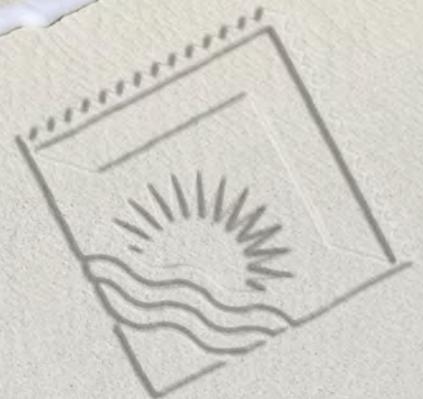


City of Deerfield Beach, Florida
Approved Annual Budget
Fiscal Year 2012 - 2013



Back to Basics



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Deerfield Beach for its annual budget for the fiscal year beginning October 1, 2011. 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 communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

2012/13 Approved Budget



City of

D E E R F I E L D
B E A C H

Deerfield Beach, Florida

City Commission

Peggy Noland, Mayor

Bill Ganz, Vice Mayor

Joseph Miller

Martin Popelsky

Ben Preston

City Manager

Burgess Hanson

Director of Finance

Hugh Dunkley

City Clerk

Ada Graham-Johnson

READER'S GUIDE

TRANSMITTAL LETTER

The first critical reading of the Fiscal Year 2013 Approved Budget is the City Manager's Message. The reader will gain an understanding of the City Manager's vision, the critical issues facing the City, the recommended policies and procedural changes, as well as milestones that were reached during Fiscal Year 2012.

INTRODUCTION

This section provides a brief history of the City; an overview of its customers, its principal products and services, as well as its mission statement and philosophy. This section also includes a description of the budget process, the budget calendar, as well as miscellaneous statistical information.

BUDGETARY DATA BY FUND

Similar to an individual with more than one checking account, a municipality categorizes revenue and expenditures into separate funds according to purpose. In this section, each department/division within the fund is identified, and the goals and objectives as well as performance measures for each department are outlined. Also in this section are schedules of detailed revenue sources and expenditures by department/division.

The funds which have legally adopted budgets are as follows:

- General Fund
- Senior Services Fund
- CDBG Fund
- Road & Bridge Fund
- Utility Fund
- Water and Sewer Renewal & Replacement Fund
- Solid Waste Fund
- Insurance Services Trust Fund

DEBT ADMINISTRATION

This section provides an overview of the City's debt policy. It gives a description of each outstanding bond issue as well as the City's existing debt service requirements, including future minimum lease payments. This section also presents the calculation of the City's legally authorized debt limit/margin.

CAPITAL IMPROVEMENT PROGRAM

This section provides a comprehensive listing and explanation of the capital needs of the City for the next five years.

GLOSSARY

This section provides the reader with a listing of terms and acronyms that are frequently utilized in the Approved Budget.

City of Deerfield Beach

2012-13 Budget

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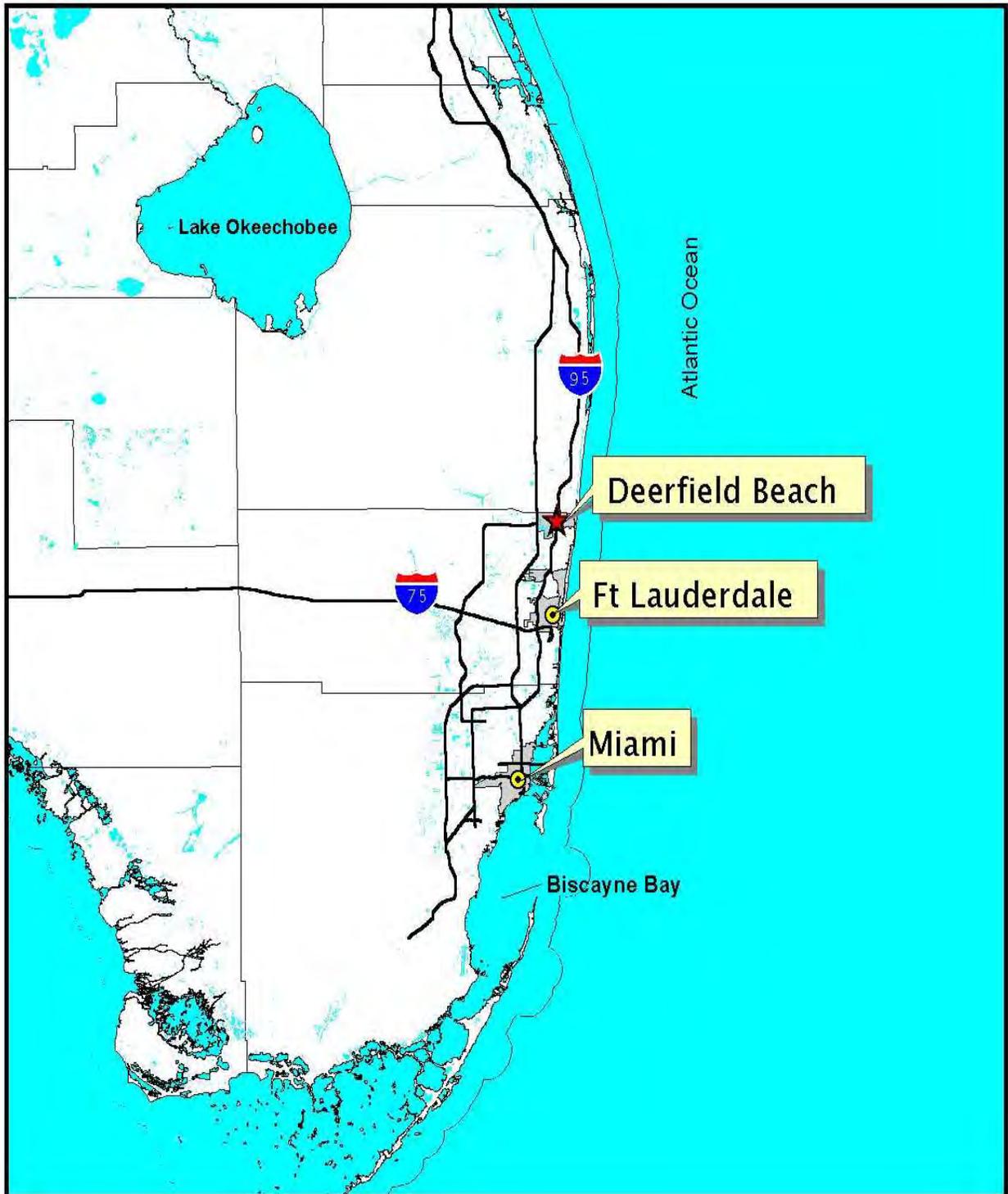
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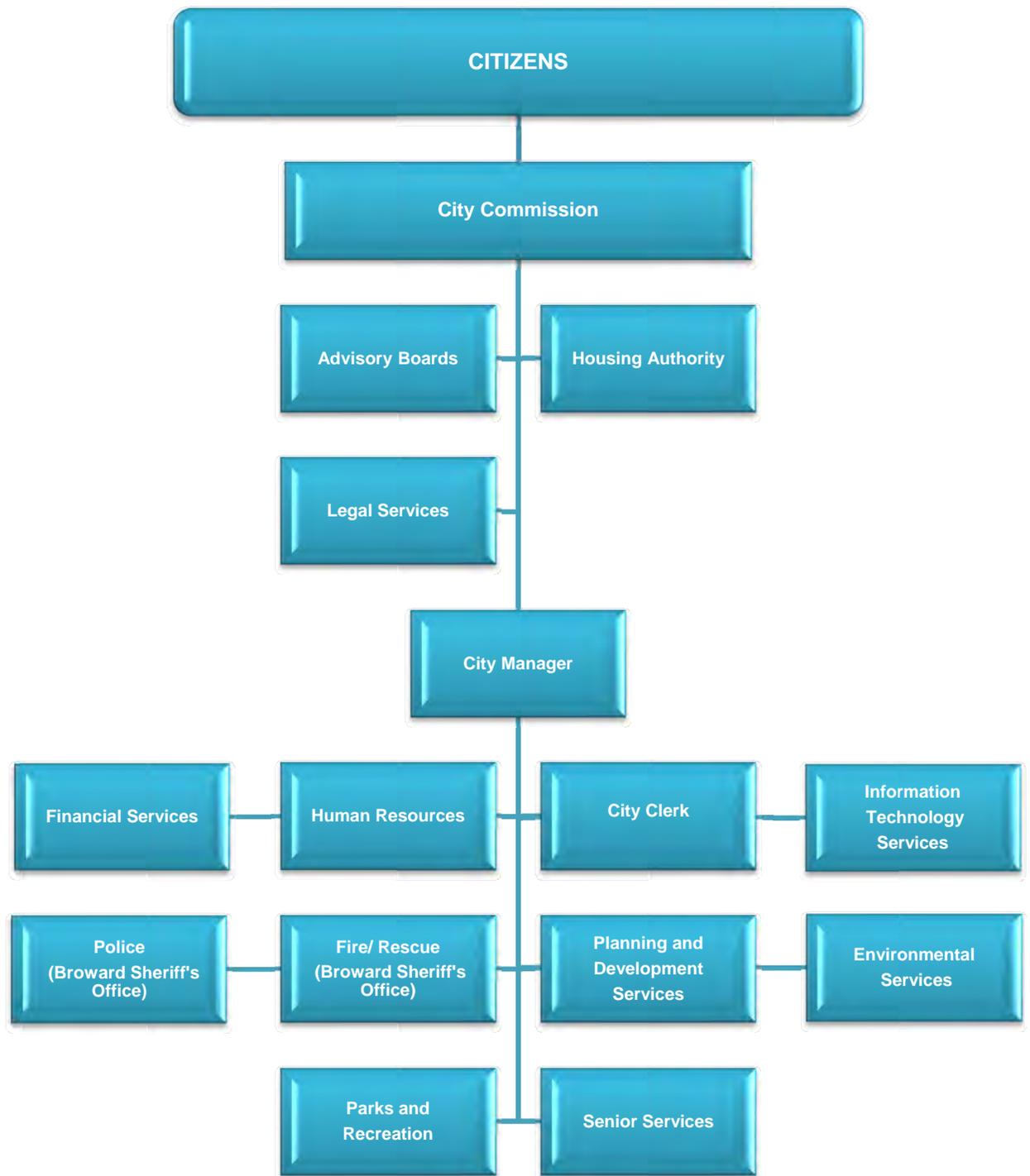
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Deerfield Beach, the northernmost coastal community in Broward County, Florida, lies approximately 15.9 miles north of Fort Lauderdale along Florida's Gold Coast.

City of Deerfield Beach

Organization Chart



City Commission and Districts



Mayor Peggy Noland



Vice Mayor Bill Ganz
District 4



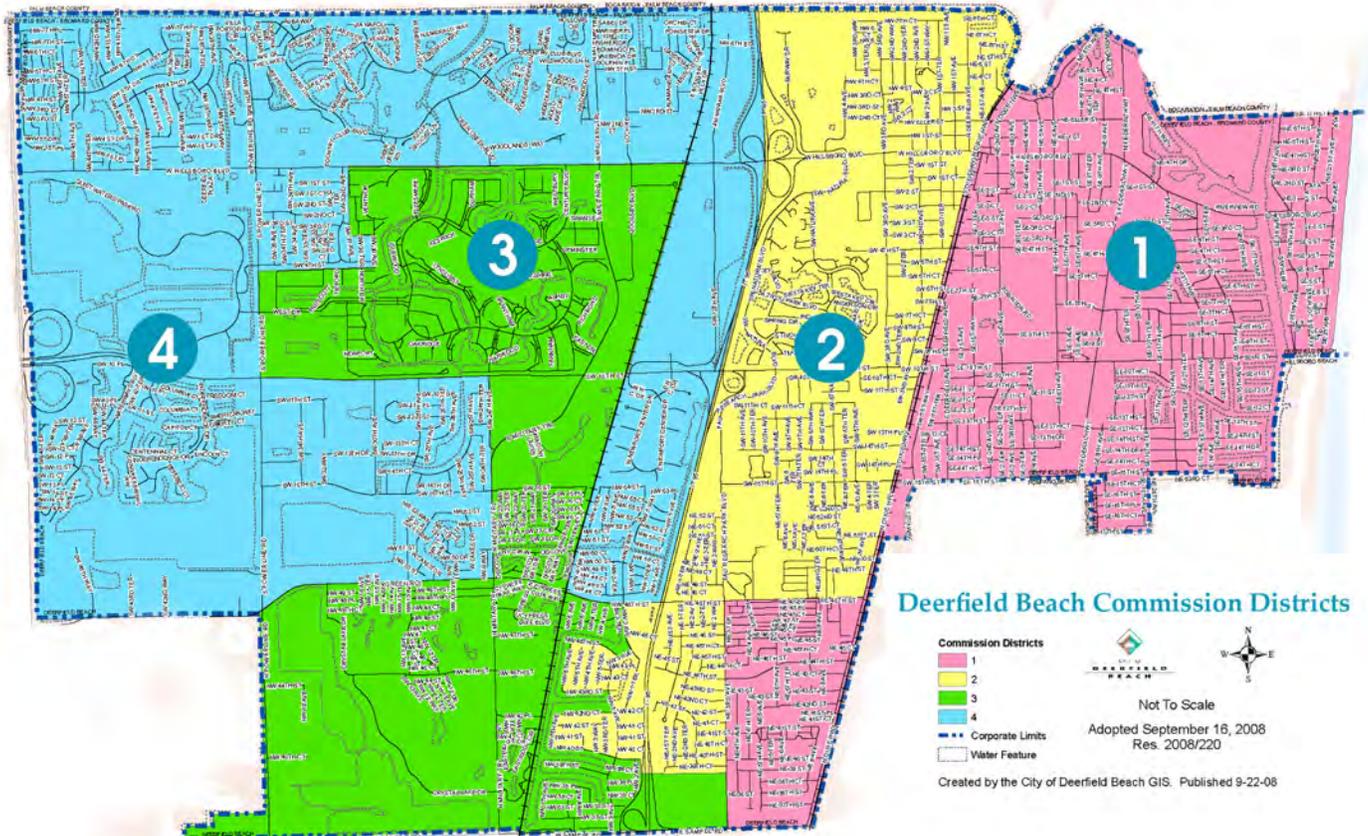
Commissioner Joe Miller
District 1



Commissioner Ben Preston
District 2



Commissioner Marty Popelsky
District 3





DEERFIELD BEACH, FLORIDA

Vision

To be the most dynamic South Florida Coastal Community in which to live, work and play.

Mission

To enhance the quality of life within our community through a proactive and effective government.

Goals

1. A cleaner, greener city
2. Vitality and revitalization of business districts and neighborhoods
3. Superior customer service and customer focused government
4. Encourage a close working relationship between the public and private sectors
5. Proactively address issues that will affect the quality of life for our community
6. Ensure the financial health of city government
7. Provide a safe and healthy environment
8. Advance employee development and satisfaction
9. Effectively communicate among all levels of the organization and with the public

Values

1. Teamwork
2. Customer Service
3. Quality Work Products
4. Ethical Behavior and Integrity
5. Leadership
6. Continuous Improvement
7. Celebrate Achievement
8. Diversity of Workforce
9. Employee Ownership

Mayor Noland, Vice Mayor Ganz, Commissioners Popelsky, Miller and Preston,

It is a pleasure to submit another balanced budget with no increase in the millage rate and no recommendations for workforce reduction. Unfortunately, we are still enduring tough economic times in our nation and world. We continue to improve our city with the eventual completion of the International Fishing Pier and Pioneer Park. Our goal is to complete additional capital improvement projects such as the Quiet Waters Elementary School Baseball Field, Westside Park Baseball Field and Pompano Highlands Community Center. Our focus is to get back to the basics of local government. The following are highlights of the recommended budget.

INTRODUCTION

We have many opportunities to continue our goal of lowering our costs in all major funds while improving operations and service delivery to our residents, businesses and tourists. The merger of Deerfield Beach Fire Rescue with the Broward Sheriff’s Office has been successful in both cost savings, cost avoidance and overall service delivery quality. We have achieved the concessions with all of the City’s labor bargaining units.

We have made the right decision to maintain our recycling and solid waste operations in-house. Management and staff of the Solid Waste Division have done an excellent job to reduce costs through efficiency and improved customer relations. We hope that the introduction of the Recycling Perks program will be an added benefit that will encourage more single family residential recycling, which in turn will result in lower solid waste disposal fees. It also provides a return on investment for the homeowner and more money to the local business community.

The uncertainties with the global and national economies are left to be resolved by the market forces and governmental policy making in Washington D.C. There is also major concern that the Florida legislature will limit revenue sharing with the cities, which will adversely impact such revenue sources as the Communication Services Tax and the entire elimination of the Business Sale Tax.

The City only has two remaining bargaining units, International Union of Painters and Allied Trades (IUPAT) and Professional Managers and Supervisor Association (PMSA). Both unions have settled bargaining agreements that are in full force. The PMSA contract will expire on September 30, 2012, but the current contract will still be in effect during negotiations. The IUPAT contract will be re-opened for renegotiation of salary and benefits. The administration is not recommending any type of increase or decrease to the current status.

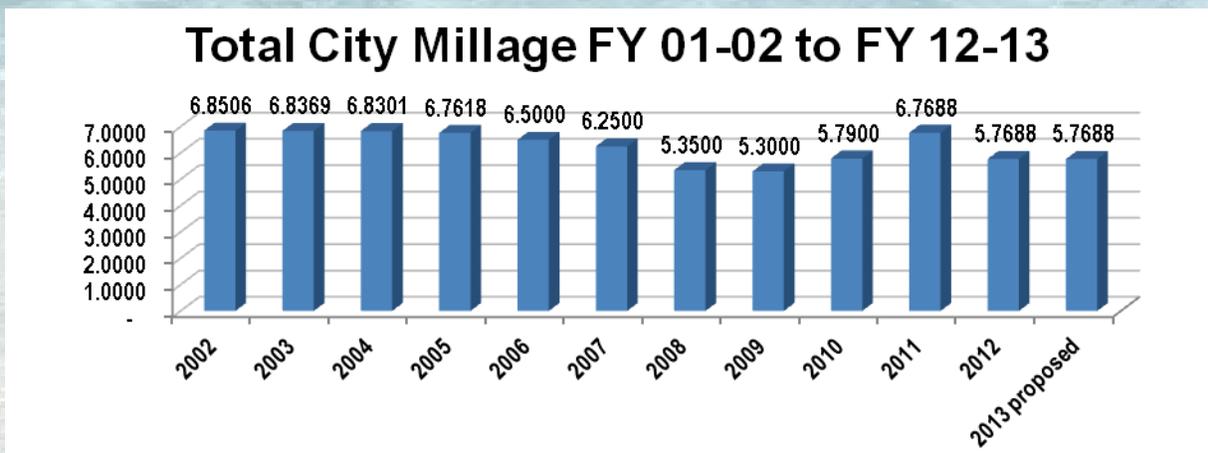
REVENUE

Recommended Millage Rate – Decrease

	FY 10-11	FY 11-12	Recommended FY 12-13
Operating Millage Rate	6.2482	5.1865	5.1856
Debt Millage Rate	.5206	.5823	.5832
Total Millage Rate	6.7688	5.7688	5.7688

Back to Basics

The City has experienced a slight increase in property value.



Fire Assessment Fee - \$135 per residential dwelling unit

I am recommending the fee remain at the same level.

Building Inspections, Fire Inspection and Permit Fees

The Building and Inspection Services Division has recommended the fees remain at the same level. Fire inspection fees will be revised to reflect changes in the municipal cost index. Fire inspection fee revenue is expected to increase by \$100,000.

Parking

We are recommending the cost for the beach parking sticker to remain at \$100. We have also instituted a new policy for applicants. The parking violations will not have a fee increase at this time. We will be conducting a review of the entire parking process to determine whether it makes sense to create a more formal and structured system such as a parking authority.

Red Light Cameras

I still do not intend to implement this program. There is still open litigation, but less uncertainty about the legality of use. We should wait to see the outcome of this legislative session and the final judgements.

Solid Waste and Recycling Enterprise Fund

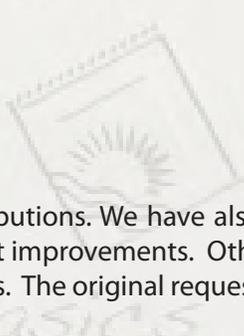
The enterprise fund is finally healthy and is now able to fully cover its share of the general and administrative charges from the City's General Fund. We have made minor adjustments to improve performance and ensure higher revenue streams. We will experience further reductions in disposal fees due to the competitive market that recently opened in Broward County.

Utilities Enterprise Fund

This enterprise fund is healthy. We anticipate no issues.

EXPENDITURES

The City has experienced about \$1.54 million in increased expenses relating to pension contributions. We have also budgeted additional amounts for debt service in connection with a planned bond issue for street improvements. Otherwise, most departmental requests were drastically cut through the City Manager review process. The original request was for \$79,761,660. The recommended General Fund Budget is balanced at \$77,848,672.



The City General Fund budget will increase by \$4.0 million compared to FY 11-12. Most of this increase will be offset by a decrease in expenditures in the Insurance Services Trust Fund, as a result of the fire-rescue merger.

City Commission and Administration

The budget for the City Commission remains the same. I am recommending that Keven Klopp be 100% in the Assistant City Manager role. I would encourage the Community Redevelopment Agency to consider Kristin Mory to become the interim CRA Director. She has performed admirably and will continue to lead in a proactive and creative manner. I will also be hiring a new Public Information Officer.

Office of the City Clerk

The Office of the City Clerk will undergo a slight decrease. The Elections budget is funded for the March 2013 Election of the Mayor, District 3 and District 4.

Office of the City Attorney

The City Attorney budget reflects a slight decrease.

Department of Financial Services

There are not any changes within this department. We are expecting at least three retirements during this fiscal year. There will be a loss of institutional knowledge particularly with payroll. It is also another reason for wanting to create some type of organizational structure for parking since the main function revolves around two of the retiring employees.

Department of Information Technology Services (ITS)

The ITS Department will continue to make vast improvements to our systems and infrastructure. One of the major projects will be to find a new enterprise resource planning (ERP) system that provides better data collection, end-user options and reporting. An ERP facilitates the flow of information between all departmental functions inside our organization enabling us to make knowledge based decisions while also managing the connections to outside stakeholders.

Department of Human Resources

The major project will be to analyze our health, property and casualty insurances to determine a more financially stable strategy to deal with increasing costs as a result of enactment of the Patient Protection and Affordable Care Act. (informally referred to as Obamacare).

We will be proposing a new employee work place policy and handbook that incorporates modern federal and state laws, labor contracts and more contemporary human resource procedures. The department is also designing and will implement a new customer service training program for all employees.

Department of Planning & Development Services

The zoning certification process will be responsible for assuring that new or current businesses are properly researched and located in the appropriate zoning class. The City will no longer offer business licenses without the proper zoning certification. We have already hired a Zoning Inspector.

A major project for Planning & Development Services will be to work with FDOT on improved landscaping on the SW 10th Street repaving project in 2013 now that the project has commenced. The department has also applied for grants along Powerline Road and SE 10th Street from Federal Highway west to Dixie Highway.

The Building and Inspection Services Division will be left in its current structure with no major changes. We will be focusing on a better training program for inspectors on how to deal with businesses and property owners.

Back to Basics

Department of Parks & Recreation

The Department of Parks & Recreation will be restructured. We will be hiring a new Aquatic Center Parks and Recreation Manager II. Our goal is to revamp this facility to generate more revenue and to create a more responsive programmatic atmosphere for the customers and attract more collegiate swim teams.

We will also begin the study of all of the City's concession stands, whether the stands are operated by the City or an outside entity like Little League. We will also be funding Little League, Packer-Rattlers and the Historical Society through the Parks and Recreation budget, rather than the Community Participation budget.

The Parks Maintenance Division is not performing at an optimal level. As such, we will create an entirely new system of checks and balances to improve the quality of services that are provided. At this point we will be recommending the privatization of this entire division for October 1, 2013. We feel there can be better results at a more competitive price compared to the amount of money spent on this function.

The International Fishing Pier operations will be advertised in a request for proposal process to determine whether it makes financial and customer service delivery sense to privatize. We recently did this same concept with the beach concessions which resulted in a significant increase to the City's "bottom line" while at the same time eliminating labor and overhead costs.

We have been working with the School Board of Broward County to bid the Quiet Waters Elementary School Athletics Park project. Our intent is to have substantial completion of construction work done by Spring 2013.

Westside Park will also see two major improvements. The first is a much needed resurfacing of the basketball courts. The second will be the installation of a new baseball field. Both projects will be funded through the Community Development Block Grant (CDBG) program. Also, we hope to make some interior improvements at the Johnny Tigner Community Center, and will be hiring a Parks and Recreation Manager II for this park.

Department of Environmental Services

The department has made great strides in financial accountability and project management. We will continue to manage capital projects through this department. The department will be working with FDOT on vehicular and pedestrian enhancements along Hillsboro Boulevard particularly in the MLK Avenue to Dixie Highway corridor. The goal will be to add a signalized traffic intersection at NW 2nd Court to ensure pedestrian safety as this appears to be a popular crossing due to the Food Bazaar. The project will be funded entirely with FDOT monies which is why we wanted to follow proper procedure and resolve the entire problem, not just a symptom.

The Water Plant Division will be managed under the same structure presently. We will be reviewing the water and lab testing contract.

The Engineering Division will begin the installation of the Intracoastal Waterway sewer main which is currently under permitting and design. We will continue the replacement of old underground utilities infrastructure throughout the City based on priority.

The Streets Division will work to start the city street resurfacing project by the end of the 2012 calendar year. The Engineering Division recently completed a study of all City streets. The project will start with those that are in most dire need. We will not use any micro-surfacing material. The project will be paid with a revenue bond that is partially paid through the Road & Bridge Fund and General Fund. The Streets Division has also taken over street and other lighting from the Facilities Division.

The Customer Service Division will begin the use of electronic and postcard billing. The division is reviewing user consumption and now notifies customers if their use appears to be higher than normal. The staff has also improved communication with field crews for work orders and tracking.

Department of Senior Services

The department's request is reasonable.

Non-Departmental

There will be a significant decrease in this category (by approximately \$2.9 million) as a result of the fire-rescue merger. The General Fund will be required to contribute less to the Insurance Services Trust Fund.

Community Participation

We have kept the funding for all of the current fiscal year's agencies and moved some to the Parks and Recreation Department.

CONCLUSION

I am still proud to be part of your team and enjoy implementing the innovative policies and programs formulated by all of you. I graciously thank the City Commission, management team and staff for all the encouragement and support.

I would like to personally thank Hugh Dunkley, Miguel Augustin, Melissa Taylor-Lewis, Amanda Shafer, Mickey Gomez, Lynn Fleming, Andy Maurodis, Department Directors and their staff for their innovation and tireless efforts during this budget process. I would also like to thank Keven Klopp and Kris Mory for attracting new businesses and jobs to our city.

A very special thank you must be extended to Rami Altherr-Musto for her ten budget covers and design work. This year's cover, which will be her last, absolutely depicts the message and direction of this budget, "Back to Basics". Her creativity and design skill will be missed and difficult to replace.

We encourage the public and business community to interact in a proactive manner with the City Commission to improve our quality of life and evolving business environment. It is important to know that all of us are here to make our City a better community.

We are excited about the new capital projects and the forthcoming 49 acre park in District III. Deerfield Beach is "More than just another day at the beach."

Respectfully,

Burgess Hanson



Back to Basics

The City of Deerfield Beach



In 1890, a small settlement called Hillsboro sprang up a mile or so west of the Intracoastal Waterway along the Hillsboro River. In 1898, a post office was established serving 20 settlers and the town was named Deerfield for the many deer that liked to graze along the Hillsboro River. The early settlers were farmers growing pineapples, tomatoes, green beans and squash. Fishing also was a good business.

In the early 1900's, the Florida East Coast Railroad constructed tracks on its way to Miami bisecting Deerfield's pineapple patches. The town of Deerfield remained primarily an agricultural community until the 1940's when the name was changed to Deerfield Beach.

Today, Deerfield Beach continues to grow amidst the beautiful and world famous gold coast of Southeast Florida. Deerfield Beach is home to over 75,000 residents, many employers that include distribution, manufacturing, office and tourism industries. The City of Deerfield Beach provides services and a quality of life that help residents and employers alike enjoy the lifestyle of South Florida and prosper in an ever-growing international economy.

MAJOR CUSTOMERS

- Over 75,000 residents
- Nationally recognized corporate leaders including JM Family Enterprises, Inc., National Distributing, Inc. of South Florida, Publix Corporation, Double Eagle Distributing Inc., and United Parcel Service.
- Office business parks including Newport Center, Deerfield Office Park, The Quorum, Fairway Drive, Quiet Waters Business Park, Florida Atlantic University Research Park and Powerline Business Park
- International manufacturing companies such as Mapei Corporation, Sun-Sentinel Newspapers and MWI Corporation.
- Hospitality industry giants including Deerfield Beach Embassy Suites Resort, Deerfield Beach Hilton, Comfort Suites, Wyndham Deerfield Beach Resort, Hampton Inn and Best Western, along with numerous other fine accommodation facilities.
- Recreation leaders including Deer Creek Golf Club, Deer Creek Racquet Club and the award-winning municipal beach and pier.
- Restaurant industry including Brooks Restaurant, Two Georges at the Cove Restaurant & Marina, JB's on the Beach, Oceans 234, and Duffy's Sports Grill.



PRINCIPAL PRODUCTS AND SERVICES

- Public Safety Services
- Leisure and Cultural Programs and Activities
- Senior and Pre-Kindergarten Services
- Public Land/Open Space Management
- Solid Waste Collection and Disposal Services
- Comprehensive Recycling Program
- Water Production and Distribution System
- Wastewater Distribution Maintenance and Construction Program
- Beautification Program and Grounds Maintenance
- Roads and Bridges Construction and Maintenance
- Stormwater Management Program
- Fleet and Facilities Management Program



MISCELLANEOUS STATISTICAL INFORMATION

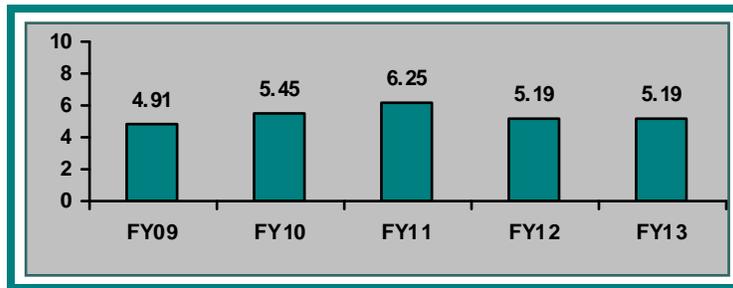
Date of incorporation	June 1925
Date first charter adopted	1925
Date present charter adopted	1975
Form of government	Mayor/Commission
Area	16.5 square miles
Miles of streets and alleys:	
Paved	146.6
Sidewalks	135.0
Miles of sewers:	
Storm	28.62
Sanitary	136.0
Force mains	35.58
Fire protection:	
Number of stations	4
Number of employees	169
Municipal water department:	
Number of meters	12,343
Number of units	33,140
Plant capacity	34,800,000 gallons per day
Recreation:	
Number of parks	22
Public beach	5,700 feet
Municipal pier	920 feet
Year-round average temperature	77 degrees
Average number of sunny days in Deerfield Beach per year	363

Visit our website at www.deerfield-beach.com

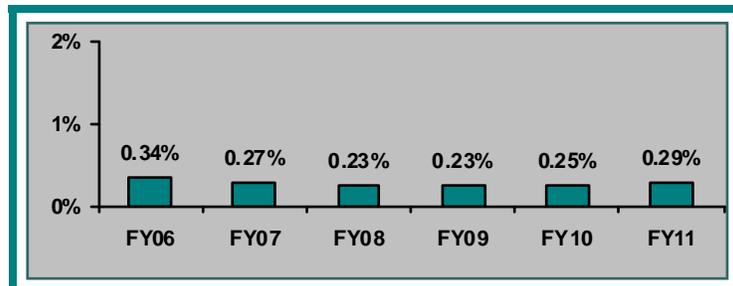


FACTS AND FIGURES

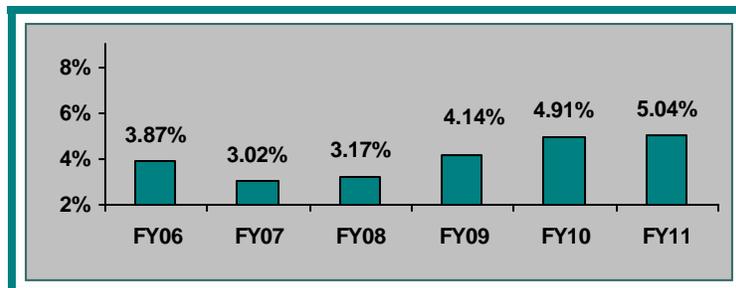
City Operating Millage



Ratio of Net Bonded Debt to Assessed Valuation



Ratio of General Obligation Debt Service to General Expenditures



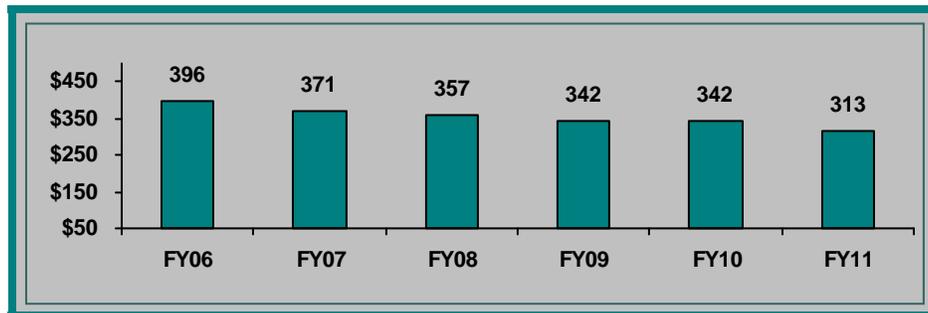


City of Deerfield Beach

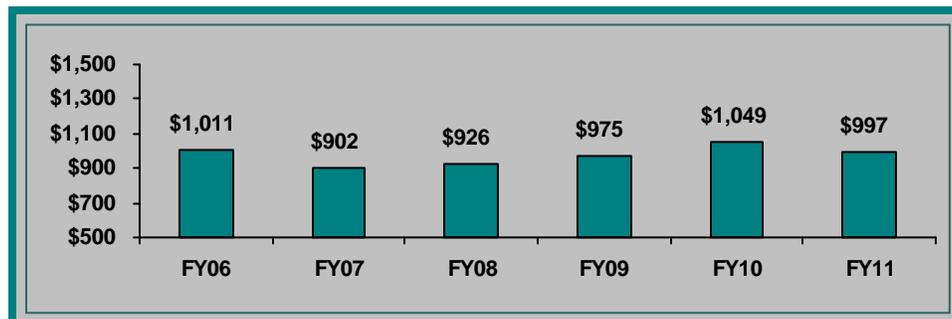
Top Ten Corporate Taxpayers - Percentage of Tax Base



Net Bonded Debt Per Capita



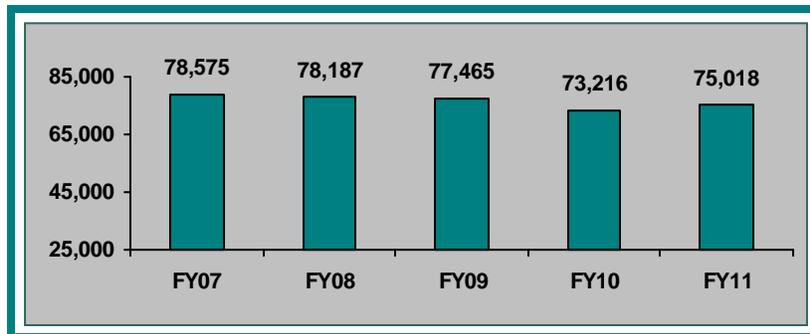
General Fund Expenditures Per Capita



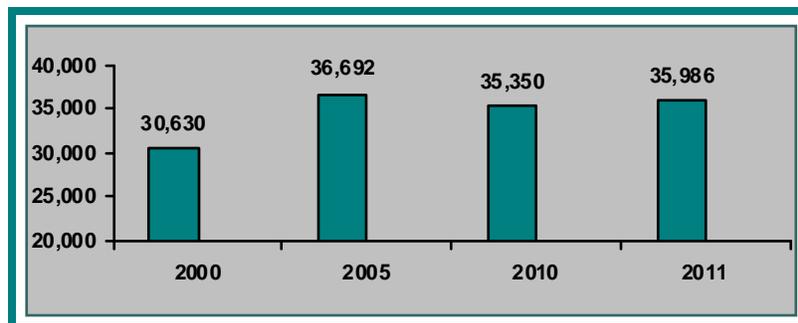


City of Deerfield Beach

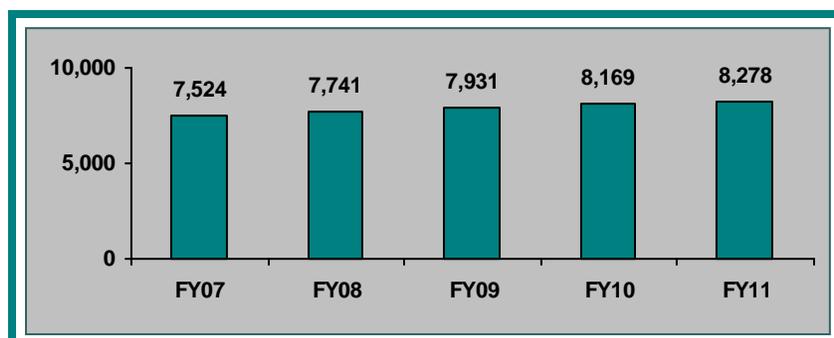
Population



Average Calendar-Year Employment



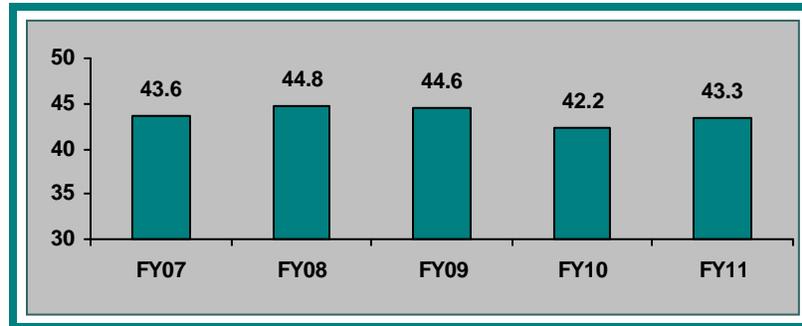
School Enrollment



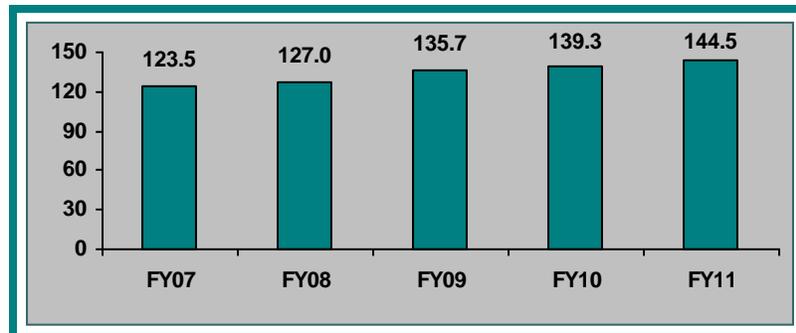


City of Deerfield Beach

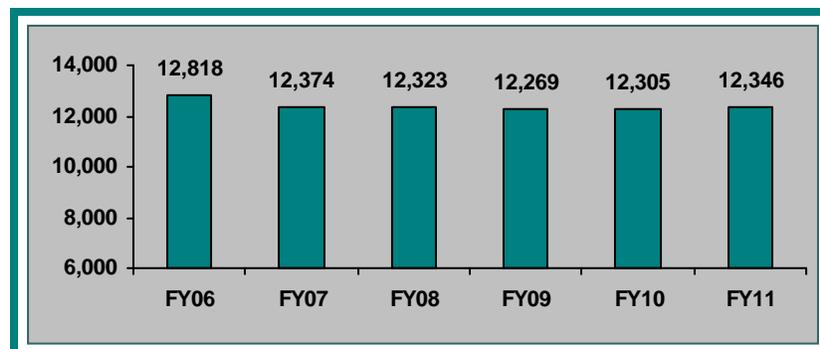
Median Age



General Fixed Assets (in millions)



Water Accounts



Calculation of Ad Valorem Taxes

	<u>Existing Property</u>	<u>New Construction/ Alterations/ Additions</u>	<u>Total</u>
Taxable value of property Multiplied by	\$4,800,379,930	\$50,728,028	\$4,851,107,958
Millage rate per \$1,000 Equals	<u>5.7688</u>	<u>5.7688</u>	<u>5.7688</u>
Total ad valorem proceeds to be received from the County if every tax dollar is collected Multiplied by	\$27,692,432	\$292,640	\$27,985,072
Percentage of total ad valorem proceeds which the City expects to receive Equals			<u>95%</u>
Estimated ad valorem tax revenue			<u>\$26,585,818</u>

One mill generates \$4,608,553 of ad valorem tax revenue.
--

Revenue and Expenditure Summary - All Funds / Divisions

	<u>Actual 2010/11</u>	<u>Budget 2011/12</u>	<u>Budget 2012/13</u>
<u>Revenues</u>			
Property taxes	\$ 32,870,366	\$ 26,663,769	\$ 26,710,818
Sales & use taxes	1,275,393	1,343,028	1,275,393
Communication services taxes	4,115,164	3,980,591	3,775,886
Public service tax	-	6,201,100	6,420,000
Franchise fees	5,469,443	5,679,800	5,610,000
Local option gas tax	1,283,545	1,311,304	1,320,316
Licenses & permits	2,567,037	2,274,000	2,548,500
Intergovernmental	6,984,756	7,649,070	7,914,247
Charges for services	46,937,062	53,811,804	54,824,121
Fines and forfeitures	1,466,848	1,531,084	1,488,800
Interfund transfers	13,739,274	11,253,238	9,804,189
Cash carryover	-	-	2,341,500
Miscellaneous	14,595,264	8,249,886	8,907,305
Total revenues	<u>\$ 131,304,152</u>	<u>\$ 129,948,674</u>	<u>\$ 132,941,075</u>

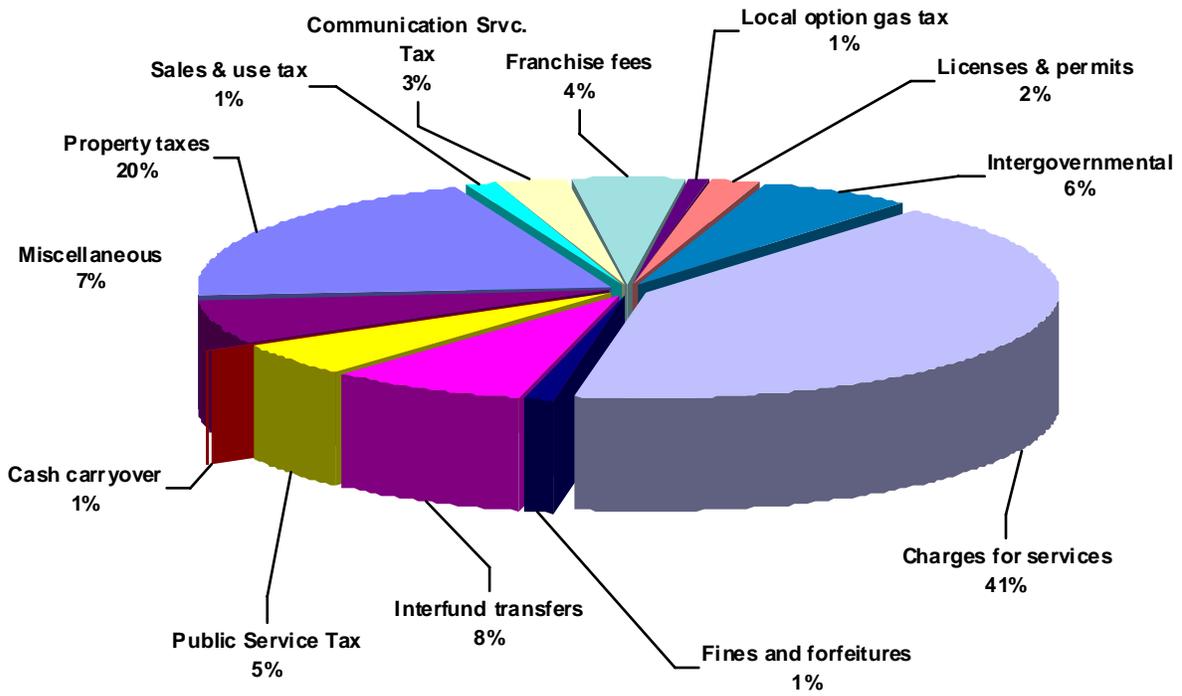
<u>Expenditures</u>			
City Commission	\$ 294,579	\$ 294,672	\$ 194,664
City Manager	873,889	848,528	947,995
City Clerk	438,694	455,014	487,353
City Attorney	492,491	402,500	352,000
Central Services	465,405	447,750	524,500
Financial Services	1,840,583	1,307,516	1,221,347
Information Technology Services	6,480	1,626,648	1,267,769
Human Resources	418,651	480,765	428,015
Planning & Development Services	2,306,428	2,328,320	2,307,419
Police/B.S.O.	21,172,679	21,028,909	21,264,296
Fire/Rescue	19,283,273	18,192,646	25,515,592
Environmental Services & Roads	8,264,573	3,270,955	2,777,389
Parks & Recreation	6,207,599	10,774,389	10,985,142
Senior Services	2,345,339	2,305,038	2,340,247
Engineering/Utilities	18,484,256	18,816,983	18,700,877
Solid Waste	13,744,117	13,261,995	12,871,394
Risk Management	10,601,205	10,516,857	7,772,381
Non-Departmental	16,178,833	15,230,601	14,219,427
Debt Service	8,683,384	8,251,824	8,662,699
Community Participation	109,023	106,764	100,569
Total expenditures	<u>\$ 132,211,481</u>	<u>\$ 129,948,674</u>	<u>\$ 132,941,075</u>

Budget Summary for Fiscal 2012/13 - All Funds

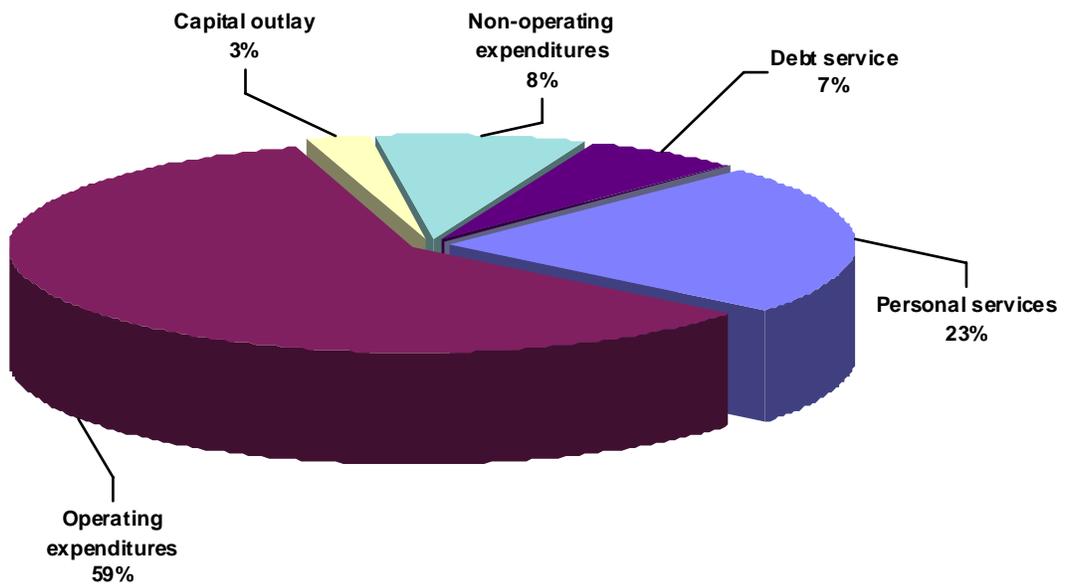
	<u>Actual 2011</u>	<u>Budgeted 2012</u>	<u>Budgeted 2013</u>
Revenues:			
Property taxes	\$ 32,870,366	\$ 26,663,769	\$ 26,710,818
Sales & use taxes	1,275,393	1,343,028	1,275,393
Communication services taxes	4,115,164	3,980,591	3,775,886
Public Service taxes	-	6,201,100	6,420,000
Franchise fees	5,469,443	5,679,800	5,610,000
Local option gas tax	1,283,545	1,311,304	1,320,316
Licenses & permits	2,567,037	2,274,000	2,548,500
Intergovernmental	6,984,756	7,649,070	7,914,247
Charges for services	55,027,588	53,811,804	54,824,121
Fines & forfeitures	1,466,848	1,531,084	1,488,800
Interfund transfers	13,739,274	11,253,238	9,804,189
Cash carryover	-	-	2,341,500
Miscellaneous	6,504,738	8,249,886	8,907,305
Total revenues	<u>\$ 131,304,152</u>	<u>\$ 129,948,674</u>	<u>\$ 132,941,075</u>
Expenditures:			
Personal services	46,158,259	44,525,280	31,006,347
Operating expenditures	62,607,081	63,030,882	79,002,726
Capital outlay	441,401	1,716,994	3,445,119
Non-operating expenditures	14,321,356	12,423,694	10,824,184
Debt service	8,683,384	8,251,824	8,662,699
Total expenditures	<u>\$ 132,211,481</u>	<u>\$ 129,948,674</u>	<u>\$ 132,941,075</u>

City of Deerfield Beach

Total Budgeted Revenues \$132,941,075



Total Budgeted Expenditures \$132,941,075



Summary of Revenues, Expenditures and Changes in Fund Balances
All Governmental and Expendable Trust Funds
Fiscal Year 2012/13

	General Fund	Senior Services Fund	CDBG Fund	Road and Bridge Fund	Insurance Svcs Trust Fund
Beginning Fund Balance	\$9,400,000	\$ -	\$ -	\$ 1,961,617	\$ -
Revenues/Other Financing Sources:					
Property taxes	26,710,818				
Franchise fees	9,385,886				
Sales and use taxes	7,695,393				
Local option gas tax	-			1,320,316	
Licenses & permits	2,482,000				
Intergovernmental	6,026,837	813,273	562,584	511,553	
Charges for services	7,953,768	451,000			
Fines & forfeitures	1,057,100				
Special assessments	8,212,003				
Interfund transfers	2,131,011	840,374			6,297,671
Miscellaneous	5,832,030	347,000	-	269,864	1,474,710
Total Sources of Funds	77,486,846	2,451,647	562,584	2,101,733	7,772,381
Expenditures:					
City Commission	194,664				
City Manager	947,995				
City Clerk	487,353				
City Attorney	352,000				
Central Services	524,500				
Financial Services	1,221,347				
Human Resources	428,015				
Planning & Development Services	2,307,419				
Information Technology Services	1,267,769				
Police	21,264,296				
Fire/Rescue	25,515,592				
Environmental Services	1,030,398			1,781,137	
Parks & Recreation	10,985,142				
Senior Services	-	2,340,247			
Risk Management	-				7,772,381
Non-Departmental	6,805,696	111,400	1,702,779	695,208	
Community Participation	100,569				
Debt Service	4,415,917	-	-	-	-
Total Uses of Funds	77,848,672	2,451,647	1,702,779	2,476,345	7,772,381
Increase (decrease) in Fund balances	(361,826)	-	(1,140,195)	(374,612)	-
Total Ending Fund Balances	9,038,174	-	-	1,961,617	-
Less:					
<i>Restricted/Committed/Assigned Fund Balances</i>	(4,709,501)	-	-	(1,961,617)	-
Unassigned Fund Balance	\$ 4,328,673	\$ -	\$ -	\$ -	\$ -

Significant Financial and Budgetary Policies

BUDGET POLICIES INCLUDING BUDGET BASIS

- The General Fund, Senior Services Fund, Community Development Block Grant Fund, Road and Bridge Fund, and Insurance Services Trust Fund are prepared on a modified accrual basis of accounting except that encumbrances are treated as the equivalent of expenditures. Under the modified accrual basis of accounting, revenues are recognized only when they become measurable and available to finance expenditures of the fiscal period. Expenditures are recognized when the fund liability is incurred except for unmatured interest on general long term debt which is recognized when due, and the non-current portion of accrued vacation and sick leave which is recorded in the general long term debt account group.
- Except for a few minor differences, the budgets for the proprietary funds (the Utility Fund, Water and Sewer Renewal and Replacement Fund and Solid Waste Fund) are prepared on the full accrual basis of accounting. Under the full accrual basis of accounting, not only are expenditures recognized when a liability is incurred, but revenues are also recognized when they are earned by the City. For instance, water sales are recognized as revenue, when bills are produced. The differences between the budgetary basis and the full accrual basis of accounting include (1) budgeting the full amount of capital expenditures as expense rather than depreciating them, and (2) within the Utility Fund, interest earnings on restricted funds and impact fees are not budgeted for and debt service expense is presented net of restricted investment proceeds.
- The budget will provide adequate funds for maintenance of capital plant and equipment and funding for their orderly replacement.
- The City will maintain a budgeting control system to ensure continual compliance with the adopted budget.
- The City Commission will be provided with monthly budget reports comparing actual versus budgeted revenue and expense activity.

