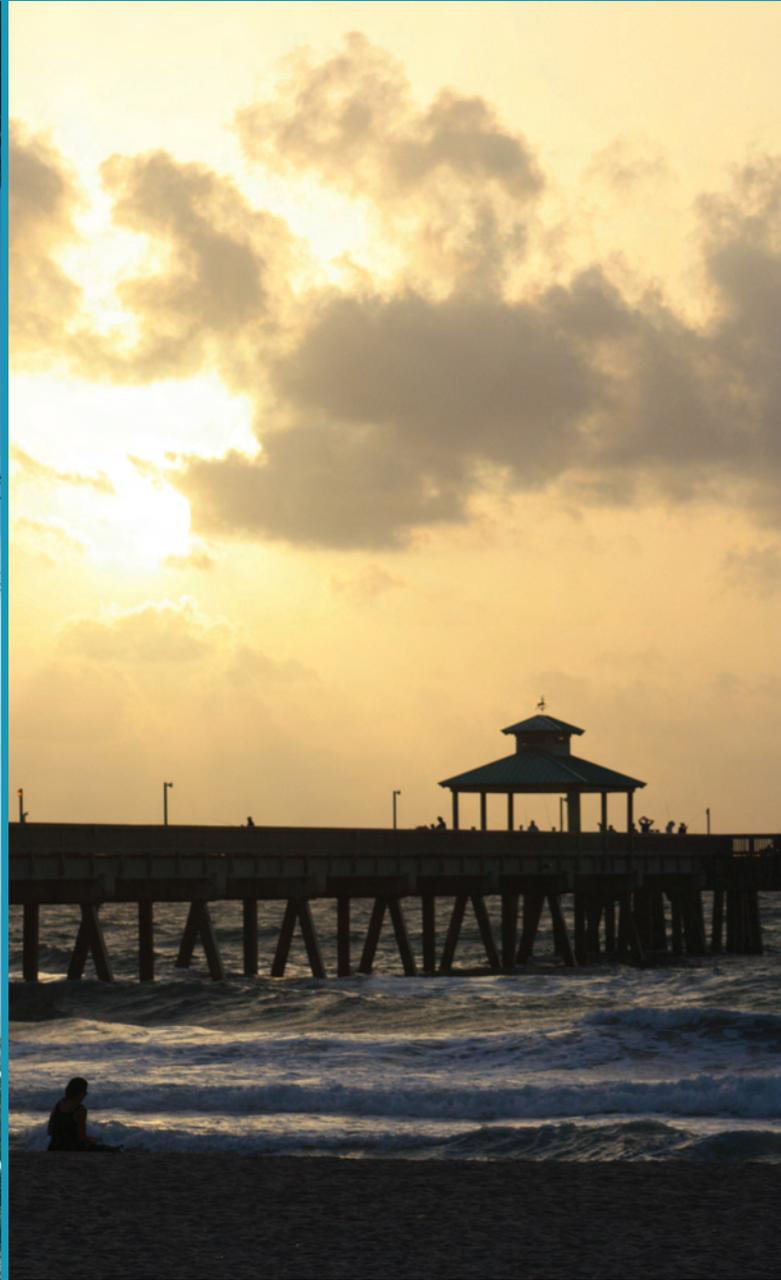


# City of Deerfield Beach Approved Annual Budget

Fiscal Year 2010-2011



redefine



rediscover



redirect



City of  
**DEERFIELD  
BEACH**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Deerfield Beach  
Florida**

For the Fiscal Year Beginning

**October 1, 2009**

A handwritten signature in white ink, appearing to be 'H.R.' or similar initials.

President

A handwritten signature in white ink, appearing to be 'Jeffrey R. Egan'.

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, 2009. 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.

# 2010/11 Approved Budget



*City of*

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

Deerfield Beach, Florida

**City Commission**

**Peggy Noland, Mayor**  
**Joseph Miller, Vice Mayor**  
**Sylvia Poitier**  
**Bill Ganz**  
**Martin Popelsky**

**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 2011 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 2010.

## **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  
2010-11 Budget  
Table of Contents**

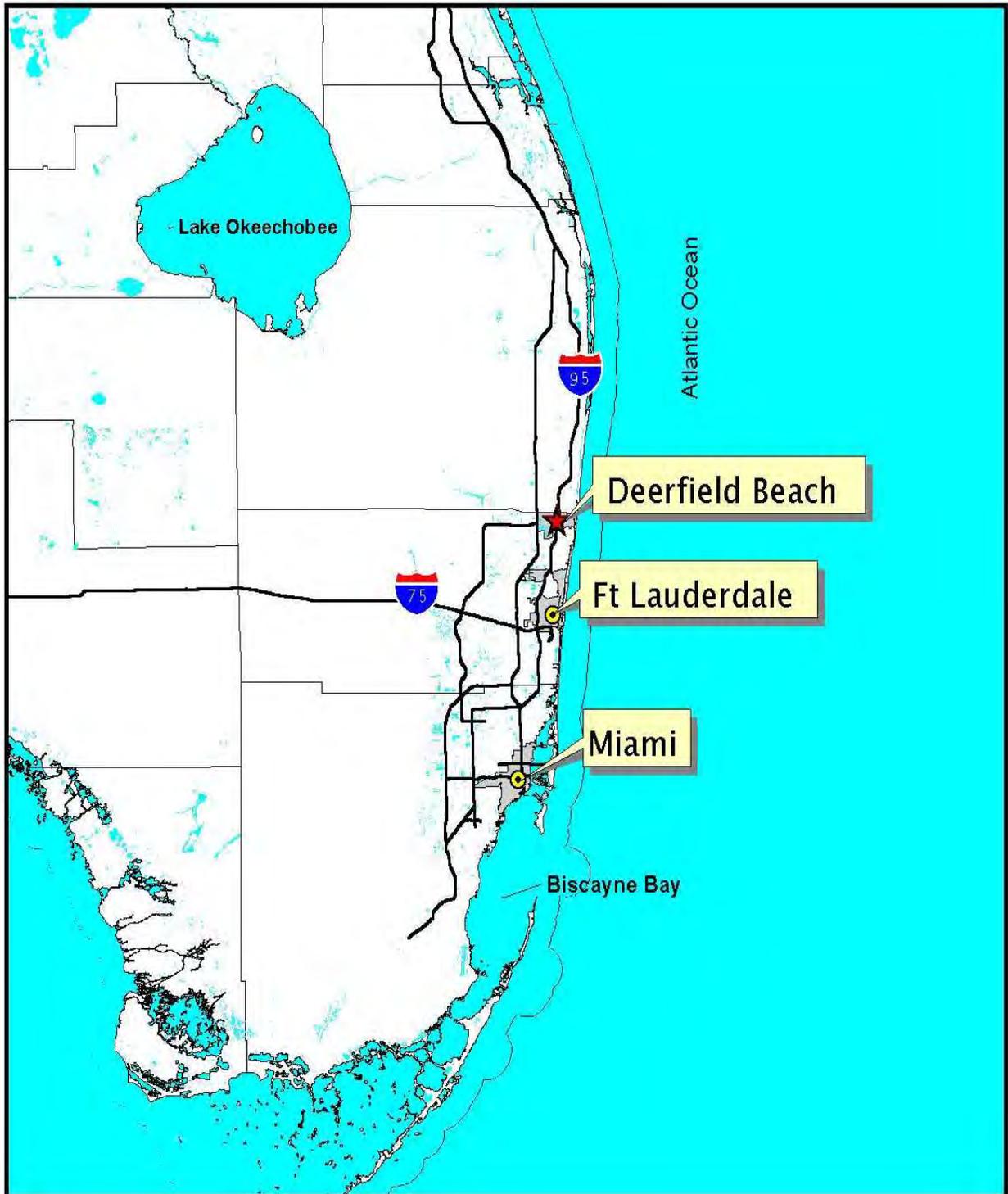
	<b>Page</b>
Budget Letter of Transmittal .....	i
<b>Introduction</b>	
City Overview .....	1
Miscellaneous Statistical Information .....	2
Deerfield Beach Facts and Figures .....	3
Calculation of Ad Valorem Taxes.....	7
Revenue and Expenditure Summary – All Funds .....	8
Budget Summary – All Funds .....	9
Total Budgeted Revenues and Expenditures Graph .....	10
Summary of Revenues, Expenditures and Changes in Fund Balances .....	11
Significant Financial and Budgetary Policies.....	12
Fund Structure.....	15
Major Sources of Revenue .....	16
Personnel Summary – All Funds .....	20
Current Salary Ranges.....	21
Budget Calendar – 2010-11.....	22
<b>General Fund</b>	
Revenue Summary .....	25
Revenue Summary Graph.....	26
Revenue Detail.....	27
Expenditure Summary .....	31
<b>Departmental Budget Information</b>	
City Commission .....	32
City Manager .....	36
Administration.....	39
Purchasing .....	40
Economic Development.....	42
City Clerk .....	43
Administration & Elections.....	46
City Attorney .....	49
Central Services.....	51
Management and Budget.....	53
Finance/Information Systems.....	56
Equipment Maintenance .....	58
Human Resources .....	59
Planning and Growth Management .....	66
Planning.....	71
Building.....	73
Police/B.S.O. ....	75
Police Services.....	75
School Crossing Guards.....	76
Parking Authority.....	76
Fire/Rescue .....	78

**City of Deerfield Beach  
2010-11 Budget  
Table of Contents**

	<b>Page</b>
<b>Public Works .....</b>	<b>87</b>
Administration.....	94
Facilities Maintenance.....	96
Fleet Maintenance.....	98
Landscape Maintenance .....	100
<b>Parks and Recreation .....</b>	<b>103</b>
Administration.....	110
East & Central Zone.....	113
West Zone.....	114
Municipal Pier.....	116
<b>Non-departmental .....</b>	<b>118</b>
<b>Community Participation .....</b>	<b>120</b>
<b>Debt Service .....</b>	<b>122</b>
<b>Senior Services Fund</b>	
Revenue Detail.....	124
Revenue Summary Graph.....	126
Departmental Budget Information – Senior Services .....	127
Expenditure Summary and Graph .....	132
<b>Expenditure Detail</b>	
Administration .....	134
Senior Center .....	136
Alzheimer’s Center .....	138
Child Care Center .....	140
Thrift Shop.....	142
Community Development .....	144
Non-departmental.....	146
<b>Community Development Block Grant Fund</b>	
Revenue Detail .....	147
Departmental Budget Information .....	148
<b>Road and Bridge Fund</b>	
Revenue Detail.....	150
Revenue Summary Graph.....	151
<b>Departmental Budget Information</b>	
Public Works – Streets Maintenance.....	155
Non-departmental .....	157
Debt Service .....	158
<b>Utility Fund</b>	
Revenue Detail.....	159
Revenue Summary Graph.....	160
Departmental Budget Information – Engineering & Utilities .....	161
Expenditure Summary and Graph .....	167
Administration/Engineering.....	169
Customer Service .....	171

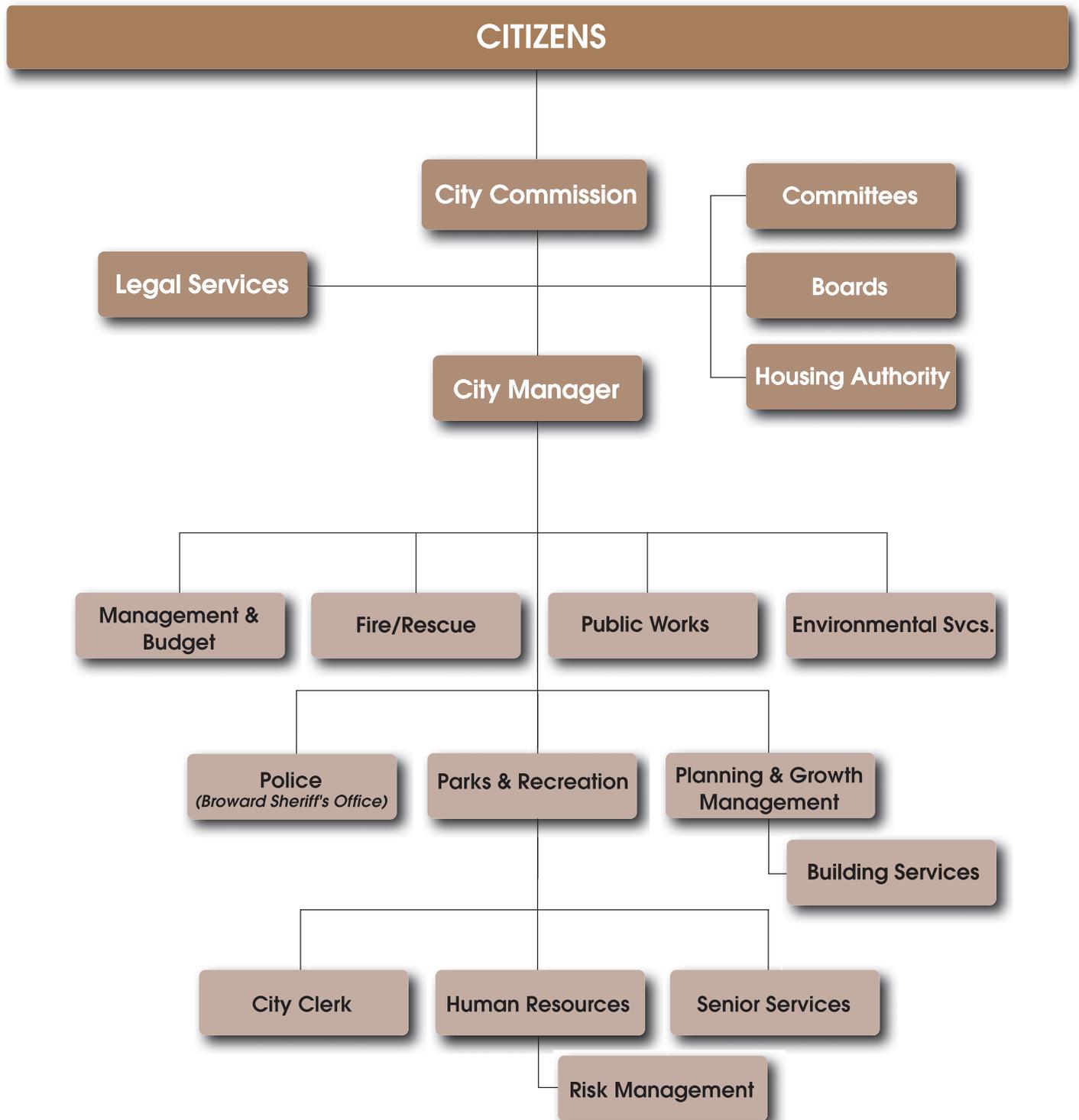
**City of Deerfield Beach  
2010-11 Budget  
Table of Contents**

	<b>Page</b>
Water Plant .....	172
Utilities Maintenance .....	174
Wastewater Services .....	176
Non-departmental .....	177
Debt Service .....	178
 <b>Water and Sewer Renewal and Replacement Fund</b>	
Revenue Detail .....	179
Expenditure Summary .....	181
 <b>Solid Waste Fund</b>	
Revenue Detail .....	182
Revenue Summary Graph.....	183
Departmental Budget Information – Public Works .....	184
Expenditure Summary and Graph .....	188
Expenditure Detail	
Solid Waste .....	190
Recycling .....	192
Non-departmental .....	194
Debt Service .....	195
 <b>Insurance Services Trust Fund</b>	
Revenue Detail .....	196
Revenue Summary Graph.....	197
Budget Information - Risk Management .....	199
Risk Management & Retirees .....	201
 Debt Administration .....	203
 Capital Improvement Summary.....	208
 Glossary .....	220



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

# Deerfield Beach Organizational Chart



# City Commission and Districts



Mayor Peggy Noland



Vice Mayor Joe Miller

District 1



Commissioner Sylvia Poitier

District 2



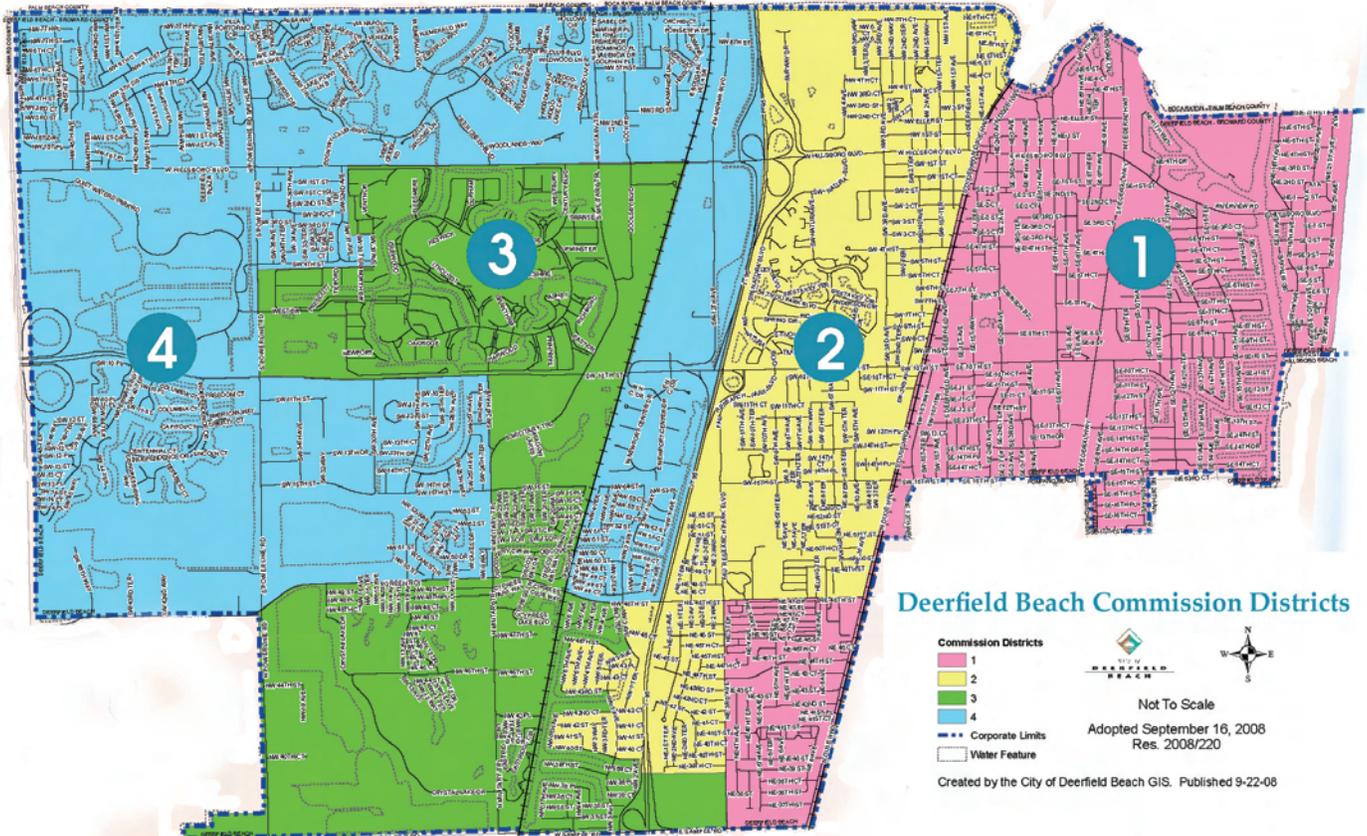
Commissioner Marty Popelsky

District 3



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

*Mayor Noland, Vice Mayor Miller and City Commissioners,*

It is my pleasure to submit the Fiscal Year 2010-2011 Recommended Budget for your review and consideration. In a timeframe of six months, we met and overcame many obstacles and contentious issues and continued forward on our common quest to improve our organization and ultimately, our city. The dust is beginning to settle. The emotions and passions are beginning to evolve into a focused and well-meaning determination. The Fiscal Year 2010-2011 is about recalibrating our operations and setting goals for all of us to accomplish over the next few years.

## Introduction

Tough recommendations...Even tougher decisions. It is my humble opinion that this budget is one of the toughest in the history of Deerfield Beach. We have prepared a budget that will have as little impact as possible on residents, businesses and visitors to our city. We have revamped our budget format to begin to bring accountability and accuracy throughout the organization. We will use performance measures and outputs to track efficiencies. We will budget based on the City Commission's goals and policy direction rather than simply increasing the previous year's budget estimate. I feel the public wants to see results at every level and that will be our focus.

Our fiscal constraints are impeded by the continued slide of property values, foreclosures, unemployment and ever increasing limitations required from the State of Florida.

There is some hope on the horizon. The rise of foreclosures has hopefully hit its peak. We hope that individuals looking to purchase a home will consider Deerfield Beach since we have been nationally publicized for affordable homes. The State of Florida is also projecting an increase in sales tax.

The City of Deerfield Beach is faced with tough decisions that will require fortitude, innovation and new philosophies. We are in the midst of historical changes relating to the views of government and its spending. There is a new expectation that government needs to be smaller and more efficient. There may be future challenges from the State of Florida Legislature that further limit local government taxing authority. Often, government is not responsive to the economic climate, continuing to operate status quo with significant increases in tax rates and fees. That mindset is short-sighted and irresponsible. This recommended budget hits these economic realities head on and without hesitation.

We have entered a new era of permanent fiscal crisis where city government has no choice other than to prove results and be completely transparent. Our budget proposal is the first step in meeting those challenges and re-tuning ourselves to thrive and compete.

## Revenue

### Millage Rate

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

The backbone of the city's revenue is the property tax. It is also the most direct impact to property owners. I am recommending that we use the rollback rate of 6.2482 which will provide an additional \$4.8 million. It will have a revenue neutral impact on property owners, since property values have declined by 14%. In other words, most property owners will experience no increase in the city's portion of the tax bill. This will provide us with approximately \$33,238,333 in ad valorem taxes.

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

I am recommending a modest increase in the fire assessment fee. The proposed fee for the budget will be \$135 per residential dwelling. I am also asking that churches and other non-profit institutions start to pay the total fee. We have to provide fire protection to them and it should not be subsidized by the residential and business owners any longer. The combination of the rate increase and non-profit collections will bring in an additional \$2.6 million. The total amount will be \$8,918,934. This amount does not include the Hillsboro Beach increase, which will be shown in their contract for Fire Rescue services.

### **Building Inspections and Permit Fees**

The Building and Inspection Services Division is proposing an increase in permit and inspection fees which will result in an additional \$476,800 in revenues. The increase in the permit rates will still be competitive and at the median cost, compared to other municipalities.

### **Fire Inspection Fees**

The Fire Rescue Department has prepared a study that shows another \$200,000 which still is well below the average rates for Broward County. This will amount to a total of \$400,000 in inspection fees using a conservative estimate.

### **Beach Sticker Parking**

We are recommending an increase in the beach parking sticker to \$100. This will bring in an additional \$20,000. This is a reasonable cost considering users have a dedicated amount of spots and can park at metered spaces in the parking lots.

### **Pioneer Park Boat Trailer**

The boat trailer parking at Pioneer Park is a new revenue source which will bring in approximately \$48,180. There is an impact on both the park and the nearby neighborhood from this parking. The revenues from this should not be formally dedicated to the park, but where applicable, we should use the funds to maintain or improve the park. These funds can also be used as a matching source for federal and state grants for capital projects related to Pioneer Park. There will be an initial cost of \$15,000 to purchase the pay and display device.

### **Parking Violations**

We will also ask to increase parking ticket violations from \$25 to \$40, which will amount to a total of \$460,000. The increase will be more competitive with what other coastal cities charge for tickets. The increase provides a further \$30,000 in revenue.

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

We have estimated a total of \$1,190,000 for parking revenue. I am recommending an increase in the rates for parking at both of the north parking lots. The locations are valuable since they are close to retail and restaurants. North Pavilion parking is suggested to increase to \$3 per hour. We will install two pay and display devices in this parking lot.

The price for the International Pier will also increase to \$3 per hour. The cost for anglers and walk-ons for the pier will remain the same. The International Pier parking is used by many for non-pier related activities. We already have a pay and display device at this location. We have estimated the revenue at a lower rate due to the possibility that the pier and/or restaurant could be under construction. If the construction does not begin until next fall, then the revenues may increase.

We will be adding pay and display machines at the main municipal and fire station parking lots. There will not be an increase in the cost of parking at these locations. The metered spaces along Ocean Way and in the other parking lots will not be increased due to the limited change storage capacity of the parking meters. In future fiscal years, it will be strongly encouraged to begin the installation of pay and display machines along Ocean Way and the other parking lots.

### **Red Light Cameras**

I have not included this even though the devices are now legal. I would recommend a “wait and see” approach. Using this methodology, we can monitor the challenges faced by other municipalities, and implement our system in a more informed way. I will be interested to see whether revenue streams will be as high as projected, as motorists become cognizant of where the cameras are located. The revenue sharing agreement between the state and other local entities is also of concern.

## Expenditures

The tough part of this budget will deal with my recommendation to begin the process of reducing employee expenses to meet the new economic era that has arrived and seems likely to remain for years.

My proposal is to reduce full-time employees by 23 and part-time employees by 74 in the General Fund. There will be 2 full-time and 5 part-time removed in the Solid Waste Fund. There will also be one full-time employee reduction in the Road and Bridge Fund. Each department director determined which position should be identified for reduction without impacting the operations. Furthermore, our Labor Counsel, City Attorney and new Human Resources Director reviewed the City's personnel regulations as well as the bargaining unit contract to ensure conformance of the layoffs.

We will also reduce base pay for employees who are over the maximum salary range for his or her position.

Another area of cost reduction relates to the three bargaining units. I have not included any of the proposed savings because we will be negotiating with the bargaining units. Any decreases from the contract negotiations will be additional savings that can be applied to the unrestricted fund balance.

These are tough recommendations and will be even tougher decisions. However, they are included because they are necessary. It would be short-sighted and irresponsible for me to increase taxes or fees, or to advocate band-aid fixes that simply delay the inevitable choices that will have to be made. The organization must prepare to adapt to decreasing revenue sources while still meeting taxpayer expectations to provide a high level of service.

I must point out that the department directors have done a good job of informally freezing spending on non-essential items during this current fiscal year. As a result we were able to lessen the impact on our overall general fund balance. Currently, we anticipate there to be approximately \$11 million in the unrestricted fund balance on September 30, 2010. Originally we had estimated only \$9 million to remain. Readers will notice that the year to date estimated spending may be much lower than the recommended budget because of the freeze. It should be noted that the actual dollars expended are now included on each department's summary page.

### **City Commission**

The City Commission's budget remains the same. Due to minimal size of funding there is not much room for reduction other than total elimination of certain items.

### **Office of the City Manager**

The major increases resulted from the reorganization and transfer of positions to this budget. We also created a new Economic Development Division with no dedicated personnel. The focus will be to foster redevelopment and business recruitment in areas outside the Community Redevelopment Agency area and Community Development Block Grant target area.

A major point of interest should be the western commercial district at the Powerline Road and Hillsboro Boulevard intersection. This is a major gateway to our city from the north and west. The recent and upcoming additions of Michael's, Ross, Aldi's and the new movie theaters make it all the more important to help businesses improve the look of the area. The purpose is to attract individuals with disposable income levels to shop and dine here.

We also need to shift more focus to the Florida Atlantic University Research Park for current occupation and future expansion. FAU will be adding a medical program. With the recent passage of health care and the rising demand, new job creation in the city could be attainable in partnership with FAU and Broward Health. Deerfield Beach is an opportune location with North Broward Medical Center, University of Miami Sylvester Cancer Clinic, Amadeo Trinchitella Health Center at Deerfield Beach High School and our Fire Station 102/Mitigation Operations Center. Our city was selected to supplement their main campus and research park. Yet we have not actively worked with them over the past few years to attract new businesses. There needs to be major infrastructure, neighborhood and business improvements along and surrounding the FAU Research Park Boulevard corridor.

We are in the preliminary stages of creating a vision and master plan for the area surrounding City Hall and the new Dixie Highway Flyover. The business properties and governmental campuses can be enhanced to reflect more of a downtown or perhaps village atmosphere.

It is also our intent to increase the aesthetics and usability of our web site. We have included \$25,000 to reengineer our web site, online forms and documents. We want to be more involved and interactive for taxpayers and visitors. We plan to participate in more homeowner association, civic and business meetings.

We will be improving our purchasing policies and guidelines to be more efficient and cost effective. Our goal is to continue to ensure that departments are spending dollars within the new purchasing ordinance and that we are proactively finding the best pricing available.

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

The funding has been decreased slightly. The Elections budget is smaller than previous years because it only includes Districts 1 and 2.

#### **Human Resources Department**

We have budgeted for the new director which is a necessary position for our organization's size and complexity. We have also included funding for the vacant Human Resources Generalist position. The position is essential to assist the new Director with several projects which include a comparative position study, updating and rewriting the personnel guidelines/handbook, developing paperless forms, bargaining unit negotiations and in-house training. The department has been ignored and under-utilized to help improve the quality of our workforce.

#### **Management & Budget Department**

The department's budget will be lowered without any impact on services. This will not include any loss of positions. We will shift one cashier to the Utility Enterprise Fund since the majority of the workload relates to water bill payments.

We will be recruiting for an assistant director for this department. The position is essential to the unceasing demands of budget, financial reporting, development of internal controls and written administrative policies.

#### **Information Systems Division**

Technology equals efficiency. However lack of funding inhibits our ability to fully implement the level of technology that we hope to develop and use for operations and administration. We have not funded the two PC Specialist positions that were part of the reorganization. We will be filling a vacant and funded position of Systems Specialist. The Division Director position will remain

funded since there is a possibility of my return. The remainder of the budget will remain at the same or lower levels.

During this next fiscal year, the division's goal is to develop an IT strategy working with the City Commission and management team. We have a multitude of improvements that need to be carried out relating to better financial reporting, human resources, inventory control, online registration and other e-Gov applications. The Geographic Information Systems (GIS) is also an important tool that has been underutilized in the past.

### **Fire Rescue Department**

The Fire Rescue Department has lowered the budget by \$1.8 million. We will be un-funding 6 vacant Firefighter positions, Emergency Management Coordinator and Assistant Fire Chief of Operations. The Fire Chief has also reduced areas such as clothing allowances, supplies and other non-essential items.

There will not be any capital projects or equipment purchased. I am not recommending the rescue crews be reduced from 3 to 2. Nonetheless there are financial advantages that may need to be discussed for future reductions in costs.

Our Fire Rescue and Ocean Rescue employees are starting to cross train. There are times when Fire Rescue may need to make rescues at the beach after hours which will be addressed in the Parks & Recreation portion of this budget plan. There are also times when Ocean Rescue has to take immediate life saving actions while Fire Rescue is en route. I am not advocating the restructuring of Ocean Rescue under the Fire Rescue Department.

The Communications Division has and continues to be in a state of ambivalence. We are at a point where a decision needs to be made. We have two options at this point. First, the city may enter into negotiations with Broward Sheriff's Office to provide telecommunication services. Second, we can purchase new telecommunication consoles at a cost of approximately \$1.5 million which we do not have available. We will also have to relocate the division to a more functional space such as the Disaster Survival House which will require modifications. The capital improvements to the building may be funded through the remaining bond issue for the Public Works and Mitigation Operations Center.

### **Police – BSO District 10 Contract**

The Broward Sheriff's Office has cut nearly \$1 million from their costs at my request. The decrease is not directly from road patrol or deputies on the streets. It is primarily in our administrative, criminal and community affairs units. The Chief of Police feels that the lessening of staff in these groups will not have a negative impact for police presence on the streets or their ability to provide services to the public.

We will maintain the same staffing levels for our Code Enforcement Division since this is an important aspect of our neighborhood improvement approach. The Code Enforcement Sergeant will still report to both the Chief of Police and Assistant City Manager. Our intent is to create multiple neighborhood task force groups consisting of Code Enforcement, city staff and community volunteers. The groups would proactively help improve code issues on a sporadic basis.

The School Resource Deputies will be maintained for the Deerfield Beach High School and Deerfield Beach Middle School. I think it is also important to note that the JM Family Foundation

is funding three additional School Resource Deputies for the elementary schools in Deerfield Beach.

The contract is also up for renewal in Fiscal Year 2010-2011. It will reflect the changes to personnel. If the City Commission wants to increase or decrease staffing, the contract has language that can easily amend personnel by providing the city manager with greater decision making authority.

We would like to begin a volunteer parking enforcement unit. The unit would report to the BSO Parking Enforcement liaison. Each unit volunteer will be required to go through a 40-hour certification process. Both Boca Raton and Delray Beach have similar volunteer groups. It is our goal to have parking enforcement from 6am to 11pm at the beach, Pioneer Park and other parking locations. We would also provide beach parking stickers to each volunteer who meets a yet to be determined number of hours.

### **Public Works Department**

The majority of the workforce reduction is from this department. Public Works is comprised of the General and Solid Waste Funds. The Division Operations Manager will be retiring and thus the position will be unfunded. The Grounds Maintenance Division will undergo a major attenuation in staffing. There will be 21 positions removed from the Grounds Maintenance Division's recommended budget. I would prefer not to privatize this function unless necessary. We have not advertised for bids. This will be over \$800,000 in savings alone. The division will still be expected to maintain the same level of services.

The Facilities Maintenance Division has reduced maintenance and other capital projects. We will also delay some major repairs or attempt to find other funding sources such as green energy grants.

The Fleet Maintenance Division will be reducing 2 full-time employees. We will also recommend that a third party contractor provide inventory parts and services rather than in-house staff. The Fleet Supervisor will also be retiring which will result in an unfunded position.

The Solid Waste and Recycling Division will also undergo minor staffing reductions. There will be reductions of 2 full-time and 1 part-time staff. We have also included funding to perform an efficiency assessment of our residential, commercial and recycling operations. If needed we can fund the solid waste truck wash facility through the remaining bond funding for the Public Works and Mitigation Operation Center bond.

### **Environmental Services Department**

The Environmental Services Department will undergo some adjustments to their staffing. There are two retirements of high level managers. Both positions will continue to be funded. However lower level positions will be either unfunded or reduced via lay-offs. The managers' responsibilities for operations and field work will expand.

The Road and Bridge fund that comprises the Streets and Storm Water Divisions will see one full-time employee laid off. The other vacant full-time position will be unfunded. Both of these positions' responsibilities will be undertaken by the Environmental Services Division Operations Manager. The Division Operations Manager will retire. The recruitment for this position will focus on a person who has experience managing both streets and storm water operations.

The Water Plant Division will also fund two additional positions to prepare for the succession of the Chief Water Plant Operator. We will also use the remaining water bond issue to pay for the repair and painting of the west water tower on Powerline Road.

The Utilities Division has not implemented several projects over the past few years. We have an aging infrastructure that needs to be replaced or at a minimum repaired. We are requesting to transfer \$2 million from the Utilities Operating Unrestricted Net Assets balance. \$1 million will be for a new line item, Water and Sewer Renewal and Replacement. The other \$1 million will be to balance the upcoming fiscal year's operating budget until a rate study is conducted.

The Utilities Operating Unrestricted Net Assets balance currently has \$18.6 million in a \$25 million total operating budget. This is significantly more than is needed to meet any bond issue rate coverage. The transfer will not affect the City's standing with the financial rating agencies because the Renewal and Replacement fund is still considered a sub-fund of the water and sewer enterprise fund.

### **Parks & Recreation Department**

The Parks and Recreation Department has already undergone major changes to improve their efficiencies and accountability. The department is recommending the reduction of 69 part-time employees and 2 full-time employees. There is also a change to the requests for capital and special events. We have attempted to make it more transparent and easier to identify the costs.

I am recommending the Assistant Director position be funded. The position is part of a succession plan. As you are aware, we have a solid contractual director who plans to work with us until a replacement is found and properly primed. It is of essence that we find a strong and well-trained assistant who can easily transition into the top position in the next 12-18 months.

The Ocean Rescue Division will undergo some major changes. I have spent some evenings at our beach. The northern part of our beach is still quite active after 5pm particularly from late spring to early fall before the time changes. We will be retooling our beach coverage so that we can keep it partially guarded in the evening hours. This will require not opening all towers until later in the day and then possibly shutting certain towers down to have others staffed where the majority of swimmers are located.

The department will begin a public outreach campaign to determine what programs are desired for both children and adults. Many of our programs are successful while others seem to have fewer participants. We need to have a more proactive and adaptive approach to our classes and activities. This will include reaching to homeowner associations, parents and schools.

### **Planning & Growth Management**

The department is holding the line on the budget. The only decreases were for items that were closed out during the previous fiscal year.

The Community Development Division will be entirely reorganized and rebooted. The division is recommended to be transferred to the Senior Services Department. The department is better suited for this function than in the Planning and Growth Management Department.

The two program coordinator positions will be eliminated from the division. The remaining staff will be complemented by contractual workers until a more clear strategy and internal controls are developed.

The Building and Inspections Services Division will also experience staffing down size. One Building Customer Service Representative will be returned to the Utility Fund to fill a funded vacancy in the Customer Service Division as per the bargaining unit contract. The person occupying the position was in this division and position previously. We will also be freezing the Assistant Building Official. The recent vacancy of the Building Official enabled us to temporarily place the Assistant Building Official into that position and thus freeze the assistant position.

### **Senior Services**

The department is only increasing the request for additional funds slightly. The Senior Services Department continues to return about \$16 for every \$1 provided to them. The director, assistant director and staff have a comprehensive understanding of federal policies and guidelines relating to grants and programming. Their understanding coupled with their overall mission makes it the ideal placement for the management of the Community Development Division.

It is proposed that a new department be created called the Department of Community Affairs. The Senior Services entity would become a division under this new department. It does not seem ideal to have "Senior Services" since their programmatic functions serve a wide age range of individuals.

### **Community Participation and Major Special Events**

The recommendation is to only fund the Area Agency on Aging since every dollar spent is returned at least double. The Historical Society has been reduced from \$50,000 to \$10,000. All other funding has been reduced to zero.

The in-kind services have been removed for all festivals (Brazilian, Founder's Day and Mango). The funding for the Fourth of July has been transferred to the Community Redevelopment Agency since it is an event that positively impacts the businesses within the CRA. We have maintained our ability to continue the smaller scaled community and neighborhood events (i.e. Egg-Stravaganza at Westside Park, etc.)

## Conclusion

I am very appreciative of the City Commission's support of staff and our efforts. I would like to give a very personal thank you to Hugh Dunkley, Melissa Taylor-Lewis, Amanda Shafer, Rami Altherr Musto, Department Directors and their management staff for their continued support and their tireless efforts during this budget process. This City Commission has a fantastic team of directors and managers. Some are seasoned while others bring fresh bold ideas. The sky is the limit in what we as a team can achieve working together and creating a solid business plan.

Without any doubt the City Commission and staff have the knowledge, integrity and drive to make the City of Deerfield Beach the ideal place to be for affordable quality of life, business success and enjoyment.

The management team and our colleagues look forward to a challenging yet productive year under the guidance of the City Commission. We encourage the general public to attend the upcoming City Commission budget workshops and play a proactive part in local government. We are always open to positive suggestions to make our city a better community.

We welcome the opportunity to address any questions or concerns pertaining to our collective guardianship of public funds.

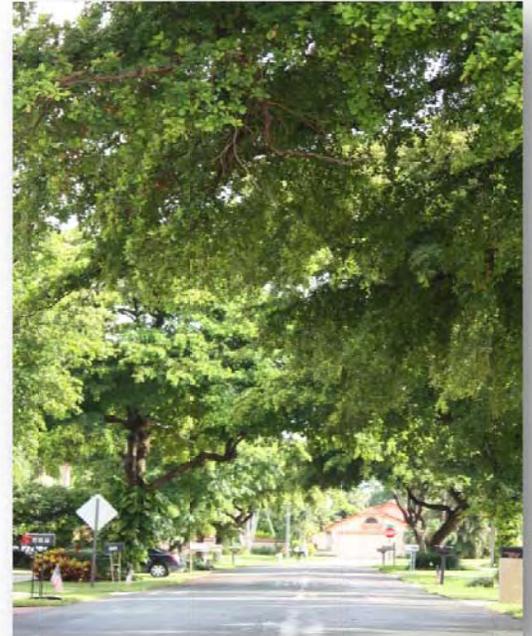
Humbly,

Burgess Hanson  
Interim City Manager

# Recap: Recent Accomplishments

## Renewable initiatives for a cleaner & greener Deerfield Beach

- 15,700 cubic yards of sand placed on Deerfield Beach, along with the installation of 10,221 mixed native dune plants, as part of ongoing beach renourishment efforts. An additional 25,000 cubic yards are anticipated to be placed during 2011.
- 10% of the City's estimated 80,000 trees inventoried through a citywide tree inventory being performed by city staff.
- In coordination with the tree inventory, staff is developing a plan to replace invasive and exotic trees and vegetation with Florida friendly native plants, which are not only more hurricane resilient, but will also reduce the amount of water, fertilizer and other chemicals that need to be applied. The results are cost-efficient and better for the environment.
- More than 30% of the city's maintained medians have been installed with Florida friendly native plant and tree species.
- 182 trees given to residents during the Arbor Day tree giveaway at the city's Earth Day event.
- \$2,676,465.54 in tipping fees were avoided due to a 26% recycling rate of materials from the waste stream.



Tree-lined streets like this one in the Starlight Cove neighborhood will be part of the tree inventory

## Recalibrating to build a strong foundation to maximize performance

- Concentrated focus on building an experienced and talented executive management team.
- Recruited nationally for the Director of Human Resources position, resulting in the hiring of a highly skilled human resources professional who also possesses a law degree.
- Hired Fire Chief from within our own ranks who holds both master and doctorate degrees.
- Hired Chief of Police from within our own department, who will soon graduate from the FBI Academy.
- Contracted former Broward County Parks and Recreation Director to head up the complete reorganization of the city's Parks and Recreation Department.
- Promoted Economic Development Manager/CRA Director to acting Assistant City Manager as part of the restructuring of the Office of the City Manager. This action brings executive-level oversight to the areas of code enforcement, purchasing, the CRA and economic development.
- Promoted Assistant Finance Director to Finance Director, ensuring the quality control and stability of one the city's most vital departments.
- Reorganized the Department of Public Works and Environmental Services into two separate departments to facilitate greater efficiency.

## Reinvention through partnerships

- The Jim Moran Foundation is partnering with Deerfield Beach to fund school resource deputies in elementary schools citywide.
- The Dart Foundation, through the Dart Container Sales Company in Deerfield Beach, awarded a \$5,000 grant to the BSO Deerfield Beach Police Athletic League to support the Boxing and Anger Management (BAAM) program.
- Comcast chose N.E. Focal Point Senior Center as the recipient of the 2009 Comcast Cares Day. Volunteers beautified the facility by cleaning up the grounds, planting new herb and butterfly gardens, and painting handicapped parking spaces.
- The city worked with the owners of private companies responsible for maintaining 44 public medians in the city to ensure their aesthetic appeal.
- The city participated in the Gwyndolen Clarke Reed Neighborhood Initiative Program to provide summer employment to 50 youth participants.
- The Broward County School Board gave the city \$4.2 million to manage construction of the Deerfield Beach High School Football Stadium.



Some 500 volunteers from Comcast spent an entire Saturday making improvements to N.E. Focal Point

## Recognition of a great community

- Deerfield Beach received national recognition for being ranked #1 on *CNN/Money* magazine's "Where Homes are Most Affordable" list.
- Deerfield Fishing Pier featured in *Boca Raton Observer* magazine as #1 "Romantic Outing that Won't Break the Bank."
- City featured in *Home Miami* magazine for one of six top spots in South Florida for "Going Green."
- The Whale's Rib restaurant, a long-standing Deerfield Beach favorite, was featured on Food Network's *Diners, Drive-ins and Dives*, hosted by Guy Fieri.



- Financial guru Suze Ormond waited tables at Olympia Flame Diner in Deerfield Beach for a segment that aired on *The Oprah Winfrey Show*.
- Sun-Sentinel readers rated Charm City Burger Company as the 3<sup>rd</sup> Best Burger in South Florida, from a long list of competitors.

Fishing Pier was recognized in Boca Raton Observer magazine as a unique romantic destination

## Resourceful use of grant funding

- More than \$6 million in grants and alternative funding have been obtained by the Public Works and Environmental Services Departments since 2007. Programs include roadway projects, water plant facility upgrades, energy efficiency and water conservation efforts, landscaping, beach and coastal management, park improvements, as well as drainage and reclaimed water feasibility studies.
- An additional estimated \$1.4 million in grants and alternative funding opportunities will be pursued over the next several months.
- The city also received a \$715,500 Federal Energy Grant from U.S. Department of Energy to be used for the installation and retrofitting of products that incorporate conservation and energy efficiency into daily operations.
- Over \$7 million in grants were obtained in fiscal year 2009-10 by the Department of Fire and Rescue, for programs including portable radios, childhood injury prevention, emergency roadway devices, and CERT (Community Emergency Response Team.)

## Revitalization with the CRA & economic development

- Hillsboro Streetscape Project
- Cove Shopping Center Parking Lot Improvements
- Improvements to Pier Entrance
- Dixie Flyover Project
- West Water Plant Improvements
- West Wellfield Water Supply Expansion
- Goolsby Boulevard and Tri-Rail Station Entrance Pedestrian Improvements
- SE 10<sup>th</sup> Street/Ocean Way Streetscape Improvements
- Deerfield Beach Train Station Repair and Restoration



Ocean Way Streetscape Improvements

## Reliability through financial strength and a safe and healthy environment

- 14th GFOA Distinguished Budget Presentation Award
- 29th GFOA Distinguished Certificate of Achievement for Excellence in Financial Reporting Award.
- In 2009, the Fire Rescue Department responded to 18,555 calls for service, completed 5,792 transports, and collected \$1,652,500 in revenues.
- A new fire station has been established at Goolsby Boulevard to increase efficiency and improve response times.

## Responsibility through internal and external communication

- Launched e-Subscriptions updates through [www.Deerfield-Beach.com](http://www.Deerfield-Beach.com), which has 19,724 subscribers to 14 different lists.
- Launched the *ReCreate* catalog to promote Parks and Recreation activities, classes and programs.
- Hired an Economic Development Coordinator, who will help to develop a strategy for Economic Development promotion.
- The CRA earmarked additional funds for advertising and promotion, to help reestablish a relationship with businesses and the community.

## **Redefine, Rediscover and Redirect – Moving in the Right Direction**

Good leaders, while respecting and understanding the past, always embrace the future and are not afraid of the unknown. The Fiscal Year 2010 Budget lays out the plan for stewardship of our community's local tax dollars by addressing the following key issues.

### **Quality of Life**

- Continue to work with regulatory agencies and private sector energy companies that law permits to protect the city's quality of life including air quality, traffic control and aesthetics.
- Continue aggressive code enforcement.
- Participate in ongoing activities related to the A1A PD & E Study
- Complete construction of the SW 10th Street Linear Park Project
- Work with Broward County to attain certification as a natural wildlife habitat.
- Increase the Tree Canopy of the City by 30% by 2020.
- Continue to work with cable television franchisee and encourage construction of an institutional network (I-net) and the provision of a dedicated Deerfield Beach community channel.
- Identify and seek funding for a Transportation Enhancement Project through the FDOT Local Agency Program.
- Hold Annual Student Government Day.
- Improve the public's ability to assist cardiac arrest victims.
- Launch new e-magazine.

