b>2,259,300</b>	<b>3,574,600</b>	<b>2,968,400</b>	<b>4,100,100</b>	<b>4,401,000</b>	<b>2,036,700</b>

**CITY-WIDE SUMMARY**  
**VEHICLE/HEAVY EQUIPMENT**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Police Services</b>	CRC-GF	1,314,000	200,000	275,000	35,000	284,000	520,000	-
	GFR	480,000	-	65,000	-	250,000	-	165,000
		1,794,000	200,000	340,000	35,000	534,000	520,000	165,000
<b>Fire/Rescue Services</b>	CRC-GF	3,346,600	-	254,600	765,200	1,501,000	825,800	-
	GFR	368,900	-	368,900	-	-	-	-
		3,715,500	-	623,500	765,200	1,501,000	825,800	-
<b>Municipal Services</b>	CRC	102,500	-	-	-	47,400	55,100	-
	CRC-GF	544,000	-	-	-	-	544,000	-
	CRC-SF	3,326,200	517,300	438,700	806,400	488,400	717,600	357,800
	FIND	456,000	-	-	-	-	456,000	-
	GFR	257,500	90,000	-	-	122,600	44,900	-
	MP	110,000	-	-	-	-	-	110,000
	SF	3,082,800	448,700	751,300	428,600	653,600	438,400	362,200
	7,879,000	1,056,000	1,190,000	1,235,000	1,312,000	2,256,000	830,000	
<b>Recreation Services</b>	BPD	764,100	196,100	175,800	167,900	101,000	37,200	86,100
	CRC	74,300	-	74,300	-	-	-	-
	GFR	1,736,300	364,800	627,500	300,300	63,100	53,000	327,600
	ROWB	60,400	60,400	-	-	-	-	-
		2,635,100	621,300	877,600	468,200	164,100	90,200	413,700
<b>Water &amp; Sewer</b>	WSOF	2,470,000	335,000	430,000	295,000	305,000	505,000	600,000
		2,470,000	335,000	430,000	295,000	305,000	505,000	600,000
<b>Cemetery/Mausoleum</b>	CPCF	38,700	-	38,700	-	-	-	-
	MPCF	16,800	-	16,800	-	-	-	-
		55,500	-	55,500	-	-	-	-
<b>Golf Courses</b>	GCRG	791,000	47,000	58,000	170,000	284,000	204,000	28,000
		791,000	47,000	58,000	170,000	284,000	204,000	28,000
<b>Total Vehicle Costs:</b>		19,340,100	2,259,300	3,574,600	2,968,400	4,100,100	4,401,000	2,036,700

**GENERAL CIP FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Bond Proceeds	-	-	-	4,000,000	7,000,000	8,000,000
Developer Funding	271,100	181,100	181,100	181,100	181,100	181,100
Fund Balance	17,546,100	3,482,800	-	-	-	-
Interest Earnings	200,000	200,000	100,000	100,000	100,000	100,000
Property Taxes	4,479,600	4,569,200	4,660,600	4,753,800	4,848,900	4,945,800
Transfer from Other Sources	309,100	337,700	587,700	337,700	337,700	337,700
Utility Tax (1%)	1,356,600	1,362,600	1,389,900	1,417,700	1,446,100	1,475,000
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>24,162,500</b>	<b>10,133,400</b>	<b>6,919,300</b>	<b>10,790,300</b>	<b>13,913,800</b>	<b>15,039,600</b>
<b>EXPENDITURES AND OTHER USES</b>						
Fire/Rescue Services	140,000	894,300	-	1,470,300	744,700	160,000
Information Services	1,308,500	1,226,300	2,052,300	1,820,300	1,283,900	838,500
Municipal Services	4,507,000	6,443,800	3,768,800	3,043,800	3,218,800	10,718,800
Municipal Services - Debt Services	691,100	-	-	-	-	-
Police Services	10,741,300	530,000	4,070,000	581,500	620,000	380,000
Police Services - Bond Projects	-	-	-	4,000,000	7,000,000	8,000,000
Recreation Services	2,660,000	1,525,500	1,434,400	4,944,700	2,762,600	7,503,000
Recreation Services Library - Bonds	-	-	-	-	-	-
Tax Increment - CRA	177,000	182,900	186,600	190,300	195,600	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>20,224,900</b>	<b>10,802,800</b>	<b>11,512,100</b>	<b>16,050,900</b>	<b>15,825,600</b>	<b>27,600,300</b>
<b>VEHICLE/HEAVY EQUIPMENT</b>						
Vehicle / Heavy Equipment	454,800	1,061,400	300,300	435,700	553,900	492,600
<b>TOTAL VEHICLE/HEAVY EQUIPMENT</b>	<b>454,800</b>	<b>1,061,400</b>	<b>300,300</b>	<b>435,700</b>	<b>553,900</b>	<b>492,600</b>
<b>RESERVE</b>	<b>3,482,800</b>	<b>(1,730,800)</b>	<b>(4,893,100)</b>	<b>(5,696,300)</b>	<b>(2,465,700)</b>	<b>(13,053,300)</b>

