CITY OF BOCA RATON

FY 2008-09
APPROVED BUDGET

Susan Whelchel
Mayor

Peter Baronoff
Deputy Mayor

M. J. Mike Arts
Council Member

Bill Hager
Council Member

Susan Haynie
Council Member

Leif J. Ahnell
City Manager

Prepared by the Office of Management & Budget

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Boca Raton

Florida

For the Fiscal Year Beginning

October 1, 2007

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Boca Raton, Florida for its annual budget for the fiscal year beginning October 1, 2007.

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

This is the 26th consecutive year that the City has received this prestigious award.

APPROVED BUDGET

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How to Use the Budget Documents

THE BUDGET DOCUMENTS

The size alone of this budget document is reason enough for the average person to give up before trying to understand it or find its usefulness. The purpose of these next few pages is to quickly teach you what is in a budget, where and how to find the information, how to interpret what you do find, and the best approach to the budget as a whole.

The budget is divided into two volumes. The Approved Budget includes all pertinent information in a summary format that can be easily understood by the public. The Approved Budget Detail is the City staff's working document. It contains the line item budgets for each City Division, along with all revenue and expenditure descriptions.

APPROVED BUDGET

The Approved Budget consists of the following sections: the Overview, found after the Transmittal Letter divider, the Introduction, the Revenue Information, the Long-Range Financial Plan, the Budget Summaries, the Program Budget, the Strategic Initiatives, the Performance Measures, the Fund/Department Summaries, and the other supporting information.

Overview

The overview consists of the City Manager's transmittal letter. The City Manager's letter is most important in understanding what your City government is going to be doing for the next year and beyond. It will inform you of the current status of the City government: changes in personnel, future issues facing the City, concerns, significant differences expected in revenues and expenditures, the direction the budget is taking and the focus of the budget year. It will give you a feel for the general direction the City Council has urged City staff to take in this new fiscal year. This section also lists the City's Long and Short-Term goals as set by the City Council. You will also find the City-wide organization chart.

Introduction

The introduction contains general information about the City of Boca Raton, such as population and employment, along with some comparative statistics with the County and State. Here you will find a description of the funds, a description of the City's planning process, administrative policies, and how the budget process works.

Revenue and Expenditure Information

This section shows the City's revenue and expenditure history and trends.

Long-Range Financial Plan

The City develops a long-range financial plan to assist management in the planning and allocation of resources to achieve the City Council goals of maintaining financially secure city government.

Budget Summaries

The budget summaries section provides charts and graphs that show where the money comes from (source of funds or revenues) and where it goes (use of funds or expenditures), millage and assessed value comparisons and total tax bill.

Program Budget

The program budget section provides a summary of all revenues and expenditures for the City based on overall departmental activity. The program budget is allocated by six program categories including: general government, public safety, physical environment, recreation services, highway and streets, and human services.

Strategic Initiatives

As part of its strategic planning process the City Council establishes annual goals and priorities for the next five years. The strategic initiatives section outlines the City Council's specific policy agenda for FY 2008-09, which are linked to specific programs and activities.

Performance Measures

The City has begun to establish performance measures, which directly link to the City's Strategic Initiatives.

Fund/Department Summaries

After getting a feel for the general set-up of the City government from the Introductory section, turn back to the Table of Contents at the front of The Approved Budget. The Funds are listed in capital letters **boldfaced** type. Departments are listed individually under the General Fund only for ease of location, since all other funds contain only one or two Departmental Summaries. While Departments can cross Funds, all summaries within a given Fund are particular to that Fund only. (For instance, the Recreation Services Department has summaries in General Fund, Special Revenue Funds, Cemetery/Mausoleum Fund and the Golf Course Funds. When you review the Recreation Services Department in the General Fund, it does not contain any portion of the dollars, personnel, etc. in the Golf Course Fund.)

Within each Fund/Department you will find the following:

1. A cover page explaining the mission of the Department, function of the Department, what the Department does on a daily basis, its divisions of responsibilities, total employees, and a summary of expenditures by category within the Department.
2. A Departmental Organization Chart showing the number of full-time employees, chain of command, and any changes for the budget year.
3. A Budget Summary. In General Fund departments, this is a comparison of expenditures and personnel. In Proprietary and Internal Service Funds, revenues, reserves and depreciation figures are also summarized.

4. Prior year achievements which are actually the objectives from the previous year's budget restated with the results, i.e., whether the objectives were achieved; if not achieved, why not?, etc.
5. Goals and Objectives by division within each Department. The objectives to be accomplished in this budget year are formulated based on the direction given by the City Manager during the budget planning process. These objectives will become answerable as next year's achievements. The goal is the basic purpose of the Department and is ongoing. All Departmental goals and objectives are also the City Manager's goals and objectives.
6. Performance Measures, provided on a divisional basis in each Department, evaluate the efficiency and effectiveness of the programs and services offered by the City.

Not all Funds are included with Department Summaries. Funds are actually accounting functions, which are regulated by State standards. Some Funds, such as the Bond Sinking Fund or Transportation Fund, exist solely as an accounting function to account for specifically allotted revenues and expenditures for a designated purpose. These Funds may receive transfers of dollars from other Funds. These Funds, however, do not support any personnel costs or have any goals or objectives outside of their designated purpose and, therefore, do not include Departmental Summary information. Line item revenues and expenditures for all City Funds can be found in The Approved Budget Detail and are discussed later in this section.

DEBT ADMINISTRATION contains information relating to City debt: explanation and detail of how the City manages debt, mandated by policy and by law, along with the City's current financial standing of outstanding debt by type, dollar amount due, and management. Ten-year schedules are included for comparison as well as statements of payments outstanding through the life of the debt by item.

CAPITAL IMPROVEMENTS PROGRAM contains summary information of the City's 6-year Capital Improvements Program (CIP), which is produced as a separate document. Here you will find CIP policies, a flowchart of the CIP process, a list of all projects included in the current operating budget, how they are funded, and the effect they will have on the operating portion of the budget.

BOCA RATON COMMUNITY REDEVELOPMENT AGENCY contains summary information of the City's development in the downtown area.

The INDEX is where various key topics are listed alphabetically for quick reference. If you want to see everything pertaining to the Library, for instance, there are series of page numbers, with the appropriate volume number indicated, following that entry. This will quickly place you at the Library's departmental budget, 6-year CIP, or other pertinent information without having to know the Library's Fund or Department numbers.

The GLOSSARY contains a list of terms that are commonly used in governmental budgeting, but that may not be familiar to the general public. These terms have been defined as they specifically relate to the City of Boca Raton.

THE APPROVED BUDGET DETAIL

The Approved Budget Detail has two basic sections:

Fund, Revenue and Expenditure Descriptions

These sections provide definitions of funds and budgeted line items, many with examples of the type of costs included in that line item. These are especially helpful to our City staff who develop departmental line item budgets. For the layperson, they are in numerical (account number) order so one can easily find, for instance, what constitutes telephone tax or mechanical permit revenue.

Fund/Department/Division Budgets

The rest of The Approved Budget Detail is comprised of individual fund/department/division budgets, which detail dollars received, spent and budgeted by line item. The Funds are listed in boldfaced type on the Table of Contents. Departments are listed under the Fund, with Divisions indented underneath. All Funds contain at least one Department and one Division. Although the Table of Contents in this volume does list all Funds, it does not necessarily list all Department/Divisions. For simplification of the Table of Contents, the beginning of the Fund is listed those Funds with a small number of pages, only the page number for.

Within each Fund, the revenues are identified first. Then Division Budgets are broken down as follows:

1. All Divisions will have a Final Detail Budget Report. This consists of all expenditures, actual and projected, for the Division over a four-year period. The 2009 approved column contains the current fiscal year budget projections.
2. Explanation of Line Items follows the Final Detail Budget Report. This is a more detailed explanation of how the dollars budgeted for each line item will be spent for that particular Division. Any unusual increase or decrease in dollar amount of the line item from the prior year cost will be explained in parentheses. Some line items, such as Social Security, will not have a detailed explanation. The item description itself tells you what it is and, in this instance, the dollar amount is based solely upon wages and other salaries and benefits. If any notable changes are apparent from prior years, they will be explained in the salary line items. The Departments and the Office of Management and Budget use these explanations of line items extensively throughout the year as a reference and monitoring device for appropriate expenditure of budgeted funds. In this way, the Approved Budget Detail is very much a working document for City personnel.

WE SINCERELY HOPE this little "how-to" has helped you to find and use the information you seek. If any point has remained unclear to you, please feel free to phone the Office of Management and Budget at (561) 393-7850 with any questions. If the same questions arise repeatedly, we will incorporate clarifications into next year's budget explanation. The City's budget documents may also be viewed on the City's website:

www.myboca.org

City of Boca Raton

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October 1, 2008

Honorable Mayor and City Council Members
City of Boca Raton, Florida

Dear Mayor and City Council Members:

In accordance with Section 4.04 of the City Charter, I am pleased to submit the approved Operating Budget for the fiscal year beginning October 1, 2008, and ending September 30, 2009, which is a balanced budget as required by Florida Statutes. A balanced budget is defined as revenues and other sources equaling expenditures/expenses and other uses including reserves. The approved budget reflects a fiscally sound plan that provides the City the ability to address community needs, support essential services and to increase emergency reserves. For FY 2008-09, the Citywide combined uses of funds including operations, transfers and fund balance/reserves total $539,547,500. The approved General Fund portion of the budget is $168,363,400. The approved citywide total operating budget is $402,911,100.

BUDGET DIRECTION

The goals and priorities established by the City Council during the May 2008 Goal Setting Sessions were used as a guide to prioritize funding in the FY 2008-09 budget. The approved budget supports the goals and priorities of the City Council while at the same time maintaining the City's outstanding service levels and AAA bond rating, with expenditures strategically linked to the goals, objectives, core businesses, and existing obligations of the City. The goals and policy agenda priorities include:

GUIDING PRINCIPLES

- Financially Sound City Government
- World Class Municipal Services
- Strong Partnership with our Stakeholders

POLICY AGENDA PRIORITIES for FY 2008-09

- **Top Priority**
  - Operate With a Balanced Budget
  - Maintain Essential Services (Police, Fire, Utilities & Municipal Services)
  - Retirement/Pension Cost Containment
  - Downtown Vision and Plan
  - FAU Strategy/Hospital Project/I95 Interchange Project
- **High Priority**
  - Develop Partnerships to Promote Economic Development & Advance the City's Goals
  - North Federal Highway Development Project and Beautification
  - Multimodal Transportation District (Continued Implementation) and Mobility

GOALS

- Employee Recruitment, Retention & Career Planning
- Annexation (Analysis and Review)
- Branding
- Comprehensive Environmental Initiative
- Integrated Technology Strategy
- Wildflower Property Direction and Actions

Staff will continue to monitor revenue and expenditure trends very carefully. In order to balance the approved budget, it has again been necessary to reduce operating expenditures in many areas to address State mandated property tax reform and a slowing economy while continuing to meet ongoing obligations and cost impacts within anticipated revenues. It remains imperative for the City of Boca Raton to continue to look farther ahead than the next fiscal year when making budgetary decisions in order to allocate resources efficiently and effectively and to control the costs of providing services. In addition, it

remains critical for the City to pay very close attention to the rising cost of current services particularly when considering any expansion or improvement of services in the future.

GENERAL FUND

The approved FY 2008-09 total millage rate is 3.3057 mills per $1,000, which is unchanged from FY 2007-08. A home with a taxable value of $350,000 in the City of Boca Raton will pay $1,157 in total ad valorem taxes.

	FY 2007-08		FY 2008-09		CHANGE		
	Millage	Tax	Millage	Tax	Millage	Tax	Percent
Total Millage Rate	**3.3057**	**$ 1,157.00**	**3.3057**	**$ 1,157.00**	**-**	**-**	**-**

FY 2008-09 property values **decreased 3.63%** in the City. The net decrease is composed of a 5.0% decrease from reassessments of existing properties and an increase of 1.37% from new construction (net of CRA Downtown values). This is the first decline in property values the City has experienced since 1992 and well below the City's twenty-year average property value growth rate of 7.2%.

Amendment 1 was adopted by the voters of Florida in January of 2008. This amendment provided an additional $25,000 homestead exemption to permanent residents, provided portability of accumulated Save Our Homes exemptions and established a $25,000 exemption on tangible personal property tax. Compared to last year, the City of Boca Raton will collect $2,027,500 or 3.3% less in property taxes due to Amendment 1. In addition to Amendment 1, due to declining property values the City will collect $1,039,400 or 1.7% less in property tax collections compared to last year.

The combined effects of Amendment 1, decline in property values and the City not increasing the tax rate will reduce the City's property tax revenues by $3,066,900 compared to last year, but the average homeowner with a $350,000 taxable value will benefit by paying $82.65 or 7.1% less in property taxes to the City.

The General Fund operating budget (including Sanitation expenses) has increased $6,565,100 or 5.11% from the previous year. The cost of many of the City's operations, due to continued inflation pressure and personnel costs, has increased from the previous year. In order to offset these increased costs and comply with the State mandates while maintaining a balanced budget without increasing property taxes, the City is not adding any additional positions and has had to make an additional $1,320,000 reduction in operations. Combined with last year's operational reductions of $7,763,000, the City has reduced operating expenses by $9,083,200 or 8% over the last two years. The increases and decreases can be primarily attributed to the following areas:

Category of Expense	Increase (Decrease) from Prior Year
Police Salaries and Benefits	$2,443,500
Police Pension	956,700
Fire Salaries and Benefits	669,900
Fire Pension	835,600
General Employees Salaries and Benefits	686,900
Fuel	1,318,300
Payment to Community Redevelopment Agency	(129,600)
Motor Pool Maintenance	(598,600)
Property Insurance	(40,800)
Telecommunications	(155,500)
Training & Education	(76,500)
Disposal Fees	186,500
Facility Maintenance	(117,400)
Supplies & Printing	(201,800)
Software Maintenance	74,000
Other Operating Expenses	316,700
New Programs	397,200
Total Increase in Operating Costs	$6,565,100

All revenues and expenditures were carefully evaluated to identify possible cost reductions to produce a balanced approved operating budget. The approved budget supports existing programs and maintains the City's overall levels of service.

During FY 2008-09 the cost of providing sanitation services is approved to be $6,020,400. Costs of providing sanitation services have increased $2,239,579 or 59% since FY2003, primarily due to the escalating costs of fuel, personnel, disposal fee and vehicles. In order to enable the City to continue to fund these services, the approved budget includes a new fee of $5 per month for single family residents and $2.87 per month for multi-family residents beginning January 1, 2009. The sanitation fee will provide approximately $1,497,500 or 25% of the total cost to provide sanitation services to residents. In order to provide better service to our residents, the approved budget also includes more frequent bulk collection services. Beginning January 2009, bulk trash will be collected on a weekly basis, instead of quarterly.

The fire assessment fee charged by the City is approved to increase $10 annually (from $20 to $30) per residential household for FY 2008-09. The fee for non-residential property varies depending on the size and type of property.

There are several large-scale Capital Improvement Projects (CIP) scheduled for FY 2008-09 including: the widening of N.W. 12th Avenue, construction of a new downtown library, and the continued development of a Transportation Demand Management System. Due to the significant increases in construction costs and the State limits on property tax revenues, the FY 2008–09 approved budget includes a one time transfer from General Fund reserves of $6,095,300 to complete these projects in a timely manner.

Due to the overall economic uncertainty, the City is delaying the construction of the new Downtown Library until economic conditions improve. In order to proceed with a new Downtown Library, the City will need to increase taxes for debt service (approximately $800,000 annually) and provide additional funds for operations (approximately $350,000 annually).

The State mandated property tax law combined with a slowing real estate market will have a significant impact on the City's budget for at least the next several years. Current projections indicate that General Fund revenues will grow at an estimated rate of 3-4% annually for the next several years while at the same time operating expenses are projected to increase at 5-6% annually.

WHAT'S NEW FOR 2009?

Due to the increased operating cost impacts mentioned above and property tax revenue constraints, the City is severely limited in its ability to support service expansions, implement new programs, and hire new personnel without increasing taxes or changing existing service levels.

New Programs

➢ City Manager Department	
o Election Administration Cost Increase	$ 46,900
o Codification of Land Development Code	12,000
➢ Municipal Services Department	
o Purchase of 1,500 - 35, 65 or 95 Gallon Garbage Containers	60,000
o Multi-Modal Transportation (MMTD) Administration	250,000
➢ Recreation Services Department	
o Maintenance Contract - El Rio Bike Path	28,300
Total New Programs:	**$397,200**

FUND BALANCE PROJECTIONS

Consistent with the General Fund Long Range Financial Plan, the planned fund balance provides revenues to be used in the next year's budget. The planned fund balance is $37,733,800, which includes a reserve for emergency preparedness of $10,600,000. The fund balance therefore exceeds 10% of operating expenditures, which is the minimum recommended for coastal communities by Moody's Investors Services. Should any of these funds be used to provide additional programs or projects within the current year, the Long Range Financial Plan projections will need to be reanalyzed.

OTHER FUNDS

The General Fund is just one component of the City's overall budget. The category of "other funds" also has significant impact upon the citizens of Boca Raton and overall service delivery. These funds include: Water and Sewer Funds, Right-of-Way Beautification Fund, Greater Boca Raton Beach and Park District Fund, Cemetery and Mausoleum Fund, and the Golf Course Funds. The City manages and allocates resources from these funds in support of its overall vision, mission, goals, and objectives.

Cost of services provided to the Beach and Park District for FY 2008-09 is approved to increase by $610,800.

The City's Right-of-Way Beautification Fund provides the maintenance for the landscaped medians in the City. Due to continued expansion in the median beautification program, increased costs of existing medians, the Beautification Fund may not be able to continue to support the costs of maintaining and beautifying the medians in the future without General Fund support. This would have an adverse affect on the City's General Fund.

The Water and Sewer Enterprise Fund and related portions of the budget will include a Consumer Price Index (CPI) increase of 5.8% in rates. The increased cost of electricity and chemicals continue to have a significant impact on the Water and Sewer Enterprise Funds. FPL (Florida Power & Light) has been approved for an additional 16% increase in electric rates effective August 4, 2008. This FPL rate increase will increase the electric cost of the Water and Sewer Fund by $800,000 annually. In order to ensure that the Water and Sewer Funds have sufficient funds to continue to operate in a sound fiscal manner, the approved budget includes an additional electric surcharge of 2% for FY 2008-09 to cover the FPL rate increase.

ANNEXATION

The approved budget does not include any funds to provide services to areas that may be annexed to the City. If the City decides to implement any annexations, the budget may need to be amended to provide services to newly incorporated areas. It is anticipated that reserves will be used to fund these services for the first year, if required.

RISKS INVOLVED IN BUDGET PROJECTIONS

The budget document is based upon the most current financial information available. Since none of us can predict the future with certainty, staff must assume that, in presenting this budget, all amounts used can be reasonably relied upon. **In particular, under-performance in the stock markets and its impact on the City's pension plans, potential declines in overall property values and continued increases in fuel costs, among other factors, could have a significant impact on the City's operating revenues and expenses.**

CONCLUSION

This budget incorporates the recommendations and analysis of your professional staff. These approved programs and staffing support the Goals and Policy Agenda Priorities established by City Council.

I wish to thank the Mayor and City Council for sharing your priorities and ideas for the City during the Goal Setting Session so that they could be reflected in the approved budget. I extend my appreciation to the Department Heads and their staff for their dedication to the timely and effective completion of the budget, and I especially thank Sharon McGuire and the Office of Management and Budget staff, Ella Moore Poitier, Nancy Asher and Leslie Harmon for their dedication in the creation and compilation of this document.

Sincerely,

Leif J. Ahnell, C.P.A., C.G.F.O., C.P.F.O.
City Manager

MISSION

The mission of the City of Boca Raton is to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

VISION

Boca Raton will be known as the premier community in which to live, work and play. The City of Boca Raton will be recognized as a world class local government by its commitment to performance and leadership.

VALUES

Fairness - We treat everyone with equality and compassion.

Integrity - We demonstrate honesty and the highest level of ethical behavior.

Respect - We value diversity and differing viewpoints.

Service - We are committed to excellence.

Trust - Others believe in us as a result of our actions.

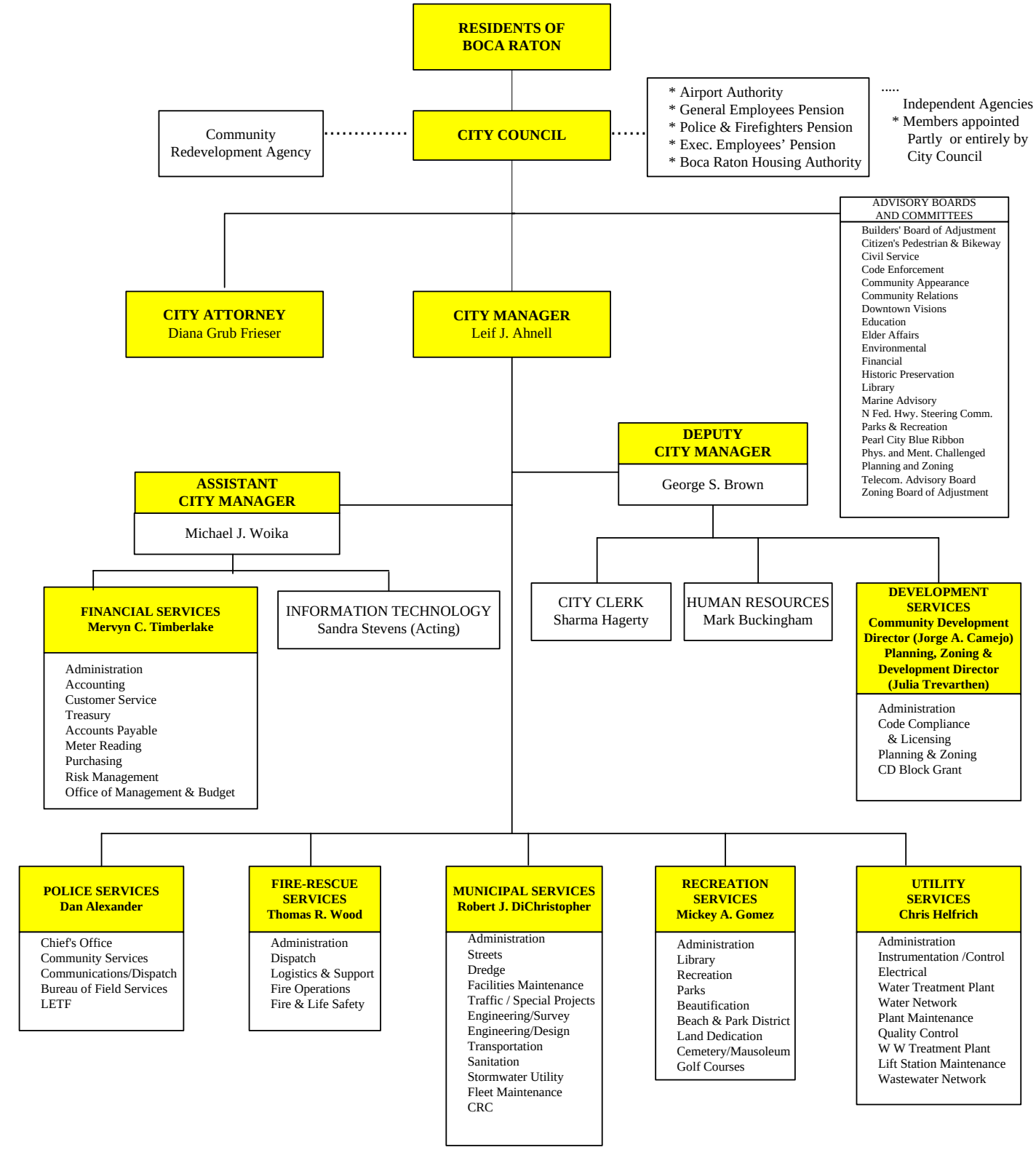
Boca Raton: Guiding Principles

- Financially Sound City Government
- World Class Municipal Services
- Strong Partnership With Our Stakeholders

Policy Action Agenda 2008-09

- Operate With a Balanced Budget
- Maintain Essential Services (Police, Fire, Utilities and Municipal Services)
- Downtown Vision and Plan
- FAU Strategy/Hospital Project/I-95 Interchange
- Retirement/Pension Cost Containment Strategy
- Develop Partnerships to Promote Economic Development and Advance the City's Goals
- Multimodal Transportation District (Continued Implementation) and Citywide Mobility
- North Federal Highway Development Project and Beautification
- Employee Recruitment, Retention and Career Planning
- Comprehensive Environmental Initiative
- Annexation (Analysis and Review)
- Integrated Technology Strategy
- Branding
- Wildflower Property Direction and Actions

CITY OF BOCA RATON ORGANIZATIONAL STRUCTURE



DIFFERENCES BETWEEN FISCAL YEAR 2008-2009 ADOPTED REVENUE AND FISCAL YEAR 2007-2008 REVENUE ESTIMATES

Explanation of differences:
The following outlines the basic differences in the General Fund between the FY 2008-2009 revenues and the FY 2007-2008 estimates adopted a year ago along with a brief explanation of the differences.

1.	Changes in Tax Revenue	($1,677,300)	Decrease in tax revenue associated with declining property values.
2.	Franchise Fees	$110,000	Revenue increase based on recent increase in cable television charges.
3.	Licenses and Permits	$1,456,100	This revenue is based on increased permit fees and projected activity.
4.	Interest Earnings	($300,000)	Decrease in investment revenue due to lower interest rates.
5.	Shared Revenue	$504,000	Increase due to additional revenue from the Beach & Park District.
6.	Public Safety	$1,737,000	Increase in revenue due to an increase in the Fire Assessment fee.
7.	Charges for Services	$828,000	Increase due to city-wide user fee increase and internal service charges.
8.	Transfers	$7,171,200	Transfer from the Library Bond Fund.
9.	Fund Balance and Other Misc. Revenues	($464,700)	The anticipated fund balance combined with other miscellaneous revenues within the General Fund.
	Total Revenue Difference	**$9,364,300**	

DIFFERENCES BETWEEN FISCAL YEAR 2008-2009 ADOPTED EXPENDITURES AND FISCAL YEAR 2007-2008 ADOPTED EXPENDITURES

Explanation of differences:

The following outlines the basic differences in the General Fund between the FY 2008-2009 expenditures and the FY 2007-2008 estimates adopted a year ago along with a brief explanation of the differences.

1.	Police & Fire Salary and Benefit Items	$3,113,400	Increases in Salary and Benefit Items to accommodate merit adjustments, step plans for police and fire union positions, increases in health insurance and increases in salary ranges.
2.	Police & Fire Pension	$1,792,300	Increase in pension costs due to contract negotiations.
3.	General Employees Salaries and Benefits	$686,900	Increases in Salary and Benefit Items to accommodate merit adjustments, increases in health insurance and increases in salary ranges.
4.	Fuel	$1,318,300	Increase in cost due to anticipated increases in fuel prices.
5.	Payment to CRA	($129,600)	Decrease in costs related to CRA due to less growth in assessed value.
6.	Motor Pool Maintenance	($598,600)	Decrease in costs due to routine maintenance of vehicles.
7.	Property Insurance	(40,800)	Decrease in costs associated with insuring City owned property.
8.	Supplies & Printing	($201,800)	Decrease in costs due to a reduction of outside printing.
9.	Telecommunications	($155,500)	Decrease in costs due to the change in personnel.
10.	Software Maintenance	$74,000	Increase in costs due to the continued upgrade of equipment and technical support.
11.	Disposal Fees	$186,500	Increase in costs due to the collection of additional fees within the annexed areas.
12.	Education, training and travel	($76,500)	Decrease in costs due to personnel changes.
13.	Facility Maintenance	($117,400)	Decrease due to a renegotiated contractor fees.
14.	Other Operating	$316,700	Increase in costs due to equipment purchases and outside vendor services.
15.	New Programs	$397,200	Increase in costs due to new programming.
16.	Fund Balance and Transfers	$2,799,200	Increase in contributions to General Fund reserves and changes in transferred amounts.
	Total Expenditure Difference	**$9,364,300**	

APPROVED FY 2008-2009 POSITION CHANGES						FY 2008 - 2009	
	APPROVED			REVISED		APPROVED	INCR/
	2005-06	2006-07	2007-08	2007-08	TRANS	POSITIONS	(DECR)
GENERAL FUND:							
City Manager							
Administration	6.00	7.00	7.00	7.00		7.00	
City Clerk Administration	10.00	11.00	9.00	9.00		9.00	
Boards & Committees	1.00	1.00	1.00	1.00		1.00	
Human Resources	8.00	9.00	9.00	9.00		9.00	
	25.00	28.00	26.00	26.00	-	26.00	-
City Attorney							
Administration	5.00	5.00	5.00	5.00		5.00	
	5.00	5.00	5.00	5.00	-	5.00	-
Financial Services						-	
Administration	2.00	4.00	3.50	3.50		3.50	
Accounting	4.50	4.50	4.50	4.50		4.50	
Treasury	1.00	0.70	1.70	1.70		1.70	
Accounts Payable	4.00	4.00	4.00	4.00		4.00	
Purchasing	6.00	6.00	7.00	7.00		7.00	
Risk Management	1.00	1.00	1.00	1.00		1.00	
Office of Mgt & Budget	3.00	4.00	4.00	4.00		4.00	
	21.50	24.20	25.70	25.70	-	25.70	-
Development Services							
Administration	2.00	2.00	2.35	2.35		5.35	3.00
Code Compliance/Licensing	41.00	47.00	46.00	46.00		46.00	
Planning & Zoning	16.00	18.00	16.50	16.50		13.50	(3.00)
	59.00	67.00	64.85	64.85	-	64.85	-
Police Services							
Chief's Office	26.00	4.00	4.00	5.00		4.00	(1.00)
Community Services	56.00	122.00	51.00	66.00		67.00	1.00
Communications/Dispatch	31.00	31.00	29.00	30.00		30.00	
Bureau of Field Services	169.00	112.00	185.00	196.00		196.00	
Administrative Services	-	30.00	28.00	-		-	
	282.00	299.00	297.00	297.00	-	297.00	-
Fire-Rescue Services							
Administration	7.00	7.00	7.00	7.00		7.00	
Dispatch			1.00	1.00		1.00	
Logistics & Support	6.00	6.00	5.00	5.00		5.00	
Fire Operations	182.00	194.00	193.00	193.00		193.00	
Patient Transport	-	-	-	-		-	
Fire & Life Safety	11.00	12.00	11.00	11.00		11.00	
	206.00	219.00	217.00	217.00	-	217.00	-
Municipal Services							
Administration	9.00	8.00	7.00	7.00		7.00	
Streets	12.60	12.60	11.60	11.60		10.60	(1.00)
Dredge	4.00	4.00	4.00	4.00		4.00	
Facilities Maint.	14.00	17.00	16.00	16.00		16.00	
Sanitation	55.00	55.00	53.00	53.00		-	(53.00)
Traffic/Spec. Projects	16.00	17.00	15.00	15.00		15.00	
Engineering - Survey	5.00	5.00	4.00	4.00		4.00	
Engineering - Design	7.00	7.00	6.00	6.00		5.75	(0.25)
	122.60	125.60	116.60	116.60	-	62.35	(54.25)

APPROVED FY 2008-2009 POSITION CHANGES						FY 2008 - 2009	
	APPROVED			REVISED		APPROVED	INCR/
	2005-06	2006-07	2007-08	2007-08	TRANS	POSITIONS	(DECR)
Recreation Services							
Administration	14.00	14.00	14.00	14.00		14.00	
Library	27.00	26.00	25.00	25.00		25.00	
Spanish River Library	-	35.00	23.00	12.00		12.00	
Community Center	6.40	6.40	5.40	5.40		5.40	
Camp Programs	0.85	0.85	0.35	0.35		0.35	
Youth Activities Center	1.15	1.15	0.65	0.65		0.65	
Athletics	2.75	2.75	1.75	1.75		1.75	
Skate Park	1.00	1.00	-	-		-	
Aquatics	4.65	4.65	3.65	3.65		3.65	
Boca Raton Tennis Center	2.15	2.15	2.15	2.15		2.15	
Ocean Rescue	21.00	21.00	20.00	20.00		20.00	
District I	18.85	18.85	16.85	16.85		16.85	
Mizner Park	1.00	1.00	1.00	1.00		1.00	
District II	38.00	39.00	35.00	35.00		35.00	
Park Rangers	4.70	4.70	0.35	0.35		0.35	
Irrigation	8.35	9.35	7.00	7.00		7.00	
Conservation	0.35	2.35	2.35	2.35		2.35	
	152.20	190.20	158.50	147.50	-	147.50	-
INTERNAL SERVICE FUNDS:							
IS Fund	21.00	22.00	21.00	21.00		21.00	
Motor Pool Fund	13.00	13.00	13.00	13.00		13.00	
TOTAL GEN & INT SVC FUNDS:	907.30	993.00	944.65	933.65	-	879.40	(54.25)
SELF SUPPORTING FUNDS:							
Special Revenue Funds							
Comm. Devel. Block Grant	1.10	1.10	1.10	1.10		1.10	
Boca Raton Housing Authority	-	-	-	-		-	
Affordable Housing	0.90	0.90	0.90	0.90		0.90	
	2.00	2.00	2.00	2.00	-	2.00	-
Law Enforcement Trust Fund							
Special Law Enforcement	10.00	5.00	-	-		-	
	10.00	5.00	-	-	-	-	-
Beautification Maintenance Fund							
ROW Maintenance	14.50	18.50	18.00	18.00		18.00	
	14.50	18.50	18.00	18.00	-	18.00	-
Beach and Park District							
Red Reef Park	31.20	31.20	27.00	27.00		27.00	
Patch Reef Park	24.80	24.80	23.70	24.70		24.70	
Sugar Sand Park	51.55	53.55	50.05	50.05		50.05	
Verde/Estridge	6.00	6.00	5.00	5.00		5.00	
Racquet Club	18.75	18.75	17.75	17.75		17.75	
	132.30	134.30	123.50	124.50	-	124.50	-
Environmentally Sensitive Land Fund							
Land Acquisition	-	-				-	
	-	-	-	-	-	-	-

APPROVED FY 2008-2009 POSITION CHANGES						FY 2008 - 2009	
	APPROVED			REVISED		APPROVED	INCR/
	2005-06	2006-07	2007-08	2007-08	TRANS	POSITIONS	(DECR)
Stormwater Utility Fund						-	
Maintenance-M.S.	6.40	6.40	6.40	6.40		7.40	1.00
Engineering / Stormwater	3.00	3.00	3.00	3.00		3.25	0.25
	9.40	9.40	9.40	9.40	-	10.65	1.25
Sanitation Fund							
Sanitation				-		53.00	53.00
			-	-	-	53.00	53.00
Water/Sewer Operating Fund							
Administration	19.70	22.00	19.00	19.00		18.00	(1.00)
Groundskeeping/Bldgs.	2.00	2.00	2.00	2.00		-	(2.00)
Instrument./Control	18.00	15.00	14.00	14.00		9.00	(5.00)
Electrical						8.00	8.00
Water Trtmnt. Plant	22.00	22.00	22.00	22.00		22.00	
Water Network	27.00	27.00	26.00	26.00		26.00	
Plant Maintenance	14.00	14.00	14.00	14.00		14.00	
Quality Control	11.00	11.00	11.00	11.00		9.00	(2.00)
Wastewater Trtmnt. Plant	17.00	17.00	17.00	17.00		17.00	
Lift Sta. Maintenance	11.00	11.00	11.00	11.00		11.00	
Wastewater Network	12.00	12.00	12.00	12.00		14.00	2.00
Customer Service	9.50	10.50	11.50	11.50		11.50	
Meter Reading	7.00	6.00	6.00	6.00		6.00	
	170.20	169.50	165.50	165.50	-	165.50	-
Cemetery/Mausoleum Fund						-	
Cemetery	2.15	2.15	2.15	2.15		2.15	
Mausoleum	2.85	2.85	2.85	2.85		2.85	
	5.00	5.00	5.00	5.00	-	5.00	-
Golf Course Fund						-	
Red Reef Golf Course	5.45	5.60	5.90	5.90		5.90	
Boca Raton Municipal Golf	18.55	18.40	18.10	18.10		18.10	
	24.00	24.00	24.00	24.00	-	24.00	-
Self Insurance Funds						-	
Wrkrs Compensation Self Ins.	2.30	2.30	2.30	2.30		2.30	
Group Medical Self Insurance	2.00	2.00	2.00	2.00		2.00	
	4.30	4.30	4.30	4.30	-	4.30	-
Boca Raton Com Redevelopment Agency	-	-	1.65	1.65		1.65	
TOTAL OTHER FUNDS:	371.70	372.00	353.35	354.35	-	408.60	54.25

TOTAL CITY WIDE							
FULL-TIME POSITIONS	1,279.00	1,365.00	1,298.00	1,288.00	0.00	1,288.00	-

APPROVED FY 2008-2009 POSITION CHANGES

GENERAL FUND:

City Council		***No Proposed Changes***
City Manager		***No Proposed Changes***
City Attorney		***No Proposed Changes***
Financial Services		***No Proposed Changes***
Development Services		***No Proposed Changes***
Police Services		
Chief's Office	(1.00)	Admin. Ass't to Prof. Standards
Community Services	1.00	Public Information Officer
Fire-Rescue Services		***No Proposed Changes***
Municipal Services		
Streets	(1.00)	Equip. Operator moved to Stormwater/Engineering
Sanitation	(53.00)	Staff moved to new Sanitation Fund
Engineering - Design	(0.25)	Chief Construction Inspector moved to Stormwater/Engrg.
Recreation Services		***No Proposed Changes***

TOTAL GENERAL FUND: (54.25)

APPROVED FY 2008-2009 POSITION CHANGES

OTHER FUNDS:

Special Revenue		***No Proposed Changes***
Law Enforcement Trust Fund		***No Proposed Changes***
Beautification Maintenance Fund		***No Proposed Changes***
Beach and Park District		***No Proposed Changes***
Environmentally Sensitive Land Fund		***No Proposed Changes***
Sanitation Fund		
Sanitation	53.00	Staff from MS/Sanitation
Stormwater Utility Fund		***No Proposed Changes***
Maintenance-M.S.	1.00	Equip. Operator moved from MS-Streets
Engineering/Stormwater	0.25	Chief Construction Inspector moved from MS-Streets
Water/Sewer Operating Fund		***No Proposed Changes***
Cemetery/Mausoleum Fund		***No Proposed Changes***
Golf Course Fund		***No Proposed Changes***
Information Technology Fund		***No Proposed Changes***
Motor Pool Fund		***No Proposed Changes***
Self Insurance Funds		***No Proposed Changes***

TOTAL OTHER FUNDS: 54.25

TOTAL FY 2008-2009 APPROVED CITY-WIDE POSITION CHANGES : -

GENERAL FUND STATEMENT OF FUND BALANCE *

FUND BALANCE October 1, 2007			**$ 50,639,900**
2007-08 Revenue		$ 125,396,000	
2007-08 Expenditures		$ (134,348,600)	
Net Increase (Decrease)		(8,952,600)	
Fund Balance:			
Planned Fund Balance	$ 13,434,900		
Designated Carry Forward	21,419,400		
Hurricane/Disaster Emergency Reserve	5,200,000		
Mizner Park Debt Service Reserve	1,633,000		**$ 41,687,300**
		-0-	
FUND BALANCE October 1, 2008			**$ 41,687,300**
2008-09 Revenue		$ 126,676,100	
2008-09 Expenditures		(130,629,600)	
Net Increase (Decrease)		(3,953,500)	
Fund Balance:			
Planned Fund Balance	$ 13,063,000		
Designated Carry Forward	12,437,800		
Hurricane/Disaster Emergency Reserve	10,600,000		
Mizner Park Debt Service Reserve	1,633,000		**$ 37,733,800**
		-0-	

*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2007. The fund balances for October 1, 2008 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2007-08 will be available upon completion of the City's annual audit in early 2009. The reserves shown in the Statement of Fund Balances are based on conservative revenue estimates and one hundred percent (100%) of the budgeted expenditures being expended.

The projected fiscal year 2008-09 fund balance is decreasing based on forecasted reductions in revenues and increases in expenditures. Anticipated revenue reductions are based on decreases from property tax revenues and forecasted decrease in building permits and other building related fees. The forecasted increase in expenditures is due to additional operating costs resulting from completion of capital projects and additional transfers to complete new downtown library and fire stations.

SPECIAL REVENUE FUNDS STATEMENT OF FUND BALANCES *

	Development Block Grant Fund	State and Federal Grant Fund	Assistance Trust Fund	Law Enforcement Trust Fund	Transportation Fund	ROW Beautification Fund	Greater Boca Raton Beach and Park District Fund	Mizner Park Deficiency Lock Box Fund
FUND BALANCE								
October 1, 2007		**$ -**	**$ 2,084,900**	**$ 1,566,600**	**$ 6,046,000**	**$ 4,296,600**	**$ -**	**$ 5,589,700**
2007-08 Revenue	$ 803,500	$ 8,705,900	1,701,700	492,000	2,482,000	2,497,200	$ 15,046,300	250,000
2007-08 Expenditures	(803,500)	(8,705,900)	(2,988,800)	(436,200)	(4,056,300)	(3,476,700)	(15,046,300)	-
Net Increase (Decrease)	-	-	(1,287,100)	55,800	(1,574,300)	(979,500)	-	250,000
			$ 797,800	$ 1,622,400	$ 4,471,700	$ 3,317,100		$ 5,839,700
FUND BALANCE								
October 1, 2008			**$ 797,800**	**$ 1,622,400**	**$ 4,417,700**	**$ 3,317,100**	**$ -**	**$ 5,839,700**
2008-09 Revenue	$ 1,575,900	9,516,200	859,300	200,000	2,327,000	2,493,200	$ 41,490,200	250,000
2008-09 Expenditures	(1,575,900)	(9,516,200)	(1,591,000)	(577,000)	(5,775,700)	(3,643,500)	(41,490,200)	-
Net Increase (Decrease)	-	-	(731,700)	(377,000)	(3,448,700)	(1,150,300)	-	250,000
Fund Balance:								
Planned Fund Balance	-	-	$ 66,100	$ 1,245,400	$ 969,000	$ 2,166,800	-	$ 6,089,700

CAPITAL PROJECTS FUNDS STATEMENT OF FUND BALANCES *

	ROW Acquisition Fund	Environmentally Sensitive Lands Fund	Fire Improvement Fund	Capital Improvement Projects Fund	Downtown Capital Improvement Project Fund	Library Improvement Fund	Land Dedication Fund	Downtown Land Dedication Fund
FUND BALANCE								
October 1, 2007	**$ 1,913,000**	**$ 1,262,600**	**$ 1,106,800**	**$ 16,501,300**	**$ 1,112,500**	**$ 5,580,700**	**$ 3,316,900**	**$ 824,200**
2007-08 Revenue	92,800	58,500	20,000	20,210,900	1,200,900	7,984,700	512,500	39,700
2007-08 Expenditures	0	(769,300)	(650,900)	(20,724,300)	(1,651,700)	(6,380,200)	0	(141,100)
Net Increase (Decrease)	92,800	(710,800)	(630,900)	(513,400)	(450,800)	1,604,500	512,500	(101,400)
Fund Balance:								
Planned Fund Balance	$ 2,005,800	$ 551,800	$ 475,900	$ 15,987,900	$ 661,700	$ 7,185,200	$ 3,829,400	$ 722,800
FUND BALANCE								
October 1, 2007	**$ 2,005,800**	**$ 551,800**	**$ 475,900**	**$ 15,987,900**	**$ 661,700**	**$ 7,185,200**	**$ 3,829,400**	**$ 722,800**
2008-09 Revenue	80,000	50,000	20,000	22,508,900	1,221,300	10,400,000	325,000	35,000
2008-09 Expenditures	0	(497,300)	0	(35,950,300)	(1,420,800)	(17,585,200)	(4,000,000)	(351,400)
Net Increase (Decrease)	80,000	(447,300)	20,000	(13,441,400)	(199,500)	(7,185,200)	(3,675,000)	(316,400)
Fund Balance:								
Planned Fund Balance	$ 2,085,800	$ 104,500	495,900	$ 2,546,500	$ 462,200	$ -	$ 154,400	$ 406,400

*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2007. The fund balances for October 1, 2008 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2007-08 will be available upon completion of the City's annual audit in early 2009.
The reserves shown in the Statement of Fund Balances are based on conservative revenue estimates and one hundred percent (100%) of the budgeted expenditures being expended. These Special Revenue and Capital Projects funds have been established for specific purposes. It is anticipated that all available resources will eventually be expended which results declining or zero fund balance.

DEBT SERVICE FUND
STATEMENT OF FUND BALANCE *

FUND BALANCE October 1, 2007	**$**	**606,700**
2007-08 Revenues		8,819,200
2007-08 Expenditures		(8,768,000)
Net Increase (Decrease)		51,200
Fund Balance:		
Debt Service Reserve	$	657,900
FUND BALANCE October 1, 2008	**$**	**657,900**
2008-09 Revenue		7,591,500
2008-09 Expenditures		(7,748,800)
Net Increase (Decrease)		(157,300)
Fund Balance:		
Debt Service Reserve	$	500,600

*The Statement of Fund Balance represents the City of Boca Raton actual fund balance as of October 1, 2007. The fund balance for October 1, 2008 is based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2007-08 will be available upon completion of the City's annual audit in early 2009. The reserves shown in the Statement of Fund Balance are based on conservative revenue estimates and one hundred percent (100%) of the budgeted expenditures being expended.

CHANGE IN ASSESSED VALUATION			
Total Assessed Value 2008-09			$ 19,581,690,622
Total Assessed Value 2007-08			20,320,001,179
Decrease in Assessed Value			**$ (738,310,557)**
% Decrease in 2008-09 under 2007-08:			**(3.63%)**
BREAKDOWN			
New Construction	$	277,227,267	1.36%
Re-assessments		(1,015,537,824)	**(5.00%)**
TOTAL	**$**	**(738,310,557)**	**(3.63%)**

BOCA RATON
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Boca de Ratones
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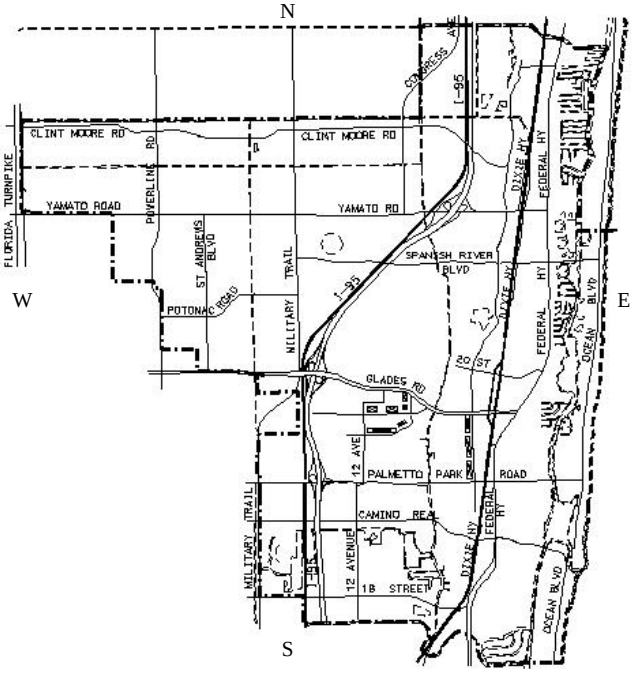
LOCATION AND SIZE

Boca Raton, incorporated in 1925, is the 27th most populous city in the State of Florida, and second largest city in Palm Beach County.[1] Located on Florida's "Gold Coast", it is the southernmost city in Palm Beach County. Boca Raton is forty miles north of Miami and approximately midway between the cities of Palm Beach and Fort Lauderdale. It is bordered on the east by the Atlantic Ocean, on the north by Delray Beach, and on the south by Deerfield Beach.

The City encompasses 28 square miles (18,572 acres) with 5 miles of ocean frontage and 908 acres of parks.



The Greater Boca Raton area encompasses the City of Boca Raton and its Reserve Area, located directly west of the City's western boundary, extending to Florida's Turnpike. The Reserve Area has been legally designated as such by the State of Florida. The area held in reserve cannot at present incorporate as an individual municipality nor attach itself to any municipality other than Boca Raton.

The City has had two major annexations: December 2003 brought in 3,255 new residents, 422 new businesses and 494 acres; December 2004 brought in 4,662 new residents, 20 new businesses and 1,091 acres. The City's current population is ***85,296***.[1]

CITY GOVERNMENT

In 1965, the Council-Manager form of government replaced the Commissioner-Manager system in Boca Raton. Four Council Members and a Mayor are elected at large on a non-partisan basis for two-year terms. The City Council appoints the City Manager, who is the Chief Administrative Officer of the City and directs the business of the City and its various departments. The City Council determines policy, adopts legislation, approves the City's budget, sets taxes and fees, and appoints the City Attorney and members of various Boards and Commissions.

Public Safety		Public Utilities	
8	Fire Stations	546	mi. Water Mains
207	Fire Uniform Personnel	480	mi. Gravity Sewer Mains
1	Police Station	238	Wastewater Pump Stas.
3	Police Sub-Stations	5,358	Fire Hydrants
198	Police Uniform Personnel		
Other			
252	mi. Streets	74	mi. Bikepaths/Trails
1,500	acres of Parks	275,000	Public Library holdings

The City provides a full range of municipal services. The public safety program includes police, fire protection and rescue services. For recreation, the City provides oceanfront beaches, 2 libraries, swimming pool, golf courses, tennis courts, neighborhood parks, teen and community centers, and various recreational and instructional activities and classes. The City provides street and highway construction and canal maintenance, sanitation, and operates its own public utility for water, sewer, and stormwater services.

Additional City services include building inspection, planning, zoning, engineering, surveying, cemetery, as well as general administrative services.

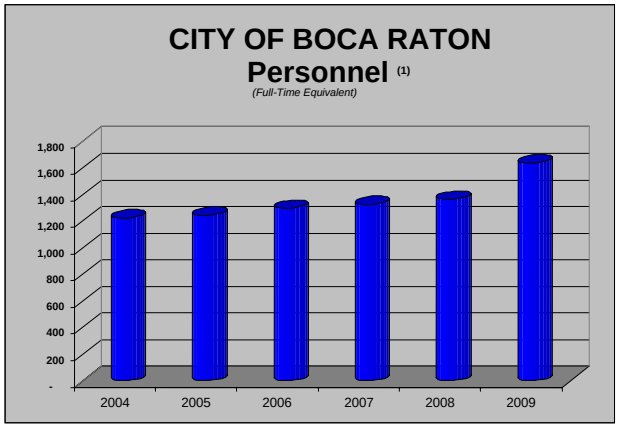
Spanish River Library & Community Center

The new Spanish River Libray & Community Center opened in January 2008. It is a state-of-the art library & community center with almost 41,000 square feet with a construction cost of $10.5 million and was funded from General Fund Revenues, grants and private donations, as well as from the issuance of voter approved general obligation bonds.

The City continues to enhance its web page (www.myboca.org) by simplifying the web address and by developing new applications that allow certain City transactions to be conducted over the internet without having the customer make a trip to City Hall. Recent web additions allow our customers to pay a utility bill, apply for a business license, and check the status of a building permit application. The City now accepts credit cards for all services at all sites.

CLIMATE & PHYSIOGRAPHY

Boca Raton's southern location and marine influences produce a notably steady climate in the Boca Raton area. The City is warmed in the winter and cooled in the summer by winds off the Gulf Stream. Summers average 82 degrees while winters average 65 degrees. The average annual temperature is 74 degrees. Average annual rainfall is about 60 inches and received mostly in the form of showers in the summer and fall seasons.



The City is made up of sandy flatlands and a coastal ridge. Average elevation is 18 feet above sea level. The City is traversed north to south by the Intracoastal Waterway, separating the beachfront area from the mainland. The area has numerous drainage canals and an abundance of waterfront property.

HOSPITAL FACILITIES

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

West Boca Medical Center, located in unincorporated Boca Raton, is a 185 bed acute care hospital offering a wide range of services, with a staffing of 628 full-time and 247 part-time employees.

EDUCATION

Boca Raton has numerous educational opportunities. The County school system has 16 elementary and four secondary schools in the City, housing 22,180 students. The median student to teacher ratio is 16 to 1.

Boca Raton is the home of ***Florida Atlantic University*** (FAU), which opened in 1964 on an 850-acre site. The University offers four-year undergraduate and graduate degrees in a broad range of subjects. FAU is a member of the Florida State University system. Today, FAU's seven-partner campuses serve more than 26,000 students.

Lynn University is a private four-year, coeducational institution on a 123-acre campus, with an enrollment of 2,549. It is fully accredited as a Level III Institution by the Southern Association of Colleges and Schools and offers master, bachelor, and associate degrees in more than twenty disciplines. The University also has an extensive continuing education program through its Center for Adult Learning.

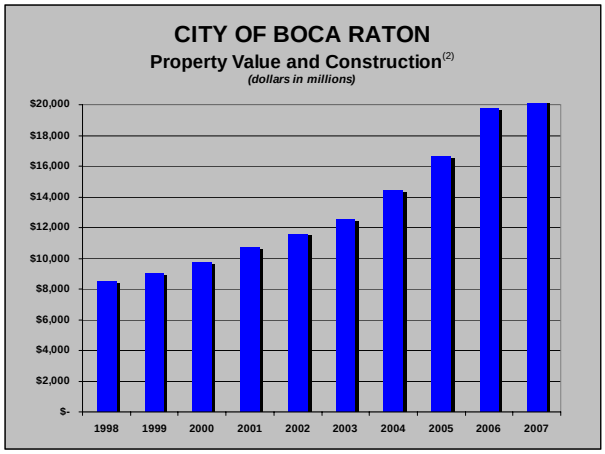
Palm Beach Community College has its South Campus located on the Florida Atlantic University Campus. The enrollment averages 6,000 students annually. The College offers Associate of Arts and Associate of Science Degree programs.