### **Accountability & Customer Service**

- Offer training courses to city staff, advisory boards and committee members in public records law and records management.
- Make major improvements to the CDBG Entitlement Program and the SHIP Housing Program.
- Implement work order system to track all work orders and maintain costs associated with City facilities.
- Update of the Engineering Design and Construction Standards for adoption by the City Commission.
- Develop and implement continuous training programs for all employees to include customer service and harassment/discrimination prevention.
- Develop and implement continuous policy compliance training for all directors, managers, and front line supervisors.
- Research feasibility of using GPS tracking technology in city vehicles to improve efficiency.

### **Public Safety**

- Continue working with Broward County to secure a transition of fire rescue dispatch services from the city to the county and encourage Broward County to locate a North East Broward Regional Communications Center in the Deerfield Beach Mitigation Operations Center (MOC)
- Institute a city-wide Public Automated External Defibrillator (PAD) program.
- Initiate a five-year strategy for Department of Fire & Rescue to become a Class 1 department.

**Efficiency**

- Expand Geographic Information System (GIS) capabilities for applications such as the stormwater and irrigation systems.
- Develop system to monitor and repair potholes more expeditiously.
- Purchase only environmentally friendly vehicles that help reduce the carbon footprint while reducing fuel consumption.
- Installation of force main under the intracoastal and lining the existing force main to be used as a spare/emergency bypass.
- Develop a Force Main Network Analysis for the Wastewater Collection System.
- Explore the feasibility of a wireless electronic system for meter reading.

**Financial Responsibility**

- Improve the present Insurance Services Office (ISO) rating to a 2.
- Expand the Public Works recycling program to encourage more business participation.
- Continue to work with neighboring communities on the regional delivery of fire rescue and related services.
- Upgrade older A/C systems to higher efficiency units.
- Establish an in-house partnership with an outside auto parts supplier to improve parts availability and completely eliminate inventory costs.
- Track water and electrical usage throughout the City to identify and implement conservation and cost saving measures.
- Develop a funding source for stormwater improvement projects.
- Outsource a pay, classification and benefits study.

# 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 73,000 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 73,000 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>163</b>
<b>Municipal water department:</b>	
<b>Number of meters</b>	<b>12,269</b>
<b>Number of units</b>	<b>33,104</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)

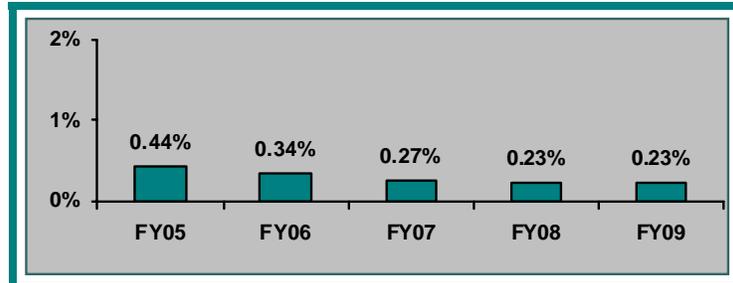


## FACTS AND FIGURES

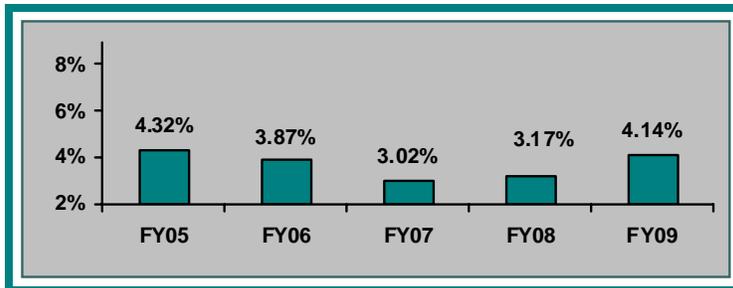
### City Operating Millage



### Ratio of Net Bonded Debt to Assessed Valuation



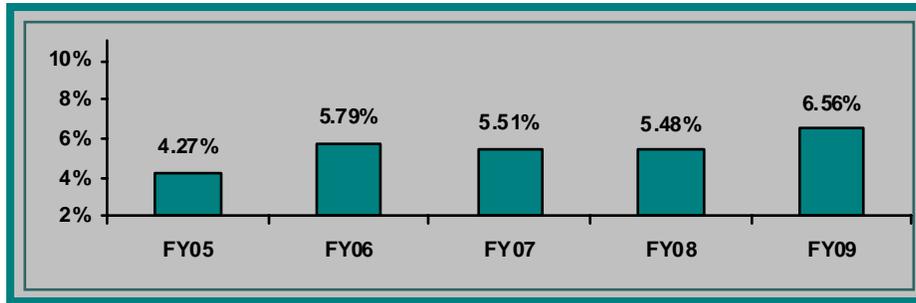
### Ratio of General Obligation Debt Service to General Expenditures



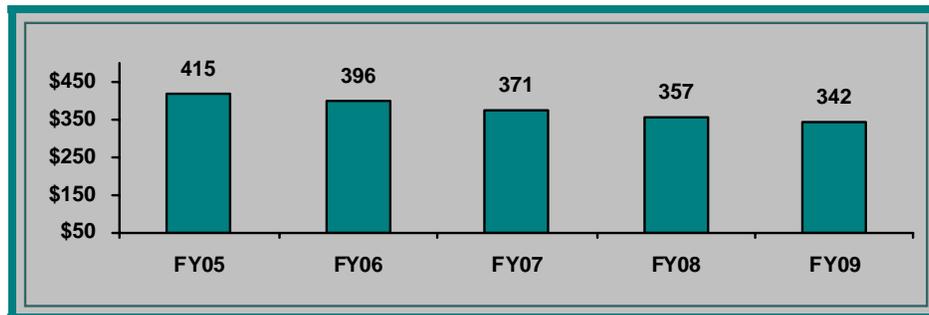


# City of Deerfield Beach

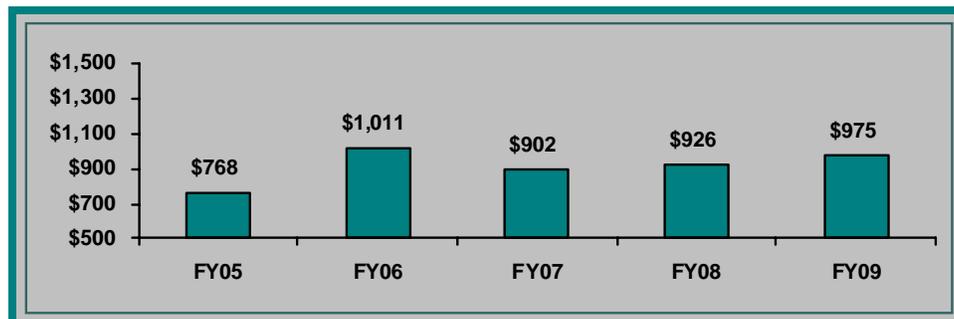
## Top Ten Corporate Taxpayers - Percentage of Tax Base



## Net Bonded Debt Per Capita



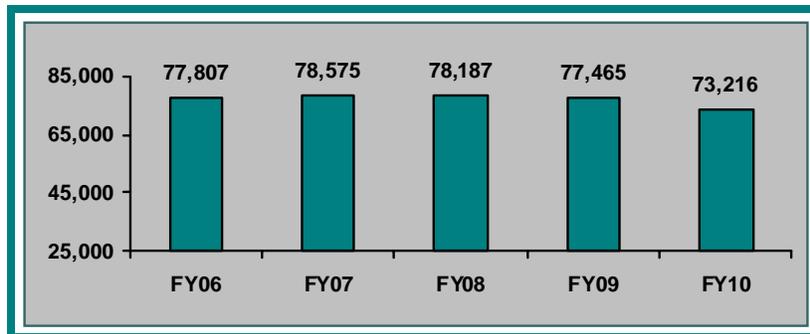
## General Fund Expenditures Per Capita



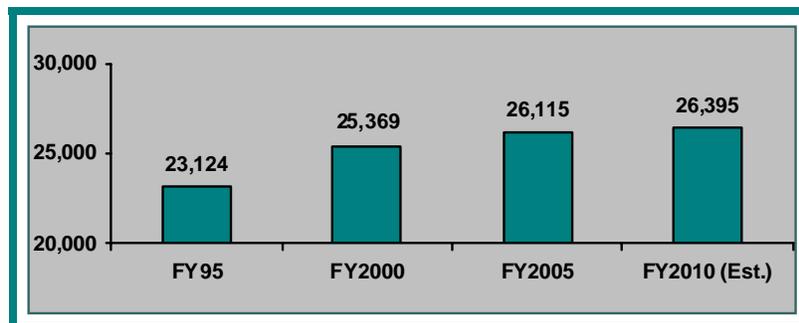


# City of Deerfield Beach

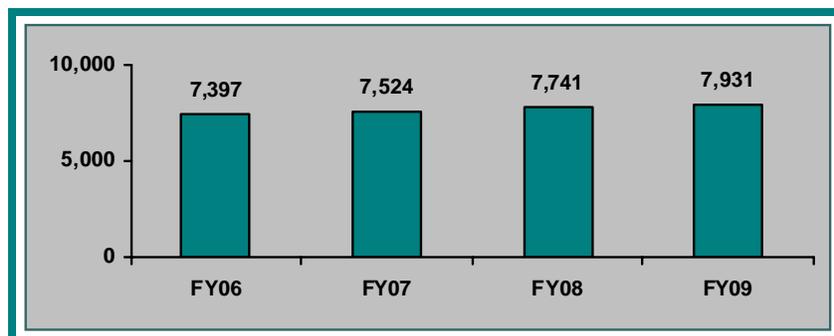
## Population



## At-Place Employment



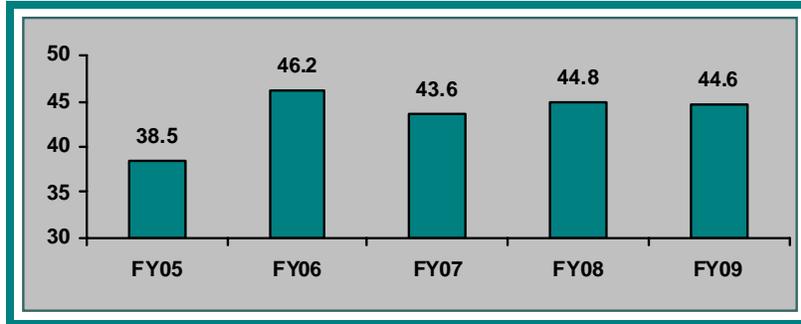
## School Enrollment



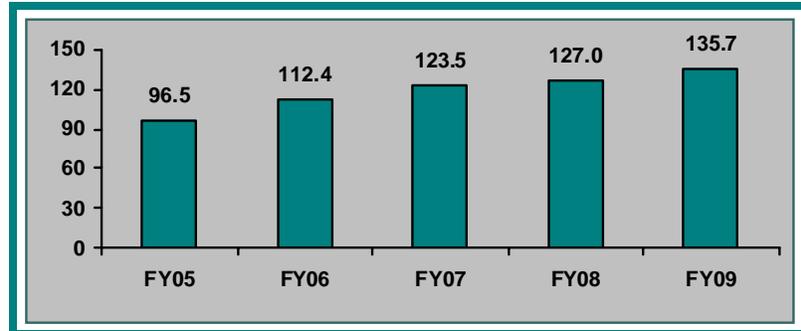


# City of Deerfield Beach

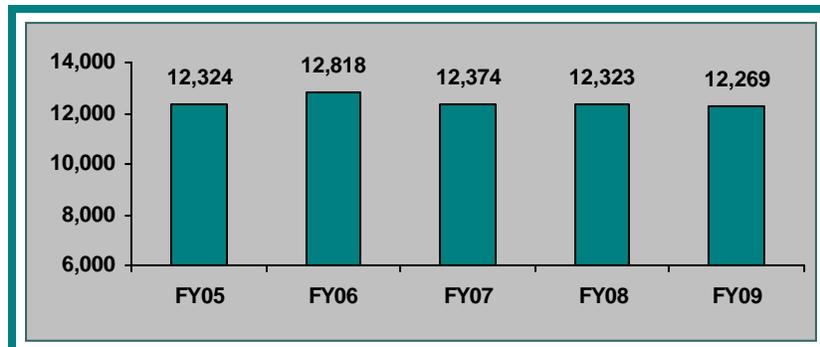
## Median Age



## 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>	\$5,151,834,311	\$17,134,899	\$5,168,969,210
Millage rate per \$1,000 <b>Equals</b>	<u>6.7688</u>	<u>6.7688</u>	<u>6.7688</u>
Total ad valorem proceeds to be received from the County if every tax dollar is collected <b>Multiplied by</b>	\$34,871,736	\$115,983	\$34,987,719
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><b>\$33,238,333</b></u>

<p><b>One mill generates \$4,910,521 of ad valorem tax revenue.</b></p>
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## Revenue and Expenditure Summary - All Funds

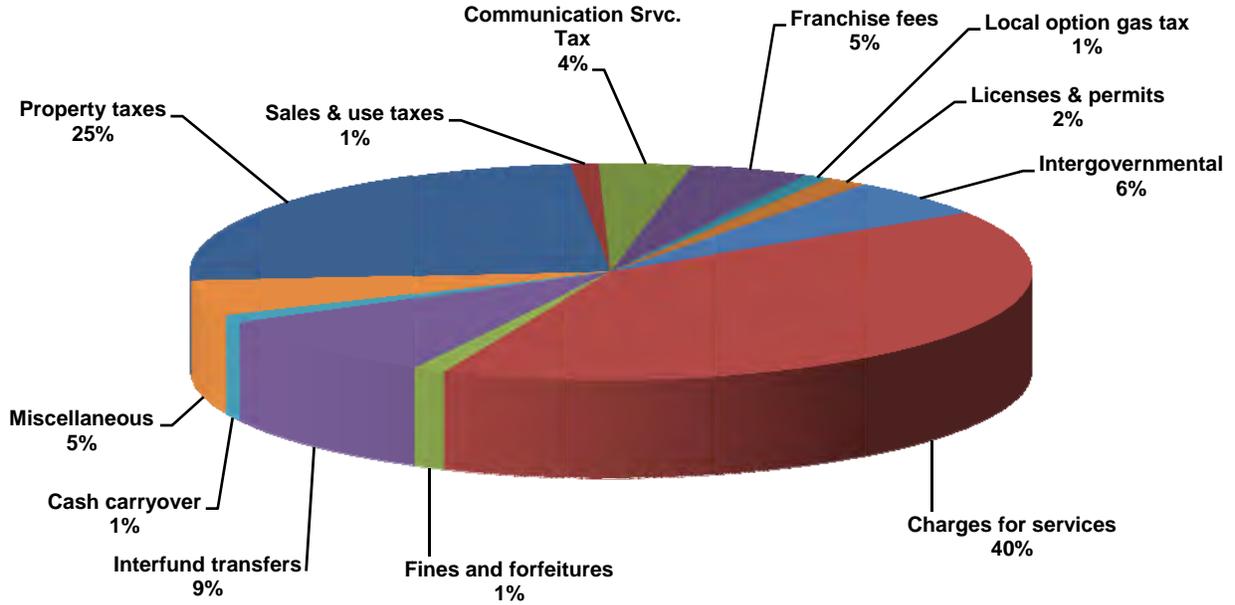
	<b>Actual 2008/09</b>	<b>Budget 2009/10</b>	<b>Budget 2010/11</b>
<b>Revenues</b>			
Property taxes	\$ 34,606,746	\$ 33,595,627	\$ 33,238,333
Sales & use taxes	-	-	1,436,725
Communication srvc. tax	5,949,017	5,579,537	4,731,086
Franchise fees	376,445	6,377,625	6,122,000
Local option gas tax	1,336,986	1,321,624	1,333,983
Licenses & permits	1,650,167	1,735,700	2,160,000
Intergovernmental	7,483,887	8,569,431	7,622,565
Charges for services	52,469,967	52,269,517	54,136,370
Fines and forfeitures	1,487,649	1,381,250	1,653,556
Interfund transfers	17,155,740	11,225,737	12,655,117
Cash carryover	-	9,126,927	1,565,271
Miscellaneous	6,021,838	7,258,770	7,040,316
Total revenues	<u>\$ 128,538,442</u>	<u>\$ 138,441,745</u>	<u>\$ 133,695,322</u>
<b>Expenditures</b>			
City Commission	\$ 257,680	\$ 311,672	\$ 329,577
City Manager	353,868	633,026	987,939
City Clerk	406,507	355,573	439,785
City Attorney	572,496	532,500	527,700
Central Services	524,231	521,500	450,500
Management & Budget	2,670,556	2,693,870	2,020,987
Human Resources	471,804	372,010	489,514
Planning & Growth Management	2,601,062	2,920,852	2,288,367
Police/B.S.O.	19,720,009	21,256,839	21,104,647
Fire/Rescue	19,700,045	20,639,968	18,769,590
Public Works & Roads	10,622,188	11,166,645	8,565,057
Parks & Recreation	7,734,776	7,588,494	5,856,166
Senior Services	2,217,759	2,519,546	2,710,473
Engineering/Utilities	14,502,740	18,044,090	18,562,371
Solid Waste	14,114,791	12,410,037	12,418,755
Risk Management	9,876,696	10,491,566	10,601,205
Non-Departmental	19,769,336	16,813,078	18,939,396
Debt Service	7,879,867	8,989,154	8,524,270
Community Participation	148,958	181,325	109,023
Total expenditures	<u>\$ 134,145,369</u>	<u>\$ 138,441,745</u>	<u>\$ 133,695,322</u>

## Budget Summary for Fiscal 2010/11 - All Funds

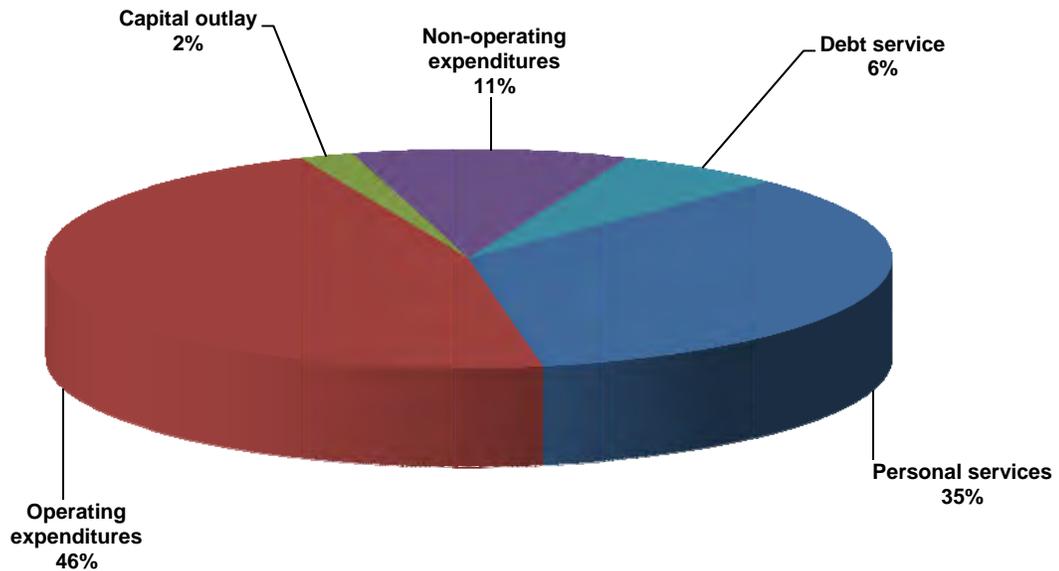
	<u>Actual 2009</u>	<u>Budgeted 2010</u>	<u>Budgeted 2011</u>
<b>Revenues:</b>			
Property taxes	\$ 34,606,746	\$ 33,595,627	\$ 33,238,333
Sales & use taxes	-	-	1,436,725
Communication svc. tax	5,949,017	5,579,537	4,731,086
Franchise fees	376,445	6,377,625	6,122,000
Local option gas tax	1,336,986	1,321,624	1,333,983
Licenses & permits	1,650,167	1,735,700	2,160,000
Intergovernmental	7,483,887	8,569,431	7,622,565
Charges for services	52,469,967	52,269,517	54,136,370
Fines & forfeitures	1,487,649	1,381,250	1,653,556
Interfund transfers	17,155,740	11,225,737	12,655,117
Cash carryover	-	9,126,927	1,565,271
Miscellaneous	6,021,838	7,258,770	7,040,316
Total revenues	<u>\$ 128,538,442</u>	<u>\$ 138,441,745</u>	<u>\$ 133,695,322</u>
<b>Expenditures:</b>			
Personal services	\$ 47,180,399	\$ 51,062,667	\$ 46,329,623
Operating expenditures	64,207,525	62,708,940	61,954,333
Capital outlay	4,423,922	4,122,307	2,714,277
Non-operating expenditures	10,453,656	11,558,677	14,172,819
Debt service	7,879,867	8,989,154	8,524,270
Total expenditures	<u>\$ 134,145,369</u>	<u>\$ 138,441,745</u>	<u>\$ 133,695,322</u>

# City of Deerfield Beach

## Total Budgeted Revenues \$133,695,322



## Total Budgeted Expenditures \$133,695,322



**Summary of Revenues, Expenditures and Changes in Fund Balances**  
**All Governmental and Expendable Trust Funds**  
**Fiscal Year 2010/11**

	<u>General Fund</u>	<u>Senior Services Fund</u>	<u>CDBG Fund</u>	<u>Road and Bridge Fund</u>	<u>Insurance Svc's Trust Fund</u>
<b>Beginning Fund Balance</b>	<b><u>\$11,000,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 2,200,000</u></b>	<b><u>\$ -</u></b>
<b>Revenues/Other Financing Sources:</b>					
Property taxes	33,238,333				
Franchise fees	10,853,086				
Sales and use taxes	1,436,725				
Local option gas tax	-			1,333,983	
Licenses & permits	2,127,500				
Intergovernmental	5,404,501	904,613	802,018	511,433	
Charges for services	7,339,725	507,000			
Fines & forfeitures	1,220,306				
Special assessments	8,444,024				
Interfund transfers	686,794	1,088,618			8,879,705
Miscellaneous	3,260,169	321,642	-	402,678	1,721,500
<b>Total Sources of Funds</b>	<b><u>74,011,163</u></b>	<b><u>2,821,873</u></b>	<b><u>802,018</u></b>	<b><u>2,248,094</u></b>	<b><u>10,601,205</u></b>
<b>Expenditures:</b>					
City Commission	329,577				
City Manager	987,939				
City Clerk	439,785				
City Attorney	527,700				
Central Services	450,500				
Management & Budget	2,020,987				
Human Resources	489,514				
Planning & Growth Mgmt	2,288,367				
Police	21,104,647				
Fire/Rescue	18,769,590				
Public Works	6,606,121			1,958,936	
Parks & Recreation	5,856,166				
Senior Services	-	2,710,473			
Risk Management	-				10,601,205
Non-Departmental	10,268,963	111,400	802,018	212,514	
Community Participation	109,023				
Debt Service	4,237,194	-	-	76,644	-
<b>Total Uses of Funds</b>	<b><u>74,486,073</u></b>	<b><u>2,821,873</u></b>	<b><u>802,018</u></b>	<b><u>2,248,094</u></b>	<b><u>10,601,205</u></b>
Increase (decrease) in Fund balances (1)	<u>(474,910)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Ending Fund Balances</b>	<b><u>10,525,090</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>2,200,000</u></b>	<b><u>-</u></b>
<b>Less:</b>					
Reservation of fund balances	<u>(1,000,000)</u>	<u>-</u>	<u>-</u>	<u>(110,000)</u>	<u>-</u>
<b>Unreserved Fund Balance</b>	<b><u>\$ 9,525,090</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 2,090,000</u></b>	<b><u>\$ -</u></b>

(1) The decrease in fund balance for the General Fund is budgeted as 'Cash Carryover' in the revenue section of the proposed budget.

# 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 tax, state shared revenues, fire protection assessments and electric franchise fees. Combined, these five sources generate over 77.3% of this fund's revenues. Fire/rescue and police services comprise the majority of the General Fund expenditures. Respectively, they constitute 25.2% and 28.3% 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 decreases in street resurfacing costs and other capital outlay expenditures. The primary source of funding for the Road and Bridge Fund are fuel taxes 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 39.0% of the expenditures for the Solid Waste Fund represent disposal 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 15.6% of the fund's revenues are for insurance reimbursements from private sources. The primary sources of expenditures are for insurance premiums and workers compensation claims. These expenditures account for over 81.3% 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 2010-11, the property appraiser certified the city's taxable value at \$5,168,969,210. This will generate \$33,238,333, which is 24.9% of the total budgeted revenues. This decrease of 1.1% over the estimated property tax revenue of the previous year is primarily the result of the slowdown in the real estate market. Property taxes are the single largest source of revenue in the General Fund.

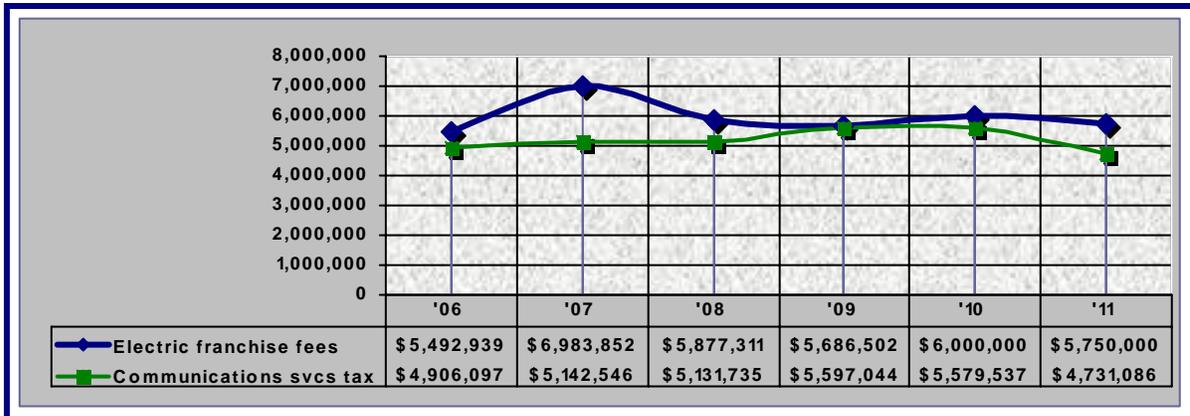


### FRANCHISE FEES

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. Fiscal 2011 represents the tenth year of the State of Florida's "Communication Simplification Tax" on telecommunications and cable television services. Municipalities previously collected these franchise fees individually; however, the state "simplified" this process by channeling all of these payments directly to the state who then distributes them to cities. Franchise fee revenue is expected to decrease slightly from the previous year.

## 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 1.1% of the total city revenues. These fees are expected to increase by 45.4% due to increases in permit fees.



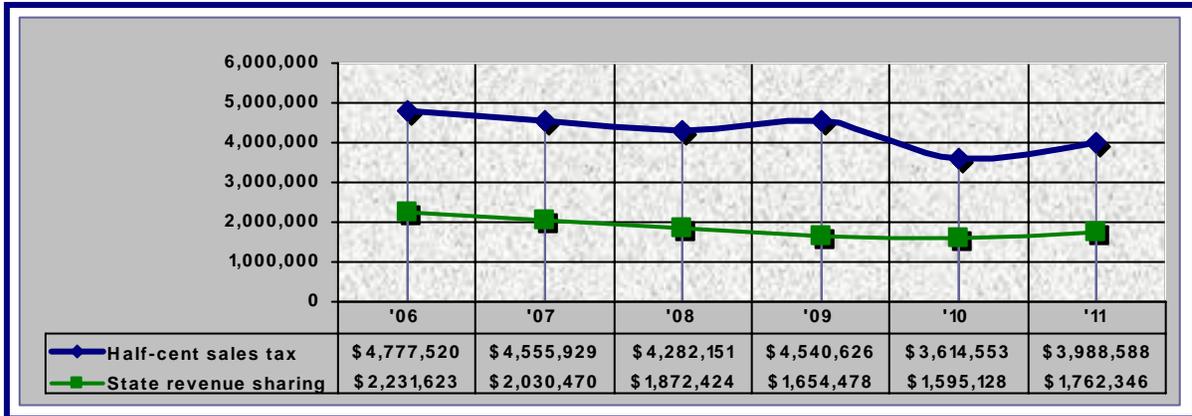
### STATE SHARED REVENUES

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

Source of Revenue	Budgeted Revenue		Dollar Change	Percentage Change
	2009/10	2010/11		
Mobile home licenses	\$ 7,000	\$ 8,000	\$ 1,000	14.3%
Alcoholic beverage licenses	50,000	55,000	5,000	10.0%
Half-cent sales tax	3,556,720	3,988,588	431,868	12.1%
Firefighters' supplemental comp	58,000	58,000	-	0.0%
Motor fuel tax rebate	48,000	44,000	(4,000)	-8.3%
State revenue sharing	1,569,606	1,762,346	192,740	12.3%
<b>Total</b>	<b>\$ 5,289,326</b>	<b>\$ 5,915,934</b>	<b>\$ 626,608</b>	<b>11.8%</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 10.8% based upon upward revisions by the Florida Department of Revenue to several of the categories that comprise sales tax receipts.

### CHARGES FOR SERVICE - PUBLIC SAFETY

Ambulance service fees are estimated to be \$2,600,000 for fiscal 2011. Further, the fire protection assessment fee is estimated to be \$8,444,024. 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 9.6% of the city's total revenues. This revenue category is expected to increase by 28.9% from the previous fiscal year as a result of planned increases in the fire protection assessment fee.



## 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 increase slightly from the previous year.



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

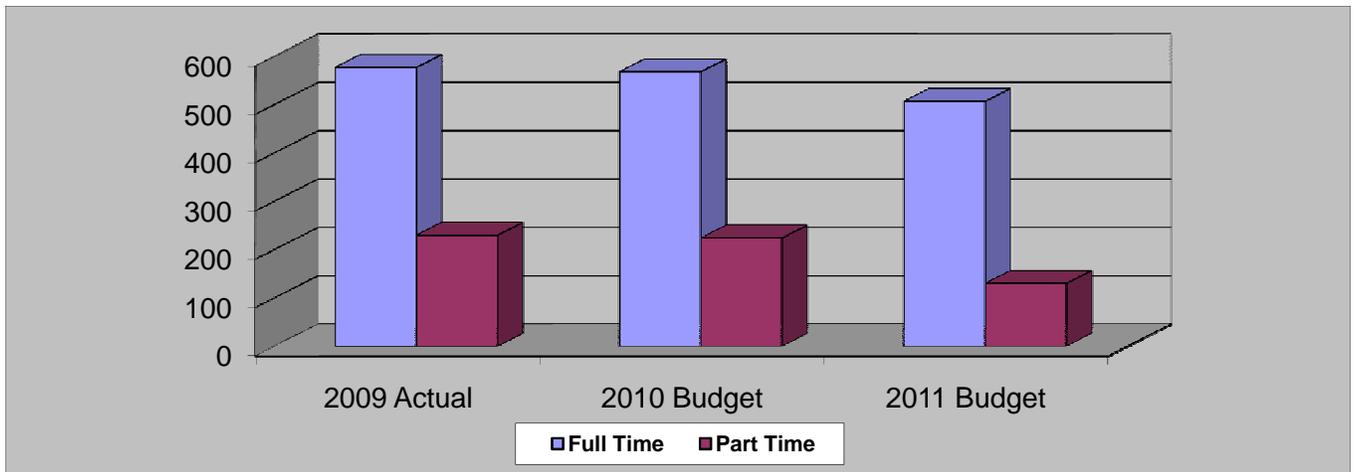
Charges for services in the Utility Fund and the Solid Waste Fund are 17.6% and 10.6%, respectively, of the city's total revenues. The provision of water and sewer and solid waste disposal services to the residents of the city are accounted for in these two funds. A modest decline is anticipated in these two revenue sources as a result of a decrease in demand stemming from the economic downturn.



## Personnel Summary - All Funds

General Departments	2009 Actual		2010 Budget		FY 2011 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
City Commission	1	5	1	5	1	5	0.00
City Manager	4	0	8	0	9	1	1.50
City Clerk	3	0	4	0	4	0	0.00
City Attorney	0	0	0	0	0	1	0.50
Management and Budget	23	1	18	0	14	1	(3.50)
Human Resources	4	0	3	0	4	0	1.00
Planning and Growth Management	36	3	27	3	24	3	(3.00)
Police/B.S.O.	2	34	2	34	1	34	(1.00)
Fire/Rescue	166	8	166	8	158	5	(9.50)
Public Works & Environmental Svcs	229	26	227	22	190	8	(44.00)
Parks & Recreation	70	134	69	135	63	59	(44.00)
Senior Services	36	19	41	17	35	13	(8.00)
Risk Management	3	0	2	0	2	0	0.00
<b>TOTAL</b>	<b>577</b>	<b>230</b>	<b>568</b>	<b>224</b>	<b>505</b>	<b>130</b>	<b>(110.00)</b>

Broward Sheriff's Office	2009 Actual		2010 Budget		2011 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
Uniformed	129	0	129	0	123	0	(6.00)
Non-uniformed	26	7	26	7	20	7	(6.00)
<b>TOTAL</b>	<b>155</b>	<b>7</b>	<b>155</b>	<b>7</b>	<b>143</b>	<b>7</b>	<b>(12.00)</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 2010/11 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 2010-11 BUDGET CALENDAR

DATE	BY WHOM	WHAT IS TO BE DONE
May 21	Department Heads	Submit budget requests and justifications and capital improvement program updates to the finance director.
May 21 - June 21	City Manager/Staff	Review budget requests and gather whatever additional information is necessary before formulating a working draft of budget.
June 1	City Commission	<p>City commission has first reading of rate resolution setting a proposed fire assessment fee rate.</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>
June 21 - June 30	City Manager/Staff	Production of a balanced budget
July 1	Property Appraiser	Property appraiser delivers certification of values to the city.
August 3	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 21	City Clerk	Advertise millage ordinance and budget ordinance by title only. (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 7	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 9	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 13	City Commission	<p><b>Public hearing</b> to adopt a final fire 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 21	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 24	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 7 and September 21, 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.

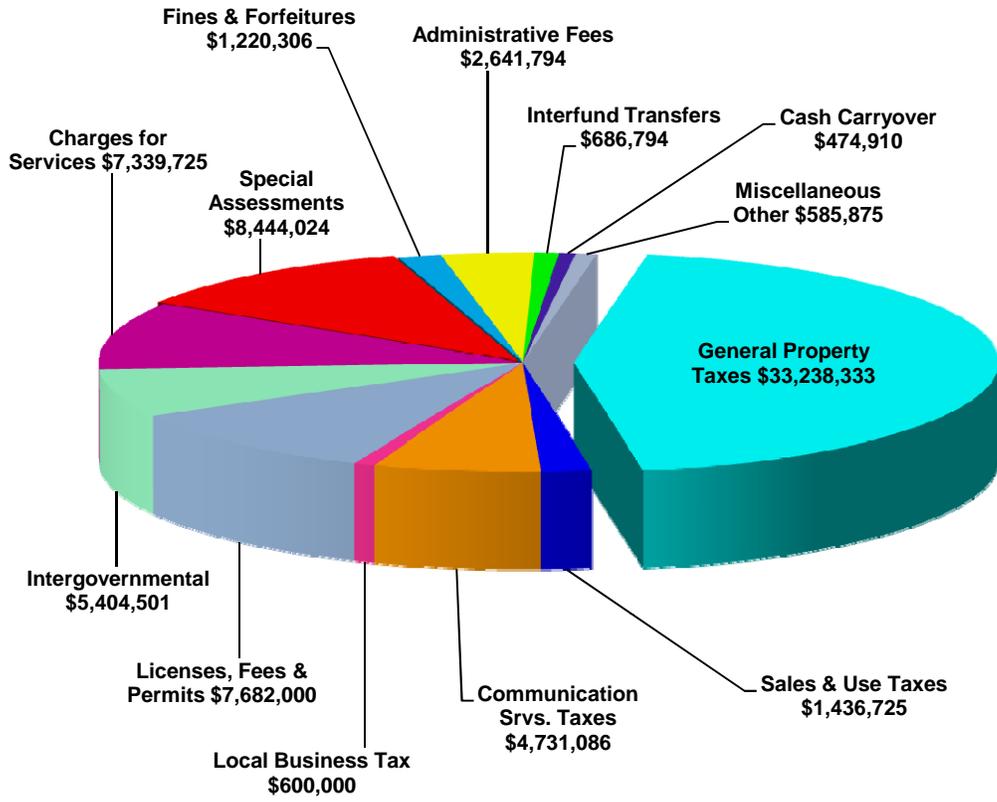
These hearings must be held after 5:00 p.m. if scheduled on a day other than Saturday, cannot be held on a Sunday, and cannot be held on the same hearing dates scheduled by the county commission and the school board. Therefore, the city will have to change the date of one or both of its public hearings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

School board public hearing dates – July 29 and September 16  
 County commission public hearing dates - September 14 and 28  
 Rosh Hashanah – September 8 (begins at sundown)  
 Yom Kippur – September 17 (begins at sundown)

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

DESCRIPTION OF REVENUE SOURCE	ESTIMATED REVENUE 2009-2010	ESTIMATED REVENUE 2010-2011	DOLLAR CHANGE	PERCENTAGE CHANGE
Ad valorem taxes	33,595,627	33,238,333	(357,294)	-1.1%
Communication services taxes	5,579,537	4,731,086	(848,451)	-15.2%
Local business taxes	680,000	600,000	(80,000)	-11.8%
Sales and use taxes	-	1,436,725	1,436,725	-
Licenses, permits & fees	7,433,325	7,682,000	248,675	3.3%
Intergovernmental revenues	6,342,145	5,404,501	(937,644)	-14.8%
General government	218,899	312,599	93,700	42.8%
Public safety	9,981,404	12,862,650	2,881,246	28.9%
Physical environment	92,000	107,500	15,500	16.8%
Transportation	1,169,000	1,210,000	41,000	3.5%
Culture/recreation	1,261,000	1,291,000	30,000	2.4%
Fines and forfeits	1,000,500	1,220,306	219,806	22.0%
Interest earnings	685,000	275,000	(410,000)	-59.9%
Sale-surplus materials	20,000	30,000	10,000	50.0%
Other misc revenues	2,622,862	2,922,669	299,807	11.4%
Interfund transfers	843,043	686,794	(156,249)	-18.5%
Cash carryover	9,126,927	474,910	(8,652,017)	-94.8%
Capital lease proceeds	<u>261,100</u>	<u>-</u>	<u>(261,100)</u>	<u>-100.0%</u>
<b>TOTAL</b>	<u><b>80,912,369</b></u>	<u><b>74,486,073</b></u>	<u><b>(6,426,296)</b></u>	<u><b>-7.9%</b></u>

# City of Deerfield Beach Projected Revenues - General Fund Fiscal Year 2010/11



**Total projected revenues: \$74,486,073**

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

	2007-08	2008-09	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
	Actual	Actual				
<b>TAXES</b>						
Ad Valorem	37,132,068	34,606,746	28,960,549	86	33,595,627	33,238,333
<i>General Property Taxes</i>	<u>37,132,068</u>	<u>34,606,746</u>	<u>28,960,549</u>	86	<u>33,595,627</u>	<u>33,238,333</u>
Fire Insurance Premium Tax	-	-	-	-	-	890,684
Casualty Ins Tax - Police	-	-	-	-	-	546,041
<i>Sales and Use Taxes</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,436,725</u>
<b>COMMUNICATION SERVICES TAXES</b>						
Communications Services	5,887,891	5,949,017	1,950,850	35	5,579,537	4,731,086
<i>Communications Svcs Taxes</i>	<u>5,887,891</u>	<u>5,949,017</u>	<u>1,950,850</u>	35	<u>5,579,537</u>	<u>4,731,086</u>
<b>LOCAL BUSINESS TAXES</b>						
Local Business Taxes	580,959	660,305	166,707	25	680,000	600,000
<i>Local Business Taxes</i>	<u>580,959</u>	<u>660,305</u>	<u>166,707</u>	25	<u>680,000</u>	<u>600,000</u>
<b>TOTAL TAXES</b>	<u>43,600,918</u>	<u>41,216,068</u>	<u>31,078,106</u>	78	<u>39,855,164</u>	<u>40,006,144</u>
<b>LICENSES AND PERMITS</b>						
Building, Structures, Equip	886,014	486,285	216,453	33	647,000	957,000
Electrical	319,728	231,721	82,677	51	162,000	239,000
Plumbing	129,569	69,548	34,861	42	83,000	122,000
Alarm	49,644	48,550	42,325	71	60,000	77,000
Backflow	1,300	910	500	71	700	1,500
Landscape	46,450	32,918	9,429	50	19,000	15,000
Mechanical	102,556	108,586	53,901	68	79,000	116,000
<i>Building Permits</i>	<u>1,535,261</u>	<u>978,518</u>	<u>440,146</u>	42	<u>1,050,700</u>	<u>1,527,500</u>
<b>FRANCHISE FEES</b>						
Electricity	-	-	1,718,857	29	6,000,000	5,750,000
Gas	27,947	30,769	9,897	33	30,000	20,000
Towing Franchise	39,000	65,000	26,975	52	52,000	52,000
Telecom Tower Agreements	360,555	280,676	139,763	47	295,625	300,000
<i>Franchise Fees</i>	<u>427,502</u>	<u>376,445</u>	<u>1,895,492</u>	30	<u>6,377,625</u>	<u>6,122,000</u>
<b>IMPACT FEES</b>						
Residential	-	1,316	-	-	2,500	2,500
Commercial	-	10,028	-	-	2,500	30,000
<i>Impact Fees</i>	<u>-</u>	<u>11,344</u>	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>32,500</u>
<b>TOTAL LICENSES, PERMITS, &amp; FEES</b>	<u>1,962,763</u>	<u>1,366,307</u>	<u>2,335,638</u>	31	<u>7,433,325</u>	<u>7,682,000</u>
<b>INTERGOVERNMENTAL REVENUE</b>						
FEMA - Hurricane Frances	-	1,049,452	-	-	-	-
FEMA - Hurricane Wilma	73,513	51,244	-	-	1,500,000	-
FEMA - Hurricane Katrina	-	181,564	-	-	-	-
Tropical Storm Fay	-	-	12,023	-	-	-
Urban Forestry Grant	-	9,000	-	-	-	-
<i>Federal Grants</i>	<u>73,513</u>	<u>1,291,260</u>	<u>12,023</u>	-	<u>1,500,000</u>	<u>-</u>
Hurricane - State Funds	-	50,984	2,004	-	-	-
<i>State Grants</i>	<u>-</u>	<u>50,984</u>	<u>2,004</u>	<u>-</u>	<u>-</u>	<u>-</u>

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

	2007-08	2008-09	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
	Actual	Actual				
State Revenue Sharing	-	-	453,132	40	1,122,425	1,250,913
Mobile Home Licenses	6,252	8,145	4,027	58	7,000	8,000
Alcoholic Beverage License	49,688	48,142	4,799	10	50,000	55,000
Local Govt 1/2 Cent Sales Tax	4,282,151	3,832,424	1,229,674	35	3,556,720	3,988,588
Fire Supplemental Comp	58,305	59,314	29,760	51	58,000	58,000
Motor Fuel Tax Rebate	47,089	46,142	-	-	48,000	44,000
<i>State Shared Revenues</i>	<u>4,443,485</u>	<u>3,994,167</u>	<u>1,721,392</u>	<u>36</u>	<u>4,842,145</u>	<u>5,404,501</u>
Boinis/Melrose Property	-	310,000	-	-	-	-
<i>Shared Rev Fr Oth Local Units</i>	-	310,000	-	-	-	-
<b>TOTAL INTERGOV'T REVENUES</b>	<u>4,516,998</u>	<u>5,646,411</u>	<u>1,735,419</u>	<u>27</u>	<u>6,342,145</u>	<u>5,404,501</u>
<b>CHARGES FOR SERVICES</b>						
Lien Search Fees	61,325	96,850	71,136	102	70,000	140,000
Research Service Fees	8,419	3,198	2,305	46	5,000	5,000
Planning & Growth Mgmt Fees	43,811	19,607	24,754	124	20,000	44,000
Election Filing Fees	-	1,500	-	-	-	-
County Surcharge - 3%	1,225	5,446	340	34	1,000	1,000
DCA Surcharge - 5%	354	134	34	11	300	200
CERT Surcharge - 10%	573	268	135	27	500	300
Street Lighting Maintenance	119,699	119,699	-	-	119,699	119,699
Information Systems Serv	1,425	2,900	200	8	2,400	-
Lobbyist Registrations	-	300	1,950	-	-	2,400
<i>General Government</i>	<u>236,831</u>	<u>249,902</u>	<u>100,854</u>	<u>46</u>	<u>218,899</u>	<u>312,599</u>
Off-duty Detail - Fire	54,156	33,043	19,025	42	45,000	65,000
Other Fees & Svcs.	5,038	-	-	-	-	-
Hillsboro Fire Agreement	675,008	693,102	344,199	50	689,904	794,026
911 Reimbursement	48,719	47,660	22,893	49	47,000	50,000
Fire Inspection Fees	230,361	195,701	73,205	37	200,000	400,000
Bldg. Inspections - OT	7,770	1,560	520	26	2,000	2,000
Building Code Inspections	7,500	8,700	4,800	80	6,000	12,000
Bldg. Plan Review - OT	43,496	742	3,412	341	1,000	5,000
Fire Plan Review Fees	76,139	28,322	12,663	63	20,000	40,000
Lighthouse Point Inspections	234,884	188,542	109,192	65	168,000	190,000
Fire Interlocal Agmt - BSO	64,167	75,833	33,333	42	80,000	81,600
Fire Plan Review - OT	3,120	23,400	13,780	69	20,000	30,000
Fire Inspections - OT	260	6,500	3,120	52	6,000	13,000
Fire Inspections Penalties	950	2,000	550	37	1,500	1,000
Ambulance Service Fees	1,816,088	2,484,044	1,406,944	60	2,350,000	2,600,000
Abandoned Property Reg.	-	56,150	57,600	230	25,000	120,000
Towing Administrative Fees	15,300	17,225	5,725	29	20,000	15,000
<i>Public Safety</i>	<u>3,282,956</u>	<u>3,862,524</u>	<u>2,110,961</u>	<u>57</u>	<u>3,681,404</u>	<u>4,418,626</u>