**GRANT FUNDS**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Florida Department of Transportation	470,700	110,700	110,700	-	-	-
Florida Recreation Development Assistance Prog	-	-	-	-	-	200,000
US Department of Transportation	-	345,000	727,100	-	-	-
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>470,700</b>	<b>455,700</b>	<b>837,800</b>	<b>0</b>	<b>0</b>	<b>200,000</b>
<b>EXPENDITURES AND OTHER USES</b>						
I-95 Beautification at Glades Rd	360,000	-	-	-	-	-
CSX Trail	-	-	-	-	-	-
Hillsboro / El Rio Park	-	-	-	-	-	200,000
Patch Reef Trail Phase 2	-	345,000	-	-	-	-
Transportation Demand Management Implementation	110,700	110,700	110,700	-	-	-
Tunison Palms Enhancement Project	-	-	727,100	-	-	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>470,700</b>	<b>455,700</b>	<b>837,800</b>	<b>0</b>	<b>0</b>	<b>200,000</b>

**TRANSPORTATION FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Fund Balance	5,708,000	4,561,900	3,633,800	3,473,300	2,167,000	2,865,200
Interest	75,000	75,000	75,000	75,000	75,000	-
Local Option Gas Tax	1,978,000	2,076,900	2,180,700	2,289,700	2,404,200	2,524,400
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>7,761,000</b>	<b>6,713,800</b>	<b>5,889,500</b>	<b>5,838,000</b>	<b>4,646,200</b>	<b>5,389,600</b>
<b>EXPENDITURES AND OTHER USES</b>						
I-95 Beautification at Glades Rd	440,000	-	-	-	-	-
Bridge / Seawall Repairs	700,000	220,000	40,000	150,000	145,000	35,000
CSX Trail	-	-	225,000	815,000	-	-
Hardscape Maintenance Program	100,000	170,000	100,000	170,000	100,000	100,000
LED Retrofit - Decorative Street Lights	20,000	100,000	100,000	100,000	100,000	-
LED Traffic Signal Lamps	30,000	30,000	30,000	30,000	30,000	30,000
Patch Reef Trail Phase 2	-	34,500	-	-	-	-
Pavement Resurfacing	800,000	800,000	800,000	800,000	800,000	800,000
Pedestrian and Bicycle Safety	60,000	60,000	60,000	60,000	60,000	60,000
Railroad Crossings	325,000	245,000	100,000	100,000	100,000	100,000
St. Andrews Boulevard Bike Lanes and Resurfacing	85,000	1,100,000	-	-	-	-
Street Lighting / Mast Arm Painting Programs	10,000	10,000	90,000	90,000	90,000	10,000
SW 12th Avenue Bicycle Lanes	-	-	400,000	-	-	-
Traffic Calming	140,000	40,000	40,000	40,000	40,000	40,000
Traffic Improvements	100,000	30,000	160,000	1,030,000	30,000	30,000
Transportation Demand Management Implementation	269,100	240,500	265,800	286,000	286,000	286,000
Tunison Palms Enhancement Project	120,000	-	5,400	-	-	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>3,199,100</b>	<b>3,080,000</b>	<b>2,416,200</b>	<b>3,671,000</b>	<b>1,781,000</b>	<b>1,491,000</b>
<b>RESERVE</b>	<b>4,561,900</b>	<b>3,633,800</b>	<b>3,473,300</b>	<b>2,167,000</b>	<b>2,865,200</b>	<b>3,898,600</b>

