

# CITY OF DEERFIELD BEACH, FL



## APPROVED ANNUAL BUDGET FISCAL YEAR 2014 - 2015



*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, 2013**

A handwritten signature in black ink, reading "Jeffrey R. Enos".

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, 2013. 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.

# 2014/15 Approved Budget



*City of*

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

**Deerfield Beach, Florida**

**City Commission**

**Jean M. Robb, Mayor**  
**Ben Preston, Vice Mayor**  
**Bill Ganz**  
**Joseph Miller**  
**Richard Rosenzweig**

**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 2015 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 2014.

## **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
- Water and Sewer Emergency Reserve Fund
- Solid Waste Fund
- Solid Waste Emergency Reserve 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  
2014-15 Proposed Budget  
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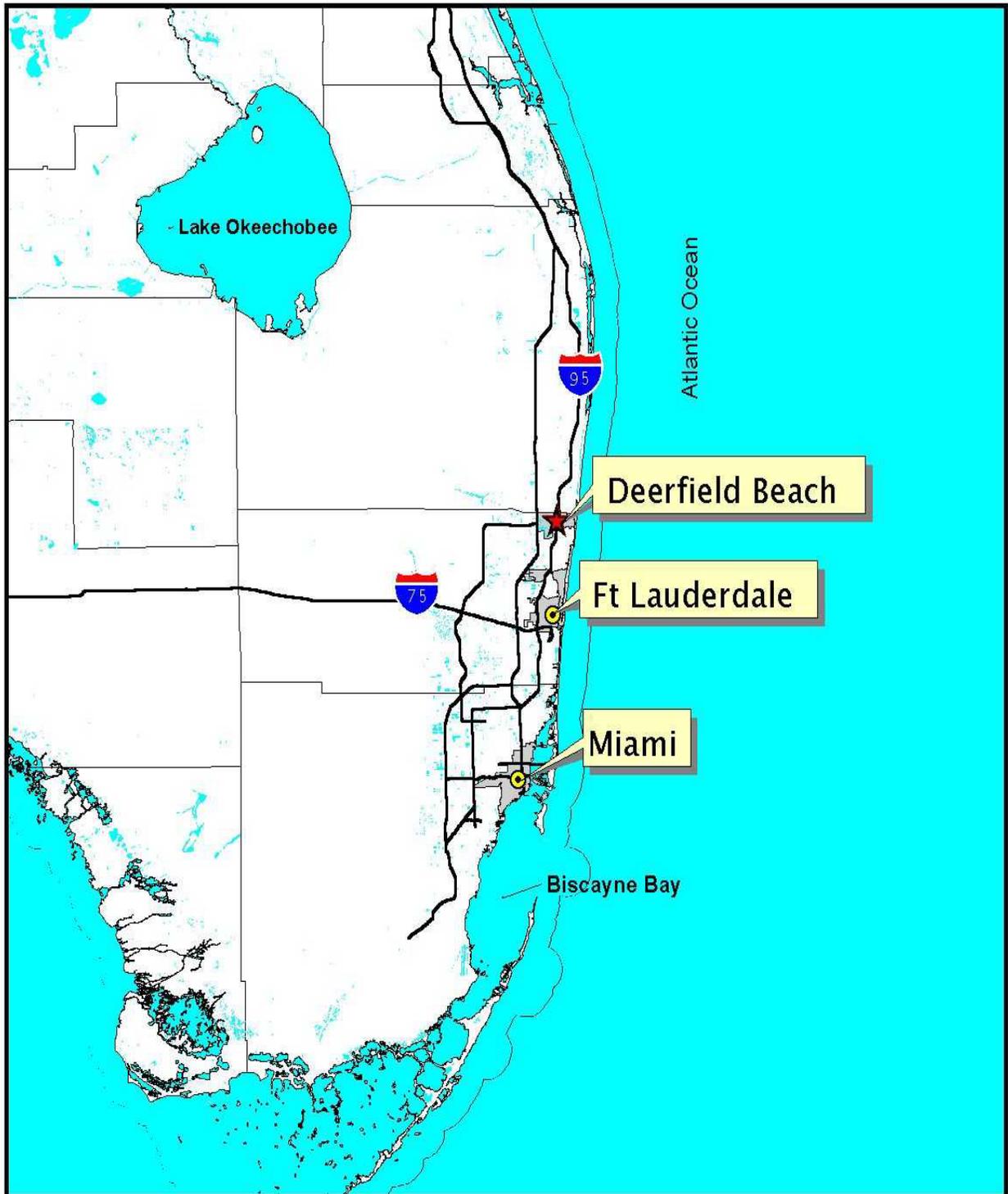
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Deerfield Beach, the northernmost coastal community in Broward County, Florida, lies approximately 15.9 miles north of Fort Lauderdale along Florida's Gold Coast.

# City of Deerfield Beach

## Organization Chart

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# City of Deerfield Beach Commission and Districts



**Mayor Jean M. Robb**



**Vice Mayor Ben Preston**  
District 2



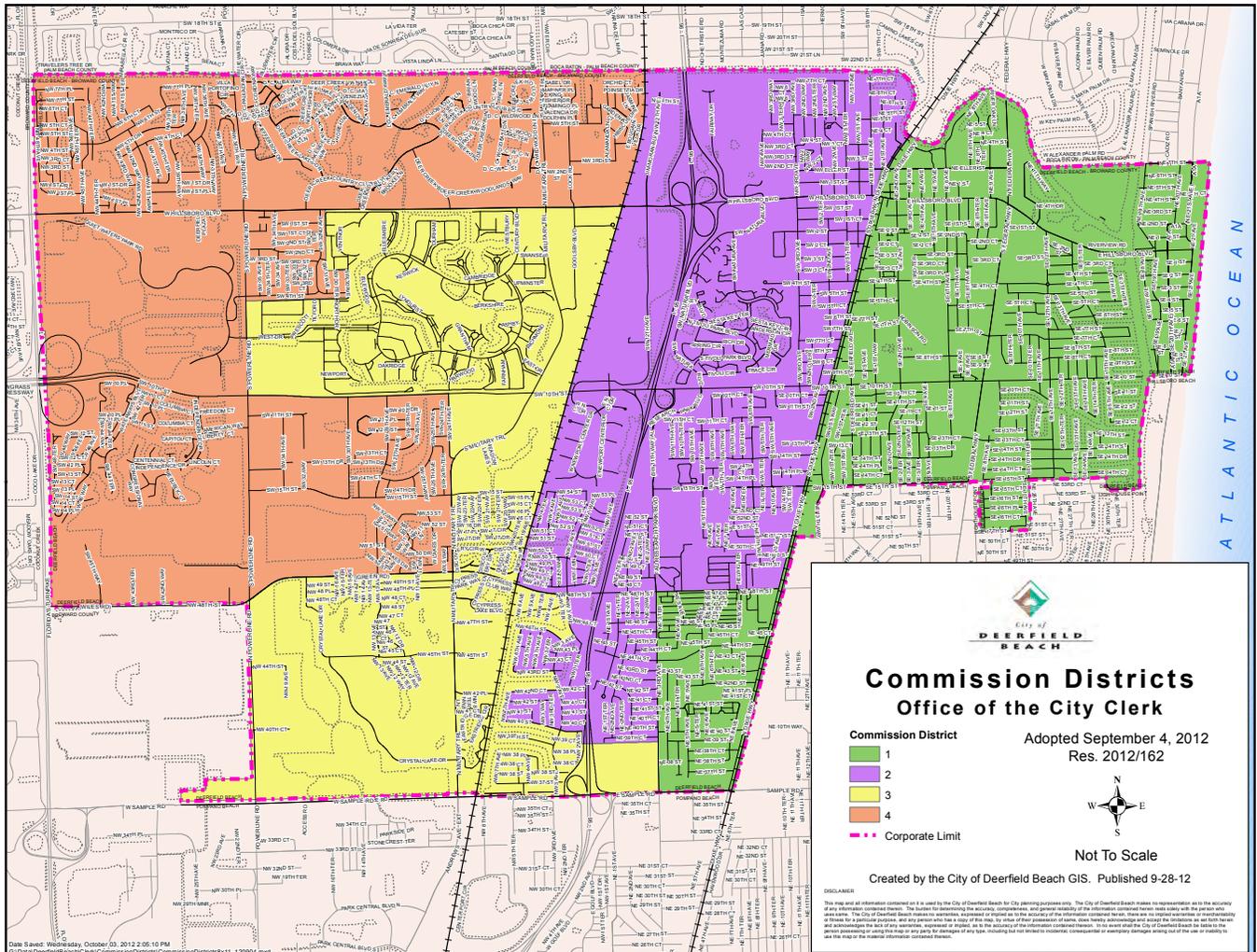
**Commissioner Joe Miller**  
District 1



**Commissioner Richard Rosenzweig**  
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

# Office of the City Manager

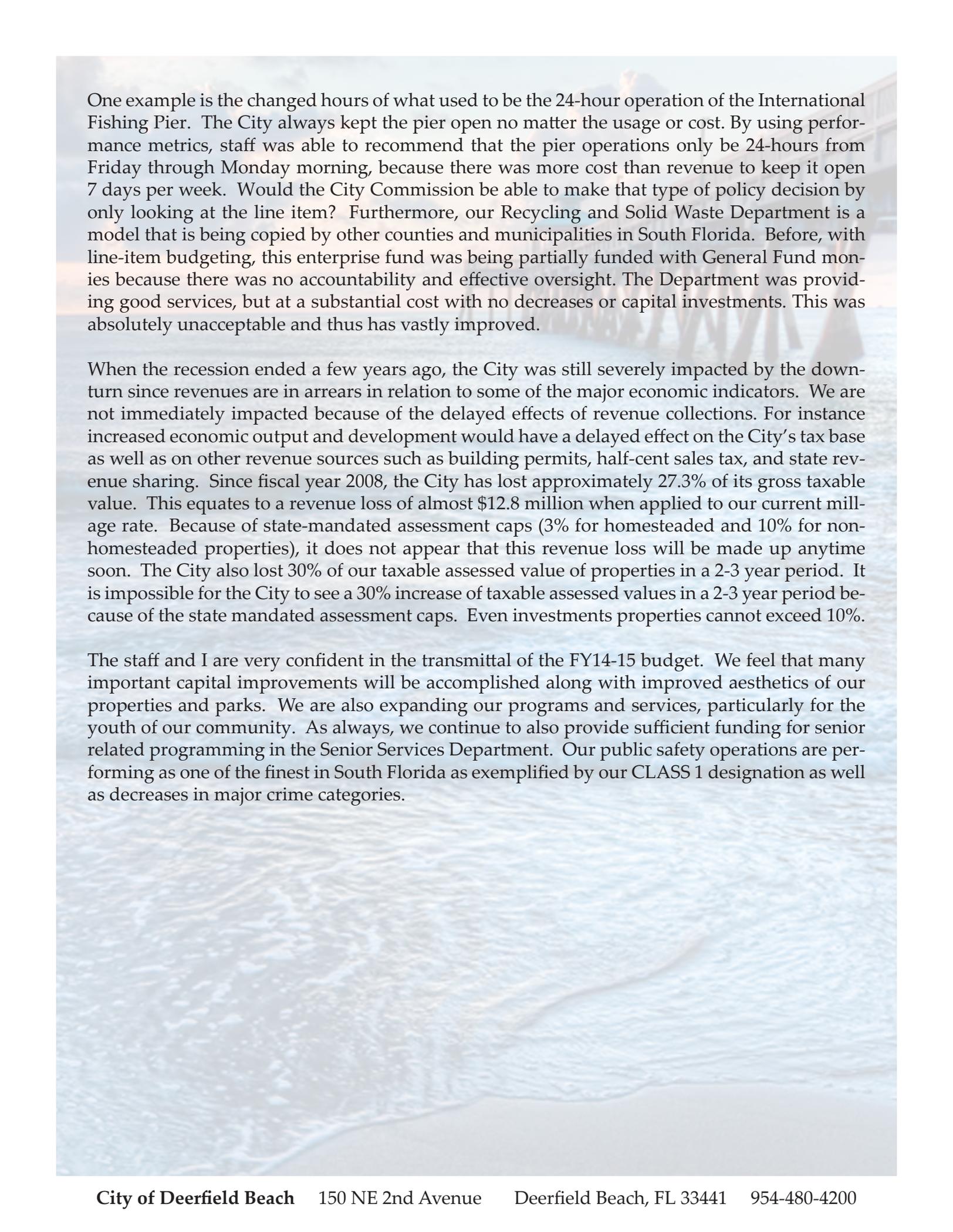
## Burgess A.A. Hanson

The City of Deerfield Beach set a course for greatness starting four years ago during the worst economic recession in modern history. The City Commission made smart, long-term decisions that addressed overspending, revenue stability and more accountability at all levels of the organization. Like any journey there are always unanticipated obstacles, shortfalls and political uncertainties. The City has taken on nearly insurmountable challenges and has persevered. In a four-year period we have reinvented our local government by adopting sound financial policies, innovative management practices and a more fluid operational model that maximizes the use of in-house staff resources while complementing these resources with the use of contractual entities.

It is easy to believe in the plan and the individuals executing it when everything is easy and succeeding. I have had complete faith in our workforce and their commitment to re-think our approaches, re-engineer our structure and re-calibrate our operations. Despite having made some significant sacrifices, our workforce has marched forward valiantly. To this end, we have included a well-deserved 2.5% increase for all employees who were impacted by the 5% decrease in pay during Fiscal Year 2012. In the future FY16 Budget, we plan to include another 2.5% to get them back to their pre-recession level of compensation.

The BSO merger has shown savings and improved services; a major by-product of the BSO merger was our recent designation as a CLASS 1 operation. This is no small feat as there are only 60 other departments in the United States with that designation. We are beginning to experience a stabilization of costs of all defined benefit pension plans, as we had anticipated. There are many other municipalities that are experiencing a destabilization or severe impact because of their increased pension liabilities. I must also note that during the past decade in-house fire rescue operations were increasing by at least \$1 million annually, excluding many costs that were not reflected in the departmental budget such as health/worker's compensation claims, fuel, legal, etc.

As noted above, past costs were distributed throughout the budget for health care, worker's compensation, fuel and other costs. While there was nothing wrong with this type of budgeting, it is not as transparent as the upgrades that the Financial Services Department and I have been steadily implementing. This may have led to the misinterpretation and confusion about the costs associated with the fire rescue merger or other departments. Beyond the budget process, the City Commission is provided a monthly line-item report of all revenues and expenditures for every City fund including grants, loans and cooperative agreements. We have certainly moved away from the out-dated, ineffective line-by-line budget techniques that focused on only decreasing or increasing dollars, rather than setting policy and measuring outcomes. The line-by-line financial analyses alone do not give one an accurate picture of the nuances of the City's operations.



One example is the changed hours of what used to be the 24-hour operation of the International Fishing Pier. The City always kept the pier open no matter the usage or cost. By using performance metrics, staff was able to recommend that the pier operations only be 24-hours from Friday through Monday morning, because there was more cost than revenue to keep it open 7 days per week. Would the City Commission be able to make that type of policy decision by only looking at the line item? Furthermore, our Recycling and Solid Waste Department is a model that is being copied by other counties and municipalities in South Florida. Before, with line-item budgeting, this enterprise fund was being partially funded with General Fund monies because there was no accountability and effective oversight. The Department was providing good services, but at a substantial cost with no decreases or capital investments. This was absolutely unacceptable and thus has vastly improved.

When the recession ended a few years ago, the City was still severely impacted by the downturn since revenues are in arrears in relation to some of the major economic indicators. We are not immediately impacted because of the delayed effects of revenue collections. For instance increased economic output and development would have a delayed effect on the City's tax base as well as on other revenue sources such as building permits, half-cent sales tax, and state revenue sharing. Since fiscal year 2008, the City has lost approximately 27.3% of its gross taxable value. This equates to a revenue loss of almost \$12.8 million when applied to our current millage rate. Because of state-mandated assessment caps (3% for homesteaded and 10% for non-homesteaded properties), it does not appear that this revenue loss will be made up anytime soon. The City also lost 30% of our taxable assessed value of properties in a 2-3 year period. It is impossible for the City to see a 30% increase of taxable assessed values in a 2-3 year period because of the state mandated assessment caps. Even investments properties cannot exceed 10%.

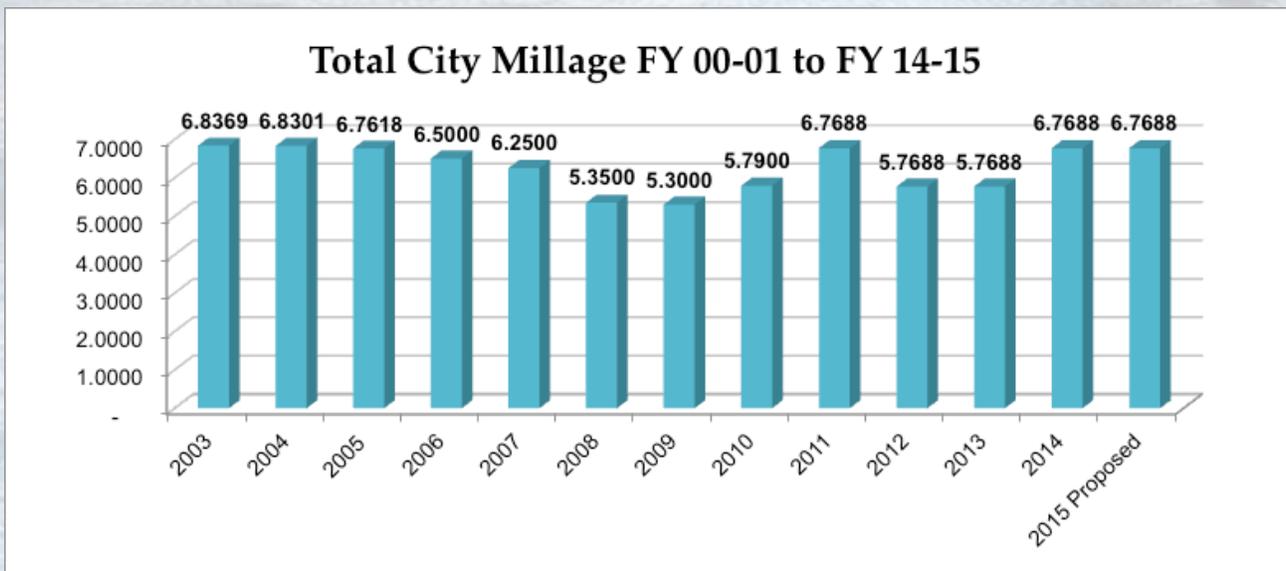
The staff and I are very confident in the transmittal of the FY14-15 budget. We feel that many important capital improvements will be accomplished along with improved aesthetics of our properties and parks. We are also expanding our programs and services, particularly for the youth of our community. As always, we continue to also provide sufficient funding for senior related programming in the Senior Services Department. Our public safety operations are performing as one of the finest in South Florida as exemplified by our CLASS 1 designation as well as decreases in major crime categories.

# REVENUE

## Recommended Millage Rate – Increase

	FY 12-13	FY 13-14	Recommended FY 14-15
Operating Millage Rate	5.1865	6.2317	6.2745
Debt Millage Rate	.5832	.5371	.4943
Total Millage Rate	5.7688	6.7688	6.7688

The City has experienced an increase in property value. We are not recommending an increase in the Millage Rate. In addition, we are able to increase and continue stabilization of the reserve in the General Fund.



### Fire Assessment Fee - \$175 per residential dwelling unit

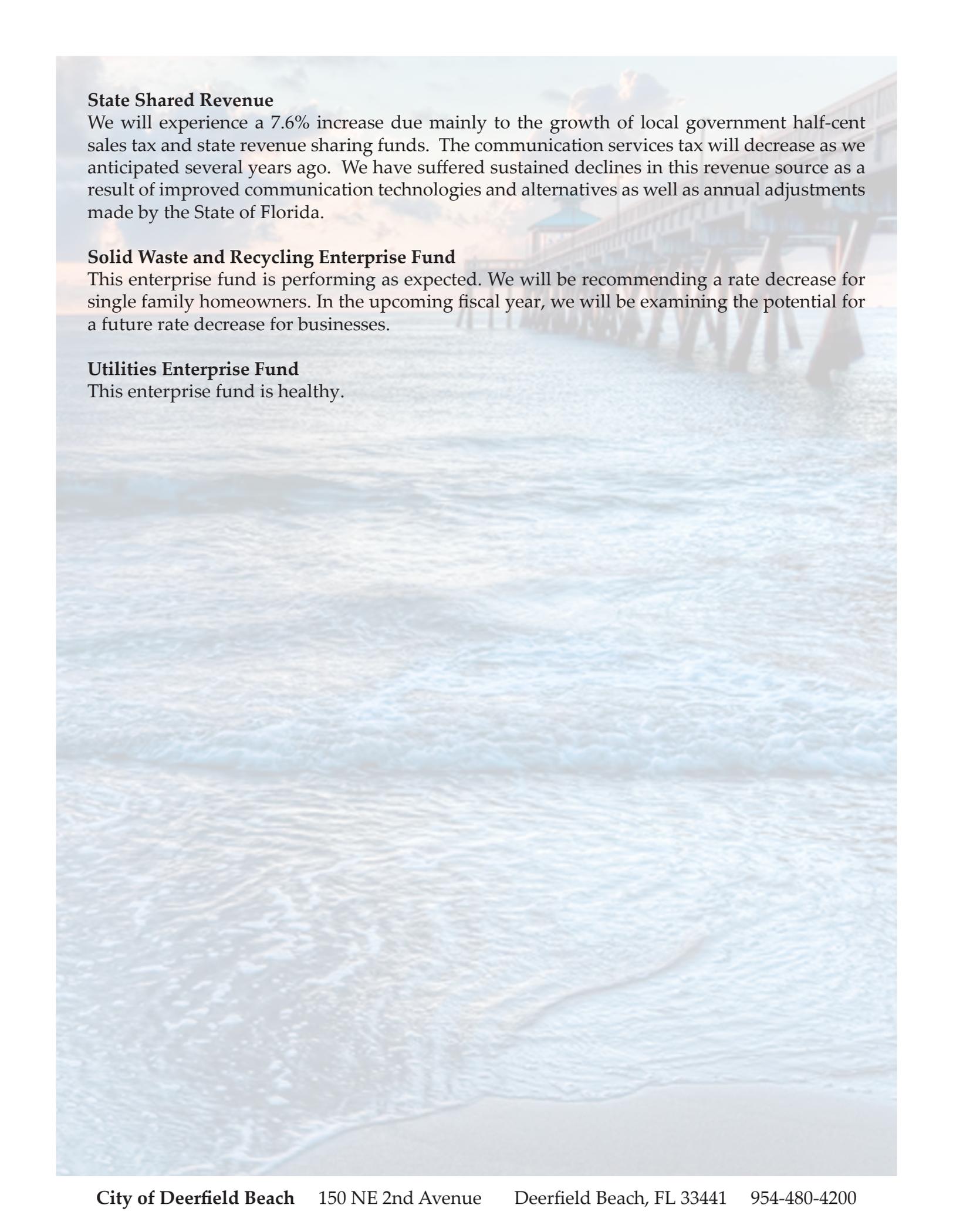
I am recommending that the fee remain at the same level because it is funding a vast portion of our fire operations, although it is still well below the Broward County average of \$217.

### Building Inspections, Fire Inspection and Permit Fees

The Building and Inspection Services Division has recommended the fees remain at the same level. Fire inspection fees will be revised to reflect changes in the municipal cost index. The total estimated fire inspection fee revenue is projected at \$440,000. Building permit fees are projected to be \$2,725,000.

### Parking

We have instituted a \$2 per hour parking rate for all parking with the exception of the International Fishing Pier and North Pavilion parking lots, which will remain at \$3 per hour and \$4 per hour on weekends. City full-time and part-time residents will be able to purchase beach stickers. There is no reason for our taxpayers to subsidize the beach for non-residents from other cities. We are recommending the cost for the beach parking stickers to remain at \$100. Our new parking system is working as planned and already proving to be a more efficient system for the City.

The background of the page is a soft-focus photograph of a beach. In the foreground, gentle waves with white foam wash onto the sand. In the middle ground, the ocean extends to the horizon. In the background, a wooden pier with a small pavilion-like structure at its end stretches into the water. The sky is a pale, hazy blue, suggesting a bright but slightly overcast day.

### **State Shared Revenue**

We will experience a 7.6% increase due mainly to the growth of local government half-cent sales tax and state revenue sharing funds. The communication services tax will decrease as we anticipated several years ago. We have suffered sustained declines in this revenue source as a result of improved communication technologies and alternatives as well as annual adjustments made by the State of Florida.

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

This enterprise fund is performing as expected. We will be recommending a rate decrease for single family homeowners. In the upcoming fiscal year, we will be examining the potential for a future rate decrease for businesses.

### **Utilities Enterprise Fund**

This enterprise fund is healthy.

# EXPENDITURES

The City's General Fund is projected to increase by \$7.1 million. This is a somewhat deceptive increase because it includes \$2.5 million for capital lease purchases for various departments. There is also a \$1.5 million increase in contingency/emergency reserves. The operational increase is really \$3.1 million which relates primarily to funding smaller capital projects, 2.5% salary increase, expanded Parks and Recreational programming and upgrades, beach renourishment funding in the amount of \$0.7 million as well as BSO contract increases. The increase equates to a 3.6% increase for operations. The original request was for \$94,627,744. The recommended General Fund Budget is balanced at \$91,973,560.

## **Department of Financial Services**

This Department continues to reinvent itself to take on different challenges and assignments. We are creating a solidified Budget Division with a reclassification of a current full-time employee, an addition of one (1) full-time employee and two (2) part-time interns.

The Parking Authority will remain under this Department. There will be the addition of a Parking Supervisor as a result of the new system. We had recommended this position during the current fiscal year, but removed it because the system would not be fully functional until the end of the fiscal year (FY13-14).

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

The ITS Department will continue to make vast improvements to our systems and infrastructure. The Department will continue the roll-out of the new Enterprise Resource Planning system (ERP). The Department is adopting 21st century technology business models by using a hybrid of in-house and contractual employment to increase efficiencies and to deploy specialized skills that are required in this field. The Department is utilizing contractual services to implement many projects that are short-term or have a defined timeline and require highly technical knowledge that is only needed for the project. The Department is also retitling its in-house positions to be more reflective of the functions and to remain competitive in attracting talented IT employees. This Department must be able to adapt and improvise to meet the rapidly evolving technology world.

## **Department of Human Resources**

The Department is preparing for a revolutionary change to our health insurance program to meet the demands of the Affordable Care Act and to contain the ever-increasing costs of insurance. The addition of the Risk Analysis Manager has greatly accelerated our efforts to manage and forecast the costs and demographic trends of our workforce.

## **Broward Sheriff's Office – Law Enforcement and Fire Rescue**

The increased costs are within acceptable limits and represent proposed salary increases of 2.5%. There will also be several capital equipment purchases for the Fire Rescue Department. These purchases are necessary due to the age and condition of the apparatus. It should be noted that some of these purchases should have been made in the past, but were not due to the financial constraints of the City.

## **Department of Planning & Development Services**

The Department will reclassify a Chief Planner to a Senior Planner which is a lower grade. The Zoning Inspector will be reclassified to a Planner since this position is playing a larger role in plans and development review. The Landscape Specialist will be changed to a Landscape Technician. The Landscape Specialist is a category for a maintenance related position. This position is permit review and inspections.

During this fiscal year, we have seen a total value of new construction of over \$31 million. We anticipate that this number will be dramatically overshadowed with the anticipated \$70 million Broward Health North upgrade, potential \$40 million People's Trust Insurance campus and the yet-to-be-determined Hillsboro Technology Park project. With the potential of this along with other small to medium projects, we must make adjustments to the Building and Inspection Services Division. The first will be to eliminate the Chief Structural Inspector position. We will be creating a Deputy Building Official/Plans Examiner who will eventually become the next Building Official. This position will be highly involved in implementing new technologies and have a specific role in the administration of the Division.

We will also be upgrading all Chief Inspector positions that are currently at the same level as the Plans Examiners who they supervise. The Division will also add one full-time Plans Examiner and another full-time Electrical Plans Examiner. There will be an additional full-time Building Services Representative to serve as a permit expeditor. This will enable the Division to provide better services and meets demands of the current marketplace. We will also explore filling the new and any vacated positions through contractual methods to reduce costs.

## **Department of Parks & Recreation**

The Department of Parks & Recreation is performing phenomenally at controlling costs, creating new programming and completing capital projects with varying funding sources. We anticipate that this upcoming fiscal year will be the Phoenix Rising moment for the Department.

### *Parks Maintenance Division*

The existing hybrid approach in the Parks Maintenance Division coupled with the upcoming use of the Sanitation Division will vastly improve the look of our park systems which include all facilities and right-of-ways. We have already seen a marked improvement in the medians. The upcoming year has funding to upgrade some of the older landscaping, particularly in the annexed areas of the City.

### *Recreation Division*

The Recreation Division will undergo tremendous changes in personnel assignments. We will be adding one (1) full-time Parks and Recreation Manager 1 position to help staff the new Highlands Park Community Center. All community centers will report to one Parks and Recreation Manager 2 rather than having a manager 2 level at each community center. The other Parks and Recreation Manager 2 (formerly Constitution Park) will oversee improvements in programming and athletics for females, which is drastically needed in our community.

The Teen Center will be fully functioning and will expand its programming. The Division will also begin moving Parks and Recreation Manager 1 level positions around the City to provide cross-training and future promotional opportunities. Another area that will undergo a major overhaul is the City's summer camp programs. There will be more specialized camps and field trip offerings. The summer camp program has been operating with the same model for several years and is not attracting or even retaining participants.

We have expanded the funding for all community and neighborhood events such as the MLK Day Celebration and Winter Wonderland.

We will also be installing more playground canopy systems and replacing playground surfaces. We will also conduct extensive improvements to the Villages of Hillsboro Park, Mayo Howard Park and other neighborhood parks. We have also budgeted for the replacement of the South Beach Restroom roof and interior upgrades. The other large project will be the bleacher shade structures at the Deerfield Beach Middle School Athletics Complex.

#### *Ocean Rescue & Aquatics Division*

The Division will add one (1) full-time employee to the Ocean Rescue team. This will help with more coverage since the beach patronage is at an all-time high. The Division will begin a new program using our private instructor methodology. The program will provide near-shore boat pick-up for snorkeling tours. We feel it will be a hit as well as a revenue generator for the City. The Division is working with the Marine Advisory Board and other governmental agencies to install a near shore artificial reef that will be accessible from the beach.

#### *Deerfield Beach International Fishing Pier*

The Pier Division will undergo a major shift in oversight. The current supervisor has been transferred to the Administration Division to perform more suitable and necessary tasks related to community events and logistics support. We are recommending a new position to manage the International Pier, cabana services and Deerfield Beach Cafe contracts. The position will be similar to a business property manager. Two (2) part-time employees will be added to the workforce to help enforce rules and regulations particularly in the evenings and on the weekends. There appears to be a growing issue with anglers using too many reels, shark fishing and alcohol consumption. We want to address it before it becomes a major problem. BSO Law Enforcement has been working with us to address the latter issue. There will also be new programming to attract more participants to the Pier. We are also expanding and improving the level of merchandise to further brand our City and create new revenue opportunities.

#### *Cemetery Division*

We are recommending the addition of a full-time employee to provide more convenient hours of operation for customers. We will also pave internal roadways and purchase new equipment which is badly needed.

## **Department of Environmental Services**

The Department has made great strides in financial accountability and project management. We will continue to manage capital projects through this Department. We will begin the process of converting our meters to an automated reading technology which will not require manual meter reading which is a labor intensive process. This will also improve customer service by providing instantaneous online information.

### *Water Plant Division*

The Water Plant Division will be implementing many new capital projects and purchases as preventative maintenance. The replacements of the nano-filtration elements, reverse osmosis sand filtration system and high service pump motors will be performed in FY14-15.

### *Engineering Division*

The Engineering Division will continue its support to other divisions. It will also begin the 10-year Water Supply Plan process. The Division will continue overseeing the street resurfacing project. The FY14-15 Budget also recommends the re-institution of the traffic calming program. It is suggested that we update the ordinance and process since it is almost 8 years old.

### *Streets Division*

The Streets Division will continue its sidewalk repairs programs with a larger amount of funding. There will be more sidewalk construction in older neighborhoods where sidewalk repairs and installation are needed particularly in the central part of the City.

## **Department of Senior Services**

The Department will continue the transition of the Community Development Division administrative duties to the Deerfield Beach Housing Authority (DBHA). Our goal is to have the Division fully functioning with DBHA as the contractor by the end of the calendar year.

## **Department of Recycling & Solid Waste**

The Department continues to improve efficiencies by using private sector waste hauling business models. We will be adding a newer software module for billing, routing and other operational assistance. The Recycling Perks program will expand into multi-family housing to better promote recycling in our community. We are still on the forefront of recycling efforts in Broward County.

### *Fleet Maintenance*

An evening shift will be added in the Fleet Maintenance Division to carry out preventative maintenance on vehicles, which will help to lessen fleet downtime. One (1) full-time Master Mechanic position is recommended for this shift. We will also expand the use of Compressed Natural Gas (CNG) fuel technologies for lower costs and to be better environmental stewards. A GPS software package will be implemented in vehicles.

### *Sanitation Division*

The Sanitation Division will expand its responsibilities to collect debris and empty garbage containers at the beach, parks and other facilities. The Sanitation Division will also begin its amphibious operation of cleaning canals and other waterways.

### **Community Participation**

We have kept the funding for all of the current fiscal year's agencies including an increase for Cathedral Community Development Corporation to \$5,000 and the addition of the Deerfield Beach High School Band for \$5,000. The City's donation to the Packer-Rattlers (\$15,000) and Deerfield Beach Little League (\$10,000) is still under the Department of Parks and Recreation.

### **CONCLUSION**

I again want to thank the City Commission, management team and staff for their dedication, innovative approaches and perseverance.

I would like to extend a personal note of appreciation to Hugh Dunkley who is my trusted financial confidante and tremendous leader for all of us. A debt of gratitude must be given to Andy Maurodis, Amanda Robin, Brian Donovan, Melissa Taylor-Lewis, Rebecca Medina-Stewart, Department Directors and their staff for their fortitude during this current fiscal year and through the budget process.

It is our hope that the community remains steadfast and emboldened in our journey to make our City second to none in South Florida.

Respectfully,

*Burgess Hanson*

Burgess Hanson

# The City of Deerfield Beach



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

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

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

## MAJOR CUSTOMERS

- Over 75,000 residents
  
- Nationally recognized corporate leaders including JM Family Enterprises, Inc., National Distributing, Inc. of South Florida, Publix Corporation, Double Eagle Distributing Inc., United Parcel Service and People's Trust.
  
- Office business parks including Newport Center, Quadrant Business Center, The Quorum, Fairway Drive, Quiet Waters Business Park, Trail Commerce Park, Florida Atlantic University Research Park and Powerline Business Park.
  
- International manufacturing companies such as Mapei Corporation, Sun-Sentinel Newspapers, Wyland Press, and MWI Corporation and Scandinavian Health Ltd. (SHL).

- Institutional and research facilities including University of Miami (UM) Sylvester Cancer Research Center, ITT Tech, Broward Health North and the Rand Eye Institute.
- Hospitality industry giants including Deerfield Beach Embassy Suites Resort, Deerfield Beach Double Tree, Comfort Suites, Wyndham Deerfield Beach Resort, Hampton Inn and Best Western, along with numerous other fine accommodation facilities.
- Recreation leaders including Deer Creek Golf Club, Deer Creek Racquet Club and the award-winning municipal beach and International Fishing Pier.
- Restaurant industry including Brooks Restaurant, Two Georges at the Cove Restaurant & Marina, JB's on the Beach, Oceans 234, Tucker Duke's, Burger –Fi, and Duffy's Sports Grill.

## PRINCIPAL PRODUCTS AND SERVICES

- Public Safety Services
- Leisure and Cultural Programs and Activities
- Senior and Pre-Kindergarten Services
- Public Land/Open Space Management
- Solid Waste Collection and Disposal Services
- Comprehensive Recycling Program
- Water Production and Distribution System
- Wastewater Distribution Maintenance and Construction Program
- Beautification Program and Grounds Maintenance
- Roads and Bridges Construction and Maintenance
- Storm Water 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>Public Safety:</b>	
<b>Number of Fire stations</b>	<b>6</b>
<b>Number of employees</b>	<b>145</b>
<b>Number of Police stations</b>	<b>2</b>
<b>Number of employees</b>	<b>126</b>
<b>Municipal water department:</b>	
<b>Number of meters</b>	<b>12,305</b>
<b>Number of units</b>	<b>33,140</b>
<b>Plant capacity</b>	<b>34,800,000 gallons per day</b>
<b>Recreation:</b>	
<b>Number of parks</b>	<b>22</b>
<b>Public beach</b>	<b>5,700 feet</b>
<b>Municipal pier</b>	<b>920 feet</b>
<b>Year-round average temperature</b>	<b>77 degrees</b>
<b>Average number of sunny days in Deerfield Beach per year</b>	<b>251</b>

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

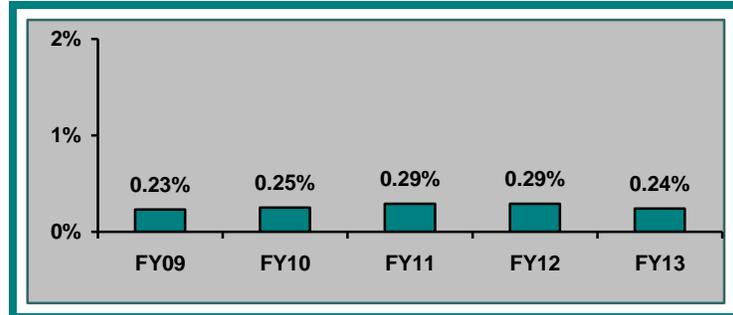


## FACTS AND FIGURES

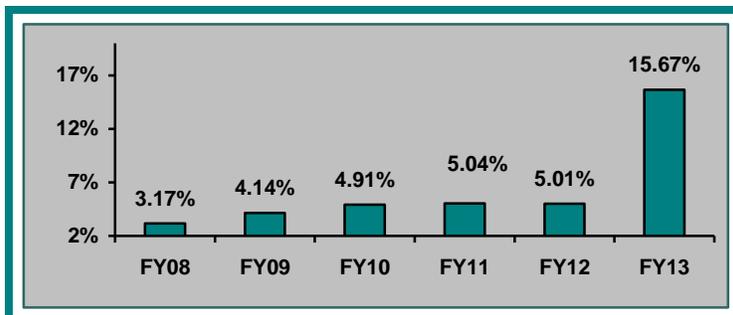
### City Operating Millage



### Ratio of Net Bonded Debt to Assessed Valuation

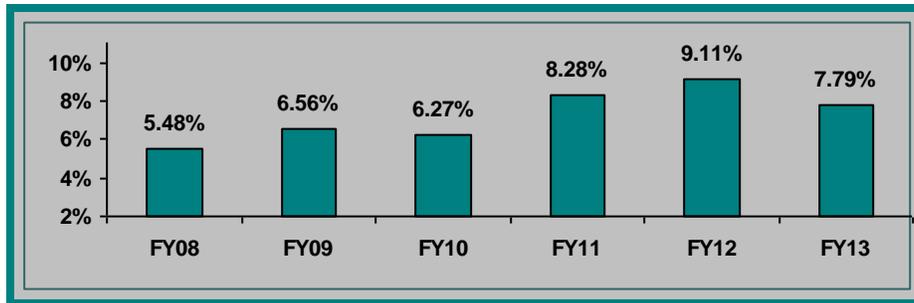


### Ratio of General Obligation Debt Service to General Expenditures

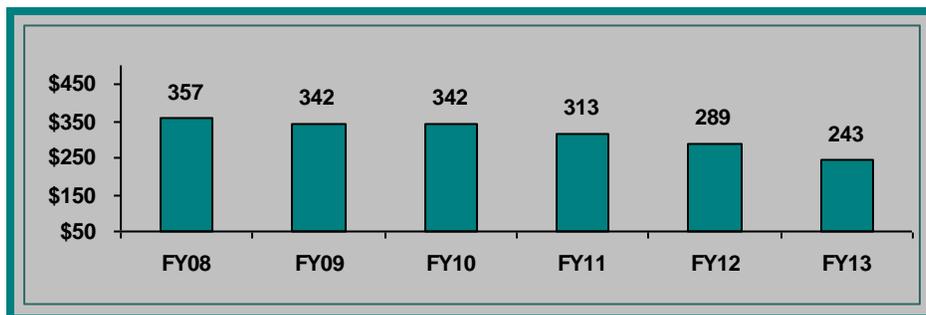




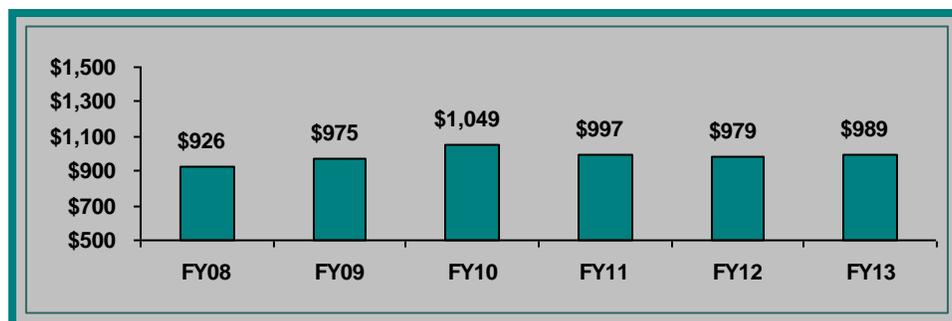
## Top Ten Corporate Taxpayers - Percentage of Tax Base



## Net Bonded Debt Per Capita



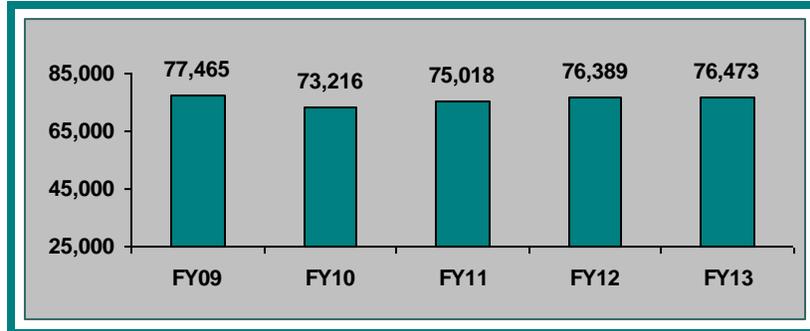
## General Fund Expenditures Per Capita



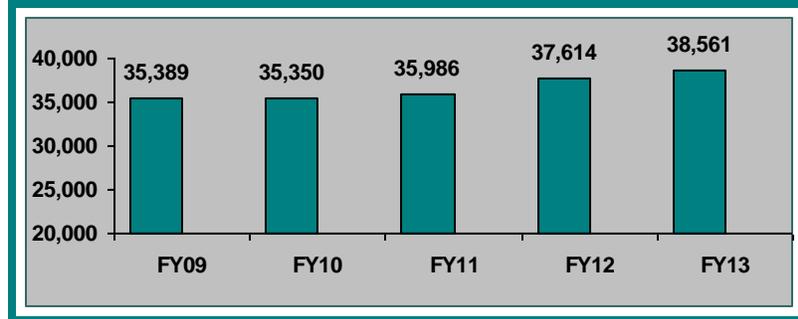


# City of Deerfield Beach

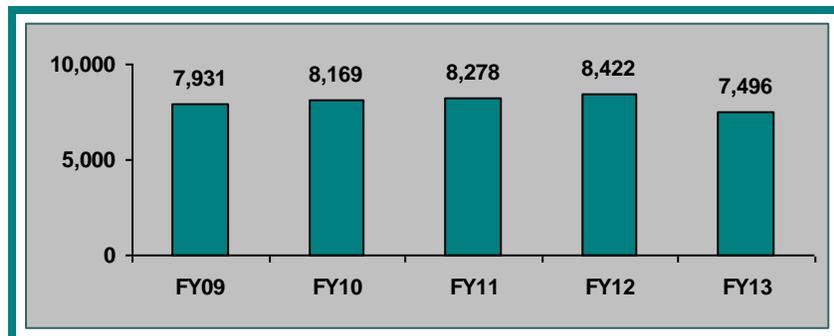
## Population



## Average Calendar-Year Employment



## School Enrollment



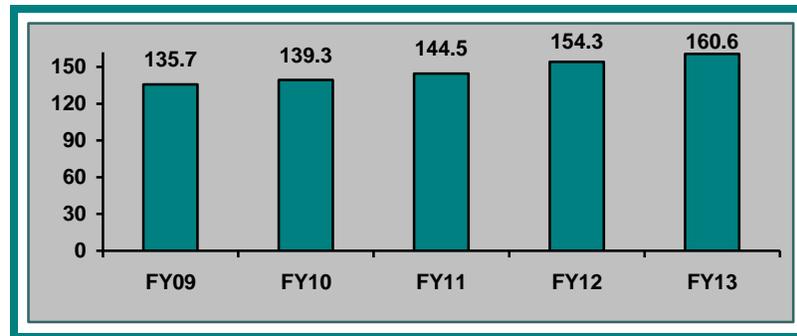


# City of Deerfield Beach

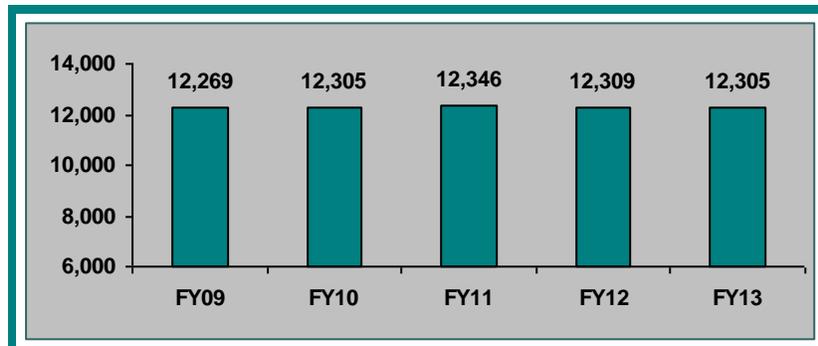
## Median Age



## General Fixed Assets (in millions)



## Water Accounts



## Calculation of Ad Valorem Taxes

	<u>Existing Property</u>	<u>New Construction/ Alterations/ Additions</u>	<u>Total</u>
Taxable value of property <b>Multiplied by</b>	\$5,313,185,146	\$11,117,180	\$5,324,302,326
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>	\$35,963,888	\$75,250	\$36,039,138
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>\$34,237,181</b></u>

<p><b>One mill generates \$5,058,087 of ad valorem tax revenue.</b></p>
---

## Revenue and Expenditure Summary - All Funds / Divisions

	<u>Actual 2012/13</u>	<u>Budget 2013/14</u>	<u>Budget 2014/15</u>
<b><u>Revenues</u></b>			
Property taxes	\$ 26,185,412	\$ 31,111,076	\$ 33,084,129
Sales & use taxes	1,171,210	1,305,586	1,128,629
Communication services taxes	3,601,813	3,534,809	3,000,262
Public service tax	7,343,576	6,590,000	7,395,000
Franchise fees	5,357,997	5,492,100	5,462,000
Local option gas tax	1,285,883	1,293,771	1,334,269
Licenses & permits	3,108,101	2,869,500	3,402,000
Intergovernmental	9,835,446	8,392,313	8,773,796
Charges for services	55,058,651	58,266,307	59,101,897
Fines and forfeitures	1,174,818	1,249,432	1,293,100
Interfund transfers	14,355,209	14,797,343	6,812,734
Cash carryover	0	1,015,799	2,532,349
Miscellaneous	8,757,516	10,164,706	20,878,244
Total revenues	<u>\$ 137,235,632</u>	<u>\$ 146,082,742</u>	<u>\$ 154,198,409</u>