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

	2007-08	2008-09	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
	Actual	Actual				
Cemetery Fees	77,495	112,975	65,210	72	90,000	100,000
Lot Mowing/Board Up	409	1,372	3,355	168	2,000	7,500
<i>Garbage/Solid Waste</i>	<u>77,904</u>	<u>114,347</u>	<u>68,565</u>	<u>75</u>	<u>92,000</u>	<u>107,500</u>
Parking Meter Fees	1,222,528	1,204,367	471,512	41	1,150,000	1,190,000
Parking Agmt -Luna Rosa	15,871	16,500	10,500	58	18,000	18,000
Trolley Rental	1,627	1,489	250	25	1,000	2,000
<i>Transportation</i>	<u>1,240,026</u>	<u>1,222,356</u>	<u>482,262</u>	<u>41</u>	<u>1,169,000</u>	<u>1,210,000</u>
Program Activity Fees	435,763	735,014	253,167	43	587,000	600,000
Tennis Courts	16,183	17,384	9,139	46	20,000	16,000
Pier Restaurant Lease	49,260	41,050	17,795	-	-	45,000
Pier Merchandise Sales	128,123	133,022	51,335	42	123,000	99,000
Pier Admissions	250,307	240,662	104,372	44	237,000	220,000
Vending	1,015	671	318	-	-	-
Pier Parking	153,906	146,587	62,080	44	142,000	141,000
Pier Cabana Rentals	88,476	53,575	22,488	43	52,000	50,000
Beach Parking Permits	90,841	105,109	88,075	88	100,000	120,000
<i>Culture/Recreation</i>	<u>1,213,874</u>	<u>1,473,074</u>	<u>608,769</u>	<u>48</u>	<u>1,261,000</u>	<u>1,291,000</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>6,051,591</u>	<u>6,922,203</u>	<u>3,371,411</u>	<u>52</u>	<u>6,422,303</u>	<u>7,339,725</u>
<b>FINES AND FORFEITS</b>						
Court Fines	668,183	445,016	313,796	70	450,000	550,000
Beach Meter/Sticker Fine	271,899	277,673	133,738	53	250,000	260,000
Other Parking Fines	211,629	188,658	71,854	40	180,000	200,000
Notices of Infraction	4,328	2,010	1,145	76	1,500	2,000
Delinquent Fine Collection	24,680	24,605	13,195	53	25,000	25,000
Commercial Truck Inspection	74,875	62,214	17,718	39	45,000	45,000
Handicapped Violation Waiver	1,170	1,115	550	55	1,000	1,000
Code Violation Fines	27,030	34,695	68,134	195	35,000	125,000
False Alarm Code Violations	7,230	4,037	50	5	1,000	306
<i>Judgements &amp; Fines</i>	<u>1,291,024</u>	<u>1,040,023</u>	<u>620,180</u>	<u>63</u>	<u>988,500</u>	<u>1,208,306</u>
Returned Check Charge	12,666	13,178	7,106	59	12,000	12,000
<i>Violations of Local Ordinances</i>	<u>12,666</u>	<u>13,178</u>	<u>7,106</u>	<u>59</u>	<u>12,000</u>	<u>12,000</u>
<b>TOTAL FINES AND FORFEITS</b>	<u>1,303,690</u>	<u>1,053,201</u>	<u>627,286</u>	<u>63</u>	<u>1,000,500</u>	<u>1,220,306</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	519,391	256,572	-	-	500,000	220,000
Interest on Ad Valorem Tax	91,089	50,781	14,693	15	100,000	25,000
Interest on Idle Cash	107,821	(4,608)	10,663	13	85,000	30,000
<i>Interest Earnings</i>	<u>718,301</u>	<u>302,745</u>	<u>25,356</u>	<u>4</u>	<u>685,000</u>	<u>275,000</u>
Pioneer Park Boat Ramp Fees	-	-	-	-	-	33,180
<i>Rents and Royalties</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>33,180</u>
Fire Protection Assessment	6,081,708	6,142,612	5,096,999	81	6,300,000	8,444,024
Public Safety Impact Fee	151,874	-	-	-	-	-
<i>Special Assessments</i>	<u>6,233,582</u>	<u>6,142,612</u>	<u>5,096,999</u>	<u>81</u>	<u>6,300,000</u>	<u>8,444,024</u>
Surplus Furniture/Equip Sales	-	-	-	-	5,000	-
<i>Sales/Comp Loss of Fixed Assets</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>-</u>

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

	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2010-11</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 3/31/10)</b>			
Sale of Used Vehicles	26,268	9,711	101,962	680	15,000	30,000
Sale of Surplus Inventory	257	-	-	-	-	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>26,525</u>	<u>9,711</u>	<u>101,962</u>	<u>680</u>	<u>15,000</u>	<u>30,000</u>
Deerfield Beach Products	418	-	-	-	-	-
Deerfield Bottled Water	8	-	-	-	-	-
Mondo Ice	1,996	2,000	-	-	-	-
Spec Event Sponsorships	7,592	3,600	-	-	-	-
Brazilian Festival	-	39,312	-	-	-	-
Miscellaneous Donations	-	50	15,000	-	-	-
<i>Contribution From Private Sources</i>	<u>10,014</u>	<u>44,962</u>	<u>15,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative Fee - Utility	1,688,793	1,509,511	831,008	50	1,662,016	1,612,890
Administrative Fee - Solid Waste	766,553	766,553	447,073	50	894,145	946,267
Administrative Fee - CRA	36,089	32,955	33,351	50	66,701	82,637
Other Miscellaneous Revenue	9,768	2,792	8,770	-	-	-
Lawsuit Proceeds	7	30,388	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>2,501,210</u>	<u>2,342,199</u>	<u>1,320,202</u>	<u>50</u>	<u>2,622,862</u>	<u>2,641,794</u>
<b>TOTAL MISC REVENUES</b>	<u>9,489,632</u>	<u>8,842,229</u>	<u>6,559,519</u>	<u>68</u>	<u>9,627,862</u>	<u>11,423,998</u>
<b>NON-REVENUES</b>						
CRA Fund	679,921	679,505	-	-	688,824	686,794
CDBG Fund	147,854	147,400	-	-	148,538	-
SHIP Fund	21,082	113,848	-	-	5,681	-
State Revenue Sharing Fund	1,361,220	1,180,225	-	-	-	-
Franchise Fees Fund	5,361,848	5,686,502	-	-	-	-
Parks & Rec. Grants	68,510	-	-	-	-	-
<i>Interfund Transfers</i>	<u>7,640,435</u>	<u>7,807,480</u>	<u>-</u>	<u>-</u>	<u>843,043</u>	<u>686,794</u>
Cash Carryover - Prior Year	-	-	-	-	9,126,927	474,910
ICMA Pension Forfeitures	-	-	-	-	-	247,695
Capital Lease Proceeds	368,108	726,733	-	-	261,100	-
<i>Other Non-revenues</i>	<u>368,108</u>	<u>726,733</u>	<u>-</u>	<u>-</u>	<u>9,388,027</u>	<u>722,605</u>
<b>TOTAL NON-REVENUES</b>	<u>8,008,543</u>	<u>8,534,213</u>	<u>-</u>	<u>-</u>	<u>10,231,070</u>	<u>1,409,399</u>
<b>TOTAL GENERAL FUND</b>	<u>74,934,135</u>	<u>73,580,632</u>	<u>45,707,379</u>	<u>56</u>	<u>80,912,369</u>	<u>74,486,073</u>

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

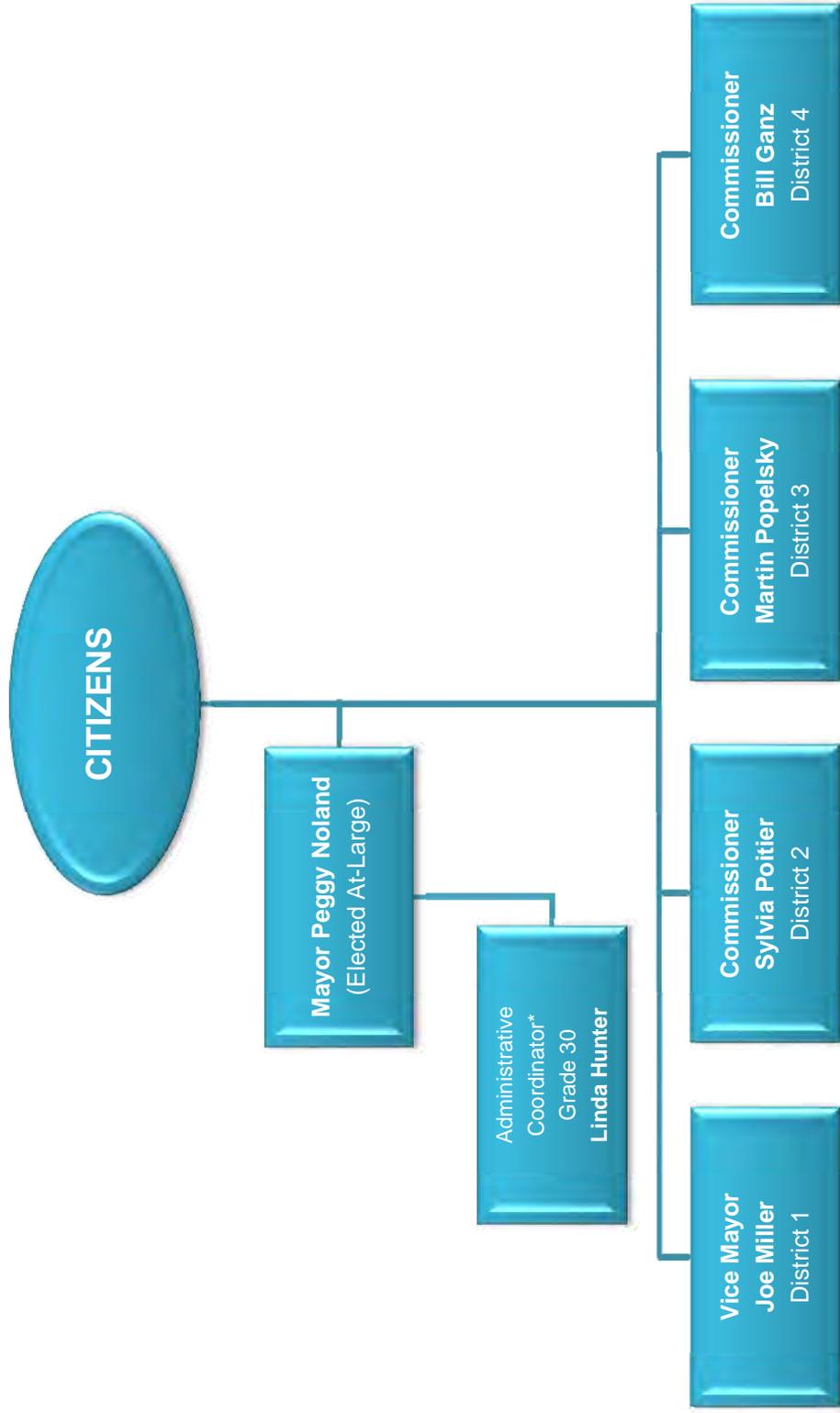
DEPARTMENT	ESTIMATED EXPENDITURES 2009-10	ESTIMATED EXPENDITURES 2010-11	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>City commission</b>	311,672	329,577	17,905	5.7%
<b>City manager</b>				
<i>Administration</i>	633,026	631,938	(1,088)	-0.2%
<i>Purchasing</i>	-	325,491	325,491	100.0%
<i>Economic Development</i>	-	30,510	30,510	100.0%
<b>City clerk</b>				
<i>Administration</i>	355,573	365,401	9,828	2.8%
<i>Elections</i>	-	74,384	74,384	0.0%
<b>City attorney</b>	532,500	527,700	(4,800)	-0.9%
<b>Central services</b>	521,500	450,500	(71,000)	-13.6%
<b>Management &amp; budget</b>				
<i>Finance/IS</i>	2,234,889	1,883,987	(350,902)	-15.7%
<i>Purchasing</i>	323,981	-	(323,981)	-100.0%
<i>Equipment maintenance</i>	135,000	137,000	2,000	1.5%
<b>Human resources</b>	372,010	489,514	117,504	31.6%
<b>Planning &amp; growth mgmt</b>				
<i>Planning</i>	651,243	586,491	(64,752)	-9.9%
<i>Community Development</i>	367,260	-	(367,260)	-100.0%
<i>Bldg &amp; Inspection Svcs</i>	1,902,349	1,701,876	(200,473)	-10.5%
<b>Police/BSO</b>				
<i>Police services</i>	20,873,426	20,780,999	(92,427)	-0.4%
<i>School crossing guard</i>	280,564	261,745	(18,819)	-6.7%
<i>Parking authority</i>	102,849	61,903	(40,946)	-39.8%
<b>Fire/rescue</b>	20,639,968	18,769,590	(1,870,378)	-9.1%
<b>Public works</b>				
<i>Administration</i>	470,600	288,013	(182,587)	-38.8%
<i>Facilities maintenance</i>	3,699,738	3,094,037	(605,701)	-16.4%
<i>Fleet maintenance</i>	1,507,593	1,427,478	(80,115)	-5.3%
<i>Landscape maintenance</i>	3,028,899	1,796,593	(1,232,306)	-40.7%
<b>Parks and recreation</b>				
<i>Administration</i>	874,704	430,117	(444,587)	-50.8%
<i>Recreation</i>	4,068,334	-	(4,068,334)	-100.0%
<i>Parks</i>	2,278,726	-	(2,278,726)	-100.0%
<i>East Zone</i>	-	2,102,066	2,102,066	100.0%
<i>Central Zone</i>	-	1,686,433	1,686,433	100.0%
<i>West Zone</i>	-	1,329,832	1,329,832	100.0%
<i>Municipal pier</i>	366,730	307,718	(59,012)	-16.1%
<b>Non-departmental</b>	9,706,154	10,268,963	562,809	5.8%
<b>Community participation</b>	181,325	109,023	(72,302)	-39.9%
<b>Debt service</b>	4,491,756	4,237,194	(254,562)	-5.7%
<b>TOTAL</b>	<u>80,912,369</u>	<u>74,486,073</u>	<u>(6,426,296)</u>	<u>-7.9%</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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\*This position supports the mayor and all commissioners.

City of Deerfield Beach, Florida  
City Commission  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
City Commission	\$ 260,162	\$ 257,682	\$ 128,027	\$ 311,672	\$ 329,577
TOTAL	<u>\$ 260,162</u>	<u>\$ 257,682</u>	<u>\$ 128,027</u>	<u>\$ 311,672</u>	<u>\$ 329,577</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 243,005	\$ 237,757	\$ 114,372	\$ 282,672	\$ 301,077
Materials & Supplies	8,986	8,872	753	7,000	6,500
Other Operating Expenses	8,171	11,053	12,902	22,000	22,000
TOTAL APPROPRIATIONS	<u>\$ 260,162</u>	<u>\$ 257,682</u>	<u>\$ 128,027</u>	<u>\$ 311,672</u>	<u>\$ 329,577</u>
<b><u>PERSONNEL</u></b>					
City Commission	6	6	6	6	6
TOTAL PERSONNEL	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>

## City Commission

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 188,486	\$ 186,255	\$ 90,965	\$ 221,681	\$ 218,032
Employee Benefits	54,519	51,502	23,407	60,991	83,045
<b>Materials &amp; Supplies</b>	8,986	8,872	753	7,000	6,500
<b>Other Services and Charges</b>	8,171	11,053	12,902	22,000	22,000
<b>Operations Subtotal</b>	<u>260,162</u>	<u>257,682</u>	<u>128,027</u>	<u>311,672</u>	<u>329,577</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 260,162	\$ 257,682	\$ 128,027	\$ 311,672	\$ 329,577
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	1
Part-Time	5	5	5	5	5
<b>TOTAL</b>	6	6	6	6	6

# 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**

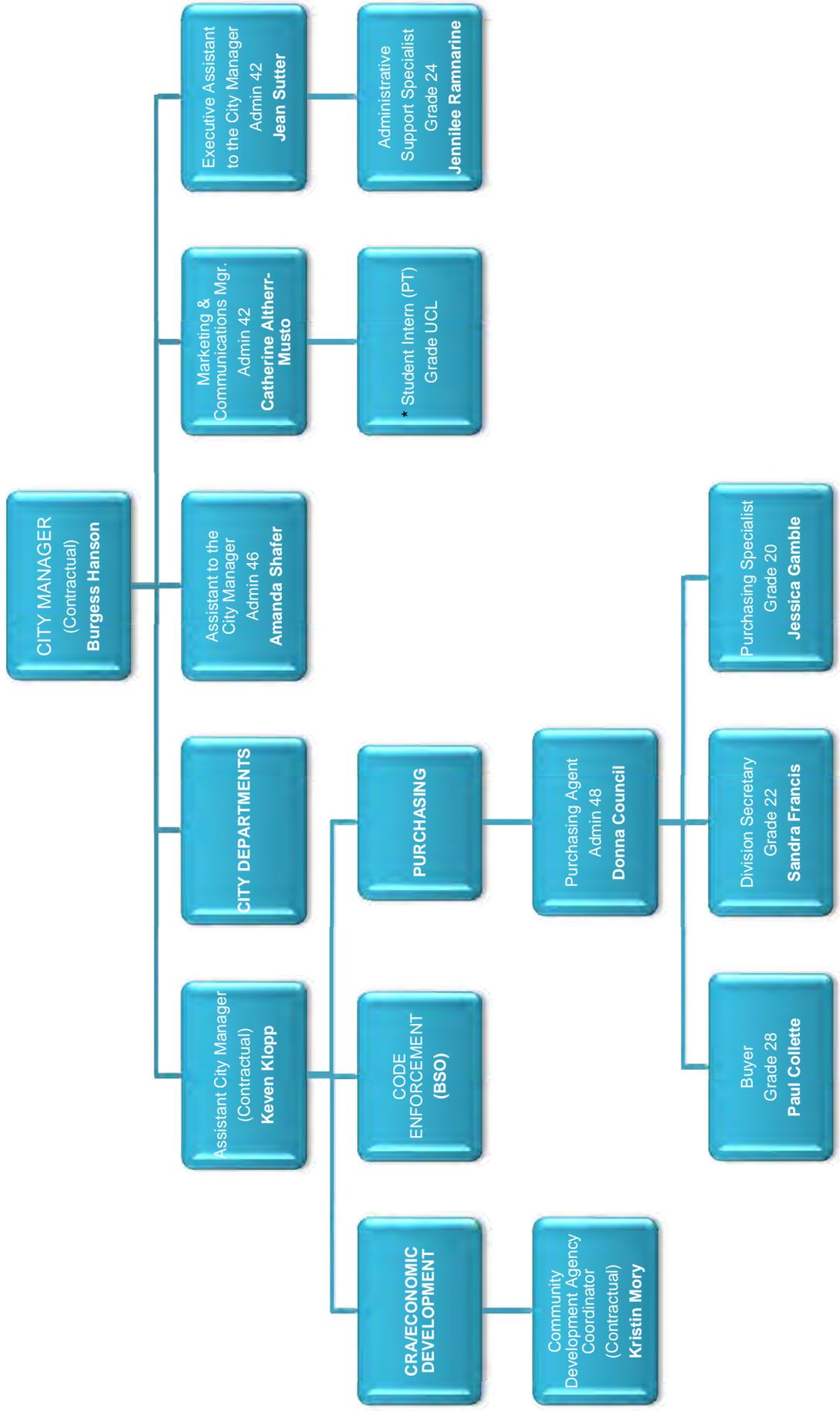
The procurement of goods and services necessary for City operations is handled by the Purchasing Division. This division assures compliance with state law and the City's procurement code, coordinates the preparation of bid specifications, researches products and services, maintains all service contracts,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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 309,994	\$ 353,867	\$ 226,352	\$ 633,026	\$ 631,938
Purchasing	294,878	302,685	138,751	323,981	325,491
Economic Development	-	-	-	-	30,510
TOTAL	<u>\$ 604,872</u>	<u>\$ 656,552</u>	<u>\$ 365,103</u>	<u>\$ 957,007</u>	<u>\$ 987,939</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 551,994	\$ 637,927	\$ 340,688	\$ 926,852	\$ 925,554
Materials & Supplies	9,645	5,293	-	11,475	9,225
Other Operating Expenses	8,555	13,332	24,415	18,680	53,160
Capital Outlay	34,678	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 604,872</u>	<u>\$ 656,552</u>	<u>\$ 365,103</u>	<u>\$ 957,007</u>	<u>\$ 987,939</u>
<b><u>PERSONNEL</u></b>					
Administration	4.00	4.00	4.00	4.00	5.50
Purchasing	4.00	4.00	4.00	4.00	4.00
Economic Development	0.00	0.00	0.00	0.00	0.05
TOTAL PERSONNEL	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>9.55</u>

## City Manager - Administration

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 229,605	\$ 296,011	\$ 187,081	\$ 528,256	\$ 512,216
Employee Benefits	37,926	45,805	33,464	86,370	98,822
<b>Materials &amp; Supplies</b>	3,720	3,061	-	5,500	4,000
<b>Other Services and Charges</b>	4,065	8,990	5,807	12,900	16,900
<b>Operations Subtotal</b>	<u>275,316</u>	<u>353,867</u>	<u>226,352</u>	<u>633,026</u>	<u>631,938</u>
<b>Capital Outlay</b>	<u>34,678</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>DIVISION TOTAL</b>	<b>\$ 309,994</b>	<b>\$ 353,867</b>	<b>\$ 226,352</b>	<b>\$ 633,026</b>	<b>\$ 631,938</b>
<b><u>PERSONNEL</u></b>					
Full-Time	4.0	4.0	4.0	4.0	5.5
<b>TOTAL</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>5.5</b>

## Purchasing

EXPENDITURES	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 246,436	\$ 256,575	\$ 116,537	\$ 269,668	\$ 271,672
Employee Benefits	38,027	39,536	18,006	42,558	42,844
<b>Materials &amp; Supplies</b>	5,925	2,232	2,347	5,975	5,225
<b>Other Services and Charges</b>	4,490	4,342	1,861	5,780	5,750
<b>Operations Subtotal</b>	<u>294,878</u>	<u>302,685</u>	<u>138,751</u>	<u>323,981</u>	<u>325,491</u>
<b>DIVISION TOTAL</b>	\$ 294,878	\$ 302,685	\$ 138,751	\$ 323,981	\$ 325,491
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	4
<b>TOTAL</b>	4	4	4	4	4

## Mission Statement

The Purchasing Division assists the City of Deerfield Beach and 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 FY10-11 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>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Number of full time employees	4	4	4	4
Department Expenditures	\$ 302,685	\$ 323,981	\$ 323,981	\$ 325,491
<b>OUTPUTS:</b>				
Number of Pay Authorizations Issued by Purchasing	622	400	450	375
Number of bids issued	52	60	60	73
Number of new vendors added	477	500	500	350
Number of tow slips audited	1,065	867	850	900
Number of of Southeast Florida Government Purchasing Cooperative Bids contracts executed	89	94	94	80
Number of Contracts reviewed for compliance	59	100	112	120
<b>EFFECTIVENESS MEASURES:</b>				
Dollar number of goods sold at auction	\$ 14,941	\$ 101,962	\$ 120,000	\$ 100,000
Total cost savings through bid/rfp process		\$ 416,931	\$ 475,000	\$ 500,000
Total cost savings through quotation process		\$ 112,000	\$ 150,000	\$ 200,000
total purchase orders	1,412	1,000	1,100	900
<b>EFFICIENCY MEASURES:</b>				
Purchase orders per full time employee	\$ 470	\$ 334	\$ 366	\$ 320
Number of blanket orders invoices processed	N/A	1,000	1,344	1,000
Pre-bid conferences held	24	11	15	20
Purchase contracts administered per full-time employee reviewed for compliance	20	33	37	45

## City Manager - Economic Development

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 3,900
Employee Benefits	-	-	-	-	610
<b>Other Services and Charges</b>	-	-	-	-	26,000
<b>Operations Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>30,510</u>
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 30,510
<b><u>PERSONNEL</u></b>					
Full-Time	0	0	0	0	0.05
<b>TOTAL</b>	0	0	0	0	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.

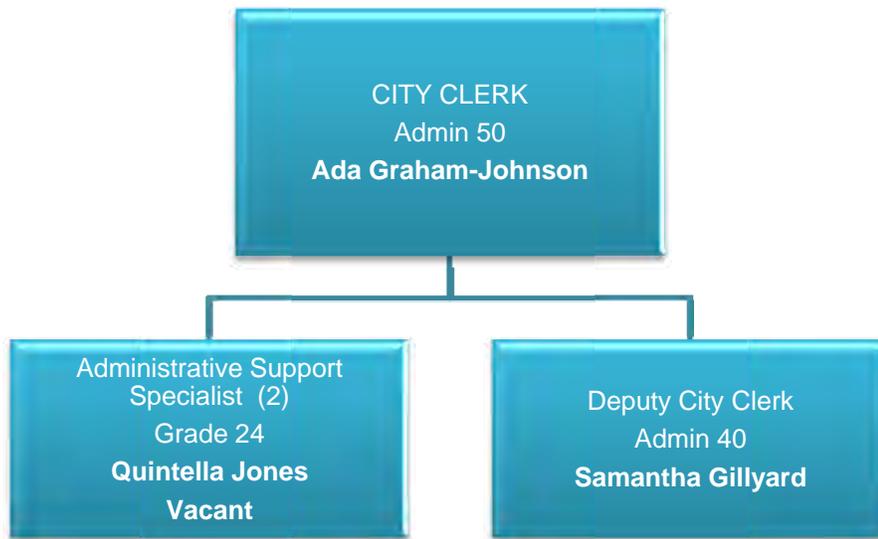
## **DEPARTMENT GOALS**

- 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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 322,096	\$ 312,745	\$ 138,972	\$ 355,573	\$ 365,401
Elections	9,800	93,762	(200)	-	74,384
TOTAL	<u>\$ 331,896</u>	<u>\$ 406,507</u>	<u>\$ 138,772</u>	<u>\$ 355,573</u>	<u>\$ 439,785</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 250,290	\$ 250,290	\$ 105,787	\$ 271,948	\$ 284,026
Materials & Supplies	17,185	17,185	6,574	18,725	18,775
Other Operating Expense	64,421	139,032	26,411	64,900	136,984
TOTAL APPROPRIATIONS	<u>\$ 331,896</u>	<u>\$ 406,507</u>	<u>\$ 138,772</u>	<u>\$ 355,573</u>	<u>\$ 439,785</u>
<b><u>PERSONNEL</u></b>					
Administration	4.0	3.5	4.0	4.0	4.0
TOTAL PERSONNEL	<u>4.0</u>	<u>3.5</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>

## Administration & Elections

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 223,705	\$ 216,708	\$ 91,644	\$ 234,986	\$ 247,701
Employee Benefits	33,305	33,582	14,143	36,962	36,325
<b>Materials &amp; Supplies</b>	13,118	17,185	6,574	18,725	18,725
<b>Other Services and Charges</b>	61,768	139,032	26,411	64,900	137,034
<b>Operations Subtotal</b>	<u>331,896</u>	<u>406,507</u>	<u>138,772</u>	<u>355,573</u>	<u>439,785</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 331,896	\$ 406,507	\$ 138,772	\$ 355,573	\$ 439,785
<b>PERSONNEL</b>					
Full-Time	4.0	3.5	4.0	4.0	4.0
<b>TOTAL</b>	4.0	3.5	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 FY10-11 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	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Number of full-time employees	4	4	4	4
<b>OUTPUTS:</b>				
Number of notarizations for all new hire employees, contracts, staff agreements, and the public	177	200	200	200
Number of logged, processed, prepared and reviewed contracts/agreements	167	170	170	180
Number of processed certificates of ownerships	125	130	130	130
Number of public records requests received, processed, copied, mailed, researched, and logged	491	515	515	520
Number of ordinances e-mailed for codification	16	20	20	25
Number of recording documents processed/logged	266	280	280	280
Number of PAC's to monitor	3	4	4	5
Number of board oaths prepared and performed	42	71	61	61
Number of employee oaths prepared and performed	84	90	88	88
Number of trips to off-site storage facility	30	35	35	40
Number of files retrieved from off-site storage facility	18	26	26	43
Number of boxes delivered to off-site storage facility	155	125	125	160
Number of memos and letters prepared	342	390	390	395
Number of lobbyist registrations	17	20	20	25
Number of meeting minutes transcribed and approved; to include City Commission, Special Meetings, Budget Workshops, Workshop, and CRA Minutes	35	54	54	54
Number of resolutions approved and executed (to include CRA)	300	350	350	350
Number of ordinances approved and executed	38	40	40	40
Number of meetings attended; to include City Commission, Special Meetings, Budget Workshops, Workshop Meetings, and CRA Meetings	35	54	54	54
Number of agendas prepared	35	44	44	44
Number of agenda books prepared: includes set up and distribution	338	312	312	312
Number of meetings to set up for: includes all City Commission Meetings, Budget Workshops, Special Meetings, and Workshop Meetings	35	54	54	54
Number of items scanned using Laserfische	15,201	17,000	17,000	17,000
Number of pay authorizations prepared (to include indemnity checks)	198	235	235	240
Number of bid openings attended; bids read and opened	24	30	30	36
Number of records destroyed that met retention period	76	186	186	120
Number of mail pieces received	400,000	450,000	450,000	450,000
Number of mail pieces outgoing	350,000	400,000	400,000	400,000
Number of mail pieces opened	48,000	50,000	50,000	50,000
Number of notices posted	115	123	123	125
Number of notices inserted & mailed	1300	1500	1500	2000
Number of Code Enforcement notices posted	245	260	260	250
Number of notices proofed for newspaper	191	200	200	200
Number of newspaper notices verified & retrieved	191	200	200	200
Number of newspaper articles retrieved	164	175	175	175
Number of phone calls received daily	85	125	125	125
Number of walk-in customers daily (internal & external)	16	25	25	25
Number of precincts maintained for elections	38	0	0	17
Number of ads displayed via Sun-Sentinel	191	200	200	200
Number of supplements distributed	360	380	380	375
Number of advisory boards/committees maintained	21	18	18	16

# City Clerk

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>EFFECTIVENESS MEASURES:</b>				
Average number of days to process pay authorizations	1	1	1	1
Number of hours spent preparing for agenda and setting up agenda books (bi-weekly)	30	30	30	30
Number of hours spent processing mail (daily)	2	2	2	2
Number of hours spent filing (Weekly)	6	6	6	6
Number of hours spent on proofing and correcting meeting minutes (bi-weekly)	15	20	20	20
Number of hours spent transcribing minutes weekly (to include CRA Minutes)	20	25	25	25
Time spent posting meeting notices (minutes per week)	30	30	30	30
Number of meeting minutes approved by City Commission	35	54	54	43
Time spent updating Code of Ordinances/Land Development Supplements (quarterly)	1	1	1	1
Time spent updating board book pages & history book (as needed)	2 hours	1.5 hours	1.5 hours	1 hour
Number of hours spent preparing documents for execution & distribution (weekly)	15	18	18	18
Number of hours spent copying documents (weekly)	5	7.5	7.5	7.5
Percentage of Public Records Requests satisfied	100%	100%	100%	100%
Number of hours spent redacting confidential information from public records (weekly)	1 hour	1 hour	1 hour	1 hour
Number of hours spent preparing for elections; i.e. creating pamphlets for candidates; updating candidates on their responsibilities; coordinating candidates' informational meetings (daily)	18.5	2	2	21
Percentage of campaign finance forms reviewed & corrected	100%	100%	100%	100%
Time spent uploading agendas, minutes, & notices to website; uploading backup material (bi-weekly)	1.5 hours	2.5 hours	2.5 hours	2.5 hours
Time spent setting up & break down for City Commission Meetings (hr/meeting)	1 hour	1 hour	1 hour	1 hour
Time spent scanning documents (weekly)	5.5 hours	7 hours	7 hours	7 hours
Number of hours spent attending classes with the Supervisor of Elections Office for election preparation (yearly)	6 hours	4 hours	4 hours	5 hours
<b>EFFICIENCY MEASURES:</b>				
Timeframe to process ordinances for codification (bi-weekly)	20 min	20 min	20 min	20 min
Number of treasury reports received from PAC's	20	16	16	16
Timeframe to mail notices for Planning & Zoning	1 day	2 days	2 days	2 days
Average amount of time used to answer & transfer incoming phone calls (minutes/call)	3 minutes	3 minutes	3 minutes	5 minutes
Timeframe to mail literature to new/reappointed board members	2 days	1 day	1 day	1 day

# 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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
City Attorney	\$ 571,563	\$ 572,496	\$ 308,141	\$ 532,500	\$ 527,700
TOTAL	<u>\$ 571,563</u>	<u>\$ 572,496</u>	<u>\$ 308,141</u>	<u>\$ 532,500</u>	<u>\$ 527,700</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ -	\$ -	\$ 82,174	\$ -	\$ 37,200
Materials & Supplies	29,342	26,395	13,065	18,000	3,000
Other Operating Expenses	542,221	546,101	212,902	514,500	487,500
TOTAL APPROPRIATIONS	<u>\$ 571,563</u>	<u>\$ 572,496</u>	<u>\$ 308,141</u>	<u>\$ 532,500</u>	<u>\$ 527,700</u>
<b><u>PERSONNEL</u></b>					
City Attorney	0.0	0.0	2.0	0.0	0.5
TOTAL PERSONNEL	<u>0.0</u>	<u>0.0</u>	<u>2.0</u>	<u>0.0</u>	<u>0.5</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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Central Services	\$ 485,997	\$ 524,231	\$ 201,628	\$ 521,500	\$ 450,500
TOTAL	<u>\$ 485,997</u>	<u>\$ 524,231</u>	<u>\$ 201,628</u>	<u>\$ 521,500</u>	<u>\$ 450,500</u>
<b><u>EXPENSE GROUP</u></b>					
Materials & Supplies	\$ 13,887	\$ 27,224	\$ 7,105	\$ 24,000	\$ 18,000
Other Operating Expenses	449,828	497,007	194,523	497,500	432,500
Capital Outlay	22,282	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 485,997</u>	<u>\$ 524,231</u>	<u>\$ 201,628</u>	<u>\$ 521,500</u>	<u>\$ 450,500</u>

# Management and Budget

## Finance/Information Systems Equipment Maintenance

The Management and Budget Department is comprised of three divisions - finance/information systems, 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, all applicable policies 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 tracks the City's outstanding debt.

The information systems division 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 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.

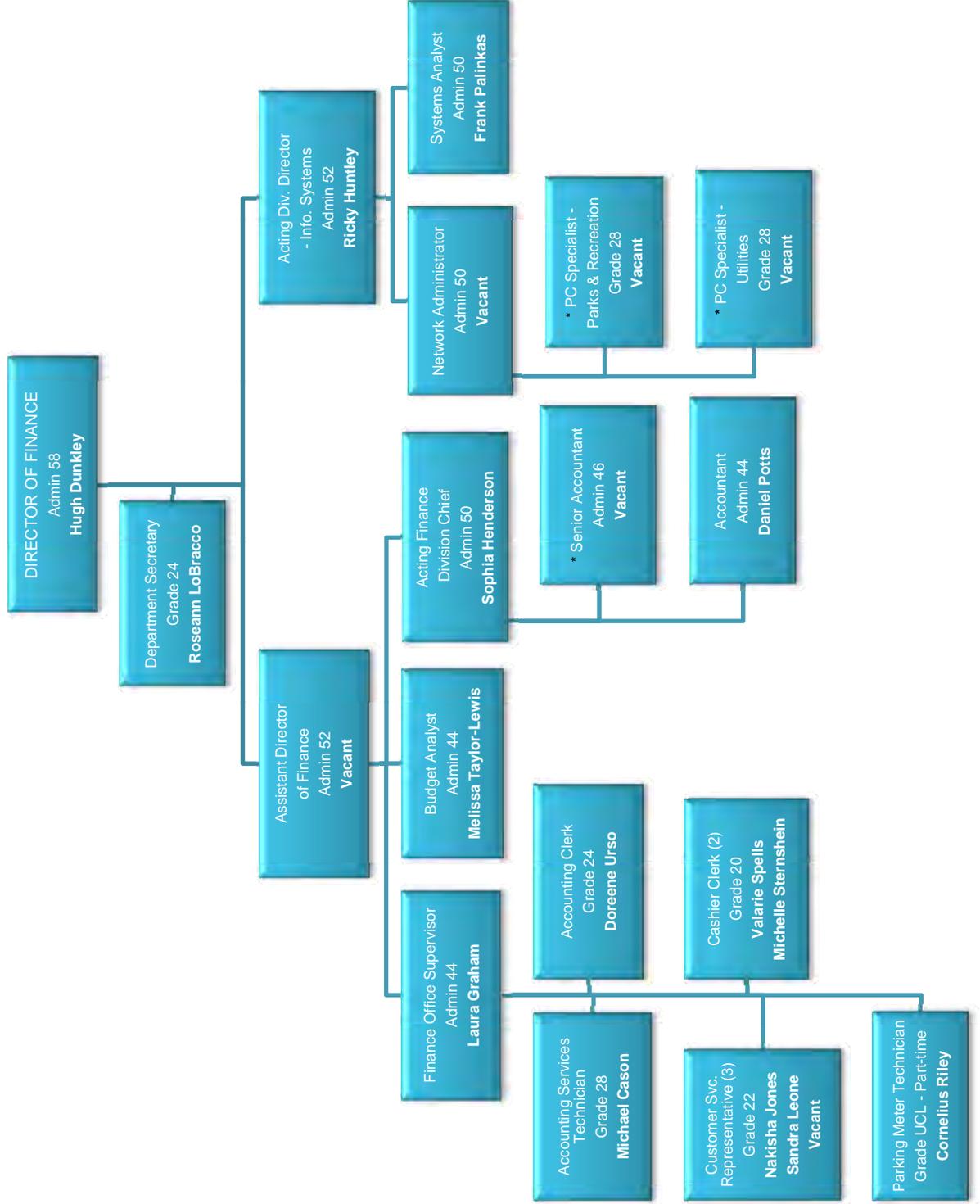
## Equipment Maintenance Division

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
- Provide for a quality and efficient Information Systems Division
- Encourage employee training and development

# Management & Budget Department Organization Chart



\* Frozen / Not funded

City of Deerfield Beach, Florida  
Management & Budget  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Finance & Information Systems	\$ 2,001,478	\$ 2,222,733	\$ 981,929	\$ 2,234,889	\$ 1,883,987
Equipment Maintenance	140,396	145,138	72,836	135,000	137,000
TOTAL	<u>\$ 2,141,874</u>	<u>\$ 2,367,871</u>	<u>\$ 1,054,765</u>	<u>\$ 2,369,889</u>	<u>\$ 2,020,987</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 1,389,844	\$ 1,407,111	\$ 654,239	\$ 1,573,889	\$ 1,242,987
Materials & Supplies	75,561	104,746	29,263	201,000	57,000
Other Operating Expenses	671,518	856,014	371,263	595,000	721,000
Capital Outlay	4,951	-	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 2,141,874</u>	<u>\$ 2,367,871</u>	<u>\$ 1,054,765</u>	<u>\$ 2,369,889</u>	<u>\$ 2,020,987</u>
<b><u>PERSONNEL</u></b>					
Finance & Information Systems	<u>20</u>	<u>20</u>	<u>18</u>	<u>18</u>	<u>15</u>
TOTAL PERSONNEL	<u>20</u>	<u>20</u>	<u>18</u>	<u>18</u>	<u>15</u>

## Finance & Information Systems

EXPENDITURES	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 1,207,046	\$ 1,221,864	\$ 549,483	\$ 1,354,114	\$ 1,077,815
Employee Benefits	182,798	185,247	104,756	219,775	165,172
<b>Materials &amp; Supplies</b>	72,182	96,315	26,637	71,000	57,000
<b>Other Services and Charges</b>	534,501	719,307	301,053	590,000	584,000
<b>Operations Subtotal</b>	<u>1,996,527</u>	<u>2,222,733</u>	<u>981,929</u>	<u>2,234,889</u>	<u>1,883,987</u>
<b>Capital Outlay</b>	<u>4,951</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>DIVISION TOTAL</b>	\$ 2,001,478	\$ 2,222,733	\$ 981,929	\$ 2,234,889	\$ 1,883,987
<b>PERSONNEL</b>					
Full-Time	19	19	18	18	14
Part-Time	1	1	0	0	1
<b>TOTAL</b>	20	20	18	18	15

## Mission Statement

The Finance 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. Information Systems 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 FY10-11 Goals

1. Implement GASB statement No. 51, *Accounting and Financial Reporting for Intangible Assets*; GASB Statement No. 53, *Accounting and Financial Reporting for Derivative Instruments*; and GASB Statement No. 58, *Accounting and Financial Reporting for Chapter 9 Bankruptcies*.
2. Complete Accounting Policies and Procedures Manual.
3. Continue next phase of installation of pay-and-display parking systems at North Beach Pavilion and Main Beach parking lot.
4. Obtain GFOA's excellence in financial reporting and distinguished budget presentation awards.
5. Cross-train staff to handle cashiering / customer service functions.

## Finance & Information Services

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Number of full-time employees	19	18	18	14
Department Expenditures	\$ 2,670,556	\$ 2,234,889	\$ 2,230,000	2,020,987
<b>OUTPUTS:</b>				
Prepare CAFR	Yes	Yes	Yes	Yes
Prepare Proposed and Approved Budget documents	Yes	Yes	Yes	Yes
Investment earnings generated	\$ 1,039,006	\$ 500,000	\$ 876,377	\$ 401,000
Number of vendor checks processed	12,849	12,500	12,500	12,000
Number of payroll checks/direct deposit vouchers processed	18,942	19,150	19,500	18,136
Number of lien searches conducted	1,770	2,212	2,212	2,500
Number of computers inspected/upgraded	225	230	230	230
Number of service calls - Information Systems Division	1,984	1,984	1,800	2,232
<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	75%	75%	50%	75%
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	\$ 34.47	\$ 30.52	\$ 30.46	\$ 27.60
Payroll direct deposit utilization rate	75%	80%	80%	80%
Information Systems Division service calls responded to per F/T I.S. Division employee	992	992	900	744
Average percentage of available funds invested	95%	88%	95%	90%

## Equipment Maintenance

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Materials &amp; Supplies</b>	\$ 3,379	\$ 8,431	\$ 2,626	\$ 5,000	\$ 5,000
<b>Other Services and Charges</b>	137,017	136,707	70,210	130,000	132,000
<b>Operations Subtotal</b>	140,396	145,138	72,836	135,000	137,000
<b>DIVISION TOTAL</b>	\$ 140,396	\$ 145,138	\$ 72,836	\$ 135,000	137,000

# 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.

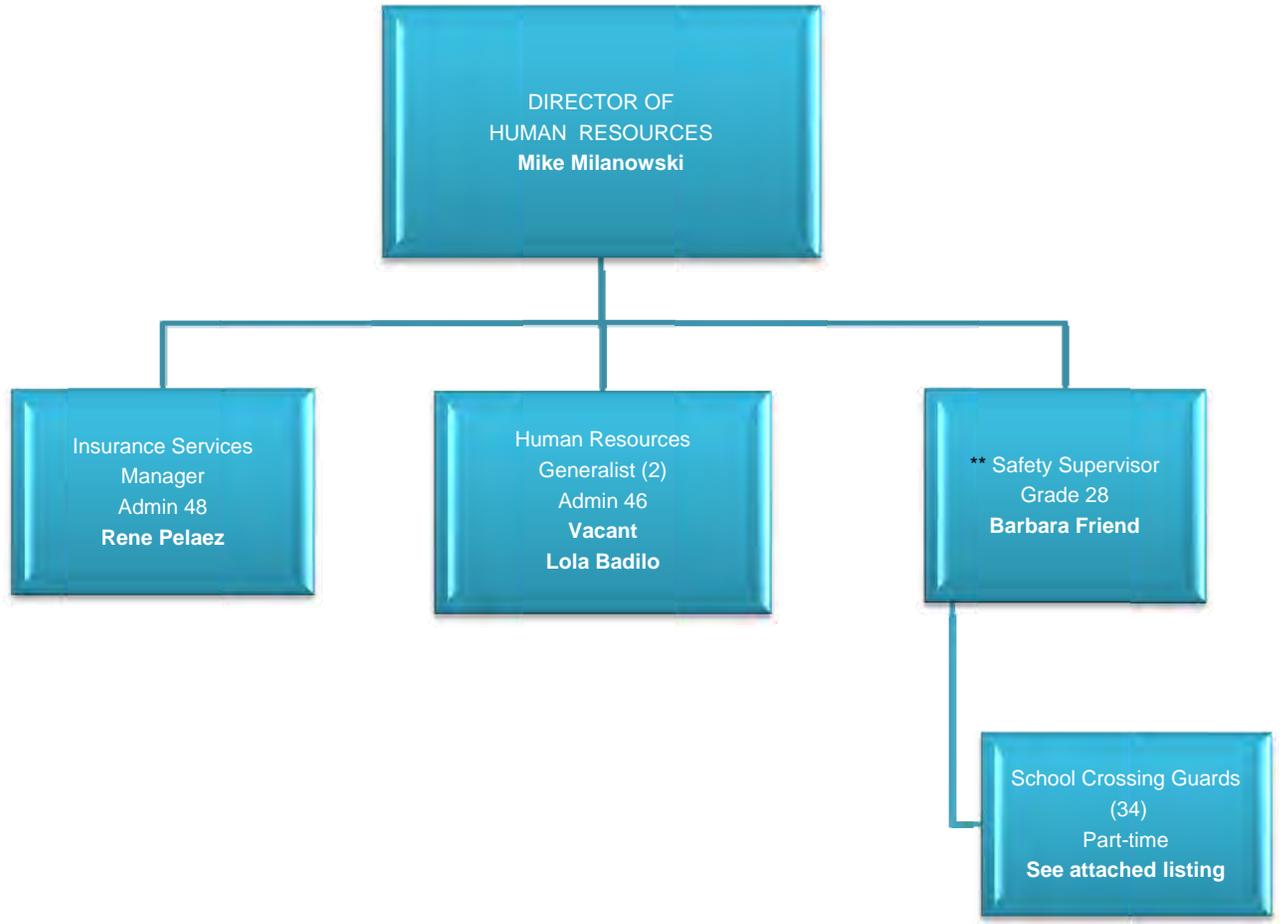
Departments have continued to work on a number of the problem areas and have taken a variety of steps to improve them through training and other methods.

#### ⇒ **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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\*\*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.

# Department of Human Resources

## Organization Chart

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### School Crossing Guards

Mary Archer  
Cassandra Banks  
Judith Bowen  
Pearlie Bryant  
Bonnie Cohen  
Edwin Devorin  
Glenice Fulmore  
Walter Gaines  
Earl Garner  
Patricia Harden  
Bernadette Harney  
Willie Harris  
Krysten Herrick  
William Hoffman  
Lula Jackson  
Gail James  
Rebecca Johnson  
John Karageorges  
John Major  
Shirley Major  
Margaret Moorer  
Joseph Myrie  
Gloria Occhiogrosso  
Joseph Occhiogrosso  
Maria Robert Verde  
Elisha Rolle  
Bernice Ross  
Ralph Ross  
Sally Schauf  
Ella Singletary  
Catherine Taurinski  
Hamon Thompson  
Kathy Weber  
William West

City of Deerfield Beach, Florida  
Human Resources  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Human Resources	\$ 494,710	\$ 471,804	\$ 155,727	\$ 372,010	\$ 489,514
TOTAL	<u>\$ 494,710</u>	<u>\$ 471,804</u>	<u>\$ 155,727</u>	<u>\$ 372,010</u>	<u>\$ 489,514</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 416,340	\$ 380,130	\$ 137,056	\$ 288,130	\$ 393,614
Materials & Supplies	5,421	2,448	1,066	2,500	2,250
Other Operating Expenses	72,949	89,226	17,605	81,380	93,650
TOTAL APPROPRIATIONS	<u>\$ 494,710</u>	<u>\$ 471,804</u>	<u>\$ 155,727</u>	<u>\$ 372,010</u>	<u>\$ 489,514</u>
<b><u>PERSONNEL</u></b>					
Human Resources	4	4	3	3	4
TOTAL PERSONNEL	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>4</u>

## Human Resources

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 362,544	\$ 330,881	\$ 115,008	\$ 248,613	\$ 343,466
Employee Benefits	53,796	49,249	22,048	39,517	50,148
<b>Materials &amp; Supplies</b>	5,421	2,448	1,066	2,500	2,250
<b>Other Services and Charges</b>	72,949	89,226	17,605	81,380	93,650
<b>Operations Subtotal</b>	<u>494,710</u>	<u>471,804</u>	<u>155,727</u>	<u>372,010</u>	<u>489,514</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 494,710	\$ 471,804	\$ 155,727	\$ 372,010	\$ 489,514
<b>PERSONNEL</b>					
Full-Time	4	4	3	3	4
<b>TOTAL</b>	4	4	3	3	4

## Mission Statement

The mission of the Human Resources Department is to provide excellent service to our community through our employees by recruiting, hiring and training a diverse, high quality work force. To provide our employees with a comprehensive, competitive, and cost-effective benefit program which will enable us to retain a high quality work force.