Budget Level of Control/Amendments

The adoption of the budget by the City Commission constitutes the appropriation of the amounts specified therein as expenditures from the various funds. The amount of appropriation for a fund cannot be exceeded unless the City Commission has approved a supplemental appropriation. Budgetary control of expenditures is maintained at the departmental level. A departmental budget cannot be exceeded without the approval of the City Commission at a public meeting. At any time during the fiscal year, the City Manager may authorize a budget adjustment among the various line items within a department, as long as the total budget for the department does not change.

Budgeting Process

Department heads begin assembling their budget requests in May. The City Manager holds individual departmental budget meetings throughout the month of May. Budget workshops are conducted during the month of June. These workshops are open to the general public. A proposed budget is then assembled and presented to the City Commission. During September, two public hearings are held for the purpose of presenting to and receiving input from citizens on the tentative budget and proposed millage. At the second hearing, the annual budget is adopted. The City levies a property tax millage rate upon the taxable values of real and personal property which will provide revenue required for the fiscal year beginning October 1 of each year.

Significant Financial and Budgetary Policies

OPERATING POLICIES

Revenues

- Current revenues/resources will be sufficient to support current expenditures/expenses to present a balanced budget as defined: the amount of budgeted expenditures is equal to or less than the amount of budgeted revenues.
- Each enterprise fund will maintain revenues to support the full (direct and indirect) cost of services provided.
- An annual review of all fees and charges will be conducted to determine the extent to which the full costs of services are being recovered by revenues.

Expenditures

- City programs will be self-supporting, unless the City Commission specifically determines that they are to be subsidized by general revenues.
- The beginning fund balance/equity in the budget shall automatically be adjusted to the amount of the ending fund balance/equity as reported in the Comprehensive Annual Financial Report for the prior year.

Financial Reserve Policies

- The unassigned fund balance in the General Fund shall be maintained at a minimum level of 10% of General Fund operating expenditures and transfers. The unassigned fund balance is the residual classification for the General Fund and represents fund balance that has not been restricted, committed or assigned to specific purposes within the General Fund. If after the annual audit, prior committed or assigned fund balance causes the unassigned fund balance to fall below the 10% level, the City Manager will so advise the City Commission in order for the necessary actions to be taken to restore the unassigned fund balance to the 10% level.
- A disaster/emergency reserve fund balance of 5% of General Fund annual budgeted expenditures and transfers is committed by the City Commission, so as to ensure the maintenance of services to the public during hurricanes and other natural disasters, as well as economic changes that might severely impact the City's ability to provide necessary public services.

Capital Improvement Policies

- The City will make all capital improvements in accordance with an adopted capital improvement program.
- The City will develop a five-year plan for capital improvements and update it annually.
- The City will determine and utilize the least costly financial methods for acquisitions of new capital equipment and projects.
- The City will coordinate the development of the capital improvement budget with the development of the operating budget and in compliance with the Comprehensive Plan Capital Improvement Element.

Significant Financial and Budgetary Policies

- The City will maintain all assets at a level that is adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

Debt Policies

- Capital improvement equipment and facility projects will be classified into "pay-as-you-go" (The system or practice of paying debts as they are incurred) and "debt financing" (A method of financing in which the city raises money for capital by selling bonds or receives a loan) Pay-as-you-go capital items will be modest and routine operating capital. Debt financing capital will utilized for major capital improvements.
- The City will confine short and long-term borrowing to capital improvements or projects, which carry a benefit, that exceeds five years (5 years) and cannot be financed from current revenues.
- When the City finances capital projects by issuing bonds, it will redeem the bonds within a period not to exceed the useful life of the project.
- When appropriate, the City will use special assessment revenue or self-supporting bonds instead of general obligation bonds, so that those benefiting from the improvement(s) will absorb all or part of the cost of the bonds.

Accounting, Auditing and Financial Reporting

- The City will establish and maintain a standard of accounting practices.
- The accounting system will maintain records on a basis consistent with accepted standards of the Governmental Accounting Standards Board (GASB) and the standards of the Government Finance Officers Association of the United States and Canada (GFOA), as well as comply with the rules of the Auditor General and Uniform Accounting System required by the State of Florida.
- Regular monthly and annual financial reports will present a summary of financial activity by major types of funds.
- The City's Comprehensive Annual Financial Report ("CAFR") presents government-wide financial statements in conformity with generally accepted accounting principles, which are reported using the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Governmental fund financial statements are reported using the modified accrual basis of accounting.
- An independent certified public accounting firm will perform an annual audit on all of the City's books and records.

Fund Structure

GOVERNMENTAL FUNDS

The **General Fund** is the chief operating fund of the City and accounts for all financial resources which are not required to be accounted for in another fund. The major sources of revenue in the General Fund are ad valorem taxes, communications services taxes, public service taxes, State shared revenues, fire protection assessments and electric franchise fees. Combined, these six sources generate over 72.0% of this fund's revenues. Fire/rescue and police services comprise the majority of the General Fund expenditures. Respectively, they constitute 32.8% and 27.3% of total General Fund expenditures.

Senior Services Fund revenues are comprised of federal, state and local grants as well as contributions from the City's General Fund. These grants support programs which provide services to the area's senior citizens, as well as to victims of Alzheimer's disease. A child care program is also funded through the Senior Services Fund.

The **Community Development Block Grant Fund** (CDBG) accounts for federal grant revenues received from the U.S. Department of Housing and Urban Development (HUD). HUD requires that the City develop a "Consolidated Plan" detailing how the funds will be used.

Road and Bridge Fund activities are restricted to the maintenance and acquisition of roads and bridges. Overall expenditures will increase slightly from the previous year, as a result of transfers to the City's General Fund in connection with a planned bond issue for street improvements. The primary source of funding for the Road and Bridge Fund are fuel taxes, which are assessed by the State.

ENTERPRISE FUNDS

The **Utility Fund** and the **Solid Waste Fund** are enterprise funds which account for the provision of water and sewer services and solid waste disposal services to the residents of the City of Deerfield Beach. These funds operate in a manner similar to business enterprises, where the intent is to recover the costs of providing services through user charges. Utility Fund expenditures are projected to remain fairly constant from the previous year. Approximately 22.8% of the expenditures for the Solid Waste Fund represent disposal fees. Disposal fees are projected to decrease by 15.4% from the previous year, as a result of a decrease in tipping fees.

The Water and Sewer Renewal and Replacement Fund is a sub-fund of the Water and Sewer Enterprise Fund and is used for improvements, extensions, additions, replacements, or other major capital expenditures to the City's water and wastewater distribution system. Funding is provided to the Renewal and Replacement Fund via transfers from the Utility Fund.

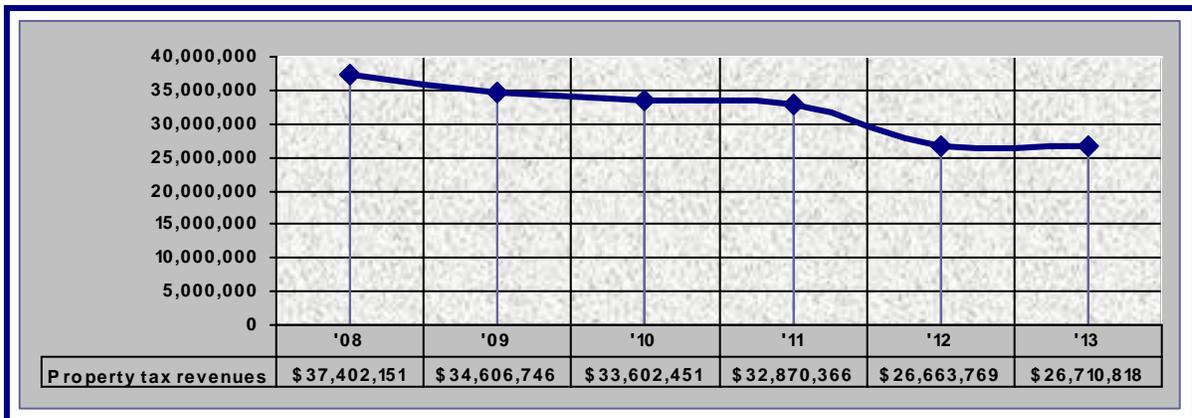
EXPENDABLE TRUST FUND

The **Insurance Services Trust Fund** recognizes the revenues and expenditures associated with providing insurance coverage for all City needs. Approximately 19.0% of the fund's revenues are for insurance reimbursements from private sources. The primary sources of expenditures are for insurance premiums and workers compensation claims. These expenditures account for over 94.5% of this fund's budget.

MAJOR SOURCES OF REVENUE

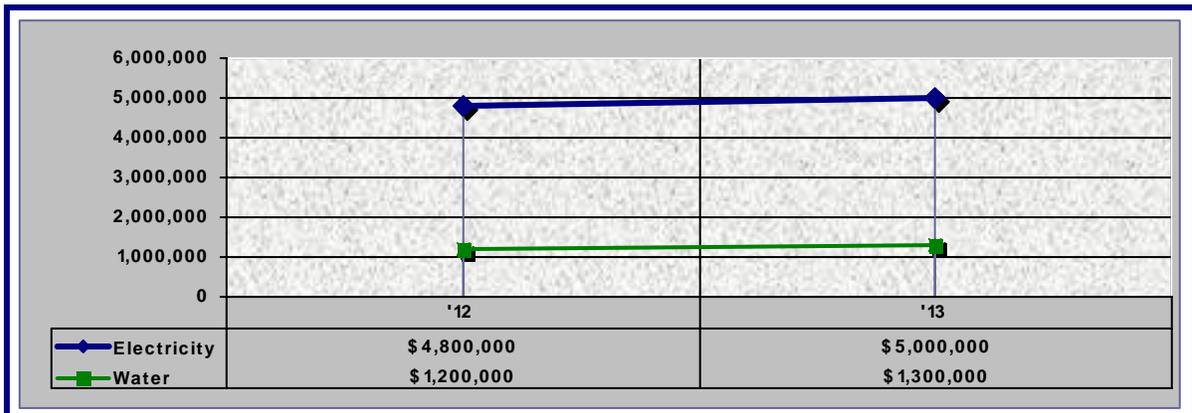
PROPERTY TAXES

The City of Deerfield Beach taxes property owners based upon the assessed value of their property. The assessed value of property is established by the Broward County Property Appraiser. The city sets the millage rate at which property owners are taxed. One mill generates \$1 of tax revenue per each \$1,000 of assessed property value. For fiscal 2012-13, the property appraiser certified the city's taxable value at \$4,851,107,958. This will generate \$26,710,818, which is 20.1% of the total budgeted revenues. This increase of 0.18% over the estimated property tax revenue of the previous year is primarily the result of an increase in the taxable values of properties. Property taxes are the single largest source of revenue in the General Fund.



PUBLIC SERVICE TAX

The municipal public service tax is locally imposed and administered by municipalities and charter counties under Chapter 166, Florida Statutes. This tax is levied on six utility services: natural gas, liquefied petroleum, manufactured gas, electric, water, and fuel oil/kerosene. On November 6, 1979, a special referendum election was held repealing this tax. Pursuant to State law, however, the City Commission re-enacted this tax for the fiscal year beginning October 1, 2011. This tax comprises approximately 4.8% of total citywide budgeted revenues. Tax collections from electric and water consumption/purchases amount to 98.1% of total public service tax collections.



MAJOR SOURCES OF REVENUE (CONTINUED)

FRANCHISE FEES

Franchise fees are charges to service providers which operate within the city. The charge is based upon a percentage of gross receipts, a flat fee or a combination of both. Revenue estimates are based on rate increase information received from the companies, anticipated growth and historical trends. Electric franchise fees constitute the largest source of franchise fee revenue. This revenue source fluctuates based upon petroleum prices and supply and demand. Franchise fee revenue is expected to decrease slightly from the previous year, owing to a decline in the City's projection for electric franchise fees.



BUILDING PERMITS

Building permits are fees collected in the General Fund for building additions, new construction and alterations. Building permit fees are further categorized by specific type of fee which includes: building/structural, electrical, plumbing, alarm, backflow preventer, landscaping and mechanical. Fees from building permits comprise 1.4% of the total city revenues. These fees are expected to increase slightly during the next fiscal year.



MAJOR SOURCES OF REVENUE (CONTINUED)

STATE SHARED REVENUES

State shared revenues are monies collected by the State of Florida for the following:

Source of Revenue	<i>Budgeted Revenue</i>		Dollar Change	Percentage Change
	2011/12	2012/13		
Mobile home licenses	\$ 8,000	\$ 7,300	\$ (700)	-8.8%
Alcoholic beverage licenses	45,000	42,000	(3,000)	-6.7%
Half-cent sales tax	4,136,943	4,311,866	174,923	4.2%
Firefighters' supplemental comp	56,000	-	(56,000)	-100.0%
Motor fuel tax rebate	44,000	25,000	(19,000)	-43.2%
State revenue sharing	1,871,113	1,920,964	49,851	2.7%
Total	\$ 6,161,056	\$6,307,130	\$ 146,074	2.4%

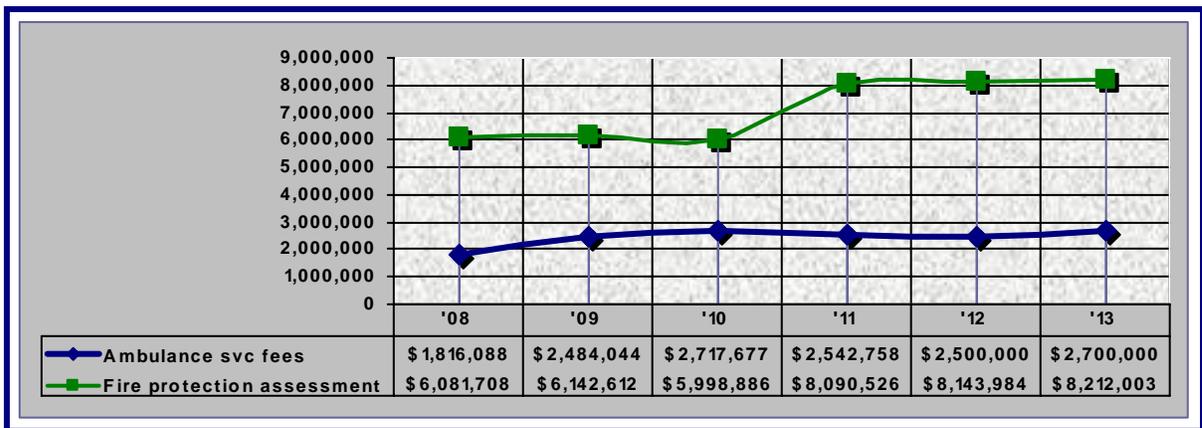
The amounts distributed are determined by the State and are based upon receipts, population and municipal assessed value per capita. The half-cent sales tax makes up the greatest portion of this source of revenue. Collections from this source are expected to increase by 4.2% based upon estimates from the Florida Department of Revenue.



MAJOR SOURCES OF REVENUE (CONTINUED)

CHARGES FOR SERVICES - PUBLIC SAFETY

Ambulance service fees are estimated to be \$2,700,000 for fiscal 2013. Further, the fire protection assessment fee is estimated to be \$8,212,003. These two fees, combined with other public safety charges such as fire inspection fees, the fire services agreement with the Town of Hillsboro Beach and public safety impact fees make up 9.4% of the city's total revenues. This revenue category is expected to increase by 0.6% from the previous fiscal year.



LOCAL OPTION GAS TAX

Local governments may impose a tax on every gallon of motor fuel and special fuel sold by retailers in accordance with Florida Statutes Section 336.025. This road and bridge fund revenue source fluctuates with the economy and with oil prices. Budgeted revenues from this source are 1.0% of the total city revenues and are expected to increase slightly from the previous year.



MAJOR SOURCES OF REVENUE (CONTINUED)

CHARGES FOR SERVICES - WATER, SEWER AND SOLID WASTE

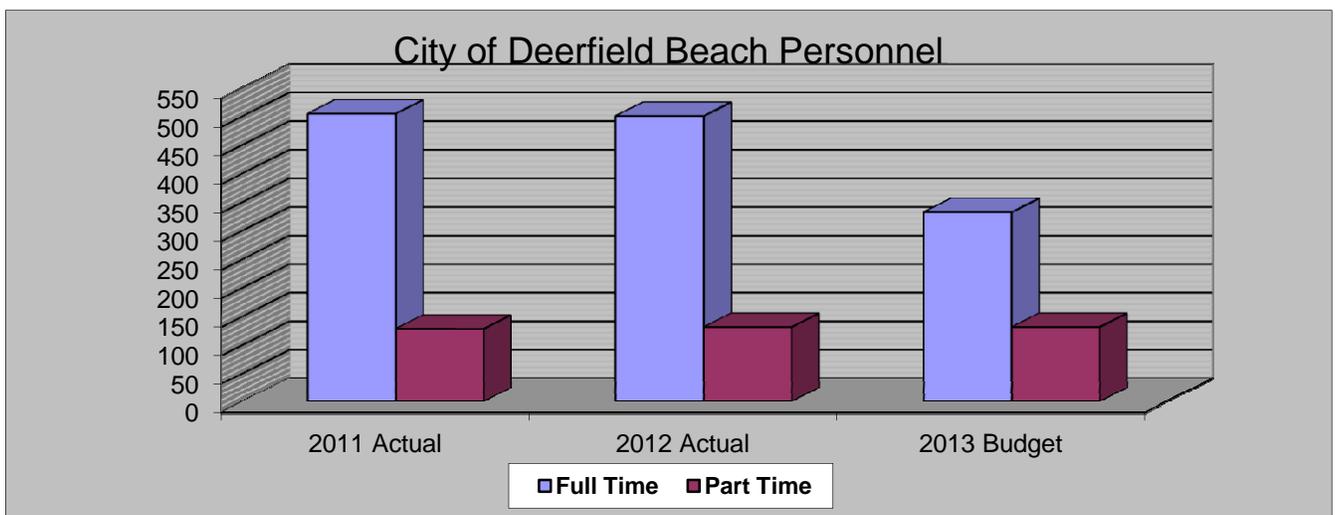
Charges for services in the Utility Fund and the Solid Waste Fund are 18.0% and 10.8%, respectively, of the city's total revenues. The provision of water and sewer and solid waste disposal services to the residents of the city are accounted for in these two funds. Charges for service in these two enterprise funds are expected to remain fairly constant during the next fiscal year.



Personnel Summary - All Funds

General Departments	2011 Actual		2012 Budget		FY 2013 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
City Commission	1	5	0	5	0	5	0.00
City Manager	9	1	10	0	10	0	0.00
City Clerk	4	0	4	0	4	0	0.00
Financial Services	14	1	11	1	11	1	0.00
Human Resources	4	0	4	0	4	0	0.00
Planning and Development Services	24	3	26	3	26	4	0.50
Information Technology Services	0	0	7	0	7	0	0.00
Police/B.S.O.	1	34	1	34	2	34	1.00
Fire/Rescue	158	5	162	5	0	0	(164.50)
Parks & Recreation	63	59	84	63	88	70	7.50
Senior Services	35	13	33	13	33	12	(0.50)
Environmental Services	190	8	157	8	148	6	(10.00)
Risk Management	2	0	2	0	2	0	0.00
TOTAL	505	129	501	132	335	132	(166.00)

Broward Sheriff's Office	2011 Actual		2012 Budget		2013 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
Police							
Uniformed	126	0	126	0	126	0	0.00
Non-uniformed	20	7	20	7	20	7	0.00
Fire/Rescue							
Uniformed	0	0	0	0	157	5	159.50
Non-uniformed	0	0	0	0	7	0	7.00
TOTAL	146	7	146	7	310	12	166.50



CURRENT SALARY RANGES

The Expenditure Summary page which precedes each department's line item budget sets forth the pay grades and position titles of the employees who work in that department. Shown below are the fiscal 2012/13 salary ranges which are associated with each of the City's pay grades.

Pay Grade	Minimum	Maximum
20	\$ 29,305	\$ 43,958
22	\$ 31,943	\$ 47,915
24	\$ 34,818	\$ 52,226
26	\$ 37,952	\$ 56,925
28	\$ 41,367	\$ 62,050
30	\$ 45,090	\$ 67,634
32	\$ 45,901	\$ 73,043
40	\$ 41,367	\$ 62,050
42	\$ 45,090	\$ 67,634
44	\$ 48,698	\$ 73,043
46	\$ 52,593	\$ 78,887
48	\$ 56,801	\$ 85,200
50	\$ 61,343	\$ 92,016
52	\$ 66,250	\$ 99,377
54	\$ 71,552	\$ 107,328
56	\$ 77,276	\$ 115,913
58	\$ 83,458	\$ 125,186

There are several positions in the budget which do not have pay grades. The salaries for these positions are established by the City Commission or are tied to grant funding.

CITY OF DEERFIELD BEACH 2012-13 BUDGET CALENDAR

DATE	BY WHOM	WHAT IS TO BE DONE
May 1	Department Heads	Submit budget requests and justifications and capital improvement program updates to the Finance Director.
May 1 – May 31	City Manager/Staff	Review budget requests and gather whatever additional information is necessary before formulating a working draft of budget.
June 12 - 13	City Commission/ City Manager/Staff	Budget work sessions
June 19	City Commission	<p>City commission has first reading of rate resolution setting a proposed fire assessment fee.</p> <p>City commission sets public hearing date for adoption of fire assessment fee rate. (Must be done within 35 days of certification of millage rate to utilize TRIM notice as notification to property owners.)</p>
July 1	Property Appraiser	Property appraiser delivers certification of values to the city.
July 1 - July 31	City Manager/Staff	Production of a balanced budget.
August 3	Finance Director	<p>Advise property appraiser of proposed millage rate, rolled back millage rate and the date, time and place of the first public hearing at which the proposed millage rate and tentative budget will be considered. (Must be done within 35 days of certification per state statute 200.065(2)(b).)</p> <p>Advise tax collector of proposed fire assessment fee rate to be included on TRIM notices.</p>
August 10	City Manager	Tentative budget is presented to the City Commission. (City Charter Section 5.02)
August 23	City Clerk	Advertise notice of public hearing for fire rescue assessment. (Must be done at least 10 days prior to adoption per state statute 166.041(3)(a).)
August 24	Property Appraiser	Property appraiser prepares and mails to each taxpayer a “Notice of Proposed Property Taxes”. (Must be done not later than 55 days after certification per state statute 200.065(2)(b).)

DATE	BY WHOM	WHAT IS TO BE DONE
September 4	City Commission	<p>Public hearing on the tentative budget and the proposed millage rate. City commission has first reading of ordinance adopting a proposed millage rate. City commission publicly announces the percent, if any, by which the proposed millage rate exceeds the rolled back millage rate. City commission has first reading of ordinance adopting the tentative budget. (Must be done within 80 days of certification per state statute 200.065.(2)(c).)</p>
September 13	City Commission	<p>Public hearing to adopt a final fire rescue assessment fee. City commission has second reading on rate resolution to adopt fire assessment fee. (Must be done within time frame communicated by property appraiser’s office. Must be at least twenty (20) days after the TRIM notices are mailed and before September 15 as per state statute 197.3632(5).)</p>
September 13	Finance Director	<p>Certified non-ad valorem tax roll is delivered to tax collector. (Must be done before September 15 as per state statute 197.3632(5).)</p>
September 13	City Clerk	<p>Advertise intent to finally adopt a millage rate and budget. The notice shall be in the form of a “Notice of Proposed Tax Increase” or a “Notice of Budget Hearing”, whichever is appropriate under the guidelines set forth in state statute 200.065(3). This notice must be accompanied by an adjacent notice entitled “Budget Summary”. (Must be done within 15 days of the meeting adopting the tentative budget per state statute 200.065(2)(d).)</p>
September 18	City Commission	<p>Public hearing to adopt a final millage rate and finalize the budget. City commission has second reading of ordinance adopting a final millage rate. City commission has second reading of ordinance adopting a final budget. (Must be done not less than two days or more than five days after the day the advertisement of intent to finally adopt a millage rate and budget is first published per state statute 200.065(2)(d).)</p>

DATE	BY WHOM	WHAT IS TO BE DONE
September 21	City Clerk	City clerk delivers certified copies of millage ordinance to Broward County property appraiser, tax collector and Department of Revenue. (Must be submitted within 3 days after adoption of final millage rate per state statute 200.065(4).)

NOTE: Per state statute 200.065(2)(e):

During the hearings to be held on September 4 and September 18, the first substantive issue discussed shall be the percentage increase in millage over the rolled back rate necessary to fund the budget and the specific purposes for which ad valorem tax revenues are being increased.

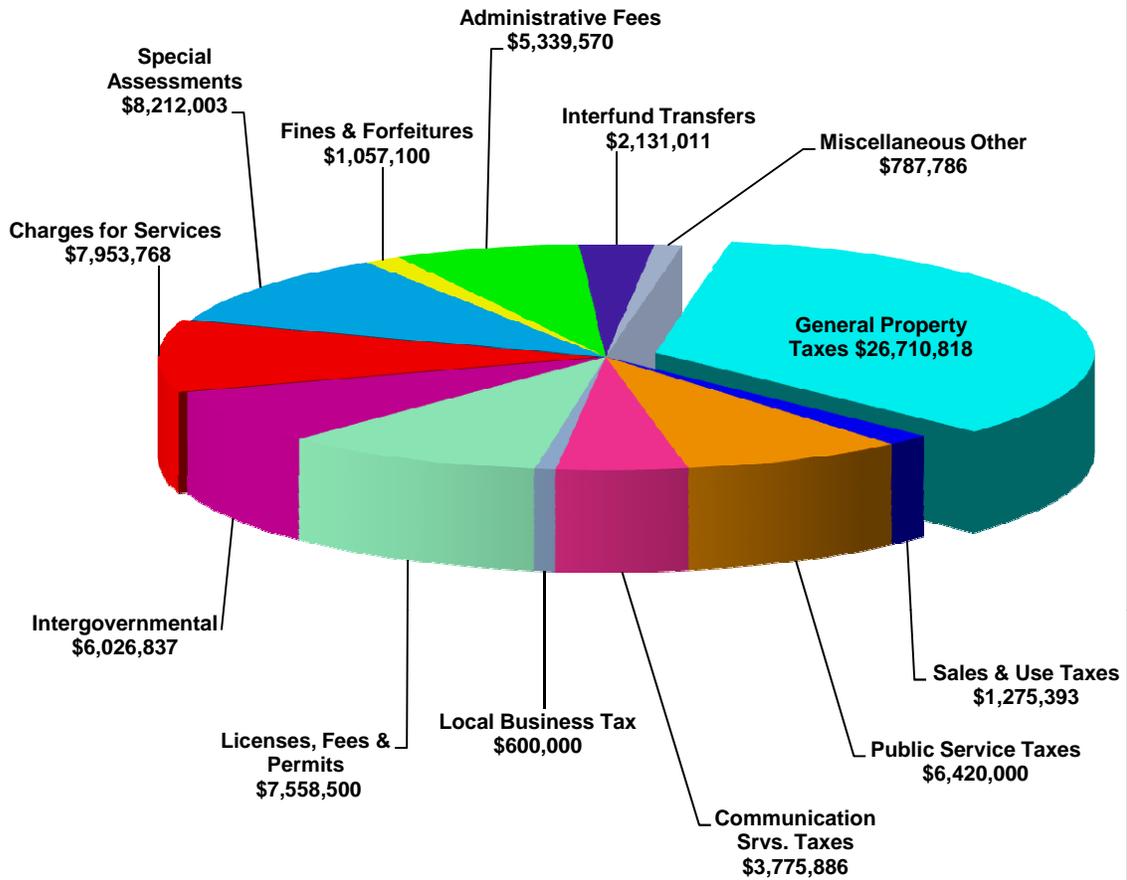
These hearings must be held after 5:00 p.m. if scheduled on a day other than Saturday, cannot be held on a Sunday, and cannot be held on the same hearing dates scheduled by the county commission and the school board. Therefore, the city will have to change the date of one or both of its public hearings if either the county commission or school board chooses to hold its hearings on the same dates.

**School Board public hearing dates – August 1 and September 11
 County Commission public hearing dates - September 10 and 27
 Rosh Hashanah – September 16 (begins at sunset)
 Yom Kippur – September 25 (begins at sunset)**

CITY OF DEERFIELD BEACH
GENERAL FUND
REVENUE SUMMARY

DESCRIPTION OF REVENUE SOURCE	ESTIMATED REVENUE 2011-2012	ESTIMATED REVENUE 2012-2013	DOLLAR CHANGE	PERCENTAGE CHANGE
Ad valorem taxes	26,663,769	26,710,818	47,049	0.2%
Communication services taxes	3,980,591	3,775,886	(204,705)	-5.1%
Public services taxes	6,201,100	6,420,000	218,900	3.5%
Local business taxes	600,000	600,000	-	-
Sales and use taxes	1,343,028	1,275,393	(67,635)	-5.0%
Licenses, permits & fees	7,353,800	7,558,500	204,700	2.8%
Intergovernmental revenues	5,618,246	6,026,837	408,591	7.3%
General government	352,949	608,649	255,700	72.4%
Public safety	12,464,110	12,539,622	75,512	0.6%
Physical environment	87,500	72,500	(15,000)	-17.1%
Transportation	1,252,000	1,418,000	166,000	13.3%
Culture/recreation	1,103,750	1,527,000	423,250	38.3%
Fines and forfeits	1,072,400	1,057,100	(15,300)	-1.4%
Interest earnings	135,000	31,000	(104,000)	-77.0%
Sale-surplus materials	15,000	55,000	40,000	266.7%
Other misc revenues	4,636,746	5,529,530	892,784	19.3%
Interfund transfers	689,072	2,131,011	1,441,939	209.3%
Cash carryover	-	361,826	361,826	100.0%
Capital lease proceeds	265,000	150,000	(115,000)	-43.4%
TOTAL	<u>73,834,061</u>	<u>77,848,672</u>	<u>4,014,611</u>	<u>5.4%</u>

City of Deerfield Beach Projected Revenues - General Fund Fiscal Year 2012/13



Total projected revenues: \$77,848,672

GENERAL FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10 Actual	2010-11 Actual	2011-12 Y-T-D Actual (Thru 3/31/12)	2011-12 Y-T-D %age	2011-12 Budget	2012-13 Budget
TAXES						
Ad Valorem	33,602,451	32,870,366	23,890,703	90	26,663,769	26,585,818
Delinquent Ad Valorem Tax	-	-	-	-	-	125,000
<i>General Property Taxes</i>	<u>33,602,451</u>	<u>32,870,366</u>	<u>23,890,703</u>	<u>90</u>	<u>26,663,769</u>	<u>26,710,818</u>
Fire Insurance Premium Tax	835,016	820,253	-	-	835,016	820,253
Casualty Ins Tax - Police	508,012	455,140	-	-	508,012	455,140
<i>Sales and Use Taxes</i>	<u>1,343,028</u>	<u>1,275,393</u>	<u>-</u>	<u>-</u>	<u>1,343,028</u>	<u>1,275,393</u>
Electricity	-	-	1,961,865	41	4,800,000	5,000,000
Water	-	-	666,206	56	1,200,000	1,300,000
Gas	-	-	4,139	2	200,000	20,000
Fuel Oil	-	-	-	-	100	-
Propane	-	-	41,705	4,171	1,000	100,000
<i>Public Service Taxes</i>	<u>-</u>	<u>-</u>	<u>2,673,915</u>	<u>43</u>	<u>6,201,100</u>	<u>6,420,000</u>
COMMUNICATION SERVICES TAXES						
Communications Services	4,412,162	4,115,164	1,588,683	40	3,980,591	3,775,886
<i>Communications Svcs Taxes</i>	<u>4,412,162</u>	<u>4,115,164</u>	<u>1,588,683</u>	<u>40</u>	<u>3,980,591</u>	<u>3,775,886</u>
LOCAL BUSINESS TAXES						
Local Business Taxes	597,275	638,741	153,723	26	600,000	600,000
<i>Local Business Taxes</i>	<u>597,275</u>	<u>638,741</u>	<u>153,723</u>	<u>26</u>	<u>600,000</u>	<u>600,000</u>
TOTAL TAXES	<u>39,954,916</u>	<u>38,899,664</u>	<u>28,307,024</u>	<u>73</u>	<u>38,788,488</u>	<u>38,782,097</u>
LICENSES AND PERMITS						
Building, Structures, Equip	544,652	1,045,986	581,260	64	915,000	1,100,000
Electrical	201,782	413,304	189,508	63	300,000	335,000
Plumbing	91,486	125,163	313,989	251	125,000	150,000
Alarm	45,900	45,900	42,625	85	50,000	50,000
Backflow	1,950	2,700	1,275	85	1,500	2,000
Landscape	10,027	23,435	8,601	34	25,000	15,000
Mechanical	141,389	264,919	119,379	53	225,000	230,000
<i>Building Permits</i>	<u>1,037,186</u>	<u>1,921,407</u>	<u>1,256,637</u>	<u>77</u>	<u>1,641,500</u>	<u>1,882,000</u>
FRANCHISE FEES						
Electricity	5,100,276	5,049,066	1,568,842	30	5,250,000	5,100,000
Gas	18,830	14,946	8,661	54	16,000	16,000
Cabana	-	26,488	25,900	81	31,800	85,000
Towing Franchise	52,975	53,225	26,000	50	52,000	52,000
Telecom Tower Agreements	337,696	325,718	148,742	45	330,000	357,000
<i>Franchise Fees</i>	<u>5,509,777</u>	<u>5,469,443</u>	<u>1,778,145</u>	<u>31</u>	<u>5,679,800</u>	<u>5,610,000</u>
IMPACT FEES						
Residential	1,133	2,667	-	-	2,500	2,500
Commercial	37,980	4,222	-	-	30,000	4,000
<i>Impact Fees</i>	<u>39,113</u>	<u>6,889</u>	<u>-</u>	<u>-</u>	<u>32,500</u>	<u>6,500</u>
OTHER LICENSES AND PERMITS						
Landlord Permits	-	-	-	-	-	60,000
<i>Impact Fees</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>60,000</u>
TOTAL LICENSES, PERMITS,& FEES	<u>6,586,076</u>	<u>7,397,739</u>	<u>3,034,782</u>	<u>41</u>	<u>7,353,800</u>	<u>7,558,500</u>

GENERAL FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10 Actual	2010-11 Actual	2011-12 Y-T-D Actual (Thru 3/31/12)	2011-12 Y-T-D %age	2011-12 Budget	2012-13 Budget
INTERGOVERNMENTAL REVENUE						
FEMA - Hurricane Frances	6,000	42,452	-	-	-	-
FEMA - Hurricane Wilma	1,539,892	-	-	-	-	-
Tropical Storm Fay	<u>12,023</u>	-	-	-	-	-
<i>Federal Grants</i>	<u>1,557,915</u>	<u>42,452</u>	-	-	-	-
Hurricane - State Funds	<u>2,004</u>	13,386	-	-	-	-
<i>State Grants</i>	<u>2,004</u>	<u>13,386</u>	-	-	-	-
State Revenue Sharing	1,174,449	1,241,144	502,168	38	1,328,303	1,409,411
Mobile Home Licenses	7,325	7,385	5,210	65	8,000	7,300
Alcoholic Beverage License	48,470	42,048	1,486	3	45,000	42,000
Local Govt 1/2 Cent Sales Tax	3,693,667	3,890,338	1,721,586	42	4,136,943	4,311,866
Fire Supplemental Comp	58,207	56,327	14,440	26	56,000	-
Motor Fuel Tax Rebate	43,015	35,848	-	-	44,000	25,000
<i>State Shared Revenues</i>	<u>5,025,133</u>	<u>5,273,090</u>	<u>2,244,890</u>	<u>40</u>	<u>5,618,246</u>	<u>5,795,577</u>
Broward County School-BSO/SRO	-	-	-	-	-	231,260
<i>Grants Fr Other Local Units</i>	-	-	-	-	-	<u>231,260</u>
<i>TOTAL INTERGOV'T REVENUES</i>	<u>6,585,052</u>	<u>5,328,928</u>	<u>2,244,890</u>	<u>40</u>	<u>5,618,246</u>	<u>6,026,837</u>
CHARGES FOR SERVICES						
Lien Search Fees	142,411	165,513	78,345	52	150,000	167,250
Research Service Fees	4,544	9,046	7,021	117	6,000	9,200
Planning & Growth Mgmt Fees	45,637	31,736	19,895	29	68,250	50,000
Certificate of use	-	-	-	-	-	250,000
Other Fees & Services	459	-	1,000	-	-	-
Election Filing Fees	-	1,100	-	-	-	2,000
County Surcharge - 3%	1,069	3,285	290	12	2,500	2,500
DCA Surcharge - 5%	153	2,683	1,601	64	2,500	2,500
CERT Surcharge - 10%	306	2,683	1,520	61	2,500	2,500
Street Lighting Maintenance	119,699	119,699	-	-	119,699	119,699
Information Systems Serv	200	-	-	-	-	-
Lobbyist Registrations	3,750	3,150	750	50	1,500	3,000
<i>General Government</i>	<u>318,228</u>	<u>338,895</u>	<u>110,422</u>	<u>31</u>	<u>352,949</u>	<u>608,649</u>
Off-duty Detail - Fire	52,323	94,446	1,400	2	65,000	1,500
Other Fees & Svcs.	-	3,724	-	-	-	-
Hillsboro Fire Agreement	688,398	826,742	296,270	37	794,026	634,919
911 Reimbursement	45,785	45,130	-	-	46,000	-
Site Plan Review Fees	-	375	-	-	-	250
Fire Inspection Fees	176,248	374,167	180,434	45	400,000	500,000
Bldg. Inspections - OT	1,810	6,140	2,915	73	4,000	4,000
Building Code Inspections	14,700	5,559	600	3	20,000	5,000
Bldg. Plan Review - OT	4,632	2,175	3,315	111	3,000	3,000
Fire Plan Review Fees	42,299	68,142	50,485	92	55,000	75,000
Lighthouse Point Inspections	203,708	221,109	80,573	40	200,000	205,000
Fire Interlocal Agmt - BSO	80,000	81,467	6,800	8	81,600	85,950
Fire Plan Review - OT	34,580	33,690	1,040	3	30,000	1,000
Fire Inspections - OT	6,341	7,800	520	7	7,500	1,000
Fire Inspections Penalties	1,000	625	-	-	1,000	-
Ambulance Service Fees	2,717,677	2,542,758	945,743	38	2,500,000	2,700,000
Abandoned Property Reg.	126,150	104,018	36,600	37	100,000	100,000
Towing Administrative Fees	13,825	11,225	7,050	54	13,000	11,000
<i>Public Safety</i>	<u>4,209,476</u>	<u>4,429,292</u>	<u>1,613,745</u>	<u>37</u>	<u>4,320,126</u>	<u>4,327,619</u>

GENERAL FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10 Actual	2010-11 Actual	2011-12 Y-T-D Actual (Thru 3/31/12)	2011-12 Y-T-D %age	2011-12 Budget	2012-13 Budget
Cemetery Fees	110,200	85,905	29,440	37	80,000	65,000
Lot Mowing/Board Up	7,242	9,312	3,561	47	7,500	7,500
<i>Garbage/Solid Waste</i>	<u>117,442</u>	<u>95,217</u>	<u>33,001</u>	<u>38</u>	<u>87,500</u>	<u>72,500</u>
Parking Meter Fees	1,176,345	1,262,233	533,735	43	1,250,000	1,400,000
Valet Parking Agmt	16,500	-	-	-	-	18,000
Trolley Rental	1,574	1,812	-	-	2,000	-
<i>Transportation</i>	<u>1,194,419</u>	<u>1,264,045</u>	<u>533,735</u>	<u>43</u>	<u>1,252,000</u>	<u>1,418,000</u>
Program Activity Fees- Taxable	64,576	50,420	26,775	49	55,000	50,000
Program Activity Fees- Non- Taxable	712,226	694,514	220,039	37	600,000	760,000
Tennis Courts	15,787	14,000	9,321	58	16,000	20,000
Pier Restaurant Lease	47,795	64,105	1,772	-	-	100,000
Pier Merchandise Sales	91,024	68,056	27,346	46	60,000	60,000
Pier Admissions	211,349	196,085	88,568	51	175,000	200,000
Pier Rentals	14,526	19,921	573	4	15,000	10,000
Vending	565	487	146	19	750	5,000
Pier Parking	132,657	199,635	47,516	95	50,000	180,000
Pier Cabana Rentals	54,554	5,315	-	-	-	-
Boat Ramp Parking Fees	-	21,766	4,801	40	12,000	12,000
Beach Parking Permits	102,322	120,940	126,670	106	120,000	130,000
<i>Culture/Recreation</i>	<u>1,447,381</u>	<u>1,455,244</u>	<u>553,527</u>	<u>50</u>	<u>1,103,750</u>	<u>1,527,000</u>
TOTAL CHARGES FOR SVCS	<u>7,286,946</u>	<u>7,582,693</u>	<u>2,844,430</u>	<u>40</u>	<u>7,116,325</u>	<u>7,953,768</u>
FINES AND FORFEITS						
Court Fines	616,455	441,722	186,612	39	475,000	430,000
Beach Meter/Sticker Fine	279,474	258,638	97,821	36	270,000	260,000
Other Parking Fines	140,556	153,359	81,881	50	165,000	210,000
Notices of Infraction	2,365	1,895	225	11	2,000	1,000
Delinquent Fine Collection	24,840	19,350	2,540	16	16,000	10,000
Commercial Truck Inspection	45,975	36,135	14,167	31	45,000	45,000
Handicapped Violation Waiver	1,068	1,015	-	-	1,000	1,000
Code Violation Fines	130,172	83,280	51,568	57	90,000	90,000
False Alarm Code Violations	50	572	-	-	400	100
<i>Judgements & Fines</i>	<u>1,240,955</u>	<u>995,966</u>	<u>434,814</u>	<u>41</u>	<u>1,064,400</u>	<u>1,047,100</u>
Returned Check Charge	12,789	10,687	5,520	69	8,000	10,000
<i>Violations of Local Ordinances</i>	<u>12,789</u>	<u>10,687</u>	<u>5,520</u>	<u>69</u>	<u>8,000</u>	<u>10,000</u>
TOTAL FINES AND FORFEITS	<u>1,253,744</u>	<u>1,006,653</u>	<u>440,334</u>	<u>41</u>	<u>1,072,400</u>	<u>1,057,100</u>
MISCELLANEOUS REVENUE						
Interest on Investments	15,495	10,435	-	-	100,000	20,000
Interest on Ad Valorem Tax	31,595	2,821	2,289	9	25,000	3,000
Interest on Idle Cash	16,665	6,408	-	-	10,000	8,000
<i>Interest Earnings</i>	<u>63,755</u>	<u>19,664</u>	<u>2,289</u>	<u>2</u>	<u>135,000</u>	<u>31,000</u>
Pioneer Park Boat Ramp Fees	-	5,057	3,645	73	5,000	9,000
<i>Rents and Royalties</i>	<u>-</u>	<u>5,057</u>	<u>3,645</u>	<u>-</u>	<u>5,000</u>	<u>9,000</u>
Fire Protection Assessment	5,998,886	8,090,526	7,328,643	90	8,143,984	8,212,003
<i>Special Assessments</i>	<u>5,998,886</u>	<u>8,090,526</u>	<u>7,328,643</u>	<u>90</u>	<u>8,143,984</u>	<u>8,212,003</u>

GENERAL FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10	2010-11	2011-12	2011-12	2011-12	2012-13
	Actual	Actual	Y-T-D	Y-T-D	Budget	Budget
			Actual	%age		
			(Thru 3/31/12)			
Surplus Furniture/Equip Sales	1,585	-	-	-	-	-
<i>Sales/Comp Loss of Fixed Assets</i>	<u>1,585</u>	-	-	-	-	-
Sale of Used Vehicles	42,916	11,705	-	-	15,000	30,000
Sale of Surplus Inventory	-	70,830	70,830	-	-	25,000
<i>Sale Surplus Mat'l/Scrap</i>	<u>42,916</u>	<u>82,535</u>	<u>70,830</u>	<u>472</u>	<u>15,000</u>	<u>55,000</u>
Ice- Eci S. Florida, Inc.	-	3,228	1,200	25	4,800	4,800
Public Safety	-	320,997	-	-	320,997	166,160
Miscellaneous Donations	15,000	24,321	-	-	-	10,000
<i>Contribution From Private Sources</i>	<u>15,000</u>	<u>348,546</u>	<u>1,200</u>	<u>-</u>	<u>325,797</u>	<u>180,960</u>
Administrative Fee - Utility	1,662,016	1,612,890	1,221,297	50	2,442,594	2,878,673
Administrative Fee - Solid Waste	894,145	946,267	847,026	50	1,694,052	1,977,194
Administrative Fee - CRA	66,701	82,637	83,402	50	166,803	114,317
Administrative Fee - Streets	-	-	-	-	-	280,936
Other Miscellaneous Revenue	6,060	27,212	845	34	2,500	2,500
Interlocal Agreement	-	-	-	-	-	85,950
Lawsuit Proceeds	-	19	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>2,628,922</u>	<u>2,669,025</u>	<u>2,152,570</u>	<u>50</u>	<u>4,305,949</u>	<u>5,339,570</u>
TOTAL MISC REVENUES	<u>8,751,064</u>	<u>11,215,353</u>	<u>9,559,177</u>	<u>74</u>	<u>12,930,730</u>	<u>13,827,533</u>
NON-REVENUES						
Solid Waste Fund	-	-	-	-	-	486,130
Road and Bridge Fund	-	-	-	-	-	200,000
CRA Fund	634,579	685,300	-	-	689,072	685,400
Utility Fund	-	-	-	-	-	357,444
Law Enforcement Trust Fund	-	-	-	-	-	94,720
Cemetery Trust Fund	-	-	-	-	-	307,317
Parks & Rec. Grants	11,557	-	-	-	-	-
<i>Interfund Transfers</i>	<u>646,136</u>	<u>685,300</u>	<u>-</u>	<u>-</u>	<u>689,072</u>	<u>2,131,011</u>
Cash Carryover - Prior Year	-	-	-	-	-	361,826
Capital Lease Proceeds	261,100	-	-	-	265,000	150,000
ICMA Pension Forfeitures	-	239,258	-	-	-	-
<i>Other Non-revenues</i>	<u>261,100</u>	<u>239,258</u>	<u>-</u>	<u>-</u>	<u>265,000</u>	<u>511,826</u>
TOTAL NON-REVENUES	<u>907,236</u>	<u>924,558</u>	<u>-</u>	<u>-</u>	<u>954,072</u>	<u>2,642,837</u>
TOTAL GENERAL FUND	<u>71,325,034</u>	<u>72,355,588</u>	<u>46,430,637</u>	<u>63</u>	<u>73,834,061</u>	<u>77,848,672</u>

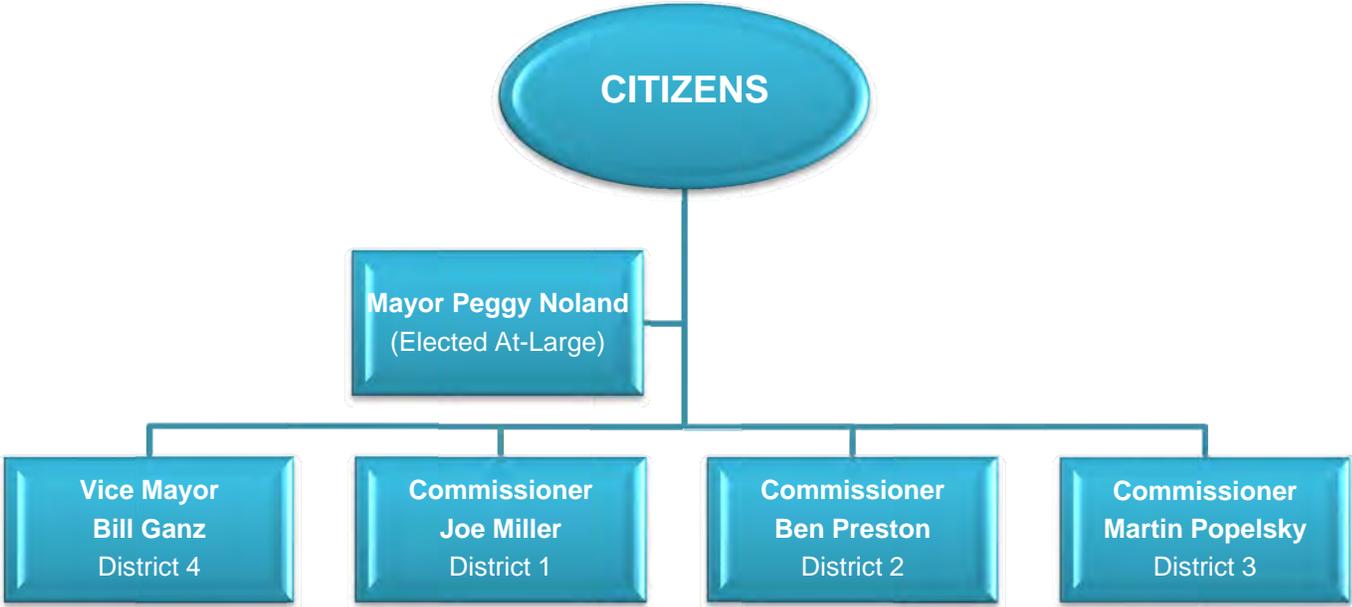
**CITY OF DEERFIELD BEACH
GENERAL FUND
EXPENDITURE SUMMARY**

DEPARTMENT	ESTIMATED EXPENDITURES 2011-12	ESTIMATED EXPENDITURES 2012-13	DOLLAR CHANGE	PERCENTAGE CHANGE
City commission	294,672	194,664	(100,008)	-33.9%
City manager				
<i>Administration</i>	546,048	629,117	83,069	15.2%
<i>Purchasing</i>	271,583	276,286	4,703	1.7%
<i>Economic development</i>	30,897	42,592	11,695	37.9%
City clerk				
<i>Administration</i>	360,723	382,662	21,939	6.1%
<i>Elections</i>	94,291	104,691	10,400	11.0%
City attorney	402,500	352,000	(50,500)	-12.5%
Central services	447,750	524,500	76,750	17.1%
Financial Services				
<i>Finance</i>	1,170,516	1,221,347	50,831	4.3%
<i>Equipment maintenance</i>	137,000	-	(137,000)	-100.0%
Human resources	480,765	428,015	(52,750)	-11.0%
Planning & Development services				
<i>Planning & zoning</i>	709,566	895,986	186,420	26.3%
<i>Building</i>	1,618,754	1,411,433	(207,321)	-12.8%
Information technology services	1,626,648	1,267,769	(358,879)	-22.1%
Police/BSO				
<i>Police services</i>	20,729,726	20,893,253	163,527	0.8%
<i>School crossing guard</i>	237,118	246,466	9,348	3.9%
<i>Parking authority</i>	62,065	51,565	(10,500)	-16.9%
<i>Code Enforcement</i>	-	73,012	73,012	100.0%
Fire/rescue	18,192,646	25,515,592	7,322,946	40.3%
Environmental services				
<i>Administration</i>	100,081	-	(100,081)	-100.0%
<i>Facilities maintenance</i>	-	2,725,215	2,725,215	100.0%
<i>Fleet management</i>	1,243,723	1,030,398	(213,325)	-17.2%
Parks and recreation				
<i>Administration</i>	754,351	884,449	130,098	17.2%
<i>Parks maintenance</i>	3,319,496	3,263,327	(56,169)	-1.7%
<i>East zone</i>	2,313,701	1,318,369	(995,332)	-43.0%
<i>Central zone</i>	373,558	381,829	8,271	2.2%
<i>West zone</i>	377,516	356,314	(21,202)	-5.6%
<i>Facilities maintenance</i>	2,903,101	-	(2,903,101)	-100.0%
<i>Summer camp</i>	494,218	408,673	(85,545)	-17.3%
<i>Municipal pier</i>	238,448	260,291	21,843	9.2%
<i>Cemetery</i>	-	233,611	233,611	100.0%
<i>Ocean rescue</i>	-	1,153,064	1,153,064	100.0%
Non-departmental	9,960,188	6,805,696	(3,154,492)	-31.7%
Community participation	106,764	100,569	(6,195)	-5.8%
Debt service	4,235,648	4,415,917	180,269	4.3%
TOTAL	73,834,061	77,848,672	4,014,611	5.4%

City Commission

The Deerfield Beach City Commission consists of five members, four of whom are elected through single-member districts. The Mayor is elected at-large by the Citizens. The City Commission is the governing body of the City and exercises legal powers designated in the City Charter. The Commission enacts ordinances and resolutions, creates city policies and oversees special programs designed to involve citizens in their government. Other responsibilities of the City Commission include adoption of the annual budget, approval of tax rates, authorization of most contracts and the appointment of the City Manager, City Attorney and members of advisory boards. Commission meetings are held on the first and third Tuesday of each month.