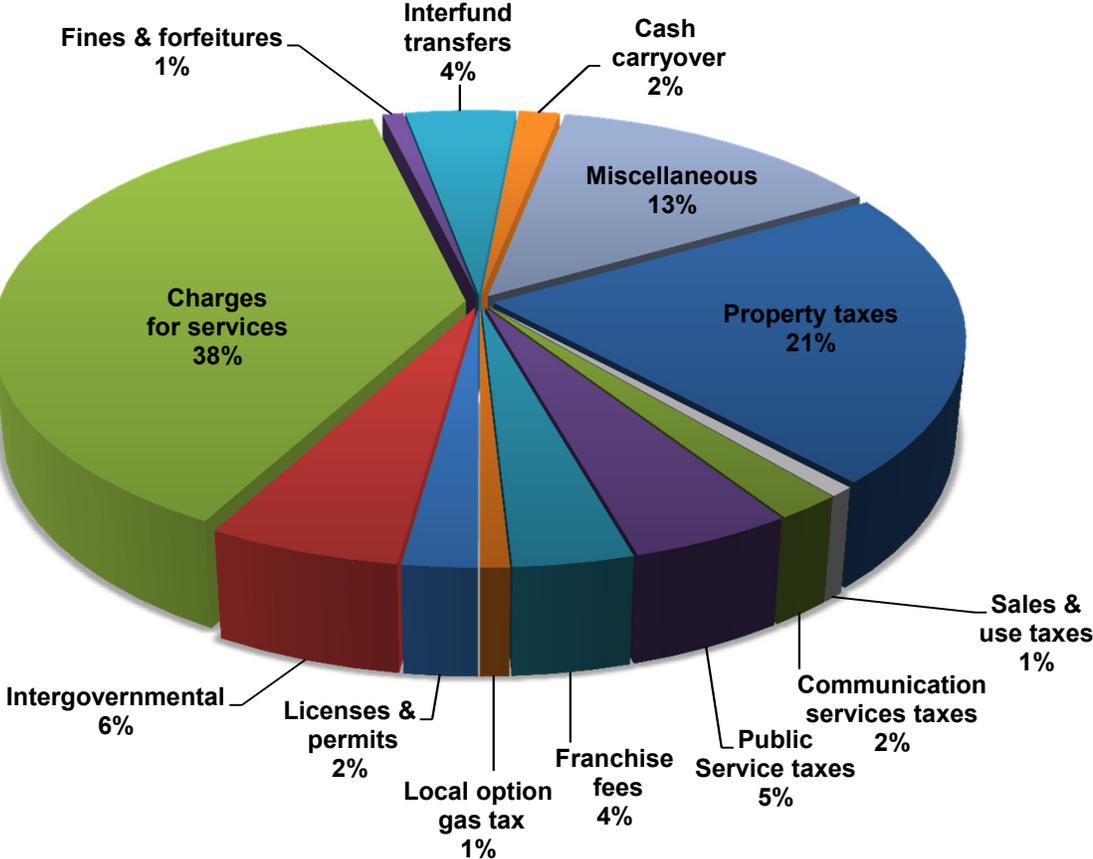
<b><u>Expenditures</u></b>			
City Commission	\$ 183,659	\$ 250,900	\$ 236,598
City Manager	830,623	904,357	1,205,529
City Clerk	465,775	436,094	570,760
City Attorney	405,974	444,500	444,500
Central Services	459,897	523,500	516,500
Financial Services	1,117,781	1,361,037	1,563,220
Information Technology Services	1,355,488	1,164,814	606,176
Human Resources	380,403	434,942	3,191,181
Planning & Development Services	2,206,076	2,235,410	1,246,470
Police/B.S.O.	21,379,875	22,723,528	23,393,165
Fire/Rescue	26,562,756	27,971,478	31,242,893
Environmental Services & Roads	5,700,216	5,756,961	6,630,502
Parks & Recreation	7,400,275	8,313,544	12,629,562
Senior Services	1,996,437	2,496,500	3,012,825
Engineering/Utilities	18,293,418	19,489,626	21,827,989
Solid Waste	12,827,064	13,445,750	15,290,435
Risk Management	6,874,681	9,031,795	10,054,371
Non-Departmental	15,895,175	20,111,367	11,558,987
Debt Service	8,657,546	8,864,933	8,825,058
Community Participation	97,569	121,706	151,688
Total expenditures	<u>\$ 133,090,688</u>	<u>\$ 146,082,742</u>	<u>\$ 154,198,409</u>

## Budget Summary for Fiscal 2014/15 - All Funds

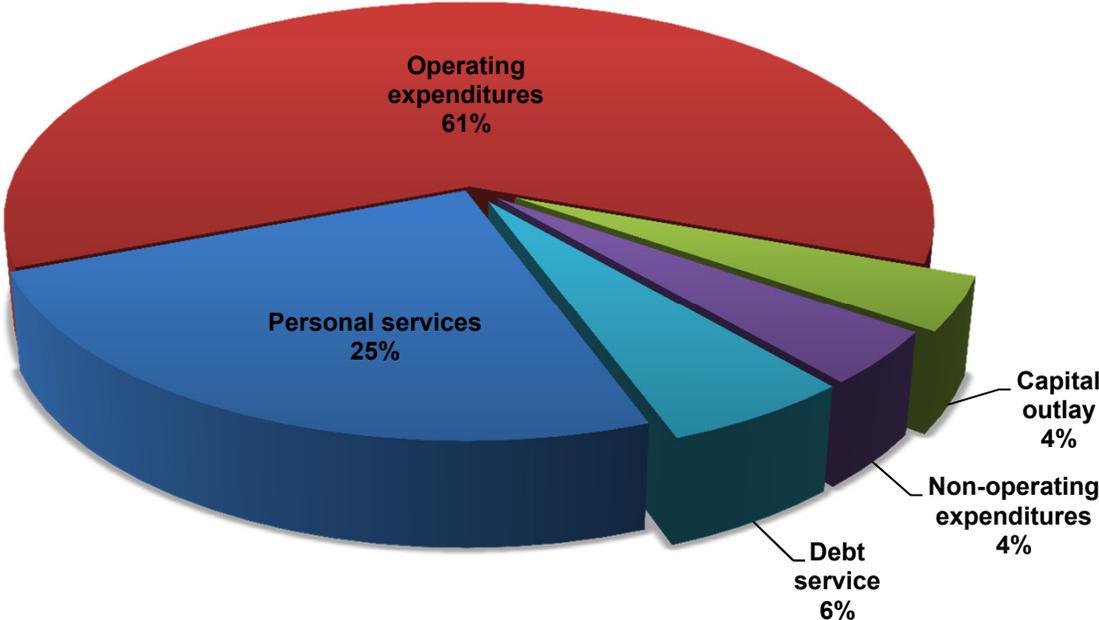
	<u>Actual 2013</u>	<u>Budgeted 2014</u>	<u>Budgeted 2015</u>
<b>Revenues:</b>			
Property taxes	\$ 26,185,412	\$ 31,111,076	\$ 33,084,129
Sales & use taxes	1,171,210	1,305,586	1,128,629
Communication services taxes	3,601,813	3,534,809	3,000,262
Public Service taxes	7,343,576	6,590,000	7,395,000
Franchise fees	5,357,997	5,492,100	5,462,000
Local option gas tax	1,285,883	1,293,771	1,334,269
Licenses & permits	3,108,101	2,869,500	3,402,000
Intergovernmental	9,835,446	8,392,313	8,773,796
Charges for services	55,058,651	58,266,307	59,101,897
Fines & forfeitures	1,174,818	1,249,432	1,293,100
Interfund transfers	14,355,209	14,797,343	6,812,734
Cash carryover	-	1,015,799	2,532,349
Miscellaneous	8,757,516	10,164,706	20,878,244
Total revenues	<u>\$ 137,235,632</u>	<u>\$ 146,082,742</u>	<u>\$ 154,198,409</u>
<b>Expenditures:</b>			
Personal services	30,117,798	31,062,147	38,047,567
Operating expenditures	80,397,512	88,422,031	94,830,455
Capital outlay	1,528,215	2,723,114	6,278,420
Non-operating expenditures	12,389,617	15,010,517	6,216,909
Debt service	8,657,546	8,864,933	8,825,058
Total expenditures	<u>\$ 133,090,688</u>	<u>\$ 146,082,742</u>	<u>\$ 154,198,409</u>

# City of Deefield Beach

**Total Budgeted Revenues \$154,198,409**



**Total Budgeted Expenditures \$154,198,409**



**Summary of Revenues, Expenditures and Changes in Fund Balances**  
**All Governmental and Expendable Trust Funds**  
**Fiscal Year 2014/15**

	<b>General Fund</b>	<b>Senior Services Fund</b>	<b>CDBG Fund</b>	<b>Road and Bridge Fund</b>	<b>Insurance Svcs Trust Fund</b>
<b>Beginning Fund Balance</b>	<b>\$9,056,300</b>	<b>\$ -</b>	<b>\$211,091</b>	<b>\$ 1,572,000</b>	<b>\$ -</b>
<b>Revenues/Other Financing Sources:</b>					
Property taxes	33,084,129				
Franchise fees	8,462,262				
Public service taxes	7,395,000				
Sales and use taxes	5,998,349				
Local option gas tax	-			1,334,269	
Licenses & permits	3,351,000				
Intergovernmental	1,880,927	850,964	619,130	553,055	
Charges for services	8,639,162	460,500			
Fines & forfeitures	930,100				
Special assessments	10,812,978				
Interfund transfers	2,644,693	1,503,041			
Miscellaneous	8,774,960	240,500	-	267,364	10,082,490
<b>Total Sources of Funds</b>	<b>91,973,560</b>	<b>3,055,005</b>	<b>619,130</b>	<b>2,154,688</b>	<b>10,082,490</b>
<b>Expenditures:</b>					
City Commission	236,598				
City Manager	1,205,529				
City Clerk	570,760				
City Attorney	444,500				
Central Services	516,500				
Financial Services	1,563,220				
Human Resources	606,176				
Planning & Development Services	3,191,181				
Information Technology Services	1,246,470				
Police	23,393,165				
Fire/Rescue	31,242,893				
Environmental Services	4,362,466			2,268,036	
Parks & Recreation	12,629,562				
Senior Services	-	3,012,825			
Risk Management	-				10,054,371
Non-Departmental	4,570,989	42,180	830,221	884,526	28,119
Community Participation	151,688				
Debt Service	4,628,911	-	-	31,302	-
<b>Total Uses of Funds</b>	<b>90,560,608</b>	<b>3,055,005</b>	<b>830,221</b>	<b>3,183,864</b>	<b>10,082,490</b>
Increase (decrease) in Fund balances	1,412,952	-	(211,091)	(1,029,176)	-
<b>Total Ending Fund Balances</b>	<b>10,469,252</b>	<b>-</b>	<b>-</b>	<b>542,824</b>	<b>-</b>

# Significant Financial and Budgetary Policies

## **BUDGET POLICIES INCLUDING BUDGET BASIS**

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

## **Budget Level of Control/Amendments**

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

## **Budgeting Process**

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

# Significant Financial and Budgetary Policies

## **OPERATING POLICIES**

### **Revenues**

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

### **Expenditures**

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

### **Financial Reserve Policies**

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

### **Capital Improvement Policies**

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

# Significant Financial and Budgetary Policies

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

## **Debt Policies**

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

## **Accounting, Auditing and Financial Reporting**

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

# Fund Structure

## GOVERNMENTAL FUNDS

The **General Fund** is the chief operating fund of the City and accounts for all financial resources which are not required to be accounted for in another fund. The major sources of revenue in the General Fund are ad valorem taxes, communications services taxes, public service taxes, state shared revenues, fire protection assessments and electric franchise fees. Combined, these six sources generate over 71.5% of this fund's revenues. Fire/rescue and police services comprise the majority of the General Fund expenditures. Respectively, they constitute 34.0% and 24.7% of total General Fund expenditures.

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

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

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

## ENTERPRISE FUNDS

The **Utility Fund** and the **Solid Waste Fund** are enterprise funds which account for the provision of water and sewer services and solid waste disposal services to the City's residents. 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 increase slightly as a result of transfers to the Water & Sewer Renewal and Replacement and Water & Sewer Emergency Reserve funds. The transferred funds will be used for needed capital improvements as well as serve as a reserve for emergencies. As for the Solid Waste Fund, approximately 22.7% of the expenditures 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.

The **Solid Waste Emergency Reserve Fund** is a sub-fund of the Solid Waste Enterprise Fund which accounts for moneys to be used for unforeseen, unplanned events. Funding is provided by the Solid Waste Fund.

## EXPENDABLE TRUST FUND

The **Insurance Services Trust Fund** recognizes the revenues and expenditures associated with providing insurance coverage for all City needs. Approximately 17.1% of the fund's revenues are from insurance reimbursements from private sources. The primary sources of expenditures are for insurance premiums and workers compensation claims. These expenditures account for over 92.7% 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 2014-15, the property appraiser certified the city's taxable value at \$5,324,302,326. This will generate \$33,084,129, which is 21.5% of the total budgeted revenues. This increase of 6.3% over the estimated property tax revenue of the previous year is primarily the result of an increase in the taxable values of properties. Property taxes are the single largest source of revenue in the General Fund.



## PUBLIC SERVICE TAX

The municipal public service tax is locally imposed and administered by municipalities and charter counties under Chapter 166, Florida Statutes. This tax is levied on six utility services: natural gas, liquefied petroleum, manufactured gas, electric, water, and fuel oil/kerosene. On November 6, 1979, a special referendum election was held repealing this tax. Pursuant to State law, however, the City Commission re-enacted this tax for the fiscal year beginning October 1, 2011. This tax comprises approximately 4.8% of total citywide budgeted revenues. Tax collections from electric and water consumption/purchases amount to 98.7% of total public service tax collections.



## MAJOR SOURCES OF REVENUE (CONTINUED)

### FRANCHISE FEES

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



### BUILDING PERMITS

Building permit fees are collected in the General Fund for building additions, new construction and alterations. These 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 1.8% of the total city revenues. This revenue source is expected to increase by over 22% as a result of increases in the number of building permits which are due to new construction, substantial alterations and renovations.



## MAJOR SOURCES OF REVENUE (CONTINUED)

### STATE SHARED REVENUES

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

Source of Revenue	<i>Budgeted Revenue</i>		Dollar Change	Percentage Change
	2013/14	2014/15		
Mobile home licenses	\$ 7,300	\$ 8,000	\$ 700	9.6%
Alcoholic beverage licenses	42,000	42,000	-	0.0%
Half-cent sales tax	4,555,449	4,869,720	314,271	6.9%
Motor fuel tax rebate	35,000	40,000	5,000	14.3%
State revenue sharing	<u>2,046,536</u>	<u>2,223,982</u>	<u>177,446</u>	<u>8.7%</u>
Total	<u>\$ 6,686,285</u>	<u>\$ 7,183,702</u>	<u>\$ 497,417</u>	<u>7.4%</u>

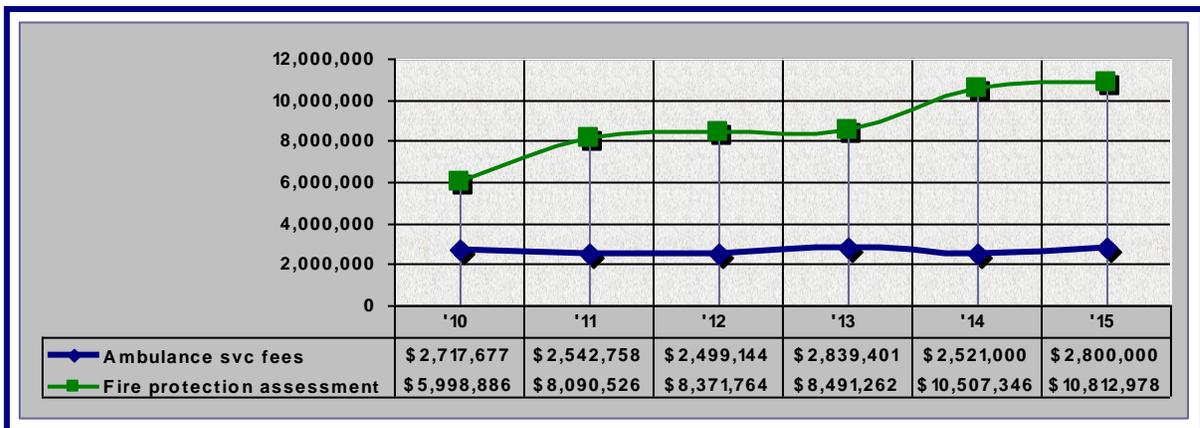
The amounts distributed are determined by the State and are based upon receipts, population and municipal assessed value per capita. The half-cent sales tax makes up the greatest portion of this source of revenue. Collections from this source are expected to increase by 6.9% based upon estimates from the Florida Department of Revenue.



## MAJOR SOURCES OF REVENUE (CONTINUED)

### CHARGES FOR SERVICES - PUBLIC SAFETY

Ambulance service fees are estimated to be \$2,800,000 for fiscal 2015. Further, the fire protection assessment fee is estimated to be \$10,812,978, which is a slight increase from the previous year's amount of \$10,507,346. These two fees, combined with other public safety charges such as fire inspection fees, the fire services agreement with the Town of Hillsboro Beach and public safety impact fees make up 9.9% of the city's total revenues. This revenue category is expected to increase by 4.4% from the previous fiscal year.



### LOCAL OPTION GAS TAX

Local governments may impose a tax on every gallon of motor fuel and special fuel sold by retailers in accordance with Florida Statutes Section 336.025. This road and bridge fund revenue source fluctuates with the economy and with oil prices. Budgeted revenues from this source are 0.9% of the total city revenues and are expected to increase slightly from the previous year.



## MAJOR SOURCES OF REVENUE (CONTINUED)

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

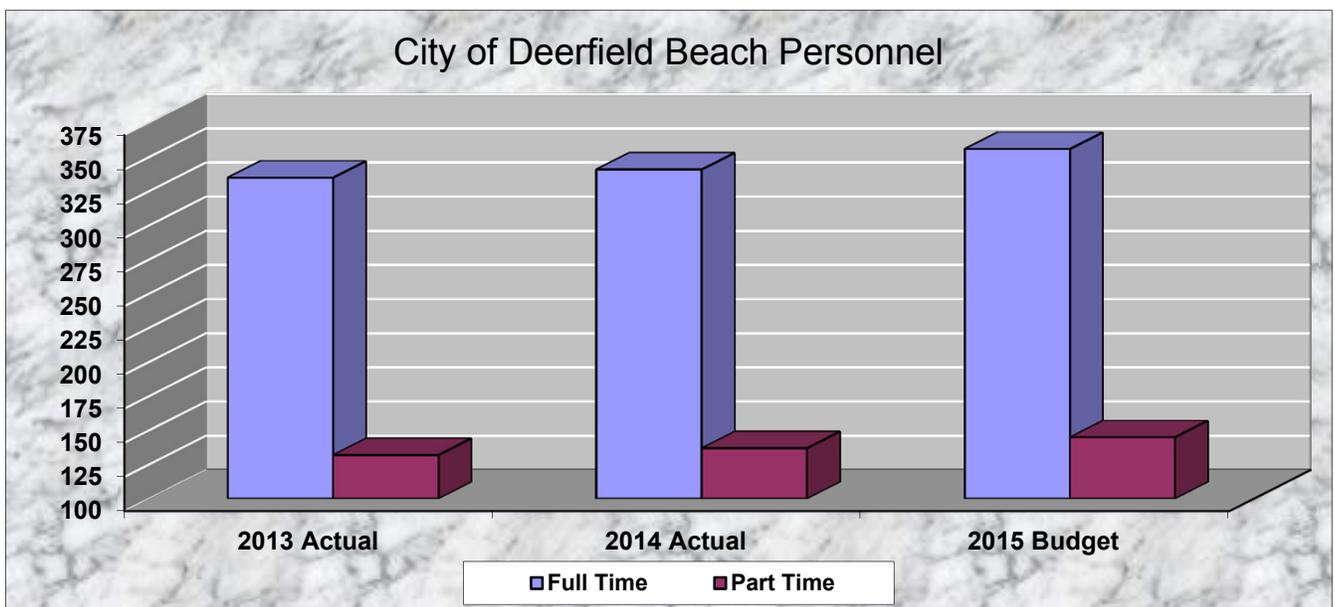
Charges for services in the Utility Fund and the Solid Waste Fund are 15.8% and 9.6%, respectively, of the city's total revenues. The provision of water and sewer and solid waste disposal services to the residents of the city are accounted for in these two funds. Charges for service in these two enterprise funds are expected to remain fairly constant during the next fiscal year.



## Personnel Summary - All Funds

General Departments	2013 Actual		FY 2014 Budget		FY 2015 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
City Commission	0	5	0	6	0	5	(0.50)
City Manager	10	0	10	0	11	1	1.50
City Clerk	4	0	4	0	4	0	0.00
Financial Services	11	1	13	0	14	2	2.00
Human Resources	4	0	4	0	4	0	0.00
Planning and Development Services	26	4	27	3	29	4	2.50
Information Technology Services	7	0	8	0	10	0	2.00
Police/B.S.O.	2	34	3	35	4	35	1.00
Parks & Recreation	88	70	82	75	83	77	2.00
Senior Services	33	12	35	12	34	17	1.50
Environmental Services	148	6	84	2	84	3	0.50
Solid Waste	0	0	68	4	76	1	6.50
Risk Management	2	0	3	0	3	0	0.00
<b>TOTAL</b>	<b>335</b>	<b>132</b>	<b>341</b>	<b>137</b>	<b>356</b>	<b>145</b>	<b>19.00</b>

Broward Sheriff's Office	2013 Budget		2014 Budget		2014 Budget		Change in F/T Equivalents
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
<b>Police</b>							
Uniformed	126	0	126	0	126	0	0.00
Non-uniformed	20	7	19	7	19	7	(1.00)
<b>Fire/Rescue</b>							
Uniformed	156	0	147	0	142	0	(9.00)
Non-uniformed	7	0	6	0	3	0	(1.00)
<b>TOTAL</b>	<b>309</b>	<b>7</b>	<b>298</b>	<b>7</b>	<b>290</b>	<b>7</b>	<b>-11.00</b>



## CURRENT PAY 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 2014/15 pay ranges which are associated with each of the City's pay grades.

Pay Grade	Minimum	Maximum
<b>20</b>	\$ 29,305	\$ 43,958
<b>22</b>	\$ 31,943	\$ 47,915
<b>24</b>	\$ 34,818	\$ 52,227
<b>26</b>	\$ 37,951	\$ 56,926
<b>28</b>	\$ 41,367	\$ 62,050
<b>30</b>	\$ 45,090	\$ 67,634
<b>32</b>	\$ 49,148	\$ 73,044
<b>34</b>	\$ 53,571	\$ 80,356
<b>40</b>	\$ 41,367	\$ 62,048
<b>42</b>	\$ 45,090	\$ 67,634
<b>44</b>	\$ 48,698	\$ 73,044
<b>46</b>	\$ 52,593	\$ 78,888
<b>48</b>	\$ 56,800	\$ 85,200
<b>50</b>	\$ 61,343	\$ 92,016
<b>52</b>	\$ 66,250	\$ 99,377
<b>54</b>	\$ 71,552	\$ 107,328
<b>56</b>	\$ 77,276	\$ 115,913
<b>58</b>	\$ 83,458	\$ 125,185

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

## CITY OF DEERFIELD BEACH 2014-15 BUDGET CALENDAR

DATE	BY WHOM	WHAT IS TO BE DONE
May 1	Department Heads	Submit budget requests and justifications and capital improvement program updates to the Finance Director.
May 1 – May 31	City Manager/Staff	Review budget requests and gather whatever additional information is necessary before formulating a working draft of budget.
June 17	City Commission	<p>City commission has first reading of rate resolution setting a proposed fire assessment fee.</p> <p>City commission sets public hearing date for adoption of fire assessment fee rate. (Must be done within 35 days of certification of millage rate to utilize TRIM notice as notification to property owners.)</p>
June 24 – June 26	City Commission/ City Manager/Staff	<b>Budget work sessions</b>
July 1	Property Appraiser	Property appraiser delivers certification of values to the city.
July 1 - July 31	City Manager/Staff	Production of a balanced budget.
August 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>
August 7	City Manager	<b>Tentative budget</b> is presented to the City Commission. (City Charter Section 5.02)
August 22	City Clerk	Advertise notice of public hearing for fire rescue and nuisance abatement services assessments. (Must be done at least 10 days prior to adoption per state statute 166.041(3)(a).)
August 12 - August 23	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 3	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 11	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 12	City Commission	<p><b>Public hearing</b> to adopt a final fire rescue assessment fee.  City commission has second reading on rate resolution to adopt fire assessment fee.  (Must be done within time frame communicated by property appraiser’s office.  Must be at least twenty (20) days after the TRIM notices are mailed and before September 15 as per state statute 197.3632(5).)</p>
September 12	Finance Director	<p>Certified non-ad valorem tax roll is delivered to tax collector.  (Must be done before September 15 as per state statute 197.3632(5).)</p>
September 15	City 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 18	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 3 and September 15, 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.

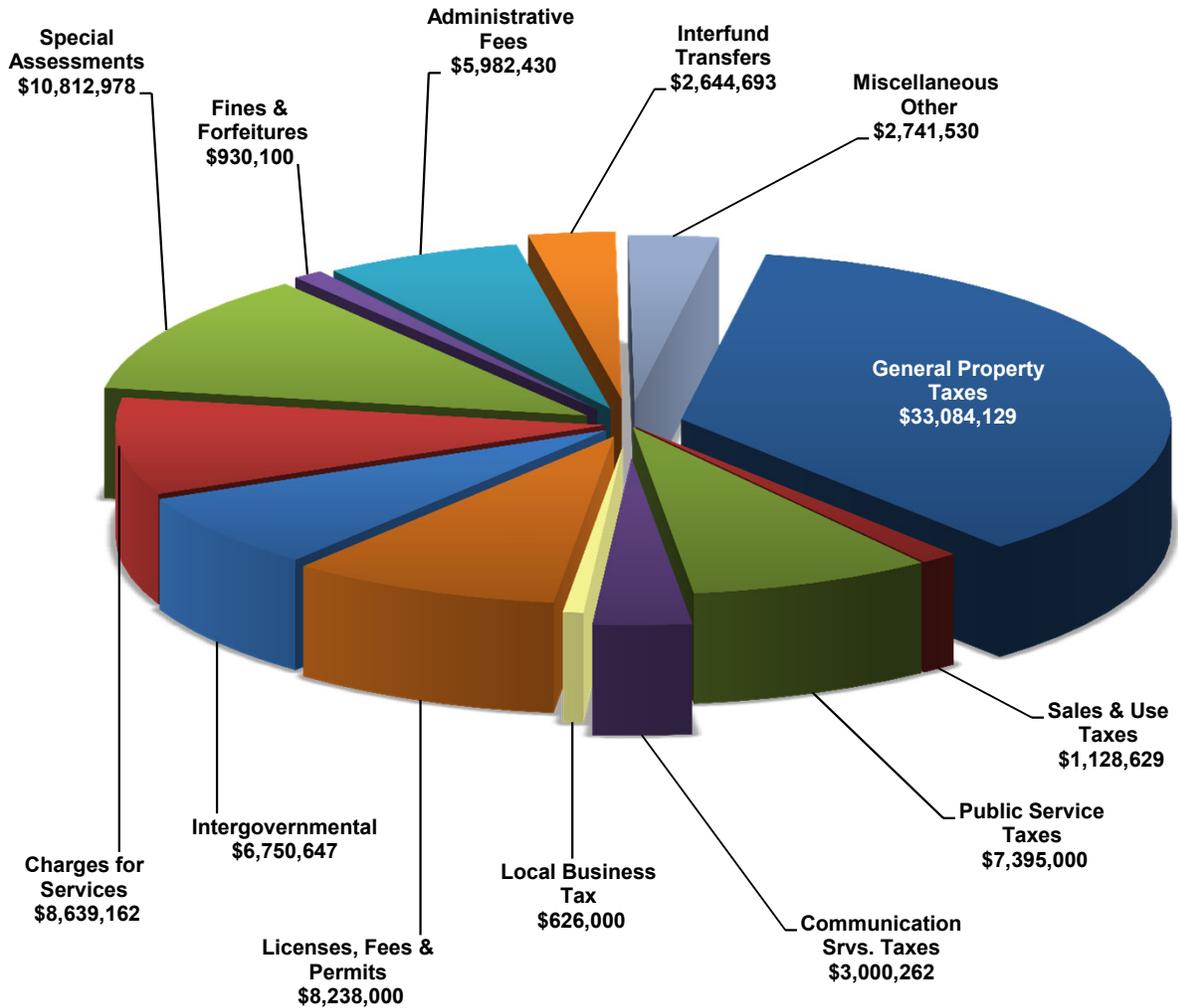
These hearings must be held after 5:00 p.m. if scheduled on a day other than Saturday, cannot be held on a Sunday, and cannot be held on the same hearing dates scheduled by the county commission and the school board. Therefore, the city will have to change the date of one or both of its public hearings 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 9 and 23*
- Rosh Hashanah – September 24 (begins at sunset)*
- Yom Kipper – October 3 (begins at sunset)*

CITY OF DEERFIELD BEACH  
GENERAL FUND  
REVENUE SUMMARY

DESCRIPTION OF REVENUE SOURCE	ESTIMATED REVENUE 2013-2014	ESTIMATED REVENUE 2014-2015	DOLLAR CHANGE	PERCENTAGE CHANGE
Ad valorem taxes	31,111,076	33,084,129	1,973,053	6.3%
Communication services taxes	3,534,809	3,000,262	(534,547)	-15.1%
Public services taxes	6,590,000	7,395,000	805,000	12.2%
Local business taxes	630,000	626,000	(4,000)	-0.6%
Sales and use taxes	1,305,586	1,128,629	(176,957)	-13.6%
Licenses, permits & fees	7,731,600	8,238,000	506,400	6.5%
Intergovernmental revenues	6,390,767	6,750,647	359,880	5.6%
General government	611,699	528,199	(83,500)	-13.7%
Public safety	14,676,860	15,315,941	639,081	4.4%
Physical environment	82,500	78,000	(4,500)	-5.5%
Transportation	1,978,000	1,915,000	(63,000)	-3.2%
Culture/recreation	1,612,500	1,615,000	2,500	0.2%
Fines and forfeits	817,532	930,100	112,568	13.8%
Interest earnings	54,000	30,000	(24,000)	-44.4%
Sale-surplus materials	55,000	31,000	(24,000)	-43.6%
Other misc revenues	5,487,186	6,153,590	666,404	12.1%
Interfund transfers	2,207,404	2,644,693	437,289	19.8%
Capital lease proceeds	-	2,509,370	2,509,370	0.0%
<b>TOTAL</b>	<b><u>84,876,519</u></b>	<b><u>91,973,560</u></b>	<b><u>7,097,041</u></b>	<b><u>8.4%</u></b>

# City of Deerfield Beach Projected Revenues - General Fund Fiscal Year 2014/15



**Total projected revenues: \$91,973,560**

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

	2011-12	2012-13	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
<b>TAXES</b>						
Ad Valorem	25,634,346	25,990,350	25,360,202	82	31,061,076	33,009,129
Delinquent Ad Valorem Tax	36,493	195,062	-	-	50,000	75,000
<i>General Property Taxes</i>	<u>25,670,839</u>	<u>26,185,412</u>	<u>25,360,202</u>	<u>82</u>	<u>31,111,076</u>	<u>33,084,129</u>
Fire Insurance Premium Tax	823,518	661,060	142,150	17	820,253	618,479
Casualty Ins Tax - Police	485,333	510,150	-	-	485,333	510,150
<i>Sales and Use Taxes</i>	<u>1,308,851</u>	<u>1,171,210</u>	<u>142,150</u>	<u>-</u>	<u>1,305,586</u>	<u>1,128,629</u>
Electricity	5,273,138	5,962,381	2,602,426	50	5,200,000	6,000,000
Water	1,321,989	1,312,610	656,516	51	1,300,000	1,300,000
Gas	18,278	5,370	29,592	197	15,000	20,000
Propane	91,836	63,215	24,812	33	75,000	75,000
<i>Public Service Taxes</i>	<u>6,705,241</u>	<u>7,343,576</u>	<u>3,313,346</u>	<u>-</u>	<u>6,590,000</u>	<u>7,395,000</u>
<b>COMMUNICATION SERVICES TAXES</b>						
Communications Services	3,317,399	3,601,813	1,383,231	39	3,534,809	3,000,262
<i>Communications Svcs Taxes</i>	<u>3,317,399</u>	<u>3,601,813</u>	<u>1,383,231</u>	<u>39</u>	<u>3,534,809</u>	<u>3,000,262</u>
<b>LOCAL BUSINESS TAXES</b>						
Local Business Taxes	635,019	617,315	513,552	82	630,000	626,000
<i>Local Business Taxes</i>	<u>635,019</u>	<u>617,315</u>	<u>513,552</u>	<u>82</u>	<u>630,000</u>	<u>626,000</u>
<b>TOTAL TAXES</b>	<u>37,637,349</u>	<u>38,919,326</u>	<u>30,712,481</u>	<u>71</u>	<u>43,171,471</u>	<u>45,234,020</u>
<b>LICENSES AND PERMITS</b>						
Building, Structures, Equip	1,199,114	1,475,295	2,126,364	158	1,350,000	1,700,000
Electrical	353,789	344,648	217,948	65	335,000	400,000
Plumbing	380,869	163,097	164,679	94	175,000	247,000
Alarm	47,975	49,835	44,575	89	50,000	55,000
Backflow	2,625	3,575	1,725	58	3,000	3,000
Landscape	20,011	23,176	14,644	73	20,000	20,000
Mechanical	266,922	329,136	165,144	55	300,000	300,000
<i>Building Permits</i>	<u>2,271,305</u>	<u>2,388,762</u>	<u>2,735,079</u>	<u>122</u>	<u>2,233,000</u>	<u>2,725,000</u>
<b>FRANCHISE FEES</b>						
Electricity	4,865,482	4,717,719	1,600,220	33	4,900,000	4,800,000
Gas	17,750	15,224	10,140	68	15,000	15,000
Cabana	83,012	109,169	45,450	45	100,000	100,000
Towing Franchise	53,075	57,000	-	-	60,000	60,000
Telecom Tower Agreements	367,432	458,885	78,836	19	417,100	487,000
<i>Franchise Fees</i>	<u>5,386,751</u>	<u>5,357,997</u>	<u>1,734,646</u>	<u>32</u>	<u>5,492,100</u>	<u>5,462,000</u>
<b>IMPACT FEES</b>						
Residential	389	987	-	-	2,500	1,000
Commercial	13,690	101,037	-	-	4,000	50,000
<i>Impact Fees</i>	<u>14,079</u>	<u>102,024</u>	<u>-</u>	<u>-</u>	<u>6,500</u>	<u>51,000</u>
<b>TOTAL LICENSES, PERMITS, &amp; FEES</b>	<u>7,672,135</u>	<u>7,848,783</u>	<u>4,469,725</u>	<u>58</u>	<u>7,731,600</u>	<u>8,238,000</u>

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

	2011-12	2012-13	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
	Actual	Actual	Actual	%	Budget	Budget
<b>INTERGOVERNMENTAL REVENUE</b>						
FEMA - Citizens Corp/Cert	5,368	-	-	-	-	-
<i>Federal Grants</i>	<u>5,368</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
State Revenue Sharing	1,322,779	1,471,496	595,275	39	1,519,758	1,670,927
Mobile Home Licenses	7,534	13,355	7,021	96	7,300	8,000
Alcoholic Beverage License	44,885	35,052	771	2	42,000	42,000
Local Govt 1/2 Cent Sales Tax	4,123,936	4,394,070	1,925,349	42	4,555,449	4,869,720
Fire Supplemental Comp	14,440	-	-	-	-	-
Motor Fuel Tax Rebate	47,402	40,326	-	-	35,000	40,000
<i>State Shared Revenues</i>	<u>5,560,976</u>	<u>5,954,299</u>	<u>2,528,416</u>	<u>41</u>	<u>6,159,507</u>	<u>6,630,647</u>
Broward County School-BSO/SRO	231,260	397,420	-	-	231,260	120,000
<i>Grants Fr Other Local Units</i>	<u>231,260</u>	<u>397,420</u>	<u>-</u>	<u>-</u>	<u>231,260</u>	<u>120,000</u>
<b>TOTAL INTERGOV'T REVENUES</b>	<u>5,797,604</u>	<u>6,351,719</u>	<u>2,528,416</u>	<u>40</u>	<u>6,390,767</u>	<u>6,750,647</u>
<b>CHARGES FOR SERVICES</b>						
Lien Search Fees	162,198	188,318	89,295	53	170,000	190,000
Research Service Fees	13,735	13,866	4,031	31	13,000	13,000
Planning & Growth Mgmt Fees	39,127	72,999	44,831	90	50,000	70,000
Certificate of use	-	116,990	53,685	22	244,000	120,000
Cost Recovery & Other Fees	2,000	1,231	3,000	60	5,000	5,000
Election Filing Fees	-	500	-	-	-	500
County Surcharge - 3%	1,077	2,107	890	89	1,000	1,000
DCA Surcharge - 5%	3,191	3,347	936	37	2,500	2,500
CERT Surcharge - 10%	3,192	3,347	936	37	2,500	2,500
Street Lighting Maintenance	119,699	119,699	-	-	119,699	119,699
Lobbyist Registrations	3,450	6,300	1,500	38	4,000	4,000
<i>General Government</i>	<u>347,669</u>	<u>528,704</u>	<u>199,104</u>	<u>33</u>	<u>611,699</u>	<u>528,199</u>
Off-duty Detail - Fire	1,400	-	-	-	-	-
Hillsboro Fire Agreement	592,540	637,774	353,057	50	706,114	725,513
Site Plan Review Fees	100	4,904	1,600	533	300	4,000
Fire Inspection Fees	447,243	439,501	194,774	42	460,000	440,000
Bldg. Inspections - OT	5,565	3,710	2,385	60	4,000	4,000
Building Code Inspections	5,400	1,800	2,700	225	1,200	4,000
Bldg. Plan Review - OT	4,968	7,128	4,134	87	4,750	6,000
Fire Plan Review Fees	94,090	108,868	54,900	61	90,000	110,000
Lighthouse Point Inspections	187,759	233,768	82,441	38	215,000	240,000
Fire Interlocal Agmt - BSO	91,313	84,513	-	-	90,000	90,000
Fire Plan Review - OT	1,040	-	-	-	1,000	1,000
Fire Inspections - OT	670	300	150	15	1,000	300
Fire Inspections Penalties	150	450	-	-	150	150
Ambulance Service Fees	2,499,144	2,839,401	530,166	21	2,521,000	2,800,000
Abandoned Property Reg.	78,300	83,400	27,150	45	60,000	60,000
Towing Administrative Fees	12,175	18,000	22,350	149	15,000	18,000
<i>Public Safety</i>	<u>4,021,857</u>	<u>4,463,517</u>	<u>1,275,807</u>	<u>31</u>	<u>4,169,514</u>	<u>4,502,963</u>

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

	2011-12	2012-13	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
	Actual	Actual	Actual	%	Budget	Budget
Cemetery Fees	63,350	84,155	56,265	75	75,000	75,000
Lot Mowing/Board Up	11,958	7,189	319	4	7,500	3,000
<i>Garbage/Solid Waste</i>	<u>75,308</u>	<u>91,344</u>	<u>56,584</u>	<u>69</u>	<u>82,500</u>	<u>78,000</u>
Parking Meter Fees	1,243,085	1,327,442	743,388	38	1,960,000	1,900,000
Valet Parking Agmt	7,500	10,500	1,000	6	18,000	15,000
<i>Transportation</i>	<u>1,250,585</u>	<u>1,337,942</u>	<u>744,388</u>	<u>38</u>	<u>1,978,000</u>	<u>1,915,000</u>
Program Activity Fees- Taxable	52,353	60,688	30,392	61	50,000	50,000
Program Activity Fees- Non- Taxable	678,169	702,446	216,503	31	700,000	700,000
Tennis Courts	13,442	13,539	7,028	54	13,000	8,000
Damage Deposits - Parks	250	-	-	-	-	-
Pier Restaurant Lease	1,772	73,235	60,600	51	120,000	120,000
Pier Merchandise Sales	54,826	52,596	28,789	58	50,000	50,000
Pier Admissions	169,103	181,168	90,824	45	200,000	200,000
Pier Rentals	1,625	2,004	470	31	1,500	2,000
Vending	146	-	-	-	-	-
Pier Parking	56,032	105,498	73,531	35	210,000	210,000
Boat Ramp Parking Fees	18,520	19,007	9,233	51	18,000	25,000
Beach Parking Permits	206,210	90,580	126,170	50	250,000	250,000
<i>Culture/Recreation</i>	<u>1,252,448</u>	<u>1,300,761</u>	<u>643,540</u>	<u>40</u>	<u>1,612,500</u>	<u>1,615,000</u>
<i>TOTAL CHARGES FOR SVCS</i>	<u>6,947,867</u>	<u>7,722,268</u>	<u>2,919,423</u>	<u>35</u>	<u>8,454,213</u>	<u>8,639,162</u>
<b>FINES AND FORFEITS</b>						
Court Fines	354,678	349,170	253,773	73	350,000	500,000
Beach Meter/Sticker Fine	211,800	165,215	70,031	44	160,000	160,000
Other Parking Fines	164,805	162,456	88,168	55	160,000	160,000
Notices of Infraction	575	630	50	7	750	600
Delinquent Fine Collection	3,851	2,682	6,851	274	2,500	5,000
Commercial Truck Inspection	23,661	14,417	300	2	20,000	14,000
Code Violation Fines	111,937	61,179	72,257	83	87,000	70,000
False Alarm Code Violations	-	-	1,250	-	-	1,000
<i>Judgements &amp; Fines</i>	<u>871,307</u>	<u>755,749</u>	<u>492,680</u>	<u>63</u>	<u>780,250</u>	<u>910,600</u>
Returned Check Charge	10,194	5,075	4,290	57	7,500	4,500
Nuisance Abatement	-	2,250	10,375	35	29,782	15,000
<i>Violations of Local Ordinances</i>	<u>10,194</u>	<u>7,325</u>	<u>14,665</u>	<u>39</u>	<u>37,282</u>	<u>19,500</u>
<i>TOTAL FINES AND FORFEITS</i>	<u>881,501</u>	<u>763,074</u>	<u>507,345</u>	<u>62</u>	<u>817,532</u>	<u>930,100</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	8,890	15,969	-	-	50,000	25,000
Interest on Ad Valorem Tax	3,902	4,712	4,991	125	4,000	5,000
<i>Interest Earnings</i>	<u>12,792</u>	<u>20,681</u>	<u>4,991</u>	<u>9</u>	<u>54,000</u>	<u>30,000</u>
Pioneer Park Boat Ramp Fees	5,623	5,069	4,824	88	5,500	5,000
<i>Rents and Royalties</i>	<u>5,623</u>	<u>5,069</u>	<u>4,824</u>	<u>88</u>	<u>5,500</u>	<u>5,000</u>
Fire Protection Assessment	8,371,764	8,491,262	8,502,779	81	10,507,346	10,812,978
<i>Special Assessments</i>	<u>8,371,764</u>	<u>8,491,262</u>	<u>8,502,779</u>	<u>81</u>	<u>10,507,346</u>	<u>10,812,978</u>

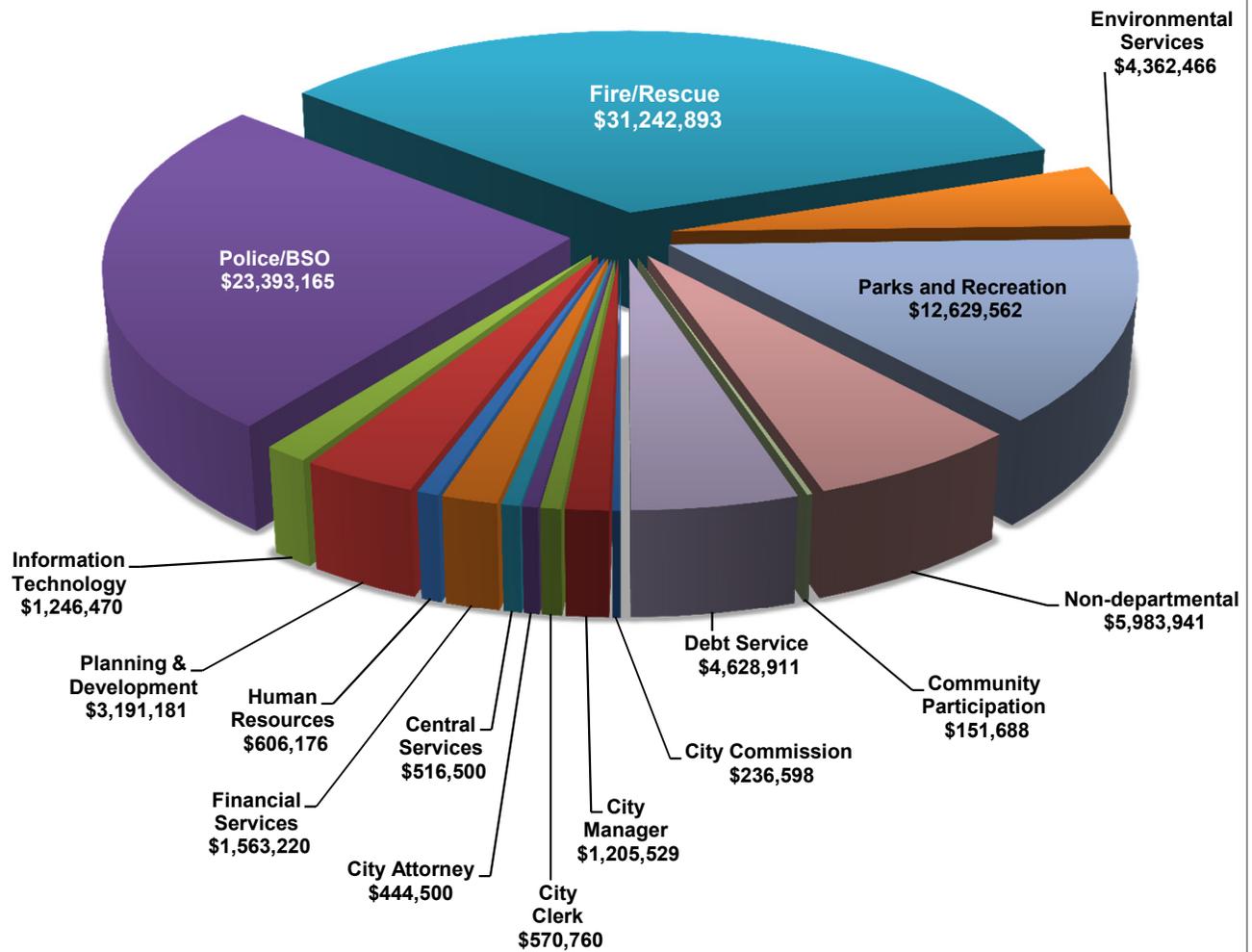
**GENERAL FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	2011-12 Actual	2012-13 Actual	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
Sale of Used Vehicles	43,441	30,130	30,000	100	30,000	30,000
Sale of Surplus Inventory	70,830	603	633	3	25,000	1,000
<i>Sale Surplus Mat'l/Scrap</i>	<u>114,271</u>	<u>30,733</u>	<u>30,633</u>	<u>56</u>	<u>55,000</u>	<u>31,000</u>
Ice- Eci S. Florida, Inc.	3,200	-	-	-	-	-
Public Safety	320,997	-	-	-	166,160	166,160
Spec Event Sponsorships	-	38,000	-	-	-	-
Miscellaneous Donations	250,000	500	-	-	500	-
<i>Contribution From Private Sources</i>	<u>574,197</u>	<u>38,500</u>	<u>-</u>	<u>-</u>	<u>166,660</u>	<u>166,160</u>
Administrative Fee - Utility	2,442,594	2,878,673	1,487,147	50	2,974,293	3,392,937
Administrative Fee - Solid Waste	1,694,052	1,977,194	894,751	50	1,789,502	2,027,682
Administrative Fee - CRA	166,803	114,317	81,130	50	162,260	175,651
Administrative Fee - Streets	-	280,936	143,485	50	286,971	334,160
Other Miscellaneous Revenue	155,679	44,072	211,290	10,565	2,000	2,000
Collection Agency Recovery	-	-	-	-	100,000	50,000
Interlocal Agreement	-	127,000	-	-	-	-
Lawsuit Proceeds	-	12,783	-	-	-	-
<i>Other Miscellaneous Revenues</i>	<u>4,459,128</u>	<u>5,434,975</u>	<u>2,817,803</u>	<u>53</u>	<u>5,315,026</u>	<u>5,982,430</u>
<b>TOTAL MISC REVENUES</b>	<u>13,537,775</u>	<u>14,021,220</u>	<u>11,361,030</u>	<u>71</u>	<u>16,103,532</u>	<u>17,027,568</u>
<b>NON-REVENUES</b>						
Solid Waste Fund	-	1,320,627	138,952	50	277,905	270,893
Road and Bridge Fund	-	442,879	240,382	50	480,764	480,068
Target Area Trust Fund	-	-	-	-	-	75,000
CRA Fund	686,953	1,453,425	549,516	50	1,099,031	1,101,981
Utility Fund	-	357,444	-	-	-	-
Law Enforcement Trust Fund	-	50,000	-	-	-	250,000
Cemetery Trust Fund	-	286,605	-	-	349,704	466,751
Parks & Rec. Grants	6,435	-	-	-	-	-
Public Safety Grants	-	494,939	-	-	-	-
Public Works Grants	31,476	-	-	-	-	-
<i>Interfund Transfers</i>	<u>724,864</u>	<u>4,405,919</u>	<u>928,850</u>	<u>42</u>	<u>2,207,404</u>	<u>2,644,693</u>
Capital Lease Proceeds	-	-	-	-	-	2,509,370
<i>Other Non-revenues</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,509,370</u>
<b>TOTAL NON-REVENUES</b>	<u>724,864</u>	<u>4,405,919</u>	<u>928,850</u>	<u>42</u>	<u>2,207,404</u>	<u>5,154,063</u>
<b>TOTAL GENERAL FUND</b>	<u>73,199,095</u>	<u>80,032,309</u>	<u>53,427,270</u>	<u>63</u>	<u>84,876,519</u>	<u>91,973,560</u>

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

DEPARTMENT	ESTIMATED EXPENDITURES 2013-14	ESTIMATED EXPENDITURES 2014-15	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>City commission</b>	250,900	236,598	(14,302)	-5.7%
<b>City manager</b>				
<i>Administration</i>	571,293	800,938	229,645	40.2%
<i>Purchasing</i>	295,472	376,999	81,527	27.6%
<i>Economic development</i>	37,592	27,592	(10,000)	-26.6%
<b>City clerk</b>				
<i>Administration</i>	397,653	497,148	99,495	25.0%
<i>Elections</i>	38,441	73,612	35,171	91.5%
<b>City attorney</b>	444,500	444,500	-	0.0%
<b>Central services</b>	523,500	516,500	(7,000)	-1.3%
<b>Financial services</b>	1,361,037	1,563,220	202,183	14.9%
<b>Human resources</b>	434,942	606,176	171,234	39.4%
<b>Planning &amp; Development services</b>				
<i>Planning &amp; zoning</i>	798,962	965,217	166,255	20.8%
<i>Building</i>	1,436,448	2,225,964	789,516	55.0%
<b>Information technology services</b>	1,164,814	1,246,470	81,656	7.0%
<b>Police/BSO</b>				
<i>Police services</i>	22,320,670	22,689,115	368,445	1.7%
<i>School crossing guard</i>	245,682	255,466	9,784	4.0%
<i>Parking authority</i>	83,912	356,937	273,025	325.4%
<i>Code enforcement</i>	73,264	91,647	18,383	25.1%
<b>Fire/rescue</b>	27,971,478	31,242,893	3,271,415	11.7%
<b>Environmental services</b>				
<i>Facilities maintenance</i>	3,004,332	3,390,596	386,264	12.9%
<i>Fleet management</i>	1,002,951	971,870	(31,081)	-3.1%
<b>Parks and recreation</b>				
<i>Administration</i>	939,025	1,087,566	148,541	15.8%
<i>Parks maintenance</i>	3,394,687	6,265,964	2,871,277	84.6%
<i>East zone</i>	573,577	774,746	201,169	35.1%
<i>Central zone</i>	436,744	809,730	372,986	85.4%
<i>West zone</i>	322,012	351,603	29,591	9.2%
<i>Summer camp</i>	541,211	583,211	42,000	7.8%
<i>Municipal pier</i>	285,265	349,007	63,742	22.3%
<i>Cemetery</i>	291,840	457,035	165,195	56.6%
<i>Ocean rescue</i>	1,529,183	1,950,700	421,517	27.6%
<b>Non-departmental</b>	9,324,485	5,983,941	(3,340,544)	-35.8%
<b>Community participation</b>	121,706	151,688	29,982	24.6%
<b>Debt service</b>	4,658,941	4,628,911	(30,030)	-0.6%
<b>TOTAL</b>	<u>84,876,519</u>	<u>91,973,560</u>	<u>7,097,041</u>	<u>8.4%</u>

