

# City of Deerfield Beach Approved Annual Budget

Fiscal Year 2011-2012



City of

**DEERFIELD  
BEACH**

*more than just a day at the beach...*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Deerfield Beach**

**Florida**

For the Fiscal Year Beginning

**October 1, 2010**

President

Executive Director

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, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a 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.

# 2011/12 Approved Budget



Deerfield Beach, Florida

**City Commission**

**Peggy Noland, Mayor**  
**Martin Popelsky, Vice Mayor**  
**Bill Ganz**  
**Joseph Miller**  
**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 2012 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 2011.

## **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

## 2011-12 Budget

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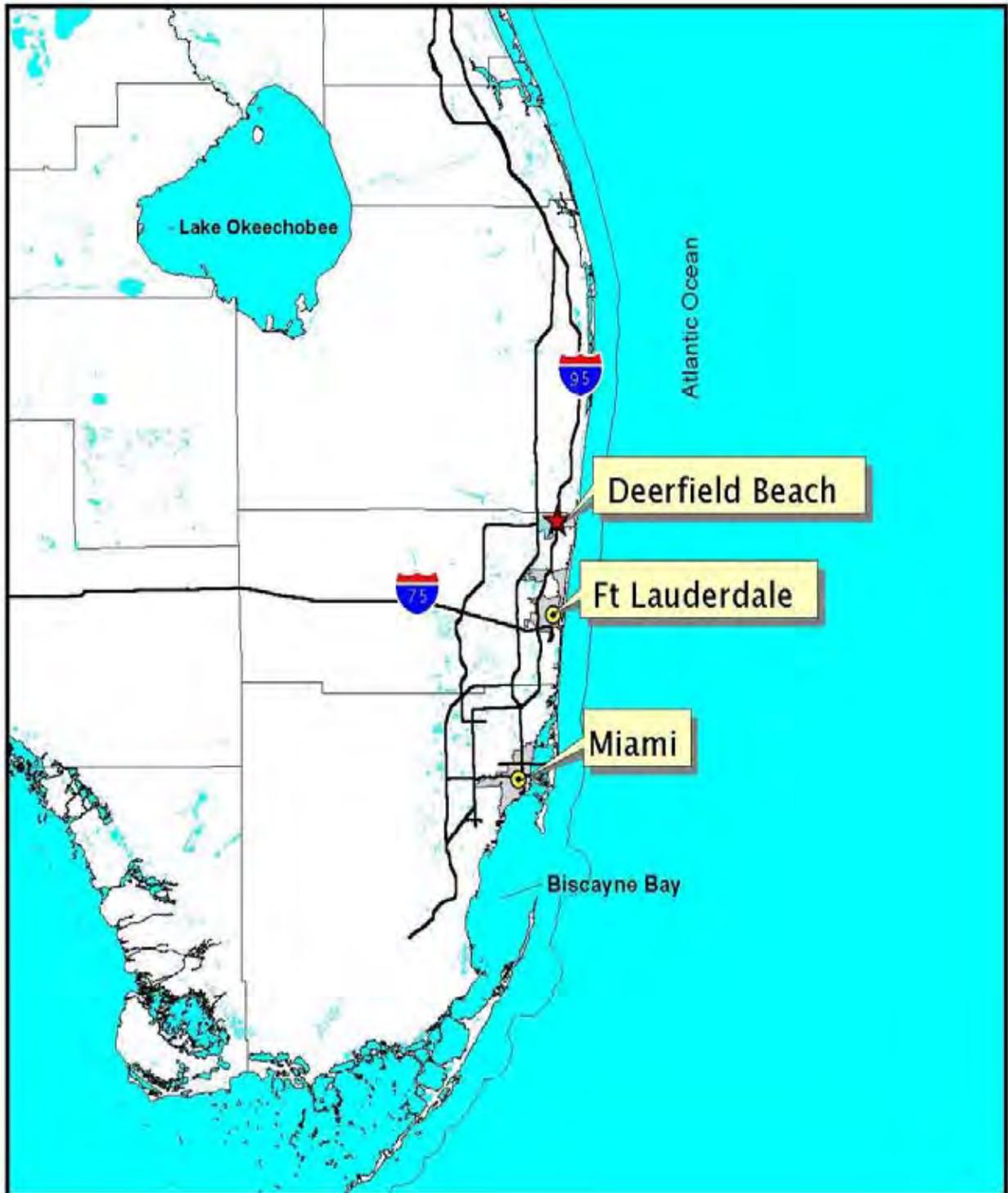
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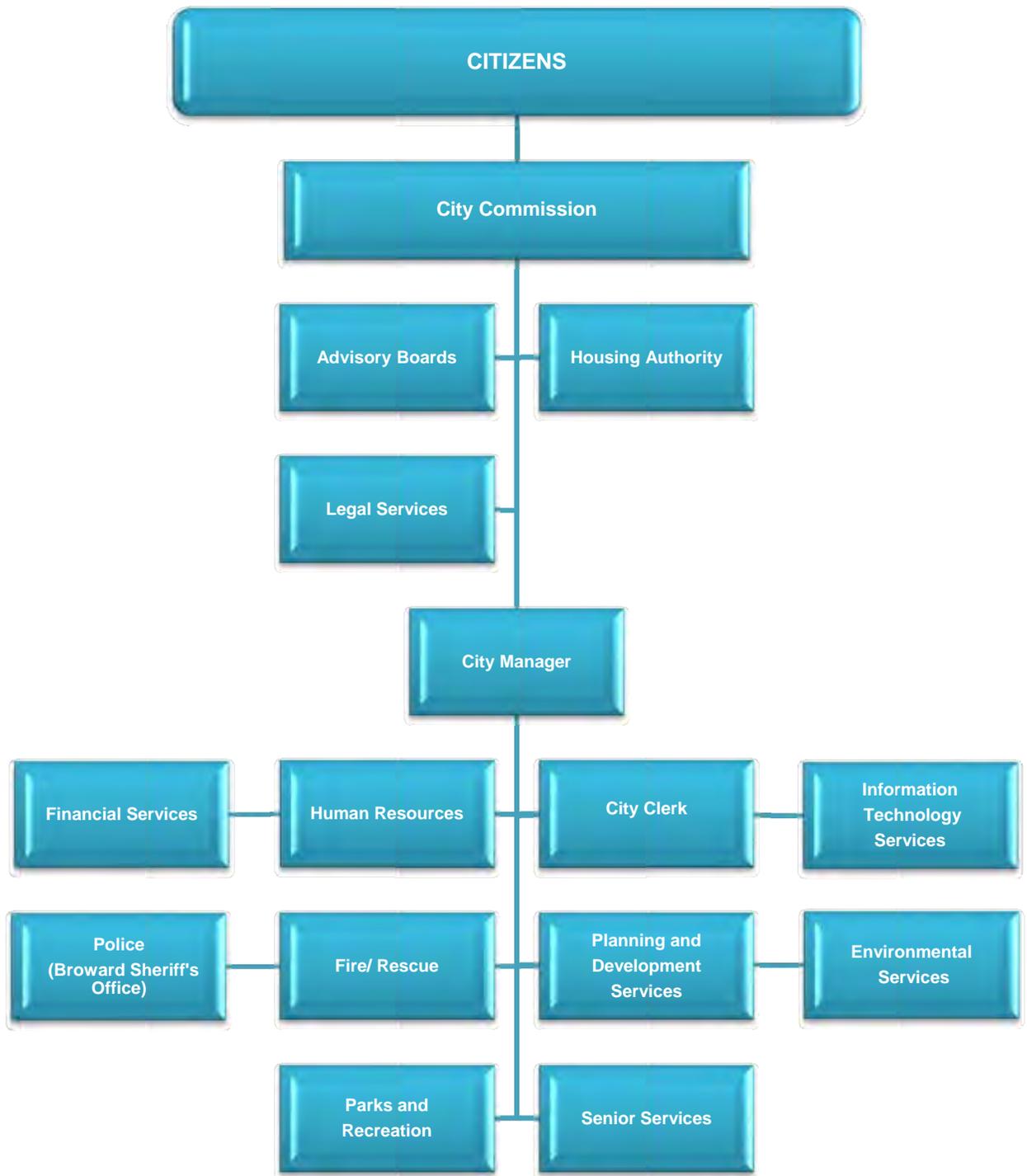


Deerfield Beach, the northernmost coastal community in Broward County, Florida, lies approximately 15.9 miles north of Fort Lauderdale along Florida's Gold Coast.

# City of Deerfield Beach

## Organization Chart

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# City Commission and Districts



Mayor Peggy Noland



Vice Mayor Marty Popelsky  
District 3



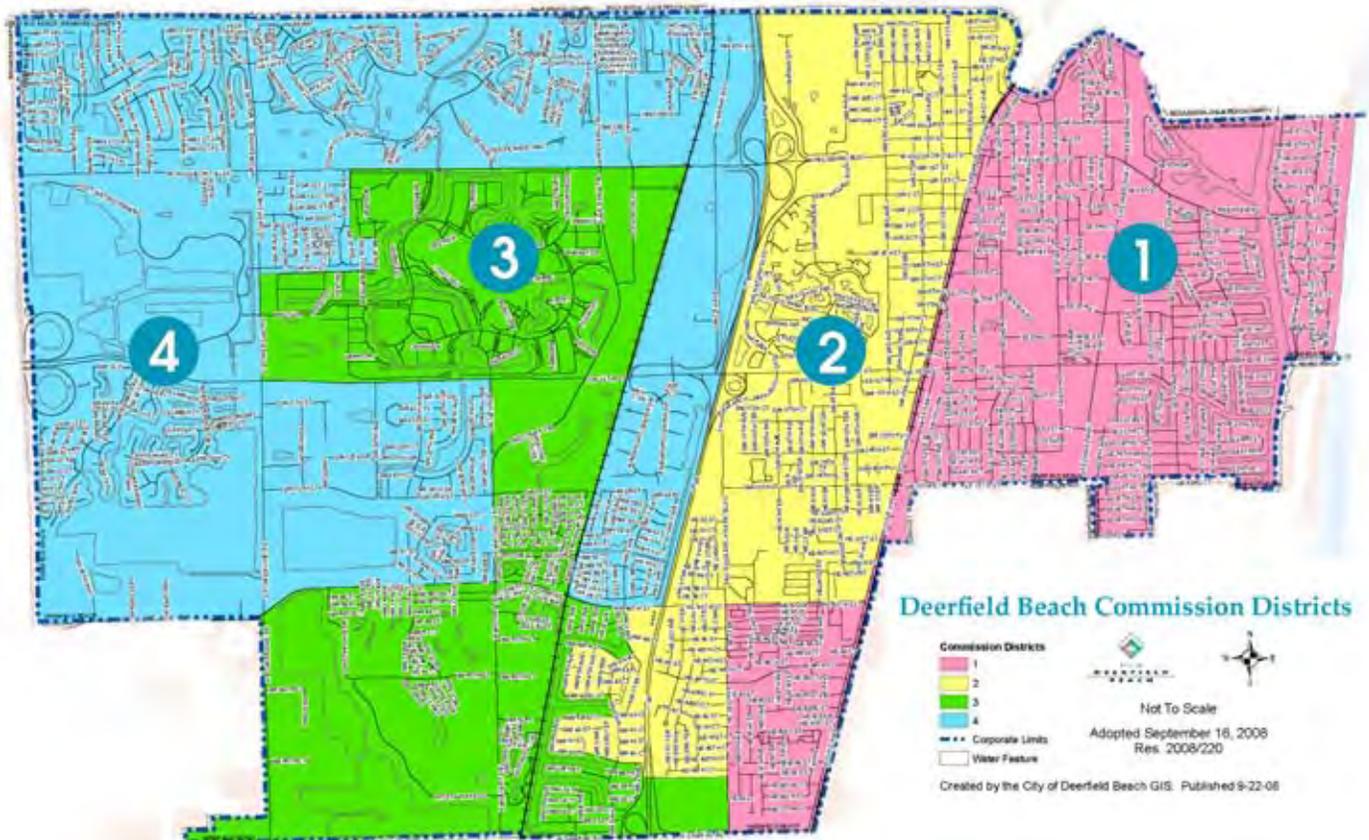
Commissioner Joe Miller  
District 1



Commissioner Ben Preston  
District 2



Commissioner Bill Ganz  
District 4





## **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

# City Manager's Letter

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

It is once again a humble pleasure to submit a balanced budget during these tough economic times in our nation and world. We are certainly making marked improvements to our organization and city. However, we are far from reaching the summit. Last year's budget was a challenging effort with a large deficit to overcome. Yet there are many tough decisions to be made for the upcoming budget and during the next budget year. The following is a summary 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 most opportunistic goal is the possible merger of Deerfield Beach Fire Rescue with the Broward Sheriff's Office. Although we had hoped to include it as part of the budget recommendation, the multiple issues relating to operational complexity, labor negotiations and contractual legalities continue to be thoroughly evaluated by both parties involved.

Another opportunity will be the possibility of franchising all or part of our Solid Waste and Recycling Division. We will present a report to the City Commission in October or November with recommendations to lower the cost and ultimately the rates, particularly for businesses. Following the presentation, staff will develop a business plan for adoption and implementation.

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 concern that the Florida State Legislature will limit revenue sharing with the cities, such as the Communication Services Tax. There also seems to be no real hope for pension reform. The House and Senate did not pass any type of language changes to Chapters 175 and 185 which provides the largest obstacle to all cities to close the defined benefit pension plan. We are enthusiastic that the State of Florida approved our Early Retirement Incentive Program, which will reduce the number of higher salaried employees in our workforce. As it stands all 31 remaining active employees have submitted their retirement notification to the Department of Human Resources.

The International Union of Painters and Allied Trades (IUPAT) Local 1010 have ratified the tentative agreement which will see a 5% across-the-board decrease for all union employees; a 5% decrease for any members receiving an increase in Fiscal Year 2009-2010; and a 10% employee contribution for health. The City is currently in negotiations with the International Association of Firefighters Local (IAFF) 1673 seeking similar concessions. We are also preparing for negotiations with the newest union, Professional Managers Supervisory Association (PMSA).

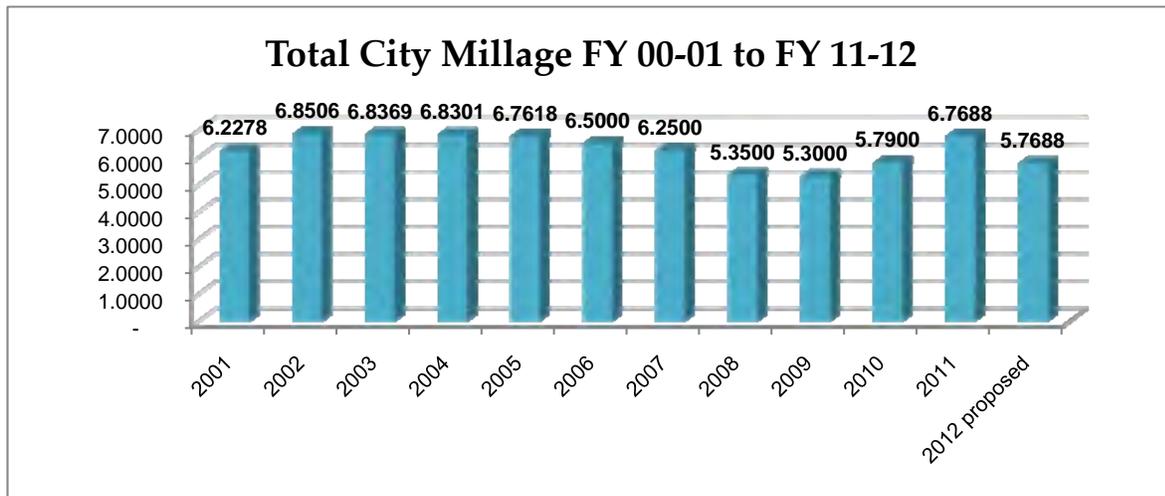
## REVENUE

### Recommended Millage Rate – Decrease

	FY 09-10	FY 10-11	Recommended FY 11-12
Operating Millage Rate	5.3499	6.2482	5.1865
Debt Millage Rate	.4401	.5206	.5823
<b>Total Millage Rate</b>	<b>5.7900</b>	<b>6.7688</b>	<b>5.7688</b>

The City has unfortunately experienced another decrease in property value. The gross taxable value of property dropped by 4.3% which equals approximately \$200 million (from \$5.1 billion to \$4.9 billion). From a budgetary standpoint, we will have started the fiscal year with a deficit of \$1.4 million if we maintained the same level from the Fiscal Year 2011-2012 millage rate and operating expenses.

The decrease in the gross taxable value of property coupled with the decrease in the proposed millage rate will yield a 19.8% decrease in Ad Valorem tax revenue compared to Fiscal Year 2010-2011. The decrease represents \$6.57 million. The total General Fund (revenue \$73,834,061) which is a \$652,012 decrease from last year. A major decrease was the reduction of \$750,000 from the communication services tax. In the upcoming legislative session, there is also debate about lowering the maximum cap to 3.9%. Many of our other revenue sources will remain flat or have slight increases.



Our newest revenue source, the public service tax, will bring in roughly \$6 million which enables the City to significantly lower our millage rate. We are recommending a 1 mill decrease in the Ad Valorem tax rate. My goal was to reach a 1.25 mill decrease. However, I am concerned about the various uncertainties with the economy as well as regulations and unfunded mandates from the State of Florida. The current proposal will be a 14.8% decrease.

### **Planning, Business License & Zoning Fees**

We are recommending a new fee schedule for the cost of planning, zoning and business license processes. An entirely new process is being developed known as a zoning certification. The zoning certification will require more information from potential and current businesses to ensure the entity moves into the appropriate location and has a better understanding of the City Code. We anticipate an increase of approximately \$100,000. However this amount could increase depending on any development/redevelopment particularly in our industrial zones.

### **Fire Assessment Fee - \$135 per residential dwelling unit**

I am recommending the fee remain at the same level. We foresee a slight decrease in overall collections by \$300,000 for FY 11-12.

### **Building Inspections, Fire Inspection and Permit Fees**

The Building and Inspection Services Division has recommended the fees remain at the same level. The fire inspection fee rates will not be increased. We expect nominal decreases in overall revenue.

### **Beach Metered, International Fishing Pier and North Pavilion Parking**

We have estimated a total of \$1,250,000 for parking revenue.

### **Beach Sticker Parking**

We are recommending the cost for beach parking sticker remain \$100.

### **Parking Violations**

The parking violations will not have a fee increase.

### **Red Light Cameras**

I still do not intend to implement this program.

### **Solid Waste and Recycling Enterprise Fund**

The enterprise fund is finally healthy. Accordingly, a transfer to the General Fund for this year and the previous year's administrative fee has been calculated. We have made minor adjustments to improve performance and ensure higher revenue streams. The largest impact is the reduction of tipping fees that will result in saving approximately \$1 million. As part of the Fiscal Year 2012-2013 budget, we will attempt to lower residential, commercial and construction and debris rates for customers.

### **Utilities Enterprise Fund**

The enterprise fund is healthy. We anticipate no issues.

## EXPENDITURES

The City has experienced about \$1 million in escalating expenses relating to pension contributions and other expenses. The largest was a \$294,000 increase for the Fire pension. The non-uniformed and police pensions had an increase of \$163,000 and \$120,000 respectively. The other increase is \$322,087 in Contingency. A major expenditure, a \$440,000 utilities technology project, will be reimbursed through the Utilities Enterprise Fund. Otherwise most departmental requests were drastically cut through the City Manager review process. The original request was for \$78,160,900. The recommended General Fund Budget is balanced at \$73,834,061.

The City General Fund budget will decrease by \$652,012 compared to FY 10-11. Had the Public Service Tax not been adopted, then we would be sitting in a very different position. The recommended budget includes the salary decreases and health contributions from all employees including contractual employees. The budget also limits the hours of part-time employees to the 20-hour minimum allowed by the IUPAT Local 1010 contract. Our goal is to make our managers and supervisors plan their work schedules much further in advance than what has occurred in the past.

### **City Commission and Administration**

The budget for the City Commission remains the same. The largest decrease is the removal of the Commission Administrative Coordinator position which will revert back to the Office of the City Manager. With the probability of retirement, the Administrative Support Specialist will be promoted to the Administrative Coordinator. The Office of the City Manager will be reassigning the Administrative Support Specialist to the Community Redevelopment Agency. The Administrative Support Specialist will be filled by one of the Division Secretary positions from the Solid Waste and Recycling Division in the Department of Public Works.

### **Office of the City Clerk**

The Office of the City Clerk will undergo a slight increase. The Elections budget is funded for a special election if needed.

### **Office of the City Attorney**

There will be a significant decrease within this budget compared to last year.

### **Department of Financial Services (formerly, "Management & Budget")**

There are not any major increases within this department. The Information Services Division will separate as its own department.

### **Department of Information Technology Services (ITS)**

The creation of this department will encourage a more proactive and influential presence of technology in our organization. The new director will oversee all information technology related functions. The GIS unit currently within Planning and Growth Management will be centralized under ITS. The move will provide an opportunity for all data to go through a more comprehensive review and integration process to expand our City's GIS database.

We will also transfer a division secretary to ITS from the Department of Parks and Recreation to avoid creating a new position. We will fund a Systems Specialist who will administer projects and services for the Department of Environmental Services. The position will receive funding from the Utilities and Solid Waste Enterprise Funds. We are also transferring the LAN Specialist from Fire Rescue Administration to ITS, regardless of the possible merger. There is also funding for a part-time intern to staff the help desk.

A major project for ITS will be a utilities infrastructure project for \$440,000 which is funded entirely within the Utilities Enterprise Fund. Over the course of the FY11-12 budget year, ITS will be relocated to the second and third floors of the Mitigation Operations Center (MOC). We will also move hardware (i.e.: network servers) to the MOC server room for better protection and security.

### **Department of Human Resources**

The Department of Human Resources will endure a slight reduction. We have designated \$50,000 for an expert health insurance consultant to review the City plan and associated costs. This will also include determining what alternatives can be pursued to lower the escalating costs. In Fiscal Year 2003-2004, our employee health costs (not including dependents) were approximately \$1.6 million. In the FY11-12, the cost will be over \$2.8 million.

### **Department of Planning & Development Services (formerly, "Planning & Growth Management")**

The department will undergo a major restructuring that is long overdue. First, GIS has been transferred to ITS. Second, we have transferred the City Landscape Architect and Landscape Specialist from the Department of Public Works. We will create a Planning & Zoning Division to coincide with the Building Division. The Planning & Zoning Division will be comprised of its two namesake's functional areas managed by two Chief Planners. The Chief Planner over Planning will oversee the typical site plan reviews and landscape plan review/inspection functions. The Chief Planner over Zoning will oversee business licenses and a newly created process known as zoning certification. Another new concept will be to use expert planners rather than full-time or part-time employees to perform controversial and/or complicated new zoning measures such as the industrial zoning in the western portion of the City.

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 are reclassifying one of the current Sign Inspector positions to a Zoning Inspector.

A major project for Planning & Development Services will be to work with FDOT on improved landscaping on the SW 10<sup>th</sup> Street repaving project in 2012. The plan will be to use Beautification Funding to plant more trees and other landscaping on the south side of SW 10<sup>th</sup> Street abutting the residential neighborhood of Waterford from SW 24<sup>th</sup> Avenue west to SW 30<sup>th</sup> Avenue. The intent is to create a more natural parkway ambiance for drivers and to further remove the sights and sounds of vehicular movement for the residents. The FDOT already has sufficient landscaping along the northern boundary for Century Village. In addition the swale along Century Village is very narrow and not ideal for large canopy trees.

The Building Division will be left in its current structure with no major changes. We are reclassifying the second Sign Inspector position to a more appropriate Records Supervisor who is responsible for all the building plans, permits and other documents. The position manages a part-time Records Clerk.

### **Department of Public Works**

The Department of Public Works will cease to exist. Unlike the past merger which was much too large for one department director and did not make functional sense, we are splitting various divisions to the appropriate departments. The Grounds Maintenance Division will join the Parks Maintenance Division within the Department of Parks and Recreation. The Grounds Maintenance Manager will be reclassified to a Parks and Recreation Manager 2 and report directly to the Parks Maintenance Division Manager. All other employees will keep their titles. We will mix the employees from each division in order to develop a new organizational culture to deconstruct the current work standard and replace it with a higher standard of quality mind-set. We will be transferring the Facilities Maintenance Division to Parks and Recreation. The Facilities Maintenance Division Manager will report directly to the Assistant Director.

The Solid Waste and Recycling Division will be transferred to the Department of Environmental Services under the management of the Assistant Director. The Solid Waste and Recycling Division will be under examination with a report coming to the City Commission in the beginning of the Fiscal Year 2011-2012. We are not eliminating or adding any jobs at this time. We do anticipate a loss of 10 employees through the Early Retirement Incentive Program. The positions will not be filled.

The Fleet Maintenance Division will report to the Assistant Director of the Department of Environmental Services. The Fleet Maintenance Division will not be altered at this time. Depending upon the outcome of Solid Waste and Recycling, there may be opportunities to lower the costs of the division. We have frozen the funding for a vacant Mechanic 1 position.

The funding for the Director of Public Works will be removed from the budget effective December 31, 2011. The Office Supervisor will be transferred to the Solid Waste and Recycling Division.

## **Department of Parks & Recreation**

The Department of Parks & Recreation has undergone one major transformation. It is about to undergo another one. With the transfer of two critical city functions, we have decided to have one position oversee the entire parks, beach, facility grounds and right-of-way maintenance rather than have it split by zones. We are eliminating the East Zone Parks & Recreation Manager 3 position which will become the Parks Maintenance Division Manager. The other Parks & Recreation Manager 3 position will be entirely eliminated from the department. We will recruit an Assistant Director that will help oversee the Recreation, Ocean Rescue, International Fishing Pier and Facilities Maintenance Divisions.

The Ocean Rescue Division will undergo a major shift due to the Early Retirement Incentive Program (ERIP). The Captain and one Lieutenant will retire. I am promoting a long-time Lifeguard to assume the position of Captain. We will be freezing both the Lieutenant and Lifeguard positions. We will use part-time and will-call Lifeguards for coverage on the beach. The Captain will also select an in-house full-time Lifeguard to serve as an Acting Lieutenant when both the Captain and Lieutenant are off, which will be infrequent.

The International Fishing Pier operations will also change due to the construction of the new Pier facilities. We will be recommending the Pier be shutdown on Mondays through Thursdays at 12 am and reopen the next day at 6 am. The Pier will be open 24 hours on the weekends starting on Friday and ending on Monday morning. The data shows that we have very few anglers and patrons on the Pier during these hours. Staff will determine if the Pier should be open during certain times of the year for 24 hours when the business dictates such action.

We will retool the Recreation Division to better meet our customers' needs and to utilize our facilities and parks to their maximum. The Teen Center will be permanently shut down and used for other operations, primarily Code Enforcement. The programming for teenagers will be brought to the various schools and city facilities. The statistics show that the Teen Center has few patrons and is not meeting our expectations. We will reassign a Parks & Recreation Manager 1 to oversee the teen-related programming. The current Parks & Recreation Manager 1 over the Teen Center will be relocated to Constitution Park to provide extended hours in the evening and on weekends.

Athletics will begin to work out of both the Deerfield Beach Middle School Athletics Complex and Westside Park. We will be determining at the direction of the City Commission on whether the City should provide a new athletic programming at Westside Park that utilizes funding from the Parks and Recreation Trust Fund, Law Enforcement Trust Fund and Community Development Block Grant Program.

We will also begin preliminary planning and public input for the Tam O'Shanter property. Our goal is to begin improving the parks system with limited funding. In the spring of 2012, we will determine whether we obtain a revenue bond for major park renovation to include baseball fields with lighting, enhanced landscaping and security (i.e.: better fencing). Our highest priority baseball field will be at the newly acquired Quiet Water Elementary School Park because there

are no athletic facilities west of Interstate 95. Plus, Broward County Commissioner Jacobs has provided the City with \$250,000 for the project which is currently in the design phase with the Broward County School Board.

The Parks and Recreation administration staff will move to the former Public Works facility next to Westside Park. Our goal is to completely abandon the old Public Works building on Goolsby Boulevard in order to relocate FDOT here. The reason is to eliminate the City's obligation to pay the annual lease of almost \$30,000. It is also a requirement of the original FAU Research Park agreement with FDOT.

### **Department of Environmental Services**

The Department of Environmental Services will be one of the most impacted departments by the Early Retirement Incentive Program. Some of the positions will have to be filled, particularly in the Water Plant Division. We have already consolidated many of the management and supervisory positions under two positions, Assistant Director and Division Operations Manager. The Division Operations Manager will be responsible for Utilities Maintenance, Streets Division, Engineering and Capital Projects.

The Assistant Director will be responsible for the Solid Waste and Recycling Division, Fleet Maintenance Division and Coastal Management Division. The Coastal Management Division has no staff and is basically for Beach Renourishment. Plus the Assistant Director will oversee many of the grants such as the sea turtle lighting program, energy efficiency block grant, etc.

The Water Plant Division will be managed under the same structure presently. However we will be focused on evaluating every aspect of this operation for improved service efficiency.

The department will finalize the design and begin installation of the Intracoastal Waterway sewer main which is currently under preliminary tests and conceptual design phases. There will also be a major information technology project. There will be the ongoing replacement of old underground infrastructure. The Streets Division will work using any available dollars to conduct city street resurfacing and sidewalk installation and repair.

The Customer Service Division will begin the use of electronic and postcard billing. One of our continued objectives is to be paperless. There are still customers who like to receive a paper bill. In that case we will no longer send a 8 ½ by 11 inch form with enclosed envelope. The paper bill will be in the form of a postcard. The division, along with ITS, is researching the best alternatives.

### **Police Services (Broward Sheriff's Office District 10)**

There was a slight decrease in the contract amount for the FY11-12 budget. We do not anticipate any personnel deletions or additions.

### **Fire Rescue Department**

To merge or not to merge is the million dollar question that will be answered by the City Commission in the near future. For the budget, I have consistently made it clear that administration will act as if the department stays in-house. There are some minor reductions in expenses including the elimination of one full-time administrative assistant and two part-time Fleet Maintenance positions. The Fire Rescue Department has requested the purchase of a badly needed rescue vehicle. The cost is \$265,000 which will be paid over the years in a lease package. There are no other major purchases such as the City's Dispatch Center or the new Crystal Lake Fire Station. I must emphasize along with the Fire Chief that the department is operating on a "shoe string" budget. Eventually the departmental expenditures will rise whether for medical supplies, bunker gear, equipment, training or technology.

### **Department of Senior Services**

I am unsure how the department remains functioning, but the management and staff do a tremendous job at stretching the pennies. The department's request is in line and there is no reason to decrease the amount.

The Community Development Division is now contracted through a third party consultant. It is literally just beginning. I am eliminating the position of Community Development Manager. It would be a redundant function and unnecessary.

### **Non-Departmental**

We have increased the Contingency to \$410,631 which is a substantial increase. I strongly encourage that we keep this amount intact.

### **Community Participation**

We have kept the funding for all of the current fiscal year's agencies. We have also allocated \$5,000 toward the Beautification Authority and \$8,000 for Target Industry Tax Credit.

## CONCLUSION

I am proud to be part of your team and to see the positive direction you have set for the City. I am appreciative of the ongoing support by the City Commission, management team and staff. Our efforts have truly made a difference. The results are beginning to surface. However, we still have a long journey that will encounter more stormy seas, but the beautiful vistas and hidden treasures are closer than we sometimes think.

I would like to personally thank Hugh Dunkley, Melissa Taylor-Lewis, Amanda Shafer, Rami Altherr-Musto, Lynn Fleming, Jennilee Ramnarine, Andy Maurodis, Department Directors and their staff for their innovation and tireless efforts during this budget process. I would also afford a special thank you to Keven Klopp who is achieving great successes in the City and the Community Redevelopment Agency. Our management team and staff continue to display their dedication, enduring energy and creativity to elicit new ideas and approaches to succeed in the new norm of city government. Many employees are learning how to accomplish our goals with superior customer service and follow-through after completion. We describe this as a new standard known as the *"Deerfield Beach Way."*

We encourage the public and business community to serve a positive, proactive role in their community and support the efforts of their elected officials. It is important to know that all of us are here to make our city a better community.

We look forward to taking on more challenges and achieving new heights. Deerfield Beach is *"More than just another day at the beach."*

Respectfully,

Burgess Hanson

*more than just a day at the beach...*

## Our Recent Accomplishments

### More performance through a stronger foundation

- Focused on building an experienced and talented executive management team.
- Appointed Acting Assistant City Manager to Assistant City Manager.
- Recruited for a Assistant Finance Director, resulting in the hiring of a CPA.
- Recruited nationally for the Assistant Director of Parks and Recreation, resulting in the hiring of a highly skilled parks and recreation professional.
- Recruited nationally for Division Director of Information Services, resulting in a local hire with superb qualifications.
- Hired Chief of Police from within our own department, and appointed a new Executive Officer with several years of experience from BSO.
- Recruited a Human Resources Director reducing attorney fees for union negotiations and EEOC hearings.
- Imposed contractual changes for the three (3) labor unions to freeze and eliminate longevity and not provide merit or COLA increases.
- Proposed 5% roll back of merit raises for those employees who received them in FY09/10.
- Proposed 5% wage decrease for all employees.
- Proposed employees pay 10% of the health insurance premium.
- Added new fire rescue plans examiner to improve efficiency.



*more than just a day at the beach...*

## Our Recent Accomplishments

### More resourceful uses for grant funding

- Received \$795,823 *Staffing for Adequate Fire and Emergency Response (SAFER)* grant through FEMA.
- Continued management of the City's Energy Efficiency Block Grant funds in the amount of \$715,500.
- Obtained \$450,000 grant from Florida Wildlife Foundation to install sea turtle friendly energy efficient bollards
- Received \$50,000 partners in preservation grant for the Tivoli Sand Pines Preserve.
- Acquired \$25,000 Integrated Water Resource grant to conduct reclaimed water feasibility study
- Purchased 67 self-contained breathing apparatus through grant funding.
- Obtained new EMS equipment funded entirely through grants.
- Obtained \$567,200 to purchase new portable radios, self-contained breathing apparatus, and a mobile repeater system.
- Through \$75,000 Peoples for Parks grant, improved facilities at Mayo Howard Park
- Received \$193,500 BBIP Grant to improve Pioneer Park's boat ramp.
- Approved for \$1,183,897 in Neighborhood Stabilization Program 3 funding.
- Completed façade improvements at Antilla Plaza through grants
- Relocated 7-Eleven's dumpster through grant assistance.
- Secured \$10,000 Urban Community Forestry grant used for a Earth Day tree giveaway.
- Transferred \$500,000 in LAP funding from the abandoned Hillsboro Greenway Project, to Pioneer Park.
- Received \$206,600 in LAP funding for SW 10th Street Linear Trail.



*Energy-efficient bollard lights on south end of Deerfield Beach*



*New fitness trail at Mayo Howard Park*



*Façade improvements at Antilla Plaza*

*more than just a day at the beach...*

## Our Recent Accomplishments

### More partnerships

- Jim Moran Foundation funded school resource deputies in elementary schools citywide, funded College Tour Program, and is funding a contract employee position for the PAL program.
- Creating Youth Advisory Council to address the needs of local youths in the community.
- Secured a five acre lease with the School Board for athletic fields at Quiet Waters Park.
- Hosted regional Florida Redevelopment Association event on Laws and Ethics for CRA's.
- N.E. Focal Point secured two new replacement buses for transportation services.
- Established an in-house partnership with Genuine Parts Company (NAPA).
- Re-established Student Government Day.
- Secured Tam O'Shanter Golf Course land for use as a future city park.
- Worked with West Deerfield Community Alliance and Deerfield Beach Island Homeowners Association to rewrite trash receptacle ordinance.
- Worked with Deerfield Island Business Association to hold an expanded Midnight Madness event on the barrier island.
- Worked with local businesses and community volunteers for the 64<sup>th</sup> Annual Founders Days.
- Worked with 7-Eleven corporate offices for relocation of dumpsters to remove a visual blight.
- Worked with Cove Shopping Center property owners to obtain easements to enable construction upgrades.



### A more clean and green Deerfield Beach

- Renourished south beach.
- Started drop off recycling program for Styrofoam and mixed plastics.
- Finalizing solar panel/educational display at Public Works facility.
- Implemented multi-family recycling basket giveaway program.
- Installed high efficiency A/C units, light sensors, and programmable thermostats.
- Sponsored weekly Green Market through the CRA.
- Replacing roofs and installing solar panels at some beach facilities.
- Rehabilitating sanitary sewer lines to reduce wastewater system infiltration (50% complete).
- Upgraded 1,281 residential backflow preventers to a double check valves.
- Initiated an artificial reef feasibility study.

*more than just a day at the beach...*

## Our Recent Accomplishments

### More reinvestment in our community's infrastructure

- Hillsboro Boulevard Streetscape project nearing completion.
- Cove Shopping Center parking lot improvements underway.
- Main Beach Parking Lot Expansion project.
- Improvements to Pier Entrance and Ancillary Facilities scheduled to begin in late fall 2011.
- Dixie Flyover project approximately 50% complete.
- West Water Plant Improvements – Reverse Osmosis
- West Wellfield Water Supply Expansion
- Goolsby Boulevard and Tri-Rail Station Entrance Pedestrian Improvements
- SE 10<sup>th</sup> Street and Ocean Way Streetscape Improvements complete
- Deerfield Beach Train Station Repair and Restoration
- Repaired and re-opened Fort Riverbend at Pioneer Park.
- Garnered community support for a park at Tam O'Shanter.
- Guided the PD&E study for future A1A improvements to a consensus Locally Preferred Alternative.
- Created a five-year implementation plan for pedestrian improvements.
- Analysis of 12 potential Real Estate Acquisitions resulted in the prioritization of five sites.
- Selected as one of the 32 cities for the Sustainable Communities Building Blocks Grant program.



*Parking Lot Improvements at the Cove Shopping Center*



*Rendering of Pier Entrance Improvements*

*more than just a day at the beach...*

## Our Recent Accomplishments

### More recognition of a great community

- The City of Deerfield Beach was recently selected as one of 32 communities nationwide - and the ONLY city in Florida - to receive U.S. EPA assistance to help develop ideas for improving the local economy in a sustainable manner.
- Shelby's Kitchen featured on Food Network.
- Casa Maya selected as winner of Best of South Florida: Best Mexican Restaurant Competition.
- China Gourmet selected as winner of Best of South Florida: Best Chinese Restaurant Competition.
- 17<sup>th</sup> Year of Tree City USA.
- 14<sup>th</sup> GFOA Distinguished Budget Presentation Award.
- 30<sup>th</sup> GFOA Distinguished Certificate of Achievement for Excellence in Financial Reporting Award.
- Women in Distress Headquarters opened at the Jim and Jan Moran Family Center.

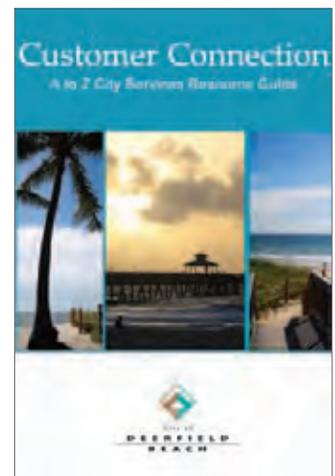
### More internal and external communication

- Launched City of Deerfield Beach Customer Connection to better serve our community.
- Re-instituted the ReCreate catalog to promote Parks and Recreation activities, classes and programs.
- Introduction of iPad devices to members of the City Commission and key management staff.
- Installing video display of meeting notices, as well as City Commission agenda items.
- Developed a grounds maintenance GIS map defining work areas and obtaining accurate measurement on acres maintained for improved management.
- Cross training occurring within all departments to improve efficiency.
- Established tracking logs in several departments to track and improve accountability and costs.
- Developed new purchase order system to allow for anticipated encumbrances to be captured in advance for better cost control.



*ReCreate Magazine is published three times per year*

*Customer Connection includes an A to Z Guide*



*more than just a day at the beach...*

## Our Recent Accomplishments

### A more safe and healthy environment

- Improved Insurance Services Office (ISO) rating to 2.
- Completed the final phase of the computer-aided dispatch (CAD) program.
- Trained ten other agencies in the Safety Around Cars program through Project SafeKids.
- Instituted a new fall injury and fire prevention program targeted to elderly residents.
- Developed and implemented the Teen CERT program.
- Increased participation in the Fire Explorer Program.
- Instituted program to reduce the number of patient refusals with a decrease of 11% in the first 3 months.
- Fire Rescue instituted a new physical examination program to reduce examination time from one year to three weeks, saved approximately \$20,000.
- Implemented new fire inspection fee schedule.
- Reduced number of residential burglaries by 4.5% compared to last year.
- Highest amount of forfeiture seizures among all BSO Districts on a monthly basis.
- Opening of substation at new Women in Distress.
- Closed two pain clinic locations and a pharmacy suspected of illegally selling prescription meds.
- Beach attendance from October 2010-March 2011 averaged 82,000 visitors per month, with Ocean Rescue performing 4,705 preventive actions and 19 rescues.
- BSO/Deerfield Beach Police Explorers participated in the crime prevention initiative Operation Holiday Card.
- Citizens Observer Patrol participated in patrols, traffic/crowd control, and other support activities at 16 events.
- BSO/Deerfield Beach Police Explorers won 1<sup>st</sup> and 5<sup>th</sup> place trophies at the Learning for Life South Florida Council Competition: Scenarios in March 2011.
- BSO/Deerfield Beach Police Explorers provided detail to eleven events.

### More financial strength

- Implemented system to track citywide water/ electrical usage to identify ways to reduce and conserve.
- Implemented increases in lien search fees (\$72,500), beach parking permits (\$120,000), and parking meter fees (\$200,000).
- Replacing parking meters with more efficient, aesthetic pay-and-display devices, which accept various forms of payment and reduces labor and maintenance costs.
- Completed pilot testing of E-TRIM (Electronic Truth in Millage) reporting to the Property Appraiser, Tax Collector and Department of Revenue for more efficient property tax administration.
- Implemented automatic interdepartmental billing, eliminating manual processing of monthly water bills for 350 accounts.
- Implemented new procedures for customer service account initiation, to increase collection of delinquent accounts, and track unopened accounts through Occupational Licensing.
- Implemented Gatekeeper for accuracy in payroll accounting throughout Parks and Recreation
- Created additional source of revenue at Pioneer Park through boat trailer parking fees.
- Construction Tax Savings Program resulted in a savings of \$18,000 to date.
- Rebuilt three pump stations in-house, saving approximately \$100,000
- Realized \$101,961 was from the sale of surplus property via auction.
- Realized a cost savings of over \$16,000 by purchasing backflow preventers in advance.
- Construction Tax Savings Program resulted in a savings of \$18,000 to date.

# 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, Howard Johnson's Ocean 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, Cove Marina & Restaurant, JB's on the Beach, Oceans 234, and Duffy's. Havana.