City Commission Organization Chart



City of Deerfield Beach, Florida
City Commission
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
City Commission	\$ 294,997	\$ 294,579	\$ 96,117	\$ 294,672	\$ 194,664
TOTAL	<u>\$ 294,997</u>	<u>\$ 294,579</u>	<u>\$ 96,117</u>	<u>\$ 294,672</u>	<u>\$ 194,664</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 274,717	\$ 287,673	\$ 88,616	\$ 266,172	\$ 173,664
Materials & Supplies	6,053	2,666	2,998	6,500	8,500
Other Operating Expenses	14,227	4,240	4,503	22,000	12,500
TOTAL APPROPRIATIONS	<u>\$ 294,997</u>	<u>\$ 294,579</u>	<u>\$ 96,117</u>	<u>\$ 294,672</u>	<u>\$ 194,664</u>
<u>PERSONNEL</u>					
City Commission	<u>6</u>	<u>6</u>	<u>6</u>	<u>5</u>	<u>5</u>
TOTAL PERSONNEL	<u>6</u>	<u>6</u>	<u>6</u>	<u>5</u>	<u>5</u>

City Commission

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 206,862	\$ 204,648	\$ 69,923	\$ 210,425	\$ 143,258
Employee Benefits	67,855	83,025	18,693	55,747	30,406
Materials & Supplies	6,053	2,666	2,998	6,500	8,500
Other Services and Charges	14,227	4,240	4,503	22,000	12,500
Operations Subtotal	<u>294,997</u>	<u>294,579</u>	<u>96,117</u>	<u>294,672</u>	<u>194,664</u>
DEPARTMENTAL TOTAL	\$ 294,997	\$ 294,579	\$ 96,117	\$ 294,672	\$ 194,664
PERSONNEL					
Full-Time	1	1	1	0	0
Part-Time	5	5	5	5	5
TOTAL	6	6	6	5	5

City Manager

Administration Purchasing Economic Development

In 1956, the voters of Deerfield Beach adopted the Commission/Manager form of government. The city manager, appointed by and serving at the pleasure of the City Commission, is the chief operating officer of the City. The manager's office provides administrative direction for all municipal operations consistent with the goals adopted by the City Commission. As such, the city manager implements the policies of the Commission and is responsible for directing the day-to-day operations of the City, as well as ensuring that services and operations function in an efficient, timely, and cost effective manner while still in accordance with the City Commission's goals and objectives.

Administration Division

As the chief administrative office of the City, the city manager's office is involved in the following functions: the daily administration of the City; appointing authority for all city employees; supervision and evaluation of the management team; coordination of intra- and inter-governmental affairs; acting as the administrative spokesperson for the City; formulation of the annual budget, including detailed projections of all revenues and expenditures; recommendations with respect to departmental and non-departmental expenditures and the capital improvements program; chief negotiator for collective bargaining; preparation of reports and data to assist the City Commission in making formal top-level decisions; ensuring effective and efficient action on citizen complaints and requests for service; and conducting administrative research and analysis.

Purchasing Division

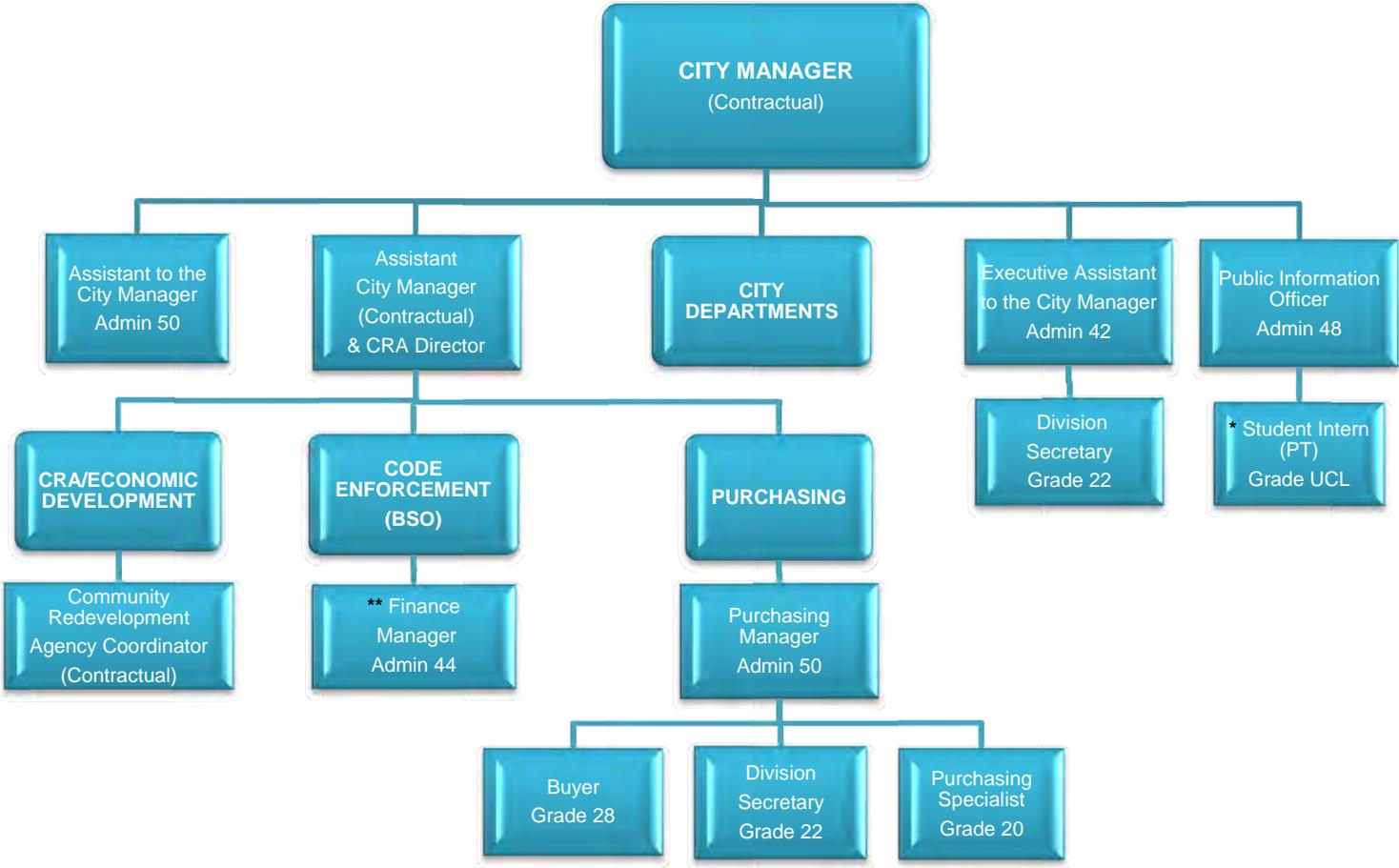
The procurement of goods and services necessary for City operations is handled by the Purchasing Division. This division assures compliance with state law and the City's procurement code, coordinates the preparation of bid specifications, researches products and services, maintains all service contracts, and interacts with every department to assist them with their purchasing needs.

Economic Development Division

The Economic Development Division seeks to enhance the quality of life for residents through the expansion of the local tax base. Economic Development consists of business attraction, retention and expansion. Economic Development staff act as ombudsmen for local business owners to identify and resolve barriers that their businesses face. The Economic Development Office maintains strong relationships with state and county economic development organizations – Enterprise Florida and The Broward Alliance -- to market the City of Deerfield Beach to prospective new companies.

Office of the City Manager

Organization Chart



* Frozen / Not funded

** The funding for the finance manager function is included in the Police Department's budget.

City of Deerfield Beach, Florida
City Manager
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Administration	\$ 614,449	\$ 584,171	\$ 298,396	\$ 546,048	\$ 629,117
Purchasing	308,997	285,647	132,088	271,583	276,286
Economic Development	-	4,071	10,693	30,897	42,592
TOTAL	<u>\$ 923,446</u>	<u>\$ 873,889</u>	<u>\$ 441,177</u>	<u>\$ 848,528</u>	<u>\$ 947,995</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 657,497	\$ 856,567	\$ 421,358	\$ 792,653	\$ 877,366
Materials & Supplies	4,091	6,841	1,936	7,225	6,975
Other Operating Expenses	261,858	10,481	17,883	48,650	63,654
TOTAL APPROPRIATIONS	<u>\$ 923,446</u>	<u>\$ 873,889</u>	<u>\$ 441,177</u>	<u>\$ 848,528</u>	<u>\$ 947,995</u>
<u>PERSONNEL</u>					
Administration	4.00	5.50	5.50	5.50	5.00
Purchasing	4.00	4.00	4.00	4.00	4.00
Economic Development	0.00	0.05	0.05	0.05	0.05
TOTAL PERSONNEL	<u>8.00</u>	<u>9.55</u>	<u>9.55</u>	<u>9.55</u>	<u>9.05</u>

City Manager - Administration

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 512,181	\$ 489,462	\$ 247,868	\$ 448,571	\$ 520,919
Employee Benefits	93,436	84,090	41,566	76,577	89,849
Materials & Supplies	746	4,084	1,330	4,000	4,250
Other Services and Charges	8,086	6,535	7,632	16,900	14,099
Operations Subtotal	<u>614,449</u>	<u>584,171</u>	<u>298,396</u>	<u>546,048</u>	<u>629,117</u>
DIVISION TOTAL	\$ 614,449	\$ 584,171	\$ 298,396	\$ 546,048	\$ 629,117
<u>PERSONNEL</u>					
Full-Time	4.0	4.0	5.5	5.5	5.0
TOTAL	4.0	4.0	5.5	5.5	5.0

City Manager - Purchasing

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 261,324	\$ 241,649	\$ 112,007	\$ 226,980	\$ 224,223
Employee Benefits	40,364	37,295	17,334	35,628	35,783
Materials & Supplies	3,345	2,757	606	3,225	2,725
Other Services and Charges	3,964	3,946	2,141	5,750	13,555
Operations Subtotal	<u>308,997</u>	<u>285,647</u>	<u>132,088</u>	<u>271,583</u>	<u>276,286</u>
DIVISION TOTAL	\$ 308,997	\$ 285,647	\$ 132,088	\$ 271,583	\$ 276,286
PERSONNEL					
Full-Time	4	4	4	4	4
TOTAL	4	4	4	4	4

Mission Statement

The Purchasing Division serves as the City's agent in procuring the items needed by departments and divisions by reducing the cost of government and inspiring public confidence. The Purchasing Division assures the continuous flow of required materials and services in order to facilitate operational efficiency.

The Purchasing Division exercises professional judgment in dealing fairly with vendors, coordinating requirements, providing timely and quality services and protecting the public's interest without favoritism, arbitrariness or capriciousness. Ethics is a significant issue when it comes to public procurement. The Purchasing Division is responsible to ensure the core values of honesty, integrity and transparency.

Major FY12-13 Goals

1. Finance / Budget
 - Cost management and on-cost delivery of services.
 - Establishment of a new term bids or RFPs resulting in price reductions.
 - Bid vs. sole source as conditions change.
2. Customer Satisfaction
 - Critical attributes that generate satisfaction with services and work products among internal departments and divisions.
 - Conscious development of new sources of supply.
3. Quantity/Quality
 - Quantifying the amount of service or work provided in a given time period.
 - Objective and measureable aspects of quality services and products.
 - Perform one or more elements of value analysis, including: specification or design change, product standardization or product substitution.

Purchasing

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Full-Time Employees				
Puchasing Manager, Buyer, Purchasing Specialist, Division Secretary	4	4	4	4
New Vendors Wanting to do Business with the City				
# of vendors added to the City's vendor database	650	650	400	500
City Cellular Communications Tower Leases				
# of cell tower leases on city property	16	16	16	16
Requisitions Received				
# of requisitions received from departments	676	1500	450	450
Competitive Solicitations Issued				
# of competitive solicitations advertised	33	80	30	40
Vendors Notified of Bid Opportunities				
# of vendors who have been notified of competitive solicitation opportunities directly by Purchasing	2,240	130	300	600
OUTPUTS:				
Competitive Solicitations Awarded				
# of successful competitive solicitations awarded by Commission	30	75	27	40
Contracts Administered				
# of Contracts administered by Purchasing	70	72	72	80
Cellular Tower Revenue				
Total annual dollar amount of	\$ 337,272	\$ 341,157	\$ 341,157	\$ 357,386
Surplus Revenue				
Revenue generated from the sale of surplus property	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000
Purchase Orders Issued				
# of purchase orders issued	676	1500	450	450
Change Orders Issued				
# of change orders issued to Purchase Orders	148	150	60	45
Bids/Proposals Received				
# of responses to competitive solicitations	167	42	75	150
Coop Contracts				
# of Coop contracts that the City participates in	32	32	32	32
EFFECTIVENESS MEASURES:				
Cost Savings				
Process improvement, revenue, rebates,	\$ 20,000	\$ 150,000	\$ 150,000	\$ 300,000
Cost Avoidances				
Bid process, contract negotiations, price reductions	\$ 925,000	\$ 900,000	\$ 500,000	\$ 500,000
EFFICIENCY MEASURES:				
Successful Bids				
Ratio of bids issued to bids awarded	90.9%	93.8%	90.0%	100.0%
Changes Made to Purchase Orders				
Ratio of purchase orders issued to change orders issued	21.9%	10.0%	13.3%	10.0%
Bidders Responding to Solicitation Invitations				
Ratio of invitations sent to responses received	7.5%	32.3%	25.0%	25.0%
Average Cell Tower Revenue				
Cell towers divided by annual revenue	\$ 21,079	\$ 21,322	\$ 21,322	\$ 22,337
Blanket Purchase Orders				
# of goods and services captured on blanket purchase orders	20	20	94	125

City Manager - Economic Development

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ -	\$ 3,529	\$ 2,239	\$ 4,234	\$ 5,700
Employee Benefits	-	542	344	663	892
Other Services and Charges	-	-	8,110	26,000	36,000
Operations Subtotal	-	4,071	10,693	30,897	42,592
DIVISION TOTAL	\$ -	\$ 4,071	\$ 10,693	\$ 30,897	\$ 42,592
<u>PERSONNEL</u>					
Full-Time	0	0.05	0.05	0.05	0.05
TOTAL	0	0.05	0.05	0.05	0.05

City Clerk

The Office of the City Clerk is dedicated to the proper functioning of government and, as such, is committed to effective legislative processes, information management, and the continued preservation of City policies and actions. The City Clerk's mission is to provide quality and friendly service to its customers, the general public, City Commission, City Manager, City staff and other agencies in a timely, efficient and professional manner. The City Clerk attends all City Commission meetings, as well as administrative staff meetings, and administers all municipal legislative processes. This includes scheduling, agenda development, and the conformation of all City Commission business. The City Clerk is the official custodian of the City's corporate seal and records to include the City Charter, contracts, deeds, ordinances, resolutions, leases, easements, and minutes of all City Commission meetings. In addition, the City Clerk's Office maintains the City's Municipal Code, provides research support to the City Commission, administration and the public, and is responsible for the publishing of legal notices for public hearings.

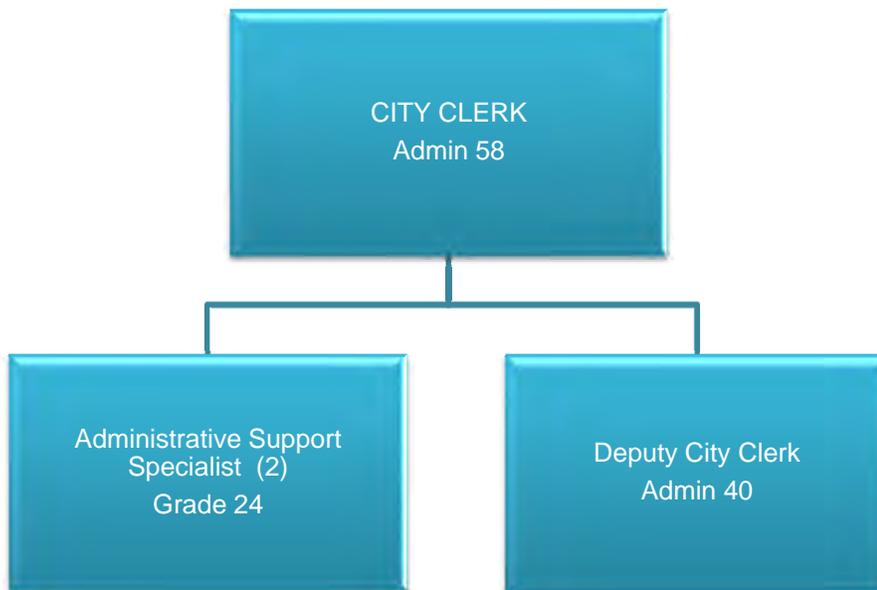
The City Clerk's Office is also responsible for the management of all municipal elections, including the administration of candidate statements, ballot measures, impartial analyses, and legal advertising. Additionally, the City Clerk coordinates over 20 boards and committees that advise the City Commission, manages compliance with City and State conflict of interest law, administers oaths, and receives and records petitions, claims, lawsuits and official notices for the City.

DEPARTMENT GOALS

- Provide quality records management
- Represent the City and City Commission in all matters with the Supervisor of Elections pertaining to municipal elections
- Provide timely and accurate public information
- Serve as general liaison between the City Commission, City Departments and the general public by effectively communicating City policies to all levels of government and to the general public
- Encourage employee training and development

Office of the City Clerk

Organization Chart



City of Deerfield Beach, Florida
City Clerk
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Administration	\$ 331,974	\$ 340,376	\$ 172,814	\$ 360,723	\$ 382,662
Elections	(201)	98,318	-	94,291	104,691
TOTAL	<u>\$ 331,773</u>	<u>\$ 438,694</u>	<u>\$ 172,814</u>	<u>\$ 455,014</u>	<u>\$ 487,353</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 254,424	\$ 281,573	\$ 139,316	\$ 281,014	\$ 282,653
Materials & Supplies	13,996	12,761	9,460	19,800	8,800
Other Operating Expense	63,353	144,360	24,038	154,200	195,900
TOTAL APPROPRIATIONS	<u>\$ 331,773</u>	<u>\$ 438,694</u>	<u>\$ 172,814</u>	<u>\$ 455,014</u>	<u>\$ 487,353</u>
<u>PERSONNEL</u>					
Administration	3.5	4.0	4.0	4.0	4.0
TOTAL PERSONNEL	<u>3.5</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

Administration & Elections

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 221,626	\$ 244,378	\$ 120,600	\$ 240,879	\$ 244,063
Employee Benefits	32,798	37,195	18,716	37,444	38,590
Materials & Supplies	13,996	12,761	9,460	19,800	8,800
Other Services and Charges	63,353	144,360	24,038	156,891	195,900
Operations Subtotal	<u>331,773</u>	<u>438,694</u>	<u>172,814</u>	<u>455,014</u>	<u>487,353</u>
DEPARTMENTAL TOTAL	\$ 331,773	\$ 438,694	\$ 172,814	\$ 455,014	\$ 487,353
PERSONNEL					
Full-Time	4.0	4.0	4.0	4.0	4.0
TOTAL	4.0	4.0	4.0	4.0	4.0

Mission Statement

The mission of the Office of the City Clerk is dedicated to providing excellent customer service in a spirit of cooperation, integrity and unison while providing knowledge and information in various areas of municipal government.

Major FY12-13 Goals

1. Coordinate and supervise March 2013 Municipal Election.
2. Provide training to pertinent City staff for proper handling of public records requests.
3. Begin process to relocate all records to offsite storage.
4. Promote a paperless agenda system.
5. Create Standard Operating Procedure (SOP) for Clerk's Office.
6. Coordinate and implement agenda maker software for agenda preparation for City Commission, Community Redevelopment Agency, and Advisory Boards/Committees meetings.

City Clerk

PERFORMANCE MEASURES	2010-2011 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of full-time employees	4	4	4	4
OUTPUTS:				
Number of notarizations performed	183	150	150	175
Number of logged, processed, prepared and reviewed contracts/agreements	106	100	100	100
Number of processed certificates of ownerships	92	85	85	85
Number of public records requests received, processed, copied, mailed, researched, and logged	513	600	600	600
Number of ordinances e-mailed for codification	43	46	46	46
Number of recording documents processed/logged	391	428	428	450
Number of PAC's to monitor	4	5	5	5
Number of board oaths prepared and performed	29	16	16	30
Number of employee oaths prepared and performed	81	150	150	150
Number of trips to off-site storage facility	19	20	20	20
Number of files retrieved from off-site storage facility	73	175	175	65
Number of boxes delivered to off-site storage facility	25	165	165	100
Number of memos and letters prepared (hard copy & electronic)	780	750	750	800
Number of lobbyist registrations	22	24	24	32
Number of meeting minutes transcribed and approved; to include City Commission, Special Meetings, Budget Workshops, Workshop, and CRA Minutes	42	45	45	45
Number of resolutions approved and executed (to include CRA)	248	230	230	230
Number of ordinances approved and executed	43	46	46	46
Number of meetings attended; to include City Commission, Special Meetings, Budget Workshops, Workshop Meetings, and CRA Meetings	42	45	45	45
Number of agendas prepared	27	26	26	26
Number of agenda books prepared: includes set up and distribution	209	191	191	200
Number of meetings to set up for: includes all City Commission Meetings, Budget Workshops, Special Meetings, and Workshop Meetings	42	45	45	45
Number of items scanned using Laserfische	16,467	17,000	17,000	17,000
Number of financial disclosures & Code of Ethics forms maintained	111	125	125	140
Number of pay authorizations prepared (to include indemnity checks)	128	70	70	70
Number of boxes destroyed that met retention period	190	125	125	100
Number of mail pieces received	570,000	570,000	570,000	570,000
Number of mail pieces outgoing	420,000	725,000	725,000	725,000
Number of mail pieces opened	450,000	400,000	400,000	450,000
Number of notices posted	199	180	180	180
Number of notices inserted & mailed (Planning & Growth Mgmt)	5014	3000	3000	3000
Number of Code Enforcement notices posted	291	260	260	260
Number of notices proofed and advertised for newspaper	202	185	185	185
Number of newspaper notices verified & retrieved	202	185	185	185
Number of newspaper articles retrieved	187	264	264	264
Number of phone calls received (daily)	125	100	100	120
Number of walk-in customers daily (internal & external)	25	25	25	25
Number of precincts maintained for elections	26	0	0	38
Number of supplements distributed	215	175	175	200
Number of advisory boards/committees maintained	14	14	14	14
Number of purchase orders processed	44	48	48	50

City Clerk

PERFORMANCE MEASURES	2010-2011 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
EFFECTIVENESS MEASURES:				
Average number of days per week to process pay authorizations	1	1	1	1
Number of hours spent preparing for agenda and setting up agenda books (bi-weekly)	33 hours	30 hours	30 hours	20 hours
Number of hours spent processing mail (daily)	2 hours	2 hours	2 hours	2 hours
Number of hours spent filing (weekly)	4 hours	3 hours	3 hours	3 hours
Number of hours spent on proofing and correcting meeting minutes (bi-weekly)	22 hours	22 hours	22 hours	22 hours
Number of hours spent transcribing minutes weekly (to include CRA Minutes)	24 hours	23 hours	23 hours	23 hours
Time spent posting notices (weekly)	30 minutes	75 minutes	75 minutes	75 minutes
Time spent updating Code of Ordinances/Land Development Supplements (quarterly)	1 hour	1 hour	1 hour	1 hour
Time spent updating board book pages & history book (as needed)	1 hour	1 hour	1 hour	1 hour
Number of hours spent preparing documents for execution & distribution (weekly)	21 hours	20 hours	20 hours	20 hours
Number of hours spent copying documents (weekly)	8 hours	7.5 hours	7.5 hours	5 hours
Percentage of Public Records Requests satisfied	100%	100%	100%	100%
Number of hours spent redacting confidential information from public records (weekly)	3 hours	2 hours	2 hours	2 hours
Number of hours spent preparing for elections; i.e. creating pamphlets for candidates; updating candidates on their responsibilities; coordinating candidates' informational meetings; & PAC Petitions (weekly)	15 hours	18 hours	18 hours	18 hours
Time spent preparing, updating, disseminating, & maintaining Code of Ethics & financial disclosure forms (yearly)	23 hours	23 hours	23 hours	23 hours
Percentage of campaign finance forms reviewed & corrected	100%	100%	100%	100%
Time spent uploading agendas, minutes, & notices to website; uploading backup material (bi-weekly)	2 hours	5 hours	5 hours	5 hours
Time spent setting up & break down for City Commission Meetings (hr/meeting)	1 hour	1 hour	1 hour	1 hour
Time spent scanning documents (bi-weekly)	5 hours	8 hours	8 hours	8 hours
Number of hours spent with the Supervisor of Elections Office for election preparation (yearly)	10 hours	25 hours	25 hours	10 hours
EFFICIENCY MEASURES:				
Timeframe to process ordinances for codification (bi-weekly)	30 minutes	20 minutes	20 minutes	20 minutes
Number of treasury reports received from PAC's/candidates	60	16	16	50
Timeframe to mail notices for Planning & Zoning	1 day	1 day	1 day	1 day
Average amount of time used to answer & transfer incoming phone calls (minutes/call)	4 minutes	4 minutes	4 minutes	4 minutes
Timeframe to mail literature to new/reappointed board members	1 day	1 day	1 day	1 day
Time spent advertising notices (weekly)	1.5 hours	1.5 hours	1.5 hours	1.5 hours
Time spent proofing notices (weekly)	2 hours	2 hours	2 hours	2 hours

City Attorney

The City Attorney's Office provides legal opinions and assistance to the City Commission, City Manager, and staff. The City Attorney's Office drafts and/or reviews all proposed ordinances and resolutions, prosecutes municipal ordinance violations, represents the Code Enforcement Board, the Planning and Zoning Board, Board of Adjustment, and other boards in the City as required. The City Attorney's Office supervises the work of outside counsel where needed. Outside counsel is also used for real estate transaction matters and title searches. The City Attorney's Office also represents the City in much of the litigation in which it is involved. The City Attorney operates pursuant to a contract with the City.

City of Deerfield Beach, Florida
City Attorney
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
City Attorney	\$ 729,097	\$ 492,491	\$ 193,899	\$ 402,500	\$ 352,000
TOTAL	<u>\$ 729,097</u>	<u>\$ 492,491</u>	<u>\$ 193,899</u>	<u>\$ 402,500</u>	<u>\$ 352,000</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 164,762	\$ 43,198	\$ -	\$ -	\$ -
Materials & Supplies	19,794	125,883	-	-	-
Other Operating Expenses	544,541	323,410	193,899	402,500	352,000
TOTAL APPROPRIATIONS	<u>\$ 729,097</u>	<u>\$ 492,491</u>	<u>\$ 193,899</u>	<u>\$ 402,500</u>	<u>\$ 352,000</u>
<u>PERSONNEL</u>					
City Attorney	2.0	0.5	0	0	0
TOTAL PERSONNEL	<u>2.0</u>	<u>0.5</u>	<u>0</u>	<u>0</u>	<u>0</u>

Central Services

The Central Services Department recognizes expenditures which are not associated with a specific department. All of the items recorded in this department are necessary for the daily operations of the City. These items include telephone services, major maintenance contracts for various equipment, postage and duplicating supplies.

City of Deerfield Beach, Florida
Central Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Central Services	\$ 481,415	\$ 465,405	\$ 209,770	\$ 447,750	\$ 524,500
TOTAL	<u>\$ 481,415</u>	<u>\$ 465,405</u>	<u>\$ 209,770</u>	<u>\$ 447,750</u>	<u>\$ 524,500</u>
<u>EXPENSE GROUP</u>					
Materials & Supplies	\$ 21,548	\$ 18,105	\$ 6,594	\$ 17,750	\$ 23,500
Other Operating Expenses	459,867	447,300	203,176	430,000	501,000
TOTAL APPROPRIATIONS	<u>\$ 481,415</u>	<u>\$ 465,405</u>	<u>\$ 209,770</u>	<u>\$ 447,750</u>	<u>\$ 524,500</u>

Financial Services

The Department of Financial Services is comprised of two divisions – Finance and Customer Service. This department serves as a support service for all other departments within the City.

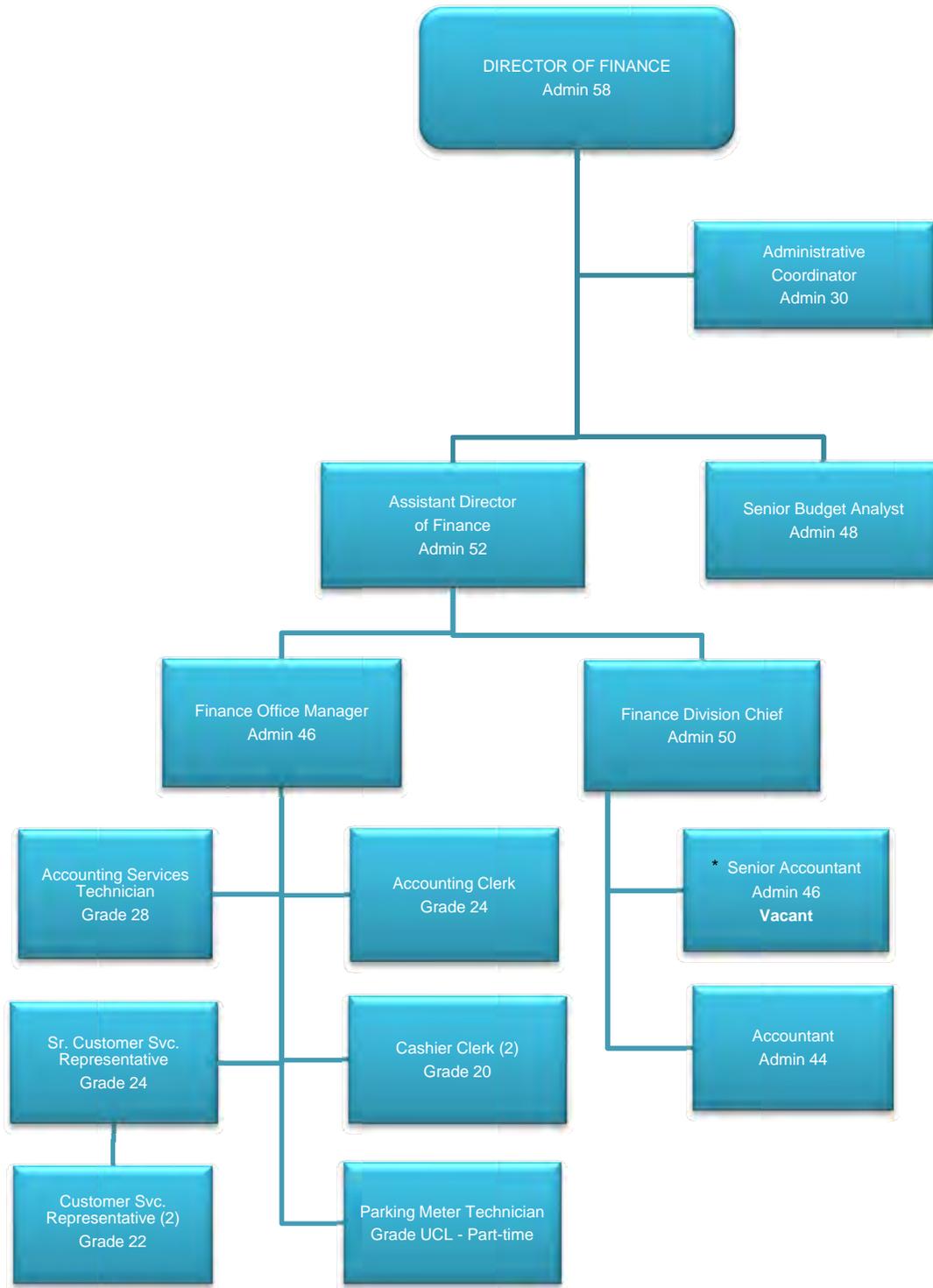
The primary function of the Finance Division is to monitor, record and report all financial transactions of the City. It ensures that all transactions are accounted for in a timely manner, that all applicable policies and procedures are followed, and that controls to ensure the recording and dissemination of accurate information are in place. This division handles the payroll for all City employees, processes utility payments, pays all invoices for goods and services used by City departments, records and tracks fixed assets, monitors grant funding, prepares and monitors the annual budget and capital improvement plan, and tracks the City's outstanding debt.

The Customer Service division is responsible for billing all utility customers, establishing accounts for new customers and for responding to customer inquiries. This division is supported by the utility fund operations.

DEPARTMENT GOALS

- Provide quality internal and external customer service
- Efficiently process the City's payroll
- Provide sound fiscal oversight of the City's finances
- Maintain the GFOA Certificate of Achievement for Excellence in Financial Reporting as well as the GFOA Distinguished Budget Presentation Award
- Encourage employee training and development

Department of Financial Services Organization Chart



City of Deerfield Beach, Florida
Financial Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Financial Services	\$ 1,964,411	\$ 1,739,725	\$ 561,115	\$ 1,170,516	\$ 1,221,347
Equipment Maintenance	143,526	100,858	23,265	137,000	-
TOTAL	<u>\$ 2,107,937</u>	<u>\$ 1,840,583</u>	<u>\$ 584,380</u>	<u>\$ 1,307,516</u>	<u>\$ 1,221,347</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 1,350,579	\$ 1,117,138	\$ 427,123	\$ 899,366	\$ 937,969
Materials & Supplies	52,074	55,753	9,621	37,000	26,500
Other Operating Expenses	684,740	658,232	147,636	371,150	256,878
Capital Outlay	20,544	9,460	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 2,107,937</u>	<u>\$ 1,840,583</u>	<u>\$ 584,380</u>	<u>\$ 1,307,516</u>	<u>\$ 1,221,347</u>
<u>PERSONNEL</u>					
Financial Services	18	15	12	12	12
TOTAL PERSONNEL	<u>18</u>	<u>15</u>	<u>12</u>	<u>12</u>	<u>12</u>

Financial Services					
EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 1,153,445	\$ 968,272	\$ 371,220	\$ 781,300	\$ 814,933
Employee Benefits	197,134	148,866	55,903	118,066	123,036
Materials & Supplies	47,276	55,753	8,966	32,000	26,500
Other Services and Charges	566,556	566,834	125,027	239,150	256,878
Operations Subtotal	<u>1,964,411</u>	<u>1,739,725</u>	<u>561,116</u>	<u>1,170,516</u>	<u>1,221,347</u>
DIVISION TOTAL	\$ 1,964,411	\$ 1,739,725	\$ 561,116	\$ 1,170,516	\$ 1,221,347
PERSONNEL					
Full-Time	18	14	14	11	11
Part-Time	0	1	1	1	1
TOTAL	18	15	15	12	12

Equipment Maintenance					
EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Materials & Supplies	\$ 4,798	\$ 2,107	\$ 655	\$ 5,000	\$ -
Other Services and Charges	138,728	98,751	22,610	132,000	-
Operations Subtotal	<u>143,526</u>	<u>100,858</u>	<u>23,265</u>	<u>137,000</u>	<u>-</u>
DIVISION TOTAL	\$ 143,526	\$ 100,858	\$ 23,265	\$ 137,000	\$ -

Mission Statement

The Financial Services Department is committed to maintaining high quality accounting standards, to safeguarding the City's assets, to providing financial information in a timely manner, and to providing positive customer service to both external and internal customers alike.

- Major FY12-13 Goals**
1. Implement all newly adopted GASB statements.
 2. Complete citywide accounting policies and procedures manual.
 3. Implement cash receipts interfacing module of City's accounting system.
 4. Obtain GFOA's excellence in financial reporting and distinguished budget presentation awards.
 5. Implement e-payables for vendors, so as to minimize accounts payable processing costs.
 6. Retain third-party collection agency firm to increase accounts receivable turnover.
 6. Increase training for user departments on utilizing the City's accounting system.

Financial Services				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of full-time employees	15	13	12	12
Department Expenditures	\$ 1,840,583	\$ 1,307,516	\$ 1,319,966	1,221,347
OUTPUTS:				
Prepare CAFR	Yes	Yes	Yes	Yes
Prepare Proposed and Approved Budget documents	Yes	Yes	Yes	Yes
Investment earnings generated	\$ 109,987	\$ 178,500	\$ 65,000	\$ 40,500
Number of vendor checks processed	9,087	9,000	7,500	7,000
Number of payroll checks/direct deposit vouchers processed	17,329	17,100	10,512	9,986
Number of lien searches conducted	2,061	2,200	2,132	2,250
Number of utility bills mailed	N/A	140,000	144,728	133,000
Number of utility customer service work orders processed	N/A	N/A	N/A	8,500
Number of parking meter audits	12	12	12	12
Number of manual journal entries prepared	1,303	750	1,200	750
Number of parking meters repaired in-house	N/A	1,500	1,400	500
EFFECTIVENESS MEASURES:				
GFOA's Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes
GFOA's Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Bond rating (Moody's Investors Service, Inc.)	Aa2	Aa2	Aa2	Aa2
Percentage of invoices paid within 30 days	99%	99%	99%	99%
Percentage of invoices paid via e-payables	N/A	N/A	N/A	5%
Standard lien searches conducted within 7 business days of request	100%	100%	100%	100%
Bank reconciliations performed within 30 days of month-end	50%	75%	75%	80%
Percentage of utility billing customers receiving e-bills	N/A	5%	X<1%	10%
Average time to close-out utility work orders	N/A	2-3 days	2-3 days	1 - 2 days
Resolve all requests for service within 3 business days - Utilities Customer Service Staff	99%	99%	99%	99%
EFFICIENCY MEASURES:				
Department expenditures per capita	\$ 23.76	\$ 17.86	\$ 18.03	\$ 16.28
Payroll direct deposit utilization rate	70%	80%	79%	85%
Average percentage of available funds invested	95%	88%	95%	90%
Cost avoidance of meters repaired in-house	N/A	N/A	N/A	\$97,500

Human Resources

The main focus of the Human Resources Department is to provide support, and promote continuity and cooperation among the City's various departments and its employees. As a consequence, the administration of personnel related issues are conducted by this department. The Human Resources Department is headed by a director, who is assisted by two Human Resources Generalists. This cohesive group is charged with managing, developing, establishing, and implementing programs and activities for the good of all City employees. In doing so, the department complies with the mandate to meet objectives in recruitment, selection, training and development, compensation and retention of a skilled and diversified workforce in compliance with established policies and procedures, federal, state, and local laws which govern all employment activities.

In the past, when environmental pressures were less complex than today, human resources departments were primarily required to have functional expertise. In other words, human resources departments were primarily responsible to develop new practices and programs, and to respond to employee needs. As the business environment becomes increasingly complex, so does the role of human resources. Organizations today are confronted by unprecedented pressures for change which include: increasingly global markets, shifting workforce demographics, a bottom-line orientation, and fast-paced technological change. These pressures act upon the business environment and force organizations to compete. Therefore, every human resources department today is expected to work with other functional executives to change/blend organizational culture and values; attract, retain, and motivate quality people; and train, retrain, and develop employees.

Why include human resources perspectives in the organization's business strategies? The answer is simple. Human resources perspectives offer added value to the organization. The human resources department can assist you with the educational aspect of understanding your own workforce implications and the market/customer implications. This means you understand the changing nature of the workforce trends and the changing nature of society. There are a myriad of functions and action items that are addressed by our Human Resources Department on an ongoing basis to include: the administration of group insurance programs; the administration of unemployment compensation claims and appeals; the administration of the Employee Assistance Program; the administration of employee benefit programs; employee record management; pay and classification studies; liaison to the civil service board; union contract negotiations and administration; grievance hearings; the administration of the City's Affirmative Action Plan, the Americans with Disabilities Act (ADA); the Equal Employment Opportunity Act; the Veterans Preference Act, the Immigration Act, and the Family Medical Leave Act. The linkage of human resources strategies and programs are tied to this organization's vision, mission, strategies and business objectives.

As the Human Resources Department continues to be responsive to the needs of this organization, the aim is to assist in the delivery of the City's goals and milestones. One of the department's biggest challenges is to set priorities and clarify how we can best help the organization. A key priority is be involved foremost with projects that will impact the organization for years to come. It is therefore important to make certain the department's direction, mission, and each person's role is aligned with the City's vision, mission, and values. The road to success is going to lie in forming a partnership with all City departments and offices so that we can jointly agree on what the priority HR needs are and what will be required to meet these needs successfully.

Human Resources (continued)

DEPARTMENT GOALS:

- Enhance the City's employment process
- Effectively communicate employee information
- Develop an employee compensation rationale
- Benchmark the "Best Practices"
- Provide summer employment to disadvantaged area youth
- Reduce lawsuit liability to the City of Deerfield Beach
- Support City health and fitness programs
- Monitor the use of the City's Performance Review System
- Monitor the use of fair and equitable interview process
- Improve employee training, development, morale and performance

OBJECTIVES

⇒ **What are the City's most important issues as they relate to human resources?**

- Ensure that the City recruits, hires, and retains the best possible candidates.
- Provide superior training and development for all employees.
- Support Wellness as an important component of employee activities.

⇒ **What knowledge, skills, attributes and values will employees need in order for the organization to continue to succeed over the next five years?**

- Stay abreast of the current trends, technological changes, and legislation as they apply to each specific job.
- Learn new skills as equipment and processes in the workplace become more sophisticated.
- Invest and encourage the workforce to become more literate and accept change in a positive way.
- Encourage customer service as the #1 priority.

⇒ **In what areas have departments seized the opportunity to improve employee skills and knowledge required, and where are there gaps?**

Departments have excelled in a number of areas such as the following:

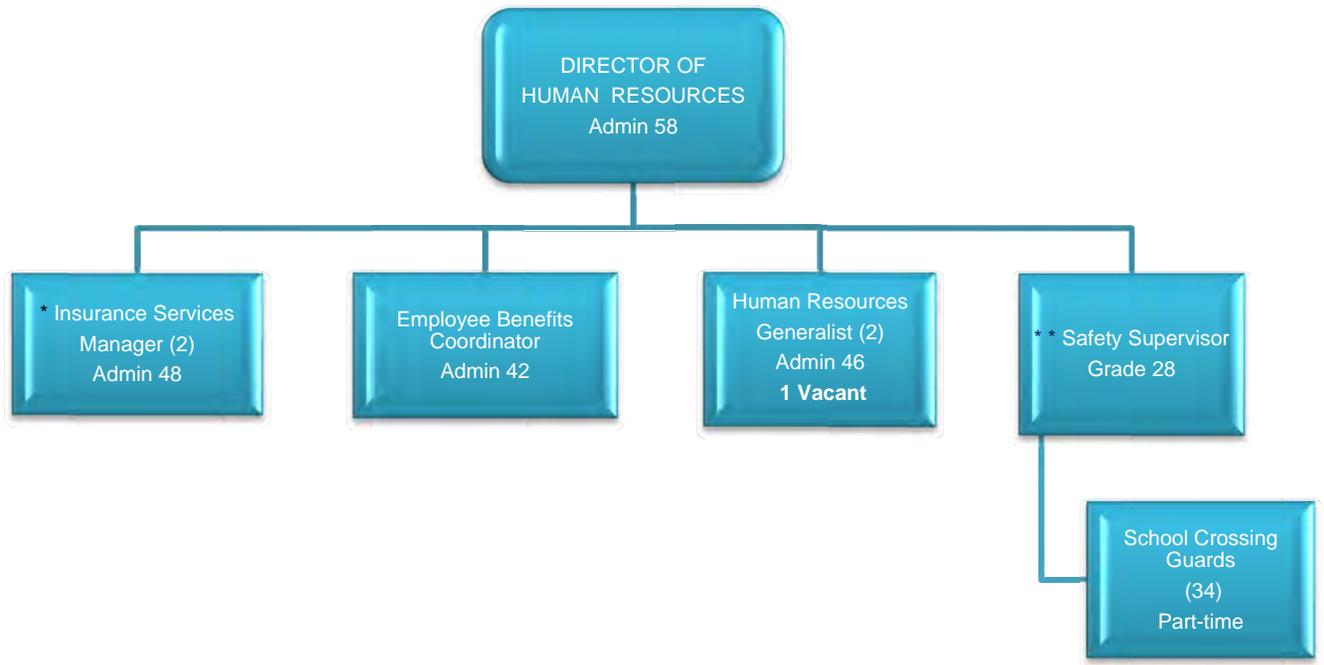
- Effective recruitment, hiring, and retention of professional and line staff.
- Customer service.
- Recreation programming
- Technical expertise and dedication.
- Fund raising.

Departments have continued to work on a number of the problem areas and have taken a variety of steps to improve them through training and other methods.

⇒ **The Human Resources Department can have the most impact in the following areas:**

- Employment – Continue to work with departments to recruit and hire a diversity of applicants.
- Training and Development - Introduce new seminars for employee training and development.
- Management Training
- Supervisory Training
- Employee Training
- Computer Training
- Customer Service Training

Department of Human Resources Organization Chart



* Positions are funded by the Insurance Services Trust Fund.

**The school crossing guard function is administered by this individual. In addition, this individual reviews all written parking citation disputes and makes the initial decision regarding their validity. The funding for the school crossing guard function is included in the Police Department's budget.

City of Deerfield Beach, Florida
Human Resources
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Human Resources	\$ 349,890	\$ 418,651	\$ 231,684	\$ 480,765	\$ 428,015
TOTAL	<u>\$ 349,890</u>	<u>\$ 418,651</u>	<u>\$ 231,684</u>	<u>\$ 480,765</u>	<u>\$ 428,015</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 311,892	\$ 328,970	\$ 162,883	\$ 377,765	\$ 359,015
Materials & Supplies	2,549	5,234	848	8,000	5,000
Other Operating Expenses	35,449	84,447	67,953	95,000	64,000
TOTAL APPROPRIATIONS	<u>\$ 349,890</u>	<u>\$ 418,651</u>	<u>\$ 231,684</u>	<u>\$ 480,765</u>	<u>\$ 428,015</u>
<u>PERSONNEL</u>					
Human Resources	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL PERSONNEL	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

Human Resources

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 267,297	\$ 284,790	\$ 141,433	\$ 326,593	\$ 309,744
Employee Benefits	44,595	44,180	21,450	51,172	49,271
Materials & Supplies	2,549	5,234	848	8,000	5,000
Other Services and Charges	35,449	84,447	67,953	95,000	64,000
Operations Subtotal	<u>349,890</u>	<u>418,651</u>	<u>231,684</u>	<u>480,765</u>	<u>428,015</u>
DEPARTMENTAL TOTAL	\$ 349,890	\$ 418,651	\$ 231,684	\$ 480,765	\$ 428,015
PERSONNEL					
Full-Time	4	4	3	4	4
TOTAL	4	4	3	4	4

Mission Statement

The mission of the Human Resources Department is to provide the City with a comprehensive package of Human Resource Management services that are unassailably professional, responsive to business requirements, and conscientiously cost efficient and effective.

Major FY12-13 Goals

1. Represent City in collective bargaining through impasse, if necessary, on the "Reopeners" in the collective bargaining agreement (CBA) with Local 1010/Florida District Council 78 of the International Union of Painters and Allied Trades (IUPAT) and on a full-contract successor to the CBA with the Professional Managers and Supervisors Association (PMSA).
2. Complete effort to update and revise City's Personnel Rules and Regulations, including approval of replacement document by City Attorney and by City Commission.
3. Deliver targeted-need City-wide training for supervisors and managers on compliance with revised Personnel Rules and Regulations and City's two (2) CBA's with IUPAT and the PMSA.
4. Engage in collaborative efforts with City's outsourced risk management consultant to complete: an audit of Florida Blue charges and payments; a comparative study of self-insurance versus insured coverage; an RFP for the next renewal of health insurance coverage; and an executive-summary analysis of ObamaCare requirements subsequent to the yet-to-be issued decision of the U.S. Supreme Court.
5. Initiate, oversee and complete a City-wide collaborative effort to overhaul the existing performance assessment procedure (including the assessment document to be used) for all non-represented personnel through, and including, Department Heads/Directors. Develop and implement a more effective assessment procedure to identify: performance strengths and weaknesses; opportunities for improvement; and goals and objectives for the following assessment period.

Human Resources

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Total number of budgeted full-time employees	4	4	4	4
Department Expenditures (incl. salaries)	\$418,651	\$480,765	\$480,765	\$428,015
OUTPUTS:				
No. of positions posted	10	15	15	27
No. of employment applications received	2,500	2,425	3,000	3,844
Percentage overall of minority applications	60%	56%	60%	42%
No. of employee grievances	4	4	20	15
No. of employee training sessions held	8	2	15	10
No. of employee benefit educational initiatives	14	14	2	25
EFFECTIVENESS MEASURES:				
Employee turnover rate	N/A	4.2%	4.0%	5.0%
Amount spent on unemployment compensation	N/A	\$25,000	\$320,000	\$200,000
Percent of new full-time employees who have successfully completed initial probationary period.	99.5%	99%	95.5%	90.0%
EFFICIENCY MEASURES:				
No. of full-time emps. per full-time HR staff <i>(Industry standard is 100)</i>	189	189	189	160

Planning and Development Services

The Department of Planning and Development Services is responsible for the administration of the City's land and development planning. Activities include neighborhood, project and comprehensive planning, growth management, community and economic development. The department also provides technical support to the public, city staff, Commission, administration and various boards. All work is done to assist the City in achieving goals and objectives set forth by the City of Deerfield Beach Comprehensive Plan.

Planning & Zoning Division

The planning area provides neighborhood redevelopment, special project and comprehensive planning services to the City. This involves preparation of policies, programs, and outlines for guiding physical and economic development.

The zoning function provides development plan review and screening, counsels citizens and businesses on zoning rules and regulations, researches and issues various development permits, and provides staff support to the Board of Adjustment, Planning & Zoning Board and Community Appearance Board.

Building Division

The Building Division is responsible for enforcing the Building code ensuring safe, sound and progressive development of commercial and residential properties. Renovation, remodeling and construction are all closely monitored, while code inspections are conducted systematically. The division complies with guidelines established by the Broward County Board of Rules & Appeals. The Building Division has three areas of responsibility: building, business licensing, and alarm permitting. The Building Division provides plan review, permits and periodic inspection services to most public and private construction as determined by the Florida Building Code and other applicable laws. The Building Division is also responsible for the identification and removal of unsafe structures in conjunction with the Unsafe Structures Board.

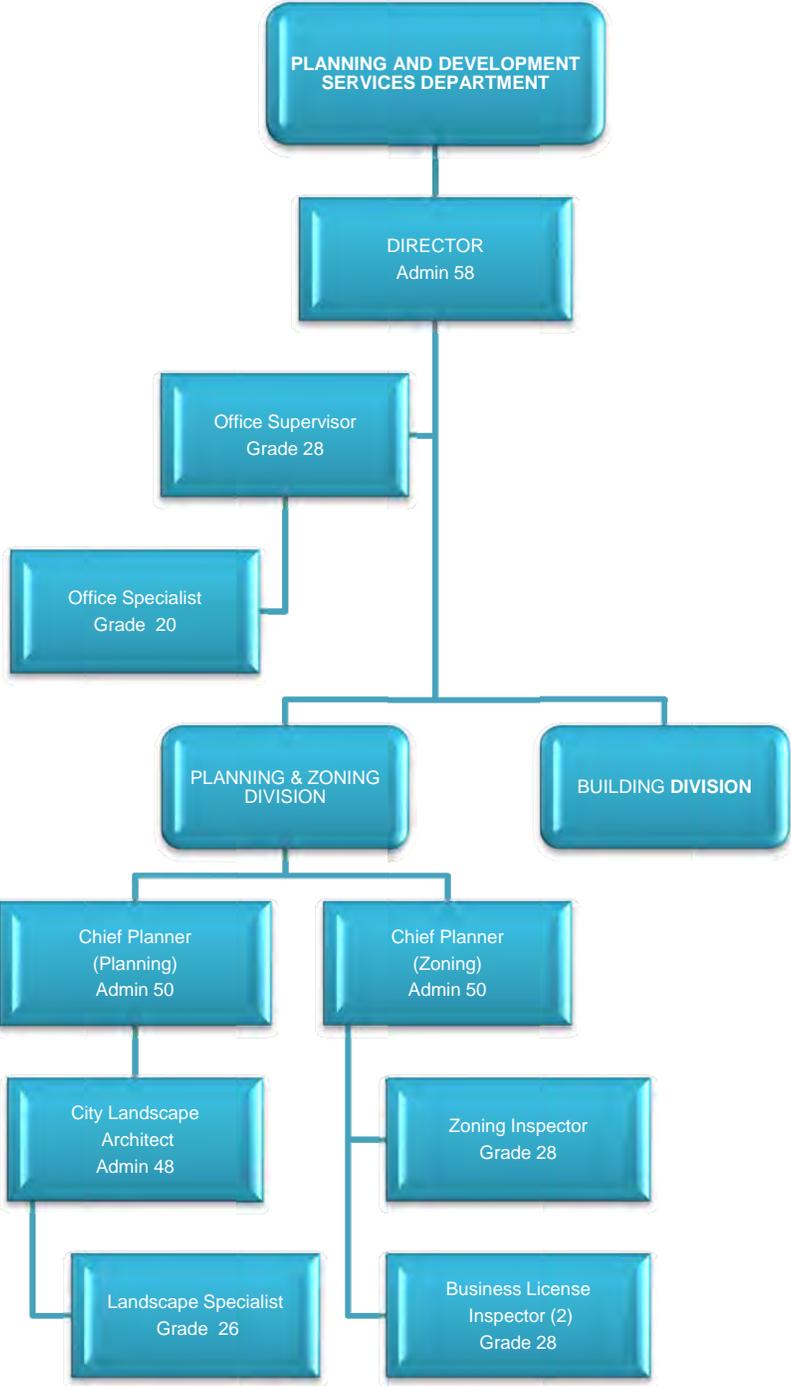
The Business Licensing area issues businesses licenses to persons and companies locating or operating a business in Deerfield Beach. In addition, information and assistance is provided to businesses regarding requirements to conduct businesses in Deerfield Beach, as well as, periodic inspections of business locations. Business Licensing coordinates the departmental reviews of all new business applicants and issues annual renewals for existing businesses.