ECONOMIC CONDITION AND OUTLOOK

The City of Boca Raton is listed as the fourth in the "2004 Best Performing Cities Index" in the county for economic strength and job and wage growth.

With a shortage of affordable housing, Boca Raton has introduced a workforce housing ordinance and is in the process of developing mixed use options as tools for people. Thanks to our low taxes, strong employment base, and quality of life, Boca Raton's business community continues to thrive.

With the passage of Amendment 1 to Florida's Constitution in January 2008, residents with a Save Our Homes assessment cap will be able to transfer all, or a significant portion, of their tax savings to a new property anywhere in the state. The Amendment also doubles the homestead exemption for properties valued at $75,000 or more.



The Household Effective Buying Income for the City of Boca Raton remains high. The personal median income for Boca Raton is $56,158, which is 119.75% of the median in the State of Florida.

For the first time in the past three fiscal years, the City did not experience a hurricane. The City's current budget includes projects for inlet repairs caused by the 2004 and 2005 storms. This year's budget includes emergency preparedness reserves of $5.2 million.

CITY OF BOCA RATON Principal Taxpayers and Assessed Value(3)	
Town Center at Boca Raton	$315,917,632
Panthers BRHC Ltd. Partnership	229,129,530
BRE Boca Corporate Center LLC	153,053,645
Batmasian James H. & Marta	145,292,565
Boca Raton CRA Lessor	141,800,000
EI AD Mizner on the green LLC	80,000,000
TIITF Lessor	79,616,221
WRC Properties Inc	71,033,676
One Boca Place Inc	63,101,125
Peninsula Realty	62,010,276

The City is the location of several Fortune 500 companies and nearly 3,000 businesses, employing over 38,000 people. Thanks to our low taxes, strong employment base, and quality of life, Boca Raton's business community continues to thrive.

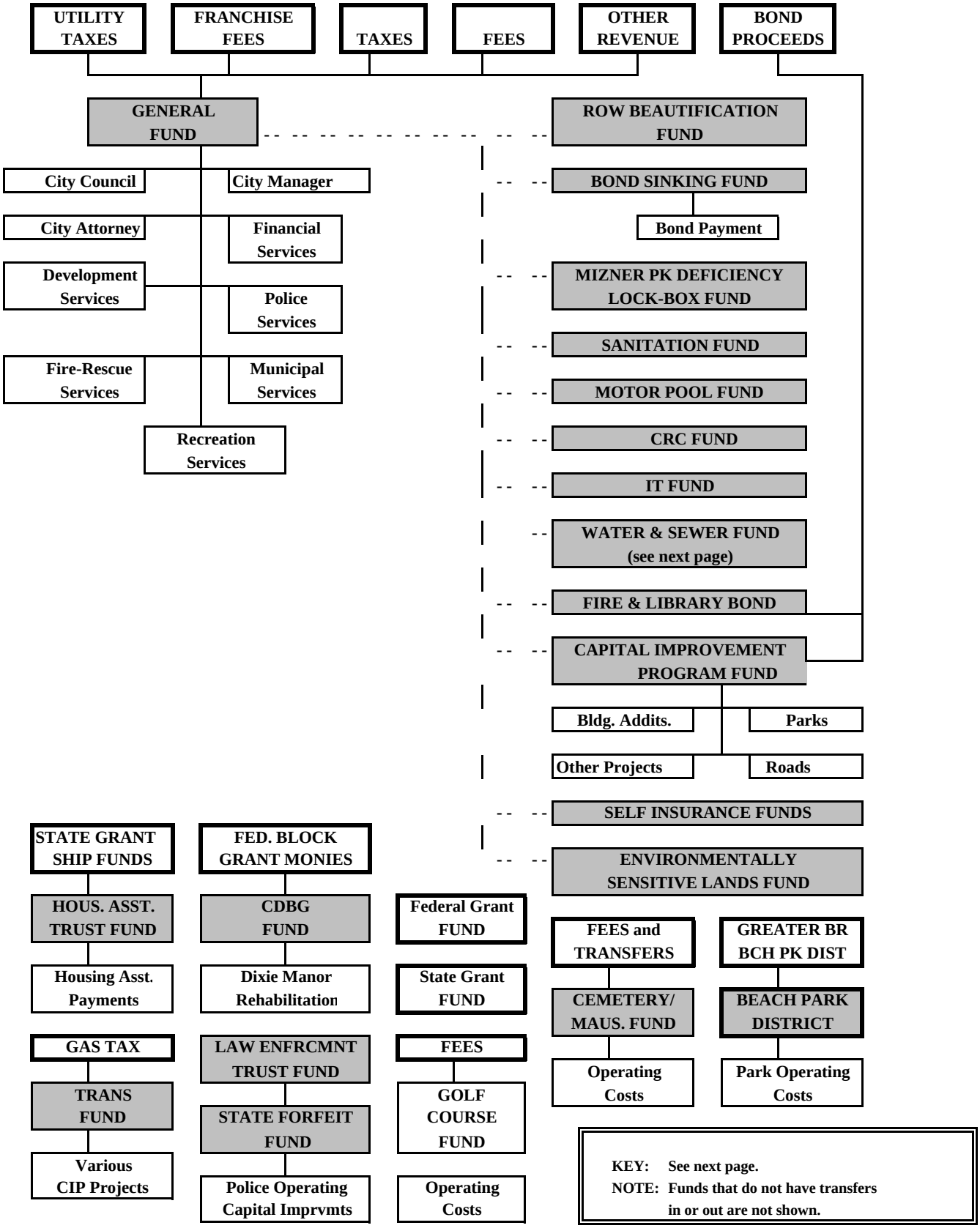
CITY OF BOCA RATON Major Employers(3)	Employees
Florida Atlantic University	2,923
Boca Raton Community Hospital	1,860
Boca Raton Resort and Club	1,650
City of Boca Raton	1,365
National Council on Comp Ins (NCCI)	900
Prime Management Group, Inc	640
Blue Green Corp.	630
International Business Machines (IBM)	600
Tyco International Ltd.	600
Sensormatic	500

(1) Florida Legislative Committee on Intergovernmental Relations (LCIR), Online Data

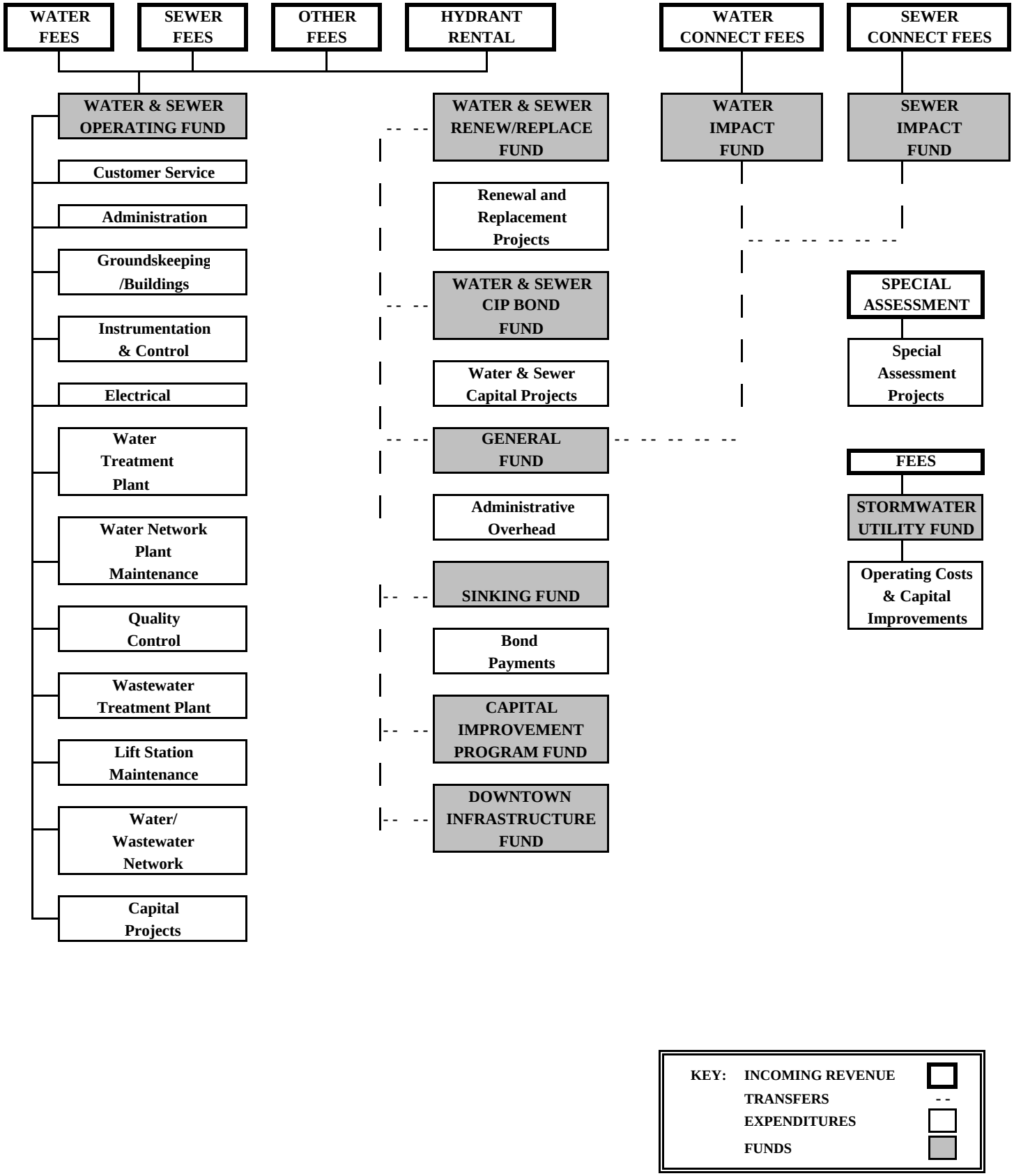
(2) City of Boca Raton FY 2008-09 Budget

(3) City of Boca Raton, Comprehensive Annual Financial Report, September 30, 2007

INTERRELATIONSHIP OF RESOURCES
CITY OF BOCA RATON



INTERRELATIONSHIP OF RESOURCES (cont.)
UTILITY SERVICES



FUND DESCRIPTIONS

GENERAL FUND:

001 General Fund is the general operating fund and is used to account for most of the day-to-day activities of the City. Its revenue sources are local tax revenues, state and federal revenues and other local charges and fees.

SPECIAL REVENUE FUNDS:

To account for the proceeds of specific revenue sources (other than expandable trusts or for major capital projects) that are legally restricted to expenditure for specified purposes.

111 Community Development Block Grant Fund is to account for revenue from a grant agreement between the City and the U.S. Department of Housing and Urban Development (HUD) and expenditures for qualified residents and neighborhoods. The program includes expenditures for housing rehabilitation, public improvements for neighborhood revitalization and public services for residents.

114 Housing Assistance Trust Fund is to account for funds received from the State Housing Initiatives Partnership (SHIP) for the purpose of providing affordable housing in the City.

131 Law Enforcement Trust Fund (LETF) is to account for State and Federal confiscated merchandise and forfeiture funds received by the City.

132 State Grant Fund is to account for revenue received from state sources that is restricted by the terms of an agreement.

133 State Forfeiture Fund is to account for state forfeiture funds received by the City.

141 Transportation Fund is to account for local option gas tax restricted for roadway program expenditures.

142 Federal Grant Fund is to account for revenue received from federal sources that is restricted by the terms of an agreement.

151 ROW Beautification Fund is to account for 1% public service taxes allocated to maintain and improve all presently beautified medians and rights-of-way.

161 Greater Boca Raton Beach & Park District Fund is to account for the Greater Boca Raton Beach & Park District reimbursement expenses of Red Reef Park, Patch Reef Park, Sugar Sand Park, Verde, FAU facilities, Ocean Strand, Swim and Racquet Center, Special Interest, BP&D CIP.

171 Mizner Park Def Lock Box Fund funds are to be used for any deficiency in the Mizner Park Bonds.

DEBT SERVICE FUND:

To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

211 Debt Service Fund is to account for the payment of principal and interest, and fiscal charges on the City's general obligation bonds which are payable from ad valorem taxes; and the City's revenue bonds and notes payable which are payable from non ad valorem revenues

CAPITAL PROJECTS FUNDS:

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

321 ROW Acquisition Fund is to account for the cost of acquiring right of way property. Revenue is provided from land sales proceeds and interest income.

333 Environmentally Sensitive Lands Fund is to account for the acquisition, preservation, protection and maintenance of environmentally sensitive lands in the City.

336 Capital Improvements Program Fund (6 Year CIP) is to account for infrastructure and major equipment acquisitions of the City.

337 Downtown Infrastructure Fund is to account for the financing and implementation of the downtown infrastructure program.

341 Fire Improvement Fund is to account for the construction and improvements to the City Fire Stations funded by G.O. Bonds.

342 Library Bond Fund is to account for the construction, renovation and furnishing of the City's libraries funded by G.O. Bonds, grants and donations.

352 Land Dedication Fund is to account for the cost of buying and constructing park developments. Financing is being provided by donations from developers as required by City ordinance.

353 Downtown Land Dedication Fund is to account for the cost of buying and constructing park developments in the downtown area. Financing is being provided by donations from developers in the downtown as required by City ordinance.

ENTERPRISE FUNDS:

To account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

440 Sanitation Fund – To account for the provision of sanitation services to residents of the City.

450 Stormwater Utility Fund - to account for the provision of stormwater maintenance and capital improvements to the residents of the City.

470 Water & Sewer Operating Fund - to account for the provision of water and sewer services to the residents of the City and some residents of the County.

471 Water & Sewer Sinking Fund – to account for the repayment of the outstanding water and sewer debt.

473 Water & Sewer Renewal and Replacement Fund - to account for funds received from the Water and Sewer Operating Fund. The projects in this fund are renewal and replacement projects of the water and sewer facilities.

474 Water & Sewer CIP Bond Fund – to account for funds received from an anticipated Bonds.

476 Water Impact Fund – to account for funds received as a result of new construction. The projects are for the expansion of water facilities due to the new construction.

477 Sewer Impact Fund – to account for funds received as a result of new construction. The projects are for the expansion of sewer facilities due to the new construction.

480 Cemetery Fund - to account for the operation and maintenance of the Boca Raton Municipal Cemetery and Mausoleum.

490, 493
Golf Course Funds - to account for the operations of Red Reef and Boca Raton Municipal golf courses.

INTERNAL SERVICE FUNDS:

To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

510 Information Technology Fund - to account for the cost of operating computers, telecommunications and copiers by the City and to allocate costs to the various departments using the service based on cost reimbursement.

520 Motor Pool Fund - to account for the cost of operating a maintenance facility for automotive equipment used by other City departments, and administering the City fleet

521 Capital Recovery Cost Fund – to account for funded chargebacks to using departments for the purpose of paying for future replacements.

530,531,532
Self Insurance Funds - to account for the cost of providing health and workers' compensation insurance coverage to all City employees, and the City's general liability self-insurance program.

PERMANENT FUNDS:

To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

611 Cemetery Perpetual Care Fund - to account for moneys received for the purpose of providing perpetual care for the City's cemetery.

621 Mausoleum Perpetual Care Fund - to account for moneys received for the purpose of providing perpetual care for the City's mausoleum.

DEPENDENT SPECIAL DISTRICT

710 Community Redevelopment Agency Fund is used to account for the general operations of the Community Redevelopment Agency, which encourages development in the downtown area.

712 Mizner Park Revenue – is used to account for all tax increment revenues and Mizner Park lease revenues transferred from the Mizner Park Lease Revenue Fund consistent with the Mizner Park Bond covenants. Monies from this fund are to be transferred to the Mizner Park Sinking Fund for the payment of debt service.

713 Mizner Park Sinking – is used to account for debt service on the Mizner Park Bonds consistent with the Mizner Park Bond covenants.

715 Mizner Park Lease Rev - is used to account for all lease revenues under the Mizner Park contracts consistent with Mizner Park Bond covenants. Monies are transferred from this fund to the Mizner Park Revenue Fund.

The City of Boca Raton Planning Process

The City uses an integrated multi-phased planning process in developing plans to ensure that Boca Raton remains a unique community providing a superior quality of life to all residents. The process includes: a mission statement, a comprehensive plan, Goals **2013**, Action Agenda, administrative policies, budget guidelines, department goals and objectives, and the capital improvement program.

Mission Statement

A mission statement for the Boca Raton City Organization has been developed emphasizing ***SERVICE***.

Safety in the Community

Environmentally Conscious

Recreational Opportunities

Valued Employees

Involvement of Citizens

Customer Service

Economic Stability

Comprehensive Plan

The City's Comprehensive Plan provides long-range policy guidance for orderly social, economic and physical growth in Boca Raton. The comprehensive plan contains goals, objectives and policies to guide the City for the next fifteen years.

The plan establishes adopted levels of service standards for roads, sanitary sewers, solid waste, drainage, potable water, parks and recreation facilities, mass transit and roads and public transit. A concurrency management system has been established to ensure that public facilities and services needed to support development are concurrent with the impacts of such development under the comprehensive plan.

Goals 2013

The City Council and staff hold a strategic planning session annually at the beginning of the budget process where the City Council reviews current goals and objectives and identifies goals for the next five years. The Boca Raton Goals for **2013** include:

- Financially Sound City Government
- Top Quality Municipal Services
- Strong Partnership with Our Stakeholders

Action Agenda

At the strategic planning session where City Council establishes the Goals for the next five years, they also set objectives for the following fiscal year towards achieving the five-year goals. These objectives are known as *"Action Agendas"*. The City's action agenda contains specific plans and timetables for coordinating and completing the City Council objectives for the fiscal year. A status report is prepared monthly to provide City Council with updates and monitor the progress of specific projects. The Policy Action Agenda for fiscal year **2008-09** include:

- Operate With a Balanced Budget
- Maintain Essential Services (Police, Fire, Utilities & Municipal Services)
- Downtown Vision and Plan
- FAU Strategy/Hospital Project/I95 Interchange Project
- Retirement / Pension Cost Containment
- Develop Partnerships to Promote Economic Development & Advance the City's Goals
- Multimodal Transportation District (Continued Implementation) and Mobility
- North Federal Highway Development Project and Beautification
- Employee Recruitment, Retention and Career Planning
- Comprehensive Environmental Initiative
- Annexation (Analysis and Review)
- Integrated Technology Strategy
- Branding
- Wildflower Property Direction and Actions

Policies

The City has established Administrative Policies in operations, revenues, cash management and investments, debt, reserves, capital improvements program, accounting and financial reporting, organization and financial stability to provide a framework in the development of current activities and planning for future programs. These policies determine how the resources of the City are obtained, managed, allocated and controlled. The specific administrative policies are contained in the Introduction section page 33 of this document.

Budget Guidelines

Each year departments are provided budget guidelines by the City Manager based on the City's goals and action agenda. Due to statewide initiative by the Florida Legislature to provide property tax relief to its residents and the uncertainty of its fiscal impact on the City's operations, departments were faced with significant challenges in the preparation of a balanced budget for FY 2008-09. This fiscal year's guidelines required departments to address spending cuts. In addition to the fiscal guidelines, the departments prepared budgets, which continue to evaluate operations to improve service and gain efficiencies, continue to be responsive to the needs of the community, and continue to support the City's mission and value statements. See an expanded explanation starting on *page 37* "The Budget Process".

Departmental Goals & Objectives

Each department has a mission/vision statement that relates to achieving the City's mission. In addition, departments are required to prepare goals and objectives based on the City Council goals and action agenda, which are developed at the annual strategic planning session. The departmental goals and objectives are specific operational actions that coincide with accomplishing the City Council goals and administrative plans.

Capital Improvements Program

The Capital Improvements Program (CIP) is a six-year plan for infrastructure and major equipment acquisition is updated annually to support the City's mission, goals and action plans. The City incorporates the CIP into "The Budget Process" on *page 37* and the "CIP Operational Impact" on *page 256* of this document.

The City of Boca Raton Administrative Policies

The City of Boca Raton Administrative Policies provides the basic framework for the overall fiscal management of the City. The policies consist of: operating, revenue, cash management and investments, debt, reserve, capital improvements program, accounting and financial reporting, organizational and financial stability. These policies are used in the development of current activities and planning for future programs.

Operating Budget Policies

1. The City's budget will support City Council goals, objectives and policies in meeting the needs of the community.

   - Public involvement is provided through 2 strategic planning sessions, 1 budget workshop and 2 public hearings prior to the adoption of the budget.

   - The City Council updates the City's Goals and Action Agenda at a strategic planning session. See *page 81* "Strategic Initiatives".

   - All departmental budgets are prepared to support the City Council goals within the budget guidelines as established by the City Manager.

2. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.

   - The City's Motor Pool Fund maintains 955 vehicles on an ongoing basis.

   - The City Council approved the replacement of 63 vehicles at a cost of $1,821,200 in 2008-09.

   - The Approved Capital Improvements Program (CIP) includes infrastructure improvement projects as part of the Capital Improvement Element of the Comprehensive Plan.

3. The City will continuously evaluate its service delivery system according to established efficiency and effectiveness criteria.

   - The City's contracted internal auditor has reviewed a number of operations in which the City is in the process of improving. These areas include:
     Golf Courses
     Motor Pool
     Insurance
     Facilities Maintenance
     Building Permits

The City will evaluate its use of intergovernmental service contracts to preclude unwarranted duplication of services in overlapping jurisdictions and assure an effective and efficient service delivery system to the community.

   - The City is working with the Greater Boca Raton Beach & Park District (BPD), Florida Inland Navigational District (FIND), Palm Beach County, Boca Raton Community Redevelopment Agency (CRA) and many other agencies to ensure services are provided at a minimum cost to taxpayers.

4. The City will comply with mandatory Federal, State and local laws and when appropriate will comply with industry and professional requirements or standards.

   - The City is in compliance with all Federal, State and local laws and regulations.

5. The operating impacts of the Capital Improvements Program (CIP) projects will be reviewed prior to any project being included in the operating budget.

   - The CIP includes $374,067,300 of projects with an estimated $285,900 operational impact on the City.

6. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.

   - The City has implemented a new state of the art financial system to ensure continued budgetary controls over revenue and expenditure accounts. This system is Year 2000 compliant.

7. The City will prepare its Budget using a Balanced Budget; each fund's revenues plus other sources equals its expenditures/expenses plus other uses.

   - The City approved a balanced operating budget for all its funds for 2008-09.

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system to avoid reliance on any one revenue source and will attempt to minimize the dependence on property taxes.

   - Ad Valorem taxes represent 28.5% of the General Fund revenues in 2008-09 compared to 37.2% in 2007-08.

2. The City will pursue alternative revenue sources as an additional source of funds.

   - The City has budgeted to collect $67,486,400 from grants and shared revenues in 2008-09.

3. The City will establish all user charges and fees to recover the partial or full cost of providing a service.

   - The City implemented new fees for sanitation collection.

   - The City implemented, in 2006-07, a fire assessment fee to recover a portion of the operating costs related to fire-rescue services.

4. The City will review fees/charges periodically to ensure they are fair and equitable to all users.

   - The City conducts a User Fee study on a regular basis to ensure that charges are fair and equitable.

5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees.

   - The City surveys public and private organizations to ensure new and existing fees are competitive with market rates.

6. The City will dedicate 1% of the public service tax, excluding telephones, and a percentage of the property taxes collected as a source of funds for the Capital Improvements Program (CIP).

   - In 2008-09 the City has budgeted to contribute $1,169,000 of public service taxes and 15% of Ad Valorem taxes $8,428,100 to the CIP.

7. The City will dedicate 1% of the public service tax collected as a source of funds for the Rights-of-Way Beautification Programs for capital improvements and maintenance.

   - The City has budgeted to contribute $2,340,400 of public service taxes to the Beautification Program.

Cash Management and Investment Policies

1. The City will follow its adopted investment/ portfolio policy when handling public funds. The investment/portfolio policy is contained in a separate document.

   - The City strictly adheres to its investment policy. In 2007-08 the City's average monthly investment portfolio was $234,055,318.

2. The City will collect revenues aggressively, including past due bills of any type and may utilize an outside collection agency to accomplish this.

   - The City utilizes a third party collection agency for the collection of past due bills.

3. The City will deposit all funds within twenty-four (24) hours of receipt.

   - The City utilizes three lockbox operations and ACH deposits in the collection of revenues. All individual cash receipts are deposited within 24 hours.

4. The Financial Services Department will prepare and present an investment report to the City's Financial Advisory Board on a quarterly basis to review the City's investment/portfolio activities.

   - The Financial Services Department presents an investment report to the City's Financial Advisory Board for the quarters ended December, March, June and September each year.

Debt Policies

1. The City will seek to maintain its current AAA bond rating to minimize borrowing costs.

   - The City maintained an AAA rating on its General Obligation bonds.

   - The City became one of the first Florida cities to receive a AAA rating from all three rating agencies.

2. The City will review and evaluate its existing debt obligations and future borrowing needs annually.

   - The City constantly monitors all existing and potential debt obligations for future impacts to the City. *(See Debt Administration Section of this document located on page 247)*

3. The City will not issue long term debt to finance current operations.

   - The City has not issued any debt to finance current operations.

4. The City will publish and distribute an official statement for each bond and note issued.

   - The City publishes an Official Statement with every bond or note issued by the City.

   - The City will competitively bid all bond issues wherever feasible.

5. The City will adhere to the bond covenant requirements of each debt issuance.

   - The City strictly adheres to the requirements of all bond covenants. This information is audited annually by the City's external auditors.

   - The City does not have a legal debt limit.

6. Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.

   - The City has not issued any bonds with an expected life longer than the useful life of a project.

   - The Public Safety Communication System Revenue Bonds were issued for a period of 10 years which coincides with the expected life of the system.

Reserve Policies

1. The City will maintain a reserve in the General Fund which represents a minimum of 10-15% of operating expenditures.

   - The City's undesignated General Fund balance as of September 30, 2007 was 26%.

2. The City will maintain a reserve in the Water & Sewer and Golf Course which represents forty-five (45) days of the funds' operating expenditures.

   - The City Water & Sewer Fund had the following operating reserves as of September 30, 2007:

Water & Sewer System	$4,528,000

3. The City will maintain all debt service reserve amounts as required by bond covenants.

   - The City maintained the following debt service reserves as of September 30, 2007:

General Debt Service Fund	$ 606,673
Water & Sewer	13,385,902

Capital Improvements Program (CIP) Policies

1. The City will develop and update a six-year Capital Improvements Program on an annual basis.

   - The City approved a $374,067,300 CIP for FY 2008-09 / 2013-14.

2. All projects in the Comprehensive Improvement Element (CIE) of the City's Comprehensive Plan will be included in the Capital Improvements Program.

   - The City's CIP includes all projects mandated by its Capital Improvement Element.

3. The City will dedicate 1% of the public service tax, excluding telephones, and a percentage of the property taxes collected as a source of funds for the Capital Improvements Program.

   - In 2008-09 the City has budgeted $7,264,300 of public service taxes for the CIP.

4. In the development of the Capital Improvements Program, the City will review the operational impact of each project.

   - The approved 2008-09 / 2013-14 CIP includes operational impacts of $126,700.

5. The Capital Improvements Program committee will review and evaluate each project, based on an established criteria, prior to any project being included in the Capital Improvements Program.

   - The CIP review committee annually evaluates potential projects based on established criteria *(See CIP Operational Impact section on page 256 of this document).*

   - The CIP includes capital expenditures for those projects with a useful life span of 10 years and a cost of at least $35,000.

   - The CIP includes non-routine capital expenditures

Replace Police Services Building	$32,000,000
New/Remodeled Fire Stations	3,735,000
Downtown Library	13,223,600
Countess de Hoernle Park	25,000,000

6. A report on the current status of Capital Improvement Projects will be presented to City Council on a quarterly basis.

   - The City presents 4 quarterly CIP Newsletters to the City Council to provide an ongoing update on various projects throughout the City.

Accounting and Financial Reporting Policies

1. An independent audit will be performed annually.

   - The City received an Unqualified Audit Report.

2. The City will produce comprehensive annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) within 180 days of the end of the fiscal year.

   - The City presented the 2007 CAFR on April, 2008.

3. The City will maintain an accounting and financial reporting system that conforms to GAAP and State laws.

   - The City is in complete compliance with GAAP and State laws.
   - The City is implementing GASB Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions, requiring that the cost of other postemployment benefits (OPEB) be recognized sooner (as promised benefits are being earned) rather than later (when promised benefits are actually paid).

Organizational Policies

1. The City will review the organizational structure regularly to assure that residents receive the highest level of service in the most efficient manner.

   - The City constantly reviews the organizational structure to provide the most cost-effective services to residents.

2. The City will be committed to maintaining and improving the productivity of staff through a productive working environment, appropriate equipment, necessary training, and adequate supplies and materials.

   - The City has budgeted $537,800 for education, travel and training in 2008-09.

3. Employee compensation will be reviewed regularly to ensure the City is competitive with comparable public entities.

   - The City constantly monitors compensation & benefit packages offered to employees to ensure the City attracts and retain the most qualified professional staff.

Financial Stability Policies

1. The City will update its Long-Range Financial Plan on an annual basis.

2. The City will hold a strategic planning session annually to review long-range goals of the City and to identify goals and objectives for the upcoming fiscal year.

   - The City conducts a 2-day strategic planning session, with staff and citizen input, prior to the beginning of the budget process. The City Council updates the City's goals and specific "Action Agenda Items" for the upcoming fiscal year. (See *pages 7 and 12* of this document) and *page 81* "Strategic Initiatives")

3. The City will review and evaluate its existing debt obligations and future borrowing needs annually.

   - The City constantly monitors all existing and potential debt obligations for future impacts to the City. *(See Debt Administration Section of this document located on page 247)*

4. The City will prepare and update its six-year Capital Improvements Program annually.

   - The City approved a $374,067,300 CIP for FY 2008-09 / 2013-14.

5. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.

   - The City has a computerized online monitoring program to track all revenues and expenditures. In addition, detailed monthly analysis statements are provided to all departments.

The City of Boca Raton Budget Process

THE BUDGET: THE PROCESS BEGINS

The budget process is key to the development and implementation of the City of Boca Raton's strategic planning. The planning process is designed to assist City's management in the development of long-term and short-term plans to ensure that Boca Raton remains a unique community providing a superior quality of life to its residents.

The budget process itself begins in the month of March prior to the coming fiscal year. During this time, OMB collects information on expected revenue as well as fixed costs and uncontrollable changes in expenditures. The Mayor and City Council hold goal setting (strategic planning) sessions in the month of April. During the sessions the Mayor and City Council and City staff collaborate on establishing a mission and broad goals for the community and articulate their priorities for the future and the coming fiscal year.

The Mayor and City Council's feedback from the goal setting provides the groundwork and starting point for staff to begin framing the Operating and Capital Improvement Plan (CIP) budgets.

Budget Definition

The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

4 key characteristics of budgeting:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Promotes effective communication with stakeholders

The budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

The budget is a balanced budget, that is, revenues and other sources equal expenditures/expenses and other uses. This is mandated by Florida Statutes. Therefore, City Code requires the Council to adopt, by ordinance, the budget on or before the thirtieth day of September of each year for the coming fiscal year. The fiscal year for the City of Boca Raton begins on October 1 of each year and ends September 30 of the following year.

Mission of the Budget Process

The mission of the budget process is to help decision-makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. It also reports to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders' view of government.

The Mission of the City is to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

The Vision of the City is to ensure that Boca Raton will be known as the premier community in which to live, work and play. The City of Boca Raton will be recognized as a world-class local government by its commitment to performance and leadership.

Our ***Mission*** and ***Vision*** directly link to the ***Goals of the City of Boca Raton:***

- ***Financially Sound City Government***
- ***Top Quality Municipal Services***
- ***Strong Partnership with our Stakeholders***

The budget process supports the implementation of the above. The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement are essential components of every aspect of the budget process.

The budget process should accomplish the following:

- Involve stakeholders
- Identify and obtain stakeholder support for the overall budgeting process
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization
- Implement goals and objectives supporting the mission and vision

Principles and Elements of the Budget Process

The budget process implements four broad principles. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components.

Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The principles and elements provide a structure to categorize budgetary practices.

1) Establish Broad Goals to Guide Government Decision-Making – A government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.
   a) Assess community needs, priorities, challenges and opportunities
   b) Identify opportunities and challenges for government services, capital assets, and management
   c) Develop and disseminate broad goals

2) Develop Approaches to Achieve Goals – A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
   a) Adopt financial policies
   b) Develop programmatic, operating, and capital policies and plans
   c) Develop programs and services that are consistent with policies and plans
   d) Develop management strategies

3) Develop a Budget consistent with Approaches to Achieve Goals – A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted
   a) Develop a process for preparing and adopting a budget
   b) Develop and evaluate financial options
   c) Make choices necessary to adopt a budget
      i) When funding needs exceed the City's funding limits, remedies may be one or more of the following: reduce base budget, identify new revenues, outsource functions, employ process management tools, and/or form partnerships with other City programs or non-profit organizations.

4) Evaluate Performance and Make Adjustments – Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
   a) Monitor, measure, and evaluate performance
   b) Make adjustments as needed

Budget Roles and Responsibilities

Every employee of the City of Boca Raton plays a part in the City's budget – whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, it is the City Manager who is accountable to the City Council for the performance of personnel in meeting the City's broad goals and policy agenda priorities (see *page 81* of the Strategic Initiatives section).

Below, we identify the specific responsibility(s) of the key personnel in the budget process:

The ***Mayor and City Council*** initially set the direction for the budget by establishing the City's goals during its Goal Setting sessions. The Mayor and City Council are responsible for reviewing the City Manager's proposed budget and final adoption of the budget.

The ***City Manager*** and the ***Office of Management and Budget Director*** are responsible for reviewing the total financial program and submitting a balanced Citywide proposed budget, which supports the Mayor and City Council's broad goals and priorities established at its Goal Setting Session (strategic planning).

The Office of Management & Budget Director & Staff is responsible for preparing the short-range revenue and expenditure forecasts, calculating user and indirect cost rates, developing the process and related forms for preparing the budget, providing budget training sessions to the department personnel, coordinating the compilation of budget data, analyzing operating and capital budget requests, evaluating the budget requests from departments and preparing budget review materials for the City Manager, Deputy City Manager, Assistant City Manager, Mayor and City Council.

Each ***Department*** is responsible for assembling their program data into a cohesive budget information package. The Department is also responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the budget requests for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.

The City departments have ***Budget Liaisons*** and ***CIP Liaisons*** that coordinate the budget within their respective departments. The Budget Liaison serves as the vital communication link between their department and their ***OMB Department Representative*** on matters related to their specific operating budget. The OMB Department Representative is responsible for coordinating information, checking to see if forms are completed properly, making sure that all internal review processes meet timelines, and serving as troubleshooters for problems throughout the budget process. The CIP Liaison essentially serves the same role as the Budget Liaison; however, their focus is on the coordination of capital projects and multi-year capital planning with the OMB staff. In many cases the same individual serves as both the departmental Budget Liaison and CIP Liaison.

CIP Committee, comprised by the City Manager, Deputy City Manager, Assistant City Manager, OMB Director & staff and Department Heads, meets the last week of April. Department Heads present their CIP requests to the Committee, who in turn ask questions of the specific projects. This process results in a comprehensive CIP Program. It provides for compressed review time, citywide involvement, and comprehensive review in one setting. The desire is to ease the budget process while enhancing the departmental involvement.

Budget Calendar

Prior to beginning the budget process, the Office of Management and Budget (OMB) updates the City's budget instruction manual for new-year changes to assist departments with their budgets. The budget process is fully computerized and accessed by each department via the City's computer network. The OMB enters all departmental fixed costs (including salaries and benefits) into the budget system to minimize the departmental time required to prepare budget requests. Departments are responsible for preparing budget requests for any new programs or new personnel. The budget instruction manual contains the procedures for calculating salaries, social security, pension, health insurance, telecommunications, workers' compensation, electricity and many other operating costs. The budget requests are submitted online in forms developed by the OMB to maintain consistency. Departments enter specific expenditure requests directly "on line" into the computer. To assist departments in budgeting and planning, the areas where departments enter budget requests contain the previous five year's actual expenditures, the present year's approved budget, revised budget, total expenditures at 6 months and year-to-date, along with the department estimate, which follows the computer breakdown of the line items. The approved budget is required by City Code to include an outlook column for the following year. Therefore, the **2008-09** approved budget contains a column for the **2009-10** outlook.

In addition to requesting dollars, the departments must list, by division, their achievements of the previous year, goals and objectives for the coming year, performance measures and service levels. The achievements are actually the responses to the previous year's objectives. The division goals and objectives are required to be directly linked to the department's mission and the City's overall strategic plan. An objective should be capable of being achieved with committed resources, be consistent with established goals, be measurable, and represent improvement. The departments must also provide organization charts, which identify changes from the previous year. The above-mentioned items are included in both the proposed and final documents.

For use only in the Operating Budget are other informative packages. Departments provide certain revenue estimates that are based on historical trend analysis, past collection experience or actual cost to provide services that are recovered through user fees. Each year the departments submit requests for necessary capital outlay and capital improvement projects. Items that qualify as capital outlay are those that cost $1,000 and up and result in a fixed asset for the City. Each department submits requests in order of priority. These include cost and description, as well as justification for the need.

Items that qualify as capital improvement projects are those that cost at least $35,000 and have a useful life span of ten years. Capital Improvements Program (CIP) projects are forecast in the Six-Year CIP document. This allows the need to be known in advance. In addition, the Six-Year CIP contains a funding plan for the projects included. Each year the department must re-submit and rejustify the need for each project during the budget process. The projects are listed in order of priority and include cost and description. Approved capital outlay and capital improvements are incorporated into the budget. Another form contains any associated new personnel that the Department Head feels would be beneficial to the City. Justification and cost of salary, benefits and overhead are part of each personnel request. A summary of the City's CIP can be found on *page 256* of this document.

Capital Improvement Program Development and Prioritization and Process Phase

The Capital Improvements Program (CIP) development begins in conjunction with the City's operating budget. The CIP document is produced separate from the annual operating budget, adopted and approved by Resolution at the same public meeting for the adoption of the annual operating budget by City Ordinance. The CIP has the potential to significantly impact the annual operating budget; therefore the two must be created in unison. The CIP includes future operational and debt service impacts of the projects.

City Manager Review and Recommendation

The Departments submit their proposed Operating Budget along with their Capital Improvements Program Budget requests to OMB. The OMB staff compiles the information and provides the initial review of the material, which focuses on: ascertaining if the departments complied with the OMB's instructions, reviewing the mathematical accuracy and logic of the departmental budget and capital project requests, validation of performance measures and linkage to the City's strategic plan. The departments make changes to their budget per OMB's instructions. The City Manager, Deputy City Manager, Assistant City Manager, the OMB Director and staff, and the individual department meet to discuss proposed requests and assess whether the departmental budget proposals incorporate the City's strategic goals/initiatives.

Mayor and City Council Review and Adoption

The City Manager, Deputy City Manager, Assistant City Manager, and the OMB Director collaborate on the development of a recommended proposed Operating Budget and six-year Capital Improvements Program and submit to the City Council for review and adoption. The Mayor and City Council conduct a budget workshop to discuss the City Manager's Operating Budget and receive public input. Changes are made to the budget as per the Mayor and City Council's instructions. The proposed Operating Budget is then revised incorporating these changes. Two public hearings are held prior to September 30th. The final budget and property tax (millage) rate are adopted by ordinance at the second public hearing.

The Adopted Budget: The Process Continues

The adopted budget document contains less information than the proposed budget. The proposed version consists of more text and the different options that are available. The proposed budget receives review by City residents and organizations (our stakeholders). It is very detailed but easily understandable. In comparison, the final version is mainly a working document for the City departments. It regulates dollars to be spent on items and the source of those funds. Less information is contained therein since all decisions have been made and incorporated into the final budget.

The "Historical Summary," located on *page 69* is the summary of all funds City-wide for a four-year period beginning with FY **2003-04.** This chart includes expenditures and transfers related to departmental operating costs; it excludes reserves, depreciation and other interfund transfers.

A summary of the total "General Fund Operating" budget over a three-year period is found later in the budget summary section on *page 67*. Included in this table is the Actual Budget for 2006-07, the Approved and Revised budget for 2007-08, along with the Approved Budget for FY 2008-09.

The "Uses of Funds" chart includes all funds City-wide for the new fiscal year. It shows all transfers; therefore some double counting does occur. Depreciation is not included in this chart.

A complete discussion of the City's Debt Administration is contained on *page 247* of this document.

Financial Structure - Fund Accounting

The accounts of the City are organized on the basis of funds or account groups, each of which is a separate accounting entity. The operations of each fund are accounted for using a separate set of self-balancing accounts, which comprise its assets, liabilities, fund equities, revenue and expenditures or expenses. The various funds are grouped by type in the financial statements. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The City uses the following fund types and account groups:

Governmental Fund Types -- Governmental fund types are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital projects funds), and the servicing of general long-term debt (debt service funds). The general fund is used to account for all activities of the general government not accounted for in some other fund.

- General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those that require accounting for in another fund.
- Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.
- Debt Service Fund - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest and related costs other than bonds payable from the operations of the enterprise funds and non-expendable trust fund.
- Capital Projects Funds - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds.

Proprietary Fund Types -- Proprietary fund types are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds).

- Enterprise Funds - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The costs of providing goods or services to the general public are financed or recovered primarily through user charges.
- Internal Service Funds - Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis.
- Fiduciary Fund Types - Fiduciary fund types are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, either a pension trust fund, a non-expendable trust fund or an expendable trust fund is used. The terms "non-expendable" and "expendable" refer to whether or not the government is under an obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent.
- Trust and Agency Funds - Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and funds.

Major Funds

The **General Fund** is the general operating fund of the City. It is used to account for all financial resources except those that require accounting for in another fund.

The **Capital Improvements Program Fund** is used to account for infrastructure and major equipment acquisitions of the City.

The **Greater Boca Raton Beach & Park District Fund** (BPD) is used to account for the BPD reimbursement expenses of Red Reef Park, Patch Reef Park, Sugar Sand Park, Verde, FAU facilities, Ocean Strand, Swim and Racquet Center, Special Interest, BPD CIP.

The **Water and Sewer Enterprise Funds** are used to account for the provision of services to the residents of the City and some residents of the County.

The **Internal Service Funds** are used to account for the financing of goods or services provided by one department to other departments of the City on a cost reimbursement basis.

Account Groups

General Long-Term Debt Account Group - This account group is used to account for the outstanding principal balances of long-term debt and other long-term liabilities other than debt payable from the operations of the proprietary funds and non-expendable trust funds.

General Fixed Assets Account Group - This account group is used to account for all fixed assets of the City other than those accounted for in the proprietary funds and non-expendable trust funds.

Financial Reporting Basis of Accounting

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds and expendable trust funds are reported for using the current financial resources measurement focus and the modified accrual basis of accounting.

Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues to be available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. Revenue and other governmental fund financial resource increments are recognized in the accounting period when they become susceptible to accrual - that when they become both "measurable" and "available" to finance expenditures of the fiscal period.

Those revenues susceptible to accrual are property taxes, special assessments, interest revenue, public service taxes and franchise taxes. Licenses and permits, fines and forfeitures, charges for services and miscellaneous revenue are recorded as revenue when cash is received because they generally are not measurable until actually received. Where grant revenue is dependent upon expenditures by the City, revenue is recognized when the related expenditures are incurred.

All proprietary funds, non-expendable trust funds and pension trust funds are reported using the economic resources measurement focus and the accrual basis of accounting. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet.

Proprietary fund types, pension trust funds and non-expendable trust funds utilize the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The revenue of the Water and Sewer Enterprise Funds, which is based upon rates authorized by City Council, is determined by bimonthly cyclical billings to customers. Earned but unbilled revenue is accrued and reported in the financial statements. System Development Charges are considered non-operating revenue of the Water and Sewer Enterprise Funds.

The City's budgetary basis of accounting is the same basis of accounting used for financial reporting purposes.

The City has elected to not apply Financial Accounting Standards Board Statements and Interpretations issued after November 20, 1989, as permitted by GASB 34 Statement No. 20, Accounting and Financial Reporting for Proprietary Fund and Other Governmental Entities That Use Proprietary Fund Accounting.

Budgetary Control

Management of the City is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

As a recipient of federal, state and county financial assistance, the City also is responsible for ensuring that an adequate internal control structure is in place to ensure compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by management and the City's internal and external auditors.

The City is required to undergo an annual single audit in conformity with the provisions of the Single Audit Act of 1984 and U.S. Office of Management and Budget Circular A-128, Audits of State and Local Governments. As a part of the City's Single Audit, tests are made to determine the adequacy of the internal control structure, including that portion specifically

related to federal financial assistance programs. This report disclosed no instances of material weaknesses in the internal control structure or significant violations of applicable laws and regulations. The information related to the Single Audit, including the schedule of federal and state financial assistance, findings and recommendations, and auditors' reports on the internal control structure and compliance with applicable laws and regulations are included in a separate report.

In addition, the City maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City's governing body. Activities of the general fund, special revenue funds, debt service fund and capital projects funds are included in the annual appropriated budget. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the department (by fund) level. The City also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts lapse at year-end. However, encumbrances generally are reappropriated as part of the following year's budget. All expenditures for other than personal services are controlled by a procurement system, which encumbers purchase orders against budgets prior to issuance to the vendors. Purchase orders are not issued until appropriations are made available.

Administrative budget transfers may occur upon approval of the City Manager as long as the fund budget is not increased. Budget amendments are submitted quarterly to Council for their consideration.

Budgetary Basis of Accounting

The system used by governments to determine when budget revenues have been realized and when budget expenditures have been incurred is known as the ***"Budgetary Basis of Accounting".***

General governmental revenues and expenditures accounted for in budgetary funds are controlled by a formal integrated budgetary accounting system in accordance with various legal requirements, which govern the City's operations. The Governmental Fund Type Budgets for the City of Boca Raton are prepared on the current financial resources measurement focus and the modified accrual basis of accounting. Proprietary Fund Type Budgets are prepared using the economic resource measurement focus and the accrual basis of accounting. This process varies from generally accepted accounting principles as a result of provisions made to treat encumbrances as budgeted expenditures in the year of the commitment to purchase. Budgets in governmental funds are encumbered upon issuance of purchase orders, contracts or other forms of legal commitments. Encumbrances outstanding at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities. While appropriations lapse at the end of the fiscal year, the succeeding year's budget ordinance specifically provides for the reappropriation of year-end encumbrances which have become part of the City's approved budget for the subsequent year.

Budgets have been legally adopted on a basis consistent with generally accepted accounting principles (GAAP) for the General Fund, Special Revenue Funds and Capital Projects Funds. The City has chosen not to integrate the appropriated budget for the Debt Service Fund into the accounting system as the funds for the repayment of debt are derived primarily from interfund operating transfers. The City Manager is authorized to transfer budgeted amounts within departments within any fund; however, any revisions that increase the total expenditures of any department or fund must be approved by the City Council as part of a quarterly budget review process and are included in the reported budgetary data. The level of control for appropriations is exercised at the department (by fund) level.

Budget Amendment Process

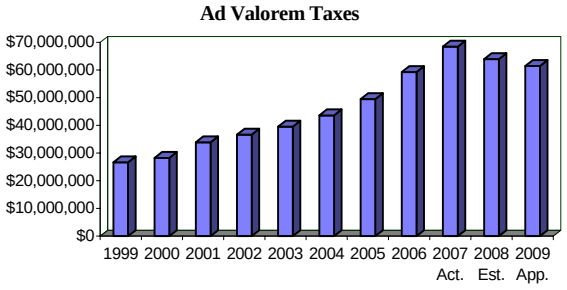
The budget may be amended in three ways. One-way transfers dollars between line items within a department. This is requested by the Department Head and approved by the City Manager on a budget transfer form. Secondly, budget amendments, which increase expenditures or the spending level of individual departments, are requested by the City Manager and approved by Council through quarterly budget ordinances after public hearings. The budget may also be amended by Automatic or Council reappropriations. Automatic reappropriations are made for encumbrances related to goods or services for which a contract or purchase order was issued but had not been paid prior to the end of the fiscal year. Council reappropriations amends the budget for funds which were budgeted and approved primarily for capital expenditures in the old year, but were not as yet encumbered at the end of the fiscal year. Both Automatic and Council reappropriations are approved by Council through budget ordinances after public hearings. All budget amendments are input and updated by the Office of Management & Budget personnel only.

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

Methodology of Revenue Forecasting

AD VALOREM TAXES

The City of Boca Raton taxes property owners based upon the assessed value of their property. The Palm Beach County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed. Each mill generates $1 of tax revenue for every $1,000 of assessed property value. For 2008-2009, the County Property Appraiser certified the City's taxable value at the amount of $19,581,690,622. This is a decrease of $786,185,641 in the City's tax base over last year. The debt service portion of the millage is directly related to the cost to repay the City's voter-approved bonds. The City anticipates collecting $61,495,800 in 2008-2009. The Ad

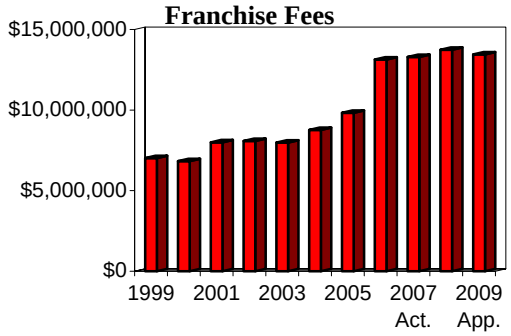


Valorem taxes for 2008-2009 are decreasing due to a reduction in the Property Appraiser's valuation of City property. Amendment 1 was adopted by the voters of Florida in January of 2008. This amendment provided an additional $25,000 homestead exemption to permanent residents, provided portability of accumulated Save Our Homes exemptions and established a $25,000 exemption on tangible personal property tax. Compared to last year, the City of Boca Raton will collect $2,027,500 or 3.3% less in property taxes due to Amendment 1. In addition to Amendment 1, due to declining property values the City will collect $1,039,400 or 1.7% less in property tax collections compared to last year.

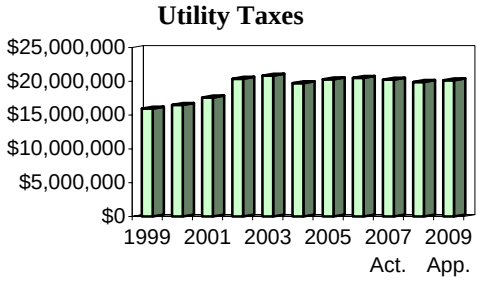
FRANCHISE FEES

The City collects two types of franchise fees; electric and natural gas. Effective October 1, 2001 the State of Florida enacted a simplified tax structure for telecommunications, which repealed franchise fees for telephone and cable television. The revenue estimates are based on rate increase information received from the respective companies, expected growth and historical trends. Electric franchise fees generate the majority of franchise fee revenue. Oil and gas prices are very difficult to predict in the current economy. Oil prices, as well as supply and demand, will dictate revenue collections. The City anticipates collecting $13,450,000 in total franchise fees for 2008-2009.

UTILITY SERVICE TAX



The City has the right, by Florida State Law, to tax utility services provided to the residents and businesses within its corporate limits. The City is currently levying 10%, which is the maximum tax allowed, on electricity, water, natural gas, and liquid petroleum. Of this amount, 1% is dedicated to the Right-of-Way Beautification Program, 1% is for the Six-Year Capital Improvements Program, and the balance, 8%, is used for general City operations.



Effective October 1, 2001 the State of Florida has implemented a simplified tax structure for telecommunications, cable, direct-to-home satellite and related services. The State provided for a maximum rate to generate the same amount of revenue that the City previously received from telecommunication taxes. The City experienced a flattening in this revenue due to bundling of telephone services and Voice over Internet Protocol.

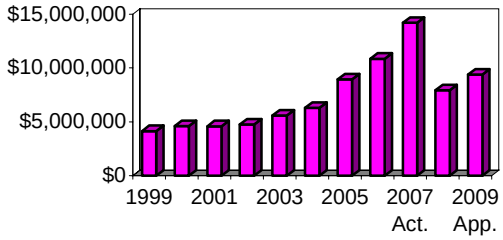
The revenue received from this tax is estimated based on rate increase information provided by the various companies, expected growth and historical trends. Utility taxes have been one of the City's strongest growth revenues since 1994. The City anticipates total utility taxes of $20,137,500 for fiscal year 2008-2009, which is an increase of $247,500 over 2007-2008.

LICENSES & PERMITS

Professional and Occupational Licenses

The revenue received from issuing licenses to City businesses is estimated in 2008-2009 based on license costs, historical and recent collection trends. The City anticipates collecting $1,345,000 in 2008-2009, which is a decrease of $124,000 from the prior year.