**BEACH & PARK DISTRICT FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Beach & Park District Fund	4,763,000	859,100	1,422,000	2,923,700	1,806,600	4,734,600
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>4,763,000</b>	<b>859,100</b>	<b>1,422,000</b>	<b>2,923,700</b>	<b>1,806,600</b>	<b>4,734,600</b>
<b>EXPENDITURES AND OTHER USES</b>						
AED Replacement	31,600	-	-	-	-	-
Aerial Lift Truck (R)	-	26,000	-	-	-	-
Air Conditioning Replacement	15,400	-	-	49,300	131,300	188,800
Ballfield/Bleachers & Dugout Renovations	199,000	25,000	218,000	164,700	-	-
Beach Cleaning Equipment (R)	-	38,300	44,000	-	-	-
Central Beach Renourishment	1,728,400	-	-	-	-	-
Dump Truck Replacement Program (R)	-	-	58,400	35,500	-	-
Dune Crossover and Boardwalk Renovations	1,793,000	-	-	-	-	-
Electronic Mail / Server Upgrades	-	13,000	13,000	13,000	-	-
Emergency Backup System	9,300	-	-	6,000	-	-
Financial System Replacement	-	-	145,000	97,000	75,000	-
Front End Loader / Backhoe (R)	110,000	-	-	-	-	-
Gumbo Limbo Renovations	378,000	94,700	53,500	76,800	425,000	4,250,000
IBM i-Series System Enhancements (fka AS400)	-	9,700	-	-	-	-
Irrigation System, Conservation Network	5,400	7,500	27,500	-	-	-
Irrigation Well and Pump Rehabilitations	-	-	-	-	-	70,000
Network Computer Systems Replacements	17,100	10,200	10,200	10,200	10,200	10,200
Network Infrastructure Upgrades & Replacements	3,600	4,500	2,800	2,800	2,800	2,800
Network Printer Replacements	7,500	5,000	5,000	5,000	5,000	5,000
New Restrooms - Racquet Center	-	-	51,500	720,300	-	-
North Beach Preservation & Storm Damage Recovery	96,300	-	-	-	-	-
Pedestrian Bridge	-	69,500	-	-	-	-
Playground Renovations	-	-	177,500	-	-	-
Racquet Center Court Renovations	-	-	60,400	1,527,700	-	-
Renovate Exterior Walls	20,000	-	-	-	-	-
Restroom & Locker Room Renovation/P.R.	-	22,800	182,600	-	-	-
Restroom Renovations	225,000	225,000	119,700	-	-	-
Resurface Parking Facilities	30,000	-	-	-	-	-
Specialized Maintenance Equipment (R)	-	37,200	-	-	37,200	-
Spray Truck (R)	-	-	65,500	65,500	-	-
Storage Area Network (SAN) Upgrade	7,300	10,100	4,500	-	-	4,500
Street Sweeper (R)	-	74,300	-	-	-	-
Sugar Sand Maintenance Office and Storage Building	-	-	-	-	967,300	-
Tractor (R)	86,100	-	-	-	-	86,100
Walkway Replacement	-	186,300	182,900	149,900	152,800	117,200
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>4,763,000</b>	<b>859,100</b>	<b>1,422,000</b>	<b>2,923,700</b>	<b>1,806,600</b>	<b>4,734,600</b>

**BEACH RESTORATION**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Army Corps of Engineers	-	-	-	-	-	-
Beach and Park District	1,824,700	-	-	-	-	-
Department of Environmental Protection	5,548,100	134,900	150,400	156,400	-	264,700
Fund Balance	3,706,100	2,701,900	4,375,800	6,055,200	7,730,600	9,505,600
Interest	25,000	25,000	25,000	25,000	25,000	-
Palm Beach County	2,956,000	59,000	61,500	64,000	-	108,000
Reimbursements for Previous Projects	-	-	-	-	-	-
Transfer from CIP	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>15,809,900</b>	<b>4,670,800</b>	<b>6,362,700</b>	<b>8,050,600</b>	<b>9,505,600</b>	<b>11,628,300</b>
<b>EXPENDITURES AND OTHER USES</b>						
Central Beach Renourishment	9,285,000	20,000	22,500	25,000	-	35,000
North Beach Preservation & Storm Damage Recovery	1,203,000	145,000	150,000	155,000	-	295,000
South Beach Renourishment	2,620,000	130,000	135,000	140,000	-	210,000
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>13,108,000</b>	<b>295,000</b>	<b>307,500</b>	<b>320,000</b>	<b>0</b>	<b>540,000</b>
<b>RESERVE</b>	<b>2,701,900</b>	<b>4,375,800</b>	<b>6,055,200</b>	<b>7,730,600</b>	<b>9,505,600</b>	<b>11,088,300</b>