# City of Deerfield Beach Projected Expenditures - General Fund Fiscal Year 2014/15



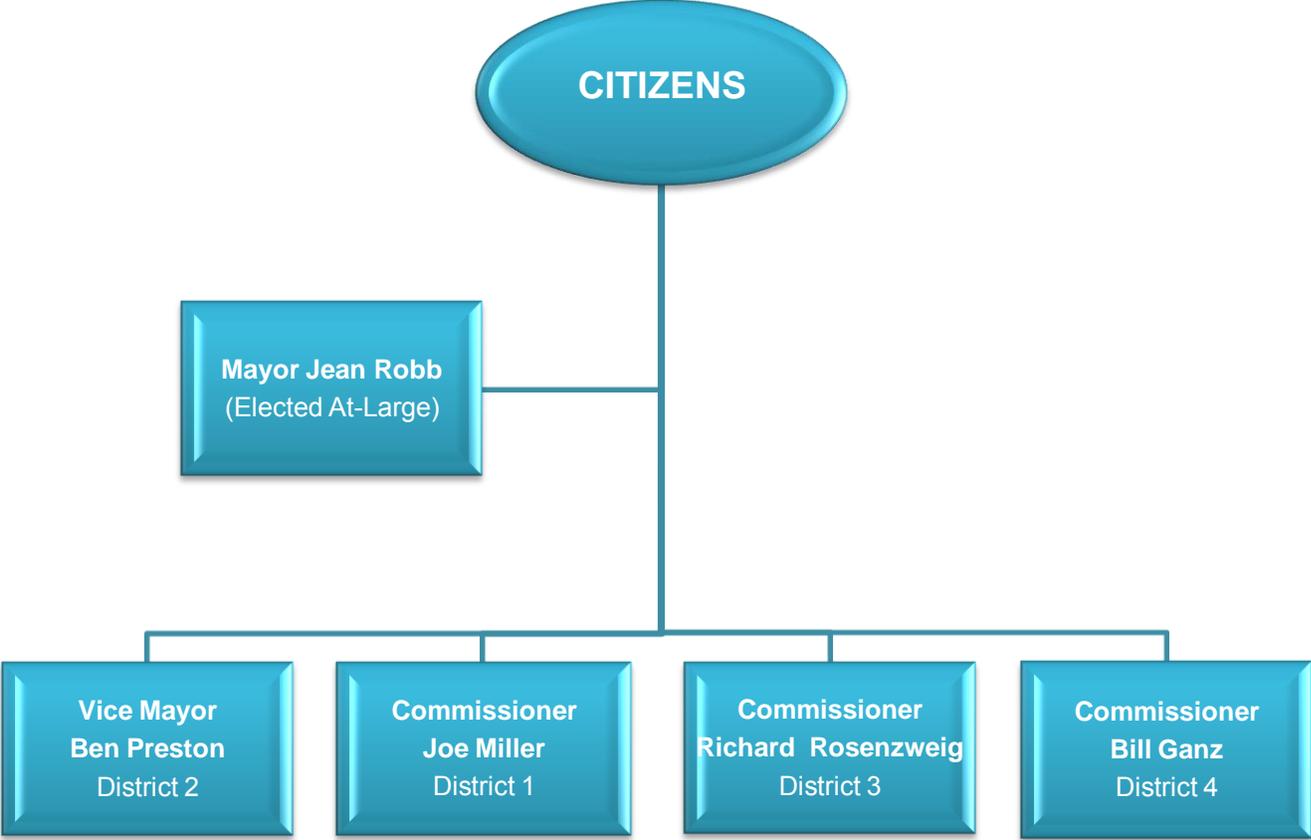
**Total projected expenditures: \$91,973,560**

# City Commission

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

# City Commission Organization Chart

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City of Deerfield Beach, Florida  
City Commission  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
City Commission	\$ 201,871	\$ 183,659	\$ 108,350	\$ 250,900	\$ 236,598
TOTAL	<u>\$ 201,871</u>	<u>\$ 183,659</u>	<u>\$ 108,350</u>	<u>\$ 250,900</u>	<u>\$ 236,598</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 186,698	\$ 173,744	\$ 103,699	\$ 236,900	\$ 222,598
Materials & Supplies	6,159	5,070	1,347	7,000	6,000
Other Operating Expenses	9,014	4,845	3,304	7,000	8,000
TOTAL APPROPRIATIONS	<u>\$ 201,871</u>	<u>\$ 183,659</u>	<u>\$ 108,350</u>	<u>\$ 250,900</u>	<u>\$ 236,598</u>
<b><u>PERSONNEL</u></b>					
City Commission	5	5	6	6	5
TOTAL PERSONNEL	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>5</u>

## City Commission

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 141,532	\$ 142,721	\$ 72,720	\$ 175,440	\$ 145,440
Employee Benefits	45,166	31,023	30,979	61,460	77,158
<b>Materials &amp; Supplies</b>	6,159	5,070	1,347	7,000	6,000
<b>Other Services and Charges</b>	9,014	4,845	3,304	7,000	8,000
<b>Operations Subtotal</b>	<u>201,871</u>	<u>183,659</u>	<u>108,350</u>	<u>250,900</u>	<u>236,598</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 201,871	\$ 183,659	\$ 108,350	\$ 250,900	\$ 236,598
<b><u>PERSONNEL</u></b>					
Full-Time	0	0	0	0	0
Part-Time	5	5	6	6	5
<b>TOTAL</b>	5	5	6	6	5

# City Manager

## **Administration Purchasing and Contract Administration 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.

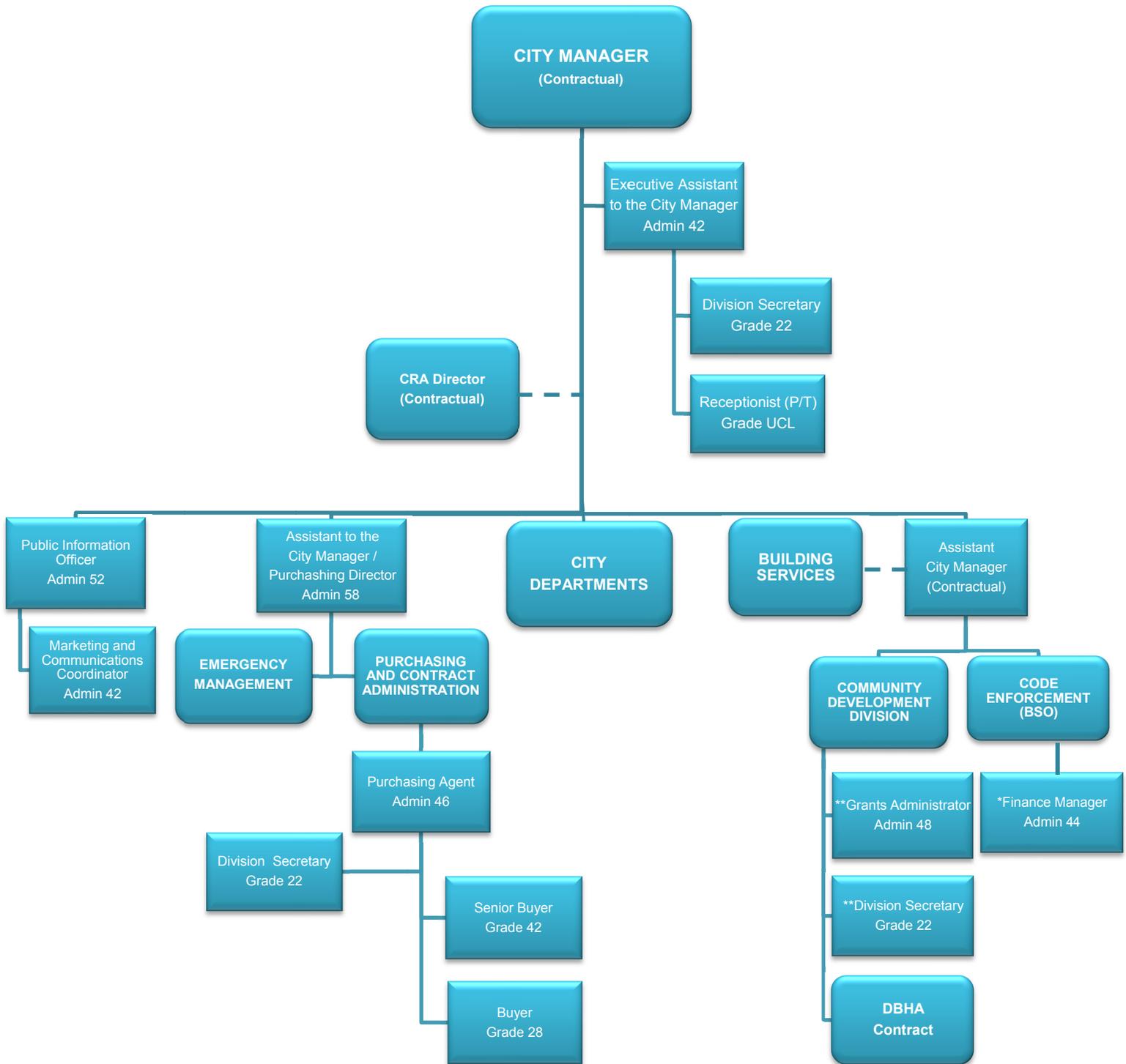
### **Purchasing and Contract Administration Division**

The procurement of goods and services necessary for City operations is handled by the Purchasing and Contract Administration 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



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

\*\*The funding for the grant administrator and division secretary are included in the Community Development Division budget.

City of Deerfield Beach, Florida  
City Manager  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 574,877	\$ 530,958	\$ 313,592	\$ 571,293	\$ 800,938
Purchasing	264,214	283,539	144,287	295,472	376,999
Economic Development	<u>13,367</u>	<u>16,126</u>	<u>1,878</u>	<u>37,592</u>	<u>27,592</u>
TOTAL	<u>\$ 852,458</u>	<u>\$ 830,623</u>	<u>\$ 459,757</u>	<u>\$ 904,357</u>	<u>\$ 1,205,529</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 815,471	\$ 786,453	\$ 432,251	\$ 533,011	\$ 1,096,779
Materials & Supplies	6,761	12,734	2,189	7,950	14,360
Other Operating Expenses	<u>30,226</u>	<u>31,436</u>	<u>25,317</u>	<u>363,396</u>	<u>94,390</u>
TOTAL APPROPRIATIONS	<u>\$ 852,458</u>	<u>\$ 830,623</u>	<u>\$ 459,757</u>	<u>\$ 904,357</u>	<u>\$ 1,205,529</u>
<b><u>PERSONNEL</u></b>					
Administration	6	5	6	6	7
Purchasing	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>5</u>
TOTAL PERSONNEL	<u>10</u>	<u>9</u>	<u>10</u>	<u>10</u>	<u>12</u>

## City Manager - Administration

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 471,385	\$ 439,192	\$ 260,999	\$ 473,370	\$ 567,597
Employee Benefits	80,719	75,500	43,048	81,977	185,059
<b>Materials &amp; Supplies</b>	4,434	9,139	1,722	5,250	11,160
<b>Other Services and Charges</b>	18,339	7,127	7,823	10,696	37,122
<b>Operations Subtotal</b>	<u>574,877</u>	<u>530,958</u>	<u>313,592</u>	<u>571,293</u>	<u>800,938</u>
<b>DIVISION TOTAL</b>	\$ 574,877	\$ 530,958	\$ 313,592	\$ 571,293	\$ 800,938
<b><u>PERSONNEL</u></b>					
Full-Time	5	5	6	6	6
Part-Time	0	0	0	0	1
<b>TOTAL</b>	5	5	6	6	7

## City Manager - Purchasing and Contract Administration

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/13</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 223,557	\$ 231,137	\$ 110,420	\$ 233,769	\$ 241,227
Employee Benefits	34,553	35,398	16,880	37,303	96,304
<b>Materials &amp; Supplies</b>	2,327	3,595	467	2,700	3,200
<b>Other Services and Charges</b>	3,777	13,409	16,520	21,700	27,488
<b>Operations Subtotal</b>	<u>264,214</u>	<u>283,539</u>	<u>144,287</u>	<u>295,472</u>	<u>368,219</u>
<b>Capital Outlay</b>	-	-	-	-	8,780
<b>DIVISION TOTAL</b>	\$ 264,214	\$ 283,539	\$ 144,287	\$ 295,472	\$ 376,999
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	5
<b>TOTAL</b>	4	4	4	4	5

### Mission Statement

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

The Purchasing and Contract Administration 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 and Contract Administration Division is responsible to ensure the core values of honesty, integrity and transparency.

### Major FY14-15 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 measurable aspects of quality services and products.
  - Perform one or more elements of value analysis, including: specification or design change, product standardization or product substitution.

## Purchasing and Contract Administration

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
<b>Full-Time Employees</b> Purchasing Manager, Purchasing Agent, Buyer,	4	4	4	5
<b>New Vendors Wanting to do Business with the City</b> # of vendors added to the City's vendor database	395	400	400	500
<b>City Cellular Communications Tower Leases</b> # of cell tower leases on city property	15	15	15	16
<b>Requisitions Received</b> # of requisitions received from departments	478	500	500	500
<b>Competitive Solicitations Issued</b> # of competitive solicitations advertised	32	45	41	50
<b>Vendors Notified of Bid Opportunities</b> # of vendors who have been notified of competitive solicitation opportunities directly by Purchasing	1066	650	675	700
<b>OUTPUTS:</b>				
<b>Competitive Solicitations Awarded</b> # of successful competitive solicitations awarded by	31	45	45	50
<b>Contracts Administered</b> # of Contracts administered by Purchasing	103	103	110	115
<b>Cellular Tower Revenue</b> Total annual dollar amount of	\$400,792	\$436,428	\$484,000	\$487,000
<b>Surplus Revenue</b> Revenue generated from the sale of surplus property	\$0	\$100,000	\$80,450	\$100,000
<b>Purchase Orders Issued</b> # of purchase orders issued	478	450	540	500
<b>Change Orders Issued</b> # of change orders issued to Purchase Orders	48	45	54	50
<b>Bids/Proposals Received</b> # of responses to competitive solicitations	76	80	80	90
<b>Co-op Contracts</b> # of Co-op contracts that the City participates in	36	36	36	36
<b>EFFECTIVENESS MEASURES:</b>				
<b>Cost Savings</b> Process improvement, revenue, rebates,	\$474,701	\$494,701	\$494,701	\$560,000
<b>Cost Avoidances</b> Bid process, contract negotiations, price reductions	\$291,743	\$175,000	\$250,000	\$250,000
<b>EFFICIENCY MEASURES:</b>				
<b>Successful Bids</b> Ratio of bids issued to bids awarded	97%	100%	98%	100%
<b>Changes Made to Purchase Orders</b> Ratio of purchase orders issued to change orders issued	10%	10%	10%	10%
<b>Bidders Responding to Solicitation Invitations</b> Ratio of invitations sent to responses received	7%	12%	12%	13%
<b>Average Annual Revenue per Cellular Tower</b> Cell towers divided by annual revenue	\$26,719	\$29,095	\$32,267	\$30,438
<b>Blanket Purchase Orders</b> # of goods and services captured on blanket purchase	122	125	120	125

## City Manager - Economic Development

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 4,558	\$ 4,531	\$ 783	\$ 5,700	\$ 5,700
Employee Benefits	699	695	121	892	892
<b>Other Services and Charges</b>	<u>8,110</u>	<u>10,900</u>	<u>975</u>	<u>31,000</u>	<u>21,000</u>
<b>Operations Subtotal</b>	<u>13,367</u>	<u>16,126</u>	<u>1,879</u>	<u>37,592</u>	<u>27,592</u>
<b>DIVISION TOTAL</b>	\$ 13,367	\$ 16,126	\$ 1,879	\$ 37,592	\$ 27,592

# 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.

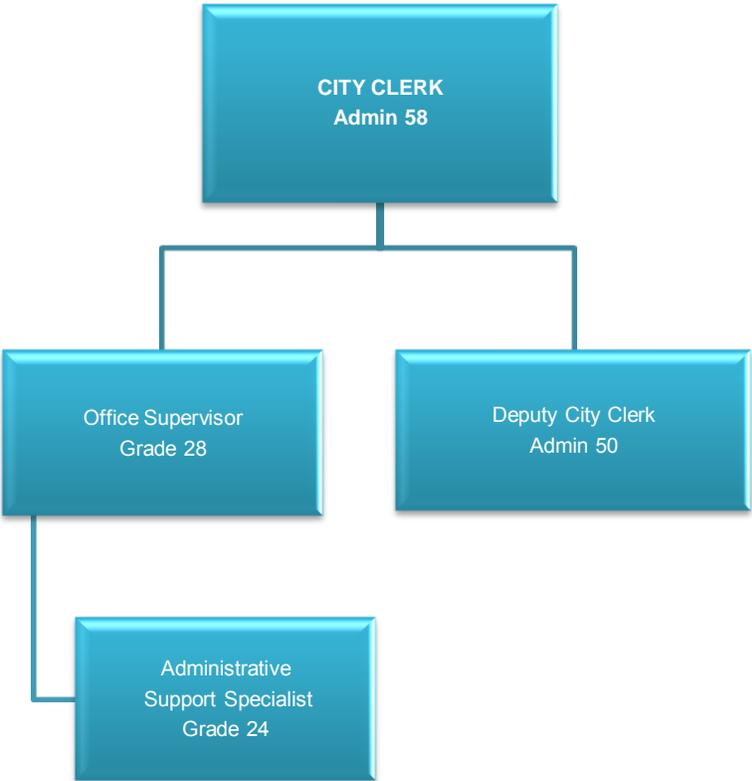
## **DEPARTMENT GOALS**

- 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

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 349,922	\$ 377,560	\$ 184,511	\$ 397,653	\$ 497,148
Elections	9,800	88,215	-	38,441	73,612
TOTAL	<u>\$ 359,722</u>	<u>\$ 465,775</u>	<u>\$ 184,511</u>	<u>\$ 436,094</u>	<u>\$ 570,760</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 275,305	\$ 289,030	\$ 150,805	\$ 151,105	\$ 368,075
Materials & Supplies	16,528	13,914	7,716	7,716	16,713
Other Operating Expense	67,889	162,831	25,990	277,273	185,972
TOTAL APPROPRIATIONS	<u>\$ 359,722</u>	<u>\$ 465,775</u>	<u>\$ 184,511</u>	<u>\$ 436,094</u>	<u>\$ 570,760</u>
<b><u>PERSONNEL</u></b>					
Administration	4	4	4	4	4
TOTAL PERSONNEL	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

## Administration & Elections

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 238,328	\$ 250,342	\$ 130,897	\$ 239,428	\$ 265,842
Employee Benefits	36,977	38,688	20,208	39,075	102,233
<b>Materials &amp; Supplies</b>	16,528	13,914	7,716	15,400	16,713
<b>Other Services and Charges</b>	67,889	162,831	25,690	142,191	185,972
<b>Operations Subtotal</b>	<u>359,722</u>	<u>465,775</u>	<u>184,511</u>	<u>436,094</u>	<u>570,760</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 359,722	\$ 465,775	\$ 184,511	\$ 436,094	\$ 570,760
<b><u>PERSONNEL</u></b>					
Full-Time	4	4	4	4	4
<b>TOTAL</b>	4	4	4	4	4

## Mission Statement

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

## Major FY14-15 Goals

1. Increase Staff education in public records, Sunshine Law, and records retention law, through advanced training.
2. Effectively organize City records based on retention and historic value.
3. Continue implementation of Standard Operating Procedures (SOP) for Clerk's Office.
4. Continued promotion of a paperless agenda system.
5. Implement an electronic workflow process for public records requests, and update current request form.
6. Revamp City Clerk's webpage, specifically Frequently Asked Questions (FAQ's).

# City Clerk

<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Number of full-time employees	4	4	4	4
<b>OUTPUTS:</b>				
Number of notarizations performed	216	180	550	625
Number of logged, processed, prepared and reviewed contracts/agreements	186	130	407	420
Number of processed certificates of ownerships	51	110	180	185
Number of public records requests received, processed, copied, mailed, researched, and logged	240	500	753	1000
Number of ordinances e-mailed for codification	33	46	36	40
Number of recording documents processed/logged	203	375	400	400
Number of PAC's to monitor	2	3	3	2
Number of board oaths prepared and performed	36	35	25	25
Number of employee oaths prepared and performed	78	125	172	175
Number of trips to off-site storage facility	17	20	10	N/A
Number of files retrieved from off-site storage facility	11	50	20	25
Number of boxes delivered to off-site storage facility	120	140	230	100
Number of memos and letters prepared (hard copy & electronic)	872	2400	1570	1700
Number of lobbyist registrations	34	30	40	40
Number of meetings attended and minutes transcribed; to include City Commission, Special Meetings, Budget Workshops, Workshop, and CRA Minutes	48	31	33	33
Number of resolutions approved and executed (to include CRA)	277	230	240	240
Number of ordinances approved and executed	33	46	46	46
Number of agendas prepared	35	23	37	37
Number of agenda books prepared: includes set up and distribution	280	216	160	160
Number of meetings to set up for: includes all City Commission Meetings, Budget Workshops, Special Meetings, and Workshop Meetings	48	31	33	33
Number of items scanned using Laserfische	17,230	17,200	185,906	18,300
Number of financial disclosures & Code of Ethics forms maintained	141	135	140	140
Number of pay authorizations prepared (to include indemnity checks)	77	55	82	80
Number of boxes destroyed that met retention period	258	200	275	125
Number of mail pieces received	500,000	500,000	518,422	535,000
Number of mail pieces outgoing	350,000	400,000	326,804	350,000
Number of mail pieces opened	250,000	250,000	328,048	350,000
Number of notices posted	272	270	258	270
Number of notices inserted & mailed (Planning & Growth Mgmt)	1409	2500	2798	2700
Number of Code Enforcement notices posted	181	175	216	210
Number of notices proofed and advertised for newspaper	122	210	118	125
Number of newspaper notices verified & retrieved	122	210	118	125
Number of newspaper articles retrieved	121	260	208	200
Number of phone calls received (daily)	161	210	116	200
Number of walk-in customers daily (internal & external)	43	25	27	40
Number of precincts maintained for elections	38	0	0	13
Number of supplements distributed	244	248	236	240
Number of advisory boards/committees maintained	10	12	9	10
Number of purchase orders processed	42	59	54	60

# City Clerk

<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>EFFECTIVENESS MEASURES:</b>				
Average number of days per week to process pay authorizations	1	1	1	1
Number of hours spent preparing for agenda and setting up agenda books (bi-weekly)	26 hours	26 hours	26 hours	26 hours
Number of hours spent processing mail (daily)	2 hours	2 hours	2 hours	2 hours
Number of hours spent filing (weekly)	5 hours	4 hours	5 hours	5 hours
Number of hours spent on proofing and correcting meeting minutes (bi-weekly)	26 hours	24 hours	26 hours	24 hours
Number of hours spent transcribing minutes weekly (to include CRA Minutes)	23 hours	23 hours	26 hours	26 hours
Time spent posting notices (weekly)	120 minutes	90 min's	120 min's	120 min's
Time spent updating Code of Ordinances/Land Development Supplements (quarterly)	2 hours	1 hour	2 hours	2 hours
Time spent updating board book pages & history book (as needed)	1 hour	1 hour	1 hour	1 hour
Number of hours spent preparing documents for execution & distribution (weekly)	20 hours	20 hours	20 hours	20 hours
Number of hours spent copying documents (weekly)	6 hours	5 hours	6 hours	6 hours
Percentage of Public Records Requests satisfied	100%	100%	100%	100%
Number of hours spent redacting confidential information from public records (weekly)	1.5 hours	1.5 hours	2 hours	2 hours
Number of hours spent preparing for elections; i.e. creating pamphlets for candidates; updating candidates on their responsibilities; coordinating candidates' informational meetings; & PAC Petitions (as needed)	24 hours	24 hours	24 hours	24 hours
Time spent preparing, updating, disseminating, & maintaining Code of Ethics & financial disclosure forms (yearly)	25 hours	25 hours	25 hours	25 hours
Percentage of campaign finance forms reviewed & corrected	100%	100%	100%	100%
Time spent uploading agendas, minutes, & notices to website; uploading backup material (bi-weekly)	10 hours	10 hours	10 hours	10 hours
Time spent setting up & break down for City Commission Meetings (hr/meeting)	1 hour	1 hour	1 hour	1 hour
Time spent scanning documents (bi-weekly)	8 hours	8 hours	8 hours	8 hours
Number of hours spent with the Supervisor of Elections Office for election preparation (yearly)	25 hours	25 hours	25 hours	25 hours
<b>EFFICIENCY MEASURES:</b>				
Timeframe to process ordinances for codification (bi-weekly)	20 minutes	20 min's	20 min's	20 min's
Number of treasury reports received from PAC's/candidates	44	50	31	36
Timeframe to mail notices for Planning & Zoning	1 day	1 day	1 day	1 day
Average amount of time used to answer & transfer incoming phone calls (minutes/call)	4 minutes	4 minutes	4 minutes	4 minutes
Timeframe to mail literature to new/reappointed board members	1 day	1 day	1 day	1 day
Time spent advertising notices (weekly)	2.5 hours	2.5 hours	2.5 hours	2.5 hours
Time spent proofing notices (weekly)	2 hours	2 hours	2 hours	2 hours

# City Attorney

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

City of Deerfield Beach, Florida  
City Attorney  
Summary

	2011-12 Actual	2012-13 Budget	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
City Attorney	\$ 430,378	\$ 405,974	\$ 162,836	\$ 444,500	\$ 444,500
TOTAL	<u>\$ 430,378</u>	<u>\$ 405,974</u>	<u>\$ 162,836</u>	<u>\$ 444,500</u>	<u>\$ 444,500</u>
<b>EXPENSE GROUP</b>					
Other Operating Expenses	\$ 430,378	\$ 405,974	\$ 162,836	\$ 444,500	\$ 444,500
TOTAL APPROPRIATIONS	<u>\$ 430,378</u>	<u>\$ 405,974</u>	<u>\$ 162,836</u>	<u>\$ 444,500</u>	<u>\$ 444,500</u>

# Central Services

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

City of Deerfield Beach, Florida  
Central Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Central Services	\$ 479,417	\$ 459,897	\$ 228,046	\$ 523,500	\$ 516,500
TOTAL	<u>\$ 479,417</u>	<u>\$ 459,897</u>	<u>\$ 228,046</u>	<u>\$ 523,500</u>	<u>\$ 516,500</u>
<b><u>EXPENSE GROUP</u></b>					
Materials & Supplies	\$ 14,351	\$ 14,066	\$ 8,777	\$ 18,000	\$ 17,500
Other Operating Expenses	465,066	445,831	219,269	505,500	499,000
TOTAL APPROPRIATIONS	<u>\$ 479,417</u>	<u>\$ 459,897</u>	<u>\$ 228,046</u>	<u>\$ 523,500</u>	<u>\$ 516,500</u>

# Financial Services

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

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

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

The Business Tax Division is responsible for the issuance and collection of all business tax receipts. Local business tax receipts are the method used by a local government to grant the privilege of engaging in a business or profession within its jurisdiction.

The Parking Division is responsible for the oversight of the City's parking system, including the management of off-street parking lots as well as on-street parking spaces. This division is also responsible for the collection of parking meter fees as well as the repair and maintenance of all meters.

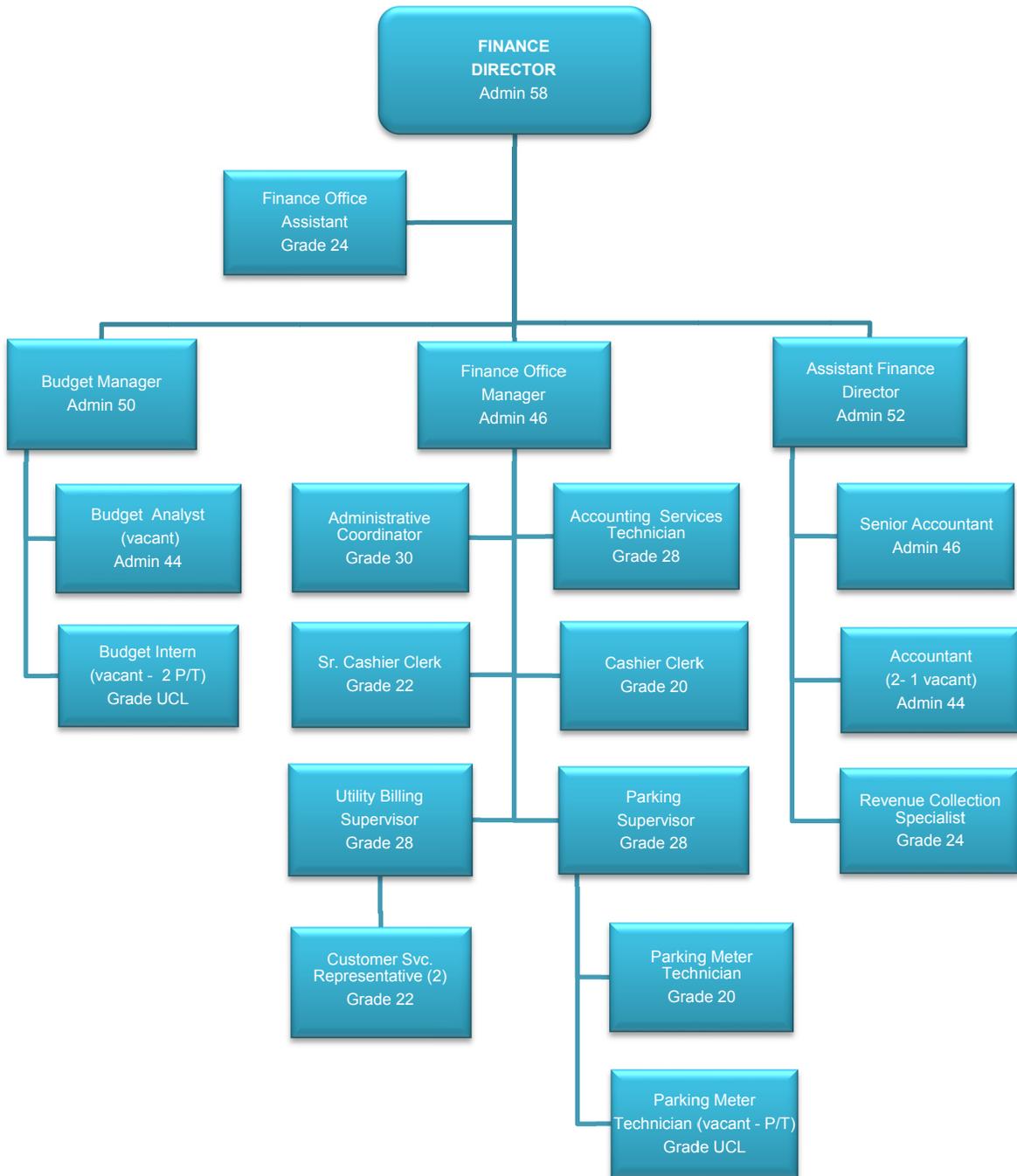
## **DEPARTMENT GOALS**

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

# Department of Financial Services

## Organization Chart

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City of Deerfield Beach, Florida  
Financial Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Financial Services	\$ 1,099,766	\$ 1,117,781	\$ 466,794	\$ 1,361,037	\$ 1,563,220
Equipment Maintenance	58,589	-	-	-	-
TOTAL	<u>\$ 1,158,355</u>	<u>\$ 1,117,781</u>	<u>\$ 466,794</u>	<u>\$ 1,361,037</u>	<u>\$ 1,563,220</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 839,069	\$ 869,350	\$ 360,985	\$ 1,007,437	\$ 1,154,665
Materials & Supplies	24,654	25,107	6,506	21,000	21,500
Other Operating Expenses	294,632	223,324	99,303	322,600	382,055
Capital Outlay	-	-	-	10,000	5,000
TOTAL APPROPRIATIONS	<u>\$ 1,158,355</u>	<u>\$ 1,117,781</u>	<u>\$ 466,794</u>	<u>\$ 1,361,037</u>	<u>\$ 1,563,220</u>
<b><u>PERSONNEL</u></b>					
Financial Services	12	12	12	13	16
TOTAL PERSONNEL	<u>12</u>	<u>12</u>	<u>12</u>	<u>13</u>	<u>16</u>

## Financial Services

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 728,240	\$ 754,875	\$ 314,761	\$ 866,787	\$ 842,082
Employee Benefits	110,829	114,475	46,224	140,650	312,583
<b>Materials &amp; Supplies</b>	24,654	25,107	6,506	21,000	21,500
<b>Other Services and Charges</b>	236,043	223,324	99,303	322,600	382,055
<b>Operations Subtotal</b>	1,099,766	1,117,781	466,794	1,351,037	1,558,220
<b>Capital Outlay</b>	-	-	-	10,000	5,000
<b>DIVISION TOTAL</b>	\$ 1,099,766	\$ 1,117,781	\$ 466,794	\$ 1,361,037	\$ 1,563,220
<b>PERSONNEL</b>					
Full-Time	11	11	12	13	14
Part-Time	1	1	0	0	2
<b>TOTAL</b>	12	12	12	13	16

## Equipment Maintenance

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Materials &amp; Supplies</b>	\$ 1,201	\$ -	\$ -	\$ -	\$ -
<b>Other Services and Charges</b>	57,388	-	-	-	-
<b>Operations Subtotal</b>	58,589	-	-	-	-
<b>DIVISION TOTAL</b>	\$ 58,589	\$ -	\$ -	\$ -	\$ -

## Mission Statement

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

## Major FY14-15 Goals

1. Implement all newly adopted GASB statements.
2. Complete citywide accounting policies and procedures manual.
3. Implement cash receipts interfacing module of City's accounting system.
4. Obtain GFOA's excellence in financial reporting and distinguished budget presentation awards.
5. Implement e-payables for vendors, so as to minimize accounts payable processing costs.
6. Implement employee self service platform for payroll checks.
7. Conversion to One Solution ERP platform for financial accounting system.
8. Increase training for user departments on utilizing the City's accounting system.
9. Improve City's Bond rating.
10. Implement a pay by phone option for Utility bill customers.

## Financial Services

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Number of full-time employees	12	13	13	15
Department Expenditures	\$ 1,117,781	\$ 1,361,037	\$ 1,361,037	1,563,220
<b>OUTPUTS:</b>				
Prepare CAFR	Yes	Yes	Yes	Yes
Prepare Proposed and Approved Budget documents	Yes	Yes	Yes	Yes
Investment earnings generated	\$ 109,734	\$ 150,000	\$ 200,000	\$ 175,000
Number of vendor checks processed	7,843	9,000	7,000	9,200
Number of payroll checks/direct deposit vouchers processed	11,653	11,500	11,200	12,000
Number of lien searches conducted	1,745	2,285	2,285	2,300
Number of utility bills mailed	144,000	153,000	153,000	153,000
Number of utility customer service work orders processed	9,837	7,546	9,900	9,900
Number of parking meter audits	12	12	12	12
Number of manual journal entries prepared	1,234	1,200	1,000	1,200
Number of parking meters repaired in-house	1,420	1,275	1,300	1,225
<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
Standard & Poor's Rating Service	A+	AA-	AA-	AA-
Fitch Ratings, Inc.	AA-	AA-	A+	AA-
Percentage of invoices paid within 30 days	98%	99%	98%	99%
Percentage of invoices paid via e-payables	N/A	N/A	N/A	N/A
Standard lien searches conducted within 7 business days of request	100%	100%	100%	100%
Bank reconciliations performed within 30 days of month-end	85%	99%	99%	99%
Percentage of utility billing customers receiving e-bills	N/A	N/A	2%	2%
Average time to close-out utility work orders	1-2 days	1-2 days	1-2 days	1-2 days
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	\$ 14.63	\$ 17.82	\$ 17.82	\$ 20.46
Payroll direct deposit utilization rate	81%	85%	83%	85%
Average percentage of available funds invested	66%	85%	80%	85%
Cost avoidance of meters repaired in-house	N/A	N/A	N/A	N/A

# 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.

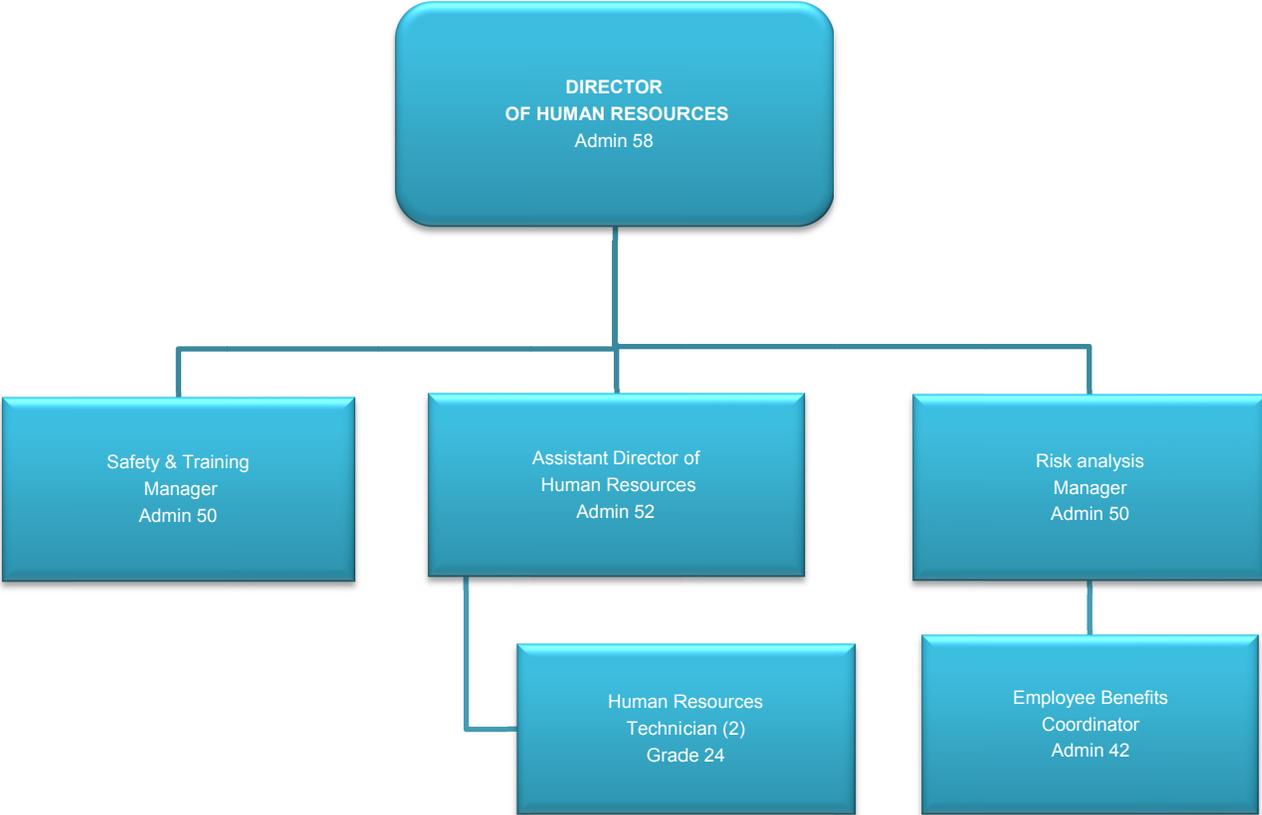
#### ⇒ **The Human Resources Department can have the most impact in the following areas:**

- 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

## Organizational Chart

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City of Deerfield Beach, Florida  
Human Resources  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Human Resources	\$ 450,419	\$ 380,403	\$ 194,731	\$ 434,942	\$ 606,176
TOTAL	<u>\$ 450,419</u>	<u>\$ 380,403</u>	<u>\$ 194,731</u>	<u>\$ 434,942</u>	<u>\$ 606,176</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 325,173	\$ 292,436	\$ 109,780	\$ 341,042	\$ 403,676
Materials & Supplies	6,793	8,677	4,290	3,800	3,800
Other Operating Expenses	118,453	79,290	80,661	90,100	198,700
TOTAL APPROPRIATIONS	<u>\$ 450,419</u>	<u>\$ 380,403</u>	<u>\$ 194,731</u>	<u>\$ 434,942</u>	<u>\$ 606,176</u>
Human Resources	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL PERSONNEL	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

## Human Resources

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 282,044	\$ 253,802	\$ 95,395	\$ 296,825	\$ 296,768
Employee Benefits	43,129	38,634	14,385	44,217	106,908
<b>Materials &amp; Supplies</b>	6,793	8,677	4,290	3,800	9,000
<b>Other Services and Charges</b>	118,453	79,290	80,661	90,100	193,500
<b>Operations Subtotal</b>	<u>450,419</u>	<u>380,403</u>	<u>194,731</u>	<u>434,942</u>	<u>606,176</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 450,419	\$ 380,403	\$ 194,731	\$ 434,942	\$ 606,176
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	4
<b>TOTAL</b>	4	4	4	4	4

## Mission Statement

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

## Major FY14-15 Goals

1. Complete update and revision of City's Personnel Rules and Regulations; update and revise Employee Handbook in line with revisions to Personnel Rules; and conduct supervisor/manager training on the revised Employee Handbook.
2. In collaboration with the Assistant to the City Manager, conduct targeted training for City workforce, starting with Customer Service training.
3. Conduct supervisor/manager training on the following:
  - Updates and revisions to the City's Personnel Rules and Regulations
  - Revisions to Collective Bargaining Agreements with IUPAT and PMSA
4. Review and comprehensively reformat all Classification Descriptions by the end of Fiscal Year 2014/2015.
5. Continue decentralization of Recruitment, Selection and Retention responsibilities to City Departments:
  - Development of step-by-step procedures and guidelines for City Departments
  - Initial review of applicants
  - Compliance with required preferences
  - Definition of Initial Orientation Period
  - Definition of Promotional Orientation Period

# Human Resources

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Total number of budgeted full-time employees	4	4	4	4
Department salaries	\$249,288	\$284,661	\$296,325	\$296,768
<b>OUTPUTS:</b>				
No. of Personnel Action Forms (PAF) processed	N/A	N/A	525	600
No. of Employee Requisitions processed	N/A	N/A	32	35
No. of Reclassifications/Reallocations processed	N/A	N/A	15	20
No. of Labor/Management Meetings Conducted	N/A	N/A	0	6
<b>EFFECTIVENESS MEASURES:</b>				
No. of vacancies advertised within (3) work days of receipt of executed Employee Requisition	N/A	N/A	32	35
No. of New Hires processed and oriented within (15) work days of their first day at work	N/A	N/A	135	150
<b>EFFICIENCY MEASURES:</b>				
No. of full-time emps. per full-time HR staff	189	189	160	160
Dept. expenditures per capita (per full-time emps.)	\$750	\$655	\$628	\$628

# Planning and Development Services

The Department of Planning and Development Services is comprised of two divisions: Planning and Zoning Division, and Building Services Division; and is responsible for the administration of the City's comprehensive plan, as well as zoning, sign and landscape codes and regulations, and building permits and inspections. The department also provides technical support to the public, City Commission, city staff, the Planning and Zoning Board, the Community Appearance Board, the Zoning Appeals Special Master, and the Unsafe Structures Board. All work is done to assist the City in achieving the goals and objectives set forth by the City of Deerfield Beach Comprehensive Plan.

## Planning and Zoning Division

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

The zoning function provides development plan review and processing, counsels citizens and businesses on zoning rules and regulations, issues certificates of use, sign permits, performs zoning inspections, and provides staff support to the boards and special master listed above.

The division is also responsible for landscape design for City properties, reviewing landscape permits, performing landscape inspections, and administering the Shady Street program and tree giveaway.

## Building Division

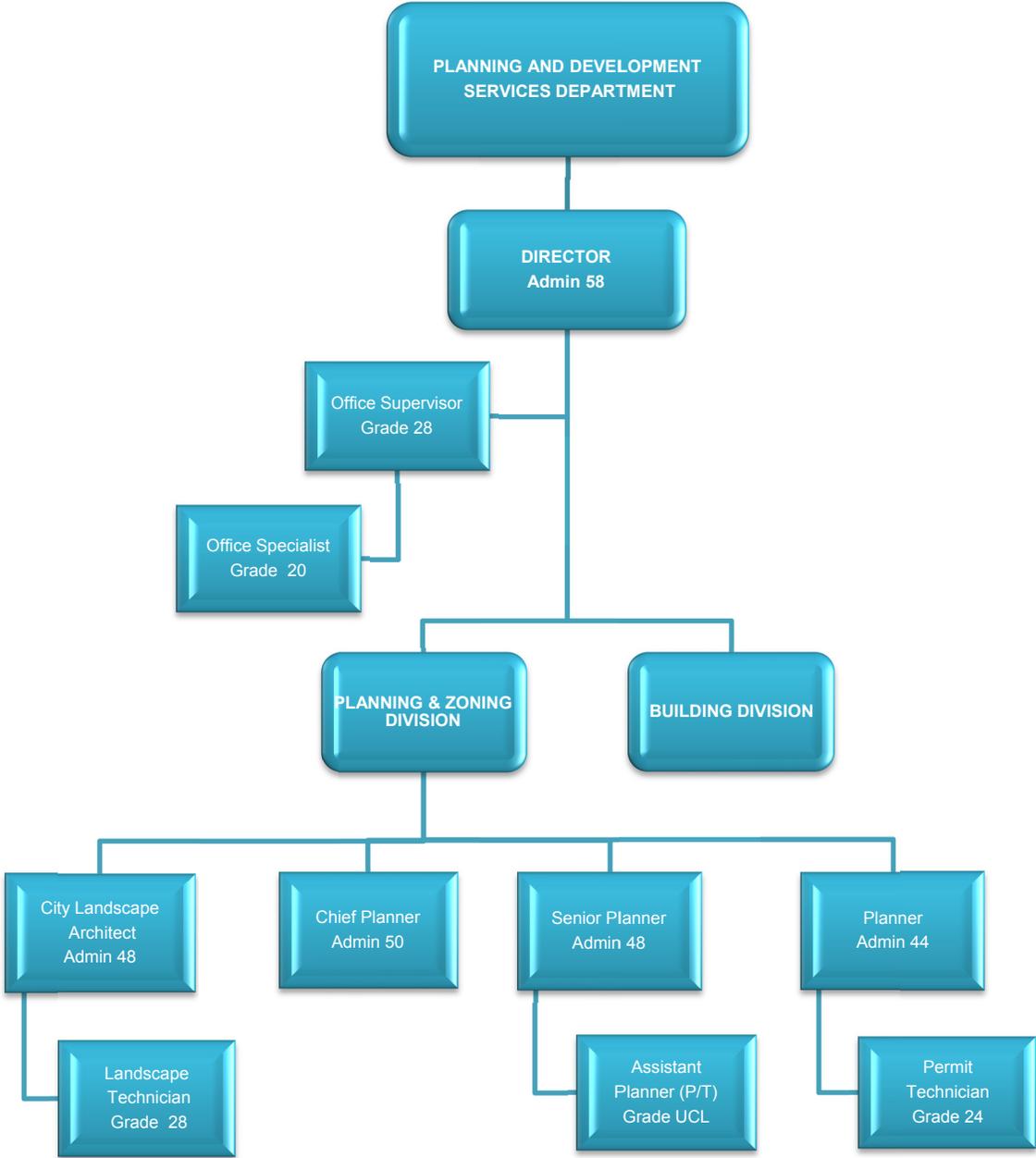
The Building Division is responsible for enforcing the Florida Building Code (Broward Amendment), ensuring safe, sound and progressive development of commercial and residential properties. Renovation, remodeling, and new construction are all closely monitored while building code inspections are conducted systematically. The Division is responsible for plan review, the issuance of building permits, and conducting the required permit inspections for all construction activity requiring permits, as well as providing administration and support for the Unsafe Structures Board in the identification and removal of unsafe structures. The Building Division is also responsible for the permitting and annual registration of burglar and fire alarms for all residents and businesses that require alarms on their properties.