## **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

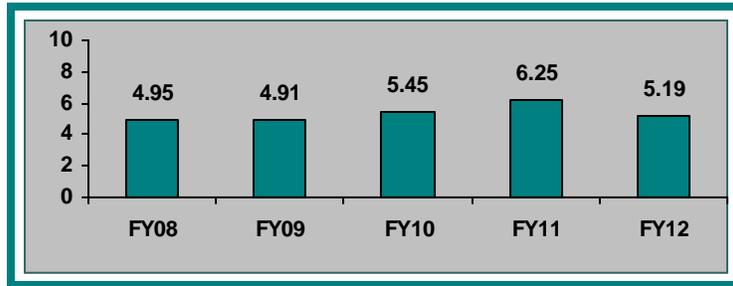
<b>Date of incorporation</b>	<b>June 1925</b>
<b>Date first charter adopted</b>	<b>1925</b>
<b>Date present charter adopted</b>	<b>1975</b>
<b>Form of government</b>	<b>Mayor/Commission</b>
<b>Area</b>	<b>16.5 square miles</b>
<b>Miles of streets and alleys:</b>	
<b>Paved</b>	<b>146.6</b>
<b>Sidewalks</b>	<b>135.0</b>
<b>Miles of sewers:</b>	
<b>Storm</b>	<b>28.62</b>
<b>Sanitary</b>	<b>136.0</b>
<b>Force mains</b>	<b>35.58</b>
<b>Fire protection:</b>	
<b>Number of stations</b>	<b>4</b>
<b>Number of employees</b>	<b>167</b>
<b>Municipal water department:</b>	
<b>Number of meters</b>	<b>12,305</b>
<b>Number of units</b>	<b>33,140</b>
<b>Plant capacity</b>	<b>34,800,000 gallons per day</b>
<b>Recreation:</b>	
<b>Number of parks</b>	<b>22</b>
<b>Public beach</b>	<b>5,700 feet</b>
<b>Municipal pier</b>	<b>920 feet</b>
<b>Year-round average temperature</b>	<b>77 degrees</b>
<b>Average number of sunny days in Deerfield Beach per year</b>	<b>363</b>

Visit our website at [www.deerfield-beach.com](http://www.deerfield-beach.com)

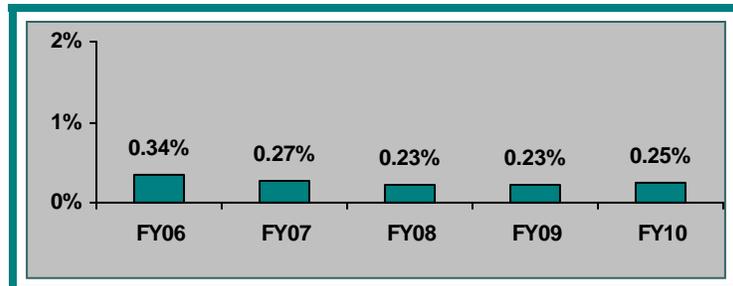


## FACTS AND FIGURES

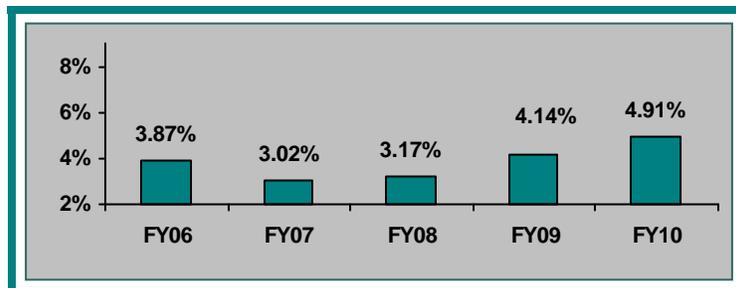
### City Operating Millage



### Ratio of Net Bonded Debt to Assessed Valuation



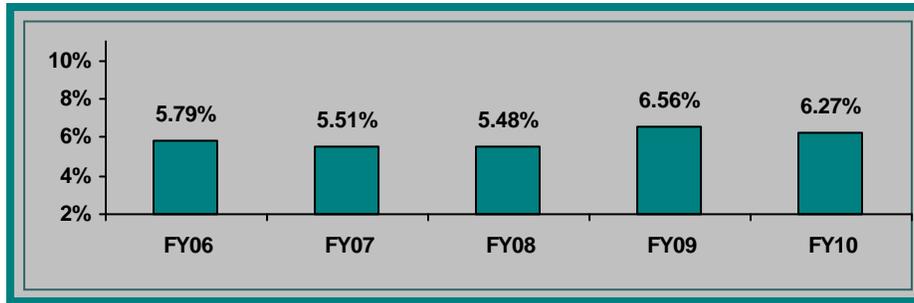
### Ratio of General Obligation Debt Service to General Expenditures





# City of Deerfield Beach

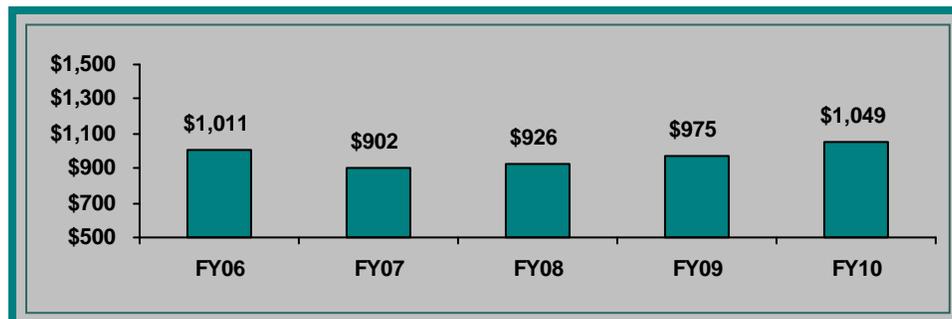
## Top Ten Corporate Taxpayers - Percentage of Tax Base



## Net Bonded Debt Per Capita



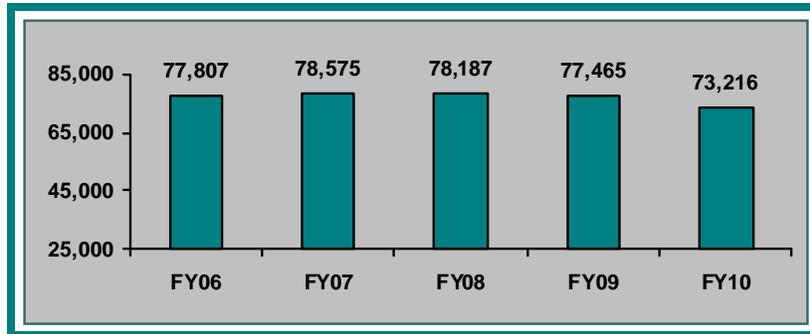
## General Fund Expenditures Per Capita



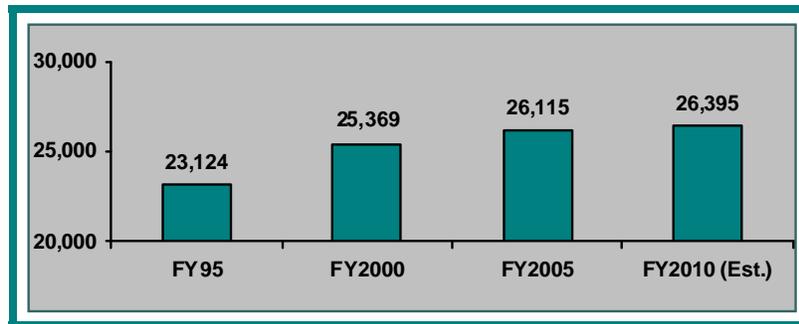


# City of Deerfield Beach

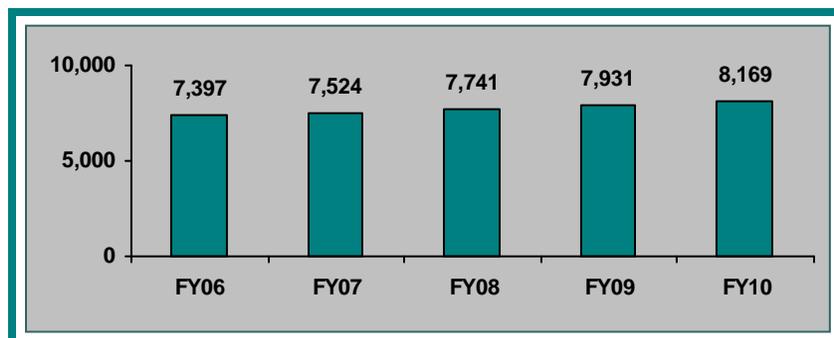
## Population



## At-Place Employment



## School Enrollment



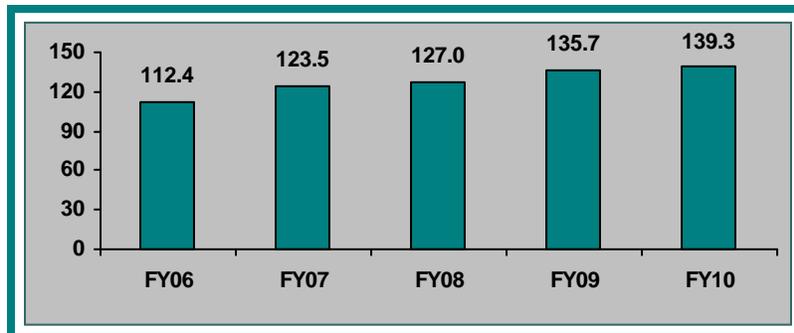


# City of Deerfield Beach

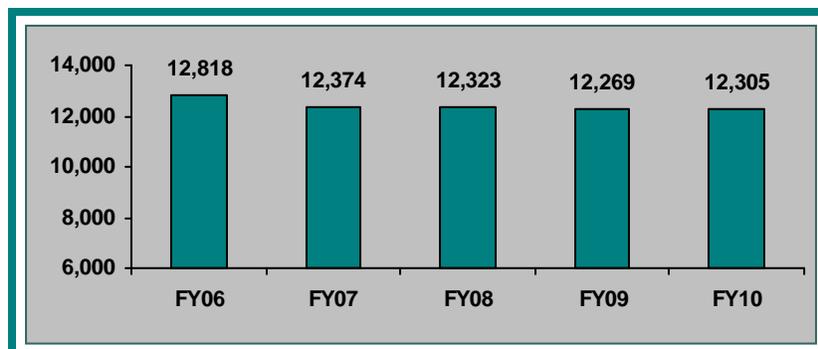
## Median Age



## General Fixed Assets (in millions)



## Water Accounts



## Calculation of Ad Valorem Taxes

	<u>Existing Property</u>	<u>New Construction</u>	<u>Total</u>
Taxable value of property <b>Multiplied by</b>	\$4,840,296,732	\$25,034,970	\$4,865,331,702
Millage rate per \$1,000 <b>Equals</b>	<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 <b>Multiplied by</b>	\$27,922,704	\$144,422	\$28,067,126
Percentage of total ad valorem proceeds which the City expects to receive <b>Equals</b>			<u>95%</u>
<b>Estimated ad valorem tax revenue</b>			<u>\$26,663,769</u>

<p>One mill generates \$4,622,065 of ad valorem tax revenue.</p>
--

# Revenue and Expenditure Summary - All Funds

	<u>Actual 2009/10</u>	<u>Budget 2010/11</u>	<u>Budget 2011/12</u>
<b>Revenues</b>			
Property taxes	\$ 33,602,451	\$ 33,238,333	\$ 26,663,769
Sales & use taxes	1,343,028	1,436,725	1,343,028
Communication srvc. tax	4,412,162	4,731,086	3,980,591
Public service tax	-	-	6,201,100
Franchise fees	5,509,777	6,122,000	5,679,800
Local option gas tax	1,271,279	1,333,983	1,311,304
Licenses & permits	1,673,574	2,160,000	2,274,000
Intergovernmental	6,879,620	7,622,565	7,649,070
Charges for services	52,268,351	54,136,370	53,811,804
Fines and forfeitures	1,696,225	1,653,556	1,531,084
Interfund transfers	10,145,068	12,655,117	11,253,238
Cash carryover	-	1,565,271	-
Miscellaneous	7,984,960	7,040,316	8,249,886
Total revenues	<u>\$ 126,786,495</u>	<u>\$ 133,695,322</u>	<u>\$ 129,948,674</u>

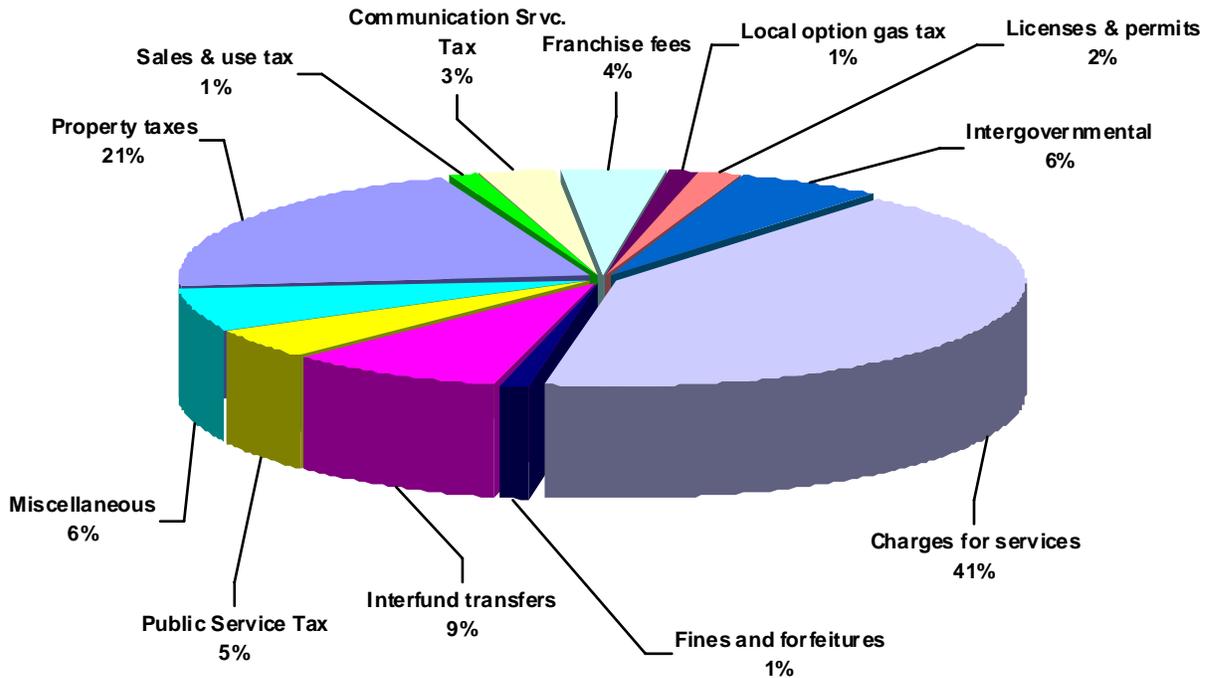
<b>Expenditures</b>			
City Commission	\$ 294,997	\$ 329,577	\$ 294,672
City Manager	666,329	987,939	848,528
City Clerk	331,773	439,785	455,014
City Attorney	729,097	527,700	402,500
Central Services	481,415	450,500	447,750
Financial Services	2,365,054	2,020,987	1,307,516
Information Technology Services	-	-	1,626,648
Human Resources	349,890	489,514	480,765
Planning & Development Services	2,674,705	2,288,367	2,328,320
Police/B.S.O.	20,573,294	21,104,647	21,028,909
Fire/Rescue	19,643,748	18,769,590	18,192,646
Environmental Services & Roads	9,882,115	8,565,057	3,270,955
Parks & Recreation	7,007,908	5,856,166	10,774,389
Senior Services	2,206,678	2,710,473	2,305,038
Engineering/Utilities	14,002,546	18,562,371	11,867,224
Solid Waste	12,096,051	12,418,755	18,061,995
Risk Management	11,073,837	10,601,205	10,516,857
Non-Departmental	20,838,126	18,939,396	17,380,360
Debt Service	6,914,131	8,524,270	8,251,824
Community Participation	171,325	109,023	106,764
Total expenditures	<u>\$ 132,303,019</u>	<u>\$ 133,695,322</u>	<u>\$ 129,948,674</u>

# Budget Summary for Fiscal 2011/12 - All Funds

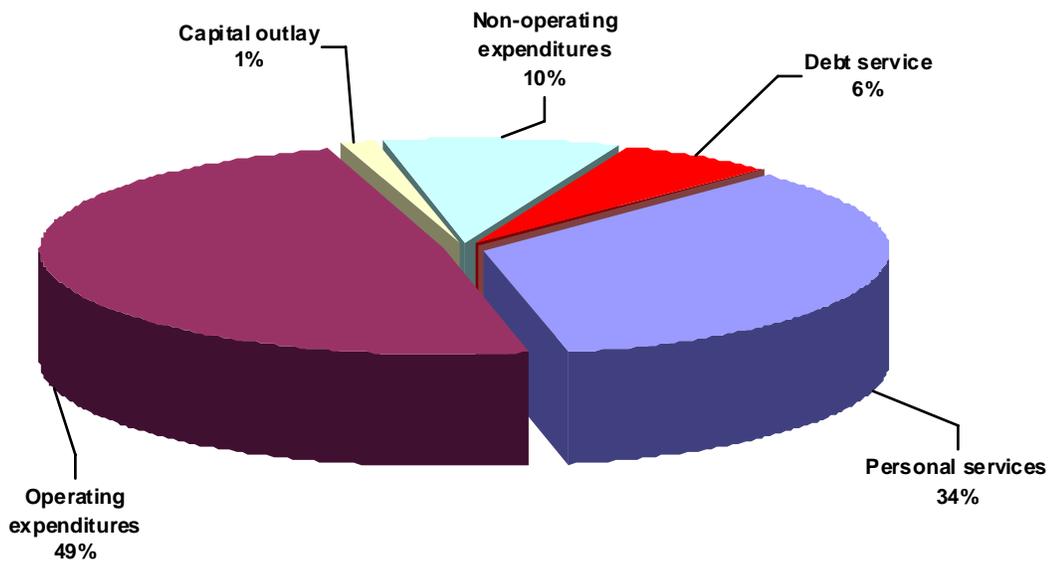
	<u>Actual 2010</u>	<u>Budgeted 2011</u>	<u>Budgeted 2012</u>
<b><u>Revenues:</u></b>			
Property taxes	\$ 33,602,451	\$ 33,238,333	\$ 26,663,769
Sales & use taxes	1,343,028	1,436,725	1,343,028
Communication srvc. tax	4,412,162	4,731,086	3,980,591
Public Service taxes	-	-	6,201,100
Franchise fees	5,509,777	6,122,000	5,679,800
Local option gas tax	1,271,279	1,333,983	1,311,304
Licenses & permits	1,673,574	2,160,000	2,274,000
Intergovernmental	6,879,620	7,622,565	7,649,070
Charges for services	52,268,351	54,136,370	53,811,804
Fines & forfeitures	1,696,225	1,653,556	1,531,084
Interfund transfers	10,145,068	12,655,117	11,253,238
Cash carryover	-	1,565,271	-
Miscellaneous	7,984,960	7,040,316	8,249,886
Total revenues	<u>\$ 126,786,495</u>	<u>\$ 133,695,322</u>	<u>\$ 129,948,674</u>
<b><u>Expenditures:</u></b>			
Personal services	48,959,967	46,329,623	44,525,280
Operating expenditures	64,861,081	61,954,333	63,083,876
Capital outlay	702,237	2,714,277	1,664,000
Non-operating expenditures	10,865,603	14,172,819	12,423,694
Debt service	6,914,131	8,524,270	8,251,824
Total expenditures	<u>\$ 132,303,019</u>	<u>\$ 133,695,322</u>	<u>\$ 129,948,674</u>

# City of Deerfield Beach

Total Budgeted Revenues \$129,948,674



Total Budgeted Expenditures \$129,948,674



**Summary of Revenues, Expenditures and Changes in Fund Balances**  
**All Governmental and Expendable Trust Funds**  
**Fiscal Year 2011/12**

	<b>General Fund</b>	<b>Senior Services Fund</b>	<b>CDBG Fund</b>	<b>Road and Bridge Fund</b>	<b>Insurance Svc's Trust Fund</b>
<b>Beginning Fund Balance</b>	<b>\$12,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,050,688</b>	<b>\$ -</b>
<b>Revenues/Other Financing Sources:</b>					
Property taxes	26,663,769				
Franchise fees	9,660,391				
Sales and use taxes	7,544,128				
Local option gas tax	-			1,311,304	
Licenses & permits	2,241,500				
Intergovernmental	5,618,246	818,829	669,185	542,810	
Charges for services	7,116,325	494,500			
Fines & forfeitures	1,072,400				
Special assessments	8,143,984				
Interfund transfers	689,072	830,109			8,734,057
Miscellaneous	5,084,246	273,000	-	322,840	1,782,800
<b>Total Sources of Funds</b>	<b>73,834,061</b>	<b>2,416,438</b>	<b>669,185</b>	<b>2,176,954</b>	<b>10,516,857</b>
<b>Expenditures:</b>					
City Commission	294,672				
City Manager	848,528				
City Clerk	455,014				
City Attorney	402,500				
Central Services	447,750				
Financial Services	1,307,516				
Human Resources	480,765				
Planning & Development Services	2,328,320				
Information Technology Services	1,626,648				
Police	21,028,909				
Fire/Rescue	18,192,646				
Environmental Services	1,343,804			1,962,297	
Parks & Recreation	10,774,389				
Senior Services	-	2,305,038			
Risk Management	-				10,516,857
Non-Departmental	9,960,188	111,400	669,185	214,657	
Community Participation	106,764				
Debt Service	4,235,648	-	-	-	-
<b>Total Uses of Funds</b>	<b>73,834,061</b>	<b>2,416,438</b>	<b>669,185</b>	<b>2,176,954</b>	<b>10,516,857</b>
Increase (decrease) in Fund balances	-	-	-	-	-
<b>Total Ending Fund Balances</b>	<b>12,200,000</b>	<b>-</b>	<b>-</b>	<b>2,050,688</b>	<b>-</b>
<b>Less:</b>					
Reservation of fund balances	(1,603,545)	-	-	(146,886)	-
<b>Unreserved Fund Balance</b>	<b>\$ 10,596,455</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,903,802</b>	<b>\$ -</b>

# 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, & (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 June. From this point, a proposed budget is assembled and presented to the City Commission. The City Commission then holds budget workshops during late August and early September to review the proposed budget and determine the tentative budget. These workshops are open to the public. During September, two public hearings are held for the purpose of presenting to and receiving input from the 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.

# 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 undesignated fund balance in the General Fund shall be maintained at a level sufficient to provide for temporary financing of unforeseen needs of an emergency nature and to permit the orderly adjustment to changes resulting from the termination or decrease in a revenue source(s). The level of the undesignated Fund Balance in the General Fund will be a minimum of 5% of total expenditures, less debt service, operating transfers, and non-recurring costs.
- The City has created an “emergency reserve” fund, which is a part of the General Fund balance. This fund is to be used only in case of an emergency and shall not be maintained at a level of less than \$1,000,000.

### **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.
- 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.

# Significant Financial and Budgetary Policies

## **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 be major items.
- 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 75.7% of this fund's revenues. Fire/rescue and police services comprise the majority of the General Fund expenditures. Respectively, they constitute 24.6% and 28.5% of 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. All expenditures of this fund are for the personal services and supplies needed to operate these programs.

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 decrease from the previous year as a result of a decrease in payroll costs. 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 34.0% of the expenditures for the Solid Waste Fund represent disposal fees. Disposal fees are projected to decrease by 15.0% 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 17.0% 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 to over 96.9% 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 2011-12, the property appraiser certified the city's taxable value at \$4,865,331,702. This will generate \$26,663,769, which is 20.5% of the total budgeted revenues. This decrease of 19.8% over the estimated property tax revenue of the previous year is primarily the result of a decrease in the proposed millage rate, as well as the continued weakening of the housing market. Property taxes are the single largest source of revenue in the General Fund.



## 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.

## MAJOR SOURCES OF REVENUE (CONTINUED)

### 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 1.3% of the total city revenues. These fees are expected to increase slightly during the next fiscal year.



### 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
	2010/11	2011/12		
Mobile home licenses	\$ 8,000	\$ 8,000	\$ -	0.0%
Alcoholic beverage licenses	55,000	45,000	(10,000)	-18.2%
Half-cent sales tax	3,988,588	4,136,943	148,355	3.7%
Firefighters' supplemental comp	58,000	56,000	(2,000)	-3.4%
Motor fuel tax rebate	44,000	44,000	-	0.0%
State revenue sharing	1,762,346	1,871,113	108,767	6.2%
<b>Total</b>	<b>\$ 5,915,934</b>	<b>\$ 6,161,056</b>	<b>\$ 245,122</b>	<b>4.1%</b>

## MAJOR SOURCES OF REVENUE (CONTINUED)

### STATE SHARED REVENUES



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 3.7% based upon estimates from the Florida Department of Revenue.

### CHARGES FOR SERVICE - PUBLIC SAFETY

Ambulance service fees are estimated to be \$2,500,000 for fiscal 2012. Further, the fire protection assessment fee is estimated to be \$8,143,984. 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 9.9% of the city's total revenues. This revenue category is expected to decrease by 3.1% from the previous fiscal year.



## MAJOR SOURCES OF REVENUE (CONTINUED)

### 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 decrease slightly from the previous year.



### CHARGES FOR SERVICE - WATER, SEWER AND SOLID WASTE

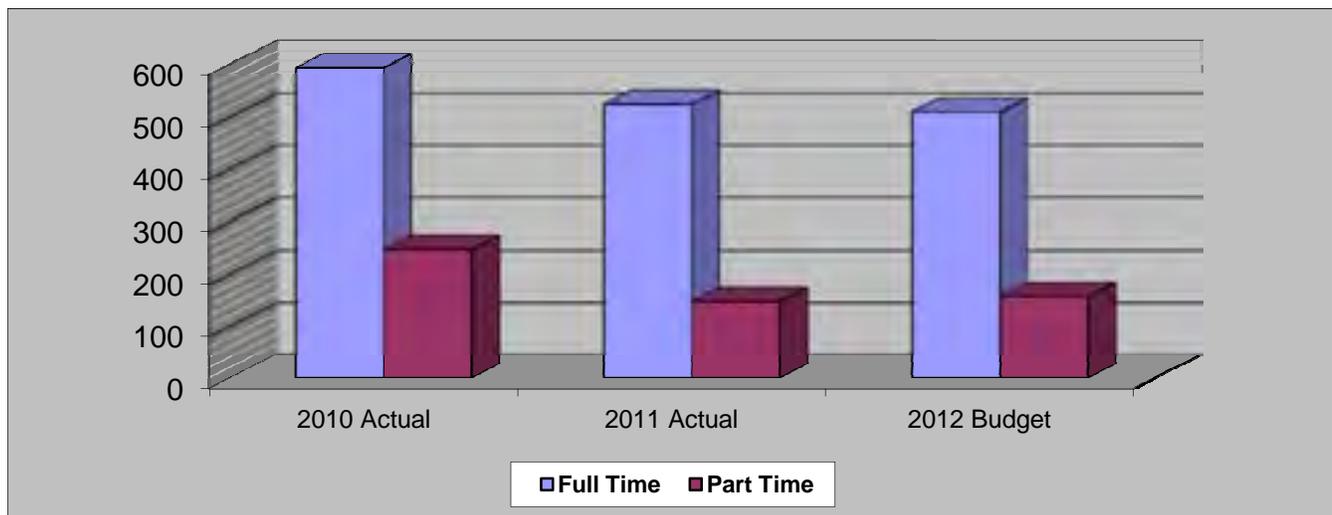
Charges for services in the Utility Fund and the Solid Waste Fund are 18.3% and 10.9%, respectively, of the city's total revenues. The provision of water and sewer and solid waste disposal services to the residents of the city are accounted for in these two funds. Charges for service in these two enterprise funds are expected to remain fairly constant during the next fiscal year.



## Personnel Summary - All Funds

General Departments	2010 Actual		2011 Budget		FY 2012 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
City Commission	1	5	1	5	0	5	(1.00)
City Manager	8	0	9	1	10	0	0.50
City Clerk	4	0	4	0	4	0	0.00
City Attorney	0	0	0	0	0	0	0.00
Financial Services	18	0	14	1	11	1	(3.00)
Human Resources	3	0	4	0	4	0	0.00
Planning and Development Services	27	3	24	3	26	3	2.00
Information Services	0	0	0	0	7	0	7.00
Police/B.S.O.	2	34	1	34	1	34	0.00
Fire/Rescue	166	8	158	5	162	5	4.00
Environmental Services	227	22	190	8	157	8	(33.00)
Parks & Recreation	69	135	63	59	84	63	23.00
Senior Services	41	17	35	13	33	13	(2.00)
Risk Management	2	0	2	0	2	0	0.00
<b>TOTAL</b>	<b>568</b>	<b>224</b>	<b>505</b>	<b>129</b>	<b>501</b>	<b>132</b>	<b>(2.50)</b>

Broward Sheriff's Office	2010 Actual		2011 Budget		2012 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
Uniformed	129	0	126	0	126	0	0.00
Non-uniformed	26	7	20	7	20	7	0.00
<b>TOTAL</b>	<b>155</b>	<b>7</b>	<b>146</b>	<b>7</b>	<b>146</b>	<b>7</b>	<b>0.00</b>



## 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 2011/12 salary ranges which are associated with each of the City's pay grades.

<b>Pay Grade</b>	<b>Minimum</b>	<b>Maximum</b>
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
FF	\$46,214	\$65,990
FD	\$49,738	\$70,665
FS	\$52,205	\$74,197
FL	\$57,223	\$81,021
FI	\$57,500	\$81,028
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 2011-12 BUDGET CALENDAR

<b>DATE</b>	<b>BY WHOM</b>	<b>WHAT IS TO BE DONE</b>
June 1	Department Heads	Submit budget requests and justifications and capital improvement program updates to the finance director.
June 1 - June 30	City Manager/Staff	Review budget requests and gather whatever additional information is necessary before formulating a working draft of budget.
June 21	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 1	City Manager	<b>Tentative budget</b> is presented to the City Commission. (City Charter Section 5.02)
August 4	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>
To be scheduled by City Commission	City Commission/ City Manager/Staff	<b>Budget work sessions</b>
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 6	City Commission	<p><b>Public hearing</b> 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><b>Public hearing</b> 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 15	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 20	City Commission	<p><b>Public hearing</b> 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 23	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 6 and September 20, 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.**

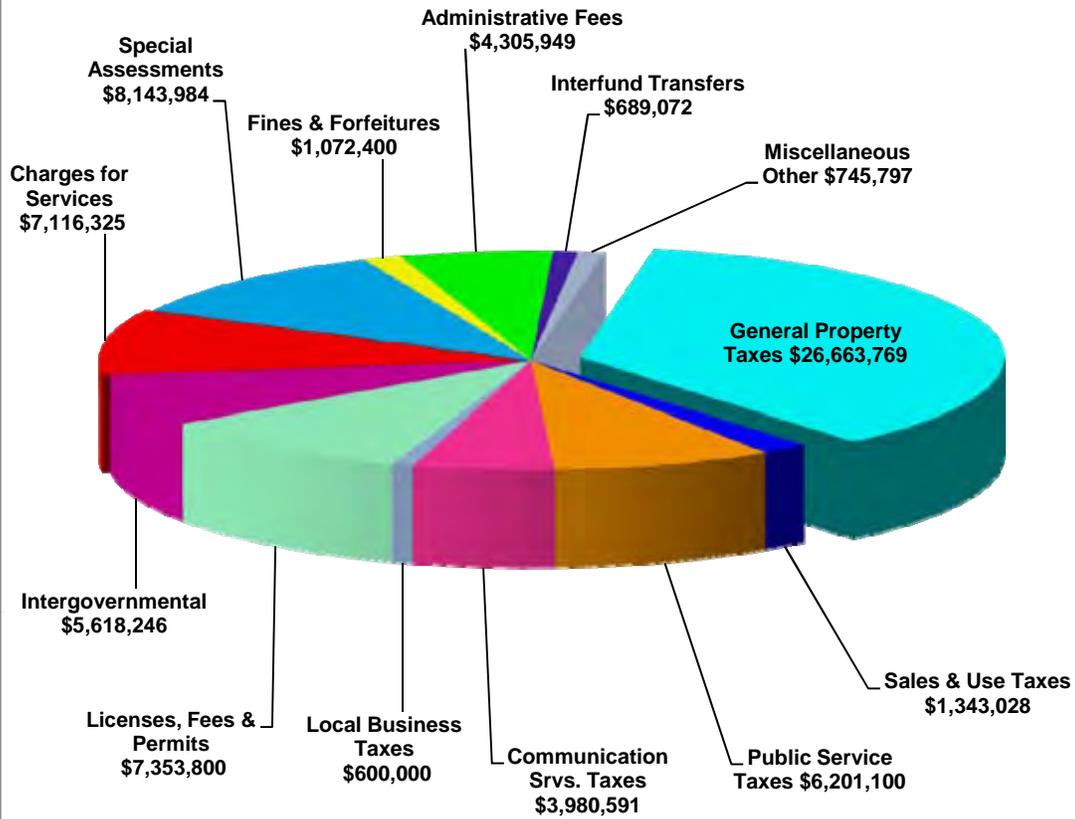
**These hearings must be held after 5:00 p.m. if scheduled on a day other than Saturday, cannot be held on a Sunday, and cannot be held on the same hearing dates scheduled by the county commission and the school board. Therefore, the city will have to change the date of one or both of its public hearings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

School board public hearing dates – August 2 and September 15  
 County commission public hearing dates - September 13 and 27  
 Rosh Hashanah – September 28 (begins at sundown)  
 Yom Kippur – October 7 (begins at sundown)

CITY OF DEERFIELD BEACH  
GENERAL FUND  
REVENUE SUMMARY

DESCRIPTION OF REVENUE SOURCE	ESTIMATED REVENUE 2010-2011	ESTIMATED REVENUE 2011-2012	DOLLAR CHANGE	PERCENTAGE CHANGE
Ad valorem taxes	33,238,333	26,663,769	(6,574,564)	-19.8%
Communication services taxes	4,731,086	3,980,591	(750,495)	-15.9%
Public services taxes	-	6,201,100	6,201,100	-
Local business taxes	600,000	600,000	-	0.0%
Sales and use taxes	1,436,725	1,343,028	(93,697)	-6.5%
Licenses, permits & fees	7,682,000	7,353,800	(328,200)	-4.3%
Intergovernmental revenues	5,404,501	5,618,246	213,745	4.0%
General government	312,599	352,949	40,350	12.9%
Public safety	12,862,650	12,464,110	(398,540)	-3.1%
Physical environment	107,500	87,500	(20,000)	-18.6%
Transportation	1,210,000	1,252,000	42,000	3.5%
Culture/recreation	1,291,000	1,103,750	(187,250)	-14.5%
Fines and forfeits	1,220,306	1,072,400	(147,906)	-12.1%
Interest earnings	275,000	135,000	(140,000)	-50.9%
Sale-surplus materials	30,000	15,000	(15,000)	-50.0%
Other misc revenues	2,922,669	4,636,746	1,714,077	58.6%
Interfund transfers	686,794	689,072	2,278	0.3%
Cash carryover	474,910	-	(474,910)	-100.0%
Capital lease proceeds	-	265,000	265,000	-
<b>TOTAL</b>	<b>74,486,073</b>	<b>73,834,061</b>	<b>(652,012)</b>	<b>-0.9%</b>

# City of Deerfield Beach Projected Revenues - General Fund Fiscal Year 2011/12



**Total projected revenues: \$73,834,061**

**GENERAL FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	2008-09	2009-10	2010-11 Y-T-D Actual (Thru 3/31/11)	2010-11 Y-T-D %age	2010-11 Budget	2011-12 Budget
	Actual	Actual				
<b>TAXES</b>						
Ad Valorem	34,606,746	33,602,451	28,965,252	87	33,238,333	26,663,769
<i>General Property Taxes</i>	<u>34,606,746</u>	<u>33,602,451</u>	<u>28,965,252</u>	87	<u>33,238,333</u>	<u>26,663,769</u>
Fire Insurance Premium Tax	-	835,016	-	-	890,684	835,016
Casualty Ins Tax - Police	-	508,012	-	-	546,041	508,012
<i>Sales and Use Taxes</i>	<u>-</u>	<u>1,343,028</u>	<u>-</u>	<u>-</u>	<u>1,436,725</u>	<u>1,343,028</u>
Electricity	-	-	-	-	-	4,800,000
Water	-	-	-	-	-	1,200,000
Gas	-	-	-	-	-	200,000
Fuel Oil	-	-	-	-	-	100
Propane	-	-	-	-	-	1,000
<i>Public Service Taxes</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,201,100</u>
<b>COMMUNICATION SERVICES TAXES</b>						
Communications Services	5,949,017	4,412,162	1,683,111	36	4,731,086	3,980,591
<i>Communications Svcs Taxes</i>	<u>5,949,017</u>	<u>4,412,162</u>	<u>1,683,111</u>	36	<u>4,731,086</u>	<u>3,980,591</u>
<b>LOCAL BUSINESS TAXES</b>						
Local Business Taxes	660,305	597,275	155,443	26	600,000	600,000
<i>Local Business Taxes</i>	<u>660,305</u>	<u>597,275</u>	<u>155,443</u>	26	<u>600,000</u>	<u>600,000</u>
<b>TOTAL TAXES</b>	<u>41,216,068</u>	<u>39,954,916</u>	<u>30,803,806</u>	77	<u>40,006,144</u>	<u>38,788,488</u>
<b>LICENSES AND PERMITS</b>						
Building, Structures, Equip	486,285	544,652	402,348	42	957,000	915,000
Electrical	231,721	201,782	118,835	50	239,000	300,000
Plumbing	69,548	91,486	67,713	56	122,000	125,000
Alarm	48,550	45,900	40,775	53	77,000	50,000
Backflow	910	1,950	1,100	73	1,500	1,500
Landscape	32,918	10,027	16,442	110	15,000	25,000
Mechanical	108,586	141,389	128,295	111	116,000	225,000
<i>Building Permits</i>	<u>978,518</u>	<u>1,037,186</u>	<u>775,508</u>	51	<u>1,527,500</u>	<u>1,641,500</u>
<b>FRANCHISE FEES</b>						
Electricity	-	5,100,276	1,584,747	28	5,750,000	5,250,000
Gas	30,769	18,830	7,259	36	20,000	16,000
Cabana	-	-	10,588	-	-	31,800
Towing Franchise	65,000	52,975	27,225	52	52,000	52,000
Telecom Tower Agreements	280,676	337,696	120,093	40	300,000	330,000
<i>Franchise Fees</i>	<u>376,445</u>	<u>5,509,777</u>	<u>1,749,912</u>	29	<u>6,122,000</u>	<u>5,679,800</u>
<b>IMPACT FEES</b>						
Residential	1,316	1,133	-	-	2,500	2,500
Commercial	10,028	37,980	-	-	30,000	30,000
<i>Impact Fees</i>	<u>11,344</u>	<u>39,113</u>	<u>-</u>	<u>-</u>	<u>32,500</u>	<u>32,500</u>
<b>TOTAL LICENSES, PERMITS,&amp; FEES</b>	<u>1,366,307</u>	<u>6,586,076</u>	<u>2,525,420</u>	33	<u>7,682,000</u>	<u>7,353,800</u>
<b>INTERGOVERNMENTAL REVENUE</b>						
FEMA - Hurricane Frances	1,049,452	6,000	257,013	-	-	-
FEMA - Hurricane Wilma	51,244	1,539,892	-	-	-	-
FEMA - Hurricane Katrina	181,564	-	-	-	-	-
Tropical Storm Fay	-	12,023	-	-	-	-
Urban Forestry Grant	9,000	-	-	-	-	-
<i>Federal Grants</i>	<u>1,291,260</u>	<u>1,557,915</u>	<u>257,013</u>	<u>-</u>	<u>-</u>	<u>-</u>
Hurricane - State Funds	50,984	2,004	-	-	-	-
<i>State Grants</i>	<u>50,984</u>	<u>2,004</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**GENERAL FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>		<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>		<b>Y-T-D</b>	<b>Budget</b>
			<b>Actual</b>	<b>%age</b>	<b>Budget</b>	<b>Budget</b>
			<b>(Thru 3/31/11)</b>			
State Revenue Sharing	-	1,174,449	469,742	38	1,250,913	1,328,303
Mobile Home Licenses	8,145	7,325	5,502	69	8,000	8,000
Alcoholic Beverage License	48,142	48,470	245	-	55,000	45,000
Local Govt 1/2 Cent Sales Tax	3,832,424	3,693,667	1,620,018	41	3,988,588	4,136,943
Fire Supplemental Comp	59,314	58,207	28,604	49	58,000	56,000
Motor Fuel Tax Rebate	46,142	43,015	-	-	44,000	44,000
<i>State Shared Revenues</i>	<u>3,994,167</u>	<u>5,025,133</u>	<u>2,124,111</u>	<u>39</u>	<u>5,404,501</u>	<u>5,618,246</u>
Boinis/Melrose Property	310,000	-	-	-	-	-
<i>Shared Rev Fr Oth Local Units</i>	<u>310,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL INTERGOV'T REVENUES</b>	<u>5,646,411</u>	<u>6,585,052</u>	<u>2,381,124</u>	<u>44</u>	<u>5,404,501</u>	<u>5,618,246</u>
<b>CHARGES FOR SERVICES</b>						
Lien Search Fees	96,850	142,411	83,445	60	140,000	150,000
Research Service Fees	3,198	4,544	2,885	58	5,000	6,000
Planning & Growth Mgmt Fees	19,607	45,637	13,504	31	44,000	68,250
Election Filing Fees	1,500	459	2,379	-	-	-
County Surcharge - 3%	5,446	1,069	591	59	1,000	2,500
DCA Surcharge - 5%	134	153	520	260	200	2,500
CERT Surcharge - 10%	268	306	611	204	300	2,500
Street Lighting Maintenance	119,699	119,699	-	-	119,699	119,699
Information Systems Serv	2,900	200	150	-	-	-
Lobbyist Registrations	300	3,750	-	-	2,400	1,500
<i>General Government</i>	<u>249,902</u>	<u>318,228</u>	<u>104,085</u>	<u>33</u>	<u>312,599</u>	<u>352,949</u>
Off-duty Detail - Fire	33,043	52,323	46,569	72	65,000	65,000
Other Fees & Svcs.	-	-	4,098	-	-	-
Hillsboro Fire Agreement	693,102	688,398	413,371	52	794,026	794,026
911 Reimbursement	47,660	45,785	22,596	45	50,000	46,000
Fire Inspection Fees	195,701	176,248	128,795	32	400,000	400,000
Bldg. Inspections - OT	1,560	1,810	4,020	201	2,000	4,000
Building Code Inspections	8,700	14,700	684	6	12,000	20,000
Bldg. Plan Review - OT	742	4,632	520	10	5,000	3,000
Fire Plan Review Fees	28,322	42,299	28,947	72	40,000	55,000
Lighthouse Point Inspections	188,542	203,708	115,590	61	190,000	200,000
Fire Interlocal Agmt - BSO	75,833	80,000	47,467	58	81,600	81,600
Fire Plan Review - OT	23,400	34,580	15,600	52	30,000	30,000
Fire Inspections - OT	6,500	6,341	4,420	34	13,000	7,500
Fire Inspections Penalties	2,000	1,000	475	48	1,000	1,000
Ambulance Service Fees	2,484,044	2,717,677	1,183,406	46	2,600,000	2,500,000
Abandoned Property Reg.	56,150	126,150	52,950	44	120,000	100,000
Towing Administrative Fees	17,225	13,825	4,950	33	15,000	13,000
<i>Public Safety</i>	<u>3,862,524</u>	<u>4,209,476</u>	<u>2,074,458</u>	<u>47</u>	<u>4,418,626</u>	<u>4,320,126</u>

**GENERAL FUND**  
REVENUES BY CATEGORY AND SOURCE

	2008-09 Actual	2009-10 Actual	2010-11		2010-11 Budget	2011-12 Budget
			Y-T-D Actual (Thru 3/31/11)	Y-T-D %age		
Cemetery Fees	112,975	110,200	41,985	42	100,000	80,000
Lot Mowing/Board Up	1,372	7,242	4,894	65	7,500	7,500
<i>Garbage/Solid Waste</i>	<u>114,347</u>	<u>117,442</u>	<u>46,879</u>	<u>44</u>	<u>107,500</u>	<u>87,500</u>
Parking Meter Fees	1,204,367	1,176,345	538,773	45	1,190,000	1,250,000
Parking Agmt -Luna Rosa	16,500	16,500	-	-	18,000	-
Trolley Rental	1,489	1,574	1,564	78	2,000	2,000
<i>Transportation</i>	<u>1,222,356</u>	<u>1,194,419</u>	<u>540,337</u>	<u>45</u>	<u>1,210,000</u>	<u>1,252,000</u>
Program Activity Fees- Taxable	47,674	64,576	18,922	38	50,000	55,000
Program Activity Fees- Non- Taxable	687,340	712,226	185,948	34	550,000	600,000
Tennis Courts	17,384	15,787	8,213	51	16,000	16,000
Pier Restaurant Lease	41,050	47,795	30,000	67	45,000	-
Pier Merchandise Sales	133,022	91,024	31,548	39	80,000	60,000
Pier Admissions	240,662	211,349	97,926	45	220,000	175,000
Pier Rentals	-	14,526	7,977	42	19,000	15,000
Vending	671	565	405	-	-	750
Pier Parking	146,587	132,657	49,252	35	141,000	50,000
Pier Cabana Rentals	53,575	54,554	5,315	11	50,000	-
Boat Ramp Parking Fees	-	-	2,145	-	-	12,000
Beach Parking Permits	105,109	102,322	109,390	91	120,000	120,000
<i>Culture/Recreation</i>	<u>1,473,074</u>	<u>1,447,381</u>	<u>547,041</u>	<u>42</u>	<u>1,291,000</u>	<u>1,103,750</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>6,922,203</u>	<u>7,286,946</u>	<u>3,312,800</u>	<u>45</u>	<u>7,339,725</u>	<u>7,116,325</u>
<b>FINES AND FORFEITS</b>						
Court Fines	445,016	616,455	222,597	40	550,000	475,000
Beach Meter/Sticker Fine	277,673	279,474	127,495	49	260,000	270,000
Other Parking Fines	188,658	140,556	63,723	32	200,000	165,000
Notices of Infraction	2,010	2,365	960	48	2,000	2,000
Delinquent Fine Collection	24,605	24,840	9,160	37	25,000	16,000
Commercial Truck Inspection	62,214	45,975	16,649	37	45,000	45,000
Handicapped Violation Waiver	1,115	1,068	620	62	1,000	1,000
Code Violation Fines	34,695	130,172	37,280	30	125,000	90,000
False Alarm Code Violations	4,037	50	572	187	306	400
<i>Judgements &amp; Fines</i>	<u>1,040,023</u>	<u>1,240,955</u>	<u>479,056</u>	<u>40</u>	<u>1,208,306</u>	<u>1,064,400</u>
Returned Check Charge	13,178	12,789	5,953	50	12,000	8,000
<i>Violations of Local Ordinances</i>	<u>13,178</u>	<u>12,789</u>	<u>5,953</u>	<u>50</u>	<u>12,000</u>	<u>8,000</u>
<b>TOTAL FINES AND FORFEITS</b>	<u>1,053,201</u>	<u>1,253,744</u>	<u>485,009</u>	<u>40</u>	<u>1,220,306</u>	<u>1,072,400</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	256,572	15,495	1,199	1	220,000	100,000
Interest on Ad Valorem Tax	50,781	31,595	2,695	11	25,000	25,000
Interest on Idle Cash	(4,608)	16,665	(11,472)	(38)	30,000	10,000
<i>Interest Earnings</i>	<u>302,745</u>	<u>63,755</u>	<u>(7,578)</u>	<u>(3)</u>	<u>275,000</u>	<u>135,000</u>
Pioneer Park Boat Ramp Fees	-	-	2,164	7	33,180	5,000
<i>Rents and Royalties</i>	<u>-</u>	<u>-</u>	<u>2,164</u>	<u>-</u>	<u>33,180</u>	<u>5,000</u>
Fire Protection Assessment	6,142,612	5,998,886	6,991,923	83	8,444,024	8,143,984
Public Safety Impact Fee	-	-	-	-	-	-
<i>Special Assessments</i>	<u>6,142,612</u>	<u>5,998,886</u>	<u>6,991,923</u>	<u>83</u>	<u>8,444,024</u>	<u>8,143,984</u>
Surplus Furniture/Equip Sales	-	1,585	-	-	-	-
<i>Sales/Comp Loss of Fixed Assets</i>	<u>-</u>	<u>1,585</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**GENERAL FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>(Thru 3/31/11)</b>	<b>%age</b>		
Sale of Used Vehicles	9,711	42,916	-	-	30,000	15,000
<i>Sale Surplus Mat'l/Scrap</i>	<u>9,711</u>	<u>42,916</u>	-	-	<u>30,000</u>	<u>15,000</u>
Ice- Eci S. Florida, Inc.	-	-	1,200	-	-	4,800
Public Safety	-	-	320,997	-	-	320,997
Mondo Ice	2,000	-	-	-	-	-
Spec Event Sponsorships	3,600	-	-	-	-	-
Brazilian Festival	39,312	-	-	-	-	-
Miscellaneous Donations	50	15,000	22,071	-	-	-
<i>Contribution From Private Sources</i>	<u>44,962</u>	<u>15,000</u>	<u>344,268</u>	-	-	<u>325,797</u>
Administrative Fee - Utility	1,509,511	1,662,016	806,445	50	1,612,890	2,442,594
Administrative Fee - Solid Waste	766,553	894,145	473,133	50	946,267	1,694,052
Administrative Fee - CRA	32,955	66,701	41,319	50	82,637	166,803
Other Miscellaneous Revenue	2,792	6,060	6,083	-	-	2,500
Lawsuit Proceeds	30,388	-	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>2,342,199</u>	<u>2,628,922</u>	<u>1,326,980</u>	<u>50</u>	<u>2,641,794</u>	<u>4,305,949</u>
<b>TOTAL MISC REVENUES</b>	<u>8,842,229</u>	<u>8,751,064</u>	<u>8,657,757</u>	<u>76</u>	<u>11,423,998</u>	<u>12,930,730</u>
<b>NON-REVENUES</b>						
CRA Fund	679,505	634,579	-	-	686,794	689,072
CDBG Fund	147,400	-	-	-	-	-
SHIP Fund	113,848	-	-	-	-	-
Parks & Rec. Grants	-	11,557	-	-	-	-
<i>Interfund Transfers</i>	<u>940,753</u>	<u>646,136</u>	-	-	<u>686,794</u>	<u>689,072</u>
Cash Carryover - Prior Year	-	-	-	-	474,910	-
ICMA Pension Forfeitures	-	-	-	-	247,695	-
Capital Lease Proceeds	726,733	261,100	79,244	-	-	265,000
<i>Other Non-revenues</i>	<u>726,733</u>	<u>261,100</u>	<u>79,244</u>	<u>11</u>	<u>722,605</u>	<u>265,000</u>
<b>TOTAL NON-REVENUES</b>	<u>1,667,486</u>	<u>907,236</u>	<u>79,244</u>	<u>6</u>	<u>1,409,399</u>	<u>954,072</u>
<b>TOTAL GENERAL FUND</b>	<u>66,713,905</u>	<u>71,325,034</u>	<u>48,245,160</u>	<u>65</u>	<u>74,486,073</u>	<u>73,834,061</u>