**SANITATION FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Beginning Retained Earnings	2,749,500	2,365,300	1,792,400	1,172,900	661,500	154,300
Interest	25,000	50,000	50,000	50,000	50,000	50,000
Sanitation Fees	7,446,500	7,600,500	7,747,400	7,902,300	8,060,500	8,221,600
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>10,221,000</b>	<b>10,015,800</b>	<b>9,589,800</b>	<b>9,125,200</b>	<b>8,772,000</b>	<b>8,425,900</b>
<b>EXPENDITURES AND OTHER USES</b>						
Electronic Mail / Server Upgrades	-	2,000	2,000	2,000	-	-
Emergency Backup System	2,300	-	-	1,500	-	-
Financial System Replacement	-	-	13,000	8,700	6,000	-
Garbage Trucks (R)	175,000	640,000	660,000	680,000	700,000	720,000
IBM i-Series System Enhancements (fka AS400)	-	4,000	-	-	-	-
Network Computer Systems Replacements	2,500	1,000	1,000	1,000	1,000	1,000
Network Infrastructure Upgrades & Replacements	900	900	700	700	700	700
Operational Costs	6,882,900	7,024,000	7,164,500	7,307,800	7,454,000	7,603,100
Recycle Trucks	525,000	550,000	575,000	-	-	-
Storage Area Network (SAN) Upgrade	1,100	1,500	700	-	-	700
Swing Crane Trucks (R)	144,000	-	-	462,000	318,000	-
Trash Truck (R)	122,000	-	-	-	138,000	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>7,855,700</b>	<b>8,223,400</b>	<b>8,416,900</b>	<b>8,463,700</b>	<b>8,617,700</b>	<b>8,325,500</b>
<b>RESERVE</b>	<b>2,365,300</b>	<b>1,792,400</b>	<b>1,172,900</b>	<b>661,500</b>	<b>154,300</b>	<b>100,400</b>

**STORMWATER UTILITY FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Beginning Retained Earnings	5,080,500	3,304,200	2,313,700	1,891,300	1,569,400	1,790,400
Interest	30,000	30,300	30,600	30,900	31,200	31,500
Stormwater Fees	2,200,000	2,310,000	2,425,500	2,546,800	2,674,100	2,807,800
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>7,310,500</b>	<b>5,644,500</b>	<b>4,769,800</b>	<b>4,469,000</b>	<b>4,274,700</b>	<b>4,629,700</b>
<b>EXPENDITURES AND OTHER USES</b>						
Boca Raton Heights Drainage Improvements	1,100,000	-	-	-	-	-
Countess de Hoernle Lakes	-	-	-	-	-	-
Drainage Improvements	940,000	1,290,000	760,000	700,000	200,000	200,000
Harbour Island Bridge Enhancements	-	-	-	-	-	-
New Pines Neighborhood Improvements	-	-	-	-	-	-
Operational Costs: Design	1,171,000	1,229,600	1,291,100	1,355,700	1,423,500	1,494,700
Operational Costs: Maintenance	795,300	811,200	827,400	843,900	860,800	878,000
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>4,006,300</b>	<b>3,330,800</b>	<b>2,878,500</b>	<b>2,899,600</b>	<b>2,484,300</b>	<b>2,572,700</b>
<b>ENDING RETAINED EARNINGS</b>	<b>3,304,200</b>	<b>2,313,700</b>	<b>1,891,300</b>	<b>1,569,400</b>	<b>1,790,400</b>	<b>2,057,000</b>