The Alarm Permitting area issues permits to residents and business operators who require alarms on their properties. The permitting system is designed to register current information about the building owner and to reduce false alarm calls received by the Broward Sheriff's Office.

Planning & Development Services Department

Planning & Zoning Division

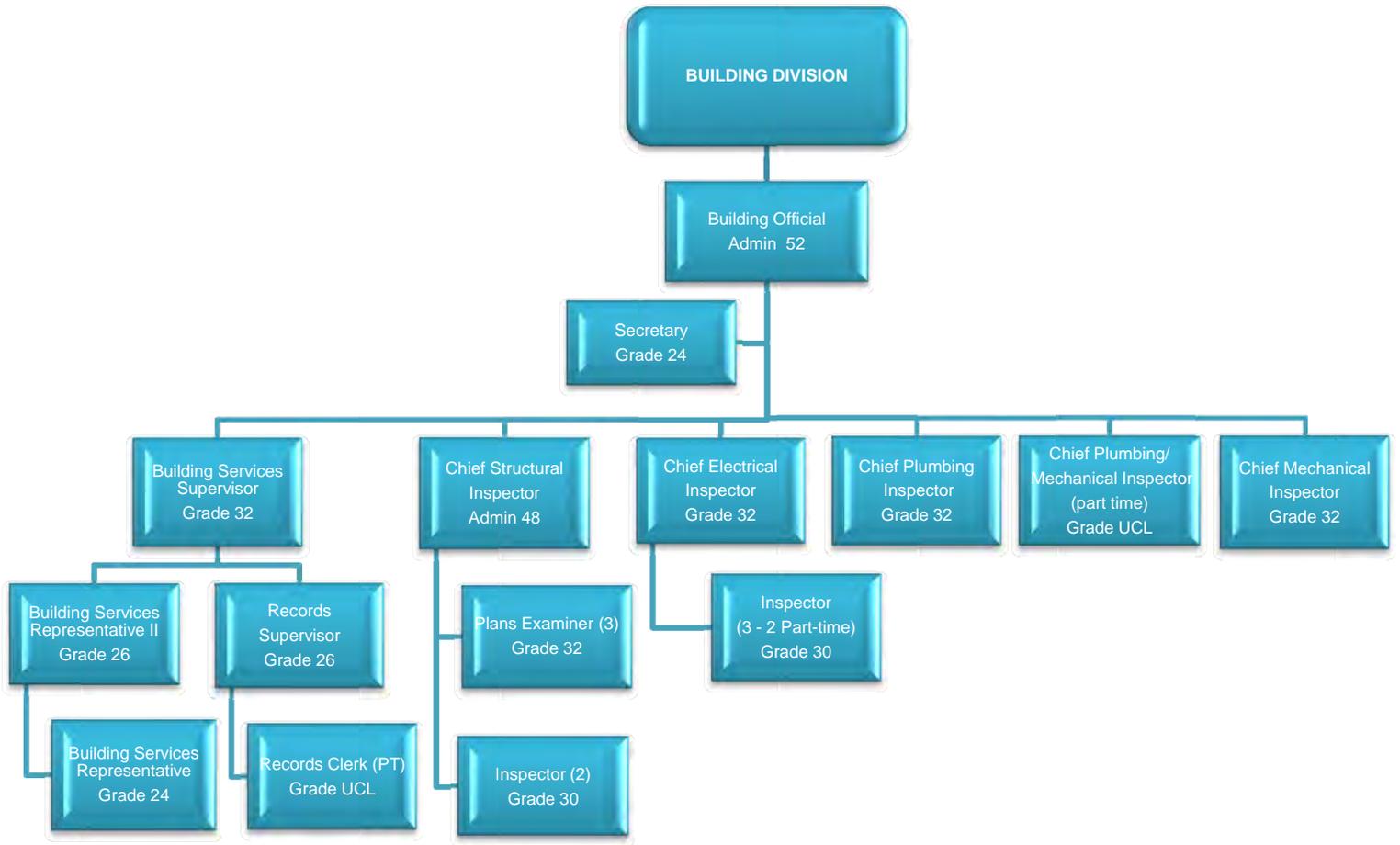
Organization Chart



Planning and Development Services Department

Building Division

Organization Chart



City of Deerfield Beach, Florida
 Planning & Development Services
 Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Planning & Zoning	\$ 602,550	\$ 561,015	\$ 404,898	\$ 709,566	\$ 895,986
Building	1,715,298	1,745,413	675,648	1,618,754	1,411,433
TOTAL	<u>\$ 2,317,848</u>	<u>\$ 2,306,428</u>	<u>\$ 1,080,546</u>	<u>\$ 2,328,320</u>	<u>\$ 2,307,419</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 2,268,998	\$ 2,256,126	\$ 1,061,137	\$ 2,259,902	\$ 2,244,277
Materials & Supplies	12,498	8,758	3,579	14,620	11,250
Other Operating Expenses	36,352	41,544	15,830	53,798	51,892
TOTAL APPROPRIATIONS	<u>\$ 2,317,848</u>	<u>\$ 2,306,428</u>	<u>\$ 1,080,546</u>	<u>\$ 2,328,320</u>	<u>\$ 2,307,419</u>
<u>PERSONNEL</u>					
Planning & Zoning	7	6	10	10	10
Building	23	21	19	19	20
TOTAL PERSONNEL	<u>30</u>	<u>27</u>	<u>29</u>	<u>29</u>	<u>30</u>

Planning & Zoning

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 504,557	\$ 470,125	\$ 349,461	\$ 586,503	\$ 701,836
Employee Benefits	75,930	70,546	49,714	91,645	167,290
Materials & Supplies	10,334	1,939	1,263	8,620	5,250
Other Services and Charges	11,729	18,405	4,460	22,798	21,610
Operations Subtotal	<u>602,550</u>	<u>561,015</u>	<u>404,898</u>	<u>709,566</u>	<u>895,986</u>
DIVISION TOTAL	\$ 602,550	\$ 561,015	\$ 404,898	\$ 709,566	\$ 895,986
PERSONNEL					
Full-Time	7	6	6	10	10
TOTAL	7	6	6	10	10

Mission Statement

To plan and facilitate quality development and redevelopment, promote neighborhood sustainability, and facilitate the enhancement of the human and natural environment of the City.

Major FY12-13 Goals

1. Help provide a safe and healthy environment for the residents and businesses.
2. Facilitate the revitalization of neighborhoods and business districts.
3. Provide superior customer service and customer-focused government.
4. Effectively communicate among all levels of the organization and with the public.

Planning & Zoning

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of full-time employees	6	10	10	10
Division expenditures	561,015	709,566	709,566	895,986
OUTPUTS:				
Number of development applications (DRC, P&Z, CAB)	68	100	54	50
Number of building permit reviews	950	1000	1172	1200
Number of business license apps. (zoning review)	540	700	1118	1200
Number of business licenses processed	4960	5000	4515	4500
Number of zoning inspections (permits, certifications)	N/A	750	N/A	750
Number of special projects	6	20	21	20
Number of intergovernmental coordination meetings	30	30	46	48
Total Workload	6554	7600	6926	7768
EFFECTIVENESS MEASURES:				
Percent of application reviews completed in compliance with statutory time limits	100%	100%	100%	100%
Percent of special projects completed in compliance with approved schedule	100%	100%	100%	100%
EFFICIENCY MEASURES:				
Workload per employee	1092.3	760.0	692.6	776.8
Expenditure per workload	51.4	93.4	102.4	115.3
Division expenditures per capita	7.48	9.45	9.45	11.93
Population:	75,018	75,125	75,125	75,125

Building

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 1,448,880	\$ 1,462,348	\$ 558,689	\$ 1,311,155	\$ 1,191,907
Employee Benefits	239,631	253,107	103,273	270,599	183,244
Materials & Supplies	2,164	6,819	2,316	6,000	6,000
Other Services and Charges	24,623	23,139	11,370	31,000	30,282
Operations Subtotal	<u>1,715,298</u>	<u>1,745,413</u>	<u>675,648</u>	<u>1,618,754</u>	<u>1,411,433</u>
DIVISION TOTAL	\$ 1,715,298	\$ 1,745,413	\$ 675,648	\$ 1,618,754	\$ 1,411,433
PERSONNEL					
Full-Time	20	18	16	16	16
Part-Time	3	3	3	3	4
TOTAL	23	21	19	19	20

Building

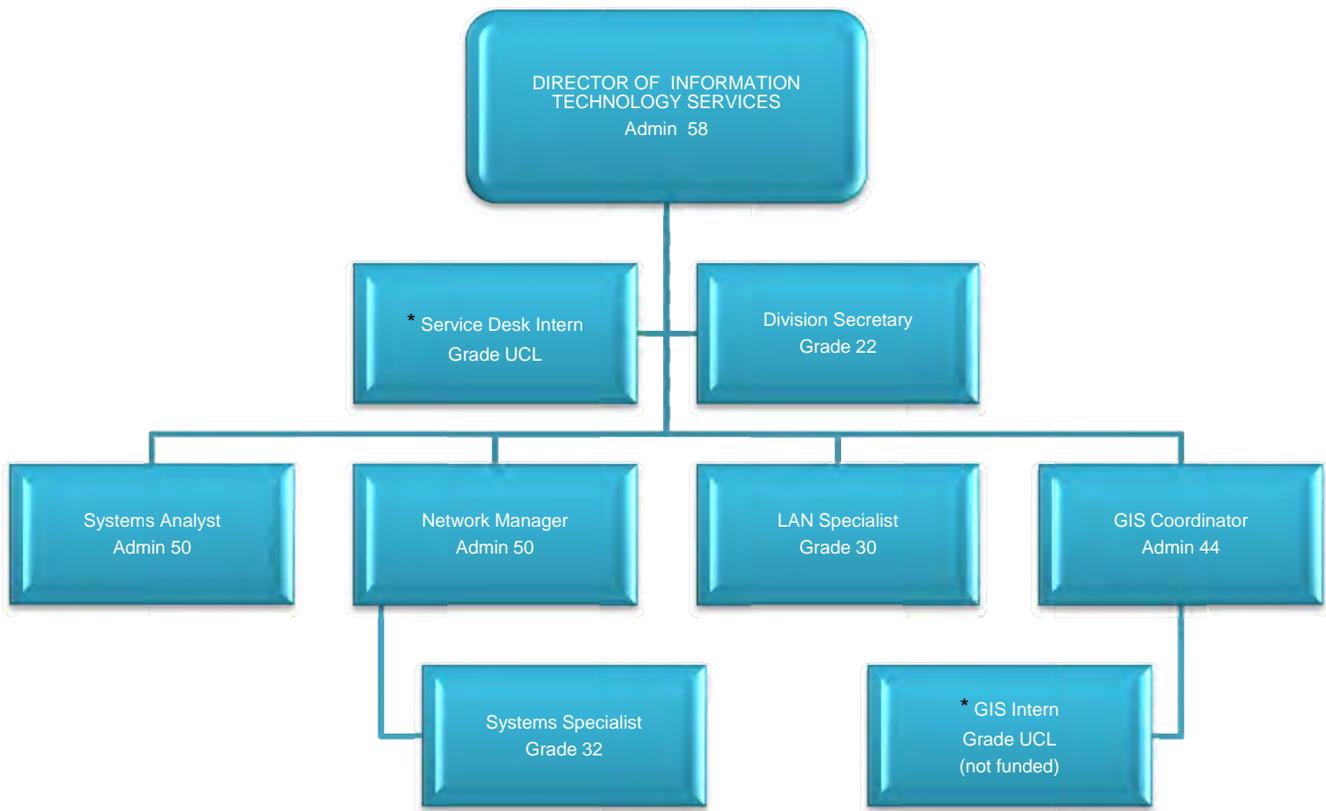
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Total full-time employees	18	16	16	16
Number of construction inspectors	10	11	11	11
Number of sign inspectors	2	0	0	0
Number of business license inspectors	2	0	0	0
Number of technical/clerical personnel	4	5	5	5
Division expenditures	1,745,413	1,613,754	1,618,754	1,411,433
OUTPUTS:				
Permits issued	6,700	6,825	5,580	6,000
Inspections made	15,280	15,580	11,940	12,840
EFFECTIVENESS MEASURES:				
Percent permit applications reviewed within 15-day statutory guideline	100%	100%	100%	100%
Percent inspections made within 24 hrs.	100%	100%	100%	100%
EFFICIENCY MEASURES:				
Average permits processed per tech/clerk	1,625	1,365	1,116	1,200
Average inspections per construction inspector	1,528	1,416	1,085	1,167
Division expenditures per capita	23.27	21.48	21.55	18.79
Population	75,018	75,125	75,125	75,125

Information Technology Services

The Department of Information Technology Services provides technological services to all City departments. The division manages an IBM AS400 mainframe system as well as a windows-based network environment with 30 servers and 225 personal computers. The City uses Multi Protocol Label Switching (MPLS) as its primary data communications mechanism at all major facilities. The MPLS consists of fiber and TI connections. The information systems staff also procures and maintains software and assists in the selection of vendor-supported systems. Software applications used by City staff include accounting, payroll, utility billing, GIS land management, building permits, occupational licenses, fire inspections, alarm permits, EMS, point-of-sale, word processing, purchasing/inventory, risk master and fleet maintenance. The City also offers E-gov services such as online recreational class registration.

The GIS (Geographic Information System) function provides citywide assistance through geographically linked data research and analysis support. Staff also prepares maps, site plans, graphs, and other materials for presentations and grant applications.

Information Technology Services Department Organization Chart



*Frozen / Not funded

City of Deerfield Beach, Florida
Information Technology Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Information Services	\$ -	\$ -	\$ 490,674	\$ 1,626,648	\$ 1,267,769
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 490,674</u>	<u>\$ 1,626,648</u>	<u>\$ 1,267,769</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ -	\$ -	\$ 254,123	\$ 571,698	\$ 577,269
Materials & Supplies	-	-	12,225	45,500	53,000
Other Operating Expenses	-	-	224,326	1,009,450	637,500
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 490,674</u>	<u>\$ 1,626,648</u>	<u>\$ 1,267,769</u>
<u>PERSONNEL</u>					
Information Services	0	0	7	7	7
TOTAL PERSONNEL	<u>0</u>	<u>0</u>	<u>7</u>	<u>7</u>	<u>7</u>

Information Technology Services

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ -	\$ -	\$ 219,574	\$ 493,015	\$ 500,904
Employee Benefits	-	-	34,549	78,683	76,365
Materials & Supplies	-	-	12,225	45,500	53,000
Other Services and Charges	-	-	224,326	1,009,450	637,500
Operations Subtotal	-	-	490,674	1,626,648	1,267,769
DIVISION TOTAL	\$ -	\$ -	\$ 490,674	\$ 1,626,648	\$ 1,267,769
PERSONNEL					
Full-Time	0	0	7	7	7
TOTAL	0	0	7	7	7

Mission Statement

Information Technology Services will protect the city's investment in technology by developing, organizing, directing and administering a wide variety of technology tools, services and programs, including networks, microcomputers, systems & programming, client-servers, geographic information and telecommunications systems.

Major FY12-13 Goals

1. Continue to implement policies and procedures to meet Auditing standards and follow Industry best practices.
2. Establish and implement Data Retention policies.
3. Establish more on-line payment options.
4. Establish and implement Data Retention policies .
5. Expand/increase Fiber Network.
6. Data integrity analysis and review for proper project planning.
7. Review and establish ERP plan.
8. Pilot deployment of Thin Clients in place of traditional desktop .

Information Services

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of full-time employees	0	7	7	7
Department Expenditures	\$ -	\$ 1,626,648	\$ 1,626,648	\$ 1,267,769
OUTPUTS:				
System Availability	N/A	99%	99.9%	99.9%
Network Availability	N/A	100%	99.9%	100%
Projects Completed	N/A	5	7	7
Number of Work Orders processed	N/A	1,984	2000	2,000
Number of Work Orders escalated	N/A	1984	1700	1,000
Number of Software Upgrades completed	N/A	225	200	200
Number of Meetings that required equipment assistance & setup	N/A	50	50	50
Number of computers Inventoried	N/A	225	200	200
EFFECTIVENESS MEASURES:				
Work Orders Closed by Service Desk	N/A	900	1000	2000
Number of computers upgraded	N/A	225	200	200
EFFICIENCY MEASURES:				
Percentage of Projects completed on Schedule	N/A	100%	80%	100%
Percentage of Self Service Work Orders Opened	N/A	25%	25%	50%
Percentage of Work Orders escalated	N/A	50%	85%	50%
Percentage of Work Orders Closed by Service Desk	N/A	50%	75%	85%
Percentage of Work Orders that require Field trip	N/A	15%	15%	10%
Number of Work Order with documented solutions	N/A	10%	10%	25%
Average time to Inventory Assets (hours)	N/A	80	8	4
Average time to obtain price quotes (hours)	N/A	24	48	48
Work Orders Closed per F/T employee	N/A	992	400	666

Police/B.S.O.

Police Services School Crossing Guards Parking Authority

Police services for the City of Deerfield Beach are provided by the Broward Sheriff's Office (B.S.O.) – Deerfield Beach District. As such, the District is comprised of nine different functional units: Administration, Patrol Services, Investigative Unit, Crime Suppression Team, Traffic Enforcement, Commercial Vehicle Enforcement, Code Enforcement, Parking Enforcement and Community Affairs Team. The mission of the Deerfield Beach District is to provide comprehensive police services each day of the year, on a twenty-four hour per day basis, to the City of Deerfield Beach. This includes the meeting or exceeding of the terms and conditions of the Agreement for Police Services with Deerfield Beach and interacting with various civic and community groups on an on-going basis to ensure that the District is meeting the needs of the community.

The Administration has overall responsibility and authority for all personnel, equipment and operations of the district. They are responsible for ensuring that the District fulfills, and complies with, the terms of the contract with the City of Deerfield Beach and serves as a liaison between the Broward Sheriff's Office and the City.

Patrol Services is responsible for apprehending criminal offenders, maintaining order, responding to calls for service, peacekeeping and protecting life and property. Patrol focuses on reducing citizens' fear of crime and enhancing the quality of life for the City of Deerfield Beach. This includes bike patrol, K-9, School Resource Deputies and ATV Patrol.

Investigative Services is responsible for identifying criminals that commit crimes against properties and persons, as well as preparing the criminal cases for prosecution. Duties include the investigation of burglary/structures, burglary/conveyances, thefts, criminal mischief, and area pawn shops, as well as providing technical support to the other District Units.

The Crime Suppression Team investigates all street-level narcotic crimes within the district, investigates crime and code violations, targets high property crime areas and seeks to identify and apprehend offenders, organizes and participates in special operations, reverse stings, prostitution stings and other operations involving high crime problems.

The Traffic Unit is responsible for performing proactive traffic enforcement duties, while targeting areas of frequent traffic complaints or numerous traffic accidents. Duties include issuing traffic citations, reviewing accident reports, and participating in the investigation of accidents involving serious injuries and hit and runs.

The Community Affairs Team serves to increase the overall effectiveness of the District by attacking underlying problems that give rise to incidents that consume patrol and detective time. In doing so, the Unit strives to ensure closer involvement with the public to make sure that the police are addressing the needs of the community and its citizens. Duties include coordinating crime prevention programs, conducting residential, business, and area surveys on security measures, organizing Neighborhood Watch programs, coordinating the School Resource Deputy and DARE programs, along with organizing all the special events that occur throughout the year such as National Night Out, the annual charity softball games, Canes On Patrol, the COP, RUOK and PAL programs and Special Olympics, just to name a few.

The Code Enforcement Unit consists of two sworn positions and non-sworn civilian code inspectors. This unit investigates and prosecutes violations of municipal codes, building codes and fire and life-safety codes. They work with the home-owners and businesses to strive to enhance the overall appearance of the community.

The Commercial Vehicle Inspector consists of one certified deputy who has extensive training on the safety regulations of commercial vehicles. This position is responsible for enforcing the violations of overweight commercial vehicles and inspects commercial vehicles and drivers to ensure they are in compliance with Florida Statutes and Federal Motor Carrier Safety Regulations that travel the roads within the City of Deerfield Beach. This position conducts inspections of commercial vehicles for such violations, issues and collects fines.

The Parking Enforcement Unit consists of non-sworn part-time employees whose sole function is to enforce parking violations within the boundaries of the City of Deerfield Beach.

School Crossing Guard Division

The school crossing guards division is responsible for coordinating the duties of crossing guards at the various schools located within the City.

Parking Authority

The parking authority was incorporated into the City's contract with Broward Sheriff's Office beginning in January 1996. The City receives the fines for parking citations and handles the parking ticket disputes; however, city personnel do not issue parking tickets.

The parking authority division is administered by the Financial Services Department, and is funded by the General Fund. This division is responsible for servicing and maintaining the over 600 parking meters currently in use in the City of Deerfield Beach.

City of Deerfield Beach, Florida
Police / B.S.O.
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Police Services	\$ 20,205,641	\$ 20,860,990	\$ 10,015,419	\$ 20,729,726	\$ 20,893,253
School Crossing Guard	253,292	253,256	125,979	237,118	246,466
Parking Authority	114,361	58,433	21,009	62,065	51,565
Code Enforcement	-	-	-	-	73,012
TOTAL	<u>\$ 20,573,294</u>	<u>\$ 21,172,679</u>	<u>\$ 10,162,407</u>	<u>\$ 21,028,909</u>	<u>\$ 21,264,296</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 341,615	\$ 281,565	\$ 137,011	\$ 266,183	\$ 349,543
Materials & Supplies	13,927	21,972	8,755	22,000	13,500
Other Operating Expenses	20,217,752	20,869,142	10,016,641	20,737,726	20,901,253
Capital Outlay	-	-	-	3,000	-
TOTAL APPROPRIATIONS	<u>\$ 20,573,294</u>	<u>\$ 21,172,679</u>	<u>\$ 10,162,407</u>	<u>\$ 21,028,909</u>	<u>\$ 21,264,296</u>
<u>PERSONNEL</u>					
Police Services	162	153	153	153	153
School Crossing Guard	35	35	35	35	35
Parking Authority	1	0	0	0	0
TOTAL PERSONNEL	<u>198</u>	<u>188</u>	<u>188</u>	<u>188</u>	<u>188</u>

Broward Sheriff's Office

Fire & Rescue Services

MISSION:

The goal of the Broward Sheriff's Office Department of Fire Rescue and Emergency Services is to provide an exceptional level of fire suppression, fire prevention, emergency medical services, educational programs, and community services to the residents and visitors of the City of Deerfield Beach. The Department, in partnership with the City, will provide a professional, well-trained and well-equipped response in a timely manner to all calls for service in a committed effort to prevent the loss of life and property. The Department will strive to motivate and empower firefighters and fire officers to provide exceptional customer service. The District will nurture and train firefighters to meet the future challenges of the Department.

OBJECTIVES:

- Enhance the public access AED program initiative by identifying new facilities for AED placement
- Complete 100% of the annual fire inspections for multi-family and non-residential properties
- Complete 100% of the required fire plan reviews in a responsive and efficient manner
- Coordinate and conduct fire safety public education programs at all city elementary schools and day care centers
- Provide child safety seat inspections and installations for city residents
- Provide injury prevention programs at targeted areas in the city
- Expand the Community Emergency Response Team (CERT) program and provide continued support through grant administration, monthly training, and regional drills
- Create internal mechanisms to work towards attaining the ISO recommendation of 240 hours of continuous training per fire fighter annually
- Conduct multi-company training evolutions in accordance with ISO requirements
- Inspect 100% of the hydrants within Deerfield Beach and the Town of Hillsboro Beach

City of Deerfield Beach, Florida
Fire & Rescue
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Fire & Rescue	\$ 19,643,748	\$ 19,283,273	\$ 10,973,872	\$ 18,192,646	\$ 25,515,592
TOTAL	<u>\$ 19,643,748</u>	<u>\$ 19,283,273</u>	<u>\$ 10,973,872</u>	<u>\$ 18,192,646</u>	<u>\$ 25,515,592</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 18,072,622	\$ 18,206,901	\$ 691,762	\$ 16,778,271	\$ 4,150,000
Materials & Supplies	484,642	383,508	2,692	421,125	-
Other Operating Expenses	825,384	692,864	10,279,418	728,250	21,365,592
Capital Outlay	261,100	-	-	265,000	-
TOTAL APPROPRIATIONS	<u>\$ 19,643,748</u>	<u>\$ 19,283,273</u>	<u>\$ 10,973,872</u>	<u>\$ 18,192,646</u>	<u>\$ 25,515,592</u>
<u>PERSONNEL</u>					
Fire & Rescue	174	163	167	167	169
TOTAL PERSONNEL	<u>174</u>	<u>163</u>	<u>167</u>	<u>167</u>	<u>169</u>

Environmental Services

Facilities Maintenance Division

The Facilities Maintenance Division maintains all city owned buildings, facilities and structures. This service is in partnership with all city departments, various Broward County departments, an assortment of state agencies, Florida Power and Light and numerous private contractors and vendors. Responsibilities of this division include: electrical, mechanical, plumbing, painting, carpentry, roof repair, pest control, generator maintenance, fire alarms systems and security to City buildings and public facilities. Also, this division provides for coordination and direct supervision for many special projects for the city including departmental facility projects, city renovations and holiday decorations. The Facilities Maintenance Division manages over 300,000 square feet of city property, 50+ facilities/buildings, and over 6,000 street lights.

Fleet Management Division

The Fleet Management Division is responsible for the preventative maintenance, repair, fueling and recapitalization of the City's fleet of vehicles and machinery. This division also maintains complete records of all City-owned equipment and machinery and maintains all physical inventories of parts and supplies necessary for daily operations of the Environmental Services Department.

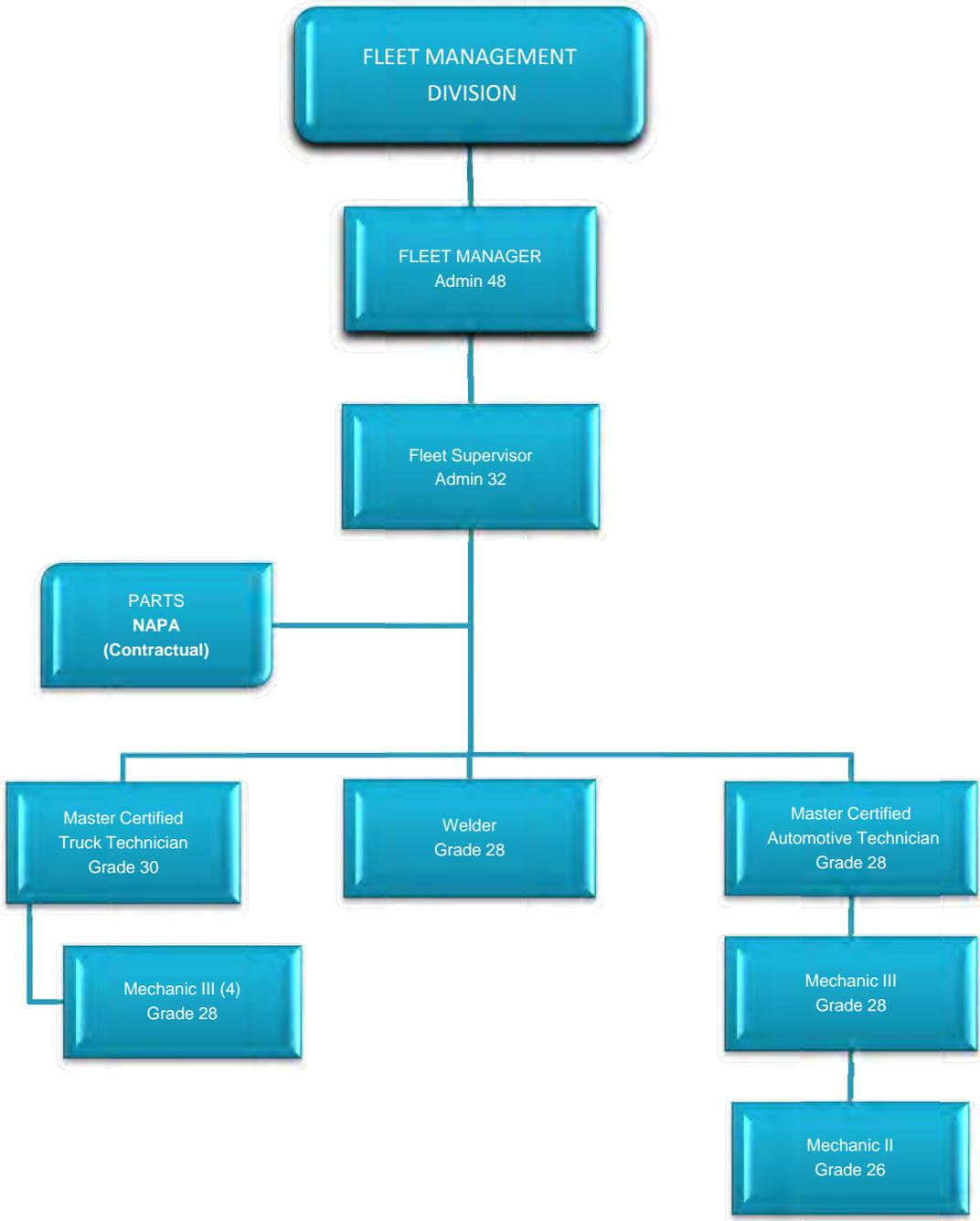
Department of Environmental Services

Facilities Maintenance Division

Organization Chart



Department of Environmental Services
Fleet Management Division
Organization Chart



City of Deerfield Beach, Florida
Environmental Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Administration*	\$ 465,006	\$ 349,831	\$ 91,043	\$ 100,081	\$ -
Facilities Maintenance **	3,263,449	3,109,002	-	-	2,725,215
Fleet Management	1,535,509	1,445,486	479,688	1,243,723	1,030,398
Landscape Maintenance **	2,546,217	1,675,632	-	-	-
TOTAL	\$ 7,810,181	\$ 6,579,951	\$ 570,731	\$ 1,343,804	\$ 3,755,613
EXPENSE GROUP					
Personal Services	\$ 4,189,822	\$ 3,127,964	\$ 459,291	\$ 841,774	\$ 942,923
Materials & Supplies	404,022	289,008	7,256	35,500	177,500
Other Operating Expenses	3,161,689	3,162,979	104,184	451,530	2,585,190
Capital Outlay	54,648	-	-	15,000	50,000
TOTAL APPROPRIATIONS	\$ 7,810,181	\$ 6,579,951	\$ 570,731	\$ 1,343,804	\$ 3,755,613
PERSONNEL					
Department annual expenditures	0	3	1	1	0
Facilities Maintenance	6	5	0	0	4
Fleet Management	15	13	12	12	11
Landscape Maintenance	42	21	0	0	0
TOTAL PERSONNEL	63	42	13	13	15

* Public Works Administration division: discontinued during FY11/12.

** Public Works Facilities & Landscape Maintenance divisions: transferred to Parks & Recreation as of 10/1/11.

** Facilities Maintenance will be reflected in the Environmental Services department for FY2013.

Facilities Maintenance

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ -	\$ 3,203	\$ 139,207	\$ 310,232	\$ 272,504
Employee Benefits	-	922	22,718	49,939	43,831
Materials & Supplies	-	21	51,453	161,500	144,500
Other Services and Charges	-	6,303	1,169,223	2,366,430	2,214,380
Operations Subtotal	-	10,449	1,382,601	2,888,101	2,675,215
Capital Outlay	-	-	-	15,000	50,000
DIVISION TOTAL	\$ -	\$ 10,449	\$ 1,382,601	\$ 2,903,101	\$ 2,725,215
PERSONNEL					
Full-Time	6	6	5	5	4
TOTAL	6	6	5	5	4

Mission Statement

The mission of the Facilities Division is to proactively maintain all city facilities and infrastructures in a cost effective and sustainable manner.

Major FY12-13 Goals

1. Implement a work order system to track all work orders and maintain costs associated with City facilities.
2. Upgrade existing facilities to meet customer needs
3. Provide excellent service to all customers.

Facilities Maintenance Division

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Division expenditures	\$ 3,263,449	\$ 2,903,101	\$ 2,903,101	\$ 2,725,215
Number of full time employees	5	5	4	4
OUTPUTS:				
Total area of facilities maintained (sq. ft.)	250,000	302,400	300,000	302,500
Number of facilities maintained	51	51	52	53
A/C units evaluated under the quarterly maintenance	146	146	147	147
LED & Solar Lights maintained	N/A	N/A	N/A	254
Street lights maintained (approx.)	6,000	6,000	6,000	n/a
Hours spent on graffiti removal	312	320	290	290
Work orders completed (avg. per month)	269	240	142	142
Work orders completed per year	3228	2880	1700	1700
Number of A/C units replaced to higher efficiency	4	7	2	2
Number of Facilities Maintained	N/A	N/A	100+	100+
Number of Park Restrooms Cleaned	N/A	N/A	18	20
EFFECTIVENESS MEASURES:				
Average time to respond to emergency calls	within 1 hour	within 1 hour	within 1 hour	within 1 hour
Number of work orders completed each week	67	60	33	36
Work orders completed by each employee (per week)	13.4	20	8	12
Work orders completed by each employee (per month)	53.8	60	32	47
Work orders completed by each employee (per year)	645.6	720	384	560
Square footage maintained per employee	aprx. 50,003	aprx. 50,003	aprx. 75,000	aprx. 100,833
After hours emergency response calls	N/A	N/A	60	60
After hours emergency response time	within 2 hours	within 2 hours	within 2 hours	within 2 hours
EFFICIENCY MEASURES:				
Departmental expenditures per capita (75,000 residents)	\$ 43.51	\$ 38.71	\$ 38.71	\$ 36.34
Average cost per work order (expenditures / total # of work orders)	\$ 1,010.98	\$ 1,008.02	\$ 1,707.71	\$ 1,514.01
Average per capita cost of contractual work order (75,000 residents)	N/A	N/A	N/A	\$ 8.13
Average response time for completed work orders	N/A	N/A	7 days	5 days

Fleet Management

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 854,431	\$ 728,740	\$ 321,928	\$ 641,696	\$ 540,233
Employee Benefits	158,263	137,148	49,430	102,574	86,355
Materials & Supplies	30,432	533,597	6,806	35,500	33,000
Other Services and Charges	492,383	46,001	101,524	451,530	370,810
Operations Subtotal	<u>1,535,509</u>	<u>1,445,486</u>	<u>479,688</u>	<u>1,231,300</u>	<u>1,030,398</u>
Capital Outlay	-	-	-	15,000	-
DIVISION TOTAL	\$ 1,535,509	\$ 1,445,486	\$ 479,688	\$ 1,246,300	\$ 1,030,398
PERSONNEL					
Full-Time	15	15	13	12	11
TOTAL	15	15	13	12	11

Mission Statement

The mission of the Fleet Division is to keep the City's fleet in a constant state of readiness and mechanical dependability while striving for new levels of cost effective service.

Major FY12-13 Goals

1. Maintain a vehicle availability ratio of at least 90%.
2. Devise a truck cleaning program utilizing in-house resources as well as private vendors to ensure the proper aesthetic care of our heavy fleet vehicles.
3. Submit a minimum of three city-wide vehicle policies that will ensure best business and environmental practices are being adhered to.
4. Work on a reorganization of fleet personnel to improve efficiency and moral.
5. Identify several ways to achieve an overall fuel usage reduction.
6. Pilot at least one project that uses Tec1.

Fleet Management

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Total number of full time employees	13	13	12	11
Department expenditures	\$ 1,445,486	\$ 1,427,478	\$ 1,335,379	\$ 1,030,398
Number of mechanics	9	9	8	8
Number of welders	1	1	1	1
OUTPUTS:				
Number of repairs to City vehicles/equipment	6,330	6,647	6,600	6,600
Annual labor hours for repair to City vehicles/equip	13,834	14,525	14,500	14,500
Number of light fleet vehicles	162	162	160	154
Number of heavy fleet vehicles	93	93	95	99
Number of small equipment	358	358	350	259
Number of miscellaneous equipment	188	188	200	190
EFFECTIVENESS MEASURES:				
Vehicle availability	95%	95%	95%	95%
Mechanic productivity ratio	90%	90%	90%	90%
Annual preventive maintenance completed	300	300	300	250
Annual gallons of diesel fuel dispersed	247,000	234,650	235,000	270,000
Annual gallons of unleaded gasoline dispersed	108,300	102,885	102,900	90,000
EFFICIENCY MEASURES:				
Number of work orders completed per mechanic	559	615	600	557
Average labor time per work order	1.94	2.94	3.00	2.01
Average cost per work order	\$ 192.00	\$ 193.00	\$ 201.70	\$ 210.40
Department annual expenditures per capita (75,125 residents)	\$ 19.24	\$ 19.00	\$ 17.78	\$ 13.72

Parks & Recreation

Administration & Community Events
Parks Maintenance
Recreation – East, Central & West Zones
Pier
Cemetery
Ocean Rescue

The City of Deerfield Beach Parks and Recreation Department is comprised of (7) seven divisions: Administration & Community Events, Recreation, Facilities Maintenance, Parks Maintenance, the Pier, Cemetery Division and the Ocean Rescue Division. The Department's mission is to foster the well being of Deerfield Beach's diverse community by maintaining beautiful parks, the beach, municipal cemeteries and the pier as well as preserving the environment and providing enriching recreational program and activities.

The Department oversees and maintains approximately 320 acres of open space, medians, rights-of-way, miscellaneous areas, parks, the beach and city owned property. This acreage is located at over 180 sites city-wide. Our residents enjoy a 976-foot International Pier, a one-mile stretch of public beach, jogging/walking trails and over (28) twenty-eight public parks. The Pioneer Park Tennis Center consists of six hard courts, plus there are six additional tennis courts located throughout the parks system. The Department also offers a full-size gymnasium, several outdoor basketball courts and twenty-one (21) playgrounds.

The city has two community centers: Constitution Park Community Center and the Johnnie Tigner Community Center (located in Westside Park). The Department collaborates with the School Board of Broward County (SBBC) in a proactive inter-local agreement to manage the Middle School Athletics and Aquatic Complexes. Through the Parks and Recreation Department the city maintains two municipal cemeteries, Memorial and Pineview.

1. Preserve and promote our mission by creating a financially sustainable department.
2. Protect our ability to provide clean, safe, fun and well-maintained parks, beach and pier.
3. Protect our mission to provide responsive and relevant recreational choices to all of our citizens.
4. Preserve our responsibility as environmental stewards by investing in conservation and sustainable best practices.
5. Partner with neighboring communities and the private sector in support of parks, recreation and open space initiatives.
6. Invest in systems that are user-friendly, improve access and respond to changing demographics.
7. Invest in parks and recreation professionals (staff).

Administration & Community Events

The Administration Division of the Parks and Recreation Department provides support in the areas of policy, strategic planning, budget and personnel management, procurement, labor relations, revenue management, management of information services, financial reporting, public relations, capital improvement projects (CIP), cultural & community relations and safety and training. This division sponsors several community and special events each year to include, but not limited to the following: Founders' Days, Festival of the Arts and the 4th of July Celebration.

Parks Maintenance Division

The Parks Maintenance Division maintains one-mile of Public Beach, the 976-foot International Pier, approximately 320 acres of developed & undeveloped parkland, medians, swales, parking areas, retention areas, and miscellaneous sites at over 180 locations. Maintenance includes: mowing, edging, debris collection, reseeding of grass, athletic turf maintenance, landscape maintenance and irrigation repairs to ensure the overall beautification of city grounds. This includes chemical spraying of grounds, maintenance of irrigation systems, the beach, Emergency clean-up/FEMA activities, city-owned trees, mulch areas and renovation of landscape areas.

Recreation Division (East, Central and West Zones)

The Aquatics, Athletics and Recreation sections are within this division. The City boasts two community centers: the Johnnie Tigner Communicate Center (located in Westside Park) and the Constitution Park Community Center. Also in this Division are the Middle School Athletics and Aquatics Complexes. Each facility provides a variety of recreational, social and cultural programs. This division also oversees the city trolley, partners with the Deerfield Beach Historical Society, Old School House and the PAL (Police Athletic League) program.

Pier

The 976-foot pier was rebuilt in 1993 and at that time was leased to an independent contractor/operator. Operating costs were borne by the contractor except for State Department of Natural Resources fees. In December 2004, the city assumed complete operation of the pier and bait shop. City staff provides year-round fishing, sale of bait and tackle, organizes fishing clubs and a host of other partnered events/programs/activities on the pier. The pier offers sightseers and anglers an excellent vantage point of the city's shores and skyline. Year-round parking is available at the city's pier parking lot.

Cemetery Division

The Cemetery Division oversees two municipal cemeteries (Pineview and Memorial). This includes reservations, administration of burial services, the purchasing of cemetery plots, internments and perpetual care of the cemetery grounds at both locations. Maintenance includes: mowing, edging, debris collection, reseeding of grass, landscape maintenance and irrigation repairs to ensure the overall beautification of cemetery grounds. Memorial Cemetery is 8.9 acres with a total of 5,569 plots and Pineview Cemetery is 6.4 acres with a total of 4,955 plots.

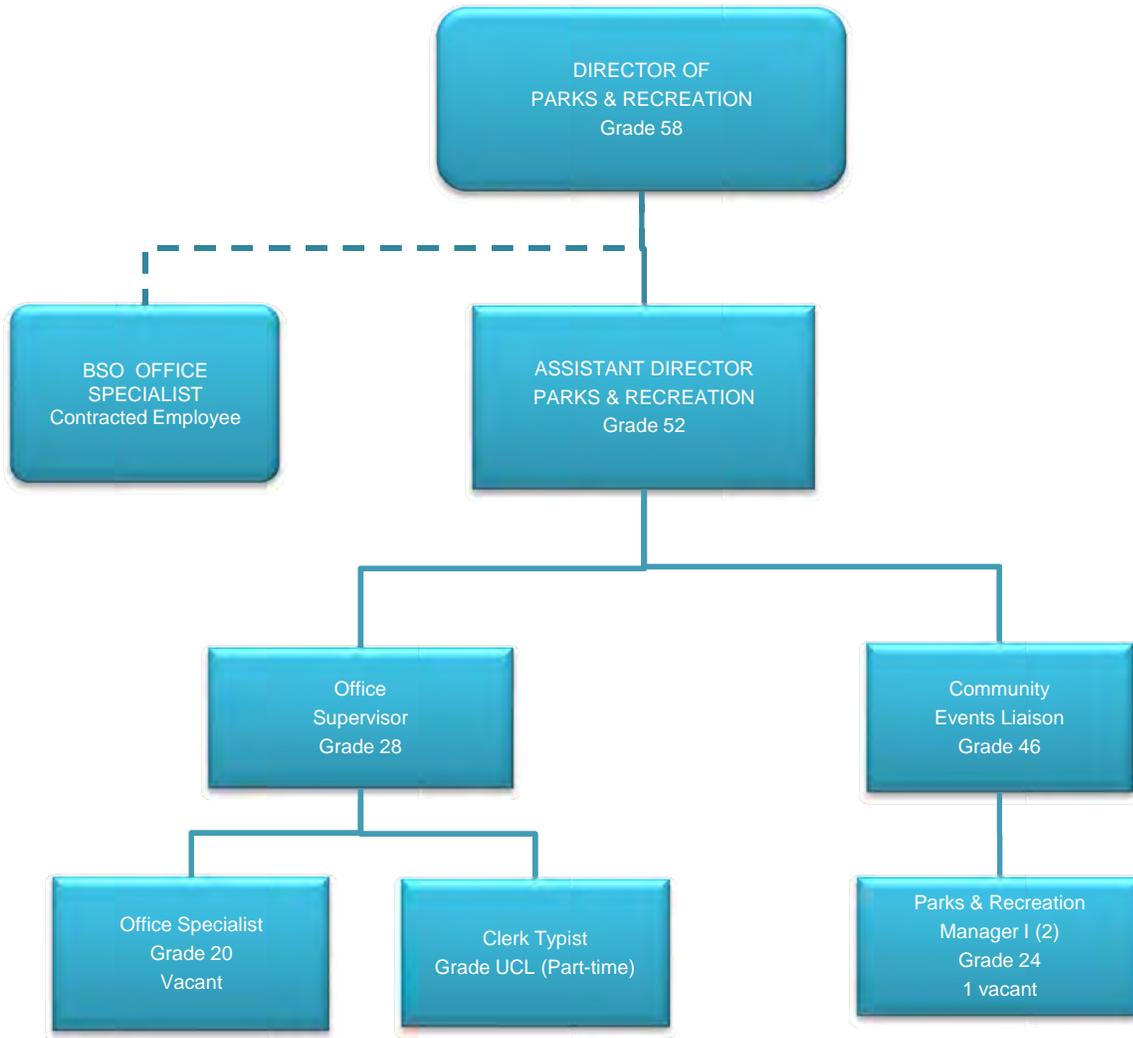
Ocean Rescue Division

The Ocean Rescue Division oversees the safety and well-being of the patrons on the 1-mile public beach. This includes lifeguarding, customer service and general safe conditions on the beach. This Division oversees nine lifeguard towers (365 days per year), facilitates the Junior Lifeguard camp and hosts approximately 1-million patrons per year visiting the beach.