# Planning & Development Services Department

## Planning & Zoning Division

### Organization Chart

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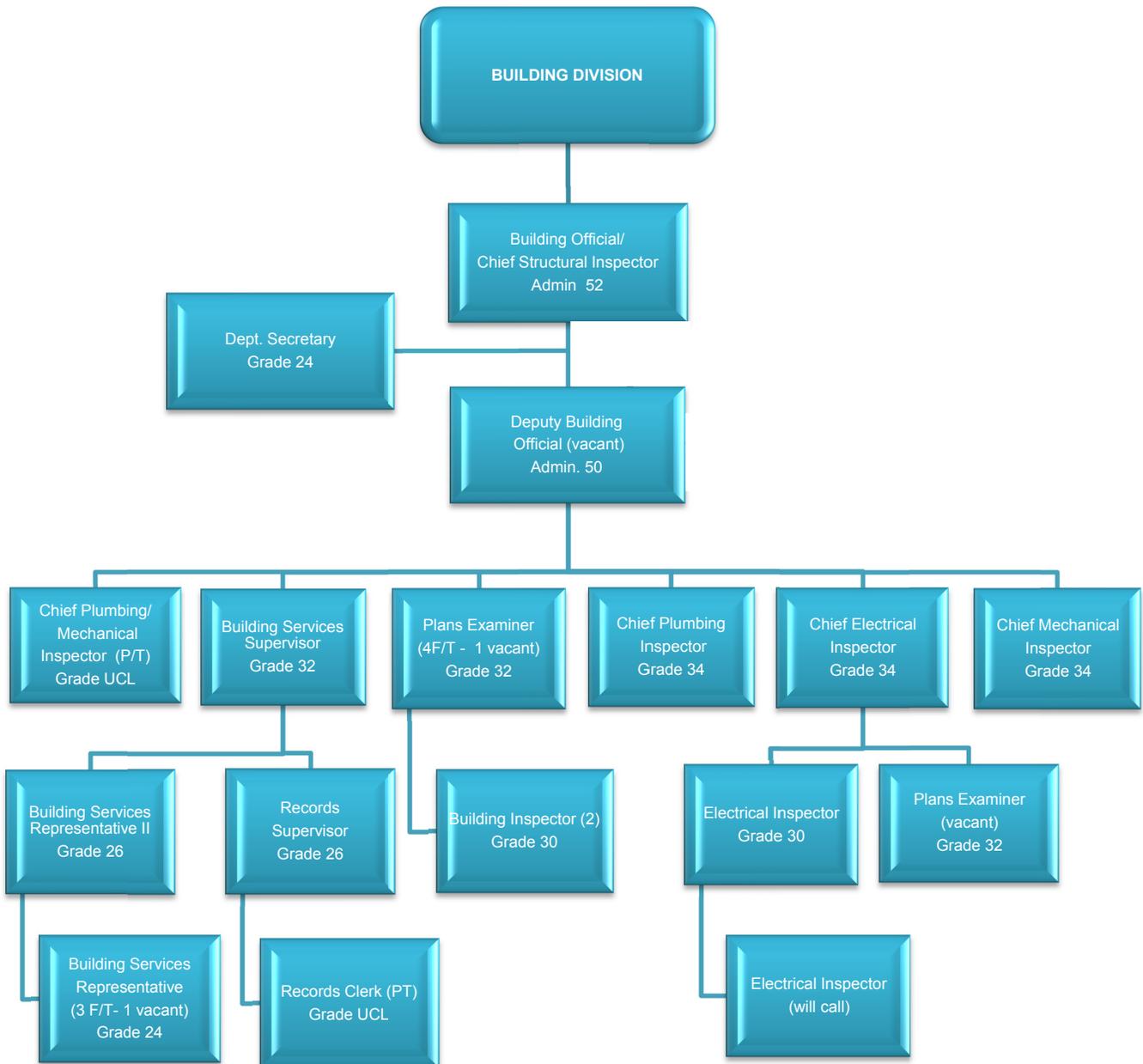


# Planning and Development Services Department

## Building Division

### Organization Chart

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City of Deerfield Beach, Florida  
 Planning & Development Services  
 Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Planning & Zoning	\$ 807,153	\$ 886,971	\$ 344,316	\$ 798,962	\$ 965,217
Building	1,408,441	1,319,105	702,212	1,436,448	2,225,964
TOTAL	<u>\$ 2,215,594</u>	<u>\$ 2,206,076</u>	<u>\$ 1,046,528</u>	<u>\$ 2,235,410</u>	<u>\$ 3,191,181</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 2,158,449	\$ 2,141,113	\$ 1,022,564	\$ 2,093,258	\$ 2,814,780
Materials & Supplies	13,952	11,901	4,040	24,083	21,750
Other Operating Expenses	43,193	53,062	19,924	118,069	224,411
Capital Outlay	-	-	-	-	130,240
TOTAL APPROPRIATIONS	<u>\$ 2,215,594</u>	<u>\$ 2,206,076</u>	<u>\$ 1,046,528</u>	<u>\$ 2,235,410</u>	<u>\$ 3,191,181</u>
<b><u>PERSONNEL</u></b>					
Planning & Zoning	10	10	10	10	10
Building	19	20	20	20	23
TOTAL PERSONNEL	<u>29</u>	<u>30</u>	<u>30</u>	<u>30</u>	<u>33</u>

## Planning & Zoning

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 686,963	\$ 692,219	\$ 288,664	\$ 616,248	\$ 623,612
Employee Benefits	99,130	170,504	43,925	98,054	240,870
<b>Materials &amp; Supplies</b>	7,989	5,179	1,187	6,300	7,450
<b>Other Services and Charges</b>	13,071	19,069	10,540	78,360	76,120
<b>Operations Subtotal</b>	<u>807,153</u>	<u>886,971</u>	<u>344,316</u>	<u>798,962</u>	<u>948,052</u>
<b>Capital Outlay</b>	-	-	-	-	17,165
<b>DIVISION TOTAL</b>	\$ 807,153	\$ 886,971	\$ 344,316	\$ 798,962	\$ 965,217
<b>PERSONNEL</b>					
Full-Time	10	10	10	10	9
Part-Time	0	0	0	0	1
<b>TOTAL</b>	10	10	10	10	10

## Mission Statement

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

## Major FY14-15 Goals

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

# Planning & Zoning

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Number of full-time employees	10	10	9	9
Number of part-time employees	0	0	0	1
Division expenditures	\$886,971	\$798,962	\$723,039	\$965,217
<b>OUTPUTS:</b>				
Number of development applications (DRC, P&Z, CAB)	191	200	216	200
Number of building permit reviews	1,909	2,700	2,208	2,700
Number of business license apps. (zoning review)	1,200	N/A	N/A	N/A
Number of business licenses processed	4,749	N/A	N/A	N/A
Number of zoning inspections (permits, violations)	445	600	400	458
Number of Certificate of Use permits issued	615	750	540	550
Number of special projects	28	35	35	40
Number of intergovernmental coordination meetings	48	50	55	55
Total Workload	9,185	4,285	3,399	3,948
<b>EFFECTIVENESS MEASURES:</b>				
Percent of application reviews completed in compliance with statutory time limits	100%	100%	100%	100%
Percent of special projects completed in compliance with approved schedule	100%	100%	100%	100%
<b>EFFICIENCY MEASURES:</b>				
Workload per employee	918.5	428.5	377.7	438.7
Expenditure per workload	N/A	N/A	N/A	N/A
Division expenditures per capita	11.45	10.32	9.34	12.46
Population:	77,439	77,439	77,439	77,439

## Building

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,136,629	\$ 1,107,938	\$ 599,169	\$ 1,195,201	\$ 1,473,304
Employee Benefits	235,727	170,452	90,806	183,755	476,994
<b>Materials &amp; Supplies</b>	5,963	6,722	2,853	17,783	14,300
<b>Other Services and Charges</b>	30,122	33,993	9,383	39,709	148,291
<b>Operations Subtotal</b>	<u>1,408,441</u>	<u>1,319,105</u>	<u>702,211</u>	<u>1,436,448</u>	<u>2,112,889</u>
<b>Capital Outlay</b>	-	-	-	-	113,075
<b>DIVISION TOTAL</b>	\$ 1,408,441	\$ 1,319,105	\$ 702,211	\$ 1,436,448	\$ 2,225,964
<b><u>PERSONNEL</u></b>					
Full-Time	16	16	16	17	20
Part-Time	3	4	4	3	3
<b>TOTAL</b>	19	20	20	20	23

## Mission Statement

To provide for the safety and welfare of the citizens of Deerfield Beach through the education, development, maintenance and enforcement of building codes and to provide timely, progressive and effective plan review, permitting, inspection and public education to ensure safe development, usage and occupancy of structures for the citizens, businesses and visitors of Deerfield Beach.

## Major FY14-15 Goals

1. Continuing efforts to address the critical issues of safety, energy efficiency, and resilience in the built environment that affect our citizens, both in everyday life and in times of natural disasters.
2. Provide exceptional internal and external customer service.
3. Apply statutes, codes and procedures in a fair and consistent manner.
4. Enhance employee excellence and development through training and continuing education.
5. Enhance technology in plan review process to provide a more efficient and effective service.

<b>Building</b>				
<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS</b>				
Total full-time employees	16	17	17	20
Number of inspectors/plans examiners	11	11	11	13
Number of technical personnel	4	4	4	5
Number of part time personnel	4	4	3	3
Number of clerical personnel	2	2	2	2
Division expenditures	\$1,319,105	\$1,437,375	\$1,437,375	\$2,225,964
<b>OUTPUTS:</b>				
Permits issued	8,787	10,000	7,500	9,000
Inspections made	19,008	20,000	17,000	19,000
<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	2,197	2,500	1,875	1,800
Average inspections per construction inspector	1,728	1,818	1,545	1,462
Division expenditures per capita	17.03	18.56	18.56	28.74
Population	77,439	77,439	77,439	77,439

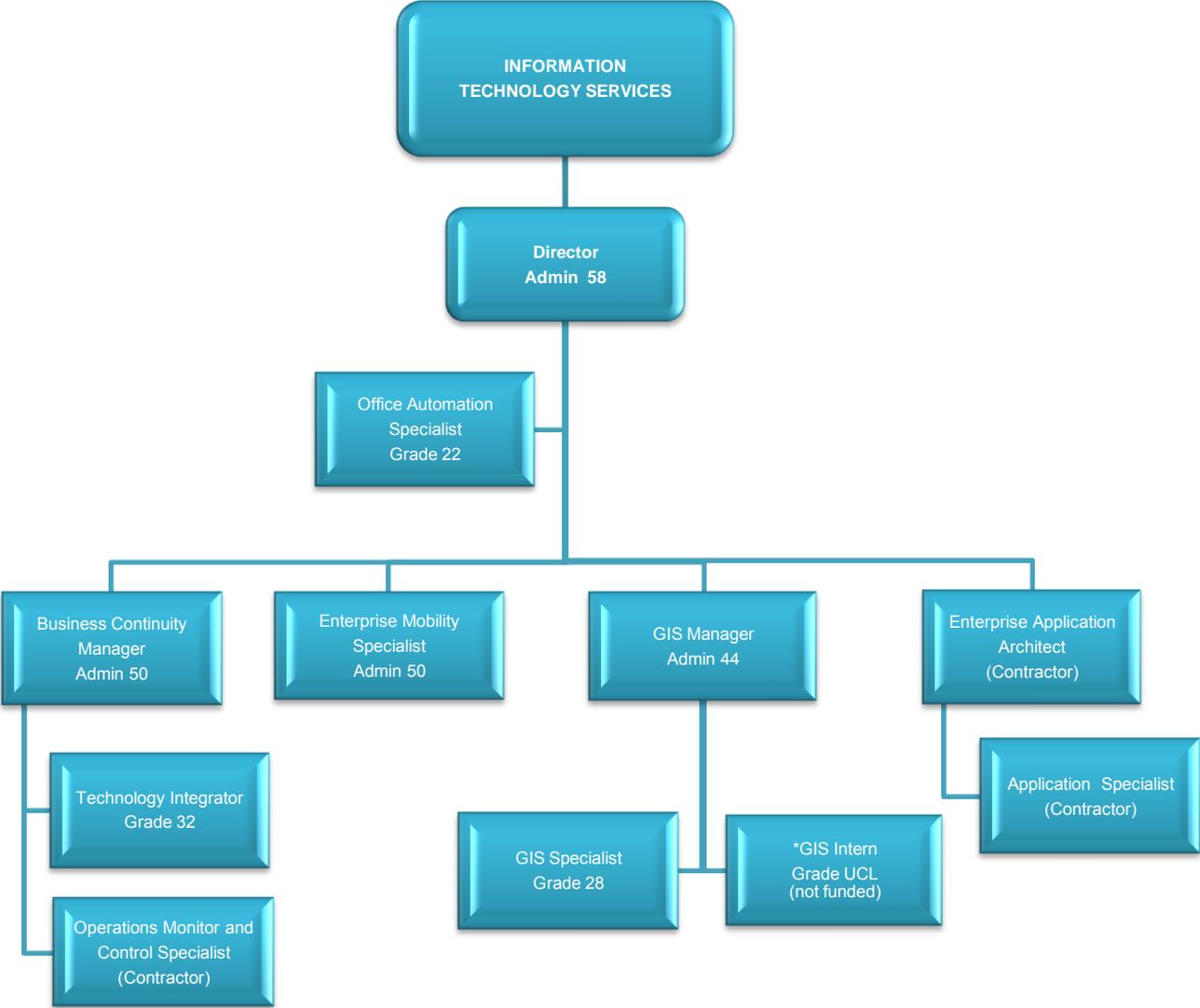
# Information Technology Services

The Department of Information Technology Services provides technological services to all City departments. The division manages an IBM AS400 mainframe system as well as a windows-based network environment with 30 servers and 225 personal computers. The City uses Multi Protocol Label Switching (MPLS) as its primary data communications mechanism at all major facilities. The MPLS consists of fiber and T1 connections. The information systems staff also procures and maintains software and assists in the selection of vendor-supported systems. Software applications used by City staff include accounting, payroll, utility billing, GIS land management, building permits, occupational licenses, fire inspections, alarm permits, EMS, point-of-sale, word processing, purchasing/inventory, risk master and fleet maintenance. The City also offers E-gov services such as online recreational class registration.

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

# Information Technology Services Department Organization Chart

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City of Deerfield Beach, Florida  
Information Technology Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Information Services	\$ 1,103,166	\$ 1,355,488	\$ 531,794	\$ 1,164,814	\$ 1,246,470
TOTAL	<u>\$ 1,103,166</u>	<u>\$ 1,355,488</u>	<u>\$ 531,794</u>	<u>\$ 1,164,814</u>	<u>\$ 1,246,470</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 560,142	\$ 594,989	\$ 290,462	\$ 565,964	\$ 616,959
Materials & Supplies	26,469	48,499	13,518	26,750	29,400
Other Operating Expenses	516,555	712,000	227,814	572,100	594,111
Capital Outlay	-	-	-	-	6,000
TOTAL APPROPRIATIONS	<u>\$ 1,103,166</u>	<u>\$ 1,355,488</u>	<u>\$ 531,794</u>	<u>\$ 1,164,814</u>	<u>\$ 1,246,470</u>
<b><u>PERSONNEL</u></b>					
Information Services	7	7	8	8	10
TOTAL PERSONNEL	<u>7</u>	<u>7</u>	<u>8</u>	<u>8</u>	<u>10</u>

## Information Technology Services

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 485,094	\$ 516,431	\$ 251,891	\$ 486,238	\$ 426,680
Employee Benefits	75,048	78,558	38,570	79,726	190,279
<b>Materials &amp; Supplies</b>	26,469	48,499	13,517	26,750	29,400
<b>Other Services and Charges</b>	516,555	712,000	227,816	572,100	594,111
<b>Operations Subtotal</b>	<u>1,103,166</u>	<u>1,355,488</u>	<u>531,794</u>	<u>1,164,814</u>	<u>1,240,470</u>
<b>Capital Outlay</b>	\$ -	\$ -	\$ -	-	6,000
<b>DIVISION TOTAL</b>	\$ 1,103,166	\$ 1,355,488	\$ 531,794	\$ 1,164,814	\$ 1,246,470
<b>PERSONNEL</b>					
Full-Time	7	7	8	8	10
<b>TOTAL</b>	7	7	8	8	10

## Mission Statement

Information Technology Services will provide access to information by leveraging technology that improves the operation of City departments.

## Major FY14-15 Goals

1. Initiate ERP deployment.
2. Develop project plan for sunseting legacy applications.
3. Maintain policies and procedures that follow Industry best practice.
4. Data Storage and retention planning.
5. Meet staffing needs to support department projects.
6. Research remote backup options that will eliminate tape.

# Information Services

PERFORMANCE MEASURES	2012-2013	2013-2014	2013-2014	2014-2015
	Actual	Goal	Estimated	Projection
<b>INPUTS:</b>				
Number of full-time employees	7	8	7	10
Department Expenditures	\$ 1,355,488	\$1,245,597	\$ 1,141,697	\$1,246,470
<b>OUTPUTS:</b>				
Number of Work Orders processed	1,977	2,000	1,800	1,800
Number of Software Upgrades completed	200	200	217	200
Number of computers Inventoried	225	225	300	300
Network Facilities managed	N/A	N/A	N/A	20
Number of physical servers managed	N/A	N/A	N/A	18
Number of virtual servers managed	N/A	N/A	N/A	35
Amount of data storage managed	N/A	N/A	N/A	40 TB
Projects Completed	8	7	5	13
Number of Work Orders escalated	567	1,000	500	N/A
Number of Meetings that required equipment assistance & setup	50	50	50	50
<b>EFFECTIVENESS MEASURES:</b>				
System Availability	99.9%	99.9%	99.9%	99.9%
Network Availability	99.9%	99.9%	99.9%	99.9%
Server to Admin support	N/A	N/A	N/A	26.5
Work Orders Closed by Service Desk	1977	2000	1800	1800
Number of servers backupup	N/A	N/A	N/A	53
Projects Open	N/A	N/A	N/A	13
Number of computers upgraded	200	50	217	N/A
<b>EFFICIENCY MEASURES:</b>				
Percentage of Self Service Work Orders Opened	80%	80%	80%	90%
Work Orders Closed per F/T employee	395	360	360	360
Percentage of Open Work Order Aging (>10 days)	N/A	N/A	N/A	5%
Server virtualization rate	N/A	N/A	N/A	66%
Percentage of Projects completed	100%	100%	100%	100%
Percentage of Work Orders escalated	28%	30%	28%	N/A
Percentage of Work Orders Closed by Service Desk	71%	85%	75%	N/A
Percentage of Work Orders that require Field trip	40%	40%	40%	N/A
Number of Work Order with documented solutions	N/A	N/A	N/A	N/A
Average time to Inventory Assets (hours)	2	2	2	N/A
Average time to obtain price quotes (hours)	48	48	48	N/A

# Police/B.S.O.

## Police Services School Crossing Guards Parking Authority

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

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

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

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

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

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

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

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

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

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

## **School Crossing Guard Division**

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

## **Parking Authority**

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

The parking authority division is administered by the Financial Services Department, and is funded by the General Fund. This division is responsible for servicing and maintaining all of the city's parking meters currently in use within the boundaries of the City of Deerfield Beach.

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

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Police Services	\$ 20,511,558	\$ 21,016,020	\$ 11,117,654	\$ 22,320,670	\$ 22,689,115
School Crossing Guard	229,437	235,919	130,079	245,682	255,466
Parking Authority	50,203	55,038	53,185	83,912	356,937
Code Enforcement	-	72,898	34,799	73,264	91,647
<b>TOTAL</b>	<b>\$ 20,791,198</b>	<b>\$ 21,379,875</b>	<b>\$ 11,335,717</b>	<b>\$ 22,723,528</b>	<b>\$ 23,393,165</b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	250,746	343,150	\$ 196,500	\$ 306,281	\$ 436,092
Materials & Supplies	19,710	15,893	12,947	15,300	19,025
Other Operating Expenses	20,520,742	21,020,832	11,126,270	22,401,947	22,858,048
Capital Outlay	-	-	-	-	80,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 20,791,198</b>	<b>\$ 21,379,875</b>	<b>\$ 11,335,717</b>	<b>\$ 22,723,528</b>	<b>\$ 23,393,165</b>
<b><u>PERSONNEL</u></b>					
Police Services	153	153	152	152	152
School Crossing Guard	35	35	35	35	35
Parking Authority	0	0	2	2	3
Code Enforcement	0	1	1	1	1
<b>TOTAL PERSONNEL</b>	<b>188</b>	<b>189</b>	<b>190</b>	<b>190</b>	<b>191</b>

# Broward Sheriff's Office

## Fire & Rescue Services

### **MISSION:**

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

### **OBJECTIVES:**

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

City of Deerfield Beach, Florida  
Fire & Rescue  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Fire & Rescue	\$ 24,825,569	\$ 26,562,756	\$ 15,354,303	\$ 27,971,478	\$ 31,242,893
TOTAL	<u>\$ 24,825,569</u>	<u>\$ 26,562,756</u>	<u>\$ 15,354,303</u>	<u>\$ 27,971,478</u>	<u>\$ 31,242,893</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 3,899,495	\$ 5,117,769	\$ 4,043,094	\$ 5,200,000	\$ 5,200,000
Materials & Supplies	74,506	-	-	-	-
Other Operating Expenses	20,851,568	21,444,987	11,311,209	22,771,478	23,798,263
Capital Outlay	-	-	-	-	2,244,630
TOTAL APPROPRIATIONS	<u>\$ 24,825,569</u>	<u>\$ 26,562,756</u>	<u>\$ 15,354,303</u>	<u>\$ 27,971,478</u>	<u>\$ 31,242,893</u>
<b><u>PERSONNEL</u></b>					
Fire & Rescue	163	163	151	151	145
TOTAL PERSONNEL	<u>163</u>	<u>163</u>	<u>151</u>	<u>151</u>	<u>145</u>

# Environmental Services

## Facilities Maintenance Division

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

## Fleet Management Division

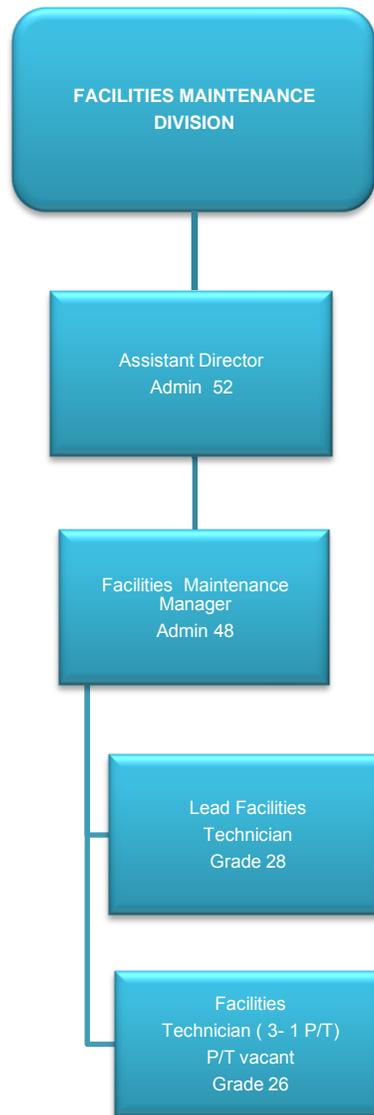
The Fleet Management Division is responsible for the preventative maintenance, repair, fueling and recapitalization of the City's fleet of vehicles and machinery. This division also maintains complete records of all City-owned equipment and machinery and maintains all physical inventories of parts and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

# Department of Environmental Services

## Facilities Maintenance Division

### Organization Chart

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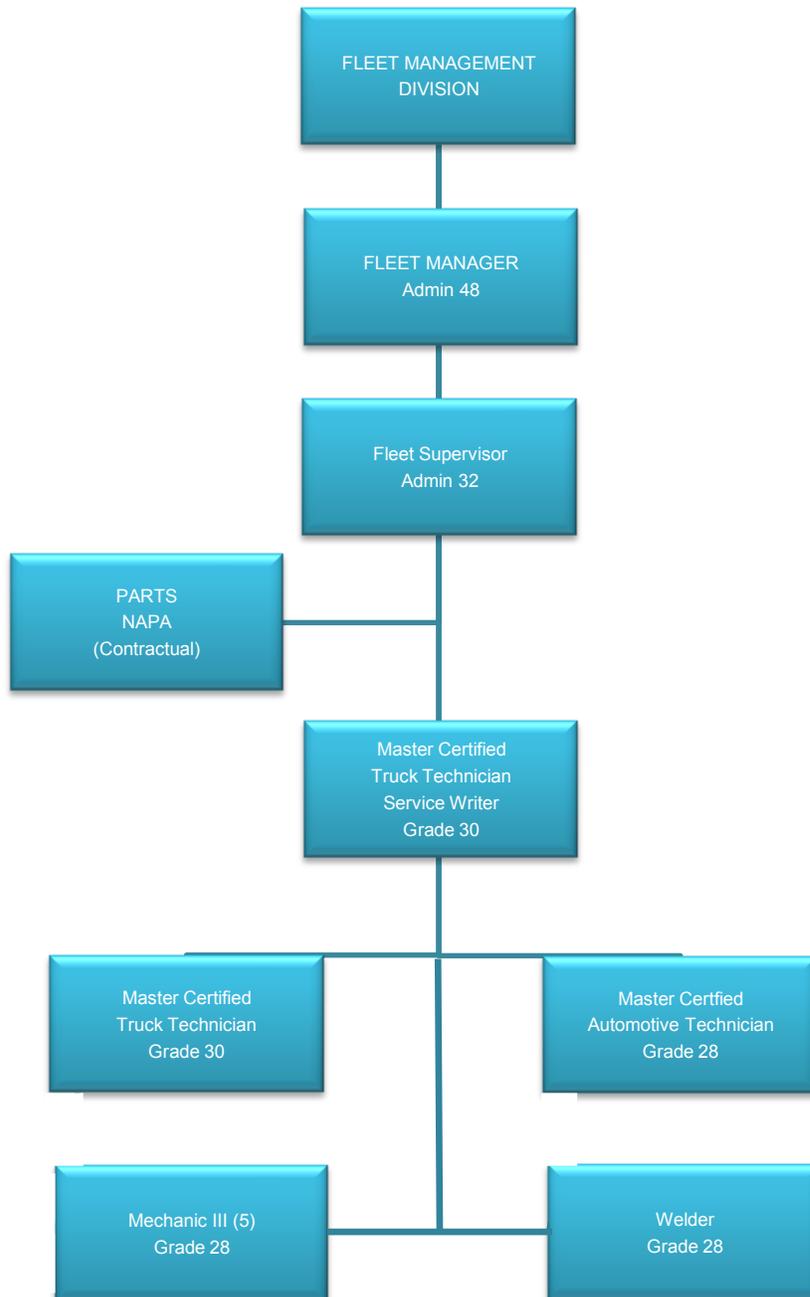


# Department of Recycling and Solid Waste Management

## Fleet Management Division

### Organization Chart

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City of Deerfield Beach, Florida  
Environmental Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Administration*	\$ 85,265	\$ -	\$ -	\$ -	\$ -
Facilities Maintenance**	19,951	2,972,380	1,525,459	3,004,332	3,390,596
Fleet Management	1,080,582	1,068,650	424,396	1,002,951	971,870
Landscape Maintenance **	132,681	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,318,479</b>	<b>\$ 4,041,030</b>	<b>\$ 1,949,855</b>	<b>\$ 4,007,283</b>	<b>\$ 4,362,466</b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 695,343	\$ 991,811	\$ 455,108	\$ 943,883	\$ 1,196,288
Materials & Supplies	254,376	162,927	24,684	102,600	122,650
Other Operating Expenses	357,169	2,866,193	1,460,276	2,855,800	2,831,528
Capital Outlay	11,591	20,099	9,787	105,000	212,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,318,479</b>	<b>\$ 4,041,030</b>	<b>\$ 1,949,855</b>	<b>\$ 4,007,283</b>	<b>\$ 4,362,466</b>
<b><u>PERSONNEL</u></b>					
Facilities Maintenance	5	4	4	4	5
Fleet Management	12	11	11	11	11
Landscape Maintenance	0	0	0	0	0
<b>TOTAL PERSONNEL</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>16</b>

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

\*\* Public Works Facilities & Landscape Maintenance divisions: transferred to Parks & Recreation during FY11/12.

## Facilities Maintenance

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ (539)	\$ 276,672	\$ 133,290	\$ 271,504	\$ 286,559
Employee Benefits	(90)	42,744	20,561	46,928	112,009
<b>Materials &amp; Supplies</b>	-	138,651	11,140	73,900	86,200
<b>Other Services and Charges</b>	20,580	2,494,214	1,353,497	2,512,000	2,718,828
<b>Operations Subtotal</b>	19,951	2,952,281	1,518,488	2,904,332	3,203,596
<b>Capital Outlay</b>	-	20,099	6,972.00	100,000	187,000
Landscape Maintenance ***					
<b>DIVISION TOTAL</b>	\$ 19,951	\$ 2,972,380	\$ 1,525,460	\$ 3,004,332	\$ 3,390,596
<b>PERSONNEL</b>					
Full-Time	5	4	4	4	4
Part-Time	0	0	0	0	1
<b>TOTAL</b>	5	4	4	4	5

## Mission Statement

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

## Major FY14-15 Goals

Implement a work order tracking system.

# Facilities Maintenance Division

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Division expenditures	\$2,972,380	\$3,069,583	\$3,069,583	\$3,390,596
Number of full time employees	4	4	4	4
<b>OUTPUTS:</b>				
Number of facilities maintained	52	53	53	53
Total area of facilities maintained (Sq. Ft)	300,000	303,000	303,000	303,000
Street Lights maintained	7000	7000	7000	7000
Landscape Maintenance ***	254	254	254	254
A/C Units maintained	147	147	147	147
Work Orders completed	1445	1500	1500	1500
Hours spent on graffiti removal	240	300	300	300
Number of Park Restrooms maintained	18	21	21	21
<b>EFFECTIVENESS MEASURES:</b>				
Work Orders completed per week	29	30	24	24
After hours emergency response within 2 hours	100%	100%	100%	100%
<b>EFFICIENCY MEASURES:</b>				
Square footage maintained per employee (3)	100,000	106,000	106,000	106,000
Work orders completed per employee (3)	481	500	500	500

## Fleet Management

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 618,376	\$ 583,301	\$ 261,486	\$ 535,939	\$ 534,656
Employee Benefits	94,293	89,094	39,771	89,512	263,064
<b>Materials &amp; Supplies</b>	24,308	24,276	13,544	28,700	36,450
<b>Other Services and Charges</b>	332,014	372,060	106,780	343,800	112,700
<b>Operations Subtotal</b>	<u>1,068,991</u>	<u>1,068,731</u>	<u>421,581</u>	<u>997,951</u>	<u>946,870</u>
<b>Capital Outlay</b>	11,591	-	2,815	5,000	25,000
<b>DIVISION TOTAL</b>	\$ 1,080,582	\$ 1,068,731	\$ 424,396	\$ 1,002,951	\$ 971,870
<b>PERSONNEL</b>					
Full-Time	12	11	11	11	11
<b>TOTAL</b>	12	11	11	11	11

## Mission Statement

To support the various City departments in the conduct of the City's operations by providing professional fleet management and practices to keep their vehicles and fleet related equipment in a constant state of operational readiness.

## Major FY14-15 Goals

1. Maintain a vehicle availability ratio of at least 97%.
2. Purchase and integrate a new Fleet Management Information System (FMIS).
3. Achieve vehicle preventative maintenance (PM) compliance of 100%.
4. Purchase and install a Compressed Natural Gas (GNC) station with time-fill and fast-fill capacity.
5. Conduct a Fleet Utilization and Repurpose Study that would reduce rolling stock fleet size by 15%.
6. Construct a new truck wash bay adjacent to the repair garage.

# Fleet Maintenance

PERFORMANCE MEASURES	2012-2013 Actual	2013-2014 Goal	2013-2014 Estimated	2014-2015 Projection
<b>INPUTS:</b>				
Total number of full time employees	11	11	11	11
Department expenditures	\$ 1,068,731	\$ 1,101,868	\$ 1,010,000	\$ 971,870
Number of mechanics	8	8	8	8
Number of welders	1	1	1	1
<b>OUTPUTS:</b>				
Number of repairs to City vehicles/equipment	5,015	5,000	5,000	4,100
Annual labor hours for repair to City vehicles/equip	11,574	10,000	10,000	8,200
Number of light fleet vehicles	146	145	151	151
Number of heavy fleet vehicles	88	85	75	75
Number of small equipment	269	250	451	451
Number of miscellaneous equipment	192	185	48	48
<b>EFFECTIVENESS MEASURES:</b>				
Vehicle availability	95.00%	95.00%	95.00%	97.00%
Mechanic productivity ratio	92%	95%	95%	95%
Annual preventive maintenance completed	229	200	220	245
Annual gallons of diesel fuel dispersed	243,401	235,000	200,785	200,785
Annual gallons of unleaded gasoline dispersed	70,670	70,000	59,975	59,975
<b>EFFICIENCY MEASURES:</b>				
Number of work orders completed per mechanic	622	600	462	492
Average labor time per work order	2.10	1.50	16.00	12.00
Average cost per work order	\$ 293.00	\$ 200.00	\$ 2,961.00	\$ 2,221.00
Department annual expenditures per capita (75,000 residents)	\$ 14.25	\$ 14.69	\$ 13.47	\$ 12.96

# Parks & Recreation

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

The City of Deerfield Beach Parks and Recreation Department is comprised of (6) six divisions: Administration & Community Events, Recreation, Parks Maintenance, the Pier, Cemetery Division and the Ocean Rescue Division. The Department's mission is to foster the well being of Deerfield Beach's diverse community by maintaining beautiful parks, the beach, municipal cemeteries and the pier as well as preserving the environment and providing enriching recreational program and activities.

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

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

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

## **Administration & Community Events**

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

## **Parks Maintenance Division**

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

## **Recreation Division (East, Central and West Zones)**

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

## **Pier**

The 976-foot pier was rebuilt in 1993 and at that time was leased to an independent contractor/operator. Operating costs were borne by the contractor except for State Department of Natural Resources fees. In December 2004, the city assumed complete operation of the pier and bait shop. The newly renovated Pier entrance, bait shop, staff offices and construction of the Observation Deck, was completed in 2013. City staff provides year-round fishing, sale of bait and tackle, organizes fishing clubs and a host of other partnered events/programs/activities on the pier. The pier offers sightseers and anglers an excellent vantage point of the city's shores and skyline. Year-round parking is available at the city's pier parking lot.

## **Cemetery Division**

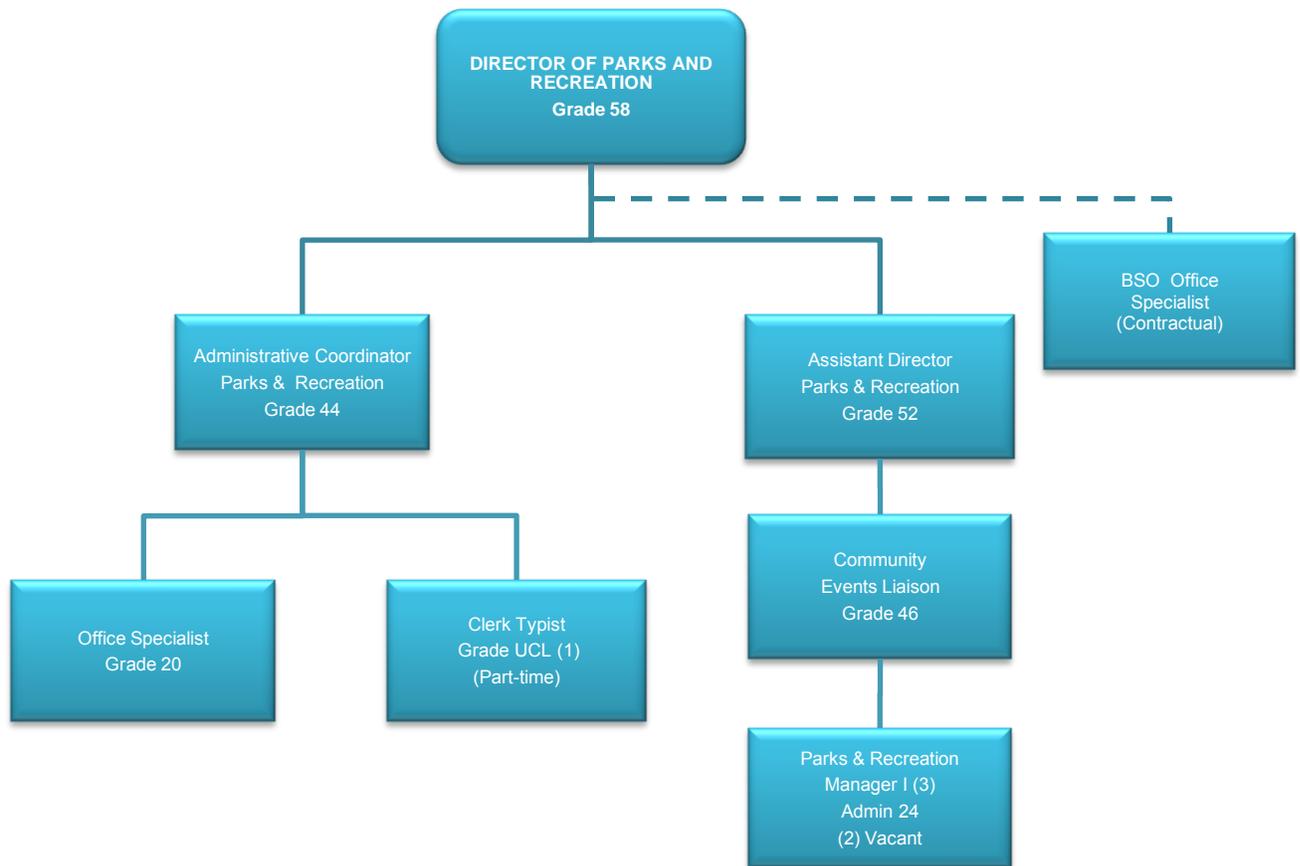
The Cemetery Division oversees two municipal cemeteries (Pineview and Memorial). This includes reservations, administration of burial services, the purchasing of cemetery plots, interments and perpetual care of the cemetery grounds at both locations. Maintenance includes: mowing, edging, debris collection,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

## **Ocean Rescue Division**

The Ocean Rescue Division oversees the safety and well-being of the patrons on the 1-mile public beach; also in this Division is the Aquatics Complex at the Deerfield Beach Middle School. This includes lifeguarding, customer service and general safe conditions on the beach. This Division oversees nine lifeguard towers (365 days per year), facilitates the Junior Lifeguard camp and hosts approximately 1-million patrons per year visiting the beach.

# Parks & Recreation Department Administration Division Organization Chart

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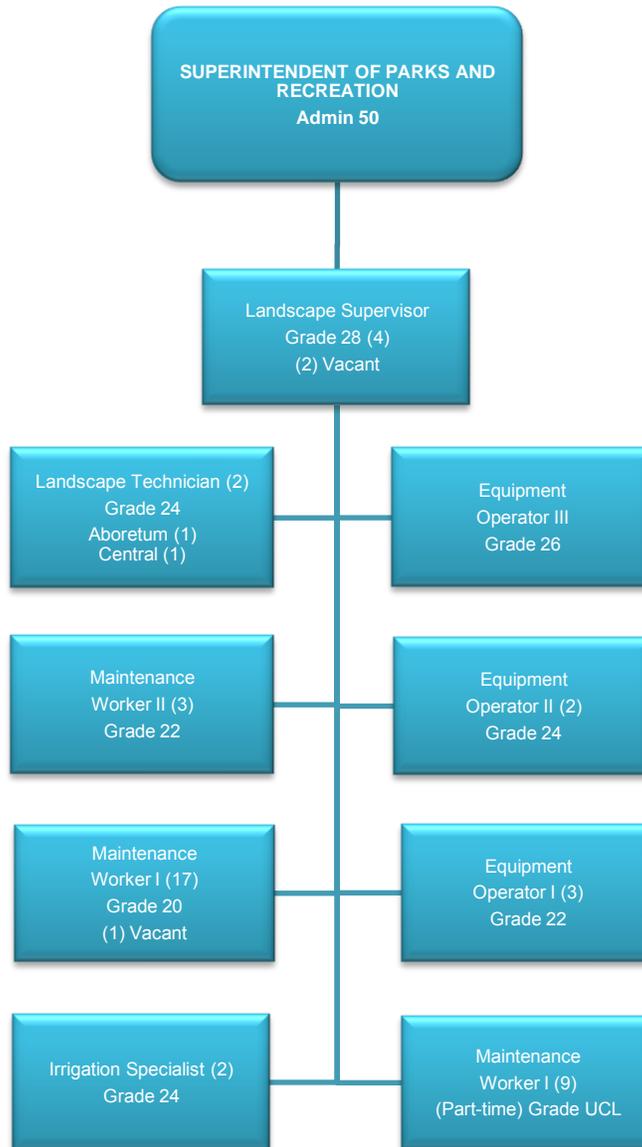


# Parks and Recreation Department

## Parks Maintenance Division

### Organization Chart

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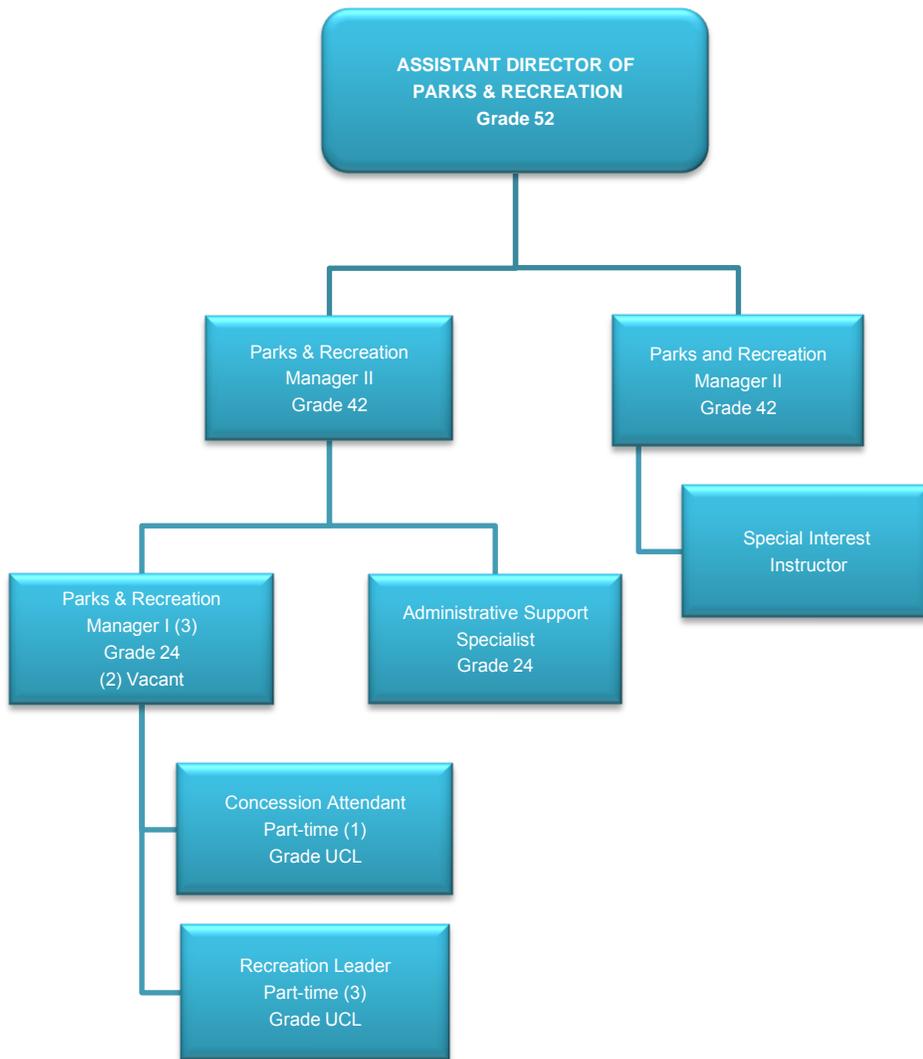


# Parks and Recreation Department

## East

### Organization Chart

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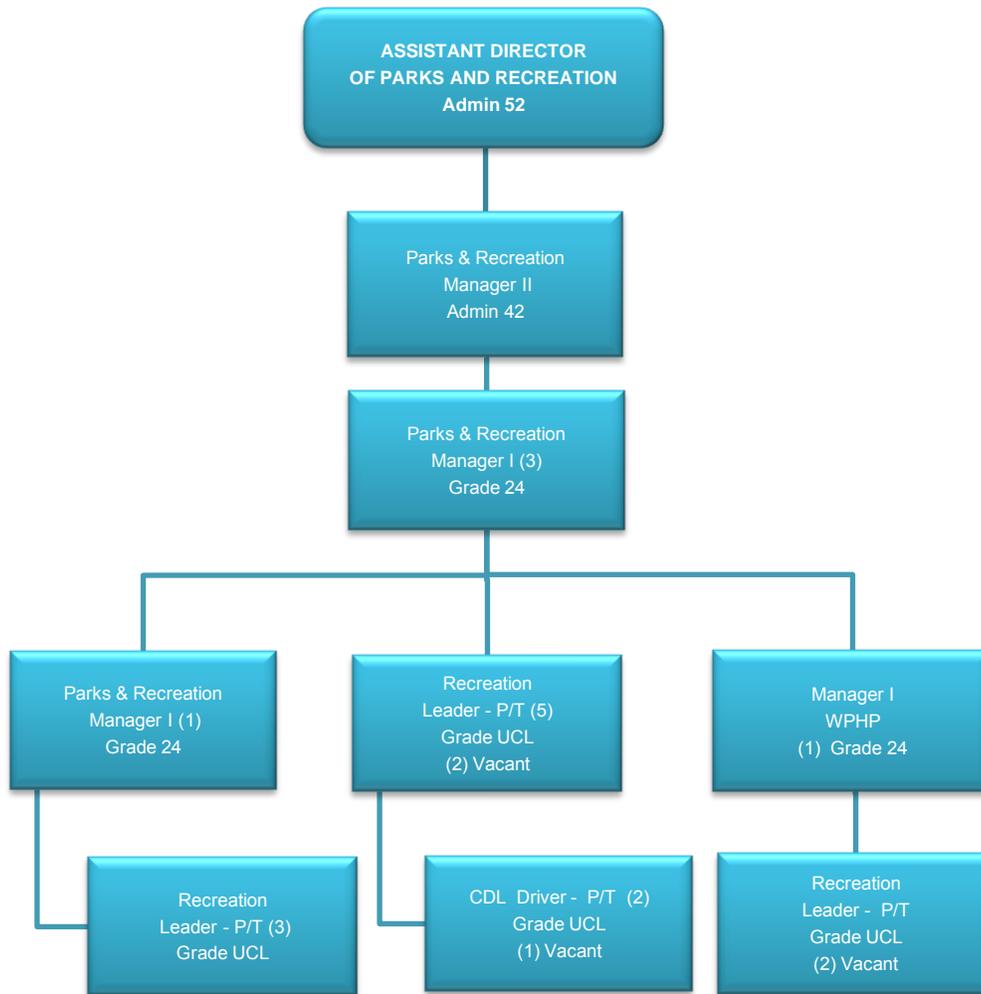


# Parks and Recreation Department

## Central

### Organization Chart

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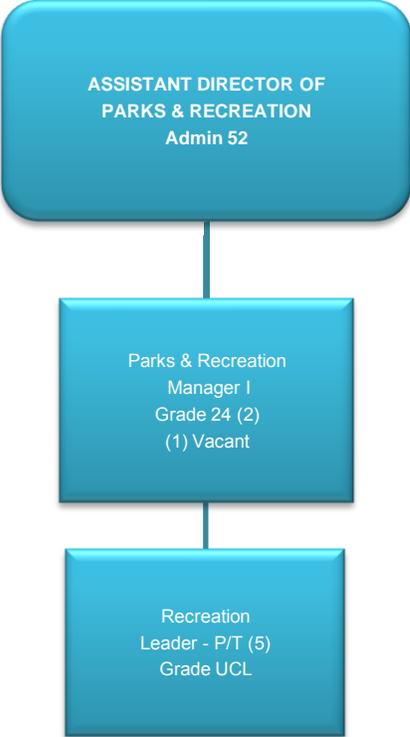


# Parks and Recreation Department

## West

### Organization Chart

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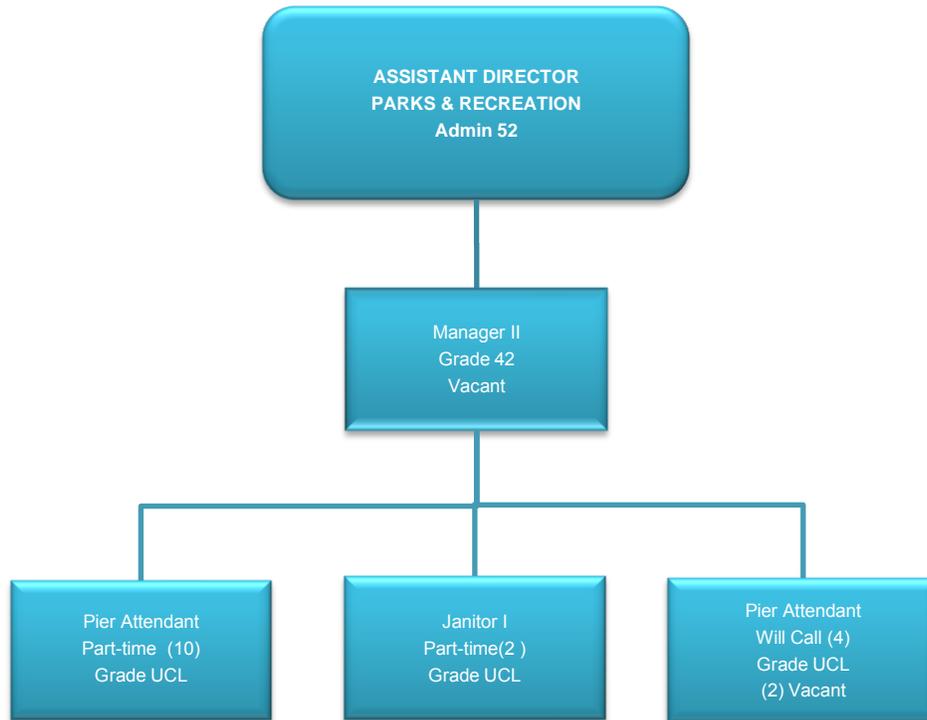