**WATER & SEWER FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Beginning Retained Earnings	69,807,000	45,627,100	31,819,200	19,209,100	7,441,300	-
Interest	579,000	590,600	602,400	614,400	626,700	639,200
Other Revenues	-	-	-	-	-	-
Special Assessment	-	-	-	-	-	-
Water & Sewer Operating Revenues	51,264,000	53,289,300	54,335,100	55,401,800	56,489,800	57,599,800
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>121,650,000</b>	<b>99,507,000</b>	<b>86,756,700</b>	<b>75,225,300</b>	<b>64,557,800</b>	<b>58,239,000</b>
<b>EXPENDITURES AND OTHER USES</b>						
A1A	1,145,000	-	-	-	-	-
Boca Raton Heights Drainage Improvements	2,077,000	-	-	-	-	-
Boca Raton Hills Sanitary Sewers	-	-	-	-	-	-
Building Alterations	2,000,000	1,500,000	500,000	250,000	100,000	100,000
Electronic Mail / Server Upgrades	-	23,500	23,500	23,500	-	-
Emergency Backup System	-	-	-	-	-	-
Emergency Backup System	23,900	-	-	16,000	-	-
Esterly	-	-	-	-	-	-
Financial System Replacement	20,000	-	300,000	200,000	150,000	-
IBM i-Series System Enhancements (fka AS400)	-	24,000	-	-	-	-
In-City Reclamation Irrigation System (IRIS)	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Intracoastal Parallel Force Main	-	660,000	-	-	-	-
Lake Wyman	-	-	-	-	-	-
Membrane Replacements	4,500,000	-	-	-	-	-
Meter Reading Technology Improvement	50,000	1,450,000	1,450,000	1,450,000	-	-
Network Computer Systems Replacements	30,500	30,000	30,000	30,000	30,000	30,000
Network Infrastructure Upgrades & Replacements	10,000	10,500	7,000	7,000	7,000	7,000
Network Printer Replacements	7,500	10,000	10,000	10,000	10,000	10,000
Numeric Nutrient Criteria Mandate	-	4,000,000	4,000,000	4,000,000	4,000,000	-
Pavement Resurfacing	50,000	50,000	50,000	50,000	50,000	50,000
Pump Station Modifications	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Raw Water Well Equipment/Expansion	750,000	750,000	750,000	750,000	500,000	500,000
Security Enhancements/Expansion	500,000	400,000	400,000	500,000	500,000	500,000
Sewer System Repairs	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Storage Area Network (SAN) Upgrade	14,000	19,400	8,500	-	-	8,500
Vehicle/Heavy Equipment	335,000	430,000	295,000	305,000	505,000	600,000
Wastewater Upgrades, Replacement and Expansion	2,000,000	2,000,000	2,500,000	1,000,000	1,000,000	1,000,000
Water & Sewer Operating Costs	45,510,000	47,330,400	49,223,600	51,192,500	53,240,200	55,369,800
Water / Wastewater Replacements	300,000	300,000	300,000	300,000	300,000	300,000
Water Network System Improvement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Water Treatment Facility Improvements	5,500,000	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Water/Wastewater Telemetry Communication Upgrade	5,000,000	-	-	-	-	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>76,022,900</b>	<b>67,687,800</b>	<b>67,547,600</b>	<b>67,784,000</b>	<b>68,092,200</b>	<b>66,175,300</b>
<b>ENDING RETAINED EARNINGS</b>	<b>45,627,100</b>	<b>31,819,200</b>	<b>19,209,100</b>	<b>7,441,300</b>	<b>(3,534,400)</b>	<b>(7,936,300)</b>

**CEMETERY-MAUSOLEUM FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Cemetery / Perpetual Care Fund	82,900	49,800	-	120,500	70,200	-
Mausoleum / Perpetual Care Fund	49,600	810,800	-	27,000	87,400	-
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>132,500</b>	<b>860,600</b>	<b>0</b>	<b>147,500</b>	<b>157,600</b>	<b>0</b>
<b>EXPENDITURES AND OTHER USES</b>						
Cemetery Expansion/Development East Side 4th Ave	-	-	-	120,500	64,500	-
Dump Truck Replacement Program	-	55,500	-	-	-	-
Installation of Double Depth Crypts	77,200	-	-	-	-	-
Mausoleum Complex Sealing	-	37,800	-	-	37,800	-
Repainting Cemetery and Mausoleum Buildings	55,300	-	-	-	55,300	-
Reroof Buildings	-	767,300	-	27,000	-	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>132,500</b>	<b>860,600</b>	<b>0</b>	<b>147,500</b>	<b>157,600</b>	<b>0</b>