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

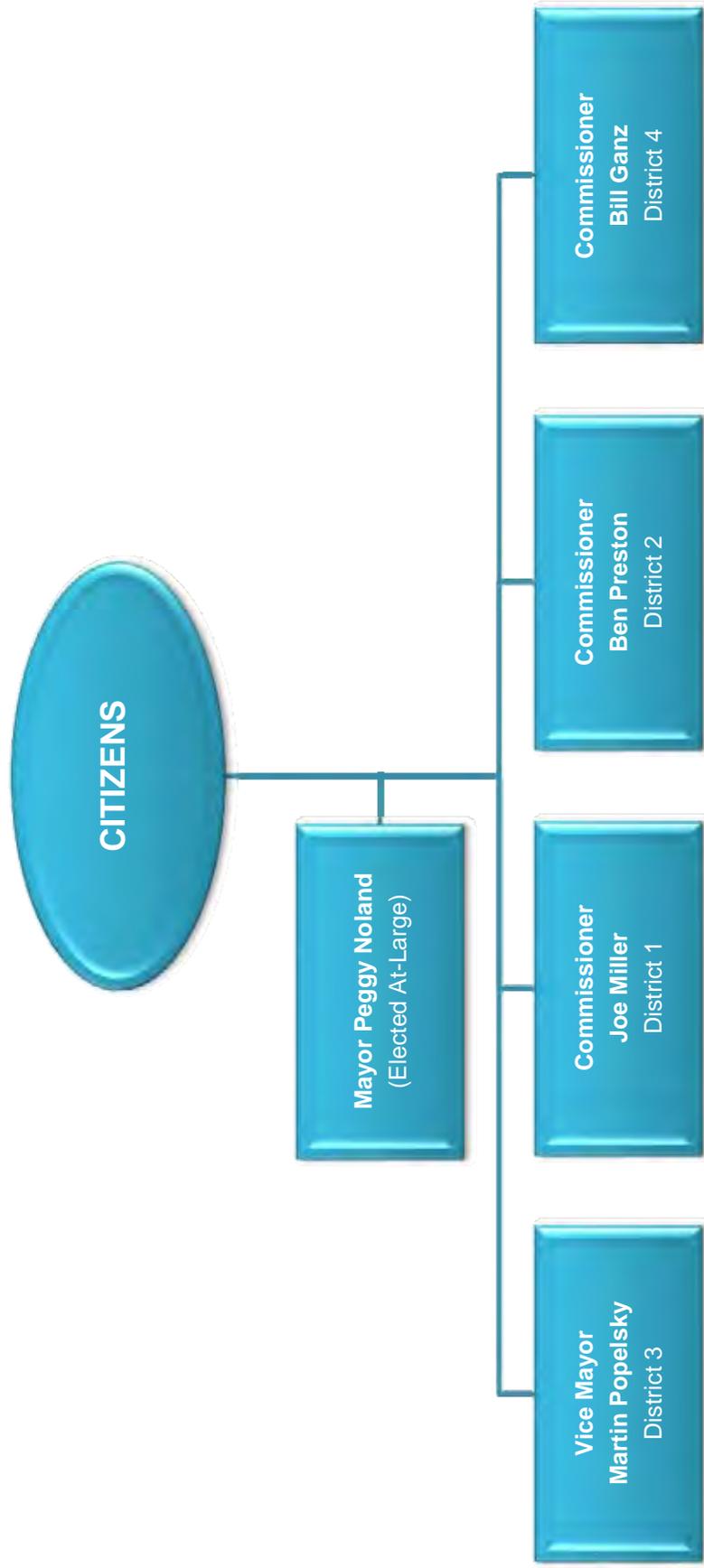
DEPARTMENT	ESTIMATED EXPENDITURES 2010-11	ESTIMATED EXPENDITURES 2011-12	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>City commission</b>	329,577	294,672	(34,905)	-10.6%
<b>City manager</b>				
<i>Administration</i>	631,938	546,048	(85,890)	-13.6%
<i>Purchasing</i>	325,491	271,583	(53,908)	-16.6%
<i>Economic development</i>	30,510	30,897	387	1.3%
<b>City clerk</b>				
<i>Administration</i>	365,401	360,723	(4,678)	-1.3%
<i>Elections</i>	74,384	94,291	19,907	26.8%
<b>City attorney</b>	527,700	402,500	(125,200)	-23.7%
<b>Central services</b>	450,500	447,750	(2,750)	-0.6%
<b>Financial services</b>				
<i>Finance</i>	1,883,987	1,170,516	(713,471)	-37.9%
<i>Equipment maintenance</i>	137,000	137,000	-	0.0%
<b>Human resources</b>	489,514	480,765	(8,749)	-1.8%
<b>Planning and development svcs.</b>				
<i>Planning &amp; zoning</i>	586,491	709,566	123,075	21.0%
<i>Bldg &amp; inspection svcs</i>	1,701,876	1,618,754	(83,122)	-4.9%
<b>Information technology services</b>	-	1,626,648	1,626,648	100.0%
<b>Police/BSO</b>				
<i>Police services</i>	20,780,999	20,729,726	(51,273)	-0.2%
<i>School crossing guard</i>	261,745	237,118	(24,627)	-9.4%
<i>Parking authority</i>	61,903	62,065	162	0.3%
<b>Fire/rescue</b>	18,769,590	18,192,646	(576,944)	-3.1%
<b>Public works (Environmental svcs.)</b>				
<i>Administration</i>	288,013	100,081	(187,932)	-65.3%
<i>Facilities maintenance</i>	3,094,037	-	(3,094,037)	-100.0%
<i>Fleet maintenance</i>	1,427,478	1,243,723	(183,755)	-12.9%
<i>Landscape maintenance</i>	1,796,593	-	(1,796,593)	-100.0%
<b>Parks and recreation</b>				
<i>Administration</i>	430,117	754,351	324,234	75.4%
<i>Parks maintenance</i>	-	3,319,496	3,319,496	100.0%
<i>East Zone</i>	2,102,066	2,313,701	211,635	10.1%
<i>Central Zone</i>	1,686,433	373,558	(1,312,875)	-77.8%
<i>West Zone</i>	1,329,832	377,516	(952,316)	-71.6%
<i>Facilities maintenance</i>	-	2,903,101	2,903,101	100.0%
<i>Summer Camp</i>	-	494,218	494,218	100.0%
<i>Municipal pier</i>	307,718	238,448	(69,270)	-22.5%
<b>Non-departmental</b>	10,268,963	9,960,188	(308,775)	-3.0%
<b>Community participation</b>	109,023	106,764	(2,259)	-2.1%
<b>Debt service</b>	4,237,194	4,235,648	(1,546)	0.0%
<b>TOTAL</b>	<u>74,486,073</u>	<u>73,834,061</u>	<u>(652,012)</u>	<u>-0.9%</u>

# 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 policy 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

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City of Deerfield Beach, Florida  
City Commission  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
City Commission	\$ 257,682	\$ 294,997	\$ 153,570	\$ 329,577	\$ 294,672
TOTAL	<u>\$ 257,682</u>	<u>\$ 294,997</u>	<u>\$ 153,570</u>	<u>\$ 329,577</u>	<u>\$ 294,672</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 237,757	\$ 274,717	\$ 149,331	\$ 301,077	\$ 266,172
Materials & Supplies	8,872	6,053	981	6,500	6,500
Other Operating Expenses	11,053	14,227	3,258	22,000	22,000
TOTAL APPROPRIATIONS	<u>\$ 257,682</u>	<u>\$ 294,997</u>	<u>\$ 153,570</u>	<u>\$ 329,577</u>	<u>\$ 294,672</u>
<b><u>PERSONNEL</u></b>					
City Commission	6	6	6	6	5
TOTAL PERSONNEL	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>5</u>

## City Commission

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 186,255	\$ 206,862	\$ 108,799	\$ 218,032	\$ 210,425
Employee Benefits	51,502	67,855	40,532	83,045	55,747
<b>Materials &amp; Supplies</b>	8,872	6,053	981	6,500	6,500
<b>Other Services and Charges</b>	11,053	14,227	3,258	22,000	22,000
<b>Operations Subtotal</b>	<u>257,682</u>	<u>294,997</u>	<u>153,570</u>	<u>329,577</u>	<u>294,672</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 257,682	\$ 294,997	\$ 153,570	\$ 329,577	\$ 294,672
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	0
Part-Time	5	5	5	5	5
<b>TOTAL</b>	6	6	6	6	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.

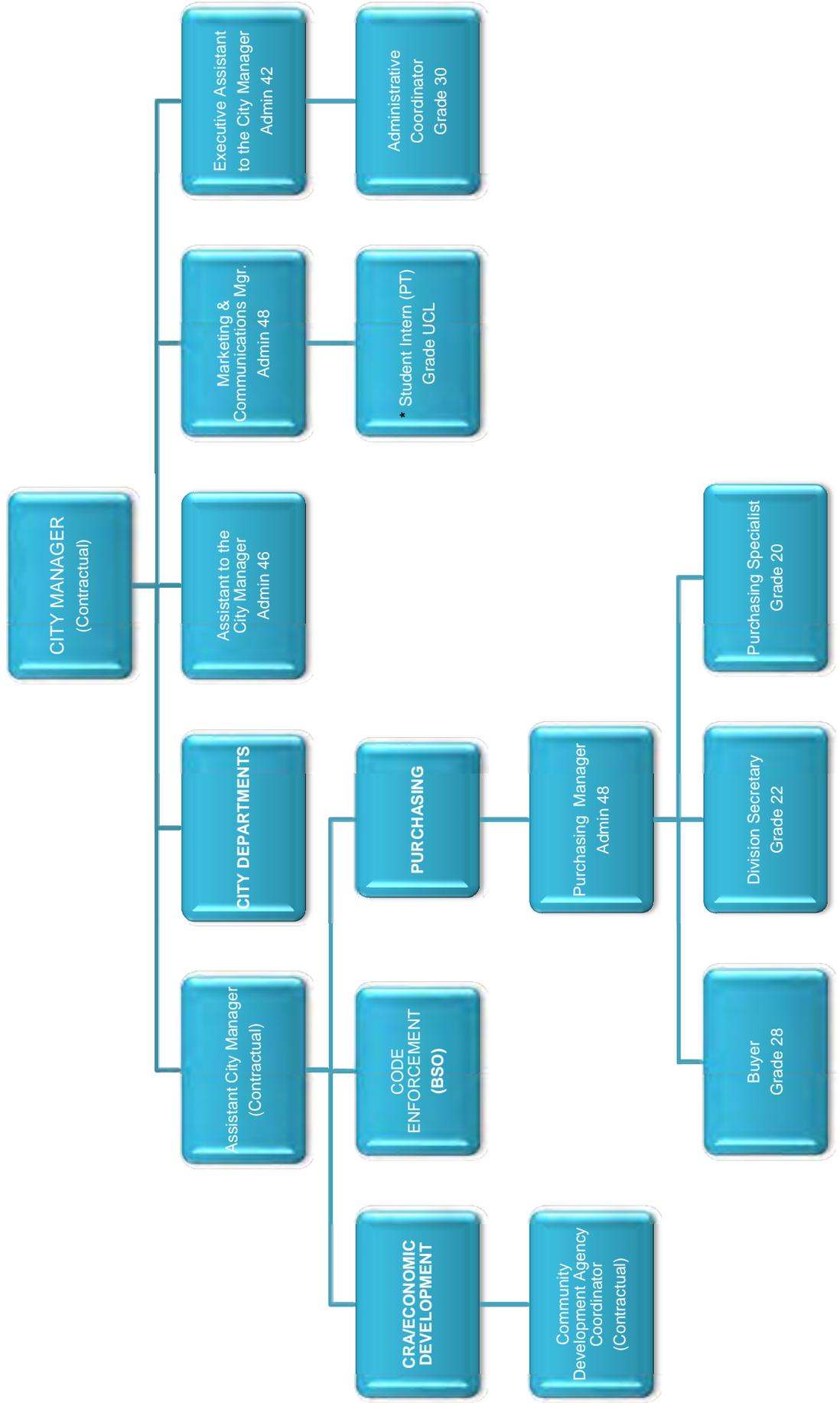
## **Purchasing Division**

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



City of Deerfield Beach, Florida  
City Manager  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 353,867	\$ 614,449	\$ 277,233	\$ 631,938	\$ 546,048
Purchasing	302,685	308,997	151,622	325,491	271,583
Economic Development	-	-	1,075	30,510	30,897
TOTAL	<u>\$ 656,552</u>	<u>\$ 923,446</u>	<u>\$ 429,930</u>	<u>\$ 987,939</u>	<u>\$ 848,528</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 637,927	\$ 657,497	\$ 421,557	\$ 925,554	\$ 792,653
Materials & Supplies	5,293	4,091	1,247	9,225	7,225
Other Operating Expenses	13,332	261,858	7,126	53,160	48,650
Capital Outlay	-	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 656,552</u>	<u>\$ 923,446</u>	<u>\$ 429,930</u>	<u>\$ 987,939</u>	<u>\$ 848,528</u>
<b><u>PERSONNEL</u></b>					
Administration	4.00	4.00	5.50	5.50	5.50
Purchasing	4.00	4.00	4.00	4.00	4.00
Economic Development	0.00	0.00	0.05	0.05	0.05
TOTAL PERSONNEL	<u>8.00</u>	<u>8.00</u>	<u>9.55</u>	<u>9.55</u>	<u>9.55</u>

## City Manager - Administration

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 296,011	\$ 512,181	\$ 232,649	\$ 512,216	\$ 448,571
Employee Benefits	45,805	93,436	\$ 39,392	98,822	76,577
<b>Materials &amp; Supplies</b>	3,061	746	981	4,000	4,000
<b>Other Services and Charges</b>	8,990	8,086	4,212	16,900	16,900
<b>Operations Subtotal</b>	<u>353,867</u>	<u>614,449</u>	<u>277,234</u>	<u>631,938</u>	<u>546,048</u>
<b>DIVISION TOTAL</b>	\$ 353,867	\$ 614,449	\$ 277,234	\$ 631,938	\$ 546,048
<b><u>PERSONNEL</u></b>					
Full-Time	4.0	4.0	5.5	5.5	5.5
<b>TOTAL</b>	4.0	4.0	5.5	5.5	5.5

## Purchasing

EXPENDITURES	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 256,575	\$ 261,324	\$ 128,597	\$ 271,672	\$ 226,980
Employee Benefits	39,536	40,364	19,844	42,844	35,628
<b>Materials &amp; Supplies</b>	2,232	3,345	870	5,225	3,225
<b>Other Services and Charges</b>	4,342	3,964	2,311	5,750	5,750
<b>Operations Subtotal</b>	<u>302,685</u>	<u>308,997</u>	<u>151,622</u>	<u>325,491</u>	<u>271,583</u>
<b>DIVISION TOTAL</b>	\$ 302,685	\$ 308,997	\$ 151,622	\$ 325,491	\$ 271,583
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	4
<b>TOTAL</b>	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 and 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 FY11-12 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.

<b>Purchasing</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Number of full time employees	4	4	4	4
Department Expenditures				
<b>OUTPUTS:</b>				
Number of Pay Authorizations Issued by Purchasing	616	300	365	150
Number of bids issued	63	73	75	80
Number of new vendors added	480	650	650	700
Number of tow slips audited	734	750	750	800
Number of Southeast Florida Government Purchasing Cooperative Bids contracts executed	90	90	90	90
Number of Contracts reviewed for compliance	129	120	130	140
<b>EFFECTIVENESS MEASURES:</b>				
Dollar number of goods sold at auction	\$ 149,000	\$ 200,000	\$ 150,000	\$ 150,000
Total cost savings through bid/rfp process	\$ 611,706	\$ 925,000	\$ 900,000	\$ 1,000,000
Total cost savings through quotation process	\$ 112,005	\$ 121,500	\$ 120,000	\$ 130,000
total purchase orders	1,179	1,400	1,500	1,500
<b>EFFICIENCY MEASURES:</b>				
Purchase orders per full time employee	295	350	375	375
Number of blanket orders invoices processed	1215	630	600	50
Pre-bid conferences held	20	25	20	30
Purchase contracts administered per full-time employee	32	30	33	35

## City Manager - Economic Development

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ 931	\$ 3,900	\$ 4,234
Employee Benefits	-	-	144	610	663
<b>Other Services and Charges</b>	-	-	-	26,000	26,000
<b>Operations Subtotal</b>	-	-	1,075	30,510	30,897
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ 1,075	\$ 30,510	\$ 30,897
<b><u>PERSONNEL</u></b>					
Full-Time	-	-	0.05	0.05	0.05
<b>TOTAL</b>	-	-	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.

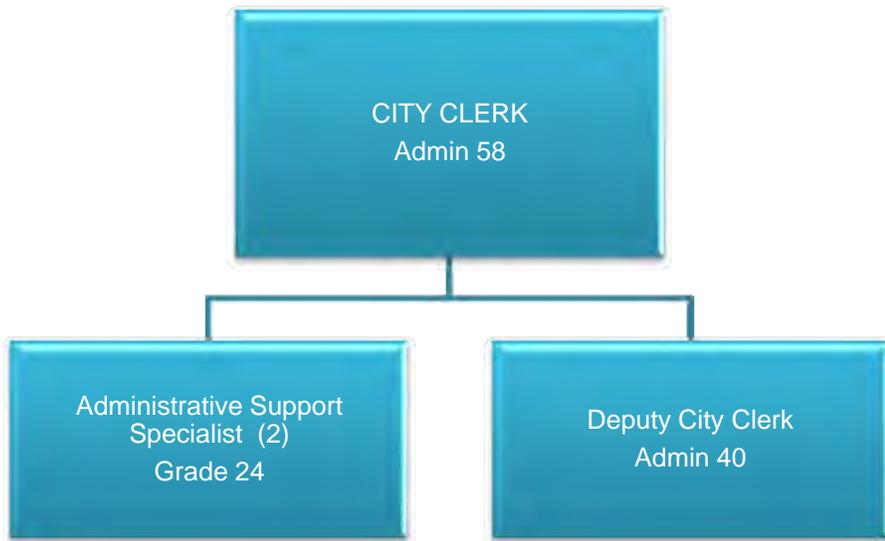
## **DEPARTMENT GOALS**

- 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

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City of Deerfield Beach, Florida  
City Clerk  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 312,745	\$ 331,974	\$ 155,013	\$ 365,401	\$ 360,723
Elections	93,762	(201)	23,012	74,384	94,291
TOTAL	<u>\$ 406,507</u>	<u>\$ 331,773</u>	<u>\$ 178,025</u>	<u>\$ 439,785</u>	<u>\$ 455,014</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 250,290	\$ 254,424	\$ 136,929	\$ 284,026	\$ 281,014
Materials & Supplies	17,185	13,996	6,676	18,775	19,800
Other Operating Expense	139,032	63,353	34,420	136,984	154,200
TOTAL APPROPRIATIONS	<u>\$ 406,507</u>	<u>\$ 331,773</u>	<u>\$ 178,025</u>	<u>\$ 439,785</u>	<u>\$ 455,014</u>
<b><u>PERSONNEL</u></b>					
Administration	3.5	3.5	4.0	4.0	4.0
TOTAL PERSONNEL	<u>3.5</u>	<u>3.5</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

## Administration & Elections

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 216,708	\$ 221,626	\$ 91,644	\$ 247,701	\$ 240,879
Employee Benefits	33,582	32,798	14,143	36,325	37,444
<b>Materials &amp; Supplies</b>	17,185	13,996	6,574	18,725	19,800
<b>Other Services and Charges</b>	139,032	63,353	26,411	137,034	156,891
<b>Operations Subtotal</b>	<u>406,507</u>	<u>331,773</u>	<u>138,772</u>	<u>439,785</u>	<u>455,014</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 406,507	\$ 331,773	\$ 138,772	\$ 439,785	\$ 455,014
<b>PERSONNEL</b>					
Full-Time	3.5	4.0	4.0	4.0	4.0
<b>TOTAL</b>	3.5	4.0	4.0	4.0	4.0

## Mission Statement

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

## Major FY11-12 Goals

1. Offer training courses to pertinent City Staff and advisory boards and committee members in public records law and records management.
2. Reorganize the City's storage facility for records archival.
3. Implement a paperless agenda system.
4. Revise and update the City's Code of Ordinances to meet present day requirements.
5. Implement new election process to better assist candidates.

# City Clerk

PERFORMANCE MEASURES	2009-2010 Actual	2010-2011 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Number of full-time employees	4	4	4	4
<b>OUTPUTS:</b>				
Number of notarizations for contracts, staff agreements, and the public	120	200	150	150
Number of logged, processed, prepared and reviewed contracts/agreements	170	180	180	180
Number of processed certificates of ownerships	130	130	130	130
Number of public records requests received, processed, copied, mailed, researched, and logged	520	520	520	520
Number of ordinances e-mailed for codification	30	25	30	30
Number of recording documents processed/logged	300	280	350	350
Number of PAC's to monitor	3	5	4	4
Number of board oaths prepared and performed	49	61	25	25
Number of employee oaths prepared and performed	26	88	50	50
Number of trips to off-site storage facility	22	40	18	18
Number of files retrieved from off-site storage facility	43	43	30	30
Number of boxes delivered to off-site storage facility	60	160	40	20
Number of memos and letters prepared	715	395	750	400
Number of lobbyist registrations	29	25	10	10
Number of meeting minutes transcribed and approved; to include City Commission, Special Meetings, Budget Workshops, Workshop, and CRA Minutes	49	54	55	55
Number of resolutions approved and executed (to include CRA)	298	350	325	300
Number of ordinances approved and executed	29	40	57	50
Number of meetings attended; to include City Commission, Special Meetings, Budget Workshops, Workshop Meetings, and CRA Meetings	52	54	55	55
Number of agendas prepared	44	44	50	50
Number of agenda books prepared: includes set up and distribution	312	312	300	300
Number of meetings to set up for: includes all City Commission Meetings, Budget Workshops, Special Meetings, and Workshop Meetings	54	54	55	55
Number of items scanned using Laserfische	15,966	17,000	19,400	18,000
Number of pay authorizations prepared (to include indemnity checks)	240	240	160	160
Number of records destroyed that met retention period	153	120	194	100
Number of mail pieces received	560,000	450,000	570,000	570,000
Number of mail pieces outgoing	480,000	400,000	420,000	420,000
Number of mail pieces opened	420,000	50,000	450,000	450,000
Number of notices posted	126	125	135	135
Number of notices inserted & mailed (Planning & Growth Mgmt)	2157	2000	2000	2000
Number of Code Enforcement notices posted	280	250	285	285
Number of notices proofed and advertised for newspaper	210	200	200	200
Number of newspaper notices verified & retrieved	210	200	200	200
Number of newspaper articles retrieved	185	175	180	180
Number of phone calls received (daily)	130	125	130	130
Number of walk-in customers daily (internal & external)	25	25	25	25
Number of precincts maintained for elections	0	18	38	38
Number of supplements distributed	500	375	400	400
Number of advisory boards/committees maintained	14	16	20	20
Number of purchase orders processed	15	32	32	32

## City Clerk

<b>PERFORMANCE MEASURES</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>EFFECTIVENESS MEASURES:</b>				
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)	35 hours	30 hours	35 hours	35 hours
Number of hours spent processing mail (daily)	2 hours	2 hours	2 hours	2 hours
Number of hours spent filing (weekly)	8 hours	6 hours	8 hours	8 hours
Number of hours spent on proofing and correcting meeting minutes (bi-weekly)	23 hours	20 hours	20 hours	20 hours
Number of hours spent transcribing minutes weekly (to include CRA Minutes)	22 hours	25 hours	25 hours	25 hours
Time spent posting meeting notices (minutes per week)	30 minutes	30 minutes	30 minutes	30 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)	18 hours	18 hours	19.5 hours	19.5 hours
Number of hours spent copying documents (weekly)		7.5		
Percentage of Public Records Requests satisfied	100%	100%	100%	100%
Number of hours spent redacting confidential information from public records (weekly)	2.5 hours	1 hour	3 hours	3 hours
Number of hours spent preparing for elections; i.e. creating pamphlets for candidates; updating candidates on their responsibilities; coordinating candidates' informational meetings (weekly)	21 hours	21 hours	12 hours	15 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)	5.5 hours	2.5 hours	9 hours	9 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)	9 hours	7 hours	8.5 hours	8.5 hours
Number of hours spent attending classes with the Supervisor of Elections Office for election preparation (yearly)	8 hours	5 hours	5 hours	6 hours
<b>EFFICIENCY MEASURES:</b>				
Timeframe to process ordinances for codification (bi-weekly)	35 minutes	20 minutes	20 minutes	20 minutes
Number of treasury reports received from PAC's	\$ 12.00	16	\$ 15.00	\$ 15.00
Timeframe to mail notices for Planning & Zoning	2 days	2 days	2 days	2 days
Average amount of time used to answer & transfer incoming phone calls (minutes/call)	5 minutes	5 minutes	4 minutes	4 minutes
Timeframe to mail literature to new/reappointed board members	2 days	1 day	1 day	1 day
Time spent advertising notices (weekly)	1.5 hours	1 hour	1.5 hours	1.5 hours
Time spent proofing notices (weekly)	2.5 hours	2.5 hours	2.5 hours	2.5 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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
City Attorney	\$ 572,496	\$ 729,097	\$ 233,900	\$ 527,700	\$ 402,500
TOTAL	<u>\$ 572,496</u>	<u>\$ 729,097</u>	<u>\$ 233,900</u>	<u>\$ 527,700</u>	<u>\$ 402,500</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ -	\$ 164,762	\$ 23,548	\$ 37,200	\$ -
Materials & Supplies	26,395	19,794	21	3,000	-
Other Operating Expenses	546,101	544,541	210,331	487,500	402,500
TOTAL APPROPRIATIONS	<u>\$ 572,496</u>	<u>\$ 729,097</u>	<u>\$ 233,900</u>	<u>\$ 527,700</u>	<u>\$ 402,500</u>
<b><u>PERSONNEL</u></b>					
City Attorney	-	2.0	-	-	-
TOTAL PERSONNEL	<u>-</u>	<u>2.0</u>	<u>-</u>	<u>-</u>	<u>-</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 Central Services. These items include telephone services, postage and duplicating supplies.

City of Deerfield Beach, Florida  
Central Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Central Services	\$ 524,231	\$ 481,415	\$ 194,996	\$ 450,500	\$ 447,750
TOTAL	<u>\$ 524,231</u>	<u>\$ 481,415</u>	<u>\$ 194,996</u>	<u>\$ 450,500</u>	<u>\$ 447,750</u>
<b><u>EXPENSE GROUP</u></b>					
Materials & Supplies	\$ 27,224	\$ 21,548	\$ 6,820	\$ 18,000	\$ 17,750
Other Operating Expenses	497,007	459,867	188,176	432,500	430,000
TOTAL APPROPRIATIONS	<u>\$ 524,231</u>	<u>\$ 481,415</u>	<u>\$ 194,996</u>	<u>\$ 450,500</u>	<u>\$ 447,750</u>

# Financial Services

The Department of Financial Services is comprised of three divisions – Finance, Customer Service, and Equipment Maintenance. 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.

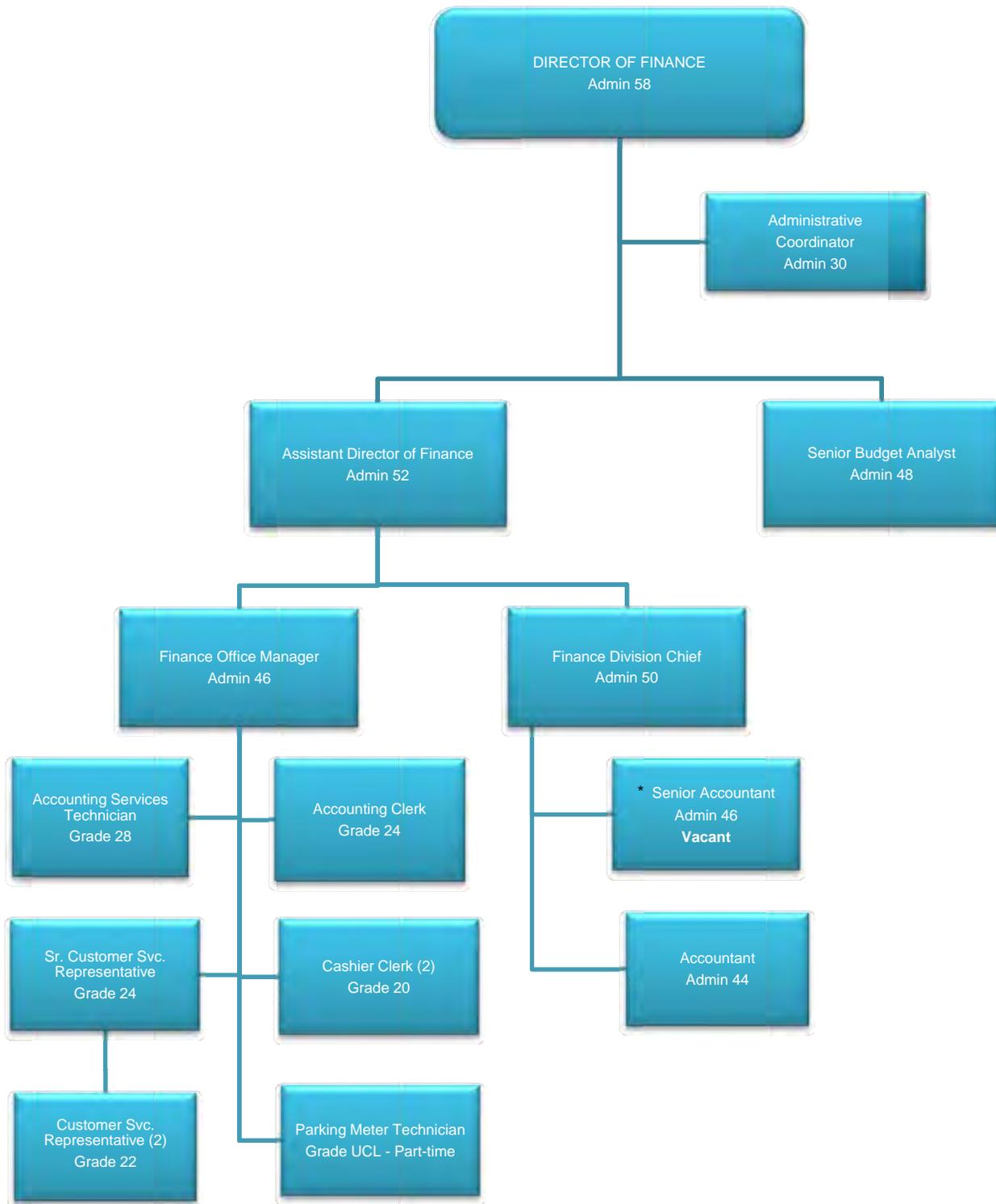
The Equipment Maintenance division serves to recognize all major maintenance contracts for various equipment throughout the City.

## **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

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City of Deerfield Beach, Florida  
Financial Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Finance	\$ 2,222,733	\$ 1,964,411	\$ 840,586	\$ 1,883,987	\$ 1,170,516
Equipment Maintenance	145,138	143,526	51,427	137,000	137,000
TOTAL	<u>\$ 2,367,871</u>	<u>\$ 2,107,937</u>	<u>\$ 892,013</u>	<u>\$ 2,020,987</u>	<u>\$ 1,307,516</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 1,407,111	\$ 1,350,579	\$ 523,717	\$ 1,242,987	\$ 899,366
Materials & Supplies	104,746	52,074	28,379	57,000	37,000
Other Operating Expenses	856,014	705,284	339,917	721,000	371,150
Capital Outlay	-	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 2,367,871</u>	<u>\$ 2,107,937</u>	<u>\$ 892,013</u>	<u>\$ 2,020,987</u>	<u>\$ 1,307,516</u>
<b><u>PERSONNEL</u></b>					
Finance	20	18	15	15	12
TOTAL PERSONNEL	<u>20</u>	<u>18</u>	<u>15</u>	<u>15</u>	<u>12</u>

<b>Finance</b>					
<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,221,864	\$ 1,153,445	\$ 453,793	\$ 1,077,815	\$ 781,300
Employee Benefits	185,247	197,134	69,924	165,172	118,066
<b>Materials &amp; Supplies</b>	96,315	47,276	27,446	57,000	32,000
<b>Other Services and Charges</b>	864,445	566,556	289,423	721,000	239,150
<b>Operations Subtotal</b>	<u>2,367,871</u>	<u>1,964,411</u>	<u>840,586</u>	<u>2,020,987</u>	<u>1,170,516</u>
<b>Capital Outlay</b>	-	-	-	-	-
<b>DIVISION TOTAL</b>	\$ 2,367,871	\$ 1,964,411	\$ 840,586	\$ 2,020,987	\$ 1,170,516
<b>PERSONNEL</b>					
Full-Time	19	18	14	14	11
Part-Time	1	0	1	1	1
<b>TOTAL</b>	20	18	15	15	12

<b>Equipment Maintenance</b>					
<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Materials &amp; Supplies</b>	\$ 8,431	\$ 4,798	\$ 933	\$ 5,000	\$ 5,000
<b>Other Services and Charges</b>	136,707	138,728	50,494	132,000	132,000
<b>Operations Subtotal</b>	<u>145,138</u>	<u>143,526</u>	<u>51,427</u>	<u>137,000</u>	<u>137,000</u>
<b>DIVISION TOTAL</b>	\$ 145,138	\$ 143,526	\$ 51,427	\$ 137,000	\$ 137,000

**Mission Statement**

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

- Major FY11-12 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 utility billing e-bill program, so as to minimize processing costs for utility bills.
  6. Increase training for user departments on utilizing the City's accounting system.

## Financial Services

PERFORMANCE MEASURES	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Number of full-time employees	19	18	18	14
Department Expenditures	\$ 2,365,054	\$ 2,020,987	\$ 1,578,619	1,307,516
<b>OUTPUTS:</b>				
Prepare CAFR	Yes	Yes	Yes	Yes
Prepare Proposed and Approved Budget documents	Yes	Yes	Yes	Yes
Investment earnings generated	\$ 170,000	\$ 401,000	\$ 180,000	\$ 178,500
Number of vendor checks processed	10,673	12,000	8,926	9,000
Number of payroll checks/direct deposit vouchers processed	19,440	18,136	17,101	17,100
Number of lien searches conducted	2,100	2,500	2,122	2,200
Number of utility bills mailed	N/A	N/A	147,660	140,000
Number of parking meter audits	12	12	12	12
Number of manual journal entries prepared	N/A	N/A	N/A	750
Number of parking meters repaired in-house	N/A	N/A	1,500	1,500
<b>EFFECTIVENESS MEASURES:</b>				
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.)	Aa3	Aa3	Aa3	Aa3
Percentage of invoices paid within 30 days	99%	99%	99%	99%
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%	75%
Percentage of utility billing customers receiving e-bills	N/A	N/A	N/A	5%
Resolve all requests for service within 3 business days - Utilities Customer Service Staff	99%	99%	99%	99%
<b>EFFICIENCY MEASURES:</b>				
Department expenditures per capita	\$ 30.53	\$ 27.60	\$ 21.56	\$ 17.43
Payroll direct deposit utilization rate	70%	80%	82%	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.

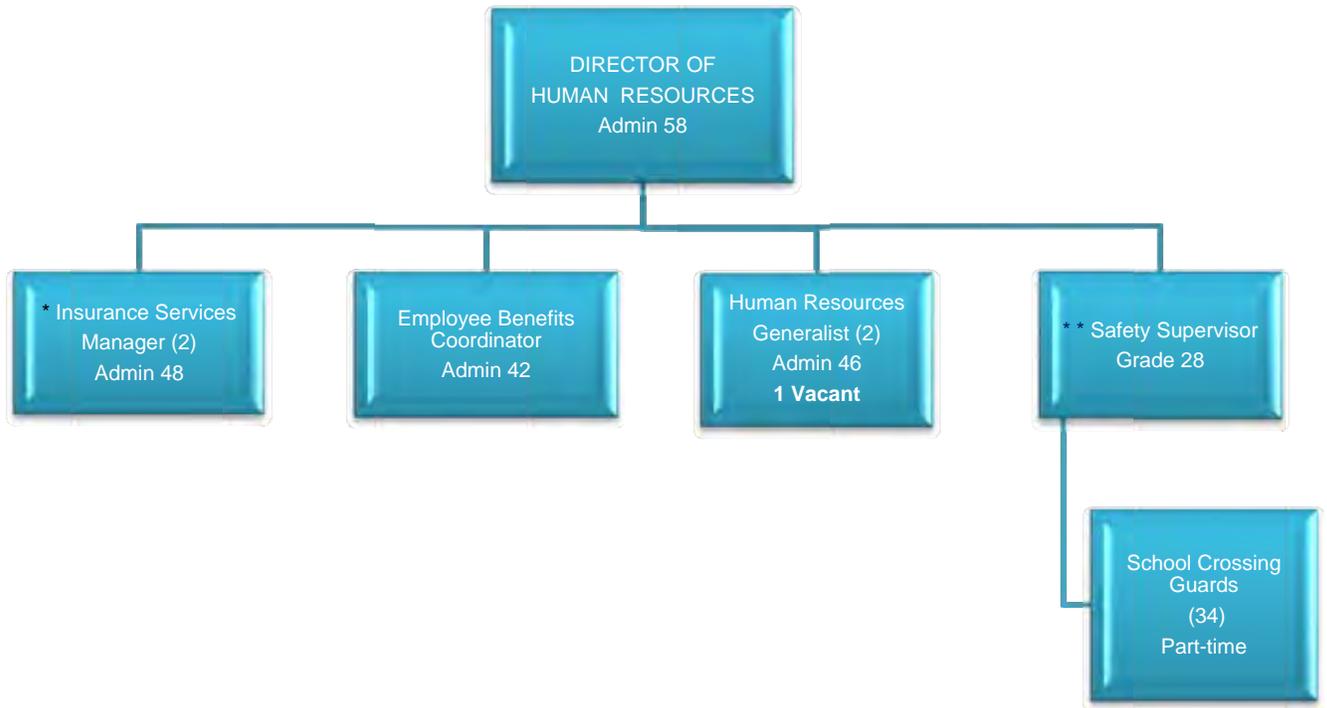
Departments have continued to work on a number of the problem areas and have taken a variety of steps to improve them through training and other methods.

#### ⇒ **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

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\* 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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Human Resources	\$ 471,804	\$ 349,890	\$ 203,022	\$ 489,514	\$ 480,765
TOTAL	<u>\$ 471,804</u>	<u>\$ 349,890</u>	<u>\$ 203,022</u>	<u>\$ 489,514</u>	<u>\$ 480,765</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 380,130	\$ 311,892	\$ 162,438	\$ 393,614	\$ 377,765
Materials & Supplies	2,448	2,549	155	6,750	8,000
Other Operating Expenses	89,226	35,449	40,429	89,150	95,000
TOTAL APPROPRIATIONS	<u>\$ 471,804</u>	<u>\$ 349,890</u>	<u>\$ 203,022</u>	<u>\$ 489,514</u>	<u>\$ 480,765</u>
<b><u>PERSONNEL</u></b>					
Human Resources	<u>4</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL PERSONNEL	<u>4</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>

## Human Resources

EXPENDITURES	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 330,881	\$ 267,297	\$ 140,908	\$ 333,966	\$ 326,593
Employee Benefits	49,249	44,595	21,530	50,148	51,172
<b>Materials &amp; Supplies</b>	2,448	2,549	155	6,750	8,000
<b>Other Services and Charges</b>	89,226	35,449	40,429	98,650	95,000
<b>Operations Subtotal</b>	<u>471,804</u>	<u>349,890</u>	<u>203,022</u>	<u>489,514</u>	<u>480,765</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 471,804	\$ 349,890	\$ 203,022	\$ 489,514	\$ 480,765
<b>PERSONNEL</b>					
Full-Time	4	4	3	4	4
<b>TOTAL</b>	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 Resources services that are unassailably professional, responsive to business requirements, and conscientiously cost efficient and effective.

## Major FY11-12 Goals

1. Continue assumption of responsibility for in-house (versus outside legal) representation of the City in matters relating to: Collective Bargaining; Labor Relations and Labor Contract Administration (including Administration/Presentation in Grievances and Arbitrations); Employment Discrimination Charges; and Unemployment Compensation Appeals.
2. Deliver targeted-need City-wide training for supervisors and managers on Fiscal Year 2011/2012 revisions to the City's collective bargaining contracts and Personnel Rules and Regulations.
3. Deliver targeted-need City-wide training for supervisors and managers on compliance with employment equity and discrimination prevention requirements.
4. Initiate, oversee and complete a 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	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Total number of budgeted full-time employees	4	4	4	4
Department Expenditures (incl. salaries)	\$349,890	\$372,010	\$489,514	\$480,765
<b>OUTPUTS:</b>				
No. of positions posted	20	15	10	15
No. of employment applications received	3,637	2,425	2,500	3,000
Percentage overall of minority applications	73%	56%	60%	60%
No. of employee grievances	5	4	4	20
No. of employee training sessions held	1	2	8	15
No. of employee benefit educational initiatives	14	14	14	0
<b>EFFECTIVENESS MEASURES:</b>				
Employee turnover rate	4.6%	4.2%	N/A	4.0%
Amount spent on unemployment compensation	\$45,000	\$25,000	N/A	\$320,000
Percent of new full-time employees who have successfully completed initial probationary period.	99.5%	99%	99.5%	95.5%
<b>EFFICIENCY MEASURES:</b>				
No. of full-time emps. per full-time HR staff <i>(Industry standard is 100)</i>	189	189	189	189
Dept. expenditures per capita (per full-time emps.)	\$633	\$655	\$746	\$750

# 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.

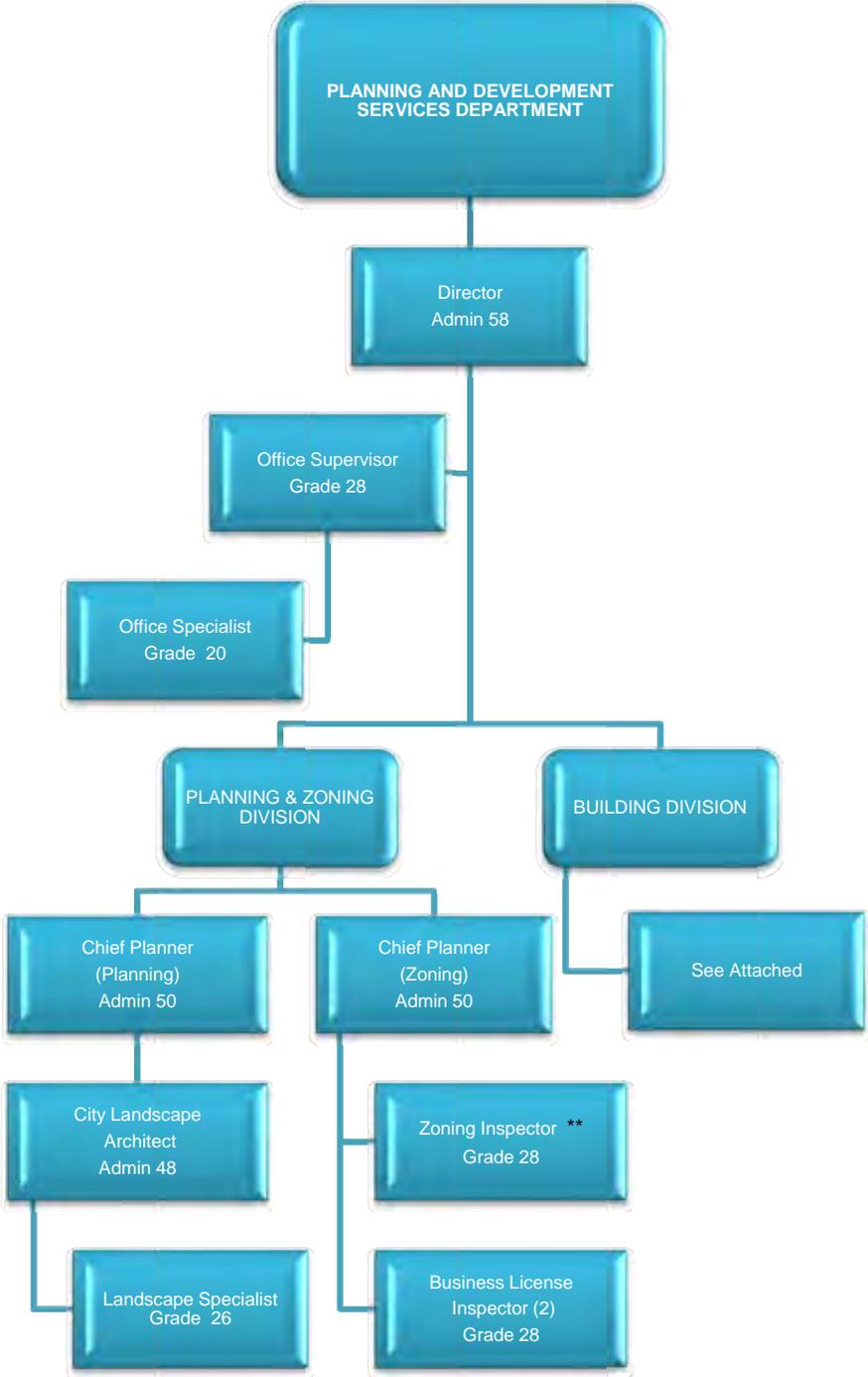
The Alarm Permitting area issues permits to residents and business operators who require alarms on their properties. The permitting system is designed to register current information about the building owner and to reduce false alarm calls received by the Broward Sheriff's Office.