Licenses and Permits



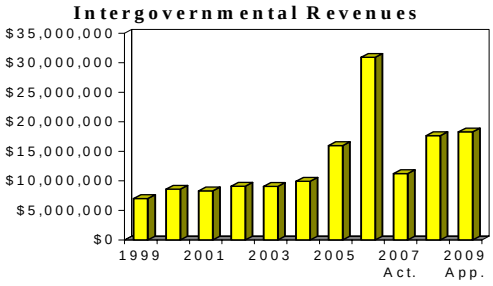
Building Permits and Other Licenses

The revenue generated by the various types of building permits is calculated by determining the amount of undeveloped land, anticipating new development and redevelopment, as well as the historical trend for improving existing buildings.

Historically, the City of Boca Raton has experienced an intense amount of building activity. But, as the availability of undeveloped land becomes scarcer, new commercial building activity has started to level off and has started to decline. Since 1995, the City has experienced a significant amount of commercial property redevelopment and new residential construction. Due to the effects of the last three hurricane events the City has experienced significant increases in the building permit activity. The 2008-2009 estimates an increase in new construction and redevelopment than in the prior year.

INTERGOVERNMENTAL REVENUES

State Shared Revenue



The City receives revenue from the State of Florida. The State provides the City with an estimate for the upcoming year. The State determines the distribution to the local governments based upon receipts, population and municipal assessed value per capita.

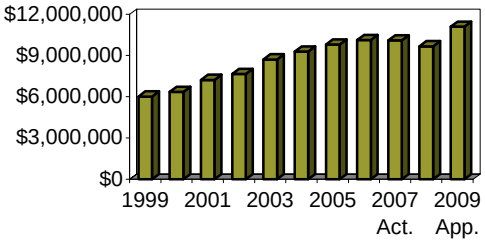
The City then budgets no more than 95% of the State estimate to allow for the possibility of actually receiving less. The City receives revenue from the State from the following sources: sales tax, cigarette tax, gas tax, mobile home licenses and State revenue sharing. In addition, the City receives funds from various State grants. In 2008-2009 the City expects to collect slightly more than the previous year from sales tax.

CHARGES FOR SERVICE

Miscellaneous User Fees

The City of Boca Raton charges fees to the users of various services. The charging of these fees ensures that the user of the service pays for the service and not the broad base taxpayer. The City expects to collect $1,000,000 more in fiscal year 2008-2009 due to an adopted increase in user fees.

Charges for Services



Culture-Recreation Fees

These user fees offset a portion of the costs associated with Parks and Recreation Department programs including tennis, libraries, beach stickers, athletics and various other programs.

Contributions from Enterprise Funds

The General Fund provides numerous administrative type services to the Enterprise Funds. The cost for these services is charged to each Enterprise Fund in the form of an "Administrative Services" fee. The actual fee charged is based upon the City's annual Cost Allocation Study.

Municipal Services Charge

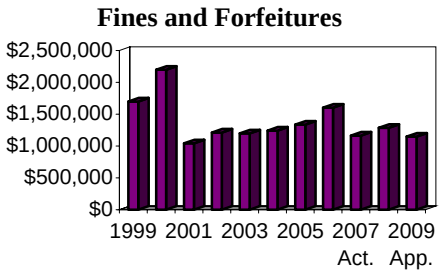
The Water and Sewer Enterprise Fund is charged annually for the municipal services (police, fire and sanitation) that it receives while being tax exempt. The Water and Sewer Plant facilities are located within City limits. The fee is calculated by applying the assessed value of the facility to the City's millage rate. (The Golf Course Enterprise Fund is not charged because the facility is outside the City limits and, therefore, does not receive municipal services.)

False Alarms

Charges to property owners to cover City costs for responding to excessive numbers of false police and fire alarms. Estimates for 2008-2009 false alarms are based upon recent collection trends and include a graduated scale for the amount of charges based on actual false alarms.

EMS Transport

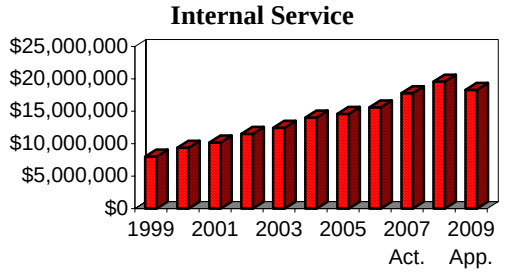
In 1995, the City's Fire/Rescue Services Department took over emergency medical services transport within the City's corporate limits. The City expects to collect $2,300,000 for EMS transports in 2008-2009. This amount is expected to increase approximately 5% annually and collection rates are anticipated to remain stable.



County Fines and Forfeitures

This revenue is the City's share of fines collected by the County for traffic offenses and misdemeanors. In 1996, the County implemented a strict enforcement and collection policy. This fiscal year less fines are anticipated.

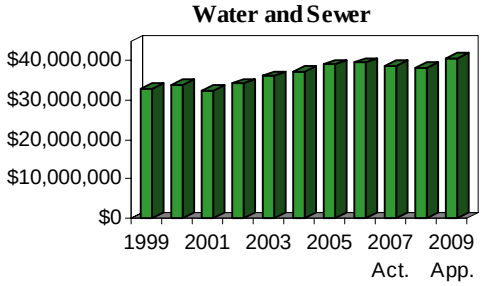
INTERNAL SERVICE FUNDS



The Internal Service Funds generate revenue by charging the City departments for services provided. The revenue generated is intended to cover all costs to operate the division. The Internal Service Funds are the Information Technology Fund and the Motor Pool Fund.

WATER AND SEWER FUNDS

Water and sewer rates are being increased 5.8%. (Consumer Price Index) in 2008-2009. The increase is to provide for maintaining existing service levels, continued operations, and increased costs of electricity and chemicals.



Total Water and Sewer Operating Fund revenues are anticipated to be $40,630,800 for 2008-2009. On November 27, 2007 the City passed and adopted an Ordinance, effective each October 1, which states Water & Sewer rates will increase by the amount equal to the Dept. of Labor CPI.

Water Sales

Revenues are estimated based upon three variables: (1) customer charge; (2) capacity charge; and (3) commodity charge -- estimated amount of water to be used based upon historical data and growth estimates. An increase for 2008-2009 is anticipated due to increased rates.

Sewer Service

Revenues are estimated for residential property based upon the number of bathrooms and commercial is based upon 100% of water use. An increase in 2008-2009 is anticipated due to rate increase.

Hydrant Rental

Revenue projections are based upon the annual "count" of hydrants served, which occurs each January. The City and the County are billed accordingly. The City expects to receive $1,301,000 for Hydrant Rental in 2008-2009.

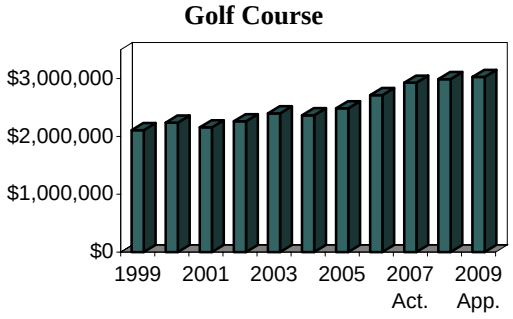
Reclaimed Water Sales

These revenues are based upon estimates of the amount of reusable water to be sold. This is a relatively new revenue. New customers are brought on-line as the infrastructure is put in place. Revenue estimates are based upon expected usage by these customers. The City anticipates collecting $600,000 for installation and usage in 2008-2009.

Water and Sewer Impact Fees

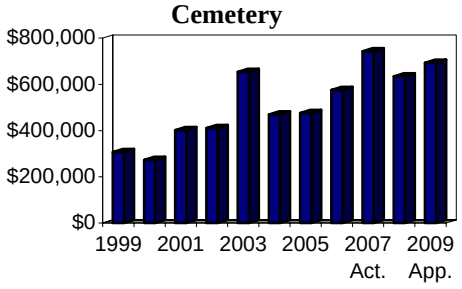
The "In City" and "Out of City" Impact Fees are charges to new customers for the additional burden they place upon the infrastructure. Conservative growth is anticipated in 2008-2009.

GOLF COURSE



The City of Boca Raton owns and operates one municipal and two executive golf courses. The courses generate revenue from users for annual permits, green fees, cart fees, driving range fees, and miscellaneous charges. The revenues at the City's golf courses have steadily increased since 1994. For 2008-2009, the City's golf courses are expected to generate revenues of $3,028,200.

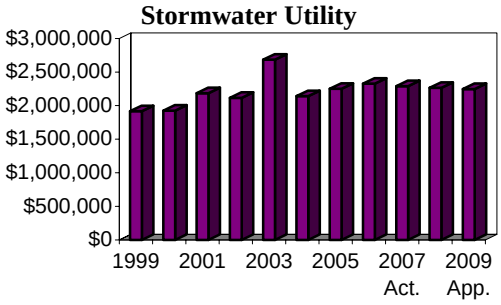
CEMETERY



The City of Boca Raton operates a municipal cemetery and maintains a mausoleum facility. The Cemetery increased fees in 1995-96 as part of a long-range plan to provide for the perpetual maintenance of the cemetery/mausoleum. The fees are adjusted annually to reflect CPI (Consumer Price Index) changes. In 2007 the City approved an operating transfer from the Perpetual Care Fund for $545,000 in mausoleum repairs.

STORMWATER UTILITY

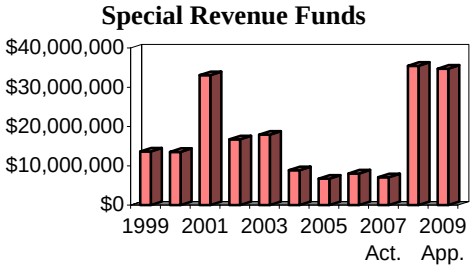
Stormwater Utility fees were established in 1994 to meet the Federal EPA requirements for NPDES (National Pollutant Discharges Elimination System) permit guidelines for water quality and for State mandates for drainage and flood control. Revenues are derived from a $2.90 monthly charge to all residential users and a calculated ERU (Equivalent Residential Unit) rate based on square feet to all nonresidential users. The stormwater fees are anticipated to generate approximately $2,247,700 in 2008–2009.



SPECIAL REVENUE FUNDS

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

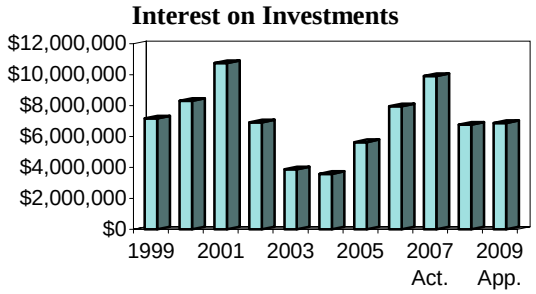
The CDBG and SHIP revenues are received from federal and state programs to provide housing opportunities for all Boca Raton citizens.



The Beautification Funds are derived from a 1% dedication of the Utility Service Tax.

The Greater Boca Raton Beach and Park District and the City of Boca Raton have a maintenance agreement for Red Reef Park, Patch Reef Park, Sugar Sand Park and the Racquet Club Tennis Facility. The first three parks were purchased and developed with revenue generated by the Greater Beach and Park District. The Racquet Club Tennis facility was acquired during 2000. The maintenance of these parks, as well as FAU, Verde, and Del Prado, is taken care of by the City and reimbursed by the Beach and Park District. The decreased revenue in 2005 is attributable to the completion of capital improvements. The 2007 increase is due to the Countess deHoernle Park development of $25,000,000.

INTEREST ON INVESTMENTS



The revenue generated from interest on investments is estimated based on the investment market and cash-flow forecasts. Interest income has fluctuated over the past years due mainly to variances in interest rates. The 2008-2009 interest income was projected using an interest rate of approximately 4.5% to reflect the current economic trend and projected fund balances/reserves. The City anticipates collecting $6,869,600 in 2008-2009.

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

The City of Boca Raton Long-Range Financial Plan

The City develops a long-range financial plan to assist management in the planning and allocation of resources to achieve the City Council goals of maintaining a financially secure city government.

The City updates its long-range financial plan each year after the completion of the annual financial audit and prior to the adoption of the annual budget. Therefore, the amounts shown in the long-range financial plan for 2009 are shown as projections and do not agree with the budgeted amounts reflected in the other sections of this document.

GENERAL FUND

LONG-RANGE FINANCIAL PLAN RESULTS AND CONCLUSIONS

The Plan, Table I, predicts that our current revenue base will not support the City's existing quality and mix of municipal services through the year 2012. The Plan model is a "baseline" projection; that is, future revenues and expenditures are estimated based on the City's current sources of revenue and level of services. The operating impact of additional recreation parks in FY 2009 and a new downtown library in FY 2010 have been included in this Plan.

This Plan provides us with an opportunity to change or influence current policies and practices before they create critical fiscal strains on the budgetary fabric. The best informed, fiscally sensitive decisions will be those deliberated with their longer-term implications in mind. To that end, we periodically update the Plan for the City Council.

Table I
Long Range Financial Plan
General Fund
(in thousands)

	Actual	Budget		Projected		
	2007	2008	2009*	2010	2011	2012
Property Taxes (less 7% in 09)	$ 53,791	$ 49,856	$ 44,227	$ 45,112	$ 46,014	$ 46,934
Utility Taxes	20,247	19,890	20,487	21,101	21,734	22,386
Franchise Fees	13,295	13,740	14,127	14,526	14,936	15,359
Licenses and Permits	14,159	7,919	7,125	7,337	7,556	7,781
Intergovernmental	11,076	10,622	10,075	10,233	10,395	10,561
Fees, Charges, other	11,502	11,067	11,725	12,312	12,927	13,574
Fines	1,090	1,175	1,221	1,268	1,317	1,368
CRA Reimbursements			3,045	3,197	3,357	3,525
Interest	3,037	2,500	2,060	2,122	2,185	2,251
Resources Forward			2,792	2,885	2,992	3,160
Sub Total	$ 128,197	$ 116,769	$ 116,885	$ 120,092	$ 123,414	$ 126,899
Beginning Reserves	38,658	50,640	38,853	33,850	23,823	9,881
Total Revenue Funds Available	$ 166,855	$ 167,409	$ 155,737	$ 153,942	$ 147,238	$ 136,780
Personal Services (Wages & Benefits)	$ 76,350	$ 78,929	$ 84,454	$ 90,366	$ 96,691	$ 103,460
Other	30,293	28,805	29,780	30,524	31,287	32,069
Supplies	2,746	3,147	3,226	3,306	3,389	3,474
Capital	692	587	655	704	672	688
Major new CIP projects with op impact		-	206	566	566	729
Transfers to other funds net	6,134	17,088	3,568	4,653	4,752	4,880
Designations/planned fund balances	6,833	19,689	19,022	19,845	20,569	21,363
Total Expenditures	123,048	148,244	140,910	149,964	157,925	166,662
Available (shortfall) for future years	$ 43,807	$ 19,164	$ 14,828	$ 3,978	$ (10,688)	$ (29,882)

* 2009 has been adjusted for weakened economic activity

Boca Raton has enjoyed financial growth over recent years. Two recent annexations have proved financially beneficial with more revenues received then being expended. The City is attracting new businesses and commercial development is expanding. The commercial real estate vacancy rate is in the single digits. Property values in Boca Raton have reached over $20.4 billion dollars and property tax rates are one of the lowest in the State of Florida, for cities of comparable size.

Boca Raton became the first city or county in Florida to receive the highest credit rating from all three credit rating agencies. All three rating agencies recently reaffirmed the triple A rating for General Obligation Bonds of the City.

Standard & Poor's, in announcing their affirmation, stated "the upgrade reflects the continuing substantial growth in local economic base, as well as the City's consistently strong financial performance." Other rating factors reflect the City's:

- Wealth and income levels, with per capita income levels at more than 216% of the state's and nation's averages combined with low unemployment
- Low tax rates with tremendous tax rate flexibility, and
- Low debt burden with a manageable capital improvement program
- Participation in West Palm Beach-Boca Raton MSA

All three credit rating agencies have recognized the City of Boca Raton's commitment to provide superior quality of life and services to the residents of the City while at the same time maintaining a strong financial position with a very low property tax rate. This accomplishment is something that all residents of the City should be very proud of.

In January 2008 the Water and Sewer finances were reviewed with the issuance of the 2008 Water and Sewer Revenue and Refunding Bonds. Standard & Poor's upgraded the credit rating from AA+ to AAA. Fitch Ratings reaffirmed the AAA on the issue while Moody's Investor Services maintained the aa[1]. Again, the mission of the City of Boca Raton is to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

Maintenance of Current Mix and Level of Services

The decline of property values in FY 2009 combined with the recent approval of Amendment 1 to the Florida Constitution will result in limited resources to the City over the life of this Plan. Reserves built up by the City may be used to offset this shortfall. The Plan assumes property assessments will decrease by 7% in the FY 2009 proposed budget. The Plan also assumes $2.3 million of assessment value will be removed from doubling the homestead exemption related to Amendment 1.

In future years, the Plan anticipates that current assessments to grow at a 2.5% rate over the time span of the Plan. This will not provide the mix and level of services identified in the 2008 adopted budget. Operating costs for any major new park facilities have been included in the Plan. Other new programs will need to provide a revenue stream to meet their financial obligations.

Revenue and Expenditure Growth

The Plan projects expenditure growth rate will not match revenues. Projected revenues and expenditures for the forecast period are expected to grow at lower overall levels than have been experienced recently. It is this conclusion which leads to the expectation that during the Plan years, revenue growth will not cover a moderate growth in operating expenditures.

The two recent General Obligation Bond Issues for library facilities and fire station projects are nearing completion. The new Spanish River Library opened in early 2008. Land acquisition for the new downtown library is complete and an architect is completing the design of the downtown library. Only Fire Station No. 5 is remaining to be renovated and this will be completed in FY 2009.

Adjustments to Property Tax Millage

The City decreased the ad valorem millage rate by 7.88% to meet State mandated reductions in property taxed used to fund the FY 2008 General Fund budget.

For tax year 2007-2008, the County Property Appraiser certified the City's taxable assessed value for operations amount of $20.4 billion. This is an increase of $583,751,897 in the City's tax base over last year. Of this increase, $198,408,370 represented new construction and $385,343,527 related to re-assessments. The City has the highest assessed valuation of any municipality in Palm Beach County and the lowest property tax millage.

RECOMMENDATIONS

Maintain Recommended Fund Balance

The rating agencies have recognized the City's history of having strong fund balances. It is essential that fund balance be maintained and not used as a revenue source when new programs are added without an offsetting revenue source. At the end of the prior fiscal year, the City has accumulated a strong fun balance. However in the current fiscal year, several capital projects including the renovation of Fire State No. 5 a portion of the construction of a new Downtown Library and other capital projects are being funded with a transfer of $9.5 million from General Fund Reserves.

The landfall of six hurricanes in Florida the last few years provided a tough lesson to most communities on the potential effects of our environment. Having a strong fund balance enabled the City to quickly react to emergencies and to provide for debris removal. This was done without cutting or curtailing programs or the need to borrow funds to maintain operations pending receipt of recovery funds from federal and state agencies.

Explore additional annexations

Future annexations of high-end assessed property requiring few additional services will significantly increase the revenue stream necessary to maintain a stable financial future. The City needs to examine areas that would benefit future City finances without diminishing future resources. The two most recent annexations have added substantial revenue without significant costs to operations.

Explore Other Fees for Services

With a substantial decrease in property taxes forecast over the first year of the Plan and the reality of drawing down our existing fund balance, the City needs to recover all costs related to providing services. This would include instituting a fee for the collection of garbage. This is a normal fee in almost all cities and a charge in the unincorporated areas of Palm Beach County.

Our fire assessment fee has helped to offset ongoing increased costs of operating fire services, but this fee needs to increase to more properly reflect the cost of fire services. The City has for the last two fiscal years assessed a small portion of the cost of providing fire services in the City to property owners of the City. These fire assessments have been collected through the uniform method of collection using the non-ad valorem process. That is, it is collected by the County as part of the annual property tax process, and remitted back to the City by the County.

The City performs substantial administrative services for the Greater Boca Raton Beach and Park District. These services include hiring personnel, paying employees, paying bills, procuring all materials/services and other services. The City should be reimbursed for providing these services.

Be Very Selective About Service Additions

The addition of new on-going programs should be matched with a new or alternative source of revenue or should be “traded off” with an existing program of equal size and growth parameters. It is essential that City Council consider service expansion cautiously, especially outside of the formal annual budget development process.

Continue Emphasis on Efficient use of Existing Resources

Performance measurements, management studies, and other budgetary control measures are among the ways that the City has placed new emphasis on the efficient use of existing resources. Staff recommends continued emphasis on priorities and trade-offs when making budget decisions.

Continue Emphasis on Finding Effective Cost Containment Measures

Staff should continue to bring forward cost containment measures aimed at mitigating the trend lines of some of the more escalating expenditure items. Recent union negotiations with general employees have reduced pension costs in the future by adding a defined contribution option plan for all new hires. Over the long term this should reduce pension costs for general employees.

Continue Evaluations of Long-Term Effects of Decisions

It is essential that City Council place a continuing emphasis on evaluating the long-term fiscal impacts of their decisions and, where possible, match future significant long-term service costs with an appropriate and reliable funding source. The cost of Public Safety has placed a heavy burden on future City finances with pension and pay issues for the City to remain competitive. The City must be very cautious over these Public Safety union negotiations, but balance their costs with the need to attract and retain quality employees.

Continue Evaluation of Comprehensive Cost Recovery Objectives

Good progress has been made in several fee-supported programs. Revenue and expenditure match-ups are improving where re-thinking and re-negotiating have taken place. Staff recommends continued development and monitoring of cost recovery approaches already in place, and suggests that changes in cost recovery goals and objectives be conscious decisions with the relevant revenue and expenditure information at hand, and that the City continue to examine new areas for cost recovery via service fees.

CONCLUSION

There are external factors outside of the control of the City Council, which may significantly affect the City's ability, even with a prudent financial plan, to continue to provide the highest quality of service.

This is the twelfth update of the City's Long-Range Financial Plan. Our objective was to provide the City Council, management, and the citizens of Boca Raton with prudent financial planning to enable future leaders to make decisions, which will benefit future residents while maintaining the high quality of life that our citizens expect. It is our mission to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

GENERAL FUND

REVENUE AND EXPENDITURE ASSUMPTIONS

This section covers the revenue and expenditure assumptions for the General Fund from 2008 through 2012. It begins with a summary of overall revenue and expenditure assumptions. It is followed by detailed discussions with in-depth explanations of the changes expected to occur over the next five years for selected revenue categories compared to historical performance and expenditure classifications. Graphs and tables are included to better illustrate and explain results.

Overall Results

Table II provides the history of General Operating Fund from 2003 - 2007 and the five-year average growth rates for the major revenue classifications.

Table II
General Operating Fund History
(in thousands)

	2003	2004	2005	2006	2007	Average Growth
Property taxes	$ 29,994	$ 32,318	$ 37,441	$ 45,877	$ 53,791	14.5%
Utility taxes	20,821	19,717	20,276	20,504	20,247	-0.1%
Franchise fees	7,985	8,765	9,829	13,136	13,295	11.1%
Licenses and permits	5,746	6,362	8,996	10,873	14,159	24.4%
Intergovernmental	8,967	9,852	16,102	30,764	11,076	20.0%
Fees, charges, other	9,404	10,277	10,620	10,442	11,502	8.8%
Fines	1,125	1,174	1,272	1,550	1,090	0.8%
Interest	596	566	810	2,102	3,037	40.7%
Total Revenues	$ 84,638	$ 89,031	$ 105,346	$ 135,248	$ 128,197	10.6%
Expenditures						
Personal services	$ 54,155	$ 60,427	$ 64,940	72,749	76,350	10.2%
Supplies/other	20,372	25,282	25,794	47,384	33,039	18.0%
Capital	370	402	1,486	1,194	692	37.9%
Transfers	8,980	7,440	4,961	4,467	6,134	8.2%
Total Expenditures	$ 83,877	$ 93,551	$ 97,181	$ 125,794	$ 116,215	10.9%
Annual balance	$ 761	$ (4,520)	$ 8,165	$ 9,454	$ 11,982	

Over the forecast range, General Fund revenues (Table III) are projected to increase at an average annual rate of 1.0% to 5.0%. The Plan is a "baseline" model; thus, the Plan does not include the addition of any new revenues during the forecast period.

Table III

Four-Year Forecast Growth Rates

REVENUES Major Revenue Classifications and Categories	Forecast 4 Year Average	EXPENDITURES Major Expenditure Classifications	Forecast 4 Year Average
		Personal Services	7.0%
Taxes		Wages & Benefits	
Property Taxes	2.0%	Supplies/other	2.5%
Public Service (Utility) Taxes	3.0%	Capital Outlay	2.5%
Franchise Fees	3.0%		
		Transfers:	
Licenses & Permits	3.0%	Right-of-Way Beautification	2.5%
		Capital Improvement Program	2.5%
State Shared (Intergovernmental)	1.0%	Non-Ad Valorem Debt	Actual Per Year
Charges for Services/Contributions/Other	5.0%	Other Funding	
		Grants	Per Grant
Fines	4.0%	Designations	Current
Interest	3.0%		

TRANSPORTATION FUND

The Transportation Fund is a special revenue fund established to account for the local option gas tax. Gas tax is restricted for roadway program expenditures. The funds are used to fund capital road projects and repay debt service on transportation bonds issued for major capital programs.

Revenues

Palm Beach County, under Florida Statue 326.025, levies a six (6) cent and a five (5) cent local option tax. Eligible municipalities in the County by Interlocal Agreements receive a distribution based on the following:

	Percentage County	Percentage Municipalities
Six-cent	66 2/3	33 1/3
Five-cent	79	21

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

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

Boca Raton receives 13.673% of the municipal distribution, which is the largest distribution to any municipality in Palm Beach County. The City is projecting a 3% growth.

FY 2004	FY 2005	FY 2006	FY 2007
$2,201,398	$2,298,753	$2,215,516	$2,181,083

Summary

In light of economic conditions relating to highway construction materials, project costs have significantly increased. Existing funds may no longer be sufficient to complete capital projects as scheduled. Since funds are limited, careful consideration must be given toward additional capital projects.

Table IV
Transportation Fund
Long-Range Financial Plan
(in thousands)

	Actual 2007	Budget 2008	Projected 2009	2010	2011	2012
Revenues (Sources)						
Local Option Gas Tax	$2,157	$2,282	$2,396	$2,516	$2,642	$2,774
Interest	340	200	91	94	98	102
sub total	2,497	2,482	2,487	2,610	2,740	2,876
Beginning Reserves	5,880	6,046	2,271	2,242	2,373	2,767
Total Funds Available	8,377	8,528	4,758	4,853	5,113	5,642
Expenditures (Uses)						
Capital projects	1,895	5,823	2,083	2,048	2,346	3,858
debt service	436	433	434	433	-	-
Total Expenditures	2,331	6,256	2,516	2,480	2,346	3,858
Available for future years	$6,046	$2,271	$2,242	$2,373	$2,767	$1,785

BEAUTIFICATION FUND

The Right-of-Way Beautification Fund is a special revenue fund established to account for a public service (utility) tax levied specifically for the Comprehensive Median Beautification Program established in 1984. Revenues include a 1% utility tax, interest earnings on fund balances, and private donations.

Expenditures include personnel services, operating expenses, supplies, and operating capital outlays associated with maintaining the City's medians. Currently, there are 18 employees responsible for maintaining the City's 175.4 miles, or 184 acres of medians.

Revenues

One (1) percent of the utility tax is levied for right-of-way purposes. In keeping with our forecast, a 3% growth rate is used. Interest earnings are forecast using the available reserve balance. The fund receives donations from developers to be used for beautification funding in the City. This has averaged over $250,000 annually over the last few years.

Expenditures

Operating expenditures have been forecast using the same projections stated previously in the plan.

Summary

The Right-of-Way Beautification Fund is an area where careful consideration has to be given toward additional projects. Funds are limited and new projects have a direct impact upon capital and operational expenses. Funds will not be available in next year Plan. An additional funding source will need to be identified. The fund is projected to spend more funds by a 1/3 to 2/3 ratio than receipts from the (1) percent utility tax levied for the fund.

Table V

Right-of-Way Beautification Fund
Long-Range Financial Plan
(in thousands)

	Actual 2007	Budget 2008	Projected 2009	2010	2011	2012
Revenue (Sources)						
One percent utility tax	$2,381	$2,340	$2,410	$2,483	$2,557	$2,634
Interest	220	155	125	100	50	25
Other (includes donations)	680	250	260	270	281	292
Sub Total	3,281	2,745	2,795	2,853	2,888	2,951
Beginnig Reserves	4,106	4,297	3,527	2,668	1,720	655
Total Funds Available	7,387	7,042	6,323	5,521	4,608	3,607
Expenditures (Uses)						
Operating	3,090	3,514	3,655	3,801	3,953	4,111
Total Expenditures	3,090	3,514	3,655	3,801	3,953	4,111
Available for future years	$4,297	$3,527	$2,668	$1,720	$655	($504)

STORMWATER UTILITY FUND

In June 1994, the City instituted a Stormwater Utility Fee to fund the design, construction, inspection, and maintenance of the City's separate stormwater system in accordance with the Environmental Protection Agency National Pollutant Discharge Elimination System (NPDES) permit. Forty-five percent (45%) of these fees will be used for maintaining existing drainage systems while the remaining 55 percent (55%) will be used for drainage improvement projects.

Revenue

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

Residential Properties: $2.90 per unit

Non-Residential Properties:
Square Feet of Impervious Area / 2,837 = Number of ERU's
Number of ERU's x $2.90 = Monthly Fee

Collections (in thousands)				
	FY 2004	FY 2005	FY 2006	FY 2007
Stormwater Utility Fee	$2,018	$2,077	$2,105	$2,070

Revenue for the forecast period is projected at one percent (1%) growth rate.

Expenses

Capital expenses are detailed by projects in the CIP and funded from this fund. Maintenance expenses have been projected using the current budget with projections using forecasts established in this Plan.

Summary

The Stormwater Fund will continue to provide funding for stormwater projects in the future.

Table VI

Stormwater Fund
Long-Range Financial Plan
(in thousands)

	Actual 2007	*Budget* 2008	Projected 2009	2010	2011	2012
Revenues (Sources)						
Stormwater fees	$2,070	$2,205	$2,227	$2,249	$2,272	$2,295
Other	-	13				5
Interest	277	50	52	53	55	56
sub total	2,347	2,268	2,279	2,302	2,326	2,356
Beginning Unrestricted	3,553	4,684	2,598	2,990	3,234	3,696
Total Funds Available	5,900	6,952	4,877	5,293	5,560	6,052
Expenditures (Uses)						
Operating	924	1,299	1,247	1,309	1,374	1,443
Capital projects	292	3,055	640	750	490	690
Total Expenditures	1,216	4,354	1,887	2,059	1,864	2,133
Ending Unrestricted	$4,684	$2,598	$2,990	$3,234	$3,696	$3,919

GOLF COURSE FUND

The City operates three golf courses, Municipal, Executive, and the Red Reef Course as one enterprise fund. Golf Course operating revenues decreased 7.56% over the prior year. All courses saw increased rounds of play during FY 2007. The Golf Course Fund reported an operating income of $74,699 in 2007. The graph below illustrates the turn-around of the golf operation after the hurricanes.

The Renewal and Replacement Fund was established in 1996. The $1.00 user fee for each round of golf played brought in $189,096 in the last fiscal year. Expenditures are forecast using the same growth as previously stated in this Plan.

Capital projects are forecast using the Capital Improvements Program. Renovation of the tees, greens and bunkers on the Municipal Course are projected to cost $1.9 million. The City anticipates issuing revenue bonds to fund these projects in FY 2009.

With all existing bond debt and inter fund advances being extinguished, the fund will be prepared to provide adequate bond coverage to fund debt service on the two renovation projects in 2009.

Table VII

Golf Course Fund
Long-Range Financial Plan
(in thousands)

	Actual	Budget		Projected		
	2007	2008	2009	2010	2011	2012
Revenues (Sources)						
Glades Courses	$2,095	$2,106	$2,169	$2,234	$2,301	$2,370
Red Reef Course	376	352	363	373	385	396
Interest	95	66	67	69	70	71
Other	256	292	299	305	312	319
Revenue Bond Issue			1,920	-		
Renewal and Replacement Fee	189	198	202	206	210	214
Beach & Park District	149	200	200	200	200	200
sub total	3,160	3,214	5,220	3,388	3,478	3,572
Restricted Assets Unrestricted	1,127	1,481	1,608	1,884	1,789	1,859
Total Funds Available	4,287	4,695	6,828	5,272	5,267	5,430
Expenditures (Uses)						
Personal Services	1,540	1,627	1,692	1,760	1,830	1,904
Supplies and other	1,038	1,096	1,124	1,152	1,180	1,210
Renewal and Replacement	228	281	207	371	198	173
Capital projects	-	83	1,920	-	-	-
Transfers/Debt Service	-			200	200	200
Total Expenditures	2,806	3,087	4,943	3,483	3,409	3,487
Restricted Assets	$1,481	$1,608	$1,884	$1,789	$1,859	$1,944

WATER AND SEWER FUND

The City operates its Water and Sewer System (System) as an Enterprise Fund and funds the operations through user fees. The City's service area encompasses approximately 35 square miles and extends beyond the corporate City limits. There are approximately 33,500 accounts including both residential and commercial. Those customers outside the corporate City limits pay a surcharge of 25%.

In the current fiscal year, the City increased its rates by 12% to fund additional operating costs and future capital improvements. Additionally, the rate ordinance continues the annual rate adjustments indexed to the CPI. With respect to the cost of operations for the last three years, the System has absorbed substantial costs that have negatively affected operating margins with many of these expenses not being directly controlled by the City. For example, electricity expenditures for treatment and pumping have increase 15.9% since FY 2005 while insurance and plant chemicals have increased 13.2% and 16.8% respectively. It is anticipated that the increase in cost for these expenditure items will continue to be greater than the annual inflation index.

The gross water and sewer sales decreased from $37.3 million in 2006 to $36.7 million in 2007. The Water and Sewer Fund had change in net assets of $3.9 million for fiscal year 2007. However, operating net income decreased in 2007 by $3.2 million from 2006. The decrease resulted from a $2.4 million increase in expenses, including fuel, electricity, personal services, and depreciation expenses.

In February 2008, the City issued $40,040,000 Water and Sewer Revenue Refunding and Improvement Bonds, Series 2008 to finance the construction of several capital projects and refund a portion of the 2001 Water and Sewer Revenue Improvements Bonds. With the recent bond issue, all three rating agencies reviewed the City's financial and other information. The City received an AAA rating from Fitch Ratings and Standard & Poor's on the issue. The other credit rating agency, Moody's Investor Services maintained aa[1]. The City pledged to maintain debt coverage ratios of 1.1 by net revenue and 1.20 by total revenue (where operating revenue exceeds operating expense).

Table VIII

Water & Sewer Fund History
(in thousands)

	2003	2004	2005	2006	2007
Revenues					
Water sales	$ 21,939	$23,248	$22,666	$23,982	$22,922
Sewer sales	12,274	12,333	12,755	13,232	13,764
Installation	37	102	195	122	108
Other operating	1,806	1,526	3,173	2,510	2,268
Interest[1]	1,559	1,192	922	1,754	2,972
Gross Operating Revenue	$ 37,615	$ 38,401	$39,711	$41,600	$42,034
Expenses					
Administration	8,373	9,600	10,261	9,744	10,131
Water	12,295	12,622	13,360	15,030	16,230
Sewer	3,758	4,192	5,044	5,801	6,558
Total Operating expenses	$24,426	$26,414	$28,665	$30,575	$32,919
Net Revenues Available	13,189	11,987	11,046	11,025	9,115
Allowable system development charges	591	1,892	2,598	1,398	1,557
Total Revenue	$13,780	$ 13,879	$13,644	$12,423	$10,672
Senior lien debt service, revenue bonds	7,823[2]	7,312	8,002	3,562	3,564
Debt Service Coverage					
By net revenues	1.69	1.64	1.38	3.10	2.56
By total revenues	1.76	1.90	1.71	3.49	2.99

[2]A current refunding of outstanding Water and Sewer Revenue Bonds, Series 1992 produced an economic gain (difference between the present value of the old and new debt service payments) of $825,840. The refunding reduced the debt service payments in fiscal year 2003.

It is assumed that water and sewer revenues will not be affected by growth, and that an across-the-board increase equal to the Consumer Price Index (CPI) for the year ended the previous June 1, will be applied to the rate each October 1.

With the implementation of the 12% water and sewer rate increase in January 1, 2008, the fund should be financially stable over the life of the Plan. The recent bond issue to fund capital projects will allow the water and sewer system to spread the payment of these capital projects over several years. The refunding of the 2001 Water and Sewer Revenue Bonds will provide additional funds for the future.

Recommendation

With the completion of the 40-MGD membrane softening plant, cash reserves were used to offset a substantial portion of the construction cost. Building reserves and minimizing the future impact on rate increases will lessen the need for a long term financing. Annual CPI adjustments will need to be continued.

The City should consider the long-term aspect of permanent restrictions relating to drought conditions and restrictions on water usage. The City may need to consider a drought surcharge during mandatory restrictions that limit water usage.

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

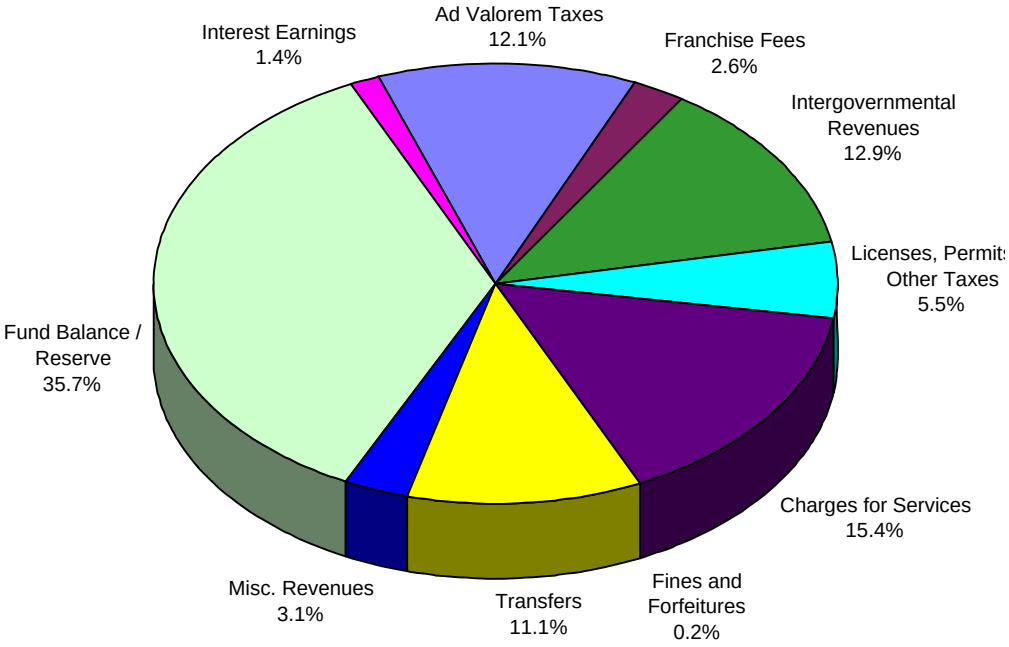
Sources of Funds
Fiscal Year 2008 - 2009

FUND DESCRIPTION	MILLAGE CITY	CURRENT AD VALOREM TAXES	FRANCHISE FEES	LICENSES & PERMITS, OTHER TAXES	INTER-GOVERNMENTAL REVENUES
GENERAL-OPERATING	2.5670	$ 47,752,900	$ 13,850,000	$ 29,616,700	$ 11,092,400
COMMUNITY DEVELOPMENT BLOCK GRANT		-	-	-	1,575,900
STATE & FEDERAL GRANTS		-	-	-	9,516,200
HOUSING ASSISTANCE TRUST		-	-	-	754,300
LAW ENFORCEMENT TRUST FUND		-	-	-	-
TRANSPORTATION		-	-	-	2,127,000
BEAUTIFICATION		-	-	-	-
GREATER BR BEACH & PARK DISTRICT		-	-	-	39,197,600
TAX INCREMENT BONDS-UTIL TAX		-	-	-	-
BOND SINKING	0.2857	5,314,800	-	-	-
RIGHT-OF-WAY ACQUISITION		-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS		-	-	-	-
FIRE IMPROVEMENT		-	-	-	-
LIBRARY IMPROVEMENT		-	-	-	500,000
CAPITAL IMPROVEMENTS PROGRAM	0.4530	8,428,100	-	-	3,650,000
DOWNTOWN INFRASTRUCTURE		-	-	-	-
LAND DEDICATION		-	-	-	-
DOWNTOWN LAND DEDICATION		-	-	-	-
SANITATION		-	-	-	-
STORMWATER UTILITY		-	-	-	-
WATER/SEWER OPERATING		-	-	-	1,000,000
WATER/SEWER SINKING		-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT		-	-	-	-
WATER/SEWER CIP BOND		-	-	-	-
WATER IMPACT		-	-	-	-
SEWER IMPACT		-	-	-	-
CEMETERY/MAUSOLEUM		-	-	-	-
GOLF COURSE		-	-	-	200,000
GOLF COURSE RENEWAL & REPLACEMENT		-	-	-	-
INFORMATION SERVICES		-	-	-	-
MOTOR POOL		-	-	-	-
WORKER'S COMPENSATION SELF INSURANCE		-	-	-	-
GROUP MEDICAL SELF INSURANCE		-	-	-	-
LIABILITY SELF INSURANCE		-	-	-	-
CEMETERY PERPETUAL CARE		-	-	-	-
MAUSOLEUM PERPETUAL CARE		-	-	-	-
COMMUNITY REDEVELOPMENT AGENCY		4,034,800	-	-	-
TOTAL CITY-WIDE:	3.3057	$ 65,530,600	$ 13,850,000	$ 29,616,700	$ 69,613,400

Sources of Funds
Fiscal Year 2008 - 2009

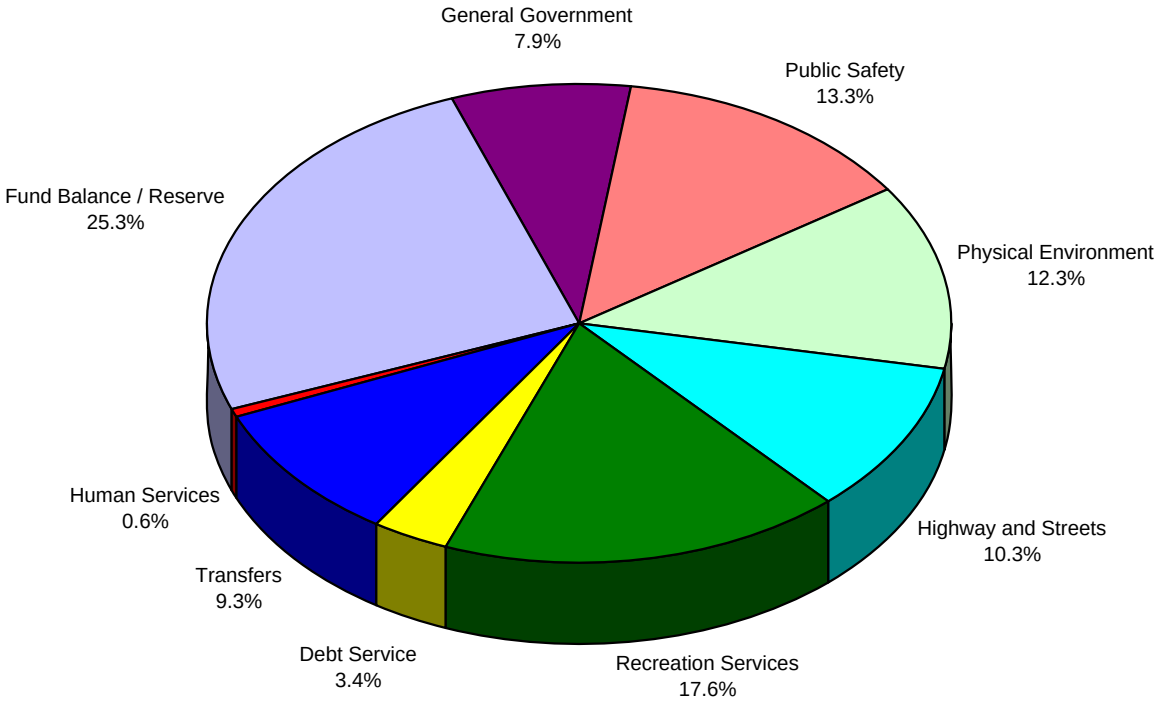
CHARGES FOR SERVICES	FINES AND FORFEITURES	MISC. REVENUES	INTEREST EARNINGS	OPERATING SUB TOTAL	TRANSFERS	BEGINNING FUND BALANCE/ RESERVE	TOTAL BUDGET
$ 13,607,600	$ 1,147,000	$ 218,300	$ 2,200,000	$ 119,484,900	$ 7,191,200	$ 41,687,300	$ 168,363,400
-	-	-	-	1,575,900	-	-	1,575,900
-	-	-	-	9,516,200	-	-	9,516,200
-	-	50,000	55,000	859,300	-	797,800	1,657,100
-	150,000	-	50,000	200,000	-	1,622,400	1,822,400
-	-	-	200,000	2,327,000	-	4,417,700	6,744,700
-	-	-	152,800	152,800	2,340,400	3,317,100	5,810,300
2,292,600	-	-	-	41,490,200	-	-	41,490,200
-	-	-	250,000	250,000	-	5,839,700	6,089,700
-	-	-	50,000	5,364,800	2,226,700	657,900	8,249,400
-	-	-	80,000	80,000	-	2,005,800	2,085,800
-	-	-	50,000	50,000	-	551,800	601,800
-	-	-	20,000	20,000	-	475,900	495,900
-	-	9,800,000	100,000	10,400,000	-	7,185,200	17,585,200
-	-	2,666,500	500,000	15,244,600	7,264,300	15,987,900	38,496,800
-	-	1,171,300	50,000	1,221,300	-	661,700	1,883,000
-	-	200,000	125,000	325,000	-	3,829,400	4,154,400
-	-	-	35,000	35,000	-	722,800	757,800
1,527,500	-	-	-	1,527,500	6,496,500	-	8,024,000
2,070,000	-	-	177,700	2,247,700	-	2,691,100	4,938,800
40,616,800	-	134,000	1,500,000	43,250,800	-	19,056,400	62,307,200
-	-	-	-	-	5,289,500	9,038,700	14,328,200
-	-	-	-	-	3,292,400	12,617,600	15,910,000
-	-	-	-	-	-	9,768,600	9,768,600
-	-	540,000	100,000	640,000	-	5,931,100	6,571,100
-	-	420,000	50,000	470,000	-	1,129,400	1,599,400
115,500	-	90,700	8,000	214,200	487,100	184,900	886,200
2,659,300	-	110,900	52,000	3,022,200	-	837,000	3,859,200
192,000	-	-	11,000	203,000	-	759,400	962,400
3,771,800	-	17,000	200,000	3,988,800	2,561,300	4,186,900	10,737,000
3,078,700	-	40,000	400,000	3,518,700	11,977,600	10,375,400	25,871,700
2,000,000	-	-	175,000	2,175,000	-	5,780,800	7,955,800
8,203,300	-	-	125,000	8,328,300	-	1,992,300	10,320,600
2,964,000	-	12,000	160,000	3,136,000	-	5,553,800	8,689,800
57,200	-	-	80,900	138,100	-	2,267,800	2,405,900
80,000	-	-	163,200	243,200	-	349,600	592,800
40,000	-	1,180,100	410,000	5,664,900	10,688,900	10,085,000	26,438,800
$ 83,276,300	$ 1,297,000	$ 16,650,800	$ 7,530,600	$ 287,365,400	$ 59,815,900	$ 192,366,200	$ 539,547,500

SOURCES OF FUNDS
CITY-WIDE
FISCAL YEAR 2008 - 2009



TOTAL SOURCES : $539,547,500

USES OF FUNDS
CITY-WIDE
FISCAL YEAR 2008 - 2009



TOTAL USES : $539,547,500

Uses of Funds
Fiscal Year 2008 - 2009

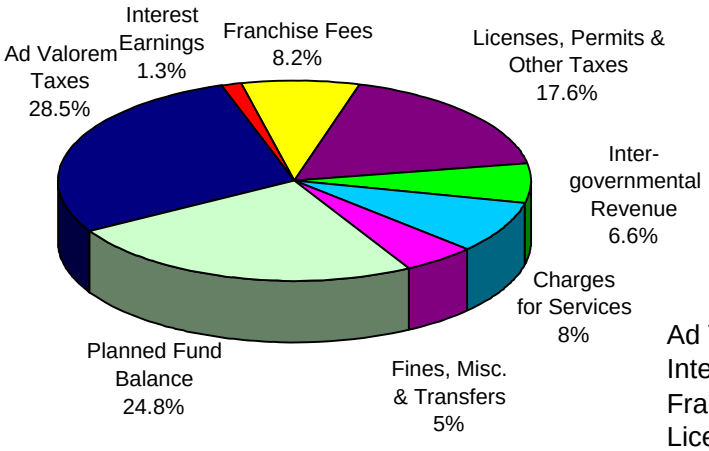
FUND DESCRIPTION	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAY AND STREETS
GENERAL	$ 16,763,300	$ 67,083,700	$ 486,900	$ 17,443,900	$ 10,533,700
COMMUNITY DEVELOPMENT BLOCK GRANT	-	-	-	-	-
STATE & FEDERAL GRANTS	-	7,000	6,625,000	-	2,884,200
HOUSING ASSISTANCE TRUST	-	-	-	-	-
LAW ENFORCEMENT TRUST FUND	-	577,000	-	-	-
TRANSPORTATION	-	-	-	-	5,342,000
BEAUTIFICATION	-	-	-	3,495,500	-
GREATER BR BEACH & PARK DISTRICT	-	-	-	41,449,800	-
TAX INCREMENT BONDS UTILITY TAX	-	-	-	-	-
BOND SINKING	-	-	-	-	-
RIGHT-OF-WAY ACQUISITION	-	-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS	-	-	-	497,300	-
FIRE IMPROVEMENT	-	-	-	-	-
LIBRARY IMPROVEMENT	-	-	-	17,585,200	-
CAPITAL IMPROVEMENTS PROGRAM	2,050,200	3,813,100	-	6,350,400	20,635,400
DOWNTOWN INFRASTRUCTURE	300,000	-	-	-	-
LAND DEDICATION	-	-	-	4,000,000	-
DOWNTOWN LAND DEDICATION	-	-	-	351,400	-
SANITATION	-	-	6,131,200	-	-
STORMWATER UTILITY	-	-	2,989,100	-	-
WATER/SEWER OPERATING	2,320,100	-	35,747,900	-	-
WATER/SEWER SINKING	-	-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT	-	-	12,370,000	-	-
WATER/SEWER CIP BOND	-	-	-	-	9,300,000
WATER IMPACT	-	-	2,000,000	-	-
SEWER IMPACT	-	-	-	-	-
CEMETERY/MAUSOLEUM	-	-	-	650,200	-
GOLF COURSE	-	-	-	2,983,500	-
GOLF COURSE RENEWAL & REPLACEMENT	-	-	-	222,000	-
INFORMATION SERVICES	6,842,400	-	-	-	-
MOTOR POOL	-	-	-	-	6,637,500
WORKER'S COMPENSATION SELF INSURANCE	2,311,100	-	-	-	-
GROUP MEDICAL SELF INSURANCE	8,615,400	-	-	-	-
LIABILITY SELF INSURANCE	2,981,800	-	-	-	-
CEMETERY PERPETUAL CARE	-	-	-	-	-
MAUSOLEUM PERPETUAL CARE	-	-	-	-	-
COMMUNITY REDEVELOPMENT AGENCY	363,400	-	-	-	-
TOTAL CITY-WIDE:	$42,547,700	$71,480,800	$66,350,100	$95,029,200	$55,332,800

Uses of Funds
Fiscal Year 2008 - 2009

HUMAN SERVICES	DEBT SERVICE	OPERATING SUB TOTAL	INTERFUND TRANSFERS	ENDING FUND BALANCE /RESERVE	TOTAL BUDGET
$ -	$ -	$ 112,311,500	$ 18,318,100	$ 37,733,800	$ 168,363,400
1,575,900	-	1,575,900	-	-	1,575,900
-	-	9,516,200	-	-	9,516,200
1,591,000	-	1,591,000	-	66,100	1,657,100
-	-	577,000	-	1,245,400	1,822,400
-	-	5,342,000	433,700	969,000	6,744,700
-	-	3,495,500	148,000	2,166,800	5,810,300
-	-	41,449,800	40,400	-	41,490,200
-	-	-	-	6,089,700	6,089,700
-	7,748,800	7,748,800	-	500,600	8,249,400
-	-	-	-	2,085,800	2,085,800
-	-	497,300	-	104,500	601,800
-	-	-	-	495,900	495,900
-	-	17,585,200	-	-	17,585,200
-	-	32,849,100	3,101,200	2,546,500	38,496,800
-	-	300,000	1,120,800	462,200	1,883,000
-	-	4,000,000	-	154,400	4,154,400
-	-	351,400	-	406,400	757,800
-	-	6,131,200	-	1,892,800	8,024,000
-	-	2,989,100	-	1,949,700	4,938,800
-	-	38,068,000	7,268,400	16,970,800	62,307,200
-	4,279,500	4,279,500	-	10,048,700	14,328,200
-	-	12,370,000	-	3,540,000	15,910,000
-	-	9,300,000	-	468,600	9,768,600
-	-	2,000,000	414,700	4,156,400	6,571,100
-	-	-	1,100,000	499,400	1,599,400
-	-	650,200	-	236,000	886,200
-	-	2,983,500	6,500	869,200	3,859,200
-	-	222,000	-	740,400	962,400
-	-	6,842,400	-	3,894,600	10,737,000
-	-	6,637,500	10,135,400	9,098,800	25,871,700
-	-	2,311,100	-	5,644,700	7,955,800
-	-	8,615,400	-	1,705,200	10,320,600
-	-	2,981,800	-	5,708,000	8,689,800
-	-	-	157,500	2,248,400	2,405,900
-	-	-	329,600	263,200	592,800
-	6,551,300	6,914,700	7,849,700	11,674,400	26,438,800
					-
$3,166,900	$18,579,600	$352,487,100	$50,424,000	$136,636,400	$539,547,500

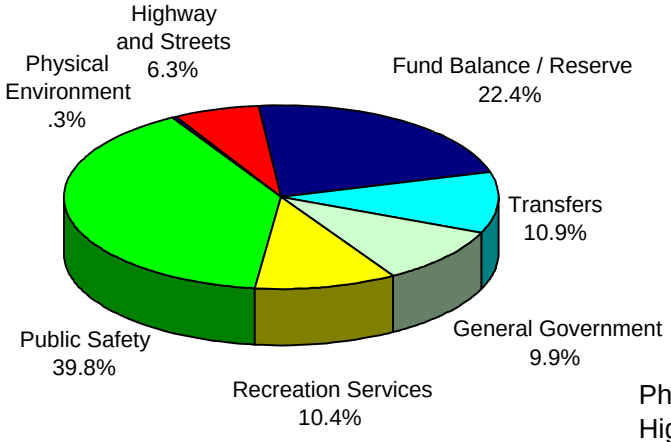
(1) General Fund's budget include an ending Planned Fund Balance equal to 5% of expenditures, which allows for necessary cash flow and possible emergencies, in addition, reserves are established for Hurricane/Disaster Emergency and Mizner Park Debt Service.
(2) Ending Fund Balance for these governmental fund types includes dollars that are unreserved for future appropriation and reserved due to bond covenants.
(3) Enterprise funds ending Retained Earnings are comprised of available cash for future appropriation as well as funds that are reserved to satisfy bond covenants.
(4) Ending Retained Earnings for internal service funds is unreserved for future appropriation.
(5) Reference to Retained Earnings with regard to self-insurance funds also includes revenues identified for incidents incurred but not reported. These funds have been accumulated over prior years and ensure fiscal soundness and ability to pay future potential claims.
(6) Ending Retained Earnings refers to the funds available for future appropriation.