# Parks & Recreation Department

## Pier Division

### Organization Chart

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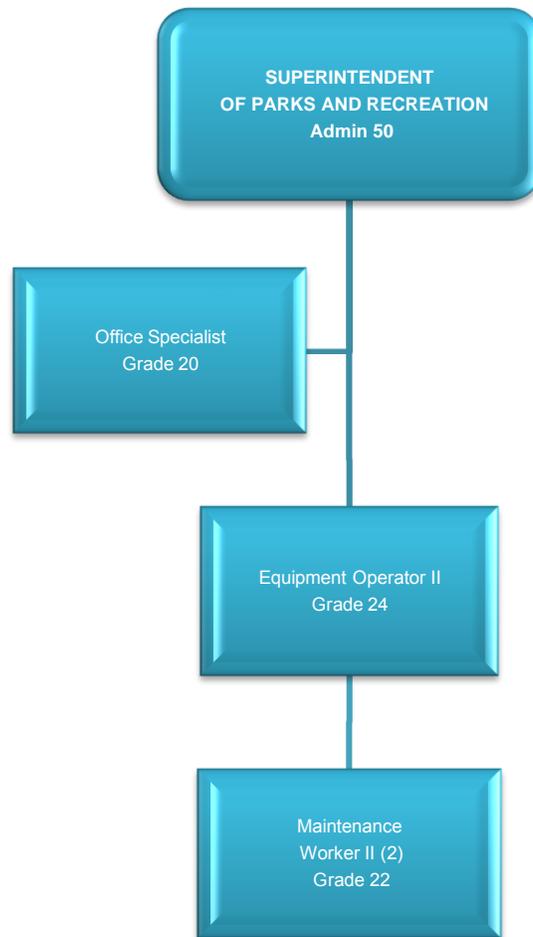


# Parks & Recreation Department

## Cemetery Division

### Organization Chart

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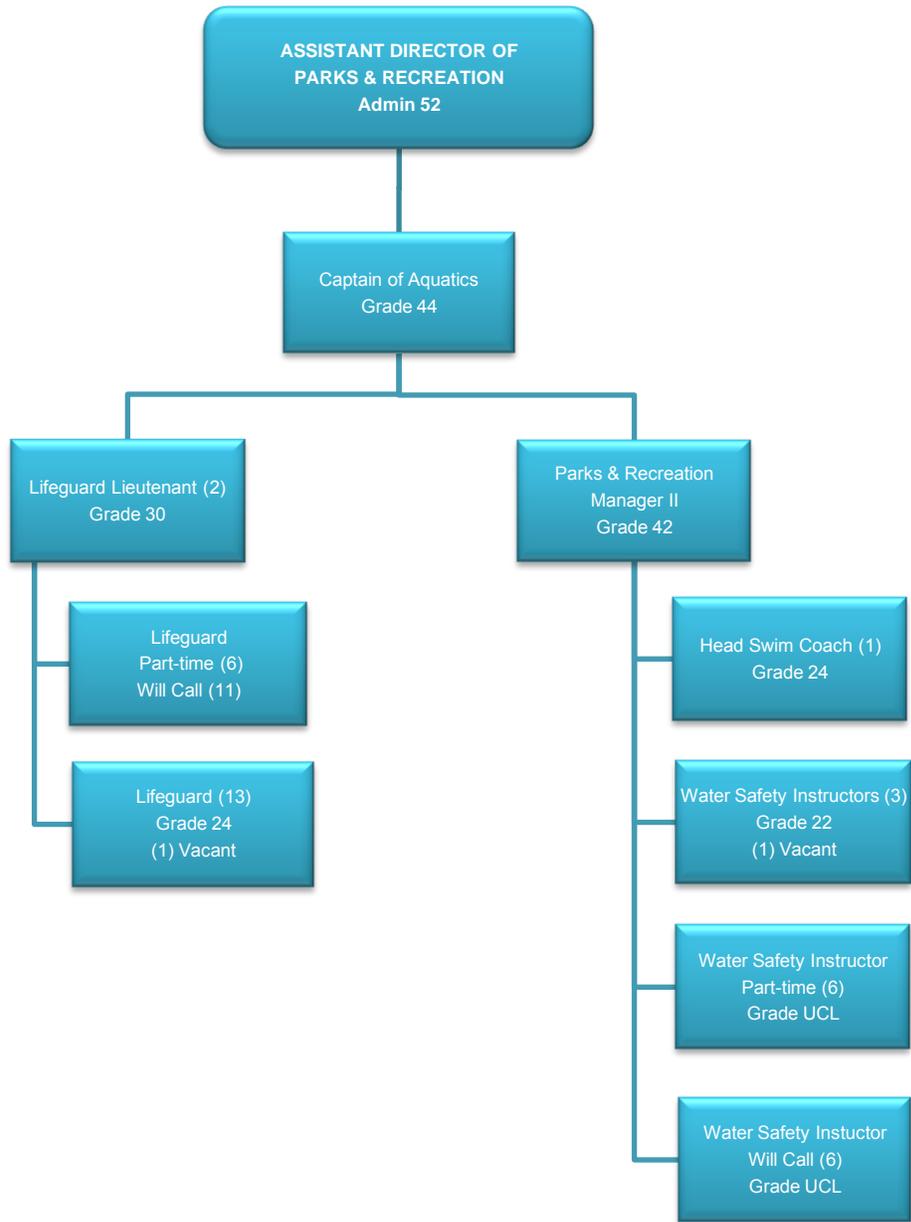


# Parks and Recreation Department

## Ocean Rescue

### Organization Chart

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City of Deerfield Beach, Florida  
Parks and Recreation  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Administration	\$ 620,849	\$ 720,484	\$ 284,740	\$ 939,025	\$ 1,087,566
Parks Maintenance	2,965,229	3,058,162	1,442,415	3,394,687	6,265,964
East	2,123,563	1,103,487	240,426	573,577	774,746
Central	425,679	335,476	211,102	436,744	809,730
West	471,014	321,168	116,857	322,012	351,603
Facilities Maintenance	3,124,913	29,428	-	-	-
Summer Camp	284,219	366,152	4,765	541,211	583,211
Pier	210,575	240,101	112,577	285,265	349,007
Cemetery	-	228,454	111,169	291,840	457,035
Ocean Rescue	-	997,363	694,022	1,529,183	1,950,700
<b>TOTAL</b>	<b>\$ 10,226,041</b>	<b>\$ 7,400,275</b>	<b>\$ 3,218,073</b>	<b>\$ 8,313,544</b>	<b>\$ 12,629,562</b>
<b>EXPENSE GROUP</b>					
Personal Services	\$ 5,853,938	\$ 5,586,275	\$ 2,361,279	\$ 5,722,697	\$ 7,642,259
Materials & Supplies	554,316	665,486	396,672	874,453	1,923,476
Other Operating Expense	3,727,243	937,159	433,667	1,536,894	2,434,207
Capital Outlay	90,544	211,355	26,455	179,500	629,620
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 10,226,041</b>	<b>\$ 7,400,275</b>	<b>\$ 3,218,073</b>	<b>\$ 8,313,544</b>	<b>\$ 12,629,562</b>
<b>PERSONNEL</b>					
Administration	7	9	9	9	9
Parks Maintenance	46	46	46	46	44
East	57	30	10	10	11
Central	11	11	17	17	18
West	11	11	7	7	7
Facilities Maintenance	5	0	0	0	0
Pier	10	15	15	15	17
Cemetery	0	4	4	4	4
Ocean Rescue	0	32	49	49	50
<b>TOTAL PERSONNEL</b>	<b>147</b>	<b>158</b>	<b>157</b>	<b>157</b>	<b>160</b>

## Administration & Community Events

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 442,676	\$ 433,799	\$ 160,594	\$ 539,519	\$ 565,032
Employee Benefits	58,461	61,195	22,704	79,481	195,545
<b>Materials &amp; Supplies</b>	24,572	31,756	56,686	111,175	220,949
<b>Other Services and Charges</b>	95,140	193,734	44,756	208,850	81,540
<b>Operations Subtotal</b>	<u>620,849</u>	<u>720,484</u>	<u>284,740</u>	<u>939,025</u>	<u>1,063,066</u>
<b>Capital Outlay</b>	-	-	-	-	24,500
<b>DIVISION TOTAL</b>	\$ 620,849	\$ 720,484	\$ 284,740	\$ 939,025	\$ 1,087,566
<b>PERSONNEL</b>					
Full-Time	5	8	8	8	8
Part-Time	2	1	1	1	1
<b>TOTAL</b>	7	9	9	9	9

### Mission Statement

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

### Major FY14-15 Goals

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

## Administration & Community Events Division

PERFORMANCE MEASURES	2012-13 <u>Actual</u>	2013-14 <u>Goal</u>	2013-14 <u>Estimated</u>	2014-15 <u>Projection</u>
<b>INPUTS:</b>				
Total number of fulltime employees	8	8	8	8
Total number of part-time employees	1	1	1	1
Division Expenditures	\$720,484	\$925,825	\$925,825	\$1,087,566
<b>OUTPUTS:</b>				
Total number of special events	181	111	195	195
Total number of City funded special events	93	58	100	100
Total number of Recreation special events	15	9	16	16
Total number of miscellaneous special events	75	44	80	80
Total number of grants applied/received	2	7 and 6	7 and 7	5 and 5
<b>EFFECTIVENESS MEASURES:</b>				
Cost of City sponsored events	\$270,324	\$182,724	\$280,015	\$ 309,395
Cost of City services for miscellaneous approved special events	\$28,000	\$23,722	\$29,093	\$ 38,825
Cost of Recreation special events	\$36,789	\$21,912	\$31,147	\$ 48,000
Total estimated attendance	231,995	201,200	240,000	250,000+
<b>EFFICIENCY MEASURES:</b>				
Total number of grants closed	2	2	5	2
Total amount of grant funds received	\$210,000	\$430,000	\$480,000	\$100,000

## Parks Maintenance

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,986,151	\$ 1,635,500	\$ 728,618	\$ 1,645,963	\$ 1,792,903
Employee Benefits	403,759	340,288	\$ 104,460	233,152	956,754
<b>Materials &amp; Supplies</b>	244,492	303,708	\$ 226,054	356,778	1,233,750
<b>Other Services and Charges</b>	319,227	579,251	\$ 356,828	1,001,294	1,777,437
<b>Operations Subtotal</b>	<u>2,953,629</u>	<u>2,858,747</u>	<u>\$ 1,415,960</u>	<u>3,237,187</u>	<u>5,760,844</u>
<b>Capital Outlay</b>	11,600	199,415	26,455	157,500	505,120
<b>DIVISION TOTAL</b>	<u>\$ 2,965,229</u>	<u>\$ 3,058,162</u>	<u>\$ 1,442,415</u>	<u>\$ 3,394,687</u>	<u>\$ 6,265,964</u>
<b>PERSONNEL</b>					
Full-Time	42	42	37	37	35
Part-Time	4	4	9	9	9
<b>TOTAL</b>	46	46	46	46	44

## Mission Statement

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

## Major FY14-15 Goals

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

# Park Maintenance Division

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Number of Full Time Employees	42	37	37	35
Number of Part Time Employees (does not include Will/Call or Summer Camp)	9	9	9	9
Number of Maintenance Vehicles	35	37	37	37
Number of Parks (includes Beach)	47	47	47	47
Number of Vehicles	32	34	34	32
Total City Sites Maintained	181	181	181	193
Total Acreage	318	422	318	320
Division Expenditures	\$ 3,058,162	\$3,517,029	\$3,517,029	\$6,265,964
<b>OUTPUTS:</b>				
Percent of Patron Complaints Resolved	80%	100%	90%	90%
Number of In-Service Training Sessions	20	20	20	25
Total Number of Cemeteries Maintained	2	2	2	2
Number of Developed Parks Maintained	32	50	32	50
Number of Undeveloped Parks Maintained	4	2	4	2
Number of Developed Parks Acres Maintained	134.65	134.65	134.65	143.51
Number of Undeveloped Parks Acres Maintained	37	37	39.2	64.9
Number of Natural Passive Parks Acres Maintained	23	23	25	25
Number of Pocket Parks Acres Maintained	7	7	3	15
Number of City Swales Maintained	40	40	40	40
Number of City Median Acres Maintained	72	72	72	72
Number of City Swale Acres Maintained	63.7	63.7	64	64
Number of Miscellaneous Site Acres Maintained	50	50	50	50
Number of City Ponds, Lakes, Water Areas Maintained	12	12	12	12
Number of Irrigation Systems Maintained	121	123	121	123
Number of Trees Maintained	18,525	18,525	18,525	18,525
Number of Pavilions Maintained	23	23	23	25
Number of Playgrounds Maintained	21	21	21	23
Number of Athletic Fields Maintained	11	11	11	16
Number of Special Events Supported	12	12	8	16
<b>EFFECTIVENESS MEASURES:</b>				
Number of Work Orders Completed	275	300	300	350
Number of Citizen Complaints Resolved	75%	100%	75%	100%
Total Number of Adults interments	93	97	97	100
Total Number of Cremations	4	4	4	4
Total Number of Child Interments	3	3	3	3
Total Number of Reservations	12	12	12	15
<b>EFFICIENCY MEASURES:</b>				
Number of Irrigation System Repairs Completed	52	45	50	50
Acres Maintained Per Full Time Employee	6.83	6.83	6.83	6.83
Professional Certification obtained/maintained by	15	25	15	35
Cost Per Acre Maintained Per Division Employee	\$ 62,770	\$ 97,701	\$ 97,701	\$ 179,661
Cost per capita (city wide parks maintenance)	\$ 36.00	\$ 32.31	\$ 32.31	\$35.00

## East

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,476,194	\$ 672,856	\$ 171,729	\$ 346,583	\$ 419,239
Employee Benefits	351,344	245,948	22,755	46,594	148,761
<b>Materials &amp; Supplies</b>	128,827	119,882	29,064	95,400	98,047
<b>Other Services and Charges</b>	88,254	52,861	16,878	85,000	108,699
<b>Operations Subtotal</b>	<u>2,044,619</u>	<u>1,091,547</u>	<u>240,426</u>	<u>573,577</u>	<u>774,746</u>
<b>Capital Outlay</b>	78,944	11,940	-	-	-
<b>DIVISION TOTAL</b>	<b>\$ 2,123,563</b>	<b>\$ 1,103,487</b>	<b>\$ 240,426</b>	<b>\$ 573,577</b>	<b>\$ 774,746</b>
<b>PERSONNEL</b>					
Full-Time	24	12	6	6	6
Part-Time	33	18	4	4	5
<b>TOTAL</b>	<b>57</b>	<b>30</b>	<b>10</b>	<b>10</b>	<b>11</b>

## Central

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 324,652	\$ 244,704	\$ 167,298	\$ 353,540	\$ 531,430
Employee Benefits	43,362	33,244	22,298	47,204	152,051
<b>Materials &amp; Supplies</b>	31,541	35,258	12,816	26,000	53,180
<b>Other Services and Charges</b>	26,125	22,270	8,690	10,000	73,069
<b>Operations Subtotal</b>	<u>425,680</u>	<u>335,476</u>	<u>211,102</u>	<u>436,744</u>	<u>809,730</u>
<b>DIVISION TOTAL</b>	<b>\$ 425,679</b>	<b>\$ 335,476</b>	<b>\$ 211,102</b>	<b>\$ 436,744</b>	<b>\$ 809,730</b>
<b>PERSONNEL</b>					
Full-Time	4	4	5	5	6
Part-Time	7	7	12	12	12
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>17</b>	<b>17</b>	<b>18</b>

## West

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 358,752	\$ 265,122	\$ 81,172	\$ 238,289	\$ 168,063
Employee Benefits	48,386	35,566	10,947	28,773	56,428
<b>Materials &amp; Supplies</b>	39,263	32,875	18,872	45,500	36,950
<b>Other Services and Charges</b>	24,613	(12,395)	5,866	9,450	90,162
<b>Operations Subtotal</b>	<u>471,014</u>	<u>321,168</u>	<u>116,857</u>	<u>322,012</u>	<u>351,603</u>
<b>DIVISION TOTAL</b>	\$ 471,014	\$ 321,168	\$ 116,857	\$ 322,012	\$ 351,603
<b>PERSONNEL</b>					
Full-Time	3	3	2	2	2
Part-Time	8	8	5	5	5
<b>TOTAL</b>	11	11	7	7	7

## Mission Statement

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

## Major FY14-15 Goals

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

<b>Parks &amp; Recreation Zones</b>				
<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Number of Full Time Employees	19	13	12	14
Number of Part Time Employees (does not include Will/Call or Summer Camp)	33	21	22	22
Number of Recreation Vehicles	16	16	16	16
Number of Maintenance Vehicles	35	35	35	35
Number of Parks (Includes Beach)	35	35	35	35
Number of Vehicles	20	20	20	20
Total Acreage	320	320	320	320
Division Expenditures	\$1,760,131	\$ 1,351,740	\$ 1,351,740	\$ 1,936,079
<b>OUTPUTS:</b>				
Number of Incidents -	26	N/A	25	24
Percent of Patron Complaints Resolved	100%	100%	100%	100%
Number of In-Service Training Sessions	11	20	11	12
Total Number of Cemeteries Maintained	2	2	2	2
Number of Developed Parks Maintained	23	23	23	23
Number of Undeveloped Parks Maintained	3	3	3	3
Number of Developed Parks Acres Maintained	140	140	140	140
Number of Undeveloped Parks acres Maintained	9	9	9	9
Number of Natural Passive Parks Acres Maintained	23	23	23	23
Number of pocket Parks Acres Maintained	3	3	3	3
Number of Pavilions Maintained	23	23	23	23
Number of Playgrounds Maintained	21	21	21	21
Number of Athletic Fields Maintained	11	11	11	11
Number of Facilities Maintained	100+	100+	100+	100+
Number of Park Restroom Clean	19	19	19	19
Number of Special Events Supported	4	5	6	6
<b>Programming/Special Events</b>				
Number of Programs	65	65	49	80
Program Attendance	10,113	12,000	5,463	12,000
Number of Major Events	11	11	30	35
Number of Beach Wedding Rentals	49	55	52	55
Number of Park Pavilion/Shelter Rentals	200	200	231	230
Customer Satisfaction Rating	4.8	4.8	4.9	4.9
<b>EFFECTIVENESS MEASURES:</b>				
Surveys	50	250	250	300
Program Evaluations	100	120	120	150
Total Number of Adults interments	109	85	N/A	N/A
Total Number of Cremations	4	4	N/A	N/A
Total Number of Child Interments	4	3	N/A	N/A
Total Number of Reservations	21	6	N/A	N/A
<b>EFFICIENCY MEASURES:</b>				
Operating Cost per Capita - this Division	N/A	N/A	N/A	N/A
Cost per capita (City Wide Recreation)	\$ 23.01	\$ 17.68	\$ 17.68	\$ 19.70

## Pier

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 158,061	\$ 168,787	\$ 84,327	\$ 202,196	\$ 242,086
Employee Benefits	14,608	16,308	7,869	18,769	40,621
<b>Materials &amp; Supplies</b>	34,946	50,045	19,871	50,000	51,000
<b>Other Services and Charges</b>	2,960	4,961	510	14,300	15,300
<b>Operations Subtotal</b>	<u>210,575</u>	<u>240,101</u>	<u>112,577</u>	<u>285,265</u>	<u>349,007</u>
<b>DIVISION TOTAL</b>	\$ 210,575	\$ 240,101	\$ 112,577	\$ 285,265	\$ 349,007
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	1
Part-Time	9	14	14	14	16
<b>TOTAL</b>	10	15	15	15	17

## 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 FY14-15 Goals

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

## Summer Camp

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 174,242	\$ 218,306	\$ -	\$ 273,768	\$ 273,768
Employee Benefits	13,289	16,715	-	20,943	20,943
<b>Materials &amp; Supplies</b>	50,674	64,082	4,765	64,500	60,500
<b>Other Services and Charges</b>	46,014	67,049	-	182,000	228,000
<b>Operations Subtotal</b>	<u>284,219</u>	<u>366,152</u>	<u>4,765</u>	<u>541,211</u>	<u>583,211</u>
<b>DIVISION TOTAL</b>	\$ 284,219	\$ 366,152	\$ 4,765	\$ 541,211	\$ 583,211

## Pier Division

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Number of Full Time Pier Staff	1	1	1	1
Number of Part Time Pier Staff	14	14	14	16
Division Expenditures	\$240,101	\$284,986	\$284,986	\$349,007
<b>OUTPUTS:</b>				
Number of Programs	12	12	12	12
Number of Partnerships	4	4	4	4
Total days of operation	364	364	364	364
<b>EFFECTIVENESS MEASURES:</b>				
Number of Anglers	24,000	28,000	30,000	35,000
Number of Walkers	105,000	130,000	135,000	145,000
<b>EFFICIENCY MEASURES:</b>				
Operating cost per patron	\$1.88	\$1.80	\$1.73	\$1.99
Operating cost per day of operation	\$655.08	\$782.93	\$782.93	\$985.33
Revenue	\$275,000	\$325,000	\$395,000	\$400,000

## Cemetery

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ 184,242	\$ 92,354	\$ 180,890	\$ 198,406
Employee Benefits	-	\$ 26,454	13,499	26,450	78,629
<b>Materials &amp; Supplies</b>	-	\$ 17,758	5,316	36,500	36,500
<b>Other Services and Charges</b>	-	\$ -	-	26,000	43,500
<b>Operations Subtotal</b>	-	\$ 228,454	111,169	269,840	357,035
<b>Capital Outlay</b>	-	\$ -	-	22,000	100,000
<b>DIVISION TOTAL</b>	\$ -	\$ 228,454	\$ 111,169	\$ 291,840	\$ 457,035
<b>PERSONNEL</b>					
Full-Time	-	3	3	3	4
Part-Time	-	1	1	1	0
<b>TOTAL</b>	-	4	4	4	4

## Mission Statement

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

## Major FY14-15 Goals

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

## Cemetery Division

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Number of Full Time Employees	3	4	3	4
Number of Part Time Employees	1	1	1	0
Number of Maintenance Vehicles	2	2	2	2
Total Acreage	15.3	15.3	15.3	15.3
Division Expenditures	\$ 228,454	\$ 291,840	\$ 291,840	\$ 457,035
<b>OUTPUTS:</b>				
Total Number of Cemeteries Maintained	2	2	2	2
Customer Satisfaction Rating	5.9	5.9	5.9	6
<b>EFFECTIVENESS MEASURES:</b>				
Surveys	20	20	20	20
Total Number of Adult Interments	93	107	110	115
Total Number of Cremations	4	4	4	4
Total Number of Child Interments	3	3	3	3
Total Number of Reservations	12	20	25	25
<b>EFFICIENCY MEASURES:</b>				
Cost per Acre to maintain	\$ 2,800.08	\$ 2,800.08	\$ 2,800.08	\$ 2,969.93

## Ocean Rescue

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ 869,783	\$ 591,962	\$ 1,277,187	\$ 1,271,449
Employee Benefits	-	117,458	78,693	163,396	530,151
<b>Materials &amp; Supplies</b>	-	10,122	23,228	88,600	132,600
<b>Other Services and Charges</b>	-	-	139	-	16,500
<b>Operations Subtotal</b>	-	997,363	694,022	1,529,183	1,950,700
<b>DIVISION TOTAL</b>	\$ -	\$ 997,363	\$ 694,022	\$ 1,529,183	\$ 1,950,700
<b><u>PERSONNEL</u></b>					
Full-Time	-	15	20	20	21
Part-Time	-	17	29	29	29
<b>TOTAL</b>	-	32	49	49	50

## Mission Statement

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

## Major FY 14-15 Goals

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

<b>Ocean Rescue</b>				
<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Number of Full Time Employees	15	20	15	21
Number of Part Time Employees	17	29	24	29
Number of Vehicles	3	3	3	3
Division Expenditures	\$997,363	\$1,529,183	\$1,529,183	\$1,950,700
<b>OUTPUTS:</b>				
Number of Incidents - Ocean Rescue	467	500	450	500
Number of Preventions	37,395	35,000	36,000	38,000
Number of Visitors	1,692,535	2 million	2 million	2 million
Percent of Patron Complaints Resolved	100%	100%	100%	100%
Number of In-Service Training Sessions	24	24	24	24
Number of Special Events Supported	5	5	5	5
Number of Beach Wedding Rentals	N/A	N/A	N/A	N/A
Customer Satisfaction Rating	4.91	4.91	4.91	4.91
<b>EFFECTIVENESS MEASURES:</b>				
Surveys	20	20	20	20
<b>EFFICIENCY MEASURES:</b>				
Professional Certification obtained/maintained by staff	65	80	80	84
Cost per capita	15.01	15.01	17.47	12.55

# 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

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 8,652,736	\$ 7,028,233	\$ 3,128,267	\$ 8,649,306	\$ 5,983,941
TOTAL	<u>\$ 8,652,736</u>	<u>\$ 7,028,233</u>	<u>\$ 3,128,267</u>	<u>\$ 8,649,306</u>	<u>\$ 5,983,941</u>
<b>EXPENSE GROUP</b>					
Materials & Supplies	\$ 1,357	\$ 13,250	\$ 2,222	\$ 20,000	\$ 25,000
Operating Expenses	1,686,764	1,500,561	583,994	3,545,203	4,486,857
Transfers	6,964,615	5,514,422	2,542,051	5,084,103	1,472,084
TOTAL APPROPRIATIONS	<u>\$ 8,652,736</u>	<u>\$ 7,028,233</u>	<u>\$ 3,128,267</u>	<u>\$ 8,649,306</u>	<u>\$ 5,983,941</u>

# Community Participation

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

# City of Deerfield Beach, Florida

## Community Participation

### Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Community Participation	\$ 98,764	\$ 97,569	\$ 96,206	\$ 121,706	\$ 151,688
<b>TOTAL</b>	<b>\$ 98,764</b>	<b>\$ 97,569</b>	<b>\$ 96,206</b>	<b>\$ 121,706</b>	<b>\$ 151,688</b>
<b>EXPENSE GROUP</b>					
Arboretum	\$ -	\$ 7,500	\$ -	\$ 7,500	\$ 7,500
Target Industry Tax Refund	-	-	-	8,000	20,000
Area Agency on Aging	65,264	64,569	60,706	60,706	59,388
Homebound	15,000	-	-	-	-
Family Central	7,500	9,000	9,000	9,000	10,800
Women in Distress	5,000	5,500	5,500	5,500	6,000
NE Focal Point CASA, Inc.	1,000	1,000	1,000	1,000	1,000
First Call for Help	-	-	-	-	10,000
Cathedral Comm. Dev. Corp.	-	5,000	5,000	5,000	5,000
Broward Children' Center	-	-	-	-	5,000
Beautification Authority	5,000	5,000	-	5,000	-
Deerfield Beach Historical Soc.	-	-	15,000	15,000	15,000
Center for Hearing & Comm.	-	-	-	-	2,000
Deerfield Beach High School	-	-	-	-	5,000
Railway Museum	-	-	-	-	5,000
Fee Waiver (Non-Profits)	-	-	-	5,000	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 98,764</b>	<b>\$ 97,569</b>	<b>\$ 96,206</b>	<b>\$ 121,706</b>	<b>\$ 151,688</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

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 4,159,711	\$ 5,945,728	\$ 68,161	\$ 4,658,941	\$ 4,628,911
<b>TOTAL</b>	<b>\$ 4,159,711</b>	<b>\$ 5,945,728</b>	<b>\$ 68,161</b>	<b>\$ 4,658,941</b>	<b>\$ 4,628,911</b>
<b>EXPENSE GROUP</b>					
Capital Lease - Principal	\$ 320,523	\$ 161,108	\$ 62,053	\$ 112,791	\$ 126,720
Capital Lease - Interest	12,268	5,932	1,515	2,269	12,623
Sports Complex Light Principal	51,360	53,639	4,576	4,576	-
Sports Complex Light Interest	3,751	1,471	17	17	-
2003A CRA FMLC Debt	509,998	375,591	-	-	-
2003B CRA FMLC Debt	176,954	127,960	-	85,100	-
2006 FMLC Debt	402,679	405,964	-	407,069	407,069
2012B-1 FMLC Rev. Bonds CRA	-	949,874	-	1,013,931	1,101,981
2012B-1 FMLC Rev. Bonds CBA	-	442,879	-	480,088	480,068
2012B-2 FMLC Rev. Bonds CBA	-	1,123,559	-	1,201,100	1,150,450
2000 FMLC Bonds	957,092	917,183	-	1,352,000	1,350,000
2003 FMLC Bonds	1,725,086	1,380,568	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 4,159,711</b>	<b>\$ 5,945,728</b>	<b>\$ 68,161</b>	<b>\$ 4,658,941</b>	<b>\$ 4,628,911</b>

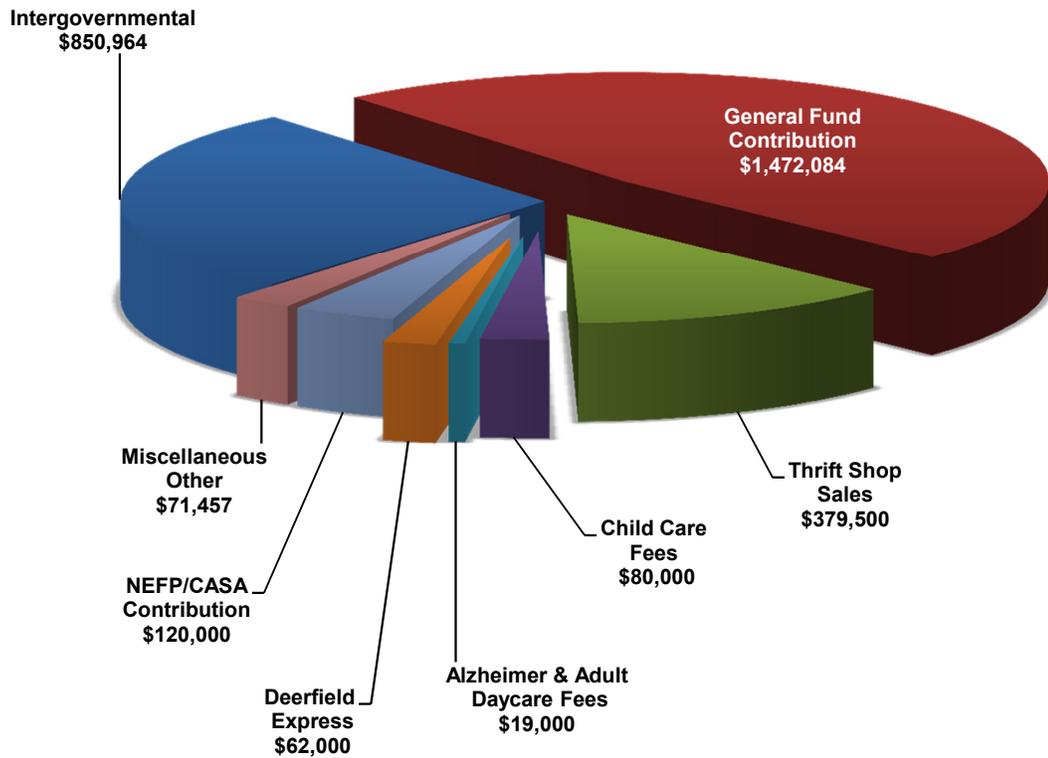
**SENIOR SERVICES FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	2011-12	2012-13	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
	Actual	Actual	Actual	%	Budget	Budget
<b>INTERGOVERNMENTAL REVENUE</b>						
Home Energy Assistance	34,960	30,552	10,892	30	36,056	36,236
Title III-E Federal Grant	-	5,748	2,781	56	5,000	5,556
Senior Citizen Federal Grant	<u>243,212</u>	<u>191,500</u>	<u>12,148</u>	<u>7</u>	<u>171,820</u>	<u>171,820</u>
<i>Federal Grants</i>	<u>278,172</u>	<u>227,800</u>	<u>25,821</u>	<u>12</u>	<u>212,876</u>	<u>213,612</u>
ADI - State Grant	301,467	429,435	297,219	89	334,987	334,987
ADI - Local Cash Match	82,136	7,562	-	-	-	-
Local Service Program (LSP)	<u>110,606</u>	<u>127,767</u>	<u>70,075</u>	<u>55</u>	<u>127,380</u>	<u>132,380</u>
<i>State Grants</i>	<u>494,209</u>	<u>564,764</u>	<u>367,294</u>	<u>79</u>	<u>462,367</u>	<u>467,367</u>
AAA - Alzheimer's Supplement	-	54,521	-	-	54,521	54,521
AAA - Local Cash Match	4,228	14,277	5,276	60	8,744	15,464
Paratransit	<u>89,458</u>	<u>137,996</u>	<u>79,752</u>	<u>80</u>	<u>100,000</u>	<u>100,000</u>
<i>Grants From Other Local Units</i>	<u>93,686</u>	<u>206,794</u>	<u>85,028</u>	<u>52</u>	<u>163,265</u>	<u>169,985</u>
<i>TOTAL INTERGOV'T REVENUES</i>	<u>866,067</u>	<u>999,358</u>	<u>478,143</u>	<u>57</u>	<u>838,508</u>	<u>850,964</u>
<b>CHARGES FOR SERVICES</b>						
Deerfield Express	59,760	59,970	14,640	24	60,000	60,000
Transit Fees	<u>2,618</u>	<u>2,138</u>	<u>150</u>	<u>6</u>	<u>2,500</u>	<u>2,000</u>
<i>Transportation</i>	<u>62,378</u>	<u>62,108</u>	<u>14,790</u>	<u>24</u>	<u>62,500</u>	<u>62,000</u>
Adult Day Care Fees	-	1,450	-	-	3,000	1,000
Alzheimer Caregiver Fees	<u>11,089</u>	<u>11,250</u>	<u>10,107</u>	<u>72</u>	<u>14,000</u>	<u>18,000</u>
<i>Human Services</i>	<u>11,089</u>	<u>12,700</u>	<u>10,107</u>	<u>59</u>	<u>17,000</u>	<u>19,000</u>
Thrift Shop Mdse Sales	143,790	136,265	81,084	41	200,000	180,000
Thrift Shop Mdse Sales - Cr Card	135,815	142,770	75,397	47	160,000	150,000
Thrift Shop Mdse Sales - Nontaxable	44,444	38,480	22,178	55	40,000	45,000
Coffee Shop Sales	<u>3,807</u>	<u>4,957</u>	<u>2,875</u>	<u>82</u>	<u>3,500</u>	<u>4,500</u>
<i>Culture/Recreation</i>	<u>327,856</u>	<u>322,472</u>	<u>181,534</u>	<u>45</u>	<u>403,500</u>	<u>379,500</u>
<i>TOTAL CHARGES FOR SVCS</i>	<u>401,323</u>	<u>397,280</u>	<u>206,431</u>	<u>43</u>	<u>483,000</u>	<u>460,500</u>
<b>MISCELLANEOUS REVENUE</b>						
Child Care Fees	96,321	104,806	41,830	46	90,000	80,000
Alzheimer Caregiver Donations	1,777	2,077	759	25	3,000	1,500
Pledge - NEFP CASA, Inc.	150,000	152,500	77,500	52	150,000	120,000
Childcare	-	90	-	-	-	-
Creole Daycare Donations	2,815	3,447	965	37	2,600	-
Other Contributions/Donations	-	-	300	-	-	-
Volunteer Awards Day	1,750	3,750	3,605	120	3,000	3,000
Tree of Life Donations	2,713	800	1,100	110	1,000	1,000
Health Fair	<u>5,090</u>	<u>4,711</u>	<u>2,356</u>	<u>118</u>	<u>2,000</u>	<u>-</u>
<i>Contribution From Private Sources</i>	<u>260,466</u>	<u>272,181</u>	<u>128,415</u>	<u>51</u>	<u>251,600</u>	<u>205,500</u>

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

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</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 3/31/14)</b>	<b>%age</b>		
Other Miscellaneous Revenue	-	20,329	194	-	-	-
Project Income - ADI	147	545	364	243	150	-
Senior Center Project Income	<u>34,994</u>	<u>31,165</u>	<u>23,084</u>	<u>66</u>	<u>35,000</u>	<u>35,000</u>
<i>Other Miscellaneous Revenues</i>	<u>35,141</u>	<u>52,039</u>	<u>23,642</u>	<u>67</u>	<u>35,150</u>	<u>35,000</u>
<b>TOTAL MISC REVENUES</b>	<u>295,607</u>	<u>324,220</u>	<u>152,057</u>	<u>53</u>	<u>286,750</u>	<u>240,500</u>
<b>NON-REVENUES</b>						
General Fund	830,109	790,374	474,982	50	949,964	1,472,084
Target Area Trust Fund	-	-	-	-	50,000	-
CDBG	1,946	14,586	6,559	15	42,580	30,957
Ship Program	-	-	934	-	-	-
<i>Interfund Transfers</i>	<u>832,055</u>	<u>804,960</u>	<u>482,475</u>	<u>46</u>	<u>1,042,544</u>	<u>1,503,041</u>
<b>TOTAL NON-REVENUES</b>	<u>832,055</u>	<u>804,960</u>	<u>482,475</u>	<u>46</u>	<u>1,042,544</u>	<u>1,503,041</u>
<b>TOTAL SENIOR SERVICES FUND</b>	<u>2,395,052</u>	<u>2,525,818</u>	<u>1,319,106</u>	<u>50</u>	<u>2,650,802</u>	<u>3,055,005</u>

# City of Deerfield Beach Projected Revenues - Senior Services Fund Fiscal Year 2014/15



**Total projected revenues: \$3,055,005**

# Senior Services

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

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

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

## **DEPARTMENT GOALS**

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

## **Senior Center**

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

## **Alzheimer's Day Care Center**

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

## Child Care Center

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

## Thrift Shop

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

## Community Development Division

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

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

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

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

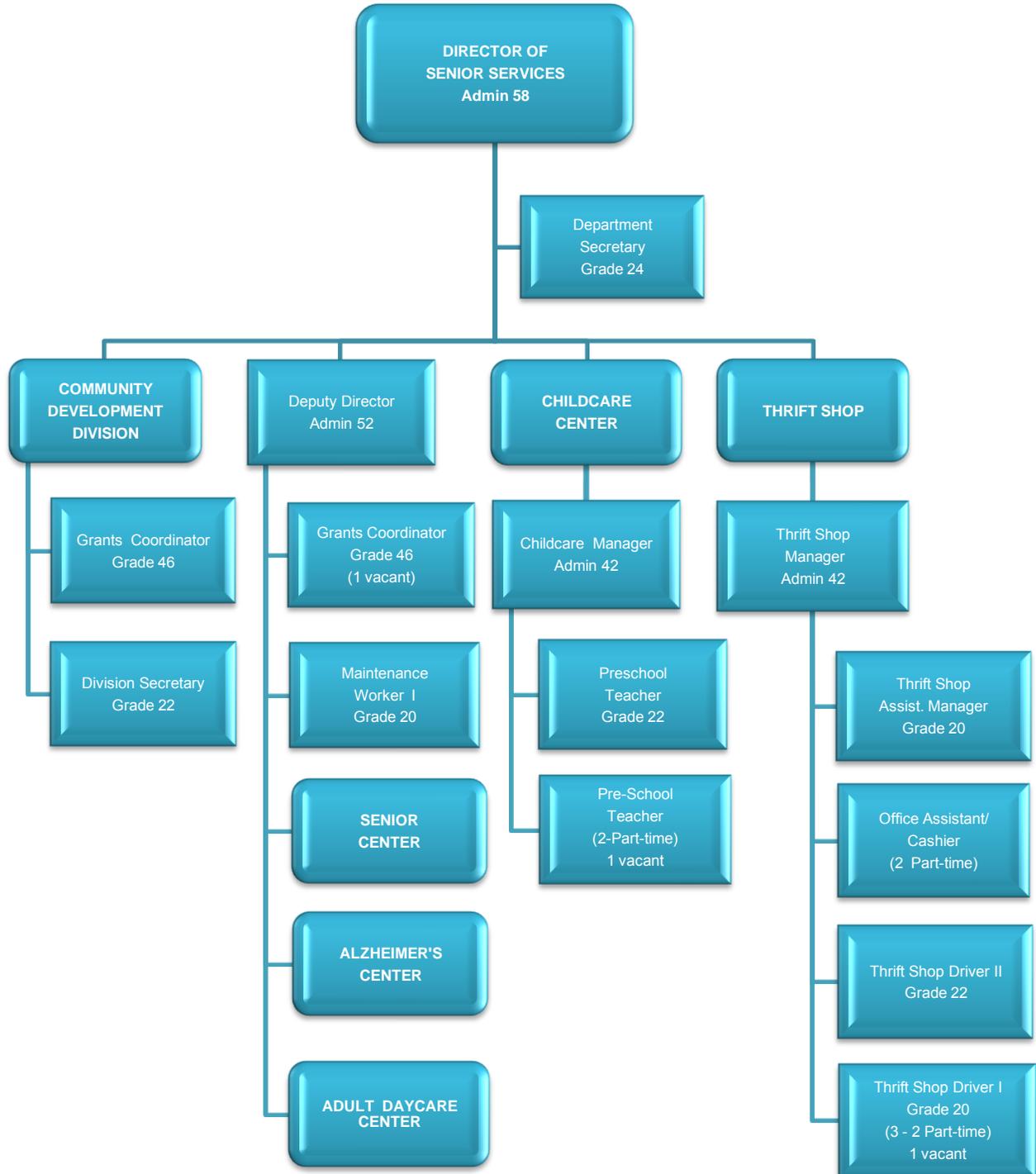
## Non-Departmental

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

# Senior Services Department

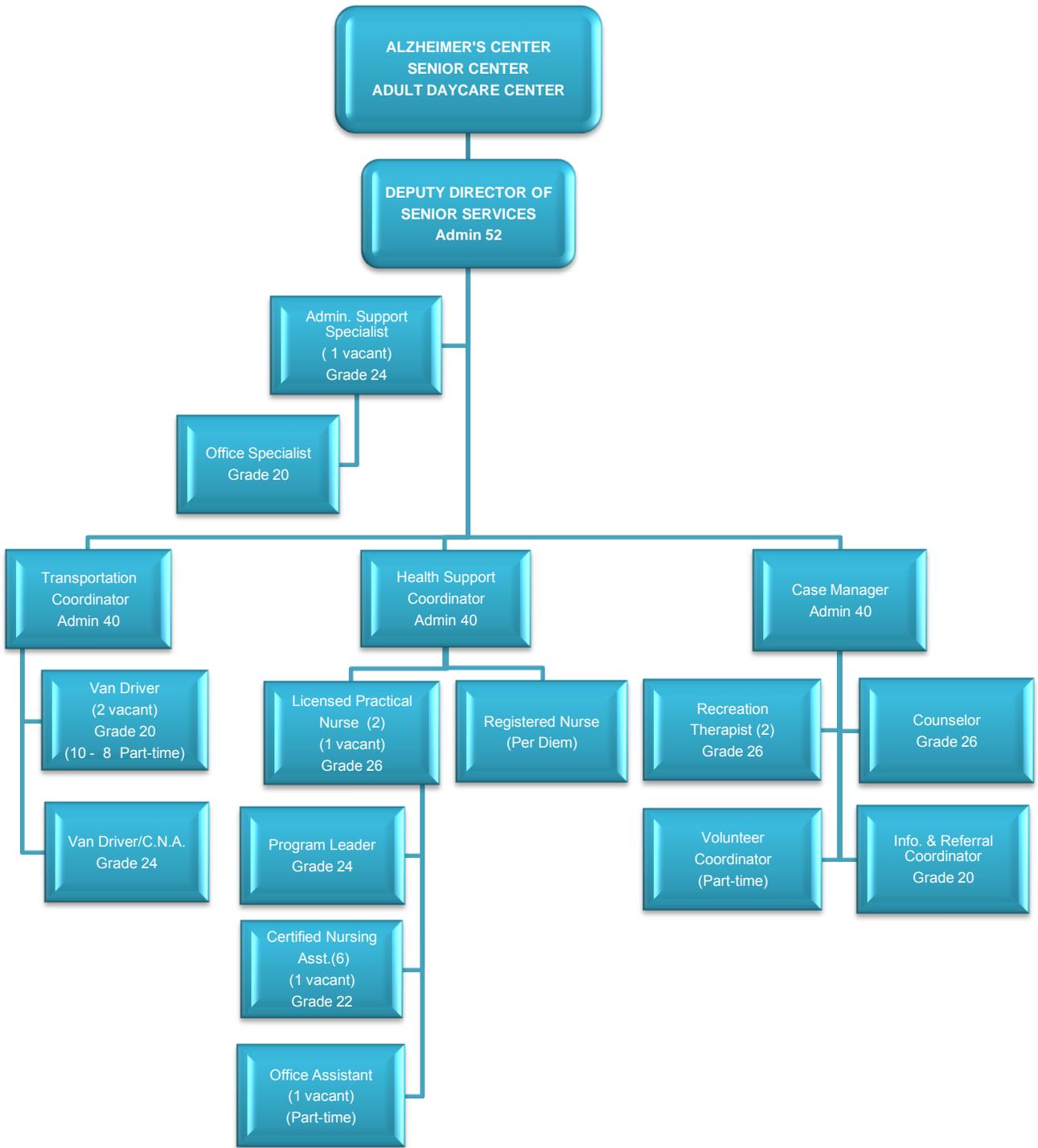
## Organization Chart

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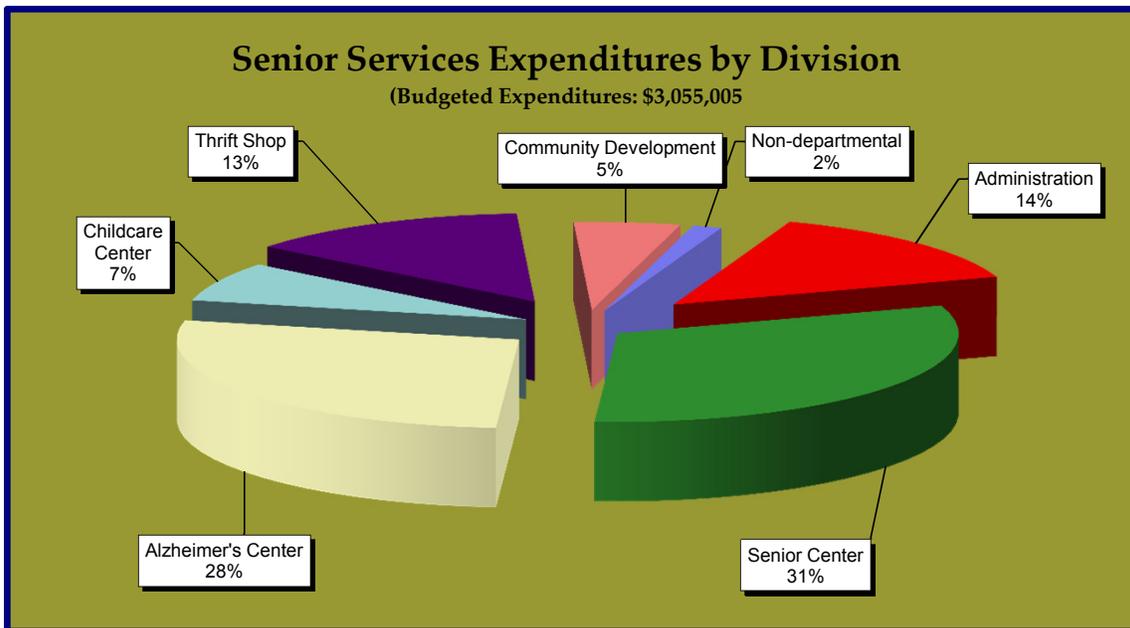
# Senior Services Department Organization Chart (Continued)

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2013-14	ESTIMATED EXPENDITURES 2014-15	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Administration</b>	366,133	438,228	72,095	19.7%
<b>Senior Center</b>	802,412	952,325	149,913	18.7%
<b>Alzheimer's Center</b>	614,545	837,935	223,390	36.4%
<b>Childcare Center</b>	184,621	220,250	35,629	19.3%
<b>Thrift Shop</b>	308,801	410,565	101,764	33.0%
<b>Community Development</b>	219,988	153,522	(66,466)	-30.2%
<b>Non-departmental</b>	154,302	42,180	(112,122)	-72.7%
<b>TOTAL</b>	<u><b>2,650,802</b></u>	<u><b>3,055,005</b></u>	<u><b>404,203</b></u>	<u><b>15.2%</b></u>



City of Deerfield Beach, Florida  
Senior Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Administration	\$ 288,985	\$ 330,212	\$ 145,416	\$ 366,133	\$ 438,228
Senior Center	632,110	659,052	312,257	802,412	952,325
Alzheimer's Center	577,902	542,953	247,877	614,545	837,935
Childcare Center	150,622	150,193	70,792	184,621	220,250
Thrift Shop	274,374	265,460	172,168	308,801	410,565
Community Development	67,594	48,567	22,674	219,988	153,522
Non-Departmental	180,159	178,993	77,151	154,302	42,180
<b>TOTAL</b>	<b><u>\$ 2,171,746</u></b>	<b><u>\$ 2,175,430</u></b>	<b><u>\$ 1,048,335</u></b>	<b><u>\$ 2,650,802</u></b>	<b><u>\$ 3,055,005</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 1,733,086	\$ 1,776,539	\$ 830,182	\$ 2,239,910	\$ 2,645,871
Materials & Supplies	36,969	39,184	13,403	46,500	56,700
Operating Expenses	221,532	180,714	78,726	210,090	310,254
Capital Outlay	-	-	48,873	-	-
Non-Departmental	180,159	178,993	77,151	154,302	42,180
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 2,171,746</u></b>	<b><u>\$ 2,175,430</u></b>	<b><u>\$ 1,048,335</u></b>	<b><u>\$ 2,650,802</u></b>	<b><u>\$ 3,055,005</u></b>
<b><u>PERSONNEL</u></b>					
Administration	3	3	4	4	4
Senior Center	16	16	16	16	19
Alzheimer's	15	14	14	14	14
Childcare Center	4	4	4	4	4
Thrift Shop	7	7	7	7	8
Community Development	1	1	2	2	2
<b>TOTAL PERSONNEL</b>	<b><u>46</u></b>	<b><u>45</u></b>	<b><u>47</u></b>	<b><u>47</u></b>	<b><u>51</u></b>

## Senior Services Administration

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 245,003	\$ 283,363	\$ 124,837	\$ 306,431	\$ 314,148
Employee Benefits	36,314	40,498	17,326	48,702	56,530
<b>Materials &amp; Supplies</b>	3,646	4,200	3,003	6,000	8,600
<b>Other Services and Charges</b>	4,022	2,151	250	5,000	58,950
<b>Operations Subtotal</b>	<u>288,985</u>	<u>330,212</u>	<u>145,416</u>	<u>366,133</u>	<u>438,228</u>
<b>DIVISION TOTAL</b>	\$ 288,985	\$ 330,212	\$ 145,416	\$ 366,133	\$ 438,228
<b>PERSONNEL</b>					
Full-Time	3	3	4	4	4
<b>TOTAL</b>	3	3	4	4	4

## 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 FY14-15 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	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Full time employees	3	4	4	4
Division Expenditures	\$330,212	\$366,133	\$311,607	\$438,228
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
Grant & Funding Applications	10	10	10	10
Maintenance of Buildings	5	5	5	5
Volunteer Services	167	200	150	150
<b>EFFECTIVENESS MEASURES:</b>				
Satisfaction Survey Results	19%	95%	95%	95%
Public/Private Partnerships	50	50	50	50
Team Meetings and Employee Trainings	12	12	12	12
Grants & Funding Secured	10	10	10	10
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	N/A	N/A	N/A	N/A
Revenue Generated	N/A	N/A	N/A	N/A

## Senior Center

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 411,730	\$ 442,394	\$ 213,192	\$ 564,401	\$ 538,336
Employee Benefits	30,135	60,506	28,941	70,255	231,503
<b>Materials &amp; Supplies</b>	15,870	14,789	4,348	15,000	17,600
<b>Other Services and Charges</b>	174,375	141,363	65,776	152,756	164,886
<b>Operations Subtotal</b>	<u>632,110</u>	<u>659,052</u>	<u>312,257</u>	<u>802,412</u>	<u>952,325</u>
<b>DIVISION TOTAL</b>	\$ 632,110	\$ 659,052	\$ 312,257	\$ 802,412	\$ 952,325
<b><u>PERSONNEL</u></b>					
Full-Time	10	10	10	10	9
Part-Time	6	6	6	6	10
<b>TOTAL</b>	16	16	16	16	19

## 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 FY14-15 Goals

1. Develop cost effective programs/services; increase awareness; and increase census of Senior Center
2. Expand health and wellness programs, including evidenced based programs.
3. Expand computer and technology programs .
5. Maintain current community partnerships and volunteers and cultivate new relationships.
6. Maintain a 95% or higher satisfaction rating on the annual satisfaction surveys.
7. Continue to seek out grant opportunities.