Parks & Recreation Department

Administration & Community Events Division

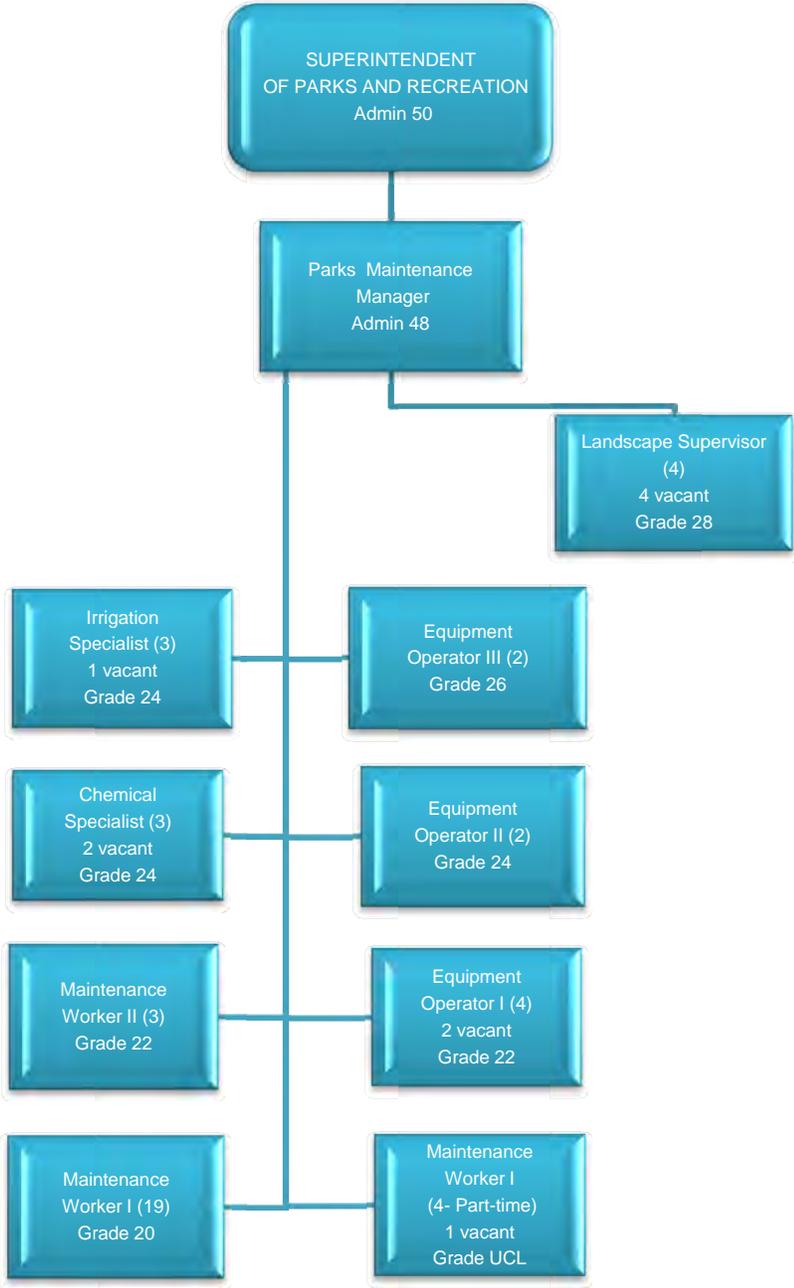
Organization Chart



Parks and Recreation Department

Parks Maintenance Division

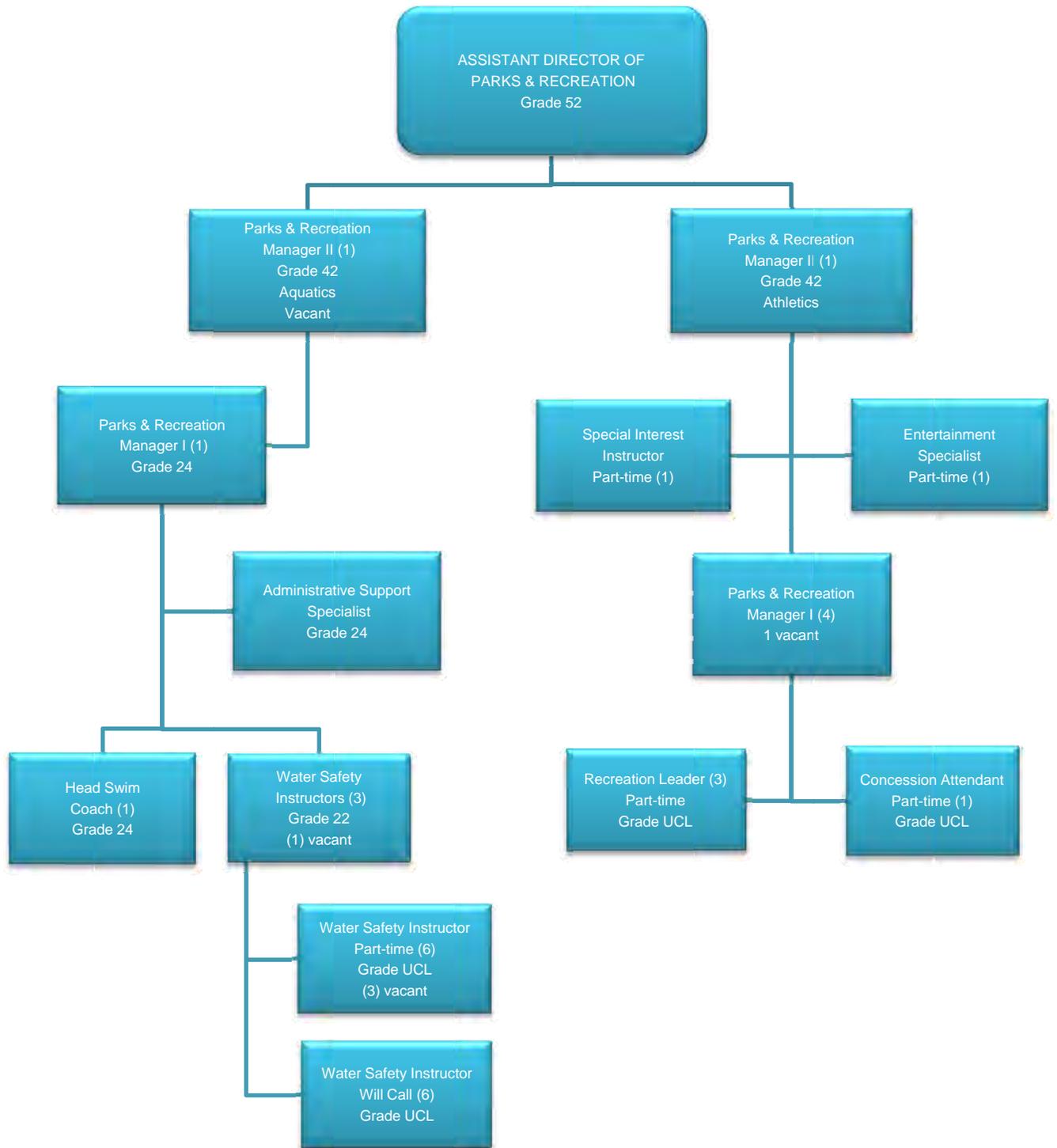
Organization Chart



Parks and Recreation Department

East

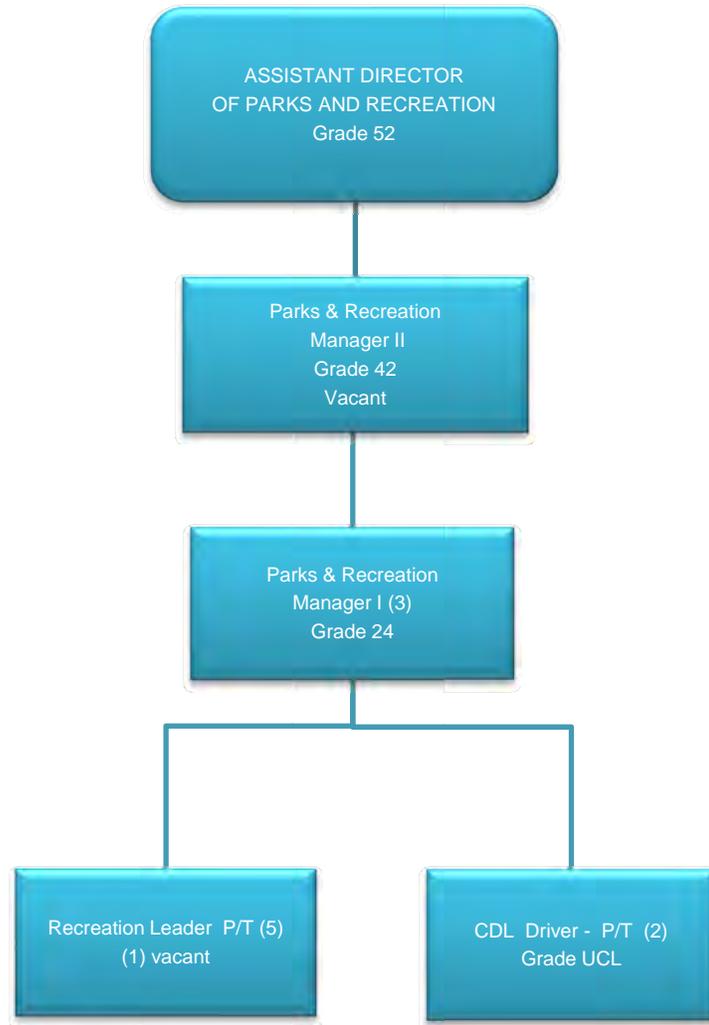
Organization Chart



Parks and Recreation Department

Central

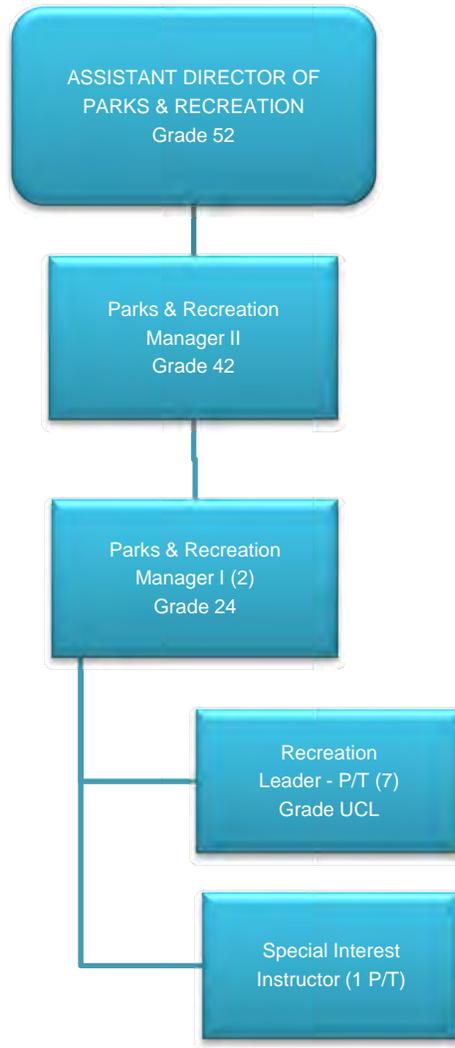
Organization Chart



Parks and Recreation Department

West

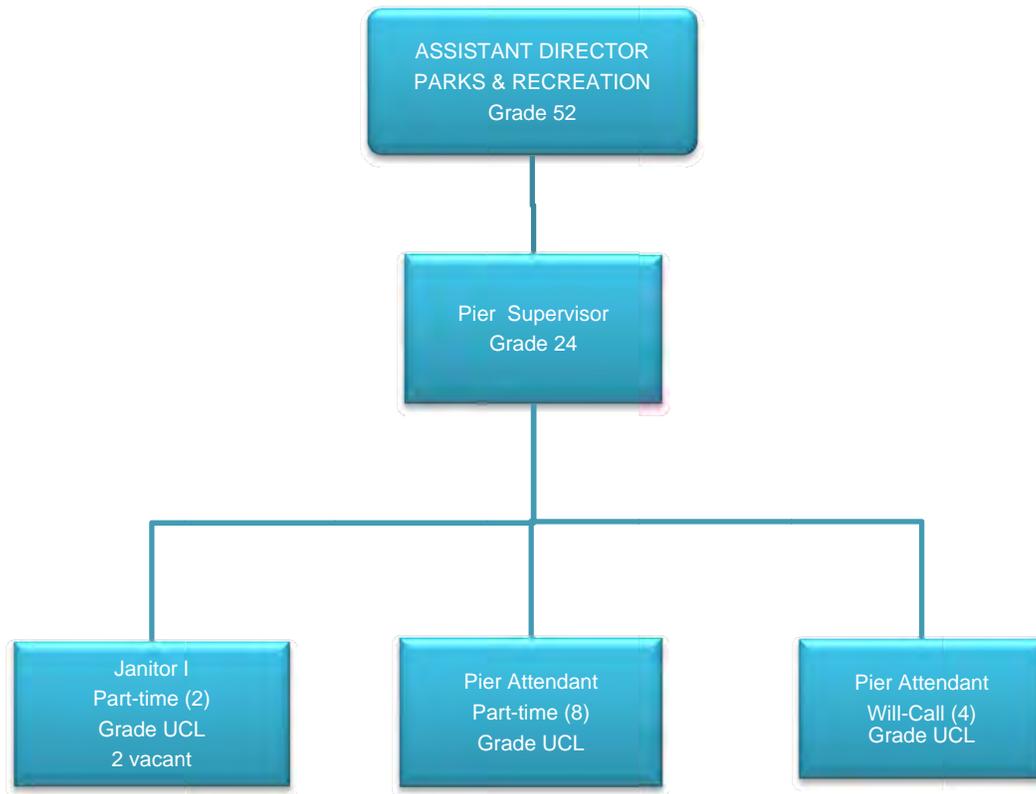
Organization Chart



Parks & Recreation Department

Pier Division

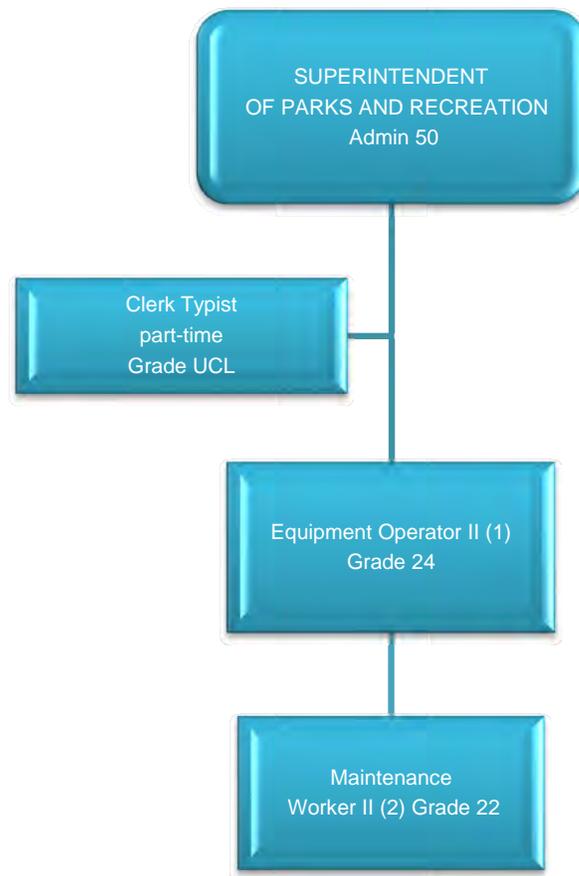
Organization Chart



Parks & Recreation Department

Cemetery Division

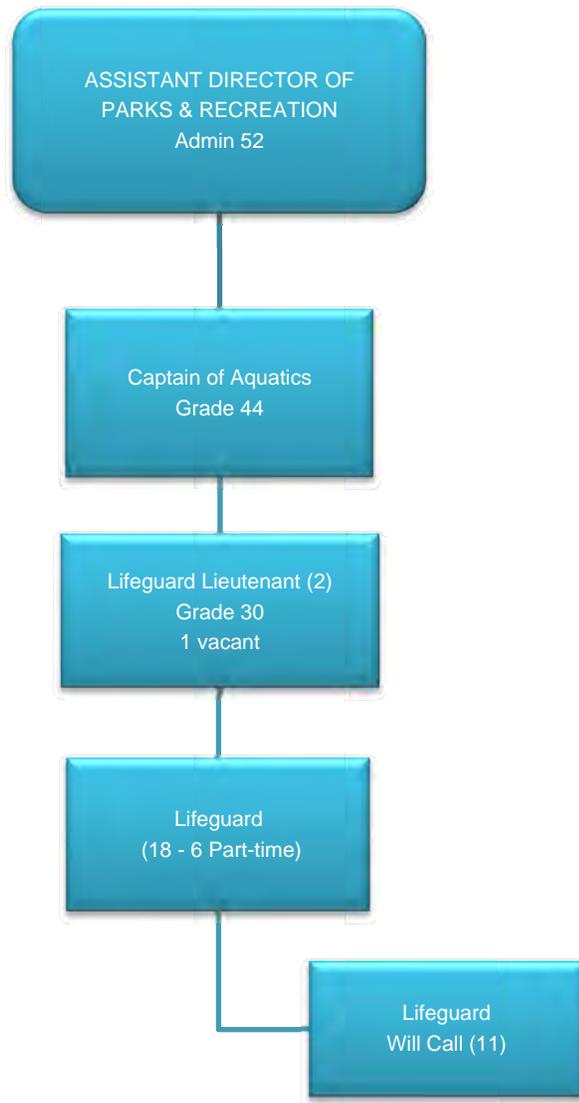
Organization Chart



Parks and Recreation Department

Ocean Rescue

Organization Chart



City of Deerfield Beach, Florida
Parks and Recreation
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Administration	\$ 435,055	\$ 425,187	\$ 296,425	\$ 754,351	\$ 884,449
Recreation	3,519,006	-	-	-	-
Parks	1,888,929	38,528	-	-	-
Parks Maintenance	-	-	1,338,678	3,319,496	3,263,327
East	296,497	2,003,722	951,739	2,313,701	1,318,369
Central	348,758	1,552,566	265,386	373,558	381,829
West	190,448	1,497,266	285,686	377,516	356,314
Facilities Maintenance	-	10,449	1,382,601	2,903,101	-
Summer Camp	-	304,239	1,457	494,218	408,673
Pier	329,213	375,642	104,754	238,446	260,291
Cemetery	-	-	-	-	233,611
Ocean Rescue	-	-	-	-	1,153,064
TOTAL	\$ 7,007,906	\$ 6,207,599	\$ 4,626,726	\$ 10,774,387	\$ 8,259,927
<u>EXPENSE GROUP</u>					
Personal Services	\$ 5,723,638	\$ 5,238,481	\$ 3,027,763	\$ 6,688,544	\$ 6,461,182
Materials & Supplies	853,432	482,527	256,501	871,775	784,600
Other Operating Expense	327,685	366,207	1,340,437	3,083,070	798,145
Capital Outlay	103,153	120,384	2,025	131,000	216,000
TOTAL APPROPRIATIONS	\$ 7,007,908	\$ 6,207,599	\$ 4,626,726	\$ 10,774,389	\$ 8,259,927
<u>PERSONNEL</u>					
Administration	5	5	5	7	9
Recreation	0	0	0	0	0
Parks	0	0	0	0	0
Parks Maintenance	0	0	0	46	46
East	40	40	40	57	30
Central	37	37	37	11	11
West	30	30	30	11	11
Facilities Maintenance	0	0	0	5	0
Pier	10	10	10	10	15
Cemetery	0	0	0	0	4
Ocean Rescue	0	0	0	0	32
TOTAL PERSONNEL	122	122	122	147	158

Administration & Community Events

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 267,070	\$ 320,589	\$ 228,000	\$ 546,006	\$ 567,799
Employee Benefits	29,791	39,772	27,707	76,320	85,550
Materials & Supplies	86,877	18,381	9,413	26,000	38,100
Other Services and Charges	51,317	46,445	31,305	106,025	193,000
Operations Subtotal	<u>435,055</u>	<u>425,187</u>	<u>296,425</u>	<u>754,351</u>	<u>884,449</u>
DIVISION TOTAL	\$ 435,055	\$ 425,187	\$ 296,425	\$ 754,351	\$ 884,449
PERSONNEL					
Full-Time	4	4	5	5	8
Part-Time	1	1	2	2	1
TOTAL	5	5	7	7	9

Mission Statement

The mission of the Parks and Recreation Administration Division is to foster the well-being of Deerfield Beach's diverse community by maintaining beautiful parks, beach, cemeteries and pier as well as preserving the environment and providing enriching recreational activities.

Major FY12-13 Goals

1. Preserve and promote our mission by creating a financially sustainable department.
2. Protect our ability to provide clean, safe, fun and well-maintained parks, beach, and pier.
3. Protect our mission to provide responsive and relevant recreational choices to all of our citizens.
4. Preserve our responsibility as environmental stewards by investing in conservation and sustainable practices.
5. Partner with the community in support of parks, recreation, and open space.
6. Invest in systems that are user-friendly, improve access and respond to changing demographics.

Administration & Community Events Division

PERFORMANCE MEASURES	<u>2010-11 Actual</u>	<u>2011-12 Goal</u>	<u>2011-12 Estimated</u>	<u>2012-13 Projection</u>
INPUTS:				
Total number of fulltime employees	5	7	7	8
Total number of part-time employees	1	2	2	1
Division Expenditures	\$425,187	\$754,351	\$754,351	\$884,449
OUTPUTS:				
Total number of special events	92	93	123	123
Total number of City funded special events	6	6	19	19
Total number of Recreation special events	35	33	29	29
Total number of miscellaneous special events	49	45	75	75
Total number of grants applied/received	5 and 5	1 and 1	1 and 1	2 and 2
EFFECTIVENESS MEASURES:				
Cost of City sponsored events	\$128,000	\$125,000	\$211,800	\$210,000
Cost of City services for miscellaneous approved special events	\$36,000	\$36,000	\$36,000	\$36,000
Cost of Recreation special events	\$33,000	\$30,000	\$52,138	\$30,000
Total estimated attendance	150,000+	150,000+	190,000+	190,000+
EFFICIENCY MEASURES:				
Total number of grants closed	1	3	1	2
Total amount of grant funds received	\$500,000	\$550,000	\$250,000	\$100,000

Recreation

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 2,663,987	\$ -	\$ -	\$ -	\$ -
Employee Benefits	419,889	-	-	-	-
Materials & Supplies	246,654	-	-	-	-
Other Services and Charges	123,250	-	-	-	-
Operations Subtotal	<u>3,453,780</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	65,226	-	-	-	-
DIVISION TOTAL	\$ 3,519,006	\$ -	\$ -	\$ -	\$ -
PERSONNEL					
Full-Time	36	-	-	-	-
Part-Time	91	-	-	-	-
TOTAL	127	-	-	-	-

Parks

EXPENDITURES	2009-10 Actual	2010-11 Budget	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 1,498,182	\$ 3,091	\$ -	\$ -	\$ -
Employee Benefits	196,225	\$ 5,656	-	-	-
Materials & Supplies	141,737	2,081	-	-	-
Other Services and Charges	22,665	27,700	-	-	-
Operations Subtotal	<u>1,858,809</u>	<u>38,528</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	30,120	-	-	-	-
DIVISION TOTAL	\$ 1,888,929	38,528	\$ -	\$ -	\$ -
PERSONNEL					
Full-Time	27	-	-	-	-
Part-Time	33	-	-	-	-
TOTAL	60	-	-	-	-

East

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 150,723	\$ 1,498,157	\$ 731,977	\$ 1,594,941	\$ 884,388
Employee Benefits	19,063	356,173	144,760	394,235	257,981
Materials & Supplies	108,017	63,607	51,799	144,225	110,000
Other Services and Charges	11,732	41,653	23,203	64,300	66,000
Operations Subtotal	<u>289,535</u>	<u>1,959,590</u>	<u>951,739</u>	<u>2,197,701</u>	<u>1,318,369</u>
Capital Outlay	<u>6,962.00</u>	<u>44,132.00</u>	-	116,000	-
DIVISION TOTAL	\$ 296,497	\$ 2,003,722	\$ 951,739	\$ 2,313,701	\$ 1,318,369
<u>PERSONNEL</u>					
Full-Time	-	24	24	24	12
Part-Time	-	16	33	33	18
TOTAL	-	40	57	57	30

Central

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 128,404	\$ 1,079,252	\$ 199,266	\$ 282,685	\$ 276,174
Employee Benefits	16,878	156,186	26,385	36,373	34,155
Materials & Supplies	140,160	188,527	17,172	46,000	37,500
Other Services and Charges	63,316	128,601	22,563	8,500	34,000
Operations Subtotal	<u>348,758</u>	<u>1,552,566</u>	<u>265,386</u>	<u>373,558</u>	<u>381,829</u>
DIVISION TOTAL	\$ 348,758	\$ 1,552,566	\$ 265,386	\$ 373,558	\$ 381,829
<u>PERSONNEL</u>					
Full-Time	-	21	4	4	4
Part-Time	-	16	7	7	7
TOTAL	-	37	11	11	11

West

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 98,255	\$ 1,067,586	\$ 213,191	\$ 256,039	\$ 263,579
Employee Benefits	12,875	151,561	28,672	32,162	33,645
Materials & Supplies	44,496	110,962	21,608	60,200	41,500
Other Services and Charges	33,977	90,905	22,215	29,115	17,590
Operations Subtotal	<u>189,603</u>	<u>1,421,014</u>	<u>285,686</u>	<u>377,516</u>	<u>356,314</u>
Capital Outlay	845	76,252	-	-	-
DIVISION TOTAL	\$ 190,448	\$ 1,497,266	\$ 285,686	\$ 377,516	\$ 356,314
PERSONNEL					
Full-Time	-	13	3	3	3
Part-Time	-	17	8	8	8
TOTAL	-	30	11	11	11

Mission Statement

The mission of the Parks & Recreation East, Central, and West (Recreation) Zones are to be the most vibrant Parks and Recreation Department in the State of Florida by offering creative programs and exciting activities for residents and visitors.

Major FY12-13 Goals

1. Enhance the overall landscape of the beach, cemeteries, ball fields, and parks.
2. Improve Customer Service.
3. Provide Employee training to encourage employee development.
4. Capital Improvements.
5. Create a departmental master plan.
6. Increase the effectiveness of operations.
7. Continue to increase the level of department professionalism by achieving certifications for staff.

Parks & Recreation Zones

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of Full Time Employees	61	83	82	32
Number of Part Time Employees (does not include Will/Call or Summer Camp)	62	67	41	19
Number of Recreation Vehicles	5	40	17	16
Number of Maintenance Vehicles	15	20	35	35
Number of Parks (Includes Beach)	23	23	35	35
Number of Vehicles	20	20	52	20
Total Acreage	140	280	318	318
Division Expenditures	\$5,053,554	\$ 3,064,775	\$3,075,047	\$2,056,512
OUTPUTS:				
Number of Incidents - Ocean Rescue	49	60	60	60+
Percent of Patron Complaints Resolved	100%	100%	100%	100%
Number of In-Service Training Sessions	48	100	20	10
Total Number of Cemeteries Maintained	2	2	2	2
Number of Developed Parks Maintained	23	23	23	23
Number of Undeveloped Parks Maintained	3	3	3	3
Number of Developed Parks Acres Maintained	120	140	140	140
Number of Undeveloped Parks acres Maintained	9	9	9	9
Number of Natural Passive Parks Acres Maintained	23	23	23	23
Number of pocket Parks Acres Maintained	3	3	3	3
Number of Pavilions Maintained	23	23	23	23
Number of Playgrounds Maintained	21	21	21	21
Number of Athletic Fields Maintained	10	10	11	11
Number of Facilities Maintained	12	100+	100+	100+
Number of Park Restroom Clean	18	18	18	19
Number of Special Events Supported	27	3	5	N/A
Programming/Special Events				
Number of Programs	8	120+	120+	120+
Program Attendance	7,000	N/A	12,000	12,000
Number of Major Events	3	3	4	4
Number of Beach Wedding Rentals	48	49	55	60
Number of Park Pavilion/Shelter Rentals	N/A	N/A	200	210
Customer Satisfaction Rating	N/A	4.1+	4.8	4.9
EFFECTIVENESS MEASURES:				
Surveys	N/A	50	250	300
Program Evaluations	N/A	90	120	150
Total Number of Adults interments	240	80	85	N/A
Total Number of Cremations	11	4	6	N/A
Total Number of Child Interments	5	3	2	N/A
Total Number of Reservations	5	5	6	N/A
EFFICIENCY MEASURES:				
Operating Cost per Capita - this Division	\$ 26.41	\$ 27.55	\$ 28.55	N/A
Cost per capita (City Wide Recreation)	N/A	\$ 47.24	\$ 44.26	\$ 27.42

Parks Maintenance

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2011-12 Budget
Personal Services					
Salaries and Wages	\$ -	\$ -	\$ 992,063	\$ 2,166,641	\$ 1,807,820
Employee Benefits	-	-	\$ 182,702	447,105	374,207
Materials & Supplies	-	-	\$ 90,549	348,850	407,000
Other Services and Charges	-	-	\$ 73,364	356,900	458,300
Operations Subtotal	-	-	\$ 1,338,678	3,319,496	3,047,327
Capital Outlay	-	-	-	-	216,000
DIVISION TOTAL	\$ -	\$ -	\$ 1,338,678	\$ 3,319,496	\$ 3,263,327
PERSONNEL					
Full-Time	-	-	42	42	42
Part-Time	-	-	4	4	4
TOTAL	-	-	46	46	46

Mission Statement

The mission of the Parks & Recreation Maintenance Division is to be the most vibrant Parks and Recreation Department in the State of Florida by offering parks and common areas that are well maintained, clean, and safe for residents, citizens and visitors.

Major FY12-13 Goals

1. Enhance the overall landscape of the beach, cemeteries, ball fields, and parks.
2. Improve Customer Service.
3. Provide Employee training to encourage employee development.
4. Capital Improvements.
5. Create a departmental master plan.
6. Increase the effectiveness of operations.
7. Continue to increase the level of department professionalism by achieving certifications for staff.

Park Maintenance Division

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of Full Time Employees	N/A	N/A	42	42
Number of Part Time Employees (does not include Will/Call or Summer Camp)	N/A	N/A	4	4
Number of Maintenance Vehicles	N/A	N/A	35	35
Number of Parks (includes Beach)	N/A	N/A	33	33
Number of Vehicles	N/A	N/A	32	34
Total City Sites Maintained			181	181
Total Acreage	N/A	N/A	317	318
Division Expenditures	N/A	N/A	\$3,561,164	\$3,263,327
OUTPUTS:				
Percent of Patron Complaints Resolved	N/A	N/A	100%	100%
Number of In-Service Training Sessions	N/A	N/A	20	13
Total Number of Cemeteries Maintained	N/A	N/A	2	n/a
Number of Developed Parks Maintained	N/A	N/A	23	23
Number of Undeveloped Parks Maintained	N/A	N/A	3	4
Number of Developed Parks Acres Maintained	N/A	N/A	120	120
Number of Undeveloped Parks Acres Maintained	N/A	N/A	9	37
Number of Natural Passive Parks Acres Maintained	N/A	N/A	23	23
Number of Pocket Parks Acres Maintained	N/A	N/A	3	7
Number of City Swales Maintained	N/A	N/A	33	33
Number of City Median Acres Maintained	N/A	N/A	72	72
Number of City Swale Acres Maintained	N/A	N/A	51	51
Number of Miscellaneous Site Acres Maintained	N/A	N/A	47	47
Number of City Ponds, Lakes, Water Areas Maintained	N/A	N/A	12	12
Number of Irrigation Systems Maintained	N/A	N/A	20+	20+
Number of Trees Maintained	N/A	N/A	18,000	18,000
Number of Pavilions Maintained	N/A	N/A	23	23
Number of Playgrounds Maintained	N/A	N/A	21	21
Number of Athletic Fields Maintained	N/A	N/A	11	12
Number of Special Events Supported	N/A	N/A	5	10+
EFFECTIVENESS MEASURES:				
Number of Work Orders Completed	N/A	N/A	130	130
Number of Citizen Complaints Resolved	N/A	N/A	50	40
Total Number of Adults interments	N/A	N/A	85	n/a
Total Number of Cremations	N/A	N/A	6	n/a
Total Number of Child Interments	N/A	N/A	2	n/a
Total Number of Reservations	N/A	N/A	6	n/a
EFFICIENCY MEASURES:				
Number of Irrigation System Repairs Completed	N/A	N/A	45	45
Acres Maintained Per Full Time Employee	N/A	N/A	7.95	8.15
Professional Certification obtained/maintained by staff	N/A	N/A	49	49
Cost Per Acre Maintained Per Division Employee	N/A	N/A	\$11,162.15	\$10,262.03
Cost per capita (city wide parks maintenance)	N/A	N/A	\$47.32	\$43.51

Pier

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 203,426	\$ 285,521	\$ 83,591	\$ 150,787	\$ 189,174
Employee Benefits	18,870	29,218	7,525	18,361	17,817
Materials & Supplies	85,491	51,810	13,051	49,000	33,000
Other Services and Charges	21,428	9,093	587	20,300	20,300
Operations Subtotal	329,215	375,642	104,754	238,448	260,291
DIVISION TOTAL	\$ 329,215	\$ 375,642	\$ 104,754	\$ 238,448	\$ 260,291
PERSONNEL					
Full-Time	2	1	1	1	1
Part-Time	10	9	9	9	14
TOTAL	12	10	10	10	15

Mission Statement

The mission of the Parks & Recreation Pier Division is to be the most dynamic International Fishing Pier in Florida by providing an exceptional level of customer service and amenities to patrons and anglers alike.

Major FY12-13 Goals

1. Increase Pier revenue.
2. Increase customer satisfaction through rules and regulations based on patron recommendations.
3. Improve customer service through in house training and knowledge of recreation events.
4. Increase Pier cleanliness by establishing uniform standards to be maintained by all maintenance staff.

Summer Camp

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ -	\$ 198,670	\$ -	\$ 303,500	\$ 241,684
Employee Benefits	-	15,224	-	23,218	18,489
Materials & Supplies	-	47,138	1,457	75,000	96,000
Other Services and Charges	-	43,207	-	92,500	52,500
Operations Subtotal	-	304,239	1,457	494,218	408,673
DIVISION TOTAL	\$ -	\$ 304,239	\$ 1,457	\$ 494,218	\$ 408,673

Pier Division

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of Full Time Pier Staff	1	1	1	1
Number of Part Time Pier Staff	11	11	9	14
Division Expenditures	\$375,642	\$238,448	\$238,448	\$260,291
OUTPUTS:				
Number of Programs	15	15	12	14
Number of Partnerships	N/A	N/A	4	4
Total days of operation	364	364	364	364
EFFECTIVENESS MEASURES:				
Number of Anglers	35,000	40,000	24,000	35,000
Number of Walkers	150,000	135,000	105,000	135,000
EFFICIENCY MEASURES:				
Operating cost per patron	\$1.78	\$1.86	\$1.84	\$1.53
Operating cost per day of operation	\$831.95	\$968.83	\$655.08	\$715.09
Revenue	\$575,585	\$500,000	\$275,000	\$500,000

Cemetery

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 173,183
Employee Benefits	-	-	-	-	28,428
Materials & Supplies	-	-	-	-	32,000
Other Services and Charges	-	-	-	-	-
Operations Subtotal	-	-	-	-	233,611
Capital Outlay	-	-	-	-	-
DIVISION TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 233,611
PERSONNEL					
Full-Time	-	-	-	-	3
Part-Time	-	-	-	-	1
TOTAL	-	-	-	-	4

Mission Statement

The mission of the Parks & Recreation Cemetery Division is to insure the cemeteries are well maintained and clean and provide caring customer service.

Major FY12-13 Goals

1. Enhance the overall landscape of the cemeteries.
2. Provide Quality Customer Service.

Cemetery Division

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of Full Time Employees	N/A	N/A	N/A	3
Number of Part Time Employees	N/A	N/A	N/A	1
Number of Maintenance Vehicles	N/A	N/A	N/A	1
Total Acreage	N/A	N/A	N/A	15.3
Division Expenditures	N/A	N/A	N/A	\$233,611
OUTPUTS:				
Total number of cemeteries maintained	N/A	N/A	N/A	2
Customer satisfaction rating	N/A	N/A	N/A	4.9
EFFECTIVENESS MEASURES:				
Surveys	N/A	N/A	N/A	15
Total Number of Adult Interments	N/A	N/A	N/A	75
Total Number of Cremations	N/A	N/A	N/A	6
Total Number of Child Interments	N/A	N/A	N/A	3
Total Number of Reservations	N/A	N/A	N/A	5
EFFICIENCY MEASURES:				
Cost per acre to maintain	N/A	N/A	N/A	\$15,268.69

Ocean Rescue

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 1,003,563
Employee Benefits	-	-	-	-	137,001
Materials & Supplies	-	-	-	-	10,500
Other Services and Charges	-	-	-	-	2,000
Operations Subtotal	-	-	-	-	<u>1,153,064</u>
Capital Outlay	-	-	-	-	-
DIVISION TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,153,064
<u>PERSONNEL</u>					
Full-Time	-	-	-	-	15
Part-Time	-	-	-	-	17
TOTAL	-	-	-	-	32

Mission Statement

The mission of the Parks & Recreation Ocean Rescue Division is to ensure that the beach is well maintained, clean, and safe for residents, citizens and visitors.

Major FY 12-13 Goals

1. Provide a safe environment for beach patrons
2. Provide employee training to encourage employee development.
3. Increase the effectiveness of operations.

Ocean Rescue

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of Full Time Employees	N/A	N/A	N/A	15
Number of Part Time Employees	N/A	N/A	N/A	17
Number of Vehicles	N/A	N/A	N/A	1
Division Expenditures	N/A	N/A	N/A	\$1,153,064
OUTPUTS:				
Number of Incidents - Ocean Rescue	N/A	N/A	N/A	325
Number of Preventions	N/A	N/A	N/A	35,000
Number of Visitors	N/A	N/A	N/A	1.2 million
Percent of Patron Complaints Resolved	N/A	N/A	N/A	100%
Number of In-Service Training Sessions	N/A	N/A	N/A	12
Number of Special Events Supported	N/A	N/A	N/A	5
Number of Beach Wedding Rentals	N/A	N/A	N/A	60
Customer Satisfaction Rating	N/A	N/A	N/A	4.91
EFFECTIVENESS MEASURES:				
Surveys	N/A	N/A	N/A	20
EFFICIENCY MEASURES:				
Professional Certification obtained/maintained by staff	N/A	N/A	N/A	48
Cost per capita	N/A	N/A	N/A	\$ 15.37

Non-Departmental

Non-Departmental represents a multitude of expenditures which cannot be associated with a specific department. This includes items such as travel and training as well as appropriations for emergency reserves. Interfund transfers are also included in the non-departmental division.

City of Deerfield Beach, Florida
Non-Departmental
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Non-Departmental	\$ 10,151,851	\$ 10,141,975	\$ 4,503,866	\$ 9,960,188	\$ 6,805,696
TOTAL	<u>\$ 10,151,851</u>	<u>\$ 10,141,975</u>	<u>\$ 4,503,866</u>	<u>\$ 9,960,188</u>	<u>\$ 6,805,696</u>
EXPENSE GROUP					
Materials & Supplies	\$ 1,097	\$ -	\$ -	\$ 1,000	\$ 11,000
Operating Expenses	1,756,015	1,658,695	153,325	2,136,722	1,681,464
Transfers	8,394,739	8,483,280	4,350,541	7,822,466	5,113,232
TOTAL APPROPRIATIONS	<u>\$ 10,151,851</u>	<u>\$ 10,141,975</u>	<u>\$ 4,503,866</u>	<u>\$ 9,960,188</u>	<u>\$ 6,805,696</u>

Community Participation

The Community Participation Department includes all expenditures made by the City of Deerfield Beach to charitable organizations. These organizations include Area Agency on Aging, Family Central, North East Focal Point, Women in Distress, as well as the City of Deerfield Beach beautification authority.

City of Deerfield Beach, Florida Community Participation Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Community Participation	\$ 171,325	\$ 109,023	\$ 96,023	\$ 106,764	\$ 100,569
TOTAL	<u>\$ 171,325</u>	<u>\$ 109,023</u>	<u>\$ 96,023</u>	<u>\$ 106,764</u>	<u>\$ 100,569</u>
EXPENSE GROUP					
Arboretum	\$ 25,000	\$ -	\$ -	\$ -	\$ 7,500
Target Industry Tax Refund	-	-	-	8,000	8,000
Area Agency on Aging	75,325	75,523	65,264	65,264	64,569
Hospice	10,000	-	-	-	-
Homebound	15,000	15,000	15,000	15,000	-
Family Central	7,500	7,500	7,500	7,500	9,000
Women in Distress	-	5,000	5,000	5,000	5,500
NE Focal Point CASA, Inc.	1,000	1,000	1,000	1,000	1,000
Packer Rattlers Football	15,000	-	-	-	-
Little League Baseball	12,500	-	-	-	-
Beautification Authority	8,000	5,000	-	5,000	5,000
Monarch High School	2,000	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 171,325</u>	<u>\$ 109,023</u>	<u>\$ 93,764</u>	<u>\$ 106,764</u>	<u>\$ 100,569</u>

Debt Service

The Debt Service Department recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year. Paying agent fees for outstanding general obligation bonds and revenue bonds are also included in this department.

City of Deerfield Beach, Florida
Debt Service
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Debt Service	\$ 4,445,640	\$ 4,223,761	\$ 2,316,633	\$ 4,235,648	\$ 4,415,917
TOTAL	<u>\$ 4,445,640</u>	<u>\$ 4,223,761</u>	<u>\$ 2,316,633</u>	<u>\$ 4,235,648</u>	<u>\$ 4,415,917</u>
EXPENSE GROUP					
Capital Lease - Principal	\$ 580,479	\$ 373,198	\$ 161,960	\$ 379,578	\$ 177,440
Capital Lease - Interest	32,341	22,748	6,702	18,674	9,753
Sports Complex Light Principal	47,088	49,177	25,401	51,360	53,640
Sports Complex Light Interest	8,023	5,933	2,154	3,751	1,471
2003A CRA FMLC Debt	511,042	510,901	144,999	510,800	509,800
2003B CRA FMLC Debt	176,130	174,398	126,582	178,272	175,600
2006 FMLC Debt	405,265	404,050	118,814	401,869	400,369
2012 Revenue Bonds	-	-	-	-	400,000
2000 FMLC Bonds	969,126	963,905	908,938	960,244	964,019
2003 FMLC Bonds	1,716,146	1,719,451	821,083	1,731,100	1,723,825
TOTAL APPROPRIATIONS	<u>\$ 4,445,640</u>	<u>\$ 4,223,761</u>	<u>\$ 2,316,633</u>	<u>\$ 4,235,648</u>	<u>\$ 4,415,917</u>

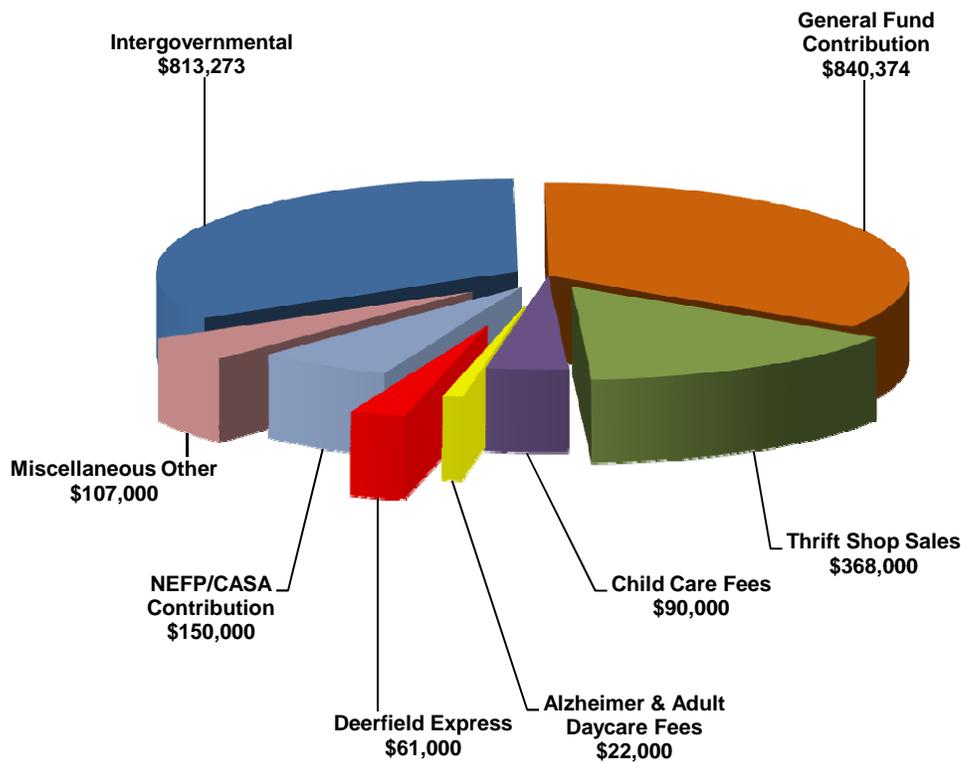
SENIOR SERVICES FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10 Actual	2010-11 Actual	2011-12		2011-12 Budget	2012-13 Budget
			Y-T-D Actual (Thru 3/31/12)	Y-T-D %age		
INTERGOVERNMENTAL REVENUE						
Home Energy Assistance	36,856	30,940	17,944	406	4,425	4,425
Title III-E Federal Grant	476	4,999	21,384	385	5,556	-
Senior Citizen Federal Grant	159,830	183,216	66,248	36	183,216	183,216
<i>Federal Grants</i>	<u>197,162</u>	<u>219,155</u>	<u>105,576</u>	<u>55</u>	<u>193,197</u>	<u>187,641</u>
ADI - State Grant	472,198	452,762	232,203	69	334,987	334,987
ADI - Local Cash Match	111,904	53,815	7,723	-	-	-
Local Service Program (LSP)	105,760	124,199	65,717	52	127,380	127,380
<i>State Grants</i>	<u>689,862</u>	<u>630,776</u>	<u>305,643</u>	<u>66</u>	<u>462,367</u>	<u>462,367</u>
AAA - Alzheimer's Supplement	-	-	-	-	54,521	54,521
AAA - Local Cash Match	9,299	22,429	556	6	8,744	8,744
Paratransit	192,041	87,783	44,422	44	100,000	100,000
<i>Grants From Other Local Units</i>	<u>201,340</u>	<u>110,212</u>	<u>44,978</u>	<u>28</u>	<u>163,265</u>	<u>163,265</u>
TOTAL INTERGOV'T REVENUES	<u>1,088,364</u>	<u>960,143</u>	<u>456,197</u>	<u>56</u>	<u>818,829</u>	<u>813,273</u>
CHARGES FOR SERVICES						
Deerfield Express	80,545	61,020	14,400	24	60,000	60,000
Transit Fees	4,270	4,838	2,138	86	2,500	1,000
<i>Transportation</i>	<u>84,815</u>	<u>65,858</u>	<u>16,538</u>	<u>26</u>	<u>62,500</u>	<u>61,000</u>
Adult Day Care Fees	1,358	-	-	-	2,000	1,000
Alzheimer Caregiver Fees	24,699	17,858	6,521	33	20,000	20,000
Channeling Project	4,950	5,530	-	-	6,000	1,000
<i>Human Services</i>	<u>31,007</u>	<u>23,388</u>	<u>6,521</u>	<u>23</u>	<u>28,000</u>	<u>22,000</u>
Thrift Shop Mdse Sales	191,434	161,482	79,591	31	260,000	210,000
Thrift Shop Mdse Sales - Cr Card	137,546	128,133	58,321	58	100,000	110,000
Thrift Shop Mdse Sales - Nontaxable	39,863	47,328	24,308	61	40,000	45,000
Coffee Shop Sales	4,283	4,488	1,128	28	4,000	3,000
<i>Culture/Recreation</i>	<u>373,126</u>	<u>341,431</u>	<u>163,348</u>	<u>40</u>	<u>404,000</u>	<u>368,000</u>
TOTAL CHARGES FOR SVCS	<u>488,948</u>	<u>430,677</u>	<u>186,407</u>	<u>38</u>	<u>494,500</u>	<u>451,000</u>
MISCELLANEOUS REVENUE						
Interest on Idle Cash	1,060	886	-	-	-	-
<i>Interest Earnings</i>	<u>1,060</u>	<u>886</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Child Care Fees	102,862	84,282	50,695	63	80,000	90,000
Alzheimer Caregiver Donations	3,505	2,011	1,555	39	4,000	3,000
Pledge - NEFP CASA, Inc.	187,500	150,000	75,000	50	150,000	150,000
Childcare	439	-	-	-	-	-
Creole Daycare Donations	1,600	2,420	1,690	-	-	-
Other Contributions/Donations	2	200	-	-	-	-
Volunteer Awards Day	4,530	3,579	1,250	42	3,000	3,000
Tree of Life Donations	963	1,700	2,300	230	1,000	1,000
Health Fair	4,141	5,623	2,590	-	-	-
<i>Contribution From Private Sources</i>	<u>305,542</u>	<u>249,815</u>	<u>135,080</u>	<u>57</u>	<u>238,000</u>	<u>247,000</u>

SENIOR SERVICES FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10 Actual	2010-11 Actual	2011-12		2011-12 Budget	2012-13 Budget
			Y-T-D Actual (Thru 3/31/12)	Y-T-D %age		
Other Miscellaneous Revenue	549	5,981	-	-	-	-
Project Income - ADI	1,397	776	100	-	-	-
Senior Center Project Income	<u>36,271</u>	<u>33,966</u>	<u>24,432</u>	<u>70</u>	<u>35,000</u>	<u>35,000</u>
<i>Other Miscellaneous Revenues</i>	<u>38,217</u>	<u>40,723</u>	<u>24,532</u>	<u>70</u>	<u>35,000</u>	<u>35,000</u>
TOTAL MISC REVENUES	<u>344,819</u>	<u>291,424</u>	<u>159,612</u>	<u>58</u>	<u>273,000</u>	<u>282,000</u>
NON-REVENUES						
General Fund	732,389	878,214	415,055	50	830,109	790,374
Target Area Trust Fund	-	56,388	-	-	-	50,000
<i>Interfund Transfers</i>	<u>732,389</u>	<u>934,602</u>	<u>415,055</u>	<u>50</u>	<u>830,109</u>	<u>840,374</u>
Capital Lease Proceeds	-	-	-	-	-	65,000
ICMA Pension Forfeitures	-	34,497	-	-	-	-
<i>Other Non-Revenues</i>	-	<u>34,497</u>	-	-	-	<u>65,000</u>
TOTAL NON-REVENUES	<u>732,389</u>	<u>969,099</u>	<u>415,055</u>	<u>50</u>	<u>830,109</u>	<u>905,374</u>
TOTAL SENIOR SERVICES FUND	<u>2,654,520</u>	<u>2,651,343</u>	<u>1,217,271</u>	<u>50</u>	<u>2,416,438</u>	<u>2,451,647</u>

City of Deerfield Beach Projected Revenues - Senior Services Fund Fiscal Year 2012/13



Total projected revenues: \$2,451,647

Senior Services

Administration
Senior Center
Alzheimer's Day Care Center
Child Care Center
Thrift Shop
Community Development Division

The Department of Senior Services provides quality programs and services to promote social, physical, and psychological well-being in response to the needs of adults, seniors and children of Deerfield Beach and northern Broward County. In 1981, a joint effort between the City and the Area Agency on Aging of Broward County created the Northeast (NE) Focal Point Senior Center to provide federally mandated services to individuals age sixty and over. Senior Services also administers the Intergenerational Adult Day Services, the Child Care Centers, the Alzheimer's Day Care Centers and the Thrift Shop.

Funding for the Senior Services Department comes from federal and state administered grants, fees for services, fund-raisers, the Area Agency on Aging, NE Focal Point CASA*, Inc. (Children's, Alzheimer's, Senior and Adult Services), NE Focal Point Thrift Shop, and the City of Deerfield Beach General Fund.

DEPARTMENT GOALS

- Provide quality internal and external customer service
- Initiate public/private partnerships on behalf of the Adult Day Care services, Alzheimer's Center and Senior Center
- Continually develop new programs and services to meet the changing needs of the community
- Increase public/private financial support for the Northeast Focal Point
- Decrease reliance on General Fund Transfers to fund Senior Services' budget
- Encourage employee training and development

Senior Center

The Senior Center provides services and activities to promote the well-being of the senior population. These include information and referral, public education, health support, counseling, recreation, transportation, nutrition, legal assistance, volunteer opportunities and the emergency home energy assistance program.

Alzheimer's Day Care Center

Two Alzheimer Day Care Centers provide respite to caregivers and activities to individuals stricken with Alzheimer's disease. Case management and weekly support groups assist caregivers with coping skills.

Child Care Center

The two Intergenerational Child Care Centers, licensed by Broward County, provide preschoolers with developmentally appropriate activities in a learning environment.

Thrift Shop

The Thrift Shop receives tax deductible donations of merchandise from individuals, realtors, estates, consignment shops, and other businesses. Thirty-seven volunteers assist in the operation of the thrift shop. Volunteers operate the shop under the leadership of the management team. Proceeds from the shop supplement grant funding for all programs in the Department of Senior Services.

Community Development Division

The Community Development Division is responsible for all phases of the grants process, including the preparation of state and federal grants, administering grant programs, and providing information to City officials and the citizens of Deerfield Beach.

The Community Development Division staff acts as project manager to implement and monitor the projects and organizations receiving grant funds from the City. We hold forums with our business partners, present workshops on home-buying and finances, send students to vocational school, and assist public service organizations in helping our youth.

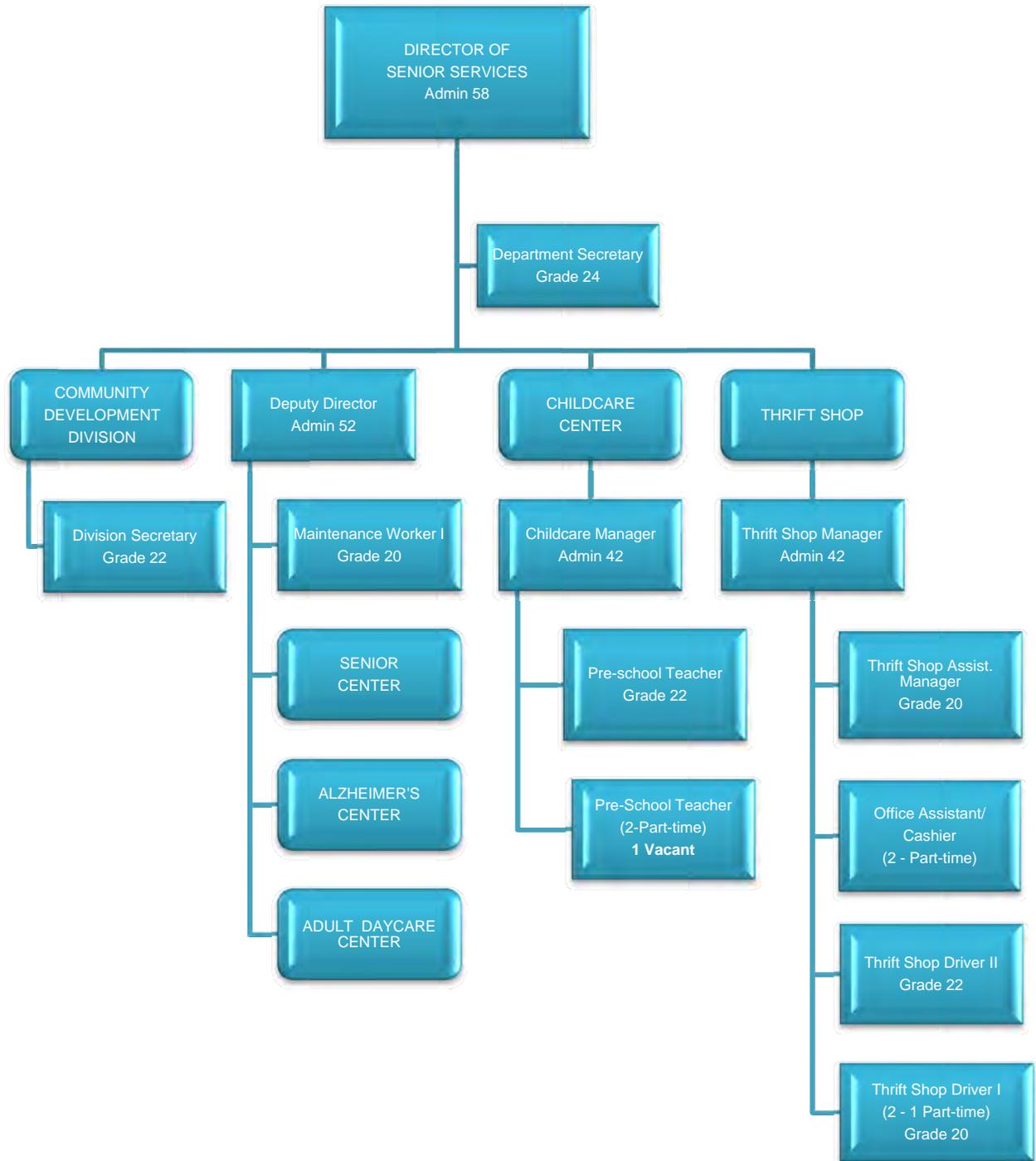
Currently, the grants administered by this division include the following:

- **Community Development Block Grants (CBDG).** This program, designed to assist lower income citizens, offers a variety of programs, including Youth and Family Counseling, Infrastructure and Commercial Rehabilitation, and Economic Development activities.
- **State Housing Initiative Partnership Program (SHIP)** offers low to moderate income citizens assistance in the purchase or repair of a home in the form of a five-year, no interest allocation. The loan is forgiven if the applicant occupies the home for five years from the date the allocation is secured.
- **Local Law Enforcement Block Grants (LLEBG)** funds are used to assist at-risk youth through a program of mentoring, job shadowing, and skills training programs.
- **Neighborhood Stabilization Program (NSP)** funds are used for the purchase and redevelopment of foreclosed and abandoned properties with the eventual goal of stabilizing areas that were hardest hit by foreclosures and abandonment.

Non-Departmental

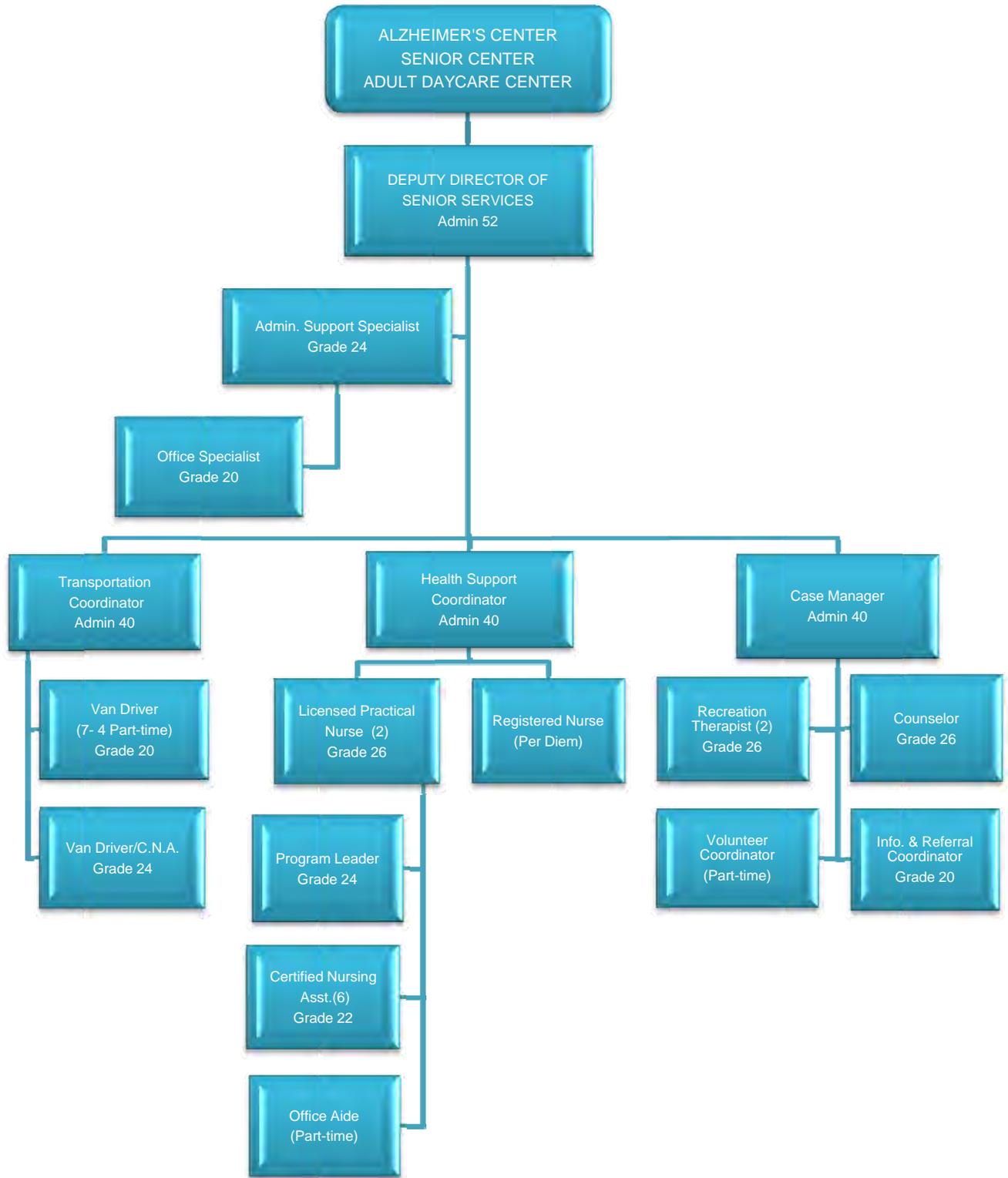
Non-Departmental represents the transfer to the Insurance Services Trust Fund for the Senior Services Department's portion of insurance coverage.