Fiscal Year 2008 - 2009
General Fund Revenues



Ad Valorem Taxes	$	47,752,900
Interest Earnings		2,200,000
Franchise Fees		13,850,000
Licenses, Permits & Other Taxes		29,616,700
Intergovernmental Revenue		11,092,400
Charges for Services		13,607,600
Fines, Misc. & Transfers		8,556,500
Planned Fund Balance		41,687,300
	$	**168,363,400**

General Fund Expenditures



Physical Environment	$	486,900
Highway and Streets		10,533,700
Fund Balance / Reserve		37,733,800
Transfers		18,318,100
General Government		16,763,300
Recreation Services		17,443,900
Public Safety		67,083,700
	$	**168,363,400**

GENERAL FUND OPERATING

REVENUE SUMMARY

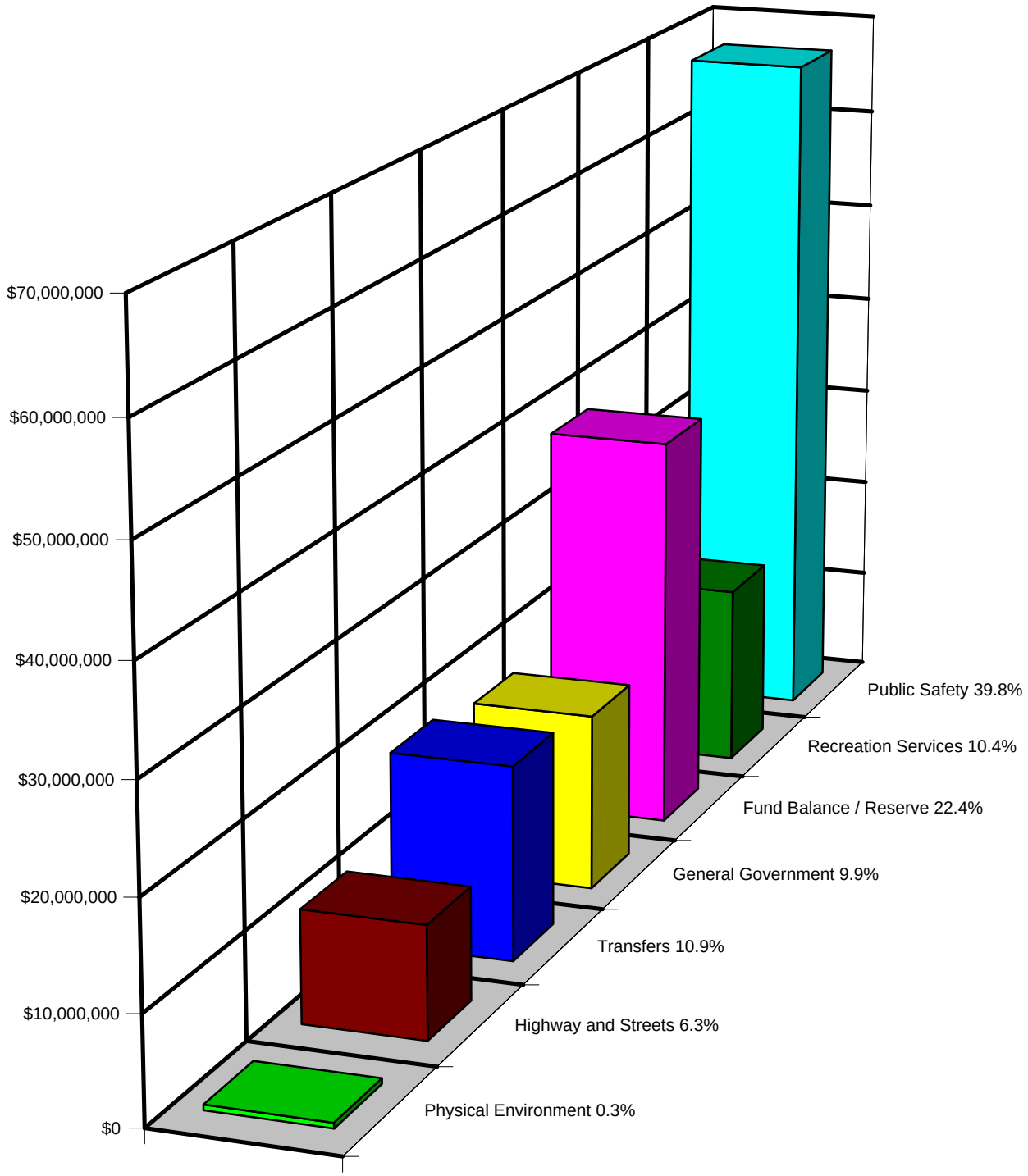
	ACTUAL 2006-07	APPROVED BUDGET 2007-08	REVISED 2007-08	APPROVED BUDGET 2008-09
Ad Valorem Taxes	$53,543,812	$49,670,200	$49,670,200	$47,752,900
Other Taxes	36,774,388	33,630,000	34,678,800	33,980,000
Licenses & Permits	14,295,796	8,030,600	8,030,600	9,486,700
Intergovernmental Revenue	11,187,218	10,697,000	10,742,900	11,092,400
Charges for Services	11,153,081	10,809,600	10,941,600	13,575,400
Fines & Forfeitures	1,162,695	1,285,000	1,285,000	1,147,000
Miscellaneous Revenue	3,293,336	2,645,100	2,688,200	2,450,500
Transfers	20,000	20,000	20,000	7,191,200
Fund Balance/Retained Earnings	38,658,026	42,211,600	43,502,300	41,687,300
TOTAL REVENUES	**$170,088,352**	**$158,999,100**	**$161,559,600**	**$168,363,400**

EXPENDITURE SUMMARY

	ACTUAL 2006-07	APPROVED BUDGET 2007-08	REVISED 2007-08	APPROVED BUDGET 2008-09
City Council	$317,203	$324,500	$324,500	$309,200
City Manager	3,414,546	3,016,500	3,149,400	3,407,300
City Attorney	825,068	977,700	977,700	1,046,300
Financial Services	2,155,966	2,838,200	2,876,500	2,943,700
Development Services	6,413,142	6,285,000	6,810,100	7,004,800
Police Services	30,496,720	30,019,700	32,404,500	34,109,600
Fire-Rescue Services	31,939,413	30,741,300	30,844,900	32,862,900
Municipal Services	14,181,623	15,587,600	16,235,400	11,047,600
Recreation Services	16,276,161	17,499,900	17,716,600	17,528,100
Non-Divisional	5,090,006	4,737,200	5,928,500	4,465,700
Transfers	8,338,660	16,528,300	16,528,300	15,904,400
Reserve	50,639,844	30,443,200	27,763,200	37,733,800
TOTAL EXPENDITURES	**$170,088,352**	**$158,999,100**	**$161,559,600**	**$168,363,400**

Note: Departmental transfers to the Motor Pool Fund for vehicle purchases are included in the Expenditure columns.

General Fund Expenditures



HISTORICAL SUMMARY OPERATING REVENUES

FUNDS	ACTUAL FY 2004-05	ACTUAL FY 2005-06	ACTUAL FY 2006-07	REVISED FY 2007-08	APPROVED FY 2008-09
Ad Valorem Taxes	45,122,000	45,723,731	53,543,812	49,670,200	47,752,900
Other Taxes	30,510,000	36,016,193	36,774,388	34,678,800	29,616,700
Licenses & Permits	7,454,700	10,922,739	14,295,796	8,030,600	13,850,000
Intergovernmental Revenue	10,507,600	30,867,793	11,187,218	10,742,900	11,092,400
Charges for Services	11,557,600	9,809,186	11,153,081	10,941,600	13,607,600
Fines & Forfeitures	1,552,300	1,622,883	1,162,695	1,285,000	1,147,000
Miscellaneous Revenue	1,495,100	2,441,559	3,293,336	2,688,200	2,418,300
TOTAL GENERAL FUND	**108,199,300**	**137,404,084**	**131,410,326**	**118,037,300**	**119,484,900**
Federal Grants	787,240	1,423,100	599,665	7,315,800	$ 6,291,100
Shared Rev/Local Unit	11,869,574	39,946,600	11,989,922	38,697,600	41,123,600
State Grants	805,549	788,800	230,654	4,779,000	3,629,300
Program Income	508,092	75,000	92,500	50,000	50,000
Court Cases	311,279	50,000	303,054	127,000	150,000
Local Option Fuel Tax	2,298,753	2,310,000	2,156,689	2,282,000	2,127,000
Culture-Recreation	2,111,830	2,212,400	2,315,478	2,275,300	2,292,600
Interest Earnings	598,917	745,000	1,059,179	705,000	707,800
Other Misc Revenues	319,487	-	861,003	3,000	-
Total Special Revenue	**19,610,721**	**47,565,100**	**21,485,522**	**57,911,400**	**56,371,400**
Ad Valorem Taxes	5,561,900	5,467,600	5,467,600	5,528,200	5,314,800
Bond Proceeds	21,720,000	-	-	-	-
Interest Earnings	124,778	75,000	227,457	46,200	50,000
Other Misc Revenues	-	-	-	-	-
Total Debt Service	**27,406,678**	**5,542,600**	**5,695,057**	**5,574,400**	**5,364,800**
Ad Valorem Taxes	6,636,040	9,376,900	9,485,337	8,765,400	8,428,100
Sales And Compensation	718,316	25,000	248,821	25,000	-
State & Federal Grants	154,700	1,140,000	207,950	1,140,000	500,000
State Shared Revenues	3,706,219	4,250,000	224,306	500,000	-
Shared Rev/Local Unit	2,474,711	112,500	110,437	3,740,000	3,650,000
Special Assessments	1,136,213	1,150,900	1,240,729	1,200,900	1,171,300
Interest Earnings	728,672	1,294,400	2,265,203	1,065,000	960,000
Contributions/Donations	198,881	2,137,100	4,509,724	677,300	200,000
Other Misc Revenues	38,500	-	139,862	-	12,166,500
Bond Proceeds	-	39,800,000	30,000,000	-	300,000
Total Capital Improvement Program	**15,792,252**	**59,286,800**	**48,432,369**	**17,113,600**	**27,375,900**
Physical Environment	39,472,739	40,174,700	40,859,153	40,421,100	44,329,800
Special Assessments	5,543,285	13,252,000	2,972,250	2,052,000	1,091,000
Sales And Compensation	188,720	221,700	147,286	224,700	161,400
Federal Grants	1,305,700	-	-	-	-
Shared Rev/Local Unit	188,419	200,000	311,544	200,000	1,200,000
Culture-Recreation	2,322,256	2,563,600	2,812,113	2,835,100	2,851,300
Interest Earnings	1,081,654	883,800	3,360,338	1,648,900	1,898,700
Other Misc Revenues	25,828	44,000	160,232	20,981,800	43,200
Total Enterprise Fund	**50,128,601**	**57,339,800**	**50,622,916**	**68,363,600**	**51,575,400**
Sales And Compensation	54,439	52,000	71,451	40,000	52,000
Central Data Proc Srvc	3,045,780	3,469,000	3,424,063	3,424,700	3,771,800
Motor Pool Srvcs	1,045,682	1,343,700	1,085,651	1,343,700	3,078,700
Other Intragovt'l Srvc	10,433,977	14,387,400	13,207,859	14,732,100	11,377,300
General Government	1,259,496	1,377,000	1,381,239	1,735,000	1,790,000
Interest Earnings	435,296	635,000	1,428,268	915,000	1,060,000
Other Misc Revenues	15,953	17,500	72,033	17,500	17,000
Total Interservice	**16,290,623**	**21,281,600**	**20,670,564**	**22,208,000**	**21,146,800**
Physical Environment	173,562	173,562	131,600	137,200	137,200
Interest Earnings	130,156	130,156	489,151	654,100	654,100
Fees				4,434,300	4,074,800
Other Misc Revenues				1,180,100	1,180,100
Total Perpetual Care Funds	**303,718**	**303,718**	**620,751**	**6,405,700**	**6,046,200**
TOTAL OTHER CITY FUNDS	**129,532,593**	**191,319,618**	**147,527,179**	**177,576,700**	**167,880,500**
TOTAL ALL FUNDS	**237,731,893**	**328,723,702**	**278,937,505**	**295,614,000**	**287,365,400**

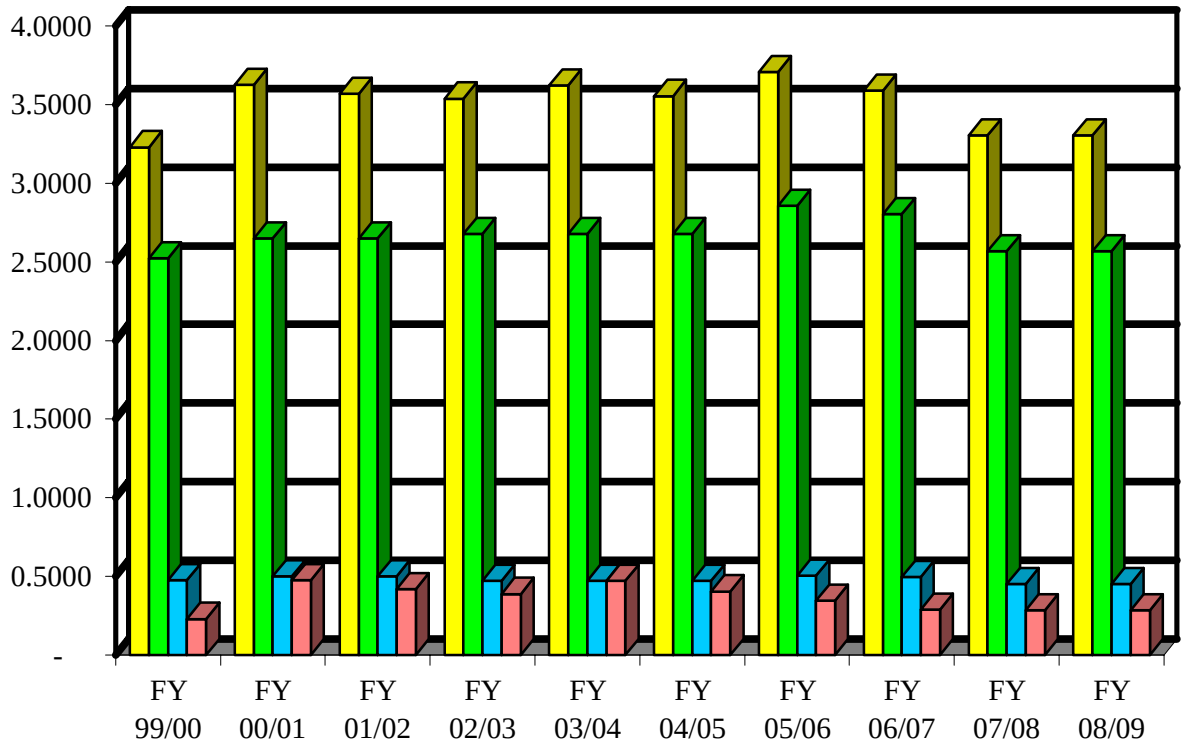
NOTE: This chart excludes reserves, depreciation and other interfund transfers.

HISTORICAL SUMMARY OPERATING EXPENDITURES

FUNDS	ACTUAL FY 2004-05	ACTUAL FY 2005-06	ACTUAL FY 2006-07	REVISED FY 2007-08	APPROVED FY 2008-09
City Council	202,679	254,707	317,203	324,500	309,200
City Manager	3,026,460	3,176,888	3,414,546	3,024,400	3,407,300
City Attorney	836,870	783,718	825,068	977,700	1,046,300
Financial Services	1,929,796	2,058,486	2,155,966	2,876,500	2,943,700
Development Services	4,900,205	5,808,974	6,413,142	6,810,100	7,004,800
Police Services	26,281,205	27,074,406	30,496,720	30,104,500	34,109,600
Fire/Rescue Services	23,550,106	27,537,322	31,939,413	30,844,900	32,862,900
Municipal Services	12,574,832	13,270,083	14,181,623	16,235,400	11,047,600
Recreation Services	14,466,369	15,193,292	16,276,161	17,716,600	17,528,100
Non-Divisional	5,494,301	28,697,319	4,236,305	4,362,000	2,052,000
TOTAL GENERAL FUND	**93,262,823**	**123,855,195**	**110,256,147**	**113,276,600**	**112,311,500**
Community Devel. Block Grant	704,159	881,196	386,321	1,835,700	1,575,900
Law Enforcement Trust Fund	1,257,728	359,746	595,765	636,200	577,000
Housing Assistance Trust	279,570	788,203	1,069,235	2,990,300	1,591,000
State and Federal Grant Fund	-	57,930	92,414	9,136,800	9,516,200
Transportation	1,654,415	3,082,628	1,895,027	5,823,000	5,342,000
ROW Beautification	2,673,163	7,038,889	2,938,034	3,428,100	3,495,500
Beach & Park District	11,557,103	15,351,952	14,183,344	40,477,900	41,449,800
Mizner Park Lock Box	961,100	-	-	-	-
Debt Service	32,620,045	11,044,692	11,575,300	8,768,000	7,748,800
ROW Acquisition	-	1,854,086	299,984	-	-
Environmentally Sensitive Land	45,421	1,459,699	267,230	769,300	497,300
Capital Improvement Program	9,793,095	32,821,017	13,627,479	33,391,900	32,849,100
Downtown Infrastructure	13,552	2,488,849	356,585	540,000	300,000
Fire Improvement	3,872,222	7,199,663	2,409,067	428,000	-
Library Bond	4,935,710	6,430,515	4,594,615	13,746,900	17,585,200
Land Dedication	286,241	2,375,846	5,688	500,000	4,000,000
Downtown Land Dedication	206,000	975,881	199,071	492,500	351,400
Sanitation	-	-	-	-	6,131,200
Stormwater Utility	1,148,340	5,568,371	923,618	4,353,700	2,989,100
Water & Sewer Operating	33,735,075	37,584,879	29,666,321	40,811,000	38,068,000
Water & Sewer Sinking	1,881,695	1,689,143	1,618,800	4,279,500	4,279,500
Water & Sewer Renew & Replmnt	1,979,737	1,918,038	2,682,270	13,609,900	12,370,000
Water & Sewer CIP Bond	-	-	-	7,635,000	9,300,000
Water Impact	-	-	-	3,484,000	2,000,000
Sewer Impact	-	-	561,831	2,053,300	-
Cemetery / Mausoleum	554,057	734,299	577,542	690,400	650,200
Golf Course Operating	2,443,670	2,543,111	2,546,638	2,802,700	2,983,500
Golf Course Renew & Replmnt	158,833	-	19,246	296,400	222,000
Information Services	4,514,695	5,759,158	3,937,151	6,226,800	6,842,400
Motor Pool	2,312,312	2,304,176	1,019,900	3,122,000	6,637,500
Workers Compensation Self Ins	2,410,072	1,714,896	1,742,336	2,367,000	2,311,100
Group Medical Insurance	5,773,495	6,932,329	5,818,257	8,365,100	8,615,400
Liability Self Insurance	1,158,661	2,256,136	4,420,660	4,331,700	2,981,800
Community Redevelopment Agency	-	6,379,406	6,555,600	6,755,200	6,914,700
TOTAL OTHER CITY FUNDS	**128,930,166**	**169,594,734**	**116,585,329**	**234,148,300**	**240,175,600**
TOTAL ALL FUNDS	**222,192,989**	**293,449,929**	**226,841,476**	**347,424,900**	**352,487,100**

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

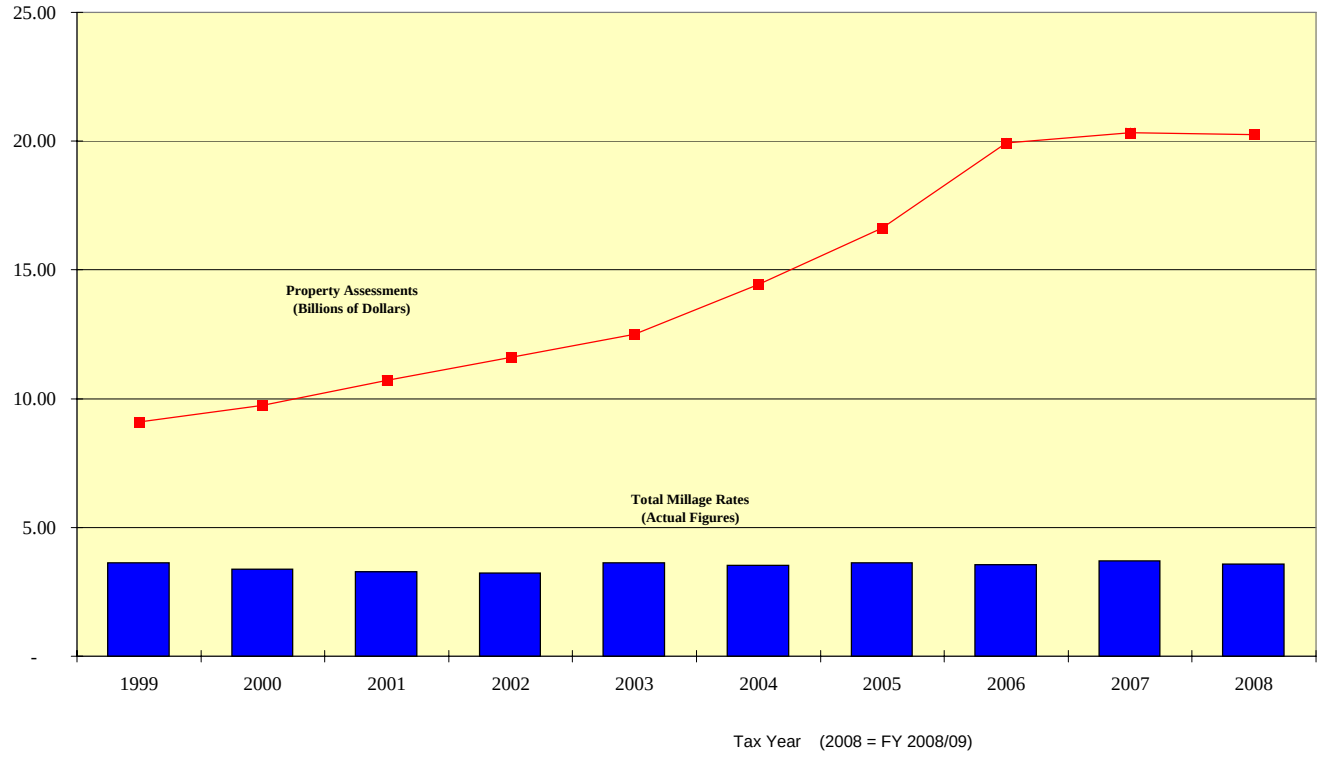
Comparison of Mills Levied
Last Ten Years



	Total	Operating	CIP	Debt
FY 98/99	3.2706	2.5461	0.4814	0.2431
FY 99/00	3.2293	2.5230	0.4770	0.2293
FY 00/01	3.6251	2.6491	0.5009	0.4751
FY 01/02	3.5688	2.6491	0.5009	0.4188
FY 02/03	3.5385	2.6775	0.4725	0.3885
FY 03/04	3.6231	2.6775	0.4725	0.4731
FY 04/05	3.5546	2.6775	0.4725	0.4046
FY 05/06	3.7062	2.8560	0.5040	0.3462
FY 06/07	3.5886	2.8050	0.4950	0.2886
FY 07/08	3.3057	2.5670	0.4530	0.2857
FY 08/09	3.3057	2.5670	0.4530	0.2857

SCHEDULE OF ASSESSED VALUATION

	FY 04 / 05	FY 05 / 06	FY 06 / 07	FY 07 / 08	FY 08 / 09
Land and Improvements	$ 13,509,174,768	$ 15,668,623,977	$ 18,976,572,507	$ 19,364,808,233	$ 18,738,604,872
Personal Property	920,951,910	948,666,996	955,918,838	946,719,682	833,440,334
Railroad Assessment	7,778,534	6,958,972	7,575,393	8,473,264	9,645,416
TOTAL	**$ 14,437,905,212**	**$ 16,624,249,945**	**$ 19,940,066,738**	**$ 20,320,001,179**	**$ 19,581,690,622**



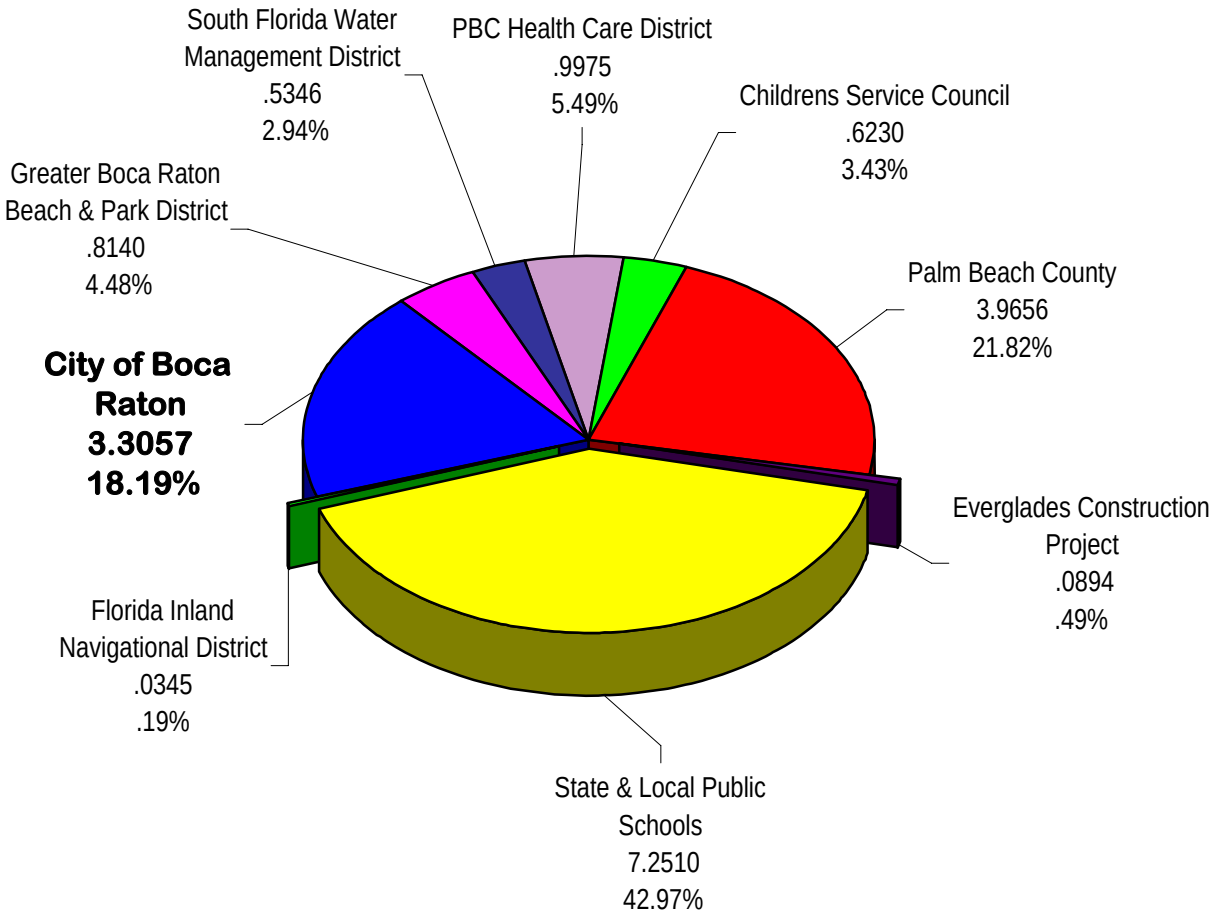
SCHEDULE OF MILLAGE RATES

	FY 04 / 05	FY 05 / 06	FY 06 / 07	FY 07 / 08	FY 08 / 09
Operations	2.6775	2.8560	2.8050	2.5670	2.5670
Capital Improvement Prgm	0.4725	0.5040	0.4530	0.4530	0.4530
Debt Service	0.4046	0.3462	0.2857	0.2857	0.2857
TOTAL MILLAGE	**3.5546**	**3.7062**	**3.5546**	**3.3057**	**3.5437**

2008 Tax Bill

(Funds FY 2008 / 2009)

By Taxing Authority - Use



Taxes Based Upon Taxable Value of $325,000

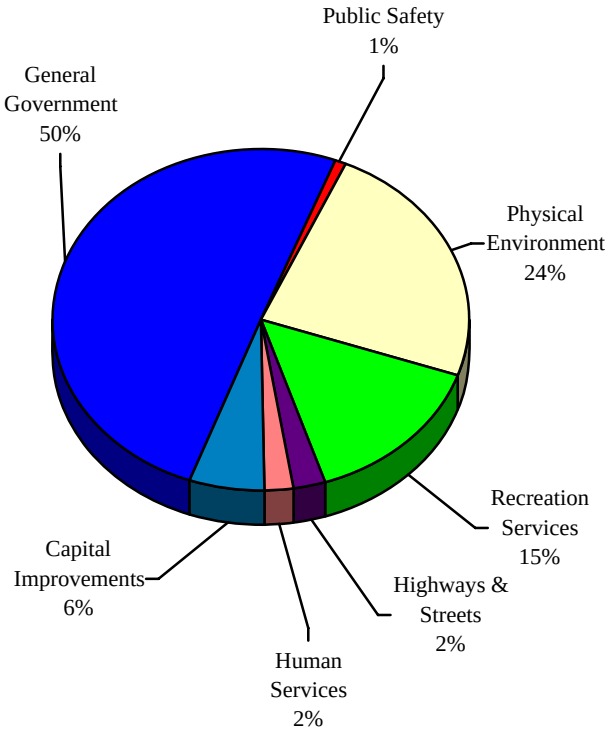
Total Ad Valorem Taxes = $ 5,906.26

Total Millage = 17.6153

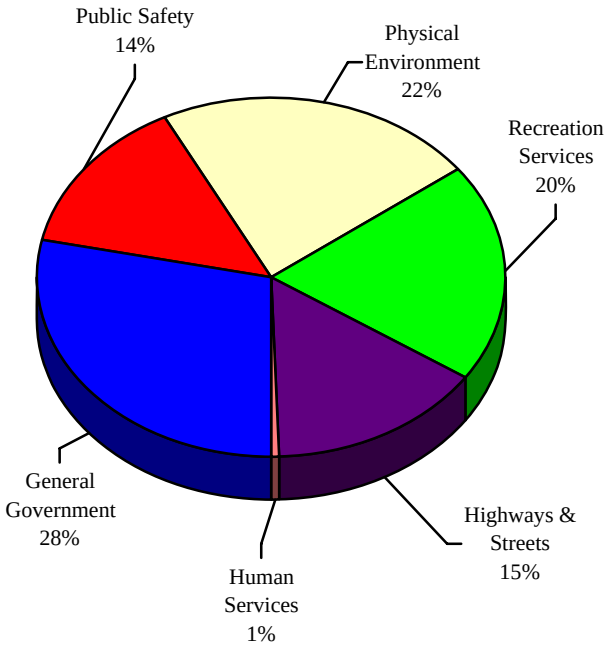
BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

PROGRAM BUDGET FY 2008-2009

REVENUES



EXPENDITURES



Program Revenues		
General Government	$	271,731,100
Public Safety		4,578,200
Physical Environment		127,414,300
Recreation Services		79,106,200
Highways & Streets		12,736,000
Human Services		12,749,200
Capital Improvements		31,232,500
Total Revenues	$	539,547,500

Program Expenditures		
General Government	$	153,332,000
Public Safety		75,433,300
Physical Environment		119,994,900
Recreation Services		106,569,300
Highways & Streets		80,985,000
Human Services		3,233,000
Total Expenditures	$	539,547,500

REVENUE BY PROGRAM

REVENUES	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	CAPITAL IMPROVEMENTS	TOTAL BUDGET
Ad Valorem Taxes	$ 51,787,700	$ 1,347,800	$ 3,967,000				$ 8,428,100	$ 65,530,600
Franchise Fees	13,850,000							13,850,000
Licenses & Permits, Other Taxes	29,616,700							29,616,700
Intergovernmental Revenues	11,092,400		1,000,000	$ 39,897,600	$ 2,127,000	$ 11,846,400	3,650,000	69,613,400
Charges for Services	33,665,400		44,214,300	5,396,600				83,276,300
Fines and Forfeitures	1,147,000	150,000						1,297,000
Misc. Revenues	1,467,400		1,094,000	10,201,600	1,171,300	50,000	2,666,500	16,650,800
Interest Earnings	3,920,000	85,500	1,827,700	777,900	364,500	55,000	500,000	7,530,600
Transfers	39,683,300	692,100	15,078,400	2,827,500	1,534,600			59,815,900
Fund Balance/Reserve	85,501,200	2,302,800	60,232,900	20,005,000	7,538,600	797,800	15,987,900	192,366,200
Total City-Wide	**$ 271,731,100**	**$ 4,578,200**	**$ 127,414,300**	**$ 79,106,200**	**$ 12,736,000**	**$ 12,749,200**	**$ 31,232,500**	**$ 539,547,500**

The largest program revenue is the General Government program. This program represents 50% of the City's total revenues. This program also includes the largest single operating revenue source -- Ad Valorem Taxes. Ad valorem taxes account for approximately 24% of the total General Government revenues.

The second largest program revenue is the Physical Environment program, which generates 24% of the City's total revenues. The majority of these funds are from Water and Sewer related service charges and a bond issue for the federal mandate of the Safe Drinking Water Act.

PROGRAM EXPENDITURES BY FUND TYPE

FUND	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	TOTAL BUDGET
General	$ 72,815,200	$ 67,083,700	$ 486,900	$ 17,443,900	$ 10,533,700		$ 168,363,400
Special Revenue	6,089,700	1,829,400	6,625,000	47,300,500	9,628,900	$ 3,233,000	74,706,500
Debt Service	9,619,600	2,211,200	15,384,000		1,914,100		29,128,900
Capital Projects	4,896,700	4,309,000		33,118,400	23,736,600		66,060,700
Enterprise	2,320,100		106,799,000	5,707,800			114,826,900
Internal Service	37,703,200				25,871,700		63,574,900
Trust and Agency	19,887,500			2,998,700			22,886,200
Total Program	**$ 153,332,000**	**$ 75,433,300**	**$ 129,294,900**	**$ 106,569,300**	**$ 71,685,000**	**$ 3,233,000**	**$ 539,547,500**

The table shows overall departmental activity and reserve allocation by six program budget categories. This includes all operations, debt service, transfers, and reserves.

The largest program is the Recreation Services program. The Recreation Services program includes the libraries, parks, golf courses and cemetary operations.

The second largest program is the Physical Environment budget, which includes Municipal Services, the Stormwater Utility fund, and the City's Water and Sewer operations.

DEPARTMENT EXPENDITURES BY PROGRAM

DEPARTMENT	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	TOTAL BUDGET
City Council	$ 309,200						$ 309,200
City Manager	3,407,300						3,407,300
City Attorney	1,046,300						1,046,300
Financial Services	2,943,700						2,943,700
Development Services	7,004,800						7,004,800
Police Services		$ 34,318,800					34,318,800
Fire/Rescue Services		32,764,900					32,764,900
Engineering Services					$ 440,500		440,500
Municipal Services			$ 486,900		10,093,200		10,580,100
Recreation Services				$ 17,443,900			17,443,900
Non-Divisional	2,052,000						2,052,000
Housing						$ 3,166,900	3,166,900
Law Enforcement Trust		577,000					577,000
State & Federal Grants		7,000	6,625,000		2,884,200		9,516,200
Transportation					5,342,000		5,342,000
Beautification Maintenance				3,495,500			3,495,500
Beach & Parks District				41,449,800			41,449,800
Capital Improvement Program	2,350,200	3,813,100		28,784,300	20,635,400		55,583,000
Sanitation			6,131,200				6,131,200
Stormwater Utility			2,989,100				2,989,100
Water & Sewer	2,320,100		59,417,900				61,738,000
Cemetery / Mausoleum				650,200			650,200
Golf Course				3,205,500			3,205,500
Information Services	6,842,400						6,842,400
Motor Pool					6,637,500		6,637,500
Insurance	13,908,300						13,908,300
Community Redevelopment A	363,400						363,400
Total Operating	**$ 42,547,700**	**$ 71,480,800**	**$ 75,650,100**	**$ 95,029,200**	**$ 46,032,800**	**$ 3,166,900**	**$ 333,907,500**
Debt Service	9,619,600	2,055,600	5,335,300	-	1,569,100	-	18,579,600
Transfers	26,167,800	-	8,783,100	1,802,800	13,670,300	-	50,424,000
Reserves	74,996,900	1,896,900	39,526,400	9,737,300	10,412,800	66,100	136,636,400
Total Program	**$ 153,332,000**	**$ 75,433,300**	**$ 129,294,900**	**$ 106,569,300**	**$ 71,685,000**	**$ 3,233,000**	**$ 539,547,500**

The table above shows the relationship of department activities and the six program categories in the City's program budget. The departmental activities are shown in the program area which represents the major activities even though they may perform some in other programs.

GENERAL GOVERNMENT

GENERAL GOVERNMENT	FY 2006-2007 ACTUAL	FY 2007-2008 BUDGET	FY 2008-2009 BUDGET
City Council	$ 317,203	$ 324,500	$ 309,200
City Manager	3,414,546	3,016,500	3,407,300
City Attorney	825,068	977,700	1,046,300
Financial Services	2,155,966	5,116,100	5,263,800
Development Services	6,413,142	6,285,000	7,004,800
Motor Pool	1,939,125	2,404,600	-
Information Services	4,587,823	5,692,800	6,842,400
Insurance	11,981,253	13,652,200	13,908,300
Capital Improvements Program	954,937	1,600,000	2,350,200
Community Redevelopment	224,622	301,200	363,400
Total Departmental	**$ 32,813,685**	**$ 39,370,600**	**$ 40,495,700**
Non-Divisional	5,090,006	2,193,900	2,052,000
Tax Increment Payments	5,589,696	-	-
Debt	6,574,827	9,521,900	9,619,600
Transfers	12,244,400	28,239,400	26,167,800
Reserves	39,315,751	63,740,900	74,996,900
Total Program Budget	**$ 101,628,365**	**$ 143,066,700**	**$ 153,332,000**

General Government expenditures account for $153,332,000 or 28% of the City's total program budget. The total General Government budget is increasing 6.6% from FY 2007-08 related to increasing operating costs and expansion of services.

PUBLIC SAFETY

PUBLIC SAFETY	FY 2006-2007 ACTUAL	FY 2007-2008 BUDGET	FY 2008-2009 BUDGET
Police Services	30,496,720	30,019,700	34,318,800
Fire Rescue	31,939,413	30,741,300	32,764,900
Law Enforcement Trust	595,765	436,200	577,000
State & Federal Grants	92,414	56,700	7,000
Capital Improvements Program	6,929,517	8,187,800	3,813,100
Total Departmental	**$ 70,053,829**	**$ 69,441,700**	**$ 71,480,800**
Debt	2,415,484	3,092,700	2,055,600
Reserves	620,100	1,713,200	1,896,900
Total Program Budget	**$ 73,089,413**	**$ 74,247,600**	**$ 75,433,300**

Public Safety represents $75,433,300 or 14% of the total program expenditures. The total for FY 2008-2009 represents an increase of $1,185,700 or 1.5% from FY 2007-08.

PHYSICAL ENVIRONMENT

PHYSICAL ENVIRONMENT	FY 2006-2007 ACTUAL	FY 2007-2008 BUDGET	FY 2008-2009 BUDGET
Municipal Services	$ 5,083,265	$ 5,350,800	$ 486,900
Sanitation	-	$ -	$ 6,131,200
Stormwater Utility	1,215,959	3,733,200	2,989,100
Water & Sewer Operating	41,882,056	63,856,300	59,417,900
State & Federal Grants	-	2,875,000	6,625,000
Capital Improvements Program	4,002,153	-	-
Total Departmental	**$ 52,183,433**	**$ 75,815,300**	**$ 75,650,100**
Debt	3,681,624	4,552,300	5,335,300
Transfers	4,822,578	9,327,000	8,783,100
Reserves	60,198,857	31,157,400	39,526,400
Total Program Budget	**$ 120,886,492**	**$ 120,852,000**	**$ 129,294,900**

The Physical Environment program of $129,994,900 accounts for 24% of the total program budget. The Physical Environment operating program budget is decreasing due to the completion of Water & Sewer projects.

RECREATION SERVICES

RECREATION SERVICES	FY 2006-2007 ACTUAL	FY 2007-2008 BUDGET	FY 2008-2009 BUDGET
Recreation Services	$ 16,276,161	$ 17,699,900	$ 17,443,900
Beautification Maintenance	2,938,034	3,418,100	3,495,500
Beach & Parks District	14,183,344	39,438,300	41,449,800
Cemetery / Mausoleum	655,210	582,300	650,200
Golf Course Operating	2,787,878	3,079,300	3,205,500
Capital Improvements Program	6,152,129	1,200,300	6,350,400
Land Dedication		379,000	4,000,000
Environmentally Sensitive Land		1,407,000	497,300
Downtown Land Dedication		-	351,400
Library Improvement	-	11,600,000	17,585,200
Total Departmental	**$ 42,992,756**	**$ 78,804,200**	**$ 95,029,200**
Debt	4,386,264	-	-
Transfers	1,257,200	1,575,600	1,802,800
Reserves	18,552,480	14,559,800	9,737,300
Total Program Budget	**$ 67,188,700**	**$ 94,939,600**	**$ 106,569,300**

The Recreation program represents 20% of the total program budget. The increase in this program is due to the issuance of bond money for construction of a new downtown library.

HIGHWAYS AND STREETS

HIGHWAYS & STREETS	FY 2006-2007 ACTUAL	FY 2007-2008 BUDGET	FY 2008-2009 BUDGET
Municipal Services	$ 9,098,358	$ 9,816,600	$ 10,093,200
Transportation	1,895,027	4,025,700	5,342,000
Motor Pool	-	-	6,637,500
Utility Services	-	420,200	440,500
State & Federal Grants	-	-	2,884,200
Capital Improvement Program	3,720,983	19,203,100	20,635,400
Total Departmental	**$ 14,714,368**	**$ 33,465,600**	**$ 46,032,800**
Debt	-	1,549,000	1,569,100
Transfers	2,907,200	3,014,400	13,670,300
Reserves	17,688,821	9,307,800	10,412,800
Total Program Budget	**$ 35,310,389**	**$ 47,336,800**	**$ 71,685,000**

The Highway and Street program of $71,685,000 represents 13% of the City's total program budget. The program is increasing due to construction of capital projects.

HUMAN SERVICES

HUMAN SERVICES	FY 2006-2007 ACTUAL	FY 2007-2008 BUDGET	FY 2008-2009 BUDGET
Commuity Develop. Block Grant	$ 1,455,556	$ 3,333,800	$ 3,166,900
Total Departmental	**$ 1,455,556**	**$ 3,333,800**	**$ 3,166,900**
Reserves	2,084,941	2,811,700	66,100
Total Program Budget	**$ 3,540,497**	**$ 6,145,500**	**$ 3,233,000**

The Human Services budget of $3,233,000 represents 1% of the City's total program budget. The Human Services budget is decreasing due to less reserves.

BOCA RATON
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Boca de Ratones
FLORIDA

Strategic Planning Model for the City of Boca Raton

VISION 2023

"Desired Destination for Boca Raton"

PLAN 2013

"Map to Boca Raton's Destination"

EXECUTION

"Route for Next Year"

MISSION

"Responsibilities of Boca Raton"

BELIEFS

"How Boca Raton Should Operate"

Strategic Planning Framework for the City of Boca Raton

VISION

"What We Want to Become – Our Preferred Future as Defined in Value-Based Principles."

PLAN

"Our Road Map for 5 Years – How to Realize Our Vision with Achievable Goals Defined Through: Objectives, Meaning to Our Citizens, Challenges and Opportunities, Actions 2007, Major Projects 2007 and Actions on the Horizon."

EXECUTION

"Actions to Implement the Plan – A Work Program for Next Year with a "To Do" List for Mayor, City Council and Management – To be Completed with Accountability for the Results."

MISSION

"Purposes of City Government – Determined in Service Businesses Defined in: Operating Elements, Business Successes, Challenges and Opportunities and Service Improvements 2007."

BELIEFS

"Our Core Beliefs Which are the Foundation for Our City Government – Creating a Corporate Culture of Action and Accountability, the Primary Value, As Defined in Performance Standards to Guide Behaviors and Actions."

HOW WE CONDUCT OUR BUSINESS

BOCA RATON VISION 2023

THE PREMIER COMMUNITY

A Quality Place to Live,
A Great Place to Work,
An Outstanding Place to Play!

A WORLD CLASS LOCAL GOVERNMENT

BOCA RATON VISION

A Quality Place to Live,
A Great Place to Work,
An Outstanding Place to Play!

THE CITY OF BOCA RATON

is a *PREMIER COMMUNITY* (A)
with *BEAUTY BY DESIGN,* (B)
a *VIBRANT DOWNTOWN* (C) and
GREAT BEACH AND WATERWAYS. (D)

PEOPLE ARE SAFE, (E) have a
VARIETY OF CULTURAL AND RECREATIONAL CHOICES FOR THEIR LEISURE TIME, (F)
and have *MOBILITY WITHIN OUR CITY.* (G)

The city is *A WORLD CLASS LOCAL GOVERNMENT*
which is *FINANCIALLY SOUND* (H)
and provides *EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR CITIZENS.* (I)

There is a *BALANCED ECONOMY WITH DIVERSE JOB OPPORTUNITIES* (J)
and *QUALITY EDUCATIONAL OPPORTUNITIES.* (K)

Boca Raton Vision 2023
Guiding Principles

PRINCIPLE A	A PREMIER COMMUNITY

- **Means**
  1. Boca Raton is a leader – A trend setter in local governance.
  2. Land uses are a well-balanced mix.
  3. The regulations, codes and standards preserve the "Boca character."
  4. People prefer to live here.
  5. The city has a reputation for "world class" in everything.

PRINCIPLE B	BEAUTY BY DESIGN

- **Means**
  1. Gateways to Boca Raton are unique and distinctive – You know that you are in Boca Raton.
  2. Developments and buildings are well designed low-scale development compatible with the community.
  3. Property owners take responsibility for maintaining their buildings and homes, complying with codes and community standards.
  4. Streets have well-landscaped medians; ROW are attractive.
  5. Public facilities and parks are well designed with emphasis on community aesthetics.

PRINCIPLE C	VIBRANT DOWNTOWN

▶ **Means**

1. Downtown is easily accessible with convenient parking and transit.
2. There is balanced mixed use with quality residential, retail, offices and services and quality restaurants, a variety of cultural opportunities, fun activities and a hotel.
3. The area is pedestrian friendly with ease of mobility.
4. Residents and visitors come here – A true destination.
5. Special events, concerts and community activities take place here.

PRINCIPLE D	GREAT BEACH AND WATERWAYS

▶ **Means**

1. Shoreline and beach are clean and well maintained.
2. The beach is renourished.
3. There are a variety of events and activities for all age groups.
4. There are expanding commercial activities on the beach in specific locations.
5. Intercoastal and canals are accessible and are used by citizens.

PRINCIPLE E	PEOPLE ARE SAFE

▶ **Means**

1. People feel free to go out into the community without fear.
2. There is a low crime rate.
3. Police and fire/rescue respond quickly to an emergency call.
4. Public safety staff are well trained and properly equipped.
5. Citizens, other public safety agencies and the city work together as partners to enhance community safety.
6. The city is prepared for an emergency situation or a disaster.

PRINCIPLE F	VARIETY OF CULTURAL AND RECREATIONAL CHOICES FOR THEIR LEISURE TIME

▶ **Means**

1. Citizens have convenient access to parks, recreation fields and programs.
2. There are programs and activities for all generations.
3. There are a variety of cultural and arts facilities and programs.
4. The city partners with others on facilities and programs.
5. The libraries provide top-quality services and resources.
6. The city continues to develop new parks and renovate older parks.

PRINCIPLE G	MOBILITY WITHIN OUR CITY

▶ **Means**

1. Efficient and effective traffic flow uses the latest technology.
2. There is a fully developed and functional roadway network.
3. Local transit systems are developed with high level of ridership.
4. A multi-modal transit center serves the community and region.
5. Convenient bus service is reliable throughout the city with small scale trolley service in selected locations.

PRINCIPLE H	FINANCIALLY SOUND CITY

▶ **Means**

1. The city's tax base continues to expand.
2. The city has a "AAA" bond rating.
3. The city has strong financial reserves.
4. Services and service levels are defined, benchmarked and prioritized.
5. Services are provided in an efficient, cost-effective manner.
6. City infrastructure and facilities are well built and well maintained.

PRINCIPLE I	EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR CITIZENS

▶ **Means**

1. Citizens have confidence in the city and the services provided by the city.
2. Services are customer friendly.
3. Citizens have a high customer satisfaction level with city services.
4. Citizens feel that they get value for their tax dollars and fees.
5. Problems are resolved in a timely manner.

PRINCIPLE J	BALANCED ECONOMY WITH DIVERSE JOB OPPORTUNITIES

▶ **Means**

1. Boca Raton develops with cutting-edge businesses.
2. FAU continues to develop as a major university in Florida, with strong business and biomedical programs.
3. Industries are clean and environmentally sensitive.
4. There are opportunities to begin and grow a business.
5. Local businesses provide employment opportunities for residents.

PRINCIPLE K	QUALITY EDUCATIONAL OPPORTUNITIES

▶ **Means**

1. Quality education contributes to Boca Raton's quality of life and supports future economic development.
2. Quality schools and universities provide a first-rate education.
3. There are a variety of schools: Public and private from preschool to university.
4. High school graduates are prepared for quality universities and colleges.
5. FAU is recognized as a top university in Florida.

Vision 2023
Keys to Success

Success 1 City – Business – Community Consensus on Viable Pedestrian Friendly Downtown

Success 2 Rental and Ownership Housing Availability for Workforce

Success 3 Sufficient Inventory of Public Lands for Availability of a Variety of Recreational Venues, Facilities for Services for All

Success 4 Functional and Effective Multimodal Transportation System

Success 5 Highest and Best Land Uses Consistent with City's Vision and Plans

Success 6 Diversifying Local Economy with Growth Oriented Businesses

▶ Challenges and Opportunities

1. Viable long term vision and plan to create a sustainable downtown
2. Relationship and growth of FAU
3. Development of public-private partnerships to achieve workforce housing
4. Traffic volume vs. road capacity
5. Lack of land and growing population vs. high demand for recreational space and services
6. City facility implementation – a "wow" level
7. Tension: urban reality vs. suburban past

▶ Actions 2008 – 2009

		PRIORITY
1.	Operate With a Balanced Budget	Top Priority
2.	Maintain Essential Services (Police, Fire, Utilities & Municipal)	Top Priority
3.	Retirement / Pension Cost Containment	Top Priority
4.	FAU Strategy/Hospital Project/I95 Interchange Project	Top Priority
5.	Downtown Vision and Plan	Top Priority
6.	Multimodal Transportation District and Mobility	High Priority
7.	North Federal Highway Development Project and Beautification	High Priority
8.	Establish Partnerships for Economic Development	High Priority

▶ Goals

1. Employee Recruitment, Retention & Career Planning
2. Comprehensive Environmental Initiative
3. Annexation (Analysis and Review)
4. Integrated Technology Strategy
5. Branding
6. Wildflower Property Direction and Actions

City of Boca Raton
Goals 2013

Financially Sound City Government

World Class Municipal Services

Strong Partnership with Our Stakeholders

GOAL 1 FINANCIALLY SOUND CITY GOVERNMENT

▶ Objectives

Objective 1 Expand economic base

Objective 2 Cost-effective delivery of city services

Objective 3 Pursuit of revenue generating programs

Objective 4 Adequate reserves

Objective 5 Sufficient revenues to maintain or enhance current services

Objective 6 Secure alternative funding sources

▶ Means to Citizens

- Affordable city government.
- Continuation of high service levels.
- Efficient city government.
- Support retaining high property values.
- Stable finances, stable city government.