## Major FY10-11 Goals

1. Update the City's Personnel Rules and Regulations.
2. Outsource a pay, classification and benefits study.
3. Develop and implement a more comprehensive new employee orientation program.
4. Develop and implement continuous training programs for all employees to include customer service and harassment/discrimination prevention.
5. Develop and implement continuous policy compliance training for all directors, managers, and front line supervisors.

# Human Resources

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Total number of budgeted full-time employees	4	4	4	4
Department Expenditures (incl. salaries)	\$471,804	\$372,010	\$360,000	\$489,514
<b>OUTPUTS:</b>				
No. of positions posted	33	15	20	10
No. of employment applications received	2,530	2,425	3,637	2,500
Percentage overall of minority applications	39%	56%	73%	60%
No. of employee grievances	4	4	5	4
No. of employee training sessions held	9	2	1	8
No. of employee benefit educational initiatives	2	14	14	14
<b>EFFECTIVENESS MEASURES:</b>				
Employee turnover rate	3.2%	4.2%	4.6%	N/A
Amount spent on unemployment compensation	\$24,136	\$25,000	\$45,000	N/A
Percent of new full-time employees who have successfully completed initial probationary period.	99%	99%	99.5%	99.5%
<b>EFFICIENCY MEASURES:</b>				
No. of full-time emps. per full-time HR staff <i>(Industry standard is 100)</i>	142	189	189	189
Dept. expenditures per capita (per full-time emps.)	\$831	\$655	\$633	\$746

# Planning and Growth Management

## Planning Building

The Department of Planning & Growth Management 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 and GIS program development and implementation. 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 Division

The Planning Division consists of three areas of responsibility: planning, zoning, and GIS. 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.

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.

## **Building Division**

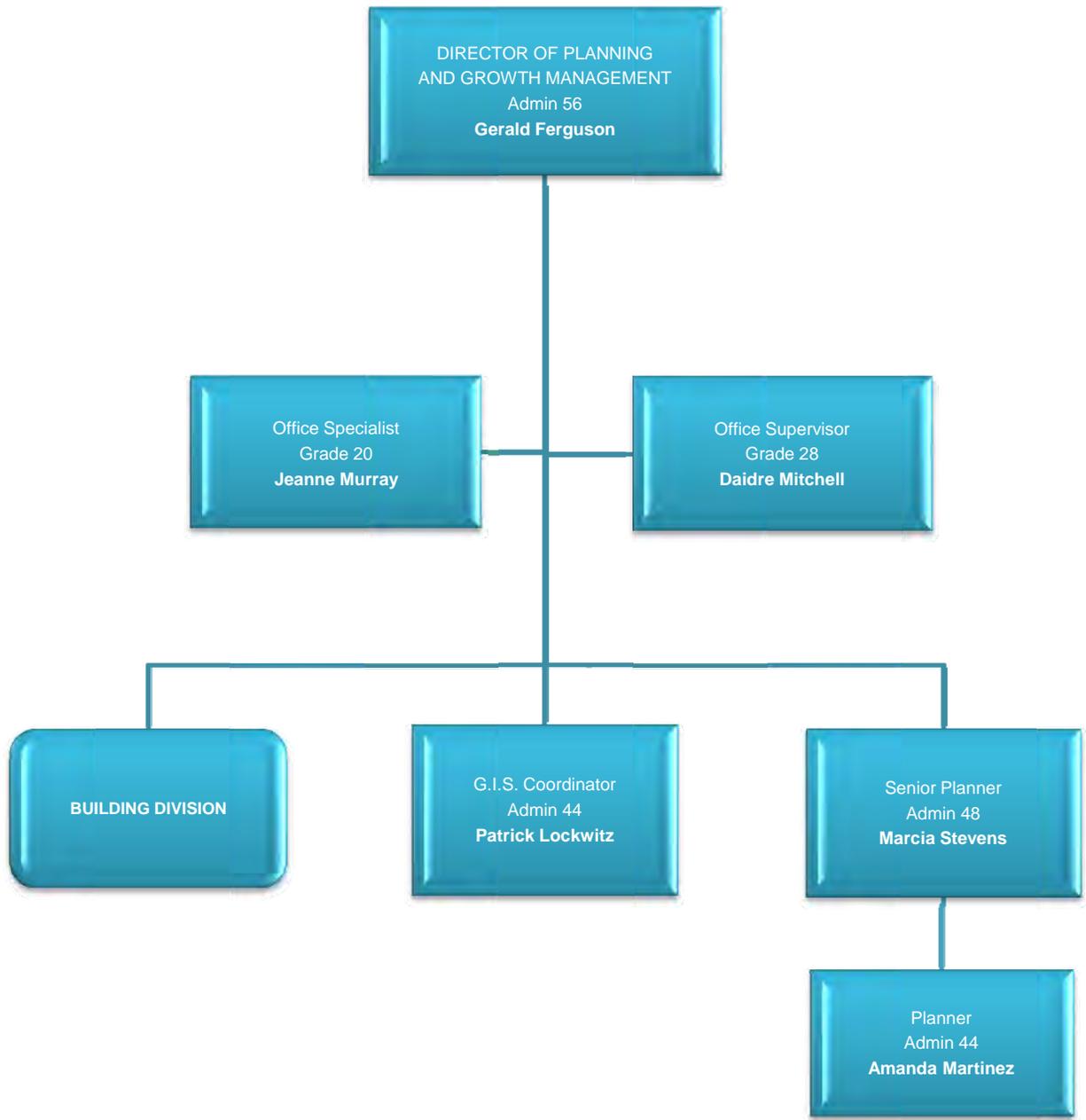
The Building Division is responsible for enforcing the Building code ensuring safe, sound and progressive development of commercial and residential properties. Renovation, remodeling and construction are all closely monitored, while code inspections are conducted systematically. The division complies 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 & Growth Management Department Organization Chart

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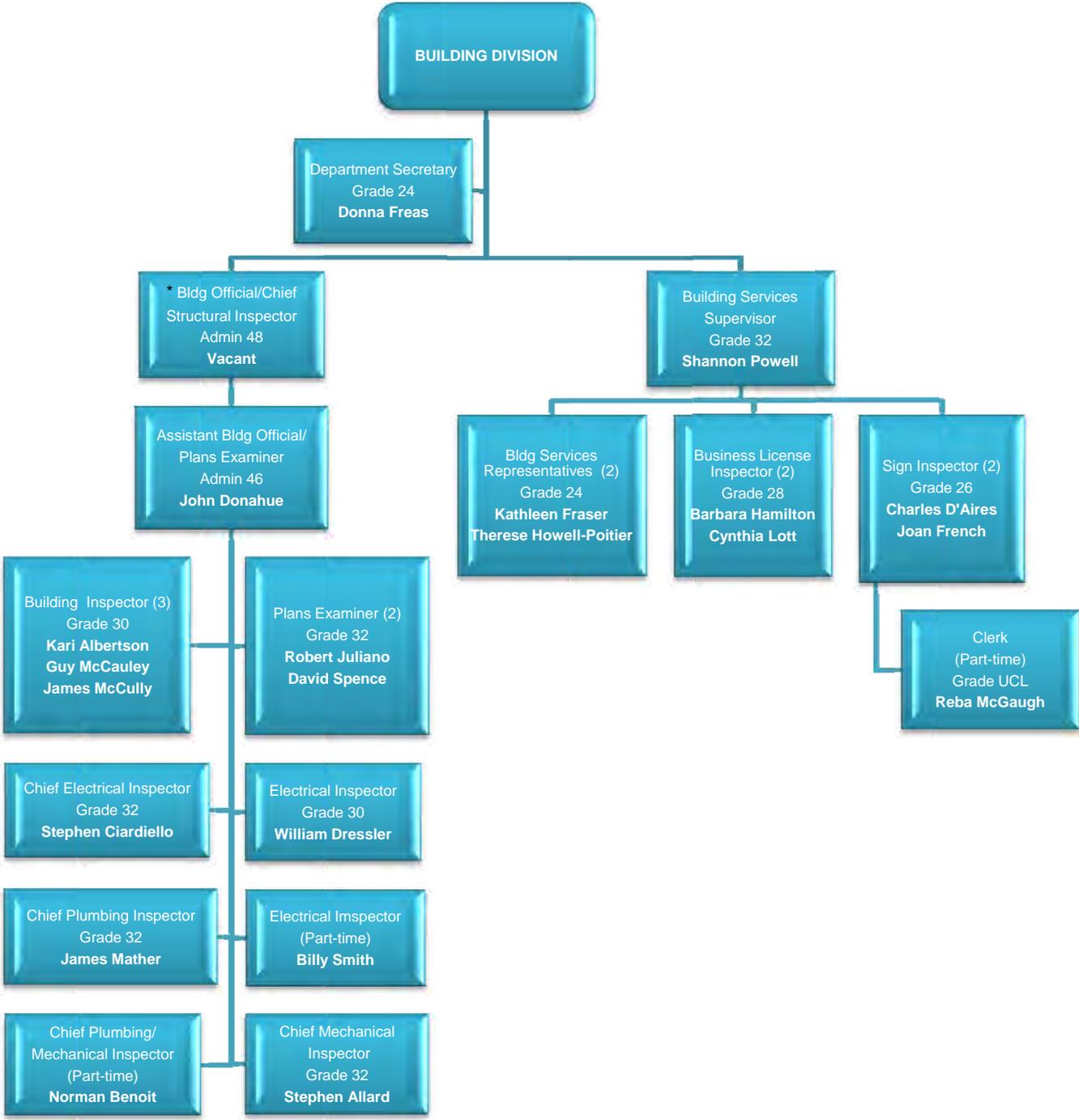


# Planning & Growth Management Department

## Building & Inspection Services Division

### Organization Chart

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\*Frozen / Not funded

City of Deerfield Beach, Florida  
 Planning & Growth Management  
 Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Planning & Growth Mgmt.	\$ 528,578	\$ 568,788	\$ 285,220	\$ 651,243	\$ 586,491
Building	1,887,613	1,763,258	780,137	1,902,349	1,701,876
TOTAL	<u>\$ 2,416,191</u>	<u>\$ 2,332,046</u>	<u>\$ 1,065,357</u>	<u>\$ 2,553,592</u>	<u>\$ 2,288,367</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 2,303,685	\$ 2,225,004	\$ 1,044,440	\$ 2,486,312	\$ 2,240,227
Materials & Supplies	35,471	22,870	7,468	25,160	9,920
Other Operating Expenses	29,947	50,916	13,449	42,120	38,220
Capital Outlay	47,088	33,256	-	-	-
TOTAL APPROPRIATIONS	<u>\$ 2,416,191</u>	<u>\$ 2,332,046</u>	<u>\$ 1,065,357</u>	<u>\$ 2,553,592</u>	<u>\$ 2,288,367</u>
<b><u>PERSONNEL</u></b>					
Planning & Growth Mgmt.	8	8	7	7	6
Building	26	26	23	23	21
TOTAL PERSONNEL	<u>34</u>	<u>34</u>	<u>30</u>	<u>30</u>	<u>27</u>

## Planning & Growth Management

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 450,068	\$ 473,791	\$ 238,998	\$ 528,560	\$ 496,378
Employee Benefits	67,090	70,897	35,434	88,903	73,973
<b>Materials &amp; Supplies</b>	2,145	5,232	4,780	17,660	3,920
<b>Other Services and Charges</b>	9,275	18,868	6,008	16,120	12,220
<b>Operations Subtotal</b>	<u>528,578</u>	<u>568,788</u>	<u>285,220</u>	<u>651,243</u>	<u>586,491</u>
<b>DIVISION TOTAL</b>	\$ 528,578	\$ 568,788	\$ 285,220	\$ 651,243	\$ 586,491
<b>PERSONNEL</b>					
Full-Time	8	8	7	7	6
<b>TOTAL</b>	8	8	7	7	6

## 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 FY10-11 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.

<b>Planning &amp; Growth Management</b>				
<b>PERFORMANCE MEASURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Number of full-time employees	8	8	6	6
Department expenditures	\$568,788	\$651,243	\$651,243	\$ 586,491
<b>OUTPUTS:</b>				
Number of development applications (DRC, P&Z, CAB)	47*	31*	160	200
Number of building permits	865	1000	962	1000
Number of business license applications	N/A	N/A	595	600
Number of special projects	7	7	8	10
Number of intergovernmental coordination meetings	45	36	36	36
Total Workload	N/A	N/A	1761	1846
<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>				
Department expenditures per capita	\$7.77	\$8.89	\$8.89	\$7.95

\* Does not include CAB applications - not available.

## Building

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,546,252	\$ 1,456,685	\$ 665,396	\$ 1,614,004	\$ 1,430,202
Employee Benefits	240,275	223,632	104,615	254,845	239,674
<b>Materials &amp; Supplies</b>	33,326	17,637	2,688	7,500	6,000
<b>Other Services and Charges</b>	20,672	65,304	7,439	26,000	26,000
<b>Operations Subtotal</b>	<u>1,840,525</u>	<u>1,763,258</u>	<u>780,138</u>	<u>1,902,349</u>	<u>1,701,876</u>
<b>Capital Outlay</b>	47,088	-	-	-	-
<b>DIVISION TOTAL</b>	\$ 1,887,613	\$ 1,763,258	\$ 780,138	\$ 1,902,349	\$ 1,701,876
<b><u>PERSONNEL</u></b>					
Full-Time	22	22	20	20	18
Part-Time	4	4	3	3	3
<b>TOTAL</b>	26	26	23	23	21

## Building

<b>PERFORMANCE MEASURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Total full-time employees	23	20	18	18
Number of construction inspectors	15	11	10	10
Number of sign inspectors	2	2	2	2
Number of business license inspectors	2	2	2	2
Number of technical/clerical personnel	4	5	4	4
Division expenditures	\$1,763,258	\$1,902,349	\$1,902,349	\$ 1,701,876
<b>OUTPUTS:</b>				
Permits issued	5711	6800	6140	6500
Inspections made	14,993	15,555	15,555	16,000
Business Licenses Processed (new,renewals, transfers)	6997	7400	7400	7600
<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	1,428	1,360	1,535	1,625
Average inspections per construction inspector	999.5	1,414	1,555	1,600
Average business licenses per bus. Lic. Inspector	3,498	3,700	3,700	3,800
Division expenditures per capita	\$24.08	\$25.98	\$25.98	\$23.07

# 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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Police Services	\$ 18,142,905	\$ 19,378,924	\$ 20,128,372	\$ 20,873,426	\$ 20,780,999
School Crossing Guard	256,180	250,925	128,805	280,564	261,745
Parking Authority	108,424	90,160	40,509	102,849	61,903
<b>TOTAL</b>	<b><u>\$ 18,507,509</u></b>	<b><u>\$ 19,720,009</u></b>	<b><u>\$ 20,297,686</u></b>	<b><u>\$ 21,256,839</u></b>	<b><u>\$ 21,104,647</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 321,901	\$ 316,508	\$ 158,377	\$ 348,813	\$ 294,148
Materials & Supplies	18,450	18,659	5,505	25,600	18,500
Other Operating Expenses	18,148,994	19,384,842	20,133,804	20,882,426	20,785,999
Capital Outlay	18,164	-	-	-	3,000
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 18,507,509</u></b>	<b><u>\$ 19,720,009</u></b>	<b><u>\$ 20,297,686</u></b>	<b><u>\$ 21,256,839</u></b>	<b><u>\$ 21,101,647</u></b>
<b><u>PERSONNEL</u></b>					
Police Services	162	162	162	162	150
School Crossing Guard	35	35	35	35	35
Parking Authority	1	1	1	1	0
<b>TOTAL PERSONNEL</b>	<b><u>198</u></b>	<b><u>198</u></b>	<b><u>198</u></b>	<b><u>198</u></b>	<b><u>185</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.

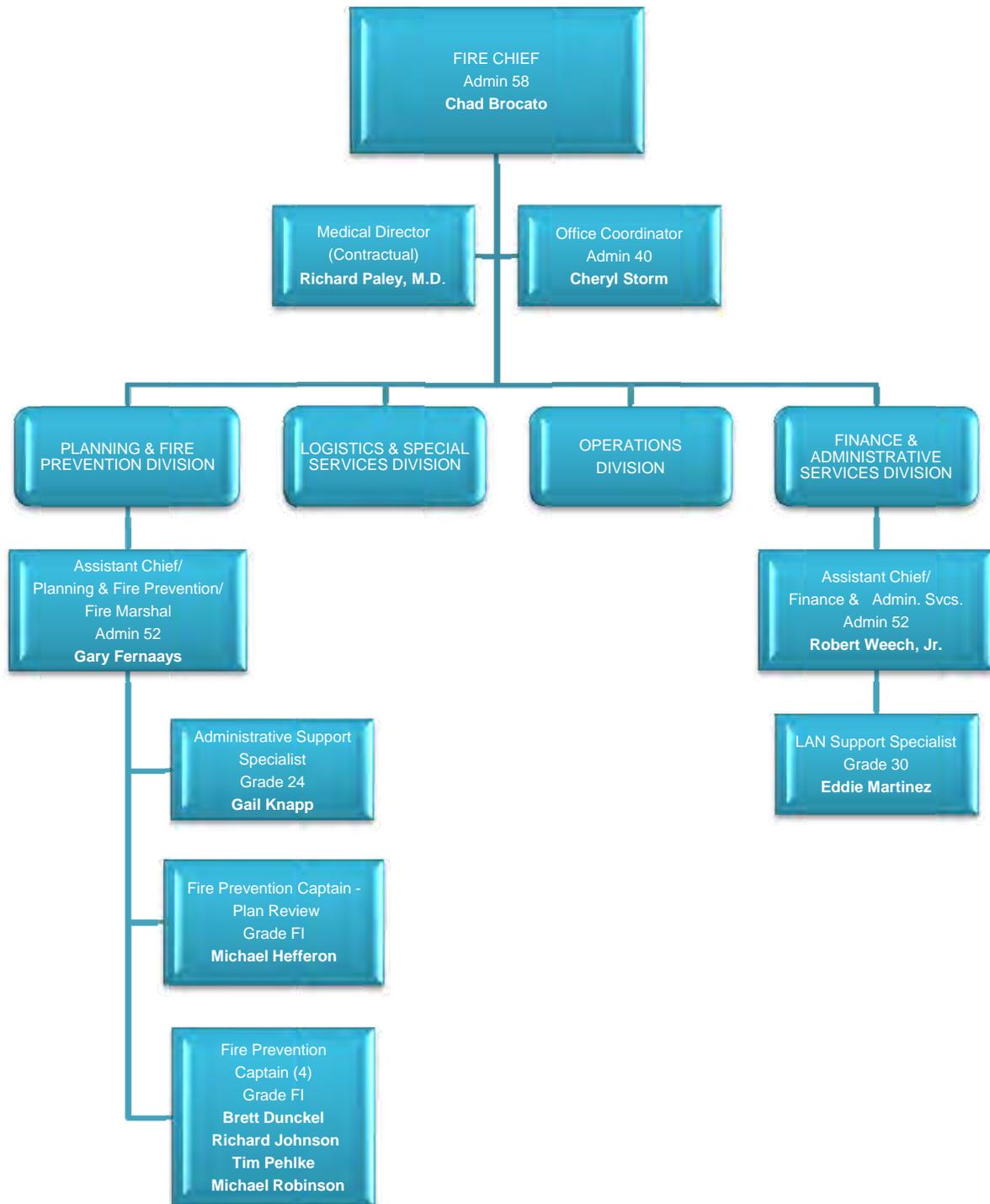
The Planning and Fire Prevention Division, under the direction of an Assistant Chief and provides life and fire safety inspections services pursuant to city ordinance, South Florida building codes, and State and Federal statutes. The division investigates life safety complaints, cause and origin of fires 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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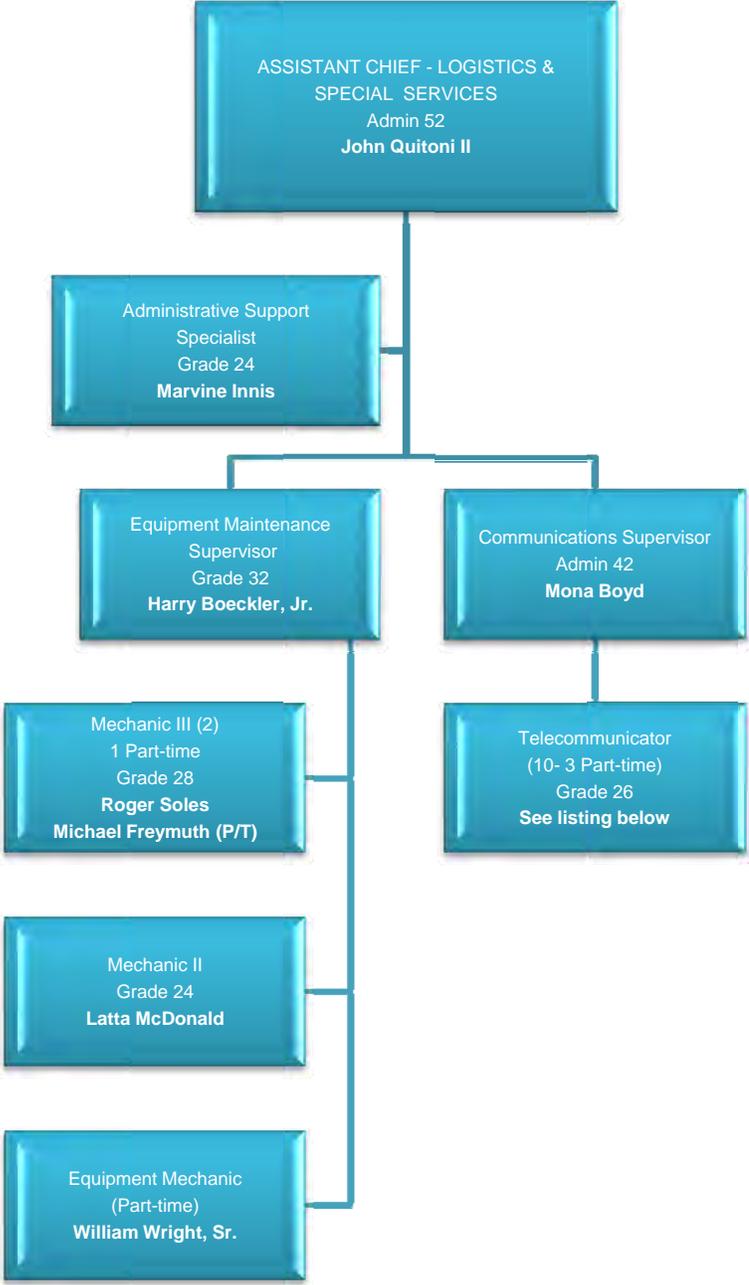


# Fire/Rescue Department

## Logistics & Special Services Division

### Organization Chart

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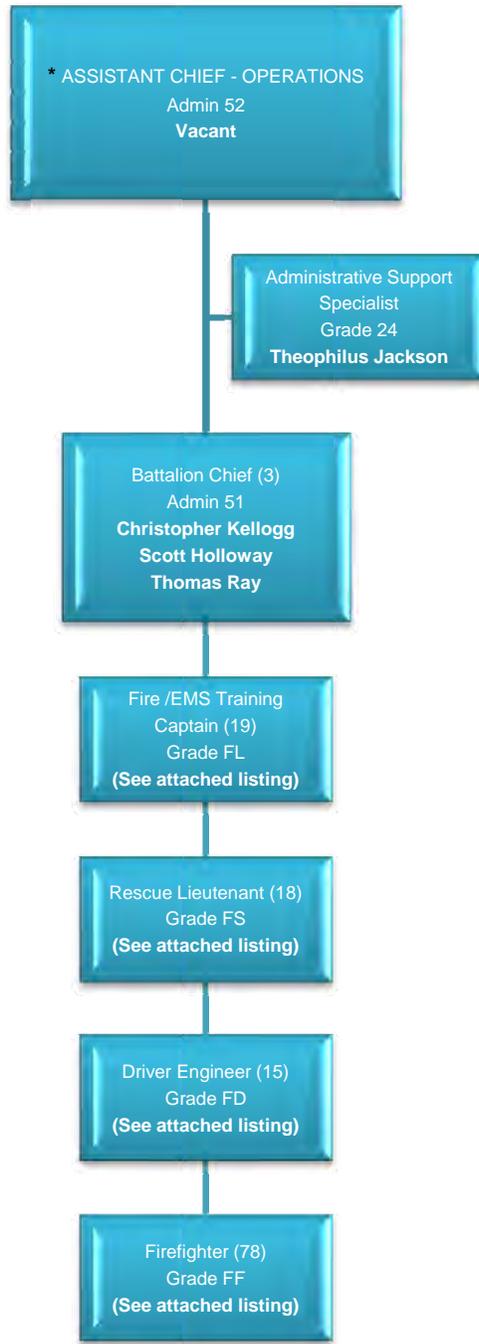


*Telecommunicators: John Bukata, Erin Cogdill, John Dwyer, Jennifer E. Just, Jennifer L. Just, Kimberly McBean, Michael Peak.*

*Telecommunicators – P/T: Beth Bogdan, Ed Wallace, Michelle Wear*

# Fire/Rescue Department Operations Division Organization Chart

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\*Frozen / Not funded

# Fire/Rescue Department

## Operations Division

### Organization Chart (Continued)

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First	Last	First	Last	First	Last
<b><u>Fire Captain (19)</u></b>		<b><u>Driver-Engineer (Continued)</u></b>		<b><u>Firefighter (Continued)</u></b>	
Lester	Bauman	Melinda	Moore	Daniel	Horkheimer
John	Calandra	David	Harris	Justin	Hunter
Patrick	Callahan	Thomas	Hemenway	Terryson	Jackson
Sean	Croft	Joseph	Kasper	Jared	Joubert
Christopher	Declaire	Thomas	Magrann	Marc	Juliano
Chris	Dubinski	Michael	Majhess	Andrew	Just
Donald	Galloway	Francis	Marr	Joshua	King
Michael	Harper	Jeffrey	Moore	James	Langlois
Mark	Hightower	John	Speer	Richard	Lanziero, Jr.
Robert	Keefer, Jr.	Martin	Wigderson	Sebastian	Locurto
Jon	O'Brien			Michael	Lubbers
Sean	Pacitti	<b><u>Firefighter (78)</u></b>		Theodore	Lulkin
Matthew	Pellitteri	Jennifer	Ameerally	Travis	McGreevy
Donald	Reid	Ricky	Anderson	Patrick	Mcinerney
Keith	Rozak	Paul	Annese	Dragan	Mihajlovski
Regis	Smeltz, Jr.	Zachary	Armstrong	Dean	Moreno
Suzanne	Sweetman	Chad	Armstrong	Christopher	Muscarella
Kyle	Van Buskirk	Damian	Ausby	Thomas	Noland II
Douglas	Watler	Brian	Baker	Christopher	Orazi
		Joseph	Bertuccio, Jr.	Ronald	Ortiz
		William	Bonner	Brian	Pankratz
<b><u>Fire Rescue Lieutenant (18)</u></b>		Joseph	Boudreau, Jr.	Edmund	Parkinson
Stephen	Bertuccio	Gareth	Bradley	John	Pender II
Brendan	Branagan	Travis	Brereton	Raul	Pimentel
Timothy	Coffy	Jarrett	Buetti	Brian	Powell
Neil	Dirico	Joel	Campbell	Anthony	Precanico
Christopher	Florea	Dani	Campbell	Daniel	Pritchard
Nicholas	Florea	Alexandro	Cantalupo	Brendan	Quilter
Thomas	Fredericks	Randy	Chidester	Randall	Robertson
Bruce	Young	Heath	Clark	Lysander	Rostow
Thomas	Kinsey	Benjamin	Coffy	Erik	Salas
Alan	Knopp	Matthew	Cogdill	Christopher	Schindel
Joseph	Langlois	William	Conner	Matthew	Solomon
Pamela	Mueller	Daniel	Cucciniello, Jr.	Louis	Solomon
Howard	Noland	Christopher	Czyz	Eric	Stage
Brion	Poitier	Axel	Davis	Penny	Suzuki
Michael	Stark	Melissa	Dent	Marisol	Tambling
Daniel	Suarez	Richard	Edgar	Jeremiah	Tomasini
Samantha	Washington	Jonis Dee	Fraker	Brian	Vengoechea
David	McCluskey, Jr.	Giuseppe	Garrisi	James	Von Minden
		Daniel	Gheorge	Noble	Watkins II
<b><u>Driver-Engineer (15)</u></b>		Robert	Goss, Jr.	Timothy	Webb
Lance	Armbruster	Jeffrey	Guillaume	Bryan	Williams
James	Burge III	James	Hall	William	Wright, Jr.
Shaun	Gibson	Stephen	Hill	Richard	Young, Jr.
Mark	Griffith				
Kenneth	Haddix				

City of Deerfield Beach, Florida  
Fire & Rescue  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Fire & Rescue	\$ 18,041,773	\$ 19,700,045	\$ 9,018,718	\$ 20,739,968	\$ 18,769,590
TOTAL	<u>\$ 18,041,773</u>	<u>\$ 19,700,045</u>	<u>\$ 9,018,718</u>	<u>\$ 20,739,968</u>	<u>\$ 18,769,590</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 16,274,308	\$ 17,254,694	\$ 8,479,186	\$ 18,916,402	\$ 17,425,537
Materials & Supplies	638,991	689,917	162,418	568,450	526,150
Other Operating Expenses	771,996	1,055,675	377,114	994,016	817,903
Capital Outlay	356,478	699,759	-	261,100	-
TOTAL APPROPRIATIONS	<u>\$ 18,041,773</u>	<u>\$ 19,700,045</u>	<u>\$ 9,018,718</u>	<u>\$ 20,739,968</u>	<u>\$ 18,769,590</u>
<b><u>PERSONNEL</u></b>					
Fire & Rescue	174	174	174	174	163
TOTAL PERSONNEL	<u>174</u>	<u>174</u>	<u>174</u>	<u>174</u>	<u>163</u>

## Fire & Rescue

EXPENDITURES	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 13,545,042	\$ 14,275,669	\$ 6,773,248	\$ 15,301,968	\$ 13,975,088
Employee Benefits	2,729,266	2,979,026	1,705,938	3,614,434	3,450,449
<b>Materials &amp; Supplies</b>	638,991	689,917	162,418	568,450	526,150
<b>Other Services and Charges</b>	771,996	1,055,675	377,114	1,255,116	817,903
<b>Operations Subtotal</b>	17,685,295	19,000,286	9,018,718	20,478,868	18,769,590
<b>Capital Outlay</b>	356,478	699,759	-	261,100	-
<b>DEPARTMENTAL TOTAL</b>	\$ 18,041,773	\$ 19,700,045	\$ 9,018,718	\$ 20,739,968	\$ 18,769,590
<b>PERSONNEL</b>					
Full-Time	166	166	166	166	158
Part-Time	8	8	8	8	5
<b>TOTAL</b>	174	174	174	174	163

## 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 FY10-11 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.

# Fire - Rescue Department

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Number of Firefighters/EMS Responders	84	84	78	78
Number of Fire/Rescue Officers	39	39	39	39
Number of Training Captains	2	2	1	1
Number of Chief Officers	5	5	4	4
Number of Driver Engineers	15	15	15	15
Number of Fire Prevention Captains	5	5	5	5
Emergency Management Coordinator	1	1	-	-
Number of Communication Personnel (8 F/T & 3 P/T)	14	14	11	11
Number of Administrative Personnel	4	4	4	4
Number of LAN Support Specialists	-	-	-	1
Number of Fire Mechanics (3 F/T & 2 P/T)	6	6	5	5
Number of Firefighting and ALS Certified Apparatus	16	16	16	16
Number of Suppression Companies (3-person minimum)	5	5	5	5
<b>OUTPUTS:</b>				
<b>Total Response Volume</b>	19,563	19,500	19,500	19,500
Fire Responses	1,674	1,600	1,600	1,600
EMS Responses	14,310	14,300	14,300	14,300
Other Responses	3,579	3,600	3,600	3,600
EMS Transports	7,508	7,500	8,000	8,000
Mutual Aid Responses	19	20	20	20
<b>Operations Division</b>				
Staffing hours at emergency incidents	NR	TBD	TBD	TBD
Staffing hours at other emergency incidents	NR	TBD	TBD	TBD
General maintenance of facilities	11,680	11,680	11,680	11,680
Hydrants maintained and inspected (hours)	805	800	800	800
<b>Inspections Division</b>				
Fire Prevention Presentations	198	200	200	200
Total Audience	5,176	5,200	5,200	5,200
Fire Prevention Inspections	7,839	8,000	8,000	8,000
Plan Reviews	1,326	1,350	1,350	1,350
<b>Logistics and Emergency Management Divisor</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	32	30	30	30
Number of CERT members trained	841	850	850	850
<b>Training Division</b>				
Training Hours - Shift Level	NR	8,280	8,280	8,280
EMS - Centralized Training Hours	3,350	3,000	3,000	3,000
Fire - Centralized Training Hours	2,675	2,500	2,500	2,500
Hazardous materials training	1,208	1,200	1,200	1,200
Company officer development training (hours)	198	325	325	325
Driver-engineer training (hours)	60	120	120	120
<b>EFFECTIVE MEASURES:</b>				
Reponse time (En route to arrival in less than 6 minutes)	92.62%	90.00%	90.00%	90.00%
Saved property value	\$41.8 mil	\$ 20 mil	\$ 20 mil	\$ 20 mil
Property fire loss	\$ 645,000	\$ 750,000	\$ 750,000	\$ 750,000
<b>EFFICIENCY MEASURES:</b>				
Budgeted Cost per Resident	\$ 245	\$ 245	\$ 245	\$ 245
Average number of inspections/field inspector/month	164	170	170	170
Number of emergency responses per 1000 residents	250	250	250	250
Number of EMS transports per EMS incident	0.59	0.60	0.64	0.64
Number of emergency responders per 1,000 Residents	1.07	1.07	1.00	1.00
A minimum of 14 firefighters on scene within 10 minutes of the time for all structure fires	NR	90%	90%	90%
A maximum of customer complaints of less than one percent of the total incident volume	7	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	1	10	-	10

# Public Works

**Administration**  
**Facilities Maintenance**  
**Fleet Maintenance**  
**Landscape Maintenance**  
**Solid Waste**  
**Recycling**

The Department of Public Works strives to maintain and enhance the City's streets, public grounds, recycling functions, fleet management and collection and disposal of solid waste. The Department is comprised of six divisions: Administration, Facilities Maintenance, Fleet Maintenance, Landscape Maintenance, Solid Waste, and Recycling.

Solid Waste 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. This division is part of the Solid Waste Fund.

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. This division is part of the Solid Waste Fund.

## **DEPARTMENT GOALS**

- Upgrade of City transportation infrastructure
- Coordinate quality assurance of all capital improvement projects and 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
- Continually monitor and maintain a safe and healthy environment
- Encourage employee training and development

## **Administration Division**

The Administration Division oversees all other divisions of the Public Works Department; including the responsibility for budget allocation and quality control.

## **Facilities Maintenance Division**

The Facilities Maintenance division 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 Maintenance 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 Maintenance 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.

## **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 Public Works' and Environmental Services Department.

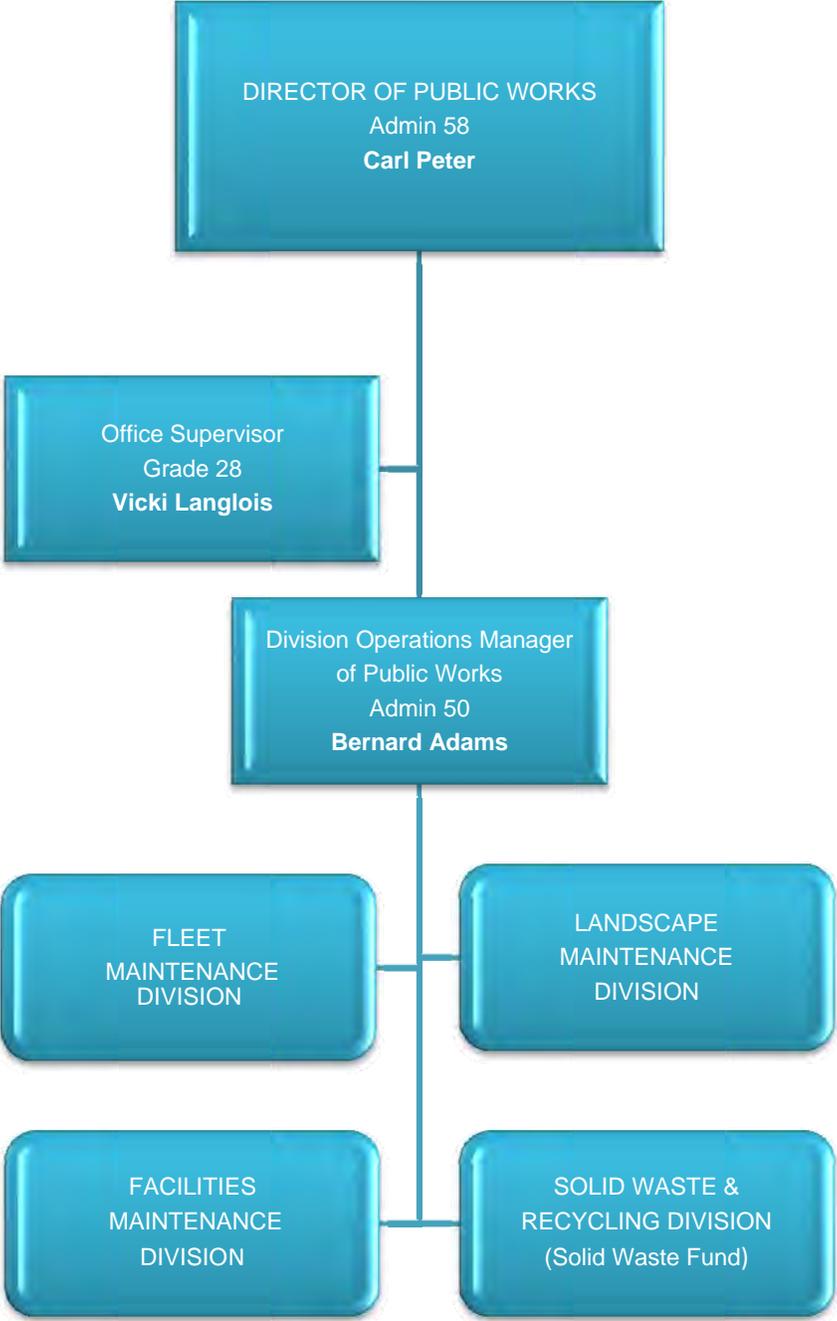
## **Landscape Maintenance Division**

The Landscape Maintenance Division 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.

# Public Works Department

## Organization Chart

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# Public Works Department

## Facilities Maintenance Division

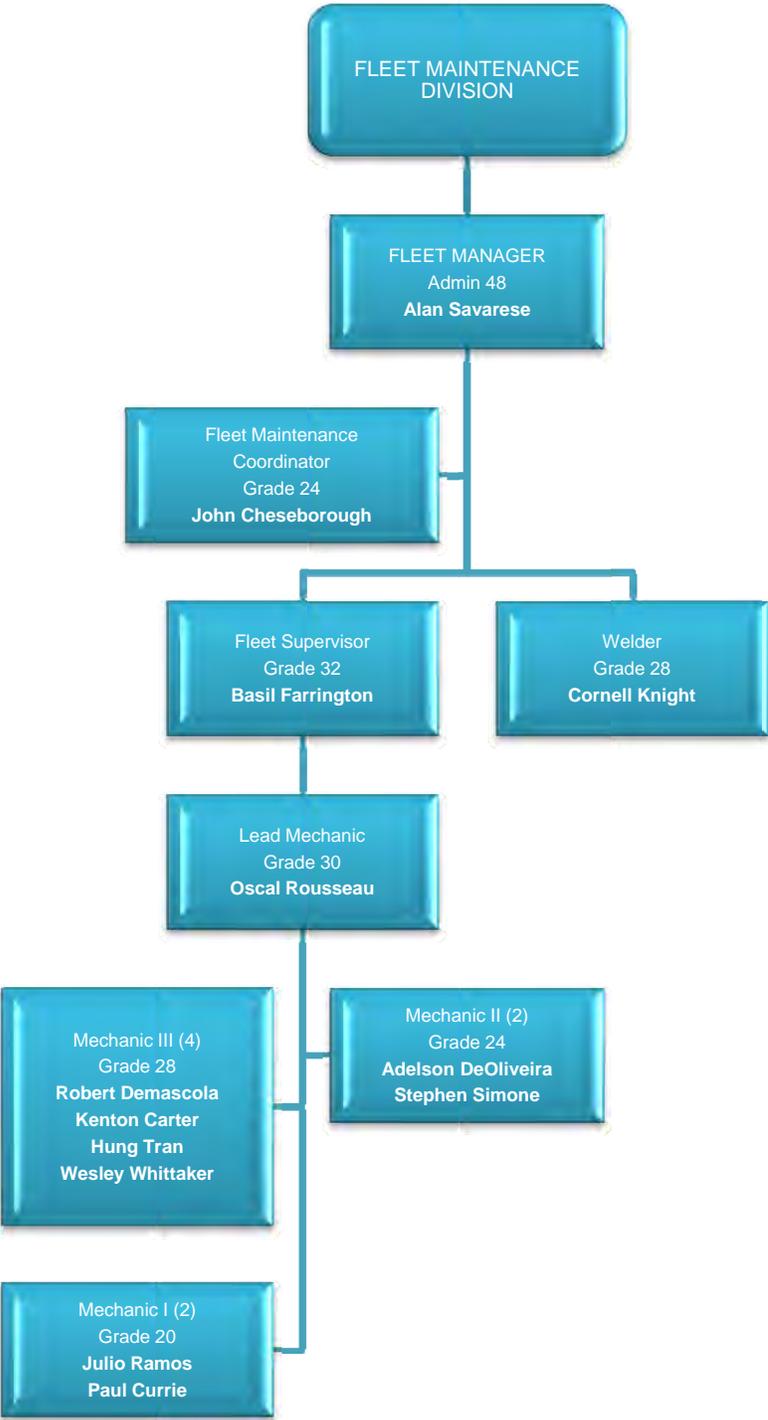
### Organization Chart

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**Public Works Department**  
**Fleet Maintenance Division**  
Organization Chart

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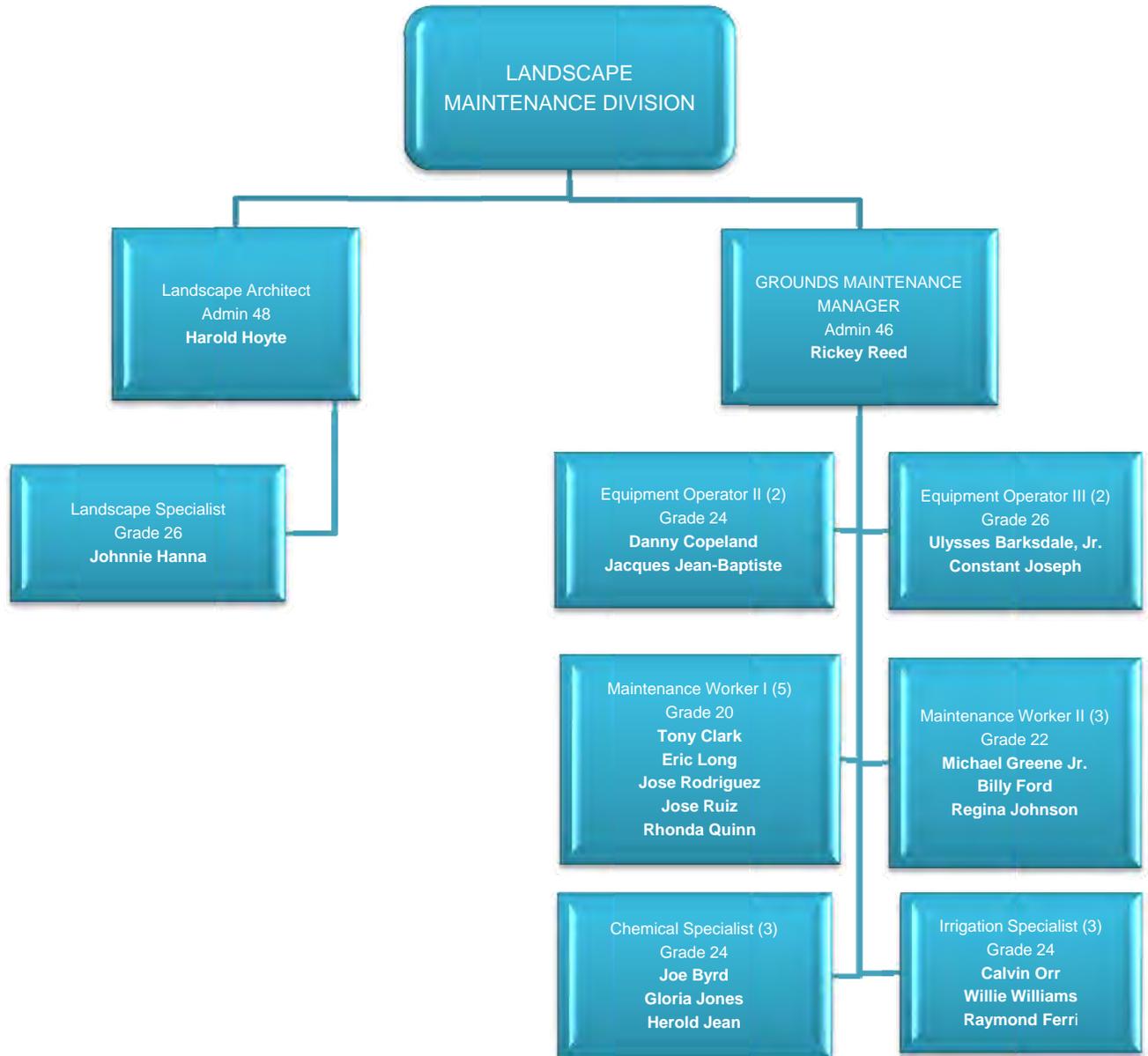


# Public Works Department

## Landscape Maintenance Division

### Organization Chart

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City of Deerfield Beach, Florida  
Public Works  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 444,784	\$ 467,407	\$ 199,559	\$ 470,600	\$ 288,013
Facilities Maintenance	3,502,999	3,499,394	1,385,378	3,705,618	3,094,037
Fleet Maintenance	1,641,063	1,607,447	707,596	1,507,593	1,427,478
Landscape Maintenance	2,344,486	2,575,856	1,092,945	3,028,899	1,796,593
TOTAL	<u>\$ 7,933,332</u>	<u>\$ 8,150,104</u>	<u>\$ 3,385,478</u>	<u>\$ 8,712,710</u>	<u>\$ 6,606,121</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 3,910,968	\$ 3,976,585	\$ 1,823,575	\$ 4,224,380	\$ 3,155,911
Materials & Supplies	542,657	592,915	138,447	1,058,000	428,700
Other Operating Expenses	3,105,361	3,244,384	1,423,456	3,185,330	3,006,510
Capital Outlay	374,346	336,220	-	245,000	15,000
TOTAL APPROPRIATIONS	<u>\$ 7,933,332</u>	<u>\$ 8,150,104</u>	<u>\$ 3,385,478</u>	<u>\$ 8,712,710</u>	<u>\$ 6,606,121</u>
<b><u>PERSONNEL</u></b>					
Administration	5	5	5	5	3
Facilities Maintenance	6	6	6	6	5
Fleet Maintenance	17	17	15	15	13
Landscape Maintenance	46	46	42	42	21
TOTAL PERSONNEL	<u>74</u>	<u>74</u>	<u>68</u>	<u>68</u>	<u>42</u>

## Public Works Administration

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 318,139	\$ 346,841	\$ 161,590	\$ 366,815	\$ 220,889
Employee Benefits	68,569	68,985	27,267	74,435	47,774
<b>Materials &amp; Supplies</b>	46,933	11,148	1,375	9,650	3,900
<b>Other Services and Charges</b>	11,143	31,617	9,327	19,700	15,450
<b>Operations Subtotal</b>	<u>444,784</u>	<u>458,591</u>	<u>199,559</u>	<u>470,600</u>	<u>288,013</u>
<b>Capital Outlay</b>	-	8,816	-	-	-
<b>DIVISION TOTAL</b>	\$ 444,784	\$ 467,407	\$ 199,559	\$ 470,600	\$ 288,013
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	3
Part-Time	1	1	1	1	0
<b>TOTAL</b>	5	5	5	5	3

### Mission Statement

The mission of the Public Works Administrative Division is to provide administrative support to all five (5) divisions within Public Works and to sustain and promote the City's overall goal: "To enhance the quality of life within our community through a proactive and effective government."