Senior Services Department Organization Chart



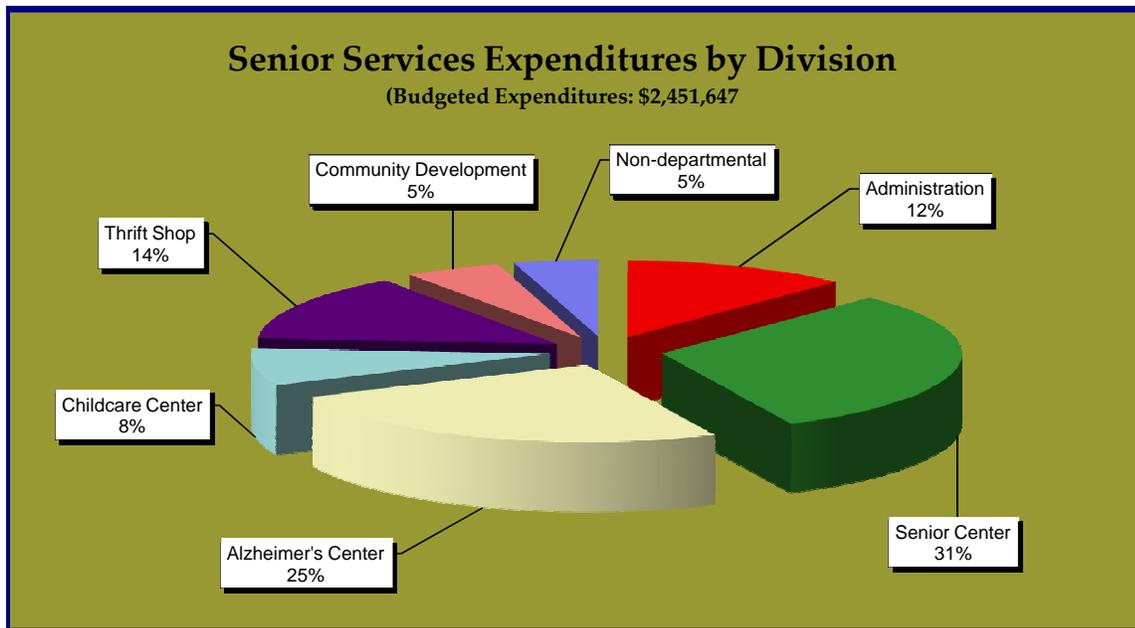
Senior Services Department

Organization Chart (Continued)



**CITY OF DEERFIELD BEACH
SENIOR SERVICES FUND
EXPENDITURE SUMMARY**

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2011-12	ESTIMATED EXPENDITURES 2012-13	DOLLAR CHANGE	PERCENTAGE CHANGE
Administration	298,719	298,719	-	0.0%
Senior Center	754,734	754,652	(82)	0.0%
Alzheimer's Center	638,008	621,553	(16,455)	-2.6%
Childcare Center	208,447	190,877	(17,570)	-8.4%
Thrift Shop	273,214	347,155	73,941	27.1%
Community Development	131,916	127,291	(4,625)	-3.5%
Non-departmental	111,400	111,400	-	0.0%
TOTAL	<u>2,416,438</u>	<u>2,451,647</u>	<u>35,209</u>	<u>1.5%</u>



City of Deerfield Beach, Florida
Senior Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Administration	\$ 349,584	\$ 312,858	\$ 148,784	\$ 298,719	\$ 298,719
Senior Center	721,448	727,035	328,424	754,734	754,652
Alzheimer's Center	687,552	704,961	283,770	638,008	621,553
Childcare Center	162,753	154,226	74,405	208,447	190,877
Thrift Shop	285,341	290,839	134,982	273,214	347,155
Community Development	356,857	155,420	42,807	131,916	127,291
Non-Departmental	111,400	188,938	55,700	111,400	111,400
TOTAL	\$ 2,674,935	\$ 2,534,277	\$ 1,068,872	\$ 2,416,438	\$ 2,451,647
EXPENSE GROUP					
Personal Services	\$ 2,313,102	\$ 2,123,666	\$ 905,772	\$ 2,102,031	\$ 2,029,372
Materials & Supplies	39,799	30,017	14,191	44,132	43,600
Operating Expenses	210,634	191,656	93,209	158,875	202,275
Capital Outlay	-	-	-	-	65,000
Non-Departmental	111,400	188,938	55,700	111,400	111,400
TOTAL APPROPRIATIONS	\$ 2,674,935	\$ 2,534,277	\$ 1,068,872	\$ 2,416,438	\$ 2,451,647
PERSONNEL					
Administration	3	3	3	3	3
Senior Center	20	16	16	16	16
Alzheimer's	17	15	15	15	14
Childcare Center	6	4	4	4	4
Thrift Shop	7	7	7	7	7
Community Development	5	3	1	1	1
TOTAL PERSONNEL	58	48	46	46	45

Senior Services Administration

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 257,327	\$ 260,102	\$ 125,293	\$ 247,396	\$ 247,396
Employee Benefits	37,699	38,086	17,578	39,323	39,323
Materials & Supplies	5,758	4,473	3,322	6,000	6,000
Other Services and Charges	48,800	10,197	2,591	6,000	6,000
Operations Subtotal	<u>349,584</u>	<u>312,858</u>	<u>148,784</u>	<u>298,719</u>	<u>298,719</u>
DIVISION TOTAL	\$ 349,584	\$ 312,858	\$ 148,784	\$ 298,719	\$ 298,719
PERSONNEL					
Full-Time	3	3	3	3	3
TOTAL	3	3	3	3	3

Mission Statement

The N.E. Focal Point Senior Services Center provides supportive, respite, and educational services for individuals from ages 2-102 years old to improve their quality of life, promote independence, and sustain their involvement in the community.

Major FY12-13 Goals

1. To maximize strengths and opportunities.
2. To minimize weaknesses and threats.
3. To decrease expenses.
4. To increase revenues.
5. To improve efficiencies and productivity.
6. To increase and maintain community partnerships and donor base.
7. To increase grant and Thrift Shop revenues.
8. To increase and maintain participation and attendance in all programs and activities.

Senior Services Administration

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Full time employees	3	3	3	3
Division Expenditures	\$ 312,858	\$ 298,719	\$ 298,719	\$ 298,719
OUTPUTS:				
Days of Operation	250	250	250	250
Grant & Funding Applications	10	10	10	10
Maintenance of Buildings	5	5	5	5
Volunteer Services	300	208	200	200
EFFECTIVENESS MEASURES:				
Satisfaction Survey Results	95%	95%	95%	95%
Public/Private Partnerships	50	50	50	50
Team Meetings and Employee Trainings	12	12	12	12
Grants & Funding Secured	10	10	10	10
EFFICIENCY MEASURES:				
Cost Per Day of Operation	N/A	N/A	N/A	\$ 1,147
Revenue Generated	N/A	N/A	N/A	N/A

Senior Center					
EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 524,532	\$ 506,310	\$ 216,085	\$ 559,569	\$ 559,389
Employee Benefits	75,224	72,371	30,535	73,840	73,938
Materials & Supplies	12,217	9,938	4,822	12,000	12,000
Other Services and Charges	109,475	138,416	76,982	109,325	109,325
Operations Subtotal	<u>721,448</u>	<u>727,035</u>	<u>328,424</u>	<u>754,734</u>	<u>754,652</u>
DIVISION TOTAL	\$ 721,448	\$ 727,035	\$ 328,424	\$ 754,734	\$ 754,652
PERSONNEL					
Full-Time	11	10	10	10	10
Part-Time	9	6	6	6	6
TOTAL	20	16	16	16	16

Mission Statement

The mission of the N.E. Focal Point Senior Center is to provide supportive services to individuals 60 years old and older, to improve their independence, and to encourage their involvement with the community.

Major FY12-13 Goals

1. Develop cost effective programs/services; increase awareness; and increase census of Senior Center
2. Expand fitness programs and train more instructors from within N.E. Focal Point for EnhanceFitness®
3. Expand the development of evidence based programs – Falls Prevention and Matter of Balance programs – train staff and volunteers
4. Expand computer and technology programs offering a Computer and Technology “Boot Camp”.
5. Develop a Horticultural Club to maintain the plants and herb gardens on campus that were planted by volunteers on Comcast Cares Day.
6. Maintain current community partnerships and cultivate new relationships.
7. Continue to seek out grant opportunities.

Senior Center

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Full Time Employees	10	10	10	10
Division Expenditures	\$ 727,035	\$ 754,734	\$ 794,134	\$ 754,652
OUTPUTS:				
Days of Operation	250	250	250	250
<i>Programs/Services offered-units of service:</i>				
Counseling - Individual	743	600	744	600
Counseling - Group	373	300	344	300
Education/Training	217	100	180	100
Health Support - Individual	1,305	1,375	1,418	1,375
Health Support - Group	486	200	382	200
Information	18,007	12,000	17,758	12,000
Outreach	51	40	40	40
Recreation	2,397	2,000	2,000	2,000
Referral	1,100	1,100	1,100	1,100
Screening & Assessment	152	150	232	150
Transportation Trips	73,598	75,500	75,486	75,500
EFFECTIVENESS MEASURES:				
<i>Program Participants - unduplicated:</i>				
Counseling - Individual	63	60	60	60
Health Support - Individual	258	250	250	250
Recreation	409	500	500	500
Referral	766	1000	1000	1000
Screening & Assessment	18	10	13	10
Transportation	358	350	350	350
EFFICIENCY MEASURES:				
<i>Program Unit Costs:</i>				
Counseling - Individual	\$ 70.32	\$ 84.07	\$ 67.80	\$ 84.16
Counseling - Group	\$ 98.58	\$ 107.95	\$ 94.14	\$ 108.05
Education/Training	\$ 254.49	\$ 427.16	\$ 237.21	\$ 427.55
Health Support - Individual	\$ 40.56	\$ 43.67	\$ 43.34	\$ 43.71
Health Support - Group	\$ 88.85	\$ 182.62	\$ 95.61	\$ 182.69
Information	\$ 3.77	\$ 4.87	\$ 3.29	\$ 4.87
Outreach	\$ 502.09	\$ 906.73	\$ 906.23	\$ 907.36
Recreation	\$ 135.68	\$ 117.98	\$ 117.98	\$ 131.27
Referral	\$ 27.26	\$ 27.59	\$ 27.59	\$ 27.62
Screening & Assessment	\$ 69.18	\$ 197.04	\$ 127.39	\$ 197.12
Transportation	\$ 22.03	\$ 20.02	\$ 20.79	\$ 20.79

Alzheimer's Center

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 588,168	\$ 599,062	\$ 243,586	\$ 538,455	\$ 519,093
Employee Benefits	90,824	92,197	37,232	82,253	85,160
Materials & Supplies	4,921	4,106	1,685	6,200	6,200
Other Services and Charges	3,639	9,596	1,267	11,100	11,100
Operations Subtotal	<u>687,552</u>	<u>704,961</u>	<u>283,770</u>	<u>638,008</u>	<u>621,553</u>
DIVISION TOTAL	\$ 687,552	\$ 704,961	\$ 283,770	\$ 638,008	\$ 621,553
PERSONNEL					
Full-Time	14	14	13	13	13
Part-Time	3	3	2	2	1
TOTAL	17	17	15	15	14

Mission Statement

The mission of the N.E. Focal Point Alzheimer's Center/Adult Day Services is to provide caregiver respite and activities that effectively reduce the rate of premature institutionalization and improve the quality of life of Alzheimer's and related memory disordered individuals, as well as those with functional impairments.

Major FY12-13 Goals

1. Increase revenue and census through more nursing home diversion programs and private pay clients.
2. Maintain a 75% enrollment rate.
3. Maintain a 95% or higher approval rating from caregivers/clients through satisfaction surveys.
4. Maintain current community partnerships and cultivate new relationships.
5. Enhance health and wellness programs – Wii active games and Wii Fit for movement and hand/eye coordination; modified Enhance Fitness® program.
6. Expand mentally stimulating programs – current events, trivia, and word games.
7. Seek additional grant opportunities for specialized programming, i.e. varying cultural therapy programs (music & art).

Alzheimer's Center				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Full Time Employees	13	13	13	13
Division Expenditures	\$ 704,961	\$ 638,008	\$ 638,008	\$ 621,553
OUTPUTS:				
Days of Operation	250	250	250	250
<i>Programs/Services offered - Units of Service:</i>				
Adult Day Care	10,201	5,489	9,318	5,489
Caregiver Training & Support - Individual	63	50	50	50
Caregiver Training & Support - Group	104	90	90	90
Case Management	607	575	600	500
Respite - In-Facility	41,661	30,000	40,602	30,000
EFFECTIVENESS MEASURES:				
<i>Program Participants - Unduplicated:</i>				
Adult Day Care	17	10	15	10
Caregiver Training & Support - Individual	10	10	12	10
Case Management	67	65	66	65
Respite - In-Facility	64	65	68	65
EFFICIENCY MEASURES:				
<i>Program Unit Costs:</i>				
Adult Day Care	\$ 8.66	\$ 11.59	\$ 9.03	\$ 11.59
Caregiver Training & Support - Individual	\$ 294.06	\$ 294.86	\$ 294.86	\$ 294.86
Caregiver Training & Support - Group	\$ 143.54	\$ 169.35	\$ 169.35	\$ 169.35
Case Management	\$ 104.97	\$ 126.14	\$ 120.88	\$ 126.14
Respite - In-Facility	\$ 16.39	\$ 26.69	\$ 19.72	\$ 26.69
Cost Per Day of Operation	\$ 2,671.00	\$ 2,696.00	\$ 2,642.00	\$ 2,748.78

Child Care Center

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 130,489	\$ 124,919	\$ 60,341	\$ 168,236	\$ 111,879
Employee Benefits	19,293	18,932	9,109	22,711	21,498
Materials & Supplies	10,280	8,089	3,300	13,400	12,900
Other Services and Charges	2,691	2,286	1,655	4,100	44,600
Operations Subtotal	<u>162,753</u>	<u>154,226</u>	<u>74,405</u>	<u>208,447</u>	<u>190,877</u>
DIVISION TOTAL	\$ 162,753	\$ 154,226	\$ 74,405	\$ 208,447	\$ 190,877
PERSONNEL					
Full-Time	3	3	2	2	2
Part-Time	3	3	2	2	2
TOTAL	6	6	4	4	4

Mission Statement

The mission of the NE Focal Point Child Care Center is to provide a safe and nurturing environment with appropriate curriculum that promotes physical, creative, and social skills along with learning. Intergenerational programs are woven through the campus, facilitated by credentialed staff.

Major FY12-13 Goals

1. To increase enrollment.
2. To increase school readiness results.
3. Increase and maintain community partnerships and donor base.

Child Care Center				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Full time employees	2	2	2	2
Part time employees	1	2	1	2
Child Care Expenditures	\$ 154,226	\$ 208,447	\$ 208,447	\$ 190,877
OUTPUTS:				
Days of Operation	250	250	250	250
Number of Children	14	20	20	20
Number of teachers trained in Creative Curriculum	3	4	4	3
Number of Computer Lessons	1145	1000	700	1000
EFFECTIVENESS MEASURES:				
Revenue Generated	\$ 60,000	\$ 80,000	\$ 80,000	\$ 90,000
School Readiness Results (Pass or Fail)	100%	100%	100%	100%
ESI-K or ESI-P Testing Results	100%	100%	100%	100%
EFFICIENCY MEASURES:				
Cost Per Day of Operation	\$ 616.90	\$ 833.79	N/A	\$ 763.51
Number of Students receiving Creative Curriculum	14	20	20	20

Thrift Shop

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 227,597	\$ 232,730	\$ 109,087	\$ 214,859	\$ 220,857
Employee Benefits	31,707	32,365	15,087	31,805	31,748
Materials & Supplies	4,180	2,665	1,037	3,600	3,600
Other Services and Charges	21,857	23,079	9,771	22,950	25,950
Operations Subtotal	<u>285,341</u>	<u>290,839</u>	<u>134,982</u>	<u>273,214</u>	<u>282,155</u>
Capital Outlay	-	-	-	-	65,000
DIVISION TOTAL	\$ 285,341	\$ 290,839	\$ 134,982	\$ 273,214	\$ 347,155
PERSONNEL					
Full-Time	4	4	4	4	4
Part-Time	3	3	3	3	3
TOTAL	7	7	7	7	7

Mission Statement

The mission of the NE Focal Point Thrift Shop is to provide affordable clothing, furniture, household items, appliances and health care needs to the public, at low cost, and to help with the needs of the underprivileged in the community.

Proceeds from Thrift Shop sales help support all the programs at the N.E. Focal Point:

- Alzheimer's Day Care Center
- Multicultural Adult Day Services Center
- Intergenerational Child Care Center
- Senior Center

Major FY12-13 Goals

1. To increase sales and revenue.
2. Improve efficiencies and productivity.
3. Increase and maintain community partnerships and donor base.

Thrift Shop

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Full time employees	4	4	4	4
Thrift Shop Expenditures	\$ 290,839	\$ 283,769	\$ 273,214	\$ 347,155
OUTPUTS:				
Total days of operation	300	300	300	300
Number of transactions (sales)	22,866	27,000	25,000	25,000
Number of pickups	1,700	2,000	1,700	1,700
Number of deliveries	270	260	240	240
Number of Individuals assisted	342	192	400	200
EFFECTIVENESS MEASURES:				
Revenue Generated	\$ 353,326	\$ 400,000	\$ 350,000	\$ 355,000
EFFICIENCY MEASURES:				
Cost Per Day of Operation	\$ 969.46	\$ 945.90	\$ 910.71	\$ 1,157.18

Community Development

EXPENDITURES	<u>2009-10 Actual</u>	<u>2010-11 Actual</u>	<u>2011-12 YTD 3/31/12</u>	<u>2011-12 Budget</u>	<u>2012-13 Budget</u>
Personal Services					
Salaries and Wages	\$ 291,111	\$ 127,053	\$ 36,216	\$ 111,623	\$ 107,566
Employee Benefits	39,131	19,539	5,623	11,961	11,525
Materials & Supplies	2,443	746	25	3,900	2,900
Other Services and Charges	24,172	8,082	943	4,432	5,300
Operations Subtotal	<u>356,857</u>	<u>155,420</u>	<u>42,807</u>	<u>131,916</u>	<u>127,291</u>
DIVISION TOTAL	\$ 356,857	\$ 155,420	\$ 42,807	\$ 131,916	\$ 127,291
<u>PERSONNEL</u>					
Full-Time	5	2	1	1	1
TOTAL	5	2	1	1	1

City of Deerfield Beach, Florida
Non-Departmental
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Non-Departmental	\$ 111,400	\$ 188,938	\$ 55,700	\$ 111,400	\$ 111,400
TOTAL	<u>\$ 111,400</u>	<u>\$ 188,938</u>	<u>\$ 55,700</u>	<u>\$ 111,400</u>	<u>\$ 111,400</u>
<u>EXPENSE GROUP</u>					
Transfers	\$ 111,400	\$ 188,938	\$ 55,700	\$ 111,400	\$ 111,400
TOTAL APPROPRIATIONS	<u>\$ 111,400</u>	<u>\$ 188,938</u>	<u>\$ 55,700</u>	<u>\$ 111,400</u>	<u>\$ 111,400</u>

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10	2010-11	2011-12	2011-12	2011-12	2012-13
	Actual	Actual	Y-T-D	Y-T-D	Budget	Budget
			Actual	%age		
			(Thru 3/31/12)			
INTERGOVERNMENTAL REVENUE						
Community Develop Block Grant (CDBG)	<u>279,388</u>	<u>196,969</u>	-	-	<u>669,185</u>	<u>562,584</u>
<i>Federal Grants</i>	<u>279,388</u>	<u>196,969</u>	-	-	<u>669,185</u>	<u>562,584</u>
TOTAL INTERGOV'T REVENUES	<u>279,388</u>	<u>196,969</u>	-	-	<u>669,185</u>	<u>562,584</u>
MISCELLANEOUS REVENUE						
Program Income	<u>5,822</u>	-	-	-	-	-
<i>Contribution from Private Sources</i>	<u>5,822</u>	-	-	-	-	-
TOTAL MISC REVENUES	<u>5,822</u>	-	-	-	-	-
OTHER NON-REVENUES						
Cash Carryover - Prior Year	-	-	-	-	-	<u>1,140,195</u>
<i>Contribution from Private Sources</i>	<u>5,822</u>	-	-	-	-	<u>1,140,195</u>
TOTAL NON-REVENUES	<u>5,822</u>	-	-	-	-	<u>1,140,195</u>
TOTAL COMM DEV BLK GRANT FUND	<u>285,210</u>	<u>196,969</u>	<u>-</u>	<u>-</u>	<u>669,185</u>	<u>1,702,779</u>

Community Development Block Grant

In 1999, the City of Deerfield Beach was notified by the U.S. Department of Housing and Urban Development (HUD) that because its population now exceeded 50,000, the City was eligible to begin directly receiving federal grant funds as an entitlement community through the Community Development Block Grant (CDBG) program. The City received its first entitlement funding in fiscal year 2001. It will continue to receive funding on an annual basis as long as it meets all of HUD's grant requirements for the program.

As one of the prerequisites for receiving funds under the CDBG program, HUD requires that the City develop a plan entitled the "Consolidated Plan" for how it will use these funds. In order to ensure the Consolidated Plan represents the opinions of the City, its residents, social service agencies, and affordable housing providers, the City is required to follow an extensive citizen participation process. This yearly process, which includes public notices, workshops, and hearings, is designed to ensure that the City's residents can actively participate in the Plan's development.

The Consolidated Plan is a five-year strategic plan that examines the community's needs and the City's program priorities, and then sets overall goals and objectives for the CDBG program. This longer term plan sets the framework for the development and implementation of subsequent one-year plans. Each year the City must prepare a one-year action plan that describes in detail the specific activities it will carry out using its grant funds.

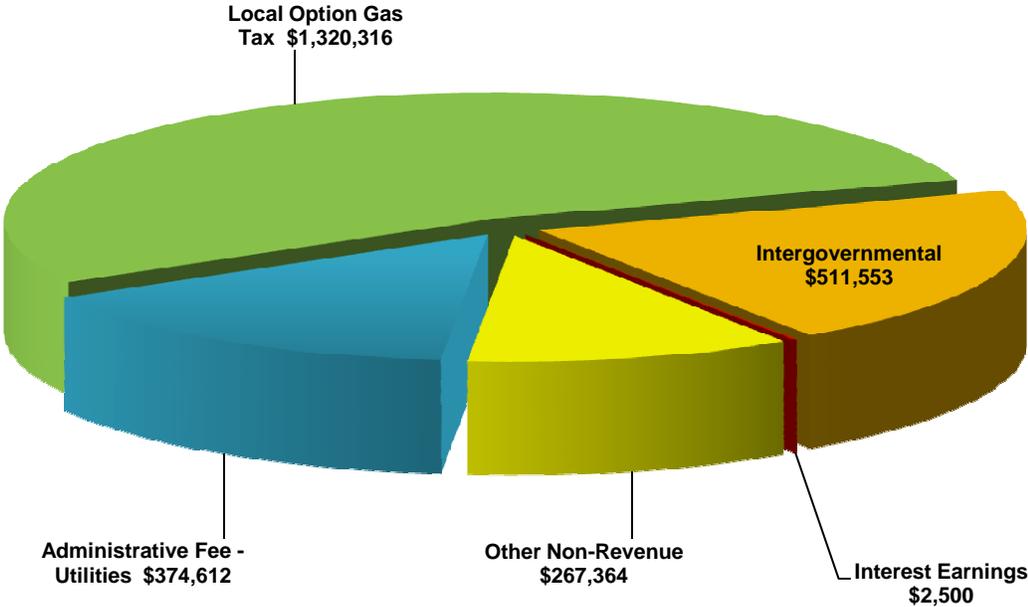
City of Deerfield Beach, Florida
 Community Development Block Grant Fund
 Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
CDBG	\$ 285,210	\$ 198,782	\$ 15,350	\$ 669,185	\$ 1,702,779
TOTAL	<u>\$ 285,210</u>	<u>\$ 198,782</u>	<u>\$ 15,350</u>	<u>\$ 669,185</u>	<u>\$ 1,702,779</u>
<u>EXPENSE GROUP</u>					
Operating Expenses	\$ 17,161	\$ 1,602	\$ 15,350	\$ 231,220	\$ 277,282
Capital Outlay	121,880	197,006	-	52,994	1,259,818
Grants & Aid	146,169	174	-	384,971	165,679
TOTAL APPROPRIATIONS	<u>\$ 285,210</u>	<u>\$ 198,782</u>	<u>\$ 15,350</u>	<u>\$ 669,185</u>	<u>\$ 1,702,779</u>

ROAD AND BRIDGE FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10	2010-11	2011-12	2011-12	2011-12	2012-13
	Actual	Actual	Y-T-D	Y-T-D	Budget	Budget
			(Thru 3/31/12)	%age		
TAXES						
Local Option Gas Tax	738,820	745,146	381,744	50	763,494	766,774
Local Option Gas Tax - 3¢	<u>532,459</u>	<u>538,399</u>	<u>273,900</u>	50	<u>547,810</u>	<u>553,542</u>
<i>Sales and Use Taxes</i>	<u>1,271,279</u>	<u>1,283,545</u>	<u>655,644</u>	50	<u>1,311,304</u>	<u>1,320,316</u>
TOTAL TAXES	<u>1,271,279</u>	<u>1,283,545</u>	<u>655,644</u>	50	<u>1,311,304</u>	<u>1,320,316</u>
INTERGOVERNMENTAL REVENUE						
State Revenue Sharing	<u>480,913</u>	<u>498,716</u>	<u>271,404</u>	50	<u>542,810</u>	<u>511,553</u>
TOTAL INTERGOVERNMENTAL	<u>480,913</u>	<u>498,716</u>	<u>271,404</u>	50	<u>542,810</u>	<u>511,553</u>
MISCELLANEOUS REVENUE						
Interest on Investments	(775)	3,260	-	-	-	-
Interest on Idle Cash	<u>3,584</u>	<u>(1,022)</u>	<u>1,248</u>	50	<u>2,500</u>	<u>2,500</u>
<i>Interest Earnings</i>	<u>2,809</u>	<u>2,238</u>	<u>1,248</u>	50	<u>2,500</u>	<u>2,500</u>
Administrative Fee - Utility	<u>386,636</u>	<u>354,280</u>	<u>160,170</u>	50	<u>320,340</u>	<u>267,364</u>
<i>Other Miscellaneous Revenues</i>	<u>386,636</u>	<u>354,280</u>	<u>160,170</u>	50	<u>320,340</u>	<u>267,364</u>
TOTAL MISC REVENUES	<u>389,445</u>	<u>356,518</u>	<u>161,418</u>	50	<u>322,840</u>	<u>269,864</u>
NON-REVENUES						
Cash Carryover - Prior Year	-	-	32,544	-	-	374,612
Capital Lease Proceeds	163,688	-	-	-	-	-
ICMA Pension Forfeitures	-	15,324	-	-	-	-
<i>Other Non-Revenues</i>	<u>163,688</u>	<u>15,324</u>	<u>32,544</u>	-	-	<u>374,612</u>
TOTAL NON-REVENUES	<u>163,688</u>	<u>15,324</u>	<u>32,544</u>	-	-	<u>374,612</u>
TOTAL ROAD AND BRIDGE FUND	<u><u>2,305,325</u></u>	<u><u>2,154,103</u></u>	<u><u>1,121,010</u></u>	<u>51</u>	<u><u>2,176,954</u></u>	<u><u>2,476,345</u></u>

**City of Deerfield Beach
Projected Revenues - Road & Bridge Fund
Fiscal Year 2012/13**



Total projected revenues: \$2,476,345

Streets Maintenance

Streets Maintenance is responsible for maintaining streets, storm drains, sidewalks and any other problems on right-of-ways throughout the City. In addition, the division provides repair and replacement services for City-owned sidewalks and signage throughout the City.

Non-Departmental

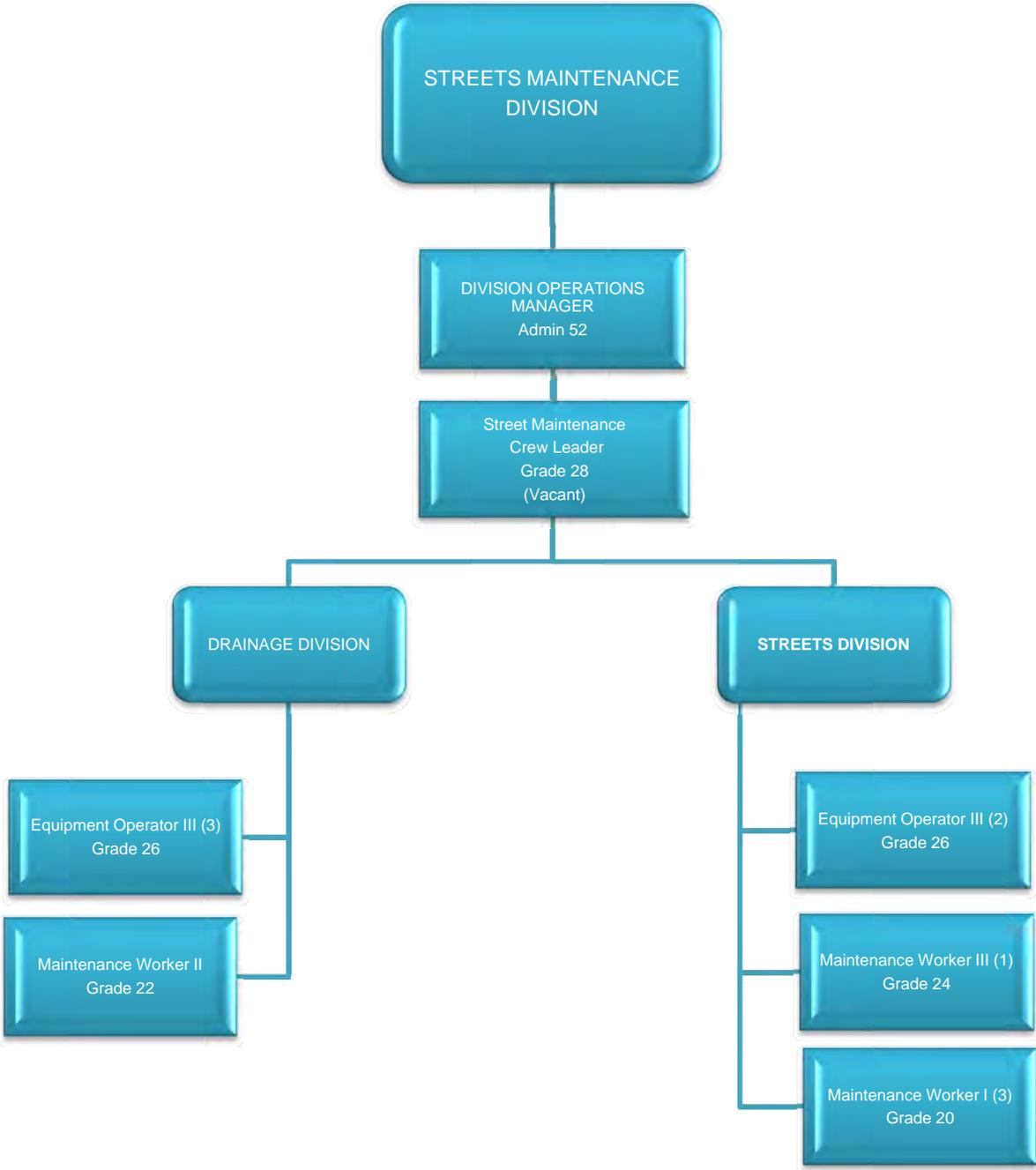
Non-Departmental includes transfers to the General Fund as well as the Insurance Services Trust fund to cover the Road and Bridge Fund's portion of insurance coverage as well as general and administrative overhead costs.

Transfers to the General Fund also include amounts that are earmarked for future debt service for a proposed bond/issue for street improvements.

Debt Service

The Debt Service Department recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year.

Department of Environmental Services
Streets Maintenance Division
Organization Chart



City of Deerfield Beach, Florida
Road and Bridge Fund
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Streets Maintenance	\$ 2,071,934	\$ 1,684,622	\$ 743,197	\$ 1,927,151	\$ 1,746,991
Non-Departmental	206,367	212,514	107,329	214,657	695,208
Debt Service	89,681	74,092	14,227	35,146	34,146
TOTAL	<u>\$ 2,367,982</u>	<u>\$ 1,971,228</u>	<u>\$ 864,753</u>	<u>\$ 2,176,954</u>	<u>\$ 2,476,345</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 895,571	\$ 785,689	\$ 342,200	\$ 666,443	\$ 728,391
Materials & Supplies	54,102	48,358	21,531	70,600	65,600
Operating Expense	859,469	738,483	379,466	1,090,108	853,000
Capital Outlay	262,792	112,092	-	100,000	100,000
Non-Departmental	206,367	212,514	107,329	214,657	695,208
Debt Service	89,681	74,092	14,227	35,146	34,146
TOTAL APPROPRIATIONS	<u>\$ 2,367,982</u>	<u>\$ 1,971,228</u>	<u>\$ 864,753</u>	<u>\$ 2,176,954</u>	<u>\$ 2,476,345</u>
<u>PERSONNEL</u>					
Streets Maintenance	<u>15</u>	<u>13</u>	<u>12</u>	<u>12</u>	<u>11</u>
TOTAL PERSONNEL	<u>15</u>	<u>13</u>	<u>12</u>	<u>12</u>	<u>11</u>

Streets Maintenance

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 763,221	\$ 655,497	\$ 283,674	\$ 608,753	\$ 588,193
Employee Benefits	132,350	130,192	58,526	156,690	140,198
Materials & Supplies	54,102	48,358	21,531	70,600	65,600
Other Services and Charges	859,469	738,483	379,466	991,108	853,000
Operations Subtotal	<u>1,809,142</u>	<u>1,572,530</u>	<u>743,197</u>	<u>1,827,151</u>	<u>1,646,991</u>
Capital Outlay	262,792	112,092	-	100,000	100,000
DEPARTMENTAL TOTAL	<u>\$ 2,071,934</u>	<u>\$ 1,684,622</u>	<u>\$ 743,197</u>	<u>\$ 1,927,151</u>	<u>\$ 1,746,991</u>
<u>PERSONNEL</u>					
Full-Time	15	13	12	12	11
TOTAL	15	13	12	12	11

Mission Statement

The mission of the Streets Division is to provide safe and efficient travel for vehicular and pedestrian traffic throughout the City.

Major FY12-13 Goals

1. Complete Annual Sidewalk Repair and Replacement Project
2. Implement a Citywide ADA compliant Detectable Warning Retrofit Program, including specialized staff training
3. Initiate a citywide inventory and retroreflectivity of traffic signs

Streets Maintenance				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Department expenditures	\$ 1,684,622	\$ 1,927,151	\$ 1,992,233	\$ 1,746,991
Number of full time employees	12	12	12	11
OUTPUTS:				
Total paved streets (centerline miles)	146.6	146.6	146.6	146.6
Number of asphalt repairs	700	700	500	500
Number of signs repaired/installed	600	500	400	400
Asphalt used for repairs (tons)	300	300	250	250
Concrete poured (cubic yards)	260	250	400	400
Canals maintained (miles)	21	21	21	21
Number of catch basins maintained	2,970	2,970	2,985	2,990
Drainage pipes maintained (miles)	29.30	29.30	29.40	29.40
Number of outfalls maintained	244	244	244	244
Number of minor spill responses	10	20	10	10
Customer requests for service	80	120	120	120
EFFECTIVENESS MEASURES:				
Sidewalks repaired (linear feet)	3,600	3,000	4,200	10,000
Arterial roadway swept (lane miles)	12,000	9,000	12,500	12,000
Residential roadways swept (lane miles)	3,000	3,000	500	1,000
Street debris removed (cubic yards)	900	800	800	800
Number of catch basins inspected/cleaned	1,930	2,080	2,100	2,100
Drainage pipes cleaned (linear feet)	13,000	14,000	14,000	16,000
Number of outfalls cleaned	244	244	244	244
EFFICIENCY MEASURES:				
Asphalt used for repairs (tons) per employee (2)	150	150	125	125
Concrete poured (cubic yards) per employee (2)	130	125	200	200
Number of signs repaired/installed per employee (2)	300	250	200	200
Sidewalks repaired (linear feet) per employee (3)	1,200	1,000	1,400	1,400
Number of asphalt repairs per employee (2)	350	350	250	250
Lane miles swept per employee (2)	5,000	6,000	6,500	6,500
Number of outfalls inspected/cleaned per employee (2)	122	122	122	122
Number of catch basins inspected/cleaned per employee (2)	965	1,040	1,050	1,050

City of Deerfield Beach, Florida
Non-Departmental
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Non-Departmental	\$ 206,367	\$ 212,514	\$ 107,329	\$ 214,657	\$ 695,208
TOTAL	<u>\$ 206,367</u>	<u>\$ 212,514</u>	<u>\$ 107,329</u>	<u>\$ 214,657</u>	<u>\$ 695,208</u>
<u>EXPENSE GROUP</u>					
Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ 280,936
Transfers	206,367	212,514	107,329	214,657	414,272
TOTAL APPROPRIATIONS	<u>\$ 206,367</u>	<u>\$ 212,514</u>	<u>\$ 107,329</u>	<u>\$ 214,657</u>	<u>\$ 695,208</u>

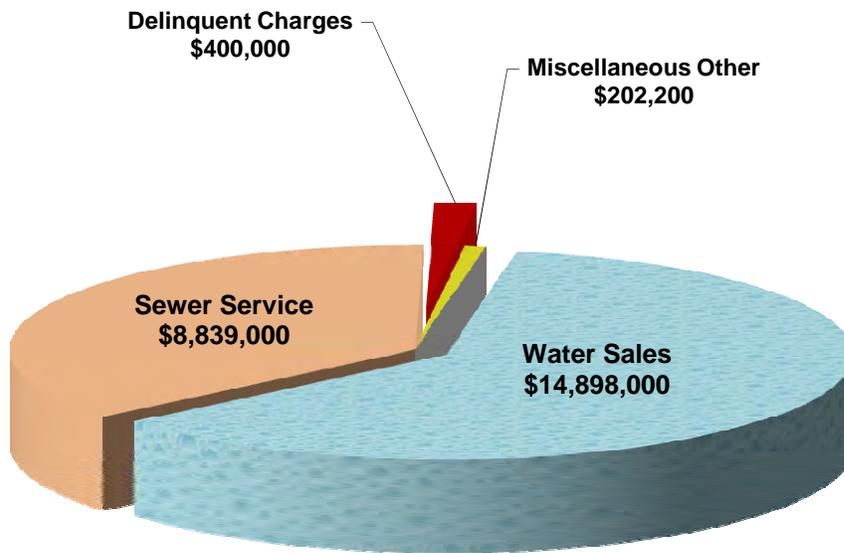
City of Deerfield Beach, Florida
Debt Service
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Debt Service	\$ 89,681	\$ 74,092	\$ 14,227	\$ 35,146	\$ 34,146
TOTAL	<u>\$ 89,681</u>	<u>\$ 74,092</u>	<u>\$ 14,227</u>	<u>\$ 35,146</u>	<u>\$ 34,146</u>
EXPENSE GROUP					
Capital Lease - Principal	\$ 86,298	\$ 70,662	\$ 13,300	\$ 33,025	\$ 32,625
Capital Lease - Interest	3,383	3,430	927	2,121	1,521
TOTAL APPROPRIATIONS	<u>\$ 89,681</u>	<u>\$ 74,092</u>	<u>\$ 14,227</u>	<u>\$ 35,146</u>	<u>\$ 34,146</u>

UTILITY FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10	2010-11	2011-12	2011-12	2011-12	2012-13
	Actual	Actual	Y-T-D	Y-T-D	Budget	Budget
			Actual	%age		
			(Thru 3/31/12)			
CHARGES FOR SERVICES						
Engineering Fees	94,746	61,243	70,894	95	75,000	75,000
Backflow Recertification	79,456	77,188	37,103	49	75,000	75,000
<i>General Government</i>	<u>174,202</u>	<u>138,431</u>	<u>107,997</u>	<u>72</u>	<u>150,000</u>	<u>150,000</u>
Water Sales	15,237,075	15,347,708	7,485,750	50	14,888,673	14,898,000
Water Meter Installation	8,279	12,220	2,175	24	9,000	6,000
Sewer Service	8,841,030	8,858,604	4,405,497	50	8,832,472	8,839,000
<i>Water/Sewer Service</i>	<u>24,086,384</u>	<u>24,218,532</u>	<u>11,893,422</u>	<u>50</u>	<u>23,730,145</u>	<u>23,743,000</u>
TOTAL CHARGES FOR SVCS	<u>24,260,586</u>	<u>24,356,963</u>	<u>12,001,419</u>	<u>50</u>	<u>23,880,145</u>	<u>23,893,000</u>
FINES AND FORFEITS						
Utility Delinquent Charge	408,931	424,400	199,132	47	423,934	400,000
After 5:00 Turn on	3,550	4,650	2,970	66	4,500	4,500
Re-read of Meter	450	180	30	12	250	200
Account Activation Fee	29,550	30,965	14,300	48	30,000	27,000
TOTAL FINES AND FORFEITS	<u>442,481</u>	<u>460,195</u>	<u>216,432</u>	<u>47</u>	<u>458,684</u>	<u>431,700</u>
MISCELLANEOUS REVENUE						
Interest on Investments	2,252	3,556	-	-	-	-
Interest on Idle Cash	(2,776)	7,324	-	-	6,000	6,000
<i>Interest Earnings</i>	<u>(524)</u>	<u>10,880</u>	<u>-</u>	<u>-</u>	<u>6,000</u>	<u>6,000</u>
Scrap Metal	8,019	9,705	3,496	47	7,500	6,000
Sale of Used Vehicles	6,957	-	-	-	-	-
Sale of Fixed Assets	110,000	-	-	-	-	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>124,976</u>	<u>9,705</u>	<u>3,496</u>	<u>47</u>	<u>7,500</u>	<u>6,000</u>
Other Miscellaneous Revenue	7,291	2,980	370	15	2,500	2,500
<i>Other Miscellaneous Revenues</i>	<u>7,291</u>	<u>2,980</u>	<u>370</u>	<u>15</u>	<u>2,500</u>	<u>2,500</u>
TOTAL MISC REVENUES	<u>131,743</u>	<u>23,565</u>	<u>3,866</u>	<u>24</u>	<u>16,000</u>	<u>14,500</u>
NON-REVENUES						
Public Works Grants	-	7,014	-	-	-	-
<i>Interfund Transfers</i>	<u>-</u>	<u>7,014</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
ICMA Pension Forfeitures	-	72,813	-	-	-	-
Capital Contributions	-	82,246	-	-	-	-
<i>Other Non-revenues</i>	<u>-</u>	<u>155,059</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL NON-REVENUES	<u>-</u>	<u>162,073</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL UTILITY FUND	<u>24,834,810</u>	<u>25,002,796</u>	<u>12,221,717</u>	<u>50</u>	<u>24,354,829</u>	<u>24,339,200</u>

City of Deerfield Beach Projected Revenues - Utility Fund Fiscal Year 2012/13



Total projected revenues: \$24,339,200

Environmental Services

Administration/Engineering
Customer Service
Water Plant
Utilities Maintenance
Wastewater Services
Facilities Maintenance (General Fund)
Fleet Management (General Fund)
Streets Maintenance (Road & Bridge Fund)

The Environmental Services Department - Utilities Section is comprised of four divisions - administration/engineering, water plants, utilities maintenance, and wastewater services. This department provides technical engineering and utility support to other departments of the City, the public, engineers, architects, and contractors. This Department also oversees the operations of the Streets Maintenance Division, which is funded out of the Road and Bridge Fund.

Engineering and Utilities administration is responsible for the coordination, budget, and quality control of all departmental functions. As such, this division prepares and administers the budget package, monthly reports, and any cost analyses that are required. In addition, the administration/engineering division performs the necessary contract administration with private contractors, reviews all of the site and engineering construction activity, coordinates all of the capital improvement plans and projects, and authorizes pay requests and purchase requisitions for the department. The development and management of capital projects to support the City's neighborhood and infrastructure needs is handled by the administration/engineering division. The division prepares the plans and specifications for all in-house capital improvement projects. Staff compiles data, prepares estimates and drawings, performs field surveys, and conducts construction supervision and inspection of both in-house and private infrastructure improvement projects. Additional routine functions of this division include updating water and sewer "as-builts", easements, and rights-of-way; tracking land management files; assigning street addresses; and coordinating with outside utility and insurance companies to locate underground infrastructures and City flood zones, respectively.

DEPARTMENT GOALS

The goals which pertain to Engineering/Utilities are listed below:

- Coordinate quality assurance of all capital improvement projects as well as all private infrastructure improvements
- Upgrade of the City's utility system
- Upgrade of the City's drainage system
- Provide quality drinking water to all residents and businesses within the City's service area
- Encourage employee training and development

Utilities Customer Service Division

The customer service division is responsible for billing all utility customers, establishing accounts for new customers and for responding to the information requests of citizens and staff. This division is supported by the utility fund operations, but is under the direction of the Financial Services Department.

Water Plant Division

The water plant division serves to ensure that city residents have ample quantities of safe water for consumption and fire protection. Thus, the division operates and maintains three (3) water treatment plants on two (2) campuses, with a total capacity of 34.8 million gallons per day; five (5) ground storage tanks; two (2) elevated storage tanks and 18 production wells, with a permitted withdrawal capacity of 12.6 million gallons per day. The water plant division also manages/coordinates a lead/copper analysis program as well as the periodic biological and chemical analysis of both its raw and finished water. This division also responds to citizens' inquiries regarding water quality.

Utilities Maintenance Division

The utilities maintenance division is responsible for the repair and maintenance of the City's water and sewer infrastructure; including 230 miles of water distribution and transmission mains, 2,000 fire hydrants, 140 miles of gravity sewer line, 3,000 manholes, 75 wastewater pumping stations, 35 miles of force mains, over 12,000 water and sewer service lines. In addition, this division installs backflow devices on all single family residential water services and performs in-house upgrades of the water and sewer mains including service lines.

Wastewater Services

The wastewater services division serves to oversee the "large user wastewater agreement" with Broward County in regard to the transmission and treatment charges for sewage pumped to the County.

Non-Departmental

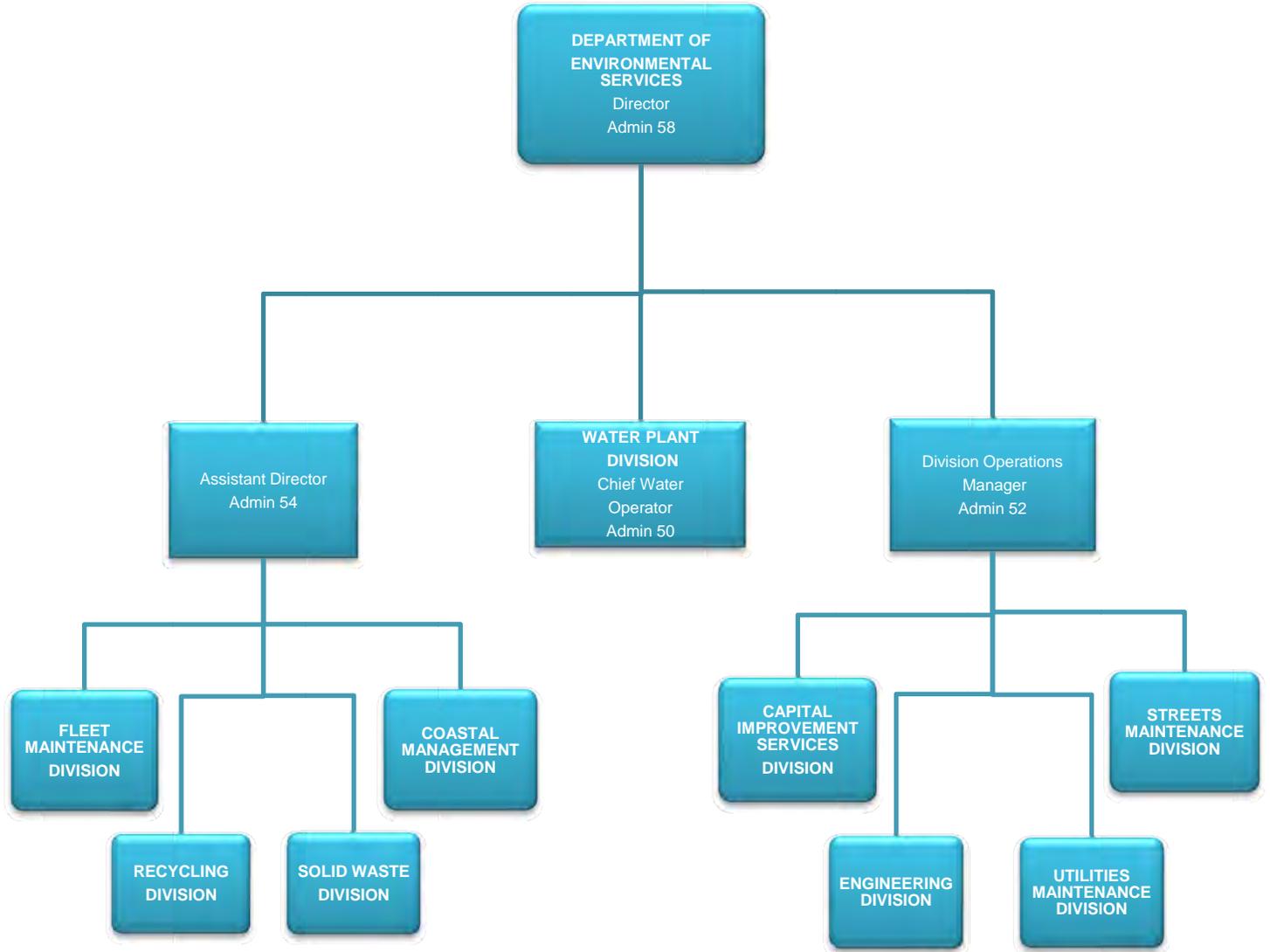
Non-Departmental represents a multitude of expenditures which cannot be associated with a specific department. This includes items such as auditing services, engineering fees, legal services, rate consultants and administrative charges. Interfund transfers are also included in the non-departmental division.

Debt Service

The Debt Service Department recognizes expenditures for interfund transfers which are used to make sinking fund payments for the City's annual debt service payments to the Florida Departmental of Environmental Protection for the City's three (3) drinking water revolving loans as well as principal and interest payments on the Series 2008A water and sewer revenue bond issue. Bond paying agent fees are also recognized in this department.