# Planning & Development Services Department

## Planning & Zoning Division

### Organization Chart

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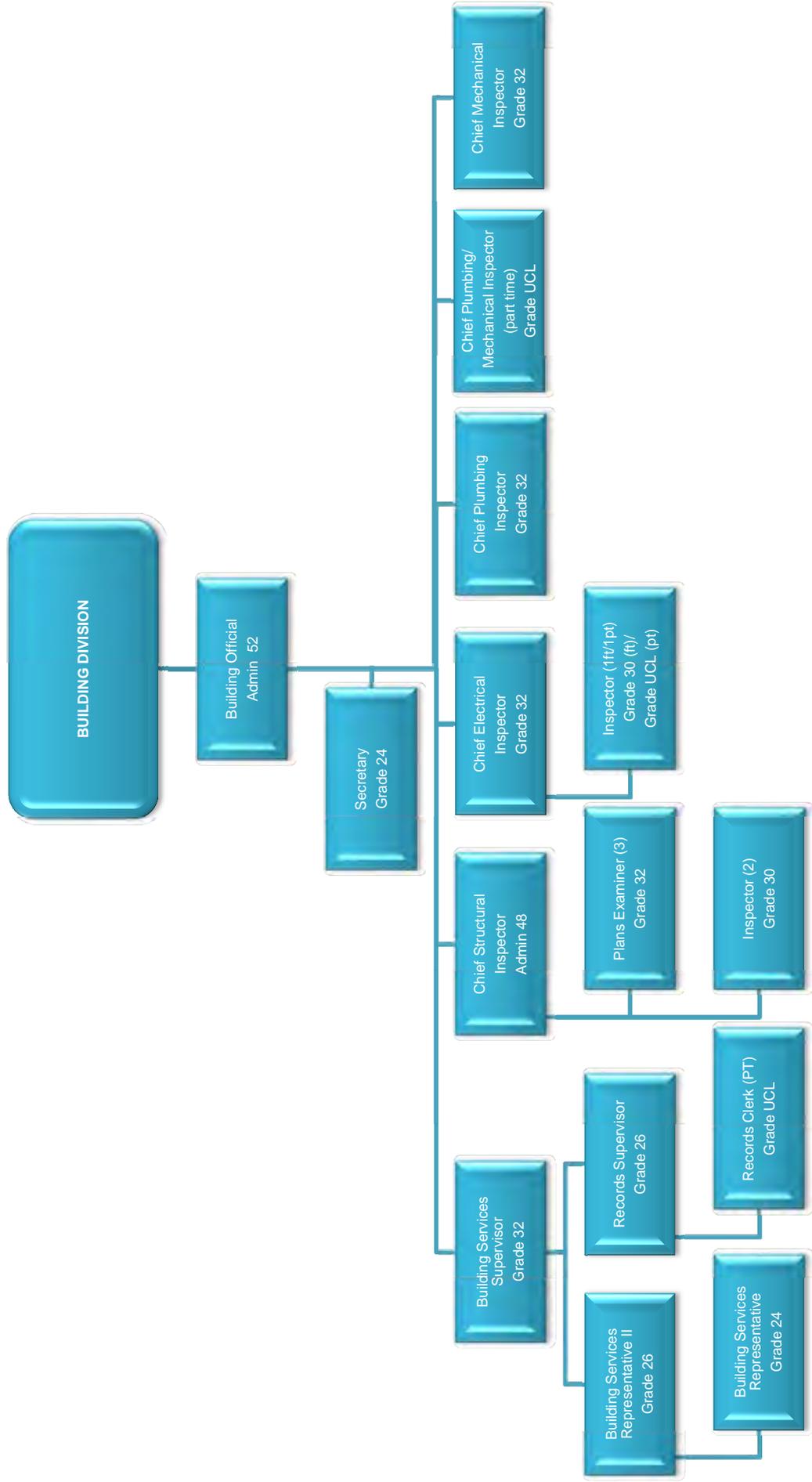
\*\* Changed/ New Position – encompasses former Sign Inspector position, plus additional duties.

# Planning and Development Services Department

## Building Division

### Organization Chart

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City of Deerfield Beach, Florida  
 Planning & Development Services  
 Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Planning & Zoning	\$ 568,789	\$ 602,550	\$ 273,900	\$ 586,491	\$ 709,566
Building	1,763,258	1,715,298	872,493	1,701,876	1,618,754
<b>TOTAL</b>	<b><u>\$ 2,332,047</u></b>	<b><u>\$ 2,317,848</u></b>	<b><u>\$ 1,146,393</u></b>	<b><u>\$ 2,288,367</u></b>	<b><u>\$ 2,328,320</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 2,225,004	\$ 2,268,998	\$ 1,124,631	\$ 2,240,227	\$ 2,259,902
Materials & Supplies	22,871	12,498	3,677	9,920	14,620
Other Operating Expenses	50,916	36,352	18,085	38,220	53,798
Capital Outlay	33,256	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 2,332,047</u></b>	<b><u>\$ 2,317,848</u></b>	<b><u>\$ 1,146,393</u></b>	<b><u>\$ 2,288,367</u></b>	<b><u>\$ 2,328,320</u></b>
<b><u>PERSONNEL</u></b>					
Planning & Growth Mgmt.	8	7	6	6	10
Building	26	23	21	21	19
<b>TOTAL PERSONNEL</b>	<b><u>34</u></b>	<b><u>30</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>29</u></b>

## Planning & Zoning

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 473,791	\$ 504,557	\$ 236,734	\$ 496,378	\$ 586,503
Employee Benefits	70,897	75,930	34,025	73,973	91,645
<b>Materials &amp; Supplies</b>	5,233	10,334	667	3,920	8,620
<b>Other Services and Charges</b>	18,868	11,729	2,474	12,220	22,798
<b>Operations Subtotal</b>	<u>568,789</u>	<u>602,550</u>	<u>273,900</u>	<u>586,491</u>	<u>709,566</u>
<b>DIVISION TOTAL</b>	\$ 568,789	\$ 602,550	\$ 273,900	\$ 586,491	\$ 709,566
<b>PERSONNEL</b>					
Full-Time	8	7	6	6	10
<b>TOTAL</b>	8	7	6	6	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 FY11-12 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	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Number of full-time employees	6	6	6	10
Division expenditures	602,550	586,491	N/A	709,566
<b>OUTPUTS:</b>				
Number of development applications (DRC, P&Z, CAB)	182	200	68	100
Number of building permit reviews	1010	1000	950	1000
Number of business license apps. (zoning review)	570	600	540	N/A
Number of business licenses processed	N/A	N/A	N/A	5000
Number of zoning inspections (permits, certifications)	N/A	N/A	N/A	750
Number of special projects	8	10	6	20
Number of intergovernmental coordination meetings	36	36	25	30
Total Workload	1806	1846	1539	1750
<b>EFFECTIVENESS MEASURES:</b>				
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%
<b>EFFICIENCY MEASURES:</b>				
Workload per employee	301	307.67	256.5	159
Expenditure per workload	N/A	N/A	N/A	N/A
Department expenditures per capita	8.23	N/A	N/A	N/A
Population:	73,216	75,018	75,018	75,018

## Building

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,456,685	\$ 1,448,880	\$ 729,393	\$ 1,430,202	\$ 1,311,155
Employee Benefits	223,632	239,631	124,479	239,674	270,599
<b>Materials &amp; Supplies</b>	17,637	2,164	3,010	6,000	6,000
<b>Other Services and Charges</b>	32,048	24,623	15,611	26,000	31,000
<b>Operations Subtotal</b>	<u>1,730,002</u>	<u>1,715,298</u>	<u>872,493</u>	<u>1,701,876</u>	<u>1,618,754</u>
<b>Capital Outlay</b>	33,256	-	-	-	-
<b>DIVISION TOTAL</b>	\$ 1,763,258	\$ 1,715,298	\$ 872,493	\$ 1,701,876	\$ 1,618,754
<b><u>PERSONNEL</u></b>					
Full-Time	22	20	18	18	16
Part-Time	4	3	3	3	3
<b>TOTAL</b>	26	23	21	21	19

<b>Building</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Total full-time employees	18	18	18	19
Number of construction inspectors	10	10	10	10
Number of sign inspectors	2	2	1	0
Number of business license inspectors	2	2	2	0
Number of technical/clerical personnel	4	4	4	5
Division expenditures	1,715,298	1,701,876	N/A	1,618,754
<b>OUTPUTS:</b>				
Permits issued	6416	6500	6700	6825
Inspections made	13,595	16,000	15,280	15,580
Business Licenses Processed (new,renewals, transfers)	5036	7600	4800	N/A
<b>EFFECTIVENESS MEASURES:</b>				
Percent permit applications reviewed within 15-day statutory guideline	100%	100%	100%	100%
Percent inspections made within 24 hrs.	100%	100%	100%	100%
<b>EFFICIENCY MEASURES:</b>				
Average permits processed per tech/clerk	N/A	N/A	N/A	N/A
Average inspections per construction inspector	N/A	N/A	N/A	N/A
Average business licenses per bus. Lic. Inspector	N/A	N/A	N/A	N/A
Division expenditures per capita	23.43	22.69	N/A	21.58
Population	73,216	75,018	75,018	75,018

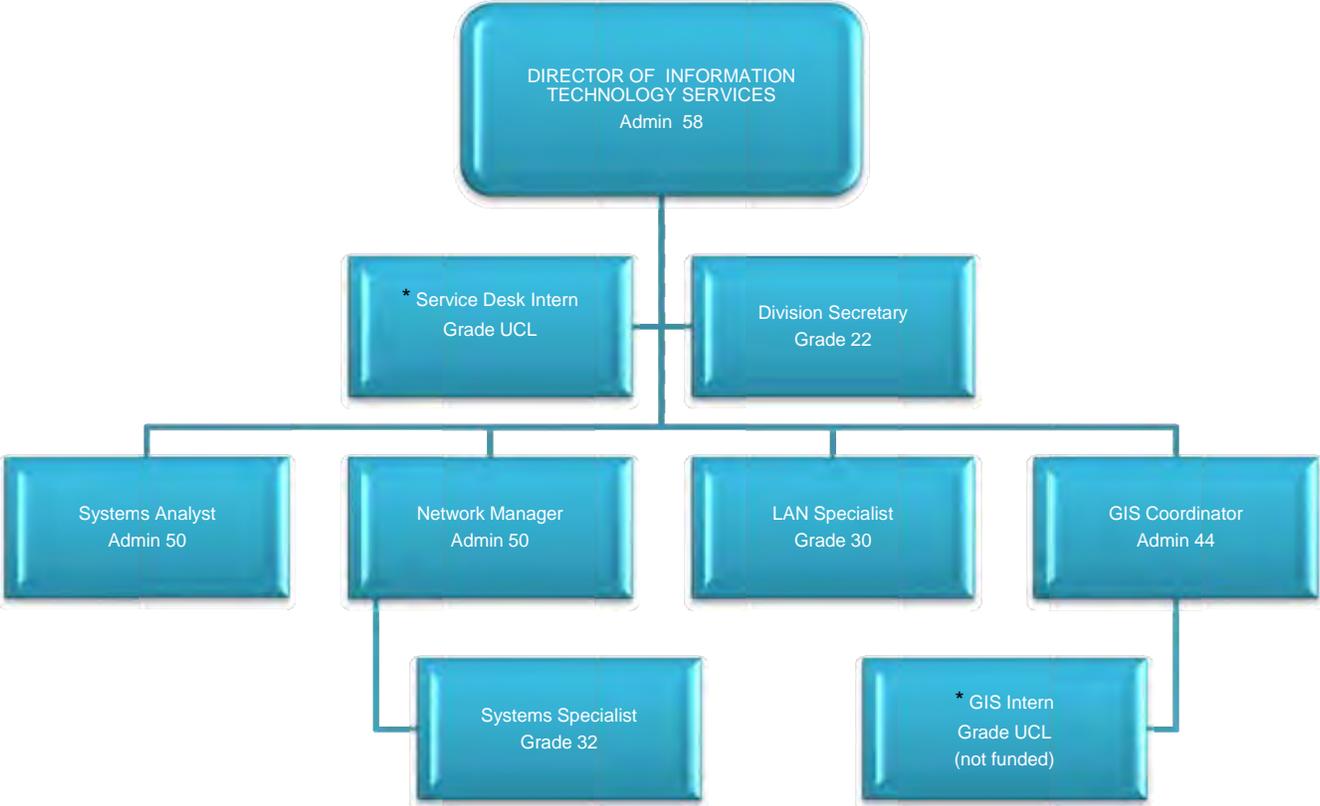
# Information Technology Services

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

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\*Frozen / Not funded

City of Deerfield Beach, Florida  
Information Technology Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Information Services	-	-	-	-	1,626,648
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,626,648</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ 571,698
Materials & Supplies	-	-	-	-	45,500
Other Operating Expenses	-	-	-	-	1,009,450
Capital Outlay	-	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,626,648</u>
<b><u>PERSONNEL</u></b>					
Information Services	0	0	0	0	7
TOTAL PERSONNEL	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>

## Information Technology Services

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 493,015
Employee Benefits	-	-	-	-	78,683
<b>Materials &amp; Supplies</b>	-	-	-	-	45,500
<b>Other Services and Charges</b>	-	-	-	-	1,009,450
<b>Operations Subtotal</b>	-	-	-	-	1,626,648
<b>Capital Outlay</b>	\$ -	\$ -	\$ -	\$ -	-
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,626,648
<b>PERSONNEL</b>					
Full-Time	-	-	-	-	7
Part-Time	-	-	-	-	0
<b>TOTAL</b>	-	-	-	-	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 FY11-12 Goals

1. Implement ITIL best practice processes and procedures for Incident, Change, and Asset Management.
2. Implement a Service Desk and provide customers with a single point of contact for Service requests.
3. Establish Service Level Agreement for critical business processes and procedures.
4. Implement Virtualization/SAN to consolidate server infrastructure thereby cutting power, cooling, floor space, and cost.
5. Implement policies and procedures for Entitlement review and Provisioning/De-provisioning policies.
6. Relocate City's primary data center.
7. Establish a plan and implement an intranet site for various City departments.
8. Establish a plan to leverage GIS application data city wide.
9. Upgrade the City's telephone system with a cost effective solution that provides Unified Messaging capabilities and integrates with other applications and devices.
10. Obtain security assessment of City's external/internal network.
11. Develop a plan to mitigate applications that require terminal emulation and are not web accessible.
12. Establish 'Going Green' initiatives that will reduce printing and excessive paper use.
13. Establish a strategic plan that will include the evaluation of Cloud computing and disaster recovery plan.
14. Establish appropriate staff levels to meet the current and future needs of the City.

## Information Services

PERFORMANCE MEASURES	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Number of full-time employees	3	2	2	7
Department Expenditures				
<b>OUTPUTS:</b>				
System Availability	N/A	N/A	N/A	99%
Network Availability	N/A	N/A	N/A	100%
Projects Completed	N/A	N/A	N/A	5
Number of Work Orders processed	N/A	N/A	N/A	1,984
Number of Work Orders escalated	N/A	N/A	N/A	1,984
Number of Software Upgrades completed	N/A	N/A	N/A	225
Number of Meetings that required equipment assistance & setup	N/A	N/A	N/A	50
Number of computers Inventoried	N/A	N/A	N/A	225
<b>EFFECTIVENESS MEASURES:</b>				
Work Orders Closed by Service Desk	N/A	N/A	N/A	900
Number of computers upgraded	N/A	N/A	N/A	225
<b>EFFICIENCY MEASURES:</b>				
Percentage of Projects completed on Schedule	N/A	N/A	N/A	100%
Percentage of Self Service Work Orders Opened	N/A	N/A	N/A	25%
Percentage of Work Orders escalated	N/A	N/A	N/A	50%
Percentage of Work Orders Closed by Service Desk	N/A	N/A	N/A	50%
Percentage of Work Orders that require Field trip	N/A	N/A	N/A	15%
Number of Work Order with documented solutions	N/A	N/A	N/A	10%
Average time to Inventory Assets (hours)	N/A	N/A	N/A	80
Average time to obtain price quotes (hours)	N/A	N/A	N/A	24
Work Orders Closed per F/T employee	N/A	N/A	N/A	992

# 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 Management and Budget 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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Police Services	\$ 19,378,924	\$ 20,205,641	\$ 10,523,235	\$ 20,780,999	\$ 20,729,726
School Crossing Guard	250,925	253,292	142,807	261,745	237,118
Parking Authority	90,160	114,361	21,548	61,903	62,065
<b>TOTAL</b>	<b><u>\$ 19,720,009</u></b>	<b><u>\$ 20,573,294</u></b>	<b><u>\$ 10,687,590</u></b>	<b><u>\$ 21,104,647</u></b>	<b><u>\$ 21,028,909</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 316,508	\$ 341,615	\$ 156,642	\$ 294,148	\$ 266,183
Materials & Supplies	18,659	13,927	5,272	18,500	22,000
Other Operating Expenses	19,384,842	20,217,752	10,525,676	20,788,999	20,737,726
Capital Outlay	-	-	-	3,000	3,000
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 19,720,009</u></b>	<b><u>\$ 20,573,294</u></b>	<b><u>\$ 10,687,590</u></b>	<b><u>\$ 21,104,647</u></b>	<b><u>\$ 21,028,909</u></b>
<b><u>PERSONNEL</u></b>					
Police Services	162	162	153	153	153
School Crossing Guard	35	35	35	35	35
Parking Authority	1	1	0	0	0
<b>TOTAL PERSONNEL</b>	<b><u>198</u></b>	<b><u>198</u></b>	<b><u>188</u></b>	<b><u>188</u></b>	<b><u>188</u></b>

# Fire & Rescue Services

## **Operations Division Logistics & Special Services Division Planning & Fire Rescue Division Finance & Administrative Services Division**

The department of Fire and Rescue is committed to protecting the lives and property of citizens living in the City of Deerfield Beach and the Town of Hillsboro Beach. The Fire and Rescue Department is charged with providing a full range of service, which include, fire suppression, fire prevention, life safety, emergency medical services, hazard mitigation, emergency preparedness as well as providing public awareness campaigns aimed at reducing injury and/or emergencies before they occur.

The Department of Fire and Rescue is composed of four (4) divisions under which there are various sections. The Operations Division, Logistical & Special Services Division, Finance & Administrative Services Division, and the Planning & Fire Prevention Division serve as the basis from which we provide services.

The Operations Division, under the direction of an Assistant Chief, is divided into three sections; EMS, fire and EMS training section, and shift operations. The operations division is responsible for the coordination of three (3) shifts in responding to all emergency service calls such as fires, emergency medical service requests, hazardous material leaks, etc. Highly trained, dual certified personnel utilizing sophisticated equipment and apparatus 24 hour a day, 365 days a year provide immediate response. The operations division is also responsible for all professional employee development standards and continuing education. Areas of focus include but are not limited to; emergency medical procedures, fire suppression activities, inspection procedures, hazardous materials mitigation as well as emergency preparedness training. All emergency activities and personnel are under the direction of the operations division. This division also oversees EMT, paramedic licensing, certifications, all medical protocols, as well as coordination between our city's medical director, fire rescue staff and our health care community are also functions assigned to the operations division.

The Logistics & Special Services Division is divided into three (3) sections under the direction of an Assistant Chief; the Resource Management and Fleet Services section, the Telecommunication section, and the Emergency Management Section.

The Resource Management & Fleet Services section is responsible for the emergency repair, routine and preventive maintenance of 46 vehicles. This section is also responsible for hundreds of fire nozzles, thousands of feet of fire hose, over one hundred mobile and portable radios, over one hundred and twenty (120) self-contained breathing apparatus units, sixty (60) small gasoline or hydraulically operated engines, tools and/or motors as well as thousands of miscellaneous tools and appliances.

The Telecommunications section is responsible for operating and administering the 911 emergency telephone and radio system. This system allows callers to speak directly with trained fire and EMS dispatchers for quick and efficient response to emergency calls. A communications network exists between firefighters, paramedics, and area hospitals for fast and effective delivery of emergency medical services and fire suppression activities.

The Emergency Management section is responsible for maintaining and coordinating the citywide Emergency Management functions. This section coordinates all city efforts with regards to emergency preparedness and hazard mitigation. It includes training and education of city employees to assure the city is prepared for any natural, man made or terrorist provoked disaster. Other responsibilities include the City of Deerfield Beach Emergency Operations Center and coordination of staffing of the center of times during disasters. The Emergency Management Section is responsible for developing and maintaining the city's Comprehensive Emergency Management Plan (CEMP) and Continuity of Operations Plan (COOP). These documents are vital to the city's response to and recovery from disasters. In addition, the Emergency Management section is responsible for public education to ensure our residents are prepared as possible for emergency and disaster situations.

The Finance & Administrative Services Division under the direction of an Assistant Chief is composed of three (3) sections; Administrative Services section, Management & Information Services section, and Employee Health & Safety.

Administrative Services section area of responsibilities include payroll, policy development and revisions, budget proposals, research and development forecasting, long range planning, compiling of the annual report, updating the 5 year strategic plan and operational guide and developing the natural accredited plan.

Management Information Services section area of responsibilities include overseeing all computer technology, all interfaces with the city computer network, all cellular and business phones, all wireless data transmissions, all EMS and Fire records management and all other computer and data management issues for five (5) facilities.

Employee Health & Safety section responsibilities include the coordination, the review and investigation of all on the job accidents and injuries, coordinates all required medical testing and physicals, all OSHA required fit testing for SCBA as well as manages the inspection, repair and replacement of all protective clothing. Employee Health and Safety section analyzes and makes recommendations for future education and prevention and interacts with the city's Risk Management Division as well as the city's Occupational Health and Safety Manager.

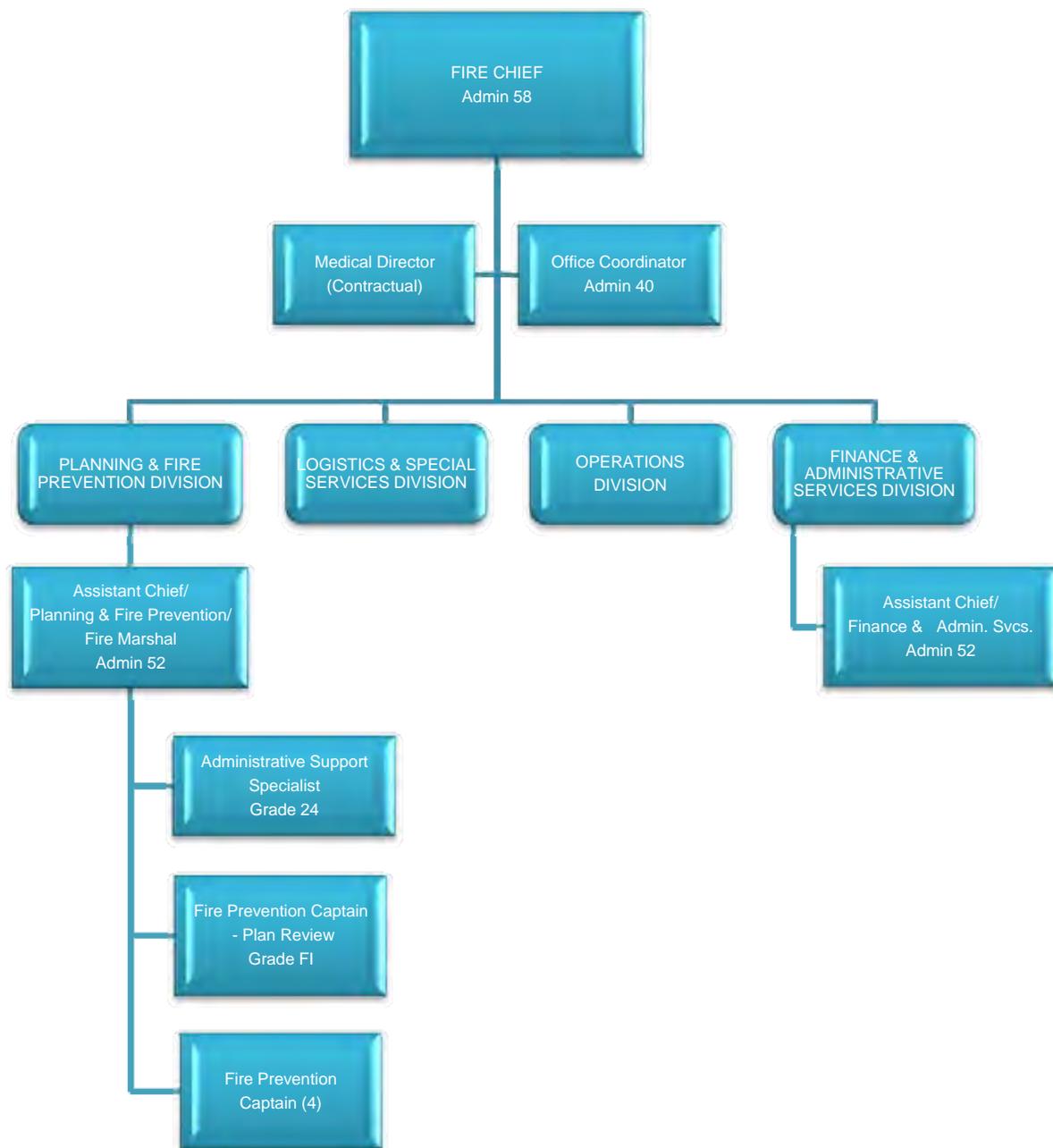
The Planning and Fire Prevention Division, under the direction of an Assistant Chief and provides life and fire safety inspections services pursuant to city ordinance, South Florida building codes, and State and Federal statutes. The division investigates life safety complaints, cause and origin of fires and provides all building and plan review to assure life and fire safety compliance. The Planning and Fire Prevention Division is also responsible for coordinating the department efforts with regards to all public education, the fire department speakers bureau, city fire hydrants, and all special events coordination between the city, outside agencies and the public. As well as monitors and recommends plan of action from the city's ISO rating.

#### **DEPARTMENT GOALS:**

- Be the benchmark fire rescue department in the State of Florida.
- Develop and re-evaluate operational policies and procedures to ensure that the needs of the community are met relating to fire protection and emergency medical services.
- Ensure fire safety compliance of site and building developments.
- Continued focus on fire prevention and education.
- Continuance of training and development programs that will prepare employees to better accomplish department goals.

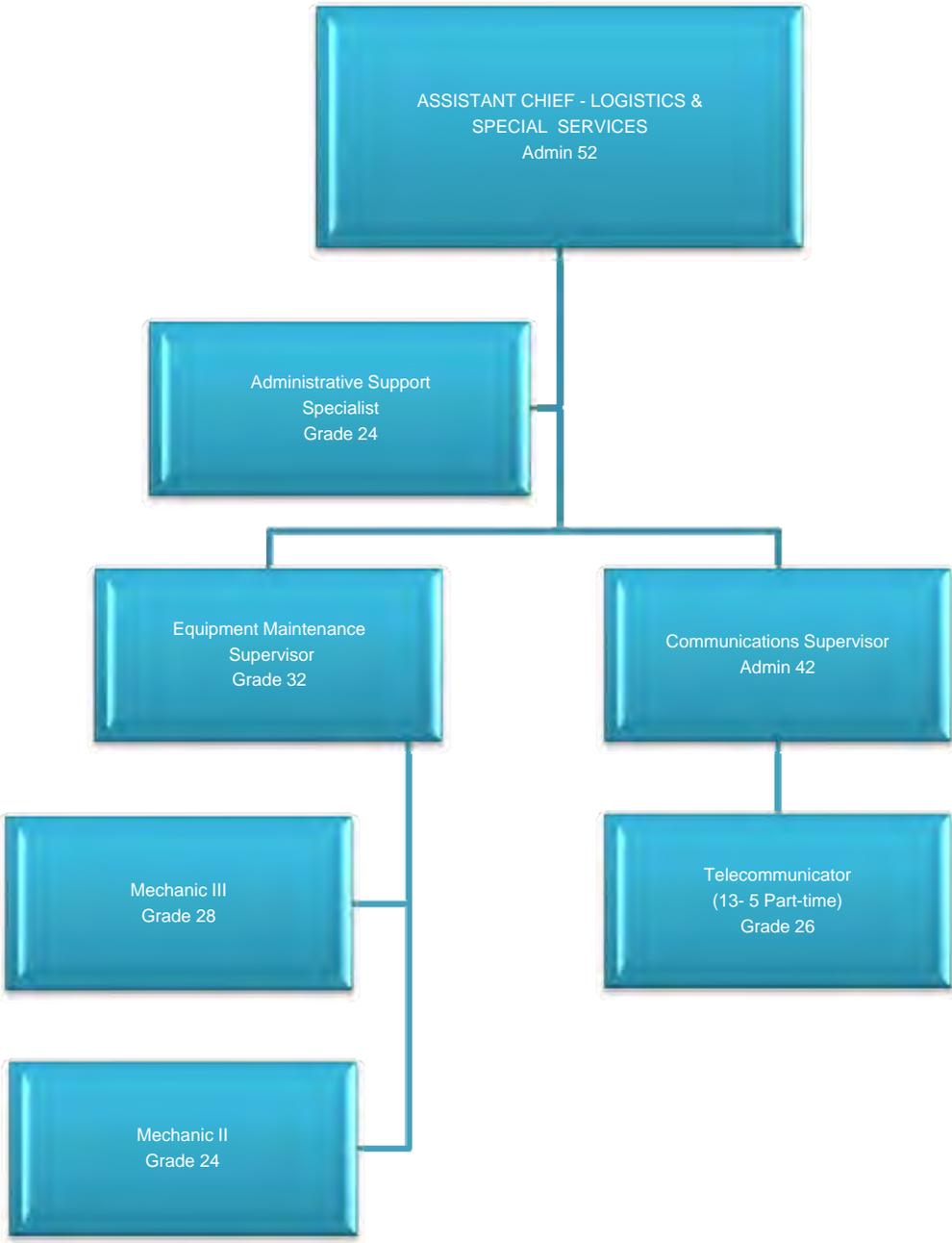
# Fire/Rescue Department Organization Chart

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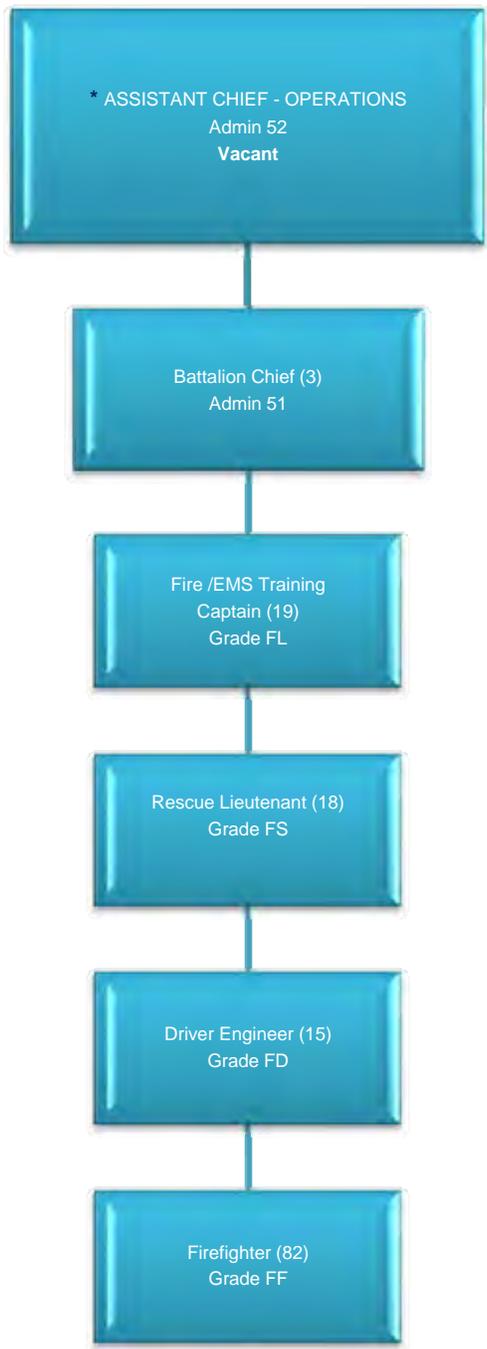
**Fire/Rescue Department**  
**Logistics & Special Services Division**  
Organization Chart

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# Fire/Rescue Department Operations Division Organization Chart

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\*Frozen / Not funded

City of Deerfield Beach, Florida  
Fire & Rescue  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Fire & Rescue	\$ 19,700,045	\$ 19,643,748	\$ 9,241,754	\$ 18,769,590	\$ 18,192,646
TOTAL	<u>\$ 19,700,045</u>	<u>\$ 19,643,748</u>	<u>\$ 9,241,754</u>	<u>\$ 18,769,590</u>	<u>\$ 18,192,646</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 17,254,694	\$ 18,072,622	\$ 8,756,078	\$ 17,425,537	\$ 16,778,271
Materials & Supplies	689,917	484,642	206,126	526,150	421,125
Other Operating Expenses	1,055,675	825,384	279,550	817,903	728,250
Capital Outlay	699,759	261,100	-	-	265,000
TOTAL APPROPRIATIONS	<u>\$ 19,700,045</u>	<u>\$ 19,643,748</u>	<u>\$ 9,241,754</u>	<u>\$ 18,769,590</u>	<u>\$ 18,192,646</u>
<b><u>PERSONNEL</u></b>					
Fire & Rescue	174	174	163	163	167
TOTAL PERSONNEL	<u>174</u>	<u>174</u>	<u>163</u>	<u>163</u>	<u>167</u>

## Fire & Rescue

EXPENDITURES	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 14,275,669	\$ 14,680,589	\$ 7,057,565	\$ 13,975,088	\$ 13,107,536
Employee Benefits	2,979,026	3,392,033	1,698,513	3,450,449	3,670,735
<b>Materials &amp; Supplies</b>	689,917	484,642	206,126	526,150	421,125
<b>Other Services and Charges</b>	1,055,675	825,384	279,550	817,903	728,250
<b>Operations Subtotal</b>	19,000,286	19,382,648	9,241,754	18,769,590	17,927,646
<b>Capital Outlay</b>	699,759	261,100	-	-	265,000
<b>DEPARTMENTAL TOTAL</b>	\$ 19,700,045	\$ 19,643,748	\$ 9,241,754	\$ 18,769,590	\$ 18,192,646
<b>PERSONNEL</b>					
Full-Time	166	166	166	158	162
Part-Time	8	8	8	5	5
<b>TOTAL</b>	174	174	174	163	167

## Mission Statement

The mission of the Deerfield Beach Fire-Rescue Department is to save lives, protect property and the environment while ensuring the safety and survival of the emergency response personnel. The department will serve as a model of excellence in the emergency medical services and firefighting industries. Through fire and injury prevention programs, the department will enhance the lives of the citizens and visitors.

## Major FY11-12 Goals

1. Validate the high level of customer service provided through a comprehensive quality assurance program that assesses clinical and customer service determinative factors.
2. Improve the present Insurance Services Office (ISO) rating to a 2.
3. Improve the public's ability to assist cardiac arrest victims.
4. Expand the offerings of injury prevention initiatives.
5. Continue to provide outstanding fire and EMS services.

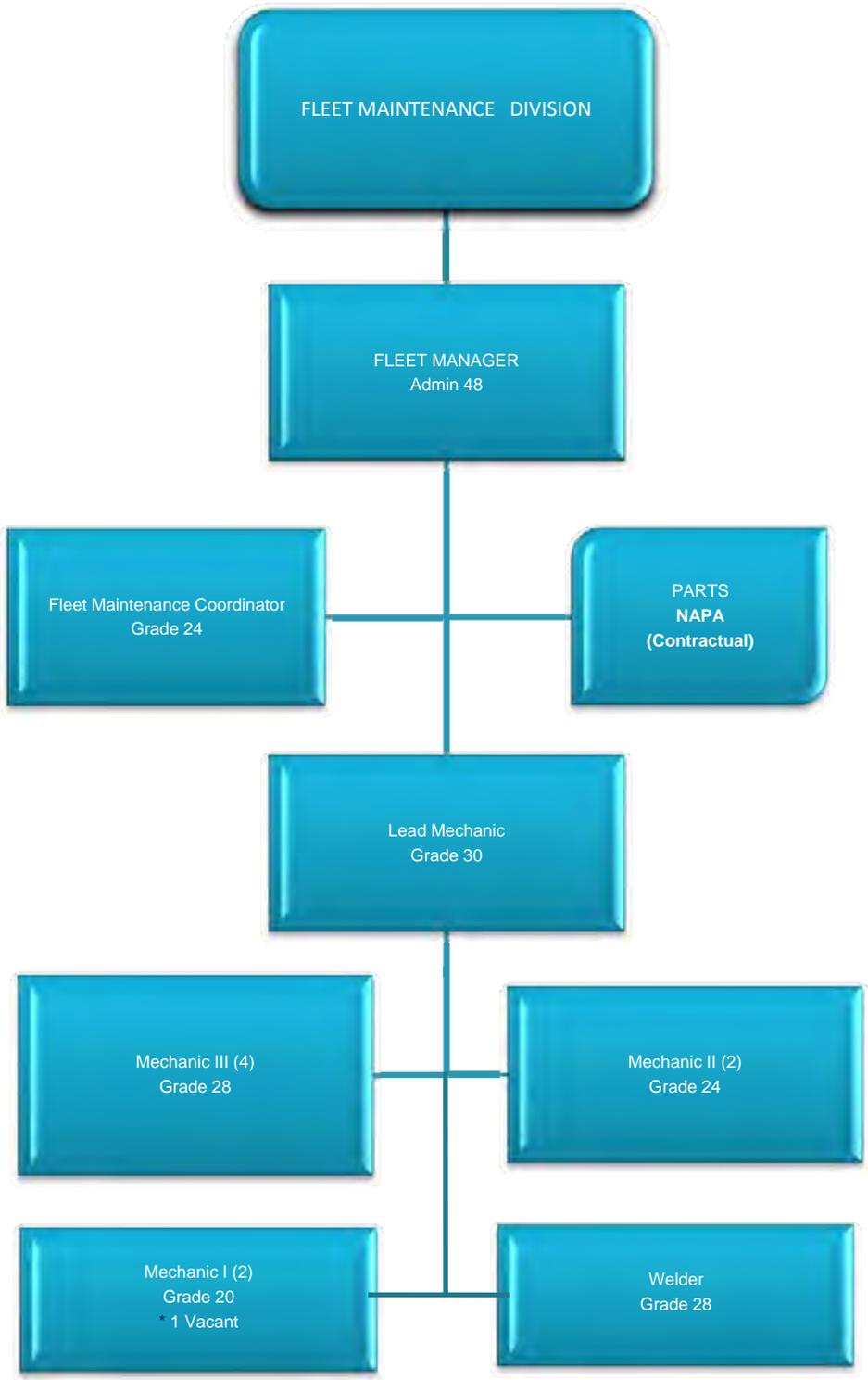
### Strategic Objectives:

- Complete the survey instruments and ensure that the ISO rating schedule supports inviting the ISO representatives to resurvey the department for an increased rating.
- Create new documentation to meet the ISO requirements for the Class 2 designation.
- Continue annual training plan that addresses all elements of ISO and improve documentation for all training activities.
- Institute a city-wide Public Automated External Defibrillator (PAD) program.
- Conduct at least 15 injury and drowning prevention programs.
- Launch the nationwide model for reducing back injuries amongst emergency responders.
- Initiate the 5-year strategy to become a Class 1 department.
- Create EMS audit folders that address all documentation needs for Department of Health inspections.

<b>Fire - Rescue Department</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Number of Firefighters/EMS Responders	77	82	82	82
Number of Driver Engineers	15	15	15	15
Number of Rescue Lieutenants	18	18	18	18
Number of Operation Captains	18	18	18	18
Number of Battalion Chiefs	3	3	3	3
Number of Combat Personnel	131	136	136	136
Number of Chief Officers	4	4	4	4
Number of Training Captains	1	1	1	1
Number of Fire Prevention Captains	5	6	6	7
Emergency Management Coordinator	-	1	-	1
Number of Communication Personnel	10	14	14	14
Number of Administrative Personnel	4	4	4	3
Number of Fire Mechanics	5	5	5	3
Number of Firefighting and ALS Certified Apparatus	17	17	17	17
Number of Suppression Companies (3-person minimum)	5	5	5	6
<b>OUTPUTS:</b>				
<b>Total Response Volume</b>	20,395	20,500	20,500	21,000
Fire Responses	2,405	2,500	2,950	3,000
EMS Responses	11,557	11,520	11,500	12,000
Other Responses	6,420	6,455	6,025	5,975
EMS Transports	8,167	8,200	8,500	8,600
Mutual Aid Responses	13	25	25	25
<b>Operations Division</b>				
Staffing hours at emergency medical incidents	NA	3,200	3,200	3,200
Staffing hours at other emergency incidents	NA	2,000	2,000	2,000
General maintenance of facilities	11,680	11,680	11,680	11,680
Hydrants maintained and inspected (hours)	1,179	1,100	1,100	1,100
<b>Inspections Division</b>				
Fire Prevention Presentations	163	200	200	200
Total Audience	5,214	5,200	5,200	5,200
Fire Prevention Inspections	6,099	8,000	6,000	8,000
Plan Reviews	962	1,350	1,000	1,350
<b>Logistics and Emergency Management Division</b>				
Number of vehicles maintained by fire maintenance	48	48	48	48
Number of hours for vehicle maintenance and repair	8,112	8,112	8,112	8,112
Number of CERT classes	46	30	20	30
Number of CERT members trained	1,014	850	850	850
<b>Training Division</b>				
Training Hours - Shift Level	22,241	25,000	25,000	25,000
EMS - Centralized Training Hours	1,028	600	600	600
Fire - Centralized Training Hours	2,729	3,300	3,300	3,300
Hazardous materials training	1,120	1,200	1,200	1,200
Company officer development training (hours)	484	450	450	450
Driver-engineer training (hours)	180	120	120	120
<b>EFFECTIVENESS MEASURES:</b>				
Average response time (minutes)	4	4	4.5	5
Reported to dispatch (minutes)	1	1	1	1
Saved property value	\$ 10,204,410	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Property fire loss	\$ 2,265,061	\$ 500,000	\$ 500,000	\$ 500,000
<b>EFFICIENCY MEASURES:</b>				
Budgeted Cost per Resident	\$ 266	\$ 241	\$ 241	\$ 256
Average number of inspections/field inspector/month	127	167	125	133
Number of emergency responses per 1,000 residents	261	263	263	269
Number of EMS transports per EMS incident	0.71	0.71	0.74	0.72
Number of emergency responders per 1,000 Residents	1.68	1.74	1.74	1.74
A minimum of 14 firefighters on scene within 10 minutes of the time for all structure fires	NA	90%	92%	92%
A maximum of customer complaints of less than one percent of the total incident volume	5	25	5	25
Medical complaints filed by medical director and/or medical personnel at hospitals will be less than one percent of the total incident volume	0	5	0	0

**Department of Environmental Services**  
**Fleet Maintenance Division**  
Organization Chart

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\*Frozen / Not funded

City of Deerfield Beach, Florida  
Environmental Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Administration*	\$ 467,407	\$ 465,006	\$ 216,868	\$ 288,013	\$ 100,081
Facilities Maintenance **	3,499,394	3,263,449	1,357,261	3,094,037	-
Fleet Maintenance	1,607,447	1,535,509	685,234	1,427,478	1,243,723
Landscape Maintenance **	2,575,856	2,546,217	938,840	1,796,593	-
<b>TOTAL</b>	<b><u>\$ 8,150,104</u></b>	<b><u>\$ 7,810,181</u></b>	<b><u>\$ 3,198,203</u></b>	<b><u>\$ 6,606,121</u></b>	<b><u>\$ 1,343,804</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 3,976,585	\$ 4,189,822	\$ 1,767,784	\$ 3,155,911	\$ 841,774
Materials & Supplies	592,915	404,022	79,892	428,700	35,500
Other Operating Expenses	3,244,384	3,161,689	1,350,527	3,006,510	451,530
Capital Outlay	336,220	54,648	-	15,000	15,000
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 8,150,104</u></b>	<b><u>\$ 7,810,181</u></b>	<b><u>\$ 3,198,203</u></b>	<b><u>\$ 6,606,121</u></b>	<b><u>\$ 1,343,804</u></b>
<b><u>PERSONNEL</u></b>					
Administration	5	5	3	3	1
Facilities Maintenance	6	6	5	5	0
Fleet Maintenance	17	15	13	13	12
Landscape Maintenance	46	42	21	21	0
<b>TOTAL PERSONNEL</b>	<b><u>74</u></b>	<b><u>68</u></b>	<b><u>42</u></b>	<b><u>42</u></b>	<b><u>13</u></b>

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

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

## Fleet Maintenance

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 832,178	\$ 854,431	\$ 399,150	\$ 768,799	\$ 641,696
Employee Benefits	140,703	158,263	70,987	148,349	102,574
<b>Materials &amp; Supplies</b>	52,874	30,432	6,216	42,000	35,500
<b>Other Services and Charges</b>	478,474	492,383	208,881	468,330	451,530
<b>Operations Subtotal</b>	<u>1,504,229</u>	<u>1,535,509</u>	<u>685,234</u>	<u>1,427,478</u>	<u>1,231,300</u>
<b>Capital Outlay</b>	103,218	-	-	-	15,000
<b>DIVISION TOTAL</b>	\$ 1,607,447	\$ 1,535,509	\$ 685,234	\$ 1,427,478	\$ 1,246,300
<b>PERSONNEL</b>					
Full-Time	17	15	13	13	12
<b>TOTAL</b>	17	15	13	13	12

## 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 FY11-12 Goals

1. Maintain a vehicle availability ratio of 95%.
2. Purchase only environmentally friendly vehicles that help reduce the carbon footprint while reducing fuel consumption.
3. Establish an in-house partnership with an outside auto parts supplier to improve parts availability and completely eliminate inventory costs.

# Parks & Recreation

**Administration**  
**Parks & Recreation**  
**Facilities Maintenance**  
**Parks Maintenance**  
**Pier**

The City of Deerfield Beach Parks and Recreation Department is comprised of five divisions: Administration, Parks & Recreation, Facilities, Parks Maintenance and the Pier. Our mission 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.

Within Deerfield Beach limits are 266 acres of open space at 30 sites, a one-mile stretch of public beach and a 976-foot long fishing pier. Our residents have access to miles of jogging and in-line skating trails. Our full-service Tennis Center consists of six courts, plus six additional courts throughout the parks in the city. We also offer a full-size gymnasium, several outdoor basketball courts and many neighborhood playgrounds and tot lots.

The City has four community centers: Constitution Park, Westside Park, Tower Club Teen Center and the Deerfield Beach Middle School Athletic Complex & Aquatic Center. Each facility provides a variety of recreational, social and cultural programs. The Parks & Recreation Department also sponsors many special events throughout the year. Through the Parks & Recreation Department the city maintains two respectful and well-maintained 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 practices.
5. Partner with our communities and private sector in support of parks, recreation and open space.
6. Invest in systems that are user-friendly, improve access and respond to changing demographics.
7. Invest in recreation and park professionals.

## **Administration**

The Administration Division of the Parks & Recreation Department provides support in the areas of division policy, strategic planning, budget and personnel management, accounting, procurement, labor relations, revenue management, management information services, financial reporting, public relations, safety and training.

## **Parks & Recreation**

The primary responsibility of the Parks & Recreation Department is to deliver a parks system with safe structures and well-groomed grounds and facilities as well as quality programming to the residents of Deerfield Beach. Programs include a variety of recreational, social and cultural activities at our community centers, athletic and aquatic complex. Residents of Deerfield Beach have access to over 266 acres of public open space. This department includes Ocean Rescue, which provides protection for our beach. The Historical Society & Museum Division includes the Butler House, the Old School House, Pioneer House and the Train Station.

This division is also charged with providing the Deerfield Beach community with two respectful and well-maintained cemeteries. As such, this division administers the purchasing of cemetery plots, handles interments, and provides maintenance to the 35-acres of grounds. Maintenance of the Memorial and Pineview Cemeteries includes but is not limited to, the mowing of grounds, edging around markers, the reseeded of grass, and ensuring overall beautification of the grounds.