▶ Challenges and Opportunities

1. Next hurricane
2. State and County initiatives: "Save our Homes," home rule
3. Increasing city operating costs: energy, chemicals, insurance, healthcare
4. Employee recruitment and retention – competitive salaries: private sector, county, cities

GOAL 2 WORLD CLASS MUNICIPAL SERVICES

▶ Objectives

Objective 1 Professional, highly competent and motivated workforce

Objective 2 Attracting top-quality candidates for positions

Objective 3 Retaining quality employees

Objective 4 Improved city facilities, including City Hall and other aging facilities

Objective 5 Continuous improvement of city service delivery and management

Objective 6 Maintain "state-of-the-art" systems and ongoing training to upgrade staff skill level

Objective 7 Positive work environment recognizing employee performance

▶ Means to Citizens

- Reliable service at a high service level.
- Customer-friendly staff, responsive to your needs.
- Well maintained, modern facilities that you can take pride in.
- Timely response when you call, particularly in an emergency.
- Use of modern techniques to serve you better.

▶ Challenges and Opportunities

1. Attracting and retaining top quality staff
2. Increasing service expectations: service now respond now; increasing volume; desire for amenities
3. Service priority and defining level of service – how fast
4. Athletic fields: FAU, schools with increasing demands
5. Competitive compensation

GOAL 3	STRONG PARTNERSHIP WITH OUR STAKEHOLDERS

▶ Objectives

Objective 1 Well-informed citizens

Objective 2 Citizens involved in city government

Objective 3 Open government: from our records to new ideas

Objective 4 Citizen trust and confidence in city officials: Mayor/Council to staff

Objective 5 More involved, meet with private sector and universities/service

Objective 6 Effective use of technology for communicating with citizens and for service delivery

▶ Means to Citizens

- Opportunities to get involved.
- Your volunteerism saves city resources and dollars.
- City officials are willing to listen to you and seek your input.
- Easy access to city government.
- Timely information to you.

▶ Challenges and Opportunities

1. Working with F.A.U.
2. Working with hospital and siting
3. Changing community demographics – young, cultural diversity
4. High expectations for city – solve all problems vs. individual priority
5. Effectiveness of boards, commissions, task forces

City of Boca Raton
Our Mission

The Mission of the City of Boca Raton is to provide the highest quality of service to the community through responsible use of public resources to enhance our unique quality of life.

City of Boca Raton
Our Core Businesses

Make Our Community Safe

Respond to Emergency Situations

Provide Basic Utilities For Daily Living

Build and Maintain City Infrastructure

Provide Leisure and Recreational Services

Plan Boca Raton's Future Growth and Development

Protect/Enhance Natural Resources and Beauty

Protect Interests of Boca Raton

Core Businesses
Definition and Strategy

CORE BUSINESS 1	MAKE OUR COMMUNITY SAFE

▶ **Operating Elements**

Operating Element 1	Patrol Community – All Departments Looking for Problems, Issues and Opportunities
Operating Element 2	Homeland Security: Vigilance and Preparedness
Operating Element 3	Enforce Laws and Codes
Operating Element 4	Investigate Crimes and Prepare Cases for Prosecution
Operating Element 5	Inspect Buildings
Operating Element 6	Evaluate Water Quality: Potable, Surface, IRIS
Operating Element 7	Educate Public on Their Responsibility for Community Safety
Operating Element 8	Provide Safe Equipment and Facilities
Operating Element 9	Involve Citizens in Safety: Volunteer Programs, DARE, COPS

▶ Value to Citizens

1. You feel safe – Any place, any time
2. People obey the law
3. Buildings are safe, equipment is safe
4. You are also responsible for safety through your actions
5. Preserves property values – Reputation as a safe community
6. Low crime rate

CORE BUSINESS 2	RESPOND TO EMERGENCY SITUATIONS

▶ Operating Elements

Operating Element 1	Respond to Emergency Calls
Operating Element 2	Put Out Fires
Operating Element 3	Provide Emergency Medical Services
Operating Element 4	Plan for Disasters
Operating Element 5	Provide Rescue Services
Operating Element 6	Link Citizens to Community Resources through Effective Communications
Operating Element 7	Train Community on Health Actions: CPR, Defibrillators
Operating Element 8	Handle Hazardous Materials Problems/Emergencies
Operating Element 9	Provide Ocean Rescue
Operating Element 10	Plan for Disaster Recovery

▶ Value to Citizens

1. Timely response in an emergency
2. We can save your life, your property
3. Confidence: We are prepared for an emergency or a disaster
4. Protect your property, your life
5. Preserves your property value

CORE BUSINESS 3	PROVIDE BASIC UTILITIES FOR DAILY LIVING

▶ Operating Elements

Operating Element 1	Maintain Quality Water Supply
Operating Element 2	Treat and Distribute Potable Water – Meets State and Federal Standards
Operating Element 3	Treat and Distribute IRIS Water
Operating Element 4	Collect Wastewater
Operating Element 5	Treat Wastewater
Operating Element 6	Collect and Dispose of Solid Waste
Operating Element 7	Operate Citywide Storm Water Management System
Operating Element 8	Operate Recycling Program (Solid Waste)
Operating Element 9	Insure Availability of Telecommunications Infrastructure

▶ Value to Citizens

1. Flush, it is gone
2. Turn it on, water flows
3. Safe water
4. Healthy living environment
5. Reliable, top quality – No hassle, no worry

CORE BUSINESS 4	BUILD AND MAINTAIN CITY INFRASTRUCTURE

▶ Operating Elements

Operating Element 1	Manage Traffic Flow
Operating Element 2	Build and Maintain City Streets
Operating Element 3	Work with County, State on Other Highway Improvements
Operating Element 4	Build and Maintain City Streetscapes and ROW
Operating Element 5	Build and Maintain City Facilities, including City Hall
Operating Element 6	Clean Up Neighborhood Public Spaces and Beaches
Operating Element 7	Develop and Maintain Bikeways, Sidewalks
Operating Element 8	Maintain Beaches, Inlets and Canal System

▶ Value to Citizens

1. You can get around town – Less congestion
2. Attractive community – Looks great!
3. Usable beaches and waterways
4. Facilities: Modern, user friendly and top quality
5. Protects property value

CORE BUSINESS 5	PROVIDE LEISURE AND RECREATIONAL SERVICES

▶ Operating Elements

Operating Element 1	Operate Library System
Operating Element 2	Provide Recreational Facilities
Operating Element 3	Develop and Offer Affordable Recreational Programs
Operating Element 4	Support Community Organizations
Operating Element 5	Support Athletic Programs
Operating Element 6	Provide Educational Programs, including Nature Center and Environmental Education
Operating Element 7	Operate and Maintain Golf Courses
Operating Element 8	Develop Parks and Community, Neighborhoods, Linear Parks; Land Bank for Future
Operating Element 9	Operate Cemetery
Operating Element 10	Develop and Provide Youth Programs

▶ Value to Citizens

1. Choices: Things to do in your leisure time
2. Easy access to programs, facilities – Close to home
3. Healthier lifestyle, active lifestyle
4. Quality facilities and programs for family – All generations
5. Preserves/enhances property values

CORE BUSINESS 6	PLAN BOCA RATON'S FUTURE GROWTH AND DEVELOPMENT

▶ Operating Elements

Operating Element 1	Develop and Update Comprehensive Plan
Operating Element 2	Develop Redevelopment Strategies for Specific Areas
Operating Element 3	Develop and Update Service/Programs/Facilities Master Plans
Operating Element 4	Decide on Annexations
Operating Element 5	Evaluate Community Needs
Operating Element 6	Develop and Update Comprehensive Transportation Strategy
Operating Element 7	Establish Land Use Plans and Policies
Operating Element 8	Develop and Implement Development Standards and Regulation; Zoning Categories
Operating Element 9	Code Enforcement
Operating Element 10	Review Conceptual Plans
Operating Element 11	Issue Construction Permits
Operating Element 12	Inspect Buildings, Issue Certificates of Occupancy

▶ Value to Citizens

1. Predictable development
2. Financial stability for city – efficient use of resources
3. Services responsive to citizens changing needs
4. Growth for the financial benefit of city
5. Facilities and services planned for future needs
6. Protects integrity of neighborhoods
7. Preserves property values
8. Quality buildings
9. More attractive community
10. Common standard throughout city

CORE BUSINESS 7	PROTECT/ENHANCE NATURAL RESOURCES AND BEAUTY

▶ Operating Elements

Operating Element 1	Maintain Boca Raton Inlet
Operating Element 2	Protect Waterways and Surface Water Quality
Operating Element 3	Beautify and Maintain Streets and Public Areas
Operating Element 4	Enforce Aesthetic Codes
Operating Element 5	Maintain Public Buildings and Facilities
Operating Element 6	Protect Beaches
Operating Element 7	Maintain and Acquire Environmentally Sensitive Lands
Operating Element 8	Acquire Open/Green Spaces

▶ Value to Citizens

1. Beautiful city
2. Green and clean city
3. Preserving property values
4. Quality beaches, waterways – Usable by citizens
5. Pride in community – You know you are home

CORE BUSINESS 8	PROTECT INTERESTS OF BOCA RATON

▶ Operating Elements

Operating Element 1	Lobby State and Federal Government
Operating Element 2	Advocate Policy and Interests of Boca Raton: County, Regional, State, Federal
Operating Element 3	Work with F.A.U.
Operating Element 4	Develop Effective Partnerships with Community Organizations
Operating Element 5	Actively Pursue Grants
Operating Element 6	Represent City in Legal Actions
Operating Element 7	Play Role in Shaping Educational Decisions
Operating Element 8	Develop and Maintain Relationships with Legislative Representatives

▶ Value to Citizens

1. Protecting your interests
2. Return on your tax dollars
3. Quality education
4. Maximizing political influence
5. Cooperation with other governments, elected representatives

City of Boca Raton
Policy Agenda 2008 – 2009

TOP PRIORITY

Operate With a Balanced Budget

Maintain Essential Services (Police, Fire, Utilities & Municipal)

Retirement/Pension Cost Containment Strategy

Downtown Vision and Plan

FAU Strategy/ Hospital Project/ I95 Interchange Project

HIGH PRIORITY

Develop Partnerships to Promote Economic Development & Advance the City's Goals

North Federal Highway Development Project and Beautification

Multimodal Transportation District and Mobility

Major Projects 2008 – 2009

1. Countess de Hoernle Park
2. Downtown Library
3. In-City Reclamation Irrigation System (IRIS)
4. Wastewater Upgrades, Replacement and Expansion
5. NW 12th Ave.
6. Transportation Demand Management Implementation
7. Property Acquisition
8. Raw Water Well Equipment / Expansion
9. Water Treatment Facility Improvements
10. Citywide Infrastructure Security / Hardening
11. Police Administration at 6500

Action Outlines 2008 – 2009

TARGET **Operate With a Balanced Budget**

PRIORITY
Policy – Top

Actions

1. Prepare balanced operating and CIP budgets
2. Monitor revenues and expenditures
3. Produce a Long Term Financial Plan
4. Provide and maintain sufficient reserves

Responsibility: Financial Services

TARGET **Maintain Essential Services (Police, Fire, Utilities and Municipal)**

PRIORITY
Policy – Top

Actions

5. Analyze current operations
6. Identify core operational programs and activities
7. Monitor and evaluate programs and activities
8. Recommend modifications to maintain high levels of service

Responsibility: City Manager's Office

TARGET **Retirement/Pension Cost Containment Strategy**

PRIORITY
Policy – High

Actions

1. Report on impacts of prior pension decisions
2. Analyze impacts of current pension and retirement benefit plans and any proposed changes
3. review and modify actuarial assumptions
4. explore new retirement plan options
5. recommend cost containment strategies to limit or reduce future fiscal impact of pension/retirement benefits
6. Determine future direction and actions by City

Responsibility: City Manager's Office / Office of Management and Budget

TARGET Downtown Vision and Plan

PRIORITY
Policy – Top

Actions

1. Establish a Downtown Boca Raton Advisory Committee
2. Hire a consulting service
3. Obtain Public input to create an update vision for the Downtown
4. Review recommendations
5. Develop action plan for implementation of initiatives

Responsibility: Development Services/ City Manager's Office

TARGET FAU Strategy

PRIORITY
Policy – Top

Actions

1. Review FAU proposals
2. Analyze impacts on City services and facilities
3. Determine appropriate mitigation
4. Negotiate Campus Development Agreement to address and mitigate impacts
5. Approve Master Plan and Campus Development Agreement

Responsibility: Development Services

TARGET FAU/ Hospital Project

PRIORITY
Policy – Top

Actions

1. Review Hospital proposals in coordination with FAU Campus Mater Plan
2. Analyze impacts on City services and facilitates
3. Determine appropriate mitigation
4. Negotiate Campus Development Agreement including the Hospital to address and mitigate impacts
5. Approve Master Plan and Campus Development Agreement to allow a Campus Hospital

Responsibility: Development Services

TARGET **FAU/ I95 Interchange**

PRIORITY
Policy – High

Actions

1. Coordinate with Federal Agencies and FDOT to determine best configuration for additional I-95 Interchange
2. Lobby for accelerated project implementation
3. Secure funding
4. Monitor design and construction process

Responsibility: Municipal Service

TARGET **Multimodal Transportation District (Continued Implementation**

PRIORITY
Policy – High

Actions

1. Establish a citywide MMTD to address the City's major issue, mobility through a variety of transportation means
2. Complete feasibility study
3. Prepare comprehensive plan amendments, MMTD level of service standards and land development regulations and design criteria
4. Complete Land Use and Urban Form Studies for each subdistrict

Responsibility: Development Services

TARGET **North Federal Highway Development Project and Beautification**

PRIORITY
Policy – High

Actions

1. Encourage redevelopment on the North Federal Highway corridor
2. Implement the New Pines Neighborhood Improvement Project
3. Evaluate impact and results of Village Center zoning district
4. Recommend changes as appropriate

Responsibility: Development Services

GOAL Employee Recruitment, Retention, and Career Planning

Actions

1. Evaluate current recruitment strategies
2. Implement cost-effective technologies to reach more candidates
3. Streamline hiring processes
4. Revitalize orientation process to enhance new employees' sense of the City's mission
5. Enhance leadership development programs
6. Identify and mentor future organizational leaders

Responsibility: City Manager's Office / Human Resources Division

GOAL Annexation (Analysis and Review)

Actions

1. Update analyses of possible annexation areas
2. Review findings and assumptions in light of changes in property tax collections mandated by the State of Florida
3. Review short and long term staffing and service cost impacts
4. Meet with possible annexation areas as appropriate
5. Implement annexations determined to be beneficial

Responsibility: City Manager's Office / Development Services

GOAL Branding

Actions

1. Create community partnerships to develop a brand for the City using research and information about the City and its competitors, and then develop and implement a plan to use and promote the brand.

Responsibility: City Manager's Office

GOAL Comprehensive Environmental Report (Issues, Analysis and Review)

Actions

1. Prepare comprehensive report on current status and future plans regarding City facilities, programs, and activities
2. Explore appropriate code or process changes, including incentives to promote sustainable environmental future, including "green" buildings
3. Investigate xeriscaping, alternative fuels, and solar energy for City facilities

Responsibility: Development Services / Municipal Services / City Manager's Office

GOAL Integrated Technology Strategy

Actions

1. Investigate, review, develop and implement new uses of technology to increase efficiency and effectiveness of City operations
2. Expand the use of technology through all areas of the City to enhance the quality and quantity of services provided to the citizens and businesses of the City, as well as the delivery methods for services

Responsibility: City Manager's Office – Information Technology Division

GOAL Wildflower Property Direction and Actions

Actions

1. Evaluate pros/cons of acquisition and goals
2. Determine potential costs, feasibility and funding
3. Determine direction

Responsibility: City Manager’s Office

BOCA RATON
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FLORIDA

City of Boca Raton

Approach to Performance Measures

The City of Boca Raton's vision is to be known as the premier community, a quality place to live, a great place to work, and an outstanding place to play. The City of Boca Raton will be recognized as a world class local government by its commitment to performance and leadership.

With goals and priorities of a financially sound city government, top quality municipal services, and a strong partnership with our stakeholders, the City continues to demonstrate its ability to be one of the most financially secure local governments in Florida.

Performance Measurement

In order to evaluate the efficiency and effectiveness of the programs and services offered by the City of Boca Raton, and to help in obtaining its "world class local government" status, the City established a performance measurement system, which directly link to the City's Strategic Initiatives. This system will better enable the City to ask not only "What are we doing?" but "How well are we doing?" It provides greater accountability to taxpayers, and a means for demonstrating how well the City of Boca Raton is meeting its goals and priorities.

Each City Department reports performance measures that not only measure its effectiveness and efficiency, but also how well the City is meeting its overall goals.

The City transitioned the performance measurement system in phases. All Departments have included performance measures in this year's budget. Each measure will reflect an actual, an estimate and target for the year.

Performance Measurement - Overview

First Phase	Re-focus goals, objectives, and indicators on outcomes. Develop data to measure performance. Link performance measurement to Strategic Initiatives.
Second Phase	Report performance results. Assess performance, both quantitatively and qualitatively. Use data to make programmatic and funding decisions. Compare City's performance with other similar entities, both internally and externally (benchmarking) Improve practices based on results

Re-assessment of existing goals, objectives, and achievements to realign our system from measurement of output to measurement of progress, toward outcomes.

Performance Measures

Performance Measurement as defined in the Government Finance Officers Association publication, Implementing Performance Measurement in Government--is an ongoing "process for determining how a program is accomplishing its mission through the delivery of products, services, or processes."

An actual measure or indicator how efficiently and effectively the City of Boca Raton provides services to its residents and stakeholders.

Types of Measures (indicators):

Terminology	Definition
Input	Measures the volume of resources, both monetary and non-monetary that are used in delivering a program or service. Unit of city resources expended to produce a service.
Output	Measures the quantity or volume of products and services provided to a program. Measure of product/service provided to the citizen.
Program Effectiveness	Measures the results, accomplishments, or quality of the item or services provided. Degree to which actual outcomes are consistent with desired outcomes.
Program Efficiency	Quantifies the relationship between input and output. Service Quality. The extent to which customers are satisfied with a program.
Outcome	To improve, reduce, or accomplish.

Boca Raton 2013: Our Goals
Strategic Initiatives

Financially Sound City Government

- Expand economic base
- Cost-effective delivery of city services
- Pursuit of revenue generating programs
- Adequate reserves
- Sufficient revenues to maintain or enhance current services
- Secure alternative funding sources

World Class Municipal Services

- Professional, highly competent and motivated workforce
- Attracting top-quality candidates for positions
- Retaining quality employees
- Improved city facilities, including City Hall and other aging facilities
- Continuous improvement of city service delivery and management
- Maintain "state-of-the-art" systems and ongoing training to upgrade staff skill level
- Positive work environment recognizing employee performance

Strong Partnership With Our Stakeholders

- Well-informed citizens
- Citizens involved in city government
- Open government: from our records to new ideas
- Citizen trust and confidence in city officials: Mayor/Council to staff
- More involved, meet with private sector and universities/service
- Effective use of technology for communicating with citizens and for service delivery

PERFORMANCE MEASURES

CITY MANAGER'S OFFICE

Appointed by the City Council to direct the day-to-day operations of the City, the ***City Manager*** is the Chief Administrative Officer for the City of Boca Raton. Each department head is appointed by the City Manager and works closely with him to provide policy recommendations regarding the health, safety, and welfare of the community to the City Council. The City Manager's Office has four divisions that are reporting performance measures; City Clerk, Human Resources, and Information Technology.

The mission of the ***City Clerk's Office*** is to fulfill the traditional city clerk responsibilities of record keeping, documentation of official minutes, preparation of agenda, conducting of elections, and to coordinate the implementation of a proactive public information and communications program. The City Clerk is also responsible for the Boards and Committees Division, which supports the City's 26 advisory boards and committees.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
• Live telecast of meetings	98	108	108
Strong Partnership with Our Stakeholders			
• Records microfilmed/scanned	329,476	280,000	300,000

Human Resources is responsible for the recruitment and employment of a workforce of 1,330 full time and 533 part time employees. Human Resources coordinates citywide training, with an emphasis on leadership. Labor contract negotiation and administration, incentive and recognition programs, and citywide employee events are managed by Human Resources. Over 600 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
• % of new employees attending orientation within the first payroll of their employment	100%	100%	100%
• % of all full and part time employees receiving training (Policy Refresher Training, etc.)	100%	100%	100%

The mission of the City Manager's Department, operating in the ***Information Technology (IT) Fund***, is to maintain all hardware and software utilized for the City's computer and telecommunications systems. The Information Services Division is responsible for the city-wide computer network which consists of an IBM AS/400 midrange computer, connected by an electronic network to approximately 800 desktop and 400 laptop computers located throughout the City. The AS/400 houses financial and statistical data used by city staff and the general public.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
• Respond to call for technical assistance within 4 hours	95`%	95%	95%
• Upgrade City personal computers on a three year cycle	25%	25%	25%

FINANCIAL SERVICES

The mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to instill the City's value system among all employees to foster innovative solutions achieving an outstanding level of service. Financial Services manages the City's financial resources in the most cost effective and efficient manner. The Department provides relevant, timely financial information to the public, decision makers and to City management. Financial Services is responsible for the safeguarding of the City's assets through appropriate controls.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Financially Sound City Government			
Administration:			
• Percentage of time GFOA Certificate for Excellence in Financial Reporting received.	100%	100%	100%
• Desired general obligation bond rating received from the three rating agencies	AAA	AAA	AAA
Purchasing:			
• Provide 12 procurement card training sessions per fiscal year.	83%	83%	83%
Treasury:			
• Available funds in interest-bearing investments	100%	100%	100%
Risk Management:			
• Percentage of liability claims settled within the reserved amount	80%	80%	80%
Office of Management & Budget:			
• Receive the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
World Class Municipal Services			
Administration:			
• Number of training sessions performed that increase Financial Services staff's knowledge of each division's responsibilities.	1	1	3
Office of Management & Budget			
• Budget Training Classes	6	8	6
Strong Partnership with our Stakeholders			
Office of Management & Budget			
• Production of Approved Budget documents (hard copy and City website accessible)	Yes	Yes	Yes

DEVELOPMENT SERVICES

The mission of the Development Services Department is to promote the continued sustainability of the City of Boca Raton through flexible, creative, and responsive customer service. We will be recognized as a leader in the City's efforts to protect and enhance the built, living, and natural environments, assist in the creation of jobs and the protection of the tax base by promoting quality development and redevelopment, and support the provision of housing opportunities for all Boca Raton's citizens.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
Administration:			
• Percentage of Employees who responded to annual survey that they are satisfied with working within the department	90.7%	54.6%	51%
Strong Partnership with Our Stakeholders			
Administration:			
• % of Citizen Inquiries/Requests responding within 2 days of receipt	100%	98%	100%
Code Compliance/Licensing:			
• Percentage of Customer Complaints/Inquiries Investigated within 72 hours of Receipt	100%	100%	100%
• Number of complaints/responses	6,078	4,500	4,500
• Percentage of License Inspections Conducted within 7 days of Complete Application	88%	85%	90%
Planning & Zoning:			
• Number of Applications Processed	82	65	65
CDBG:			
• Ensure a minimum of low-income families are served by annually evaluating the effectiveness of policy caps within the Housing Rehab Program	4	4	4
Affordable Housing:			
• Ensure a minimum of low-income families are served by annually evaluating the effectiveness of policy caps within the Home Buyers Program.	10	14	10

POLICE SERVICES

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

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
Chief's Office:			
• Maintain CALEA accreditation	Yes	Yes	Yes
• Reduce Internal Affairs complaints/investigations over previous year	7	7	12

Police Services cont.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Community Services:			
• Increase boating safety inspections	526	600	630
Communications/Dispatch:			
• % of 911 calls answered within 0-5 seconds	87%	86%	88%
Bureau of Field Services:			
• Maintain an overall customer satisfaction rating level of 95% based upon annual survey results	92.7%	97%	95%

FIRE-RESCUE SERVICES

The mission of the Fire-Rescue Services Department is to prevent and minimize the loss of life and property through the delivery of the highest quality, effective, and efficient emergency fire-rescue service, emergency medical services, special operations emergency response, fire prevention, and public education services to the people of Boca Raton.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
% Fire Accreditation process completed	10%	15%	30%
% Records Management retention and or destruction.	75%	90%	100%
Improve collections of EMS Billing Efficiency by 10%	60%	70%	80%

MUNICIPAL SERVICES

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

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
Streets:			
• Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint.	99%	90%	93%
• Completion of Utilities open pavement repairs within one-week period.	63%	91%	91%
Dredge:			
• Dredge 100,000 cubic yards of sand from inlet	61,700	70,000	100,000
• Keep the inlet channel at a 6' depth everyday	100%	100%	100%

Municipal Services cont.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Facilities Maintenance:			
• To reduce external work orders thru Facilities Maintenance proactive awareness within City facilities.	5%	5%	10%
Traffic/Special Projects:			
• Record and reduce yearly number of reported motor vehicle crashes per 1,000 population	39.0	38.7	38.5
• Record average travel times along major City arterials and improve or maintain L.O.S. (average travel speed) yearly.	27 mph	27.5 mph	25 mph
Engineering Services:			
• Complete projects within 10% of original bid.	90%	100%	100%
• Complete land, boundary, topographic and "as-built" surveys within 15 days.	90%	90%	90%

SANITATION FUND

The Sanitation section of the Municipal Services Department provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection. This year Sanitation will collect approximately 68,367,240 lbs. of garbage, 16,812,400 lbs. of recyclables, and 19,724,120 lbs. of vegetation generated by approximately 78,900 residents. goal is to provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
• Resolved missed pick ups within 24 hours	98%	98%	100%
• Complete daily routes	100%	100%	98%

STORMWATER UTILITY FUND

The mission of the Municipal Services Department, operating in the ***Stormwater Utility Fund***, is to cooperatively design, construct, inspect and maintain the City's separate Stormwater system in accordance with the Environmental Protection Agency National Pollutant Discharge Elimination System (NPDES) permit including, but not limited to, project management for capital improvements, construction inspections for drainage improvements, project planning/development and policy development/guidance, enforcement and implementation.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
Maintenance:			
• Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair	100%	100%	100%
Engineering:			
• Complete projects within 10% of original bid.	85%	90%	100%

MOTOR POOL FUND

The mission of the ***Fleet Maintenance Division*** of Municipal Services, operating in the Motor Pool Fund, is to provide low cost, efficient maintenance to prolong the useful life of the fleet, provide vehicles that are safe and reliable and maximize the residual value of the City's fleet. The Fleet Maintenance Division is responsible for the repair and maintenance of 955 pieces of rolling stock. This equipment ranges from golf carts to Class 8 large trucks. Fleet Maintenance is also responsible for various fuel sites throughout the City.

The Capital Recovery Cost Fund (CRC), operated by Municipal Services, ensures sufficient funds are accumulated for the replacement of existing vehicles and heavy equipment that have a replacement cost of $35,000 or more.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
• Maintain a high level of expertise in Fleet Maintenance industry by providing an on-going training program	512 hours	400 hours	480 hours
• Reduce equipment down-time thru additional preventative maintenance activities	3 work days	3.05 work days	2 work days

RECREATION SERVICES

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

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
Library:			
• Reference and information questions are answered before patrons leave the library.	95%	95%	90%
• Telephone reference questions are answered while patron is on the phone.	80%	80%	80%
Recreation:			
Ocean Rescue			
• Assure beachfront park patrons return safely to shore	N/A	100%	100%
Aquatics			
• Learn to swim class participants will demonstrate the ability to advance to the next level	N/A	60%	70%
Athletics			
• Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	N/A	96%	96%
Tennis Centers			
• Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future.	N/A	100%	90%
Parks:			
• Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures.	N/A	90%	95%
• Ensure safe and sanitary restrooms throughout the City's park system on a daily basis.	N/A	95%	95%

BEAUTIFICATION FUND

The mission of the Recreation Services Department, operating in the ***Beautification Fund***, is to provide a highly aesthetic and healthy network of City right-of-way medians for the benefit of the traveling citizenry of Boca Raton and those who are visiting as well. Staff is dedicated to managing these resources efficiently and safely using appropriately trained staff to achieve an enhanced biological and environmental state of the urban roadway landscape. Staff continually searches for and adapts to situations where the program can result in labor cost reductions and water conservation.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
• On a daily basis, monitor contract landscape maintenance services for compliance with contract schedules of value	N/A	95%	95%
• Maintain *Tree City* status by planting new trees throughout the City, in the appropriate landscape settings.	N/A	95%	95%
• Remove and replace dead or accident-damaged trees, palms, shrubs, ground cover and turf within two weeks of discovery, to maintain a "City Within A Park" theme.	N/A	75%	75%

BEACH & PARK DISTRICT FUND

The mission of the Recreation Services Department, operating in the ***Beach & Park District Fund***, is to provide and preserve quality parks, recreation, leisure and resource management through facilities, programs and resources which are relevant, educational, attractive and affordably accessible to the Boca Raton area. Costs are reimbursed through an interlocal agreement with the Greater Boca Raton Beach and Park District.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
Recreation:			
Aquatics			
• Learn-to-swim class participants will demonstrate the ability to advance to the next level.	N/A	60%	70%
Athletics			
• Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	N/A	96%	96%
Ocean Rescue			
• Assure beachfront park patrons return safely to shore.	N/A	100%	100%

Beach & Park District Fund cont.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Tennis Centers			
• Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future.	N/A	75%	90%
Community Centers			
• Class patrons will rate their experiences as "outstanding" on the post-class survey.	N/A	90%	90%
Parks:			
• Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures.	N/A	90%	95%
• Maintain dune crossovers and recreational boardwalks in safe and usable condition.	N/A	95%	100%

CEMETERY/MAUSOLEUM

The mission of the Recreation Services Department, operating in the Cemetery/Mausoleum Fund, is to provide quality service to City residents, along with the highest standards of maintenance for existing and future Cemetery/Mausoleum facilities. The Recreation Services Department provides assistance to the public in making final resting place arrangements and maintains all Cemetery burial, Mausoleum entombment and historical records.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
• Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday.	N/A	99.9%	99%
• Provide timely, professional quality entombment and ennichment services to the Boca Raton Mausoleum Company at no additional charge.	N/A	290	280

GOLF COURSE FUND

The City of Boca Raton's Recreation Services Department, operating in the ***Golf Course Fund***, has a mission to furnish quality facilities, programs, activities and services to residents and non-residents, under a sound management and financial plan, that is competitive and self supportive.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Financially Sound Government			
• Increase total user revenue by stated amounts over previous year's approved budget.	7.8%	(2.4)%	2%
• Increase total rounds played by stated amounts over previous year.	11,225	(6,500)	2,500
Strong Partnership with Our Stakeholders			
• Properly reset pin placements on all greens daily	100%	100%	100%
• Aerate all greens and tees three times per year	100%	100%	100%

UTILITY SERVICES

The mission of the Utility Services Department, operating in the Water & Sewer Enterprise Funds, is to provide water and sewer services to approximately 34,600 accounts, including residential, commercial, industrial and educational. The service area extends from the Atlantic Ocean on the east to the Florida Turnpike on the west. The northern and southern service boundaries are the City limits. The service area encompasses approximately 35 square miles.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
World Class Municipal Services			
Administration:			
• Percentage of Utility employees attending training courses 20 or more hours per year.	70%	75%	70%
Water:			
• Percentage of time drinking water surpasses state/federal standards	100%	100%	100%
Wastewater:			
• Percent of raw waste water flowing into treatment facility	100%	100%	100%

Utility Services cont.

Performance Measures Strategic Initiatives:	2006-07 Actual	2007-08 Estimated	2008-09 Target
Strong Partnership with Our Stakeholders			
Meter Reading:			
• Meter reading accuracy rate	95%	99%	100%
• Number of stopped registers in system	1%	1%	1%
• Number of work orders completed within 1 business day (including tests)	90%	90%	90%
Water:			
• Percentage of water service calls responded to within 2 hours.	100%	100%	100%

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

CITY COUNCIL

Susan Whelchel, Mayor
Peter Baronoff, Deputy Mayor
M. J. Mike Arts, Council Member
Bill Hager, Council Member
Susan Haynie, Council Member

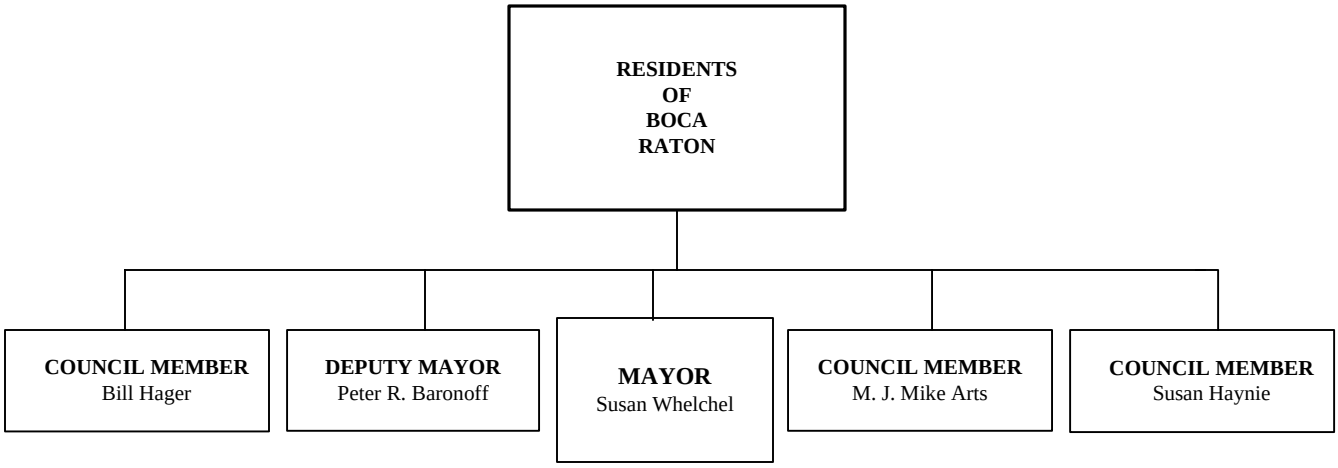
The City of Boca Raton is governed by a five member City Council, elected at large on a non-partisan basis. The Mayor presides at all Council meetings and other public functions and is the ceremonial head of the City.

The Council legislatively determines policy and appoints a City Manager who is responsible for administration of that policy and managing the City's departments and services.

City Council elections are held on the second Tuesday of March. The Mayor and City Council Members are elected for three-year terms and can serve no more than two consecutive terms. Candidates are elected by plurality. To be eligible to seek office, candidates must be a qualified elector of the city at the time of qualifying for candidacy and a resident of the City for at least 30 days prior to the first day of the qualifying period.

Council meetings are held in the Council Chambers, City Hall, at 6:00 p.m. on the second and fourth Tuesday of each month. Workshop meetings are held at 1:30 p.m. on the second and fourth Monday of each month. Meeting dates are subject to change. Specific information on Council meetings and advisory board meetings is available from the City Clerk's office. All meetings of the City Council and its various advisory boards are open to the public. Residents are encouraged to attend and participate in these meetings.

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	104,419	114,100	114,100	118,400
Other Operating	209,981	208,400	207,900	188,300
Supplies	2,803	2,000	2,500	2,500
TOTAL	**317,203**	**324,500**	**324,500**	**309,200**



Approved Positions FY 07/08	5.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	-
Approved Positions FY 08/09	**5.00**

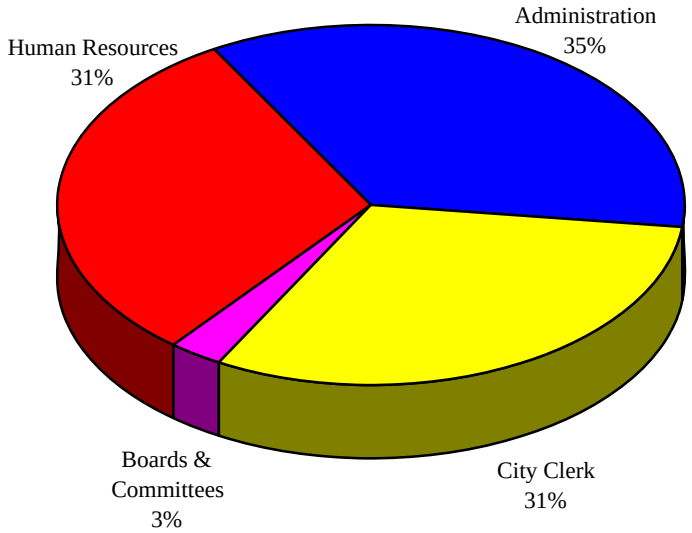
CITY MANAGER

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

A ppointed by the City Council to direct the day-to-day operations of the City, the City Manager is the Chief Administrative Officer for the City of Boca Raton. Each department head is appointed by the City Manager and works closely with him to provide policy recommendations regarding the health, safety, and welfare of the community to the City Council.

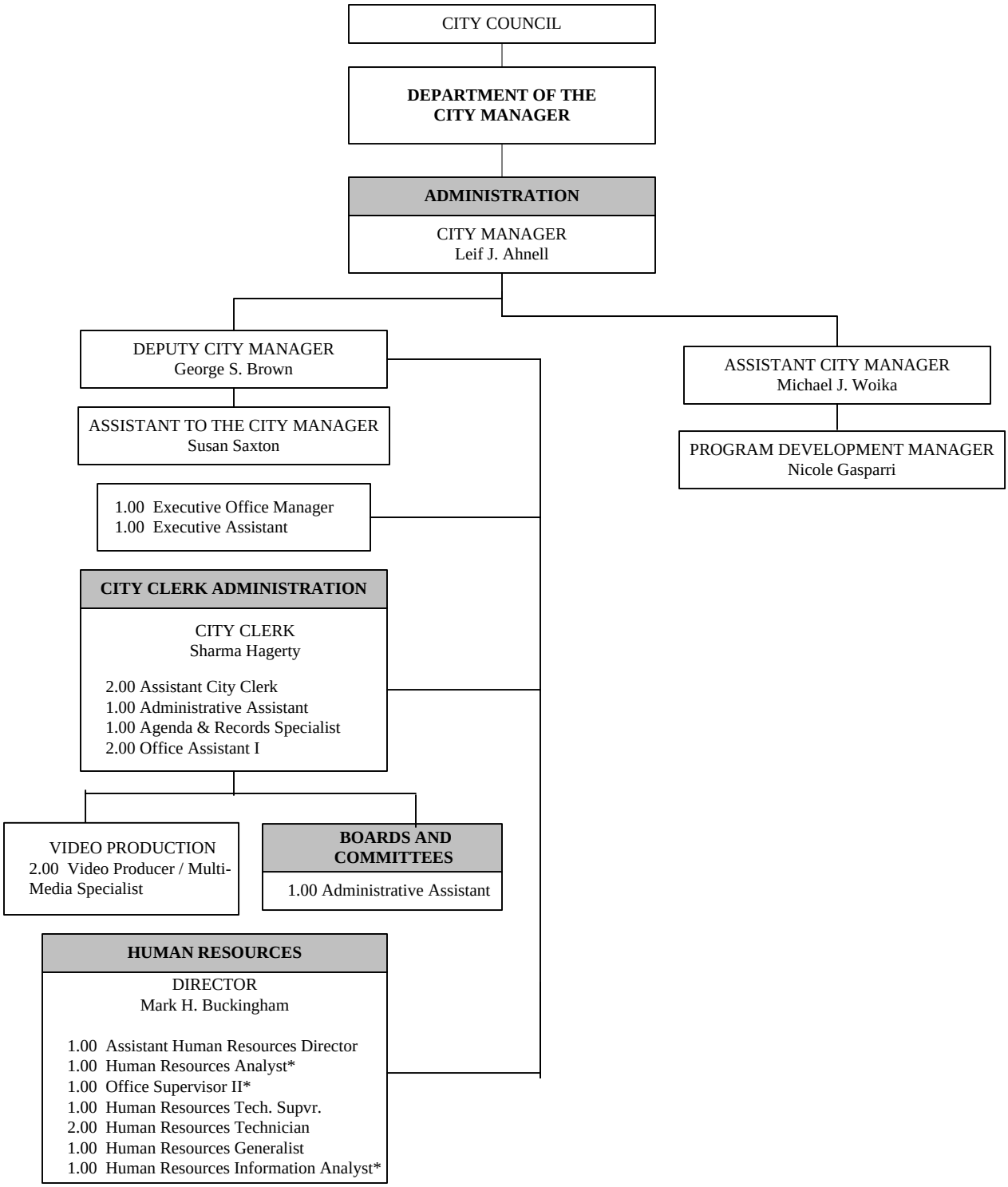
T he mission of the City Clerk's Office is to fulfill the traditional city clerk responsibilities of record keeping, documentation of official minutes, preparation of agenda, election administrator, and to coordinate the implementation of a proactive public information and communications program. The City Clerk is also responsible for the Boards and Committees Division, which supports the City's 26 advisory boards and committees.

H uman Resources is responsible for the recruitment and employment of a workforce of 1,288 full time and 350 part time employees. Human Resources coordinates citywide training, with an emphasis on leadership. Labor contract negotiation and administration, incentive and recognition programs, and citywide employee events are managed by Human Resources. Over 600 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.



DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 1,200,600
City Clerk	1,061,300
Boards & Committees	95,100
Human Resources	1,050,300
TOTAL	**$ 3,407,300**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	2,911,420	2,431,300	2,550,300	2,686,000
Other Operating	443,797	519,500	537,700	655,800
Supplies	59,329	65,700	61,400	65,500
TOTAL	**3,414,546**	**3,016,500**	**3,149,400**	**3,407,300**
Full-time Employees	26.00	26.00	26.00	26.00



* 1.00 Office Supervisor I reclassified to 1.00 Office Supervisor II
1.00 Human Resources Analyst reclassified to 1.00 Human Resources Information Analyst

Approved Positions FY 07/08	26.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**26.00**

CITY CLERK'S OFFICE

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	684,519	672,400	672,400	748,500
Other Operating	119,942	292,600	303,300	360,700
Supplies	20,289	47,600	43,600	47,200
TOTAL	**824,750**	**1,012,600**	**1,019,300**	**1,156,400**

Description of Division and Activity

The City Clerk Division is responsible for record archiving and management, administration of general and special elections, publication of the City Council agenda, and development of proactive public information and communications programs. The City Clerk Division is also responsible for coordinating the activities of, and providing support for, regulatory and advisory boards and commissions.

Goal

To provide optimum internal administrative services and to provide the public with accurate, timely information about City government and legislation that affects their daily lives.

Objectives 2008-09

- Expand Channel 20 Programming.
- Enhance the content and quality of AM1650.
- Continue to expand accessibility of legislative documents.
- Continue initiatives to streamline boards.
- Upgrade video equipment in the Council Chamber.
- Establish television studio at the Cultural Arts Center.

Achievements 2007-08

- Produce updated employee orientation video.
  Due to shift in priorities this project, which required coordination with HR, was not achieved.
- Implement infrastructure improvements (video and related systems).
  A new video playback system was installed, increasing programming capability, quality and viewing options.
- Streamline / consolidate City citizen boards.
  Research completed. A recommendation from the City Manager is pending City Council consideration.
- Publish board member manual / offer board member education sessions.
  Postponed due to impact of budget cuts and pending consolidation action.
- Continue participation in hurricane preparation communication / education initiatives.
  Members of staff continued to participate in the hurricane education effort.
- Continue production of department videos for community outreach and employee education.
  Due to other pressing priorities in the video division, this project was postponed.
- Increase internal accessibility of legislative documents.
  The library of digital documents was significantly expanded.

Achievements 2007-08
Other Achievements:
• Creation of Channel 20 website.
• Availability of Video on Demand for the most current Council meetings.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services / Strong Partnership with our Stakeholders					
Live telecast of meetings	99	98	108	108	108
Records microfilmed/scanned	210,000	329,476	220,000	280,000	300,000

HUMAN RESOURCES

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	676,505	697,000	711,000	781,300
Other Operating	256,632	187,200	194,200	259,000
Supplies	19,333	9,400	8,400	10,000
TOTAL	**952,470**	**893,600**	**913,600**	**1,050,300**

Description of Division and Activity

The Human Resources Division is responsible for the recruitment and employment of the City's workforce; coordinates City-wide training; administers compensation plans; designs and presents annual employee relations events; manages the collective bargaining process with the three (3) labor unions and administers the contracts; develops employment policies and procedures; distributes polices and related materials; administers a comprehensive volunteer program; provides advice and assistance to management, employees and the public on Federal, State and City employment related matters. The current budgeted City workforce consists of 1,288 full time and 350 part time employees.

Goal

To provide City employees, applicants and volunteers with outstanding customer service on all Human Resources and Employee Relations issues. Provide expert advice to applicants and employees on all Human Resources matters

Objectives 2008-09

- Provide Diversity and Disability Awareness Training to all employees.
- Conduct staff driven organizational review and needs assessment on succession planning.
- Investigate alternate strategies to attract essential employees.
- Provide policy refresher training to all employees on workplace violence and sexual harassment.
- Implement electronic status forms to improve customer service.

Achievements 2007-08

- Reengineer work functions for efficiency and economy of scale.

  Reengineered the work function of HR by cross training all staff members to be able to fill in during absences. Assisted with Departmental reorganizations that improved efficiency and employee retention.
- Implement new recruitment strategies to pinpoint where applicants are most likely to reside

  Data was accumulated that shows where the applicant's from the City are located. This strategy has been put on hold for lack of funds.
- Review, research and recommend innovative compensation strategies

  Innovative compensation strategies have been explored with the COLA/Merit combination being the best of all reviewed. This was implemented in the 07/08 fiscal year.
- Review, research and recommend innovative recruitment strategies

  Research has been conducted to identify innovative recruitment strategies; this research included a national review of which public entities paid a bonus to hire for hard to fill positions, i.e. police officers. No commitment has been made to follow this recruitment path.

Achievements 2007-08

- Implement new advertising strategies

  Print media advertising has ceased to reduce costs. The change was made after a year long study of the sources identified by applicants on where or how they found out about the vacancy. Overwhelmingly the majority responded that they used the City's website to review available vacancies.
- Improve and distribute updated Personnel Procedures and Memorandum document.

  Implemented a revised employee handbook and updated Personnel Rules and Regulations on the Intranet.

Other Achievements:

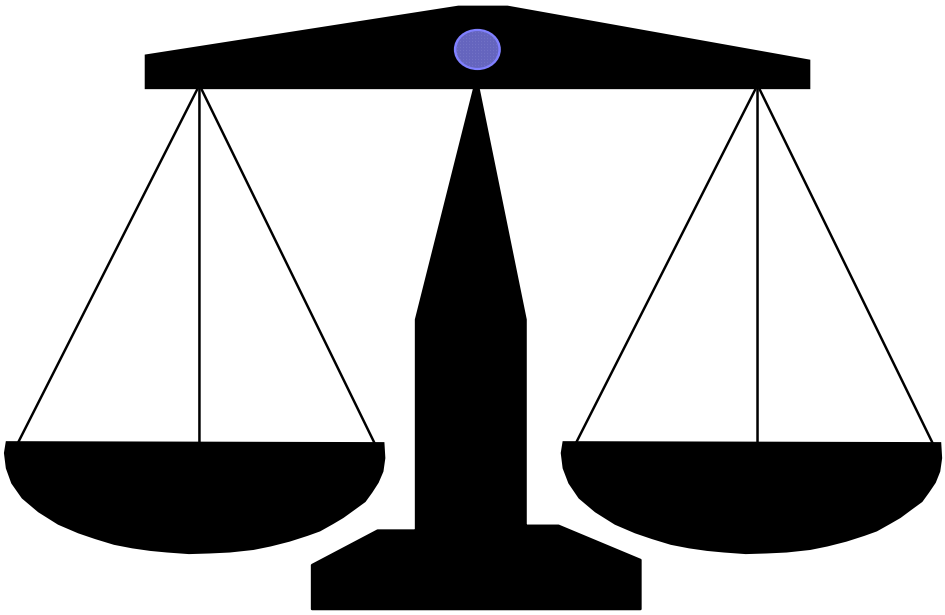
- Successfully negotiated Agreements with the FOP and the SEIU.
- Began process for implementation of an electronic status form.
- Successfully implemented the eAppraisal, online appraisal process.
- Updated all job descriptions and collective bargaining agreements on the Intranet.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
% of new hires "recruited" via job fairs and non traditional recruitment efforts.	15%		35%	20%	35%
% of all full and part time employees receiving training (Policy Refresher Training, etc.)	100%	100%	100%	0%	100%
% of separating employees that have exit interviews	100%	70%	100%	90%	100%
% of new employees attending orientation within the first payroll of their employment	100%		100%	100%	100%

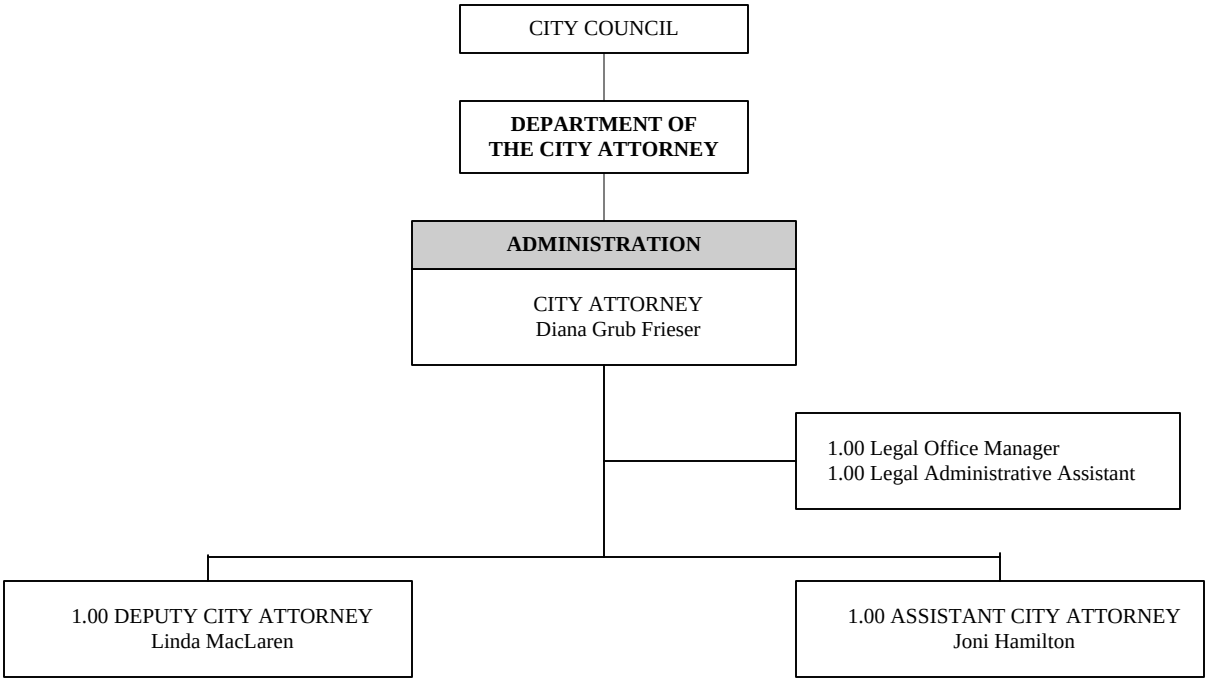
CITY ATTORNEY

Diana Grub Frieser, City Attorney

The City Attorney, who is appointed by City Council, is responsible for advising the City Council, City staff, the Boca Raton Community Redevelopment Agency, and various City boards and committees on legal matters concerning the City.



EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	739,991	737,700	737,700	806,500
Other Operating	59,426	218,900	217,900	218,700
Supplies	25,652	21,100	22,100	21,100
TOTAL	**825,069**	**977,700**	**977,700**	**1,046,300**
Full-time Employees	5.00	5.00	5.00	5.00



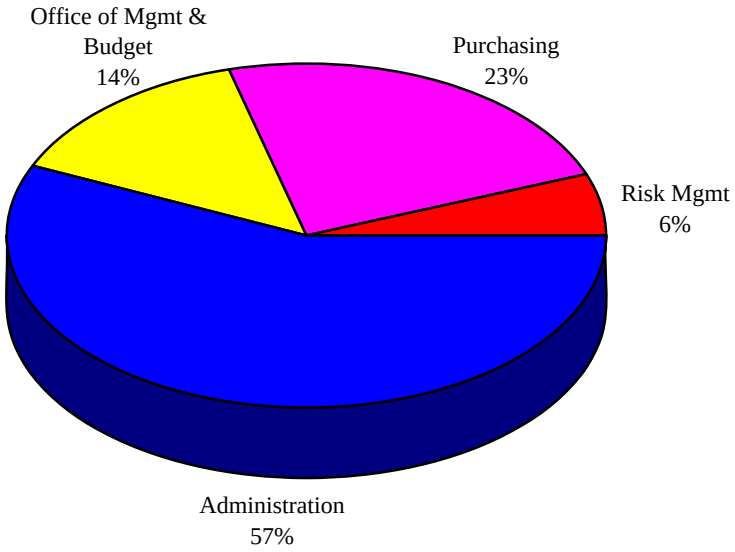
Approved Positions FY 07/08	5.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	-
Approved Positions FY 08/09	**5.00**

FINANCIAL SERVICES

Mervyn C. Timberlake, Jr., C.P.A., Financial Services Director
Linda C. Davidson, C.P.A., Deputy Financial Services Director

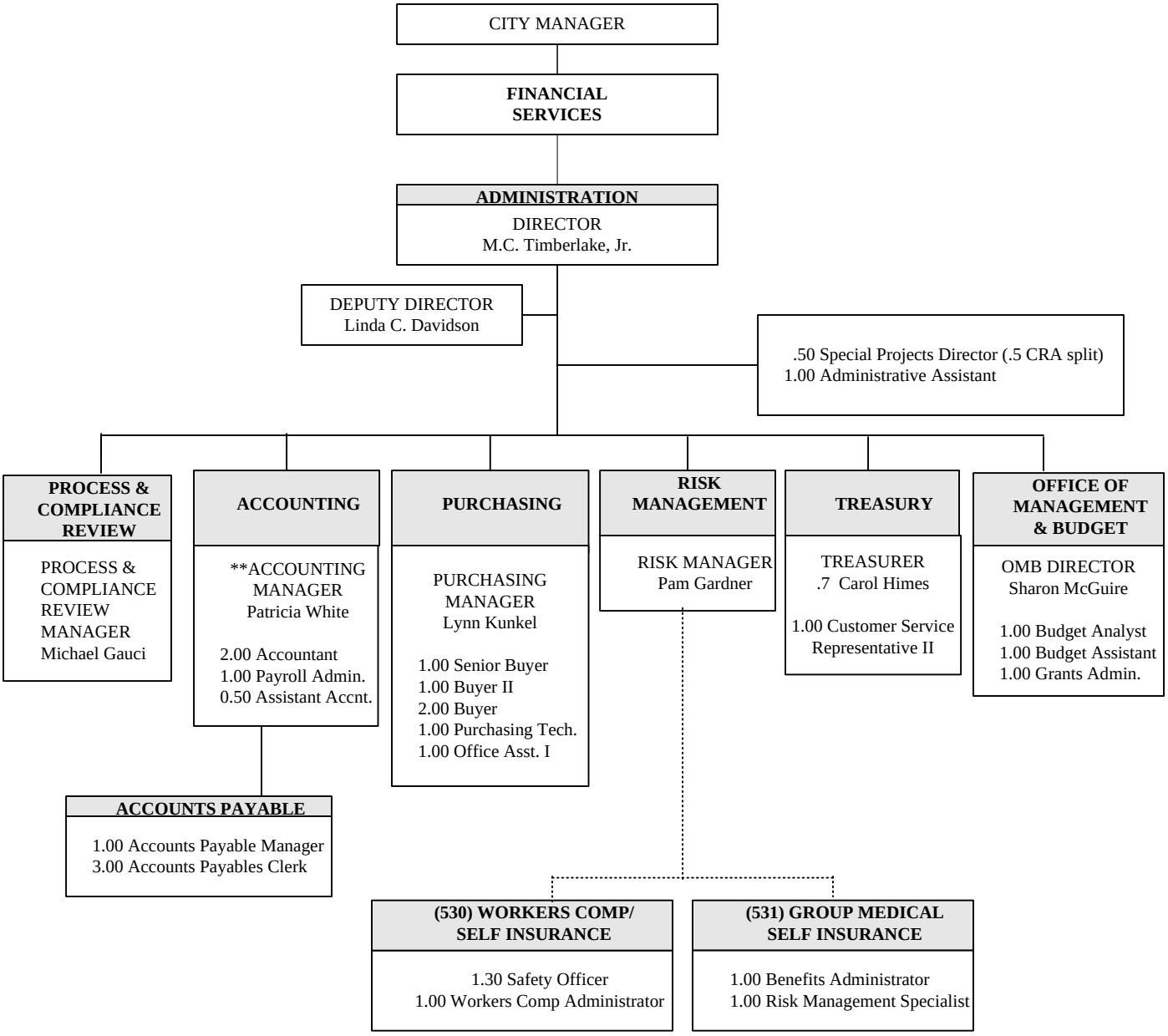
The mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to instill the City's value system among all employees to foster innovative solutions achieving an outstanding level of service. Financial Services manages the City's financial resources in the most cost effective and efficient manner. The Department provides relevant, timely financial information to the public, decision makers and to City management. Financial Services is responsible for the safeguarding of the City's assets through appropriate controls.

The activities of Financial Services include Administration, Office of Management and Budget, Purchasing, Risk Management and Customer Service.



DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 1,669,800
Office of Mgmt & Budget	412,200
Purchasing	690,100
Risk Management	171,600
TOTAL	**$ 2,943,700**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,627,848	2,277,400	2,277,400	2,388,400
Other Operating	473,474	525,200	529,400	519,400
Supplies	24,532	35,600	36,500	35,900
Capital Outlay	11,112	-	33,200	-
Transfers	19,000	-	-	-
TOTAL	**2,155,966**	**2,838,200**	**2,876,500**	**2,943,700**
Full-time Employees	25.70	25.70	25.70	25.70



** Position funded by Utility Services (not in General Fund count)
* Alarm Billing Representative (Treasury) reclassified to Customer Service Rep. II

Approved Positions FY 07/08	25.70
Revised Positions FY 07/08	
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**25.70**

ADMINISTRATION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	967,903	1,188,100	1,188,100	1,269,300
Other Operating	366,594	386,600	385,400	382,400
Supplies	14,115	15,800	18,000	18,100
Capital Outlay	11,112	-	33,200	-
Transfers	2,000	-	-	-
TOTAL	**1,361,724**	**1,590,500**	**1,624,700**	**1,669,800**

Description of Division and Activity

Administration provides direction to the Financial Services divisions and manages the City's financial resources in the most cost effective and efficient manner and provides relevant, timely financial data to the public and City management.

Goal

To provide a high standard of comprehensive financial services to City Departments, the public, bond rating agencies and other governmental agencies while safeguarding the City's financial assets and physical assets through appropriate controls.

Objectives 2008-09

- Implement new banking services contract to improve operations in bank reconcilement and electronic payment options.
- Implement new GASB Statement No. 45 on Other Post Employment Benefits (OPEB) with information provided in actuarial study.
- Implement electronic processing of procurement card transactions.
- Explore automation of the travel voucher process.
- Participate in implementation of sanitation fee.
- Review interlocal agreements with Greater Boca Raton Beach and Park District and provide cost allocation process for other administrative services.
- Continue updating departmental policies and procedures to ensure accurate performance and provide a vehicle for cross training staff.
- Provide for management transition when the Financial Services Director retires.
- Create an Internal Control Risk Assessment tool to assist in determining the types of process and compliance reviews to be initiated.
- Implement burglar alarm permitting procedures.
- Explore other options to increase interest revenues.
- Revise investment policy to allow 207 money markets, longer term investments for bond reserves to increase interest revenues.

Achievements 2007-08

- Implement an electronic payment program versus issuance of a paper check for high volume vendors.

  Accounts Payable established a pilot program to test and implement the electronic payment program for high volume purchases.

- Review emergency medical billing and collection procedures in place with third party billing vendor, ADPI both before and after implementation of new EMS hardware and software.

  The implementation of the new EMS hardware and software was completed and revisions were made to the billing and collections procedures which provided additional revenues to the City.

- Prepare a City administrative policy on the level of fund balances in accordance with the Government Finance Officers Best Practices.

  An internal fund balance policy was developed that incorporated best practices from the GFOA and recommended balances from the bond rating agencies.

- Prepare a City administrative policy on the issuance and level of debt in accordance with the Government Finance Officers Best Practices.

  A debt policy was developed to clarify the City's existing debt practices and appropriate uses and level of debt.

- Perform succession planning to ensure continuity and training for critical position, as staff reaches retirement age.

  The Office of Management and Budget was transferred from the City Manager's office into the Financial Services Department to provide operational efficiency. A work plan was developed to assist in the transition of staff due to upcoming retirements.

- Continue updating departmental policies and procedures to ensure accurate performance and provide a vehicle for cross training staff.

  A new grants administrative policy was issued and the City updated its travel policy, capital replacement costs policy

- Implement false alarm permitting procedures and implement new alarm software.

  Implemented new false alarm software.

- Perform compliance/process review to increase City revenue by looking for ways to enhance collection of existing fees

  - A financial and operational procedural review of independent contractors in the Recreation Services Dept. was performed. Changes were made to improve internal controls, limit liability, and increase efficiency.
  - A citywide audit was performed on most petty cash and operation cash registers. The petty cash policy was revised to enhance internal controls. All petty cash custodians were trained on the new policy.
  - Police salary incentive payments – Semi annual procedures were established to ensure reconciliation of the internal payroll system to the FDLE required reporting system.

- Explore outsourcing a portion of the City's core operating portfolio to professional money managers to invest in corporate bonds in order to maximize interest earnings.

  The City Treasurer will be exploring this option and will be making recommendations in the future.

- Provide monthly financial statements in a paperless format to departments requesting this format.

  Increased timeliness of financial statement distribution while decreasing distribution and storage cost (cost of paper and man hours). We've reduced distribution time by at least 3 days. It previously took a day to print, another to sort and dissect, another to deliver.

- Improve bad debt collections for false alarms.

  Collected $52,000 in old debt by researching addresses, in addition to $95,000 in current alarm fees.

- Purchase and implement Procurement Card software to streamline accounting and payment processes for procurement cardholders as well as Accounts Payable staff.

  The City implemented the procurement card software module which reduced the accounting and payment processing staff time citywide and for Accounts Payable staff.

Achievements 2007-08

Other Achievements:

- Reaffirmed the City's AAA general obligation bond rating with Moody's, Standard and Poor's and Fitch and Received an upgrade from AA to AAA Water and Sewer Revenue and from Standard and Poor's
- Issued the 12th Long Range Financial Plan with revisions based upon current economic environment.
- Issued RFP for auditing services and completed audit with new external auditors and improved year end process.
- Participated in negotiations for general employees and police officers with new union contracts.
- Issued $40m Water and Sewer Refunding and Improvement Bonds with a savings of 5.68%.
- Provided revenue updates to City Council
- Implemented improved customer friendly letters to customer service.
- Implemented new methods in both Customer Service and Meter Reading to proactively address repeat estimated utility bills.
- Implemented e-billing to allow utility customers to receive utility bill via e-mail.
- Completed five (5) year AMR program in four (4) years, installing AMR's in backyard easements and commercial properties to allow reduction of meter reading workforce by one (1) position.
- A policy was developed to comply with the state mandated requirement of notifying individuals in writing of the City's purpose in collection and usage of their social security numbers.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Financially Sound City Government					
Treasury: Available funds in interest-bearing investments	100%	100%	100%	100%	100%
Treasury: Meet or exceed benchmark	67%	80%	67%	85%	85%
Number of Petty Cash Audits Performed	2	2	3	3	5
Accounting: Reduce number of post-closing journal entries required during the annual audit by 50% per year to a target of 0 entries.	8	32	4	15	10
Percentage of time GFOA Certificate for Excellence in Financial Reporting received.	100%	100%	100%	100%	100%
Complete CAFR within 5 months of year end.	6 months	6 months	5 months	5 months	5months
Percentage of bank reconciliations completed within 20 days of month end.	75%	75%	75%	75%	75%
Number of internal compliance reviews performed and recommendations made.	4	0	5		
Desired general obligation bond rating received from the three rating agencies	AAA	AAA	AAA	AAA	AAA
Percentage of monthly financial statements issued within 15 days of month end.	75%	25%	75%	70%	75%
Number of process reviews performed for internal Financial Services functions	1	0	2	4	7
Perform procurement card audits to ensure compliance to the policy.	20	25	30	35	35
Number of capital asset inventories to be performed on an annual basis.	3	1	3	3	5

PERFORMANCE MEASURES Strategic Initiatives:	FY 2006-07 Goal	 Actual	FY 2007-08 Goal	 Estimated	FY 2008-09 Target
Word Class Municipal Services					
Accounting: Number of training sessions performed that increase Financial Services staff's knowledge of each division's responsibilities.	1	1	3	4	6
Accounts Payable - Issue vendor checks within 30 days of invoice date	95%	90%	95%	95%	95%
Number of Vendors Paid via ACH in lieu of check.	5	0	10	1	50

PURCHASING

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	518,871	576,700	576,700	586,700
Other Operating	86,127	91,300	91,700	95,400
Supplies	7,622	8,000	8,700	8,000
TOTAL	**612,620**	**676,000**	**677,100**	**690,100**

Description of Division and Activity

The Purchasing Division is responsible for the procurement of materials, supplies, equipment and services for all Departments in accordance to State Statute, City ordinances and the procurement code. The Division also supervises the disposition of surplus property and provides mail services for the City Departments.

Goal

To procure materials, supplies, equipment, and services at the lowest possible cost consistent with the quality needed to provide the very best service to the public.

Objectives 2008-09

- Development of training programs for City employees on policies and procedures.
- Implement new Procurement Card Web based transaction and reporting software and train City staff.
- Implement new Contract Management Module software and train City staff.
- Review and analyze the operational procedures for surplus property disposition. Implement any identified changes to increase efficiency in processing items for surplus.

Achievements 2007-08

- Continue evaluation of the Procurement Code and make recommendation for changes.

  Procurement Codes from other agencies were obtained for review and analysis. A detailed listing of procedures and operational policies that need to be changed or added was developed.
- Review the electronic bidding system and operational procedures to assure software is being used to fullest capacity.

  Purchasing staff submitted reports on functionality of the system. New ideas and concepts were submitted to the developer of the software for review and possible implementation into the next software release.
- Implementation of an HTE/Procurement users group with membership from all City Departments.

  Key personnel from each Department were identified and an agenda was developed related to procurement related topics with intent that meetings will occur three times per year.
- Analyze current filing systems and implement changes where appropriate to take advantage of electronic media storage.

  Purchasing is continuing to analyze the filing system in conjunction with the new contract management software module that will be available in FY 08/09. Areas were identified for use of scanned documents and the electronic bidding system versus making photo copies.

Other Achievements:

- Implementation of new Sole Source Form.
- Recipient of the 2008 Award for Excellence from the Florida Association of Public Purchasing Officers.
- Set-up of procurement cardholders and development of procedures to utilize new procurement card transaction processing software.

Achievements 2007-08
• Participation in South East Florida Chapter NIGP reverse trade show.

PERFORMANCE MEASURES Strategic Initiatives:	FY 2006-07 Goal	 Actual	FY 2007-08 Goal	 Estimated	FY 2008-09 Target
Financially Sound City Government					
Provide twelve procurement card training sessions per fiscal year.	83%	83%	83%	83%	83%
Increase percentage of annual procurement card rebate by promoting procurement card usage.	10%	12%	7%	7%	5%
All new year blanket purchase orders processed by November 1st, of the current fiscal year.	85%	85%	85%	85%	85%
Strong Partnership with Our Stakeholders					
Percentage of sealed bids prepared and solicited for term contracts within 30 days from receipt of department's requisition and final specifications.	95%	90%	98%	85%	85%
Percentage of sealed bids prepared and solicited for construction contracts within 20 days from receipt of department's requisition and final specifications.	95%	90%	98%	85%	85%
Percentage of sealed bids prepared and solicited for equipment and services within 30 days of receipt of requisition and final specifications.	90%	85%	95%	85%	80%
Percentage of sealed RFP's prepared and solicited within 30 days from receipt of department's memorandum request and receipt of requisition.	90%	90%	90%	85%	85%
Percentage of expiring term contracts re-bid 60 days prior to contract expiration.	80%	80%	85%	70%	80%

RISK MANAGEMENT

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	141,076	134,800	134,800	149,100
Other Operating	20,753	18,800	18,800	19,200
Supplies	2,605	3,800	3,800	3,300
Transfers	17,000	-	-	-
TOTAL	**181,434**	**157,400**	**157,400**	**171,600**

Description of Division and Activity

The Risk Management Division maintains open and effective communication with employees to assist them with their health benefits, deferred compensation plans, and flexible spending accounts. This Division is also responsible for employee safety, liability issues, workers' compensation claims and service.

Goal

Goals are primarily employee oriented. Continue to educate employees regarding their benefits, safety, and maintain a safe working environment. Provide good medical care for all employees. Liability issues will be managed in a cost effective and efficient manner.

Objectives 2008-09

- Provide quality, cost-effective health insurance for all employees.
- Continue to work with the Property Insurance Broker in order to lower the cost of insurance for all City properties.
- Provide safety training to all employees in order to help keep the number of accidents and injuries down.
- Enhance medical providers for the workers' compensation program who will assist the City in lowering costs for the program.
- Add new segments to the Wellness Program which will save the City money on their health insurance premiums.
- Educate the employees on the flexible spending plan, which should help the employees save money and result in a tax savings for the City.

Achievements 2007-08

- Negotiate a cost effective health insurance rate maintaining quality benefits.

  This was done and a one digit increase was negotiated. This is ongoing at all times.
- Help Departments identify their liabilities and put procedures in place to mitigate dangers to employees and citizens.

  This is an ongoing project but many departments have identified risks and worked on procedures to mitigate them.
- Provide appropriate safety training for issues as they arise.

  Safety training goes on daily but the number of accidents has decreased this year which should be attributed to the training the employees receive.
- Continue required yearly safety training to help employees stay safe and certified.

  We have many more employees certified in various classes than in previous years.

Achievements 2007-08

- Provide training to Safety Committee Members and Accident Review Board Members to help them perform their duties as Board members more effectively.

  The Safety Committee members and ARB members feel more secure in their safety jobs because they have had extensive training.
- Work with Property Broker to make sure our schedule of properties is accurate so we can purchase the most cost effective insurance.

  Inspections were done this year on many of the properties to make sure they were in compliance with insurance company specifications so that the City would be able to qualify for a lower rate.
- Continue Wellness Program by introducing more nutrition seminars and adding exercise components.

  Several really good seminars were given and more employees are getting the wellness message.

Other Achievements:

- Planned a very successful health, benefits and safety fair.
- Won a sprinkler liability car accident case.
- Reduced the number of accident and injuries in several departments.
- Continued to education employees on their health insurance benefits so that they could become better consumers.
- Workers' compensation has continued to reduce costs per each claim.
- The Safety Officers have been successful in bringing training classes to the City for no cost.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
Financially Sound City Government					
Percentage of Subrogation Claims filed and recovered in the fiscal year.	75%	82%	80%	88%	90%
Percentage of accidents/injuries investigated within 48 hours of notification	75%	80%	80%	85%	90%
Percentage of liability claims settled within the reserved amount	80%	80%	85%	80%	80%
Percentage of health insurance problems resolved within two weeks of notification.	80%	90%	87%	90%	90%
Increase participation in the flexible spending account	1%	2%	2%	3%	4%
Under state managed care program, percentage reduction of workers' compensation injuries.	10%	15%	11%	15%	10%

OFFICE OF MANAGEMENT & BUDGET

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	-	377,800	377,800	383,300
Other Operating	-	28,500	31,500	22,400
Supplies	-	8,000	8,000	6,500
TOTAL	**0**	**414,300**	**417,300**	**412,200**

Description of Division and Activity

The Office of Management and Budget is responsible for integrating City Policy objectives through the administration and preparation of the annual operating and capital improvements budgets. The Office of Management and Budget is also responsible for the coordination of city-wide grant activity.

Goal

Provide for the effective and efficient management of the City's resources through constant monitoring of appropriations and management analysis.

Objectives 2008-09

- Prepare and manage a balanced budget.
- Implement new Budget preparation system and revise training citywide.
- Acquire extensive knowledge on the City's defined benefit pension plans and assist in union negotiations with pension issues.
- Publish budget books by December 15, 2008.

Achievements 2007-08

- Develop strategy for long-term budget planning in response to statewide property tax reform.

  Staff continues to review and analyze proposed legislation on tax reform. The budget was prepared in compliance of the tax reform passed. The City reduced its property tax rate by 7.88% and did not raise other user fees in response to statewide property tax reform. The City accomplished this property tax reduction by laying off 72 full time positions and 70 part time positions as well as eliminating and reducing several operating programs to reduce on-going expenses.
- Explore acquisition of new budget preparation system.

  OMB has researched software solutions and issued a Phase 1 RFP to help in evaluation of systems available.
- Perform fire assessment analysis and any fee recommendations.

  Staff prepared cost information and analysis for the City Manager's report to council on the Fire Services Assessment. The City reviewed the data supporting the fire assessment fee and did not recommend any changes to the fee.
- Assist in financial feasibility study to implement Multi Modal Transportation District policies.

  OMB is attending meeting and providing input on the financial feasibility.
- Review long-term financial impact of pension plans.

  As part of the union negotiations for general employees the City developed alternative options for a new defined contribution plan and a reduced defined benefit plan which should produce savings in the future.

Achievements 2007-08

Other Achievements:

- Incorporated statewide property tax reform into adopted budget for FY 2008-09.
- Produced 4rd annual "Your Property Taxes Explained" brochure with updated and timely information for residents.
- Received the Distinguished Budget Presentation Award from GFOA for the 26th consecutive year.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Financially Sound City Government					
Receive the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
% of grant applications submitted that receive funding.	N/A	N/A	N/A	N/A	100%
World Class Municipal Services					
Weeks to complete Proposed Budget	11	11	10	10	10
Budget Training Classes	6	6	6	6	6
% of Budgets submitted by the deadline.	100%	92%	100%	95%	100%
% of Budget Transfers processed within 15 days.	100%	100%	100%	100%	100%
Strong Partnership with Our Stakeholders					
Production of Approved Budget documents (hard copy and City website accessible)	Yes	Yes	Yes	Yes	Yes

CUSTOMER SERVICE

Description of Division and Activity

Customer Service reads the water meters, and prepares and collects utility billings for all accounts served by the City. Customer Service also serves as the centralized cash receipts for all revenues of the City and is responsible for miscellaneous receivables owed to the City including special assessments.

Goal

To provide an outstanding level of customer service while generating, collecting, and accounting for all revenues due to the City.

Objectives 2008-09

- Implement cross-training program to ensure seamlessness in staff turn-over or absence.
- Implement routine verification of disconnection of accounts terminated for non-payment.
- Implementation of billing and collections for alternate revenues.

Achievements 2007-08

- Send delinquent false alarms to collections.

  A process was implemented to provide delinquent false alarms to the City's external collection agency.
- Prepare to open City Hall at Town Center.

  Due to statewide property tax reform and expenditure reductions the City Hall at Town Center project was eliminated.
- Perform utility revenue enhancement study with consultant.

  A utility rate study was performed and results were presented to the City Council. A 12% rate increase was approved effective January 1, 2008 which provides for operating cash flow and to fund required capital improvements funded by the water and sewer improvement and refunding bonds.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
Financially sound City government					
Reduce the number of delinquent false alarm accounts	90%	n/a	90%	75%	90%
Maintain a less than 1% delinquency rate on utility billings of greater than 60 days	90%	90%	90%	90%	95%
Error free daily cash balance	95%	94%	99%	99%	100%
Percentage of utility bills mailed within 1 day of target date	95%	80%	95%	95%	95%

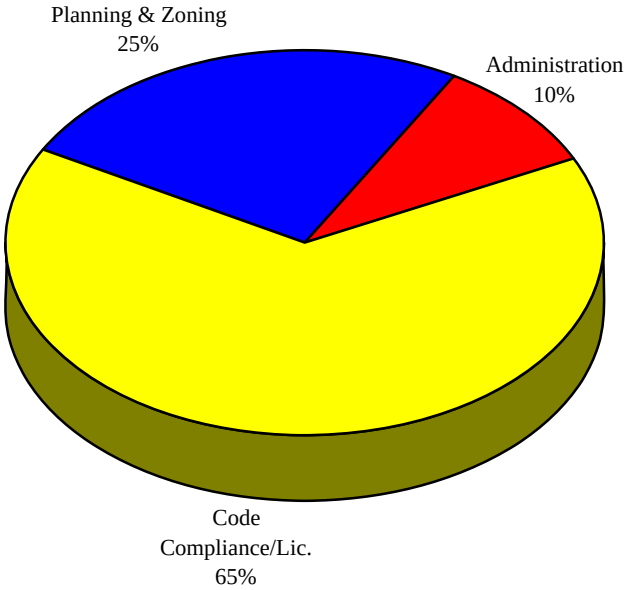
BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

DEVELOPMENT SERVICES

Jorge A. Camejo, Community Development Director
Julia Trevarthen, Planning, Zoning & Development Director

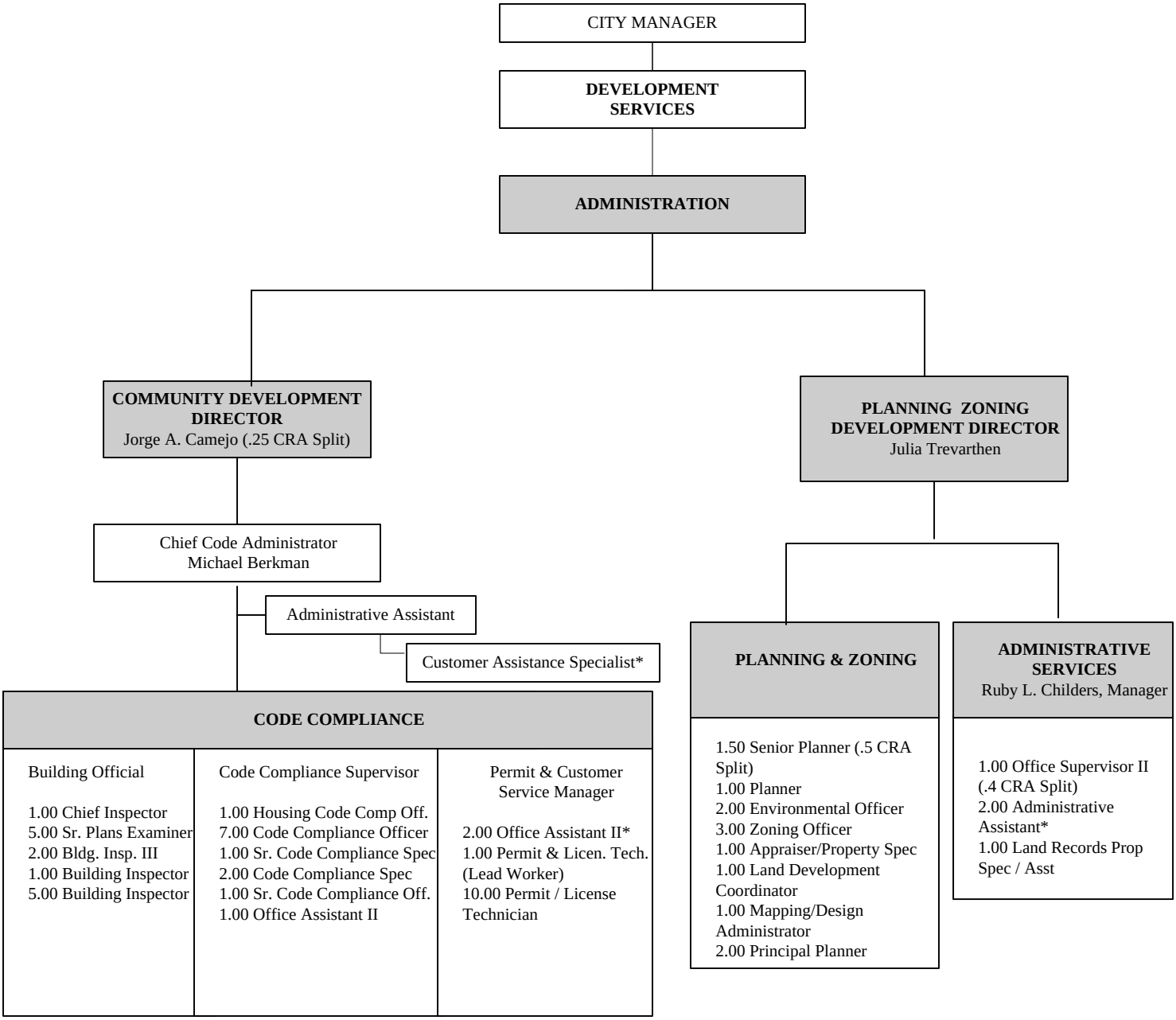
The mission of the Development Services Department is to promote the continued sustainability of the City of Boca Raton through flexible, creative, and responsive customer service. We will be recognized as a leader in the City's efforts to protect and enhance the built, living, and natural environment, assist in the creation of jobs and the protection of the tax base by promoting quality development and redevelopment, and support the provision of housing opportunities for all of Boca Raton's citizens. We will recommend policies and implement procedures to redefine processes to address changing needs and to promote ongoing economic development in the City.

Specific responsibilities of the Department include comprehensive and current planning activities, zoning regulation, environmental protection and conservation, building permits and inspections, code enforcement, business tax collection, land records management, and housing programs. In addition, the Department supports innovative programs such as the City's Multi-Modal Transportation District initiative. Pursuant to interlocal agreements, the Department supports the activities of the Community Redevelopment Agency.



DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 670,500
Code Compliance/Lic.	4,560,800
Planning & Zoning	1,773,500
TOTAL	**$ 7,004,800**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	4,833,188	5,196,300	5,129,900	5,678,200
Other Operating	1,449,809	981,500	1,564,100	1,225,200
Supplies	78,483	99,700	96,000	93,400
Capital Outlay	11,462	-	12,600	-
Transfers	40,200	7,500	7,500	8,000
TOTAL	**6,413,142**	**6,285,000**	**6,810,100**	**7,004,800**
Full-time Employees	64.85	64.85	64.85	64.85



* 2.00 Administrative Assistant transferred from Planning & Zoning to Administration
1.00 Office Assistant II transferred from Building Section to Permit & Customer Service Section
Customer Service Representative reclassified to Customer Assistance Specialist

Approved Positions FY 07/08	64.85
Revised Positions FY 07/08	
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**64.85**

ADMINISTRATION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	335,083	315,800	315,800	593,100
Other Operating	100,828	84,100	82,600	53,400
Supplies	1,919	10,400	7,400	24,000
TOTAL	**437,830**	**410,300**	**405,800**	**670,500**

Description of Division and Activity

The Administration Division manages and coordinates the activities of the Department and, pursuant to inter-local agreements, oversees the management and operations of the Community Redevelopment Agency.

Goal

The goal of the Administration Division is to create a leadership culture and to ensure that the activities of the Department support and promote implementation of the policies and objectives of the City Council.

Objectives 2008-09

- Upon receipt of the survey result from the downtown business/property owner survey, consider a downtown website and other alternatives to facilitate and encourage activity in the downtown.
- Fully implement the Cost Recovery Programs, both Downtown and Citywide, considering alternatives to outsourcing staffing to sustain customer service levels (e.g. other professional services vs. part time)

Achievements 2007-08

- In order to facilitate and encourage activity in the downtown, we will consider alternatives for a downtown marketing program using results from the downtown property owners and businesses survey.

  Due to timing changes, the survey went out in May 2008 to business and property owners only; the results are not anticipated until summer 2008. We will incorporate the survey results when considering alternatives for downtown marketing such as creating a dedicated downtown website.
- In order to meet future staffing demands and execute succession plans, we will consider enhancements to utilization of staffing throughout the department, including appropriate deployment of resources to facilitate future organizational structure.

  In October 2007, the Administrative staff were reassigned from P&Z division to Administration division. Many enhancements will be considered upon a full complement of staff. We are exploring staffing alternatives, such as a Part Time position for managing Land Records (as opposed to Full Time). Also, staff is working diligently with Information Technology division to incorporate methods to automate the agenda packet process within the department. And, in coordination with the City Clerk's office, the Planning and Zoning files will now be scanned to eliminate excess filing tasks.

Other Achievements:

- Obtained council approval on code amendments to Chapter 8, Business Taxes and Regulations, due to statutory changes and to implement necessary changes to eliminate antiquated code sections.
- Prepared implementation schedule of projects resulting from the Downtown Master Plan Update necessary for cost estimates to determine funding needs.
- Prepared Interim Downtown Cost Recovery Program adopted by the Community Redevelopment Agency and obtained consultant for Urban Design Reviews of projects to ensure compliance with the new urban design standards within Downtown at the cost of the applicant.

Achievements 2007-08
• Coordinated with Finance and Information Technology to establish escrow accounts (for Downtown and Citywide) and prepared flow chart of system for cost recovery programs where applicants pay for review services through the escrow system. • Prepared a Citywide Cost Recovery Program and obtained consultants to provide cost recovery services (in Downtown and Citywide) to review projects. • Monitored the terms of the permit extension agreement for the Eden project to ensure compliance and accurate notification. • Prepared regulations for shopping cart retention on site that was reviewed with the local retailers; due to minimal complaints, the item was placed on hold. • Printed and distributed over 800 annual reports to downtown property owners.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Sustain a majority (>50%) of Employees who respond to annual survey that are satisfied working within the department	55%	90.7%	51%	54.6%	51%
% of time initial response provided within 2 days of receipt by department.	100%	100%	100%	98%	100%
# of Citizen Inquiries/Tickler Items	80	102	85	152	75*
*Change in tracking method.					

CODE COMPLIANCE DIVISION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	3,332,712	3,597,600	3,545,200	3,781,900
Other Operating	849,916	701,900	719,200	722,500
Supplies	51,824	54,400	50,700	48,400
Capital Outlay	10,120	-	15,000	-
Transfers	12,000	7,500	7,500	8,000
TOTAL	**4,256,572**	**4,361,400**	**4,337,600**	**4,560,800**

Description of Division and Activity

The division consists of three units that work in coordination with each other: Code Enforcement, Building Inspection and Customer Service. An overview of the division activities include: responding to customers' complaints and inquiries; providing regulatory enforcement of all applicable codes through onsite inspections of businesses, single and multi-family residences; issuing business tax receipts and certificates of use; registering contractors and maintaining records; issuing special event permits; providing systematic minimum housing property maintenance inspections; enforcing state and local construction codes related to building, plumbing, electrical, mechanical, energy conservation, emergency management, coastal construction and accessibility for persons with disabilities; code administration, permitting and fee collection, plan review and inspections; issuing permits, and code related services.

Goal

The goal of the division is to sustain and enhance a high quality of life through the various citizen education and comprehensive enforcement programs; to insure the proper and accurate collection of taxes and fees; to protect the health, welfare and safety of the general public through permitting, plan review and inspection of building construction within the city; and, to maintain related records. We will provide these services by achieving the following objectives:

Objectives 2008-09

- Implement Customer Escrow Payment System to improve customer service and enable online application submittals.
- Formulate and test online application submittal system utilizing Adobe Acrobat technology.
- Fully implement internal Code Enforcement Officer Accountability Standards.
- Fully integrate expired application and expired permit enforcement into Code Enforcement system.

Achievements 2007-08

- Continue to evaluate and expand customer service enhancement programs, such as reduction in customer wait time in the One Stop Center.

  A number of customer service programs have been implemented this past year including the provision of all permit check list and permit documents online so that customers no longer need to come to City Hall to obtain forms. The checklists are in the process of being made interactive so that hyperlinks will take the applicant directly to all required forms vastly simplifying the application process. A side benefit of this program is that printing costs for forms have been vastly reduced. The One-Stop sign-in program has been upgraded enabling quick and easy customer sign-in. It now provides us with a number of accountability reports so that we can more closely monitor customer request trends, wait and service times and technician productivity. Licensing and Business tax documents are now electronically scanned and instantly available for review. We have also instituted mid-process permit scanning that will eventually allow for a fully electronic permit application and review process for selected permit types. An escrow system is now in place to simplify the payment of user fees for regular customers.

Achievements 2007-08

- Fully implement Permit and Licensing Technician Education Program to develop customer service staff and enhance their knowledge of laws and regulations, resulting in improved level of customer service.

  The plan has been fully implemented and four technicians have attended International Code Council Permit Technician classes to upgrade their skills. These technicians are currently studying to pass the certification exam.

- Develop Code Enforcement Officer training and career path Program pursuant to study recommendations, resulting in higher level of knowledge by officers and enhanced service to citizens.

  A complete program has been formulated and submitted to Human Resources for review and evaluation. The program is similar to those previously approved for the Building Inspection and Customer Service sections. It includes required training and an educational component along with time in grade considerations and work evaluation criteria for promotion. Money was budgeted to commence the education and training component, which is now under way in anticipation of program approval.

- Continue the "Blueprint for Excellence" program, to study the permitting and plan review processes and identify methods to further streamline the processes.

  While a new round of Blueprint discussions has been placed on hold, we continue to implement programs and innovations discussed in the first round of meetings.

Other Achievements:

- The Division has worked with the Police and Fire Departments to implement joint code enforcement efforts with respect to noise and nightclub complaints as well as Life Safety Code enforcement. The division now handles all due process tasks for both the Police and the Fire Department in the enforcement of City and State code violations. Successful efforts included the most effective water restriction enforcement in South Florida (handling over 2300 violations in the first year alone) and the abatement of a number of late evening related night club complaints throughout the city.
- The Division won a number of safety awards this year including Annual Day In The Park for Safety Overall Participation award, the Incident Reporting award and the prestigious Trailer Backing Competition
- Business Tax and Contractor Certification Records have been converted to electronic format.
- Accountability standards have been formulated for Code Enforcement and initial measures put in place to establish accurate reporting of compliance standards.
- Interdepartmental operating procedures have been put in place to enable the Code Compliance Division and the Police Department to handle enforcement actions of mutual concern.
- Implemented On-Call emergency inspection system to ensure timely response to after-hours and/or emergency requests for building inspections.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Implement (in cooperation with Information Technology) at least 5 types of online permit-related services: simple permits that do not require plan review; payment of reinspection fees and other similar assessments; forms submittal for contractor licensing; etc.	_	_	100%	100%	100%
Percentage of customer initiated complaints/Inquiries Investigated within 72 hours of Receipt	100%	100%	100%	100%	100%
Number of complaint responses	5500	6,078	5,000	4,500	4,500
% Internal Case Initiation	35%	34.6%	50%	50%	>50%
Percentage of Business Inspections Conducted within 7 days of Complete Application	85%	88%	85%	90%	90%
Number of Tax Receipts/Registrations	14,000	14,994	15,000	13,000	15,000

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
Percentage of Complaints/Cases Resolved by Voluntary Compliance (Corrected w/o Hearing)	95%	98.1%	95%	96.1%	95%
Number of cases investigated	4,500	6,078	5,000	4,500	4500
Total Permits Applications Received	-	17,000	-	15,000	-
Total Permits Issued	-	16,288	-	14,500	-
Total Plan Reviews for Permits Issued	-	28,187	-	22,700	-
% Reviews Completed in 1 working day	25%	26.8%	25%	22.8%	25%
% Reviews Completed < 8 working days	65%	59.6%	65%	58.4%	65%
% Reviews Completed < 15 working days	90%	79.4%	90%	83.5%	90%
% Reviews Completed < 30 working days	100%	94.0%	100%	100%	100%

PLANNING & ZONING DIVISION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,165,392	1,282,900	1,268,900	1,303,200
Other Operating	499,064	195,500	764,900	449,300
Supplies	24,740	34,900	32,900	21,000
Capital	1,342	-	-	-
Transfers	28,200	-	-	-
TOTAL	**1,718,738**	**1,513,300**	**2,066,700**	**1,773,500**

Description of Division and Activity

The Planning and Zoning Division is responsible for the orderly development of the City. Specific activities of the Division include but are not limited to the following:

- Review of development plans and preparation of recommendations for presentation to the Planning and Zoning Board, Community Redevelopment Agency, Environmental Advisory Board and City Council;
- Review of amendments to the adopted Comprehensive Plan and Code of Ordinances and preparation of recommendations;
- Evaluation and preparation of statutory updates to the adopted Comprehensive Plan;
- Implementation of the amended Comprehensive Plan and Code of Ordinances;
- Preparation of special studies;
- Review of permits and business uses for compliance with the City's zoning regulations;
- Review of permits for compliance with the City's environmental regulations;
- Preparation of maps and graphics for presentation to other Departments, advisory boards and the City Council;
- Management of City's land records and associated databases;
- Assistance in the acquisition and disposal of real property, easements, rights-of-way and rights-of-entry; and
- Dissemination of information pertaining to land records and related matters to the public.

Goal

The goal of the Planning and Zoning Division is to provide for the orderly development of the City of Boca Raton. The value to the City and its citizens is that a well planned community results in stable or increasing property values and an improved quality of life.

Objectives 2008-09

- Prepare and adopt amendments to the Comprehensive Plan based upon the Evaluation and Appraisal Report, which included the designation of the City as a Multi-Modal Transportation District.
- Prepare and adopt amendments to the Comprehensive Plan related to the Northwest (NW) and Southeast (SE) Multi-Modal Transportation Sub-District Land Use and Urban Form Studies (the Downtown Master Plan Update).
- Prepare and adopt amendments to the Land Development Regulations related to the Multi-Modal Transportation District, including regulations to implement the NW Multi-Modal Transportation Sub-District Land Use and Urban Form Study.
- Prepare and adopt amendments to the Downtown DRI and Rules to implement the Comprehensive Plan Goals, Objectives and Policies related to the SE Multimodal Transportation Sub-District.

Objectives 2008-09

- Apply the elements of the North Federal Highway Master Plan that are supportive of the MMTD concepts to proposed redevelopment projects in the corridor and implement the New Pines Neighborhood Improvement Project.
- Prepare and adopt amendments to the Land Development Regulations to implement the Comprehensive Plan Goals, Objectives and Policies related to Workforce Housing.
- Organize and manage Central Subdistrict Land Use and Urban Form study planning process.
- Manage the processing of an amendment to the Campus Development Agreement to provide for a new research hospital on the grounds of Florida Atlantic University.
- Prepare and adopt amendments to the Zoning District Map for annexed properties in the City.

Achievements 2007-08

- Prepare and adopt amendments to the Comprehensive Plan related to the City's Multi-Modal Transportation District (MMTD) initiative.

  When initially embarking on this project, it was not realized how extensive and time consuming the research and data collection would be or how much impact this new direction in transportation and land planning would have on the majority of public facilities planning. As a result of this finding, staff requested and received approval from the Florida Department of Community Affairs for a one year extension to the EAR-based plan amendments that will establish the MMTD.

- Prepare and adopt amendments to the Land Development Regulations related to the Multi-Modal Transportation District (MMTD) for the City.

  As stated above, with the year extension to the amendments to the Comprehensive Plan to establish a citywide MMTD, the land development regulations also requires additional time to prepare.

- Prepare and adopt amendments to the Comprehensive Plan related to the Northwest Multi-Modal Transportation (MMTD) Sub-District land use and urban form study.

  Staff hired Glatting Jackson as a consultant in April of 2007 to lead a planning charrette for the Northwest MMTD Subdistrict and prepare a Land Use and Urban Form Plan. The kickoff meeting was held on July 31, 2007, and a series of follow up meetings with the working group and focus groups continued. The draft plan was prepared and presented to Planning and Zoning on September 20, 2007 and the final plan to the City Council on February 11, 2008. The recommended goals, objectives and policies are being incorporated into the Future Land Use Element, and will be adopted through the EAR-based plan amendment process.

- Prepare and adopt amendments to the Comprehensive Plan related to the Southeast Multi-Modal Transportation Sub-District land use and urban form study (the Downtown study/Downtown Master Plan Update).

  The Downtown Master Plan Update was presented to the City Council in August 2007. An implementation schedule and resolution designating the Downtown Advisory Committee as the Steering Committee for input and review of projects was adopted by City Council in February 2008. The Goals, Objectives, and Policies recommended in the plan will be incorporated into the Future Land Use Element through the EAR-based Comprehensive Plan amendment process.

- Prepare and adopt amendments to the Land Development Regulations related to the Southeast Multi-Modal Transportation Sub-District land use and urban form study.

  Due to the need to extend the adoption schedule for the EAR-based Comprehensive Plan amendment process, the regulations proposed in the Southeast MMTD Land Use and Urban Form Study (Downtown Master Plan Update) also requires additional time to draft and will become a goal for next year as an amendment to DDRI and Rules of the Downtown.

Achievements 2007-08

- Prepare and adopt amendments to the Comprehensive Plan related to the City's Work Force Housing initiative.

  Staff has been working since 2006 on comprehensive plan policies that would support the establishment of a workforce housing program. On December 11, 2007, the City Council adopted Ordinance No. 4992, which amended the Future Land Use and Housing Elements to provide language that grants City Council authority to create a program that may require every new development project with ten (10) or more units to provide for a minimum number of Workforce Housing units, and developers to either construct workforce housing on site, off-site or contribute to a workforce housing trust fund. In addition, the enabling legislation was established to allow for a density bonus program for developers to build beyond the maximum permitted density under the zoning and future land use designations provided a set amount of units are set aside as workforce housing units and to incorporate residential in commercial and industrial land where remaining floor area is available for conversion.

- Prepare and adopt amendments to the Land Development Regulations related to the City's Workforce Housing initiative.

  Due to the changes in the housing market, the land development regulations were put on hold and made a goal for next year.

- Manage the processing of an amendment to the Campus Development Agreement (CDA) to provide for a new research hospital on the grounds of Florida Atlantic University (FAU).

  There was a delay in the drafting of the CDA by FAU and as a result the amendment process was made a goal for next year.

Other Achievements:

- On March 22, 2005, the City Council adopted Resolution 57-2005 establishing the A1A Landscape Task Force. Since that time staff has been working with the Task Force in the review of current City regulations governing the maintenance of coastal vegetation. Over the course of approximately 10 months the Task Force met 17 times in its investigation and recommended among other things that the Environmental Advisory Board be granted authority to approve activities related to the trimming or removing of dune vegetation. Staff drafted an ordinance to that effect and on April 10, 2007, City Council approved Ordinance No. 4978.
- During 2007, staff worked on new code language that would allow greater flexibility in the development and redevelopment of lands zoned Light Industrial and Research Park (LIRP) in order to help sustain the LIRP as a viable zoning district and encourage a mix of uses consistent with the Comprehensive Plan Future Land Use Category of (IL) Light Industrials. Staff presented to the Planning and Zoning Board and the City Council an ordinance that would allow 33% of general office in buildings that are located within the LIRP zoning district. September 25, 2007, City Council adopted Ordinance No. 4998 to provide for such use.
- Assisted City Attorney with case processing by providing (3) expert witness testimonials, backup documentation, mapping and support to defend the Sober House case.
- Adopted amendments to the Code of Ordinances related to flood damage prevention and protection in order to comply with the National Flood Insurance Program and the floodplain management requirements of State of the Florida Flood Damage Prevention Statute. Staff has completed an Ordinance for City Council consideration that updates city procedures in order to remain in compliance with FEMA as a follow up to our 5-year audit. The Ordinance is scheduled for public hearing in June of 2008.
- Completed the census update that includes revising population data based on a more accurate counting of the City's population that may result in additional funding to the City. In April of 2008, staff submitted to the U.S. Census Bureau updated population data for the City of Boca Raton.

PERFORMANCE MEASURES Strategic Initiatives:	FY 2006-07 Goal	 Actual	FY 2007-08 Goal	 Estimated	FY 2008-09 Target
Strong Partnership with Our Stakeholders					
Adopt Multi-Modal Transportation District (MMTD) Land Development Regulations (LDR's) to enhance quality of life in Boca Raton by January 2009	-	-		-	Adopt Quality of Service (QOS) Standard
Prepare and adopt Central Multi-Modal Transportation District (MMTD) Land Use and Urban Form Study with consultant contract by May 2009	-	-		-	Commence the planning process to implement changes to the manner in which the City will develop in the future
Percentage of Public Hearings Before City Council in 60 days from Complete Application*	100%	100%	100%	100%	100%
Number of Applications Processed *Includes Conditional Use; Right-of-Way and Easement Abandonments; Appeals; CCCL Variances; Planned Use Developments; Sale of City Owned Properties; Master Plans; Ordinance Amendments, etc	80	58	80	46	65
Percentage of Public Hearings before the Community Redevelopment Agency in 60 days from Complete Application	100%	100%	100%	100%	100%
Number of Applications Processed	10	9	10	8	10
Percentage of Public Hearings before Planning and Zoning Board in 30 days from Complete Application**	100%	100%	100%	100%	100%
Number of Applications Processed **Applications include all applications mentioned above, with the addition of Site Plans and the exception of Easement Abandonments; Subdivision Plats; Downtown Plans, etc.	100	82	80	65	65

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

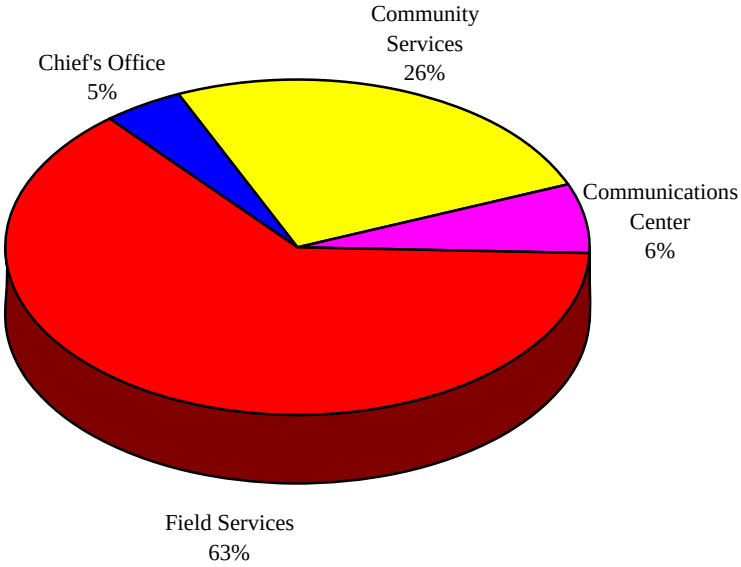
POLICE SERVICES

Dan Alexander, Chief of Police

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

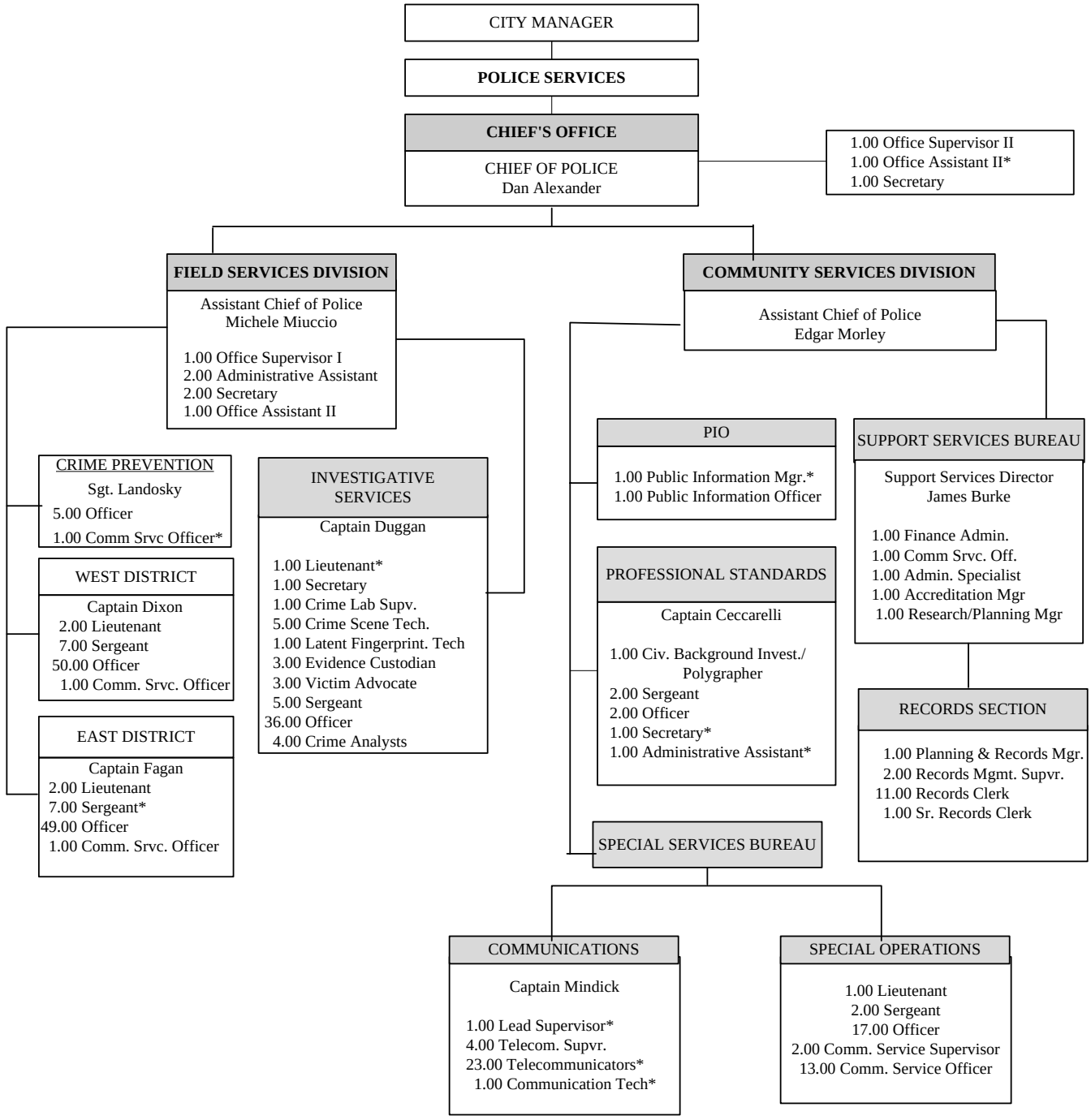
The mission of the Police Services Department is to work with residents to enhance the quality of life in the City of Boca Raton through progressive police service in partnership with the community.