**GOLF COURSE FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Beginning Retained Earnings	-	-	-	-	-	-
Golf Course Renewal & Replacement	72,000	183,000	175,000	294,000	214,000	38,000
Interest Earnings	5,000	5,000	5,000	-	-	-
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>77,000</b>	<b>188,000</b>	<b>180,000</b>	<b>294,000</b>	<b>214,000</b>	<b>38,000</b>
<b>EXPENDITURES AND OTHER USES</b>						
Cart Storage Barn Awning and Drainage	-	-	-	-	-	-
Fire Alarm System Upgrades	-	-	-	-	-	-
Global Positioning System (GPS)	-	-	-	-	-	-
Irrigation System (R)	-	120,000	-	-	-	-
Landscape Improvements	10,000	10,000	10,000	10,000	10,000	10,000
Municipal Clubhouse Air Conditioning Units	-	-	-	-	-	-
Municipal Course Maintenance Complex	20,000	-	-	-	-	-
Vehicle/Heavy Equipment	47,000	58,000	170,000	284,000	204,000	28,000
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>77,000</b>	<b>188,000</b>	<b>180,000</b>	<b>294,000</b>	<b>214,000</b>	<b>38,000</b>

**INFORMATION TECHNOLOGY FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Beautification Fund	6,100	6,000	22,600	17,100	9,700	2,400
Developer Funding	-	-	-	-	-	-
General Fund CIP	1,308,500	1,226,300	2,052,300	1,820,300	1,283,900	838,500
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>1,314,600</b>	<b>1,232,300</b>	<b>2,074,900</b>	<b>1,837,400</b>	<b>1,293,600</b>	<b>840,900</b>
<b>EXPENDITURES AND OTHER USES</b>						
*Utility Billing Voice Notification Systems	-	-	-	-	-	-
Citywide Digital Records Management System	-	40,000	-	50,000	-	-
Electronic Mail / Server Upgrades	-	192,000	192,000	192,000	-	-
Emergency Backup System	193,200	-	-	126,500	-	-
Fiber Network for City Facilities	42,000	-	-	-	-	-
Financial System Replacement	20,000	-	1,042,000	694,300	519,000	-
Geographic Information System	50,000	50,000	50,000	50,000	50,000	50,000
IBM i-Series System Enhancements (fka AS400)	-	61,400	-	-	-	-
Network Computer Systems Replacements	250,300	170,800	170,800	170,800	170,800	170,800
Network Infrastructure Upgrades & Replacements	123,300	64,100	58,800	58,800	58,800	58,800
Network Printer Replacements	47,000	30,000	20,000	20,000	20,000	20,000
Public Safety Field Automated Report System (FARS)	405,000	350,000	350,000	350,000	350,000	350,000
Storage Area Network (SAN) Upgrade	107,600	149,000	66,300	-	-	66,300
Technology Updates	158,900	75,000	75,000	75,000	75,000	75,000
Telestaff Scheduling Software	86,600	-	-	-	-	-
Video Systems Upgrades	50,000	50,000	50,000	50,000	50,000	50,000
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>1,533,900</b>	<b>1,232,300</b>	<b>2,074,900</b>	<b>1,837,400</b>	<b>1,293,600</b>	<b>840,900</b>

**CAPITAL RECOVERY COST FUND**

	2013/14 Approved	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed	2018/19 Proposed
<b>REVENUE AND OTHER SOURCES</b>						
Capital Recovery Cost	2,156,900	1,000,000	1,000,000	1,000,000	1,000,000	-
Fund Balance	12,133,900	14,110,800	14,606,900	14,906,700	14,174,300	13,329,400
Interest Earnings	20,000	100,000	100,000	100,000	100,000	-
<b>TOTAL REVENUE AND OTHER SOURCES</b>	<b>14,310,800</b>	<b>15,210,800</b>	<b>15,706,900</b>	<b>16,006,700</b>	<b>15,274,300</b>	<b>13,329,400</b>
<b>EXPENDITURES AND OTHER USES</b>						
Fire/Rescue Services	-	254,600	765,200	1,501,000	825,800	-
Municipal Services	-	-	-	47,400	599,100	-
Police Services	200,000	275,000	35,000	284,000	520,000	-
Recreation Services	-	74,300	-	-	-	-
Vehicle/Heavy Equipment	-	-	-	-	-	-
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>200,000</b>	<b>603,900</b>	<b>800,200</b>	<b>1,832,400</b>	<b>1,944,900</b>	<b>0</b>
<b>ENDING RETAINED EARNINGS</b>	<b>14,110,800</b>	<b>14,606,900</b>	<b>14,906,700</b>	<b>14,174,300</b>	<b>13,329,400</b>	<b>13,329,400</b>