## **Facilities Maintenance**

The Facilities Maintenance strives to efficiently maintain the buildings and facilities of all city-owned properties. This service is provided by working in cooperation 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 Facilities include the following: all electrical, mechanical, plumbing, painting, carpentry, roof repair, pest control and security alarm to the City of Deerfield Beach's municipal buildings and public facilities. Also, the division provides for coordination and direct supervision for many special projects for the City including departmental facility projects, city renovations, and holiday decorations. In addition, Facilities serves as construction review for all new city projects. Budgetary items for the division include the funding for all of the aforementioned items, as well as funding for the electric, water and sewer utilities consumed at city owned facilities.

## **Parks Maintenance**

The Parks Maintenance provides cutting, trimming and planting for all City-owned property and right-of-ways. This includes chemical spraying programs, maintaining irrigation systems on City properties, renovation of landscape, beachfront and median maintenance.

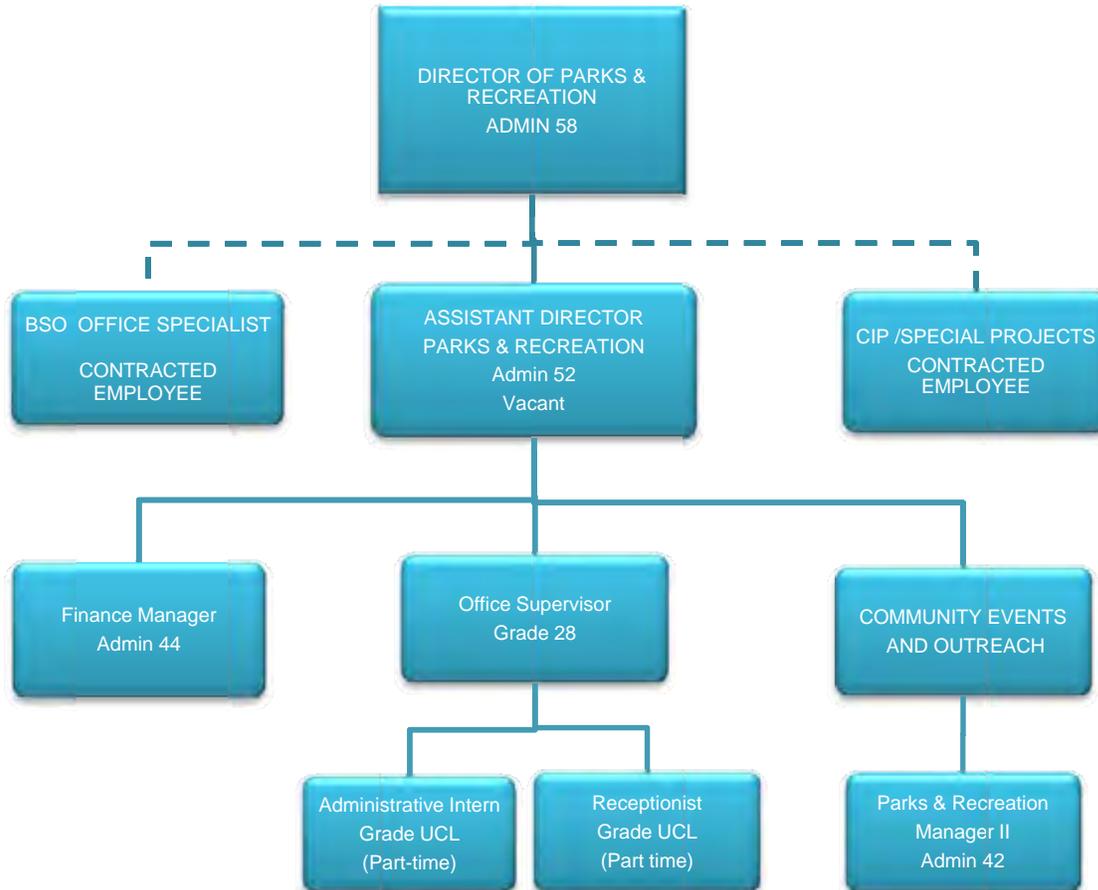
## **Pier**

The 976-foot pier was rebuilt in 1993 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.

On December 30, 2004, the City assumed complete operation of the pier and bait shop. City staff provides year-round fishing; provides for the sale of bait and tackle, and organizes memberships to fishing clubs and a host of other organized activities on the pier. The pier offers sightseers an excellent vantage point of the City's shores and skyline. Year-round parking is available at the City's pier parking lot.

# Parks & Recreation Department Administration Division Organization Chart

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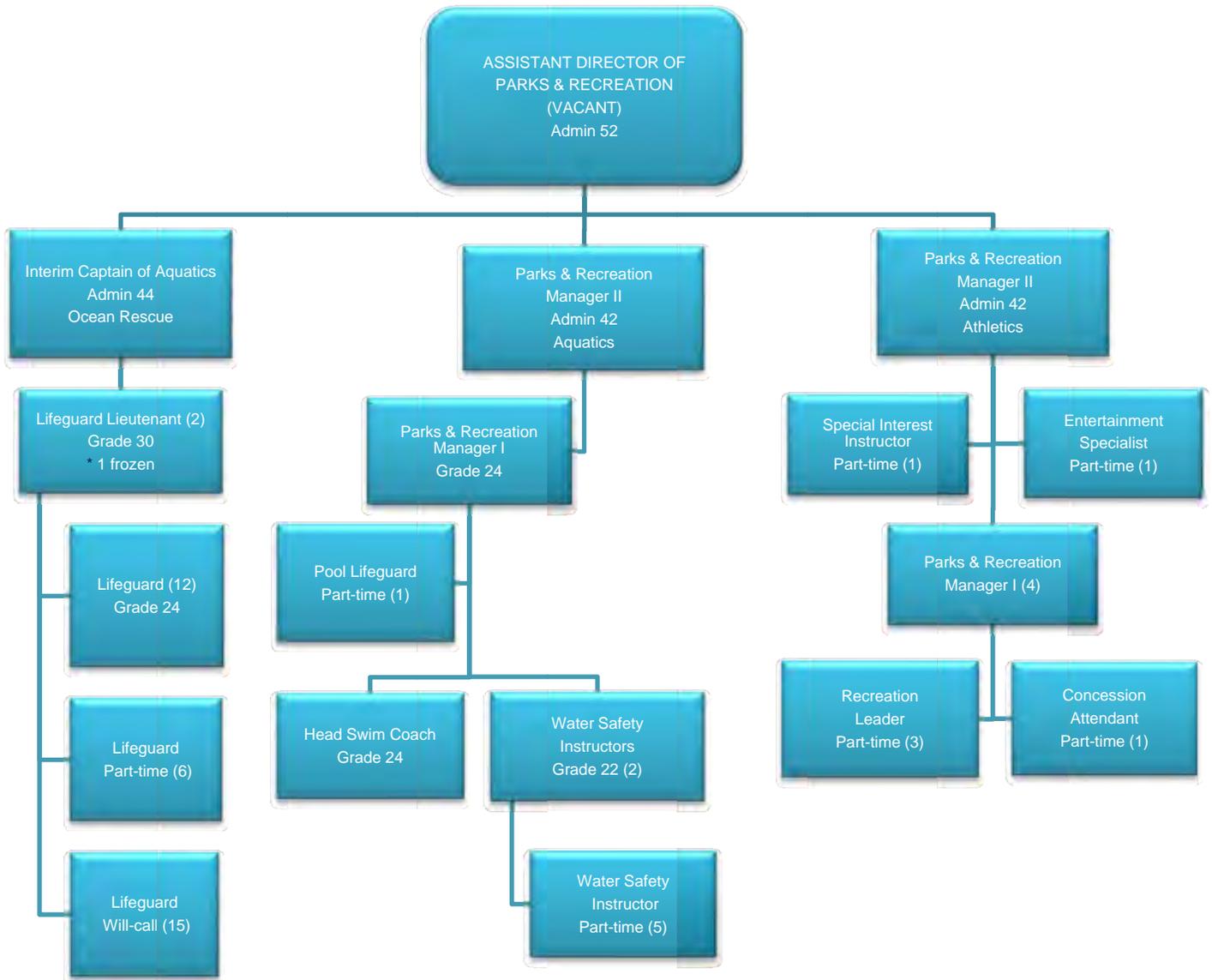


# Parks and Recreation Department

## East

### Organization Chart

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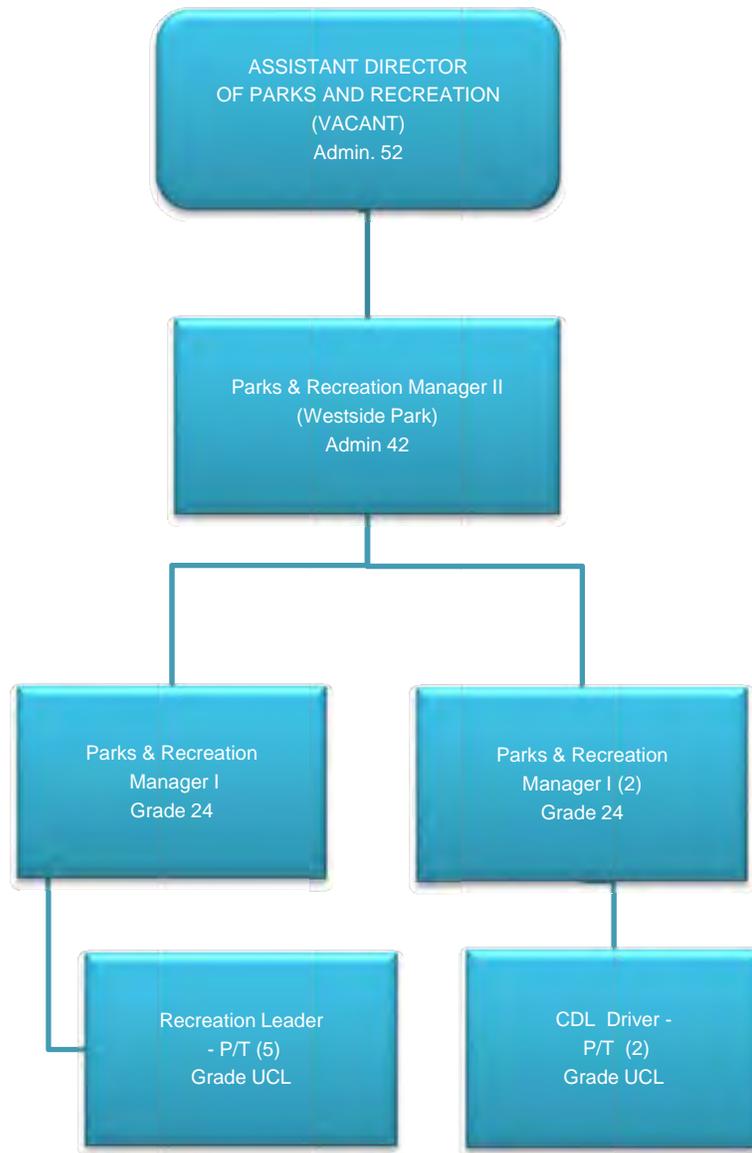
\*Frozen / Not funded

# Parks and Recreation Department

## Central

### Organization Chart

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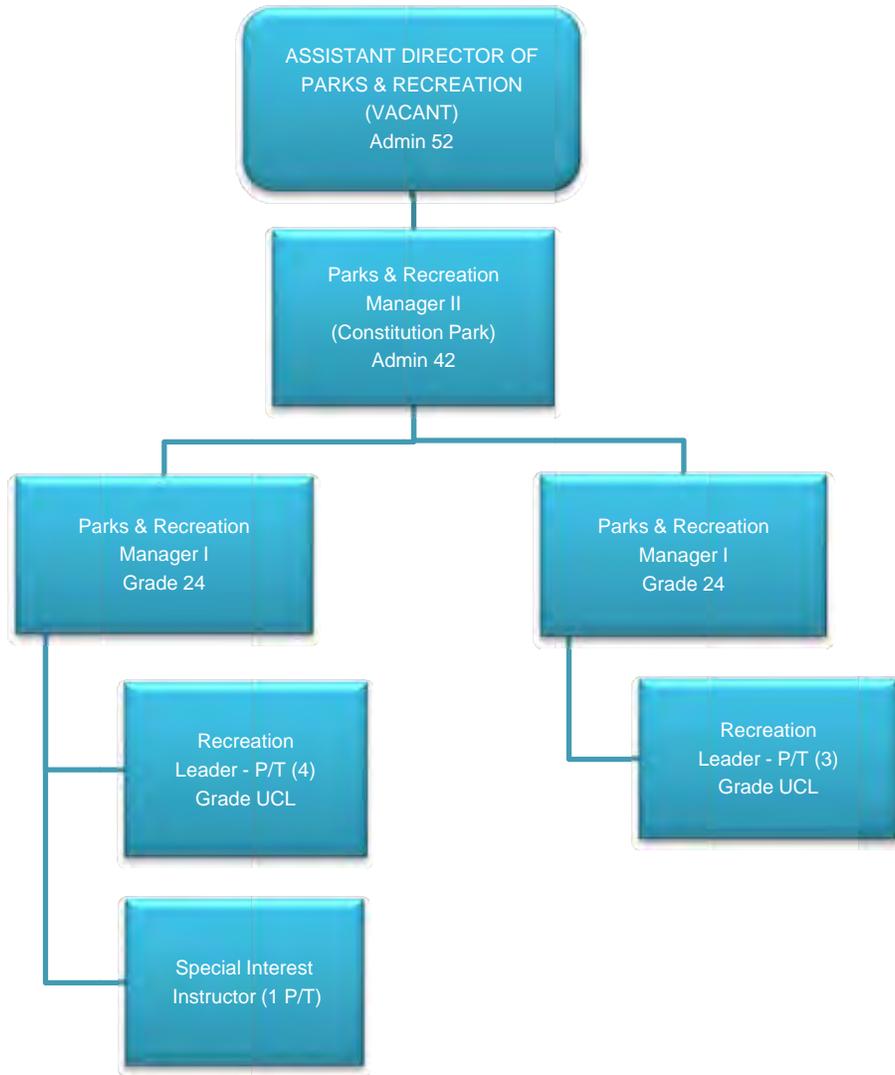


# Parks and Recreation Department

## West

### Organization Chart

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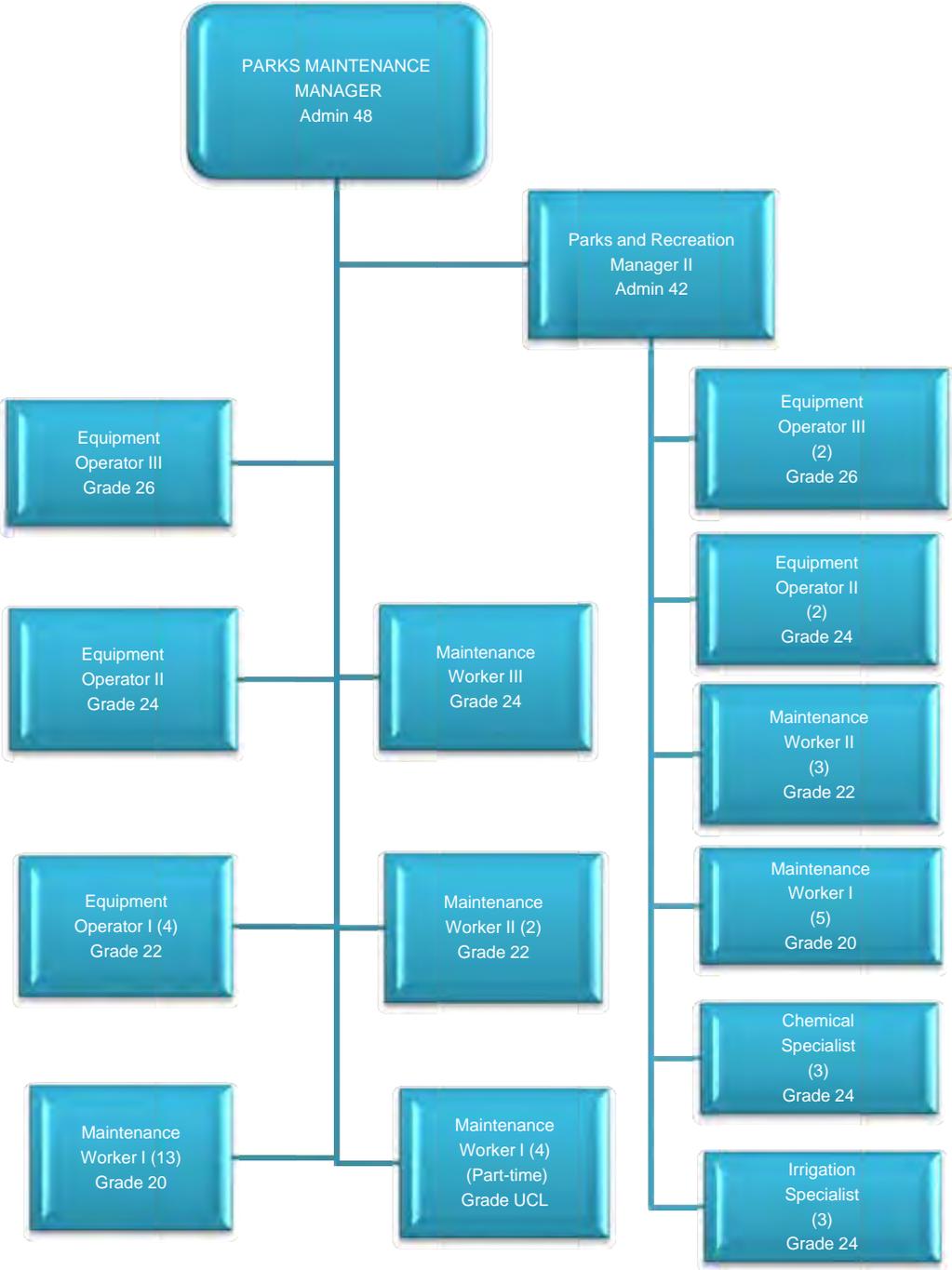


# Parks and Recreation Department

## Parks Maintenance Division

### Organization Chart

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# Parks & Recreation Department Facilities Maintenance Division Organization Chart

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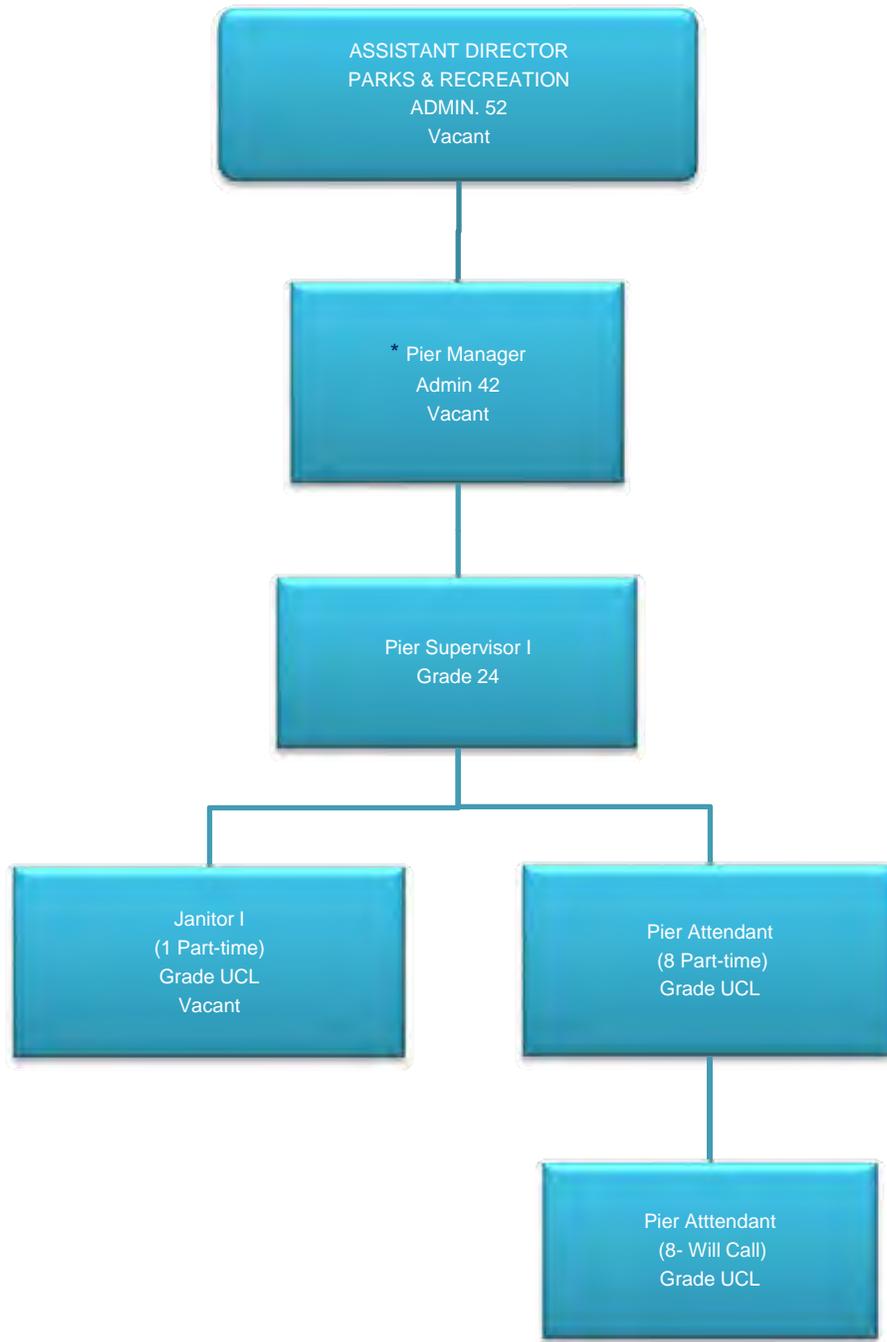


# Parks & Recreation Department

## Pier Division

### Organization Chart

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\*Frozen / Not funded

City of Deerfield Beach, Florida  
Parks and Recreation  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Administration	\$ 781,630	\$ 435,055	\$ 187,055	\$ 430,117	\$ 754,351
Recreation	4,043,221	3,519,006	-	-	-
Parks	2,563,942	1,888,929	-	-	-
Parks Maintenance	-	-	-	-	3,319,496
East	-	296,497	919,005	2,102,066	2,313,701
Central	-	348,758	791,894	1,686,433	373,558
West	-	190,448	627,443	1,329,832	377,516
Facilities Maintenance	-	-	-	-	2,903,101
Summer Camp	-	-	-	-	494,218
Pier	345,983	329,215	126,731	307,718	238,448
<b>TOTAL</b>	<b>\$ 7,734,776</b>	<b>\$ 7,007,908</b>	<b>\$ 2,652,128</b>	<b>\$ 5,856,166</b>	<b>\$ 10,774,389</b>
<b>EXPENSE GROUP</b>					
Personal Services	\$ 5,803,817	\$ 5,723,638	\$ 2,414,851	\$ 4,456,241	\$ 6,688,544
Materials & Supplies	1,139,519	853,432	159,666	665,645	871,775
Other Operating Expense	382,015	327,685	75,309	670,280	3,083,070
Capital Outlay	409,425	103,153	2,552	64,000	131,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 7,734,776</b>	<b>\$ 7,007,908</b>	<b>\$ 2,652,378</b>	<b>\$ 5,856,166</b>	<b>\$ 10,774,389</b>
<b>PERSONNEL</b>					
Administration	5	5	5	5	7
Recreation	127	0	0	0	0
Parks	60	0	0	0	0
Parks Maintenance	0	0	0	0	46
East	0	40	40	40	57
Central	0	37	37	37	11
West	0	30	30	30	11
Facilities Maintenance	0	0	0	0	5
Pier	12	10	10	10	10
<b>TOTAL PERSONNEL</b>	<b>204</b>	<b>122</b>	<b>122</b>	<b>122</b>	<b>147</b>

## Parks Administration

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 356,007	\$ 267,070	\$ 142,952	\$ 317,290	\$ 546,006
Employee Benefits	41,928	29,791	16,588	55,077	76,320
<b>Materials &amp; Supplies</b>	317,794	86,877	4,637	13,250	26,000
<b>Other Services and Charges</b>	65,901	51,317	22,878	44,500	106,025
<b>Operations Subtotal</b>	<u>781,630</u>	<u>435,055</u>	<u>187,055</u>	<u>430,117</u>	<u>754,351</u>
<b>DIVISION TOTAL</b>	\$ 781,630	\$ 435,055	\$ 187,055	\$ 430,117	\$ 754,351
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	5
Part-Time	1	1	1	1	2
<b>TOTAL</b>	5	5	5	5	7

## 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 FY11-12 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.

## East

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ 150,723	\$ 738,083	\$ 1,557,773	\$ 1,594,941
Employee Benefits	-	19,063	156,736	321,432	394,235
<b>Materials &amp; Supplies</b>	-	108,017	17,284	72,410	144,225
<b>Other Services and Charges</b>	-	11,732	6,902	150,451	64,300
<b>Operations Subtotal</b>	-	289,535	919,005	2,102,066	2,197,701
<b>Capital Outlay</b>	-	6,962.00	-	-	116,000
<b>DIVISION TOTAL</b>	\$ -	\$ 296,497	\$ 919,005	\$ 2,102,066	\$ 2,313,701
<b>PERSONNEL</b>					
Full-Time	-	-	-	24	24
Part-Time	-	-	-	16	33
<b>TOTAL</b>	-	-	-	40	57

## Central

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ 128,404	\$ 616,878	\$ 826,451	\$ 282,685
Employee Benefits	-	16,878	81,608	133,150	36,373
<b>Materials &amp; Supplies</b>	-	140,160	64,876	155,760	46,000
<b>Other Services and Charges</b>	-	63,316	28,532	188,099	8,500
<b>Operations Subtotal</b>	-	348,758	791,894	1,303,460	373,558
<b>Capital Outlay</b>	-	-	-	14,000	-
<b>DIVISION TOTAL</b>	\$ -	\$ 348,758	\$ 791,894	\$ 1,317,460	\$ 373,558
<b>PERSONNEL</b>					
Full-Time	-	-	-	21	4
Part-Time	-	-	-	16	7
<b>TOTAL</b>	-	-	-	37	11

## West

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ 98,255	\$ 496,503	\$ 589,215	\$ 256,039
Employee Benefits	-	12,875	\$ 67,079	104,552	32,162
<b>Materials &amp; Supplies</b>	-	44,496	\$ 48,955	245,935	60,200
<b>Other Services and Charges</b>	-	33,977	\$ 14,906	200,530	29,115
<b>Operations Subtotal</b>	-	189,603	\$ 627,443	1,140,232	377,516
<b>Capital Outlay</b>	-	845	\$ -	50,000	-
<b>DIVISION TOTAL</b>	\$ -	\$ 190,448	\$ 627,443	\$ 1,190,232	\$ 377,516
<b>PERSONNEL</b>					
Full-Time	-	-	-	13	3
Part-Time	-	-	-	17	8
<b>TOTAL</b>	-	-	-	30	11

## Mission Statement

The mission of the Parks & Recreation East, Central, and West Divisions are to be the most vibrant Parks and Recreation Department in the State of Florida by offering creative programs and exciting activities, and to ensure that all City parks, the beach, the cemeteries, and the pier are well maintained, clean, and safe for residents, citizens and visitors.

## Major FY11-12 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. Increase the level of department professionalism by achieving certifications for staff.
8. Promote healthy living and active lifestyles to both adults and children within our community, by promoting nutrition at our programs.
9. Promote our programs through a social network site.

## Parks Maintenance

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 2,166,641
Employee Benefits	-	-	-	-	447,105
<b>Materials &amp; Supplies</b>	-	-	-	-	348,850
<b>Other Services and Charges</b>	-	-	-	-	356,900
<b>Operations Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,319,496</u>
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 3,319,496
<b>PERSONNEL</b>					
Full-Time	-	-	-	-	42
Part-Time	-	-	-	-	4
<b>TOTAL</b>	-	-	-	-	46

## Summer Camp

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 303,500
Employee Benefits	-	-	-	-	23,218
<b>Materials &amp; Supplies</b>	-	-	-	-	75,000
<b>Other Services and Charges</b>	-	-	-	-	92,500
<b>Operations Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>494,218</u>
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 494,218

## Parks & Recreation Zones

PERFORMANCE MEASURES	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Number of Full Time Employees	N/A	58	61	83
Number of Part Time Employees (does not include Will/Call or Summer Camp)	N/A	62	62	67
Number of Vehicles	N/A	4	5	40
Number of Maintenance oriented vehicles	N/A	4	15	20
Number of Parks (Includes Beach)	N/A	23	23	23
Number of Vehicles	N/A	20	20	20
Total Acreage	N/A	140	140	280
<b>OUTPUTS:</b>				
Number of Incidents - Ocean Rescue	N/A	48	49	60
Percent of Patron Complaints Resolved	N/A	100%	100%	100%
Number of In-Service Training Sessions	N/A	48	48	100
Total Number of Cemeteries Maintained	2	2	2	2
Number of Developed Parks Maintained	22	23	23	23
Number of Undeveloped Parks Maintained	2	2	3	3
Number of Developed Parks Acres Maintained	80	99	120	140
Number of Undeveloped Parks acres Maintained	6	6	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	21	23	23	23
Number of Playgrounds Maintained	21	21	21	21
Number of Athletic Fields Maintained	10	10	10	10
Number of Facilities Maintained	18	12	12	100+
Number of Park Restroom Clean	20	18	18	18
Number of Special Events Supported	35	27	27	3
<b>Programming/Special Events</b>				
Number of Programs	N/A	6	8	120+
Program Attendance	N/A	5,800	7,000	N/A
Number of Major Events	N/A	3	3	3
Number of Beach Wedding Rentals	N/A	43	48	49
Customer Satisfaction Rating	N/A	N/A	N/A	4.1+
<b>EFFECTIVENESS MEASURES:</b>				
Surveys	N/A	N/A	N/A	50
Program Evaluations	N/A	N/A	N/A	90
Total Number of Adults interments	212	240	240	80
Total Number of Cremations	11	11	11	4
Total Number of Child Interments	5	5	5	3
Total Number of Reservations	28	20	5	5
<b>EFFICIENCY MEASURES:</b>				
Operating Cost per Capita (Beach District)	N/A	N/A	\$26.41	\$27.55
Developed acreage maintained per FTE	N/A	N/A	N/A	6.46
Professional Certification obtained/maintained by staff	N/A	N/A	N/A	45
Cost per acres maintained	\$908.66	\$764.33	\$734.57	\$724.00
Cost per capita (city wide parks maintenance)	N/A	N/A	N/A	\$ 47.24

## Facilities Maintenance

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 310,232
Employee Benefits	-	-	-	-	49,939
<b>Materials &amp; Supplies</b>	-	-	-	-	161,500
<b>Other Services and Charges</b>	-	-	-	-	2,366,430
<b>Operations Subtotal</b>	-	-	-	-	2,888,101
<b>Capital Outlay</b>	-	-	-	-	15,000
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 2,903,101
<b>PERSONNEL</b>					
Full-Time	6	6	6	5	5
<b>TOTAL</b>	6	6	6	5	5

## 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 FY11-12 Goals

1. Implement a work order system to track all work orders and maintain costs associated with City facilities.
2. Upgrade older A/C systems to higher efficiency units.
3. Provide excellent service to all customers.

## Facilities Maintenance

<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Division expenditures	\$ 3,263,449	\$ 3,094,037	\$ 3,090,000	\$ 2,903,101
Number of full time employees	5	5	5	5
<b>OUTPUTS:</b>				
Total area of facilities maintained (sq. ft.)	250,000	250,000	302,400	302,400
Number of facilities maintained	51	51	51	51
A/C units evaluated under the quarterly maintenance	146	146	146	146
Street lights maintained (approx.)	6,000	6,000	6,000	6,000
Hours spent on graffiti removal	312	312	320	320
Work orders completed (avg. per month)	264	269	240	240
Work orders completed per year	3168	3228	2880	2880
Number of A/C units replaced to higher efficiency	6	4	7	4
<b>EFFECTIVENESS MEASURES:</b>				
Average time to respond to emergency calls	2 hours	within 1 hour	within 1 hour	within 1 hour
Number of work orders completed each week	67	67	60	60
Work orders completed by each employee (per week)	13.4	13.4	20	20
Work orders completed by each employee (per month)	52.8	53.8	60	60
Work orders completed by each employee (per year)	633.6	645.6	720	720
Square footage maintained per employee	aprx. 50,002	aprx. 50,003	aprx. 50,003	aprx. 50,003
After hours emergency response time	within 2 hours	within 2 hours	within 2 hours	within 2 hours
<b>EFFICIENCY MEASURES:</b>				
Departmental expenditures per capita (75,000 residents)	\$ 43.51	\$ 41.25	\$ 41.20	\$ 38.71
Average cost per work order (expenditures / total # of work orders)	\$ 1,030.13	\$ 958.50	\$ 1,072.92	\$ 1,008.02

<b>Pier</b>					
<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 212,819	\$ 203,426	\$ 89,881	\$ 189,760	\$ 150,787
Employee Benefits	19,470	18,870	8,543	21,348	18,361
Materials & Supplies	107,412	85,491	23,664	77,810	49,000
Other Services and Charges	6,282	21,428	4,643	18,800	20,300
Operations Subtotal	345,983	329,215	126,731	307,718	238,448
<b>DIVISION TOTAL</b>	<b>\$ 345,983</b>	<b>\$ 329,215</b>	<b>\$ 126,731</b>	<b>\$ 307,718</b>	<b>\$ 238,448</b>
<b>PERSONNEL</b>					
Full-Time	2	2	2	1	1
Part-Time	10	10	10	9	9
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>10</b>

### 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 FY11-12 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.

# Pier

<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Number of Full Time Pier Staff	1	1	1	1
Number of Part Time Pier Staff	11	11	11	9
Division Expenditures	\$329,215	\$307,718	\$395,245	\$238,448
<b>OUTPUTS:</b>				
Number of Programs	15	15	15	12
Number of Partnerships	N/A	N/A	N/A	4
Total days of operation	364	364	364	364
<b>EFFECTIVENESS MEASURES:</b>				
Number of Anglers	50,000	35,000	40,000	35,000
Number of Walkers	150,000	150,000	135,000	130,000
<b>EFFICIENCY MEASURES:</b>				
Operating cost per patron	\$1.83	\$1.78	\$1.86	\$ 1.79
Operating cost per day of operation	\$1,007.50	\$831.95	\$968.83	\$ 812.20
Revenue	600,000	\$ 575,585	\$ 500,000	\$ 405,571

# 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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 9,325,103	\$ 10,151,851	\$ 5,050,313	\$ 10,268,963	\$ 9,960,188
TOTAL	<u>\$ 9,325,103</u>	<u>\$ 10,151,851</u>	<u>\$ 5,050,313</u>	<u>\$ 10,268,963</u>	<u>\$ 9,960,188</u>
<b>EXPENSE GROUP</b>					
Materials & Supplies	\$ 1,266	\$ 1,097	\$ -	\$ 1,000	\$ 1,000
Operating Expenses	802,444	1,756,015	199,319	1,788,019	2,136,722
Capital Outlay	514,237	-	-	-	-
Transfers	8,007,156	8,394,739	4,850,994	8,479,944	7,822,466
TOTAL APPROPRIATIONS	<u>\$ 9,325,103</u>	<u>\$ 10,151,851</u>	<u>\$ 5,050,313</u>	<u>\$ 10,268,963</u>	<u>\$ 9,960,188</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, Hospice, Child Care Connection, Women in Distress, Homebound, Packer Rattlers football, Little League baseball, as well as the City of Deerfield Beach beautification authority.

City of Deerfield Beach, Florida  
Community Participation  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Community Participation	\$ 148,958	\$ 171,325	\$ 96,023	\$ 109,023	\$ 106,764
<b>TOTAL</b>	<b>\$ 148,958</b>	<b>\$ 171,325</b>	<b>\$ 96,023</b>	<b>\$ 109,023</b>	<b>\$ 106,764</b>
<b>EXPENSE GROUP</b>					
Arboretum	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Target Industry Tax Refund	-	-	-	-	8,000
Area Agency on Aging	74,608	75,325	75,523	75,523	65,264
Hospice	10,000	10,000	-	-	-
Homebound	15,000	15,000	15,000	15,000	15,000
Family Central	7,500	7,500	-	7,500	7,500
Women in Distress	5,000	-	5,000	5,000	5,000
NE Focal Point CASA, Inc.	1,000	1,000	500	1,000	1,000
Packer Rattlers Football	15,000	15,000	-	-	-
Little League Baseball	12,500	12,500	-	-	-
Beautification Authority	8,000	8,000	-	5,000	5,000
Deerfield Beach High School	350	-	-	-	-
Monarch High School	-	2,000	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 148,958</b>	<b>\$ 171,325</b>	<b>\$ 96,023</b>	<b>\$ 109,023</b>	<b>\$ 106,764</b>

# 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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 4,552,166	\$ 4,445,640	\$ 1,196,506	\$ 4,237,194	\$ 4,235,648
TOTAL	<u>\$ 4,552,166</u>	<u>\$ 4,445,640</u>	<u>\$ 1,196,506</u>	<u>\$ 4,237,194</u>	<u>\$ 4,235,648</u>
<b>EXPENSE GROUP</b>					
Capital Lease - Principal	\$ 695,124	\$ 580,479	\$ 190,612	\$ 375,345	\$ 379,578
Capital Lease - Interest	38,105	32,341	12,735	25,806	18,674
Sports Complex Light Principal	45,087	47,088	24,322	49,178	51,360
Sports Complex Light Interest	10,023	8,023	3,234	5,933	3,751
2003A CRA FMLC Debt	506,591	511,042	-	511,300	510,800
2003B CRA FMLC Debt	172,914	176,130	-	175,494	178,272
2006 FMLC Debt	406,415	405,265	121,955	403,169	401,869
2000 FMLC Bonds	957,628	969,126	843,648	966,444	960,244
2003 FMLC Bonds	1,720,279	1,716,146	-	1,724,525	1,731,100
TOTAL APPROPRIATIONS	<u>\$ 4,552,166</u>	<u>\$ 4,445,640</u>	<u>\$ 1,196,506</u>	<u>\$ 4,237,194</u>	<u>\$ 4,235,648</u>

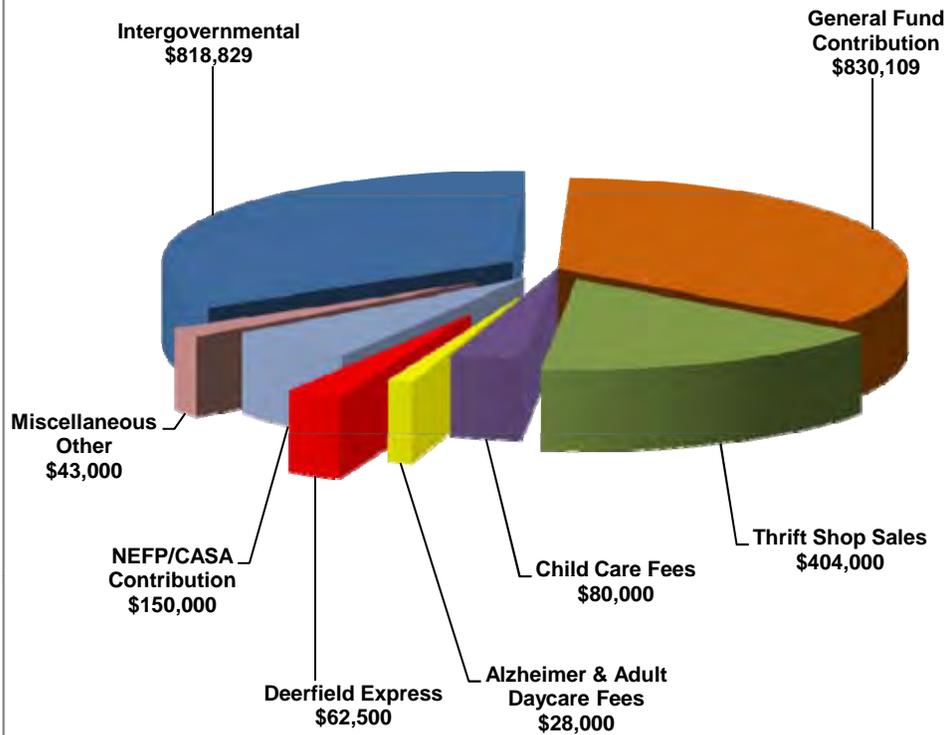
**SENIOR SERVICES FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	2008-09	2009-10	2010-11 Y-T-D Actual (Thru 3/31/11)	2010-11 Y-T-D %age	2010-11 Budget	2011-12 Budget
	Actual	Actual	Actual	%	Budget	Budget
<b>INTERGOVERNMENTAL REVENUE</b>						
Home Energy Assistance	10,150	36,856	27,500	68	40,209	4,425
State Food Grant	-	-	14,730	-	-	-
Title III-E Federal Grant	134,182	476	21,066	379	5,556	5,556
Senior Citizen Federal Grant	99,494	159,830	20,357	11	183,216	183,216
<i>Federal Grants</i>	<u>243,826</u>	<u>197,162</u>	<u>83,653</u>	<u>37</u>	<u>228,981</u>	<u>193,197</u>
ADI - State Grant	381,042	472,198	262,146	78	334,987	334,987
ADI - Local Cash Match	54,521	111,904	20,565	-	-	-
Local Service Program (LSP)	130,001	105,760	42,228	33	127,380	127,380
<i>State Grants</i>	<u>565,564</u>	<u>689,862</u>	<u>324,939</u>	<u>70</u>	<u>462,367</u>	<u>462,367</u>
AAA - Alzheimer's Supplement	-	-	-	-	54,521	54,521
AAA - Local Cash Match	9,975	9,299	9,300	106	8,744	8,744
Paratransit	253,486	192,041	38,385	26	150,000	100,000
<i>Grants From Other Local Units</i>	<u>263,461</u>	<u>201,340</u>	<u>47,685</u>	<u>22</u>	<u>213,265</u>	<u>163,265</u>
<i>TOTAL INTERGOV'T REVENUES</i>	<u>1,072,851</u>	<u>1,088,364</u>	<u>456,277</u>	<u>50</u>	<u>904,613</u>	<u>818,829</u>
<b>CHARGES FOR SERVICES</b>						
Deerfield Express	78,699	80,545	30,300	51	60,000	60,000
Natura Transportation Svcs	5,640	-	-	-	-	-
Transit Fees	9,275	4,270	4,837	97	5,000	2,500
<i>Transportation</i>	<u>93,614</u>	<u>84,815</u>	<u>35,137</u>	<u>54</u>	<u>65,000</u>	<u>62,500</u>
Adult Day Care Fees	5,710	1,358	-	-	3,000	2,000
Alzheimer Caregiver Fees	31,076	24,699	9,885	33	30,000	20,000
Channeling Project	1,080	4,950	3,930	79	5,000	6,000
<i>Human Services</i>	<u>37,866</u>	<u>31,007</u>	<u>13,815</u>	<u>36</u>	<u>38,000</u>	<u>28,000</u>
Thrift Shop Mdse Sales	201,607	191,434	89,347	34	260,000	260,000
Thrift Shop Mdse Sales - Cr Card	135,341	137,546	(1,420)	(1)	100,000	100,000
Thrift Shop Mdse Sales - Nontaxable	36,345	39,863	24,462	61	40,000	40,000
Coffee Shop Sales	3,971	4,283	2,040	51	4,000	4,000
<i>Culture/Recreation</i>	<u>377,264</u>	<u>373,126</u>	<u>114,429</u>	<u>28</u>	<u>404,000</u>	<u>404,000</u>
<i>TOTAL CHARGES FOR SVCS</i>	<u>508,744</u>	<u>488,948</u>	<u>163,381</u>	<u>32</u>	<u>507,000</u>	<u>494,500</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	(1,993)	1,060	364	-	-	-
<i>Interest Earnings</i>	<u>(1,993)</u>	<u>1,060</u>	<u>364</u>	<u>-</u>	<u>-</u>	<u>-</u>
Child Care Fees	140,057	102,862	46,028	46	100,000	80,000
Alzheimer Caregiver Donations	3,395	3,505	1,595	40	4,000	4,000
Pledge - NEFP CASA, Inc.	112,500	187,500	37,500	25	150,000	150,000
Childcare	-	439	-	-	-	-
Computer Prodigies	5,529	-	-	-	-	-
Creole Daycare Donations	1,015	1,600	1,080	-	-	-
Other Contributions/Donations	335	2	-	-	-	-
Volunteer Awards Day	3,750	4,530	3,285	110	3,000	3,000
Tree of Life Donations	1,710	963	1,100	110	1,000	1,000
Health Fair	4,957	4,141	3,823	-	-	-
<i>Contribution From Private Sources</i>	<u>273,248</u>	<u>305,542</u>	<u>94,411</u>	<u>37</u>	<u>258,000</u>	<u>238,000</u>

**SENIOR SERVICES FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>Actual</b>	<b>%age</b>		
			<b>(Thru 3/31/11)</b>			
Other Miscellaneous Revenue	-	549	-	-	-	-
Project Income - ADI	222	1,397	686	-	-	-
Senior Center Project Income	<u>30,087</u>	<u>36,271</u>	<u>19,978</u>	<u>57</u>	<u>35,000</u>	<u>35,000</u>
<i>Other Miscellaneous Revenues</i>	<u>30,309</u>	<u>38,217</u>	<u>20,664</u>	<u>59</u>	<u>35,000</u>	<u>35,000</u>
<b>TOTAL MISC REVENUES</b>	<u>301,564</u>	<u>344,819</u>	<u>115,439</u>	<u>39</u>	<u>293,000</u>	<u>273,000</u>
<b>NON-REVENUES</b>						
General Fund	661,382	732,389	439,107	50	878,214	830,109
Target Area Trust Fund	-	-	-	-	50,000	-
CDBG	-	-	-	-	160,404	-
<i>Interfund Transfers</i>	<u>661,382</u>	<u>732,389</u>	<u>439,107</u>	<u>40</u>	<u>1,088,618</u>	<u>830,109</u>
ICMA Pension Forfeitures	-	-	-	-	28,642	-
<i>Other Non-Revenues</i>	-	-	-	-	<u>28,642</u>	-
<b>TOTAL NON-REVENUES</b>	<u>661,382</u>	<u>732,389</u>	<u>439,107</u>	<u>40</u>	<u>1,117,260</u>	<u>830,109</u>
<b>TOTAL SENIOR SERVICES FUND</b>	<u>2,544,541</u>	<u>2,654,520</u>	<u>1,174,204</u>	<u>42</u>	<u>2,821,873</u>	<u>2,416,438</u>

# City of Deerfield Beach Projected Revenues - Senior Services Fund Fiscal Year 2011/12



**Total projected revenues: \$2,416,438**

# 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:

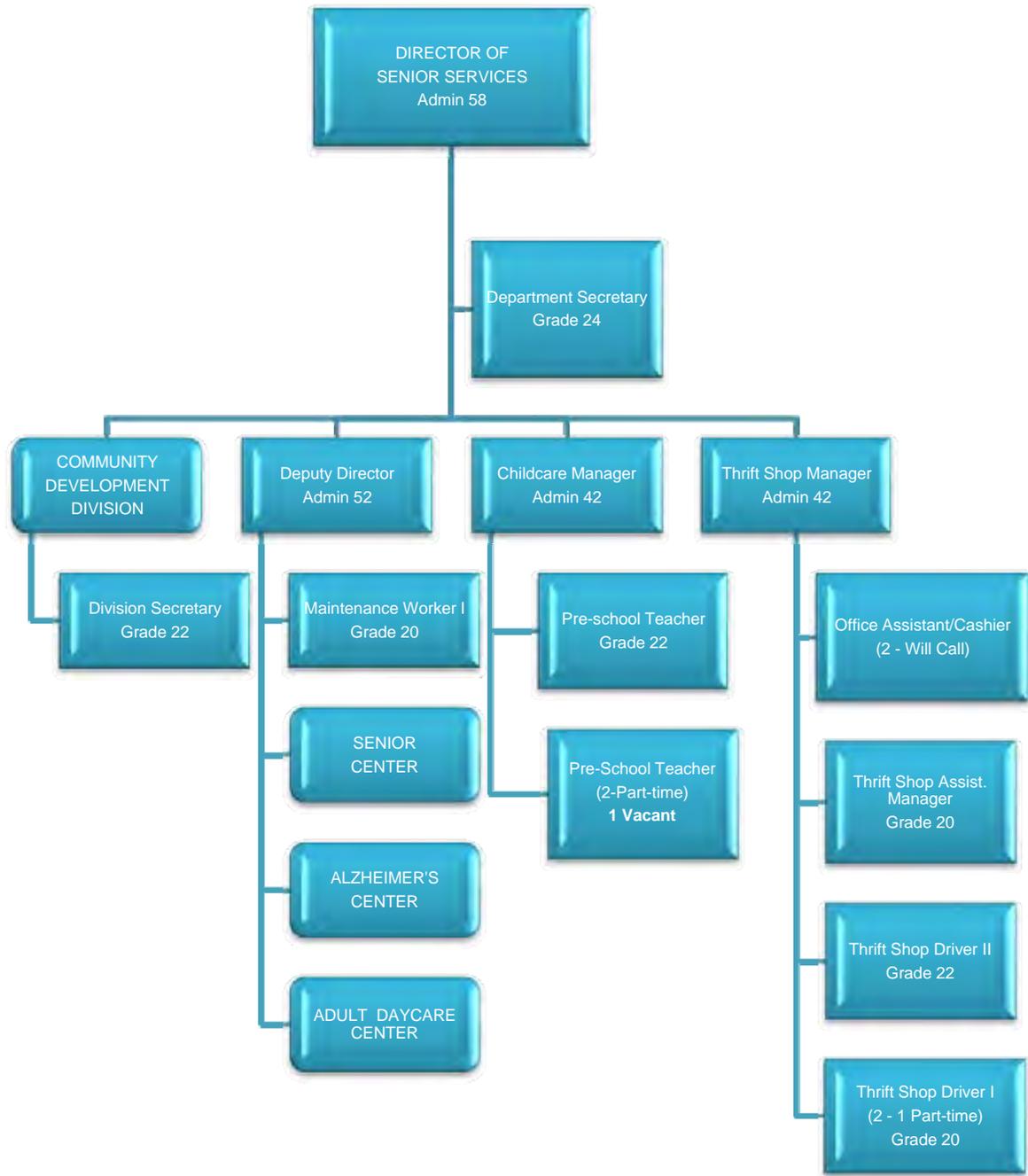
- **Community Development Block Grants (CBDG).** This program, designed to assist lower income citizens, offers a variety of programs, including Youth and Family Counseling, Infrastructure and Commercial Rehabilitation, and Economic Development activities.
- **State Housing Initiative Partnership Program (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. Prior to fiscal year 2005, pension costs for this department's various divisions were reflected as non-departmental. Pension costs will now be reported in the various operating divisions' budgets.