The organizational values which guide the Police Services Department in this mission are: Fairness - maintaining impartiality and objectivity; Integrity - adhering to the highest level of ethics and honesty; Respect - demonstrating understanding and sensitivity to all; Service - putting others before self; Trust - belief in the community and each other for the common good.



DIVISION	APPROVED 2008-09 BUDGET
Chief's Office	$ 1,548,100
Community Services	8,729,000
Communications Center	2,237,200
Field Services	21,595,300
TOTAL	**$ 34,109,600**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	23,027,562	23,488,200	25,788,200	27,116,700
Other Operating	6,324,974	5,404,400	5,420,500	4,789,900
Supplies	501,071	506,100	527,800	515,000
Capital Outlay	151,214	134,000	181,000	110,000
Transfers	491,900	487,000	487,000	1,578,000
TOTAL	**30,496,721**	**30,019,700**	**32,404,500**	**34,109,600**
Full-time Employees	297.00	297.00	297.00	297.00



* 1.00 Admin. Ass't. moved from Chief's Office (2201) to Professional Standards (2211)
1.00 Office Ass't. II moved from Support Services Bureau 92211) to Chief's Office (2201)
35.00 Positions (special Services) moved to Community Services (2211) from Field Services (2213)
1.00 Sergeant moved from Community Services (2211) to Field Services (2213)
1.00 Community Services Officer moved from Community Services (2211) to Field Services (2213)
1.00 Secretary moved from Field Services (2213) to Community Services (2211)
-1.00 Records Clerk position eliminated
1.00 Telecommunicator position reclassified to a Communication Technician.
1.00 Telecommunications Admin. Supervisor reclassified to a Communication Technician
1.00 Telecommunications Admin Supervisor reclassified to a Telecommunication Lead Supervisor
1.00 Officer reclassified to Lieutenant in Field Services
+1.00 Public Information Manager was added to Community Services (2211)

Approved Positions FY 07/08	297.00
Revised Positions FY 07/08	
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**297.00**

CHIEF'S OFFICE

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	372,516	370,900	370,900	392,800
Other Operating	1,154,382	1,199,800	1,199,800	1,150,800
Supplies	10,521	17,100	19,700	4,500
Capital Outlay	4,016	-	200	-
TOTAL	**1,541,435**	**1,587,800**	**1,590,600**	**1,548,100**

Description of Division and Activity

The Chief of Police directs the operation of the Police Services Department by formulating policy, developing the budget, establishing the organizational structure, and monitoring all pertinent activities.

To assist the Police Chief with these commitments, the Chief's Office consists of the following staff function:

- The Professional Standards Bureau is responsible for the investigation of all police service complaints.

Goal

To utilize the most effective and efficient methods available in order to provide the citizens of Boca Raton with the highest quality of police services.

Objectives 2008-09

- Implement of the VIPER (Visibility, Intelligence, Partnerships, Education/Enforcement, Response) strategy for crime prevention and response.
- Achieve re-accreditation through the Commission for Florida Law Enforcement Accreditation (CFA).

Achievements 2007-08

- Achieve a vacancy rate of 5% or less for all positions within the Agency, which will provide an increased level of service to the community.

  The vacancy rate for the Department was between 9 and 11 percent throughout the year. Though this goal was not achieved, several additional recruiting techniques were utilized as the year progressed in an effort to meet this objective.
- Achieve Re-Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This process conducts a review of the Agency's policies and procedures to ensure that we provide a high level of service and professionalism to the community.

  The Department hosted the CALEA onsite team from April 26th to the 30th, 2008. The team was very complimentary of the Department and the efforts put forth. The Department will receive its 6th Re-Accreditation at the Department sponsored National convention here in Boca Raton in July, 2008.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Maintain CALEA accreditation	Yes	Yes	Yes	Yes	Yes
Reduce internal affairs complaint investigations over previous year	10	7	12	7	12

COMMUNITY SERVICES

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	5,928,070	4,477,700	4,477,700	5,792,600
Other Operating	2,259,524	2,124,700	2,139,700	2,388,100
Supplies	185,840	103,200	106,200	450,300
Capital Outlay	98,412	15,900	37,500	98,000
TOTAL	**8,471,846**	**6,721,500**	**6,761,100**	**8,729,000**

Description of Division and Activity

The Community Services Division is headed by an Assistant Chief who is charged with the responsibility of directing the activities of several components.

Organizationally, the Community Services Division is divided by area of responsibility:

- The Special Operations Section is managed by a police lieutenant. Section personnel are the first responders to traffic incidents. Personnel provide traffic enforcement, marine services, crash investigations, canine services, and school crossing guards.
- The Support Services Bureau consists of several components and is managed by a director. The components include records, facility maintenance, payroll, supplies inventory, planning and research, budget management, strategic planning, staff inspections, management of the accreditation process, and the review of Department policies and procedures.
- The Professional Standards Bureau consists of two units and is managed by a police captain.
  - The Professional Standards Unit is responsible for recruitment, selection, and hiring.
  - The Training Unit is responsible for training of Police Services staff.

Goal

To provide prompt, courteous, and professional customer service, in addition to providing the highest level of technical, investigative, and administrative support to the internal customers and the citizens of Boca Raton.

Objectives 2008-09

- Achieve increased boating safety by increasing boating safety inspections by 5%.
- Achieve a safer driving environment by increasing aggressive high visibility enforcement radar/traffic complaints by 5%.
- Increase the number of advanced training courses from external sources at the 6500 Building by 25%.
- Complete the consultation process for a citywide closed circuit television system and provide a phased plan of action.
- Maintain an overall vacancy rate of 5%.
- Establish point of service customer satisfaction surveys for each area.
- The Public Information Manager will develop and produce VIPER related video presentations.

Achievements 2007-08

<u>Special Services Bureau</u>

- Obtain and maintain CSO staffing at or above 75%.

  This objective was achieved and surpassed, there are currently no vacancies.

Achievements 2007-08

- Implement measures to provide Community Service Officers with enhanced self defense and personal safety capabilities.

  The CSO's were provided with the opportunity to be fitted for bullet resistant vests and were trained to utilize and issued pepper spray.

Training Unit

- Open the Police and Fire Training Facility for training programs, both in-service and advanced coursework.

  This objective has been achieved. All of the Department's in-service training is conducted at the facility and several outside resources have been utilized to teach courses on-site.

- Complete a lease agreement for the Florida Institute of Government (IOG) to occupy space and provide infrastructural support.

  This objective was not achieved because IOG decided to remain at Florida Atlantic University.

- Identify the viability of the FAU/Police and Fire Training Facility bioterrorism training initiative and plan accordingly.

  Due to budgetary constraints at the University, the FAU police were not able to move forward with this initiative.

Research and Planning

- Establish point of service customer satisfaction surveys.

  This objective has been partially achieved. Survey software has been purchased and surveys were developed for two of the entities that routinely interact with our customers. The remaining areas will begin using the software as their surveys are developed.

- Implement performance measure scorecards for each bureau.

  The Department's intranet was upgraded to enable data analysis capabilities. The Department "Scorecards" were developed and deployed in the last quarter of the fiscal year.

Records Section

- Achieve a point of service customer satisfaction rating of 85% for the front desk.

  The point of service survey has been developed and was deployed in the last quarter of the fiscal year. The results will be analyzed to ascertain the current customer satisfaction rating.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Number of boats inspected for safety equipment	572	526	600	600	630
Number of customers enrolled in VIPER alert program to increase awareness of crime issues in local neighborhoods	N/A	N/A	N/A	N/A	100

COMMUNICATIONS / DISPATCH

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,553,018	1,856,900	1,856,900	1,920,900
Other Operating	281,105	257,400	257,500	274,100
Supplies	40,980	32,600	32,600	30,200
Capital Outlay	362	12,000	12,000	12,000
TOTAL	**1,875,465**	**2,158,900**	**2,159,000**	**2,237,200**

Description of Division and Activity

The Communications Center is managed by a Lead Supervisor who is charged with the responsibility of directing the activities of telecommunicators, supervisors, and a radio technician. Police/Fire Emergency Communications serves as a vital link between the citizens and their need for assistance.

Goal

To provide the internal and external customers with the highest quality service while having their safety and well-being as our primary concern.

Objectives 2008-09

- Voluntarily comply with the Denise Amber Lee Act, establishing minimum 911 dispatcher criteria.
- Implement an Emergency Police Dispatching (EPD) program and train at least 50% of the staff by the end of the fiscal year.

Achievements 2007-08

- Develop a specific program for graduating seniors in the Communications College at Florida Atlantic University and Palm Beach Community College.

  The communications recruitment team created a Powerpoint slide show that is utilized during their presentations to the graduating classes at each of the aforementioned colleges.
- Reduce the telecommunicator vacancies by 50% by the end of the fiscal year.

  The vacancy rate will be cut by 25% by the end of this fiscal year. We have hired enough personnel to meet the 50% objective; however, due to the turnover/retention rate we will only be able to maintain the 25% percent reduction.
- Consolidate the interview/application process to administer Criticall®, typing test and interviews of prospective telecommunicators during a single visit.

  The communications team achieved this objective and utilized the process numerous times throughout this fiscal year with a high degree of success.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Total % of 911 calls answered within 0-15 seconds	65%	87%	65%	86%	88%
% of candidates who are successfully retained by developing internal baseline testing scores for Critical®	N/A	N/A	N/A	N/A	20%

FIELD SERVICES DIVISON

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	13,295,263	15,080,300	17,380,300	19,010,400
Other Operating	2,544,799	1,724,800	1,724,900	976,900
Supplies	243,825	311,000	321,200	30,000
Capital Outlay	14,974	89,100	89,100	-
Transfers	491,900	487,000	487,000	1,578,000
TOTAL	**16,590,761**	**17,692,200**	**20,002,500**	**21,595,300**

Description of Division and Activity

The Field Services Division is headed by an Assistant Chief who oversees the operation of the Road Patrol function and the Investigative Services Bureau.

The Division has divided the City geographically into two (2) patrol districts each managed by a police captain.

- Officers are the first responders who provide service to the citizens and develop a partnership with the community, utilizing problem-solving techniques to prevent crime.
- Officers utilize surveillance methods to address patterns of criminal activity.
- The Investigative Services Bureau is managed by a police captain who oversees six units. The Investigative Services Bureau is comprised of the Property Crimes Unit, Persons Crime Unit, Economic Crimes Unit, Organized Crime Unit, Criminal Intelligence Unit and Crime Scene Unit. These units are responsible for conducting follow-up investigations and crime scene processing. They are also responsible for the court preparation of cases as well as assisting in prosecutions. All investigators maintain liaisons with other local, state and federal agencies in order to facilitate multi-jurisdictional investigations. The Criminal Intelligence Unit also provides analysis to the department in order to identify criminals, crime patterns and trends. This unit is responsible for collecting and disseminating intelligence regarding safety and crime issues.

Goal

To provide efficient and effective responses to problems and opportunities in the City of Boca Raton that will be identified through both traditional calls for service and a dynamic partnership with our community.

Objectives 2008-09

Field Services Division

- Reduce the Uniform Crime Reporting (UCR) rate by 7%.
- Increase community outreach by having Field Services Division command staff (collectively) attend at least 16 home owner's association meetings.

Investigative Services Bureau

- Maintain an overall case clearance rate of at least 30% in the Investigative Services Bureau.
- Increase the number of DNA investigative comparisons by 5%.

Achievements 2007-08

Field Services Division

- Maintain an overall citizen approval rating of 85% or better.

  The funds for the citizen survey were removed from the current year's fiscal budget. However, in response, we developed and are implementing point of service surveys for the Records and Investigative Service Bureau.

- Install traffic crash reporting software on 50% of Field Services officers' laptop computers.

  This objective was met and exceeded; the software was installed on 100% of the officer's laptop computers.

- Achieve average response time to routine calls for service of 12 minutes or less and for in-progress calls (excluding false alarms) of 5 minutes or less.

  This objective was achieved; currently the response time for routine calls is 9.53 minutes and 4.46 minutes for in-progress calls.

Investigative Services Bureau

- Develop and initiate a computer crimes unit (forensic capable).

  This objective was achieved; all of the hardware has been purchased and installed in an off-site location.

- Convert all surveillance equipment from analog to digital.

  This was accomplished via a CIP project specifically for covert surveillance equipment

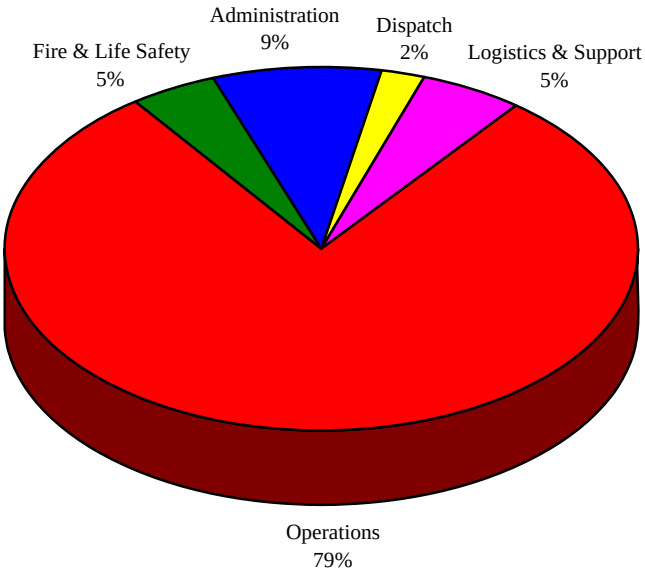
PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Maintain an overall customer satisfaction rating level of 95% based upon annual survey results	100%	92.7%	100%	97	95%
Maintain a response time of 5 minutes or less for 90% of the in-progress calls for service, excluding false alarm calls	N/A	N/A	N/A	N/A	90%

FIRE-RESCUE SERVICES

Thomas R. Wood, Fire Chief
John A. Johnson, Deputy Fire Chief
Glenn C. Joseph, Deputy Fire Chief

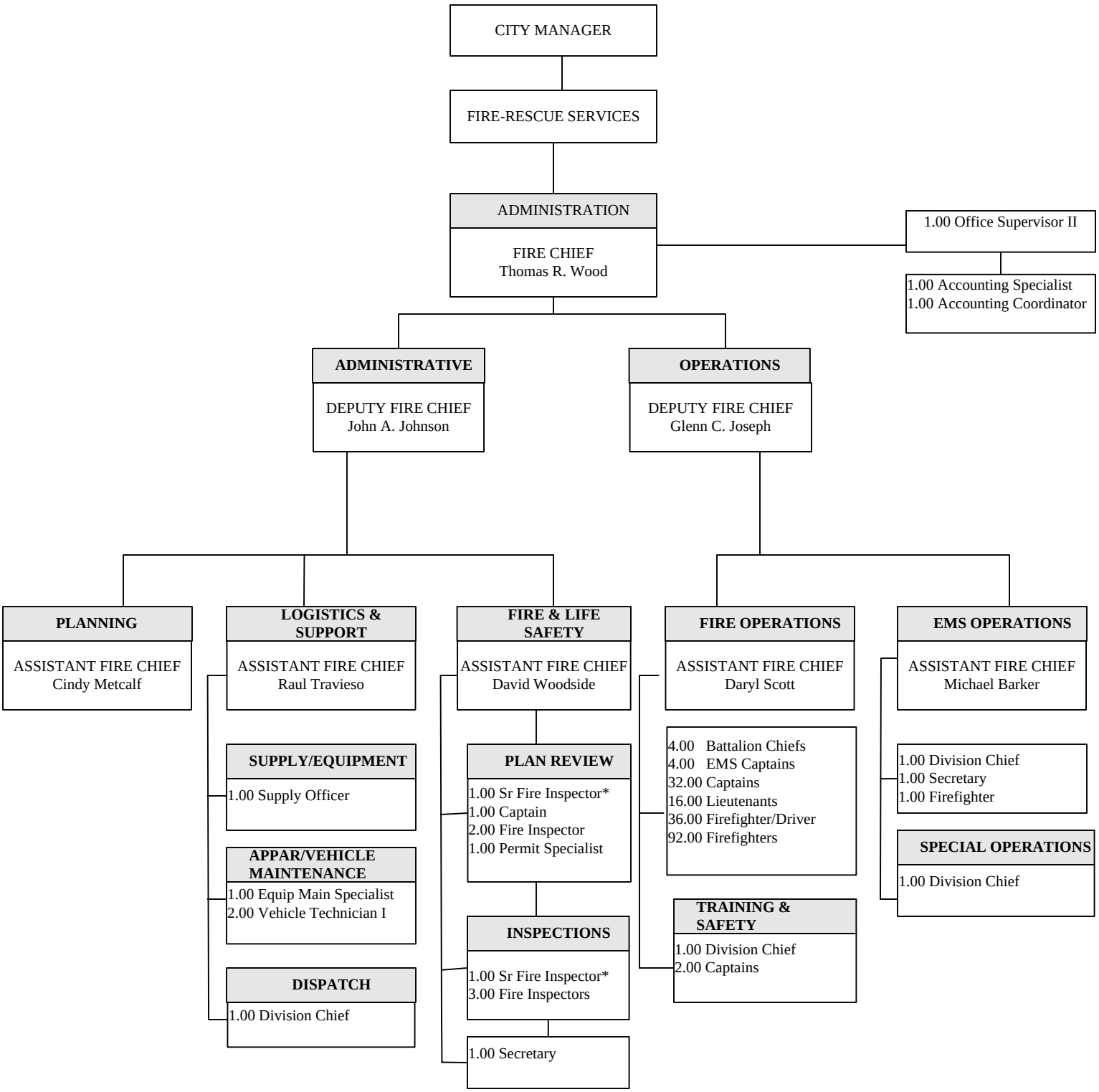
Boca Raton Fire Rescue Services Department will be recognized as a premier emergency response agency through continuous assessments and improvements, which enhance our level of service, exemplified by leadership, innovation, and utilization of best practices.

The mission of the Boca Raton Fire Rescue Services Department is to minimize the level of risk to life and property through the delivery of the highest quality emergency and non-emergency services to the community.



DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 2,797,100
Dispatch	735,600
Logistics & Support	1,788,500
Operations	26,039,300
Fire & Life Safety	1,502,400
TOTAL	**$ 32,862,900**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	24,751,717	25,201,500	25,201,500	26,877,300
Other Operating	6,242,640	4,790,700	4,833,900	5,090,100
Supplies	654,323	615,100	616,100	671,000
Capital Outlay	162,533	105,000	164,400	126,500
Transfers	128,200	29,000	29,000	98,000
TOTAL	**31,939,413**	**30,741,300**	**30,844,900**	**32,862,900**
Full-time Employees	217.00	217.00	217.00	217.00



* 2 Fire Inspectors reclassified to 2 Senior Fire Inspectors (Plan Review and Inspections)

Approved Positions FY 07/08	217.00
Revised Positions FY 07/08	
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**217.00**

ADMINISTRATION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,272,418	1,173,700	1,173,700	1,282,500
Other Operating	1,449,745	1,337,900	1,343,700	1,457,200
Supplies	68,831	44,200	44,200	57,400
Capital	-	15,000	15,000	-
TOTAL	**2,790,994**	**2,570,800**	**2,576,600**	**2,797,100**

Description of Division and Activity

The Administration Division provides direction and control for formulating and implementing Department goals, objectives, and policies; carries out Department administrative functions, including budget, payroll, purchasing, clerical support, and coordinates the City's emergency preparedness program.

Goal

The goal of the Administration Division is to promote excellence in the provision of emergency and non-emergency services.

Objectives 2008-09

- Complete additional deployment models to the Comprehensive Emergency Management Plan (CEMP) so all events that would activate the Emergency Operations Center are addressed with a plan.
- Through the automation of our EMS Billing Program, realign a part time secretarial employee to assist with gathering and compiling the information necessary to proceed with Fire Service Accreditation.
- Continue evaluation of emergency response times and make recommendations for improvement to the level of service.

Achievements 2007-08

- Replace the City's Emergency Preparedness Plan with an all hazards Comprehensive Emergency Management Plan and update our Continuity of Operations Plan. Coordinate participation from all city departments.

  The CEMP is near completion and will be in effect with a Hurricane Annex prior to the start of the 2008 Hurricane Season.

- Continue to update/revise the Department's Strategic Plan.

  The updated FAU Master Plan was evaluated for impact to our service and recommendations were justified and presented.

- Begin the multi-year process to achieve Accreditation.

  We had a goal of completing 33% of the Accreditation process. We have achieved approximately 15% completion.

Other Achievements

Grant applications were submitted for the State of Florida EMS Matching Grant program and the Federal Assistance to Firefighters Grant program.

Traffic preemption devices are being added to ten additional intersections this year. We have a total of 44 intersections in the city that we can preempt traffic when an emergency response.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
% Fire Accreditation process completed	10%	10%	33%	15%	30%
% Records Management retention and or destruction.	50%	75%	100%	90%	100%
Improve collections of EMS Billing Efficiency by 10%	50%	60%	60%	70%	80%

LOGISTICS AND SUPPORT

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	602,849	381,000	381,000	468,100
Other Operating	1,236,954	1,243,400	1,252,300	1,228,200
Supplies	31,329	33,700	33,700	34,700
Capital	-	-	-	25,500
Transfers	-	-	-	32,000
TOTAL	**1,871,132**	**1,658,100**	**1,667,000**	**1,788,500**

Description of Division and Activity

The Logistics and Support Division is responsible for facility maintenance, apparatus and equipment maintenance, self contained breathing apparatus (SCBA) maintenance, Fire Communications and the procurement, storage, distribution, and management of departmental fire and EMS supplies.

Goal

The goal of the Logistics and Support Division is to utilize City resources to assure that facilities, apparatus, Fire Communications and SCBAs are in optimum condition to meet current emergency response needs, with maximum effectiveness.

Objectives 2008-09

- All parts will be numerically sequenced. Parts will be organized and placed in a marked bin system.
- Develop a program to retrofit the rear of fire apparatus with high visibility yellow and red chevron reflective material for additional scene safety.
- Develop and implement a fire nozzle maintenance program.
- Implement a computer based Quality Assurance program for Emergency Medical Dispatch.

Achievements 2007-08

- Develop an inventory tracking system to document and analyze supply and equipment (Fire and EMS) usage by station. This will allow the management of purchasing and distribution based on consumption trends.

  The inventory tracking system for EMS supplies and equipment is complete. The inventory tracking system for fire supplies and equipment is not complete. The objective is 50% complete.
- Develop and implement in-house training for recertification credits for personnel at the Communications Center to maintain their Emergency Medical Dispatch Certifications.

  The in-house EMD re-certification training program is complete. The objective is 100% complete.

Achievements 2007-08

- Obtain Fire Priority Software at the Communication Center to interface with Computer Aided Dispatch (CAD) and implement a consistent method of questioning and determining the correct response of appropriate fire department recourses to fire related emergencies.

  The EMD Priority software interface is being beta tested and training is scheduled for May 20 and 21. The objective is 75% complete.

- Improve the Mechanic Shop efficiency by developing and organizing the new Support Building for Apparatus mechanical repairs and scheduled services.

  The Mechanic's Shop has been arranged and organized to improve repair efficiency. The objective is 100% complete.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
% of completed work orders for apparatus repairs (in one day)	65%	60%	80%	80%	80%
% of orders filled for supplies (in one day)	50%	50%	85%	85%	85%
% of Fire Communication personnel receive CEU's for EMD recertification	75%	75%	100%	90%	100%

OPERATIONS

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	20,892,822	21,516,000	21,506,000	23,044,300
Other Operating	3,430,301	2,092,500	2,121,000	2,280,100
Supplies	526,571	502,600	503,600	550,900
Capital Outlay	162,533	90,000	149,400	98,000
Transfers	99,200	29,000	29,000	66,000
TOTAL	**25,111,427**	**24,230,100**	**24,309,000**	**26,039,300**

Description of Division and Activity

The Operations Division responds to fires, medical emergencies, hazardous materials incidents, and other emergencies that endanger life and/or property throughout the City. This Division is also responsible for staff training programs that pertain to Department operation activities; and it oversees the Department's Community Health Program, which includes blood pressure screening, CPR, and child safety courses.

Goal

The goal of the Operations Division is to use Department resources effectively and efficiently, and to implement a quality staff training program, in order to provide an optimum level of emergency response to the public.

Objectives 2008-09

- Develop internal systems to sustain or obtain an ISO rating of 1.
- Deploy Auto-Pulse resuscitation devices system wide using grants as a funding mechanism.
- Develop an officer training program with minimal fiscal impact to the budget.
- Explore grant funding to deploy an automated staffing solution.
- Acquire grant funding to provide and train personnel with fire escape devices.
- Complete the building survey program.

Achievements 2007-08

- Complete the integration of the building survey program with the CAD deployment on each vehicle through the Visual MCT system.

  As of April 20, 2008 the CAD interface and the building survey database is complete. Availability of Information Technology personnel for the fire department has been limited, that has delayed the deployment of the database on the apparatus.

  We have completed the update on 112 building surveys of the 1100 in the City. The station officers are continuing to update the building survey database as time and resources permit. As the surveys are completed they will be updated on the individual apparatus.

- Implement online continuing education training for EMS, Fire and Haz-Mat to meet the competencies required by the State of Florida.

  We conducted a trial program of EMS online training and found that although the content met the state continuing education requirements, it did not improve the quality of training. The vendors stated ability to deploy department specific content was overstated. The program was cancelled.

  Haz-Mat online training has been very successful and is an ongoing project. The training has been given to all

Achievements 2007-08

of our 75 Haz Mat Techs. To date over 50% of the techs have completed and the balance are actively working to complete the program.

- Implement field data collection for EMS incidents with integrated electronic billing process.

  New software has been purchased, installed and configured to meet the need of the emergency responder. Hardware (laptops) were purchased and configured. Implementation of the NFIRS database for reporting to the Florida State Fire Marshal's Office began on May 1, 2008; The EMS database will be deployed one station at a time while being supervised by a trainer. Estimated date of full deployment is by the end of June, 2008.

- Develop and deploy an officer development program with a competency checklist for perspective promotional candidates.

  The officer development program has been developed. A competency checklist was developed to ensure both current and perspective officer candidates meet the requirements. The program is used as a training guide and has not been fully implemented due to budgetary constraints.

PERFORMANCE MEASURES	FY 2006-07*		FY 2007-08**		FY 2008-09***
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Total Fire Responses	3,200	4,683	3,000	3,000	3,500
Total EMS Responses	10,100	10,181	10,300	10,500	10,500
Total Non-Emergency & Other	2,000	2,309	2,500	2,500	2,500
Suspicious Incidents	5	4	5	5	5
Grand Total	**15,305**	**15,891**	**15,805**	**16,005**	**16,505**
Average Fire Response Time (Minutes)	6.5	6.12	6.40	6.40	6.40
Average EMS Response Time (Minutes)	5.5	5.25	5.50	5.50	5.50
Average Non-Emergency Response Time (Minutes)	7.5	6.80	7.60	7.60	7.60
Average Suspicious Incident Resp. Time (Minutes)	8.0	9.77	10.00	10.00	10.00
Fire Responses < 8 Minutes	80%	84.11%	80%	80%	80%
EMS Responses < 8 Minutes	91%	93.83%	91%	91%	91%

* Calendar Year 2007
** Calendar Year 2008
***Calendar Year 2009

FIRE AND LIFE SAFETY

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,407,469	1,362,100	1,372,100	1,420,100
Other Operating	57,896	39,500	39,500	61,300
Supplies	20,018	21,000	21,000	21,000
Transfers	29,000	-	-	-
TOTAL	**1,514,383**	**1,422,600**	**1,432,600**	**1,502,400**

Description of Division and Activity

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

Goal

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

Objectives 2008-09

- Develop a comprehensive training program for New Inspectors and Senior Fire Inspectors.
- Increase the number of Existing Inspections by 10% above the 2007-08 goals.
- Provide additional training in Arson Investigation so that members of the division can become certified as Arson Investigators.

Achievements 2007-08

- Research field input database programs for tracking existing inspection.

  Implemented a daily tracking program for the Inspectors.
- Develop a process to have at least 50% of inspections entered into the computer in the field. This would allow contractors increased time to verify inspections results and begin making corrections in a timelier manner. This would also decrease the time delay for contractors have to wait to pay for disapproved inspections.

  Increased existing inspections by 30% over the pervious year.
- Develop a program for Existing Inspections to increase the number of existing inspections by ten percent.

  Developed the position of Senior Fire Inspector and promoted two inspectors into the new position.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
% of staff receiving training	95%	95%	100%	95%	100%
Strong Partnership with Our Stakeholders					
% of new construction inspections completed within 1 day of request	90%	94%	95%	95%	95%

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

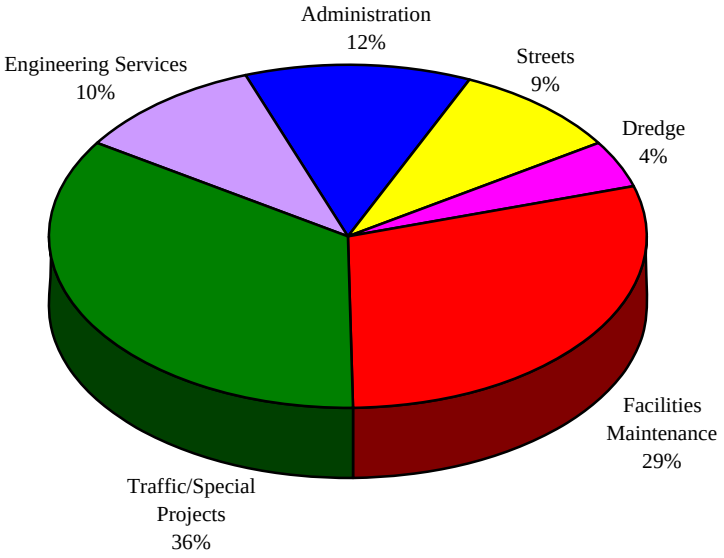
MUNICIPAL SERVICES

Robert J. DiChristopher, Director

The vision of the Municipal Services Department is to maximize our resources and minimize costs to our customers (both citizens and City departments) through effective management which allows staff participation and extend the useful life of the City's infrastructure.

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

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



DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 1,364,200
Streets	1,007,700
Dredge	486,900
Facilities Maintenance	3,240,200
Traffic/Special Projects	3,812,400
Engineering Services	1,136,200
TOTAL	**$ 11,047,600**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	7,343,064	7,778,700	7,778,700	5,124,400
Other Operating	6,090,059	6,996,700	7,382,400	5,060,000
Supplies	460,887	522,200	563,300	439,200
Capital Outlay	148,713	262,000	483,000	397,000
Transfers	138,900	28,000	28,000	27,000
TOTAL	**14,181,623**	**15,587,600**	**16,235,400**	**11,047,600**
Full-time Employees	116.60	116.60	116.60	62.35

CITY MANAGER

MUNICIPAL SERVICES

ADMINISTRATION
DIRECTOR
Robert J. DiChristopher, P.E.

1.00 Financial Administrator*

1.00 Office Supervisor II
1.00 Administrative Assistant
1.00 Secretary

Deputy Director/Dir Engr. Serv.
(Vacant)

TRAFFIC/SPECIAL PROJECT
TRAFFIC ENGINEER
T. Douglas Hess, P.E.

TRANSPORT PLANNING
1.00 Transp Planning Engineer
2.00 Transportation Analyst

SIGNALS, SIGNS & MARKINGS
TRAFFIC OPERATIONS ENGINEER
Emmanuel Posadas. P.E.

1.00 Chief Traffic Signal Tech
2.00 Traffic Signal Tech II
2.00 Traffic Signal Tech I
1.00 Signs/Marking Chief
1.00 Traffic Control Tech
1.00 Traffic Control Tech II
1.00 Traffic Engineer I
1.00 Traffic Operations Aide

OPERATIONS
OPERATIONS MANAGER
Judi Ahern

DREDGE
1.00 Dredge Captain
1.00 Dredge Operator
1.00 Dredge Deck Hand II
1.00 Dredge Deck Hand I

FACILITIES MAINTENANCE
FACILITIES MANAGER
Wayne Anderson

1.00 Facilities Manager
1.00 Administrative Assistant
3.00 Electrician
3.00 Refrigeration Mechanic
3.00 Carpenter
2.00 Trades Assistant
1.00 Plumber
1.00 Building Maintenance Supervisor
1.00 Contract Administrator

ENGINEERING / DESIGN
CITY CIVIL ENGINEER
Maurice Morel. P.E.

CONSTRUC. PROJECT MGT.
0.75 Chief Construction Insp*
1.00 Construction Inspector

PLANNING/DESIGN
1.00 Landscape Arch / Park Plan
1.00 Landscape Design/Proj Mgr

ROADWAY DESIGN
1.00 CAD Administrator

ENGINEERING / SURVEY
LAND SURVEYOR
Enrique G. Vidaurreta, PLS

1.00 Survey Section Chief
2.00 Survey Party Chief

STREETS
0.60 Superintendent of Streets
1.00 Street Maint Supervisor
2.00 Heavy Equip Operator
1.00 Equipment Operator II
2.00 Equipment Operator I*
4.00 Maintenance Worker

* Sr. Finance Analyst reclassified to Financial Administrator (Admin)
-1.00 Equipment Operator I (Streets) transferred to Stormwater/Engineering
- .25 Chief Construction Inspector (Construc. Proj. Mgmt.) transferred to Stormwater/Engineering
-53.00 Sanitation staff transferred to Sanitation Fund (440)
-54 .25

Approved Positions FY 07/08	116.60
Revised Positions FY 07/08	-1.25
Personnel Changes FY 08/09	-53.00
Approved Positions FY 08/09	**62.35**

ADMINISTRATION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	678,207	641,300	641,300	691,800
Other Operating	360,948	422,300	422,300	306,600
Supplies	4,012	5,700	5,700	5,700
Capital Outlay	62,969	250,000	416,500	360,100
TOTAL	**1,106,136**	**1,319,300**	**1,485,800**	**1,364,200**

Description of Division and Activity

The Administration Section of the Municipal Services Department provides support and coordination to City staff and citizens in need of the multi-disciplinary functions of the Department.

Goal

The goal of Administration is to provide efficient, well-managed services through the proper management and protection of the City's physical assets including fleet, facilities, roads, bridges and waterways as well as providing to our residents services such as sanitation collection and inlet management.

Objectives 2008-09

- Construct the South Boca Raton Periodic Beach Renourishment Project.
- Develop an environmental sustainability plan.
- Update the Municipal Services Strategic Plan.
- Plan and coordinate Municipal Services Leadership Luncheon to celebrate the success of staff and department achievements.

Achievements 2007-08

- Implement the new Fleet fuel maintenance system.

  The HTE financial software will be upgraded to include a Fleet Maintenance software as well as the implementation of a wireless fuel management software.
- Plan and coordinate Municipal Services Leadership Luncheon to celebrate the success of staff and department achievements.

  Leadership luncheon was held on December 14, 2008 with 90% staff participation.
- Find at least two significant ways to improve our LEAP (Leadership Award Program).

  To increase participation a $50 incentive is awarded to the employee who nominated the LEAP award winner. Additionally, employees have the ability to access, develop and submit the nomination electronically.
- Analyze methods of lowering Citywide fuel consumption while continuing to meet the high level of service expected by our residents.

  Using alternative fuels, implementation of an anti-idling policy and maintaining correct tire pressures are fuel savings programs that continue to meet the high level of service expected by our residents.
- Obtain and implement a new work order system.

  The HTE financial software will be upgraded to include a work order system.
- Construct the North Boca Raton 2nd Beach Renourishment Project.

  Project is scheduled to be completed between December 2008 and March 2009.

Achievements 2007-08

- Develop a news rack ordinance to promote the public health, safety and welfare through the regulation of placement, type, appearance, servicing and insuring of news racks on public rights-of-way.

  News rack ordinance is under development and will be implemented prior to October 1, 2008.

Other Achievements:

- Completed the re-construction of the Boca Raton Inlet North Jetty.
- Developed and issued a RFP for Coastal Engineering Services. The Coastal Engineering Firm will be selected in June 2008.
- Completed the construction of Spanish River Library.
- The American Shore and Beach Preservation Association selected the North Boca Raton Beach Nourishment Program as one of six best restored beaches in the nation.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services Maintain a sufficient beach berm for sea turtle nesting and recreation through periodic beach nourishment projects.	75%	75%	100%	90%	100%

STREETS

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	573,028	643,100	643,100	608,700
Other Operating	236,811	276,900	277,000	336,200
Supplies	39,806	35,600	35,600	30,600
Capital Outlay	5,165	-	-	5,200
Transfers	30,100	28,000	28,000	27,000
TOTAL	**884,910**	**983,600**	**983,700**	**1,007,700**

Description of Division and Activity

Responsibilities of the Streets Section include the maintenance of 488 lane miles of asphalt/concrete roadways, 25 miles of bike paths, and an estimated 360 miles of concrete sidewalks.

Goal

To maintain a safe and efficient transportation network for our citizens and to supply equipment and personnel to assist other Departments as needed.

Objectives 2008-09

- Assist in the implementation of News Rack Ordinance.
- Inspect all County and State sidewalks within City of Boca Raton and notify appropriate agency if a repair is needed.
- Root, prune and repair all asphalt areas within the Morningside Subdivision.
- Install undeviating warning devises on sidewalk trip hazard complaints until repairs can be made.

Achievements 2007-08

- Repair and overlay pedestrian pathway along newly annexed Verde Trail.

  Pathway areas have been repaired and the overlay is scheduled to commence in August 2008.
- Train Fleet staff in fuel pick-up and delivery at Florida Ports and City facilities.

  Fleet staff has been trained and licensed to pick up and deliver fuel at various sites including the Jacksonville Terminal.
- Improve City vehicle wash area and develop methods of procedure for site monitoring.

  A wash rack policy was implemented and the staff that utilizes the wash rack area were informed and supervisors were trained on the new policy. Video was purchased to assist in the training.
- Inspect and repair all asphalt and concrete sidewalks along SW 2nd Ave between Palmetto Park Rd and SW 15th Street.

  A portion of the asphalt areas has been repaired as of 4/7/08. The entire project is scheduled to be completed by September 2008.

Other Achievements:

- Inventoried roadways and incorporated the inventory into GIS maps.
- Developed pedestrian pathways at Western Library site.
- Repaired all damaged and broken concrete sidewalk areas along Potomac Rd.
- Assisted other divisions in special event cleanup activities and barricade setup and takedown.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint.	90%	99%	92%	90%	93%
Completion of Utilities open pavement repairs within one-week period	90%	63%	92%	91%	91%

DREDGE

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	245,782	272,000	272,000	287,400
Other Operating	127,320	135,600	145,700	193,800
Supplies	4,113	5,700	5,700	5,700
TOTAL	**377,215**	**413,300**	**423,400**	**486,900**

Description of Division and Activity

The Dredge Section of the Municipal Services Department is responsible for clearing sand from the Boca Raton Inlet to the A-1-A bridge and transferring it to the beaches south of the inlet.

Goal

To maintain a clear and navigable inlet for boaters in the Boca Raton area, maintain water quality of inland waterways, and provide sand transfer south of the Inlet.

Objectives 2008-09

- Monitor the ebb tidal shoal and dredge 100,000 cubic yards of sand from the inlet.
- Maintain the inlet channel at a 6' depth.
- Monitor and maintain navigational aids.

Achievements 2007-08

- Monitor the ebb tidal shoal and dredge 100,000 cubic yards of sand from the inlet.

  This is an on-going challenge. Approximately 70,000 cubic yards will be removed from the ebb tidal shoal in FY 2007/08.
- Maintain the inlet channel at a 6' depth.

  Dredging activities occur throughout the year maintaining an inlet channel depth of 6'
- Monitor and maintain navigational aids.

  The dredge crew continues to monitor and maintain navigational aids.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Dredge 100,000 cubic yards of sand from inlet	100,000	61,700	100,000	70,000	100,000
Keep the inlet at a 6' depth.	100%	100%	100%	100%	100%

FACILITIES MAINTENANCE

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,004,955	1,087,200	1,087,200	1,179,500
Other Operating	1,655,931	2,058,100	2,250,700	1,900,200
Supplies	164,570	160,500	178,100	160,500
Capital Outlay	45,985	2,000	5,500	-
Transfers	79,900	-	-	-
TOTAL	**2,951,341**	**3,307,800**	**3,521,500**	**3,240,200**

Description of Division and Activity

The Facilities Maintenance Section administers in-house maintenance repairs, construction, renovation, and service contracts of City-owned buildings and related systems; maintains records of all maintenance and repairs to buildings and related systems; maintains security ID card access systems and standardizes keying systems in City-owned facilities. Services include, but are not limited to, carpentry, electrical, air conditioning, painting, and plumbing.

Goal

The goal of Facilities Maintenance is to provide and maintain clean, efficiently run facilities, quality service, in a cost effective manner with regard to all trades and general maintenance. Services are provided to all departments/sections citywide so citizens and staff may conduct business in an environment they expect and deserve.

Objectives 2008-09

- Continue to replace A/C equipment Citywide that has exceeded its life expectancy.
- Continue to prioritize and complete ADA transition projects.
- Research approach to a Citywide energy conservation plan.
- Install new lighting for Police Department parking lot.
- Continue with retrofit of automation controls for the Police Station HVAC.
- Complete the majority of projects in-house.
- Add automated controls for City Hall exterior lighting.
- Enhance video security at Downtown Library and the Police Department.
- Implement Green Building (LEED) techniques in City Hall and the Police Department.

Achievements 2007-08

- Continue to replace A/C equipment Citywide that has exceeded its 20-year life expectancy.

  Replaced three A/C package units at Fire Station #6
- Continue to prioritize and complete ADA transition projects.

  Completed ADA upgrades at City Hall, Community Center and Old Town Hall.
- Research approach to a Citywide energy conservation plan.

  Implemented changes in A/C schedule at 6500 Building to reflect savings.
- Contract, construct, and install hurricane shutters at Police Station and Library.

  Design completed for Police Department shutter bid.

Achievements 2007-08

- Continue with retrofit of automation controls for the Police Station HVAC.

  Project postpone until FY 2008-09 due to precedence of other projects.
- Complete the majority of in-house A/C projects.

  Completed all in-house A/C projects.
- Add automated controls for City Hall exterior lighting.

  Will be completed by the end of the FY 07/08.
- Enhance video security at City Hall and the Municipal Service Complex.

  Design and specifications for Video Surveillance complete for City Hall and Spanish River Library/Community Center.
- Complete interior build-out of the 1st floor at the Police/Fire Training Facility.

  Completed build-out at 6500 building 1st floor offices for the Police Department.

Other Achievements:

- Revised Pegasys contract to reflect in a $47,000 a year savings.
- Revised Fire Alarm Monitoring and Overhead Door contracts.
- Replaced motorized gate openers at the Police Department.
- Replaced seven archways on the east and west side of City Hall.
- Designed and installed hurricane shutters for the Police Department.
- Organized and assisted in the installation of the Satellite Dish at City Hall.
- Enhanced video security at City Hall, Spanish River Library, Community Center and 6500 Building.
- Rebuilt three A/C compressors in the Police Department Chiller to reflect in a $70,000 savings.
- Completed build-out of the gym and restrooms at the 6500 Building to reflect in a $50,000 savings.
- Installed new lighting at City Hall Parking lot to reflect in a $200,000 savings.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
World Class Municipal Services To reduce external work orders thru Facilities Maintenance proactive awareness within City facilities.	10%	5%	10%	5%	10%

TRAFFIC/SPECIAL PROJECTS

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,280,816	1,297,600	1,297,600	1,395,100
Other Operating	1,488,911	1,994,600	2,166,400	2,171,500
Supplies	206,376	251,100	274,600	215,800
Capital Outlay	23,227	10,000	55,100	30,000
TOTAL	**2,999,330**	**3,553,300**	**3,793,700**	**3,812,400**

Description of Division and Activity

The Traffic/Special Projects Division maintains the City's traffic circulation system including traffic signals, signs, and markings. Responsibilities include daily traffic operations as well as planning activities to accommodate growth and an ever-changing system, including traffic calming, bicycle/pedestrian functions, and land development mitigation.

Goal

It is the goal of the Traffic/Special Projects Division to provide and maintain a safe and efficient traffic circulation system for vehicles, pedestrians, bicyclists, and transit users.

Objectives 2008-09

- Start and substantially complete the El Rio Trail Phase III construction.
- Start design of SW 18th bike lanes and St. Andrews Blvd shared use pathways.
- Commence study for funding mechanism for multi modal shuttle system.
- Complete one traffic improvement project.
- Complete ATMS video monitoring subsystem. Substantially complete ATMS communications backbone subsystem. Continue to expand on ATMS video detection subsystem. Start implementation of the ATMS electronic traffic counter subsystem.

Achievements 2007-08

- Launch at least one new shuttle bus service from the Tri-Rail station to a major activity center.

  An enhanced Palm Tran Route that directly serves FAU from the Tri Rail Station has been accomplished.
- Complete a Transit/Financial Feasibility study through a consultant.

  The Transit/Feasibility Study has been completed through David-Plummer and Associates.
- Develop a multi-modal level-of-service concurrency tool and standard to be used in place of Traffic Performance Standards.

  A multi-modal LOS concurrency tool is included in the Comprehensive Plan amendments and has been scheduled for implementation and adoption.
- Complete at least one major traffic improvement project.

  The intersection improvement project at Palmetto & NW/SW 4th Ave has been completed.
- Establish a quarterly Downtown streetlight inventory, check, and repair process.

  Quarterly downtown inventory and check process has been established. Repairs are then scheduled and addressed shortly thereafter.
- Construct Traffic Calming in two residential neighborhoods.

  Traffic calming at Royal Palm Yacht and Country Club, and Boca Islands –Estoville has been completed.

Achievements 2007-08

- Convert all yellow incandescent traffic signal lamps to LED lamps Citywide.
  Yellow LED modules have been installed citywide.
- Complete construction of the El Rio Trail, connecting to the Tri-Rail Station, from Spanish River Boulevard to Yamato Road.
  Construction of El Rio Trail Phase II has been completed.

Other Achievements:

- Completed traffic management for several special events including golf tournaments and railroad crossing closures.
- Continued expansion and implementation of ATMS. This includes more than 30 new online intersections, 16 new fully functional video detection systems, 4 additional miles of fiber optics, 17 GPS-Opticom pre-emption systems, modernization of traffic control center and video link to communication center 911/dispatch.
- Completion of traffic signal retimings for 3 major arterials, including Palmetto Park Road, Spanish River Blvd, and Jog Road.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Record and reduce yearly number of reported motor vehicle crashes per 1,000 population.	39.0	39.0	39.0	38.7	38.5
Record average travel speed along major City arterials and improve or maintain L.O.S. (average travel speed) yearly	25 mph	27 mph	25 mph	27.5 mph	25 mph

ENGINEERING SERVICES

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	976,485	905,400	905,400	961,900
Other Operating	132,166	148,900	159,400	151,700
Supplies	11,025	20,000	20,000	20,900
Capital Outlay	8,062	-	5,900	1,700
Transfers	28,900	-	-	-
TOTAL	**1,156,638**	**1,074,300**	**1,090,700**	**1,136,200**

Description of Division and Activity

Design and/or manage City capital improvement operations and maintenance projects. Monitor design and construction of private development.

Goal

The primary goal of Municipal Services/Engineering Services is to provide high quality, cost effective, landscape architecture, engineering and surveying professional services to the citizens and all City departments including project development and management services, design and survey services, project planning and development, construction project management and inspection services.

Objectives 2008-09

- Complete construction of Pearl City Phases III and IV.
- Complete design for Hillsboro El Rio Park.
- Complete design for the 4 lane expansion of NW 12th Ave.
- Complete median beautification for Spanish River Blvd.
- Complete design of SW 18th Street bike lanes and sidewalks.

Achievements 2007-08

- Complete construction of NW 12th Avenue/Meadows Road turn lane improvements.
  Project has been re-designed to meet resident expectations.
- Complete construction of the Spanish River Library.
  Project was completed in December 2007.
- Complete site planning and initiate design of the proposed Downtown Library.
  Completed March 2008.
- Complete design for SW 3rd Avenue (Boca Heights) drainage and utility improvement project.
  Project has been transferred to Utility Services.
- Complete construction of Palmetto Park Road and NW 4th Avenue intersection.
  Project Completed May 2008.
- Complete design for ball field phase of Countess de Hoernle Park.
  Delayed due to budget considerations.
- Commence construction for Countess de Hoernle Park.
  Delayed due to budget considerations.

Achievements 2007-08
Other Achievements:
• Completed construction of Spanish River Blvd. As a four-lane facility from FAU to Military Trail.
• Completed construction of right turn lane on Military Trail at Yamato Road.
• Completed design and construction of bathroom renovations at Patch Reef, Memorial and Boca Tierra Park.
• Completed design for beautification of Dixie Highway from 20th Street to 32nd Street.
• Completed construction of El Rio Shared Use Pathway from Spanish River Blvd. To Yamato Road.
• Completed re-paving of City Hall parking lot.
• Completed deign permitting and construction of Red Reef Park Dune Crossover and Boardwalk.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Complete projects within 10% of original bid.	100%	90%	100%	100%	100%
Complete land, boundary, topographic, and "as-built" surveys within 15 days.	90%	90%	90%	90%	90%

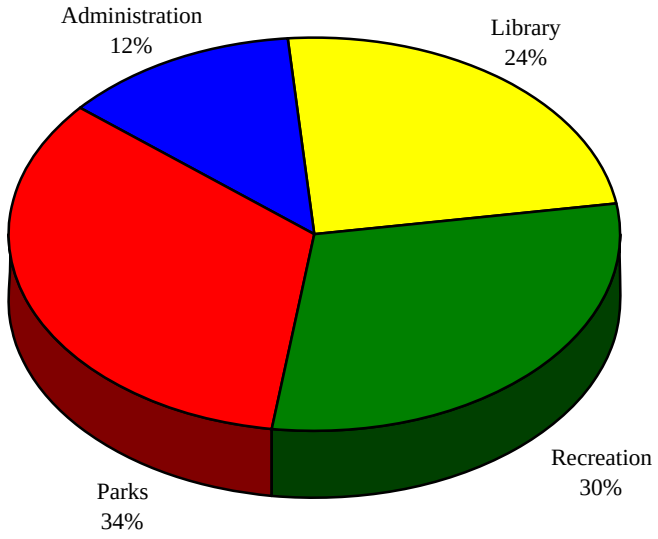
BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director
Joseph N. Cogley, Deputy Recreation Services Director

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

The Administrative team coordinates, directs and manages the work of the four major divisions of the Recreation Services Department: Parks, Recreation, Library and Golf, which encompasses five separate operating funds, in meeting the mission of the department for resident enjoyment.



DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 2,186,800
Library	4,204,200
Recreation	5,192,000
Parks	5,945,100
TOTAL	**$ 17,528,100**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	10,065,281	11,107,900	11,107,900	10,684,500
Other Operating	4,712,512	5,064,100	5,192,500	5,540,000
Supplies	900,255	1,233,600	1,270,800	1,126,300
Capital Outlay	72,414	85,800	136,900	93,100
Transfers	525,700	8,500	8,500	84,200
TOTAL	**16,276,162**	**17,499,900**	**17,716,600**	**17,528,100**
Full-time Employees	158.50	147.50	147.50	147.50

CITY MANAGER

RECREATION SERVICES

DIRECTOR
Mickey A. Gomez

DEPUTY DIRECTOR
John A. Parks

ADMINISTRATION
1.00 Management Assistant
1.00 Office Supervisor II
1.00 Administrative Assistant
1.00 Accounting Specialist
1.00 Comm Resource & Affairs Spec
1.00 Special Events Coordinator
1.00 Secretary
1.00 Financial Manager
1.00 Construction Project Manager

LIBRARY
MANAGER OF LIBRARY SERVICES
Catherine A. O'Connell
1.00 Administrative Assistant
7.00 Librarian II
1.00 Librarian I
15.00 Library Assistant II

SPANISH RIVER LIBRARY
1.00 Assistant Library Manager
1.00 Library Assistant II*
3.00 Librarian I*
4.00 Library Assistant III*
1.00 Maintenance Supervisor
2.00 Custodial Worker*

BOCA RATON COMM CENTER
0.40 Community Cntr Admin.
1.00 Recreation Cntr Suprv III
2.00 Secretary
2.00 Custodial Worker

CAMP PROGRAMS
0.35 Youth Program Director

YOUTH ACTIVITIES CENTER
0.65 Youth Program Director

CONSERVATION
0.35 Manager of Environmental Education/Conservation
2.00 Groundskeeper

RECREATION DIVISION
RECREATION SUPERINTENDENT
J.D. Varney

AQUATICS
0.65 Aquatics Admin.
1.00 Aquatics Lieutenant
2.00 Pool Lifeguard

BOCA RATON TENNIS CENTER
1.00 Tennis Center Supervisor I
0.15 Tennis Center Administrator
1.00 Groundskeeper

OCEAN RESCUE
0.65 Ocean Rescue Chief
1.35 Ocean Rescue Capt.
4.00 Ocean Rescue Lieut.
13.00 Ocean Lifeguard
1.00 Secretary

PARK RANGERS
0.35 Chief Park Ranger

PARKS DIVISION
PARKS SUPERINTENDENT
Keith J. Noelk

PARKS DISTRICT I
1.00 District I Supervisor
1.35 Park Maint. Suprv III
1.50 Equipment Operator II
11.00 Groundskeeper
1.00 Secretary
1.00 Carpenter

PARKS DISTRICT II COMMON AREAS
1.00 District Supervisor
2.00 Park Maint. Suprv III
1.00 Equipment Mechanic
1.00 Equipment Operator I
2.00 Equipment Operator II
18.00 Groundskeeper
1.00 Secretary
1.00 Tree Trimmer / Pruner

IRRIGATION
1.00 Irrigation Sys. Manager
5.00 Irrigation Sys. Tech. I
1.00 Plumber

DEPUTY DIRECTOR
Joseph N. Cogley

ATHLETICS
0.40 Athletic Programs Admin.
1.00 Athletic Supervisor I
0.35 Athletic Program Coordinator

MIZNER PARK
1.00 Contract Maint. Supervisor

PARKS DISTRICT II BALLFIELDS
1.00 Park Maint. Suprv III
1.00 Spray Equip. Operator
6.00 Groundskeeper

*11 Positions deleted from Spanish River Library/Comm. Center

Approved Positions FY 07/08	158.50
Revised Positions FY 07/08	-11.00
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**147.50**

ADMINISTRATION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,440,644	1,408,400	1,408,400	1,501,400
Other Operating	399,521	502,200	502,200	668,800
Supplies	15,645	16,600	16,600	16,600
Capital Outlay	-	4,000	6,900	-
TOTAL	**1,855,810**	**1,931,200**	**1,934,100**	**2,186,800**

Description of Division and Activity

The Administrative team leads, coordinates, directs and manages the work of the four major divisions of the Recreation Services Department: Parks, Recreation, Library and Golf, which encompasses five separate operating funds, (General Fund, Beach & Park District Fund, Beautification Fund, Cemetery/Mausoleum Fund, and Golf Course Fund) in meeting the mission of the department for resident enjoyment.