# Senior Center

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Full Time Employees	10	10	10	9
Division Expenditures	\$659,052	\$805,909	N/A	\$952,325
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
<b><u>Programs/Services offered-units of service:</u></b>				
Counseling - Individual	667	600	600	600
Counseling - Group	336	300	300	300
Education/Training	179	100	150	150
Health Support - Individual	1,442	1,375	1,200	1,200
Health Support - Group	420	200	300	300
Information	19,569	12,000	18,000	14,000
Outreach	57	40	50	40
Recreation	2,422	2,000	2,400	2,000
Referral	1,049	1,100	900	900
Screening & Assessment	108	150	100	150
Transportation Trips	87,205	75,500	80,000	78,000
<b>EFFECTIVENESS MEASURES:</b>				
<b><u>Program Participants - unduplicated:</u></b>				
Counseling - Individual	50	60	60	60
Health Support - Individual	245	250	250	250
Recreation	408	500	500	500
Referral	857	1000	850	850
Screening & Assessment	17	10	15	10
Transportation	324	350	350	350
<b>EFFICIENCY MEASURES:</b>				
<b><u>Program Unit Costs:</u></b>				
Counseling - Individual	\$ 86.28	\$ 84.16	\$ 84.16	\$ 87.56
Counseling - Group	\$ 83.25	\$ 108.05	\$ 108.05	\$ 101.46
Education/Training	\$ 317.92	\$ 427.55	\$ 285.03	\$ 491.46
Health Support - Individual	\$ 40.17	\$ 43.71	\$ 50.08	\$ 48.98
Health Support - Group	\$ 83.21	\$ 182.69	\$ 121.79	\$ 120.01
Information	\$ 3.20	\$ 4.87	\$ 3.25	\$ 5.06
Outreach	\$ 387.51	\$ 907.36	\$ 725.89	\$ 1,807.09
Recreation	\$ 100.85	\$ 131.27	\$ 109.39	\$ 162.39
Referral	\$ 27.14	\$ 27.62	\$ 33.76	\$ 25.14
Screening & Assessment	\$ 180.95	\$ 197.12	\$ 286.68	\$ 246.96
Transportation	\$ 19.90	\$ 20.79	\$ 19.62	\$ 23.55

## Alzheimer's Center

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 489,105	\$ 458,864	\$ 212,214	\$ 519,093	\$ 531,817
Employee Benefits	74,582	68,742	32,287	77,652	284,818
<b>Materials &amp; Supplies</b>	4,843	5,328	1,564	5,900	7,700
<b>Other Services and Charges</b>	9,372	10,019	1,812	11,900	13,600
<b>Operations Subtotal</b>	<u>577,902</u>	<u>542,953</u>	<u>247,877</u>	<u>614,545</u>	<u>837,935</u>
<b>DIVISION TOTAL</b>	\$ 577,902	\$ 542,953	\$ 247,877	\$ 614,545	\$ 837,935
<b>PERSONNEL</b>					
Full-Time	13	13	13	13	13
Part-Time	2	1	1	1	1
<b>TOTAL</b>	15	14	14	14	14

## Mission Statement

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

## Major FY14-15 Goals

1. Increase revenue and census through State Medicaid Managed (Long Term) Care programs and private pay clients.
2. Maintain a 75% enrollment rate.
3. Maintain a 95% or higher satisfaction rating on annual satisfaction surveys.
4. Maintain current community partnerships and volunteers and cultivate new relationships.
5. Enhance health and wellness programs .
6. Seek additional grant opportunities for specialized programming, i.e. varying cultural therapy programs - music, art, horticulture.

# Alzheimer's Center

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Full Time Employees	13	13	13	13
Division Expenditures	\$542,953	\$615,284	N/A	\$837,935
<b>OUTPUTS:</b>				
Days of Operation	250	250	250	250
<b><u>Programs/Services offered - Units of Service:</u></b>				
Adult Day Care	13,195	5,489	7,000	6,500
Caregiver Training & Support - Individual	145	50	90	70
Caregiver Training & Support - Group	128	77,151	90	90
Case Management	544	500	500	400
Respite - In-Facility	33,706	30,000	34,000	32,000
<b>EFFECTIVENESS MEASURES:</b>				
<b><u>Program Participants - Unduplicated:</u></b>				
Adult Day Care	15	10	15	10
Caregiver Training & Support - Individual	57	10	60	10
Case Management	59	65	60	60
Respite - In-Facility	60	65	60	60
<b>EFFICIENCY MEASURES:</b>				
<b><u>Program Unit Costs:</u></b>				
Adult Day Care	\$ 6.42	\$ 11.59	\$ 9.09	\$ 15.24
Caregiver Training & Support - Individual	\$ 323.66	\$ 294.86	\$ 163.81	\$ 341.82
Caregiver Training & Support - Group	\$ 450.27	\$ 169.35	\$ 169.35	\$ 361.54
Case Management	\$ 99.00	\$ 126.14	\$ 126.14	\$ 163.55
Respite - In-Facility	\$ 22.08	\$ 26.14	\$ 23.06	\$ 26.76
Cost Per Day of Operation	N/A	N/A	N/A	N/A

## Child Care Center

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 118,969	\$ 119,833	\$ 56,799	\$ 145,314	\$ 147,464
Employee Benefits	17,856	17,861	8,547	20,957	54,286
<b>Materials &amp; Supplies</b>	9,061	10,174	3,302	13,100	12,400
<b>Other Services and Charges</b>	4,736	2,325	2,144	5,250	6,100
<b>Operations Subtotal</b>	<u>150,622</u>	<u>150,193</u>	<u>70,792</u>	<u>184,621</u>	<u>220,250</u>
<b>DIVISION TOTAL</b>	\$ 150,622	\$ 150,193	\$ 70,792	\$ 184,621	\$ 220,250
<b>PERSONNEL</b>					
Full-Time	2	2	2	2	2
Part-Time	2	2	2	2	2
<b>TOTAL</b>	4	4	4	4	4

## Mission Statement

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

## Major FY14-15 Goals

1. To increase enrollment.
2. To increase school readiness results.
3. Increase and maintain community partnerships and donor base.
4. Prepare students to excel in Kindergarten.
5. Track progress with Teaching Strategies Gold and implement strategies with intentional tools and techniques.

# Child Care Center

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Full time employees	2	2	2	2
Part time employees	2	2	2	2
Child Care Expenditures	\$150,193	\$184,621	N/A	\$220,250
<b>OUTPUTS:</b>				
Days of Operation	251	250	250	250
Number of Children	15	20	20	20
Number of teachers trained in Creative Curriculum	4	4	3	4
Number of Computer Lessons	1731	1000	1964	1200
<b>EFFECTIVENESS MEASURES:</b>				
Revenue Generated	N/A	\$ 90,000	\$ 75,000	\$ 80,000
School Readiness Results (Pass or Fail)	N/A	N/A	N/A	N/A
ESI-K or ESI-P Testing Results	N/A	N/A	N/A	N/A
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	N/A	N/A	N/A	N/A
Number of Students receiving Creative Curriculum	N/A	N/A	N/A	N/A

## Thrift Shop

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 214,496	\$ 210,069	\$ 100,672	\$ 239,189	\$ 258,624
Employee Benefits	29,630	29,106	13,901	33,462	109,491
<b>Materials &amp; Supplies</b>	3,422	3,194	947	5,500	7,600
<b>Other Services and Charges</b>	26,826	23,091	7,775	30,650	34,850
<b>Operations Subtotal</b>	<u>274,374</u>	<u>265,460</u>	<u>123,295</u>	<u>308,801</u>	<u>410,565</u>
<b>Capital Outlay</b>	-	-	48,873	-	-
<b>DIVISION TOTAL</b>	<b>\$ 274,374</b>	<b>\$ 265,460</b>	<b>\$ 172,168</b>	<b>\$ 308,801</b>	<b>\$ 410,565</b>
<b><u>PERSONNEL</u></b>					
Full-Time	4	4	4	4	4
Part-Time	3	3	3	3	4
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>

## 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 FY14-15 Goals

1. To increase sales and revenue.
2. Improve efficiencies and productivity.
3. Increase and maintain community partnerships and donor base.
4. Increase pickups for donated items.

<b>Thrift Shop</b>				
<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Total employees	7	7	8	8
Thrift Shop Expenditures	\$265,460	\$373,801	N/A	\$410,565
<b>OUTPUTS:</b>				
Total days of operation	302	300	300	300
Number of transactions (sales)	23,322	27,000	25,646	25,000
Number of pickups	1,528	2,000	1,469	1,500
Number of deliveries	254	260	248	250
Number of Individuals assisted	307	150	334	250
<b>EFFECTIVENESS MEASURES:</b>				
Revenue Generated	\$ 333,811	\$ 400,000	\$ 350,000	\$ 375,000
<b>EFFICIENCY MEASURES:</b>				
Cost Per Day of Operation	N/A	N/A	N/A	N/A

## Community Development

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 56,482	\$ 39,200	\$ 18,573	\$ 194,516	\$ 104,468
Employee Benefits	8,784	6,103	2,893	19,938	14,386
<b>Materials &amp; Supplies</b>	127	1,499	239	1,000	2,800
<b>Other Services and Charges</b>	2,201	1,765	969	4,534	31,868
<b>Operations Subtotal</b>	<u>67,594</u>	<u>48,567</u>	<u>22,674</u>	<u>219,988</u>	<u>153,522</u>
<b>DIVISION TOTAL</b>	\$ 67,594	\$ 48,567	\$ 22,674	\$ 219,988	\$ 153,522
<b><u>PERSONNEL</u></b>					
Full-Time	2	1	2	2	2
<b>TOTAL</b>	2	1	2	2	2

## Mission Statement

The Community Development Division provides grant funding for individuals and organizations to improve access and sustainability for the benefit of the community by providing opportunities for a better quality of life.

## Major FY14-15 Goals

1. Community Development Block Grant (CDBG) Funds for housing rehab projects, park improvements, senior transportation services, GED program, technology center at Westside Park, and sidewalk installations.
2. HOME Investment Partnership Program (HOME) Funds for eligible homeowners for home repair assistance and rehabilitation assistance.
3. State Housing Initiative Partnership Program (SHIP) Funds for low to moderate income residents for first time homebuyer purchase and home repair assistance.
4. Neighborhood Stabilization Program (NSP) Funds to acquire and rehabilitate foreclosed or abandoned properties for resale.

# Community Development

<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Number of full-time employees	1	2	2	2
<b>OUTPUTS:</b>				
Number of programs administered	6	6	5	4
Number of applications reviewed	17	10	10	15
Number of sub-recipient programs monitored	3	3	3	3
Total workload	N/A	N/A	N/A	N/A
<b>EFFECTIVENESS MEASURES:</b>				
Total funds allocated to City	N/A	N/A	N/A	N/A
Number of persons and agencies assisted	5	10	15	5
<b>EFFICIENCY MEASURES:</b>				
Expenditure per workload	N/A	N/A	N/A	N/A
Expenditure per capita	N/A	N/A	N/A	N/A

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Non-Departmental	\$ 180,159	\$ 178,993	\$ 77,151	\$ 154,302	\$ 42,180
TOTAL	<u>\$ 180,159</u>	<u>\$ 178,993</u>	<u>\$ 77,151</u>	<u>\$ 154,302</u>	<u>\$ 42,180</u>
<b><u>EXPENSE GROUP</u></b>					
Non-operating Expenses	\$ -	\$ -	\$ -	\$ 42,902	\$ 42,180
Transfers	180,159	178,993	77,151	111,400	-
TOTAL APPROPRIATIONS	<u>\$ 180,159</u>	<u>\$ 178,993</u>	<u>\$ 77,151</u>	<u>\$ 154,302</u>	<u>\$ 42,180</u>

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

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</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 3/31/14)</b>	<b>%age</b>		
<b>INTERGOVERNMENTAL REVENUE</b>						
Community Develop Block Grant (CDBG)	40,063	1,958,791	-	-	636,260	619,130
<i>Federal Grants</i>	<u>40,063</u>	<u>1,958,791</u>	<u>-</u>	<u>-</u>	<u>636,260</u>	<u>619,130</u>
<b>TOTAL INTERGOV'T REVENUES</b>	<u>40,063</u>	<u>1,958,791</u>	<u>-</u>	<u>-</u>	<u>636,260</u>	<u>619,130</u>
<b>OTHER NON-REVENUES</b>						
Cash Carryover - Prior Year	-	-	-	-	224,208	211,091
<i>Contribution from Private Sources</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>224,208</u>	<u>211,091</u>
<b>TOTAL NON-REVENUES</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>224,208</u>	<u>211,091</u>
 <b>TOTAL COMM DEV BLK GRANT FUND</b>	 <u><u>40,063</u></u>	 <u><u>1,958,791</u></u>	 <u><u>-</u></u>	 <u><u>-</u></u>	 <u><u>860,468</u></u>	 <u><u>830,221</u></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.

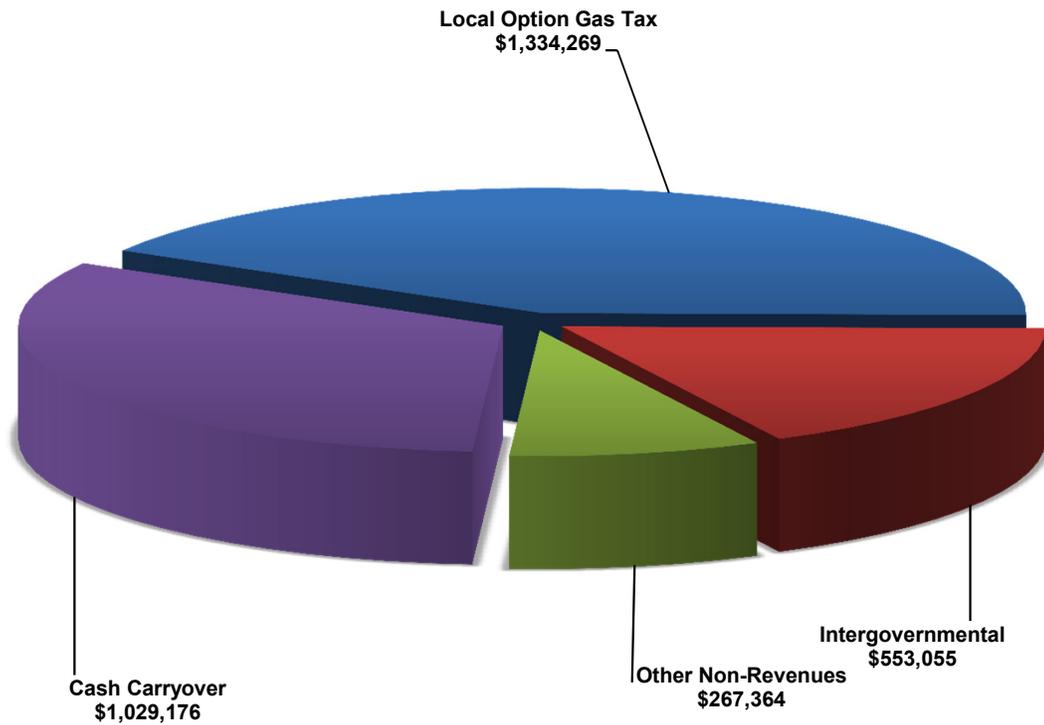
City of Deerfield Beach, Florida  
Community Development Block Grant Fund  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
CDBG	\$ 60,501	\$ 1,991,747	\$ 353,264	\$ 860,468	\$ 830,221
TOTAL	<u>\$ 60,501</u>	<u>\$ 1,991,747</u>	<u>\$ 353,264</u>	<u>\$ 860,468</u>	<u>\$ 830,221</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	\$ 47,188	\$ 181,658	\$ 132,673	\$ 84,672	\$ 435,960
Capital Outlay	-	1,124,743	-	352,564	-
Grants & Aid	11,730	677,793	217,610	380,652	363,304
Transfers	1,583	7,553	2,981	42,580	30,957
TOTAL APPROPRIATIONS	<u>\$ 60,501</u>	<u>\$ 1,991,747</u>	<u>\$ 353,264</u>	<u>\$ 860,468</u>	<u>\$ 830,221</u>

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

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</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 3/31/14)</b>	<b>%age</b>		
<b>TAXES</b>						
Local Option Gas Tax	747,914	746,132	316,460	42	752,386	775,490
Local Option Gas Tax - 4¢	<u>541,159</u>	<u>539,751</u>	<u>239,325</u>	<u>44</u>	<u>541,385</u>	<u>558,779</u>
<i>Sales and Use Taxes</i>	<u>1,289,073</u>	<u>1,285,883</u>	<u>555,785</u>	<u>43</u>	<u>1,293,771</u>	<u>1,334,269</u>
<b>TOTAL TAXES</b>	<u>1,289,073</u>	<u>1,285,883</u>	<u>555,785</u>	<u>43</u>	<u>1,293,771</u>	<u>1,334,269</u>
<b>INTERGOVERNMENTAL REVENUE</b>						
State Revenue Sharing	<u>504,040</u>	<u>525,578</u>	<u>206,658</u>	<u>39</u>	<u>526,778</u>	<u>553,055</u>
<b>TOTAL INTERGOVERNMENTAL</b>	<u>504,040</u>	<u>525,578</u>	<u>206,658</u>	<u>39</u>	<u>526,778</u>	<u>553,055</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	<u>1,984</u>	<u>528</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<i>Interest Earnings</i>	<u>1,984</u>	<u>528</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Administrative Fee - Utility	<u>320,340</u>	<u>267,364</u>	<u>133,682</u>	<u>50</u>	<u>267,364</u>	<u>267,364</u>
<i>Other Miscellaneous Revenues</i>	<u>320,340</u>	<u>267,364</u>	<u>133,682</u>	<u>50</u>	<u>267,364</u>	<u>267,364</u>
<b>TOTAL MISC REVENUES</b>	<u>322,324</u>	<u>267,892</u>	<u>133,682</u>	<u>50</u>	<u>267,364</u>	<u>267,364</u>
<b>NON-REVENUES</b>						
Cash Carryover - Prior Year	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>791,591</u>	<u>1,029,176</u>
<i>Other Non-Revenues</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>791,591</u>	<u>1,029,176</u>
<b>TOTAL NON-REVENUES</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>791,591</u>	<u>1,029,176</u>
<b>TOTAL ROAD AND BRIDGE FUND</b>	<u><u>2,115,437</u></u>	<u><u>2,079,353</u></u>	<u><u>896,125</u></u>	<u><u>31</u></u>	<u><u>2,879,504</u></u>	<u><u>3,183,864</u></u>

**City of Deerfield Beach  
Projected Revenues - Road & Bridge  
Fund  
Fiscal Year 2014/15**



**Total projected revenues: \$3,183,864**

# Streets Maintenance

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

## **Non-Departmental**

Non-Departmental includes transfers to the General Fund as well as the Insurance Services Trust fund to cover the Road and Bridge Fund's portion of insurance coverage as well as general and administrative overhead costs. Transfers to the General Fund also include amounts that are earmarked for future debt service for a proposed bond/issue for street improvements.

## **Debt Service**

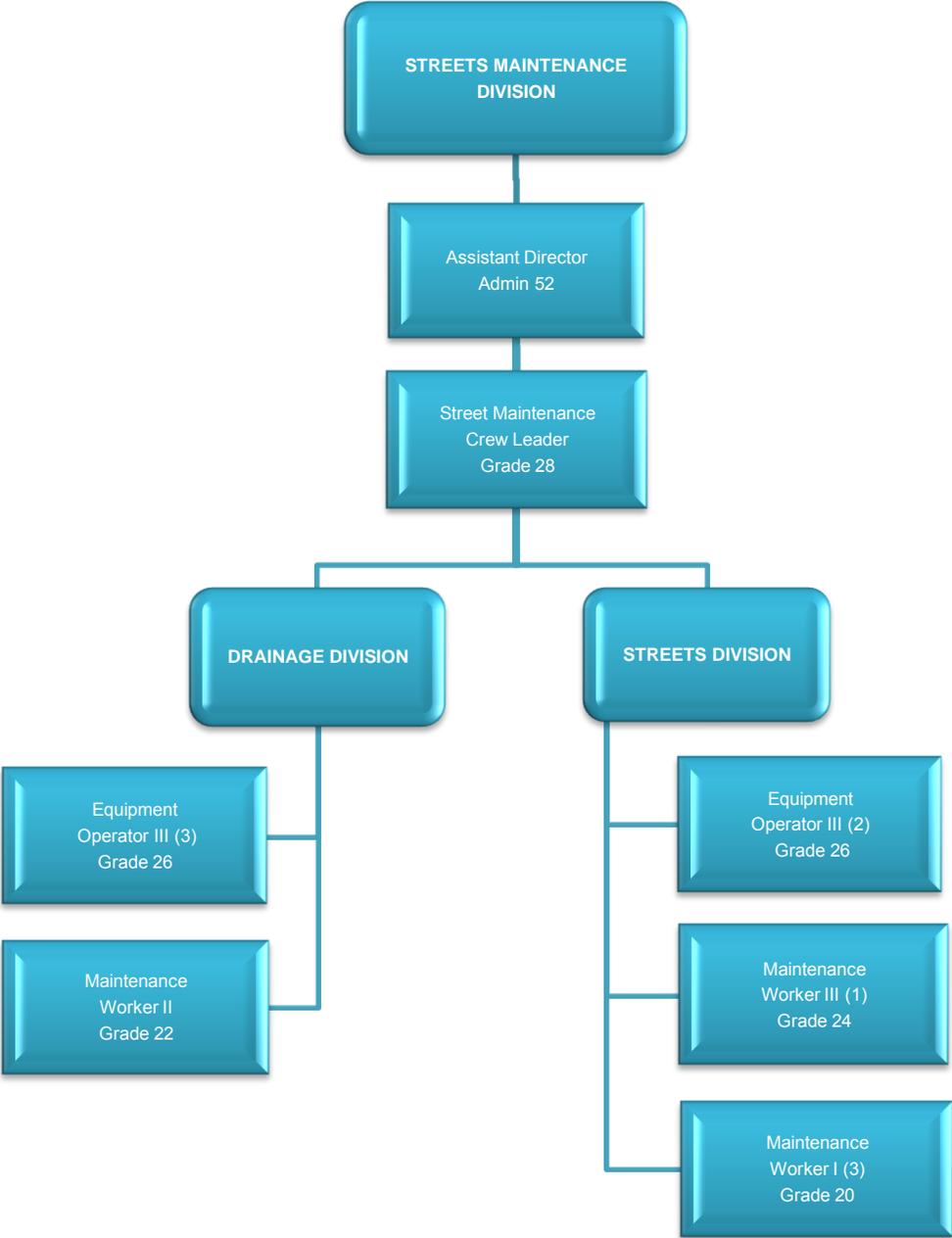
Debt Service recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year.

# Department of Environmental Services

## Streets Maintenance Division

### Organization Chart

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City of Deerfield Beach, Florida  
Road and Bridge Fund  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Streets Maintenance	\$ 1,621,109	\$ 1,659,186	\$ 931,029	\$ 1,749,678	\$ 2,268,036
Non-Departmental	214,657	1,020,874	547,840	1,095,680	884,526
Debt Service	34,146	34,146	17,073	34,146	31,302
<b>TOTAL</b>	<b><u>\$ 1,869,912</u></b>	<b><u>\$ 2,714,206</u></b>	<b><u>\$ 1,495,942</u></b>	<b><u>\$ 2,879,504</u></b>	<b><u>\$ 3,183,864</u></b>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 653,012	\$ 610,821	\$ 269,248	\$ 606,078	\$ 807,436
Materials & Supplies	61,177	63,382	24,529	65,600	76,100
Operating Expense	809,691	827,865	637,252	928,000	1,079,000
Capital Outlay	97,229	157,118	-	150,000	305,500
Non-Departmental	214,657	1,020,874	547,840	1,095,680	884,526
Debt Service	34,146	34,146	17,073	34,146	31,302
<b>TOTAL APPROPRIATIONS</b>	<b><u>\$ 1,869,912</u></b>	<b><u>\$ 2,714,206</u></b>	<b><u>\$ 1,495,942</u></b>	<b><u>\$ 2,879,504</u></b>	<b><u>\$ 3,183,864</u></b>
<b><u>PERSONNEL</u></b>					
Streets Maintenance	12	11	11	11	11
<b>TOTAL PERSONNEL</b>	<b><u>12</u></b>	<b><u>11</u></b>	<b><u>11</u></b>	<b><u>11</u></b>	<b><u>11</u></b>

## Streets Maintenance

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 522,597	\$ 483,807	\$ 233,765	\$ 523,395	\$ 535,002
Employee Benefits	130,415	127,014	35,483	82,683	272,434
<b>Materials &amp; Supplies</b>	61,177	63,382	24,529	65,600	76,100
<b>Other Services and Charges</b>	809,691	827,865	637,252	928,000	1,079,000
<b>Operations Subtotal</b>	<u>1,523,880</u>	<u>1,502,068</u>	<u>931,029</u>	<u>1,599,678</u>	<u>1,962,536</u>
<b>Capital Outlay</b>	<u>97,229</u>	<u>157,118</u>	<u>-</u>	<u>150,000</u>	<u>305,500</u>
<b>DEPARTMENTAL TOTAL</b>	<b>\$ 1,621,109</b>	<b>\$ 1,659,186</b>	<b>\$ 931,029</b>	<b>\$ 1,749,678</b>	<b>\$ 2,268,036</b>
<b>PERSONNEL</b>					
Full-Time	12	11	11	11	11
<b>TOTAL</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Mission Statement

The mission of the Streets Division is to provide safe and efficient travel for motorists, bicyclists and pedestrians within the City of Deerfield Beach.

## Major FY14-15 Goals

1. Complete repair of one (1) mile of damaged sidewalks throughout the City
2. Complete and submit annual NPDES report.
3. Implement an internal Streets and Stormwater work order tracking system.

# Streets Maintenance

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Department expenditures	\$ 1,659,186	\$ 2,060,353	\$ 2,060,353	\$ 2,268,036
Number of full time employees	11	11	11	11
<b>OUTPUTS:</b>				
Total paved streets (centerline miles)	146.6	146.6	146.6	146.6
Number of asphalt repairs	741	400	500	500
Number of signs repaired/installed	436	400	400	400
Asphalt used for repairs (tons)	253	250	200	250
Concrete poured (cubic yards)	451	420	420	420
Canals maintained (miles)	21	21	21	21
Number of catch basins maintained	2,990	2,990	2,990	2,990
Drainage pipes maintained (miles)	29.30	29.40	29.40	29.40
Number of major and minor outfalls maintained	244	244	244	244
Number of minor spill responses	4	10	2	5
Customer requests for service	57	120	120	200
<b>EFFECTIVENESS MEASURES:</b>				
Sidewalks repaired (linear feet)	5,260	5,100	5,100	5,100
Arterial roadway swept (lane miles)	12,324	12,000	12,000	12,000
Residential roadways swept (lane miles)	632	1,000	600	1,000
Street debris removed (cubic yards)	659	700	700	700
Number of catch basins inspected/cleaned	1,339	1,500	1,500	1,500
Drainage pipes inspected/cleaned (linear feet)	8,079	16,000	6,000	16,000
Number of outfalls inspected and cleaned	244	244	244	244
<b>EFFICIENCY MEASURES:</b>				
Asphalt used for repairs (tons) per employee (2)	126	125	100	125
Concrete poured (cubic yards) per employee (3)	150	140	140	140
Number of signs repaired/installed per employee (2)	218	200	200	200
Sidewalks repaired (linear feet) per employee (3)	1,753	1,700	1,700	1,700
Number of asphalt repairs per employee (2)	225	200	250	250
Lane miles swept per employee (2)	6,478	6,500	6,300	6,500
Number of outfalls inspected/cleaned per employee	122	122	122	122
Number of catch basins inspected/cleaned per	670	750	750	750

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 214,657	\$ 1,020,874	\$ 547,840	\$ 1,095,680	\$ 884,526
TOTAL	<u>\$ 214,657</u>	<u>\$ 1,020,874</u>	<u>\$ 547,840</u>	<u>\$ 1,095,680</u>	<u>\$ 884,526</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ -	\$ 280,936	\$ 179,236	\$ 358,472	\$ 404,458
Transfers	214,657	739,938	368,604	737,208	480,068
TOTAL APPROPRIATIONS	<u>\$ 214,657</u>	<u>\$ 1,020,874</u>	<u>\$ 547,840</u>	<u>\$ 1,095,680</u>	<u>\$ 884,526</u>

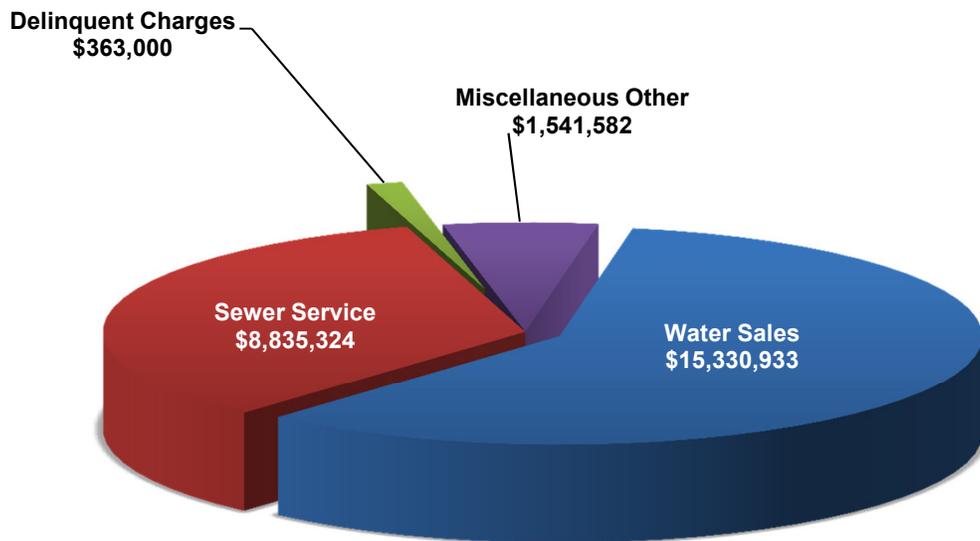
City of Deerfield Beach, Florida  
Debt Service  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Debt Service	\$ 34,146	\$ 34,146	\$ 17,073	\$ 34,146	\$ 31,302
TOTAL	<u>\$ 34,146</u>	<u>\$ 34,146</u>	<u>\$ 17,073</u>	<u>\$ 34,146</u>	<u>\$ 31,302</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Lease - Principal	\$ 32,025	\$ 32,625	\$ 16,237	\$ 33,235	\$ 31,012
Capital Lease - Interest	2,121	1,521	836	911	290
TOTAL APPROPRIATIONS	<u>\$ 34,146</u>	<u>\$ 34,146</u>	<u>\$ 17,073</u>	<u>\$ 34,146</u>	<u>\$ 31,302</u>

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

	2011-12 Actual	2012-13 Actual	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
<b>CHARGES FOR SERVICES</b>						
Engineering Fees	80,451	216,867	84,380	105	80,000	110,000
Backflow Recertification	76,727	79,319	36,328	48	75,000	75,000
<i>General Government</i>	<u>157,178</u>	<u>296,186</u>	<u>120,708</u>	<u>78</u>	<u>155,000</u>	<u>185,000</u>
Water Sales	14,957,544	15,047,922	7,602,290	50	15,152,626	15,330,933
Water Meter Installation	5,505	8,410	7,810	130	6,000	12,000
Sewer Service	8,761,960	8,755,820	4,370,927	50	8,810,281	8,835,324
<i>Water/Sewer Service</i>	<u>23,725,009</u>	<u>23,812,152</u>	<u>11,981,027</u>	<u>50</u>	<u>23,968,907</u>	<u>24,178,257</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>23,882,187</u>	<u>24,108,338</u>	<u>12,101,735</u>	<u>50</u>	<u>24,123,907</u>	<u>24,363,257</u>
<b>FINES AND FORFEITS</b>						
Utility Delinquent Charge	373,172	374,903	170,780	43	400,000	330,000
After 5:00 Turn on	3,573	5,500	3,150	90	3,500	4,000
Re-read of Meter	30	30	-	-	400	-
Account Activation Fee	27,860	28,711	16,100	58	28,000	28,000
Other Fines and Forfeits	370	2,600	4,000	-	-	1,000
<i>TOTAL FINES AND FORFEITS</i>	<u>405,005</u>	<u>411,744</u>	<u>194,030</u>	<u>45</u>	<u>431,900</u>	<u>363,000</u>
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	1,008	1,493	-	-	3,000	2,000
Interest on Idle Cash	2,799	-	-	-	-	-
<i>Interest Earnings</i>	<u>3,807</u>	<u>1,493</u>	<u>-</u>	<u>-</u>	<u>3,000</u>	<u>2,000</u>
Scrap Metal	3,496	-	-	-	3,000	-
Sale of Used Vehicles	1,800	-	-	-	-	-
<i>Sale Surplus Mat'l/Scrap</i>	<u>5,296</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,000</u>	<u>-</u>
Collection Agent Recovery	-	-	-	-	75,000	50,000
Other Miscellaneous Revenue	570	850	140	19	750	500
<i>Other Miscellaneous Revenues</i>	<u>570</u>	<u>850</u>	<u>140</u>	<u>-</u>	<u>75,750</u>	<u>50,500</u>
<b>TOTAL MISC REVENUES</b>	<u>9,673</u>	<u>2,343</u>	<u>140</u>	<u>-</u>	<u>81,750</u>	<u>52,500</u>
<b>NON-REVENUES</b>						
Utility Bond Sinking Fund	2,799	-	-	-	-	-
Public Works Grants	16,776	-	-	-	-	-
<i>Interfund Transfers</i>	<u>19,575</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Cash Carryover - Prior Year	-	-	-	-	-	1,292,082
Capital Contributions	385,412	-	-	-	-	-
<i>Other Non-revenues</i>	<u>385,412</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,292,082</u>
<b>TOTAL NON-REVENUES</b>	<u>404,987</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,292,082</u>
<b>TOTAL UTILITY FUND</b>	<u>24,701,852</u>	<u>24,522,425</u>	<u>12,295,905</u>	<u>50</u>	<u>24,637,557</u>	<u>26,070,839</u>

# City of Deerfield Beach Projected Revenues - Utility Fund Fiscal Year 2014/15



**Total projected revenues: \$26,070,839**

# Environmental Services

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

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

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

## **DEPARTMENT GOALS**

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

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

## **Utilities Customer Service Division**

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

## **Water Plant Division**

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

## **Utilities Maintenance Division**

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

## **Wastewater Services**

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

## **Non-Departmental**

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

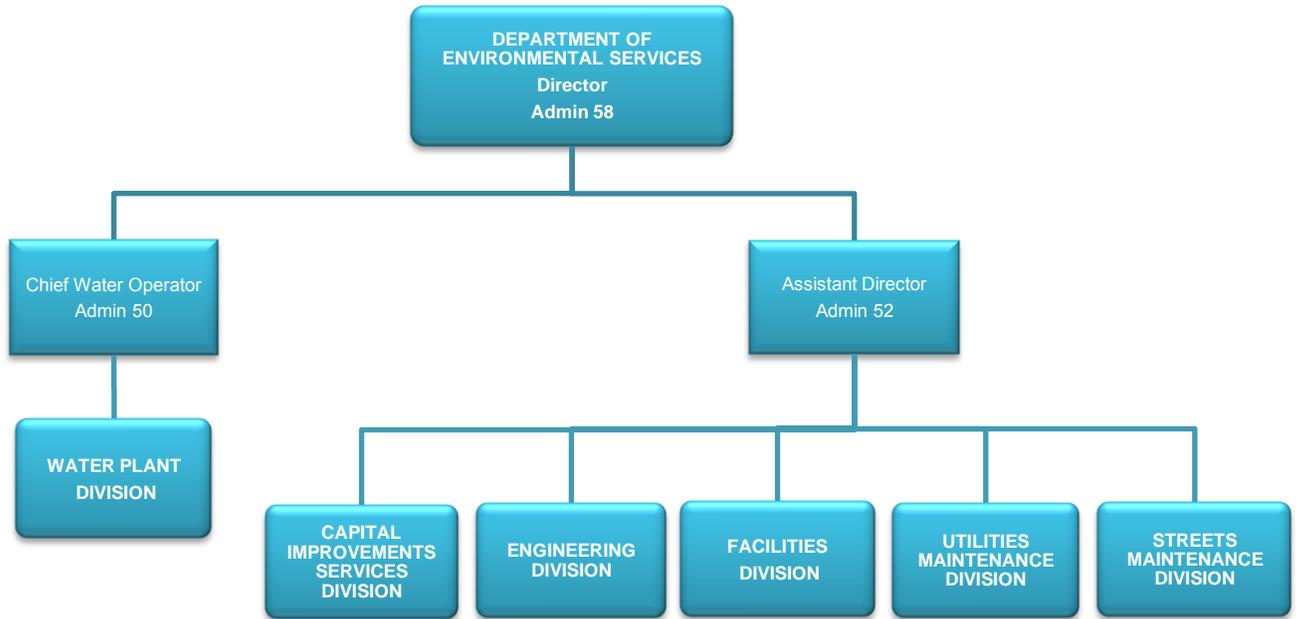
## **Debt Service**

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

# Department of Environmental Services

## Organization Chart

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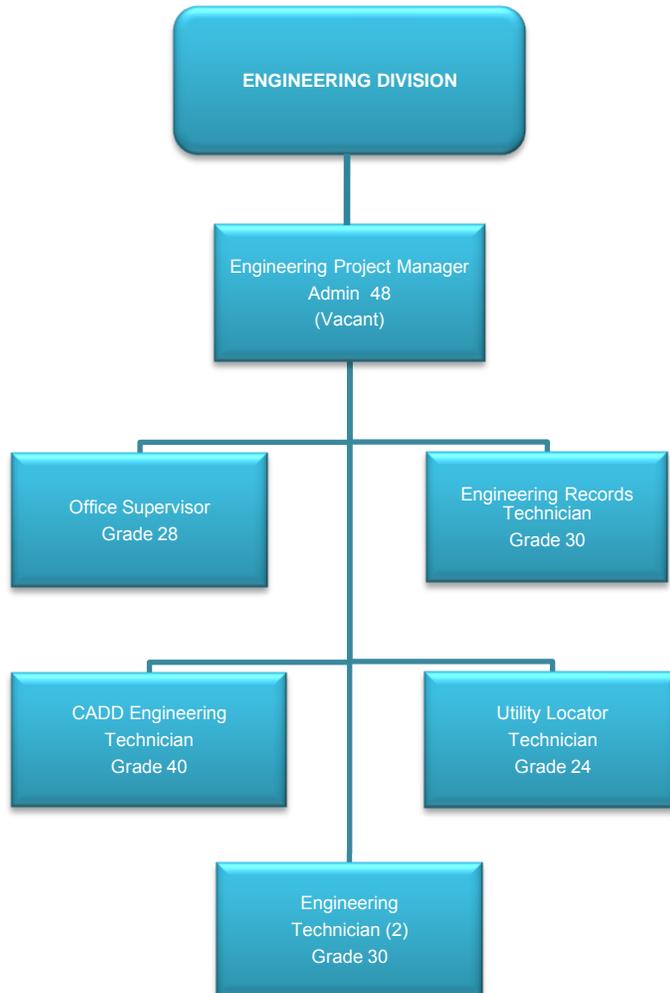


# Department of Environmental Services

## Engineering Division

### Organization Chart

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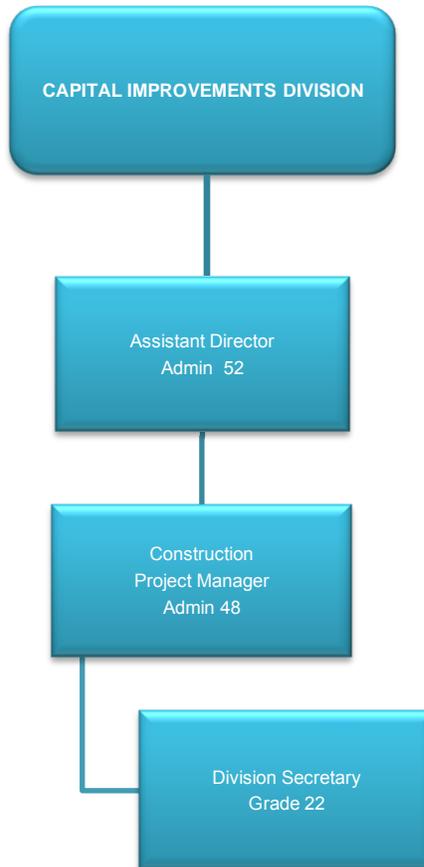


# Department of Environmental Services

## Capital Improvements Services Division

### Organization Chart

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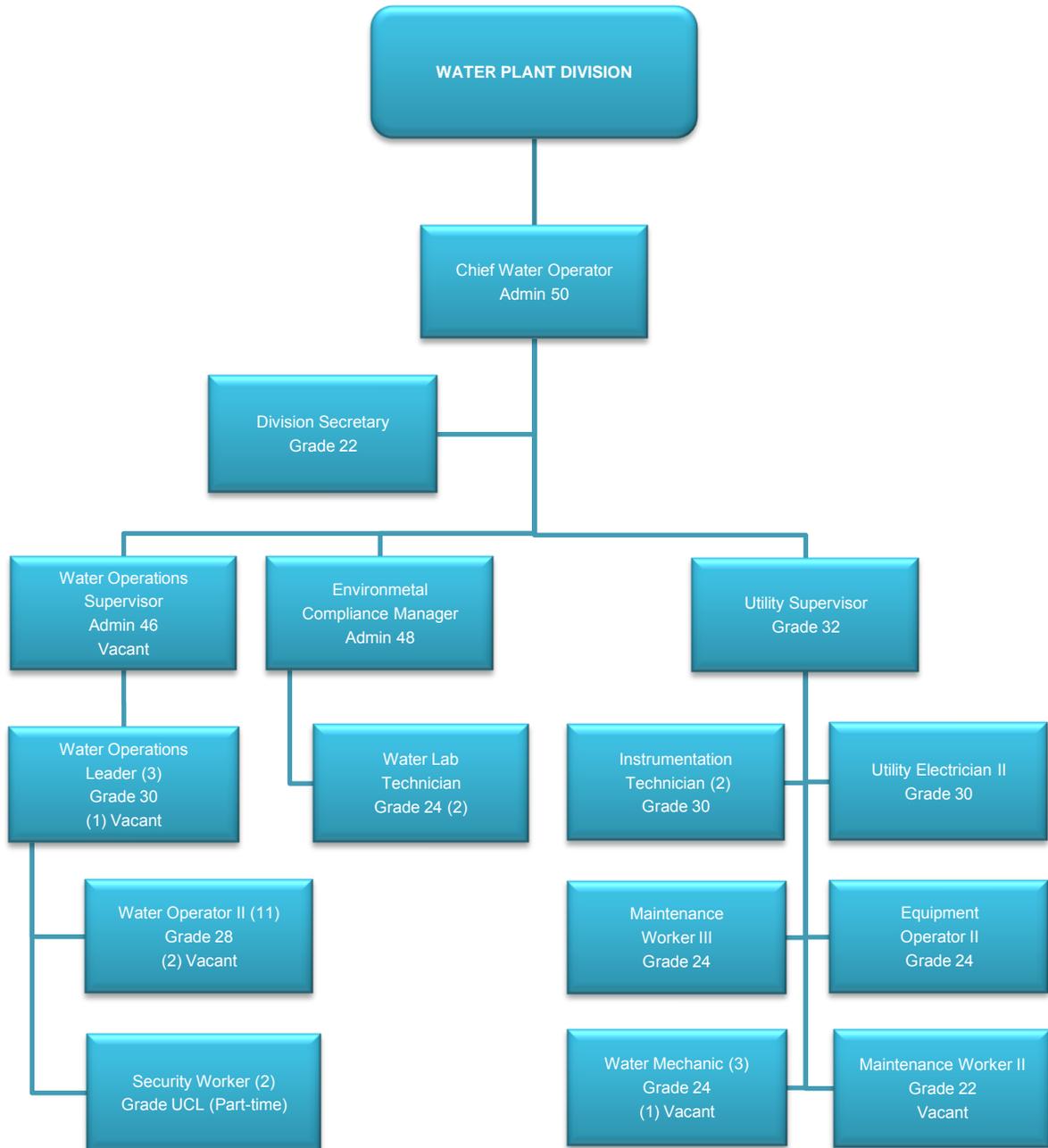


# Department of Environmental Services

## Water Plant Division

### Organization Chart

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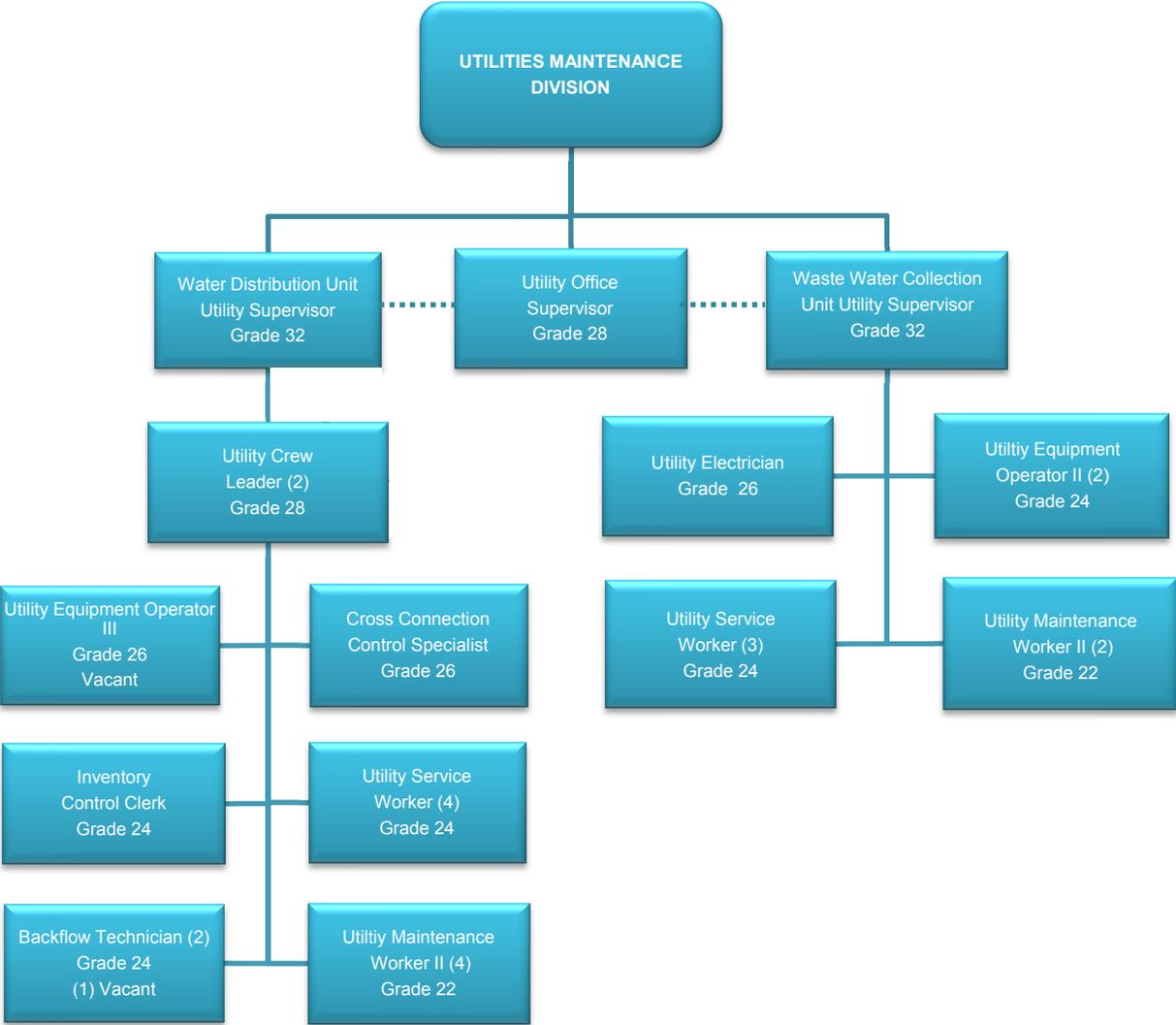