### Major FY10-11 Goals

1. Improve billing controls for sanitation and recycling collection services.
2. Track and monitor budget line items to provide a more balanced and cost effective budget.
3. Agressively apply for any and all applicable grants and alternative funding sources for the department and/or city.
4. Track water and electrical usage throughout the City to identify and implement conservation and cost saving measures.
5. Increase customer service through decreased "missed service" calls.
6. Proactively identify ways to increase the sustainability of the department and city from economic, social and environmental standpoints.
7. Continue to provide quality proactive public service to our residents, customers, and co-workers.

\* Grants, capital improvement and sustainability programs may be shifted to engineering/administration beginning FY10/11

## Public Works Administration

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Division expenditures	\$ 444,784	\$ 470,600	\$ 470,600	\$ 288,013
Total number of full time employees	4	4	4	3
Total number of part time employees	1	1	1	-
<b>OUTPUTS:</b>				
Number of agenda packets prepared and submitted	20	20	20	30
Number of grants pursued and administered	5	10	8	10
Number of accounts reconciled	120	960	960	960
Number of city - wide permits maintained	74	74	74	74
Department wide budget documents distributed and maintained	Yes	Yes	Yes	Yes
Utility and electric account tracking	-	Yes	Yes	Yes
Number of beach and coastal projects managed	2	2	2	3
Number of capital improvement projects managed	20	20	20	20
<b>EFFECTIVENESS MEASURES:</b>				
Value of grants awarded/ alternative funding received	\$ 686,000	\$ 110,000	\$ 828,970	\$ 110,000
Revenue generated / costs saved via account reconciliation activities	-	\$ 50,000	\$ 130,140	\$ 50,000
Accounts tracking and revenue collected (%)	-	50%	58%	75%
Permit compliance (%)	100%	100%	100%	100%
Cubic yards of sand placed on the public beach	7,377	-	-	25,000
Savings via the tax recovery & direct owner purchase program	\$ 28,862	\$ 28,862	\$ 28,862	\$ 19,748
Value of capital projects managed	\$ 20,448,693	\$ 20,025,000	\$ 19,601,307	\$ 20,051,307
<b>EFFICIENCY MEASURES:</b>				
Department annual expenditures per capita (75,000 residents)	\$ 5.93	\$ 6.27	\$ 6.27	\$ 3.84
Total value of grants received / costs saved	\$ 714,862	\$ 188,862	\$ 987,972	\$ 179,748
Alternative funding received and costs saved vs. expenditures (%)	161%	40%	210%	62%
Annual funding received and costs saved per capita	\$ 9.53	\$ 2.52	\$ 13.17	\$ 2.40
Adjusted expenditures per capita (expenditures minus alternative funding and costs saved)	\$ (3.60)	\$ 3.76	\$ (6.90)	\$ 1.44

## Facilities Maintenance

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 396,072	\$ 358,993	\$ 156,341	\$ 415,333	\$ 336,808
Employee Benefits	76,109	55,899	24,246	62,355	52,799
<b>Materials &amp; Supplies</b>	262,128	321,785	58,225	296,000	217,000
<b>Other Services and Charges</b>	2,539,202	2,675,984	1,146,566	2,686,930	2,472,430
<b>Operations Subtotal</b>	<u>3,273,511</u>	<u>3,412,661</u>	<u>1,385,378</u>	<u>3,460,618</u>	<u>3,079,037</u>
<b>Capital Outlay</b>	229,488	86,733	-	245,000	15,000
<b>DIVISION TOTAL</b>	<b>\$ 3,502,999</b>	<b>\$ 3,499,394</b>	<b>\$ 1,385,378</b>	<b>\$ 3,705,618</b>	<b>\$ 3,094,037</b>
<b>PERSONNEL</b>					
Full-Time	5	6	6	6	5
Part-Time	1	0	0	0	0
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

## 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 FY10-11 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>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Division expenditures	\$ 3,499,394	\$ 3,705,618	\$ 3,705,618	\$ 3,094,037
Number of full time employees	5	5	5	5
<b>OUTPUTS:</b>				
Total area of facilities maintained (sq. ft.)	250,000	250,000	250,000	250,000
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	312	312
Work orders completed (avg. per month)	253	259	264	269
Work orders completed per year	3036	3108	3168	3228
Number of A/C units replaced to higher efficiency	7	4	6	4
<b>EFFECTIVENESS MEASURES:</b>				
Average time to respond to emergency calls	N/A	N/A	2 hours	within 1 hour
Number of work orders completed each week	67	67	67	67
Work orders completed by each employee (per week)	13.4	13.4	13.4	13.4
Work orders completed by each employee (per month)	50.6	51.8	52.8	53.8
Work orders completed by each employee (per year)	607.2	621.6	633.6	645.6
Square footage maintained per employee	aprx. 50,000	aprx. 50,001	aprx. 50,002	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)	\$ 46.66	\$ 49.41	\$ 49.41	\$ 41.25
Average cost per work order (expenditures / total # of work orders)	\$ 1,152.63	\$ 1,192.28	\$ 1,169.70	\$ 1,084.07

## Fleet Maintenance

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 808,807	\$ 832,178	\$ 387,242	\$ 886,445	\$ 768,799
Employee Benefits	137,710	140,703	61,351	153,948	148,349
<b>Materials &amp; Supplies</b>	52,011	52,874	9,616	44,500	42,000
<b>Other Services and Charges</b>	503,327	478,474	249,387	422,700	468,330
<b>Operations Subtotal</b>	<u>1,501,855</u>	<u>1,504,229</u>	<u>707,596</u>	<u>1,507,593</u>	<u>1,427,478</u>
<b>Capital Outlay</b>	<u>139,208</u>	<u>103,218</u>	-	-	-
<b>DIVISION TOTAL</b>	\$ 1,641,063	\$ 1,607,447	\$ 707,596	\$ 1,507,593	\$ 1,427,478
<b>PERSONNEL</b>					
Full-Time	17	17	15	15	13
<b>TOTAL</b>	17	17	15	15	13

## 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 FY10-11 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.

## Fleet Maintenance

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Total number of full time employees	17	15	15	13
Department expenditures	\$ 1,607,447	\$ 1,507,593	\$ 1,507,593	\$ 1,427,478
Number of mechanics	10	9	9	9
Number of welders	1	1	1	1
<b>OUTPUTS:</b>				
Number of repairs to City vehicles/equipment	5,571	6,700	6,029	6,330
Annual labor hours for repair to City vehicles/equip	12,214	15,000	13,175	13,834
Number of light fleet vehicles	196	170	170	162
Number of heavy fleet vehicles	114	100	98	93
Number of small equipment	697	350	377	358
Number of miscellaneous equipment	213	200	198	188
<b>EFFECTIVENESS MEASURES:</b>				
Vehicle availability	95.27%	95.00%	94.91%	95.00%
Mechanic productivity ratio	50.00%	70.00%	88.89%	90%
Annual preventive maintenance completed	294	300	301	300
Annual gallons of diesel fuel dispersed	251,008	260,000	260,000	247,000
Annual gallons of unleaded gasoline dispersed	116,340	114,000	114,000	108,300
<b>EFFICIENCY MEASURES:</b>				
Number of work orders completed per mechanic	476	500	508	559
Average labor time per work order	0.38	2.00	1.94	1.94
Average cost per work order	\$ 140.00	\$ 200.00	\$ 192.00	\$ 192.00
Department annual expenditures per capita (75,000 residents)	\$ 21.43	\$ 20.10	\$ 20.10	\$ 19.03

## Landscape Maintenance

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,763,551	\$ 1,852,140	\$ 868,283	\$ 1,921,085	\$ 1,209,327
Employee Benefits	342,011	320,846	137,255	343,964	371,166
<b>Materials &amp; Supplies</b>	181,585	207,108	69,231	707,850	165,800
<b>Other Services and Charges</b>	51,689	58,309	18,176	56,000	50,300
<b>Operations Subtotal</b>	<u>2,338,836</u>	<u>2,438,403</u>	<u>1,092,945</u>	<u>3,028,899</u>	<u>1,796,593</u>
<b>Capital Outlay</b>	<u>5,650</u>	<u>137,453</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>DIVISION TOTAL</b>	<b>\$ 2,344,486</b>	<b>\$ 2,575,856</b>	<b>\$ 1,092,945</b>	<b>\$ 3,028,899</b>	<b>\$ 1,796,593</b>
<b><u>PERSONNEL</u></b>					
Full-Time	38	38	38	38	21
Part-Time	8	8	4	4	0
<b>TOTAL</b>	<b>46</b>	<b>46</b>	<b>42</b>	<b>42</b>	<b>21</b>

## Mission Statement

The mission of the Landscape Maintenance Division is to Provide a Cleaner and Greener City to Live, Work, and Play and to provide a sustainable environment in which to raise families, conduct business and recreate, using innovative practices while promoting an awareness of environmental issues.

## Major FY10-11 Goals

1. Maintain Tree City USA Certification.
2. Work with Broward County to attain City Certified as a natural wildlife habitat.
3. Increase the tree canopy of the City by 30% by 2020.
4. Conduct Arbor Day tree give away event to give away 500 trees.
5. Continue to remove all invasive Category 1 trees from parks and public facilities.
6. Create a pruning program in conjunction with "Tree Keeper."
7. Inventory 10,000 trees in the "Tree Keeper" Program.
8. Increase revenues by implementing a fee structure for services that we do not currently collect for.
9. Preserve and enhance the City grounds and landscaping sites.
10. Planting native plants and trees.
11. Reduce water usage through conservation and the installation of xeriscaping.
12. GPS all irrigation systems throughout the City

## Landscape Maintenance

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Department expenditures	\$ 2,575,856	\$ 3,028,899	\$ 3,028,899	\$ 1,796,593
Number of part time employees	4	4	4	0
Number of full time employees	37	38	38	21
Total number of employees	41	42	42	21
Registered landscape architects	1	2	2	2
Certified arborists	1	2	3	3
Licensed pesticide certificate holders	4	4	4	6
Licensed right of way certificate holders	1	1	1	1
Licensed tree trimmers	7	7	7	7
Number of irrigation technicians	3	3	3	3
<b>OUTPUTS:</b>				
Acres of City medians mowed	136.14	136.14	136.14	136.4
Miles of City Swales Maintained	16.5	17.5	17.5	17.5
Number of City owned Lakes and Ponds maintained	10	10	10	10
Number of Irrigation Systems maintained	240	247	247	253
Number of City owned Lots maintained	48	51	51	54
Removal of Exotic Plants from City Properties	40%	50%	60%	80%
Fertilize City Properties, per year usage	24 Tons	26 Tons	26 tons	26 tons
Trash Collected from Street Cans (Tons)	39.36	39.36	39.36	40
City planting plans and concepts developed	6	13	13	18
Number of Trees Inventoried /GIS Maps	8,500	8,000	7,500	10,000
Number of Grant Applications	5	5	5	6
Number of Site Plan Reviews (Currently no Charge)	68	65	60	85
Number of Tree Removal Permits Processed (Currently no Charge to residents)	300	250	250	250
Number of Violations	154	160	200	130
Number of City Planting Events	2	2	2	3
Number of Fence Inspections (Currently no charge)	300	300	300	350
Number of Calls Received and Responded to	2,500	2,500	2,500	2,500
Number of Park Designs/ Layout	2	2	2	4
Number of HOA Meetings	0	20	16	24
Number of Trees Removed (City-wide)	450	450	450	425
Number Landscape Finals Inspections (currently no Charge)	68	70	65	75
Number of Occupational License Inspections (currently no Charge)	768	800	750	800
Number of Emails Received and Responded to	2,000	2,000	2,000	2,200
Number of Education Seminars/ Presentation	2	4	4	4
Number of Flyers Distributed	700	600	600	1000
Number of Trees Planted	750	500	500	800
Number of Banners Hung	1059	1059	1059	1059

## Landscape Maintenance

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>EFFECTIVENESS MEASURES:</b>				
Encourage Employee Development/Training Seminars	22	28	35	35
Resolve complaints within 3 business days	95%	97%	99%	99%
Respond to request for services within 1 business day	97%	98%	98%	98%
Respond to phone calls within 1 business day	50%	90%	85%	95%
Respond to tree complaints via email 3 business days	65%	80%	75%	95%
Respond to tree removal permit within 1 week	80%	90%	80%	95%
Respond to site plan review (major) within 3 weeks	100%	100%	100%	100%
% of employees that hold special certifications	34%	38%	40%	90%
<b>EFFICIENCY MEASURES:</b>				
Irrigation systems maintained per irrigation technician	80	82	82	84
Employees per acre maintained	3.32	3.24	3.24	6.50
Irrigation cost (per acre)	\$130,484	\$130,484	\$130,484	\$130,484
Value of grants	\$154,000	\$57,500	\$57,500	\$170,000
Tree removal permits fees collected	\$1,200	\$1,500	\$1,500	\$2,000
Violation fees collected	\$1,560	\$7,580	\$4,000	\$10,000
Department annual expenditures per capita (75,000)	\$34.34	\$40.39	\$40.39	\$23.95
Total revenue (fees collected + grants)	\$156,760	\$66,580	\$63,000	\$182,000
Adjusted annual expenditures (expenditures minus fees and grants)	\$2,419,096	\$2,962,319	\$2,965,899	\$1,614,593
Adjusted annual expenditures per capita (75,000 residents)	\$32.25	\$39.50	\$39.55	\$21.53

# Parks & Recreation

## Administration Parks & Recreation Pier

The City of Deerfield Beach Parks and Recreation Department is comprised of three divisions: Administration, Parks & Recreation 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.

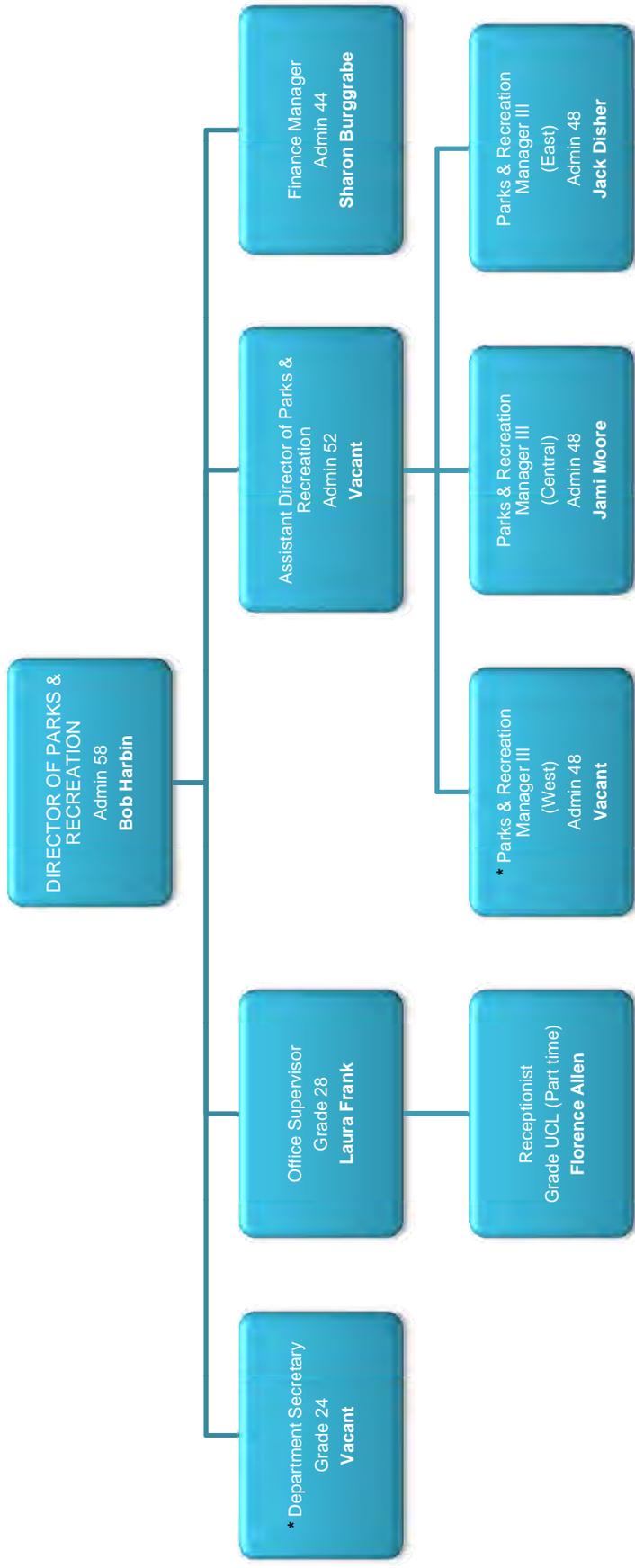
## **Pier**

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



\*Frozen / Not funded

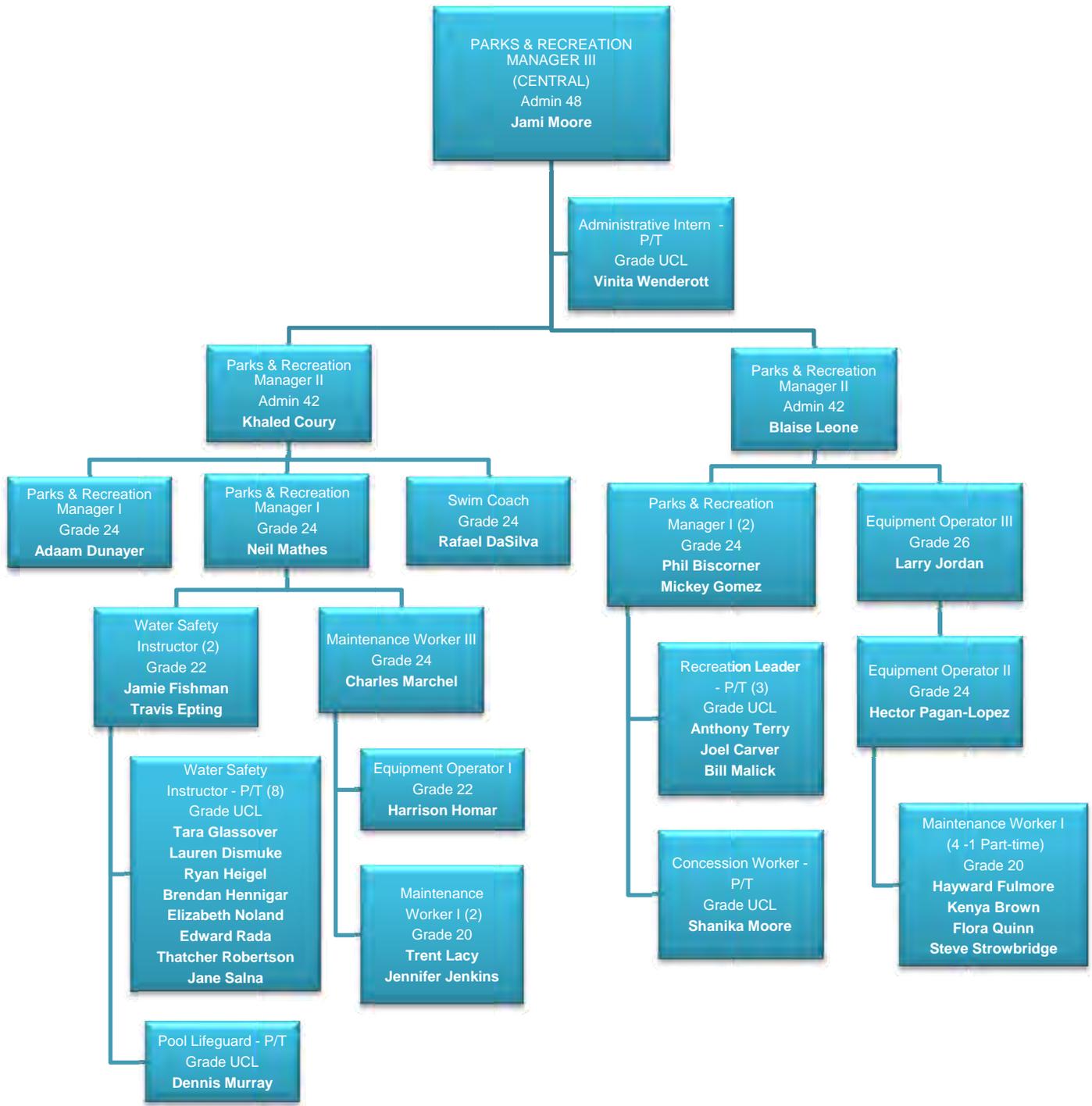


# Parks and Recreation Department

## Central

### Organization Chart

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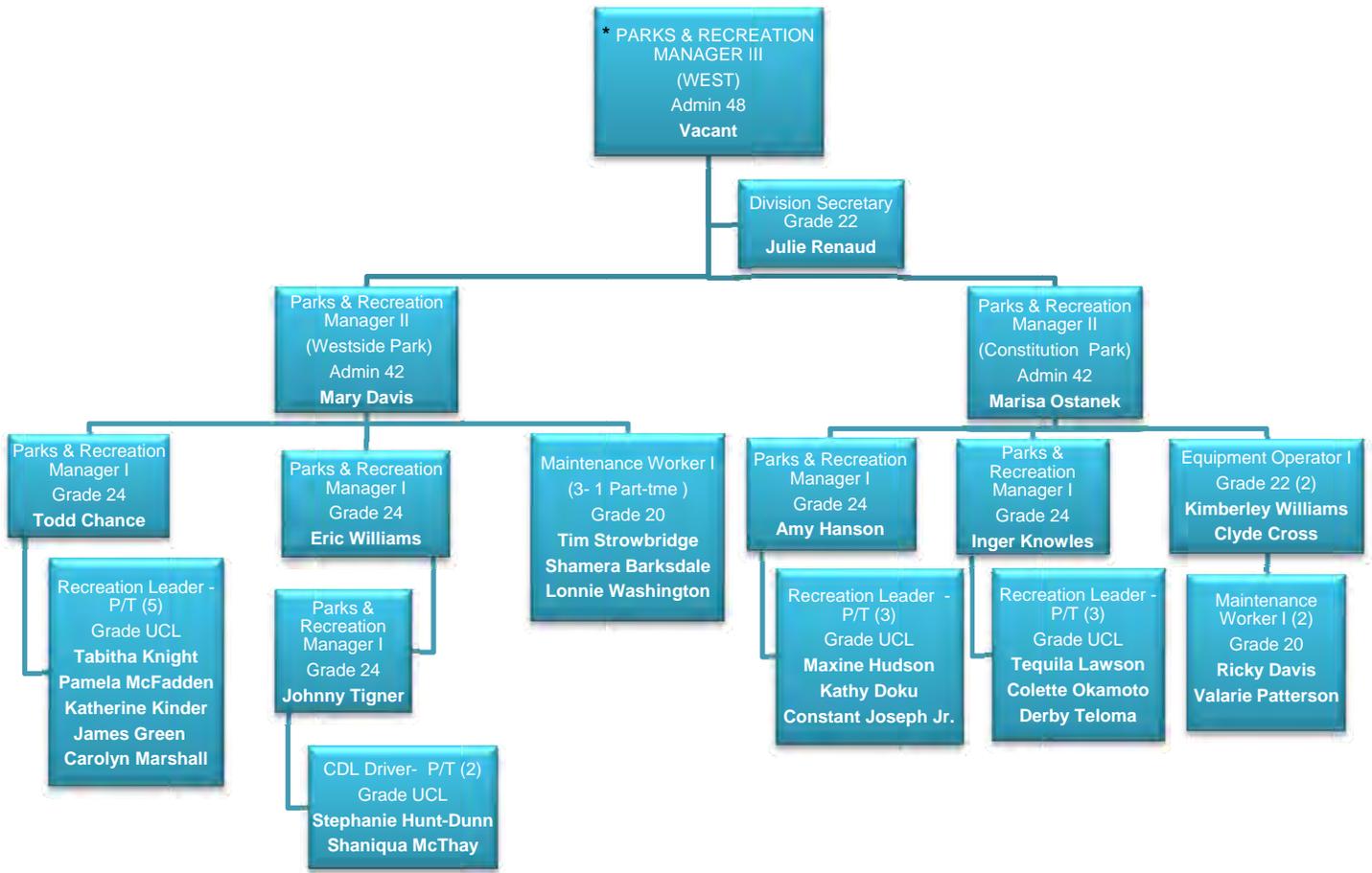


# Parks and Recreation Department

## West

### Organization Chart

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\*Frozen / Not funded

City of Deerfield Beach, Florida  
Parks and Recreation  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 1,027,149	\$ 781,630	\$ 187,685	\$ 874,704	\$ 430,117
Recreation	3,718,167	4,043,221	1,635,778	4,068,334	-
Parks	2,067,637	2,563,942	994,560	2,278,726	-
East	-	-	-	-	2,102,066
Central	-	-	-	-	1,686,433
West	-	-	-	-	1,329,832
Pier	354,213	345,983	145,821	366,730	307,718
<b>TOTAL</b>	<b><u>\$ 7,167,166</u></b>	<b><u>\$ 7,734,776</u></b>	<b><u>\$ 2,963,844</u></b>	<b><u>\$ 7,588,494</u></b>	<b><u>\$ 5,856,166</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 5,507,696	\$ 5,803,817	\$ 2,497,049	\$ 5,828,017	\$ 4,456,241
Materials & Supplies	1,106,376	1,139,519	336,864	1,048,742	665,645
Other Operating Expense	522,981	382,015	116,889	615,035	670,280
Capital Outlay	30,113	409,425	13,042	96,700	64,000
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 7,167,166</u></b>	<b><u>\$ 7,734,776</u></b>	<b><u>\$ 2,963,844</u></b>	<b><u>\$ 7,588,494</u></b>	<b><u>\$ 5,856,166</u></b>
<b><u>PERSONNEL</u></b>					
Administration	5	5	5	5	5
Recreation	127	127	127	127	0
Parks	60	60	60	60	0
East	0	0	0	0	40
Central	0	0	0	0	37
West	0	0	0	0	30
Pier	12	12	12	12	10
<b>TOTAL PERSONNEL</b>	<b><u>204</u></b>	<b><u>204</u></b>	<b><u>204</u></b>	<b><u>204</u></b>	<b><u>122</u></b>

## Parks Administration

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 325,764	\$ 356,007	\$ 101,538	\$ 439,593	\$ 317,290
Employee Benefits	38,161	41,928	11,680	62,311	55,077
<b>Materials &amp; Supplies</b>	424,171	317,794	43,845	216,000	13,250
<b>Other Services and Charges</b>	239,053	65,901	30,622	156,800	44,500
<b>Operations Subtotal</b>	<u>1,027,149</u>	<u>781,630</u>	<u>187,685</u>	<u>874,704</u>	<u>430,117</u>
<b>DIVISION TOTAL</b>	\$ 1,027,149	\$ 781,630	\$ 187,685	\$ 874,704	\$ 430,117
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	4
Part-Time	1	1	1	1	1
<b>TOTAL</b>	5	5	5	5	5

### 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 FY10-11 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.

## Parks Administration

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Total number of fulltime employees	3	4	4	5
Total number of part-time employees	2	1	1	1
Division Expenditures	\$781,630	\$874,704	\$874,704	\$430,117
<b>OUTPUTS:</b>				
Total number of special events	93	97	94	93
Total number of City funded special events	6	7	6	6
Total number of Recreation special events	33	33	35	35
Total number of miscellaneous special events	54	57	53	52
Total number of grants applied/received	4 (3)	4 (3)	3	3
<b>EFFECTIVENESS MEASURES:</b>				
Cost of City sponsored events	\$288,000.00	\$133,500	\$123,500	\$123,500
Cost of City services for miscellaneous approved special events	\$41,098	\$45,000	\$40,000	\$40,000
Cost of Recreation special events	\$93,000	\$63,000	\$53,000	\$33,000
Total estimated attendance	150,000+	150,000+	150,000+	150,000+
<b>EFFICIENCY MEASURES:</b>				
Total number of grants closed	4	3	3	3
Total amount of grants money received	\$796,434	\$5,256,319	\$5,256,319	\$550,000

## Recreation

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 2,748,305	\$ 2,955,732	\$ 1,222,085	\$ 2,920,590	\$ -
Employee Benefits	382,533	406,829	181,092	420,767	-
<b>Materials &amp; Supplies</b>	391,939	447,743	153,821	415,542	-
<b>Other Services and Charges</b>	195,390	225,517	76,133	311,435	-
<b>Operations Subtotal</b>	<u>3,718,167</u>	<u>4,035,821</u>	<u>1,633,131</u>	<u>4,068,334</u>	<u>-</u>
<b>Capital Outlay</b>	-	7,400	2,647	-	-
<b>DIVISION TOTAL</b>	<b>\$ 3,718,167</b>	<b>\$ 4,043,221</b>	<b>\$ 1,635,778</b>	<b>\$ 4,068,334</b>	<b>\$ -</b>
<b>PERSONNEL</b>					
Full-Time	36	36	36	36	-
Part-Time	91	91	91	91	-
<b>TOTAL</b>	<b>127</b>	<b>127</b>	<b>127</b>	<b>127</b>	<b>-</b>

## Parks

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,549,052	\$ 1,599,221	\$ 776,374	\$ 1,514,221	\$ -
Employee Benefits	216,937	130,811	101,321	216,605	-
<b>Materials &amp; Supplies</b>	192,209	266,570	99,701	330,200	-
<b>Other Services and Charges</b>	79,326	165,315	6,769	121,000	-
<b>Operations Subtotal</b>	<u>2,037,524</u>	<u>2,161,917</u>	<u>984,165</u>	<u>2,182,026</u>	<u>-</u>
<b>Capital Outlay</b>	30,113	402,025	10,395	96,700	-
<b>DIVISION TOTAL</b>	<b>\$ 2,067,637</b>	<b>\$ 2,563,942</b>	<b>\$ 994,560</b>	<b>\$ 2,278,726</b>	<b>\$ -</b>
<b>PERSONNEL</b>					
Full-Time	27	27	27	27	-
Part-Time	33	33	33	33	-
<b>TOTAL</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>-</b>
<b>SUBTOTAL</b>	<b>\$ 5,785,804</b>	<b>\$ 6,607,163</b>	<b>\$ 2,630,338</b>	<b>\$ 6,347,060</b>	<b>\$ -</b>
<b>PERSONNEL</b>	<b>187</b>	<b>187</b>	<b>187</b>	<b>187</b>	<b>-</b>

<b>East</b>					
<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 1,557,773
Employee Benefits	-	-	-	-	321,432
<b>Materials &amp; Supplies</b>	-	-	-	-	72,410
<b>Other Services and Charges</b>	-	-	-	-	150,451
<b>Operations Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,102,066</u>
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 2,102,066
<b>PERSONNEL</b>					
Full-Time	-	-	-	-	24
Part-Time	-	-	-	-	16
<b>TOTAL</b>	-	-	-	-	40

<b>Central</b>					
<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 1,048,451
Employee Benefits	-	-	-	-	145,693
<b>Materials &amp; Supplies</b>	-	-	-	-	256,240
<b>Other Services and Charges</b>	-	-	-	-	222,049
<b>Operations Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,672,433</u>
<b>Capital Outlay</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>14,000</u>
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,686,433
<b>PERSONNEL</b>					
Full-Time	-	-	-	-	21
Part-Time	-	-	-	-	16
<b>TOTAL</b>	-	-	-	-	37

## West

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ 689,215
Employee Benefits	-	-	-	-	110,202
<b>Materials &amp; Supplies</b>	-	-	-	-	245,935
<b>Other Services and Charges</b>	-	-	-	-	234,480
<b>Operations Subtotal</b>	-	-	-	-	<u>1,279,832</u>
<b>Capital Outlay</b>	-	-	-	-	<u>50,000</u>
<b>DIVISION TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,329,832
<b>PERSONNEL</b>					
Full-Time	-	-	-	-	13
Part-Time	-	-	-	-	17
<b>TOTAL</b>	-	-	-	-	30
<b>SUBTOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 5,118,331
<b>PERSONNEL</b>	-	-	-	-	107

## 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 FY10-11 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 & Recreation Zones

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Number of Full Time Employees	N/A	N/A	61	58
Number of Part Time Employees (does not include Will/Call or Summer Camp)	N/A	N/A	132	62
Number of Vehicles	N/A	N/A	4	5
Number of Maintenance oriented vehicles	N/A	N/A	4	4
Number of Parks (Includes Beach)	N/A	N/A	14	14
Number of Vehicles	15	21	29	29
Total Acreage	35	159	189.5	195
Division Expenditures	N/A	\$ 6,347,060	N/A	\$ 5,514,393
<b>OUTPUTS:</b>				
Number of Incidents - Ocean Rescue	N/A	N/A	48	45
Percent of Patron Complaints Resolved	N/A	N/A	100%	100%
Number of In-Service Training Sessions	N/A	N/A	48	48
Total Number of Cemeteries Maintained	2	2	2	2
Number of Developed Parks Maintained	18	20	18	21
Number of Undeveloped Parks Maintained	3	1	3	3
Number of Developed Parks Acres Maintained	20	80	98.38	106.28
Number of Undeveloped Parks acres Maintained	3	6	9	9
Number of Natural Passive Parks Acres Maintained	20	20	20	20
Number of pocket Parks Acres Maintained	2	2	2	2
Number of Pavilions Maintained	10	12	12	12
Number of Playgrounds Maintained	17	18	19	21
Number of Athletic Fields Maintained	4	5.5	9.5	10.5
Number of Facilities Maintained	16	18	12	12
Number of Park Restroom Clean	23	20	18	18
Number of Special Events Supported	30	35	27	27
<b>Programming/Special Events</b>				
Number of Programs	N/A	N/A	6	8
Program Attendance	N/A	N/A	5800	7000
Number of Special Events	N/A	N/A	3	3
Number of Beach Rentals	N/A	N/A	43	48
Customer Satisfaction Rating	N/A	N/A	N/A	N/A
<b>EFFECTIVENESS MEASURES:</b>				
Surveys	N/A	N/A	N/A	N/A
Program Evaluations	N/A	N/A	N/A	N/A
Total Number of Adults interments	106	212	240	240
Total Number of Cremations	9	11	11	11
Total Number of Child Interments	6	5	5	5
Total Number of Reservations	14	28	20	20
<b>EFFICIENCY MEASURES:</b>				
Operating Cost per Capita (Beach District)	N/A	N/A	N/A	\$26.41
Average Cost per Acre Maintained	N/A	N/A	N/A	N/A
Average Customer Satisfaction Rating	N/A	N/A	N/A	N/A
Cost per acres maintained	\$ 142.39	\$ 908.66	\$ 764.43	\$ 734.57
Cost Per Capita (Central District)	\$ 34.38	\$ 37.20	\$ 32.96	\$ 32.96

## Pier

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 225,265	\$ 212,819	\$ 94,239	\$ 229,544	\$ 189,760
Employee Benefits	21,679	19,470	8,719	24,386	21,348
Materials & Supplies	98,057	107,412	39,497	87,000	77,810
Other Services and Charges	9,212	6,282	3,366	25,800	18,800
Operations Subtotal	354,213	345,983	145,821	366,730	307,718
<b>DIVISION TOTAL</b>	<b>\$ 354,213</b>	<b>\$ 345,983</b>	<b>\$ 145,821</b>	<b>\$ 366,730</b>	<b>\$ 307,718</b>
<b>PERSONNEL</b>					
Full-Time	2	2	2	2	1
Part-Time	10	10	10	10	9
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</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 FY10-11 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.

<b>Pier</b>				
<b>PERFORMANCE MEASURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 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	\$345,983	\$366,730	\$366,730	\$307,718
<b>OUTPUTS:</b>				
Number of Programs	15	15	15	15
Total days of operation	364	364	364	364
<b>EFFECTIVENESS MEASURES:</b>				
Number of Anglers	31,552	50,000	35,000	40,000
Number of Walkers	130,196	150,000	135,000	150,000
<b>EFFICIENCY MEASURES:</b>				
Operating cost per patron	\$ 2.39	\$ 1.83	\$ 1.78	\$ 1.86
Operating cost per day of operation	\$ 1,060.69	\$ 1,007.50	\$ 831.95	\$ 968.83
Revenue	N/A	\$ 610,000	\$ 575,585	\$ 607,514

# 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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Non-Departmental	\$ 10,587,573	\$ 9,325,103	\$ 4,928,451	\$ 9,600,274	\$ 10,268,963
TOTAL	<u>\$ 10,587,573</u>	<u>\$ 9,325,103</u>	<u>\$ 4,928,451</u>	<u>\$ 9,600,274</u>	<u>\$ 10,268,963</u>
<b><u>EXPENSE GROUP</u></b>					
Materials & Supplies	\$ 1,358	\$ 1,266	\$ -	\$ 2,000	\$ 1,000
Operating Expenses	1,578,564	802,444	199,077	1,213,970	1,788,019
Capital Outlay	-	514,237	-	-	-
Transfers	9,007,651	8,007,156	4,729,374	8,384,304	8,479,944
TOTAL APPROPRIATIONS	<u>\$ 10,587,573</u>	<u>\$ 9,325,103</u>	<u>\$ 4,928,451</u>	<u>\$ 9,600,274</u>	<u>\$ 10,268,963</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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</b>					
Community Participation	\$ 181,435	\$ 148,958	\$ 144,325	\$ 181,325	\$ 109,023
<b>TOTAL</b>	<b>\$ 181,435</b>	<b>\$ 148,958</b>	<b>\$ 144,325</b>	<b>\$ 181,325</b>	<b>\$ 109,023</b>
<b>EXPENSE GROUP</b>					
Arboretum	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Area Agency on Aging	73,309	74,608	75,325	75,325	75,523
Hospice	10,000	10,000	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	7,500
Women in Distress	5,000	5,000	-	5,000	5,000
NE Focal Point CASA, Inc.	1,000	1,000	1,000	1,000	1,000
Outreach Program	30,000	-	-	-	-
Packer Rattlers Football	15,000	15,000	15,000	15,000	-
Little League Baseball	12,500	12,500	12,500	12,500	-
Senior League Baseball	3,000	-	-	3,000	-
Beautification Authority	8,000	8,000	8,000	8,000	5,000
Deerfield Beach High School	1,126	350	-	2,000	-
Monarch High School	-	-	-	2,000	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 181,435</b>	<b>\$ 148,958</b>	<b>\$ 144,325</b>	<b>\$ 181,325</b>	<b>\$ 109,023</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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 4,146,873	\$ 4,552,166	\$ 1,839,780	\$ 4,491,756	\$ 4,237,194
TOTAL	<u>\$ 4,146,873</u>	<u>\$ 4,552,166</u>	<u>\$ 1,839,780</u>	<u>\$ 4,491,756</u>	<u>\$ 4,237,194</u>
<b>EXPENSE GROUP</b>					
Capital Lease - Principal	\$ 680,144	\$ 695,124	\$ 583,179	\$ 595,003	\$ 375,345
Capital Lease - Interest	49,498	38,105	32,802	58,546	25,806
Sports Complex Light Principal	43,171	45,087	47,088	47,088	49,178
Sports Complex Light Interest	11,939	10,023	8,023	8,023	5,933
Lease Document Fees	116	-	-	-	-
2003A CRA FMLC Debt	505,998	506,591	155,354	511,300	511,300
2003B CRA FMLC Debt	173,923	172,914	123,537	177,524	175,494
2006 FMLC Debt	-	406,415	-	406,269	403,169
2000 FMLC Bonds	967,771	957,628	66,499	967,508	966,444
2003 FMLC Bonds	1,714,313	1,720,279	823,298	1,720,495	1,724,525
TOTAL APPROPRIATIONS	<u>\$ 4,146,873</u>	<u>\$ 4,552,166</u>	<u>\$ 1,839,780</u>	<u>\$ 4,491,756</u>	<u>\$ 4,237,194</u>

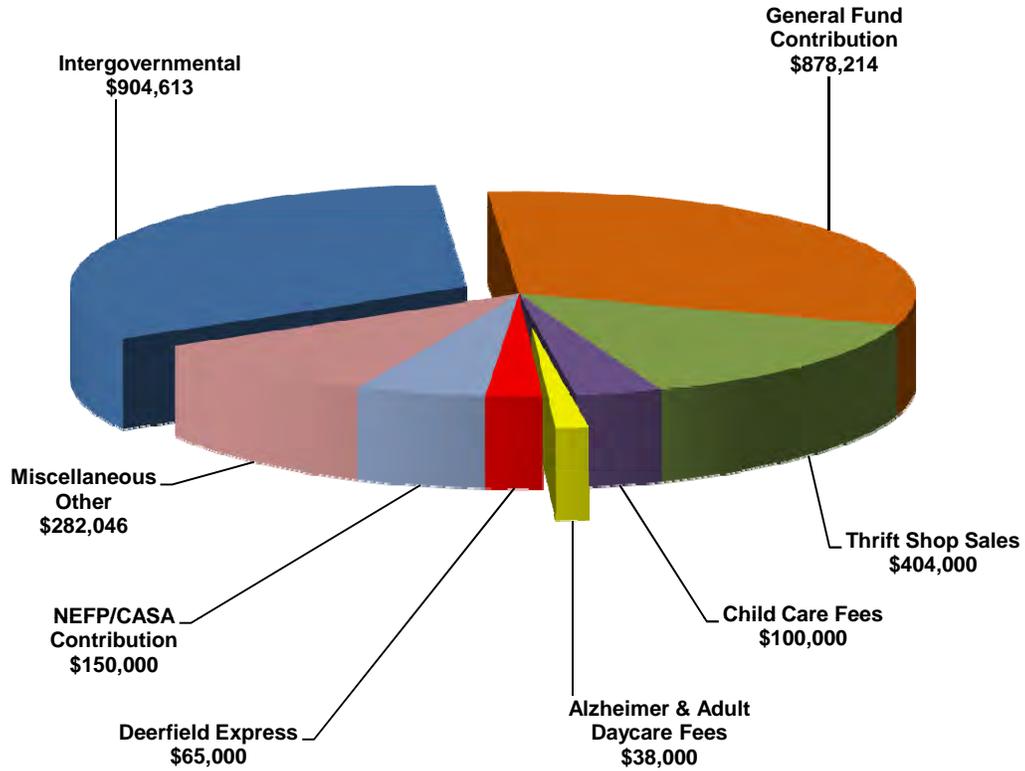
**SENIOR SERVICES FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	2007-08 Actual	2008-09 Actual	2009-10		2009-10 Budget	2010-11 Budget
			Y-T-D Actual (Thru 3/31/10)	Y-T-D %age		
<b>INTERGOVERNMENTAL REVENUE</b>						
Home Energy Assistance	11,415	10,150	11,077	27	41,403	40,209
Title III-E Federal Grant	17,314	134,182	476	9	5,556	5,556
Senior Citizen Federal Grant	164,436	99,494	24,827	14	183,216	183,216
<i>Federal Grants</i>	<u>193,165</u>	<u>243,826</u>	<u>36,380</u>	<u>16</u>	<u>230,175</u>	<u>228,981</u>
ADI - State Grant	344,142	381,042	257,758	73	352,617	334,987
ADI - Local Cash Match	54,521	54,521	57,383	-	-	-
Local Service Program (LSP)	129,154	130,001	43,851	33	134,085	127,380
<i>State Grants</i>	<u>527,817</u>	<u>565,564</u>	<u>358,992</u>	<u>74</u>	<u>486,702</u>	<u>462,367</u>
AAA - Alzheimer's Supplement	-	-	-	-	54,521	54,521
AAA - Local Cash Match	9,300	9,975	9,300	106	8,744	8,744
Paratransit	284,394	253,486	122,105	49	250,000	150,000
<i>Grants From Other Local Units</i>	<u>293,694</u>	<u>263,461</u>	<u>131,405</u>	<u>42</u>	<u>313,265</u>	<u>213,265</u>
<i>TOTAL INTERGOV'T REVENUES</i>	<u>1,014,676</u>	<u>1,072,851</u>	<u>526,777</u>	<u>51</u>	<u>1,030,142</u>	<u>904,613</u>
<b>CHARGES FOR SERVICES</b>						
Deerfield Express	147,410	78,699	55,312	74	75,000	60,000
Natura Transportation Svcs	5,340	5,640	-	-	5,000	-
Transit Fees	16,569	9,275	4,270	61	7,000	5,000
<i>Transportation</i>	<u>169,319</u>	<u>93,614</u>	<u>59,582</u>	<u>68</u>	<u>87,000</u>	<u>65,000</u>
Adult Day Care Fees	9,934	5,710	1,425	14	10,000	3,000
Alzheimer Caregiver Fees	29,975	31,076	14,170	47	30,000	30,000
Channeling Project	5,580	1,080	2,600	52	5,000	5,000
<i>Human Services</i>	<u>45,489</u>	<u>37,866</u>	<u>18,195</u>	<u>40</u>	<u>45,000</u>	<u>38,000</u>
Thrift Shop Mdse Sales	219,388	201,607	106,730	42	254,415	260,000
Thrift Shop Mdse Sales - Cr Card	135,899	135,341	54,337	57	95,000	100,000
Thrift Shop Mdse Sales - Nontaxable	45,807	36,345	20,800	52	40,000	40,000
Coffee Shop Sales	3,644	3,971	2,126	53	4,000	4,000
<i>Culture/Recreation</i>	<u>404,738</u>	<u>377,264</u>	<u>183,993</u>	<u>47</u>	<u>393,415</u>	<u>404,000</u>
<i>TOTAL CHARGES FOR SVCS</i>	<u>619,546</u>	<u>508,744</u>	<u>261,770</u>	<u>50</u>	<u>525,415</u>	<u>507,000</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	(6,354)	(1,993)	31	-	-	-
<i>Interest Earnings</i>	<u>(6,354)</u>	<u>(1,993)</u>	<u>31</u>	<u>-</u>	<u>-</u>	<u>-</u>
Child Care Fees	228,198	140,057	52,307	35	150,000	100,000
Alzheimer Caregiver Donations	4,547	3,395	2,814	70	4,000	4,000
Pledge - NEFP CASA, Inc.	150,000	112,500	75,000	50	150,000	150,000
Computer Prodigies	5,425	5,529	-	-	-	-
Creole Daycare Donations	2,975	1,015	790	-	-	-
Other Contributions/Donations	160	335	-	-	-	-
Volunteer Awards Day	4,810	3,750	4,250	142	3,000	3,000
Tree of Life Donations	1,325	1,710	295	30	1,000	1,000
Health Fair	4,863	4,957	2,616	-	-	-
<i>Contribution From Private Sources</i>	<u>402,303</u>	<u>273,248</u>	<u>138,072</u>	<u>45</u>	<u>308,000</u>	<u>258,000</u>

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

	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2010-11</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 3/31/10)</b>			
Other Miscellaneous Revenue	3	-	-	-	-	-
Project Income - ADI	382	222	678	-	-	-
Senior Center Project Income	<u>27,718</u>	<u>30,087</u>	<u>24,910</u>	<u>71</u>	<u>35,000</u>	<u>35,000</u>
<i>Other Miscellaneous Revenues</i>	<u>28,103</u>	<u>30,309</u>	<u>25,588</u>	<u>73</u>	<u>35,000</u>	<u>35,000</u>
<b>TOTAL MISC REVENUES</b>	<u>424,052</u>	<u>301,564</u>	<u>163,691</u>	<u>48</u>	<u>343,000</u>	<u>293,000</u>
<b>NON-REVENUES</b>						
General Fund	548,657	661,382	366,194	50	732,389	878,214
Target Area Trust Fund	-	-	-	-	-	50,000
CDBG	-	-	-	-	-	160,404
Senior Svcs Grant Funds	<u>1,799</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Interfund Transfers</i>	<u>550,456</u>	<u>661,382</u>	<u>366,194</u>	<u>50</u>	<u>732,389</u>	<u>1,088,618</u>
ICMA Pension Forfeitures	-	-	-	-	-	28,642
<i>Other Non-Revenues</i>	-	-	-	-	-	28,642
<b>TOTAL NON-REVENUES</b>	<u>550,456</u>	<u>661,382</u>	<u>366,194</u>	<u>50</u>	<u>732,389</u>	<u>1,117,260</u>
<b>TOTAL SENIOR SERVICES FUND</b>	<u>2,608,730</u>	<u>2,544,541</u>	<u>1,318,432</u>	<u>50</u>	<u>2,630,946</u>	<u>2,821,873</u>

# City of Deerfield Beach Projected Revenues - Senior Services Fund Fiscal Year 2010/11



**Total projected revenues: \$2,821,873**

# Senior Services

**Administration**

**Senior Center**

**Alzheimer's Day Care Centers**

**Intergenerational Adult Day Services**

**Child Care Centers**

**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.

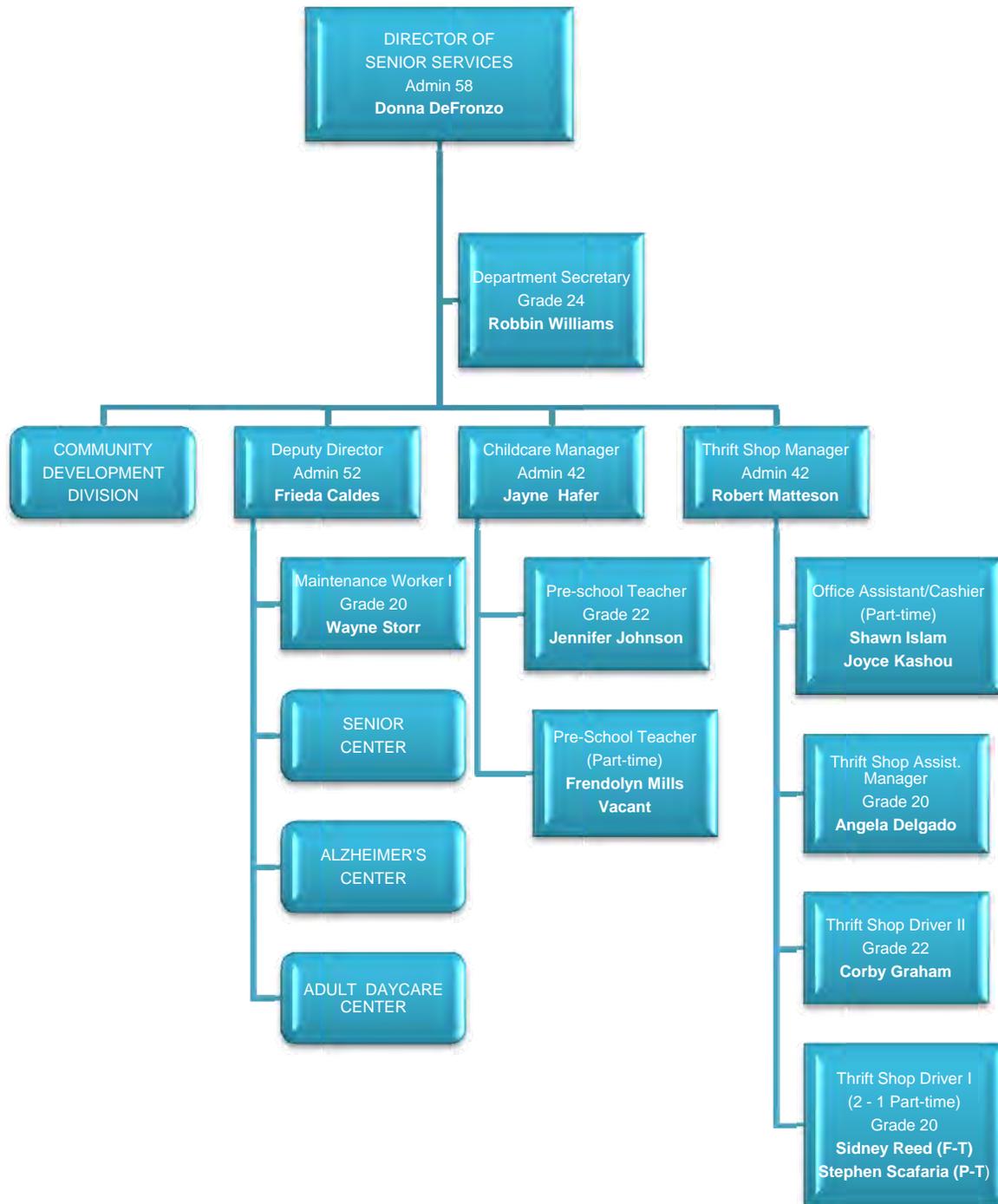
## Non-Departmental

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.