Department of Environmental Services

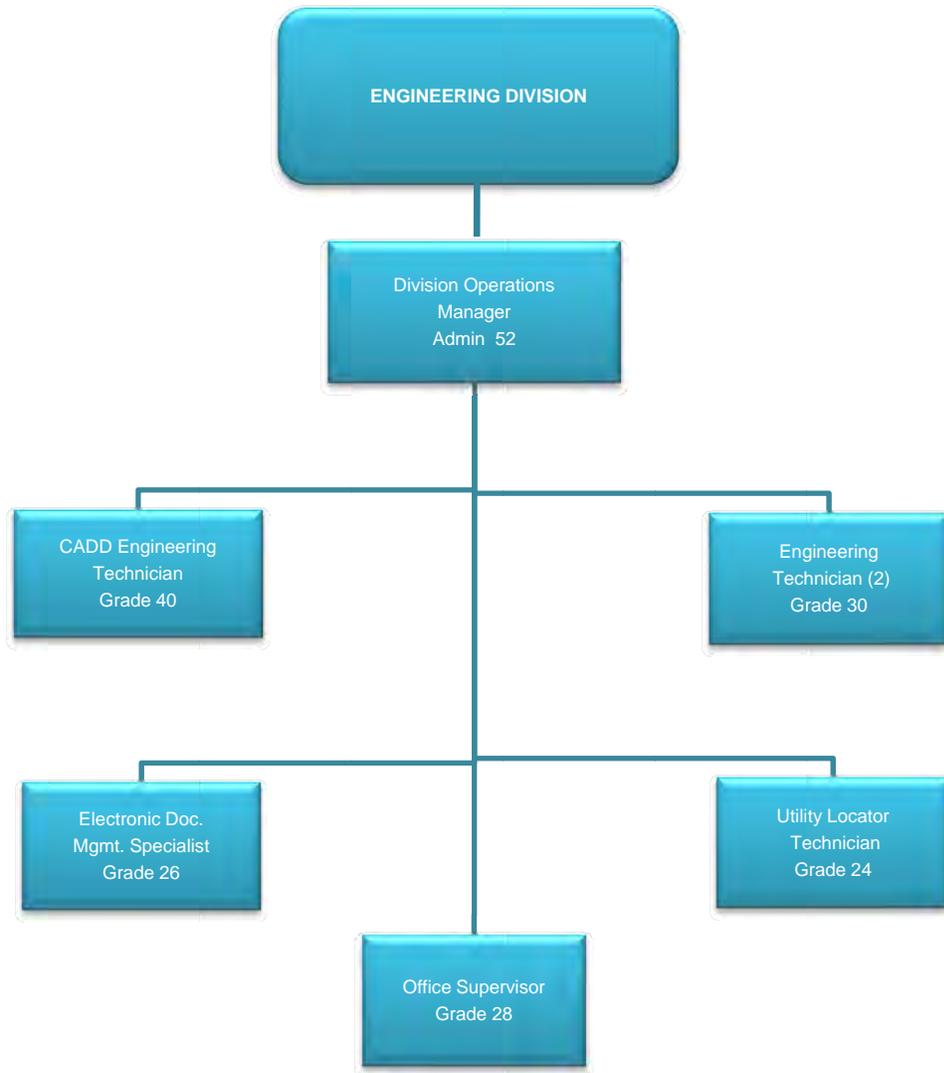
Organization Chart



Department of Environmental Services

Engineering Division

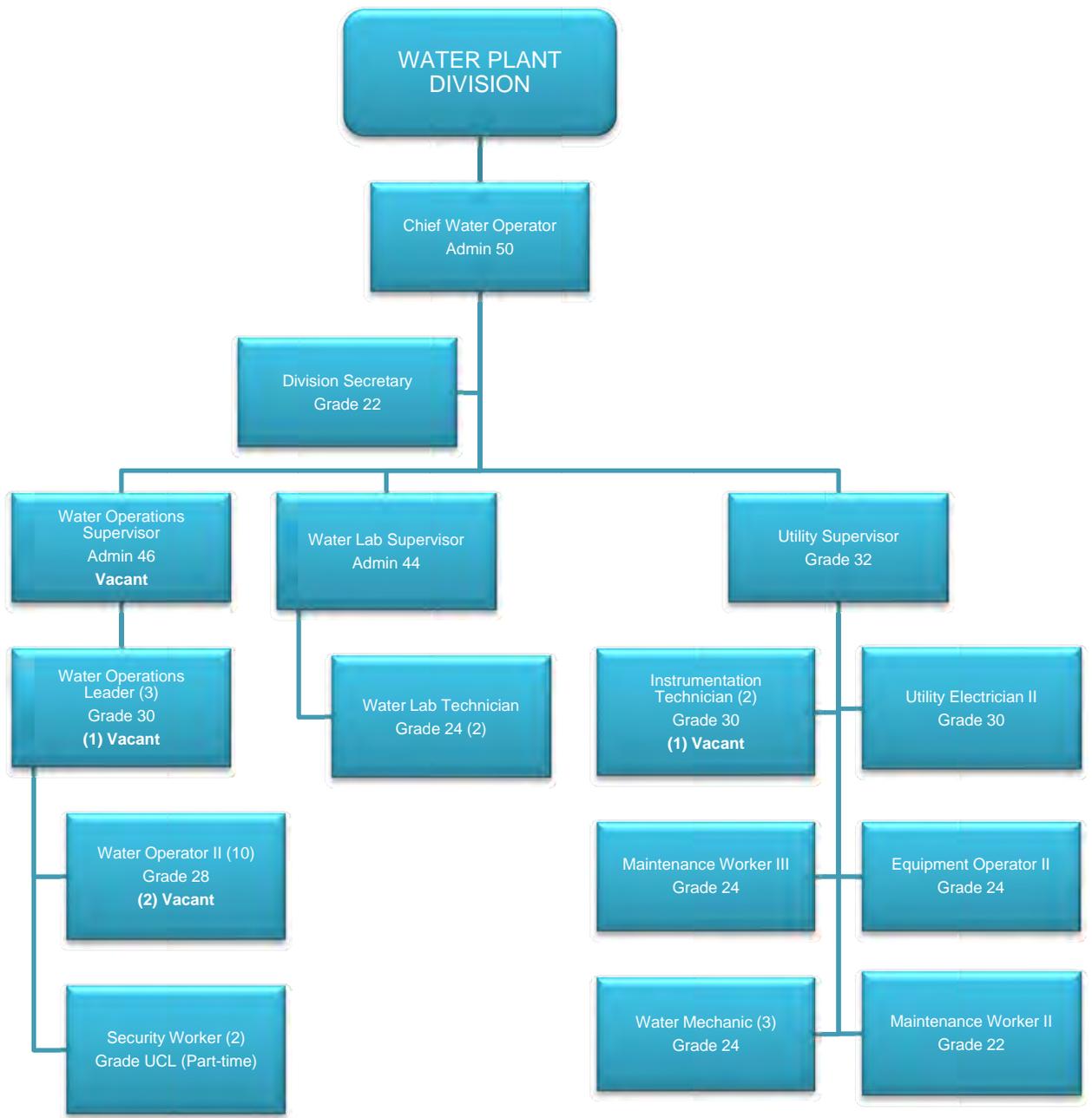
Organization Chart



Department of Environmental Services

Water Plant Division

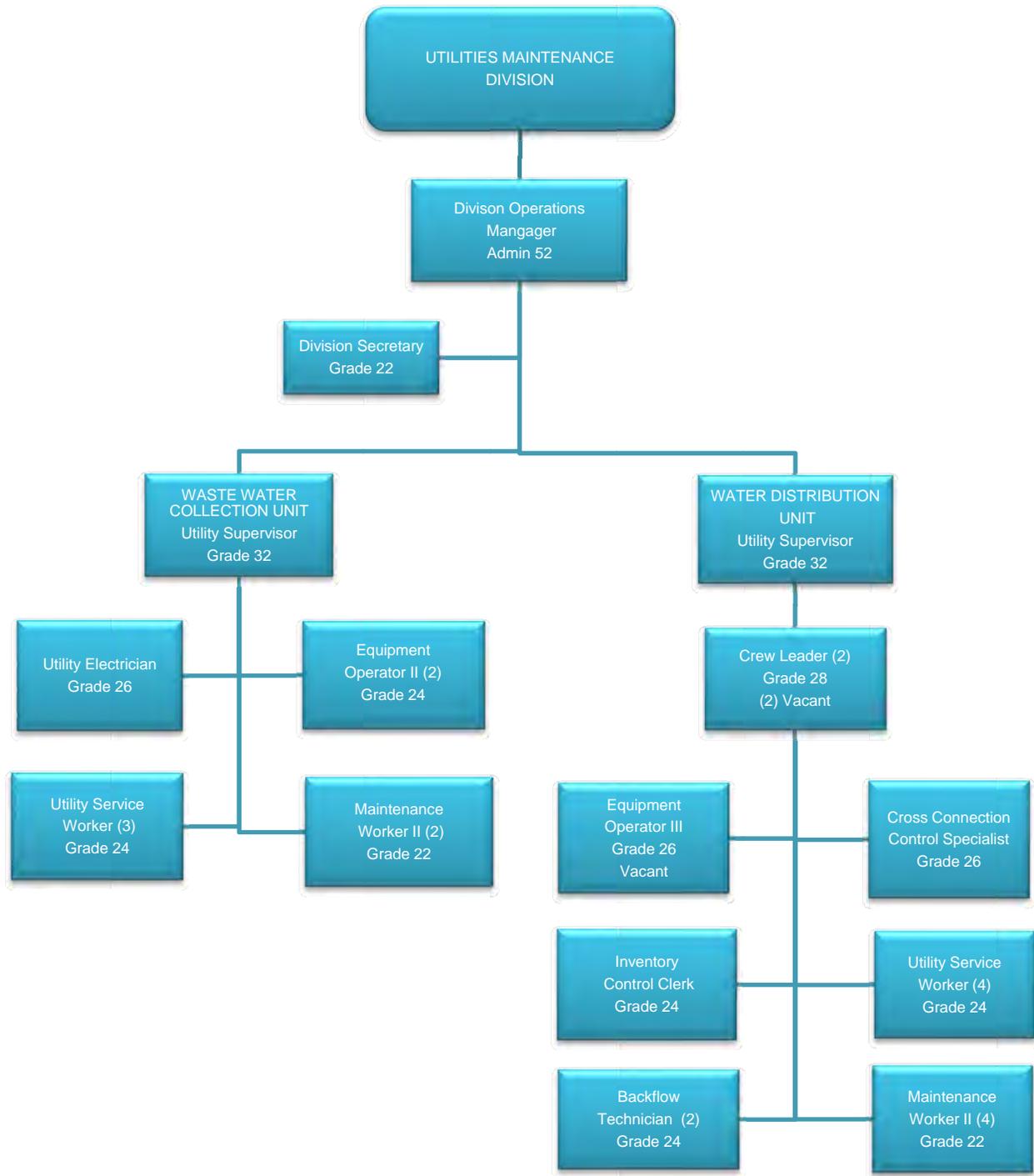
Organization Chart



Department of Environmental Services

Utilities Maintenance Division

Organization Chart



Department of Environmental Services

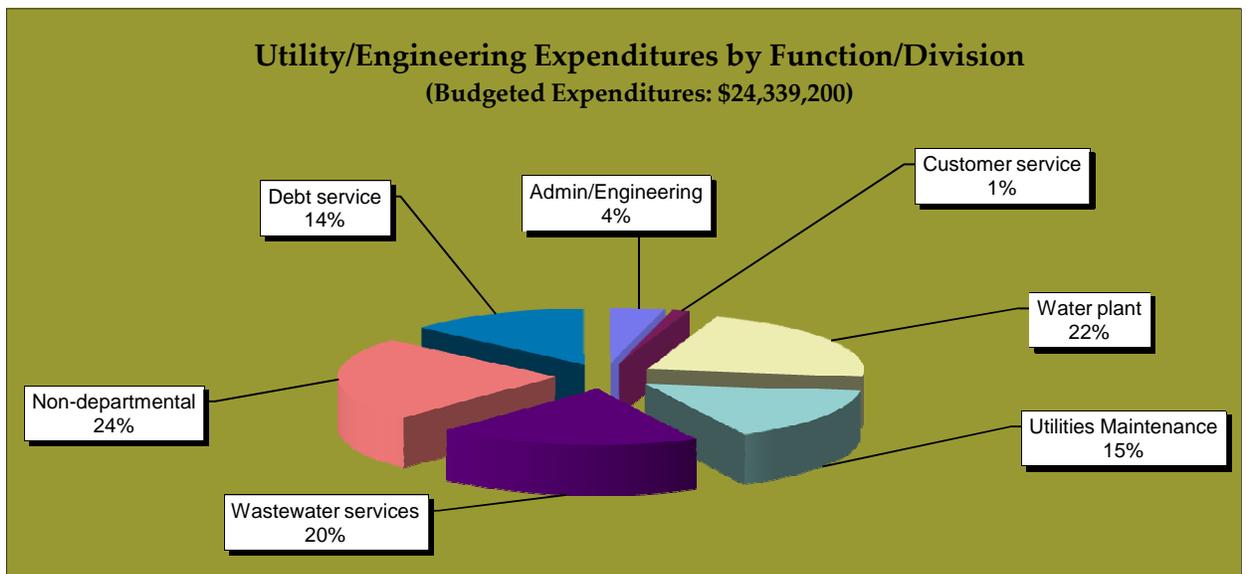
Engineering Division

Organization Chart



**CITY OF DEERFIELD BEACH
UTILITY FUND
EXPENDITURE SUMMARY**

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2011-12	ESTIMATED EXPENDITURES 2012-13	DOLLAR CHANGE	PERCENTAGE CHANGE
Admin/Engineering	975,459	983,638	8,179	0.8%
Customer service	217,318	306,723	89,405	41.1%
Water plant	5,727,168	5,300,254	(426,914)	-7.5%
Utilities Maintenance	3,947,279	3,744,050	(203,229)	-5.1%
Wastewater services	4,800,000	4,800,000	-	0.0%
Non-departmental	5,409,437	5,926,367	516,930	9.6%
Debt service	3,278,168	3,278,168	-	0.0%
TOTAL	<u>24,354,829</u>	<u>24,339,200</u>	<u>(15,629)</u>	<u>-0.1%</u>



City of Deerfield Beach, Florida
Environmental Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Administration / Engineering	\$ 962,673	\$ 990,673	\$ 351,668	\$ 975,459	\$ 983,638
Customer Service	200,554	163,973	113,776	217,318	306,723
Water Plant	4,455,311	4,118,098	1,953,140	5,727,168	5,300,254
Utilities Maintenance	3,404,444	2,958,054	1,328,459	3,947,279	3,744,050
Wastewater	4,939,768	4,385,246	1,734,544	4,800,000	4,800,000
Non-Departmental	6,795,927	10,334,355	2,069,033	5,409,437	5,926,367
Debt Service	2,302,660	4,326,242	692,965	3,278,168	3,278,168
TOTAL	<u>\$ 23,061,337</u>	<u>\$ 27,276,641</u>	<u>\$ 8,243,585</u>	<u>\$ 24,354,829</u>	<u>\$ 24,339,200</u>
EXPENSE GROUP					
Personal Services	\$ 5,978,255	\$ 5,424,651	\$ 2,409,234	\$ 6,003,584	\$ 5,359,086
Materials & Supplies	1,355,758	1,219,434	577,432	2,151,840	1,879,120
Operating Expenses	6,628,737	5,971,959	2,385,815	6,941,800	7,052,459
Capital Outlay	-	-	109,106	570,000	844,000
Non-Departmental	6,795,927	10,334,355	2,069,033	5,409,437	5,926,367
Debt Service	2,302,660	4,326,242	692,965	3,278,168	3,278,168
TOTAL APPROPRIATIONS	<u>\$ 23,061,337</u>	<u>\$ 27,276,641</u>	<u>\$ 8,243,585</u>	<u>\$ 24,354,829</u>	<u>\$ 24,339,200</u>
PERSONNEL					
Engineering Services	14	12	12	12	10
Customer Service	3	3	3	3	3
Water Plant	37	36	36	36	31
Utilities Maintenance	36	28	28	28	26
TOTAL PERSONNEL	<u>90</u>	<u>79</u>	<u>79</u>	<u>79</u>	<u>70</u>

Administration / Engineering

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 716,995	\$ 722,888	\$ 270,837	\$ 710,300	\$ 727,470
Employee Benefits	199,348	217,602	65,227	190,859	184,868
Materials & Supplies	3,028	3,786	1,628	12,000	10,000
Other Services and Charges	43,302	46,397	13,976	62,300	61,300
Operations Subtotal	962,673	990,673	351,668	975,459	983,638
DIVISION TOTAL	\$ 962,673	\$ 990,673	\$ 351,668	\$ 975,459	\$ 983,638
PERSONNEL					
Full-Time	12	13	12	12	10
Part-Time	2	0	0	0	0
TOTAL	14	13	12	12	10

Mission Statement

The mission of the Administration / Engineering Division is to provide the highest level of service to the citizens by providing timely and effective design, plans review, construction management and inspection of public infrastructure improvements and private development projects.

Major FY12-13 Goals

1. Complete construction of the Intracoastal Waterway Forcemain Project
2. Complete design of the SR A1A Roadway Improvements Project
3. Complete construction of the International Pier Building Project
4. Complete design of the NE 3rd Avenue Roadway Improvements Project
5. Identify and seek funding for a Transportation Enhancement Project through the FDOT Local Agency Program

Administration / Engineering Services				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Number of full time employees	12	12	11	10
OUTPUTS:				
Number of construction contracts executed	5	6	6	5
Number of in-house projects designed	3	6	3	3
Number of architect/engineer/survey consulting contracts	8	5	6	4
Number of building permits processed	192	200	250	200
Number of engineering permits processed/inspected	154	180	150	150
Number of private development plans reviewed	38	40	40	40
Number of requests for utility locates	2,857	3,000	3,500	3,000
EFFECTIVENESS MEASURES:				
Projects designed and constructed within budget	100%	100%	100%	100%
Construction contracts completed within contract time	85%	75%	90%	100%
Permits processed within 3 working days	72%	75%	75%	85%
Private development plans processed within 7 working days	70%	75%	75%	80%
Utility locates completed within 1 working day	90%	90%	90%	90%
EFFICIENCY MEASURES:				
Construction contracts managed per employee - Engineer (1)	5	6	6	5
In-house projects designed per employee - Engineer/Technician (2)	3	3	3	3
Architect/engineer/survey consulting contracts managed per employee - Engineer (1)	4	5	6	4
Building/engineering permits processed/inspected per employee - Inspector (2)	168	190	200	200
Private development plans reviewed per employee - Engineer/Inspector (2)	19	20	20	20

Customer Service

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 135,015	\$ 121,646	\$ 82,336	\$ 160,692	\$ 160,191
Employee Benefits	19,841	17,395	12,597	25,626	25,532
Materials & Supplies	21,356	8,952	6,740	17,500	17,500
Other Services and Charges	24,342	15,980	12,103	13,500	103,500
Operations Subtotal	<u>200,554</u>	<u>163,973</u>	<u>113,776</u>	<u>217,318</u>	<u>306,723</u>
DIVISION TOTAL	\$ 200,554	\$ 163,973	\$ 113,776	\$ 217,318	\$ 306,723
PERSONNEL					
Full-Time	3	3	3	3	3
TOTAL	3	3	3	3	3

Water Plant

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 1,970,145	\$ 1,726,551	\$ 873,655	\$ 2,037,319	\$ 1,766,047
Employee Benefits	561,910	582,443	256,692	801,709	673,928
Materials & Supplies	920,045	831,311	425,470	1,552,340	1,249,420
Other Services and Charges	1,003,211	977,793	397,323	1,335,800	1,372,859
Operations Subtotal	<u>4,455,311</u>	<u>4,118,098</u>	<u>1,953,140</u>	<u>5,727,168</u>	<u>5,062,254</u>
Capital Outlay	-	-	-	-	238,000
DIVISION TOTAL	\$ 4,455,311	\$ 4,118,098	\$ 1,953,140	\$ 5,727,168	\$ 5,300,254
<u>PERSONNEL</u>					
Full-Time	33	31	33	33	29
Part-Time	4	3	3	3	2
TOTAL	37	34	36	36	31

Mission Statement

The mission of the Water Plant Division is to provide a safe continuous supply of public water for public consumption to all residents and businesses within the City's service area.

Major FY12-13 Goals

1. Provide an uninterrupted supply of potable water to the public.
2. Comply with the Health Department, FLDEP, EPA, FLUIC and SFWMD Water Use Permit requirements.
3. Produce data from our lab tests that is scientifically valid, defensible, and of known and in accordance with the standards documenting quality established by NELAC, EPA, DOH and FLDEP.
4. Provide in house training for operator CEUs for their biannual water license renewal requirements.
5. Provide monthly safety training to all operational staff on the various hazardous chemicals that they are exposed to.

Water Plant

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Water plant division expenditures	\$4,118,098	\$5,727,168	\$5,744,404	\$5,300,254
Number of water plant funded positions	34	36	36	31
Annual chemical costs	\$ 1,151,798	\$ 1,151,798	\$ 1,210,340	\$ 1,214,320
Annual power costs	\$ 800,000	\$ 800,000	\$ 600,000	\$ 1,000,000
Annual maintenance costs	\$ 448,700	\$ 448,700	\$ 450,000	\$ 600,000
OUTPUTS:				
Total water produced	3,439,471,000	3,500,000,000	3,500,000,000	3,500,000,000
Total number water analysis run by our lab	36,620	36,620	37,700	39,000
Total number water analysis out sourced	540	540	550	530
EFFECTIVENESS MEASURES:				
Number of water complaints	25	21	10	0
Number of failed water system bacti tests	0	0	0	0
Number of boil water notices	0	0	0	0
EFFICIENCY MEASURES:				
Chemical costs per MG water treated	\$ 334.88	\$ 266.96	N/A	N/A
Power costs per MG water treated	\$ 232.59	\$ 202.12	N/A	N/A
Maintenance costs per MG water treated	\$ 130.46	\$ 110.00	N/A	N/A
Personnel costs per MG water treated	\$ 794.49	\$ 736.00	N/A	N/A
Annual water operation expense per capita in service area (52,000)	\$79.19	\$110.14	\$110.47	\$101.93

Utilities Maintenance

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 1,810,645	\$ 1,534,578	\$ 656,181	\$ 1,501,521	\$ 1,336,322
Employee Benefits	564,356	501,548	191,709	575,558	484,728
Materials & Supplies	411,329	375,385	143,594	570,000	602,200
Other Services and Charges	618,114	546,543	227,869	730,200	714,800
Operations Subtotal	<u>3,404,444</u>	<u>2,958,054</u>	<u>1,219,353</u>	<u>3,377,279</u>	<u>3,138,050</u>
Capital Outlay	-	-	109,106.00	570,000	606,000
DIVISION TOTAL	\$ 3,404,444	\$ 2,958,054	\$ 1,328,459	\$ 3,947,279	\$ 3,744,050
PERSONNEL					
Full-Time	36	29	28	28	26
TOTAL	36	29	28	28	26

Mission Statement

The mission of the Utilities Maintenance Division is to maintain our water distribution and wastewater collection infrastructure by using the most cost effective methods that will provide safe and reliable water and wastewater services to all who live, work and visit the City of Deerfield Beach.

Major FY12-13 Goals

1. Implement the Residential Backflow Inspection and Testing Program.
2. Complete design and rehabilitation of at least three (3) Cantex underground lift stations.
3. Rehabilitate up to 8 miles of existing sewer mains.
4. Upgrade up to 1000 LF of existing 2" water mains.
5. Complete installation of a new telemetry system for the sanitary sewer lift station network.

Utilities Maintenance				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Department Expenditures	2,958,054	3,947,279	4,101,545	3,744,050
Number of Employees	29	28	26	26
OUTPUTS:				
Service Orders, Customer Requests	1,968	1,500	1,800	1,500
Water Leaks / Breaks Repaired	370	200	340	200
Miles of Water Mains Maintained	234	234	234	234
Water Service Upgrades	60	75	34	50
Water Meters Tested, Repaired or Exchanged	202	250	340	260
Backflow Preventers Tested, Repaired or Replaced	2150	250	200	12000
New Water Main Taps	44	40	40	40
Fire Hydrants Repaired / Replaced	128	60	60	40
Fire Hydrants Maintained	2,300	2,300	2,300	2,300
Water Valves Maintained	10,220	10,220	10,220	10,220
Total Number of Backflow Preventers	11,671	11,671	11,671	11,671
Commercial Backflow / Fire Main Permits Issued	2,807	3,000	2,800	2,900
Warehouse Transactions Processed	696	700	700	700
After Hours Emergency Call Outs	407	300	300	300
Response To Wastewater Overflows	15	20	5	5
Pump Stations Rehabilitated	3	4	9	6
Manholes Rehabilitated	4	10	23	10
Pump Stations / Telemetry Maintained	71	71	71	71
Sewer Mains Maintained (miles)	137	137	137	137
Sewer Lines Televised (feet)	70,520	15,000	28,000	15,000
Sewer Lines Cleaned (feet)	82,000	22,000	30,000	25,000
Sliplining of Sewer Mains (feet)	50,000	3,000	2,000	3,000
Pump Replacements	10	8	16	10
EFFECTIVENESS MEASURES:				
Service Orders Completed Within 24 Hours	90%	90%	90%	90%
Water Breaks Repaired Within 4 Hours	95%	95%	95%	90%
Average Number of Water Valves Exercised Monthly	275	400	400	400
Response to Emergency Call Outs Within 30 Minutes	100%	100%	100%	100%
Wastewater Overflows Responded Within 30 Minutes	100%	100%	100%	100%
EFFICIENCY MEASURES:				
Water Valves Maintained Per Employee (4)	2,550	2,550	2,550	2,550
Maintenance Requests Per Employee (5)	393	300	360	300
Fire Hydrants Maintained Per Employee (2)	1,150	1,150	1,150	1,150
Pump Stations Maintained Per Employee (7)	10	10	10	10

City of Deerfield Beach, Florida
Wastewater Services
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Wastewater Services	\$ 4,939,768	\$ 4,385,246	\$ 1,734,544	\$ 4,800,000	\$ 4,800,000
TOTAL	<u>\$ 4,939,768</u>	<u>\$ 4,385,246</u>	<u>\$ 1,734,544</u>	<u>\$ 4,800,000</u>	<u>\$ 4,800,000</u>
<u>EXPENSE GROUP</u>					
Operating Expenses	4,939,768	4,385,246	1,734,544	4,800,000	4,800,000
TOTAL APPROPRIATIONS	<u>\$ 4,939,768</u>	<u>\$ 4,385,246</u>	<u>\$ 1,734,544</u>	<u>\$ 4,800,000</u>	<u>\$ 4,800,000</u>

City of Deerfield Beach, Florida
Non-Departmental
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Non-Departmental	\$ 6,795,927	\$ 10,334,355	\$ 2,069,033	\$ 5,409,437	\$ 5,926,367
TOTAL	<u>\$ 6,795,927</u>	<u>\$ 10,334,355</u>	<u>\$ 2,069,033</u>	<u>\$ 5,409,437</u>	<u>\$ 5,926,367</u>
EXPENSE GROUP					
Operating Expenses	\$ 5,585,240	\$ 5,868,212	\$ 1,429,189	\$ 3,149,759	\$ 3,566,212
Transfers	1,210,687	4,466,143	639,844	2,259,678	2,360,155
TOTAL APPROPRIATIONS	<u>\$ 6,795,927</u>	<u>\$ 10,334,355</u>	<u>\$ 2,069,033</u>	<u>\$ 5,409,437</u>	<u>\$ 5,926,367</u>

City of Deerfield Beach, Florida
Debt Service
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Debt Service	<u>\$ 2,302,660</u>	<u>\$ 4,326,242</u>	<u>\$ 692,965</u>	<u>\$ 3,278,168</u>	<u>\$ 3,278,168</u>
<u>EXPENSE GROUP</u>					
W/S Revenue Bond Sinking Fund	\$ 404,244	\$ 2,384,697	\$ 377,198	\$ 1,373,566	\$ 1,373,566
Revolving Loan Sinking Fund	1,366,296	1,366,296	227,716	1,366,296	1,366,296
Wtr Pollution Control Sinking Fund	528,307	564,088	88,051	528,306	528,306
Paying Agent Fees	<u>3,813</u>	<u>11,161</u>	<u>-</u>	<u>10,000</u>	<u>10,000</u>
TOTAL APPROPRIATIONS	<u>\$ 2,302,660</u>	<u>\$ 4,326,242</u>	<u>\$ 692,965</u>	<u>\$ 3,278,168</u>	<u>\$ 3,278,168</u>

WATER & SEWER RENEWAL AND REPLACEMENT FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10	2010-11	2011-12	2011-12	2011-12	2012-13
	Actual	Actual	Y-T-D	Y-T-D	Budget	Budget
			Actual	%age		
			(Thru 3/31/12)			
NON-REVENUES						
Utility Fund	-	3,232,653	489,990	50	979,991	535,133
Cash Carryover - Prior Year	-	-	10,002	50	20,009	464,867
Cash Carryover - Encumbrance	-	-	50,094	-	-	-
<i>Interfund Transfers</i>	-	<u>3,232,653</u>	<u>550,086</u>	<u>55</u>	<u>1,000,000</u>	<u>1,000,000</u>
<i>TOTAL NON-REVENUES</i>	-	<u>3,232,653</u>	<u>550,086</u>	<u>55</u>	<u>1,000,000</u>	<u>1,000,000</u>
TOTAL RENEWAL & REPLACEMENT FUND	-	<u><u>3,232,653</u></u>	<u><u>550,086</u></u>	<u><u>55</u></u>	<u><u>1,000,000</u></u>	<u><u>1,000,000</u></u>

Water and Sewer Renewal and Replacement Fund

The Water and Sewer Renewal and Replacement Fund is a sub-fund of the Water and Sewer Enterprise Fund and is used for improvements, extensions, additions, replacements, or other major capital expenditures to the City's water and wastewater distribution system. Funding is provided to the Renewal and Replacement Fund via transfers from the Utility Fund.

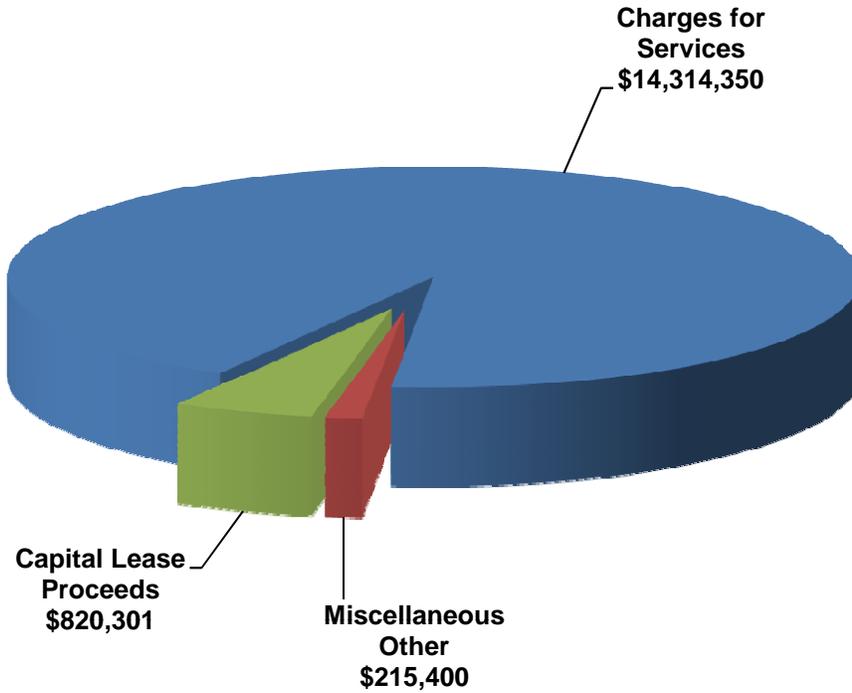
City of Deerfield Beach, Florida
 Water & Sewer Renewal and Replacement Fund
 Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Utilities	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>
<u>EXPENSE GROUP</u>					
Capital Outlay	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>

SOLID WASTE FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10 Actual	2010-11 Actual	2011-12 Y-T-D Actual (Thru 3/31/12)	2011-12 Y-T-D %age	2011-12 Budget	2012-13 Budget
CHARGES FOR SERVICES						
Garbage Cans - Residential	3,377,493	3,555,192	1,714,940	50	3,400,000	3,400,000
Garbage Cans - Business	126,922	122,964	60,396	51	119,000	120,000
Containers - Residential	2,412,402	2,492,697	1,242,470	50	2,478,000	2,478,000
Containers - Business	4,973,553	5,058,624	2,434,974	48	5,070,000	5,070,000
Special Pick-ups - Residential	67,919	62,431	21,245	35	60,000	60,000
Special Pick-ups - Business	49,662	58,663	16,967	34	50,000	50,000
Casters/Roll Outs - Residential	52,088	53,914	26,262	51	52,000	52,000
Casters/Roll Outs - Business	69,656	71,683	35,501	55	65,000	65,000
Cardboard Containers	247,641	235,608	126,042	55	230,000	235,000
Compactors	477,655	505,776	206,519	44	470,000	470,000
Roll-off Pull Containers	881,350	960,762	452,448	53	850,000	860,000
Garbage Billed by County	1,150,431	1,047,176	678,878	68	1,000,000	1,100,000
Dumpster Reinstatement Charge	600	100	350	350	100	350
Special Trash Pick-ups	3,203	2,416	612	22	2,750	4,000
MRF Revenue	312,397	301,021	146,861	49	300,000	300,000
Waste Hauler Admin Fees	11,227	10,898	3,314	33	10,000	10,000
Paper Shredding Program	18,786	26,804	16,328	82	20,000	40,000
<i>Garbage/Solid Waste</i>	<u>14,232,985</u>	<u>14,566,729</u>	<u>7,184,107</u>	<u>51</u>	<u>14,176,850</u>	<u>14,314,350</u>
<i>TOTAL CHARGES FOR SVCS</i>	<u>14,232,985</u>	<u>14,566,729</u>	<u>7,184,107</u>	<u>51</u>	<u>14,176,850</u>	<u>14,314,350</u>
MISCELLANEOUS REVENUE						
Interest on Idle Cash	-	(2,610)	-	-	-	-
<i>Interest Earnings</i>	<u>-</u>	<u>(2,610)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Recycled Paper- Smurfit	199,592	277,833	106,005	49	215,000	200,000
Used Tires	28	-	-	-	-	-
Scrap Metal	6,970	7,570	15,923	199	8,000	15,000
Sale of Used Vehicles	97,550	75,621	-	-	-	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>304,140</u>	<u>361,024</u>	<u>121,928</u>	<u>55</u>	<u>223,000</u>	<u>215,000</u>
Contr from Private Source	703	420	20	4	500	400
Other Miscellaneous Revenue	238,241	-	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>238,944</u>	<u>420</u>	<u>20</u>	<u>4</u>	<u>500</u>	<u>400</u>
<i>TOTAL MISC REVENUES</i>	<u>543,084</u>	<u>358,834</u>	<u>121,948</u>	<u>55</u>	<u>223,500</u>	<u>215,400</u>
NON-REVENUES						
ICMA Pension Forfeitures	-	59,038	-	-	-	-
Capital Lease Proceeds	-	-	-	-	-	820,301
Capital Contributions	-	206,900	-	-	580,000	-
<i>TOTAL NON-REVENUES</i>	<u>-</u>	<u>265,938</u>	<u>-</u>	<u>-</u>	<u>580,000</u>	<u>820,301</u>
TOTAL SOLID WASTE FUND	<u>14,776,069</u>	<u>15,191,501</u>	<u>7,306,055</u>	<u>49</u>	<u>14,980,350</u>	<u>15,350,051</u>

**City of Deerfield Beach
Projected Revenues - Solid Waste Fund
Fiscal Year 2012/13**



Total projected revenues: \$15,350,051

Solid Waste

Solid Waste Recycling

The Solid Waste and Recycling divisions comprise the Solid Waste Enterprise Fund. These divisions are managed by the Environmental Services Department. The Solid Waste Fund provides garbage removal and recycling services to residents and businesses within the City's service area.

DEPARTMENT GOALS

- To provide quality internal and external customer service
- Work closely with the public and private sectors to continually beautify the City of Deerfield Beach
- Increase recycling participation by residential, multi-family and commercial units
- Continually maintain and monitor a safe and healthy environment
- Encourage employee training and development

Solid Waste Division

The Solid Waste Division provides collection and disposal services of all garbage and bulk trash for residential and commercial accounts throughout the City. This division coordinates new site plan evaluations and maintains effective working relationships with the general public and other City Departments.

Recycling Division

The Recycling Division coordinates and implements collection of recyclable materials throughout the City. This includes recycling materials extracted from waste collection from residential and commercial accounts throughout the City.

Non-Departmental

Non-Departmental represents a multitude of expenditures which cannot be associated with a specific department. This includes items such as auditing services, administrative charges and interfund transfers.

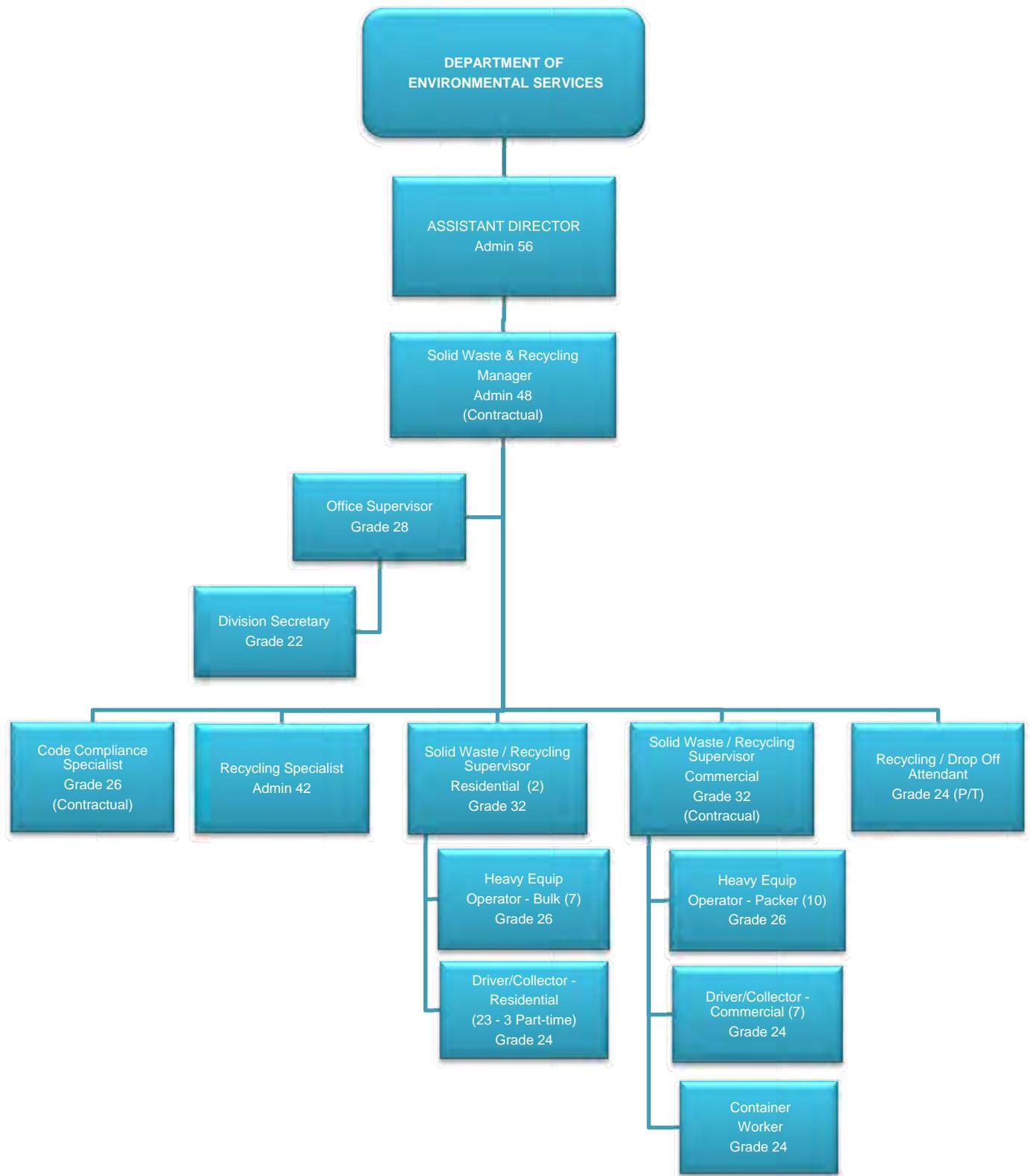
Debt Service

The Debt Service Department recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year.

Department of Environmental Services

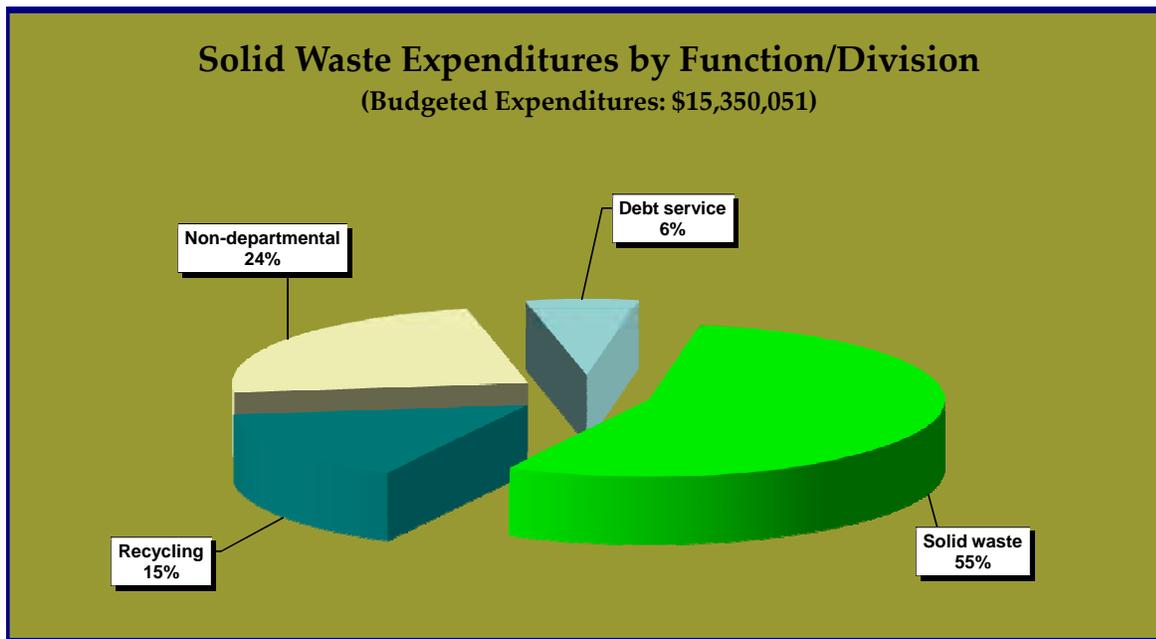
Solid Waste/Recycling Division

Organization Chart



**CITY OF DEERFIELD BEACH
SOLID WASTE FUND
EXPENDITURE SUMMARY**

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2011-12	ESTIMATED EXPENDITURES 2012-13	DOLLAR CHANGE	PERCENTAGE CHANGE
Solid waste	8,527,630	8,450,126	(77,504)	-0.9%
Recycling	2,283,632	2,330,784	47,152	2.1%
Non-departmental	3,466,226	3,634,673	168,447	4.9%
Debt service	702,862	934,468	231,606	33.0%
TOTAL	<u>14,980,350</u>	<u>15,350,051</u>	<u>369,701</u>	<u>2.5%</u>



City of Deerfield Beach, Florida
Solid Waste
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Solid Waste	10,668,845	9,872,359	3,291,792	8,527,630	8,450,126
Recycling	1,427,206	1,463,067	1,214,552	2,283,632	2,330,784
Non-Departmental	3,287,370	3,379,172	1,351,498	3,466,226	3,634,673
Debt Service	76,150	59,289	334,222	702,862	934,468
TOTAL	<u>\$ 15,459,571</u>	<u>\$ 14,773,887</u>	<u>\$ 6,192,064</u>	<u>\$ 14,980,350</u>	<u>\$ 15,350,051</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 4,314,398	\$ 4,305,792	\$ 1,804,412	\$ 4,165,087	\$ 4,048,889
Materials & Supplies	114,212	102,391	55,250	113,400	107,800
Operating Expenses	7,667,441	6,927,243	2,646,682	5,952,775	5,763,920
Capital Outlay	-	-	-	580,000	860,301
Non-Departmental	3,287,370	3,379,172	1,351,498	3,466,226	3,634,673
Debt Service	76,150	59,289	334,222	702,862	934,468
TOTAL APPROPRIATIONS	<u>\$ 15,459,571</u>	<u>\$ 14,773,887</u>	<u>\$ 6,192,064</u>	<u>\$ 14,980,350</u>	<u>\$ 15,350,051</u>
<u>PERSONNEL</u>					
Solid Waste	53	44	41	41	40
Recycling	23	20	20	20	18
TOTAL PERSONNEL	<u>76</u>	<u>64</u>	<u>61</u>	<u>61</u>	<u>58</u>

Solid Waste

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 2,698,482	\$ 2,318,074	\$ 934,667	\$ 2,241,806	\$ 2,285,864
Employee Benefits	712,210	764,873	309,109	974,454	856,541
Materials & Supplies	105,506	72,450	51,233	80,700	85,000
Other Services and Charges	7,152,647	6,716,962	1,996,783	4,650,670	4,362,420
Operations Subtotal	<u>\$ 10,668,845</u>	<u>\$ 9,872,359</u>	<u>\$ 3,291,792</u>	<u>\$ 7,947,630</u>	<u>\$ 7,589,825</u>
Capital Outlay	-	-	-	580,000	860,301
DIVISION TOTAL	\$ 10,668,845	\$ 9,872,359	\$ 3,291,792	\$ 8,527,630	\$ 8,450,126
PERSONNEL					
Full-Time	46	44	41	41	40
Part-Time	7	0	0	0	0
TOTAL	53	44	41	41	40

Mission Statement

To provide the highest level of service at the lowest possible cost and to become the premiere full service municipally run solid waste and recycling operation in South Florida

Major FY12-13 Goals

1. Evaluate possible implementation of a profit sharing program where customers would receive a FY year end credit for services depending on performance.
2. Implement GPS tracking for SW residential and commercial collection vehicles to improve efficiency, enhance customer service, reduce fuel usage and to minimize liabilities.
3. Implement a solid waste specific accounting and billing system to be utilized to ensure proper billing.
4. Implement vehicle routing system to improve efficiency, customer service and reduce fuel usage.
5. Implement new safety and training measures to reduce liabilities.
6. Implement new ordinance changes and other measures to improve solid waste compliance City wide.
7. Purchase new hybrid trucks and pilot test vehicles to determine actual fuel and reduced maintenance costs to determine if future purchases are warranted.
8. Create vehicle replacement fund to be used to budget for future Solid waste and Recycling Division capital expenditures

Solid Waste				
PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Total number of full time employees	46	44	41	40
Total number of part time employees	7	0	0	0
Department expenditures	\$ 9,872,359	\$ 8,527,630	\$ 9,347,122	\$ 8,450,126
OUTPUTS:				
Total number of residential customers serviced	17,179	17,179	17,179	17,179
Total number of commercial customers serviced	1,570	1,570	1,066	1,200
Total number of residential collection routes	9	9	8	7
Total number of commercial collection routes	8	8	8	7
Total number of bulk trash routes	8	8	8	7
Tipping fee cost per ton	\$ 99.50	\$ 72.57	\$ 72.57	\$ 72.57
Outreach:				
Number of volunteer Green Team members	30	30	23	25
Number of residential recycling notices	1,664	1,664	1,600	17,000
Number of presentations: HOA, schools, civic organizations	24	28	20	30
Administrative:				
Number of grants	2	2	2	3
Annual division sponsored events and workshops (including	17	17	20	10
Technical advisory committee meetings attended	24	24	24	24
Number of shred accounts billed	372	375	376	380
Illegal dumping loss charges	\$ 5,500.00	\$ 5,000.00	\$ 5,912.00	\$ 6,000.00
Daily roll off request list and other billing changes	2,880	2,880	4,915	5,000
Accounts opened and closed	20	20	22	20
Estimated customer service calls and visits	7,680	15,000	8,758	10,000
Cost of In-kind Solid Waste Services Provided to City	\$ -	\$ 300,000.00	\$ 336,840.14	\$ 350,000.00
EFFECTIVENESS MEASURES:				
Residential solid waste tonnage collected per route per year	1,572	1,729	988	1,100
Commercial solid waste tonnage collected per route per year	3,828	5,103	3,343	4,000
Estimated solid waste tonnage collected per household per	5.8	5.7	3.0	2.5
Total tons of solid waste disposed annually	51,602.00	49,883.00	49,064.00	49,000.00
Total solid waste disposal costs per year	\$ 5,134,399	\$ 3,620,009	\$ 3,560,574	\$ 3,555,930
EFFICIENCY MEASURES:				
Total number missed service calls	149	615	696	450
Division expenditures per capita (74,000 residents)	\$ 133.41	\$ 115.24	\$ 126.31	\$ 114.19

Recycling

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 1,045,512	\$ 1,038,833	\$ 475,410	\$ 761,931	\$ 740,723
Employee Benefits	174,246	184,012	85,226	186,896	165,761
Materials & Supplies	32,638	29,941	4,017	32,700	22,800
Other Services and Charges	174,810	210,281	649,899	1,302,105	1,401,500
Operations Subtotal	\$ 1,427,206	\$ 1,463,067	\$ 1,214,552	\$ 2,283,632	\$ 2,330,784
DIVISION TOTAL	\$ 1,427,206	\$ 1,463,067	\$ 1,214,552	\$ 2,283,632	\$ 2,330,784
PERSONNEL					
Full-Time	19	15	15	15	14
Part-Time	4	5	5	5	4
TOTAL	23	20	20	20	18

Mission Statement

To provide the highest level of service at the lowest possible cost and to become the premiere full service municipally run solid waste and recycling operation in South Florida

Major FY12-13 Goals

1. Implement single stream residential recycling incentive program.
2. Implement single stream residential recycling cart program.
3. Utilize the above to increase residential recycling tonnage by at least 15%.
4. Track residential recycling participation and related data utilizing new radio frequency ID program as part of the new recycling incentive and residential cart program. Information will be used to improve efficiency, reduce costs and improve customer service.
5. Retain existing and obtain additional commercial recovered materials accounts through the residential recycling incentive cart program and other activities to increase commercial recycling tonnage by 10%.
6. Increase community outreach events to promote residential and commercial recycling and plan for a larger Earth Day Event to take place April 2013.