# Department of Environmental Services

## Utilities Maintenance Division

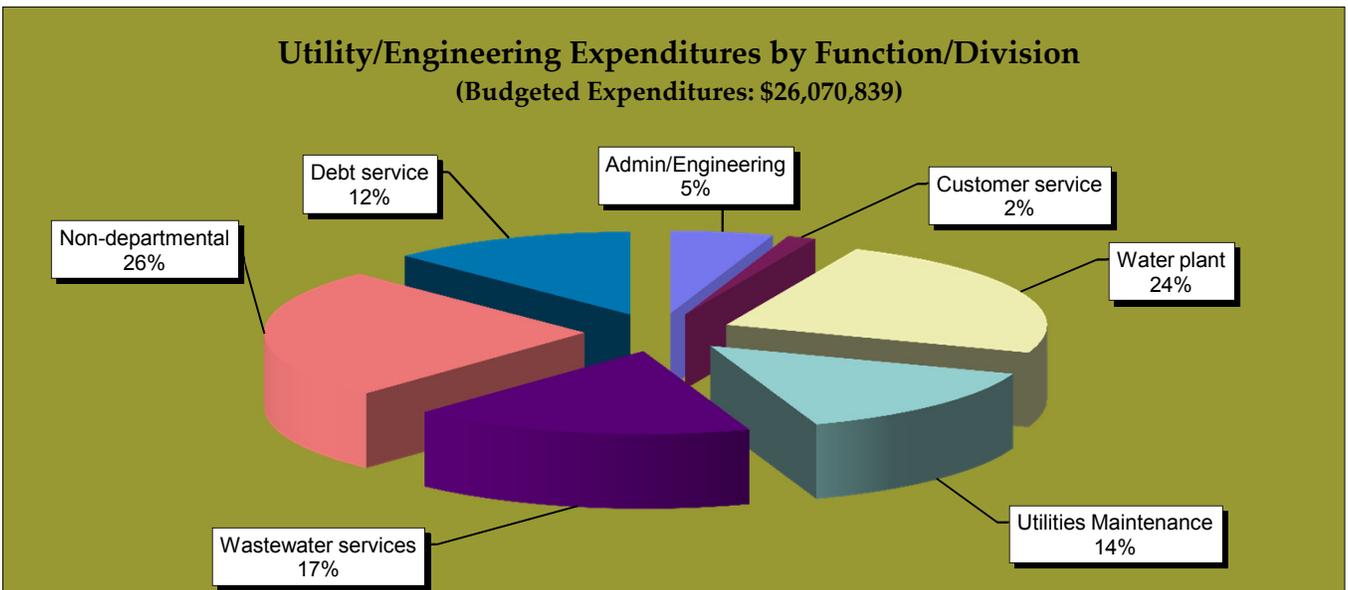
### Organization Chart

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2013-14	ESTIMATED EXPENDITURES 2014-15	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Admin/Engineering</b>	1,123,465	1,355,009	231,544	20.6%
<b>Customer service</b>	324,809	380,446	55,637	17.1%
<b>Water plant</b>	5,882,821	6,204,331	321,510	5.5%
<b>Utilities Maintenance</b>	3,076,895	3,702,176	625,281	20.3%
<b>Wastewater services</b>	4,500,000	4,500,000	-	0.0%
<b>Non-departmental</b>	6,486,250	6,686,027	199,777	3.1%
<b>Debt service</b>	3,243,317	3,242,850	(467)	0.0%
<b>TOTAL</b>	<b><u>24,637,557</u></b>	<b><u>26,070,839</u></b>	<b><u>1,433,282</u></b>	<b><u>5.8%</u></b>



City of Deerfield Beach, Florida  
Environmental Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Administration / Engineering	\$ 644,835	\$ 788,510	\$ 338,972	\$ 1,123,465	\$ 1,355,009
Customer Service	235,476	258,607	126,948	324,809	380,446
Water Plant	4,085,938	4,020,578	1,750,469	5,882,821	6,204,331
Utilities Maintenance	2,614,480	2,534,673	1,045,689	3,076,895	3,702,176
Wastewater	4,212,904	4,110,211	1,673,573	4,500,000	4,500,000
Non-Departmental	8,760,367	9,475,419	2,726,269	6,486,250	6,686,027
Debt Service	2,278,878	2,635,625	2,131,535	3,243,317	3,242,850
TOTAL	<u>\$ 22,832,878</u>	<u>\$ 23,823,623</u>	<u>\$ 9,793,455</u>	<u>\$ 24,637,557</u>	<u>\$ 26,070,839</u>
<b>EXPENSE GROUP</b>					
Personal Services	\$ 4,731,161	\$ 4,812,582	\$ 1,904,489	\$ 4,700,620	\$ 6,214,006
Materials & Supplies	1,282,042	1,234,371	712,646	2,708,195	2,181,156
Operating Expenses	5,780,430	5,665,626	2,312,053	6,953,475	6,730,800
Capital Outlay	-	-	6,463	545,700	1,016,000
Non-Departmental	8,760,367	9,475,419	2,726,269	6,486,250	6,686,027
Debt Service	2,278,878	2,635,625	2,131,535	3,243,317	3,242,850
TOTAL APPROPRIATIONS	<u>\$ 22,832,878</u>	<u>\$ 23,823,623</u>	<u>\$ 9,793,455</u>	<u>\$ 24,637,557</u>	<u>\$ 26,070,839</u>
<b>PERSONNEL</b>					
Engineering Services	12	10	11	11	11
Customer Service	3	3	3	3	3
Water Plant	36	31	31	31	31
Utilities Maintenance	28	26	26	26	26
TOTAL PERSONNEL	<u>79</u>	<u>70</u>	<u>71</u>	<u>71</u>	<u>71</u>

## Administration / Engineering

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 452,641	\$ 575,245	\$ 276,829	\$ 820,769	\$ 862,518
Employee Benefits	150,148	161,456	42,582	125,396	315,991
<b>Materials &amp; Supplies</b>	4,779	9,113	2,507	10,000	11,500
<b>Other Services and Charges</b>	37,267	42,696	10,591	152,300	159,000
<b>Operations Subtotal</b>	<u>644,835</u>	<u>788,510</u>	<u>332,509</u>	<u>1,108,465</u>	<u>1,349,009</u>
<b>Capital Outlay</b>	<u>-</u>	<u>-</u>	<u>6,463</u>	<u>15,000</u>	<u>6,000</u>
<b>DIVISION TOTAL</b>	<b>\$ 644,835</b>	<b>\$ 788,510</b>	<b>\$ 338,972</b>	<b>\$ 1,123,465</b>	<b>\$ 1,355,009</b>
<b>PERSONNEL</b>					
Full-Time	12	10	11	11	11
Part-Time	0	0	0	0	0
<b>TOTAL</b>	<b>12</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>

## Mission Statement

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

## Major FY14-15 Goals

1. Complete construction of the NE 3 Avenue Roadway Improvements.
2. Complete construction of the Highlands Park Recreational Facility.
3. Implement an internal Engineering Permit tracking system.

# Administration/Engineering Services

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Department Expenditures	\$ 788,510	\$ 1,127,380	\$ 1,127,380	\$ 1,355,009
Number of full time employees	10	11	11	11
<b>OUTPUTS:</b>				
Number of construction contracts executed	5	5	6	4
Number of in-house projects designed	4	4	5	4
Number of architect/engineer/survey consultant contracts	3	4	4	4
Number of building permits processed	225	200	200	200
Number of engineering permits processed/inspected	221	150	150	150
Number of private development plans reviewed	178	40	100	50
processed	106	70	70	70
Number of requests for utility locates	3,487	4,000	3,500	3,500
<b>EFFECTIVENESS MEASURES:</b>				
Projects designed and constructed within budget	100%	100%	100%	100%
Construction contracts completed within contract time	100%	100%	90%	100%
Number of permits processed within 3 working days	80%	90%	90%	90%
Private development plans processed within 7 working days	85%	80%	80%	80%
day	90%	90%	90%	90%
<b>EFFICIENCY MEASURES:</b>				
Construction contracts managed per employee (2)	3	3	3	2
In-house projects designed per employee - Engineer/Technician	2	4	3	2
Consultant contracts managed per employee -	3	4	4	4
Building/Engineering permits processed per employee	223	175	175	175
Private development plans processed per full time employee - Engineer/Inspector (2)	89	20	50	25

## Customer Service

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 163,087	\$ 161,369	\$ 79,154	\$ 166,889	\$ 171,745
Employee Benefits	24,928	24,554	12,054	26,600	72,701
<b>Materials &amp; Supplies</b>	19,614	6,603	820	22,345	27,000
<b>Other Services and Charges</b>	27,847	66,081	34,920	108,975	109,000
<b>Operations Subtotal</b>	<u>235,476</u>	<u>258,607</u>	<u>126,948</u>	<u>324,809</u>	<u>380,446</u>
<b>DIVISION TOTAL</b>	\$ 235,476	\$ 258,607	\$ 126,948	\$ 324,809	\$ 380,446
<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>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,537,830	\$ 1,556,691	\$ 733,482	\$ 1,763,066	\$ 1,881,114
Employee Benefits	661,760	631,137	102,856	261,005	778,561
<b>Materials &amp; Supplies</b>	936,568	976,213	556,728	2,113,650	1,593,156
<b>Other Services and Charges</b>	949,780	856,537	357,403	1,526,400	1,281,500
<b>Operations Subtotal</b>	<u>4,085,938</u>	<u>4,020,578</u>	<u>1,750,469</u>	<u>5,664,121</u>	<u>5,534,331</u>
<b>Capital Outlay</b>	-	-	-	218,700	670,000
<b>DIVISION TOTAL</b>	<b>\$ 4,085,938</b>	<b>\$ 4,020,578</b>	<b>\$ 1,750,469</b>	<b>\$ 5,882,821</b>	<b>\$ 6,204,331</b>
<b>PERSONNEL</b>					
Full-Time	33	29	29	29	29
Part-Time	3	2	2	2	2
<b>TOTAL</b>	<b>36</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>

## Mission Statement

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

## Major FY14-15 Goals

1. Replace Nano Filtration Plant Membranes.
2. Provide training for Operators on Nano Filtration and Reverse Osmosis Processes.
3. Replace Launderers for Accelator.
4. Design and Install New RO Sand filte.
5. Replace the East Plant Generator.

<b>Water Plant</b>				
<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Water plant division expenditures	\$4,020,578	\$6,209,518	\$4,200,000	\$6,204,331
Number of water plant funded positions	31	31	31	31
Annual chemical costs	\$742,793	\$1,182,000	\$895,777	\$1,248,606
Annual power costs	\$520,588	\$900,000	\$595,156	\$700,000
Annual maintenance costs	\$237,143	\$800,000	\$253,500	\$361,050
Annual personnel costs	\$1,670,013	\$2,732,620	\$1,874,055	\$2,732,620
<b>OUTPUTS:</b>				
Total water produced	3,224,721,000	3,700,000,000	3,501,719,000	3,700,000,000
Total number water analysis conducted by in-house laboratory	36,620	36,620	111,729	110,000
Total number water analysis conducted by contracted laboratory	564	540	1806	1726
<b>EFFECTIVENESS MEASURES:</b>				
Number of water complaints	20	20	80	20
Number of failed distribution system bacteriological tests	0	0	0	0
Number of boil water notices	0	0	1	0
<b>EFFICIENCY MEASURES:</b>				
Chemical costs per MG water treated	\$230.39	\$319.46	\$319.46	\$319.46
Power costs per MG water treated	\$161.47	\$243.24	\$243.24	\$243.24
Maintenance costs per MG water treated	\$73.56	\$216.22	\$216.22	\$216.22
Personnel costs per MG water treated	\$517.99	\$738.55	\$738.55	\$738.55
Annual water operation expense per capita in service area (52,000)	\$77.32	\$119.41	\$80.77	\$119.31

## Utilities Maintenance

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 1,243,546	\$ 1,229,134	\$ 571,390	\$ 1,334,863	\$ 1,364,133
Employee Benefits	497,221	472,996	86,142	202,032	767,243
<b>Materials &amp; Supplies</b>	321,081	242,442	152,591	562,200	549,500
<b>Other Services and Charges</b>	552,632	590,101	235,566	665,800	681,300
<b>Operations Subtotal</b>	<u>2,614,480</u>	<u>2,534,673</u>	<u>1,045,689</u>	<u>2,764,895</u>	<u>3,362,176</u>
<b>Capital Outlay</b>	-	-	-	312,000	340,000
<b>DIVISION TOTAL</b>	\$ 2,614,480	\$ 2,534,673	\$ 1,045,689	\$ 3,076,895	\$ 3,702,176
<b>PERSONNEL</b>					
Full-Time	28	28	26	26	26
<b>TOTAL</b>	28	28	26	26	26

## Mission Statement

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

## Major FY14-15 Goals

1. Complete design and rehabilitation of four (4) Cantex lift stations.
2. Replace twenty (20) outdated RD Woods Model of Fire hydrants.
3. Replace force main valves at ten (10) lift stations.
4. Install liner in 50,000 LF of sewer mains.
5. Install liner in thirty (30) residential sewer laterals.
6. Complete installation of SCADA System for the lift station network.

# Utilities Maintenance

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Department Expenditures	\$2,534,673	\$3,157,959	\$3,157,959	\$3,702,176
Number of Employees	26	26	26	26
<b>OUTPUTS:</b>				
Service Orders, Customer Requests	2,140	1,500	1,500	1,500
Water Leaks / Breaks Repaired	272	200	120	120
Miles of Water Mains Maintained	234	234	234	234
Water Service Upgrades	15	50	80	80
Water Meters Tested, Repaired or Exchanged	213	280	150	150
New Water Main Taps	9	50	80	80
Fire Hydrants Repaired / Replaced	50	30	30	30
Fire Hydrants Maintained	2,300	2,300	2,300	2,300
Water Valves Maintained	10,220	10,220	10,220	10,220
Total Number of Backflow Preventers	11,671	11,671	11,671	11,671
Commercial Backflow / Fire Main Permits Issued	2,900	2,900	2,900	2,900
Warehouse Transactions Processed	620	700	600	700
After Hours Emergency Call Outs	335	200	150	200
Response To Wastewater Overflows	0	5	2	3
Pump Stations Rehabilitated	7	7	7	5
Manholes Rehabilitated	19	10	10	10
Pump Stations / Telemetry Maintained	71	71	71	71
Sewer Mains Maintained (miles)	137	137	137	137
Sewer Lines Televised (feet)	34,380	30,000	30,000	30,000
Sewer Lines Cleaned (feet)	38,625	30,000	30,000	30,000
Sliplining of Sewer Mains (feet)	0	3,000	2,000	25,000
Pump Replacements	8	20	20	10
<b>EFFECTIVENESS MEASURES:</b>				
Service Orders Completed Within 24 Hours	90%	90%	90%	90%
Water Breaks Repaired Within 4 Hours	90%	90%	90%	90%
Percentage of Water Valves Exercised Annually	10%	20%	10%	20%
Response to Emergency Call Outs Within 30 Minutes	100%	100%	100%	100%
Wastewater Overflows Responded Within 30 Minutes	100%	100%	100%	100%
<b>EFFICIENCY MEASURES:</b>				
Water Valves Maintained Per Employee (4)	2,555	2,555	2,555	2,555
Maintenance Requests Per Employee (5)	428	300	300	300
Fire Hydrants Maintained Per Employee (2)	1,150	1,150	1,150	1,150
Pump Stations Maintained Per Employee (7)	10	10	10	10
Warehouse Transactions Processed Per Employee (1)	620	700	600	700

City of Deerfield Beach, Florida  
Wastewater Services  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Wastewater Services	\$ 4,212,904	\$ 4,110,211	\$ 1,673,573	\$ 4,500,000	\$ 4,500,000
TOTAL	<u>\$ 4,212,904</u>	<u>\$ 4,110,211</u>	<u>\$ 1,673,573</u>	<u>\$ 4,500,000</u>	<u>\$ 4,500,000</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	4,212,904	4,110,211	1,673,573	4,500,000	4,500,000
TOTAL APPROPRIATIONS	<u>\$ 4,212,904</u>	<u>\$ 4,110,211</u>	<u>\$ 1,673,573</u>	<u>\$ 4,500,000</u>	<u>\$ 4,500,000</u>

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>BY DIVISION</b>					
Non-Departmental	\$ 8,760,367	\$ 9,475,419	\$ 2,726,269	\$ 6,486,250	\$ 6,686,027
TOTAL	<u>\$ 8,760,367</u>	<u>\$ 9,475,419</u>	<u>\$ 2,726,269</u>	<u>\$ 6,486,250</u>	<u>\$ 6,686,027</u>
<b>EXPENSE GROUP</b>					
Operating Expenses	\$ 6,500,689	\$ 6,580,839	\$ 1,919,378	\$ 4,581,636	\$ 5,686,027
Transfers	<u>2,259,678</u>	<u>2,894,580</u>	<u>806,891</u>	<u>1,904,614</u>	<u>1,000,000</u>
TOTAL APPROPRIATIONS	<u>\$ 8,760,367</u>	<u>\$ 9,475,419</u>	<u>\$ 2,726,269</u>	<u>\$ 6,486,250</u>	<u>\$ 6,686,027</u>

City of Deerfield Beach, Florida  
Debt Service  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Debt Service	\$ 2,278,878	\$ 2,635,625	\$ 2,131,535	\$ 3,243,317	\$ 3,424,850
<b><u>EXPENSE GROUP</u></b>					
W/S Revenue Bond Sinking Fund	\$ 377,198	\$ 737,759	\$ 1,338,716	\$ 1,338,717	\$ 1,366,294
Revolving Loan Sinking Fund	1,366,296	1,366,296	569,290	1,366,294	1,338,250
Wtr Pollution Control Sinking Fund	528,307	528,307	220,128	528,306	528,306
Paying Agent Fees	7,077	3,263	3,401	10,000	10,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,278,878</b>	<b>\$ 2,635,625</b>	<b>\$ 2,131,535</b>	<b>\$ 3,243,317</b>	<b>\$ 3,242,850</b>

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

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</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 3/31/14)</b>			
<b>NON-REVENUES</b>						
Utility Fund	979,991	535,133	-	-	-	750,000
Cash Carryover - Prior Year	-	-	-	-	1,900,000	1,540,000
Cash Carryover - Encumbrance	-	-	-	-	-	-
<i>Interfund Transfers</i>	<u>979,991</u>	<u>535,133</u>	<u>-</u>	<u>-</u>	<u>1,900,000</u>	<u>2,290,000</u>
<b>TOTAL NON-REVENUES</b>	<u>979,991</u>	<u>535,133</u>	<u>-</u>	<u>-</u>	<u>1,900,000</u>	<u>2,290,000</u>
<b>TOTAL RENEWAL &amp; REPLACEMENT FUND</b>	<u><u>979,991</u></u>	<u><u>535,133</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>1,900,000</u></u>	<u><u>2,290,000</u></u>

# **Water and Sewer Renewal and Replacement Fund**

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

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

	2011-12 Actual	2012-13 Actual	2012-13 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Utilities	\$ -	\$ -	\$ -	\$ 1,900,000	\$ 2,290,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,900,000</u>	<u>\$ 2,290,000</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Outlay	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 2,290,000
Transfers	-	-	-	900,000	-
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,900,000</u>	<u>\$ 2,290,000</u>

**WATER & SEWER EMERGENCY RESERVE FUND**  
**REVENUES BY CATEGORY AND SOURCE**

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</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 3/31/14)</b>			
<b>NON-REVENUES</b>						
Utility Fund	-	-	-	-	1,100,000	250,000
Interfund Transfers	-	-	-	-	1,100,000	250,000
<b>TOTAL NON-REVENUES</b>	-	-	-	-	1,100,000	250,000
<b>TOTAL WATER &amp; SEWER</b>						
<b>EMERGENCY RESERVE FUND</b>	-	-	-	-	<b>1,100,000</b>	<b>250,000</b>

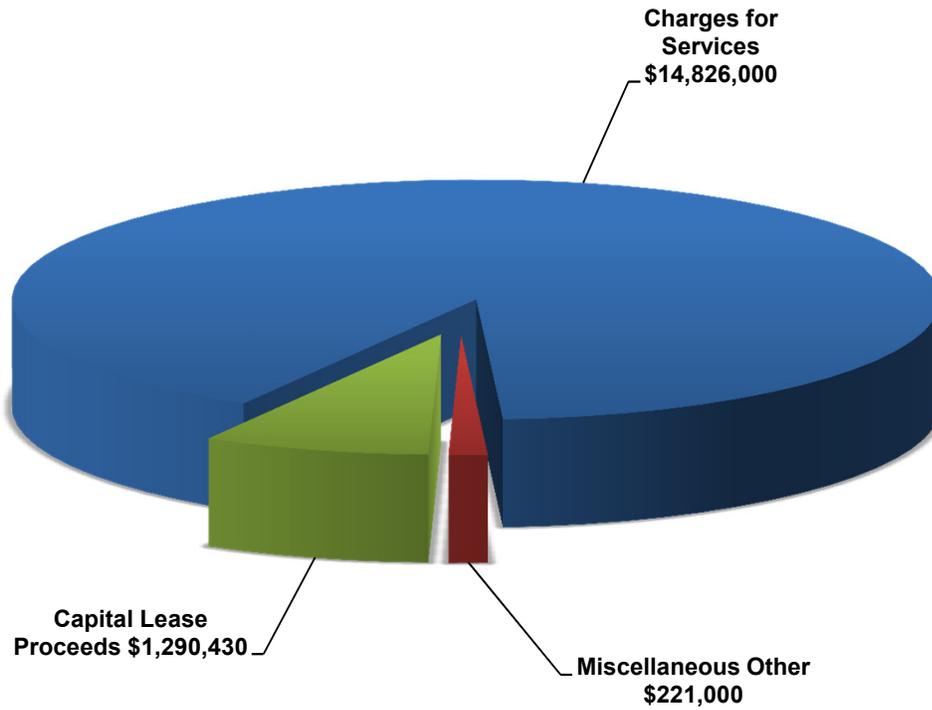
City of Deerfield Beach, Florida  
 Water & Sewer Emergency Reserve Fund  
 Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Utilities	\$ -	\$ -	\$ -	\$ 1,100,000	\$ 250,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>	<u>\$ 250,000</u>
<b><u>EXPENSE GROUP</u></b>					
Capital Outlay	\$ -	\$ -	\$ -	\$ 1,100,000	\$ 250,000
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,100,000</u>	<u>\$ 250,000</u>

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

	2011-12	2012-13	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
	Actual	Actual				
<b>CHARGES FOR SERVICES</b>						
Garbage Cans - Residential	3,392,497	3,426,311	1,467,797	43	3,400,000	3,400,000
Garbage Cans - Business	121,314	122,329	62,378	52	120,000	120,000
Containers - Residential	2,481,935	2,460,039	1,229,573	50	2,480,000	2,475,000
Containers - Business	4,841,172	4,743,821	2,352,650	48	4,949,898	4,900,000
Special Pick-ups - Residential	51,644	36,186	17,291	35	50,000	50,000
Special Pick-ups - Business	31,448	25,116	27,523	69	40,000	65,000
Casters/Roll Outs - Residential	51,824	50,955	28,469	55	52,000	55,000
Casters/Roll Outs - Business	70,902	70,871	37,843	53	71,293	72,000
Cardboard Containers	249,433	237,000	120,224	51	235,000	240,000
Compactors	418,987	386,501	145,454	31	462,000	350,000
Roll-off Pull Containers	864,695	997,419	612,265	51	1,200,000	1,300,000
Garbage Billed by County	1,526,976	1,489,110	601,805	46	1,300,000	1,500,000
Dumpster Reinstatement Charge	350	300	1,000	667	150	1,500
Special Trash Pick-ups	887	-	-	-	500	2,500
MRF Revenue	298,780	264,991	116,383	39	300,000	280,000
Waste Hauler Admin Fees	6,111	6,974	1,794	22	8,000	-
Paper Shredding Program	31,634	21,580	6,612	23	29,000	15,000
Merchandise Sales - Recycle	-	-	-	-	-	-
<i>Garbage/Solid Waste</i>	<u>14,440,589</u>	<u>14,339,503</u>	<u>6,829,061</u>	<u>46</u>	<u>14,697,841</u>	<u>14,826,000</u>
<b>TOTAL CHARGES FOR SVCS</b>	<u>14,440,589</u>	<u>14,339,503</u>	<u>6,829,061</u>	<u>46</u>	<u>14,697,841</u>	<u>14,826,000</u>
<b>FINES AND FORFEITS</b>						
Judgements and Fines	-	-	-	-	-	15,000
<i>Interest Earnings</i>	-	-	-	-	-	<u>15,000</u>
<b>MISCELLANEOUS REVENUE</b>						
Recycled Paper- Smurfit	193,254	139,539	-	-	190,000	-
Scrap Metal	30,403	11,381	7,399	49	15,000	15,000
Sale of Used Vehicles	57,161	-	-	-	50,000	80,000
<i>Sale Surplus Mat'l/Scrap</i>	<u>280,818</u>	<u>150,920</u>	<u>7,399</u>	<u>3</u>	<u>255,000</u>	<u>95,000</u>
Contr from Private Source	20	990	68	7	1,000	1,000
Recovered Material Reg. Fee	-	-	-	-	-	50,000
County Bond Refinancing	-	90,281	-	-	-	-
Collect Agency Recovery	-	-	-	-	50,000	50,000
Other Miscellaneous Revenue	1,722	834,497	4,520	-	-	10,000
<i>Other Miscellaneous Revenues</i>	<u>1,742</u>	<u>925,768</u>	<u>4,588</u>	<u>9</u>	<u>51,000</u>	<u>111,000</u>
<b>TOTAL MISC REVENUES</b>	<u>282,560</u>	<u>1,076,688</u>	<u>11,987</u>	<u>4</u>	<u>306,000</u>	<u>221,000</u>
<b>NON-REVENUES</b>						
Capital Lease Proceeds	-	-	-	-	2,108,656	1,290,430
Capital Contributions	75,000	100,000	-	-	-	-
<b>TOTAL NON-REVENUES</b>	<u>75,000</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>2,108,656</u>	<u>1,290,430</u>
<b>TOTAL SOLID WASTE FUND</b>	<u>14,798,149</u>	<u>15,516,191</u>	<u>6,841,048</u>	<u>40</u>	<u>17,112,497</u>	<u>16,337,430</u>

# City of Deerfield Beach Projected Revenues - Solid Waste Fund Fiscal Year 2014/15



**Total projected revenues: \$16,337,430**

# Recycling and Solid Waste

## Solid Waste Recycling Sanitation Fleet Management (General Fund)

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

### DEPARTMENT GOALS

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

### Solid Waste Division

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

### Recycling Division

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

### Sanitation Division

The Sanitation Division's goal is to keep the City clean and green by focusing on addressing illegal dumping and litter control throughout the City's neighborhoods, streets and waterways and by disposing collected waste and recyclables in an efficient and cost effective manner.

## **Non-Departmental**

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

## **Debt Service**

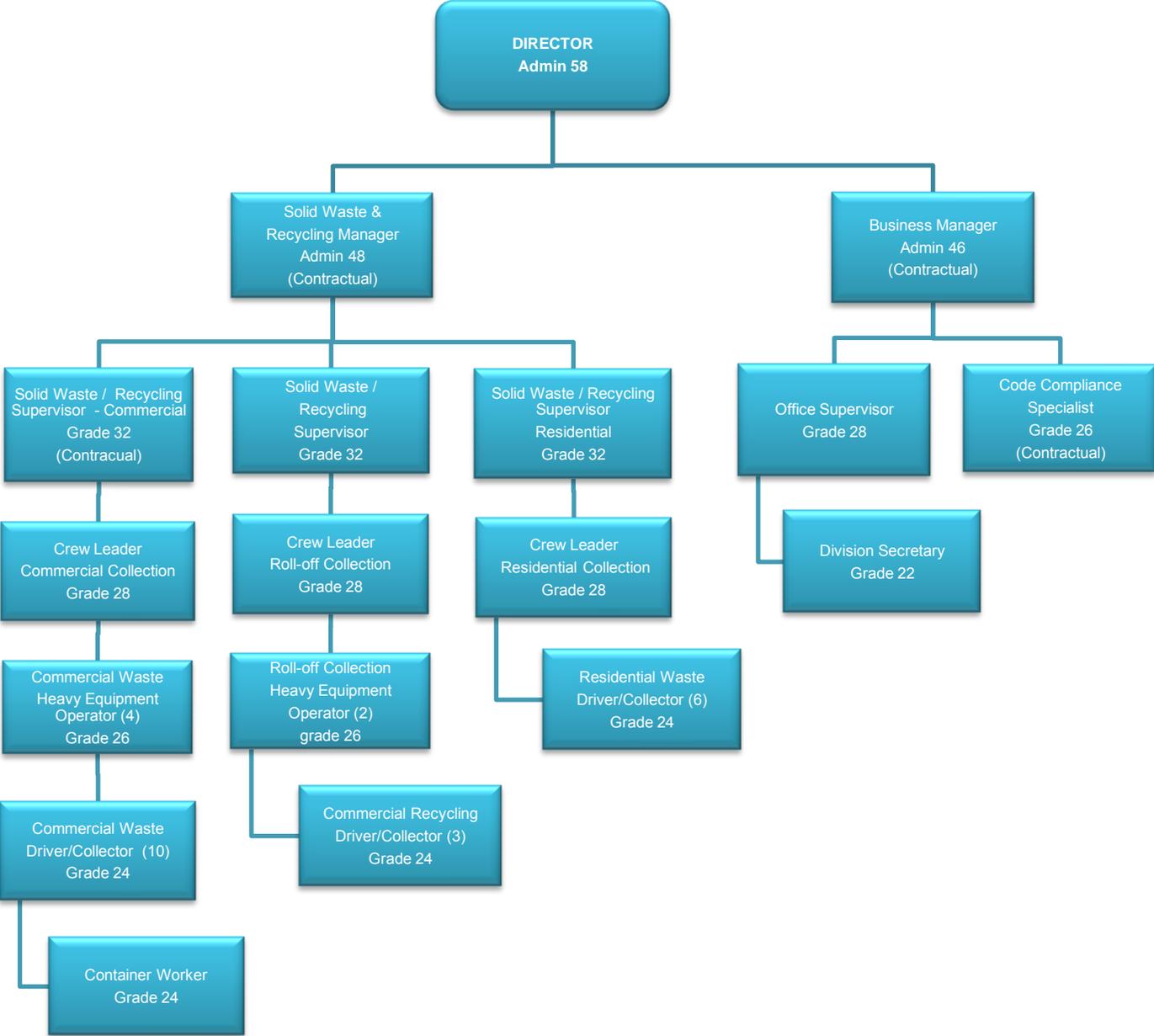
The Debt Service Department recognizes expenditures for lease/purchase agreements entered into by the City. These agreements serve as a financing source for major capital acquisitions during the year.

# Department of Recycling and Solid Waste Management

## Solid Waste Division

### Organization Chart

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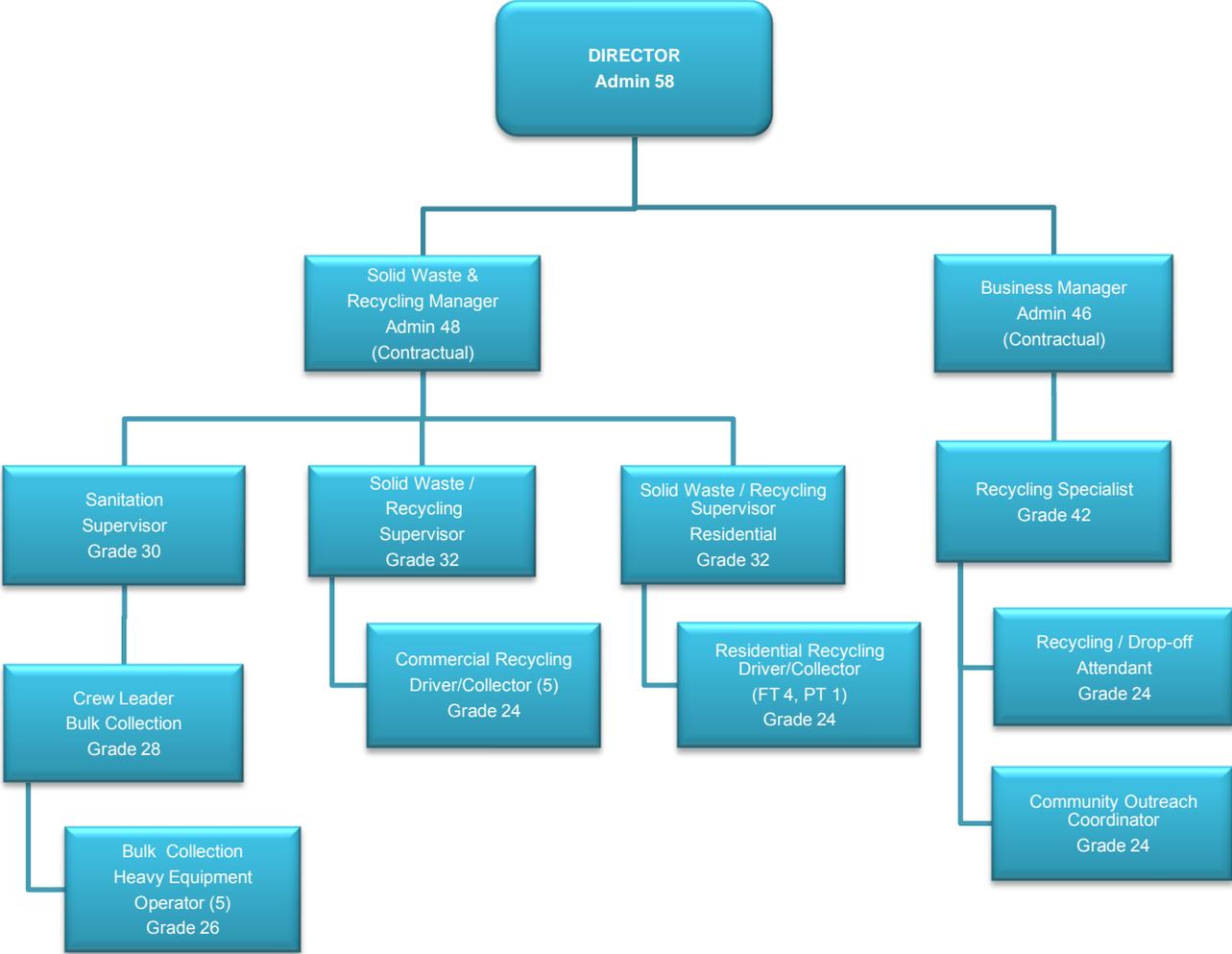


# Department of Recycling and Solid Waste Management

## Recycling Division

### Organization Chart

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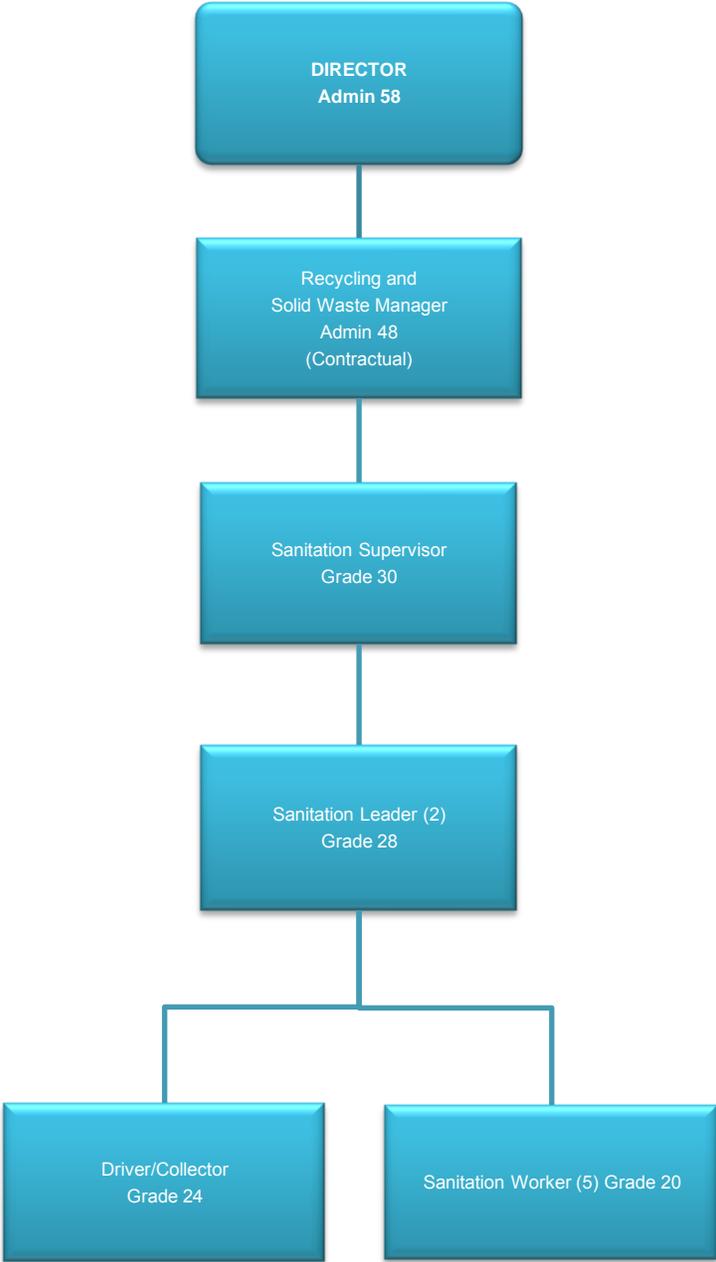


# Department of Recycling and Solid Waste Management

## Sanitation Division

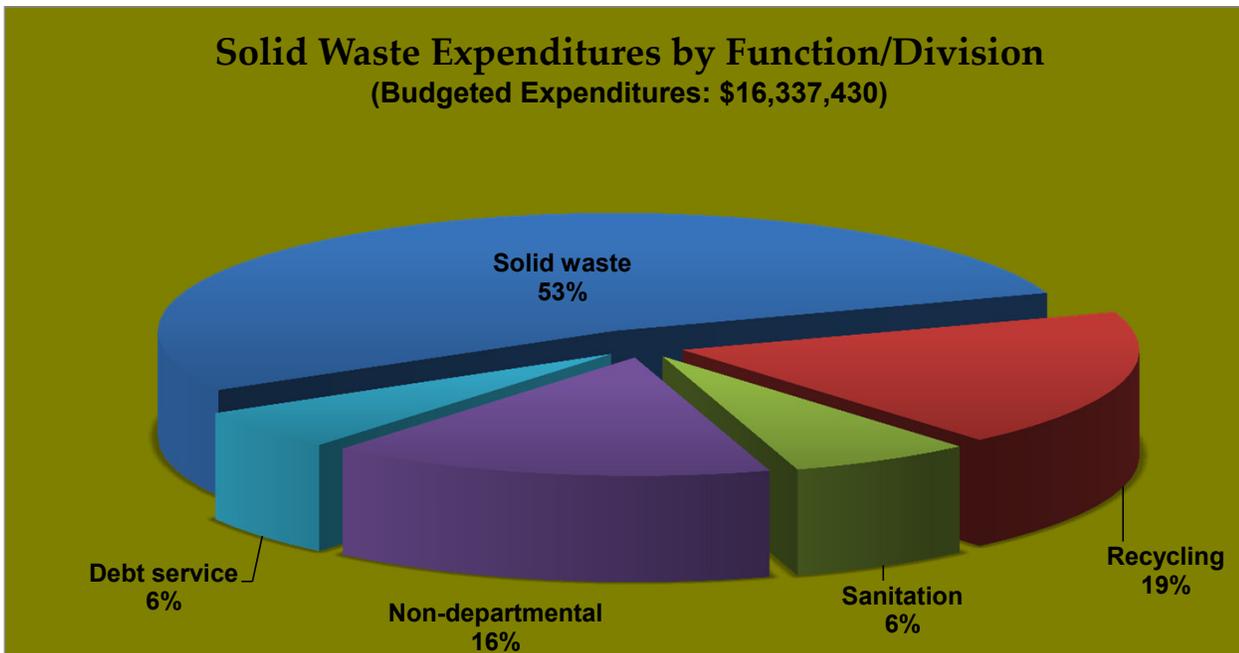
### Organization Chart

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

DEPARTMENT/DIVISION	ESTIMATED EXPENDITURES 2013-14	ESTIMATED EXPENDITURES 2014-15	DOLLAR CHANGE	PERCENTAGE CHANGE
<b>Solid waste</b>	7,993,776	8,680,047	686,271	8.6%
<b>Recycling</b>	2,271,298	3,097,064	825,766	36.4%
<b>Sanitation</b>	479,109	1,059,802	580,693	0.0%
<b>Non-departmental</b>	5,439,785	2,578,522	(2,861,263)	-52.6%
<b>Debt service</b>	928,529	921,995	(6,534)	-0.7%
<b>TOTAL</b>	<u>17,112,497</u>	<u>16,337,430</u>	<u>(775,067)</u>	<u>-4.5%</u>



City of Deerfield Beach, Florida  
Solid Waste  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Solid Waste	\$ 7,440,539	\$ 7,102,110	\$ 3,331,605	\$ 7,993,776	\$ 8,680,047
Recycling	2,448,617	2,599,957	987,729	2,271,298	3,097,064
Sanitation	-	-	43,512	479,109	1,059,802
Non-Departmental	3,709,382	5,905,745	1,818,265	5,439,785	2,578,522
Debt Service	36,863	42,047	371,464	928,529	921,995
TOTAL	<u>\$ 13,635,401</u>	<u>\$ 15,649,859</u>	<u>\$ 6,552,575</u>	<u>\$ 17,112,497</u>	<u>\$ 16,337,430</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 3,718,533	\$ 3,824,278	\$ 1,744,261	\$ 3,826,394	\$ 5,938,038
Materials & Supplies	140,603	223,158	204,768	2,631,929	596,000
Operating Expenses	6,030,020	5,654,631	2,409,465	2,883,510	4,653,445
Capital Outlay	-	-	4,352	1,402,350	1,649,430
Non-Departmental	3,709,382	5,905,745	1,818,265	5,439,785	2,578,522
Debt Service	36,863	42,047	371,464	928,529	921,995
TOTAL APPROPRIATIONS	<u>\$ 13,635,401</u>	<u>\$ 15,649,859</u>	<u>\$ 6,552,575</u>	<u>\$ 17,112,497</u>	<u>\$ 16,337,430</u>
<b><u>PERSONNEL</u></b>					
Solid Waste	41	40	43	43	38
Recycling	20	18	12	12	19
Sanitation	0	0	6	6	9
TOTAL PERSONNEL	<u>61</u>	<u>58</u>	<u>61</u>	<u>61</u>	<u>66</u>

## Solid Waste

EXPENDITURES	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b>Personal Services</b>					
Salaries and Wages	\$ 1,824,001	\$ 2,070,434	\$ 1,200,463	\$ 2,505,449	\$ 2,077,677
Employee Benefits	826,345	843,220	180,277	381,112	1,193,988
<b>Materials &amp; Supplies</b>	111,892	193,780	197,235	2,610,329	536,800
<b>Other Services and Charges</b>	4,678,301	3,994,676	1,753,630	1,181,886	3,789,986
<b>Operations Subtotal</b>	<u>\$ 7,440,539</u>	<u>\$ 7,102,110</u>	<u>\$ 3,331,605</u>	<u>\$ 6,678,776</u>	<u>\$ 7,598,451</u>
<b>Capital Outlay</b>	-	-	-	1,315,000	1,081,596
<b>DIVISION TOTAL</b>	\$ 7,440,539	\$ 7,102,110	\$ 3,331,605	\$ 7,993,776	\$ 8,680,047
<b>PERSONNEL</b>					
Full-Time	41	40	43	43	38
<b>TOTAL</b>	41	40	43	43	38

## Mission Statement

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

## Major FY14-15 Goals

1. Evaluate possible implementation of a rate reduction for single family homes of recycling and solid waste services.
2. Implement a solid waste specific accounting and billing system to be utilized to ensure proper billing.
3. Implement new safety and training measures to reduce liabilities.
4. Implement new ordinance changes and other measures to improve solid waste compliance City wide.
5. Create vehicle replacement fund to be used to budget for future Solid waste and Recycling Division capital expenditures.
6. Continue retrofitting residential recycling carts with RFID tags to improve customer service and operational efficiency and performance.
7. Research feasibility of expanding services to customers outside of the City.
8. Evaluate efficiency and aesthetic improvements for Century Village.
9. Strive for continuous improvement for all lines of business.

# Solid Waste

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Total number of full time employees	44	41	44	38
Total number of part time employees	0	0	0	0
Total number of employees	44	44	44	38
Department expenditures	\$ 7,102,110	\$ 7,993,776	\$8,294,930	\$ 8,680,047
<b>OUTPUTS:</b>				
Total number of residential customers serviced	16,800	16,800	16,800	17,200
Total number of commercial customers serviced	1,570	1,066	1,150	1,200
Total number of residential collection routes	7	6	6	5
Total number of commercial collection routes	8	8	7	6
Tipping fee cost per ton	\$ 67.92	\$ 43.25	\$ 43.25	\$ 43.25
<b>ADMINISTRATIVE</b>				
Annual dumpster repairs and replacements	158	446	726	800
Estimated customer service calls and visits	15,000	8,758	9,082	10,000
Cost of In-kind Solid Waste Services provided to City	\$ 300,000	\$ 336,840	\$ 340,000	\$ 350,000
<b>EFFECTIVENESS MEASURES:</b>				
Residential Solid Waste tonnage collected per route	11	14	14	16
Commercial Solid Waste tonnage collected per route per year	12	15	16	18
Residential Solid Waste tonnage collected annually	19,000	22,000	23,500	24,000
Estimated Solid Waste tonnage collected per household per year	3.9	3.5	3.3	3.2
Total tons of Solid Waste disposed annually	52,284	50,000	58,000	60,000
Total solid waste disposal costs per year	\$ 3,551,103	\$ 2,162,500	\$ 2,508,500	\$ 2,595,000
<b>EFFICIENCY MEASURES:</b>				
Division expenditures per capita	\$ 95.97	\$ 104.65	\$ 108.59	\$ 113.61
Number of Residents	74,000	76,389	76,389	76,400

## Recycling

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 883,733	\$ 742,337	\$ 279,996	\$ 588,044	\$ 1,006,241
Employee Benefits	184,454	168,287	42,101	84,480	1,081,530
<b>Materials &amp; Supplies</b>	28,711	29,378	6,361	12,800	14,200
<b>Other Services and Charges</b>	1,351,719	1,659,955	654,919	1,575,624	783,259
<b>Operations Subtotal</b>	<u>\$ 2,448,617</u>	<u>\$ 2,599,957</u>	<u>\$ 983,377</u>	<u>\$ 2,260,948</u>	<u>\$ 2,885,230</u>
<b>Capital Outlay</b>	-	-	4,352	10,350	211,834
<b>DIVISION TOTAL</b>	\$ 2,448,617	\$ 2,599,957	\$ 987,729	\$ 2,271,298	\$ 3,097,064
<b>PERSONNEL</b>					
Full-Time	15	14	11	11	18
Part-Time	5	4	1	1	1
<b>TOTAL</b>	20	18	12	12	19

## Mission Statement

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

## Major FY14-15 Goals

1. Increase overall recycling tonnage by 5%.
2. Increase commercial recycling participation by 5%.
3. Increase residential recycling participation by 5%.
4. Increase community outreach and plan for a larger Earth Day Event to take place April 2015.
5. Undertake the management of all Household Hazardous Wastes and special wastes at the Recycling Drop-off Center.
6. Initiate a City Sponsored Adopt-a-Street program and volunteer Beach Sweeps.
7. Expand recycling incentive program to multi-family residential homes.