# Senior Services Department Organization Chart

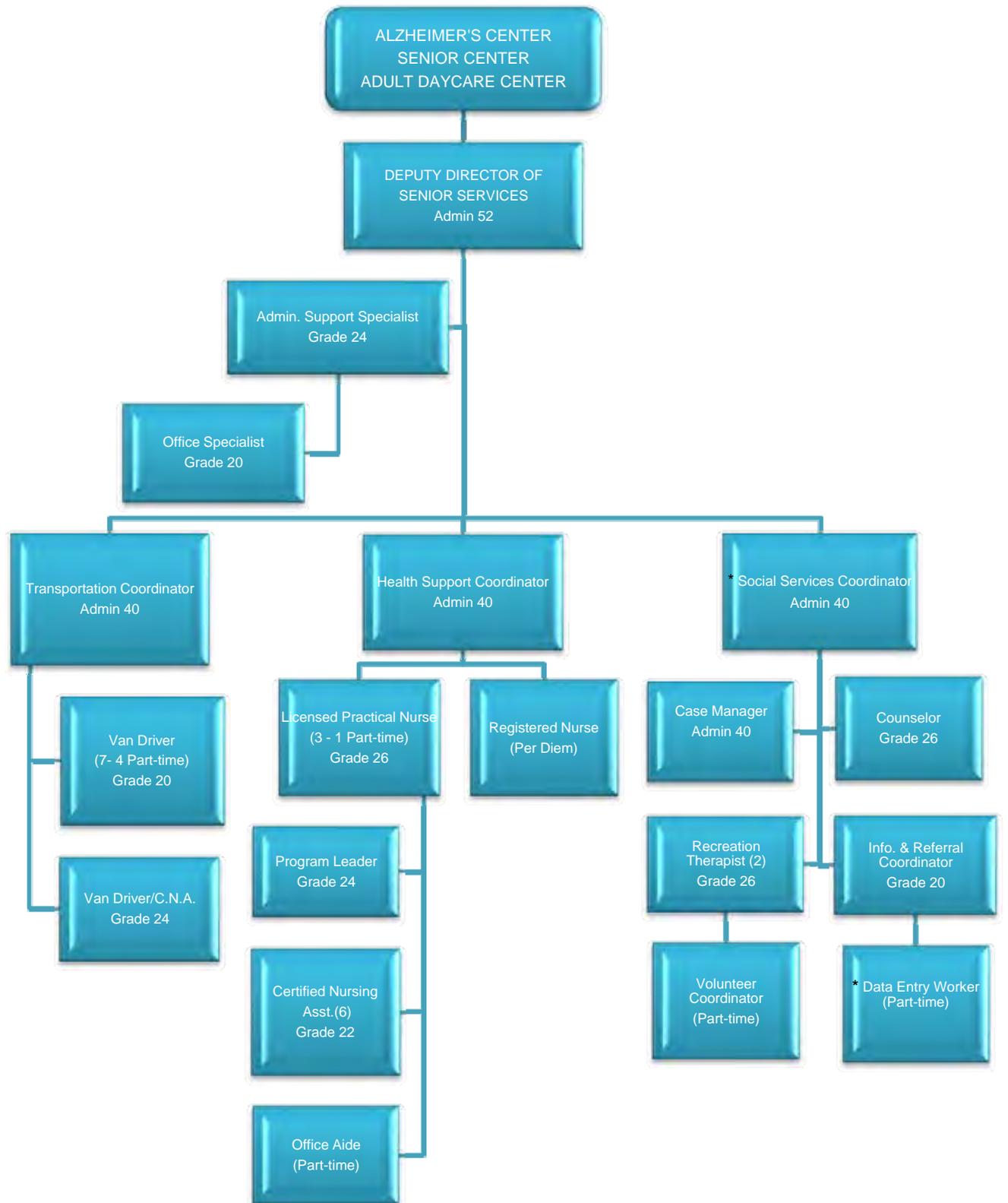
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# Senior Services Department

## Organization Chart (Continued)

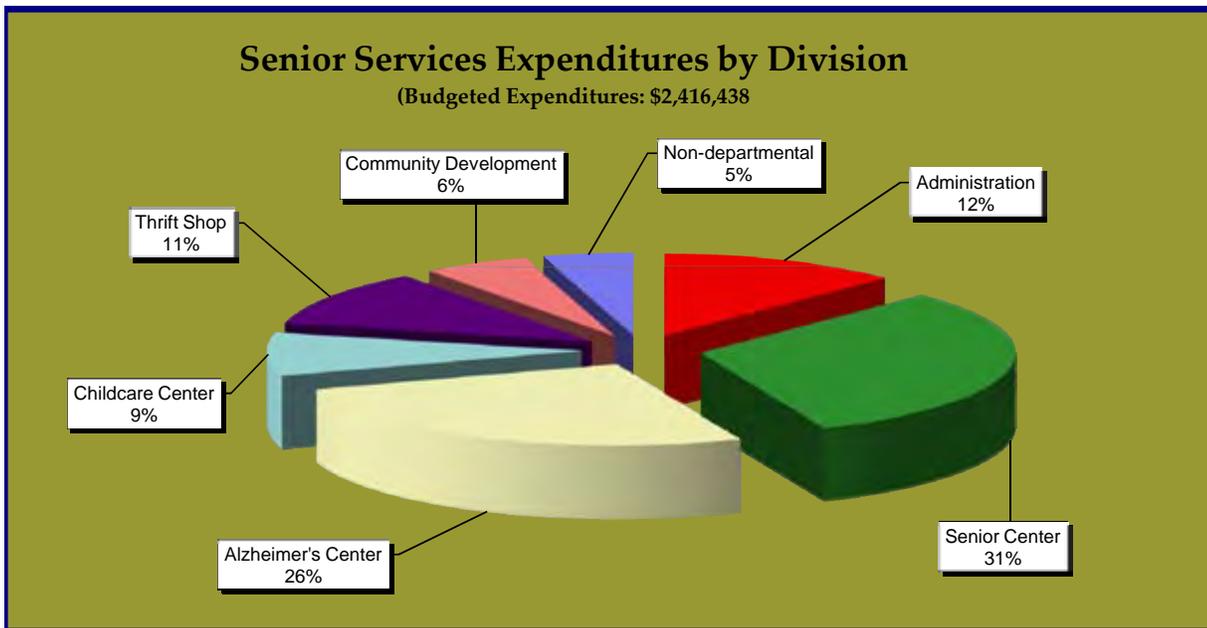
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\*Frozen / Not funded

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2010-11	ESTIMATED EXPENDITURES 2011-12	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Administration</b>	321,233	298,719	(22,514)	-7.0%
<b>Senior Center</b>	834,878	754,734	(80,144)	-9.6%
<b>Alzheimer's Center</b>	685,875	638,008	(47,867)	-7.0%
<b>Childcare Center</b>	217,058	208,447	(8,611)	-4.0%
<b>Thrift Shop</b>	283,769	273,214	(10,555)	-3.7%
<b>Community Development</b>	367,660	131,916	(235,744)	-64.1%
<b>Non-departmental</b>	111,400	111,400	-	0.0%
<b>TOTAL</b>	<b><u>2,821,873</u></b>	<b><u>2,416,438</u></b>	<b><u>(405,435)</u></b>	<b><u>-14.4%</u></b>



City of Deerfield Beach, Florida  
Senior Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Administration	\$ 331,384	\$ 349,584	\$ 155,067	\$ 321,233	\$ 298,719
Senior Center	727,039	721,448	363,351	834,878	754,734
Alzheimer's Center	667,856	687,552	353,093	685,875	638,008
Childcare Center	216,010	162,753	76,424	217,058	208,447
Thrift Shop	275,470	285,341	141,756	283,769	273,214
Community Development	269,015	356,857	92,411	367,660	131,916
Non-Departmental	111,400	111,400	55,700	111,400	111,400
<b>TOTAL</b>	<b>\$ 2,598,174</b>	<b>\$ 2,674,935</b>	<b>\$ 1,237,802</b>	<b>\$ 2,821,873</b>	<b>\$ 2,416,438</b>
<b>EXPENSE GROUP</b>					
Personal Services	\$ 2,259,904	\$ 2,313,102	\$ 1,081,481	\$ 2,424,582	\$ 2,102,031
Materials & Supplies	47,018	39,799	13,152	43,400	44,132
Operating Expenses	179,852	210,634	87,469	242,491	158,875
Non-Departmental	111,400	111,400	55,700	111,400	111,400
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,598,174</b>	<b>\$ 2,674,935</b>	<b>\$ 1,237,802</b>	<b>\$ 2,821,873</b>	<b>\$ 2,416,438</b>
<b>PERSONNEL</b>					
Administration	3	3	3	3	3
Senior Center	22	20	16	16	16
Alzheimer's	18	17	15	15	15
Childcare Center	6	6	4	4	4
Thrift Shop	7	7	7	7	7
Community Development	5	5	3	3	1
<b>TOTAL PERSONNEL</b>	<b>61</b>	<b>58</b>	<b>48</b>	<b>48</b>	<b>46</b>

## Senior Services Administration

EXPENDITURES	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 253,027	\$ 257,327	\$ 130,146	\$ 267,162	\$ 247,396
Employee Benefits	37,195	37,699	18,114	42,071	39,323
<b>Materials &amp; Supplies</b>	5,230	5,758	2,446	6,000	6,000
<b>Other Services and Charges</b>	35,932	48,800	4,361	6,000	6,000
<b>Operations Subtotal</b>	<u>331,384</u>	<u>349,584</u>	<u>155,067</u>	<u>321,233</u>	<u>298,719</u>
<b>DIVISION TOTAL</b>	\$ 331,384	\$ 349,584	\$ 155,067	\$ 321,233	\$ 298,719
<b>PERSONNEL</b>					
Full-Time	3	3	3	3	3
<b>TOTAL</b>	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 FY11-12 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	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Full time employees	3	3	3	3
Division Expenditures	\$ 349,584	\$ 321,233	N/A	\$ 298,719
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
Grant & Funding Applications	11	10	10	10
Maintenance of Buildings	5	5	5	5
Volunteer Services	300	300	208	200
<b>EFFECTIVENESS MEASURES:</b>				
Satisfaction Survey Results	98%	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
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	N/A	N/A	N/A	N/A
Revenue Generated	N/A	N/A	N/A	N/A

<b>Senior Center</b>					
<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 539,623	\$ 524,532	\$ 254,972	\$ 590,410	\$ 559,569
Employee Benefits	76,771	75,224	36,674	81,059	73,840
<b>Materials &amp; Supplies</b>	15,014	12,217	3,463	11,000	12,000
<b>Other Services and Charges</b>	95,631	109,475	68,242	152,409	109,325
<b>Operations Subtotal</b>	<u>727,039</u>	<u>721,448</u>	<u>363,351</u>	<u>834,878</u>	<u>754,734</u>
<b>DIVISION TOTAL</b>	\$ 727,039	\$ 721,448	\$ 363,351	\$ 834,878	\$ 754,734
<b>PERSONNEL</b>					
Full-Time	12	11	10	10	10
Part-Time	10	9	6	6	6
<b>TOTAL</b>	22	20	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 FY11-12 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	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Full Time Employees	10	10	10	10
Part Time Employees	3	3	3	3
Will Call Employees	2	2	6	6
Per Diem Employees	1	1	1	1
Division Expenditures	\$ 721,448	\$ 834,878	N/A	\$ 754,734
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
<b><i>Programs/Services offered-units of service:</i></b>				
Counseling - Individual	769	600	744	600
Counseling - Group	345	300	344	300
Education/Training	174	100	180	100
Health Support - Individual	1,392	1,375	1,418	1,375
Health Support - Group	394	200	382	200
Information	17,176	12,000	17,758	12,000
Outreach	59	40	40	40
Recreation	2,019	2,000	2,000	2,000
Referral	1,158	1,100	1,100	1,100
Screening & Assessment	249	150	232	150
Transportation Trips	73,598	75,500	75,486	75,500
<b>EFFECTIVENESS MEASURES:</b>				
<b><i>Program Participants - unduplicated:</i></b>				
Counseling - Individual	63	60	60	60
Counseling - Group	N/A	N/A	N/A	N/A
Education/Training	N/A	N/A	N/A	N/A
Health Support - Individual	232	250	250	250
Health Support - Group	N/A	N/A	N/A	N/A
Information	N/A	N/A	N/A	N/A
Outreach	N/A	N/A	N/A	N/A
Recreation	490	500	500	500
Referral	808	1000	1000	1000
Screening & Assessment	19	10	13	10
Transportation	377	350	350	350
<b>EFFICIENCY MEASURES:</b>				
<b><i>Program Unit Costs:</i></b>				
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
Cost Per Day of Operation	\$ 2,908.00	\$ 3,724.00	\$ 2,740.00	\$ 3,193.00

## Alzheimer's Center

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 570,722	\$ 588,168	\$ 304,059	\$ 574,174	\$ 538,455
Employee Benefits	88,043	90,824	46,955	93,401	82,253
<b>Materials &amp; Supplies</b>	5,348	4,921	1,342	6,200	6,200
<b>Other Services and Charges</b>	3,743	3,639	737	12,100	11,100
<b>Operations Subtotal</b>	<u>667,856</u>	<u>687,552</u>	<u>353,093</u>	<u>685,875</u>	<u>638,008</u>
<b>DIVISION TOTAL</b>	\$ 667,856	\$ 687,552	\$ 353,093	\$ 685,875	\$ 638,008
<b>PERSONNEL</b>					
Full-Time	15	14	14	13	13
Part-Time	3	3	3	2	2
<b>TOTAL</b>	18	17	17	15	15

## 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 FY11-12 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).

<b>Alzheimer's Center</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Full Time Employees	13	13	13	13
Per Diem Employees	2	2	1	1
Division Expenditures	\$ 687,552	\$ 685,875	\$ 660,534	\$ 638,008
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
<b><i>Programs/Services offered - Units of Service:</i></b>				
Adult Day Care	9,490	5,489	9,318	5,489
Caregiver Training & Support - Individual	53	50	50	50
Caregiver Training & Support - Group	102	90	90	90
Case Management	676	575	600	575
Respite - In-Facility	46,621	30,000	40,602	30,000
<b>EFFECTIVENESS MEASURES:</b>				
<b><i>Program Participants - Unduplicated:</i></b>				
Adult Day Care	14	10	15	10
Caregiver Training & Support - Individual	9	10	12	10
Caregiver Training & Support - Group	N/A	N/A	N/A	N/A
Case Management	73	65	66	65
Respite - In-Facility	72	65	68	65
<b>EFFICIENCY MEASURES:</b>				
<b><i>Program Unit Costs:</i></b>				
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

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 173,176	\$ 130,489	\$ 62,522	\$ 179,997	\$ 168,236
Employee Benefits	25,398	19,293	9,507	18,961	22,711
<b>Materials &amp; Supplies</b>	15,509	10,280	3,885	13,400	13,400
<b>Other Services and Charges</b>	1,927	2,691	510	4,700	4,100
<b>Operations Subtotal</b>	<u>216,010</u>	<u>162,753</u>	<u>76,424</u>	<u>217,058</u>	<u>208,447</u>
<b>DIVISION TOTAL</b>	\$ 216,010	\$ 162,753	\$ 76,424	\$ 217,058	\$ 208,447
<b>PERSONNEL</b>					
Full-Time	3	3	2	2	2
Part-Time	3	3	2	2	2
<b>TOTAL</b>	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 FY11-12 Goals

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

<b>Child Care Center</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Full time employees	2	2	2	2
Part time employees	1	2	1	2
Child Care Expenditures	\$ 162,753	\$ 217,058	N/A	\$ 208,447
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
Number of Children	13	28	23	20
Number of teachers trained in Creative Curriculum	4	4	4	3
Number of Computer Lessons	353	900	1100	1000
<b>EFFECTIVENESS MEASURES:</b>				
Revenue Generated	\$ 80,000	\$ 100,000	\$ 80,000	\$ 80,000
School Readiness Results (Pass or Fail)	100%	100%	100%	100%
ESI-K or ESI-P Testing Results	100%	100%	100%	100%
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	\$ 651.01	\$ 868.23	N/A	\$ 833.79
Number of Students receiving Creative Curriculum	13	28	23	20

## Thrift Shop

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 221,404	\$ 227,597	\$ 116,550	\$ 226,622	\$ 214,859
Employee Benefits	30,862	31,707	16,250	31,797	31,805
<b>Materials &amp; Supplies</b>	4,002	4,180	1,556	2,900	3,600
<b>Other Services and Charges</b>	19,202	21,857	7,400	22,450	22,950
<b>Operations Subtotal</b>	<u>275,470</u>	<u>285,341</u>	<u>141,756</u>	<u>283,769</u>	<u>273,214</u>
<b>DIVISION TOTAL</b>	\$ 275,470	\$ 285,341	\$ 141,756	\$ 283,769	\$ 273,214
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	4
Part-Time	3	3	3	3	3
<b>TOTAL</b>	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 FY11-12 Goals

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

<b>Thrift Shop</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Full time employees	4	4	4	4
Part time	2	2	2	2
Will call	1	1	1	1
Thrift Shop Expenditures	\$ 285,341	\$ 283,769	N/A	\$ 273,214
<b>OUTPUTS:</b>				
Total days of operation	300	300	300	300
Number of transactions (sales)	5,472	27,440	24,500	27,000
Number of pickups	432	2,240	1,900	2,000
Number of deliveries	76	260	260	260
Number of Individuals assisted	51	100	192	150
<b>EFFECTIVENESS MEASURES:</b>				
Revenue Generated	\$ 398,041	\$ 400,000	\$ 380,000	\$ 400,000
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	\$ 951.14	\$ 945.90	N/A	\$ 910.71

## Community Development

EXPENDITURES	<u>2008-09 Actual</u>	<u>2009-10 Actual</u>	<u>2010-11 YTD 3/31/11</u>	<u>2010-11 Budget</u>	<u>2011-12 Budget</u>
<b>Personal Services</b>					
Salaries and Wages	\$ 211,780	\$ 291,111	\$ 74,269	\$ 285,618	\$ 111,623
Employee Benefits	31,903	39,131	\$ 11,463	41,210	11,961
<b>Materials &amp; Supplies</b>	1,915	2,443	460	4,400	3,900
<b>Other Services and Charges</b>	23,417	24,172	6,219	36,032	4,432
<b>Operations Subtotal</b>	<u>269,015</u>	<u>356,857</u>	<u>92,411</u>	<u>367,260</u>	<u>131,916</u>
<b>DIVISION TOTAL</b>	\$ 269,015	\$ 356,857	\$ 92,411	\$ 367,260	\$ 131,916
<b><u>PERSONNEL</u></b>					
Full-Time	5	5	2	3	1
<b>TOTAL</b>	5	5	2	3	1

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Non-Departmental	\$ 111,400	\$ 111,400	\$ 55,700	\$ 111,400	\$ 111,400
TOTAL	<u>\$ 111,400</u>	<u>\$ 111,400</u>	<u>\$ 55,700</u>	<u>\$ 111,400</u>	<u>\$ 111,400</u>
<b><u>EXPENSE GROUP</u></b>					
Transfers	\$ 111,400	\$ 111,400	\$ 55,700	\$ 111,400	\$ 111,400
TOTAL APPROPRIATIONS	<u>\$ 111,400</u>	<u>\$ 111,400</u>	<u>\$ 55,700</u>	<u>\$ 111,400</u>	<u>\$ 111,400</u>

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>Actual</b>	<b>%age</b>		
			<b>(Thru 3/31/11)</b>			
<b>INTERGOVERNMENTAL REVENUE</b>						
Community Develop Block Grant (CDBG)	764,624	279,388	-	-	802,018	669,185
<i>Federal Grants</i>	<u>764,624</u>	<u>279,388</u>	<u>-</u>	<u>-</u>	<u>802,018</u>	<u>669,185</u>
<b>TOTAL INTERGOV'T REVENUES</b>	<u>764,624</u>	<u>279,388</u>	<u>-</u>	<u>-</u>	<u>802,018</u>	<u>669,185</u>
<b>MISCELLANEOUS REVENUE</b>						
Program Income	-	5,822	-	-	-	-
<i>Contribution from Private Sources</i>	<u>-</u>	<u>5,822</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL MISC REVENUES</b>	<u>-</u>	<u>5,822</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL COMM DEV BLK GRANT FUND</b>	<u>764,624</u>	<u>285,210</u>	<u>-</u>	<u>-</u>	<u>802,018</u>	<u>669,185</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.

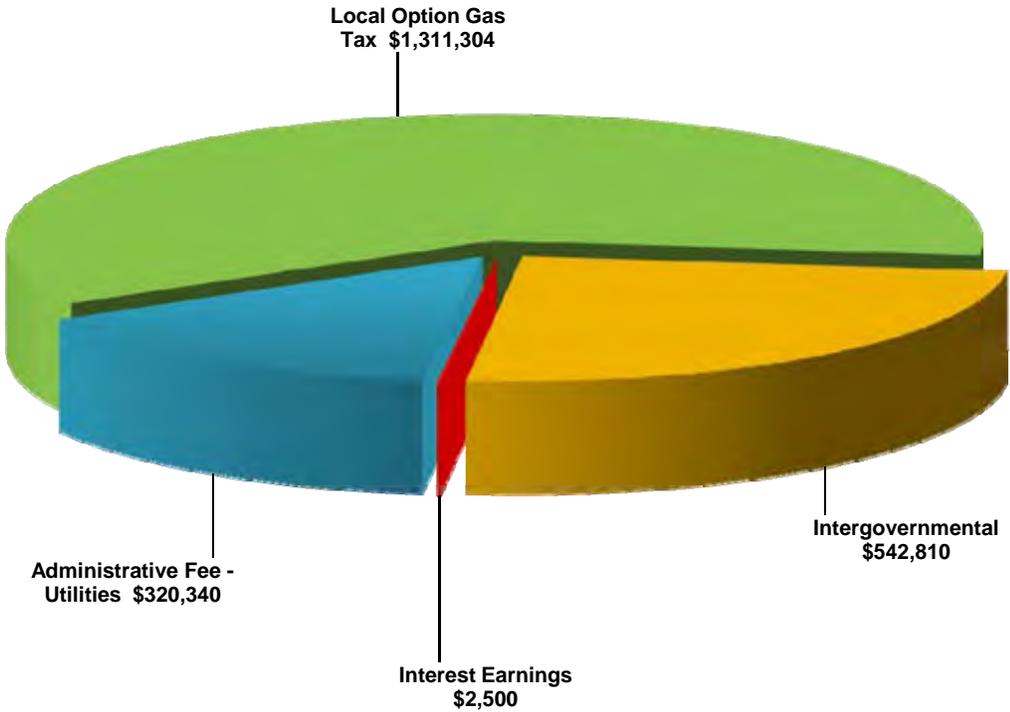
City of Deerfield Beach, Florida  
 Community Development Block Grant Fund  
 Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
CDBG	\$ 764,625	\$ 285,210	\$ 5	\$ 802,018	\$ 669,185
TOTAL	<u>\$ 764,625</u>	<u>\$ 285,210</u>	<u>\$ 5</u>	<u>\$ 802,018</u>	<u>\$ 669,185</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	\$ 25,489	\$ 139,041	\$ 5	\$ 120,303	\$ 284,214
Capital Outlay	-	-	-	-	-
Grants & Aid	591,736	146,169	-	521,311	384,971
Transfers	147,400	-	-	160,404	-
TOTAL APPROPRIATIONS	<u>\$ 764,625</u>	<u>\$ 285,210</u>	<u>\$ 5</u>	<u>\$ 802,018</u>	<u>\$ 669,185</u>

**ROAD AND BRIDGE FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>(Thru 3/31/11)</b>	<b>%age</b>		
<b>TAXES</b>						
Local Option Gas Tax	771,628	738,820	308,560	40	772,989	763,494
Local Option Gas Tax - 3¢	<u>565,358</u>	<u>532,459</u>	<u>223,799</u>	40	<u>560,994</u>	<u>547,810</u>
<i>Sales and Use Taxes</i>	<u>1,336,986</u>	<u>1,271,279</u>	<u>532,359</u>	40	<u>1,333,983</u>	<u>1,311,304</u>
<b>TOTAL TAXES</b>	<u>1,336,986</u>	<u>1,271,279</u>	<u>532,359</u>	40	<u>1,333,983</u>	<u>1,311,304</u>
<b>INTERGOVERNMENTAL REVENUE</b>						
State Revenue Sharing	-	480,913	192,053	38	511,433	542,810
<b>TOTAL INTERGOVERNMENTAL</b>	-	<u>480,913</u>	<u>192,053</u>	-	<u>511,433</u>	<u>542,810</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	36,936	(775)	-	-	35,000	-
Interest on Idle Cash	<u>8,175</u>	<u>3,584</u>	<u>(697)</u>	(14)	<u>5,000</u>	<u>2,500</u>
<i>Interest Earnings</i>	<u>45,111</u>	<u>2,809</u>	<u>(697)</u>	(2)	<u>40,000</u>	<u>2,500</u>
Administrative Fee - Utility	297,176	386,636	177,140	50	354,280	320,340
Miscellaneous Revenue	-	-	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>297,176</u>	<u>386,636</u>	<u>177,140</u>	50	<u>354,280</u>	<u>320,340</u>
<b>TOTAL MISC REVENUES</b>	<u>342,287</u>	<u>389,445</u>	<u>176,443</u>	45	<u>394,280</u>	<u>322,840</u>
<b>NON-REVENUES</b>						
State Revenue Sharing Fund	474,253	-	-	-	-	-
<i>Interfund Transfers</i>	<u>474,253</u>	-	-	-	-	-
Capital Lease Proceeds	-	163,688	-	-	-	-
ICMA Pension Forfeitures	-	-	-	-	8,398	-
<i>Other Non-Revenues</i>	-	<u>163,688</u>	-	-	<u>8,398</u>	-
<b>TOTAL NON-REVENUES</b>	<u>474,253</u>	<u>163,688</u>	-	-	<u>8,398</u>	-
<b>TOTAL ROAD AND BRIDGE FUND</b>	<u>2,153,526</u>	<u>2,305,325</u>	<u>900,855</u>	40	<u>2,248,094</u>	<u>2,176,954</u>

**City of Deerfield Beach  
Projected Revenues - Road & Bridge Fund  
Fiscal Year 2011/12**



**Total projected revenues: \$2,176,954**

# 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**

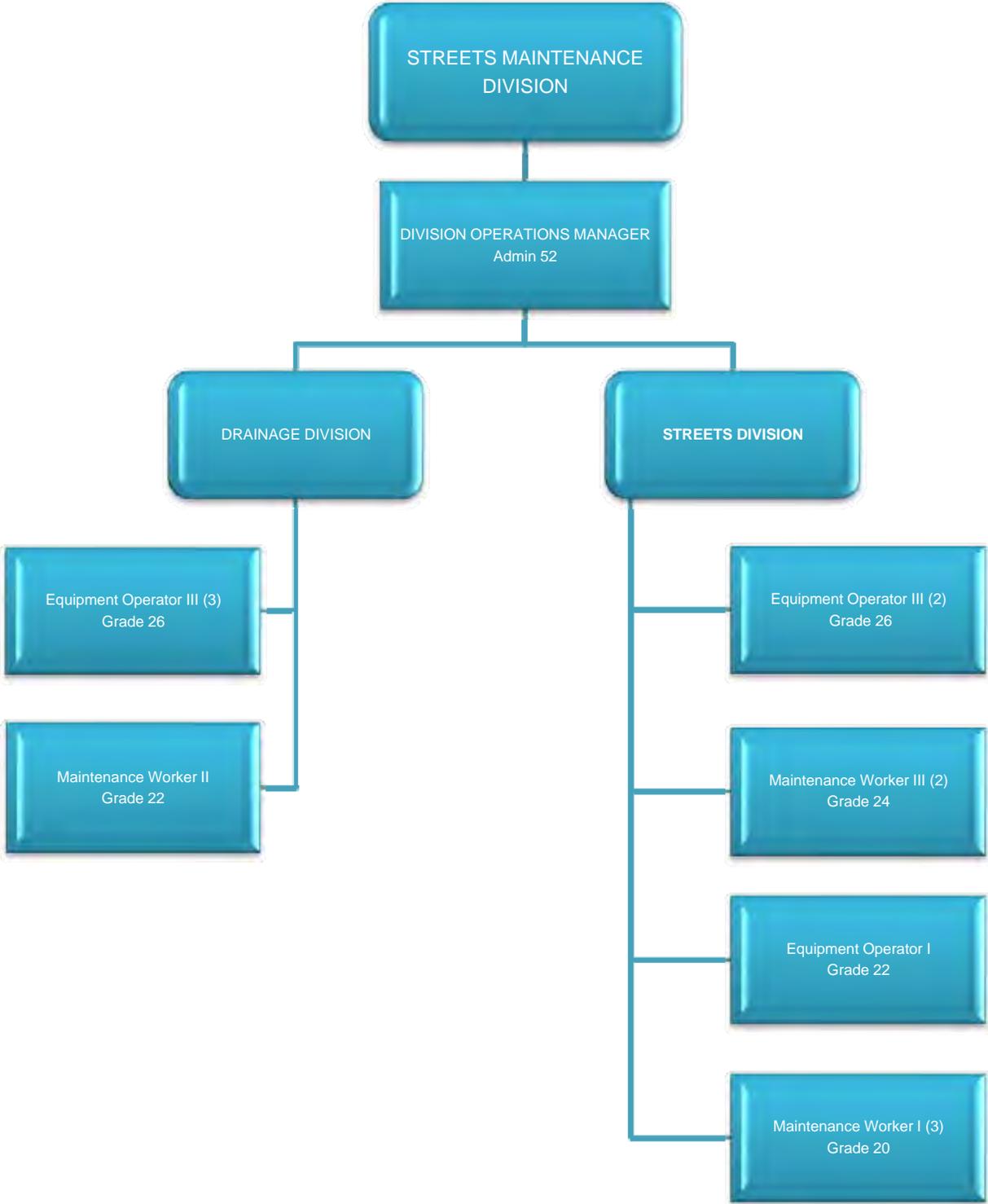
Non-Departmental expenditures represent transfers to the Insurance Services Trust Fund for the Street Maintenance Division's portion of insurance coverage.

## **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

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City of Deerfield Beach, Florida  
Road and Bridge Fund  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Streets Maintenance	\$ 2,472,084	\$ 2,071,934	\$ 773,433	\$ 1,958,936	\$ 1,927,151
Non-Departmental	190,788	206,367	106,257	212,514	214,657
Debt Service	88,489	89,681	40,391	76,644	35,146
TOTAL	<u>\$ 2,751,361</u>	<u>\$ 2,367,982</u>	<u>\$ 920,081</u>	<u>\$ 2,248,094</u>	<u>\$ 2,176,954</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 908,776	\$ 895,571	\$ 407,563	\$ 886,239	\$ 666,443
Materials & Supplies	101,869	54,102	16,654	80,600	70,600
Operating Expense	943,250	859,469	349,216	885,097	1,090,108
Capital Outlay	518,189	262,792	-	107,000	100,000
Non-Departmental	190,788	206,367	106,257	212,514	214,657
Debt Service	88,489	89,681	40,391	76,644	35,146
TOTAL APPROPRIATIONS	<u>\$ 2,751,361</u>	<u>\$ 2,367,982</u>	<u>\$ 920,081</u>	<u>\$ 2,248,094</u>	<u>\$ 2,176,954</u>
<b><u>PERSONNEL</u></b>					
Streets Maintenance	<u>15</u>	<u>15</u>	<u>13</u>	<u>13</u>	<u>12</u>
TOTAL PERSONNEL	<u>15</u>	<u>15</u>	<u>13</u>	<u>13</u>	<u>12</u>

## Streets Maintenance

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 766,596	\$ 763,221	\$ 342,971	\$ 745,409	\$ 608,753
Employee Benefits	142,180	132,350	\$ 64,592	140,830	156,690
<b>Materials &amp; Supplies</b>	101,869	54,102	16,654	80,600	70,600
<b>Other Services and Charges</b>	943,250	859,469	349,216	885,097	991,108
<b>Operations Subtotal</b>	<u>1,953,895</u>	<u>1,809,142</u>	<u>773,433</u>	<u>1,851,936</u>	<u>1,827,151</u>
<b>Capital Outlay</b>	518,189	262,792	-	107,000	100,000
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 2,472,084</b>	<b>\$ 2,071,934</b>	<b>\$ 773,433</b>	<b>\$ 1,958,936</b>	<b>\$ 1,927,151</b>
<b><u>PERSONNEL</u></b>					
Full-Time	15	15	13	13	12
<b>TOTAL</b>	15	15	13	13	12

## Mission Statement

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

## Major FY11-12 Goals

1. Initiate a citywide GPS mapping of drainage infrastructure .
2. Identify improvements necessary to bring sidewalks and pedestrian crossings to current Americans with Disabilities Act (ADA) standards.
3. Complete citywide sidewalk and pedestrian crossing improvements.
4. Initiate a citywide inventory of traffic signs.
5. Promote certification for appropriate stormwater program staff.
6. Ensure compliance of NPDES Permit and establish a citywide stormwater management inspection program

<b>Streets Maintenance</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Department expenditures	\$2,071,934	\$ 1,958,936	\$ 1,958,000	\$ 1,927,151
Number of full time employees	13	15	12	12
<b>OUTPUTS:</b>				
Total paved streets (centerline miles)	146.6	146.6	146.6	146.6
Number of asphalt repairs	1,450	1,500	700	700
Number of signs repaired/installed	220	220	600	500
Asphalt used for repairs (tons)	246	300	300	300
Concrete poured (cubic yards)	210	225	260	250
Canals maintained (miles)	21	21	21	21
Number of catch basins maintained	2,956	2,956	2,970	2,970
Drainage pipes maintained (miles)	28.96	28.96	29.30	29.30
Number of outfalls maintained	244	244	244	244
Number of minor spill responses	35	75	10	20
Customer requests for service	90	100	80	120
<b>EFFECTIVENESS MEASURES:</b>				
Sidewalks repaired (linear feet)	1,200	1,500	3,600	3,000
Arterial roadway swept (lane miles)	11,000	15,000	12,000	9,000
Residential roadways swept (lane miles)	4,000	6,400	3,000	3,000
Street debris removed (cubic yards)	844	850	900	800
Number of catch basins inspected/cleaned	2,500	2,500	1,930	2,080
Drainage pipes cleaned (linear feet)	12,000	14,000	13,000	14,000
Number of outfalls cleaned	244	244	244	244
<b>EFFICIENCY MEASURES:</b>				
Asphalt used for repairs (tons) per employee (2)	123	150	150	150
Concrete poured (cubic yards) per employee (2)	155	112	130	125
Number of signs repaired/installed per employee (2)	110	110	300	250
Sidewalks repaired (linear feet) per employee (3)	400	500	1200	1000
Number of asphalt repairs per employee (2)	450	500	350	350
Lane miles swept per employee (2)	5,000	7,100	5,000	6,000
Number of outfalls inspected/cleaned per employee (2)	70	70	122	122
Number of catch basins inspected/cleaned per employee (2)	428	714	965	1040

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Non-Departmental	\$ 190,788	\$ 206,367	\$ 106,257	\$ 212,514	\$ 214,657
TOTAL	<u>\$ 190,788</u>	<u>\$ 206,367</u>	<u>\$ 106,257</u>	<u>\$ 212,514</u>	<u>\$ 214,657</u>
<b><u>EXPENSE GROUP</u></b>					
Transfers	\$ 190,788	\$ 206,367	\$ 106,257	\$ 212,514	\$ 214,657
TOTAL APPROPRIATIONS	<u>\$ 190,788</u>	<u>\$ 206,367</u>	<u>\$ 106,257</u>	<u>\$ 212,514</u>	<u>\$ 214,657</u>

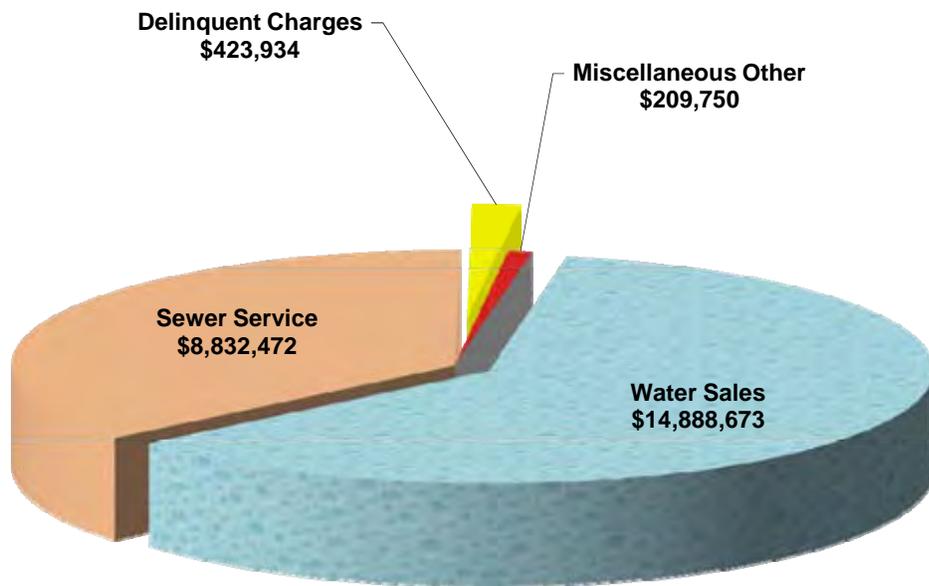
City of Deerfield Beach, Florida  
Debt Service  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 88,489	\$ 89,681	\$ 40,391	\$ 76,644	\$ 35,146
TOTAL	<u>\$ 88,489</u>	<u>\$ 89,681</u>	<u>\$ 40,391</u>	<u>\$ 76,644</u>	<u>\$ 35,146</u>
<b>EXPENSE GROUP</b>					
Capital Lease - Principal	\$ 82,309	\$ 86,298	\$ 38,392	\$ 71,396	\$ 33,025
Capital Lease - Interest	6,180	3,383	1,999	5,248	2,121
TOTAL APPROPRIATIONS	<u>\$ 88,489</u>	<u>\$ 89,681</u>	<u>\$ 40,391</u>	<u>\$ 76,644</u>	<u>\$ 35,146</u>

**UTILITY FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>(Thru 3/31/11)</b>	<b>%age</b>		
<b>CHARGES FOR SERVICES</b>						
Engineering Fees	105,325	94,746	36,374	30	120,000	75,000
Backflow Recertification	78,537	79,456	38,461	51	75,000	75,000
<i>General Government</i>	<u>183,862</u>	<u>174,202</u>	<u>74,835</u>	<u>38</u>	<u>195,000</u>	<u>150,000</u>
Water Sales	15,613,309	15,237,075	6,761,432	45	15,010,790	14,888,673
Water Meter Installation	14,943	8,279	4,730	53	9,000	9,000
Sewer Service	8,801,926	8,841,030	4,439,127	52	8,524,126	8,832,472
<i>Water/Sewer Service</i>	<u>24,430,178</u>	<u>24,086,384</u>	<u>11,205,289</u>	<u>48</u>	<u>23,543,916</u>	<u>23,730,145</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>24,614,040</u>	<u>24,260,586</u>	<u>11,280,124</u>	<u>48</u>	<u>23,738,916</u>	<u>23,880,145</u>
<b>FINES AND FORFEITS</b>						
Utility Delinquent Charge	403,157	408,931	224,723	56	400,000	423,934
After 5:00 Turn on	4,200	3,550	2,950	98	3,000	4,500
Re-read of Meter	270	450	180	72	250	250
Account Activation Fee	26,720	29,550	17,300	58	30,000	30,000
Other Fines and Forfeits	101	-	-	-	-	-
<b>TOTAL FINES AND FORFEITS</b>	<u>434,448</u>	<u>442,481</u>	<u>245,153</u>	<u>57</u>	<u>433,250</u>	<u>458,684</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	27,961	2,252	-	-	20,000	-
Interest on Idle Cash	52,720	(2,776)	4,963	83	6,000	6,000
<i>Interest Earnings</i>	<u>80,681</u>	<u>(524)</u>	<u>4,963</u>	<u>-</u>	<u>26,000</u>	<u>6,000</u>
Scrap Metal	5,132	8,019	4,932	99	5,000	7,500
Sale of Used Vehicles	2,434	6,957	-	-	-	-
Sale of Fixed Assets	-	110,000	-	-	-	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>7,566</u>	<u>124,976</u>	<u>4,932</u>	<u>-</u>	<u>5,000</u>	<u>7,500</u>
Other Miscellaneous Revenue	100,192	7,291	460	9	5,000	2,500
<i>Other Miscellaneous Revenues</i>	<u>100,192</u>	<u>7,291</u>	<u>460</u>	<u>9</u>	<u>5,000</u>	<u>2,500</u>
<b>TOTAL MISC REVENUES</b>	<u>188,439</u>	<u>131,743</u>	<u>10,355</u>	<u>29</u>	<u>36,000</u>	<u>16,000</u>
Cash Carryover - Prior Year	-	-	-	-	2,323,921	-
ICMA Pension Forfeitures	-	-	-	-	41,265	-
<i>Other Non-revenues</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,365,186</u>	<u>-</u>
<b>TOTAL NON-REVENUES</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,365,186</u>	<u>-</u>
<b>TOTAL UTILITY FUND</b>	<u>25,236,927</u>	<u>24,834,810</u>	<u>11,535,632</u>	<u>43</u>	<u>26,573,352</u>	<u>24,354,829</u>

# City of Deerfield Beach Projected Revenues - Utility Fund Fiscal Year 2011/12



**Total projected revenues: \$24,354,829**

# Environmental Services

**Administration/Engineering  
Customer Service  
Water Plant  
Utilities Maintenance  
Wastewater Services  
Fleet Maintenance (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.

## **Fleet Maintenance Division**

The Fleet Maintenance 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.