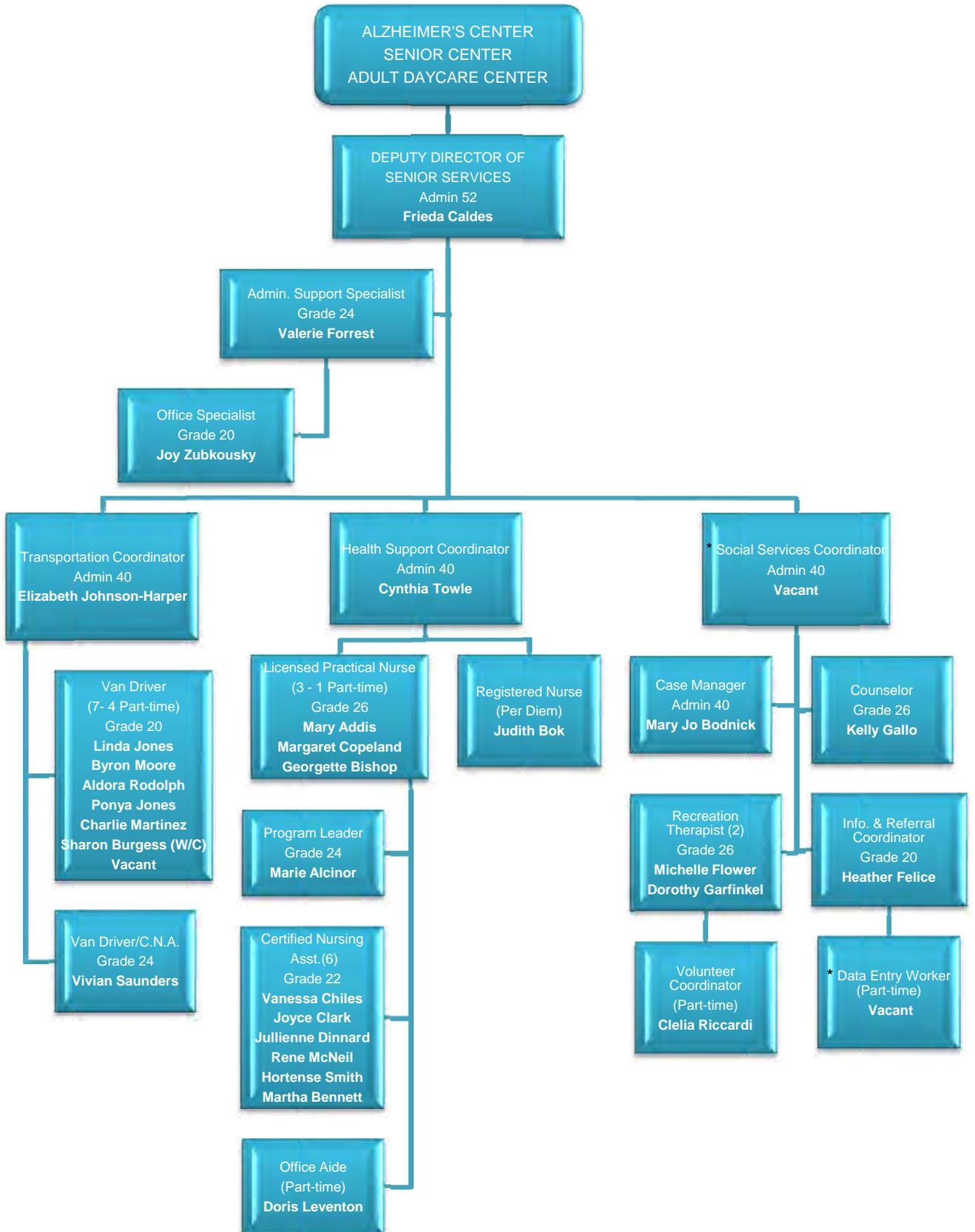
# Senior Services Department

## Organization Chart

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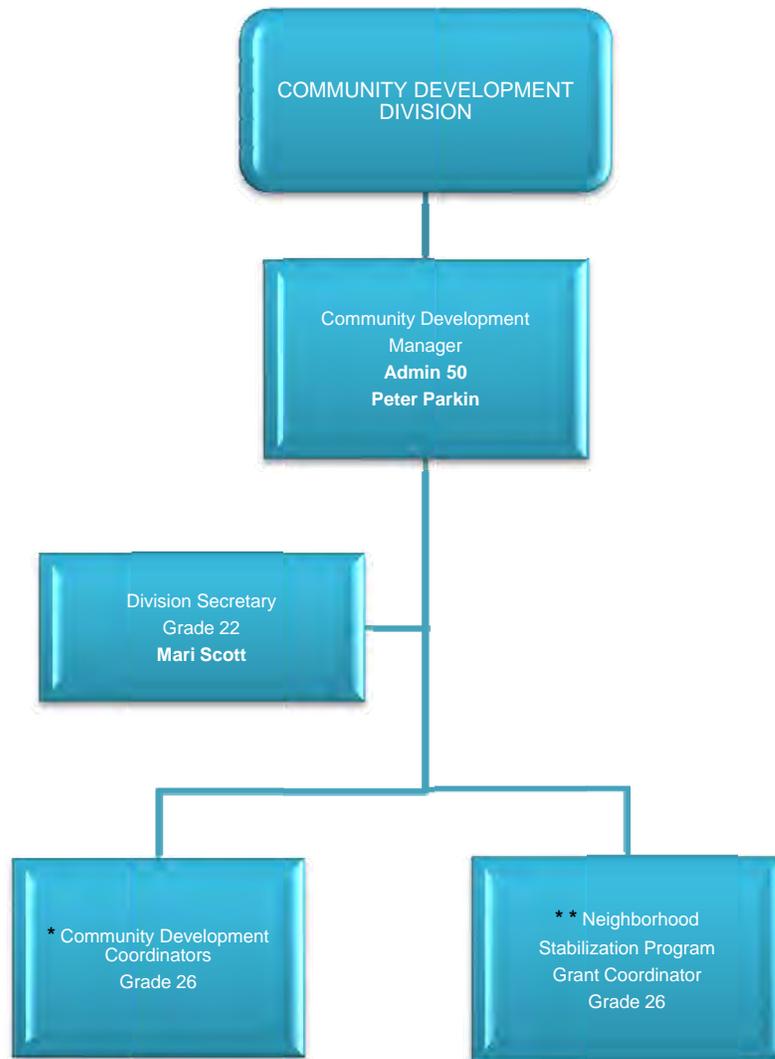
# Senior Services Department Organization Chart (Continued)



\*Frozen / Not funded

# Community Development Division Organization Chart

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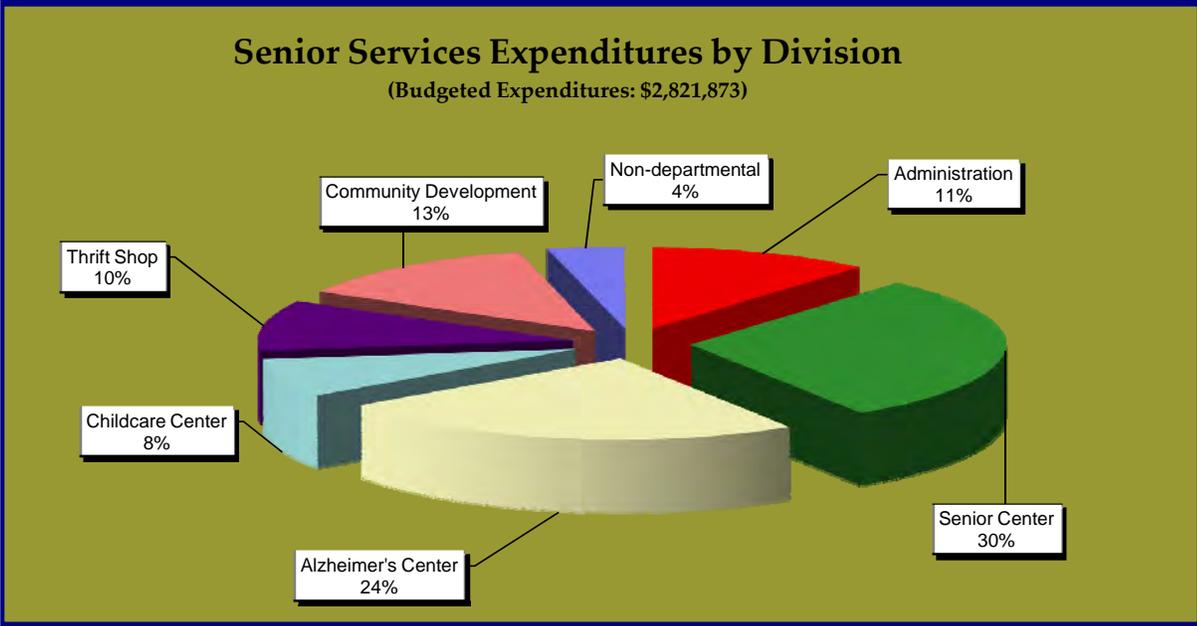


\*Frozen / Not funded

\*\* This position is funded by a grant from the U.S. Department of Housing & Community Development.

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2009-10	ESTIMATED EXPENDITURES 2010-11	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Administration</b>	342,300	321,233	(21,067)	-6.2%
<b>Senior Center</b>	930,921	834,878	(96,043)	-10.3%
<b>Alzheimer's Center</b>	673,990	685,875	11,885	1.8%
<b>Childcare Center</b>	300,702	217,058	(83,644)	-27.8%
<b>Thrift Shop</b>	271,633	283,769	12,136	4.5%
<b>Community Development</b>	-	367,660	367,660	-
<b>Non-departmental</b>	111,400	111,400	-	0.0%
<b>TOTAL</b>	<b><u>2,630,946</u></b>	<b><u>2,821,873</u></b>	<b><u>190,927</u></b>	<b><u>7.3%</u></b>



City of Deerfield Beach, Florida  
Senior Services  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 274,934	\$ 331,384	\$ 159,710	\$ 342,300	\$ 321,233
Senior Center	794,153	727,039	327,634	930,921	834,878
Alzheimer's Center	625,448	667,856	307,745	673,990	685,875
Childcare Center	251,903	216,010	75,435	300,702	217,058
Thrift Shop	265,245	275,470	124,691	271,633	283,769
Community Development	177,099	269,015	126,026	367,260	367,660
Non-Departmental	111,400	111,400	55,700	\$ 111,400	111,400
<b>TOTAL</b>	<b><u>\$ 2,500,182</u></b>	<b><u>\$ 2,598,174</u></b>	<b><u>\$ 1,176,941</u></b>	<b><u>\$ 2,998,206</u></b>	<b><u>\$ 2,821,873</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 2,074,027	\$ 2,259,904	\$ 1,008,631	\$ 2,585,881	\$ 2,424,582
Materials & Supplies	55,097	47,018	18,074	53,950	43,400
Operating Expenses	259,658	179,852	94,536	246,975	242,491
Non-Departmental	111,400	111,400	55,700	111,400	111,400
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 2,500,182</u></b>	<b><u>\$ 2,598,174</u></b>	<b><u>\$ 1,176,941</u></b>	<b><u>\$ 2,998,206</u></b>	<b><u>\$ 2,821,873</u></b>
<b><u>PERSONNEL</u></b>					
Administration	3	3	3	3	3
Senior Center	24	22	20	20	16
Alzheimer's	15	18	17	17	15
Childcare Center	6	6	6	6	4
Thrift Shop	6	7	7	7	7
Community Development	4	5	5	5	3
<b>TOTAL PERSONNEL</b>	<b><u>58</u></b>	<b><u>61</u></b>	<b><u>58</u></b>	<b><u>58</u></b>	<b><u>48</u></b>

## Senior Services Administration

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 194,393	\$ 253,027	\$ 117,709	\$ 267,200	\$ 267,162
Employee Benefits	27,759	37,195	16,218	42,300	42,071
<b>Materials &amp; Supplies</b>	4,966	5,230	3,921	7,200	6,000
<b>Other Services and Charges</b>	47,816	35,932	21,862	25,600	6,000
<b>Operations Subtotal</b>	<u>274,934</u>	<u>331,384</u>	<u>159,710</u>	<u>342,300</u>	<u>321,233</u>
<b>DIVISION TOTAL</b>	\$ 274,934	\$ 331,384	\$ 159,710	\$ 342,300	\$ 321,233
<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 FY10-11 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	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Full time employees	3	3	3	3
Division Expenditures	\$ 331,384	\$ 342,300	\$ 338,261	\$ 321,233
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
Grant & Funding Applications	10	10	11	10
Maintenance of Buildings	4	4	5	5
Volunteer Services	298	300	355	300
<b>EFFECTIVENESS MEASURES:</b>				
Satisfaction Survey Results	98%	95%	98%	95%
Public/Private Partnerships	49	50	40	50
Team Meetings and Employee Trainings	12	12	7	12
Grants & Funding Secured	10	10	10	10
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	\$ 1,325.54	\$ 1,369.20	\$ 1,353.04	\$ 1,285.10
Revenue Generated	\$ 2,634,593	\$ 2,630,946	\$ 2,630,946	\$ 2,430,624

## Senior Center

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 551,258	\$ 539,623	\$ 237,503	\$ 674,548	\$ 590,410
Employee Benefits	73,123	76,771	34,412	92,080	81,059
<b>Materials &amp; Supplies</b>	12,386	15,014	5,507	12,800	11,000
<b>Other Services and Charges</b>	157,386	95,631	50,212	151,493	152,409
<b>Operations Subtotal</b>	<u>794,153</u>	<u>727,039</u>	<u>327,634</u>	<u>930,921</u>	<u>834,878</u>
<b>DIVISION TOTAL</b>	\$ 794,153	\$ 727,039	\$ 327,634	\$ 930,921	\$ 834,878
<b>PERSONNEL</b>					
Full-Time	13	12	11	11	10
Part-Time	11	10	9	9	6
<b>TOTAL</b>	24	22	20	20	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 FY10-11 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	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Full Time Employees	13	13	10	10
Part Time Employees	6	6	3	3
Will Call Employees	2	2	2	2
Per Diem Employees	1	1	1	1
Division Expenditures	\$ 727,038	\$ 930,921	\$ 930,921	\$ 834,878
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
<b><i>Programs/Services offered-units of service:</i></b>				
Counseling - Individual	798	700	700	600
Counseling - Group	348	300	309	300
Education/Training	187	100	165	100
Health Support - Individual	1,762	1,500	1,500	1,375
Health Support - Group	391	150	351	200
Information	17,820	12,000	15,645	12,000
Outreach	49	40	40	40
Recreation	2,012	2,000	2,000	1,800
Referral	1,184	1,200	1,200	1,100
Screening & Assessment	211	100	202	150
Transportation Trips	85,156	74,204	74,204	75,500
<b>EFFECTIVENESS MEASURES:</b>				
<b><i>Program Participants - unduplicated:</i></b>				
Counseling - Individual	57	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	261	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	450	500	450	450
Referral	910	1200	1000	1000
Screening & Assessment	16	10	13	10
Transportation	440	445	405	400
<b>EFFICIENCY MEASURES:</b>				
<b><i>Program Unit Costs:</i></b>				
Counseling - Individual	\$ 65.07	\$ 75.58	\$ 75.58	\$ 75.58
Counseling - Group	\$ 95.82	\$ 141.81	\$ 137.68	\$ 137.68
Education/Training	\$ 234.82	\$ 459.37	\$ 278.41	\$ 278.41
Health Support - Individual	\$ 30.49	\$ 37.48	\$ 37.48	\$ 37.48
Health Support - Group	\$ 78.52	\$ 267.03	\$ 114.12	\$ 114.12
Information	\$ 3.25	\$ 4.91	\$ 3.77	\$ 3.77
Outreach	\$ 725.17	\$ 738.74	\$ 738.74	\$ 738.74
Recreation	\$ 108.91	\$ 104.85	\$ 104.85	\$ 104.85
Referral	\$ 25.26	\$ 52.27	\$ 52.27	\$ 52.27
Screening & Assessment	\$ 141.31	\$ 221.16	\$ 109.48	\$ 109.48
Transportation	\$ 21.51	\$ 22.64	\$ 22.64	\$ 21.31
Cost Per Day of Operation	\$ 2,908.00	\$ 3,724.00	\$ 2,740.00	\$ 3,193.00

## Alzheimer's Center

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 534,734	\$ 570,722	\$ 264,216	\$ 563,817	\$ 574,174
Employee Benefits	81,829	88,043	40,861	95,473	93,401
<b>Materials &amp; Supplies</b>	4,685	5,348	2,035	6,700	6,200
<b>Other Services and Charges</b>	4,200	3,743	633	8,000	12,100
<b>Operations Subtotal</b>	<u>625,448</u>	<u>667,856</u>	<u>307,745</u>	<u>673,990</u>	<u>685,875</u>
<b>DIVISION TOTAL</b>	\$ 625,448	\$ 667,856	\$ 307,745	\$ 673,990	\$ 685,875
<b>PERSONNEL</b>					
Full-Time	13	15	14	14	13
Part-Time	2	3	3	3	2
<b>TOTAL</b>	15	18	17	17	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 FY10-11 Goals

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

Alzheimer's Center				
PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Full Time Employees	15	15	13	13
Part Time Employees	2	1	1	1
Per Diem Employees	1	1	1	1
Department Expenditures	\$ 667,856	\$ 673,990	\$ 673,990	\$ 685,875
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
<b>Programs/Services offered - Units of Service:</b>				
Adult Day Care	6,832	6,710	9,490	5,000
Caregiver Training & Support - Individual	53	50	55	50
Caregiver Training & Support - Group	104	90	102	90
Case Management	644	600	676	575
Respite - In-Facility	33,470	33,460	49,153	30,000
<b>EFFECTIVENESS MEASURES:</b>				
<b>Program Participants - Unduplicated:</b>				
Adult Day Care	17	10	15	10
Caregiver Training & Support - Individual	10	10	10	10
Caregiver Training & Support - Group	N/A	N/A	N/A	N/A
Case Management	53	65	68	60
Respite - In-Facility	50	65	68	60
<b>EFFICIENCY MEASURES:</b>				
<b>Program Unit Costs:</b>				
Adult Day Care	\$ 10.56	\$ 10.71	\$ 10.71	\$ 7.31
Caregiver Training & Support - Individual	\$ 254.60	\$ 252.67	\$ 229.43	\$ 294.86
Caregiver Training & Support - Group	\$ 223.28	\$ 227.43	\$ 200.53	\$ 169.35
Case Management	\$ 112.83	\$ 107.37	\$ 95.17	\$ 126.14
Respite - In-Facility	\$ 23.84	\$ 25.98	\$ 16.64	\$ 26.69
Cost Per Day of Operation	\$ 2,671.00	\$ 2,696.00	\$ 2,642.00	\$ 3,241.00

## Child Care Center

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 196,842	\$ 173,176	\$ 60,901	\$ 241,160	\$ 179,997
Employee Benefits	26,526	25,398	8,929	35,792	18,961
<b>Materials &amp; Supplies</b>	25,765	15,509	3,566	19,650	13,400
<b>Other Services and Charges</b>	2,770	1,927	2,039	4,100	4,700
<b>Operations Subtotal</b>	<u>251,903</u>	<u>216,010</u>	<u>75,435</u>	<u>300,702</u>	<u>217,058</u>
<b>DIVISION TOTAL</b>	\$ 251,903	\$ 216,010	\$ 75,435	\$ 300,702	\$ 217,058
<b>PERSONNEL</b>					
Full-Time	3	3	1	3	2
Part-Time	3	3	3	3	2
<b>TOTAL</b>	6	6	4	6	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 credential staff.

### Major FY10-11 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>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Full time employees	4	3	2	2
Part time employees	2	3	2	2
Child Care Expenditures	\$ 216,010	\$ 300,702	\$ 300,702	\$ 217,058
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
Number of Children	36	28	15	28
Number of teachers trained in Creative Curriculum	4	4	3	3
Number of Computer Lessons	620	280	300	900
<b>EFFECTIVENESS MEASURES:</b>				
Revenue Generated	\$ 220,000	\$ 150,000	\$ 100,000	\$ 100,000
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	\$ 864	\$ 1,203	\$ 642	\$ 874
Number of Students receiving Creative Curriculum	36	28	15	28

## Thrift Shop

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 207,465	\$ 221,404	\$ 102,501	\$ 213,879	\$ 226,622
Employee Benefits	28,556	30,862	14,299	32,804	31,797
<b>Materials &amp; Supplies</b>	4,009	4,002	1,638	3,200	2,900
<b>Other Services and Charges</b>	25,215	19,202	6,253	21,750	22,450
<b>Operations Subtotal</b>	<u>265,245</u>	<u>275,470</u>	<u>124,691</u>	<u>271,633</u>	<u>283,769</u>
<b>DIVISION TOTAL</b>	\$ 265,245	\$ 275,470	\$ 124,691	\$ 271,633	\$ 283,769
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	4
Part-Time	2	3	3	3	3
<b>TOTAL</b>	6	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 FY10-11 Goals

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

# Thrift Shop

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Full time employees	4	4	4	4
Part time	2	2	2	2
Will call	0	1	1	1
Thrift Shop Expenditures	\$ 275,470	\$ 271,633	\$ 271,633	\$ 283,769
<b>OUTPUTS:</b>				
Total days of operation	300	300	300	300
Number of transactions (sales)	24,916	30,000	30,000	27,440
Number of pickups	2,184	2,400	2,400	2,240
Number of deliveries	228	250	250	560
Number of Individuals assisted	74	100	114	100
<b>EFFECTIVENESS MEASURES:</b>				
Revenue Generated	\$ 393,000	\$ 389,415	\$ 364,000	\$ 400,000
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	\$ 918.24	\$ 905.44	\$ 894.39	\$ 980.12

## Community Development

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 131,303	\$ 211,780	\$ 96,284	\$ 285,618	\$ 280,251
Employee Benefits	20,269	31,903	\$ 14,799	41,210	38,677
<b>Materials &amp; Supplies</b>	3,286	1,915	1,407	4,400	3,900
<b>Other Services and Charges</b>	22,241	23,417	13,536	36,032	44,832
<b>Operations Subtotal</b>	<u>177,099</u>	<u>269,015</u>	<u>126,026</u>	<u>367,260</u>	<u>367,660</u>
<b>DIVISION TOTAL</b>	\$ 177,099	\$ 269,015	\$ 126,026	\$ 367,260	\$ 367,660
<b><u>PERSONNEL</u></b>					
Full-Time	5	5	5	5	3
<b>TOTAL</b>	5	5	5	5	3

## Community Development

PERFORMANCE MEASURES	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Number of full-time employees	5	5	5	3
Division operating expenditures	\$269,015	\$367,260	\$367,260	\$367,660
<b>OUTPUTS:</b>				
Number of programs administered	7	9	9	7
Number of applications reviewed	76	190	128	128
Number of sub-recipient programs monitored	10	12	4	7
Total workload	93	211	141	142
<b>EFFECTIVENESS MEASURES:</b>				
Total funds allocated to City	\$1,978,160	\$4,134,127	N/A	\$1,406,872
Number of persons and agencies assisted	60	62	64	69
<b>EFFICIENCY MEASURES:</b>				
Expenditure per workload	\$2,892.63	\$1,740.57	N/A	N/A
Expenditure per capita	\$3.67	\$5.02	\$5.02	\$4.98

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</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>EXPENSE GROUP</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>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2010-11</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 3/31/10)</b>			
<b>INTERGOVERNMENTAL REVENUE</b>						
Community Develop Block Grant (CDBG)	1,076,133	764,624	90,266	12	742,692	802,018
<i>Federal Grants</i>	<u>1,076,133</u>	<u>764,624</u>	<u>90,266</u>	<u>12</u>	<u>742,692</u>	<u>802,018</u>
<b>TOTAL INTERGOV'T REVENUES</b>	<u>1,076,133</u>	<u>764,624</u>	<u>90,266</u>	<u>12</u>	<u>742,692</u>	<u>802,018</u>
<b>MISCELLANEOUS REVENUE</b>						
Program Income	5,400	-	5,822	-	-	-
<i>Contribution from Private Sources</i>	<u>5,400</u>	<u>-</u>	<u>5,822</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL MISC REVENUES</b>	<u>5,400</u>	<u>-</u>	<u>5,822</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL COMM DEV BLK GRANT FUND</b>	<u><b>1,081,533</b></u>	<u><b>764,624</b></u>	<u><b>96,088</b></u>	<u><b>13</b></u>	<u><b>742,692</b></u>	<u><b>802,018</b></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.

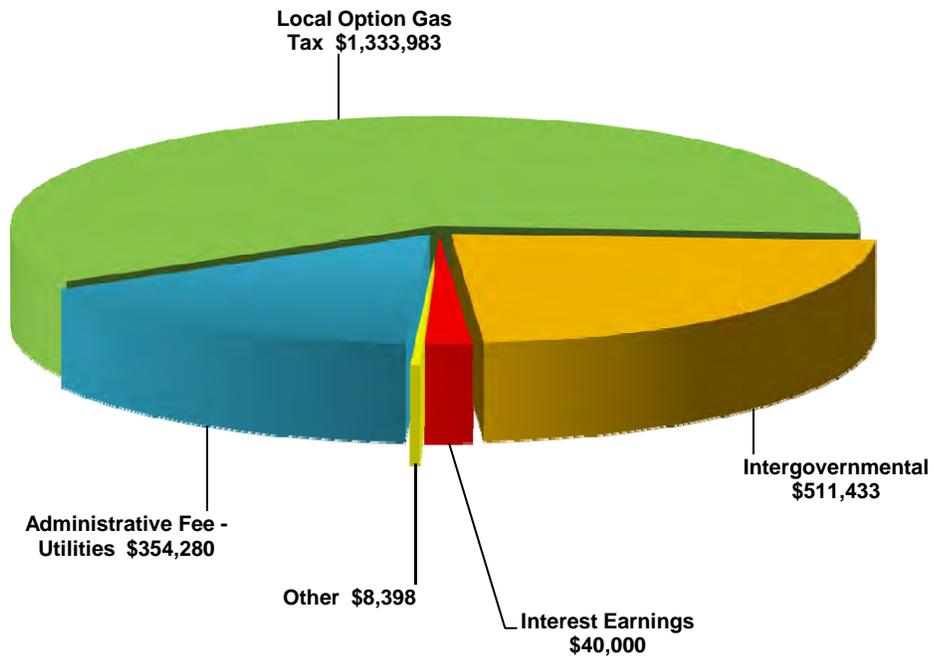
City of Deerfield Beach, Florida  
 Community Development Block Grant Fund  
 Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
CDBG	\$ 741,433	\$ 764,625	\$ 131,477	\$ 742,692	\$ 802,018
TOTAL	<u>\$ 741,433</u>	<u>\$ 764,625</u>	<u>\$ 131,477</u>	<u>\$ 742,692</u>	<u>\$ 802,018</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	\$ 4,294	\$ 25,489	\$ 55,013	\$ 111,404	\$ 120,303
Capital Outlay	39,420	-	-	-	-
Grants & Aids	549,865	591,736	76,464	482,750	521,311
Transfers	147,854	147,400	-	148,538	160,404
TOTAL APPROPRIATIONS	<u>\$ 741,433</u>	<u>\$ 764,625</u>	<u>\$ 131,477</u>	<u>\$ 742,692</u>	<u>\$ 802,018</u>

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

	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2009-10</b>	<b>2010-11</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 3/31/10)</b>	<b>%age</b>		
<b>TAXES</b>						
Local Option Gas Tax	842,476	771,628	313,219	41	766,653	772,989
Local Option Gas Tax - 3¢	527,168	565,358	226,034	41	554,971	560,994
<i>Sales and Use Taxes</i>	<u>1,369,644</u>	<u>1,336,986</u>	<u>539,253</u>	41	<u>1,321,624</u>	<u>1,333,983</u>
<b>TOTAL TAXES</b>	<u>1,369,644</u>	<u>1,336,986</u>	<u>539,253</u>	41	<u>1,321,624</u>	<u>1,333,983</u>
<b>INTERGOVERNMENTAL REVENUE</b>						
State Revenue Sharing	-	-	184,903	41	447,181	511,433
<b>TOTAL INTERGOVERNMENTAL</b>	<u>-</u>	<u>-</u>	<u>184,903</u>	-	<u>447,181</u>	<u>511,433</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	59,642	36,936	-	-	41,377	35,000
Interest on Idle Cash	16,789	8,175	2,581	26	10,000	5,000
<i>Interest Earnings</i>	<u>76,431</u>	<u>45,111</u>	<u>2,581</u>	5	<u>51,377</u>	<u>40,000</u>
Administrative Fee - Utility	315,958	297,176	193,318	50	386,636	354,280
Miscellaneous Revenue	10,700	-	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>326,658</u>	<u>297,176</u>	<u>193,318</u>	50	<u>386,636</u>	<u>354,280</u>
<b>TOTAL MISC REVENUES</b>	<u>403,089</u>	<u>342,287</u>	<u>195,899</u>	45	<u>438,013</u>	<u>394,280</u>
<b>NON-REVENUES</b>						
General Fund	-	-	-	-	250,000	-
State Revenue Sharing Fund	511,204	474,253	-	-	-	-
Road & Bridge Reserve - 3¢	-	-	-	-	639,805	-
<i>Interfund Transfers</i>	<u>511,204</u>	<u>474,253</u>	<u>-</u>	-	<u>889,805</u>	<u>-</u>
Capital Lease Proceeds	48,136	-	-	-	216,000	-
ICMA Pension Forfeitures	-	-	-	-	-	8,398
<i>Other Non-Revenues</i>	<u>48,136</u>	<u>-</u>	<u>-</u>	-	<u>216,000</u>	<u>8,398</u>
<b>TOTAL NON-REVENUES</b>	<u>559,340</u>	<u>474,253</u>	<u>-</u>	-	<u>1,105,805</u>	<u>8,398</u>
<b>TOTAL ROAD AND BRIDGE FUND</b>	<u><b>2,332,073</b></u>	<u><b>2,153,526</b></u>	<u><b>920,055</b></u>	<b>28</b>	<u><b>3,312,623</b></u>	<u><b>2,248,094</b></u>

**City of Deerfield Beach  
Projected Revenues - Road & Bridge Fund  
Fiscal Year 2010/11**



**Total projected revenues: \$2,248,094**

# 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

Prior to fiscal year 2005, the pension contributions made by the City on behalf of the employees of the Streets Maintenance Department as well as the transfer to the Insurance Services Trust Fund for their portion of insurance coverage would be reflected as Non-departmental. Beginning in fiscal year 2005, the pension contributions have been reflected in the Streets Maintenance Division as a separate line item.

Also included in the Non-Departmental section of the Road and Bridge Fund budget is the transfer of the reserved portion of the local option gas tax to a restricted account to be used only for qualifying expenditures as governed by State statute.

## Debt Service

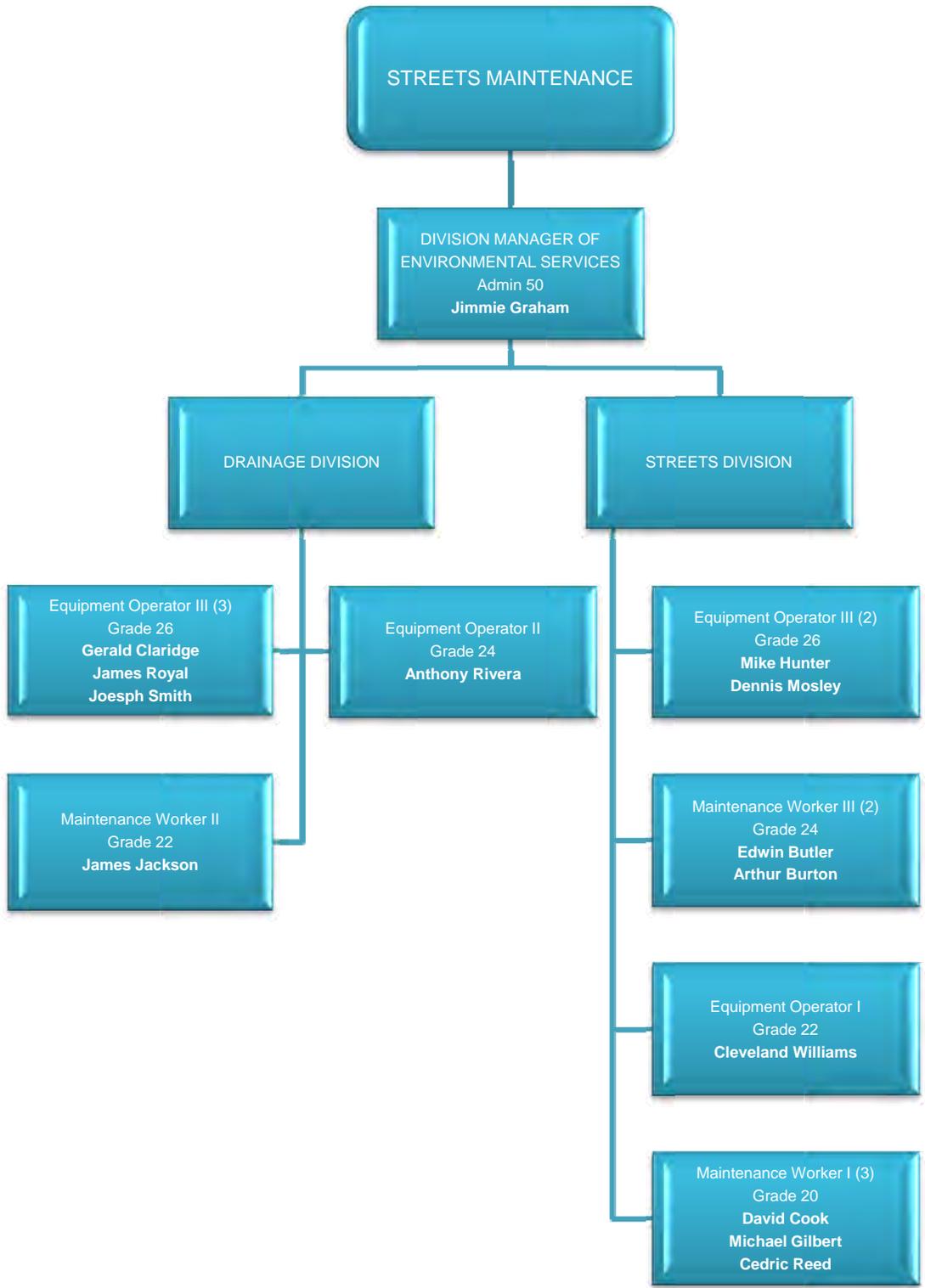
The Debt Service Department recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year.

# Environmental Services Department

## Streets Maintenance Division

### Organization Chart

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City of Deerfield Beach, Florida  
Road and Bridge Fund  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Streets Maintenance	\$ 2,041,539	\$ 2,472,084	\$ 944,326	\$ 2,459,815	\$ 1,958,936
Non-Departmental	172,125	190,788	103,183	761,338	212,514
Debt Service	80,046	88,489	87,792	91,470	76,644
TOTAL	<u>\$ 2,293,710</u>	<u>\$ 2,751,361</u>	<u>\$ 1,135,301</u>	<u>\$ 3,312,623</u>	<u>\$ 2,248,094</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 835,873	\$ 908,776	\$ 420,238	\$ 956,215	\$ 886,239
Materials & Supplies	91,572	101,869	25,655	85,600	80,600
Operating Expense	1,065,958	943,250	334,745	1,102,000	885,097
Capital Outlay	48,136	518,189	163,688	316,000	107,000
Non-Departmental	172,125	190,788	103,183	761,338	212,514
Debt Service	80,046	88,489	87,792	91,470	76,644
TOTAL APPROPRIATIONS	<u>\$ 2,293,710</u>	<u>\$ 2,751,361</u>	<u>\$ 1,135,301</u>	<u>\$ 3,312,623</u>	<u>\$ 2,248,094</u>
<b><u>PERSONNEL</u></b>					
Streets Maintenance	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>13</u>
TOTAL PERSONNEL	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>13</u>

## Streets Maintenance

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 706,661	\$ 766,596	\$ 363,290	\$ 819,726	\$ 745,409
Employee Benefits	129,212	142,180	\$ 56,947	136,489	140,830
<b>Materials &amp; Supplies</b>	91,572	101,869	25,655	85,600	80,600
<b>Other Services and Charges</b>	1,065,958	943,250	334,746	1,161,000	885,097
<b>Operations Subtotal</b>	1,993,403	1,953,895	780,638	2,202,815	1,851,936
<b>Capital Outlay</b>	48,136.00	518,189.00	163,688	257,000	107,000
<b>DEPARTMENTAL TOTAL</b>	\$ 2,041,539	\$ 2,472,084	\$ 944,326	\$ 2,459,815	\$ 1,958,936
<b>PERSONNEL</b>					
Full-Time	15	15	15	15	13
<b>TOTAL</b>	15	15	15	15	13

## Mission Statement

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

## Major FY10-11 Goals

1. Develop a funding source for stormwater improvement projects.
2. Develop GPS mapping of stormwater system.
3. Improve water quality of drainage runoff.
4. Develop system to monitor and repair potholes in a timely manner.
5. Provide for safe pedestrian walkways throughout the City.
6. Continue citywide road resurfacing program.
7. Continue to provide a safe environment for employees and the public.
8. Implement a storm water utility fee.