Recycling

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Total number of full time employees	15	15	15	14
Total number of part time employees	5	5	1	4
Total number of employees	20	20	16	18
Division expenditures	\$ 1,463,067	\$ 2,283,632	\$ 2,754,272	\$ 2,330,784
OUTPUTS:				
Total recycling accounts serviced per week	19,084	19,084	19,125	19,560
Single family recycling accounts	17,179	17,179	17,179	17,500
Multi-family recycling accounts	649	649	652	660
Commercial recycling accounts	1,256	1,256	1,294	1,400
Number of schools with partnership educational support programs	9	9	9	10
Total residential recycled tons collected	5,495	5,495	6,209	7,000
Total commercial recycle tons collected: cardboard, office paper, metal, clean wood, commingled, industrial source separated	7,574	7,575	2,138	5,500
BULK (Vegetative Green Waste and Mixed Material) - cubic yards collected and disposed	453,854	453,854	102,818	125,000
Total Drop Off Center Volume Collected:				
Cubic Yards: mixed plastics, mixed paper, commingled, cardboard, scrap metal, tires	7,240	8,688	8,200	8,200
Gallons: used motor oil	1,424	1,424	1,709	1,470
Individual Unit County: electronics, bulbs, propane, used oil filters	1,793	1,793	2,152	2,600
Pallets: paint (36 five gallon containers per pallet)	94	94	113	100
Administrative:				
Daily dumpster /repairs and replacement tracking	144	158	446	500
Number of recycling accounts opened or closed	12	12	8	10
Phone calls received for recycling	480	480	200	220
EFFECTIVENESS MEASURES:				
Tipping Fee Avoidance - Recyclables diverted from incinerator - per	\$ 751,390	\$ 567,207	\$ 576,791	\$ 595,000
Revenue generated from sale of recyclables	\$ 284,582	\$ 285,000	\$ 254,902	\$ 400,000
Percentage of waste recycled	25%	30%	32%	40%
EFFICIENCY MEASURES:				
Division expenditures per capita (74,000 residents)	\$ 19.77	\$ 30.86	\$ 37.22	\$ 31.50
Total Tipping fee avoidance and recycling revenue	\$ 1,035,972	\$ 852,207	\$ 831,693	\$ 995,000
Division expenditures minus revenue and tipping fee avoidance	\$ 427,095	\$ 1,431,425	\$ 1,922,579	\$ 1,335,784
Adjusted division expenditures per capita : minus revenue and tipping fee avoidance (74,000 residents)	\$ 5.77	\$ 19.34	\$ 25.98	\$ 18.05

City of Deerfield Beach, Florida
Non-Departmental
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Non-Departmental	\$ 3,287,370	\$ 3,379,172	\$ 1,351,498	\$ 3,466,226	\$ 3,634,673
TOTAL	<u>\$ 3,287,370</u>	<u>\$ 3,379,172</u>	<u>\$ 1,351,498</u>	<u>\$ 3,466,226</u>	<u>\$ 3,634,673</u>
EXPENSE GROUP					
Operating Expenses	\$ 2,344,960	\$ 2,408,691	\$ 843,751	\$ 2,450,733	\$ 2,090,484
Transfers	942,410	970,481	507,747	1,015,493	1,544,189
TOTAL APPROPRIATIONS	<u>\$ 3,287,370</u>	<u>\$ 3,379,172</u>	<u>\$ 1,351,498</u>	<u>\$ 3,466,226</u>	<u>\$ 3,634,673</u>

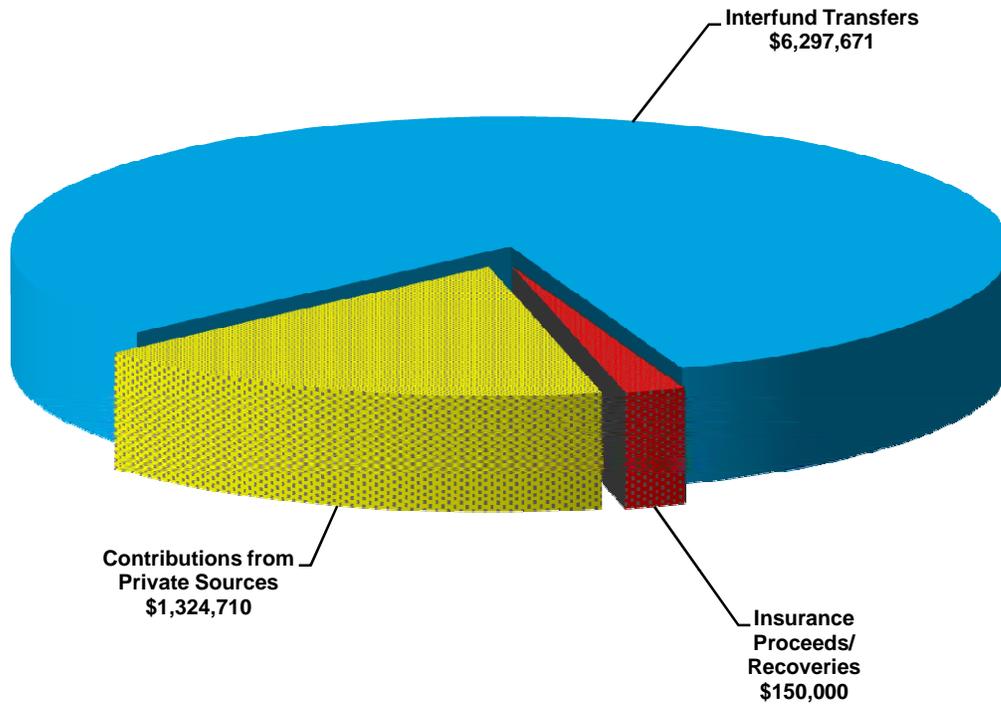
City of Deerfield Beach, Florida
Debt Service
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
BY DIVISION					
Debt Service	\$ 76,150	\$ 59,289	\$ 334,222	\$ 702,862	\$ 934,468
TOTAL	<u>\$ 76,150</u>	<u>\$ 59,289</u>	<u>\$ 334,222</u>	<u>\$ 702,862</u>	<u>\$ 934,468</u>
EXPENSE GROUP					
Capital Lease - Principal	\$ -	\$ -	\$ 314,491	\$ 661,382	\$ 842,882
Capital Lease - Interest	<u>76,150</u>	<u>59,289</u>	<u>19,731</u>	<u>41,480</u>	<u>91,586</u>
TOTAL APPROPRIATIONS	<u>\$ 76,150</u>	<u>\$ 59,289</u>	<u>\$ 334,222</u>	<u>\$ 702,862</u>	<u>\$ 934,468</u>

INSURANCE SERVICES TRUST FUND
REVENUES BY CATEGORY AND SOURCE

	2009-10	2010-11	2011-12	2011-12	2011-12	2012-13
	Actual	Actual	Y-T-D	Y-T-D	Budget	Budget
			Actual	%age		
			(Thru 3/31/12)			
MISCELLANEOUS REVENUE						
Interest on Idle Cash	9,467	5,197	-	-	-	-
<i>Interest Earnings</i>	<u>9,467</u>	<u>5,197</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Recovery Damages - Property	4,624	-	-	-	5,000	-
Recovery Damages - Vehicles	1,812	-	-	-	2,500	-
Stop Loss Recovery	274,828	60,123	40,658	33	125,000	125,000
Work Comp Indemnity Reimbursement	31,638	76,196	24,215	97	25,000	25,000
<i>Sales/Comp Loss of Fixed Assets</i>	<u>312,902</u>	<u>136,319</u>	<u>64,873</u>	<u>41</u>	<u>157,500</u>	<u>150,000</u>
Dental/Vision	186	-	1,131	87	1,300	1,300
Dental/Vision 125	89,594	87,990	26,941	24	110,000	67,000
Group Health	3,935	-	1,724	11	15,000	2,000
Group Health 125	939,752	903,242	261,849	28	950,000	570,000
Voluntary Life Insurance	30,734	28,952	10,682	32	33,000	21,700
Retired Employee Life	5,185	6,399	3,506	58	6,000	7,910
Retired Employee Health	328,224	364,913	229,300	60	380,000	527,800
Retired Dental/Vision	23,591	26,398	16,521	55	30,000	49,000
Housing Authority Health	67,929	44,978	14,821	30	50,000	52,000
COBRA Health	27,485	35,106	25,711	51	50,000	26,000
<i>Contribution From Private Source</i>	<u>1,516,615</u>	<u>1,497,978</u>	<u>592,186</u>	<u>36</u>	<u>1,625,300</u>	<u>1,324,710</u>
TOTAL MISC REVENUES	<u>1,838,984</u>	<u>1,639,494</u>	<u>657,059</u>	<u>37</u>	<u>1,782,800</u>	<u>1,474,710</u>
NON-REVENUES						
General Fund	6,292,907	6,348,727	3,046,090	50	6,092,180	3,425,861
Solid Waste Fund	942,410	970,481	507,747	50	1,015,493	1,058,059
Road and Bridge Fund	206,367	212,514	107,329	50	214,657	214,272
CRA Fund	4,000	4,000	10,320	50	20,640	20,501
Utility Fund	1,210,687	1,232,583	639,843	50	1,279,687	1,467,578
Senior Services Fund	111,400	111,400	55,700	50	111,400	111,400
<i>Interfund Transfers</i>	<u>8,767,771</u>	<u>8,879,705</u>	<u>4,367,029</u>	<u>50</u>	<u>8,734,057</u>	<u>6,297,671</u>
TOTAL NON-REVENUES	<u>8,767,771</u>	<u>8,879,705</u>	<u>4,367,029</u>	<u>50</u>	<u>8,734,057</u>	<u>6,297,671</u>
TOTAL INSURANCE SVCS TRUST	<u>10,606,755</u>	<u>10,519,199</u>	<u>5,024,088</u>	<u>48</u>	<u>10,516,857</u>	<u>7,772,381</u>

**City of Deerfield Beach
Projected Revenues - Insurance
Services Trust Fund
Fiscal Year 2012/13**



Total projected revenues: \$7,772,381

Risk Management

Administration Division

The Risk Management Department is comprised of two divisions, Administration and Retirees. The Administration Division is responsible for administration of health and life insurance benefits for all active employees and their dependents/beneficiaries. This division also administers the general property liability, workers' compensation, and safety programs for the City. Further, this division initiates, investigates, researches, manages, and assists in litigation and negotiation of worker's compensation and general liability claims. Periodic meetings are held with other departments to review worker's compensation and liability issues. Recovery and subrogation of funds offsets the need for any higher reserves for current and future years.

Retirees Division

The Retirees Division is responsible for administration of post-employment benefits other than pension benefits, i.e., health care and life insurance benefits, for retirees and their dependents/beneficiaries.

City of Deerfield Beach, Florida
Insurance Services Trust Fund
Summary

	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
<u>BY DIVISION</u>					
Risk Management	\$ 9,221,106	\$ 9,335,381	\$ 2,892,909	\$ 8,506,357	\$ 5,803,881
Retirees Division	1,852,731	2,167,546	1,040,249	2,010,500	1,968,500
TOTAL	<u>\$ 11,073,837</u>	<u>\$ 11,502,927</u>	<u>\$ 3,933,158</u>	<u>\$ 10,516,857</u>	<u>\$ 7,772,381</u>
<u>EXPENSE GROUP</u>					
Personal Services	\$ 169,105	\$ 155,911	\$ 70,792	\$ 145,793	\$ 145,793
Materials & Supplies	3,607	3,836	588	-	-
Other Operating Expenses	10,901,125	11,343,180	3,861,778	10,371,064	7,626,588
TOTAL APPROPRIATIONS	<u>\$ 11,073,837</u>	<u>\$ 11,502,927</u>	<u>\$ 3,933,158</u>	<u>\$ 10,516,857</u>	<u>\$ 7,772,381</u>
<u>PERSONNEL</u>					
Risk Management	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL PERSONNEL	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

Risk Management & Retirees

EXPENDITURES	2009-10 Actual	2010-11 Actual	2011-12 YTD 3/31/12	2011-12 Budget	2012-13 Budget
Personal Services					
Salaries and Wages	\$ 146,437	\$ 135,076	\$ 61,219	\$ 125,800	\$ 125,800
Employee Benefits	22,668	20,835	9,573	19,993	19,993
Materials & Supplies	3,607	3,836	588	-	-
Other Services and Charges	10,901,125	11,343,180	3,861,778	10,371,064	7,626,588
Operations Subtotal	<u>11,073,837</u>	<u>11,502,927</u>	<u>3,933,158</u>	<u>10,516,857</u>	<u>7,772,381</u>
DEPARTMENTAL TOTAL	\$ 11,073,837	\$ 11,502,927	\$ 3,933,158	\$ 10,516,857	\$ 7,772,381
PERSONNEL					
Full-Time	2	2	2	2	2
DEPARTMENTAL TOTAL	2	2	2	2	2

Mission Statement

To aggressively protect the City's assets (physical, financial and personnel) through identification and analysis of risk, implementation of loss control programs, procurement of insurance services, and management of the City's self-insurance fund.

Major FY12-13 Goals

1. Aggressively monitor Workers' Compensation claims, closing inactive cases, thereby reducing the City's future indemnity, medical and claims reserve exposure.
2. Limit increase in health care costs to less than the medical inflation rate by developing and implementing wellness initiatives.
3. Direct programs of continuing education and communication that endeavor to achieve higher risk awareness among employees.
4. Develop a City-wide comprehensive return-to-work program for employees injured on the job.
5. Continue progression of ADA modifications to City facilities.

Risk Management

PERFORMANCE MEASURES	2010-11 Actual	2011-12 Goal	2011-12 Estimated	2012-13 Projection
INPUTS:				
Total number of full time positions	2	2	2	2
Department expenditures	\$11,502,927	\$10,516,857	\$10,589,313	\$7,772,381
Amount spent on Workers' Compensation	\$1,544,363	\$1,489,452	\$1,763,880	\$1,850,250
Amount spent on self-insured group health	\$6,751,997	\$6,288,660	\$690,000	\$6,371,000
Amount spent on property/casualty/liability ins.	\$690,860	\$720,908	\$704,699	\$729,955
OUTPUTS:				
No. of Workers' Compensation claims managed	126	82	90	100
No. of WC analysis reports sent to depts.	4	0	0	4
No. of gen. liability claims managed	50	50	69	68
No. of gen. liab. claims settled pre-litigation	65	65	17	17
No. of vehicular accidents investigated	30	30	23	20
No. of liability claims reports sent to depts.	4	0	0	0
No. of safety training sessions held	25	25	22	22
EFFECTIVENESS MEASURES:				
Value of insured property/facilities	\$155,533,043	\$107,116,540	\$115,533,043	\$110,798,891
Percent of WC claims that lost time (8 days or more)	6%	6%	6%	3%
EFFICIENCY MEASURES:				
Cost of property/facility ins. per \$1,000 of value	\$4.44	\$6.73	\$6.09	\$6.58
Cost of WC Program per employee (F/T & P/T)	\$1,911	\$1,843	\$1,900	\$950
No. of F/T employees per F/T RM staff member	284	284	n/a	100
<i>(Industry standard is 100)</i>				
Cost of group health insurance all employees (incl. retirees)	\$9,378	\$8,745	\$13,663	\$16,676

Debt Service Summary

The City of Deerfield Beach utilizes debt to pay for essential capital expenditures. These non-recurring expenditures are of a magnitude which would have a tremendous impact if they were included in the operating budget. Debt financing distributes the costs of improvements to the project's users over its lifetime. The pay-as-you-go method of financing is employed for capital expenditures which are appropriately incorporated into the current budget.

The goal of the City of Deerfield Beach's debt policy is to maintain the ability to provide quality municipal services in a cost-efficient manner. The City uses the following guidelines before incurring any additional long-term debt:

- ◆ Borrowing is only considered for essential non-recurring capital expenditures.
- ◆ The length of financing of the improvement will not exceed the useful life of that improvement.
- ◆ Efforts shall be made to maintain or improve the City's bond rating.

Outstanding Bonds and Notes

The following City of Deerfield Beach bond issues are currently outstanding:

GENERAL OBLIGATION BONDS

The City of Deerfield Beach currently has four separate issues of general obligation bonds outstanding which are secured by the full faith and credit of the City. The City must levy a tax on all taxable property each year to cover the debt service on these issues, more fully described as follows:

General Obligation Bonds 2000A/2000B – These bond issues were used for a variety of City improvements, namely: to construct a new public safety/public works facility, to design and implement a multitude of park and recreational improvements, to enhance City right-of-ways, and to expand the Northeast Focal Point Thrift Shop.

General Obligation Bonds 2003A – Proceeds of this bond issue were used to refund two series of previously issued general obligation bonds, namely Series 1993 and Series 1995.

General Obligation Bonds 2003B – Proceeds of this bond issue were used to finance the acquisition and construction of a public works facility, a fire station, neighborhood right-of-way improvements, and improvements to parks and recreational facilities.

COVENANT BONDS

Florida Municipal Loan Council Covenant Bond, Series 2003A/2003B – Proceeds of these bond issues are to be used to finance streetscape improvements in the community redevelopment area. The City is required to appropriate non-ad valorem revenues to satisfy the annual debt service on these bonds.

Florida Municipal Loan Council Covenant Bonds, Series 2006 – Proceeds of this bond issue were used to finance the construction of a public works facility, as well as a mitigation operations center. The annual debt service for this bond issue is payable from, and secured by, a pledge of the City's electric franchise fees.

REVENUE BONDS

Florida Municipal Loan Council Revenue Bonds, Series 2008A – Proceeds of this bond issue were used to finance the construction of a reverse osmosis water treatment addition to the City's west water treatment facility, as well as various other improvements to the water distribution system.

Outstanding Bonds and Notes (continued)

NOTES PAYABLE

The City also has several outstanding loans with the State of Florida Department of Environmental Protection. These loans were obtained to provide funding for the construction of water and wastewater facilities. The purpose of each loan follows:

<u>Loan Title (Project Description)</u>	<u>Outstanding Loan Amount</u>
Drinking Water Revolving Loan (West Water Treatment Plant)	\$ 11,160,657
Water Pollution Control Financing Corp. Loan (Deep Injection Well)	5,456,541
Water Pollution Control Financing Corp. (Concentrate Pumping Station)	1,180,822
	<u>\$ 17,798,020</u>

Summary of Funding Sources/Expenditures by Function

<u>Funding Source</u>	<u>Actual FY10/11</u>	<u>Estimated FY11/12</u>	<u>Budgeted FY12/13</u>
General property taxes	\$ 2,675,459	\$ 2,680,692	\$ 2,677,177
Incremental property taxes	680,599	684,132	680,432
Franchise taxes	402,108	401,627	403,647
Water and sewer revenue	3,291,403	3,277,418	3,277,716
Total funding sources	<u>\$ 7,049,569</u>	<u>\$ 7,043,869</u>	<u>\$ 7,038,972</u>

Expenditures by Function

Principal	\$ 3,771,043	\$ 3,851,824	\$ 3,957,073
Interest	3,228,754	3,129,645	3,019,499
Fiscal agent charges	49,772	62,400	62,400
Total expenditures by function	<u>\$ 7,049,569</u>	<u>\$ 7,043,869</u>	<u>\$ 7,038,972</u>

Outstanding Bonds and Notes Payable

<u>Description</u>	<u>Interest Rates</u>	<u>Principal Amount</u>
General Obligation Bonds:		
Series 2000A	4.60 to 6.08%	\$ 5,754,753
Series 2000B	4.25 to 5.85%	2,615,184
Series 2003A	2.00 to 5.25%	1,390,000
Series 2003B	1.32 to 4.77%	12,610,000
Total General Obligation Bonds		<u>22,369,937</u>
Covenant Bonds:		
Series 2003A (Tax incremental funds - CRA)	2.00 to 5.25%	5,465,000
Series 2003B (Tax incremental funds - CRA)	1.32 to 4.77%	1,945,000
Series 2006 (Electric Franchise Fees)	4.00 to 4.50%	5,095,000
Total Covenant Bonds		<u>12,505,000</u>
Water & Sewer Revenue Bonds: Series 2008A	4.81%	14,827,383
State of Florida Drinking Water Revolving Loans	2.21 to 3.57%	<u>17,798,020</u>
Total bonds and notes payable		<u>\$ 67,500,340</u>

Legal Debt Margin

Neither the Florida statutes nor the current ordinances of the City of Deerfield Beach specify a legal debt margin.

Debt Service Requirements to Maturity

Fiscal Year	General Obligation Bonds			Covenant Bonds		
	Principal	Interest	Total	Principal	Interest	Total
2013	1,436,568	1,216,875	2,653,443	480,000	594,469	1,074,469
2014	1,226,262	1,477,400	2,703,662	500,000	571,794	1,071,794
2015	1,183,414	1,470,736	2,654,150	530,000	545,863	1,075,863
2016	1,168,401	1,487,674	2,656,075	550,000	518,513	1,068,513
2017	1,062,169	1,594,537	2,656,706	580,000	490,007	1,070,007
2018	1,054,936	1,599,109	2,654,045	610,000	459,950	1,069,950
2019	1,054,238	1,599,755	2,653,993	640,000	428,344	1,068,344
2020	1,056,610	1,599,915	2,656,525	670,000	397,488	1,067,488
2021	1,057,061	1,598,433	2,655,494	705,000	365,019	1,070,019
2022	1,060,902	1,592,723	2,653,625	735,000	331,831	1,066,831
2023	1,071,232	1,583,868	2,655,100	780,000	297,106	1,077,106
2024	1,082,961	1,571,855	2,654,816	810,000	262,288	1,072,288
2025	1,113,285	1,540,696	2,653,981	845,000	226,131	1,071,131
2026	1,540,182	1,117,786	2,657,968	890,000	188,288	1,078,288
2027	1,146,716	1,508,230	2,654,946	930,000	146,375	1,076,375
2028	2,465,000	192,344	2,657,344	975,000	101,375	1,076,375
2029	2,590,000	64,750	2,654,750	520,000	54,075	574,075
2030	-	-	-	370,000	33,975	403,975
2031	-	-	-	385,000	17,325	402,325
Total	\$ 22,369,937	\$ 22,816,686	\$ 45,186,623	\$ 12,505,000	\$ 6,030,216	\$ 18,535,216

Fiscal Year	Notes Payable			Revenue Bonds Payable		
	Principal	Interest	Total	Principal	Interest	Total
2013	1,409,547	485,053	1,894,600	630,957	723,102	1,354,059
2014	1,450,328	444,272	1,894,600	662,017	692,332	1,354,349
2015	1,492,312	402,288	1,894,600	694,606	660,046	1,354,652
2016	1,535,535	359,065	1,894,600	727,083	627,888	1,354,971
2017	1,580,038	314,562	1,894,600	764,591	590,713	1,355,304
2018	1,625,856	268,744	1,894,600	802,229	553,426	1,355,655
2019	1,673,029	221,571	1,894,600	841,720	514,303	1,356,023
2020	1,721,597	173,003	1,894,600	881,859	474,550	1,356,409
2021	1,771,605	122,995	1,894,600	926,566	430,247	1,356,813
2022	1,139,948	71,505	1,211,453	972,178	385,060	1,357,238
2023	477,718	50,588	528,306	1,020,035	337,649	1,357,684
2024	488,390	39,916	528,306	1,069,459	288,693	1,358,152
2025	499,298	29,008	528,306	1,122,896	235,748	1,358,644
2026	510,455	17,851	528,306	1,178,171	180,987	1,359,158
2027	422,364	7,012	429,376	1,236,169	123,530	1,359,699
2028	-	-	-	1,296,847	63,418	1,360,265
Total	\$ 17,798,020	\$ 3,007,433	\$ 20,805,453	\$ 14,827,383	\$ 6,881,692	\$ 21,709,075

Current Year Principal and Interest Requirements

Description	Principal	Interest	Total
2000A GOB	\$ 406,568	\$ 433,432	\$ 840,000
2000B GOB	25,000	85,819	110,819
2003A GOB	560,000	72,975	632,975
2003B GOB	445,000	624,650	1,069,650
Covenant Bond 2003A	230,000	272,800	502,800
Covenant Bond 2003B	75,000	96,600	171,600
Covenant Bond 2006	175,000	225,069	400,069
Wtr Pollution Control Financing Corp. (WW693030)	310,493	118,883	429,376
Wtr Pollution Control Financing Corp. (WW69302L)	72,533	26,397	98,930
Drinking Wtr Revolving Loan	1,026,521	339,773	1,366,294
Revenue Bonds, Series 2008A	630,957	723,102	1,354,059
Total	\$ 3,957,073	\$ 3,019,499	\$ 6,976,572

The City’s four general obligation bond issues are payable from ad valorem taxes. As a result, a portion of the assessed millage rate is allocated for debt service. In fiscal 2013 this amount will be 0.5832 mills, which represents 3.4% of the total General Fund budget. Bond covenants require the funding for these issues be from ad valorem tax proceeds. Conversely, the covenant bonds are secured by sources other than ad valorem taxes; so too are the State revolving loans (Drinking Water and Water Pollution Control), and the Series 2008A revenue bonds, which are payable from the water and sewer system revenues.

Lease Purchase Agreements

The City of Deerfield Beach is currently engaged in five (5) lease-purchase agreements. The equipment held under these capital leases consists of \$1,798,073 and \$2,770,084 for governmental and business-type activities, respectively. The following chart identifies current and future lease purchase payments required by the City.

	General Fund	Road and Bridge Fund	Solid Waste Fund	Annual Total
(Fiscal Year)				
2013	\$ 226,584	\$ 34,146	\$ 564,893	\$ 825,623
2014	119,653	34,146	358,792	512,591
2015	50,121	31,300	123,156	204,577
Fund Total	\$ 396,358	\$ 99,592	\$ 1,046,841	\$ 1,542,791

CITY OF DEERFIELD BEACH CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2013-2017

INTRODUCTION

The Capital Improvement Plan (CIP) for the City of Deerfield Beach is a five-year financial plan that addresses the necessary funding for the acquisition, construction, and rehabilitation of the City's equipment/fleet, facilities, and infrastructure. As such, the CIP represents a schedule and an estimate of both current and future capital needs, as well as the associated costs and supporting revenues. The CIP is produced as its own document; however, since all CIP projects have the potential to significantly impact the annual operating budget, both documents are produced conjunctively. It is for this reason both the annual operating budget and the CIP are created as companion documents for the City Commission's review, based upon the following policies:

- The City will annually develop and update a five-year CIP; continue maintenance and repair of City facilities, and eliminate existing deficiencies;
- Maximize use of City resources, availability of funds, and employ sound fiscal policies including infrastructure investments; and
- Capital improvements will include items/projects having a life expectancy of over one year and a cost in excess of \$25,000.

CIP OVERVIEW

The City of Deerfield Beach's CIP process begins with City departments submitting their five-year capital project needs along with the department's annual operating budget requests to the Office of the City Manager. Department directors use a capital improvement project request form to help guide them through the process. Key components of the request form include: the category of capital expenditures, and the relationship to the City's goals and objectives. The Office of the City Manager, in conjunction with the Finance Director, then reviews the project requests and produces a 5-year capital improvement plan for review and consideration by the City Commission.

FUNDING SOURCES

The FY 2013 – 2017 capital improvement plan proposes many different sources of funding -- including general property tax revenues, user fees, grant funds as well as bond proceeds -- to provide for the acquisition, construction, and rehabilitation of the City's equipment/fleet, facilities, and infrastructure. In fiscal year 2011, the City joined most Florida municipalities in authorizing the levy of a public service tax on water, sewer, or electrical consumption. This tax, permitted by the Florida statutes, allows communities to levy up to 10% on such services, and the funding generated is a common CIP funding mechanism for the vast majority of Florida municipalities. The tax took effect beginning October 2011 – the start of fiscal year 2012. No capital projects have the public service tax identified as a funding source in this Capital Improvement Plan.

The five-year outlook for property tax revenues continues to appear somewhat soft as a result of the depressed housing market, as well as continued weakening of the broader

economy. As such, this City truly must do “more with less”. Accordingly, this plan includes an annual allocation of property tax revenue to fund projects such as park improvements, public safety improvements, and the maintenance of various other public facilities.

The City’s “enterprise” operations, those supported by users of the particular services such as water/sewer and solid waste/recycling services, will continue to finance the most costly projects by pledging charges for services. Additionally, the City’s transportation improvements, such as street resurfacing, concrete sidewalk construction program, and the like, will continue to be funded through the State shared revenue of the local option gas tax with any shortfall to be made up through a General Fund transfer. As such, the FY 2013 – 2017 capital improvement plan includes 75 projects costing approximately \$79 million to be implemented in phases over the next five years. Potential funding sources have been identified for all listed projects and are as follows:

- ❑ General Fund;
- ❑ Road and Bridge Fund;
- ❑ Utility Operating Fund;
- ❑ Solid Waste Fund;
- ❑ Stormwater Utility Fund;
- ❑ Water/Sewer Renewal & Replacement Fund;
- ❑ Grants;
- ❑ Community Redevelopment Agency Fund;
- ❑ State Revolving Loan Fund;
- ❑ Florida Municipal Loan Council Revenue Bonds

IMPACT OF CAPITAL IMPROVEMENT PLAN ON OPERATING BUDGET

CIP projects can affect the City’s operating budget by increasing expenditures or revenues; conversely, these projects may decrease long-term expenditures depending on the plan’s intended purpose and strategy. Projects most likely to increase expenditures are projects with new infrastructures or require additional staffing for operation and maintenance. However, revenues may increase as a result of higher fees, charges for newer facilities and recreational activities. Revenues generated by proposed usage will, in turn, add to the overall revenues of the City and will aid in providing improved levels of public service for a higher quality of life.

CAPITAL PROJECTS

For purposes of the capital improvement plan, projects have been classified under seven categories: Utility/Water & Sewer Improvements, Physical Environment Improvements, Transportation Improvements, Public Safety Improvements, Culture & Recreation Improvements, General Government/Human Services Improvements, and Solid Waste Improvements. Highlights of the FY 2013 – 2017 CIP by category include the following:

Utility/Water & Sewer Improvements (\$16,988,308)

Of the \$79 million estimated for CIP funding over the next five years, approximately 21.4% of the costs can be attributed to Utility/Water & Sewer Improvements. The greatest portion of the utility improvements pertains to the consolidation of the City’s east and west water treatment plants. The east water plant, now over forty years old, is being converted to a booster pump station/storage facility with the addition of pumps and a five million-gallon storage tank. These improvements are necessitated by the revised

Federal and State drinking water standards, as well as revised local requirements with respect to storage capabilities and operations under emergency conditions.

Other major projects scheduled for FY 2013 – 2017 include the utility improvements involving cleaning and televising the City's gravity wastewater collection system to ascertain pipe crack/leak locations for repair and/or replacement. Since the City contracts with Broward County for wastewater treatment, and is billed based on the amount of flow transferred, this program can significantly reduce excessive groundwater flow to the county's plant, thus reducing the City's monthly expenditures.

Physical Environment Improvements (\$3,341,342)

The majority of the Physical Environment Improvements scheduled in the CIP involve installation of drainage systems throughout various areas of the City that have been prone to severe flooding. There will be a potential for a reduction in day-to-day maintenance once newer equipment is installed, improved customer service and system reliability which in turn should reduce expenditures for the wastewater treatment plant. Physical Environment Improvements constitute 4.2% of the costs estimated for total FY 2013 – 2017 Capital Improvements.

Transportation Improvements (\$6,780,000)

Transportation Improvements make up 8.5% of the costs estimated for total FY 2013 – 2017 capital improvements and include the following:

- The City's street resurfacing program for asphalt streets;
- Streetscape improvements to Hillsboro Boulevard;
- The City's canal maintenance improvements which include dredging the center 30% width of city-maintained canals to improve boater navigation and safety; and
- The City's concrete sidewalk construction program with the purpose to increase pedestrian safety citywide along public walkways.

Public Safety Improvements (\$10,161,655)

Public Safety Improvements comprise nearly 12.8% of the costs estimated for total FY 2013 – 2017 capital improvements. Over 51% of the total Public Safety Improvements can be attributed to the planned construction of a new fire station to replace Fire Station No. 66, which is located on Powerline Road.

Culture and Recreation Improvements (\$37,861,500)

Culture and Recreation is a very important cornerstone of the City of Deerfield Beach. The FY 2013 – 2017 CIP demonstrates the City's on-going commitment to making Deerfield Beach, "a great place to live, work, and play!" Highlights of this category include the replacement of the Pier Building, as well as acquisition of vacant land for construction of parks in the western section of the community. Cost of ongoing maintenance for landscaping of parks will increase; however, this cost is only applicable when land is developed as a park.

General Government/Human Services Improvements (\$2,287,300)

The City of Deerfield Beach is one of the few South Florida municipalities actively financing a senior services program. The City's Senior Services Department provides quality senior center services, Alzheimer's care, as well as an intergenerational child care program. As such, the FY 2013 – 2017 CIP provides for the expansion of the N.E. Focal Point (Senior Services) campus, in addition to the regularly scheduled replacement of the department's fleet. It is projected that this expansion will double the fees of the childcare facility, while increasing expenditures by only 40%. The thrift shop sales are likewise expected to increase by over 51%, while expenditures will increase by only 28%.

Solid Waste Improvements (\$1,988,436)

The City of Deerfield Beach prides itself on providing quality, low cost solid waste and disposal services. The FY 2013 – 2017 CIP includes the regularly scheduled replacement of the department's fleet, which is funded by user fees from the Solid Waste fund. Regular replacement of the department's fleet will invariably reduce the City's ongoing maintenance costs for those vehicles reaching their estimated useful lives.

CITY OF DEERFIELD BEACH
 CAPITAL IMPROVEMENT PROGRAM
 PROJECT LISTING
 FISCAL YEARS 2013 - 2017

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>UTILITY IMPROVEMENTS:</u>				
WS001	East Water Treatment Plant - Phase II Conversion To Pump Station	4,000,000	2014	8
WS002	Membrane Plant Element Replacements	500,000	2013	6
		1,000,000	2014	6
WS003	Repair & Replacement Of Wastewater Pump Stations & Controls	1,300,000	2014	6
		1,300,000	2015	6
WS004	Leak Repairs To Sanitary Sewer System; Replacement/Slip-Lining Gravity Sewer Mains; Manholes	600,000	2013	6
		600,000	2014	6
		600,000	2015	6
		600,000	2016	6
WS005	Rehabilitation of Lift Stations	450,000	2013	6
		450,000	2014	6
		450,000	2015	6
		450,000	2016	6
WS006	Intracoastal Force Main Crossing	400,000	2013	7
WS007	1 MGD Elevated Water Storage Tank Rehabilitation	350,000	2013	9
		350,000	2014	9
WS008	Automatic Meter Reading (AMI)	500,000	2014	6
		500,000	2015	6
		500,000	2016	6
WS009	Membrane Cartridge Filter Replacements	60,000	2013	4
WS010	Replacement of Accelerator Weirs	150,000	2013	4
<u>Equipment/Fleet: Water Plant Division</u>				
	Replacement Pumps	60,308	2013	4
	Replacement Pick-up Truck No. 729	28,000	2013	4
	Dump Truck (15-yd)	165,000	2015	4
	Front-end Loader	161,000	2015	4
	Utility Vehicle	30,000	2015	4
	Replace Loader No. 739	105,000	2014	4
	Tractor	129,000	2014	4
	Pumps, Meters and Valves	300,000	2013	4
		300,000	2014	4
		300,000	2015	4
		300,000	2016	4
TOTAL UTILITY IMPROVEMENTS		16,988,308		

CITY OF DEERFIELD BEACH
CAPITAL IMPROVEMENT PROGRAM
PROJECT LISTING
FISCAL YEARS 2013 - 2017

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>PHYSICAL ENVIRONMENT IMPROVEMENTS:</u>				
DR001	Old Public Works Facility Repave Parking Lot	70,000	2014	1
DR002	Fuel Pump Canopy - Public Works Facility	50,000	2015	1
DR003	Public Works Bldg A Electric Gate Installed at Entrance	25,000	2015	1
DR004	Miscellaneous Drainage Projects	400,000 400,000	2014 2015	5 5
DR005	8th Avenue Flood Control Project	1,900,000	2016	5
<u>Equipment/Fleet: Grounds Maintenance</u>				
	Replace Pick-up Truck No. 8808 (1-Ton)	30,000	2013	1
	Replace Dump Truck No. 834 (8-Yd)	95,000	2014	1
	Replace Tractor No. 823	75,000	2014	1
	Replace 55' Truck No. 8814	120,000	2014	1
	Compact Track Loader	57,000	2014	1
	Sprayers	25,000	2014	1
	New 4X2 Truck For Irrigation Crew	25,337	2014	1
	Replace No. 832 4X2 With 3Yd Dump	43,005	2013	1
	Replace Pick-up Truck No. 903	26,000	2013	1
	TOTAL PHYSICAL ENVIRONMENT	3,341,342		
<u>TRANSPORTATION IMPROVEMENTS:</u>				
TR001	Street Resurfacing Program	200,000 400,000 400,000 400,000	2013 2014 2015 2016	2 2 2 2
TR002	Concrete Sidewalk Construction Program (ADA Compliance)	200,000 200,000 200,000 200,000	2013 2014 2015 2016	2 2 2 2
TR003	Rehabilitation of City Bridges	500,000 500,000	2014 2015	2 2
TR004	SW 11th Way - Four-Lane Improvement Project/Phase I SW 11th Way - Four-Lane Improvement Project/Phase II	350,000 2,450,000	2014 2015	2 2
TR005	Installation of Median/Drainage on MLK - Phase II	200,000	2014	7
TR006	Infrastructure Improvements - MLK Ave Phase II SW 2nd St to SW 4th St.	400,000	2015	7

CITY OF DEERFIELD BEACH
CAPITAL IMPROVEMENT PROGRAM
PROJECT LISTING
FISCAL YEARS 2013 - 2017

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>TRANSPORTATION IMPROVEMENTS (Cont'd.):</u>				
<u>Equipment/Fleet: Streets Maintenance</u>				
	Replace Pick-up Truck No. 617	30,000	2015	2
	Replace Street Sweeper No. 626	<u>150,000</u>	2015	2
	TOTAL TRANSPORTATION	<u>6,780,000</u>		
<u>PUBLIC SAFETY IMPROVEMENTS:</u>				
PS001	New Fire Station No. 66	5,250,000	2016	9
<u>Equipment/Fleet:</u>				
	Replace Rescue Vehicle No. 1030	265,000	2015	1
	Replace Fire Engine No. 1029	404,250	2017	1
	Replace Rescue Vehicle No. 1039	278,000	2016	1
	Replace Command Vehicle No. 1059	97,650	2015	1
	Replace Vehicle No. 1060	38,205	2015	1
	Replace Fire Engine No. 1021 With Quint Apparatus - Crystal Lake	800,000	2016	1
	Replace Vehicle No. 1018	60,000	2015	1
	Replace Rescue Vehicle No. 1032	282,500	2015	1
	Replace Rescue Vehicle No. 1132	282,500	2017	1
	Replace Vehicle No. 1063	40,115	2015	1
	Replace Rescue Vehicle No. 1065	40,115	2015	1
	Replace Rescue Vehicle No. 1066	40,115	2016	1
	Replace Fire Engine No. 1022	425,000	2016	1
	Replace Rescue Vehicle No. 1031	285,000	2015	1
	Replace Rescue Vehicle No. 1034	285,000	2016	1
	Replace Vehicle No. 1050	50,000	2015	1
	Replace Ladder Truck No. 1062	1,200,000	2017	1
	Replace Vehicle No. 1064	<u>38,205</u>	2015	1
	TOTAL PUBLIC SAFETY	<u>10,161,655</u>		

CITY OF DEERFIELD BEACH
CAPITAL IMPROVEMENT PROGRAM
PROJECT LISTING
FISCAL YEARS 2013 - 2017

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>CULTURE & RECREATION IMPROVEMENTS:</u>				
RE001	Pier Building Replacement CRA	3,500,000	2013	10
RE002	Constitution Park Recreation Ctr. - Renovations	300,000	2014	9
RE003	McKeithen Park - Pavilion Shelter	100,000	2013	7
RE004	Pioneer Park - Concession Stand/Press Box	700,000	2015	7
RE005	Constitution Park Fence Installation	30,000	2014	1
RE006	Sullivan Park - Improvements CRA	200,000 400,000	2013 2014	10 10
RE007	City-wide Park Improvements	500,000	2014	1
RE008	Mayo Howard Park Improvements	200,000	2015	9
RE009	Beach Renovations	2,250,000	2015	9
RE010	Westside Park Recreation Center Improvements	3,000,000	2015	9
RE011	Constitution Park Land Management	300,000	2015	7
RE012	Cornerstone Park Land Acquisition Management	300,000	2015	9
RE013	Quiet Waters Park Development	950,000	2013	9
RE014	Pioneer Park Upgrade And Baseball Fields With Lighting	1,275,000	2013	9
RE015	Westside Park Improvements (2 New Baseball Fields, Lighting And Fencing)	1,000,000	2013	9
RE016	Tam O'Shanter Park Development (Engineering & Design Infrastructure, Utilities Installation, Phones, Electrical Needs, Prep Work, Fire Hydrants, Water Retention Issues Athletic Facilities, etc.)	1,500,000 4,000,000 3,000,000 2,000,000 1,500,000	2013 2014 2015 2016 2017	9 9 9 9 9
RE017	Pioneer Park Boat Launch Ramp Improvements	386,000	2013	7
RE018	North Beach Access Improvements	125,000	2013	10
RE019	Beach Area Non Specific Landscape Improvements	50,000	2014	10
RE020	Tree Surrounds Aggregate Stone Along Ocean Way	50,000	2014	1
RE021	South Beach Restrooms Roof Replacement and Structure Repairs	150,000	2015	1
RE022	North Beach Pavilion And Restroom Roof Replacement	100,000	2015	1
RE023	Westside Park - Replace Damaged Bi-Folding Door In Recreation Building New Tables, Chairs	60,000	2014	1
RE024	Nine New Lifeguard Towers On The Beach	400,000	2014	1
RE025	Constitution Park Improvements (Parking Lot, Pathway Imprmnts, Curbing, Restrooms, Signage, Tennis Courts, etc.)	80,000	2014	1

CITY OF DEERFIELD BEACH
 CAPITAL IMPROVEMENT PROGRAM
 PROJECT LISTING
 FISCAL YEARS 2013 - 2017

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>CULTURE & RECREATION IMPROVEMENTS (Cont'd.):</u>				
RE026	New BBQ Grills Throughout The Parks System	50,000	2013	1
RE027	New Athletic Scoreboards Throughout The Parks System	50,000	2013	1
RE028	Playground Equipment For City Parks With Shade Structures	1,700,000	2013	9
		1,700,000	2014	9
		1,700,000	2015	9
		850,000	2016	9
RE029	Park Benches Throughout The Parks System	125,000	2013	9
RE030	Picnic Tables Replacements Throughout The Parks System	100,000	2013	9
RE031	Fencing Improvements Throughout The Parks System	300,000	2014	1
RE032	Tennis Center Improvements (Lights, Fencing, Parking Lot, etc.)	125,000	2014	1
RE033	New Garbage Receptacles Throughout The Parks System	60,000	2014	1
RE034	Signage Improvements And Replacements Throughout the Parks System (Ex: Parking Areas, Directional, Park Signs, Way-Finding, Worn Out Signage, etc.)	80,000	2014	1
RE035	Villages of Hillsboro Park Improvements (i.e. Walking Pathway, Athletic, Court Lighting, Basketball Courts, Tennis Courts, Roof on Restroom, Boat Ramp, Improvements, etc.)	300,000	2015	9
RE036	New Fencing Throughout The Parks System	300,000	2015	1
RE037	Johnnie McKeithen Park Improvements (Miscellaneous Upgrades, Development of the Underdeveloped Portion of the Park, etc.)	350,000	2015	9
RE038	South Beach Renovations And Improvements (Outside the CRA Boundary)	960,000	2017	1
RE039	Portable Bleachers for events	30,000	2013	1
RE040	Westside Park Building Improvements	125,000	2015	1
<u>Equipment/Fleet:</u>				
	Four Wheel Drive Backhoe With Close Cab	85,000	2013	1
	Pick-up Heavy Duty Truck With Crew Cab - No.3400	45,000	2013	1
	Riding Mowers (3)	36,000	2013	1
	Playground Equipment For City Parks	50,000	2013	1
		60,000	2014	1
		60,000	2015	1
		60,000	2016	1
		60,000	2017	1
	Pick-up Truck With Crew Cab (2)	64,500	2013	1
	Multi-Vehicle For The Beach Zone/Area (2)	30,000	2013	1
TOTAL CULTURE & RECREATION		37,861,500		

CITY OF DEERFIELD BEACH
 CAPITAL IMPROVEMENT PROGRAM
 PROJECT LISTING
 FISCAL YEARS 2013 - 2017

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>GENERAL GOVERNMENT/ HUMAN SERVICES IMPROVEMENTS:</u>				
GEN001	NE Focal Point Expansion Phase III	700,000	2013	9
GEN002	Reconfiguration & Resurfacing of NEFP parking lot	230,000	2015	7
GEN003	FPL Overhead/Underground Conversion at City Hall	100,000	2014	9
GEN004	City-wide Monumentation of Horizontal & Vertical Control for GIS	400,000	2013	9
GEN005	Focal Point Replace Kitchen Cabinets	50,000	2015	1
GEN006	City Hall Replace Flooring and Cast Iron Piping	35,000	2015	1
GEN007	City Hall Waterproof and Paint Exterior	70,000	2015	1
GEN008	City Hall Replace Electrical Service Gear	40,000	2014	1
GEN009	City Hall Replace Parking Lot Lighting	125,000	2015	1
GEN010	City Hall Repave Parking Lot	40,000	2015	1
GEN011	City Hall Bldg Department Flooring	30,000	2014	1
GEN012	City Hall Renovation/Building Campus (Facilities)	175,000	2015	1
<u>Equipment/Fleet:</u>				
	Bus Replacement (2) - Senior Services	160,000	2013	7
	Replacement Pick-up Truck - Fleet Maintenance	37,300	2013	1
	Generator Fuel Tank - City Hall	30,000	2015	1
	Thrift Shop Truck Replacement	65,000	2013	1
	TOTAL GEN GOV'T/HUMAN SVCS	2,287,300		
<u>SOLID WASTE/RECYCLING IMPROVEMENTS:</u>				
<u>Equipment/Fleet:</u>				
	Two (2) Hybrid Auto Car Side Loader Collection Trucks ACX64	820,301	2013	3
	Replace Front End Loader No. 86	376,117	2015	3
	Replace EVO Truck 79	358,509	2015	3
	Replace EVO Truck 94	358,509	2015	3
	Replace Misc. Dumpsters, Roll-offs and Other Containers	75,000	2015	3
	TOTAL SOLID WASTE	1,988,436		
	TOTAL ESTIMATED COST (FY 2013 - 2017)	\$ 79,408,541		

CITY OF DEERFIELD BEACH
 CAPITAL IMPROVEMENT PROGRAM
 PROJECT LISTING
 FISCAL YEARS 2013 - 2017

<u>FUNDING SOURCE CODES</u>	<u>TOTAL</u>
1 - General Fund	\$ 10,250,797
2 - Road and Bridge Fund	6,180,000
3 - Solid Waste Fund	1,988,436
4 - Utility Operating Fund	2,088,308
5 - Stormwater Fee	2,700,000
6 - W/S Renewal & Replacement Fund	9,800,000
7 - Grant Funds	2,876,000
8 - State Revolving Loan Fund	4,000,000
9 - FL Municipal Loan Council Revenue Bonds	35,250,000
10 - Community Redevelopment Agency Fund	4,275,000
TOTAL	<u>\$ 79,408,541</u>
<u>FUNDING BY YEAR</u>	<u>ESTIMATED COST</u>
Fiscal Year 2013	16,981,414
Fiscal Year 2014	19,616,337
Fiscal Year 2015	24,065,925
Fiscal Year 2016	14,338,115
Fiscal Year 2017	4,406,750
TOTAL	<u>\$ 79,408,541</u>

Glossary of Terms

Accrual Basis of Accounting The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or payment of cash may take place, in whole or in part, in another accounting period.

Ad Valorem Tax A tax based on the assessed value of real and personal property.

Adopted Budget The budget which is formally approved by the City Commission.

Amended Budget The adopted budget which has been formally adjusted by the City Commission.

Amortization The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Annualization Taking changes that have occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

Appropriation An authorization by the City Commission to make expenditures and incur obligations.

Assessed Valuation The valuation set upon real estate or other property by the Broward County Property Appraiser as a basis for levying ad valorem taxes.

Asset Property owned by government, which has monetary value.

Balanced Budget A budget in which planned revenues equal planned expenditures.

Beginning Balance The beginning balance is comprised of residual funds brought forward from the previous fiscal year (ending balance).

B.S.O. Acronym for Broward Sheriff's Office. A county agency with whom the City contracts to provide police protection services.

Bond A written promise to pay a sum of money at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds and special improvement district bonds. These are most frequently used to finance capital projects.

Bond Refinancing The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions. Bond Proceeds Funds are derived from the sale of bonds for the purpose of constructing major capital facilities.

Bond Rating A methodology used to measure the fiscal health of the City. Generally, analyst firms such as Standard and Poor's, Moody's Investor Service and Fitch Ratings provide bond ratings to municipalities. Bonds rated AAA/Aaa are judged to be the best quality and carry the smallest degree of risk and, together with AA/Aa bonds, comprise high grade bonds. Ratings including "+" or "1" designate the strongest bonds in the rating category. Generally, highly rated bonds result in lower interest rates.

Glossary of Terms

Budget A plan of financial operation estimating proposed expenditures for a specific period and the proposed means of financing them.

Budget Calendar The schedule of major events in the development of the annual budget, including community budget forums, proposed budget, budget hearings, budget deliberations and adoption of the annual budget.

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 authorized appropriations and available revenues.

Budget Document The instrument utilized to present the City's comprehensive financial plan to the City Commission and the public.

CAFR Comprehensive Annual Financial Report. It summarizes financial data for the previous fiscal year in a standardized format and is organized by fund. The CAFR contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance and an operating statement that compares revenues with expenditures.

Capital Improvements Expenditures related to the acquisition or development of the City's infrastructure, buildings and other related items.

Capital Improvements Program (CIP)

Authorized expenditures for tangible and long term physical improvements or additions of a fixed or permanent nature (e.g., an additional police or fire station, or a new street).

Capital Outlay Expenditures that result in the acquisition of or addition to fixed assets.

Cash Basis of Accounting The basis of accounting under which revenues are recorded when received in cash and expenditures (or expenses) are recorded when cash is disbursed. Since payments for goods and services can be delayed to the next fiscal year, cash on hand can result in an inaccurate picture of the financial condition of a fund. To be in conformance with generally accepted accounting principles (GAAP), local governments must use the accrual basis rather than the cash basis of accounting.

City Manager's Budget Message The City Manager's memorandum to the City Commission summarizing the most important aspects of the budget, including changes from the current fiscal year and the goals, themes and priorities that are encompassed within the City's budget.

Contingency An appropriation of funds to cover unforeseen events that occur during the fiscal year.

Contractual Service A written agreement or legal instrument whereby the City of Deerfield Beach is committed to expend, or does expend, public funds in consideration for work, labor, services or equipment or any combination of the foregoing.

Debt Service Payment of principal and interest to holders of the City's bonds.

Glossary of Terms

Depreciation The decrease in value of physical assets due to use and the passage of time.

Encumbrances Commitments related to unperformed contracts for goods or services. Encumbrances are not expenditures or liabilities; however they do represent expenditures likely to result if pending contracts are completed.

Enterprise Fund A fund which operates in a manner similar to private enterprises whereby the costs of providing goods or services is recovered through user charges. The Water and Sewer Fund and the Solid Waste Fund are enterprise funds.

Expenditure The outlay of appropriated funds for the purchase of goods and/or services.

Expense Charges which are incurred, whether paid or unpaid, for operation, maintenance, interest and other charges which benefit the current fiscal period.

Federal Grant Funds These funds were established to account for revenue from the federal government and expenditures as prescribed by grant provisions/agreements.

Fees A general term for any charge levied by the City associated with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business licenses, fines and user charges.

Fines and Forfeitures This revenue results from violations of various City and state laws and from damage to City property.

Fiscal Year A twelve (12) month period to which the adopted annual budget applies. The City's fiscal year is from October 1 to September 30.

Fixed Assets Assets of a long-term nature which are intended to continue to be held until used, such as land, buildings, equipment and furniture.

Fund A self-balancing set of accounts used to record resources and their expenditures which are segregated in accordance with the objective that they are attempting to achieve.

Fund Balance The excess of assets over liabilities of governmental and similar trust funds.

GASB Governmental Accountant Standards Board established in 1985 is the current standards setting board for governmental GAAP.

GAAP Generally accepted accounting principles. Uniform minimum standards used by state and local governments for financial recording and reporting that have been established by the accounting profession through the GASB.

General Fund The fund used to account for resources traditionally associated with governments which are not required to be accounted for in another fund.

General Obligation Bonds Bonds which are backed by the full faith and credit of the issuing body.

Glossary of Terms

Government Finance Officer's Association (GFOA) Distinguished Budget Award Highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff and elected officials of recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide and as a communication device.

Governmental Funds term used in government accounting to apply to all funds except for the profit and loss funds (e.g., enterprise fund and agency fund). Examples of government funds are: general, special revenue, debt service and capital projects. Governmental funds use the modified accrual accounting method.

Grant A contribution by one governmental unit to another, generally for the support of a specific function.

Homestead Deduction A deduction of the first \$25,000 of assessed value of a home which is occupied by the owner as a principal residence. This deduction is in accordance with the Constitution of the State of Florida.

Infrastructure Public domain fixed assets including roads, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the city.

Interfund Transfers A transfer of funds between departments/funds for specific purposes as approved by the appropriate authority.

Levy To impose taxes, special assessments or charges for the support of City activities.

Licenses and Permits This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. Many of these fees are regulatory in nature in order to ensure compliance with the law.

Long Term Debt Debt with a maturity of more than one year after the date of issuance.

Mandated Program A requirement by the State or Federal government that the City perform a task, perform a task a particular way or perform a task to meet a particular standard, often without compensation from the higher level of government.

Millage Rate The tax rate on real and personal property as expressed in mills. One mill generates \$1 for every \$1,000 of assessed property value.

Miscellaneous Revenue The account which provides for accumulation of revenues not specifically identified in other accounts. This includes interest, rents and incidentals.

Modified Accrual Basis of Accounting

Under the modified accrual basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Glossary of Terms

Modified Cash Basis of Accounting Sometimes known as Modified Accrual Basis, it is a plan under which revenues are recognized on the cash basis while expenditures are recognized on the accrual basis.

Objective Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget A budget which applies to all expenditures other than capital outlay.

Operating Expense Those costs including expenditures for salaries and wages, benefits, supplies, services and charges which are necessary to support the primary services of the organization.

Operating Revenue Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance A formal legislative enactment by the governing body of a municipality. If the enactment does not conflict with a higher form of law such as a state statute, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Performance Measure Data collected to determine the effectiveness or efficiency of a program in achieving its objectives.

Personal Services The cost of wages, salaries, retirement contributions and other fringe benefits.

Policy Goals/Objectives The major statements defining the City's broad goals and specific objectives.

Projections Estimates of anticipated revenues, expenditures, or other quantitative data for specific time periods, usually fiscal years.

Property Tax A tax levied on the assessed value of real and personal property. It is also referred to as ad valorem tax.

Proprietary Fund in governmental accounting, one having profit and loss aspects; therefore it uses the accrual rather than modified accrual accounting method.

Quality Routinely delivering to customers what they want and expect.

Reserve An account which records the portion of the fund balance which is segregated for future use and is not available for further appropriation or expenditure.

Resolution A special or temporary order of the City Commission. It requires less legal formality than an ordinance or statute.

Retained Earnings An equity account in the balance sheet reflecting the accumulated earnings of the Water and Sewer Fund and the Solid Waste Fund.

Glossary of Terms

Revenue Increases in resources which contribute to the operations of the City.

Revenue Bonds Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Rolled-Back Rate The millage rate that will provide the same ad valorem revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions and property added due to geographic boundary changes.

Taxes Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments

Tax Levy The total amount to be raised by general property taxes for the purpose of financing services performed for the common benefit.

Tax Roll The official list showing the amount of taxes levied against each taxpayer or property.

Total Quality Management A comprehensive management philosophy aimed at putting customers and employees first, and focusing on continuous quality improvement to achieve total customer delight.

TRIM An acronym for "Truth in Millage". The Florida Truth in Millage Act serves to inform taxpayers that their property taxes are changing, why they have changed and the comparison of the proposed new tax rate to the rate that would have generated the same property tax dollars as the current year (the "rolled-back rate").

Utility Taxes Municipal charges levied by the City on every purchase of a public service.

Workload Indicator A specific measurement of a unit of work performed.