CITY-WIDE SUMMARY OF MAJOR PROJECTS<sup>(1)</sup>

PROJECT NO.	PROJECT TITLE	ESTIMATED TOTAL COST	2013/14 APPROVED BUDGET	2014/15 PROPOSED BUDGET	2015/16 PROPOSED BUDGET	2016/17 PROPOSED BUDGET	2017/18 PROPOSED BUDGET	2018/19 PROPOSED BUDGET
470015	<u>Water Treatment Facility Improvements:</u> Rehabilitation of the lime softening water treatment facilities, membrane softening facility and ancillary equipment.	\$ 16,500,000	\$ 5,500,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
470038	<u>Sewer System Repairs:</u> Rehabilitation of components of the wastewater collection system.	15,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
440310	<u>Beach Restoration Reserve:</u> Beach restoration reserve.	10,500,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
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 covering the City's roadways, buildings and significant public venues in a video security network. This project includes the associated facility space, storage, servers, monitors & transmission methods for the video and radio communications systems.	9,500,000	9,500,000	-	-	-	-	-
470012	<u>Wastewater Upgrades, Replacement and Expansion:</u> Replacement of Wastewater Treatment Facility equipment.	9,500,000	2,000,000	2,000,000	2,500,000	1,000,000	1,000,000	1,000,000
440029	<u>Central Beach Renourishment:</u> Restoration of the Central Boca Raton beach located between Red Reef Park and the Boca Raton Inlet, approximately 1.5 miles in length by 150' wide, at a height of approximately 9' above sea level.	9,387,500	9,285,000	20,000	22,500	25,000	-	35,000
470308	<u>Pump Station Modifications:</u> Conversion of can-type wastewater stations to submersible lift stations.	7,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
470018	<u>In-City Reclamation Irrigation System (IRIS):</u> Construction of reclaimed water system components.	6,500,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
470113	<u>Water/Wastewater Telemetry Communication Upgrade:</u> Improve the reliability and functionality of water & wastewater telemetry systems.	5,000,000	5,000,000	-	-	-	-	-
470014	<u>Building Alterations:</u> Construction, repair and upgrades to buildings at the Glades Road Complex.	4,450,000	2,000,000	1,500,000	500,000	250,000	100,000	100,000
470043	<u>Membrane Replacements:</u> Replacement of the membranes at the membrane softening facility.	4,500,000	4,500,000	-	-	-	-	-
440080	<u>South Beach Renourishment:</u> As mitigation to the inlet-induced downdrift erosion, the City conducts periodic beach renourishment through contract dredging from the inlet ebb tidal shoal and places the sand on the downdrift beaches.	3,235,000	2,620,000	130,000	135,000	140,000	-	210,000
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.	3,177,000	3,177,000	-	-	-	-	-
	<b>TOTAL</b>	<b>\$ 104,449,500</b>	<b>\$ 50,532,000</b>	<b>\$ 13,100,000</b>	<b>\$ 11,607,500</b>	<b>\$ 9,865,000</b>	<b>\$ 9,550,000</b>	<b>\$ 9,795,000</b>