# Recycling

PERFORMANCE MEASURES	2012-13	2013-14	2013-14	2014-15
	Actual	Goal	Estimated	Projection
<b>INPUTS:</b>				
Number of residents	74,000	76,389	76,389	76,400
Total number of full time employees	15	15	17	18
Total number of part time employees	5	1	2	1
Total number of employees	20	16	19	19
Division expenditures	\$ 2,599,957	\$ 2,271,298	\$ 2,558,375	\$ 3,097,064
<b>OUTPUTS:</b>				
Potential single family homes serviced per week	16,800	16,800	16,800	17,200
Average single family homes serviced per week	9,600	10,000	10,200	10,500
Residential waste recycled (tons)	5,994	6,000	6,500	6,800
Total number of bulk trash routes	8	8	7	8
Commercial waste recycled-includes multi family (tons)	N/A	N/A	N/A	TBD
Bulk vegetative waste and mixed material recycled (cubic yards)	102,283	100,000	110,000	110,000
<b>DROP-OFF CENTER:</b>				
Customer visits	N/A	N/A	10,000	12,000
Used motor oil/antifreeze (gallons)	1,424	1,709	2,000	2,000
Electronics (pounds)	1,793	2,152	5,296	70,000
Cardboard (cubic yards)	N/A	N/A	1,000	2,000
Latex paint (pounds)	N/A	N/A	3,600	30,000
Single stream (cubic yards)	N/A	N/A	1,200	1,500
Household hazardous waste (pounds)	N/A	N/A	10,000	10,000
Document Shredding Revenue	\$ 21,580			
<b>EDUCATION AND AWARENESS:</b>				
Public Outreach Events	6	6	6	12
Public Awareness Campaigns	N/A	N/A	3	3
Public Presentations (HOA's, Churches, Business Associations, etc...)	3	6	10	15
School Classroom Presentations	3	6	6	24
<b>TECHNICAL ASSISTANCE:</b>				
Number of businesses assisted with recycling	12	8	30	40
Number of informational presentations to groups	480	200	200	12
<b>EFFECTIVENESS MEASURES:</b>				
Avoided Disposal Cost for recyclables	\$ 407,168	\$ 407,580	\$ 281,125	\$ 294,100
Recycling Revenue (residential + commercial)	\$ 300,000	\$ 255,000	\$ 200,000	\$ 210,000
<b>EFFICIENCY MEASURES:</b>				
Avoided Disposal Cost plus Recycling Revenue	\$ 707,168	\$ 662,580	\$ 481,125	\$ 504,100
Division expenditures without Recycling Revenue and Disposal Fee Avoidance	\$ 1,892,789	\$ 1,608,718	\$ 2,077,250	\$ 2,592,964
Division expenditure per capita	\$ 35.13	\$ 29.73	\$ 33.49	\$ 40.54

## Sanitation

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ -	\$ -	\$ 35,894	\$ 238,816	\$ 396,621
Employee Benefits	-	-	5,530	28,493	181,981
<b>Materials &amp; Supplies</b>	-	-	1,172	8,800	45,000
<b>Other Services and Charges</b>	-	-	916	126,000	80,200
<b>Operations Subtotal</b>	-	-	<b>\$ 43,512</b>	<b>\$ 402,109</b>	<b>\$ 703,802</b>
<b>Capital Outlay</b>	-	-	-	77,000	356,000
<b>DIVISION TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,512</b>	<b>\$ 479,109</b>	<b>\$ 1,059,802</b>
<b><u>PERSONNEL</u></b>					
Full-Time	0	0	3	3	9
Part-Time	0	0	3	3	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>9</b>

## Mission Statement

Reducing waste throughout the City and Waterways.

## Major FY14-15 Goals

1. Reduce illegal dumping throughout the City.
2. Initiate and maintain public outreach and awareness programs to educate City residents.
3. Initiate a City Sponsored Adopt-a-Street program and volunteer Beach Sweeps.
4. Maintain public right-of-ways to reduce litter on City roadways
5. Initiate waterway and canal debris removal of four miles of City's intracoastal waterways.

# Sanitation

PERFORMANCE MEASURES	2012-13 Actual	2013-14 Goal	2013-14 Estimated	2014-15 Projection
<b>INPUTS:</b>				
Total number of full time employees	N/A	3	3	9
Total number of will call employees	N/A	2	2	8
Total number of employees	N/A	5	5	17
Division expenditures	N/A	\$479,109	\$349,609	\$1,059,802
<b>OUTPUTS:</b>				
Number of illegal dumping piles removed	N/A	75	100	90
Miles of roadways litter removed	N/A	30	40	50
Bags of litter collected	N/A	300	500	750
Miles of waterways litter removed	N/A	40	40	100
Bags of waterways litter removed	N/A	300	300	500
<b>EDUCATION AND AWARENESS:</b>				
Community awareness presentations	N/A	5	6	6
Public outreach events	N/A	2	3	5
<b>EFFICIENCY MEASURES:</b>				
Number of Residents	74,000	76,389	76,389	76,400
Division expenditures without Recycling Revenue	N/A	\$402,720	\$273,220	\$983,402
Division expenditure per capita	N/A	\$6.27	\$4.58	\$13.87

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Non-Departmental	\$ 3,709,382	\$ 5,905,745	\$ 1,818,265	\$ 5,439,785	\$ 2,578,522
TOTAL	<u>\$ 3,709,382</u>	<u>\$ 5,905,745</u>	<u>\$ 1,818,265</u>	<u>\$ 5,439,785</u>	<u>\$ 2,578,522</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	\$ 2,693,889	\$ 3,124,997	\$ 1,009,710	\$ 2,822,676	\$ 2,453,522
Transfers	1,015,493	2,780,748	808,555	2,617,109	125,000
TOTAL APPROPRIATIONS	<u>\$ 3,709,382</u>	<u>\$ 5,905,745</u>	<u>\$ 1,818,265</u>	<u>\$ 5,439,785</u>	<u>\$ 2,578,522</u>

City of Deerfield Beach, Florida  
Debt Service  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2013-14 Budget
<b>BY DIVISION</b>					
Debt Service	\$ 36,863	\$ 42,047	\$ 371,464	\$ 928,529	\$ 921,995
TOTAL	<u>\$ 36,863</u>	<u>\$ 42,047</u>	<u>\$ 371,464</u>	<u>\$ 928,529</u>	<u>\$ 921,995</u>
<b>EXPENSE GROUP</b>					
Capital Lease - Principal	\$ -	\$ -	\$ 357,141	\$ 853,894	\$ 849,327
Capital Lease - Interest	36,863	42,047	14,323	74,635	72,668
TOTAL APPROPRIATIONS	<u>\$ 36,863</u>	<u>\$ 42,047</u>	<u>\$ 371,464</u>	<u>\$ 928,529</u>	<u>\$ 921,995</u>

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

	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2013-14</b>	<b>2014-15</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 3/31/14)</b>	<b>%age</b>		
<b>MISCELLANEOUS REVENUE</b>						
Interest on Investments	-	-	-	-	5,000	-
<i>Interest Earnings</i>	-	-	-	-	5,000	-
<b>TOTAL MISC REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
<b>NON-REVENUES</b>						
Solid Waste	-	-	-	-	1,000,000	125,000
<i>Interfund Transfers</i>	-	-	-	-	1,000,000	125,000
<b>TOTAL NON-REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>125,000</b>
<b>TOTAL SOLID WASTE</b>						
<b>EMERGENCY RESERVE FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,005,000</b>	<b>125,000</b>

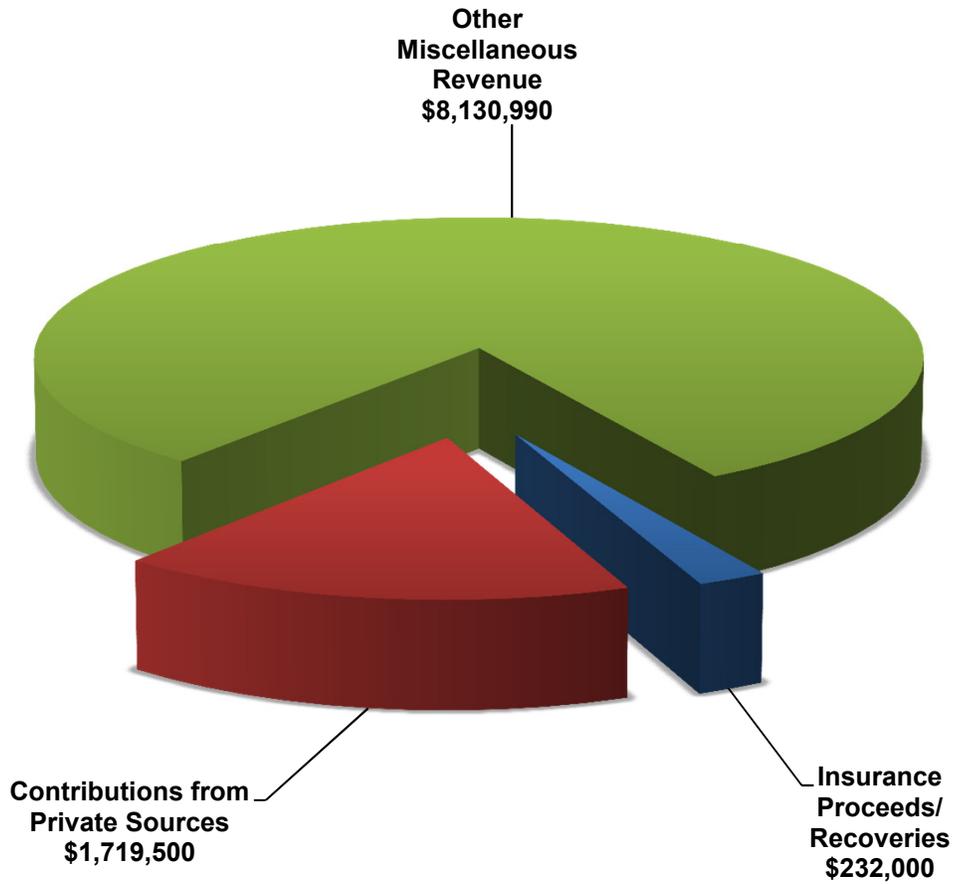
City of Deerfield Beach, Florida  
Solid Waste Emergency Reserve Fund  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Solid Waste	\$ -	\$ -	\$ -	\$ 1,005,000	\$ 125,000
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,005,000</u>	<u>\$ 125,000</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	\$ -	\$ -	\$ -	\$ 1,005,000	\$ 125,000
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,005,000</u>	<u>\$ 125,000</u>

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

	2011-12 Actual	2012-13 Actual	2013-14 Y-T-D Actual (Thru 3/31/14)	2013-14 Y-T-D %age	2013-14 Budget	2014-15 Budget
<b>MISCELLANEOUS REVENUE</b>						
Insurance Proceeds - Vehicles	-	8,258	17,169	-	-	12,000
Stop Loss Recovery	40,658	18,313	-	-	125,000	50,000
Work Comp Indemnity Reimbursement	36,175	61,177	19,620	25	80,000	40,000
Health Stop-Loss Reimbursement	-	-	-	-	-	130,000
<i>Sales/Comp Loss of Fixed Assets</i>	<u>76,833</u>	<u>87,748</u>	<u>36,789</u>	<u>18</u>	<u>205,000</u>	<u>232,000</u>
Dental/Vision	2,508	49,300	-	-	74,000	-
Dental/Vision 125	58,389	63,106	32,836	55	60,000	65,000
Group Health	1,725	-	-	-	-	-
Group Health 125	568,437	635,315	315,738	53	600,000	700,000
Voluntary Life Insurance	21,488	18,933	7,907	38	21,000	19,000
Retired Employee Life	6,625	8,447	3,659	52	7,000	7,500
Retired Employee Health	465,096	446,968	260,743	59	440,000	575,000
Retired Dental/Vision	34,858	35,281	18,650	55	34,000	38,000
Housing Authority Health	43,344	92,455	62,772	121	52,000	90,000
COBRA Health	38,582	18,862	7,995	32	25,000	25,000
Prescription Drug Refund	-	-	-	-	-	100,000
Wellness Funds	-	-	-	-	-	100,000
<i>Contribution From Private Source</i>	<u>1,241,052</u>	<u>1,368,667</u>	<u>710,300</u>	<u>54</u>	<u>1,313,000</u>	<u>1,719,500</u>
General Fund	-	-	-	-	-	3,653,111
Senior Services Fund	-	-	-	-	-	561,794
Road and Bridge Fund	-	-	-	-	-	190,359
CRA Fund	-	-	-	-	-	45,031
Utility Fund	-	-	-	-	-	2,340,219
Solid Waste Fund	-	-	-	-	-	1,340,476
<i>Other Miscellaneous Revenue</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>8,130,990</u>
<b>TOTAL MISC REVENUES</b>	<u>1,317,885</u>	<u>1,456,415</u>	<u>747,089</u>	<u>49</u>	<u>1,518,000</u>	<u>10,082,490</u>
<b>NON-REVENUES</b>						
General Fund	6,092,180	4,718,113	2,067,069	50	4,134,139	-
Solid Waste Fund	1,015,493	1,460,121	669,602	50	1,339,204	-
Road and Bridge Fund	214,657	297,059	128,222	50	256,444	-
CRA Fund	20,640	20,501	43,713	50	87,425	-
Utility Fund	1,279,687	2,002,003	806,892	50	1,613,783	-
Senior Services Fund	111,400	111,400	55,700	50	111,400	-
<i>Interfund Transfers</i>	<u>8,734,057</u>	<u>8,609,197</u>	<u>3,771,198</u>	<u>50</u>	<u>7,542,395</u>	<u>-</u>
<b>TOTAL NON-REVENUES</b>	<u>8,734,057</u>	<u>8,609,197</u>	<u>3,771,198</u>	<u>50</u>	<u>7,542,395</u>	<u>-</u>
<b>TOTAL INSURANCE SVCS TRUST</b>	<u>10,051,942</u>	<u>10,065,612</u>	<u>4,518,287</u>	<u>50</u>	<u>9,060,395</u>	<u>10,082,490</u>

**City of Deerfield Beach  
Projected Revenues - Insurance  
Services Trust Fund  
Fiscal Year 2014/15**



**Total projected revenues: \$10,082,490**

# Risk Management

The Risk Management Division of the Human Resources Department is tasked with the oversight of the City's employee benefit, workers' compensation and property coverage programs. The functions of the Risk Management Division are as follows:

- **Employee Benefits** - The City's employee benefits programs for active and non-active employees are overseen and administered by the Risk Management Division. The Division coordinates the Group Health, Group Dental, Group Basic Life, Group Supplemental Life and other Voluntary Benefits. The Division is also responsible for coordinating with the Safety and Training Division of the Human Resources Department for training efforts with regards to the employee benefits programs. The Division executes open enrollment efforts, provides new hire benefits education and acts as decision maker for benefits dispute resolution.
- **Workers' Compensation** - The Risk Management Division works in conjunction with the Safety and Training Division to coordinate and oversee the City's Workers' Compensation program. The two divisions are responsible for the day to day operations of the workers' compensation program, long-term planning for controlling the costs associated with the program, claims resolution and for coordinating the legal responses for both the defense and proactive resolution of outstanding claims. The Safety and Training Division also identifies training opportunities which can impact the long-term cost control and designs and delivers training programs to address the problems
- **Property Coverage** - The Risk Management Division once again works in conjunction with the Safety and Training Division to coordinate and oversee the City's Property Coverage program. Day to day claims response, periodic evaluation coverage levels, communication with the agents / insurers and strategic planning for long-term cost control through increased training, correct property valuations and insurer evaluation for premium value.

City of Deerfield Beach, Florida  
Insurance Services Trust Fund  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Risk Management	\$ 6,154,121	\$ 6,874,681	\$ 2,009,311	\$ 6,449,295	\$ 7,109,621
Housing Authority	-	-	-	-	76,000
Cobra Health	-	-	-	-	27,250
Retirees Division	2,379,190	3,028,007	986,792	2,582,500	2,841,500
Non-Departmental	-	-	14,300	28,600	28,119
TOTAL	<u>\$ 8,533,311</u>	<u>\$ 9,902,688</u>	<u>\$ 3,010,403</u>	<u>\$ 9,060,395</u>	<u>\$ 10,082,490</u>
<b><u>EXPENSE GROUP</u></b>					
Personal Services	\$ 161,120	\$ 138,568	\$ 85,948	\$ 223,695	\$ 359,337
Materials & Supplies	2,299	579	-	-	-
Other Operating Expenses	8,369,892	9,763,541	2,910,155	8,808,100	9,695,034
Non-Departmental	-	-	14,300	28,600	28,119
TOTAL APPROPRIATIONS	<u>\$ 8,533,311</u>	<u>\$ 9,902,688</u>	<u>\$ 3,010,403</u>	<u>\$ 9,060,395</u>	<u>\$ 10,082,490</u>
<b><u>PERSONNEL</u></b>					
Risk Management	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL PERSONNEL	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>

## Risk Management

<b>EXPENDITURES</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 YTD 3/31/14</b>	<b>2013-14 Budget</b>	<b>2014-15 Budget</b>
<b>Personal Services</b>					
Salaries and Wages	\$ 138,535	\$ 119,780	\$ 74,756	\$ 200,999	\$ 309,999
Employee Benefits	22,585	18,788	11,192	22,696	49,338
<b>Materials &amp; Supplies</b>	2,299	579	-	-	-
<b>Other Services and Charges</b>	8,369,892	9,763,541	2,910,155	8,808,100	6,750,284
<b>Operations Subtotal</b>	<u>8,533,311</u>	<u>9,902,688</u>	<u>2,996,103</u>	<u>9,031,795</u>	<u>7,109,621</u>
<b>DEPARTMENTAL TOTAL</b>	\$ 8,533,311	\$ 9,902,688	\$ 2,996,103	\$ 9,031,795	\$ 7,109,621
<b>PERSONNEL</b>					
Full-Time	2	2	2	3	3
<b>DEPARTMENTAL TOTAL</b>	2	2	2	3	3

## 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 FY14-15 Goals

1. Aggressively monitor Workers' Compensation claims and close inactive cases, thereby reducing the City's future indemnity, medical and claims reserve exposure.
2. Direct programs of continuing education and communication that endeavor to achieve higher risk awareness among employees.
3. Continue progression on ADA modifications to City facilities.
4. Initiate and participate in the following requests for proposals (RFP's): Group Life/Voluntary Life/Long-Term Disability Request for Proposal; Health Stop-Loss Request for Proposal; and Property and Casualty Agent Request for Proposal.
5. Develop and implement an employee benefits new hire orientation which provides new employees with detailed information and education regarding the employee benefits programs offered by the City.
6. Provide Open Enrollment employee benefits education sessions to continue educating and familiarizing City employees with the employee benefit offerings offered by the City. Coordinate with the City's employee benefits vendors to sponsor a Health and Benefit Fair for the City Employees.
7. Finalize and complete Health Insurance initiatives as approved in Fiscal Year 2014/2015 City Budget.

# Risk Management

<b>PERFORMANCE MEASURES</b>	<b>2012-13 Actual</b>	<b>2013-14 Goal</b>	<b>2013-14 Estimated</b>	<b>2014-15 Projection</b>
<b>INPUTS:</b>				
Total number of full time positions	2	2	2	3
Department expenditures	\$9,902,685	\$9,002,795	\$9,582,536	\$10,054,371
Amount spent on Workers' Compensation	\$1,763,033	\$1,332,000	\$1,161,088	\$1,489,000
Amount spent on self-insured group health	\$6,148,473	\$5,226,384	\$6,225,793	\$6,148,250
<b>OUTPUTS:</b>				
No. of Workers' Compensation claims managed	100	82	40	35
No. of Gen. Liability claims managed	68	50	70	76
No. of vehicular accidents investigated	20	30	20	24
No. of safety training sessions held	22	25	22	30
No. of open enrollment benefits education sessions	0	0	0	10
<b>EFFECTIVENESS MEASURES:</b>				
Value of insured property/facilities	\$110,798,891	\$107,116,540	\$110,798,891	\$110,798,891
Percent of WC claims that lost time (8 days or more)	3%	6%	2%	2%
<b>EFFICIENCY MEASURES:</b>				
Cost of property/facility ins. per \$1,000 of value	\$6.03	\$6.55	\$5.72	\$5.58
Cost of WC Program per employee (F/T & P/T)	\$8,600	\$6,498	\$5,664	\$7,263
Cost of group health per F/T emp. (incl. retirees)	\$14,816	\$12,594	\$15,002	\$14,815

City of Deerfield Beach, Florida  
Non-Departmental  
Summary

	2011-12 Actual	2012-13 Actual	2013-14 YTD 3/31/14	2013-14 Budget	2014-15 Budget
<b><u>BY DIVISION</u></b>					
Non-Departmental	\$ -	\$ -	\$ 14,300	\$ 28,600	\$ 28,119
TOTAL	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,300</u>	<u>\$ 28,600</u>	<u>\$ 28,119</u>
<b><u>EXPENSE GROUP</u></b>					
Operating Expenses	\$ -	\$ -	\$ 14,300	\$ 28,600	\$ 28,119
TOTAL APPROPRIATIONS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,300</u>	<u>\$ 28,600</u>	<u>\$ 28,119</u>

## Debt Service Summary

The City of Deerfield Beach utilizes debt to pay for essential capital expenditures. These non-recurring expenditures are of a magnitude that would have a tremendous impact were they 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 an improvement will not exceed the useful life of that improvement.
- Efforts shall be made to maintain or improve the City's bond rating.

### Outstanding Bonds and Notes

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

#### **GENERAL OBLIGATION BONDS**

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

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

*General Obligation Bonds 2012B-2* – The proceeds of these bonds were used to refund previously issued debt, namely Florida Municipal Loan Council Revenue Bonds, Series 2000B; Series 2003A and Series 2003B. The principal and interest from this issue will be payable from and secured by the City's ad valorem taxes.

#### **COVENANT BONDS**

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

*Florida Municipal Loan Council Covenant Bond, Series 2012B-1* – Proceeds of this bond issue are to be used to finance partially to refund previously issued covenant bonds Series 2003A and Series 2003B. The remainder of the bond proceeds are to be used to fund capital improvements including street improvements, park improvements and related parking improvements.

#### **REVENUE BONDS**

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

**NOTES PAYABLE**

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

<b><u>Loan Title (Project Description)</u></b>	<b><u>Outstanding Loan Amount</u></b>
Drinking Water Revolving Loan (West Water Treatment Plant)	\$ 9,075,391
Water Pollution Control Financing Corp. Loan (Deep Injection Well)	4,828,654
Water Pollution Control Financing Corp. (Concentrate Pumping Station)	1,034,100
	<u>\$ 14,938,145</u>

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

<b><u>Funding Source</u></b>	<b><u>Actual FY12/13</u></b>	<b><u>Estimated FY13/14</u></b>	<b><u>Budgeted FY14/15</u></b>
General property taxes	\$ 17,397,238	\$ 3,029,558	\$ 2,979,693
Incremental property taxes	6,047,555	1,093,056	1,108,376
General fund revenue (excluding property taxes)	72,107	-	-
Franchise taxes	399,336	402,657	398,069
Water and sewer revenue	3,235,009	3,254,232	3,247,850
Total funding sources	<u>\$ 27,151,245</u>	<u>\$ 7,779,504</u>	<u>\$ 7,733,988</u>

**Expenditures by Function**

Principal	\$ 24,090,588	\$ 4,537,547	\$ 4,577,743
Interest	3,037,455	3,191,957	3,106,245
Fiscal agent charges	23,202	50,000	50,000
Total expenditures by function	<u>\$ 27,151,245</u>	<u>\$ 7,779,504</u>	<u>\$ 7,733,988</u>

<b><u>Description</u></b>	<b><u>Interest Rates</u></b>	<b><u>Principal Amount</u></b>
<b>General Obligation Bonds:</b>		
Series 2000A	4.60 to 6.08%	\$ 4,736,922
Series 2000B	4.25 to 5.85%	1,010,184
Series 2012B-2	2.00 to 5.00%	14,050,000
Total General Obligation Bonds		<u>19,797,106</u>
<b>Covenant Bonds:</b>		
Series 2006 (Electric Franchise Fees)	4.00 to 4.50%	4,920,000
Series 2012B-1 (Non-ad Valorem Revenues)	2.00 to 5.00%	19,220,000
Total Covenant Bonds		<u>24,140,000</u>
<b>Water &amp; Sewer Revenue Bonds: Series 2008A</b>	4.81%	14,196,426
<b>State of Florida Drinking Water Revolving Loans</b>	2.21 to 3.57%	14,938,145
Total bonds and notes payable		<u>\$ 73,071,677</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
2015	1,263,414	1,224,036	2,487,450	1,160,000	590,050	1,750,050
2016	1,238,401	1,252,861	2,491,262	1,195,000	559,225	1,754,225
2017	1,117,169	1,374,218	2,491,387	1,240,000	523,500	1,763,500
2018	1,104,936	1,386,034	2,490,969	1,295,000	482,400	1,777,400
2019	1,099,238	1,391,592	2,490,830	1,335,000	447,850	1,782,850
2020	1,096,610	1,397,240	2,493,850	1,370,000	415,475	1,785,475
2021	1,092,061	1,401,089	2,493,150	1,415,000	384,450	1,799,450
2022	1,085,902	1,407,398	2,493,300	1,460,000	349,738	1,809,738
2023	1,076,232	1,417,556	2,493,788	1,520,000	307,650	1,827,650
2024	1,067,961	1,424,252	2,492,213	1,575,000	268,300	1,843,300
2025	685,000	244,700	929,700	1,625,000	229,194	1,854,194
2026	1,663,285	1,425,446	3,088,731	1,680,000	187,587	1,867,587
2027	1,000,182	996,286	1,996,469	1,735,000	144,669	1,879,669
2028	2,746,717	1,378,005	4,124,722	1,790,000	99,563	1,889,563
2029	2,460,000	36,900	2,496,900	845,000	66,734	911,734
2030	-	-	-	780,000	49,950	829,950
2031	-	-	-	810,000	33,975	843,975
2032	-	-	-	840,000	17,325	857,325
2033	-	-	-	470,000	-	470,000
<b>Total</b>	<b>\$ 19,797,106</b>	<b>\$ 17,757,615</b>	<b>\$ 37,554,720</b>	<b>\$ 24,140,000</b>	<b>\$ 5,157,635</b>	<b>\$ 29,297,635</b>

Fiscal Year	Notes Payable			Revenue Bonds Payable		
	Principal	Interest	Total	Principal	Interest	Total
2015	1,492,312	402,288	1,894,600	662,017	676,233	1,338,250
2016	1,535,535	359,065	1,894,600	694,606	644,872	1,339,478
2017	1,580,038	314,562	1,894,600	727,083	608,492	1,335,575
2018	1,625,856	268,744	1,894,600	764,591	572,121	1,336,712
2019	1,673,029	221,571	1,894,600	802,229	533,918	1,336,147
2020	1,721,597	173,003	1,894,600	841,720	495,131	1,336,851
2021	1,771,605	122,995	1,894,600	881,859	451,809	1,333,668
2022	1,139,948	71,505	1,211,453	926,566	407,715	1,334,281
2023	477,718	50,588	528,306	972,178	361,420	1,333,598
2024	488,390	39,916	528,306	1,020,035	313,634	1,333,669
2025	499,298	29,008	528,306	1,069,459	261,898	1,331,357
2026	510,455	17,851	528,306	1,122,896	208,443	1,331,339
2027	422,364	7,012	429,376	1,178,171	152,338	1,330,509
2028	-	-	-	1,236,169	93,643	1,329,812
2029	-	-	-	1,296,847	31,709	1,328,556
<b>Total</b>	<b>\$ 14,938,145</b>	<b>\$ 2,078,108</b>	<b>\$ 17,016,253</b>	<b>\$ 14,196,426</b>	<b>\$ 5,813,376</b>	<b>\$ 20,009,802</b>

## Current Year Principal and Interest Requirements

Description	Principal	Interest	Total
2000A GOB	\$ 573,414	\$ 771,586	\$ 1,345,000
2012B-1 GOB	260,000	213,638	473,638
2012B-2 GOB	690,000	452,450	1,142,450
Covenant Bond 2006	180,000	218,069	398,069
Covenant Bond 2012B-1	720,000	371,981	1,091,981
Wtr Pollution Control Financing Corp. (WW693030)	324,447	104,929	429,376
Wtr Pollution Control Financing Corp. (WW69302L)	75,883	23,047	98,930
Drinking Wtr Revolving Loan (DW0606010)	1,091,982	274,312	1,366,294
Revenue Bonds, Series 2008A	662,017	676,233	1,338,250
<b>Total</b>	<b>\$ 4,577,743</b>	<b>\$ 3,106,245</b>	<b>\$ 7,683,988</b>

The City's three 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 2015 this amount will be 0.4943 mills, which represents 3.0% of the total General Fund budget. Bond covenants require the funding for these issues be from ad valorem tax proceeds. Conversely, the covenant bonds are secured by sources other than ad valorem taxes; so too are the State revolving loans (Drinking Water and Water Pollution Control), and the Series 2008A revenue bonds, which are payable from the water and sewer system revenues.

## Lease Purchase Agreements

The City of Deerfield Beach is currently engaged in three (3) lease-purchase agreements. The equipment held under these capital leases consists of \$447,854 and \$2,272,677 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)				
2015	50,121	31,300	906,732	988,154
2016	-	-	783,577	783,577
2017	-	-	755,306	755,306
2018	-	-	444,328	444,328
<b>Fund Total</b>	<b>\$ 50,121</b>	<b>\$ 31,300</b>	<b>\$ 2,889,943</b>	<b>\$ 2,971,365</b>

# CITY OF DEERFIELD BEACH CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2015-2019

## **INTRODUCTION**

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

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

## **CIP OVERVIEW**

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

## **FUNDING SOURCES**

The FY 2015 – 2019 capital improvement plan proposes many different sources of funding -- including general property tax revenues, user fees, grant funds as well as bond proceeds -- to provide for the acquisition, construction, and rehabilitation of the City's equipment/fleet, facilities, and infrastructure. In fiscal year 2011, the City joined most Florida municipalities in authorizing the levy of a public service tax on water, sewer, and electrical consumption. This tax, permitted by the Florida statutes, allows communities to levy up to 10% on such services, and the funding generated is a common CIP funding mechanism for the vast majority of Florida municipalities. The tax took effect beginning October 2011 – the start of fiscal year 2012. No capital projects have the public service tax identified as a funding source in this Capital Improvement Plan.

The five-year outlook for property tax appears more optimistic than in previous years; however, this optimism is granted by the fact that overall revenue growth has been outpaced by such expenditure pressures as increasing health and workers' compensation claims; higher public safety costs, and the need to upgrade/repair the City's aging infrastructure. As such, this City truly must do "more with less". Accordingly, this plan includes an annual allocation of property tax revenue to fund projects such as park improvements, public safety improvements, and the maintenance of various other public facilities.

The City's "enterprise" operations, that is, those supported by users of the particular services such as water/sewer and solid waste/recycling services, will continue to finance the most costly projects by pledging charges for services. Additionally, the City's transportation improvements, such as street resurfacing, concrete sidewalk construction program and the like, will continue to be funded through the State shared revenue of the local option gas tax with any shortfall to be made up through a General Fund transfer. As such, the FY 2015 – 2019 capital improvement plan includes 61 projects costing approximately \$58 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;
- ❑ Solid Waste Fund;
- ❑ Utility Operating Fund;
- ❑ Stormwater Fee;
- ❑ Water/Sewer Renewal & Replacement Fund;
- ❑ Grants;
- ❑ State Revolving Loan Fund;
- ❑ Florida Municipal Loan Council Revenue Bonds;
- ❑ Community Redevelopment Agency Fund.

### **IMPACT OF CAPITAL IMPROVEMENT PLAN ON OPERATING BUDGET**

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

### **CAPITAL PROJECTS**

For purposes of the capital improvement plan, projects have been classified under seven categories: Utility/Water & Sewer Improvements, Physical Environment Improvements, Transportation Improvements, Public Safety Improvements, Culture & Recreation Improvements, General Government/Human Services Improvements, and Solid Waste Improvements. Highlights of the FY 2015 – 2019 CIP by category include the following:

#### **Utility/Water & Sewer Improvements (\$13,393,000)**

Of the \$58 million estimated for CIP funding over the next five years, approximately 23.0% of the costs can be attributed to Utility/Water & Sewer Improvements. The greatest portion of the utility improvements pertains to the consolidation of the City's east

and west water treatment plants. The east water plant, now over forty years old, is being converted to a booster pump station/storage facility with the addition of pumps and a five million-gallon storage tank. These improvements are necessitated by the revised Federal and State drinking water standards, as well as revised local requirements with respect to storage capabilities and operations under emergency conditions.

Other major projects scheduled for FY 2015 – 2019 include the utility improvements involving rehabilitation of MG elevated storage tank, rehabilitation of Lift Stations, replacement of Launderers Accelerator, repair/replacement of high service pumps, and rehabilitation of existing sewer main throughout the City. These projects are being undertaken to replace aging equipment/structure which will enhance efficiency and eliminate the high cost of frequent repairs.

### **Physical Environment Improvements (\$2,965,337)**

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 5.1% of the costs estimated for total FY 2015 – 2019 Capital Improvements.

### **Transportation Improvements (\$5,680,000)**

Transportation Improvements make up 9.8% of the costs estimated for total FY 2015 – 2019 capital improvements and include the following:

- The City's street resurfacing program for asphalt streets;
- Rehabilitation of City bridges
- 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 (\$12,406,285)**

Public Safety Improvements comprise nearly 21.3% of the costs estimated for total FY 2015 – 2019 capital improvements. Approximately 43.0% 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 (\$20,673,500)**

Culture and Recreation is a very important cornerstone of the City of Deerfield Beach. The amount represents 35.6% of the FY 2015 – 2019 CIP, and 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 development of the Tam O'Shanter Park Development, as well as the improvement of existing parks and beach facilities.

### **General Government/Human Services Improvements (\$1,575,000)**

The City of Deerfield Beach is one of the few South Florida municipalities actively financing a senior services program. The City's Senior Services Department provides quality senior center services, Alzheimer's care, as well as an intergenerational child care program. As such, the FY 2015 – 2019 CIP provides for the expansion of the N.E.

Focal Point (Senior Services) campus. 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%. The remainder of the costs relate to renovations of the City Hall facility.

**Solid Waste Improvements (\$1,455,430)**

The City of Deerfield Beach prides itself on providing quality, low cost solid waste and disposal services. The FY 2015 – 2019 CIP includes the regularly scheduled replacement of the department's fleet, which is funded by user fees from the Solid Waste fund. Regular replacement of the department's fleet will invariably reduce the City's ongoing maintenance costs for those vehicles reaching their estimated useful lives.

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2015 - 2019**

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>UTILITY IMPROVEMENTS:</u></b>				
WS001	Rehabilitation of Lift Stations	450,000	2016	6
		450,000	2017	6
		450,000	2018	6
WS002	1 MGD Elevated Water Storage Tank Rehabilitation	350,000	2015	9
		350,000	2016	9
WS003	Membrane Plant Element Replacements	500,000	2016	6
		500,000	2017	6
		500,000	2018	6
WS004	Rehabilitation of Existing Sewer Main	1,200,000	2015	6
WS005	Repair and Replacement of Sewer Lateral	150,000	2015	6
WS006	Replacement of High Service Pumps	215,000	2015	6
WS007	Replacement of Launderers for Accelerator	275,000	2015	6
WS008	Well Rehabilitation ((11,18 & 21)	100,000	2015	4
WS009	Leak Repairs To Sanitary Sewer System; Replacement/Slip-Lining Gravity Sewer Mains; Manholes	600,000	2016	6
		600,000	2017	6
		600,000	2018	6
WS010	Automatic Meter Reading (AMI)	450,000	2015	6
		500,000	2016	6
		500,000	2017	6
WS011	East Plant Demolition East Water Treatment Plant - Phase II Conversion To Pump Station/4 MGD Storage Tank	180,000	2015	4
		2,000,000	2018	8
		2,000,000	2019	8
<b><u>Equipment/Fleet: Water Plant Division</u></b>				
	Replacement Pumps	190,000	2015	4
	Replacement Pick-up Truck No. 729	28,000	2017	4
	Utility Service Trucks to replace No. 483 & 4401	150,000	2015	4
	Replace Loader No. 739	105,000	2017	4
	<b>TOTAL UTILITY IMPROVEMENTS</b>	<b>13,393,000</b>		
<b><u>PHYSICAL ENVIRONMENT IMPROVEMENTS:</u></b>				
DR001	Old Public Works Facility Repave Parking Lot	70,000	2016	1
DR002	Fuel Pump Canopy - Public Works Facility	50,000	2016	1
DR003	Public Works Bldg A Electric Gate Installed at Entrance	25,000	2017	1
DR004	Miscellaneous Drainage Projects	400,000	2017	5
		400,000	2018	5
DR005	8th Avenue Flood Control Project	1,900,000	2017	5
<b><u>Equipment/Fleet: Grounds Maintenance</u></b>				
	Replace Dump Truck No. 834 (8-Yd)	95,000	2017	1
	New 4X2 Truck For Irrigation Crew	25,337	2017	1
	<b>TOTAL PHYSICAL ENVIRONMENT</b>	<b>2,965,337</b>		

CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2015 - 2019

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>TRANSPORTATION IMPROVEMENTS:</u></b>				
TR001	Rehabilitation of City Bridges	500,000	2016	2
TR002	Concrete Sidewalk Construction Program (ADA Compliance)	200,000	2015	2
		200,000	2016	2
		200,000	2017	2
TR003	SW 11th Way - Four-Lane Improvement Project/Phase I	350,000	2016	2
	SW 11th Way - Four-Lane Improvement Project/Phase II	2,450,000	2017	2
TR004	Street Resurfacing Program	400,000	2016	2
		400,000	2017	2
		400,000	2018	2
		400,000	2019	2
<b><u>Equipment/Fleet: Streets Maintenance</u></b>				
	Replace Pick-up Truck No. 632	30,000	2016	2
	Replace Street Sweeper No. 626	150,000	2017	2
	<b>TOTAL TRANSPORTATION</b>	<b>5,680,000</b>		
<b><u>PUBLIC SAFETY IMPROVEMENTS:</u></b>				
PS001	New Fire Station No. 66	5,250,000	2016	9
<b><u>Equipment/Fleet:</u></b>				
	Replace Rescue Vehicle No. 1030	265,000	2017	1
	Replace Vehicle No. 1060	38,205	2017	1
	Replace Command Vehicle No. 1059	97,650	2017	1
	Replace Vehicle No. 1018	60,000	2016	1
	Replace Rescue Vehicle No. 1032	282,500	2016	1
	Replace Vehicle No. 1063	40,115	2016	1
	Replace Rescue Vehicle No. 1065	40,115	2016	1
	Replace Rescue Vehicle No. 1031	285,000	2017	1
	Replace Vehicle No. 1050	50,000	2016	1
	Replace Vehicle No. 1064	38,205	2016	1
	Replace Rescue Vehicle No. 1039	278,000	2016	1
	Replace Fire Engine No. 1021 With Quint Apparatus - Crystal Lake	800,000	2016	1
	Replace Rescue Vehicle No. 1034	285,000	2016	1

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2015 - 2019**

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>PUBLIC SAFETY IMPROVEMENTS (Cont'd):</u></b>				
	Replace Rescue Vehicle No. 1066	40,115	2016	1
	Platform Vehicle	1,176,531	2015	1
	Engine	554,669	2015	1
	Rescue Vehicle	368,430	2015	1
	Command Vehicle	80,000	2015	1
	Toyota Sequoia	40,000	2015	1
	Ford Explorer	25,000	2015	1
	Replace Fire Engine No. 1022	425,000	2016	1
	Replace Rescue Vehicle No. 1132	282,500	2017	1
	Replace Fire Engine No. 1029	404,250	2017	1
	Replace Ladder Truck No. 1062	<u>1,200,000</u>	2017	1
	<b>TOTAL PUBLIC SAFETY</b>	<u>12,406,285</u>		
<b><u>CULTURE &amp; RECREATION IMPROVEMENTS:</u></b>				
RE001	Median Landscape	50,000	2015	1
RE002	Villages of Hillsboro Playground	40,000	2015	1
RE003	McKeithen Park East Playground	40,000	2015	1
RE004	Middle School Complex Shade Imprmnts, Curbing, Restrooms, Signage, Tennis Courts, etc.)	50,000	2015	1
RE005	Pioneer Park/Quiet Waters Lights	40,000	2015	1
RE006	Playground Equipment For City Parks With Shade Structures	120,000 150,000 250,000	2016 2017 2018	1 9 9
RE007	Constitution Park Recreation Ctr. - Renovations	300,000	2016	9
RE008	Mayo Howard Playground	40,000	2015	1
RE009	Constitution Park Land Management	300,000	2016	7
RE010	Beach Area Non Specific Landscape Improvements	50,000	2017	10
RE011	Tree Surrounds Aggregate Stone Along Ocean Way	50,000	2016	1
RE012	South Beach Restrooms Roof Replacement and Structure Repairs	150,000	2016	1
RE013	North Beach Pavilion And Restroom Roof Replacement	100,000	2017	10
RE014	New Garbage Receptacles Throughout The Parks System	30,000	2016	1
RE015	Signage Improvements And Replacements Throughout the Parks System (Ex: Parking Areas, Directional, Park Signs, Way-Finding, Worn Out Signage, etc.)	50,000	2016	1
RE016	New Fencing Throughout The Parks System	300,000	2016	1
RE017	Tam O'Shanter Park Development (Engineering & Design Infrastructure, Utilities Installation, Phones, Electrical Needs, Prep Work, Fire Hydrants, Water Retention Issues Athletic Facilities, etc.)	3,000,000 2,000,000 1,500,000 1,500,000	2016 2017 2018 2019	9 9 9 9

**CITY OF DEERFIELD BEACH  
CAPITAL IMPROVEMENT PROGRAM  
PROJECT LISTING  
FISCAL YEARS 2015 - 2019**

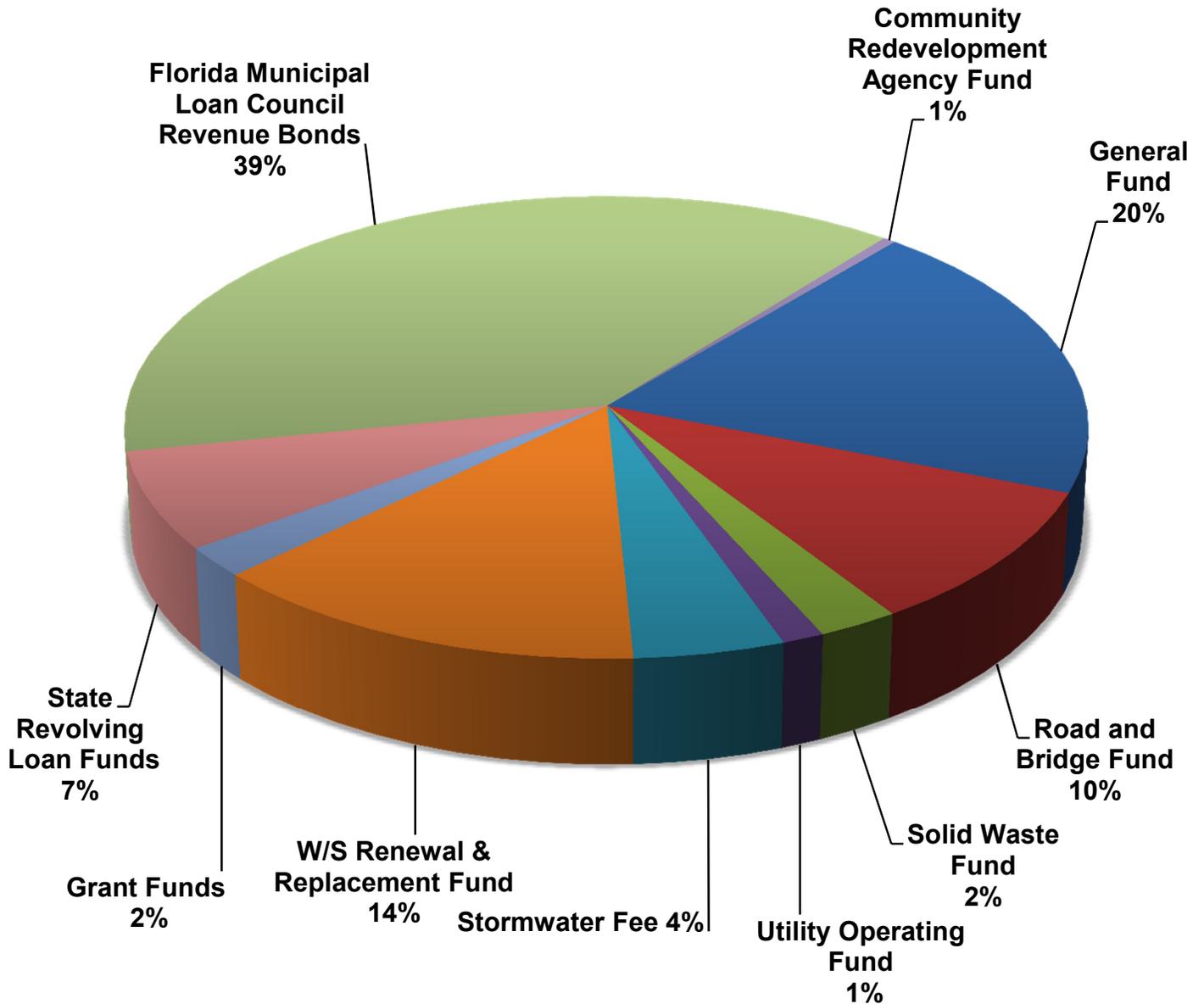
PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<b><u>CULTURE &amp; RECREATION IMPROVEMENTS (Cont'd.):</u></b>				
RE018	Pioneer Park - Concession Stand/Press Box	700,000	2017	7
RE019	City-wide Park Improvements	500,000	2017	1
RE020	Beach Renovations	2,250,000	2017	9
RE021	North Beach Access Improvements	125,000	2017	10
RE022	Nine New Lifeguard Towers On The Beach	400,000	2017	1
RE023	Picnic Tables Replacements Throughout The Parks System	25,000	2017	9
RE024	Villages of Hillsboro Park Improvements (i.e. Walking Pathway, Athletic, Court Lighting, Basketball Courts, Tennis Courts, Roof on Restroom, Boat Ramp, Improvements, etc.)	300,000	2017	9
RE025	Johnnie McKeithen Park Improvements (Miscellaneous Upgrades, Development of the Underdeveloped Portion of the Park, etc.)	350,000	2017	9
RE026	Westside Park Recreation Center Improvements	3,000,000	2018	9
RE027	Pioneer Park Upgrade And Baseball Fields With Lighting	1,275,000	2018	9
RE028	Tennis Center Improvements (Lights, Fencing, Parking Lot, etc.)	125,000	2018	1
RE029	South Beach Renovations And Improvements (Outside the CRA Boundary)	960,000	2018	1
<b><u>Equipment/Fleet:</u></b>				
	61" Lawn Mower	44,000	2015	1
	Backhoe	56,000	2015	1
	Truck W/Loader	44,000	2015	1
	Playground Equipment For City Parks	120,000	2015	1
		60,000	2016	1
		60,000	2017	1
		60,000	2018	1
	Pick-up Heavy Duty Truck With Crew Cab - No.3400	45,000	2018	1
	Pick-up Truck With Crew Cab (2)	64,500	2017	1
	<b>TOTAL CULTURE &amp; RECREATION</b>	<b>20,673,500</b>		
<b><u>GENERAL GOVERNMENT/ HUMAN SERVICES IMPROVEMENTS:</u></b>				
GEN001	South Beach Restrooms	65,000	2015	1
GEN002	East Water Plant Roof	30,000	2015	1
GEN003	Senior Services Alz Center Carpet	25,000	2015	1
GEN004	NE Focal Point Expansion Phase III	700,000	2016	9
GEN005	Reconfiguration & Resurfacing of NEFP parking lot	230,000	2016	7
GEN006	Focal Point Replace Kitchen Cabinets	50,000	2016	1

CITY OF DEERFIELD BEACH  
 CAPITAL IMPROVEMENT PROGRAM  
 PROJECT LISTING  
 FISCAL YEARS 2015 - 2019

PROJECT NUMBER	PROJECT DESCRIPTION	COST	FISCAL YEAR	RECOMMENDED FUNDING SOURCE
<u>GENERAL GOVERNMENT/ HUMAN SERVICES IMPROVEMENTS:</u>				
GEN007	City Hall Replace Flooring and Cast Iron Piping	35,000	2016	1
GEN008	City Hall Waterproof and Paint Exterior	70,000	2016	1
GEN009	City Hall Replace Parking Lot Lighting	125,000	2016	1
GEN010	City Hall Repave Parking Lot	40,000	2016	1
GEN011	City Hall Renovation/Building Campus (Facilities)	175,000	2016	1
<u>Equipment/Fleet:</u>				
	Generator Fuel Tank - City Hall	<u>30,000</u>	2016	1
	<b>TOTAL GEN GOV'T/HUMAN SVCS</b>	<u><b>1,575,000</b></u>		
<u>SOLID WASTE/RECYCLING IMPROVEMENTS:</u>				
<u>Buildings:</u>				
	Car Wash	150,000	2015	3
<u>Equipment/Fleet:</u>				
	Currotto Can attachemrnt of Vehicle	25,000	2015	3
	Replace two boom Trucks No. 92 & 98	712,596	2015	3
	Two Tomcat Sanitation Collection Vehicle	220,000	2015	3
	Two Toyota Tundra Pick-up	70,000	2015	3
	Two Toyota Tundra Crew Cab	70,000	2015	3
	Boom Truck	207,834	2015	3
	<b>TOTAL SOLID WASTE</b>	<u><b>1,455,430</b></u>		
	<b>TOTAL ESTIMATED COST (FY 2015 - 2019)</b>	<u><b>\$ 58,148,552</b></u>		

<u>FUNDING SOURCE CODES</u>	<u>TOTAL</u>
1 - General Fund	\$ 11,565,122
2 - Road and Bridge Fund	5,680,000
3 - Solid Waste Fund	1,455,430
4 - Utility Operating Fund	753,000
5 - Stormwater Fee	2,700,000
6 - W/S Renewal & Replacement Fund	7,940,000
7 - Grant Funds	1,230,000
8 - State Revolving Loan Fund	4,000,000
9 - FL Municipal Loan Council Revenue Bonds	22,550,000
10 - Community Redevelopment Agency Fund	275,000
TOTAL	<u><b>\$ 58,148,552</b></u>
<u>FUNDING BY YEAR</u>	<u>ESTIMATED COST</u>
Fiscal Year 2015	7,804,060
Fiscal Year 2016	17,404,050
Fiscal Year 2017	17,475,442
Fiscal Year 2018	11,565,000
Fiscal Year 2019	3,900,000
TOTAL	<u><b>\$ 58,148,552</b></u>

# City of Deerfield Beach, Florida Capital Improvement Funding Sources Fiscal Years 2015 - 2019



**Total Funding (2015-2019): \$58,148,552**

# 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.