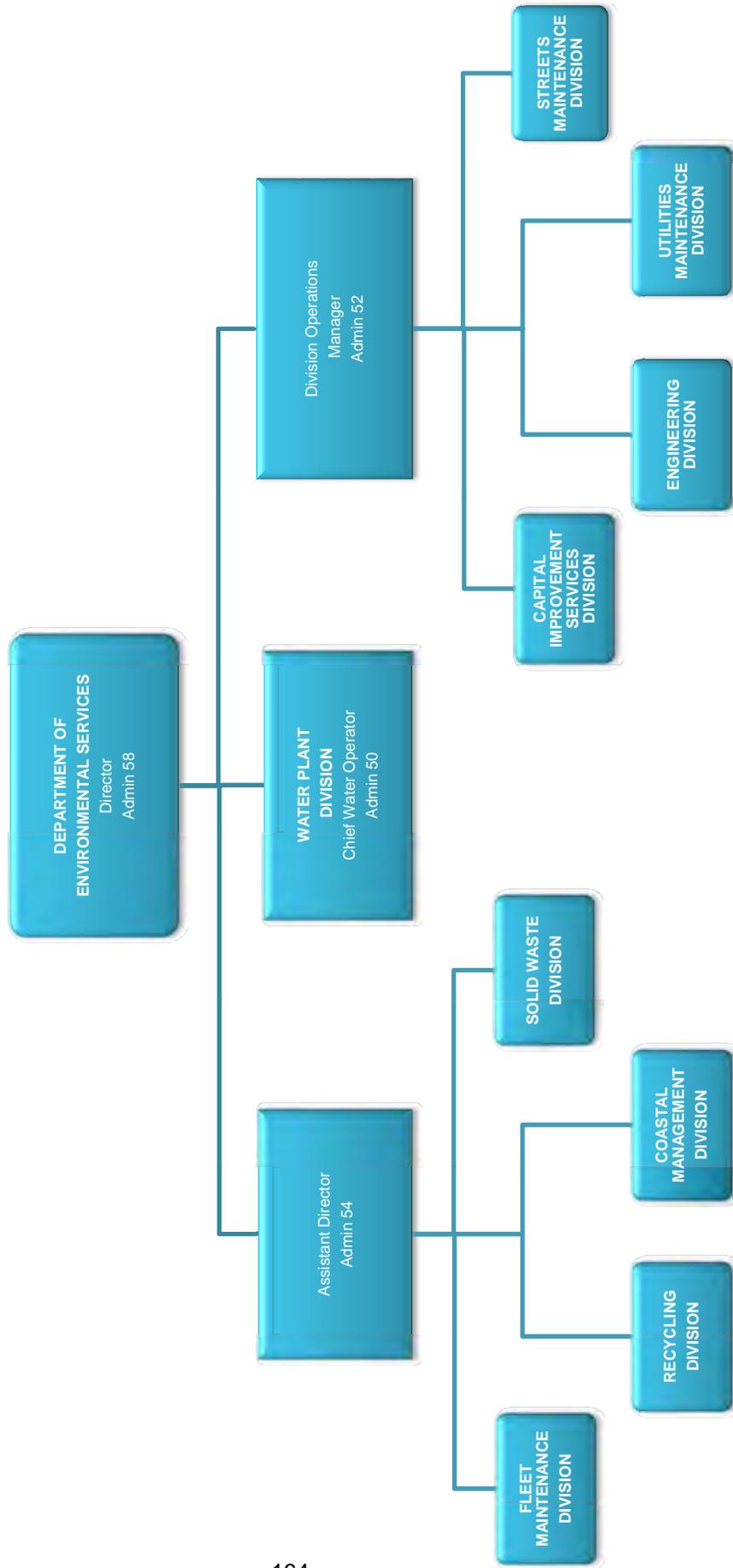
## **Non-Departmental**

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

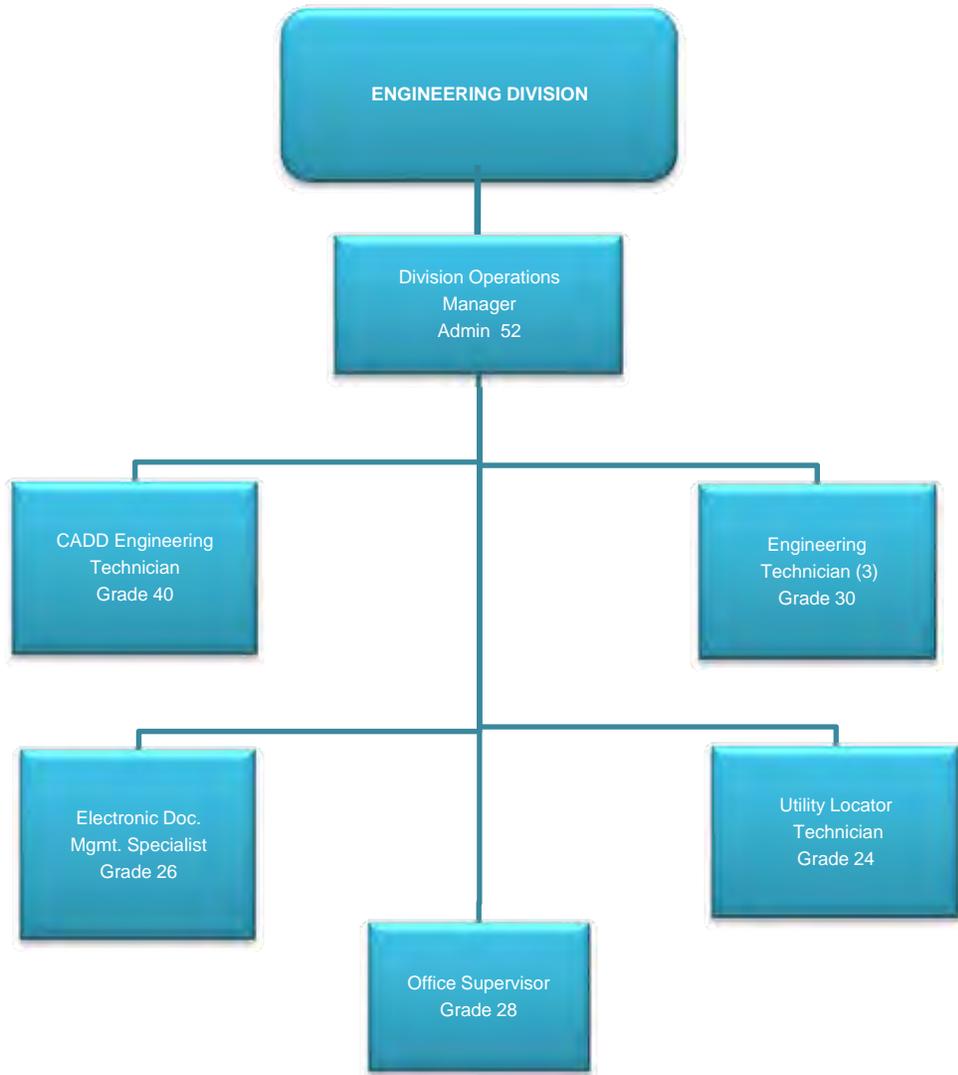


# Department of Environmental Services

## Engineering Division

### Organization Chart

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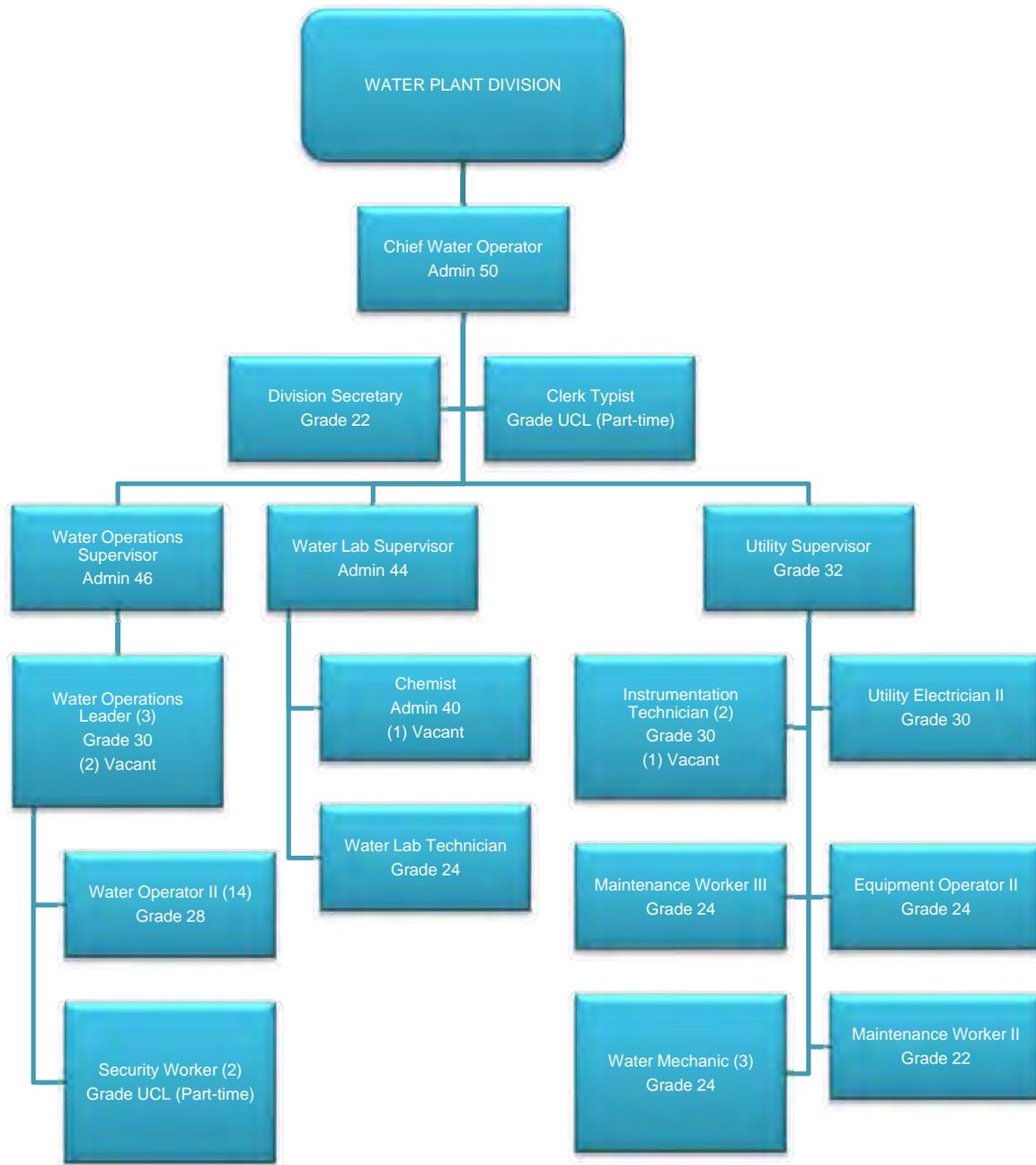


# Department of Environmental Services

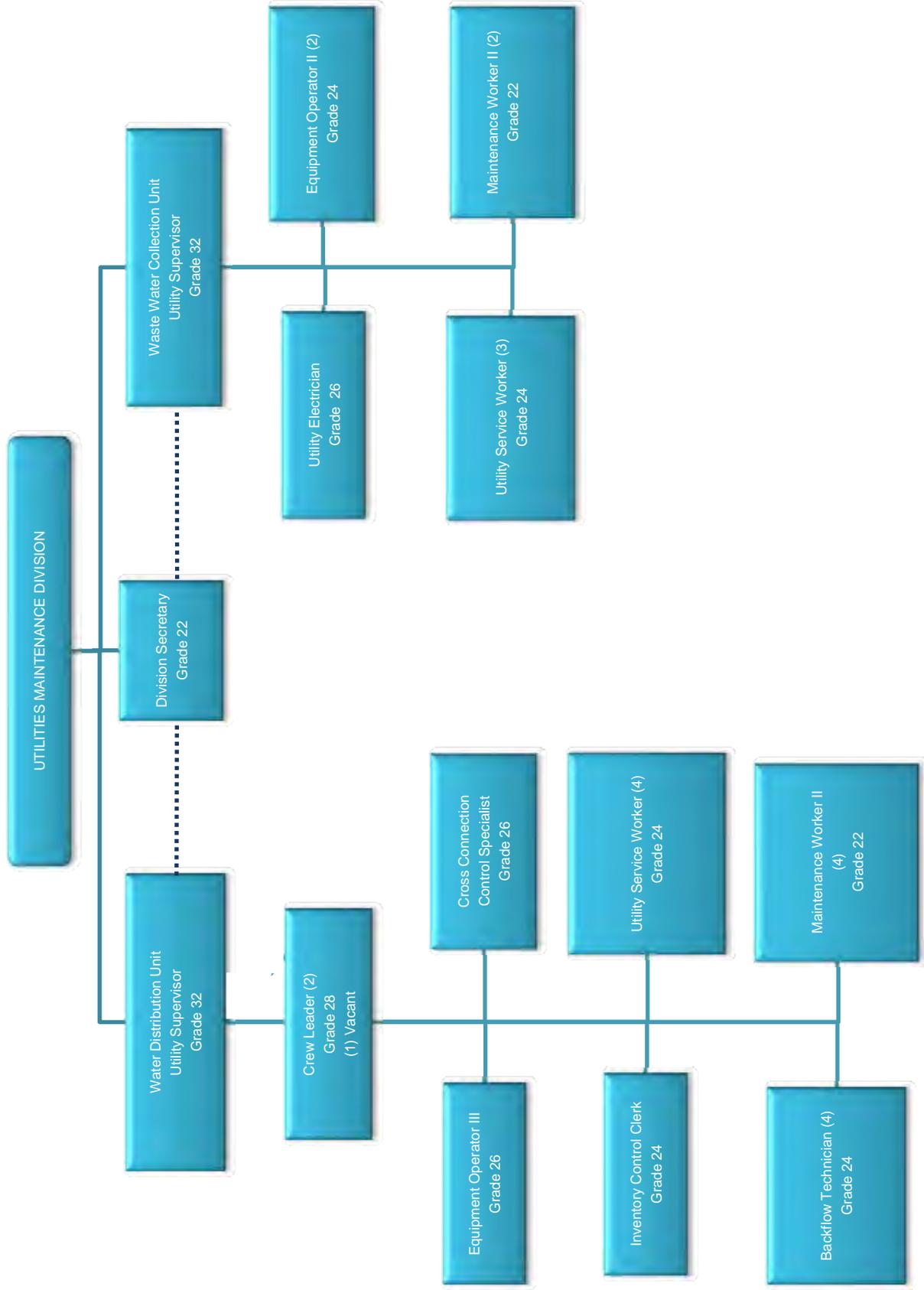
## Water Plant Division

### Organization Chart

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# Environmental Services Department Utilities Maintenance Division Organization Chart

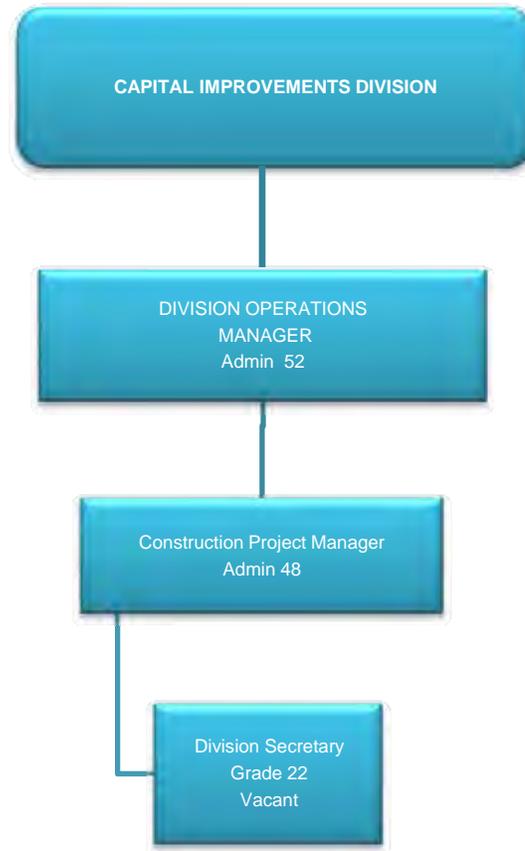


# Department of Environmental Services

## Engineering- Capital Improvements Division

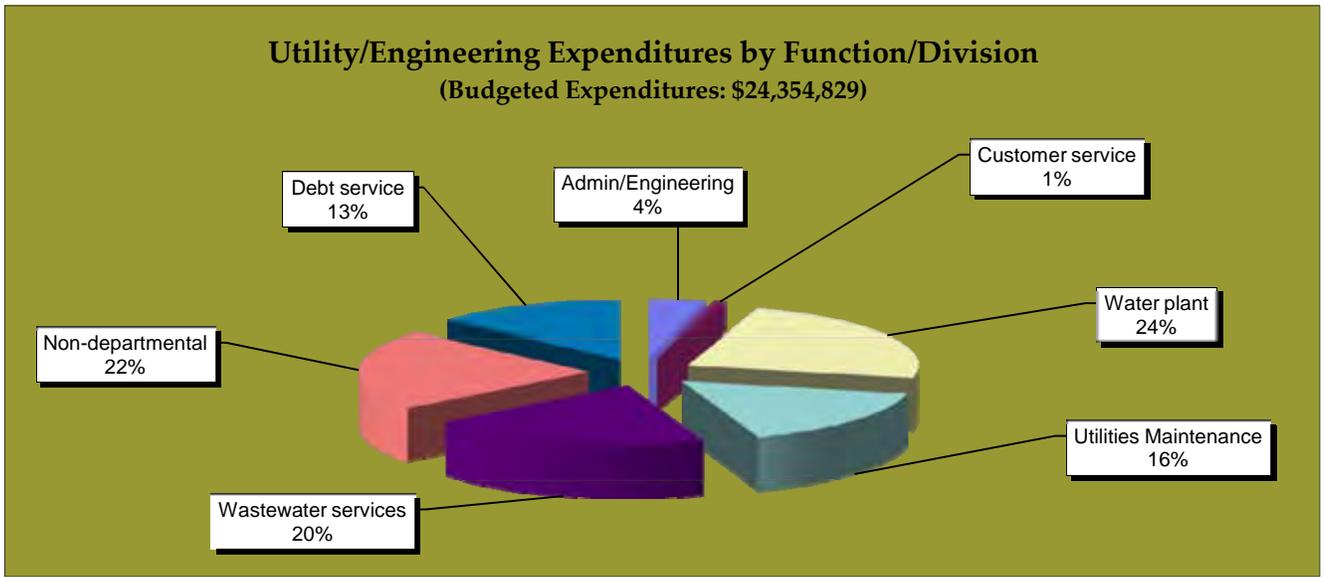
### Organization Chart

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2010-11	ESTIMATED EXPENDITURES 2011-12	DOLLAR CHANGE	PERCENTAGE CHANGE
Admin/Engineering	1,310,912	975,459	(335,453)	-25.6%
Customer service	235,290	217,318	(17,972)	-7.6%
Water plant	5,487,333	5,727,168	239,835	4.4%
Utilities Maintenance	4,228,836	3,947,279	(281,557)	-6.7%
Wastewater services	5,300,000	4,800,000	(500,000)	-9.4%
Non-departmental	5,499,253	5,409,437	(89,816)	-1.6%
Debt service	3,278,168	3,278,168	-	0.0%
<b>TOTAL</b>	<b>25,339,792</b>	<b>24,354,829</b>	<b>(984,963)</b>	<b>-3.9%</b>



City of Deerfield Beach, Florida  
Environmental Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Administration / Engineering	\$ 959,444	\$ 962,673	\$ 487,529	\$ 1,310,912	\$ 975,459
Customer Service	191,516	200,554	77,722	235,290	217,318
Water Plant	4,576,541	4,455,311	2,059,667	5,487,333	5,727,168
Utilities Maintenance	4,493,584	3,444,240	1,547,167	4,228,836	3,947,279
Wastewater	4,281,655	4,939,768	1,882,774	5,300,000	4,800,000
Non-Departmental	6,500,229	6,795,927	1,660,084	6,732,813	5,409,437
Debt Service	3,165,422	2,302,660	2,347,983	3,278,168	3,278,168
<b>TOTAL</b>	<b>\$ 24,168,391</b>	<b>\$ 23,101,133</b>	<b>\$ 10,062,926</b>	<b>\$ 26,573,352</b>	<b>\$ 24,354,829</b>
<b>EXPENSE GROUP</b>					
Personal Services	\$ 5,915,329	\$ 5,978,255	\$ 2,903,925	\$ 6,509,466	\$ 6,003,584
Materials & Supplies	1,560,384	1,395,554	545,552	1,965,681	2,151,840
Operating Expenses	6,009,794	6,628,737	2,571,070	7,603,454	6,941,800
Capital Outlay	1,017,233	-	34,312	483,770	570,000
Non-Departmental	6,500,229	6,795,927	1,660,084	6,732,813	5,409,437
Debt Service	3,165,422	2,302,660	2,347,983	3,278,168	3,278,168
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 24,168,391</b>	<b>\$ 23,101,133</b>	<b>\$ 10,062,926</b>	<b>\$ 26,573,352</b>	<b>\$ 24,354,829</b>
<b>PERSONNEL</b>					
Administration / Engineering	14	14	14	13	12
Customer Service	3	3	3	3	3
Water Plant	37	37	37	34	36
Utilities Maintenance	36	36	36	29	28
<b>TOTAL PERSONNEL</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>79</b>	<b>79</b>

## Administration / Engineering

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 748,626	\$ 716,995	\$ 365,959	\$ 993,008	\$ 710,300
Employee Benefits	144,340	199,348	99,058	238,104	190,859
<b>Materials &amp; Supplies</b>	21,772	3,028	799	10,000	12,000
<b>Other Services and Charges</b>	44,706	43,302	21,713	69,800	62,300
<b>Operations Subtotal</b>	<u>959,444</u>	<u>962,673</u>	<u>487,529</u>	<u>1,310,912</u>	<u>975,459</u>
<b>DIVISION TOTAL</b>	\$ 959,444	\$ 962,673	\$ 487,529	\$ 1,310,912	\$ 975,459
<b>PERSONNEL</b>					
Full-Time	12	12	12	13	12
Part-Time	2	2	2	-	-
<b>TOTAL</b>	14	14	14	13	12

## Mission Statement

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

## Major FY11-12 Goals

1. Complete update of the Engineering Design and Construction Standards for adoption by the City Commission.
2. Develop a Force Main Network Analysis for the Wastewater Collection System.
3. Complete construction of the Hillsboro Greenway Trail Project.
4. Complete design and construction of the SE 2<sup>nd</sup> Avenue Safe Route to School Improvements Project.
5. Complete design and construction of the NE 2<sup>nd</sup> Street Safe Route to School Improvements Project.
6. Complete design of the NE 3<sup>rd</sup> Avenue Roadway Improvements Project.
7. Complete pavement condition evaluation of City streets and develop a citywide pavement management program.
8. Identify and seek funding for a Transportation Enhancement Project through the FDOT Local

<b>Engineering Services</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Number of full time employees	12	13	12	12
<b>OUTPUTS:</b>				
Number of construction contracts executed	5	5	6	6
Number of in-house projects designed	7	8	6	6
Number of architect/engineer/survey consulting contracts	4	4	5	5
Number of building permits processed	180	200	180	200
Number of engineering permits processed/inspected	100	120	170	180
Number of private development plans reviewed	25	30	45	40
Number of requests for utility locates	2,800	3,000	2,800	3,000
<b>EFFECTIVENESS MEASURES:</b>				
Projects designed and constructed within budget	100%	100%	100%	100%
Construction contracts completed within contract time	100%	100%	50%	75%
Permits processed within 3 working days	88%	95%	70%	75%
Private development plans processed within 7 working days	90%	95%	70%	75%
Utility locates completed within 1 working day	90%	90%	90%	90%
<b>EFFICIENCY MEASURES:</b>				
Construction contracts managed per employee - Engineer (1)	9	9	6	6
In-house projects designed per employee - Engineer/Technician (2)	4	4	3	3
Architect/engineer/survey consulting contracts managed per employee - Engineer (1)	4	4	5	5
Building/engineering permits processed/inspected per employee - Inspector (2)	94	107	117	190
Private development plans reviewed per employee - Engineer/Inspector (2)	13	15	22	20

## Customer Service

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 145,400	\$ 135,015	\$ 55,778	\$ 176,549	\$ 160,692
Employee Benefits	21,889	19,841	7,399	25,241	25,626
<b>Materials &amp; Supplies</b>	16,936	21,356	3,787	20,000	17,500
<b>Other Services and Charges</b>	7,291	24,342	10,758	13,500	13,500
<b>Operations Subtotal</b>	<u>191,516</u>	<u>200,554</u>	<u>77,722</u>	<u>235,290</u>	<u>217,318</u>
<b>DIVISION TOTAL</b>	<b>\$ 191,516</b>	<b>\$ 200,554</b>	<b>\$ 77,722</b>	<b>\$ 235,290</b>	<b>\$ 217,318</b>
<b><u>PERSONNEL</u></b>					
Full-Time	3	3	3	3	3
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Water Plant

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 2,034,124	\$ 1,970,145	\$ 1,027,212	\$ 2,145,278	\$ 2,037,319
Employee Benefits	398,643	561,910	273,347	574,595	801,709
<b>Materials &amp; Supplies</b>	1,029,784	920,045	376,611	1,319,031	1,552,340
<b>Other Services and Charges</b>	1,080,220	1,003,211	382,497	1,414,659	1,335,800
<b>Operations Subtotal</b>	<u>4,542,771</u>	<u>4,455,311</u>	<u>2,059,667</u>	<u>5,453,563</u>	<u>5,727,168</u>
<b>Capital Outlay</b>	<u>33,770</u>	<u>-</u>	<u>-</u>	<u>33,770</u>	<u>-</u>
<b>DIVISION TOTAL</b>	<b>\$ 4,576,541</b>	<b>\$ 4,455,311</b>	<b>\$ 2,059,667</b>	<b>\$ 5,487,333</b>	<b>\$ 5,727,168</b>
<b><u>PERSONNEL</u></b>					
Full-Time	33	33	33	31	33
Part-Time	4	4	4	3	3
<b>TOTAL</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>34</b>	<b>36</b>

## 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 FY11-12 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 too.

## Water Plant

PERFORMANCE MEASURES	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Water plant division expenditures	\$4,455,311	\$5,487,333	\$5,487,000	\$5,727,168
Number of water plant funded positions	36	36	36	36
Annual chemical costs	\$ 1,235,930	\$ 1,151,798	\$ 1,151,798	\$ 1,266,978
Annual power costs	\$ 975,000	\$ 800,000	\$ 800,000	\$ 840,000
Annual maintenance costs	\$ 408,152	\$ 448,700	\$ 448,700	\$ 471,135
<b>OUTPUTS:</b>				
Total water produced	3,610,609,000	3,710,609,000	3,710,609,000	3,810,609,000
Total number water analysis run by our lab	36,620	36,620	36,620	36,620
Total number water analysis out sourced	540	540	540	540
<b>EFFECTIVENESS MEASURES:</b>				
Number of water complaints	14	21	25	29
Number of failed water system bacti tests	0	0	0	0
Number of boil water notices	0	0	0	0
<b>EFFICIENCY MEASURES:</b>				
Chemical costs per MG water treated	\$ 342.31	\$ 266.96	\$ 310.41	\$ 325.93
Power costs per MG water treated	\$ 270.04	\$ 202.12	\$ 215.60	\$ 226.38
Maintenance costs per MG water treated	\$ 113.04	\$ 110.00	\$ 120.92	\$ 126.97
Personnel costs per MG water treated	\$ 756.83	\$ 736.00	\$ 736.43	\$ 773.25
Annual water operation expense per capita in service area (52,000)	\$85.68	\$110.47	\$105.52	\$110.81

## Utilities Maintenance

EXPENDITURES	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 2,011,697	\$ 1,810,645	\$ 840,979	\$ 1,867,112	\$ 1,501,521
Employee Benefits	410,610	564,356	234,193	489,579	575,558
<b>Materials &amp; Supplies</b>	491,892	451,125	164,355	616,650	570,000
<b>Other Services and Charges</b>	595,922	618,114	273,328	805,495	730,200
<b>Operations Subtotal</b>	<u>\$ 3,510,121</u>	<u>\$ 3,444,240</u>	<u>\$ 1,512,855</u>	<u>\$ 3,778,836</u>	<u>\$ 3,377,279</u>
<b>Capital Outlay</b>	983,463	-	34,312.00	450,000	570,000
<b>DIVISION TOTAL</b>	<u>\$ 4,493,584</u>	<u>\$ 3,444,240</u>	<u>\$ 1,547,167</u>	<u>\$ 4,228,836</u>	<u>\$ 3,947,279</u>
<b>PERSONNEL</b>					
Full-Time	36	36	36	29	28
<b>TOTAL</b>	36	36	36	29	28

## 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 FY11-12 Goals

1. Complete design, permitting and installation of Intracoastal Waterway Forcemain Improvements Project.
2. Complete design and rehabilitation of at least three (3) Cantex underground lift stations.
3. Rehabilitate at least 6 miles of existing sewer mains.
4. Upgrade of existing 2" water mains.
5. Initiate an Equipment Operator Training Program for Division employees.
6. Implementation of electronic bar code inventory system for warehouse.
7. Initiate a citywide GIS mapping of water valves.
8. Initiate citywide GPS mapping of fire hydrants.
9. Promote licensing for staff.

<b>Utilities Maintenance</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Department Expenditures	3,444,240	4,228,836	4,228,000	3,947,279
Number of Employees	30	36	26	28
<b>OUTPUTS:</b>				
Service Orders, Customer Requests	1,020	1,040	1,820	1,500
Water Leaks / Breaks Repaired	92	90	320	200
Miles of Water Mains Maintained	231	232	234	234
Water Service Upgrades	75	150	65	75
Water Meters Tested, Repaired or Exchanged	400	400	230	250
Backflow Preventers Tested, Repaired or Replaced	1500	1800	1800	250
New Water Main Taps	20	20	50	40
Fire Hydrants Repaired / Replaced	50	50	136	60
Fire Hydrants Maintained	2,300	2,300	2,300	2,300
Water Valves Maintained	10,211	10,220	10,220	10,220
Total Number of Backflow Preventers	11,651	11,674	11,671	1,167
Commercial Backflow / Fire Main Permits Issued	3,334	3,500	2,800	3,000
Warehouse Transactions Processed	1,100	1,000	600	700
After Hours Emergency Call Outs	320	300	300	300
Response To Wastewater Overflows	20	25	20	20
Pump Stations Rehabilitated	3	3	4	4
Manholes Rehabilitated	20	20	10	10
Pump Stations / Telemetry Maintained	72	71	71	71
Sewer Mains Maintained (miles)	137	137	137	137
Sewer Lines Televised (feet)	12,000	15,000	52,000	15,000
Sewer Lines Cleaned (feet)	21,050	22,000	70,000	22,000
Sliplining of Sewer Mains (feet)	1,000	3000	50000	3000
Pump Replacements	5	8	8	8
<b>EFFECTIVENESS MEASURES:</b>				
Service Orders Completed Within 24 Hours	82%	85%	90%	90%
Water Breaks Repaired Within 4 Hours	85%	90%	95%	95%
Average Number of Water Valves Exercised Monthly	400	500	260	400
Response to Emergency Call Outs Within 30 Minutes	95%	100%	100%	100%
Wastewater Overflows Responded Within 30 Minutes	100%	100%	100%	100%
<b>EFFICIENCY MEASURES:</b>				
Water Valves Maintained Per Employee (4)	2,550	2,550	2,550	2,550
Maintenance Requests Per Employee (5)	207	219	364	325
Fire Hydrants Maintained Per Employee (2)	1,150	1,150	1,150	1,150
Pump Stations Maintained Per Employee (7)	8	8	10	10
Warehouse Transactions Processed Per Employee (1)	1,100	1,000	600	700

City of Deerfield Beach, Florida  
Wastewater Services  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Wastewater Services	\$ 4,281,655	\$ 4,939,768	\$ 1,882,773	\$ 5,300,000	\$ 4,800,000
TOTAL	<u>\$ 4,281,655</u>	<u>\$ 4,939,768</u>	<u>\$ 1,882,773</u>	<u>\$ 5,300,000</u>	<u>\$ 4,800,000</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	4,281,655	4,939,768	1,882,773	5,300,000	4,800,000
TOTAL APPROPRIATIONS	<u>\$ 4,281,655</u>	<u>\$ 4,939,768</u>	<u>\$ 1,882,773</u>	<u>\$ 5,300,000</u>	<u>\$ 4,800,000</u>

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 6,500,229	\$ 6,795,927	\$ 1,660,084	\$ 5,499,253	\$ 5,409,437
TOTAL	<u>\$ 6,500,229</u>	<u>\$ 6,795,927</u>	<u>\$ 1,660,084</u>	<u>\$ 5,499,253</u>	<u>\$ 5,409,437</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ 5,361,862	\$ 5,585,240	\$ 1,043,792	\$ 2,266,670	\$ 3,149,759
Transfers	1,138,367	1,210,687	616,292	3,232,583	2,259,678
TOTAL APPROPRIATIONS	<u>\$ 6,500,229</u>	<u>\$ 6,795,927</u>	<u>\$ 1,660,084</u>	<u>\$ 5,499,253</u>	<u>\$ 5,409,437</u>

City of Deerfield Beach, Florida  
Debt Service  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 3,165,422	\$ 2,302,660	\$ 2,347,983	\$ 3,278,168	\$ 3,278,168
TOTAL	<u>\$ 3,165,422</u>	<u>\$ 2,302,660</u>	<u>\$ 2,347,983</u>	<u>\$ 3,278,168</u>	<u>\$ 3,278,168</u>
<b>EXPENSE GROUP</b>					
W/S Revenue Bond Sinking Fund	\$ 1,235,455	\$ 404,244	\$ 1,400,682	\$ 1,373,566	\$ 1,373,566
Revolving Loan Sinking Fund	1,366,296	1,366,296	683,148	1,366,296	1,366,296
Wtr Pollution Control Sinking Fund	555,013	528,307	264,153	528,306	528,306
Paying Agent Fees	8,658	3,813	-	10,000	10,000
TOTAL APPROPRIATIONS	<u>\$ 3,165,422</u>	<u>\$ 2,302,660</u>	<u>\$ 2,347,983</u>	<u>\$ 3,278,168</u>	<u>\$ 3,278,168</u>

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

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>Actual</b>	<b>%age</b>		
			<b>(Thru 3/31/11)</b>			
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	-	-	(1,433)	-	-	-
<i>Interest Earnings</i>	-	-	(1,433)	-	-	-
<b>TOTAL MISC REVENUES</b>	-	-	(1,433)	-	-	-
<b>NON-REVENUES</b>						
Utility Bond Sinking Fund	-	-	-	-	2,000,000	979,991
Cash Carryover	-	-	-	-	-	20,009
<i>Interfund Transfers</i>	-	-	-	-	2,000,000	1,000,000
<b>TOTAL NON-REVENUES</b>	-	-	-	-	2,000,000	1,000,000
<b>TOTAL RENEWAL &amp; REPLACEMENT FUND</b>	-	-	(1,433)	-	2,000,000	1,000,000

# **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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Utilities	\$ -	\$ -	\$ -	\$ 994,507	\$ 1,000,000
Non-Departmental	-	-	-	1,005,493	-
<b>TOTAL</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ 1,000,000</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Outlay	\$ -	\$ -	\$ -	\$ 994,507	\$ 1,000,000
Contingency	-	-	-	1,005,493	-
<b>TOTAL APPROPRIATIONS</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ 1,000,000</u>

**SOLID WASTE FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	2008-09	2009-10	2010-11 Y-T-D Actual (Thru 3/31/11)	2010-11 Y-T-D %age	2010-11 Budget	2011-12 Budget
	Actual	Actual				
<b>CHARGES FOR SERVICES</b>						
Garbage Cans - Residential	3,390,185	3,377,493	1,764,074	52	3,371,205	3,400,000
Garbage Cans - Business	126,810	126,922	63,823	50	127,000	119,000
Containers - Residential	2,452,598	2,412,402	1,261,907	52	2,450,000	2,478,000
Containers - Business	5,035,666	4,973,553	2,607,258	52	5,050,000	5,070,000
Special Pick-ups - Residential	55,675	67,919	30,403	51	60,000	60,000
Special Pick-ups - Business	100,747	49,662	31,392	63	50,000	50,000
Casters/Roll Outs - Residential	51,527	52,088	26,991	52	52,000	52,000
Casters/Roll Outs - Business	65,944	69,656	36,397	56	65,000	65,000
Cardboard Containers	238,101	247,641	114,824	49	236,000	230,000
Compactors	493,636	477,655	266,043	57	470,000	470,000
Roll-off Pull Containers	791,908	881,350	503,566	60	840,000	850,000
Garbage Billed by County	1,100,515	1,150,431	380,999	38	1,000,000	1,000,000
Dumpster Reinstatement Charge	1,065	600	-	-	500	100
Special Trash Pick-ups	3,699	3,203	1,662	33	5,000	2,750
MRF Revenue	298,582	312,397	147,904	49	300,000	300,000
Waste Hauler Admin Fees	54,464	11,227	5,761	58	10,000	10,000
Paper Shredding Program	21,246	18,786	12,219	61	20,000	20,000
<i>Garbage/Solid Waste</i>	<u>14,282,368</u>	<u>14,232,985</u>	<u>7,255,223</u>	<u>51</u>	<u>14,106,705</u>	<u>14,176,850</u>
<i>TOTAL CHARGES FOR SVCS</i>	<u>14,282,368</u>	<u>14,232,985</u>	<u>7,255,223</u>	<u>51</u>	<u>14,106,705</u>	<u>14,176,850</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	1,381	-	(369)	-	-	-
<i>Interest Earnings</i>	<u>1,381</u>	<u>-</u>	<u>(369)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Recycled Paper- Smurfit	135,872	199,592	146,197	73	200,000	215,000
Used Tires	-	28	-	-	-	-
Scrap Metal	10,372	6,970	7,122	79	9,000	8,000
Sale of Used Vehicles	2,796	97,550	-	-	10,000	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>149,040</u>	<u>304,140</u>	<u>153,319</u>	<u>70</u>	<u>219,000</u>	<u>223,000</u>
Contr from Private Source	2,579	703	90	16	562	500
County Bond Refinancing	130,004	-	-	-	-	-
Other Miscellaneous Revenue	10,000	238,241	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>142,583</u>	<u>238,944</u>	<u>90</u>	<u>-</u>	<u>562</u>	<u>500</u>
<i>TOTAL MISC REVENUES</i>	<u>293,004</u>	<u>543,084</u>	<u>153,040</u>	<u>70</u>	<u>219,562</u>	<u>223,500</u>
<b>NON-REVENUES</b>						
ICMA Pension Forfeitures	-	-	-	-	20,000	-
Capital Lease Proceeds	-	-	-	-	1,050,000	580,000
<i>TOTAL NON-REVENUES</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,070,000</u>	<u>580,000</u>
<b>TOTAL SOLID WASTE FUND</b>	<u>14,575,372</u>	<u>14,776,069</u>	<u>7,408,263</u>	<u>48</u>	<u>15,396,267</u>	<u>14,980,350</u>

# 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.

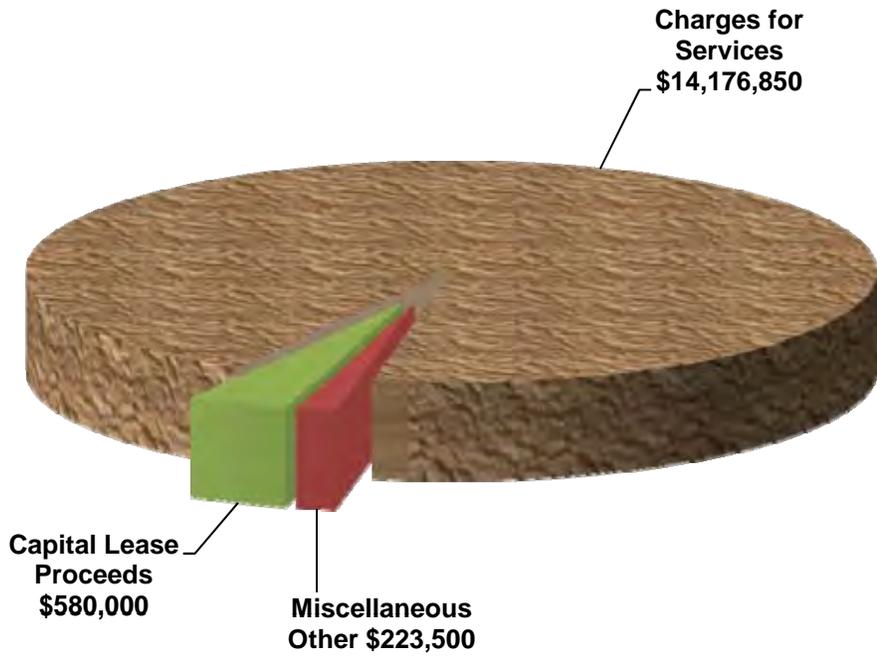
## Non-Departmental

Non-Departmental represents a multitude of expenditures which cannot be associated with a specific division. 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.

**City of Deerfield Beach  
Projected Revenues - Solid Waste Fund  
Fiscal Year 2011/12**



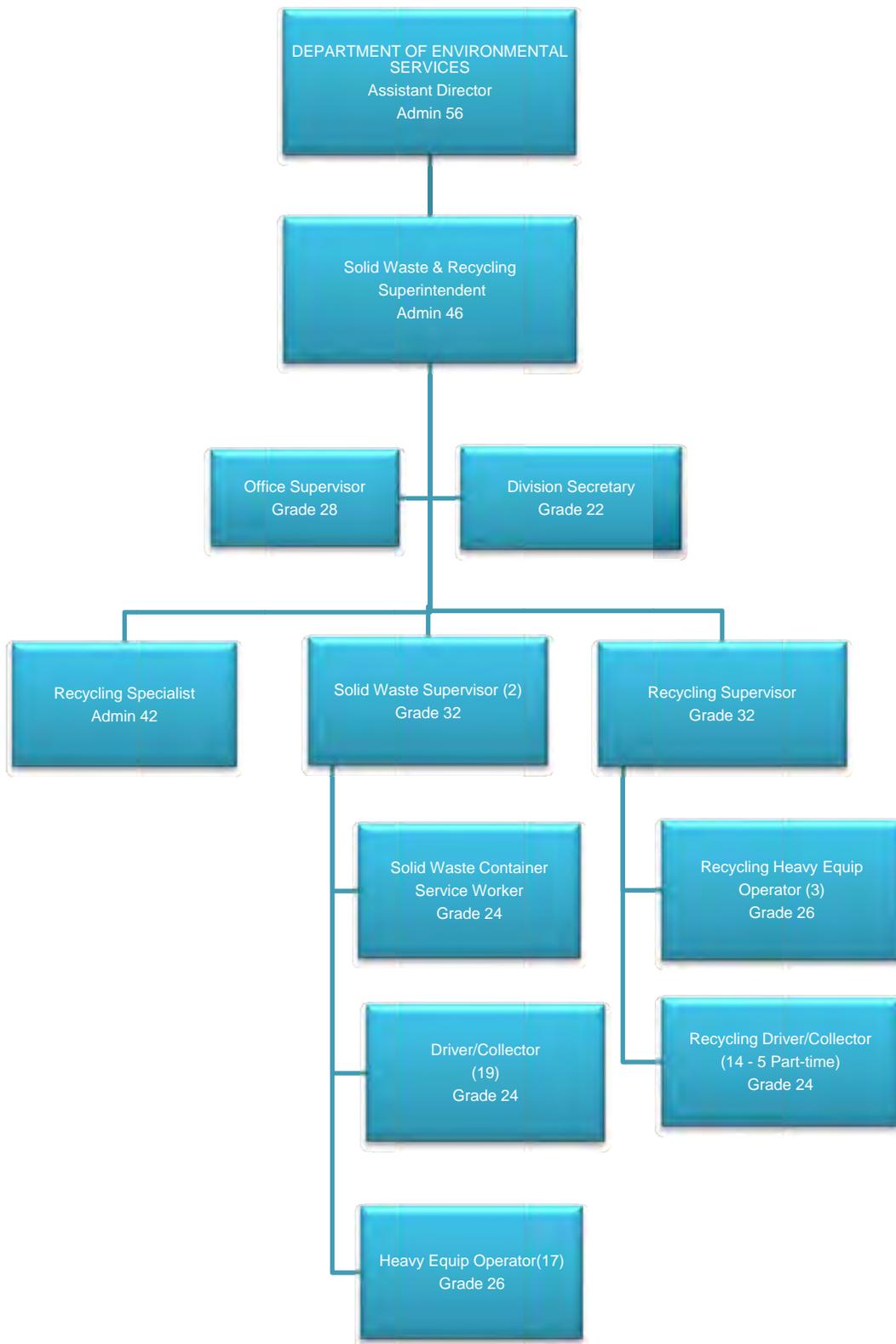
**Total projected revenues: \$14,980,350**

# Department of Environmental Services

## Solid Waste/Recycling Division

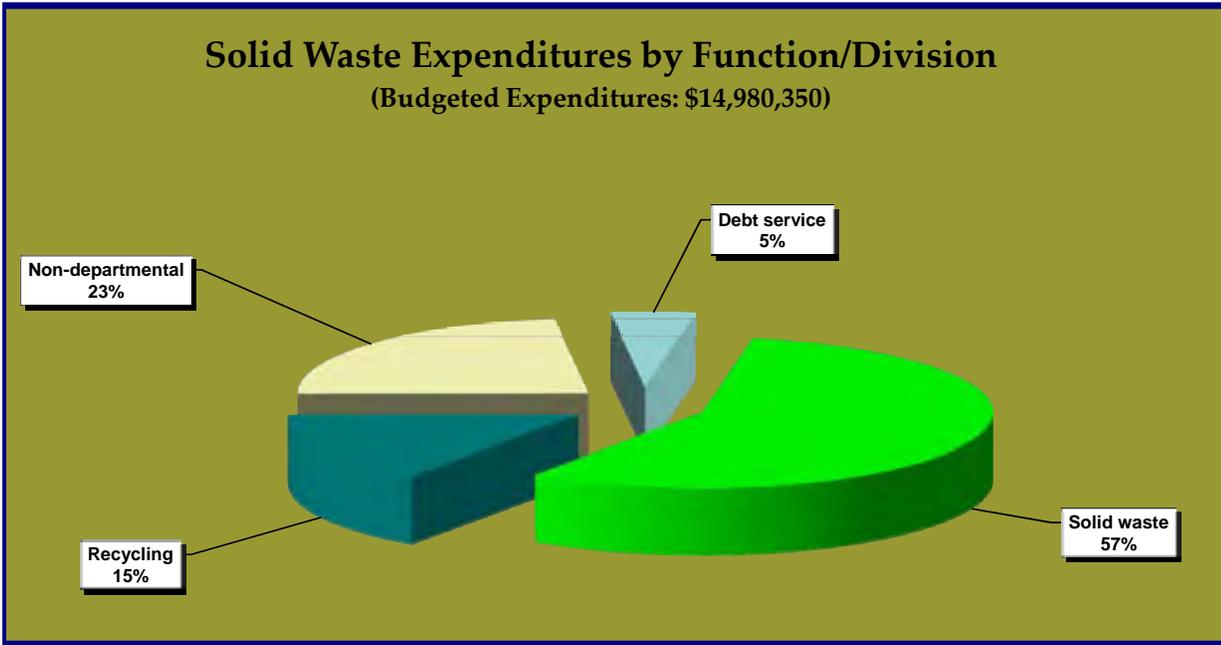
### Organization Chart

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2010-11	ESTIMATED EXPENDITURES 2011-12	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Solid waste</b>	10,640,922	8,527,630	(2,113,292)	-19.9%
<b>Recycling</b>	1,777,833	2,283,632	505,799	28.5%
<b>Non-departmental</b>	2,045,248	3,466,226	1,420,978	69.5%
<b>Debt service</b>	932,264	702,862	(229,402)	-24.6%
<b>TOTAL</b>	<u>15,396,267</u>	<u>14,980,350</u>	<u>(415,917)</u>	<u>-2.7%</u>



City of Deerfield Beach, Florida  
Solid Waste  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Solid Waste	11,669,533	10,668,845	4,731,852	10,640,922	8,527,630
Recycling	2,445,258	1,427,206	732,194	1,777,833	2,283,632
Non-Departmental	2,877,191	3,287,370	972,955	2,045,248	3,466,226
Debt Service	73,790	76,150	450,397	932,264	702,862
TOTAL	<u>\$ 17,065,772</u>	<u>\$ 15,459,571</u>	<u>\$ 6,887,398</u>	<u>\$ 15,396,267</u>	<u>\$ 14,980,350</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 4,445,228	\$ 4,314,398	\$ 2,286,362	\$ 4,337,687	\$ 4,165,087
Materials & Supplies	423,018	114,212	30,702	102,900	113,400
Operating Expenses	7,836,705	7,667,441	3,324,599	6,928,168	5,952,775
Capital Outlay	1,409,840	-	-	1,050,000	580,000
Non-Departmental	2,877,191	3,287,370	972,955	2,045,248	3,466,226
Debt Service	73,790	76,150	450,397	932,264	702,862
TOTAL APPROPRIATIONS	<u>\$ 17,065,772</u>	<u>\$ 15,459,571</u>	<u>\$ 7,065,015</u>	<u>\$ 15,396,267</u>	<u>\$ 14,980,350</u>
<b><u>PERSONNEL</u></b>					
Solid Waste	53	53	44	44	41
Recycling	23	23	20	20	20
TOTAL PERSONNEL	<u>76</u>	<u>76</u>	<u>64</u>	<u>64</u>	<u>61</u>

## Solid Waste

EXPENDITURES	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 2,695,634	\$ 2,698,482	\$ 1,297,873	\$ 2,533,180	\$ 2,241,806
Employee Benefits	514,879	712,210	\$ 360,240	723,594	974,454
<b>Materials &amp; Supplies</b>	210,558	105,506	20,639	70,200	80,700
<b>Other Services and Charges</b>	7,669,825	7,152,647	3,053,100	6,733,948	4,650,670
<b>Operations Subtotal</b>	<u>\$ 11,090,896</u>	<u>\$ 10,668,845</u>	<u>\$ 4,731,852</u>	<u>\$ 10,060,922</u>	<u>\$ 7,947,630</u>
<b>Capital Outlay</b>	578,637	-	-	580,000	580,000
<b>DIVISION TOTAL</b>	\$ 11,669,533	\$ 10,668,845	\$ 4,731,852	\$ 10,640,922	\$ 8,527,630
<b>PERSONNEL</b>					
Full-Time	46	46	46	44	41
Part-Time	7	7	7	0	0
<b>TOTAL</b>	53	53	53	44	41

## Mission Statement

Committed to superior collection service with exceptional customer satisfaction for the residents and businesses of the City of Deerfield Beach.