<sup>(1)</sup>Source: FY 2013-14 Approved CIP

CAPITAL IMPROVEMENTS PROGRAM OPERATIONAL IMPACT CITY-WIDE PROJECTS SUMMARY FY 2013-14									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST		IMPACT ON OPERATING BUDGET				
			FY 13/14	FY 13/14	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	420025	<u>Patch Reef Trail Phase 2</u> - 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	FY2016 \$6,000 overtime	FY2016 \$8,500 mower maint \$3,000; park area maint \$3,000 other maint \$2,500	N/A	N/A
2	440110	<u>CSX Trail</u> - an 8' wide shared use pathway adjacent to the CSX Railroad between Clinint Moore Road and the north limits of the City.	-	-	18,900	FY2018 \$1,100 other supplies \$700; irrigation \$400	FY2018 \$17,800 OPS \$15,800; electricity \$100; water \$1,200; park maint \$700	N/A	N/A
3	440411	<u>Adaptive Traffic Control</u> - this project will equip 19 traffic signals around FAU with Traffic Adaptive Capabilities (to be used special events that generate traffic surges).	400,000	26,000	N/A	FY2014 \$8,000 overtime	FY2014 \$18,000 equipment maint	N/A	N/A
4	440211	<u>I-95 Beautification at Glades Rd</u> - The I-95 Beautification project includes landscaping and irrigation within the limits of the FDOT right of way surrounding Glades Road.	800,000	56,300	N/A	N/A	FY2014 \$48,700 maint	FY2014 \$7,600 irrigation supplies \$3,000; trees & shrubs \$1,000; fertilizer \$1,000; chemicals \$400; general operating supplies \$1,000; grass & sod \$1,200	N/A
5	600501	<u>Ballfield/Bleachers &amp; Dugout Renovations</u> - 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.	-	-	28,000	N/A	N/A	N/A	FY2016 \$28,000 purchase & installation of bleachers
6	600024	<u>Racquet Center Court Renovations</u> - renovate 26 clay courts and immediate area surrounding the courts, including the playing surface, courtside fencing and irrigation.	-	-	57,900	FY2018 (\$53,900) reduction in personnel costs	FY2018 (\$4,000) reduction in water usage	N/A	N/A
7	600034	<u>Sugar Sand Maintenance Office and Storage Building</u> - design and construction of staff space, locker rooms, showers, meeting room and climate controlled storage for Explorium.	\$ -	\$ -	\$ 67,800	N/A	FY2018 \$17,000 telecomm \$5,000; electricity \$10,000; other maintenance \$2,000	FY2018 \$22,800 operating supplies	FY2018 \$28,000 furniture \$12,000; other capital \$16,000
8	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.	-	-	147,000	FY2018 \$87,500 F/T Groundskeeper F/T Maintenance Supv III	FY2018 \$5,400 motor pool maint \$3,500; radio equip maint \$300; medical/psych exams \$200; ed&travel \$1,400	FY 2018 \$3,700 operating supplies \$3,000; uniforms \$700	FY 2018 motor pool \$45,000 radio equip \$4,400
9	600062	<u>New Restrooms</u> - Construct new restrooms and locker rooms.	-	-	6,000	N/A	FY2018 \$6,000 electricity \$4,000; water \$2,000	N/A	N/A
10	600414	<u>Emergency Generator Downtown Library</u> - Purchase of a 550 kw portable back up generator to provide power for the Downtown Library, and purchase of a fuel tank trailer.	-	-	3,500	N/A	FY2019 \$3,500 other maint	N/A	N/A
11	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.	-	-	13,800	N/A	FY2018 \$13,800 OPS \$5,200; electricity \$1,000; water/stormwater \$1,500; cemetery maint \$2,100	FY2018 fertilizer \$2,000; chemicals \$1,500; grass & sod \$500	N/A

CAPITAL IMPROVEMENTS PROGRAM OPERATIONAL IMPACT CITY-WIDE PROJECTS SUMMARY FY 2013-14									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 13/14	IMPACT ON OPERATING BUDGET					
				FY 13/14	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
12	510113	Telestaff Scheduling Software - software to schedule Police & Fire Rescue departments' personnel to improve efficiency and automate the manual system.	86,600	28,600	114,400	N/A	FY2013-14 \$28,600 annual maint FY2015 \$28,600 FY2016 \$28,600 FY2017 \$28,600 FY2018 \$28,600	N/A	N/A
TOTAL OPERATIONAL IMPACT FY 2013-14 CAPITAL IMPROVEMENTS PROGRAM			\$ 1,286,600	\$ 110,900	\$ 471,800				

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## GLOSSARY OF TERMS

### A

#### **ACCRAUAL 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

**ECONOMIC DEVELOPMENT FUND** - supports economic development activities benefitting the City, including a variety of incentive programs. These incentive programs include both City-administered incentives, as well as participation in State incentive programs by providing local match funds. All awarded economic development incentives require an agreement and approval by the City Council. A portion of the ad-valorem taxes is the main source of revenue for the Fund.

**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.

**RETIREMENT SUSTAINABILITY FUND** - provides a separate funding for the receipt and expenditure of the state premium taxes for police and fire retirement benefits, and to account for reserve funding to reduce the financial burden, if any, of retirees on future taxpayers.

**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 draught tolerant plant material in order to achieve water conservation.