<b>Streets Maintenance</b>				
<b>PERFORMANCE MEASURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Department expenditures	\$ 2,472,084	\$ 2,459,815	\$ 2,459,815	\$ 1,958,936
Number of full time employees	15	15	15	13
<b>OUTPUTS:</b>				
Total paved streets - centerline miles	146.6	146.6	146.6	146.6
Number of asphalt repairs	2,212	2,000	1,450	1,500
Number of signs repaired/installed	946	220	220	220
Total centerline miles - main arterial	41.1	41.1	41.1	41.1
Total centerline miles - residential	105.5	105.5	105.5	105.5
Miles of canals maintained	21	21	21	21
Total number of catch basins	2,956	2,956	2,956	2,956
Total drainage pipes - miles	28.96	28.96	28.96	28.96
Total number of outfalls	244	244	244	244
Number of minor spill responses	24	35	76	75
Customer requests for service	39	50	110	100
<b>EFFECTIVENESS MEASURES:</b>				
Sidewalks repaired (linear feet)	800	1,200	1,146	1,500
Lane miles swept (arterial)	8,844	11,000	15,000	15,000
Lane miles swept - residential	2,656	5,000	6,400	6,400
Debris removed from canals (cubic yards)	N/A	200	211	225
Number of catch basins cleaned	2,119	2,500	1,500	2,500
Drainage pipes cleaned - linear feet	9,100	12,000	12,000	14,000
Number of outfalls cleaned	244	244	244	244
<b>EFFICIENCY MEASURES:</b>				
Asphalt used for repairs (tons)	317	300	246	300
Concrete poured (cubic yards)	191	200	210	225
Percentage of streets swept - arterials	100%	100%	100%	100%
Percentage of streets swept - residential	27%	40%	70%	70%
Percentage of canals cleaned	N/A	6.3%	6.5%	7.2%
Lane miles swept per employee	4,600	6,400	8,560	8,560
Percentage of outfalls cleaned	100%	100%	100%	100%
Number of outfalls cleaned per employee	69.7	69.7	69.7	69.7
Percentage of catch basins cleaned	72%	85%	51%	85%
Number of catch basins cleaned per employee	605	714	428	714

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 172,125	\$ 190,788	\$ 103,183	\$ 761,338	\$ 212,514
TOTAL	<u>\$ 172,125</u>	<u>\$ 190,788</u>	<u>\$ 103,183</u>	<u>\$ 761,338</u>	<u>\$ 212,514</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ 1,500	\$ -	\$ -	\$ -	\$ -
Transfers	170,625	190,788	103,183	761,338	212,514
TOTAL APPROPRIATIONS	<u>\$ 172,125</u>	<u>\$ 190,788</u>	<u>\$ 103,183</u>	<u>\$ 761,338</u>	<u>\$ 212,514</u>

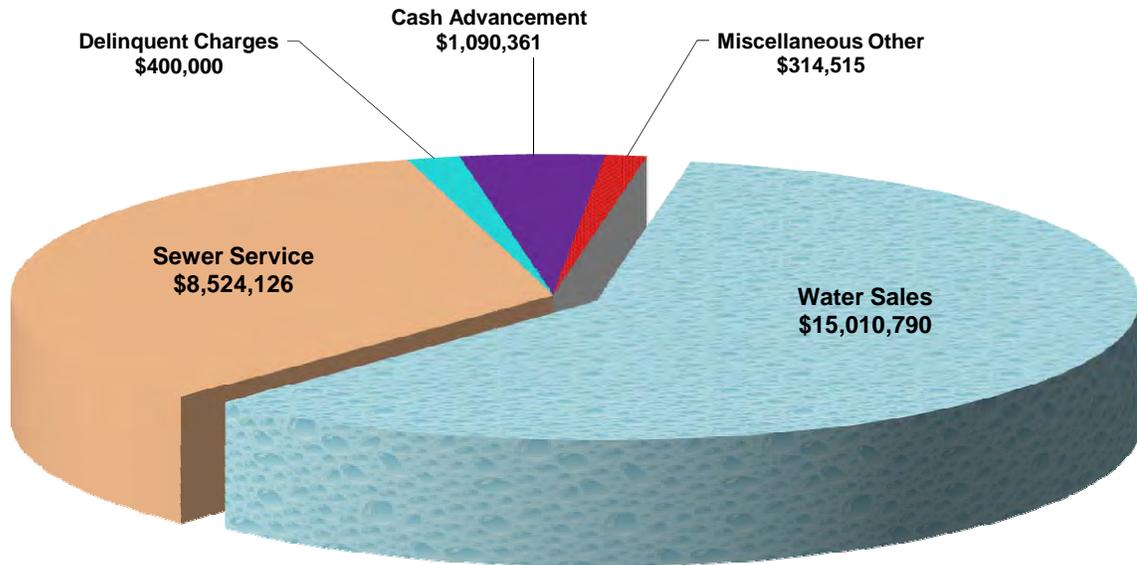
City of Deerfield Beach, Florida  
Debt Service  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Debt Service	\$ 80,046	\$ 88,489	\$ 87,792	\$ 91,470	\$ 76,644
TOTAL	<u>\$ 80,046</u>	<u>\$ 88,489</u>	<u>\$ 87,792</u>	<u>\$ 91,470</u>	<u>\$ 76,644</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Lease - Principal	\$ 72,390	\$ 82,309	\$ 84,391	\$ 86,250	\$ 71,396
Capital Lease - Interest	<u>7,656</u>	<u>6,180</u>	<u>3,401</u>	<u>5,220</u>	<u>5,248</u>
TOTAL APPROPRIATIONS	<u>\$ 80,046</u>	<u>\$ 88,489</u>	<u>\$ 87,792</u>	<u>\$ 91,470</u>	<u>\$ 76,644</u>

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

	2007-08 Actual	2008-09 Actual	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
<b>CHARGES FOR SERVICES</b>						
Engineering Fees	203,236	105,325	61,556	43	144,000	120,000
Backflow Recertification	74,253	78,537	42,028	60	70,000	75,000
<i>General Government</i>	<u>277,489</u>	<u>183,862</u>	<u>103,584</u>	<u>48</u>	<u>214,000</u>	<u>195,000</u>
Water Sales	13,856,920	15,613,309	8,235,524	53	15,510,267	15,010,790
Water Meter Installation	28,850	14,943	3,442	34	10,000	9,000
Sewer Service	8,196,332	8,801,926	4,095,002	47	8,779,000	8,524,126
<i>Water/Sewer Service</i>	<u>22,082,102</u>	<u>24,430,178</u>	<u>12,333,968</u>	<u>51</u>	<u>24,299,267</u>	<u>23,543,916</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>22,359,591</u>	<u>24,614,040</u>	<u>12,437,552</u>	<u>51</u>	<u>24,513,267</u>	<u>23,738,916</u>
<b>FINES AND FORFEITS</b>						
Utility Delinquent Charge	396,994	403,157	222,547	64	350,000	400,000
After 5:00 Turn on	5,014	4,200	1,000	18	5,500	3,000
Re-read of Meter	270	270	210	84	250	250
Account Activation Fee	25,864	26,720	14,230	57	25,000	30,000
Other Fines and Forfeits	-	101	-	-	-	-
<b>TOTAL FINES AND FORFEITS</b>	<u>428,142</u>	<u>434,448</u>	<u>237,987</u>	<u>63</u>	<u>380,750</u>	<u>433,250</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	43,060	27,961	-	-	25,000	20,000
Interest on Idle Cash	26,305	52,720	6,577	16	40,000	6,000
<i>Interest Earnings</i>	<u>69,365</u>	<u>80,681</u>	<u>6,577</u>	<u>-</u>	<u>65,000</u>	<u>26,000</u>
Scrap Metal	9,371	5,132	3,771	75	5,000	5,000
Sale of Used Vehicles	-	2,434	-	-	-	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>9,371</u>	<u>7,566</u>	<u>3,771</u>	<u>-</u>	<u>5,000</u>	<u>5,000</u>
Other Miscellaneous Revenue	7,043	100,192	1,415	28	5,000	5,000
<i>Other Miscellaneous Revenues</i>	<u>7,043</u>	<u>100,192</u>	<u>1,415</u>	<u>28</u>	<u>5,000</u>	<u>5,000</u>
<b>TOTAL MISC REVENUES</b>	<u>85,779</u>	<u>188,439</u>	<u>11,763</u>	<u>16</u>	<u>75,000</u>	<u>36,000</u>
<b>NON-REVENUES</b>						
Utility Bond Sinking Fund	208,489	-	-	-	-	-
<i>Interfund Transfers</i>	<u>208,489</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Cash Carryover - Prior Year	-	-	-	-	-	1,090,361
ICMA Pension Forfeitures	-	-	-	-	-	41,265
<i>Other Non-revenues</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,131,626</u>
<b>TOTAL NON-REVENUES</b>	<u>208,489</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,131,626</u>
<b>TOTAL UTILITY FUND</b>	<u>23,082,001</u>	<u>25,236,927</u>	<u>12,687,302</u>	<u>51</u>	<u>24,969,017</u>	<u>25,339,792</u>

# City of Deerfield Beach Projected Revenues - Utility Fund Fiscal Year 2010/11



**Total projected revenues: \$25,339,792**

# Environmental Services

**Administration/Engineering  
Customer Service  
Water Plant  
Utilities Maintenance  
Wastewater Services  
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 Management & Budget Department.

## **Water Plant Division**

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

## **Utilities Maintenance Division**

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

## **Wastewater Services**

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

## **Non-Departmental**

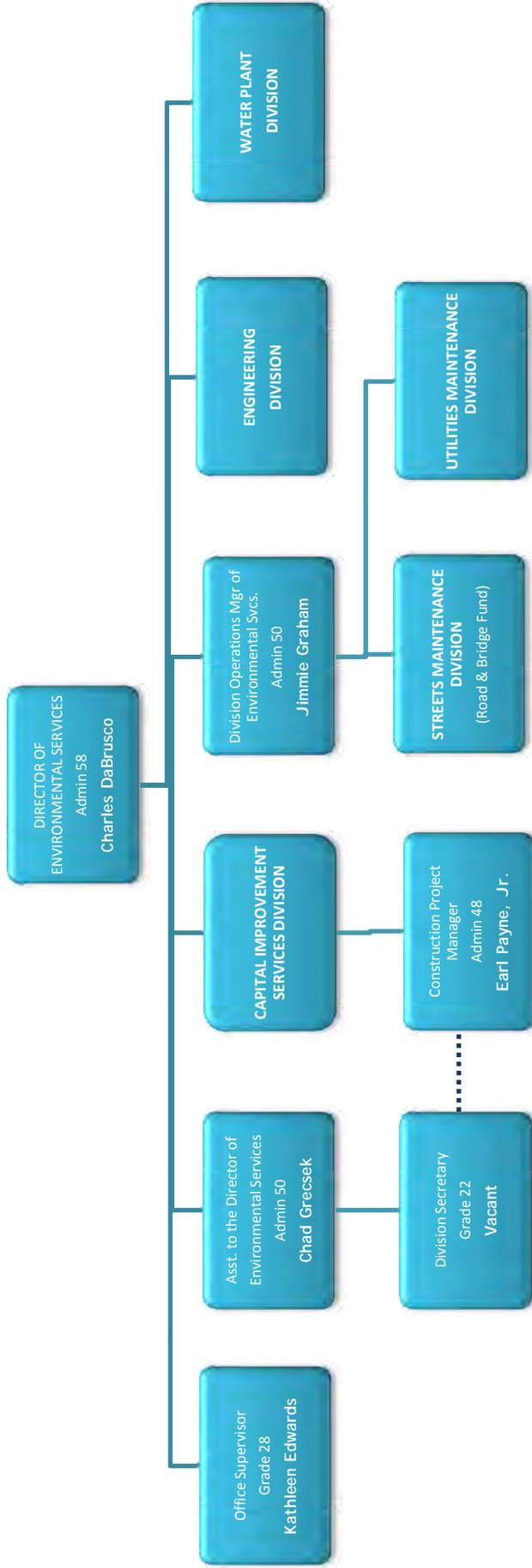
Non-Departmental represents a multitude of expenditures which cannot be associated with a specific department. This includes items such as auditing services, engineering fees, legal services, rate consultants and administrative charges. Interfund transfers are also included in the non-departmental division.

## **Debt Service**

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

# Environmental Services Department Environmental Services/Engineering Administration Organization Chart

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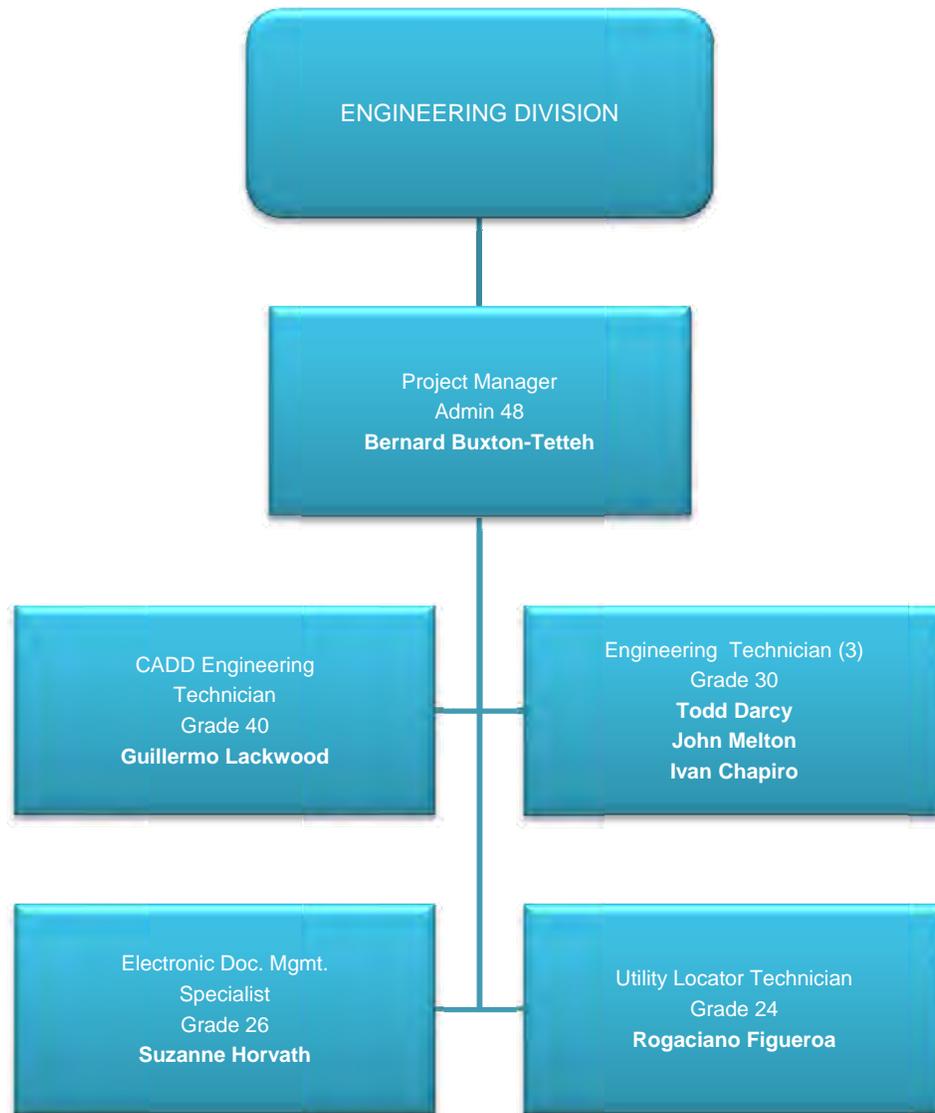


# Environmental Services Department

## Engineering Division

### Organization Chart

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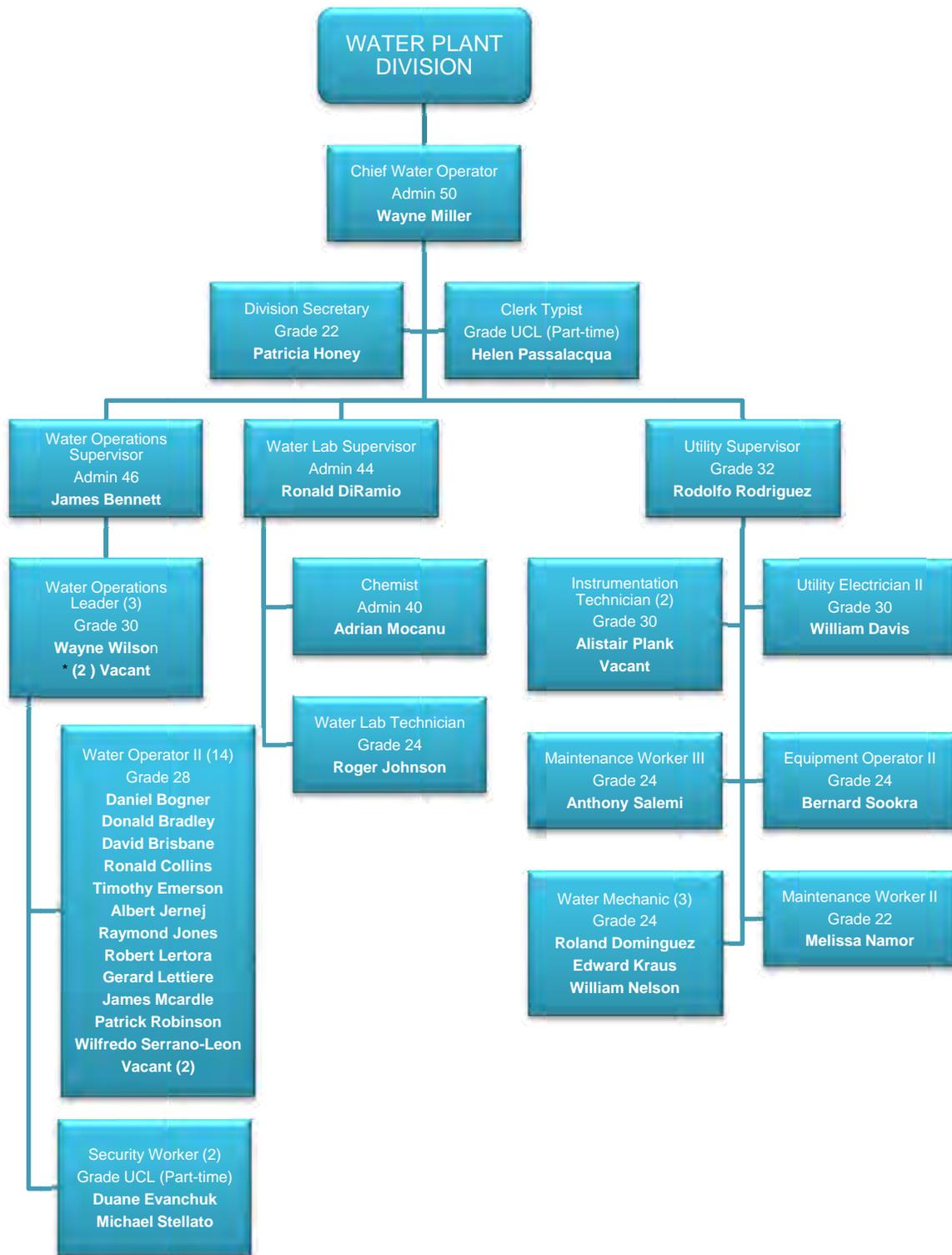


# Environmental Services Department

## Water Plant Division

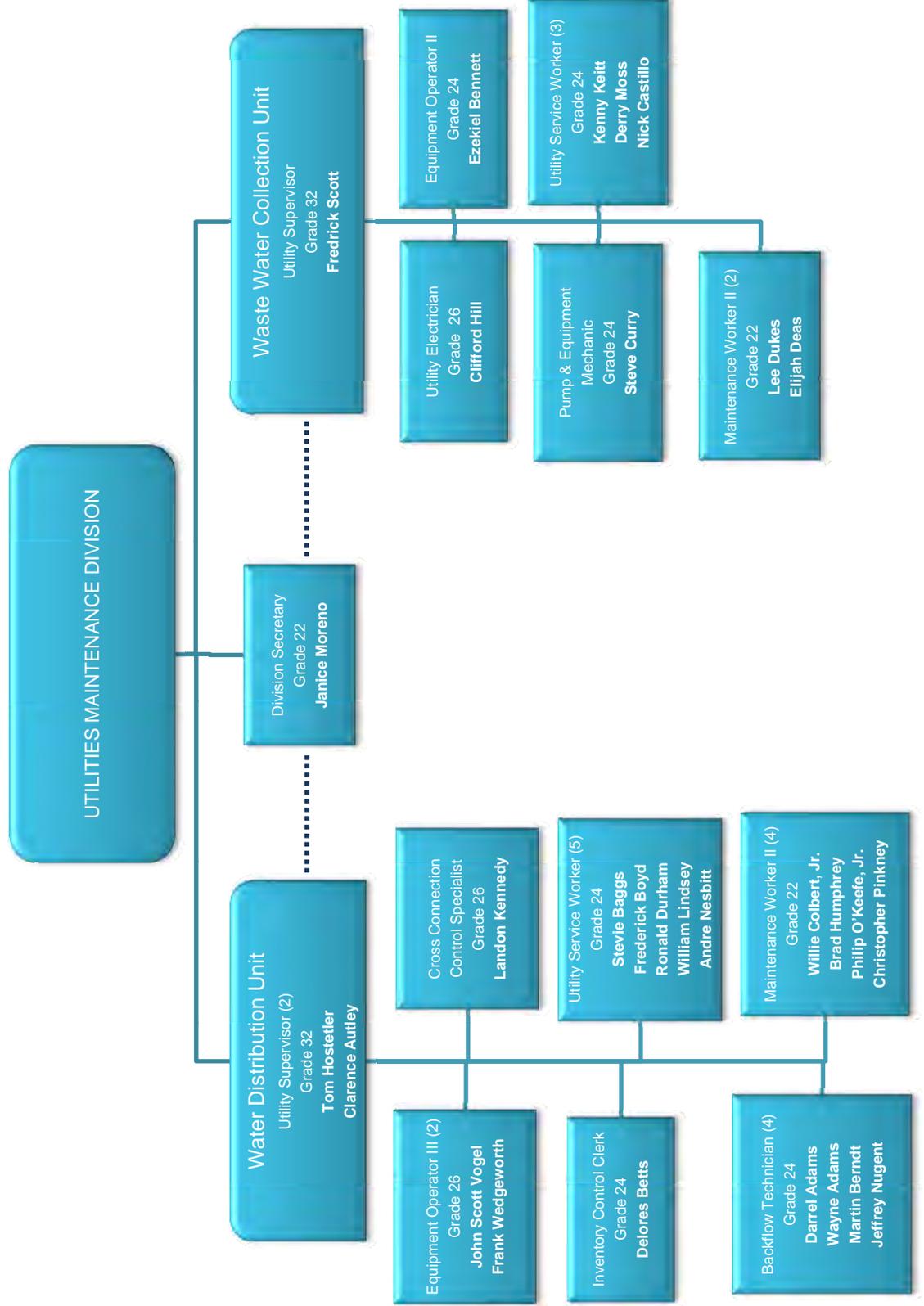
### Organization Chart

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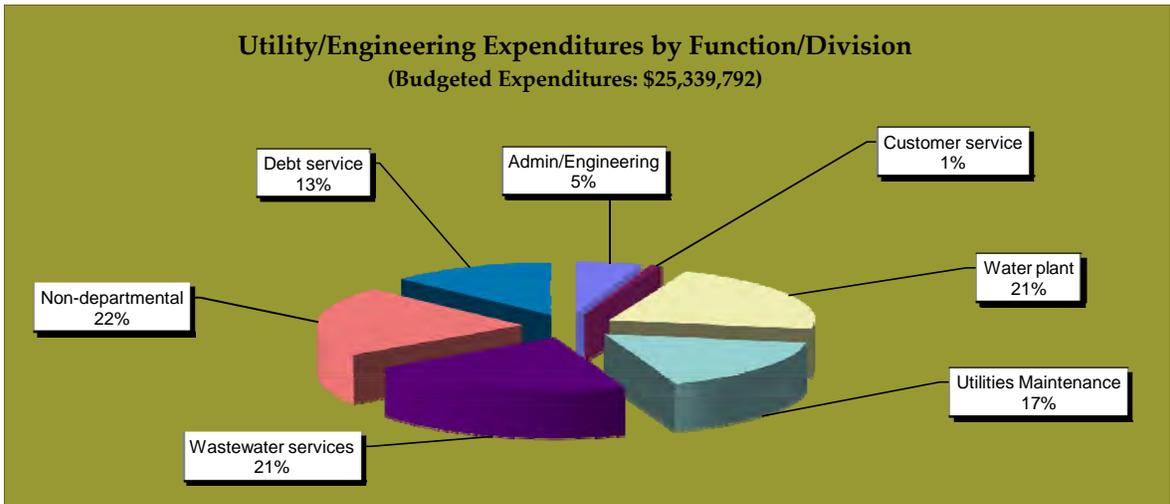
\*Frozen / Not funded

# Environmental Services Department Utilities Maintenance Division Organization Chart



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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2009-10	ESTIMATED EXPENDITURES 2010-11	DOLLAR CHANGE	PERCENTAGE CHANGE
Admin/Engineering	1,268,558	1,310,912	42,354	3.3%
Customer service	212,677	235,290	22,613	10.6%
Water plant	5,744,501	5,487,333	(257,168)	-4.5%
Utilities Maintenance	6,218,354	4,228,836	(1,989,518)	-32.0%
Wastewater services	4,600,000	5,300,000	700,000	15.2%
Non-departmental	3,594,939	5,499,253	1,904,314	53.0%
Debt service	3,329,988	3,278,168	(51,820)	-1.6%
<b>TOTAL</b>	<b><u>24,969,017</u></b>	<b><u>25,339,792</u></b>	<b><u>370,775</u></b>	<b><u>1.5%</u></b>



City of Deerfield Beach, Florida  
Utility Fund  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</b>					
Administration / Engineering	\$ 940,664	\$ 959,444	\$ 427,047	\$ 1,268,558	\$ 1,310,912
Customer Service	184,814	191,516	81,980	212,677	235,290
Water Plant	4,444,303	4,576,541	1,902,423	5,744,501	5,487,333
Utilities Maintenance	4,141,454	4,493,584	1,483,305	6,218,354	4,228,836
Wastewater	4,082,965	4,281,655	2,104,647	4,600,000	5,300,000
Non-Departmental	23,403,893	6,500,229	1,712,335	3,594,939	5,499,253
Debt Service	2,018,140	3,165,422	2,291,036	3,329,988	3,278,168
TOTAL	<u>\$ 39,216,233</u>	<u>\$ 24,168,391</u>	<u>\$ 10,002,773</u>	<u>\$ 24,969,017</u>	<u>\$ 25,339,792</u>
<b>EXPENSE GROUP</b>					
Personal Services	\$ 5,544,512	\$ 5,915,329	\$ 2,544,075	\$ 6,593,357	\$ 6,509,466
Materials & Supplies	1,532,064	1,560,384	629,559	2,185,231	1,965,681
Operating Expenses	6,026,607	6,009,794	2,760,021	6,872,995	7,603,454
Capital Outlay	691,017	1,017,233	65,747	2,392,507	483,770
Non-Departmental	23,403,893	6,500,229	1,712,335	3,594,939	5,499,253
Debt Service	2,018,140	3,165,422	2,291,036	3,329,988	3,278,168
TOTAL APPROPRIATIONS	<u>\$ 39,216,233</u>	<u>\$ 24,168,391</u>	<u>\$ 10,002,773</u>	<u>\$ 24,969,017</u>	<u>\$ 25,339,792</u>
<b>PERSONNEL</b>					
Engineering Services	14	14	14	14	13
Customer Service	3	3	3	3	3
Water Plant	37	37	37	37	34
Utilities Maintenance	36	36	36	36	29
TOTAL PERSONNEL	<u>90</u>	<u>90</u>	<u>90</u>	<u>90</u>	<u>79</u>

## Administration / Engineering

EXPENDITURES	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 722,695	\$ 748,626	\$ 344,506	\$ 992,252	\$ 993,008
Employee Benefits	114,954	144,340	63,485	185,506	238,104
<b>Materials &amp; Supplies</b>	8,350	21,772	887	16,000	10,000
<b>Other Services and Charges</b>	82,310	44,706	18,169	74,800	69,800
<b>Operations Subtotal</b>	<u>928,309</u>	<u>959,444</u>	<u>427,047</u>	<u>1,268,558</u>	<u>1,310,912</u>
<b>Capital Outlay</b>	12,355	-	-	-	-
<b>DIVISION TOTAL</b>	\$ 940,664	\$ 959,444	\$ 427,047	\$ 1,268,558	\$ 1,310,912
<b>PERSONNEL</b>					
Full-Time	12	12	12	12	13
Part-Time	2	2	2	2	0
<b>TOTAL</b>	14	14	14	14	13

### 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 FY10-11 Goals

1. 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 FY 10/11 Annual Resurfacing Project.
4. Complete construction of the Cove Shopping Center Parking Lot Improvements Project.
5. Complete construction of the SW 10th Street Linear Park Project.
6. Identify and seek funding for a Transportation Enhancement Project through the FDOT Local Agency Program.

<b>Engineering Services</b>				
<b>PERFORMANCE MEASURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Number of full time employees	14	14	12	13
<b>OUTPUTS:</b>				
Number of construction contracts executed	3	5	5	5
Number of in-house projects designed	11	7	7	8
Number of architect/engineer/survey consulting contracts managed	3	4	4	4
Number of building permits processed	160	200	180	200
Number of engineering permits processed/inspected	100	120	100	120
Number of private development plans processed	25	30	25	30
Number of requests for utility locates	3,320	3,000	2,800	3,000
<b>EFFECTIVENESS MEASURES:</b>				
Percent of projects designed and constructed within budget	100%	100%	100%	100%
Percent of construction contracts completed within contract time	100%	100%	100%	100%
Number of permits processed within 3 working days	80%	90%	88%	95%
Number of private development plans processed within 7 working days	85%	90%	90%	95%
Number of utility locates completed within 1 working day	90%	90%	90%	90%
<b>EFFICIENCY MEASURES:</b>				
Number of construction contracts executed/managed per full time employee - Engineer	6	8	9	9
Number of in-house projects designed per full time employee - Engineer/Technician	6	5	4	4
Number of architect/engineer/survey consulting contracts managed per full time employee - Engineer	3	5	4	4
Number of building/engineering permits processed/inspected per full time employee - Inspector	85	100	94	107
Number of private development plans processed per full time employee - Engineer/Inspector	13	15	13	15

## Customer Service

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 136,843	\$ 145,400	\$ 56,260	\$ 151,219	\$ 176,549
Employee Benefits	20,936	21,889	8,606	23,958	25,241
<b>Materials &amp; Supplies</b>	18,422	16,936	5,514	24,000	20,000
<b>Other Services and Charges</b>	8,613	7,291	11,601	13,500	13,500
<b>Operations Subtotal</b>	184,814	191,516	81,981	212,677	235,290
<b>DIVISION TOTAL</b>	\$ 184,814	\$ 191,516	\$ 81,981	\$ 212,677	\$ 235,290
<b><u>PERSONNEL</u></b>					
Full-Time	3	3	3	3	3
<b>TOTAL</b>	3	3	3	3	3

## Water Plant

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,933,099	\$ 2,034,124	\$ 916,764	\$ 2,285,111	\$ 2,145,278
Employee Benefits	333,049	398,643	156,853	447,509	574,595
<b>Materials &amp; Supplies</b>	894,242	1,029,784	442,675	1,544,081	1,319,031
<b>Other Services and Charges</b>	1,187,592	1,080,220	386,131	1,379,800	1,414,659
<b>Operations Subtotal</b>	4,347,982	4,542,771	1,902,423	5,656,501	5,453,563
<b>Capital Outlay</b>	96,321	33,770	-	88,000	33,770.00
<b>DIVISION TOTAL</b>	\$ 4,444,303	\$ 4,576,541	\$ 1,902,423	\$ 5,744,501	\$ 5,487,333
<b>PERSONNEL</b>					
Full-Time	33	33	33	33	31
Part-Time	4	4	4	4	3
<b>TOTAL</b>	37	37	37	37	34

## 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 FY10-11 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	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Water plant division expenditures	\$4,576,541	\$5,744,501	\$5,744,501	\$5,487,333
Number of water plant funded positions	36	36	36	36
Annual chemical costs	\$ 1,235,930	\$ 1,235,930	\$ 990,600	\$ 1,151,798
Annual power costs	\$ 975,000	\$ 975,000	\$ 750,000	\$ 800,000
Annual maintenance costs	\$ 311,000	\$ 408,152	\$ 408,152	\$ 448,700
Annual personnel costs	\$ 2,477,545	\$ 2,732,620	\$ 2,732,620	\$ 2,732,620
<b>OUTPUTS:</b>				
Total water produced	3,610,609,000	3,610,609,000	3,710,609,000	3,710,609,000
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	14	21	25
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	\$ 342.31	\$ 266.96	\$ 310.41
Power costs per MG water treated	\$ 270.04	\$ 270.04	\$ 202.12	\$ 215.60
Maintenance costs per MG water treated	\$ 86.14	\$ 113.04	\$ 110.00	\$ 120.92
Personnel costs per MG water treated	\$ 686.18	\$ 756.83	\$ 736.43	\$ 736.43
Annual water operation expense per capita in service area (52,000)	\$88.01	\$110.47	\$110.47	\$105.53

## Utilities Maintenance

EXPENDITURES	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 1,927,397	\$ 2,011,697	\$ 844,073	\$ 2,093,339	\$ 1,867,112
Employee Benefits	355,539	410,610	153,529	414,463	489,579
<b>Materials &amp; Supplies</b>	611,050	491,892	180,482	616,650	616,650
<b>Other Services and Charges</b>	665,127	595,922	239,474	789,395	805,495
<b>Operations Subtotal</b>	<u>\$ 3,559,113</u>	<u>\$ 3,510,121</u>	<u>\$ 1,417,558</u>	<u>\$ 3,913,847</u>	<u>\$ 3,778,836</u>
<b>Capital Outlay</b>	582,341	983,463	65,747.00	2,304,507	450,000
<b>DIVISION TOTAL</b>	<u>\$ 4,141,454</u>	<u>\$ 4,493,584</u>	<u>\$ 1,483,305</u>	<u>\$ 6,218,354</u>	<u>\$ 4,228,836</u>
<b>PERSONNEL</b>					
Full_Time	37	36	36	36	29
<b>TOTAL</b>	37	36	36	36	29

## 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 in the City of Deerfield Beach service area.

## Major FY10-11 Goals

1. Installation of force main under the intracoastal and lining the existing force main to be used as a spare/emergency bypass.
2. Lift station rehabilitation including the replacement of cantex underground lift stations.
3. Continue to provide training for all personnel to ensure a safe working environment for all employees and the general public.
4. Continue to improve the water distribution and wastewater collection infrastructure within the City of Deerfield Beach service area.
5. Implementation of electronic bar code inventory system.

<b>Utilities Maintenance</b>				
<b>PERFORMANCE MEASURES</b>	<b>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Department Expenditures	4,493,584	6,218,354	6,218,354	4,228,836
Employees	37	36	30	29
<b>OUTPUTS:</b>				
Service Orders, Customer Requests	1,080	1,045	1,020	1,040
Water Breaks Repaired	86	89	92	90
Miles of Water Mains Maintained	230	232	231	232
Water Service Upgrades	280	100	75	150
Water Meters Tested, Repaired or Exchanged	400	400	400	400
New Water Main Taps	36	20	20	20
Fire Hydrants Repaired / Replaced	48	51	50	50
Total # of Fire Hydrants	2,300	2,300	2,300	2,300
# of Water Distribution Valves Maintained	10,200	10,220	10,211	10,220
After Hours Emergency Call Outs	281	340	320	300
Response To Wastewater Overflows	20	15	20	25
Rehabilitation for Pump Stations Completed	2	3	3	3
Rehabilitation for Manholes Completed	10	20	20	20
Pump Stations / Telemetry Maintained	72	72	72	71
Miles of Sewer Mains Maintained	137	137	137	137
Feet of Sewer Main Line Televised	10,000	15,000	12,000	15,000
Waste Water Sliplining	800 Feet	3,000 Feet	1,000 Feet	3,000 Feet
Pump Replacements	8	5	5	8
Total # of Backflow Preventers	11,631	11,651	11,651	11,671
# of Commercial Backflow / Fire Main Permits Issued	3,334	3,300	3,334	3,500
Total # of Warehouse Transactions	1,020	1,050	1,100	1,000
<b>EFFECTIVENESS MEASURES:</b>				
% of Service Orders Completed Within 24 Hours	75%	80%	82%	85%
Water Breaks Repaired Within 4 Hours	88%	90%	85%	90%
Average # of Water Valves Exercised Monthly	450	500	480	500
Response to Emergency Call Outs Within 30 Minutes	95%	100%	95%	100%
Wastewater Overflows Responded Within 30 Minutes	100%	100%	100%	100%
% of Backflows Tested & Replaced	65%	70%	67%	75%
<b>EFFICIENCY MEASURES:</b>				
# of Water Valves Maintained Per Employee	2,550	2,550	2,550	2,550
# of Water Maintenance Requests Per Employee	241	213	207	219
# of Fire Hydrants Maintained Per Employee	1,150	1,150	1,150	1,150
# of Pump Stations Maintained Per Employee	8	8	8	8
# of Warehouse Transactions Processed Per Employee	1,020	1,050	1,100	1,000

City of Deerfield Beach, Florida  
Wastewater Services  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Wastewater Services	\$ 4,082,965	\$ 4,281,655	\$ 2,104,647	\$ 4,600,000	\$ 5,300,000
TOTAL	<u>\$ 4,082,965</u>	<u>\$ 4,281,655</u>	<u>\$ 2,104,647</u>	<u>\$ 4,600,000</u>	<u>\$ 5,300,000</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	4,082,965	4,281,655	2,104,647	4,600,000	5,300,000
TOTAL APPROPRIATIONS	<u>\$ 4,082,965</u>	<u>\$ 4,281,655</u>	<u>\$ 2,104,647</u>	<u>\$ 4,600,000</u>	<u>\$ 5,300,000</u>

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 23,403,893	\$ 6,500,229	\$ 1,712,335	\$ 3,594,939	\$ 5,499,253
TOTAL	<u>\$ 23,403,893</u>	<u>\$ 6,500,229</u>	<u>\$ 1,712,335</u>	<u>\$ 3,594,939</u>	<u>\$ 5,499,253</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ 5,202,891	\$ 5,361,862	\$ 1,106,991	\$ 2,384,252	\$ 2,266,670
Transfers	18,201,002	1,138,367	605,344	1,210,687	3,232,583
TOTAL APPROPRIATIONS	<u>\$ 23,403,893</u>	<u>\$ 6,500,229</u>	<u>\$ 1,712,335</u>	<u>\$ 3,594,939</u>	<u>\$ 5,499,253</u>

City of Deerfield Beach, Florida  
Debt Service  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Debt Service	\$ 2,018,140	\$ 3,165,422	\$ 2,291,036	\$ 3,329,988	\$ 3,278,168
TOTAL	<u>\$ 2,018,140</u>	<u>\$ 3,165,422</u>	<u>\$ 2,291,036</u>	<u>\$ 3,329,988</u>	<u>\$ 3,278,168</u>
<b><u>EXPENSE GROUP</u></b>					
W/S Revenue Bond Sinking Fund	\$ 91,009	\$ 1,235,455	\$ 404,244	\$ 1,415,386	\$ 1,373,566
Revolving Loan Sinking Fund	1,366,296	1,366,296	1,366,296	1,366,296	1,366,296
Wtr Pollution Control Sinking Fund	560,354	555,013	528,307	528,306	528,306
Paying Agent Fees	481	8,658	(7,811)	20,000	10,000
TOTAL APPROPRIATIONS	<u>\$ 2,018,140</u>	<u>\$ 3,165,422</u>	<u>\$ 2,291,036</u>	<u>\$ 3,329,988</u>	<u>\$ 3,278,168</u>

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

	2007-08 Actual	2008-09 Actual	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	-	-	(472)	-	-	-
<i>Interest Earnings</i>	-	-	(472)	-	-	-
<b>TOTAL MISC REVENUES</b>	-	-	(472)	-	-	-
<b>NON-REVENUES</b>						
Utility Bond Sinking Fund	-	-	-	-	-	2,000,000
<i>Interfund Transfers</i>	-	-	-	-	-	2,000,000
<b>TOTAL NON-REVENUES</b>	-	-	-	-	-	2,000,000
<b>TOTAL RENEWAL &amp; REPLACEMENT FUND</b>	-	-	(472)	-	-	2,000,000

# **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.

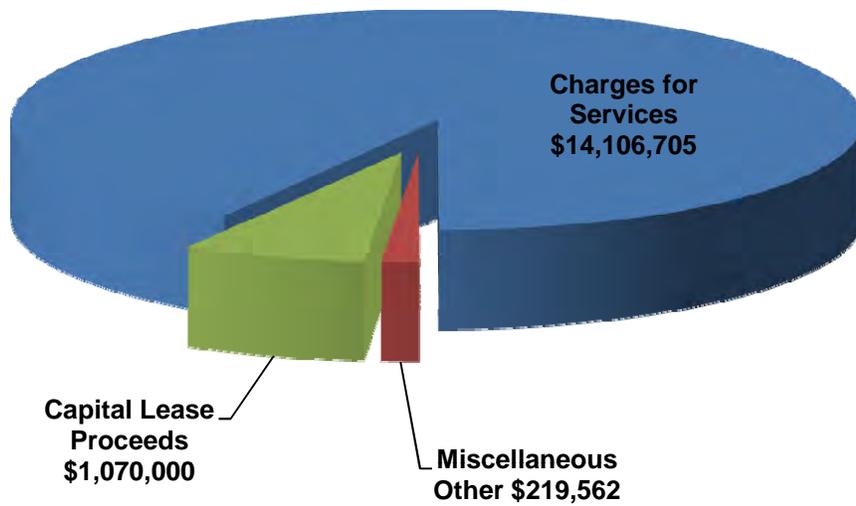
City of Deerfield Beach, Florida  
 Water & Sewer Renewal and Replacement Fund  
 Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Utilities	\$ -	\$ -	\$ -	\$ -	\$ 994,507
Non-Departmental	-	-	-	-	1,005,493
<b>TOTAL</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 994,507
Contingency	-	-	-	-	1,005,493
<b>TOTAL APPROPRIATIONS</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>

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

	2007-08	2008-09	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
	Actual	Actual				
<b>CHARGES FOR SERVICES</b>						
Garbage Cans - Residential	3,568,628	3,390,185	1,113,897	31	3,565,000	3,371,205
Garbage Cans - Business	121,632	126,810	63,721	51	125,000	127,000
Containers - Residential	2,548,353	2,452,598	1,216,051	49	2,460,000	2,450,000
Containers - Business	5,176,808	5,035,666	2,517,419	49	5,150,000	5,050,000
Special Pick-ups - Residential	26,883	55,675	35,851	72	50,000	60,000
Special Pick-ups - Business	99,029	100,747	23,013	19	120,000	50,000
Casters/Roll Outs - Residential	52,935	51,527	25,970	47	55,000	52,000
Casters/Roll Outs - Business	64,182	65,944	34,319	53	65,000	65,000
Cardboard Containers	443,020	238,101	120,407	50	240,000	236,000
Compactors	262,703	493,636	232,393	54	431,532	470,000
Roll-off Pull Containers	1,039,526	791,908	441,182	54	810,000	840,000
Garbage Billed by County	950,945	1,100,515	476,919	50	950,000	1,000,000
Dumpster Reinstatement Charge	300	1,065	250	17	1,500	500
Cardboard Fee	70	-	-	-	-	-
Special Trash Pick-ups	2,048	3,699	2,037	407	500	5,000
MRF Revenue	513,415	298,582	137,380	34	410,000	300,000
Waste Hauler Admin Fees	56,273	54,464	5,989	11	55,000	10,000
Paper Shredding Program	26,222	21,246	10,356	52	20,000	20,000
<i>Garbage/Solid Waste</i>	<u>14,952,972</u>	<u>14,282,368</u>	<u>6,457,154</u>	<u>45</u>	<u>14,508,532</u>	<u>14,106,705</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>14,952,972</u>	<u>14,282,368</u>	<u>6,457,154</u>	<u>45</u>	<u>14,508,532</u>	<u>14,106,705</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Idle Cash	-	1,381	(5,920)	-	-	-
<i>Interest Earnings</i>	<u>-</u>	<u>1,381</u>	<u>(5,920)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Recycled Paper- Smurfit	85,687	135,872	89,602	81	110,000	200,000
Scrap Metal	20,969	10,372	4,132	41	10,000	9,000
Sale of Used Vehicles	40,992	2,796	-	-	40,000	10,000
<i>Sale Surplus Mat'l/Scrap</i>	<u>147,648</u>	<u>149,040</u>	<u>93,734</u>	<u>59</u>	<u>160,000</u>	<u>219,000</u>
Contr from Private Source	300	2,579	90	-	-	562
County Bond Refinancing	948,752	130,004	-	-	-	-
Other Miscellaneous Revenue	-	10,000	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>949,052</u>	<u>142,583</u>	<u>90</u>	<u>-</u>	<u>-</u>	<u>562</u>
<b>TOTAL MISC REVENUES</b>	<u>1,096,700</u>	<u>293,004</u>	<u>87,904</u>	<u>55</u>	<u>160,000</u>	<u>219,562</u>
<b>NON-REVENUES</b>						
ICMA Pension Forfeitures	-	-	-	-	-	20,000
Capital Lease Proceeds	-	-	238,352	33	714,000	1,050,000
<b>TOTAL NON-REVENUES</b>	<u>-</u>	<u>-</u>	<u>238,352</u>	<u>33</u>	<u>714,000</u>	<u>1,070,000</u>
<b>TOTAL SOLID WASTE FUND</b>	<u>16,049,672</u>	<u>14,575,372</u>	<u>6,783,410</u>	<u>44</u>	<u>15,382,532</u>	<u>15,396,267</u>

**City of Deerfield Beach  
Projected Revenues - Solid Waste Fund  
Fiscal Year 2010/11**



**Total projected revenues: \$15,396,267**

# Solid Waste

## Solid Waste Recycling

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

### **DEPARTMENT GOALS**

The overall goals of the Department of Public Works and Environmental Services are outlined in the General Fund/Public Works Section of the Proposed Budget. The goals that pertain to solid waste and recycling services are listed below.

- To preserve and enhance the City's grounds and landscaping sites
- Enhance the appearance of the City's streets and public rights-of-ways
- To provide quality internal and external customer service
- Work closely with the public and private sectors to continually beautify the City of Deerfield Beach
- Increase recycling participation by residential, multi-family and commercial units
- Continually maintain and monitor a safe and healthy environment
- Encourage employee training and development

## Solid Waste Division

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

## Recycling Division

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

## Non-Departmental

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

## Debt Service

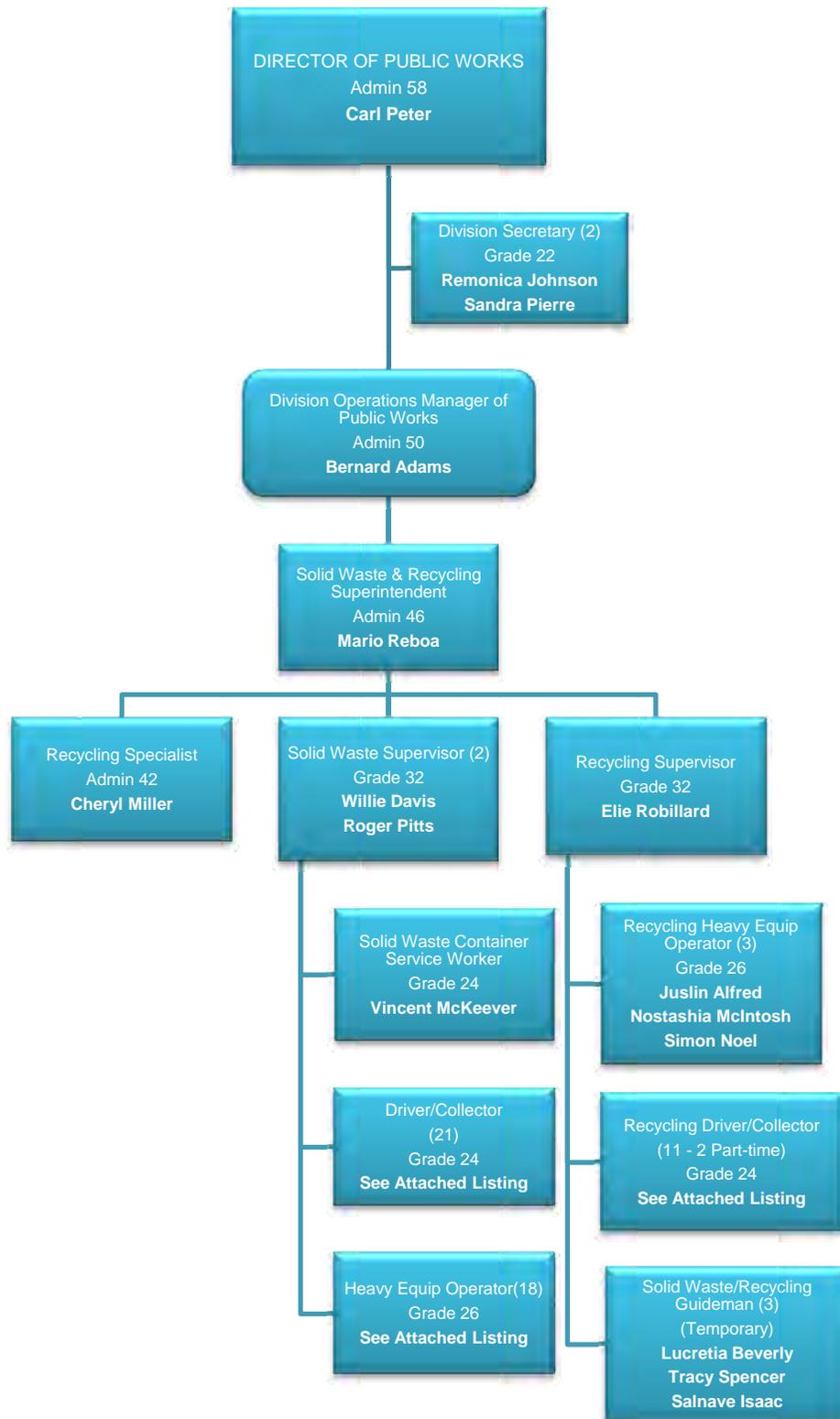
The Debt Service Department recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year.