## Major FY11-12 Goals

1. Complete the implementation of the automated collection system to optimize efficiency, reduce time at the curb, and reduce fuel consumption.
2. Identify and implement ways to maximize operational efficiency, reduce costs and enhance revenues.

<b>Solid Waste</b>				
<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Total number of full time employees	46	44	44	41
Total number of part time employees	7	0	0	0
Department expenditures	\$ 10,668,845	\$ 10,640,922	\$ 10,640,000	\$ 8,527,630
<b>OUTPUTS:</b>				
Total number of residential customers serviced	17,179	17,179	17,179	17,179
Total number of commercial customers serviced	1,570	1,570	1,570	1,570
Total number of residential collection routes	9	9	9	8
Total number of commercial collection routes	8	8	8	6
Total number of bulk trash routes	9	9	9	9
Tipping fee cost per ton	\$ 98.50	\$ 99.50	\$ 99.50	\$ 72.57
<b>Outreach:</b>				
Number of residential and multi-family recycling incentive	2	2	3	3
Number of volunteer Green Team members	30	30	30	33
Number of residential recycling notices to deliver and	1,664	1,664	1,664	1,600
Number of recycling and waste reduction program	8	8	8	12
Number of presentations: HOA, schools, civic organizations	24	24	24	28
<b>Administrative:</b>				
Number of grants to seek, write, process, implement and	1	2	2	1
Annual division sponsored events and workshops (including	17	17	17	20
Technical advisory committee meetings attended	24	24	24	24
Number of shred accounts billed	372	372	372	372
Illegal dumping loss charges (monthly)	12	12	12	12
Daily roll off request list and other billing changes	2,880	2,880	2,880	2,880
Accounts opened and closed	20	20	20	20
Letters, memos and other correspondence prepared	480	480	420	452
Estimated customer service calls and visits	7,680	7,680	14,000	15,000
<b>EFFECTIVENESS MEASURES:</b>				
Residential solid waste tonnage collected per route per year	1,870	1,572	1,572	1,729
Commercial solid waste tonnage collected per route per year	3,858	3,828	4,374	5,103
Estimated solid waste tonnage collected per household per	4	5.80	5.80	5.70
Annual cost of illegal dumping	\$ 9,040	\$ 8,769	\$ 8,769	\$ 5,400
Total tons of solid waste disposed annually	60749	59,094.00	60,564.50	61,170.00
Total solid waste disposal costs per year	\$ 5,984	\$ 6,007,998	\$ 6,007,998	\$ 4,439,107
<b>EFFICIENCY MEASURES:</b>				
Total number missed service calls	156	149	615	500
Division expenditures per capita	\$ 148.85	\$ 148.85	\$ 145.34	\$ 116.47

## Recycling

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,078,141	\$ 1,045,512	\$ 537,651	\$ 916,468	\$ 761,931
Employee Benefits	156,574	174,246	\$ 90,597	164,445	186,896
<b>Materials &amp; Supplies</b>	212,460	32,638	10,063	32,700	32,700
<b>Other Services and Charges</b>	998,083	174,810	93,883	194,220	1,302,105
<b>Operations Subtotal</b>	<u>\$ 2,445,258</u>	<u>\$ 1,427,206</u>	<u>\$ 732,194</u>	<u>\$ 1,307,833</u>	<u>\$ 2,283,632</u>
<b>Capital Outlay</b>	-	-	-	470,000	-
<b>DIVISION TOTAL</b>	\$ 2,445,258	\$ 1,427,206	\$ 732,194	\$ 1,777,833	\$ 2,283,632
<b>PERSONNEL</b>					
Full-Time	19	19	19	15	15
Part-Time	4	4	4	5	5
<b>TOTAL</b>	23	23	23	20	20

## Mission Statement

Committed to waste minimization, waste reduction and recycling and to provide quality recycling educational opportunities for all facets of our community. We endeavor to create unique recycling opportunities for our residents by broadening markets for recycling and to strive to be the most aggressive recycling program in Broward County.

## Major FY11-12 Goals

1. Increase recycling tonnage by 3%.
2. Increase recycling educational opportunities by 5%.
3. Continue to work toward increasing recycling participation and revenues for both residential and commercial by 5%.
4. Begin the process to implement single stream roll cart pilot program.
5. Develop a wide array of community outreach programs on recycling and waste reduction issues.

# Recycling

PERFORMANCE MEASURES	2009-10 Actual	2010-11 Goal	2010-11 Estimated	2011-12 Projection
<b>INPUTS:</b>				
Total number of full time employees	19	15	15	15
Total number of part time employees	4	5	5	5
Total number of employees	23	20	20	20
Division expenditures	\$ 1,427,206	\$ 1,777,833	\$ 1,777,000	\$ 2,283,632
<b>OUTPUTS:</b>				
Total recycling accounts serviced per week	19,084	19,122	19,122	19,122
Single family recycling accounts	17,179	17,179	17,179	17,179
Multi-family recycling accounts	649	649	649	649
Commercial recycling accounts	1,256	1,256	1,256	1,256
Number of schools with partnership educational support programs	9	9	9	9
Total residential recycled tons collected	4,892	5,495	5,495	6,209
Total commercial recycle tons collected: cardboard, office paper, metal, clean wood, commingled, industrial source separated	2,986	7,574	7,575	9,090
BULK (Vegetative Green Waste and Mixed Material) - cubic yards collected and disposed	106,114	453,854	453,854	521,000
<b>Total Drop Off Center Volume Collected:</b>				
<b>Cubic Yards:</b> mixed plastics, mixed paper, commingled, cardboard, scrap metal, tires	8,106	7,240	7,240	8,688
<b>Gallons:</b> used motor oil	1,426	1,424	1,424	1,709
<b>Individual Unit County:</b> electronics, bulbs, propane, used oil filters	2,570	1,793	1,793	2,152
<b>Pallets:</b> paint (36 five gallon containers per pallet)	88	94	94	113
<b>Administrative:</b>				
Daily dumpster /repairs and replacement tracking	660	144	144	158
Number of recycling purchase authorizations typed and processed	14	14	14	14
Number of recycling accounts opened or closed	10	12	12	12
Inputs all job measurement forms for drivers	5,040	0	0	
Phone calls received for recycling	2,400	2,400	5,000	5,000
Prepares letters, memos, and other correspondence as requested	480	480	480	480
<b>EFFECTIVENESS MEASURES:</b>				
Tipping Fee Avoidance - Recyclables diverted from incinerator - per year	N/A	\$1,113,977	\$1,124,393	\$ 1,516,278
Revenue generated from sale of recyclables	\$ 453,778	\$ 547,269	\$ 556,114	\$ 668,492
Revenue generated from Resource Recovery System: bond distribution and excess reserves	\$ 239,000	\$ -	\$ -	\$ -
Percentage of waste recycled	26%	25%	25%	25%
<b>EFFICIENCY MEASURES:</b>				
Residential recycling tonnage collected per route per week	16	16	16	19
Commercial recycling tonnage collected per route per week	150	175	175	210
Residential recycling tonnage collected per route per year	832	912.5	912.5	1095
Commercial recycling tonnage collected per route per year	995	1818	1818	1,891
Green waste & mixed recyclable bulk recycling tonnage collected per route per year	10,360	54,970	54,970	65,964
Residential recycling tonnage collected per route per week	3.5	3.5	3.5	4.2
Cost of processing / recycling bulk materials	\$ 1,548,000	\$ 1,304,112	\$ 1,304,112	\$ 1,630,140
Division expenditures per capita	\$ 19.49	\$ 24.28	\$ 24.27	\$ 31.19
Total Tipping fee avoidance and recycling revenue	\$ 453,778	\$ 1,680,507	N/A	\$ 2,184,770
Division expenditures minus revenue and tipping fee avoidance	\$ 1,057,787	\$ 1,211,125	1,208,721	\$ 1,435,846
Adjusted division expenditures per capita (75,000 residents)	\$ 14.10	\$ 16.15	\$ 16.12	\$ 19.14

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 2,877,191	\$ 3,287,370	\$ 972,955	\$ 2,045,248	\$ 3,466,226
TOTAL	<u>\$ 2,877,191</u>	<u>\$ 3,287,370</u>	<u>\$ 972,955</u>	<u>\$ 2,045,248</u>	<u>\$ 3,466,226</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ 2,018,646	\$ 2,344,960	\$ 487,714	\$ 1,074,767	\$ 2,450,733
Transfers	858,545	942,410	485,241	970,481	1,015,493
TOTAL APPROPRIATIONS	<u>\$ 2,877,191</u>	<u>\$ 3,287,370</u>	<u>\$ 972,955</u>	<u>\$ 2,045,248</u>	<u>\$ 3,466,226</u>

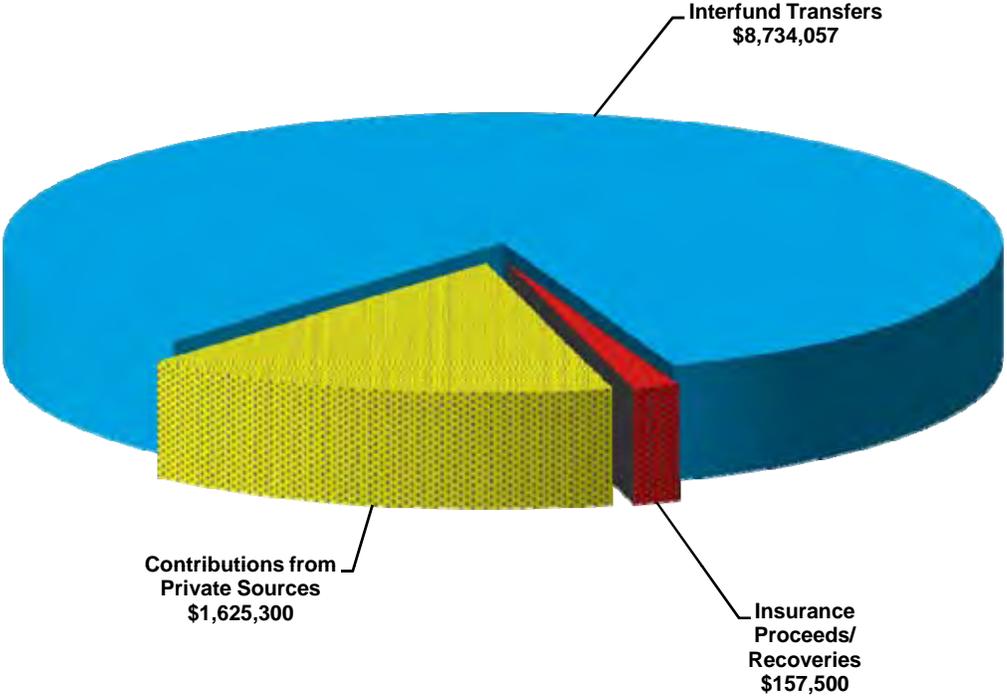
City of Deerfield Beach, Florida  
Debt Service  
Summary

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 73,790	\$ 76,150	\$ 450,397	\$ 932,264	\$ 702,862
TOTAL	<u>\$ 73,790</u>	<u>\$ 76,150</u>	<u>\$ 450,397</u>	<u>\$ 932,264</u>	<u>\$ 702,862</u>
<b>EXPENSE GROUP</b>					
Capital Lease - Principal	\$ -	\$ -	\$ 417,352	\$ 864,707	\$ 661,382
Capital Lease - Interest	73,790	76,150	33,045	67,557	41,480
TOTAL APPROPRIATIONS	<u>\$ 73,790</u>	<u>\$ 76,150</u>	<u>\$ 450,397</u>	<u>\$ 932,264</u>	<u>\$ 702,862</u>

**INSURANCE SERVICES TRUST FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Actual</b>	<b>Y-T-D</b>	<b>Y-T-D</b>	<b>Budget</b>	<b>Budget</b>
			<b>Actual</b>	<b>%age</b>		
			<b>(Thru 3/31/11)</b>			
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	915	9,467	5,326	-	-	-
<i>Interest Earnings</i>	<u>915</u>	<u>9,467</u>	<u>5,326</u>	-	-	-
Recovery Damages - Property	19,361	4,624	-	-	6,000	5,000
Recovery Damages - Vehicles	13,948	1,812	-	-	2,500	2,500
Stop Loss Recovery	-	274,828	19,465	32	60,000	125,000
Work Comp Indemnity Reimbursement	-	31,638	34,234	-	-	25,000
<i>Sales/Comp Loss of Fixed Assets</i>	<u>33,309</u>	<u>312,902</u>	<u>53,699</u>	<u>78</u>	<u>68,500</u>	<u>157,500</u>
Dental/Vision	657	186	-	-	300	1,300
Dental/Vision 125	92,539	89,594	40,606	41	99,000	110,000
Group Health	13,921	3,935	-	-	6,000	15,000
Group Health 125	891,450	939,752	419,849	41	1,034,000	950,000
Voluntary Life Insurance	31,244	30,734	13,645	41	33,000	33,000
Retired Employee Life	5,035	5,185	3,253	57	5,700	6,000
Retired Employee Health	307,040	328,224	182,051	51	360,000	380,000
Retired Dental/Vision	22,145	23,591	12,890	52	25,000	30,000
Housing Authority Health	38,705	67,929	29,590	66	45,000	50,000
COBRA Health	33,234	27,485	25,579	57	45,000	50,000
<i>Contribution From Private Source</i>	<u>1,435,970</u>	<u>1,516,615</u>	<u>727,463</u>	<u>44</u>	<u>1,653,000</u>	<u>1,625,300</u>
<b>TOTAL MISC REVENUES</b>	<u>1,470,194</u>	<u>1,838,984</u>	<u>786,488</u>	<u>46</u>	<u>1,721,500</u>	<u>1,782,800</u>
<b>NON-REVENUES</b>						
General Fund	5,909,525	6,292,907	3,174,364	50	6,348,727	6,092,180
Solid Waste Fund	858,545	942,410	485,241	50	970,481	1,015,493
Road and Bridge Fund	190,788	206,367	106,257	50	212,514	214,657
CRA Fund	4,000	4,000	2,000	50	4,000	20,640
Utility Fund	1,138,367	1,210,687	616,291	50	1,232,583	1,279,687
Senior Services Fund	111,400	111,400	55,700	50	111,400	111,400
<i>Interfund Transfers</i>	<u>8,212,625</u>	<u>8,767,771</u>	<u>4,439,853</u>	<u>50</u>	<u>8,879,705</u>	<u>8,734,057</u>
<b>TOTAL NON-REVENUES</b>	<u>8,212,625</u>	<u>8,767,771</u>	<u>4,439,853</u>	<u>50</u>	<u>8,879,705</u>	<u>8,734,057</u>
<b>TOTAL INSURANCE SVCS TRUST</b>	<u>9,682,819</u>	<u>10,606,755</u>	<u>5,226,341</u>	<u>49</u>	<u>10,601,205</u>	<u>10,516,857</u>

**City of Deerfield Beach  
Projected Revenues - Insurance  
Services Trust Fund  
Fiscal Year 2011/12**



**Total projected revenues: \$10,516,857**

# **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

	2008-09 Actual	2009-10 Actual	2010-11 YTD 3/31/11	2010-11 Budget	2011-12 Budget
<b><u>BY DIVISION</u></b>					
Risk Management	\$ 8,404,338	\$ 9,221,106	\$ 3,418,726	\$ 9,160,955	\$ 8,506,357
Retirees Division	1,472,358	1,852,731	705,777	1,440,250	2,010,500
TOTAL	<u>\$ 9,876,696</u>	<u>\$ 11,073,837</u>	<u>\$ 4,124,503</u>	<u>\$ 10,601,205</u>	<u>\$ 10,516,857</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 161,336	\$ 169,105	\$ 82,128	\$ 175,387	\$ 145,793
Materials & Supplies	2,378	3,607	1,652	2,750	-
Other Operating Expenses	9,712,982	10,901,125	4,040,723	10,423,068	10,371,064
TOTAL APPROPRIATIONS	<u>\$ 9,876,696</u>	<u>\$ 11,073,837</u>	<u>\$ 4,124,503</u>	<u>\$ 10,601,205</u>	<u>\$ 10,516,857</u>
<b><u>PERSONNEL</u></b>					
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

<b>EXPENDITURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 YTD 3/31/11</b>	<b>2010-11 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 139,730	\$ 146,437	\$ 71,095	\$ 151,817	\$ 125,800
Employee Benefits	21,606	22,668	11,033	23,570	19,993
<b>Materials &amp; Supplies</b>	2,378	3,607	1,652	2,750	-
<b>Other Services and Charges</b>	9,712,982	10,901,125	4,040,723	10,423,068	10,371,064
<b>Operations Subtotal</b>	<u>9,876,696</u>	<u>11,073,837</u>	<u>4,124,503</u>	<u>10,601,205</u>	<u>10,516,857</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 9,876,696	\$ 11,073,837	\$ 4,124,503	\$ 10,601,205	\$ 10,516,857
<b>PERSONNEL</b>					
Full-Time	2	2	2	2	2
<b>DEPARTMENTAL TOTAL</b>	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 FY11-12 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

<b>PERFORMANCE MEASURES</b>	<b>2009-10 Actual</b>	<b>2010-11 Goal</b>	<b>2010-11 Estimated</b>	<b>2011-12 Projection</b>
<b>INPUTS:</b>				
Total number of full time positions	2	2	2	2
Department expenditures	\$11,073,837	\$10,491,566	\$10,601,205	\$10,516,857
Amount spent on Workers' Compensation	\$1,489,452	\$1,489,452	\$1,544,363	\$1,763,880
Amount spent on self-insured group health	\$6,500,000	\$6,288,660	\$6,751,997	\$690,000
Amount spent on property/casualty/liability ins.	\$720,908	\$720,908	\$690,860	\$704,699
<b>OUTPUTS:</b>				
No. of Workers' Compensation claims managed	126	82	126	90
No. of WC analysis reports sent to depts.	1	0	4	0
No. of gen. liability claims managed	50	50	50	32
No. of gen. liab. claims settled pre-litigation	65	65	65	17
No. of vehicular accidents investigated	30	30	30	18
No. of liability claims reports sent to depts.	1	0	4	0
No. of safety training sessions held	25	25	25	9
<b>EFFECTIVENESS MEASURES:</b>				
Value of insured property/facilities	\$107,116,540	\$107,116,540	\$155,533,043	\$115,533,043
Percent of WC claims that lost time (8 days or more)	6%	6%	6%	6%
<b>EFFICIENCY MEASURES:</b>				
Cost of property/facility ins. per \$1,000 of value	\$6.73	\$6.73	\$4.44	\$6.09
Cost of WC Program per employee (F/T & P/T)	\$1,843	\$1,843	\$1,911	\$1,900
No. of F/T employees per F/T RM staff member	284	284	284	n/a
<i>(Industry standard is 100)</i>				

## 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 its useful life.
- ◆ 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, which are 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.

## ***Outstanding Bonds and Notes (continued)***

### **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.

### **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)	\$ 12,155,937
Water Pollution Control Financing Corp. Loan (Deep Injection Well)	5,760,284
Water Pollution Control Financing Corp. (Concentrate Pumping Station)	<u>1,251,737</u>
	<u>\$ 19,167,958</u>

### **Summary of Funding Sources/Expenditures by Function**

<u>Funding Source</u>	<u>Actual FY09/10</u>	<u>Estimated FY10/11</u>	<u>Budgeted FY11/12</u>
General property taxes	\$ 2,685,370	\$ 2,690,969	\$ 2,691,344
Incremental property taxes	686,911	686,794	689,072
Franchise taxes	403,362	403,169	401,869
Water and sewer revenue	<u>3,313,801</u>	<u>3,278,165</u>	<u>3,258,384</u>
Total funding sources	<u>\$ 7,089,444</u>	<u>\$ 7,059,097</u>	<u>\$ 7,040,669</u>
 <u>Expenditures by Function</u>			
Principal	\$ 3,685,497	\$ 3,776,043	\$ 3,856,824
Interest	3,356,417	3,220,654	3,121,445
Fiscal agent charges	<u>47,530</u>	<u>62,400</u>	<u>62,400</u>
Total expenditures by function	<u>\$ 7,089,444</u>	<u>\$ 7,059,097</u>	<u>\$ 7,040,669</u>

## ***Outstanding Bonds and Notes Payable***

<u>Description</u>	<u>Interest Rates</u>	<u>Principal Amount</u>
<b>General Obligation Bonds:</b>		
Series 2000A	4.60 to 6.08%	\$ 6,187,250
Series 2000B	4.25 to 5.85%	2,640,184
Series 2003A	2.00 to 5.25%	1,920,000
Series 2003B	1.32 to 4.77%	<u>13,050,000</u>
Total General Obligation Bonds		<u>23,797,434</u>
 <b>Covenant Bonds:</b>		
Series 2003A (Tax incremental funds - CRA)	2.00 to 5.25%	5,685,000
Series 2003B (Tax incremental funds - CRA)	1.32 to 4.77%	2,020,000
Series 2006 (Electric Franchise Fees)	4.00 to 4.50%	<u>5,260,000</u>
Total Covenant Bonds		<u>12,965,000</u>

***Outstanding Bonds and Notes Payable (Continued)***

Water & Sewer Revenue Bonds: Series 2008A	4.810%	<u>15,426,772</u>
State of Florida Drinking Water Revolving Loans	2.21 to 3.57%	<u>19,167,958</u>
Total bonds and notes payable		<u>\$71,357,164</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
2012	1,427,497	1,229,447	2,656,944	460,000	612,941	1,072,941
2013	1,436,568	1,216,875	2,653,443	480,000	587,769	1,067,769
2014	1,226,262	1,477,400	2,703,662	500,000	570,293	1,070,293
2015	1,183,414	1,470,736	2,654,150	530,000	540,363	1,070,363
2016	1,168,401	1,487,674	2,656,075	550,000	513,263	1,063,263
2017	1,062,169	1,594,537	2,656,706	580,000	485,007	1,065,007
2018	1,054,936	1,599,109	2,654,045	610,000	455,199	1,065,199
2019	1,054,238	1,599,755	2,653,993	640,000	423,843	1,063,843
2020	1,056,610	1,599,915	2,656,525	670,000	392,088	1,062,088
2021	1,057,061	1,598,433	2,655,494	705,000	359,969	1,064,969
2022	1,060,902	1,592,723	2,653,625	735,000	326,987	1,061,987
2023	1,071,232	1,583,868	2,655,100	780,000	287,469	1,067,469
2024	1,082,961	1,571,855	2,654,816	810,000	257,960	1,067,960
2025	1,113,285	1,540,696	2,653,981	845,000	222,010	1,067,010
2026	1,540,182	1,117,786	2,657,968	890,000	179,372	1,069,372
2027	1,146,716	1,508,230	2,654,946	930,000	137,769	1,067,769
2028	2,465,000	192,344	2,657,344	975,000	93,688	1,068,688
2029	2,590,000	64,750	2,654,750	520,000	46,725	566,725
2030	-	-	-	370,000	26,963	396,963
2031	-	-	-	385,000	10,650	395,650
Total	<u>\$ 23,797,434</u>	<u>\$ 24,046,133</u>	<u>\$ 47,843,567</u>	<u>\$ 12,965,000</u>	<u>\$ 6,530,328</u>	<u>\$ 19,495,328</u>

**Debt Service Requirements to Maturity (cont'd)**

Fiscal Year	Notes Payable			Revenue Bonds Payable		
	Principal	Interest	Total	Principal	Interest	Total
2012	1,369,938	524,662	1,894,600	599,389	754,395	1,353,784
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
<b>Total</b>	<b>\$ 19,167,958</b>	<b>\$ 3,532,095</b>	<b>\$ 22,700,053</b>	<b>\$ 15,426,772</b>	<b>\$ 7,636,087</b>	<b>\$ 23,062,859</b>

**Current Year Principal and Interest Requirements**

Description	Principal	Interest	Total
2000A GOB	\$ 432,497	\$ 402,503	\$ 835,000
2000B GOB	25,000	87,044	112,044
2003A GOB	530,000	99,475	629,475
2003B GOB	440,000	640,425	1,080,425
Covenant Bond 2003A	220,000	283,800	503,800
Covenant Bond 2003B	75,000	99,272	174,272
Covenant Bond 2006	165,000	229,869	394,869
Wtr Pollution Control Financing Corp. (WW693030)	303,743	125,633	429,376
Wtr Pollution Control Financing Corp. (WW69302L)	70,915	28,015	98,930
Drinking Wtr Revolving Loan	995,280	371,014	1,366,294
Revenue Bonds, Series 2008A	599,389	754,395	1,353,784
<b>Total</b>	<b>\$ 3,856,824</b>	<b>\$ 3,121,445</b>	<b>\$ 6,978,269</b>

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 2012 this amount will be 0.5823 mills, which represents 3.6% of the total General Fund budget. Bond covenants require the funding for these issues to 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), as well as 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 seven (7) lease-purchase agreements. The equipment held under these capital leases consists of \$2,020,018 and \$3,211,039 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)				
2012	\$ 388,250	\$ 34,146	\$ 680,971	\$ 1,103,367
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	\$ 784,608	\$ 133,738	\$ 1,727,812	\$ 2,646,158

# CITY OF DEERFIELD BEACH CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2012-2016

## **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, the annual operating budget and the CIP must be created in unison. It is for this reason that both the annual operating budget and the CIP are created as companion documents for the City Commission's review, based upon the following funding policies:

- The City will develop and update a five-year CIP on an annual basis; continued maintenance, repair of City facilities and elimination of existing deficiencies;
- Maximization of City resources, availability of funds and reflection of sound fiscal policies including infrastructure investments; and
- Capital improvements to include items/projects that have 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 2012 – 2016 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 is to take effect beginning October 2011 – the start of fiscal year 2012. No capital projects have the new 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 bleak as a result of the downturn in the 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 2012 – 2016 capital improvement plan includes 90 projects costing approximately \$105 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;
- ❑ Grant Funds;
- ❑ 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 operations 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 2012 – 2016 CIP by category include the following:

#### **Utility/Water & Sewer Improvements (\$27,225,588)**

Of the \$105 million estimated for CIP funding over the next five years, approximately 25.9% of the costs can be attributed to Utility/Water & Sewer Improvements. The greatest portion of the utility improvements pertains to the installation of new raw water wells and transmission mains as well as the consolidation of the City’s east and west water treatment plants. The east water plant, now over forty years old, will be 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 2012 – 2016 include upgrading of water distribution lines and fire hydrant installation, which is a continuation of the City's yearly efforts to upgrade older 2-inch water lines with 6-inch mains and fire hydrants for increased domestic use and improved fire protection. Additional utility improvements involve cleaning and televising the City's gravity wastewater collection system to ascertain pipe crack/leak locations for replacement. As the City contracts with Broward County for wastewater treatment and is billed on the amount of flow that is transferred, this program significantly reduces excessive groundwater flow to the county's plant, thus reducing the City's monthly expenditures.

### **Physical Environment Improvements (\$4,243,342)**

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 4.0% of the costs estimated for total FY 2012 – 2016 Capital Improvements.

### **Transportation Improvements (\$7,035,000)**

Transportation Improvements make up 6.7% of the costs estimated for total FY 2012 – 2016 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 (\$12,468,360)**

Public Safety Improvements comprise nearly 11.9% of the costs estimated for total FY 2012 – 2016 capital improvements. Over 42% 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 (\$49,307,492)**

Culture and Recreation is a very important cornerstone of the City of Deerfield Beach. The FY 2012 – 2016 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 construction of a new community center at Pioneer Park, 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. The new community center will require additional staffing as well as increases in other operating expenses.

### **General Government/Human Services Improvements (\$2,037,300)**

The City of Deerfield Beach is one of the few South Florida municipalities that actively finance 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 2012 – 2016 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 (\$2,762,200)**

The City of Deerfield Beach prides itself on providing quality, low cost solid waste and disposal services. The FY 2012 – 2016 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 that have reached their estimated useful lives.

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2012 - 2016**

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>UTILITY IMPROVEMENTS:</u></b>				
WS001	Wellfield Improvements - New Raw Water Wells & Transmission Mains	\$ 4,000,000	2012	9
WS002	East Water Treatment Plant - Phases I & II - Conversion To Pump Station	4,000,000	2012	8
WS003	West Water Treatment Plant Expansion	1,000,000	2012	9
WS004	Membrane Plant Element Replacements	1,000,000 500,000	2012 2013	6 6
WS005	Lines & Fire Hydrant Installation	100,000 100,000 100,000 100,000	2012 2013 2014 2015	6 6 6 6
WS006	Repair & Replacement Of Wastewater Pump Stations & Controls	1,300,000 1,300,000	2014 2015	6 6
WS007	Leak Repairs To Sanitary Sewer System; Replacement/Slip-Lining Gravity Sewer Mains; Manholes	1,000,000 2,108,640 2,108,640 1,000,000	2012 2013 2014 2015	6 6 6 6
WS008	Rehabilitation Of Lift Stations	600,000 600,000 600,000 600,000	2012 2013 2014 2015	6 6 6 6
WS009	Intracoastal Force Main Crossing	500,000	2012	7
WS010	1 MGD Elevated Water Storage Tank Rehabilitation	350,000 350,000	2012 2013	9 9
WS011	Automatic Meter Reading (AMI)	500,000 500,000 500,000	2013 2014 2015	6 6 6
<b><u>Equipment/Fleet:</u></b>				
<b><u>Water Plant Division:</u></b>				
	Replacement Pumps	60,308	2012	4
	MQ 70 KW Generators (3)	60,000 60,000 60,000	2012 2013 2014	4 4 4
	SCADA system	350,000	2012	4
	Replacement Pick-up Truck No. 729	28,000	2012	4
	Dump Truck (15-yd)	165,000	2012	4
	Front-end Loader	161,000	2012	4
	Utility Vehicle	30,000	2013	4
	Replace Loader No. 739	105,000	2013	4
	Tractor	129,000	2014	4

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PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>UTILITY IMPROVEMENTS (Cont'd):</u></b>				
	Pumps, Meters and Valves	300,000	2012	4
		300,000	2013	4
		300,000	2014	4
		300,000	2015	4
	<b>TOTAL UTILITY IMPROVEMENTS</b>	<b>27,225,588</b>		
<b><u>PHYSICAL ENVIRONMENT IMPROVEMENTS</u></b>				
DR001	Truck Wash - Public Works Facility	500,000	2013	3
DR002	Old Public Works Facility Repave Parking Lot	70,000	2013	1
DR003	Fuel Pump Canopy - Public Works Facility	50,000	2013	1
DR004	Public Works Bldg A Electric Gate Installed At Entrance	25,000	2013	1
DR005	Miscellaneous Drainage Projects	400,000	2014	5
		400,000	2015	5
DR006	Land Acquisition - Flood Control/Green Space Areas	200,000	2014	5
		200,000	2015	5
DR007	8Th Avenue Flood Control Project	1,900,000	2015	5
<b><u>Equipment/Fleet: Grounds Maintenance</u></b>				
	Replace Pick-Up Truck No. 8808(1-Ton)	32,000	2013	1
	Replace Dump Truck No. 834 (8-Yd)	95,000	2013	1
	Replace Tractor No. 823	75,000	2013	1
	Replace 55' Truck No. 8814	120,000	2013	1
	Compact Track Loader	57,000	2013	1
	Sprayers	25,000	2013	1
	New 4X2 Truck For Irrigation Crew	25,337	2013	1
	Replace No. 832 4X2 With 3Yd Dump	43,005	2013	1
	Replace Pick-Up Truck No. 903	26,000	2013	1
	<b>TOTAL PHYSICAL ENVIRONMENT</b>	<b>4,243,342</b>		
<b><u>TRANSPORTATION IMPROVEMENTS</u></b>				
TR001	Street Resurfacing Program	200,000	2012	2
		400,000	2013	2
		400,000	2014	2
		400,000	2015	2
TR002	Concrete Sidewalk Construction Program (ADA Compliance)	200,000	2012	2
		200,000	2013	2

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PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>TRANSPORTATION IMPROVEMENTS (Cont'd):</u></b>				
TR002	Concrete Sidewalk Construction Program (ADA Compliance)	200,000 200,000	2014 2015	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	Traffic Calming Projects	100,000	2014	1
TR006	Median Beautification/Landscape Enhancements	65,000 90,000	2013 2014	1 1
TR007	Installation of Median/Drainage on MLK - Phase II	200,000	2014	7
TR008	Infrastructure Improvements -MLK Ave Phase II SW 2nd St to SW 4th St.	400,000	2014	7
<b><u>Equipment/Fleet: Streets Maintenance</u></b>				
	Replace Pick-Up Truck No. 617	30,000	2012	2
	Replace Street Sweeper No. 626	<u>150,000</u>	2013	2
	<b>TOTAL TRANSPORTATION</b>	<u>7,035,000</u>		
<b><u>PUBLIC SAFETY IMPROVEMENTS</u></b>				
PS001	Temporary Crystal Lake Fire Station	500,000	2013	1
PS002	New Fire Station No. 66	5,250,000	2014	9
<b><u>Equipment/Fleet:</u></b>				
	Radio System Subscriber Replacement	375,000	2013	1
	Dispatch Consoles (3)	1,000,000	2013	1
	Replace Fire Engine No. 1029	404,250	2013	1
	Replace Rescue Vehicle No. 1030	265,000	2012	1
	Replace Rescue Vehicle No. 1039	278,000	2013	1
	Replace Command Vehicle No. 1059	97,650	2013	1
	Replace Vehicle No. 1060	38,205	2013	1
	Replace Ladder Truck No. 1062	1,200,000	2014	1
	Replace Fire Engine No. 1021 With Quint Apparatus - Crystal Lake	800,000	2013	1
	Airpack Replacements	215,000	2013	1
	Radio System Subscriber	196,000	2013	1

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PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>PUBLIC SAFETY IMPROVEMENTS (Cont'd):</u></b>				
	Replace Vehicle No. 1018	60,000	2013	1
	Replace Rescue Vehicle No. 1032	265,000	2013	1
	Replace Rescue Vehicle No. 1121	40,115	2013	1
	Replace Rescue Vehicle No. 1132	282,500	2013	1
	Replace Vehicle No. 1063	38,205	2013	1
	Replace Rescue Vehicle No. 1065	40,115	2013	1
	Replace Rescue Vehicle No. 1066	40,115	2013	1
	Replace Fire Engine No. 1022	425,000	2014	1
	Replace Rescue Vehicle No. 1031	285,000	2014	1
	Replace Rescue Vehicle No. 1034	285,000	2014	1
	Replace Vehicle No. 1050	50,000	2014	1
	Replace Vehicle No. 1064	<u>38,205</u>	2014	1
	<b>TOTAL PUBLIC SAFETY</b>	<u>12,468,360</u>		
<b><u>CULTURE &amp; RECREATION IMPROVEMENTS</u></b>				
RE001	Pier Building Replacement	3,500,000	2012	10
RE002	Ocean Rescue Storage Shed	35,000	2013	1
RE003	Pioneer Park Replace Dock	120,000	2013	1
RE004	Main Beach Parking Lot Replace Light Poles	60,000 80,000	2013 2014	1 1
RE005	Constitution Park Recreation Ctr. - Renovations	300,000	2014	9
RE006	McKeithen Park	100,000	2014	7
RE007	Pioneer Park - Concession Stand/Press Box	700,000	2015	7
RE008	Aquatic Headquarters Remodel 1st Floor Men's And Women's Restroom	35,000	2013	1
RE009	Aquatic Headquarters Remodel 2nd Floor Restrooms And Showers	25,000	2013	1
RE010	Pioneer Park - New Community Center	8,000,000	2014	9
RE011	Constitution Park Fence Installation	30,000	2014	1
RE012	Sullivan Park - Improvements	200,000 400,000	2013 2014	1 1
RE013	Southwest Tenth Street Linear Park	500,000 500,000	2013 2014	7 7

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PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>CULTURE &amp; RECREATION IMPROVEMENTS (Cont'd):</u>				
RE014	Linear Park Trailhead Management Plan	500,000	2013	7
		100,000	2014	9
RE015	Crystal Lake Trail/Boardwalk	600,000	2015	7
RE016	Annexed Area Park Improvements	500,000	2015	9
RE017	Mayo Howard Management Plan	200,000	2015	9
RE018	Beach Renovations	2,250,000	2015	9
RE019	Westside Park Recreation Center Improvements	3,000,000	2015	9
RE020	Doggie Park	500,000	2015	9
RE021	Constitution Park Land Management	300,000	2015	7
RE022	Cornerstone Park Land Acquisition Management	300,000	2015	9
RE023	Quiet Waters Park Development	950,000	2012	9
RE024	Middle School Pool Blanket	80,000	2012	1
RE025	Pioneer Park Upgrade And Baseball Fields With Lighting	1,275,000	2012	9
RE026	Westside Park Improvements (2 New Baseball Fields, Lighting And Fencing)	1,000,000	2012	9
RE027	Tam O'Shanter Park Development (Engineering & Design)	1,500,000	2012	9
	Tam O'Shanter Park Development (Infrastructure, Utilities Installation, Phones, Electrical Needs, Prep Work, Fire Hydrants, Water Retention Issues Athletic Facilities, etc.)	4,000,000	2013	9
	Tam O'Shanter Park Development	3,000,000	2014	9
	Tam O'Shanter Park Development	2,000,000	2015	9
	Tam O'Shanter Park Development	1,500,000	2016	9
RE028	Pioneer Park Boat Launch Ramp Improvements	386,000	2012	7
RE029	North Beach Access Improvements	125,000	2012	10
RE030	Beach Area Non Specific Landscape Improvements	50,000	2012	10
RE031	Tree Surrounds Aggregate Stone Along Ocean Way	50,000	2012	10
RE032	South Beach Restrooms Roof Replacement and Structure Repairs	150,000	2013	1
RE033	North Beach Pavilion And Restroom Roof Replacement	60,000	2012	1
RE034	Westside Park. Replace Damaged Bi-Folding Door In Recreation Building New Tables, Chairs	60,000	2013	1
RE035	Six New Lifeguard Towers On The Beach	270,000	2012	10
RE036	Constitution Park Improvements (Parking Lot, Pathway Imprmnts, Curbing, Restrooms, Signage, Tennis Courts, etc.)	80,000	2013	1
RE037	New BBQ Grills Throughout The Parks System	50,000	2013	1
RE038	New Athletic Scoreboards Throughout The Parks System	50,000	2013	9

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<b><u>CULTURE &amp; RECREATION IMPROVEMENTS (Cont'd):</u></b>				
RE039	Playground Equipment For City Parks With Shade Structures	850,000	2013	9
	Playground Equipment For City Parks With Shade Structures	850,000	2013	9
	Playground Equipment City-Wide With Shade Structures	850,000	2014	9
	Playground Equipment For City Parks With Shade Structures	850,000	2014	9
	Playground Equipment For City Parks With Shade Structures	850,000	2015	9
	Playground Equipment City Wide With Shade Structures	850,000	2015	9
	Playground Replacements City-Wide With Shade Structures	850,000	2016	9
RE040	Park Benches Throughout The Parks System	125,000	2013	9
RE041	Picnic Tables Replacements Throughout The Parks System	100,000	2013	9
RE042	Fencing Improvements Throughout The Parks System	300,000	2013	1
RE043	Tennis Center Improvements (Lights, Fencing, Parking Lot, etc.)	125,000	2013	1
RE044	New Garbage Receptacles Throughout The Parks System	60,000	2013	1
RE045	Signage Improvements And Replacements Throughout the Parks System (Ex: Parking Areas, Directional, Park Signs, Way-Finding, Worn Out Signage, etc.)	80,000	2014	1
RE046	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	2014	9
RE047	New Fencing Throughout The Parks System	300,000	2015	1
RE048	Johnnie Mckeithen Park Improvements (Miscellaneous Upgrades, Development of the Underdeveloped Portion of the Park, etc.)	350,000	2015	9
RE049	Pioneer Park Pavilion Shelter Replacement (Located in the Playground Area)	35,000	2016	1
RE050	South Beach Renovations And Improvements (Outside the CRA Boundary)	900,000	2016	1
<b><u>Equipment/Fleet:</u></b>				
	Show-Mobile Stage	175,000	2012	10
	Tractor With Trailer	30,000	2012	1
	Four Wheel Drive Backhoe With Close Cab	81,992	2013	1
	Four Wheel Drive Backhoe With Close Cab	84,000	2013	1
	Utility Van With Lift Gate	40,000	2013	1
	Pick-Up Heavy Duty Truck With Crew Cab - No.3364	45,000	2013	1
	Utility Truck With Cab (Golf)	35,000	2013	1
	Riding Mowers (3)	96,000	2013	1
	Playground Equipment For City Parks	50,000	2013	1
		60,000	2013	1
		60,000	2014	1
		60,000	2015	1
		60,000	2016	1

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PROJECT LISTING  
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<b><u>CULTURE &amp; RECREATION IMPROVEMENTS (Cont'd):</u></b>				
	Pick-Up Truck With Crew Cab	32,000	2013	1
		32,500	2013	1
	Tractors For Beach	60,000	2013	1
		60,000	2013	1
	Husqvarna Multi-Vehicle For The Beach Zone/Area (2)	30,000	2013	1
	Tractor For The Beach Zone/Area	60,000	2013	1
	Tractor For The Beach Zone/Area	60,000	2014	1
	<b>TOTAL CULTURE &amp; RECREATION</b>	<b>49,307,492</b>		
<b><u>GENERAL GOVERNMENT/ HUMAN SERVICES IMPROVEMENTS</u></b>				
GEN001	NE Focal Point Expansion Phase III	600,000	2012	9
GEN002	Reconfiguration & Resurfacing of NEFP parking lot	230,000	2012	7
GEN003	FPL Overhead/Underground Conversion at City Hall	100,000	2012	9
GEN004	City-wide Monumentation of Horizontal & Vertical Control for GIS	300,000	2012	9
GEN005	Focal Point Replace Kitchen Cabinets	50,000	2013	1
GEN006	City Hall Replace Flooring and Cast Iron Piping	35,000	2013	1
GEN007	City Hall Waterproof and Paint Exterior	70,000	2013	1
GEN008	City Hall Replace Electrical Service Gear	40,000	2013	1
GEN009	City Hall Replace Parking Lot Lighting	125,000	2013	1
GEN010	City Hall Repave Parking Lot	40,000	2013	1
GEN011	City Hall Bldg Department Flooring	30,000	2013	1
GEN012	City Hall Renovation/Building Campus (Facilities)	175,000	2014	1
	<b><u>Equipment/Fleet:</u></b>			
	Bus Replacement (2) - Senior Services	120,000	2012	7
	Replacement Pick-Up Truck - Fleet Maintenance	37,300	2013	1
	Generator Fuel Tank - City Hall	30,000	2013	1
	Thrift Shop Truck Replacement	55,000	2013	1
	<b>TOTAL GEN GOV'T/HUMAN SVCS</b>	<b>2,037,300</b>		
<b><u>SOLID WASTE/RECYCLING IMPROVEMENTS</u></b>				
	<b><u>Equipment/Fleet:</u></b>			
	<u>Solid Waste Division</u>			
	Replace EVO Side Loaders: No. 24 & 74	580,000	2012	3

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<b><u>SOLID WASTE/RECYCLING IMPROVEMENTS (Cont'd):</u></b>				
	Replace Recycling Truck No. 84	250,000	2012	3
	Addition of Two (2) Currotto Cans Attachment	64,000	2012	3
	Replace Curb Sorter No.85	220,000	2012	3
	Commercial Containers/Dumpsters	410,200	2012	3
		400,000	2013	3
		400,000	2014	3
	Replace Front-End Loader No. 627	238,000	2013	3
	Replace Recycling Truck No. 83	200,000	2013	3
	<b>TOTAL SOLID WASTE</b>	<u>2,762,200</u>		
	<b>TOTAL ESTIMATED COST (FY 2012 - 2016)</b>	<u><b>\$ 105,079,282</b></u>		

<u>FUNDING SOURCE CODES</u>		<u>TOTAL</u>
1 - General Fund	\$	13,105,494
2 - Road and Bridge Fund		6,180,000
3 - Solid Waste Fund		3,262,200
4 - Utility Operating Fund		2,408,308
5 - Stormwater Fee		3,100,000
6 - W/S Renewal & Replacement Fund		14,617,280
7 - Grant Funds		5,036,000
8 - State Revolving Loan Fund		4,000,000
9 - Fl. Municipal Loan Council Revenue Bonds		49,200,000
10 - Community Redevelopment Agency Fund		4,170,000
TOTAL	\$	<u>105,079,282</u>
<u>FUNDING BY YEAR</u>		<u>ESTIMATED COST</u>
Fiscal Year 2012		26,694,508
Fiscal Year 2013		21,673,929
Fiscal Year 2014		30,755,845
Fiscal Year 2015		22,610,000
Fiscal Year 2016		3,345,000
TOTAL	\$	<u>105,079,282</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.