# Public Works Department

## Solid Waste/Recycling Division

### Organization Chart

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# Public Works Department

## Solid Waste/Recycling Division

### Organization Chart

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#### **Solid Waste:**

##### **Driver/Collector (21)**

Galen Adderly  
Thomas Ammons  
Mario Babrow  
Carlos Berrios  
Vernal Broome  
Christopher Chisholm  
Douglas Edwards  
Benjamin Gomillion  
Frantz Innocent  
Tertulien Innocent  
Jean Juste  
Willis Lacy  
Delhomme Louis  
Luma Louis  
Lajayron Negrin  
Herman Oge  
Gerard Pettigrossi  
Wilbens Roseme  
Marc Saul  
George Sullivan  
Chadrick Tuff

##### **Heavy Equipment Operator (18)**

Eugene Bowles  
Lory Ervin  
Robert Fisher  
Sammy Huggins  
Audley Johnson  
Eliezer Labonte  
Antonio Liuzzo  
Eddie Lucas  
Bobby Martin  
Wayne McBride  
Bobby McCrae  
Keith McIntosh  
Ronald Moss  
Leon Patterson  
Alfred Richardson  
Wilfred Smith  
Michael Thomas  
Jessie Wilson

**Public Works Department**  
**Solid Waste/Recycling Division**  
Organization Chart

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**Recycling:**

**Driver/Collector (11)**

Macien Charles

Orisseau Cherilus

Jethro Eliezair

Marvin Forrest Jr.

Sammie Huggins Jr.

Thony Labonte

Yveau Paul

Terry Pitts

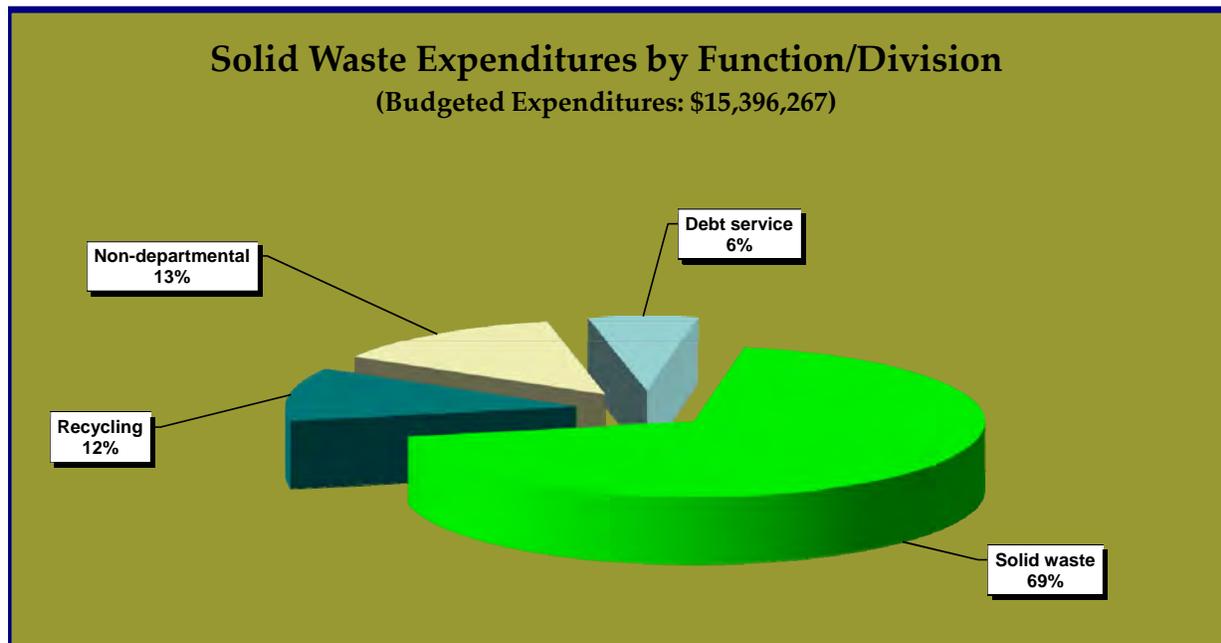
Duly St. Hilaire

Jobero Lubin (Part-time)

Clarence Major (Part-time)

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2009-10	ESTIMATED EXPENDITURES 2010-11	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Solid waste</b>	10,898,472	10,640,922	(257,550)	-2.4%
<b>Recycling</b>	1,511,565	1,777,833	266,268	17.6%
<b>Non-departmental</b>	1,896,555	2,045,248	148,693	7.8%
<b>Debt service</b>	1,075,940	932,264	(143,676)	-13.4%
<b>TOTAL</b>	<b>15,382,532</b>	<b>15,396,267</b>	<b>13,735</b>	<b>0.1%</b>



City of Deerfield Beach, Florida  
Solid Waste  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Solid Waste	12,633,620	11,669,533	4,991,764	10,898,472	10,640,922
Recycling	1,666,290	2,445,258	657,721	1,511,565	1,777,833
Non-Departmental	2,730,307	2,877,191	924,356	1,896,555	2,045,248
Debt Service	68,819	73,790	973,976	1,075,940	932,264
TOTAL	<u>\$ 17,099,036</u>	<u>\$ 17,065,772</u>	<u>\$ 7,547,817</u>	<u>\$ 15,382,532</u>	<u>\$ 15,396,267</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 4,236,402	\$ 4,445,228	\$ 2,028,263	\$ 4,469,392	\$ 4,337,687
Materials & Supplies	301,582	423,018	70,781	159,900	102,900
Operating Expenses	8,292,441	7,836,705	3,324,599	6,969,745	6,928,168
Capital Outlay	1,469,485	1,409,840	225,842	811,000	1,050,000
Non-Departmental	2,730,307	2,877,191	924,356	1,896,555	2,045,248
Debt Service	68,819	73,790	973,976	1,075,940	932,264
TOTAL APPROPRIATIONS	<u>\$ 17,099,036</u>	<u>\$ 17,065,772</u>	<u>\$ 7,547,817</u>	<u>\$ 15,382,532</u>	<u>\$ 15,396,267</u>
<b><u>PERSONNEL</u></b>					
Solid Waste	53	53	53	53	44
Recycling	22	23	23	23	20
TOTAL PERSONNEL	<u>75</u>	<u>76</u>	<u>76</u>	<u>76</u>	<u>64</u>

## Solid Waste

EXPENDITURES	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 2,702,672	\$ 2,695,634	\$ 1,263,159	\$ 2,726,614	\$ 2,533,180
Employee Benefits	452,783	514,879	205,792	535,689	723,594
<b>Materials &amp; Supplies</b>	260,658	210,558	56,421	62,200	70,200
<b>Other Services and Charges</b>	8,098,120	7,669,825	3,240,550	6,762,969	6,733,948
<b>Operations Subtotal</b>	<u>\$ 11,514,233</u>	<u>\$ 11,090,896</u>	<u>\$ 4,765,922</u>	<u>\$ 10,087,472</u>	<u>\$ 10,060,922</u>
<b>Capital Outlay</b>	-	-	225,842	811,000	580,000
<b>DIVISION TOTAL</b>	\$ 11,514,233	\$ 11,090,896	\$ 4,991,764	\$ 10,898,472	\$ 10,640,922
<b>PERSONNEL</b>					
Full-Time	46	46	46	46	44
Part-Time	7	7	7	7	0
<b>TOTAL</b>	53	53	53	53	44

### Mission Statement

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

### Major FY10-11 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>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Total number of full time employees	46	46	46	44
Total number of part time employees	7	7	7	0
Department expenditures	\$ 11,669,533	\$ 10,898,472	\$ 10,898,472	\$ 10,640,922
<b>OUTPUTS:</b>				
Total number of residential customers serviced	14,700	17,179	17,179	17,179
Total number of commercial customers serviced	1,537	1,570	1,570	1,570
Total number of residential collection routes	9	9	9	9
Total number of commercial collection routes	8	8	8	8
Total number of bulk trash routes	9	9	9	9
Tipping fee cost per ton	\$ 98.63	\$ 98.50	\$ 98.50	\$ 99.34
<b>Outreach:</b>				
Number of residential and multi-family recycling incentive programs implemented: neighborhood contest & multifamily bin giveaway - per year	2	2	2	3
Number of volunteer Green Team members	25	30	30	33
Number of residential recycling notices to deliver and monitor	1,450	1,664	1,664	1,600
Number of recycling and waste reduction program established through property management	5	8	8	12
Number of presentations: HOA, schools, civic organizations	21	24	24	28
<b>Administrative:</b>				
Number of grants to seek, write, process, implement and manage	2	1	1	2
Annual division sponsored events and workshops (including monthly shred)	16	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	455	480	480	492
Estimated customer service calls and visits	7,680	7,680	7,680	7,680
<b>EFFECTIVENESS MEASURES:</b>				
Residential solid waste tonnage collected per route per year	1,262	1,870	1,870	1,795
Commercial solid waste tonnage collected per route per year	3,638	3,858	3,858	3,704
Estimated solid waste tonnage collected per household per year	4	3.50	3.50	3.30
Annual cost of illegal dumping	n/a	\$ 9,040	\$ 9,040	\$ 8,769
Total tons of solid waste disposed annually	58980	60,749.01	60,749.01	59,094.00
Total solid waste disposal costs per year	\$ 5,817,197	\$ 5,983,777	\$ 5,983,777	\$ 6,000,000
<b>EFFICIENCY MEASURES:</b>				
Total number missed service calls	152	156	156	149
Division expenditures per capita	\$ 159.39	\$ 148.85	\$ 148.85	\$ 145.34

## Recycling

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 942,990	\$ 1,078,141	\$ 488,282	\$ 1,048,236	\$ 916,468
Employee Benefits	137,957	156,574	\$ 71,030	158,853	164,445
<b>Materials &amp; Supplies</b>	40,924	212,460	14,360	97,700	32,700
<b>Other Services and Charges</b>	544,419	998,083	84,049	206,776	194,220
<b>Operations Subtotal</b>	<u>\$ 1,666,290</u>	<u>\$ 2,445,258</u>	<u>\$ 657,721</u>	<u>\$ 1,511,565</u>	<u>\$ 1,307,833</u>
<b>Capital Outlay</b>	-	-	-	-	470,000
<b>DIVISION TOTAL</b>	\$ 1,666,290	\$ 2,445,258	\$ 657,721	\$ 1,511,565	\$ 1,777,833
<b>PERSONNEL</b>					
Full-Time	18	19	19	19	15
Part-Time	4	4	4	4	5
<b>TOTAL</b>	22	23	23	23	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 FY10-11 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	2008-09 Actual	2009-10 Goal	2009-10 Estimated	2010-11 Projection
<b>INPUTS:</b>				
Total number of full time employees	19	19	19	15
Total number of part time employees	4	4	4	5
Total number of employees	23	23	23	20
Division expenditures	\$ 2,445,258	\$ 1,511,565	\$ 1,511,565	\$ 1,777,833
<b>OUTPUTS:</b>				
Total recycling accounts serviced per week	12,005	19,084	19,084	19,122
Single family recycling accounts	10,187	17,179	17,179	17,179
Multi-family recycling accounts	649	649	649	649
Commercial recycling accounts	1,216	1,256	1,256	1,294
Number of schools with partnership educational support programs	7	9	9	9
Total residential recycled tons collected	4,750	4,892	4,892	5,039
Total commercial recycle tons collected: cardboard, office paper, metal, clean wood, commingled, industrial source separated	2,899	2,986	2,986	3,076
BULK (Vegetative Green Waste and Mixed Material) - cubic yards collected and disposed	102,282	93,237	93,237	96,034
<b>Total Drop Off Center Volume Collected:</b>				
<b>Cubic Yards:</b> mixed plastics, mixed paper, commingled, cardboard, scrap metal, tires	6,236	8,106	8,106	8,340
<b>Gallons:</b> used motor oil	1,384	1,426	1,426	1,469
<b>Individual Unit County:</b> electronics, bulbs, propane, used oil filters	2,495	2,570	2,570	2,647
<b>Pallets:</b> paint (36 five gallon containers per pallet)	82	88	88	91
<b>Administrative:</b>				
Daily dumpster /repairs and replacement tracking	640	660	660	680
Number of recycling purchase authorizations typed and processed	14	14	14	14
Number of recycling accounts opened or closed	10	10	10	10
Inputs all job measurement forms for drivers	N/A	5,040	5,040	5,040
Phone calls received for recycling	2,400	2,400	2,400	2,400
Prepares letters, memos, and other correspondence as requested	465	480	480	495
<b>EFFECTIVENESS MEASURES:</b>				
Tipping Fee Avoidance - Recyclables diverted from incinerator - per year			\$ 2,127,466	\$ 2,191,290
Revenue generated from sale of recyclables	\$ 830,140	\$ 453,778	\$ 549,000	\$ 515,000
Revenue generated from Resource Recovery System: bond distribution and excess reserves	\$ 64,881	\$ 239,000	\$ 239,000	\$ -
Percentage of waste recycled	23%	26%	26%	29%
<b>EFFICIENCY MEASURES:</b>				
Residential recycling tonnage collected per route per week	15	16	16	17
Commercial recycling tonnage collected per route per week	19	19	19	20
Residential recycling tonnage collected per route per year	780	832	815	884
Commercial recycling tonnage collected per route per year	988	995	995	1,025
Green waste & mixed recyclable bulk recycling tonnage collected per route per year	11,388	10,360	10,360	10,670
Residential recycling tonnage collected per route per week	2	3.5	3.5	4
Cost of processing / recycling bulk materials	\$ 1,246,590	\$ 1,548,000	\$ 1,548,000	\$ 800,000
Division expenditures per capita	\$ 33.40	\$ 20.65	\$ 20.65	\$ 24.28
Total Tipping fee avoidance and recycling revenue	\$ 830,140	\$ 453,778	\$ 2,676,466	\$ 2,706,290
Division expenditures minus revenue and tipping fee	\$ 1,615,118	\$ 1,057,787	\$ (1,164,901)	\$ (928,457)
Adjusted division expenditures per capita (75,000 residents)	\$ 21.53	\$ 14.10	\$ (15.53)	\$ (12.38)

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 2,730,307	\$ 2,877,191	\$ 924,356	\$ 1,896,555	\$ 2,045,248
TOTAL	<u>\$ 2,730,307</u>	<u>\$ 2,877,191</u>	<u>\$ 924,356</u>	<u>\$ 1,896,555</u>	<u>\$ 2,045,248</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ 1,829,744	\$ 2,018,646	\$ 453,151	\$ 954,145	\$ 1,074,767
Transfers	900,563	858,545	471,205	942,410	970,481
TOTAL APPROPRIATIONS	<u>\$ 2,730,307</u>	<u>\$ 2,877,191</u>	<u>\$ 924,356</u>	<u>\$ 1,896,555</u>	<u>\$ 2,045,248</u>

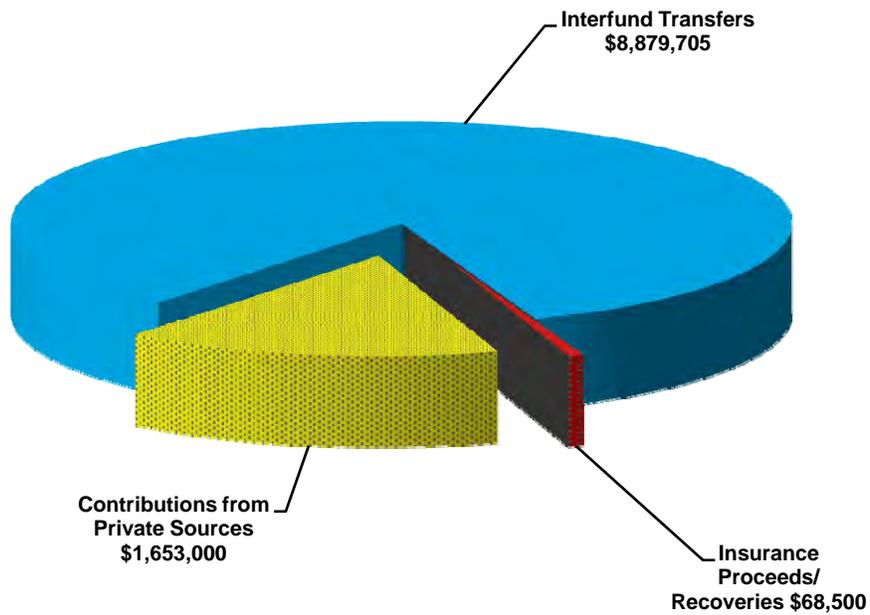
City of Deerfield Beach, Florida  
Debt Service  
Summary

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Debt Service	\$ 68,819	\$ 73,790	\$ 973,976	\$ 1,075,940	\$ 932,264
TOTAL	<u>\$ 68,819</u>	<u>\$ 73,790</u>	<u>\$ 973,976</u>	<u>\$ 1,075,940</u>	<u>\$ 932,264</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Lease - Principal	\$ -	\$ -	\$ 897,112	\$ 943,746	\$ 864,707
Capital Lease - Interest	68,819	73,790	76,864	132,194	67,557
TOTAL APPROPRIATIONS	<u>\$ 68,819</u>	<u>\$ 73,790</u>	<u>\$ 973,976</u>	<u>\$ 1,075,940</u>	<u>\$ 932,264</u>

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

	2007-08	2008-09	2009-10 Y-T-D Actual (Thru 3/31/10)	2009-10 Y-T-D %age	2009-10 Budget	2010-11 Budget
	Actual	Actual				
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	47	-	-	-	-	-
Interest on Idle Cash	(19,376)	915	4,651	-	-	-
<i>Interest Earnings</i>	<u>(19,329)</u>	<u>915</u>	<u>4,651</u>	-	-	-
Insurance Proceeds - Property	-	-	-	-	5,000	-
Recovery Damages - Property	666,921	19,361	2,556	51	5,000	6,000
Insurance Proceeds - Vehicles	-	-	-	-	5,000	-
Recovery Damages - Vehicles	5,753	13,948	1,812	72	2,500	2,500
Insurance Proceeds - W/C	72,430	-	-	-	15,000	-
Stop Loss Recovery	840,799	-	30,003	24	125,000	60,000
<i>Sales/Comp Loss of Fixed Assets</i>	<u>1,585,903</u>	<u>33,309</u>	<u>34,371</u>	<u>22</u>	<u>157,500</u>	<u>68,500</u>
Dental/Vision	1,187	657	186	14	1,300	300
Dental/Vision 125	102,537	92,539	45,533	42	107,500	99,000
Group Health	12,797	13,921	3,935	20	19,900	6,000
Group Health 125	967,618	891,450	474,116	51	937,000	1,034,000
Voluntary Life Insurance	33,716	31,244	15,136	45	34,000	33,000
Retired Employee Life	4,847	5,035	2,729	53	5,125	5,700
Retired Employee Health	328,458	307,040	167,244	48	351,900	360,000
Retired Dental/Vision	21,089	22,145	11,831	52	22,570	25,000
Housing Authority Health	40,000	38,705	31,858	76	42,000	45,000
COBRA Health	31,357	33,234	14,213	32	45,000	45,000
<i>Contribution From Private Source</i>	<u>1,543,606</u>	<u>1,435,970</u>	<u>766,781</u>	<u>49</u>	<u>1,566,295</u>	<u>1,653,000</u>
<b>TOTAL MISC REVENUES</b>	<u>3,110,180</u>	<u>1,470,194</u>	<u>805,803</u>	<u>47</u>	<u>1,723,795</u>	<u>1,721,500</u>
<b>NON-REVENUES</b>						
General Fund	6,947,754	5,909,525	3,146,454	50	6,292,907	6,348,727
Solid Waste Fund	900,563	858,545	471,205	50	942,410	970,481
Road and Bridge Fund	170,625	190,788	103,184	50	206,367	212,514
CRA Fund	4,000	4,000	2,000	50	4,000	4,000
Utility Fund	1,201,002	1,138,367	605,344	50	1,210,687	1,232,583
Senior Services Fund	111,400	111,400	55,700	50	111,400	111,400
<i>Interfund Transfers</i>	<u>9,335,344</u>	<u>8,212,625</u>	<u>4,383,887</u>	<u>50</u>	<u>8,767,771</u>	<u>8,879,705</u>
<b>TOTAL NON-REVENUES</b>	<u>9,335,344</u>	<u>8,212,625</u>	<u>4,383,887</u>	<u>50</u>	<u>8,767,771</u>	<u>8,879,705</u>
<b>TOTAL INSURANCE SVCS TRUST</b>	<u>12,445,524</u>	<u>9,682,819</u>	<u>5,189,690</u>	<u>49</u>	<u>10,491,566</u>	<u>10,601,205</u>

**City of Deerfield Beach  
Projected Revenues - Insurance  
Services Trust Fund  
Fiscal Year 2010/11**



**Total projected revenues: \$10,601,205**

# Risk Management Department

## Organization Chart

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\*The Human Resources Director also serves as the City's Risk Manager. See Department of Human Resources in the General Fund section of this budget document.

# **Risk Management**

## **Administration Division Retirees 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 need of 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

	2007-08 Actual	2008-09 Actual	2009-10 YTD 3/31/10	2009-10 Budget	2010-11 Budget
<b><u>BY DIVISION</u></b>					
Risk Management	\$ 10,406,934	\$ 8,404,338	\$ 3,856,922	\$ 9,017,785	\$ 9,160,955
Retirees	-	1,472,358	685,556	1,473,781	1,440,250
<b>TOTAL</b>	<b><u>\$ 10,406,934</u></b>	<b><u>\$ 9,876,696</u></b>	<b><u>\$ 4,542,478</u></b>	<b><u>\$ 10,491,566</u></b>	<b><u>\$ 10,601,205</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 290,788	\$ 161,336	\$ 75,521	\$ 167,658	\$ 175,387
Materials & Supplies	2,832	2,378	933	3,750	2,750
Other Operating Expenses	903,616	507,038	705,021	2,050,036	1,802,008
Insurance	9,209,698	9,205,944	3,761,003	8,270,122	8,621,060
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 10,406,934</u></b>	<b><u>\$ 9,876,696</u></b>	<b><u>\$ 4,542,478</u></b>	<b><u>\$ 10,491,566</u></b>	<b><u>\$ 10,601,205</u></b>
<b><u>PERSONNEL</u></b>					
Risk Management	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL PERSONNEL</b>	<b><u>3</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>

## Risk Management & Retirees

<b>EXPENDITURES</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 YTD 3/31/10</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 252,423	\$ 139,730	\$ 65,394	\$ 144,622	\$ 151,817
Employee Benefits	38,365	21,606	\$ 10,127	23,036	23,570
<b>Materials &amp; Supplies</b>	2,832	2,378	933	3,750	2,750
<b>Other Services and Charges</b>	903,616	507,038	705,021	2,050,036	1,802,008
<b>Operations Subtotal</b>	<u>1,197,236</u>	<u>670,752</u>	<u>781,475</u>	<u>2,221,444</u>	<u>1,980,145</u>
<b>Insurance</b>	<u>9,209,698</u>	<u>9,205,944</u>	<u>3,761,003</u>	<u>8,270,122</u>	<u>8,621,060</u>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 10,406,934</b>	<b>\$ 9,876,696</b>	<b>\$ 4,542,478</b>	<b>\$ 10,491,566</b>	<b>\$ 10,601,205</b>
<b>PERSONNEL</b>					
Full-Time	3	2	2	2	2
<b>DEPARTMENTAL TOTAL</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### 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 FY10-11 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>2008-09 Actual</b>	<b>2009-10 Goal</b>	<b>2009-10 Estimated</b>	<b>2010-11 Projection</b>
<b>INPUTS:</b>				
Total number of full time positions	2	2	2	2
Department expenditures	\$9,876,696	\$10,491,566	\$10,491,566	\$10,601,205
Amount spent on Workers' Compensation	\$1,486,590	\$1,489,452	\$1,489,452	\$1,544,363
Amount spent on self-insured group health	\$6,208,486	\$6,288,660	\$6,500,000	\$6,751,997
Amount spent on property/casualty/liability ins.	\$885,551	\$720,908	\$720,908	\$690,860
<b>OUTPUTS:</b>				
No. of Workers' Compensation claims managed	107	82	126	126
No. of WC analysis reports sent to depts.	0	0	1	4
No. of gen. liability claims managed	102	50	50	50
No. of gen. liab. claims settled pre-litigation	93	65	65	65
No. of vehicular accidents investigated	58	30	30	30
No. of liability claims reports sent to depts.	0	0	1	4
No. of safety training sessions held	36	25	25	25
<b>EFFECTIVENESS MEASURES:</b>				
Value of insured property/facilities	\$76,255,591	\$107,116,540	\$107,116,540	\$155,533,043
Percent of WC claims that lost time (8 days or more)	N/A	6%	6%	6%
<b>EFFICIENCY MEASURES:</b>				
Cost of property/facility ins. per \$1,000 of value	\$11.51	\$6.73	\$6.73	\$4.44
Cost of WC Program per employee (F/T & P/T)	\$1,840	\$1,843	\$1,843	\$1,911
No. of F/T employees per F/T RM staff member	284	284	284	284
<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 five 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* - This bond issue is being 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 will be used to finance the acquisition and construction of a public works facility, a fire station, neighborhood right-of-way improvements, and improvements to park 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 this bond.

*Florida Municipal Loan Council Covenant Bonds, Series 2006* – Proceeds of this bond issue are to be 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 are to be 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)	\$ 13,120,927
Water Pollution Control Financing Corp. Loan (Deep Injection Well)	6,057,425
Water Pollution Control Financing Corp. (Concentrate Pumping Station)	<u>1,321,070</u>
	<u>\$ 20,499,422</u>

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

<u>Funding Source</u>	<u>Actual FY08/09</u>	<u>Estimated FY09/10</u>	<u>Budgeted FY10/11</u>
General property taxes	\$ 2,683,163	\$ 2,688,003	\$ 2,690,969
Incremental property taxes	679,611	688,824	686,794
Franchise taxes	399,286	406,269	403,169
Water and sewer revenue	<u>1,902,685</u>	<u>3,309,987</u>	<u>3,278,165</u>
Total funding sources	<u>\$ 5,664,745</u>	<u>\$ 7,093,083</u>	<u>\$ 7,059,097</u>
<u>Expenditures by Function</u>			
Principal	\$ 2,933,571	\$ 3,690,498	\$ 3,776,043
Interest	2,686,657	3,348,185	3,220,654
Fiscal agent charges	<u>44,517</u>	<u>54,400</u>	<u>62,400</u>
Total expenditures by function	<u>\$ 5,664,745</u>	<u>\$ 7,093,083</u>	<u>\$ 7,059,097</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%	\$ 6,649,485
Series 2000B	4.25 to 5.85%	2,665,184
Series 2003A	2.00 to 5.25%	2,425,000
Series 2003B	1.32 to 4.77%	<u>13,470,000</u>
Total General Obligation Bonds		<u>25,209,669</u>
<b>Covenant Bonds:</b>		
Series 2003A (Tax incremental funds - CRA)	2.00 to 5.25%	5,895,000
Series 2003B (Tax incremental funds - CRA)	1.32 to 4.77%	2,090,000
Series 2006 (Electric Franchise Fees)	4.00 to 4.50%	<u>5,420,000</u>
Total Covenant Bonds		<u>13,405,000</u>

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

Water & Sewer Revenue Bonds: Series 2008A	4.810%	<u>16,019,116</u>
State of Florida Drinking Water Revolving Loans	2.21 to 3.57%	<u>20,499,422</u>
Total bonds and notes payable		<u>\$75,133,207</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
2011	1,412,235	1,244,334	2,656,569	440,000	631,963	1,071,963
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>\$ 25,209,669</u>	<u>\$ 25,290,467</u>	<u>\$ 50,500,136</u>	<u>\$ 13,405,000</u>	<u>\$ 7,162,291</u>	<u>\$ 20,567,291</u>

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

Fiscal Year	Notes Payable			Revenue Bonds Payable		
	Principal	Interest	Total	Principal	Interest	Total
2011	1,331,464	563,136	1,894,600	592,344	781,221	1,373,565
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>\$ 20,499,422</b>	<b>\$ 4,095,231</b>	<b>\$ 24,594,653</b>	<b>\$ 16,019,116</b>	<b>\$ 8,417,308</b>	<b>\$ 24,436,424</b>

**Current Year Principal and Interest Requirements**

Description	Principal	Interest	Total
2000A GOB	\$ 462,235	\$ 377,765	\$ 840,000
2000B GOB	25,000	88,244	113,244
2003A GOB	505,000	124,725	629,725
2003B GOB	420,000	653,600	1,073,600
Covenant Bond 2003A	210,000	294,300	504,300
Covenant Bond 2003B	70,000	101,494	171,494
Covenant Bond 2006	160,000	236,169	396,169
Wtr Pollution Control Financing Corp. (WW693030)	297,141	132,235	429,376
Wtr Pollution Control Financing Corp. (WW69302L)	69,333	29,597	98,930
Revenue Bonds, Series 2008A	592,344	781,221	1,373,565
Drinking Wtr Revolving Loan	964,990	401,304	1,366,294
<b>Total</b>	<b>\$ 3,776,043</b>	<b>\$ 3,220,654</b>	<b>\$ 6,996,697</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 2011 this amount is 0.5206 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. 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 nine (7) lease-purchase agreements. The equipment held under these capital leases consists of \$3,315,994 and \$4,500,682 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)				
2011	\$ 399,961	\$ 41,348	\$ 741,765	\$ 1,183,074
2012	3,335,725	-	539,279	3,875,004
2013	171,906	-	423,813	595,719
2014	4,593	-	224,441	229,034
Fund Total	\$ 3,912,185	\$ 41,348	\$ 1,929,298	\$ 5,882,831

# CITY OF DEERFIELD BEACH CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2011-2015

## **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 2011 – 2015 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. However, one of the most common CIP funding mechanism for the vast majority of Florida municipalities - the utility tax - is absent in the City of Deerfield Beach. Unlike most Florida communities, the City does not levy a utility tax on water, sewer, or electrical consumption. Florida statutes allow communities to levy up to 10% on such services. Further, the five-year outlook for property tax revenues appears 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 revenues 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 FY2011 - 2015 capital improvement plan includes 85 projects costing approximately \$86 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 that most likely will increase expenditures are projects that have 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 FY2011-2015 CIP by category include the following:

#### **Utility/Water & Sewer Improvements (\$22,109,485)**

Of the \$86 million estimated for CIP funding over the next five years, approximately 25.7% 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 FY2011-2015 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 (\$4,759,192)**

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 5.5% of the costs estimated for total FY2011-2015 Capital Improvements.

### **Transportation Improvements (\$7,635,000)**

Transportation improvements make up 8.9% of the costs estimated for total FY2011-2015 capital improvements and include the following:

- The City's street resurfacing program for asphalt streets;
- Streetscape improvements in the City's community redevelopment area;
- 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 (\$12,920,133)**

Public safety improvements comprise nearly 15.0% of the costs estimated for total FY2011-2015 Capital Improvements. Over 67% 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 (\$33,207,492)**

Culture and Recreation is a very important cornerstone of the City of Deerfield Beach. The FY2011-2015 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 (\$2,582,300)**

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 FY2011-2015 CIP provides for the expansion of the NE 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 FY2011-2015 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 2011 - 2015**

<u>PROJECT NUMBER</u>	<u>PROJECT DESCRIPTION</u>	<u>COST</u>	<u>FISCAL YEAR</u>	<u>RECOMMENDED FUNDING SOURCE</u>
<b><u>UTILITY IMPROVEMENTS</u></b>				
WS001	Wellfield Improvements - New Raw Water Wells & Transmission Mains	\$ 4,000,000	2011	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	2011	9
WS004	Membrane Plant element replacements	1,000,000 500,000	2012 2013	6 6
WS005	Upgrading of Water Distribution Lines & Fire Hydrant Installation	100,000 100,000 100,000 100,000 100,000	2011 2012 2013 2014 2015	6 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 1,000,000 1,000,000 1,000,000	2012 2013 2014 2015	6 6 6 6
WS008	Rehabilitation of lift stations	624,507	2011	6
WS009	Intracoastal force main crossing	500,000	2011	7
WS010	Sewer main line rehabilitation	200,000	2011	4
WS011	Lateral restoration	100,000	2011	4
<b><u>Equipment/Fleet:</u></b>				
<b><u>Water Plant Division</u></b>				
	Replacement pumps	33,770 60,308	2011 2012	4 4
	MQ 70 KW generators (2)	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
	Pumps, meters and valves	347,900 300,000 300,000 300,000 300,000	2011 2012 2013 2014 2015	4 4 4 4 4

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2011 - 2015**

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>Equipment/Fleet (Cont'd):</u></b>				
<b><u>Utilities Maintenance Division</u></b>				
	Lift Station RTU System	70,000	2012	4
		75,000	2013	4
		75,000	2014	4
		75,000	2015	4
	TOTAL UTILITY IMPROVEMENTS	<u>22,109,485</u>		
 <b><u>PHYSICAL ENVIRONMENT IMPROVEMENTS</u></b>				
DR001	Truck wash - Public Works Facility	500,000	2011	3
DR002	Hillsboro/Deerfield Joint Renourishment	515,850	2012	1
DR003	Old Public Works Facility repave parking lot	70,000	2013	1
DR004	Fuel pump canopy - Public Works Facility	50,000	2013	1
DR005	Public Works Bldg A electric gate installed at entrance	25,000	2013	1
DR006	Miscellaneous Drainage Projects	400,000	2014	5
		400,000	2015	5
DR007	Land Acquisition - Flood control/green space areas	200,000	2014	5
		200,000	2015	5
DR008	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
	TOTAL PHYSICAL ENVIRONMENT	<u>4,759,192</u>		

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2011 - 2015**

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>TRANSPORTATION IMPROVEMENTS</u></b>				
TR001	Street Resurfacing Program	250,000	2012	2
		400,000	2013	2
		400,000	2014	2
		400,000	2015	2
TR002	Concrete Sidewalk Construction Program (ADA Compliance)	50,000	2011	2
		200,000	2012	2
		200,000	2013	2
		200,000	2014	2
		200,000	2015	2
TR003	Rehabilitation of City bridges	500,000	2014	2
		500,000	2015	2
TR004	Hillsboro Blvd. Streetscape Improvements	500,000	2011	9
TR005	SW 11th Way - Four-lane improvement project/Phase I	350,000	2014	2
	SW 11th Way - Four-lane improvement project/Phase II	2,450,000	2015	2
TR006	Traffic Calming Projects	100,000	2014	1
TR007	Median beautification/landscape enhancements	65,000	2013	1
		90,000	2014	1
TR008	Installation of Median/Drainage on MLK - Phase II	200,000	2014	7
TR009	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	150,000	2013	2
	TOTAL TRANSPORTATION	7,635,000		
<b><u>PUBLIC SAFETY IMPROVEMENTS</u></b>				
PS001	Temporary Crystal Lake Fire Station	500,000	2012	1
PS002	Fire Station 66 remodel two bathrooms	40,000	2013	1
PS003	Fire Station 66 remodel kitchen	30,000	2013	1
PS004	New Fire Station No. 66	5,250,000	2014	9
<b><u>Equipment/Fleet:</u></b>				
	Mobile and Portable radios	89,400	2012	1
	Lifepacks - cardiac monitors	40,000	2012	1
	Breathing Apparatus	87,500	2012	1
	Radio system subscriber replacement	375,000	2012	1
	Dispatch Consoles (3)	750,000	2012	1
	Replace staff vehicle No. 1013	38,205	2012	1
	Replace staff vehicle No. 1017	39,668	2012	1

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2011 - 2015**

<u>PROJECT NUMBER</u>	<u>PROJECT DESCRIPTION</u>	<u>COST</u>	<u>FISCAL YEAR</u>	<u>RECOMMENDED FUNDING SOURCE</u>
<b><u>Equipment/Fleet (Cont'd):</u></b>				
	Replace fire engine No. 1029	404,250	2012	1
	Replace rescue vehicle No. 1030	257,000	2012	1
	Replace rescue vehicle No. 1039	278,000	2012	1
	Replace command vehicle No. 1059	97,650	2012	1
	Replace vehicle No. 1060	38,205	2012	1
	Replace ladder truck No. 1062	1,200,000	2012	1
	Rescue vehicle - Crystal Lake fire station	345,000	2012	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
	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	38,205	2014	1
	TOTAL PUBLIC SAFETY	<u>12,920,133</u>		

**CULTURE & RECREATION IMPROVEMENTS**

RE001	Pier building replacement	3,500,000	2011	10
RE002	Ocean Rescue storage shed	35,000	2012	1
RE003	Constitution Park bathroom remodeling	40,000	2012	1
RE004	Pioneer Park replace metal roof on fort riverbend	30,000	2012	1
RE005	North Beach Pavilion replace roof	40,000	2012	1
RE006	Constitution Park redo bathrooms in front building of rec center	40,000	2012	1
RE007	Middle School Pool canopy installation	30,000	2012	1
RE008	Pioneer Park replace dock	120,000	2012	1

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2011 - 2015**

<u>PROJECT NUMBER</u>	<u>PROJECT DESCRIPTION</u>	<u>COST</u>	<u>FISCAL YEAR</u>	<u>RECOMMENDED FUNDING SOURCE</u>
<b><u>CULTURE &amp; RECREATION IMPROV. (Cont'd):</u></b>				
RE009	Teen Center new tile	25,000	2012	1
RE010	Westside Park replace damaged bi-fold door in rec. building	25,000	2012	1
RE011	Main Beach Parking Lot replace light poles	60,000 80,000	2013 2014	1 1
RE012	Villages of Hillsboro Park Improvements	250,000	2013	7
RE013	Constitution Park Recreation Ctr. - Renovations	300,000	2014	9
RE014	SE 15th Street Park	100,000	2013	1
RE015	McKeithen Park	100,000	2014	7
RE016	Crystal Heights SW 10th Drive Park	300,000	2013	1
RE017	Crystal Heights SW 28th Ave. Park	100,000	2013	1
RE018	Crystal Heights SW 24th Terrace Park	100,000	2013	1
RE019	Deer Run SW 31st Ave. Park	100,000	2013	1
RE020	Deer Run SW 34th Ave. Park	100,000	2013	1
RE021	Ecidar Park	100,000	2013	1
RE022	Pioneer Park - Concession Stand/Press box	700,000	2015	7
RE023	New lifeguard tower between tower #1 and pier	40,000	2013	1
RE024	Aquatic Headquarters remodel 1st floor men's and womens restroom	35,000	2013	1
RE025	Aquatic Headquarters remodel 2nd floor restrooms and showers	25,000	2013	1
RE026	Pioneer Park - New Community Center	8,000,000	2014	9
RE027	Constitution Park fence installation	30,000	2014	1
RE028	Sullivan Park - Improvements	200,000 400,000	2013 2014	1 1
RE029	Southwest Tenth Street Linear Park	500,000 500,000	2013 2014	7 7
RE030	Linear Park Trailhead Management Plan	500,000 100,000	2013 2014	7 9
RE031	Crystal Lake Trail/Boardwalk	600,000	2015	7
RE032	Annexed Area Park Improvements	500,000	2015	9
RE033	Mayo Howard Management Plan	200,000	2015	9
RE034	Hillsboro Greenway	2,000,000	2015	7
RE035	Beach Renovations	2,250,000	2015	9
RE036	Westside Park Recreation Center Improvements	3,000,000	2015	9
RE037	West Deerfield Beach Community Center	6,000,000	2015	9

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2011 - 2015**

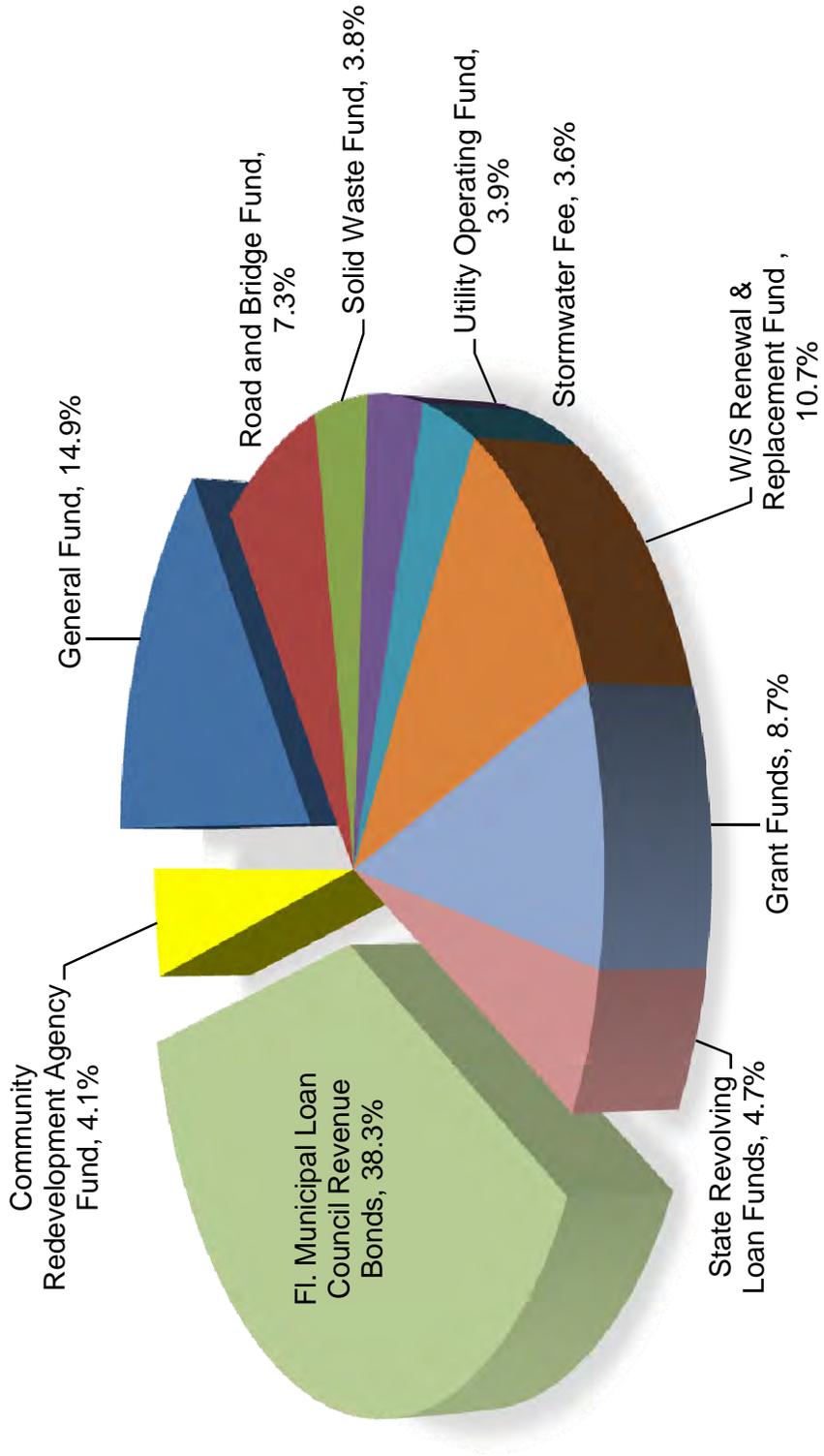
PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>CULTURE &amp; RECREATION IMPROV. (Cont'd):</u></b>				
RE038	Doggie Park	500,000	2015	9
RE039	Constitution Park Land Management	300,000	2015	7
RE040	Cornerstone Park Land Acquisition Management	300,000	2015	9
<b><u>Equipment/Fleet:</u></b>				
	Mobile Stage Trailer - No. 371	150,000	2012	1
	Tractor with Trailer	30,000	2012	1
	Four wheel drive Backhoe with close cab	81,992	2012	1
	Utility Van with lift gate	40,000	2012	1
	Pick-up Heavy Duty Truck with crew cab - No.3364	45,000	2012	1
	Utility truck with cab (golf)	35,000	2012	1
	Riding Mowers (3)	96,000	2012	1
	Playground equipment for City parks	50,000	2011	1
		60,000	2012	1
		60,000	2013	1
		60,000	2014	1
		60,000	2015	1
	Pick-up truck with crew cab	32,000	2012	1
		32,500	2013	1
	Tractors for beach	60,000	2012	1
		60,000	2013	1
	TOTAL CULTURE & RECREATION	<u>33,207,492</u>		
<b><u>GENERAL GOVERNMENT/ HUMAN SERVICES IMPROVEMENTS</u></b>				
GEN001	NE Focal Point Expansion Phase III	600,000	2011	9
GEN002	NE Focal Point Childcare Facility	600,000	2011	7
GEN003	Reconfiguration & Resurfacing of NEFP parking lot	230,000	2011	7
GEN004	FPL Overhead/Underground Conversion at City Hall	100,000	2012	9
GEN005	City-wide Monumentation of Horizontal & Vertical control for GIS	300,000	2012	9
GEN006	Focal Point replace kitchen cabinets	50,000	2013	1
GEN007	City Hall replace flooring and cast iron piping	35,000	2013	1
GEN008	City Hall waterproof and paint exterior	70,000	2013	1
GEN009	City Hall replace electrical service gear	40,000	2013	1
GEN010	City Hall replace parking lot lighting	125,000	2013	1
GEN011	City Hall repave parking lot	40,000	2013	1
GEN012	City Hall Bldg Department flooring	30,000	2013	1
GEN013	City Hall Renovation/Building Campus (Facilities)	175,000	2014	1

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2011 - 2015**

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>Equipment/Fleet:</u></b>				
	Bus Replacement (2), Nos. 285 & 286 - Senior Services	120,000	2011	7
	Replacement pick-up truck - Fleet Maintenance	37,300	2012	1
	Generator fuel tank- City Hall	30,000	2013	1
	TOTAL GEN GOV'T/HUMAN SVCS	<u>2,582,300</u>		
<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	2011	3
	Replace recycling truck No. 84	250,000	2011	3
	Addition of two (2) Currotto cans attachment	64,000	2012	3
	Replace Curb Sorter No.85	220,000	2011	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	<u>200,000</u>	2013	3
	TOTAL SOLID WASTE	<u>2,762,200</u>		
	TOTAL ESTIMATED COST (FY2011-2015)	<u>\$ 85,975,802</u>		

FUNDING	
<u>SOURCE CODES</u>	<u>TOTAL</u>
1 - General Fund	\$ 12,824,117
2 - Road and Bridge Fund	6,280,000
3 - Solid Waste Fund	3,262,200
4 - Utility Operating Fund	3,384,978
5 - Stormwater Fee	3,100,000
6 - W/S Renewal & Replacement Fund	9,224,507
7 - Grant Funds	7,500,000
8 - State Revolving Loan Fund	4,000,000
9 - Fl. Municipal Loan Council Revenue Bonds	32,900,000
10 - Community Redevelopment Agency Fund	3,500,000
TOTAL	<u>\$ 85,975,802</u>
FUNDING	
<u>BY YEAR</u>	<u>ESTIMATED COST</u>
Fiscal Year 2011	14,106,177
Fiscal Year 2012	14,756,528
Fiscal Year 2013	9,595,892
Fiscal Year 2014	22,282,205
Fiscal Year 2015	<u>25,235,000</u>
TOTAL	<u>\$ 85,975,802</u>

**City of Deerfield Beach, Florida**  
**Capital Improvement Funding Sources**  
**Fiscal Years 2011- 2015**



**Total Funding (2011- 2015): \$85,975,802**

# 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.