Objectives 2008-09

- Win the City's Safety Award by offering frequent safety training opportunities, by insuring that all staff are provided with the requisite PPE and by promoting a climate of safety awareness throughout the department.
- Improve, upgrade, enhance and develop park operations facilities to provide support to the City-wide park and recreation maintenance operations.
- Develop additional revenue sources to support recreation and park programs.
- Renovate Memorial Park Playground by replacing play equipment and installing new play area surfacing.
- Install new artificial turf athletic field at Sand Pine Park.
- Renovate Restrooms at University/Woodlands Park.
- Construct amenities at Environmentally Sensitive Land site Rosemary Ridge Preserve.

Achievements 2007-08

- Continue to rejuvenate medians in decline due to age and damage by Hurricane Wilma.

  Staff rejuvenated 58 roadway medians damaged by Hurricane Wilma and an additional 16 roadway medians due to vehicle accidents and 26 due to natural decline.
- Coordinate plan and specification development for construction of Countess de Hoernle Park.

  Design is in progress; City staff is working with the Greater Boca Raton Beach & Park District and their Value Engineering consultant to answer concerns regarding costs of amenities and the phasing of construction.

Other Achievements:

- Won the City Safety Award for the 9th time in the past 17 years.
- Implemented a departmental reorganization, reducing levels of management, realigning areas of responsibility, greatly improving communication channels within the department and improving overall efficiency.

PERFORMANCE MEASURES Strategic Initiatives:	FY 2006-07 Goal	 Actual	FY 2007-08 Goal	 Estimated	FY 2008-09 Target
Financially Sound Government Pursue grant opportunities to offset costs of park development and maintenance.	N/A	N/A	2	3	3
World Class Municipal Services Respond to communications from concerned citizens within 24 hours of receipt	N/A	N/A	98%	99.9%	99%
Strong Partnership with Our Stakeholders Continue to respond to the recreational needs expressed by the community, by evaluating and providing facilities that best meet justified requests.	N/A	N/A	95%	95%	95%

LIBRARY

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	2,036,664	3,378,000	3,378,000	2,861,100
Other Operating	308,197	517,900	512,500	618,700
Supplies	501,030	844,500	854,100	724,400
Capital Outlay	16,335	-	-	-
Transfers	299,000	-	-	-
TOTAL	**3,161,226**	**4,740,400**	**4,744,600**	**4,204,200**

Description of Division and Activity

The Boca Raton Public Library provides library services, materials, programs and information for the residents of the City.

Goal

The Boca Raton Public Library shall provide quality library service and resources necessary to meet the educational, recreational, cultural, business and other informational needs of its users.

Objectives 2008-09

- Begin construction of the new Downtown Library by late fall 2008 or early 2009, with completion of the building and opening of the facility occurring by early 2010.
- Evaluate, update and condense the Downtown Library collection prior to moving it to the new building.
- By the end of FY 08/09, two new automated system modules will be implemented: Kid's Catalog, an icon-based online catalog easier for children to use and Teleforms, a telephone and email notification program for "holds" and "overdues."

Achievements 2007-08

- Open the Spanish River Library to the public with an appropriate public event.

  The Spanish River Library and Community Center opened to great fanfare on January 26, 2008. Clowns, geckos and other entertainers greeted the more than 11,000 people who visited the grand opening.
- Select and install an Opening Day Collection and appropriate furnishings and equipment for the Spanish River Library.

  Approximately half of the overall collection anticipated for opening day was in place for the opening. Since then, approximately 10,000 new items have arrived each month. All furnishings and equipment have been installed in the building.
- Hire and train new staff members for the Spanish River Library.

  All approved new positions have been filled and the staff members trained.

Other Achievements:

- The Spanish River Library and Community Center is fully functional, with completed furnishings, full staff and a materials collection nearing 100,000.
- Usage at the Downtown Library has not declined as a result of the opening of the new library. Circulation at the Downtown Library remains as high as in the past and visits to the facility continue as before. Usage of the Spanish River Library and Community Center is comprised of additional visitors, mostly from the western communities.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with our Stakeholders					
Reference and information questions are answered before patrons leave the library.	N/A	95%	85%	95%	90%
Telephone reference questions are answered while the patron is on the phone.	N/A	80%	75%	80%	80%
Literacy patrons are placed with a volunteer tutor within 10 days.	N/A	85%	85%	85%	85%
Percentage of total circulation accomplished using self-check.	N/A	3%	12%	12%	18%
Percentage of renewals completed online.	N/A	2%	15%	12%	15%
Percentage of “storytime” class attendees registering for another program.	N/A	50%	50%	50%	50%

RECREATION DIVISION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	2,959,850	2,823,800	2,823,800	2,962,500
Other Operating	1,808,334	1,870,000	2,030,200	2,000,600
Supplies	100,137	114,200	122,000	111,600
Capital Outlay	27,296	20,800	20,800	68,100
Transfers	63,600	-	-	49,200
TOTAL	**4,959,217**	**4,828,800**	**4,996,800**	**5,192,000**

Description of Division and Activity

- Conduct youth and adult sports leagues and assist area schools and independent youth sports associations by providing facilities. Operate and provide quality programming and safe open play at the Tim Huxhold Skate Park and Shuffleboard Courts. Operate a Tennis facility that provides open play and programs for all ages and skill levels. Operate a temperature controlled municipal pool featuring extensive programs for a variety of interests. Provide Ocean Lifeguards to serve and protect beachfront park visitors.
- Offer a variety of leisure-oriented youth and adult classes, and host area meetings, private events and special interest clubs at the community center and its affiliated facilities. Offer drop-in activities, field trips, athletic events and social opportunities for teenagers through the Youth Activity Center. Through Camp Programs, provide a healthy and safe play environment for boys and girls during the summer and on school holidays.
- Conduct events that bring families, friends, neighbors and co-workers together in a spirit of happiness, togetherness and celebration.

Goal

Encourage recreational activity that provides each individual the opportunity to enjoy physical exercise, socialization, competition, teamwork, learning, intellectual stimulation and family togetherness. These activities shall also provide the setting that brings together residents of different backgrounds, enhancing Boca Raton as a community.

Objectives 2008-09

- Maintain an exemplary safety record on the beaches patrolled and guarded by Recreation Services Ocean Rescue
- Begin a Tennis Ladder for juniors at the Boca Raton Tennis Center.
- Maintain participation in the Age Group Fitness Swim Team at the Meadows Park Pool.
- Offer a Co-ed grass volleyball league.
- Add a sports-related Camp to the Summer Camp options.

Achievements 2007-08

- Maintain an exemplary safety record on the beaches of Spanish River Park and South Beach Park.
  An exemplary safety record of no drownings was maintained.
- Offer a flag football program for high school age boys and girls.
  Program offered but not operated due to low registration.
- Begin offering multiple-session classes at the Tennis Center.
  The Boca Raton Tennis Center successfully started an Adult and Junior Tennis Academy.
- Host a dog show at the Mizner Bark dog park.
  Assisted with the implementation of the first annual Canine Carnival at Mizner Bark.
- Maintain a record of no drownings or cases of recreational water borne illness (RWI) at Meadows Park Pool.
  An exemplary record of no drowning or cases of Recreational Water Borne Illness (RWI) was maintained.

Achievements 2007-08

Other Achievements:

- Ocean Rescue placed fourth in the 2007 U.S.L.A. National Championships.
- The Boca Raton Tennis Center initiated an online adult tennis ladder. The Tri-Center Tennis Ladder is also available to members of the other two tennis centers.
- The Meadows Park Pool began offering an Age Group Fitness Swim Team.
- Developed and Implemented a Holiday and Summer Surf Camp

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Aquatics:					
Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	N/A	N/A	80%	60%	70%
Athletics					
Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	N/A	N/A	90%	96%	96%
Ocean Rescue					
Assure beachfront park patrons return safely to shore.	N/A	NA	100%	100%	100%
Tennis Centers					
Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future.	N/A	N/A	75%	100%	90%
Class patrons will rate their experiences as “outstanding” on the post-class survey.	N/A	NA	90%	83%	90%

PARKS DIVISION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	3,628,122	3,497,700	3,497,700	3,359,500
Other Operating	2,196,460	2,174,000	2,187,300	2,251,900
Supplies	283,442	258,300	268,400	273,700
Capital Outlay	28,783	61,000	109,200	25,000
Transfers	163,100	8,500	8,500	35,000
TOTAL	**6,299,907**	**5,999,500**	**6,071,100**	**5,945,100**

Description of Division and Activity

- Suitably care for large public open space areas, offering a variety of intensively used park areas and facilities, accessible to residents and visitors. Provide in a safe, usable and attractive condition, passive and active recreation and playground areas for all age groups, within walking distance of neighborhoods. Properly maintain undeveloped park property in a safe, clean and orderly appearance for future public use.
- Provide preservation, management and appropriate development for Environmentally Sensitive Land sites totaling 85.41 acres; provide eventual environmental programming and public access.
- Promote a safe and secure park environment by providing information, park patrols and working special details that enhance patron visits.
- Provide and maintain safe, clean and attractive landscaped parkways, circles, medians, courtyards and other passive public areas, to enhance the aesthetic value of the residential and business community.

Goal

To provide clean, orderly and attractive appearance of grounds, structures and facilities for safe, convenient and enjoyable recreational use by the citizens of Boca Raton, through an efficient maintenance program commensurate with the intensity of public use and the intent of park design.

Objectives 2008-09

- Complete design and construction documents for District I maintenance complex and begin construction.
- Rebuild fire damage to pavilion #3 at James Rutherford Park.
- Upgrade Motorola irrigation controllers with the new generation Irrinet-M field unit for faster data communication.
- Install two new weather stations to assure that irrigation is being applied in accordance with the weather data collected.
- Implement an automated inventory program for all irrigation equipment, with reports reviewed by the Irrigation System Manager, to better manage expenditures.
- Develop a new distribution system for doggy bags at Mizner Bark that will provide a cost savings.
- Continue to refurbish playground systems in District II.
- Train athletic field maintenance staff to use the laser grading equipment in District II.
- To maximize the effectiveness of each Park Ranger on park patrol, he or she shall be consistently mobile, visible and independent.

Achievements 2007-08

- Remove Australian pine trees from a forty-foot perimeter around Spanish River Park picnic shelters and restrooms.

  This project has been deferred; funding was used to remove Australian pine trees throughout the park along parking lots and roadways, in preparation for resurfacing project.
- Develop design and construction documents for the Parks-District I Operation Complex.

  Design drawings are 50% complete.
- Resurface the south section of Spanish River Park.

  Specifications for this project have been developed and are currently out for bid.
- Renovate Memorial Park and Boca Tierra Park restroom interiors.

  Both Memorial Park and Boca Tierra Park restrooms are under renovation and completion is anticipated by fiscal year end.
- Train new full-time and part-time Irrigation System Technicians in the operation, troubleshooting and maintenance of the computerized irrigation control system.

  Two full-time Irrigation System Technicians and three part-time Irrigation System Technicians were trained to operate the computerized irrigation control system.
- Cross-train new Irrigation System Technicians in the locations of all water meters, controllers, and valves for callback duty.

  Four Irrigation System Technicians have been trained to respond for callback duty.
- Develop an exotic vine control program throughout the City's park system and Environmentally Sensitive Lands.

  Staff has developed an exotic vine removal program using outside contractual services to cut and spray herbicide to prevent re-growth. This program is done quarterly. Groundskeeping staff monitors vines and handles removal between treatments.
- Continue backflow testing for all park facilities.

  All backflow prevention devices throughout the City's park system were tested and the results were submitted to Utility Services as required.

Other Achievements:

- Replaced remaining wood planks on the Silver Palm boat dock with recycled plastic lumber. In addition, old stringers were replaced and new stringers added for increased support.
- Installed a replacement fitness cluster along A-1-A at Spanish River Park.
- Planted 200 native trees along A-1-A walkway at Spanish River Park.
- Constructed a bird watching area on the north end of Spanish River Park.
- Installed a sand volley ball court between shelters 4 and 5 at Spanish River Park.
- New roofs were installed on Silver Palm Park restrooms and Spanish River shelters 4, 5 and 9, restroom 3 and the old service building.
- Submitted an application and obtained a variance from the South Florida Water Management District to irrigate areas larger than five acres over a two day period, with half the zones running Mondays and the other half running Thursdays.
- Electrician repaired all solar lighting in the Parks and purchased spare parts for any additional repairs needed in the future.
- Plumber installed two new drinking fountains at the Boca Raton Municipal Golf Course.
- One Irrigation Supervisor and two Irrigation Technicians received their state re-certification on back flow prevention device testing.
- Installed Flowtronex Pump stations at Woodlands Park and Sand Pine Park.
- Rented two water trucks to supplement irrigation due to one day a week water restrictions.
- Plumber installed new drain field for septic tank at Woodland Park.
- Installed drainage for Memorial Park Little League field to prevent muddy areas outside ball field perimeter.
- Installed new drain line for Meadows Park Pool back washing system and connected it to the sewer drain.
- Replaced main park signs for (4) parks in District II.
- Three (3) Employees were certified for *Work Zone Flagger Operations*.

Achievements 2007-08
• Refurbished 30 percent of the holiday lighting silhouettes. • Tested Backflow Prevention Devices at the Municipal Golf Course. • The Park Rangers provided special details that contributed to the opening of the Spanish River Library, to the Canine Carnival and to the PAL Half Marathon.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnerships with Our Stakeholders					
Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures.	N/A	N/A	95%	90%	95%
Ensure safe and sanitary restrooms throughout the city's park system on a daily basis.	N/A	N/A	95%	95%	95%
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	N/A	N/A	95%	95%	100%
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	N/A	N/A	95%	90%	90%
Ensure Park Rangers perform daily patrols at neighborhood park sites to provide complete inspection reports for park maintenance personnel for corrective action.	N/A	N/A	95%	95%	100%

BOCA RATON
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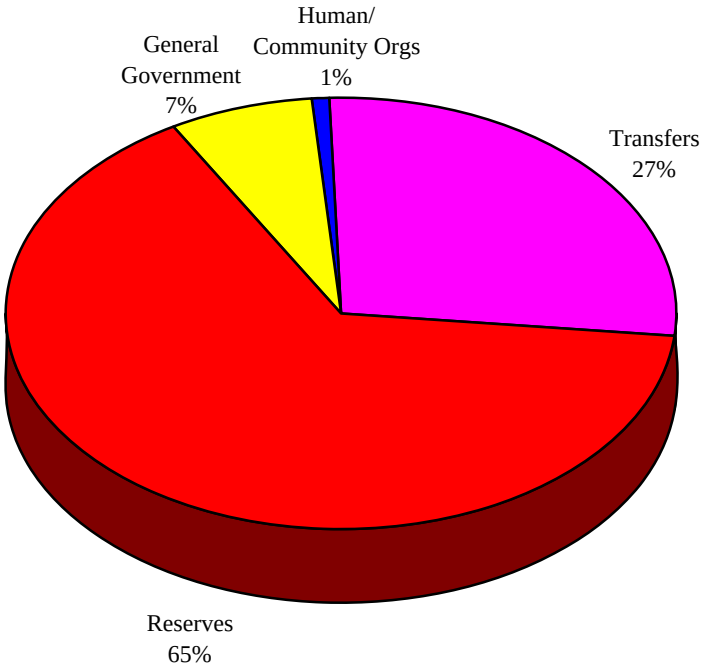
Boca de Ratones
FLORIDA

NON-DIVISIONAL

The Non-Divisional section of the City's General Fund contains expenditures to provide general governmental services which are not directly related to a particular department. The Non-Divisional section also includes the City's contributions to Not-for-Profit agencies.



DIVISION	APPROVED 2008-09 BUDGET
General Government	$ 4,061,600
Human/Community Orgs	404,100
Transfers	15,904,400
Reserves	37,733,800
TOTAL	**$ 58,103,900**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	630,697	595,700	595,700	134,000
Other Operating	4,286,384	4,095,500	5,234,400	4,285,700
Supplies	38,614	46,000	46,000	46,000
Capital Outlay	134,311	-	52,400	-
Transfers	8,338,660	16,528,300	16,528,300	15,904,400
Sub-Total	**13,428,666**	**21,265,500**	**22,456,800**	**20,370,100**
Reserves	50,639,844	30,443,200	27,763,200	37,733,800
TOTAL	**64,068,510**	**51,708,700**	**50,220,000**	**58,103,900**

BOCA RATON
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CDBG & SHIP FUNDS

OPERATED BY DEVELOPMENT SERVICES

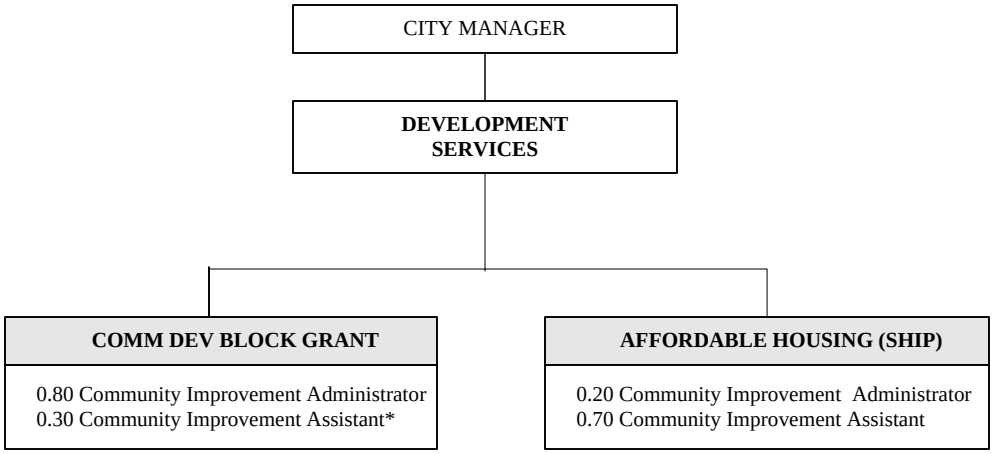
Jorge A. Camejo, Director

The mission of the Development Services Department, operating in the Special Revenue Funds, is to sustain and promote the City of Boca Raton as a nationally recognized and desirable place to live and work. To accomplish this goal, the Department will work to protect and preserve neighborhoods, assist in the creation of jobs and the protection of the tax base by promoting quality development and redevelopment, protect and preserve the City's natural environment, and support the provision of housing opportunities for all of Boca Raton's citizens.

The Development Services Department is responsible for the Community Improvement division, which administers the Community Development Block Grant (CDBG), the State Housing Initiatives Partnership (SHIP) and Economic Development Initiatives (EDI) for neighborhood improvement projects related to Pearl City Master Plan.

DIVISION	APPROVED 2008-09 BUDGET
CDBG	$ 1,575,900
Affordable Housing	1,591,000
Reserves	66,100
TOTAL	**$ 3,233,000**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	142,569	169,300	169,300	181,100
Other Operating	1,155,136	2,238,900	3,188,900	2,046,800
Supplies	2,567	3,300	3,300	3,300
Capital Outlay	155,283	922,300	1,464,500	935,700
Sub-Total	**1,455,555**	**3,333,800**	**4,826,000**	**3,166,900**
Reserves	2,084,941	2,811,700	1,411,700	66,100
TOTAL	**3,540,496**	**6,145,500**	**6,237,700**	**3,233,000**
Full-time Employees	2.00	2.00	2.00	2.00



Approved Positions FY 07/08	2.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	-
Approved Positions FY 08/09	**2.00**

COMMUNITY DEVELOPMENT BLOCK GRANT

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	89,831	103,700	103,700	114,800
Other Operating	138,672	714,900	264,900	522,800
Supplies	2,534	2,600	2,600	2,600
Capital Outlay	155,283	922,300	1,464,500	935,700
TOTAL	**386,320**	**1,743,500**	**1,835,700**	**1,575,900**

Description of Division and Activity

Administer the City's Federal Community Development Block Grant (CDBG) Program and Economic Development Incentive (EDI) Special Project Grants.

Goal

Benefit low and moderate income persons and aid the effort to improve and maintain neighborhoods.

Objectives 2008-09

- Ensure that grant is expended in compliance with HUD regulations and program requirements.
- Further neighborhood and housing stock preservation by overseeing and funding the rehabilitation of five single-family homes.
- Assist with the ongoing implementation of the Pearl City Master Plan, including the administration of CDBG and EDI special project funds to be used in the project for infrastructure and neighborhood improvements and ensuring project compliance with Department of Labor and HUD regulations.
- Assist in establishing project priorities and an implementation schedule for a New Pines Neighborhood Improvement Project.

Achievements 2007-08

- Ensure that grant is expended in compliance with HUD regulations and program requirements.
  It is anticipated that CDBG and EDI grants funds will be spent in compliance with HUD regulations and program requirements, CDBG timeliness requirements may be adversely impacted by post-hurricane demand for housing rehabilitation being lower than projected; by delays in the implementation of the Pearl City Master plan due to Phase II contractor performance issues; and the required redesign of Phases III and IV related to State Department of Transportation review of the project.
- Further neighborhood and housing stock preservation by overseeing and funding the rehabilitation of five single-family homes.
  It is anticipated that the rehabilitation of 4 single-family homes will be completed. Actual units assisted with federal funds were lower than goal, however 12 units were assisted through a state-funded program.
- Assist with the ongoing implementation of the Pearl City Master Plan, including the administration of CDBG and EDI special project funds to be used for in the project for infrastructure and neighborhood improvements and ensuring project compliance with Department of Labor and HUD regulations.
  The Community Improvement Administrator serves as Liaison and provides staff support to the Pearl City Blue Ribbon Committee, which was appointed by Council to provide advice and guidance on the implementation of the Pearl City Master Plan. It is anticipated that Phase II, improvements to the Lincoln Court neighborhood and commemorative neighborhood entry signs, will be completed by the end of the fiscal year. Improvements to Hughes Park were completed. Conceptual redesign of Phases III and IV completed.

Other Achievements:

- Oversaw sub-recipient public service contracts that provided fair housing and at risk youth services to residents.

PERFORMANCE MEASURES Strategic Priority: Core Business	FY 2005-06 Goal	 Actual	FY 2006-07 Goal	 Estimated	FY 2007-08 Target
Strong Partnership with Our Stakeholders Ensure a minimum of low-income families are served by annually evaluating the effectiveness of policy caps within the Housing Rehab Program	7	4	5	4	4

STATE HOUSING INITIATIVES PARTNERSHIP

EXPENDITURE BY CATEGORY	ACTUAL 2005-06 BUDGET	APPROVED 2006-07 BUDGET	REVISED 2006-07 BUDGET	APPROVED 2007-08 BUDGET
Personal Services	52,738	65,600	65,600	66,300
Other Operating	1,016,464	1,524,000	2,924,000	1,524,000
Supplies	33	700	700	700
Sub-Total	**1,069,235**	**1,590,300**	**2,990,300**	**1,591,000**
Reserves	2,084,941	2,811,700	1,411,700	66,100
TOTAL	**3,154,176**	**4,402,000**	**4,402,000**	**1,657,100**

Description of Division and Activity

Administer the State Housing Initiatives Partnership (SHIP) Program, which provides affordable housing opportunities through the purchase assistance, disaster assistance and sewer connection assistance programs.

Goal

Provide increased affordable housing opportunities for low and moderate-income households.

Objectives 2008-09

- Ensure that SHIP funds are expended or obligated in accordance with State guidelines.
- Evaluate program policies and subsidy amounts to keep pace with changes in real estate market and client needs.
- Continue to assist in the development of new workforce housing programs for implementation in Boca Raton.

Achievements 2007-08

- Ensure that SHIP funds are expended or obligated in accordance with State guidelines.

  It is anticipated that SHIP funds will be expended and obligated in accordance with State guidelines. Approximately 100 applications for SHIP program assistance are projected by year end and it is estimated that 14 homes will be purchased and 12 homes will receive post-hurricane housing repairs and homeowner special assessment assistance.

  Prepared the Three Year Local Housing Assistance Plan (LHAP) for 2007-2010 that was approved by Council and the State.
- Evaluate program policies and subsidy amounts to keep pace with changes in real estate market and client needs.

  Prepared and obtained approval for amendments and technical revisions to the 2004-2007 LHAP to allow implementation of significant policy changes to the purchase assistance and disaster assistance programs.

Other Accomplishments:

- Assisted in identifying workforce housing policy and program options for implementation in Boca Raton.
- Prepared and obtained approval from Council and the State for a new program for sewer connection assistance to be implemented in conjunction of the City's septic to sewer improvement program.

PERFORMANCE MEASURES Strategic Priority: Core Business	FY 2005-06 Goal	 Actual	FY 2006-07 Goal	 Estimated	FY 2007-08 Target
Strong Partnership with Our Stakeholders Ensure a minimum of low-and moderate-income families are served by annually by evaluating the effectiveness of policy caps and assistance terms within the Purchase Assistance Program.	10	10	12	14	10

LETF & STATE FORFEITURE FUNDS

OPERATED BY POLICE SERVICES

Dan Alexander, Chief of Police

The Law Enforcement Trust Fund (LETF), operated by Police Services, accounts for State and Federal confiscated merchandise and forfeiture funds received by the City and expended for Law Enforcement purposes.

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	170,225	-	-	-
Other Operating	416,222	382,200	372,900	422,000
Supplies	9,319	27,000	236,300	80,000
Capital Outlay	-	27,000	27,000	75,000
Sub-Total	**595,766**	**436,200**	**636,200**	**577,000**
Reserves	1,566,578	1,012,300	812,300	1,245,400
TOTAL	**2,162,344**	**1,448,500**	**1,448,500**	**1,822,400**

BOCA RATON
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STATE & FEDERAL GRANT FUNDS

OPERATED BY CITY MANAGER'S OFFICE

Leif J. Ahnell, City Manager

The State Grant Fund, operated by City Manager's Office, accounts for revenue and expenditures received from state sources that is restricted by the terms of an agreement.

The Federal Grant Fund, operated by City Manager's Office, accounts for revenue and expenditures received from federal sources that is restricted by the terms of an agreement.

DIVISION		APPROVED 2008-09 BUDGET
State Grants	$	3,175,000
Federal Grants		6,341,200
TOTAL	**$**	**9,516,200**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Other Operating	18,336	8,900	13,300	-
Supplies	20,101	13,600	13,600	7,000
Capital Outlay	53,978	9,089,200	9,109,900	9,509,200
TOTAL	**92,415**	**9,111,700**	**9,136,800**	**9,516,200**

BOCA RATON
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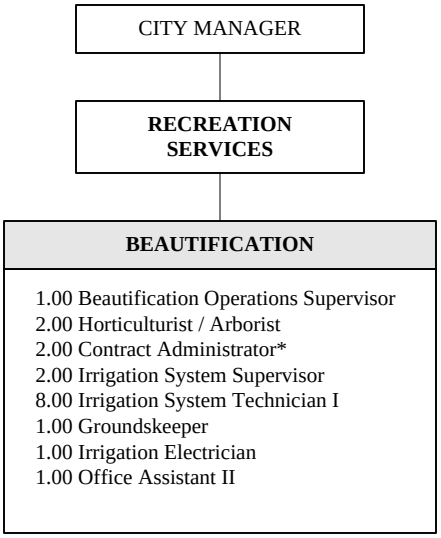
BEAUTIFICATION FUND

OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director
Joseph N. Cogley, Deputy Recreation Services Director

The mission of the Recreation Services Department, operating in the Beautification Fund, is to provide a highly aesthetic and healthy network of City right-of-way medians for the benefit of the traveling citizenry of Boca Raton and those who are visiting as well. Staff is dedicated to managing these resources efficiently and safely using appropriately trained staff to achieve an enhanced biological and environmental state of the urban roadway landscape. Staff continually searches for and adapts to situations where the program can result in labor cost reductions and water conservation.

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,033,116	1,161,200	1,161,200	1,257,200
Other Operating	1,675,687	1,930,000	1,935,700	1,923,100
Supplies	223,919	310,200	310,200	310,200
Capital Outlay	5,313	16,700	21,000	5,000
Transfers	152,400	86,000	86,000	148,000
Sub-Total	**3,090,435**	**3,504,100**	**3,514,100**	**3,643,500**
Reserves	4,296,556	2,437,000	2,437,000	2,166,800
TOTAL	**7,386,991**	**5,941,100**	**5,951,100**	**5,810,300**
Full-time Employees	18.00	18.00	18.00	18.00



* 2.00 Contract Maint. Supervisor reclassified to 2.00 Contract Administrator

Approved Positions FY 07/08	18.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**18.00**

BEAUTIFICATION DIVISION

Description of Division and Activity

The Beautification Division of the Recreation Services Department is committed to providing a highly aesthetic and healthy network of City right-of-way medians for the benefit of the traveling citizenry of Boca Raton and those who are visiting as well. Staff is dedicated to managing these resources efficiently and safely using appropriately trained staff to achieve an enhanced biological and environmental state of the urban roadway landscape. Staff continually searches for and adapts to situations where the program can result in labor cost reductions and water conservation.

- Maintain 185.37 miles of irrigated roadway medians where botanicals such as trees, shrubs, and grass exist as beautification.
- Perform property damage recovery for Risk Management, administer contract maintenance supervision over private landscape maintenance firms, furnish rehabilitative landscape installations of damaged plants and sod, provide irrigation installation, repair and maintenance, and apply specialized environmental horticultural functions to approximately 205.77 acres of beautified City property.
- Respond to all horticultural and arboricultural inquiries, both governmental and public, within the City, answering questions and concerns requiring solutions to a myriad of circumstances.
- Coordinate with environmental planning, landscape architecture planning and utilities engineering as necessary while managing the Beautification Fund budget.

Goal

The Recreation Services Department, in the Beautification Fund, is committed to developing and maintaining the City's roadway medians in an attractive and beautifully landscaped manner for the enjoyment of the residents of the City of Boca Raton.

Objectives 2008-09

- Complete hurricane restoration projects throughout the City.
- Continue roadway renovation projects throughout the City.
- Continue roadway mapping projects on Federal Highway, Dixie Highway and Camino Real.
- Upgrade MIR 5000 Motorola equipment to new generation field unit.
- Continue Backflow training for two Irrigation Technicians through attending a forty-hour state certification session.
- Develop a supplemental watering plan for the medians due to water restrictions.

Achievements 2007-08

- Continue hurricane replacement projects throughout the City.

  In FY 2007/08 staff rejuvenated 58 roadway medians damaged by Hurricane Wilma.
- Continue roadway renovation projects throughout the City.

  In FY 2007/08 staff renovated 26 roadway medians.
- Continue backflow training for staff through attending a forty-hour state certification session.

  One Irrigation Technician received State certification for backflow testing.
- Upgrade Scorpio Controllers to Irrinet Controllers.

  Upgrades to the controllers on Federal Highway and Glades Road were implemented.
- Cross train new Irrigation System Technicians I in locating meters, controllers and valves.

  Four Irrigation Technicians I have been trained.
- Continue roadway-mapping project on Palmetto Park Road, Glades Road and Yamato Road.

  Palmetto Park Road, Glades Road and Yamato Road have been marked and identified. Data Collection is 100% complete on Palmetto Park Road.

Achievements 2007-08

- Develop irrigation strategies to promote a weed free environment.

  Bubbler zones have been added to areas where new trees have been installed, to provide targeted irrigation rather than irrigating the entire area just to water newly installed trees. Weather station data has also been gathered to determine wind conditions, soil resistance and rain water accumulation for use in programming duration and timing of watering schedules.

Other Achievements:

- Assumed maintenance of Spanish River Blvd from the El Rio Canal to Military Trail.
- Assumed maintenance of T-Rex Swale.
- Assumed maintenance of new Spanish River Library and Community Center.
- Completed Cemetery/Mausoleum CIP landscape renovation project.
- Planted mitigated Oak trees on NW 2nd Avenue.
- Planted additional screening material at Red Reef Golf course.
- Re-landscaped parking lot at Swim and Racket Center.
- Submitted an application and obtained a variance from the South Florida Water Management District to irrigate areas larger than five acres over a two day period, with half the zones running Mondays and the other half running Thursdays.
- Worked with Customer Service in Finance to inventory all water meters. Worked with Utility Services to identify inactive meters and remove them.
- Obtained a new trencher for use in digging trenches for installing new bubbler zone valves for new/replacement trees.
- Rented two water trucks to supplement watering due to one day a week water restrictions.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
On a daily basis, monitor contract landscape maintenance services for compliance with contract schedules of value.	N/A	N/A	95%	95%	95%
Prune trees and palms throughout the City's roadways and parks, as deemed necessary by the City's Horticulturist/Arborists.	N/A	N/A	90%	90%	95%
Apply fertilizers to landscape materials four times per year, to maintain a lush and healthy condition for roadways and rights of way.	N/A	N/A	95%	95%	95%
Maintain *Tree City USA* status by planting new trees throughout the city, in the appropriate landscape settings.	N/A	N/A	95%	95%	95%
Ensure proper irrigation practices by checking irrigation systems weekly, for proper flow and positioning of irrigation sprinklers.	N/A	N/A	95%	95%	95%
Remove and replace dead or accident-damaged trees, palms, shrubs, ground cover and turf within 30 days of discovery, to maintain a "City Within A Park" theme.	N/A	N/A	75%	75%	75%

BEACH & PARK DISTRICT FUND

OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director
Joseph N. Cogley, Deputy Recreation Services Director

The mission of the Recreation Services Department, operating in the Beach & Park District Fund, is to provide and preserve quality parks, recreation, leisure and resource management through facilities, programs and resources which are relevant, educational, attractive and affordably accessible to the Boca Raton area. Costs are reimbursed through an interlocal agreement with the Greater Boca Raton Beach and Park District.

DIVISION	APPROVED 2008-09 BUDGET
Red Reef	$ 2,532,700
Patch Reef	2,612,100
Sugar Sand	4,510,900
Racquet Club	1,629,900
Other	1,878,400
CIP Projects	28,326,200
TOTAL	**$ 41,490,200**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	7,523,218	7,944,300	7,944,300	8,478,800
Other Operating	4,209,968	3,869,100	3,996,200	4,005,200
Supplies	484,218	471,300	512,700	444,100
Capital Outlay	1,965,940	27,153,600	28,024,700	28,521,700
Transfers	-	-	-	40,400
Sub-Total	**14,183,344**	**39,438,300**	**40,477,900**	**41,490,200**
Reserves	501,227	-	-	-
TOTAL	**14,684,571**	**39,438,300**	**40,477,900**	**41,490,200**
Full-time Employees	123.50	123.50	123.50	124.50

CITY MANAGER

RECREATION SERVICES

BPD / RED REEF PARK

0.35 Ocean Rescue Chief
2.00 Ocean Rescue Lieutenant
6.00 Ocean Lifeguard
9.00 Groundskeeper
1.00 Secretary
0.65 Park Maintenance Supv III
0.50 Equipment Operator II
1.00 Program Interpreter
0.65 Environmental Ed/Consrvtion Mgr
2.00 Environmental Program Coord.
1.00 Exhibits Coordinator
1.00 Marine Conservationist
0.20 Chief Park Ranger
1.00 Park Ranger Supervisor
0.65 Ocean Rescue Captain

BPD / PATCH REEF PARK

1.00 Recreation Center Supervisor II
1.00 Athletic Supervisor I
0.45 Tennis Centers Administrator
1.00 Tennis Administrative Specialist
1.00 Tennis Center Supervisor I
2.00 Custodial Worker
0.20 Community Centers Administrator
0.65 Athletic Program Coordinator
1.00 Recreation Center Supervisor I
0.30 Athletic Programs Administrator
1.00 District Supervisor
1.00 Park Maintenance Supv III
1.00 Irrigation Systems Tech I
9.00 Groundskeeper
1.00 Athletic Assistant
0.10 Chief Park Ranger
2.00 Secretary
1.00 Park Ranger Supervisor*

BPD / SUGAR SAND PARK

1.00 Rec Center Supervisor III
1.00 Rec Center Supervisor I
1.00 Recreation Center Manager
1.00 Athletic Supervisor II
1.00 Athletic Supervisor I
2.00 Athletic Assistant
0.40 Community Centers Admininstrator
2.00 Irrigation Systems Technician I
5.00 Custodial Worker
1.00 Theater Coordinator
2.00 Theater Activity Monitor
1.00 Exhibits Coordinator
1.00 Theater Technical Coordinator
0.30 Athletic Programs Administrator
1.00 Science Center Coordinator
1.00 Equipment Mechanic
1.00 Park Maintenance Supv III
17.00 Groundskeeper
1.00 Carpenter
0.35 Chief Park Ranger
1.00 Park Ranger Supervisor
1.00 Science Program Presenter
1.00 Science Center Educator
1.00 Special Events Coordinator
1.00 Maintenance Supervisor III
4.00 Secretary*

BPD / ESTRIDGE

1.00 Park Maintenance Supervisor III
1.00 Irrigation System Technician I
3.00 Groundskeeper

BPD / SWIM AND RACQUET CLUB

1.00 Tennis Center Supervisor II
1.00 Park Maintenance Supv III
1.00 Recreation Center Supv I
2.00 Tennis Aide II
0.35 Aquatics Administrator
0.40 Tennis Centers Administrator
1.00 Aquatics Lieutenant
1.00 Custodial Worker
7.00 Groundskeeper
2.00 Pool Lifeguard
1.00 Aquatics Captain

+ 1.00 Park Ranger Supervisor (Patch Reef Park)
Office Assistant II reclassified to Secretary (Sugar Sand Park)

Approved Positions FY 07/08	123.50
Revised Positions FY 07/08	+1.00
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**124.50**

RECREATION DIVISION

Description of Division and Activity

Athletics

Conduct youth and adult sports leagues, which promote sportsmanship, fair play and healthy competition. Assist area schools and independent youth sports associations by providing facilities. Operate the Sugar Sand Field House in a fashion that provides quality programming and open play opportunities.

Aquatics

Operate a public pool that features extensive programs for a variety of interests.

Ocean Rescue

Provide Ocean Lifeguards to serve and protect public beachfront visitors.

Community Centers

Offer a variety of leisure-oriented youth and adult classes in addition to hosting area meetings, special interest clubs and theatrical events. Provide youth with a unique educational experience at the Children's Science Explorium. Operate a carousel for community recreation.

Tennis

Operate facilities that provide open play and programs for all ages and skill levels.

Goal

Encourage recreational activity that provides each individual the opportunity to enjoy physical exercise, socialization, competition, teamwork, learning, intellectual stimulation and family togetherness. These activities shall also provide the settings that bring together residents of different backgrounds, enhancing the Greater Boca Raton Beach & Park District as a community.

Objectives 2008-09

- Ocean Rescue will maintain an exemplary safety record at the beach.
- Begin hosting a Sunday Mixed Doubles League at the Racquet Center.
- Add a "Ride & Glide" ice skating element to the Winter Children's Fair at Patch Reef Park.
- Hold an Open House for each of the three traveling Exhibits to be displayed at the Children's Science Explorium.
- Offer online registration via Rec Trac for Athletic Programs.
- Completion of the Patch Reef Tennis Center's awnings and courtside awning project.

Achievements 2007-08

- Offer a "Silver Sneakers" senior exercise program at the Sugar Sand Park Field House.

  Silver Sneakers program declined offer as Field House is not a full fitness center offering free weights, weight resistance machines and cardio vascular exercise equipment.
- Maintain an exemplary safety record at Red Reef Park's beaches.

  An exemplary safety record of no drownings was maintained.
- Organize a Ladies Evening Round Robin program at the Patch Reef Park Tennis Center.

  A successful Ladies Evening Round Robin was provided.
- Complete the design work for eight new athletic fields at Countess de Hoernle Park.

  Design is in progress; City staff is working with the Greater Boca Raton Beach & Parks District and their Value Engineering consultant to answer concerns regarding costs of amenities and the phasing of construction.
- Add a "Ride & Glide" ice skating element to the Winter Children's Fair.

  Unable to secure ice skating surface for event, due to amount of lead time and funding needed to reserve surface with vendor. Funding and lead time issues have been resolved and surface is reserved for 08-09 event.

Achievements 2007-08

Other Achievements:

- Ocean Rescue placed fourth in the 2007 U.S.L.A. National Championships.
- The Patch Reef Park Tennis Center successfully hosted the 17th Florida Open International Wheelchair Championships and The Champion Porsche $10,000 Futures of Boca Raton Tournament.
- Landscaping within the grounds of the Racquet Center was enhanced by replacing unattractive plants with Fox Tail palms and beautiful ground cover.
- The Swim Center's Aquatics Water Safety Instructors acquired Mario Swim Central Adaptive Aquatics certification. This step allows them to teach swim lessons to children with special needs.
- Created option for patrons to purchase ride tokens via credit or debit card at the Sugar Sand Park Carousel.
- Received the 2007 National Softball Association award for Outstanding Park for adult softball programs offered in the Athletics Section.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnership with Our Stakeholders					
Aquatics:					
Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	N/A	N/A	80%	60%	70%
Athletics					
Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	N/A	N/A	90%	96%	96%
Ocean Rescue					
Assure beachfront park patrons return safely to shore.	N/A	N/A	100%	100%	100%
Tennis Centers					
Children participating in the winter, summer and fall camps will express, in their post-camp evaluation, an interest in attending camps, if eligible, in the future.	N/A	N/A	75%	97%	90%
Community Centers					
Class patrons will rate their experiences as "outstanding" on the post-class survey.	N/A	N/A	90%	83%	90%

PARKS DIVISION

Description of Division and Activity

Major Parks & Recreation Areas

To suitably care for a large area offering a variety of usually intensively used park areas and facilities accessible to residents of the entire Beach and Park District.

Neighborhood Parks and Recreation Areas

To provide in a safe, usable and attractive condition, passive and active recreation areas for all age groups within walking distance of neighborhoods.

Playgrounds

To adequately maintain areas for intensive recreation use, primarily for school age and pre-school children.

Park Rangers

To contribute to a safe and secure park environment by providing park patrols and by working special details. To provide information to park patrons, both from the gate houses and from within the parks, that will enhance their visit.

Conservation Division

To partner with FAU, Palm Beach County Schools and Gumbo Limbo, to provide a coastal/marine center presenting recreational, research and educational opportunities. To partner with Development Services and the Environmental Advisory Board to insure that Boca Raton's beaches are safe and attractive for sea turtle nesting. To monitor and collect data on sea turtle nestings and strandings, renourishment projects and other beachfront construction and report information to the appropriate State/County/Municipal agency. To provide preservation, management and appropriate development for environmental programming for public access to 47.5 acres of pristine Florida scrub.

Landscape and Passive Areas

To offer safe, clean and attractive parkways, circles, medians, courtyards and other landscaped public areas to enhance the aesthetic value of the residential and business community.

Undeveloped, Unclassified and/or under Construction

To maintain undeveloped park property in a safe, clean and orderly appearance for future public use.

Goal

To provide clean, orderly and attractive appearance of grounds, structures and facilities for safe, educational, convenient and enjoyable recreational use by the citizens of the Greater Boca Raton Beach & Park District through an efficient maintenance program commensurate with the intensity of public use and the intent of park design.

Objectives 2008-09

- Install new irrigation system for the athletic fields at Patch Reef Park.
- Train one Irrigation Technician to obtain certification for state backflow testing to comply with state regulations.
- Install new weather station at Sugar Sand Park to assist in monitoring weather conditions to conserve water and observe restrictions, while promoting healthy turf and plants.
- Upgrade Motorola controllers to the new generation of Irrinet-M field unit for faster data communication.
- Replace rubber safety surface in Science Playground at Sugar Sand Park and in Pirates Cove Playground at Patch Reef Park.
- Upgrade and replace equipment in "wet deck" areas of Science Playground at Sugar Sand Park and Pirates Cove at Patch Reef Park.
- Continue Replacement of brown wooden sign posts and sign backings with green recycled plastic posts and non wood manufactured sign backings.
- Repair rusted roofs on Red Reef Park's restrooms and pavilions on the east side of the park.
- Install Bahia grass in picnic areas at Red Reef Park to eliminate labor hours used for raking.
- To maximize the effectiveness of each Park Ranger on park patrol, he or she shall be on the move, visible and independent. The Park Ranger shall be alert, engaged and professional in appearance, demeanor and conduct.

Achievements 2007-08

- Continue to update and modify the Park Ranger Standard Operating Procedures Manual, and overall training procedures.

  The Standard Operating Procedures Manual was updated.

- Renovate restrooms at the soccer fields and baseball/softball press boxes at Patch Reef Park.

  Restroom renovations are currently underway. Press box renovations are complete. It is anticipated that the restroom renovations will be completed by August 2008.

- Continue exotic invasive pest plant removal and control at Patch Reef and Sugar Sand Parks.

  This is an ongoing program. Exotic invasive pest plants have been kept to a minimum through routine scheduling of staff eradication projects throughout the year.

- Repair and re-open beach access boardwalks closed due to damage by Hurricanes Frances & Wilma.

  This objective is complete. Hurricane damaged boardwalks have been repaired.

- Construct new saltwater viewing tanks at Gumbo Limbo Environmental Complex.

  Staff has held several review meetings to come to an overall agreement on the design and construction of the tank. All stake holders: Florida Atlantic University, Gumbo Limbo staff, and School Board staff participated. Final construction documents have been reviewed. Construction scheduled for FY 2008/09.

- Install a new well & pump station at Sugar Sand Park.

  A new 10" well and 45 H.P. pump station was installed at Sugar Sand Park.

- Install a new irrigation system on the three soccer/football fields and three baseball/softball fields at Patch Reef Park.

  This project has been deferred to FY 2008/09, due to the Youth Sports program scheduling.

- Upgrade the Sugar Sand Science Playground with new play equipment.

  A proposal outlining upgrades and replacements has been presented to the Greater Boca Raton Beach & Park District for approval and implementation.

Other Achievements:

- Stabilized unpaved parking area at Swim and Racquet Center with crushed rock and added parking stops.
- Added benches and bollards to new covered walkway at Patch Reef Park.
- Stabilized and re-enforced wooden head inside Science Playground using marine-grade building materials.
- Replaced plant material at Swim and Racquet Center pool area previously damaged by Hurricane Wilma.
- Replaced four covered grills at Family pavilion and Classroom pavilion at Sugar Sand Park.
- Added golf cart storage and charging area by Tennis Center at Patch Reef Park. Electricity was added, battery charger storage installed and landscaping was installed to screen the area.
- Installed new landscaping at Swim and Racquet Center to provide screening of Courts #8 & #4, to replace trees that were removed along St. Andrews.
- Installed new plumbing fixtures for the restrooms at Sugar Sand Park.
- Installed drain pipe for the Swim & Racquet Center to drain pool waste water into storm water run off system and away from the lake water.
- Removed 40 Australian pines from Red Reef Park.
- Planted 20 native trees to help restore Red Reef Park canopy.
- Installed new beach condition signs and Alfa underground trash receptacles at the beach access points of the newly rebuilt boardwalks.
- Provided enhanced Park Ranger patrols within Sugar Sand Park, Patch Reef Park and the Swim & Racquet Center.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Strong Partnerships with Our Stakeholders					
Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures.	N/A	N/A	95%	90%	95%
Ensure safe and sanitary restrooms throughout the city's park system on a daily basis.	N/A	N/A	95%	95%	95%
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	N/A	N/A	95%	95%	100%
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	N/A	N/A	95%	90%	90%
While on patrol, Park Rangers will be mobile, visible and independent	N/A	N/A	95%	95%	100%

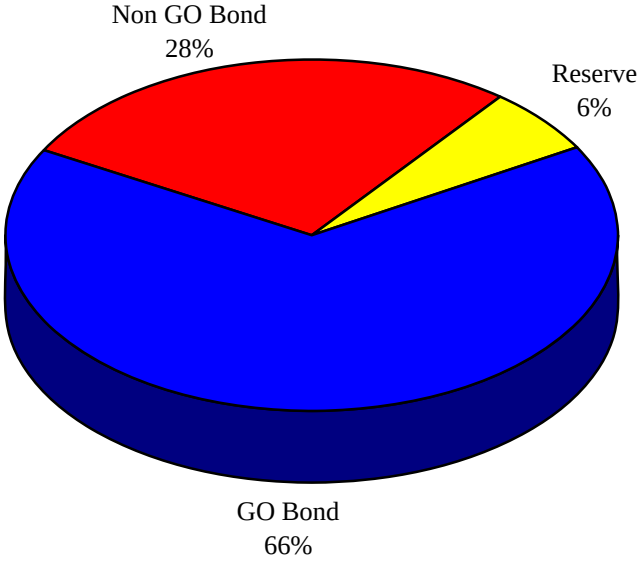
BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

DEBT SERVICE FUND

OPERATED BY FINANCIAL SERVICES

Mervyn C. Timberlake, Jr., C.P.A., Financial Services Director
Linda C. Davidson, C.P.A., Deputy Financial Services Director

The Debt Service Fund, operated by Financial Services, accounts for the payment of principal and interest, and fiscal charges on the City's general obligation bonds which are payable from ad valorem taxes; and the City's revenue bonds and notes payable which are payable from non ad valorem revenues.



DIVISION		APPROVED 2008-09 BUDGET
GO Bond	$	5,472,000
Non GO Bond		2,276,800
Reserve		500,600
TOTAL	**$**	**8,249,400**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Debt Service	8,899,607	8,768,000	8,768,000	7,748,800
Sub-Total	**8,899,607**	**8,768,000**	**8,768,000**	**7,748,800**
Reserves	606,673	424,700	424,700	500,600
TOTAL	**9,506,280**	**9,192,700**	**9,192,700**	**8,249,400**

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

SANITATION FUND

OPERATED BY MUNICIPAL SERVICES

Robert J. DiChristopher, Director

The Sanitation section of the Municipal Services Department provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection. This year Sanitation will collect approximately 68,367,240 lbs. of garbage, 16,812,400 lbs. of recyclables, and 19,724,120 lbs. of vegetation generated by approximately 78,900 residents.

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

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	-	-	-	3,118,900
Other Operating	-	-	-	2,382,700
Supplies	-	-	-	27,800
Capital Outlay	-	-	-	601,800
Sub-Total	**-**	**-**	**-**	**6,131,200**
Reserves	-	-	-	1,892,800
TOTAL	**-**	**-**	**-**	**8,024,000**
Full-time Employees	-	-	-	53.00

CITY MANAGER

MUNICIPAL SERVICES

SANITATION*

1.00 Sanitation Superintendent
3.00 Sanitation Supervisor
1.00 Administrative Assistant
29.00 Packer Operator / Driver
19.00 Refuse Collector

* +53.00 Sanitation staff transferred from Municipal Services (001) to Sanitation Fund (440)

Approved Positions FY 07/08	0
Revised Positions FY 07/08	
Personnel Changes FY 08/09	+53.00
Approved Positions FY 08/09	**53.00**

SANITATION

Description of Division and Activity
The Sanitation Section provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including quarterly bulk trash collection.

Goal
To provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.

Objectives 2008-09

- Continue to incorporate front-loading trucks into the Sanitation operations.
- Incorporate a once per week bulk pickup along with vegetation pickup.
- Investigate one man garbage routes.

Achievements 2007-08

- Incorporate front-loading trucks into the Sanitation operations.

  3 front-loading trucks have been incorporated into the sanitation operations and residents are continuing to convert their dumpsters to front-loading dumpsters.
- Investigate the implementation of an enterprise fund.

  An enterprise fund is still being investigated.

Other Achievements:

- Municipal Services is retrofitting front end loading trucks to be utilized for semi-automated curb side collection.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Resolve missed pick ups within 24 hours	100%	98%	100%	98%	100%
Complete daily routes	98%	100%	98%	100%	98%

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

STORMWATER UTILITY FUND

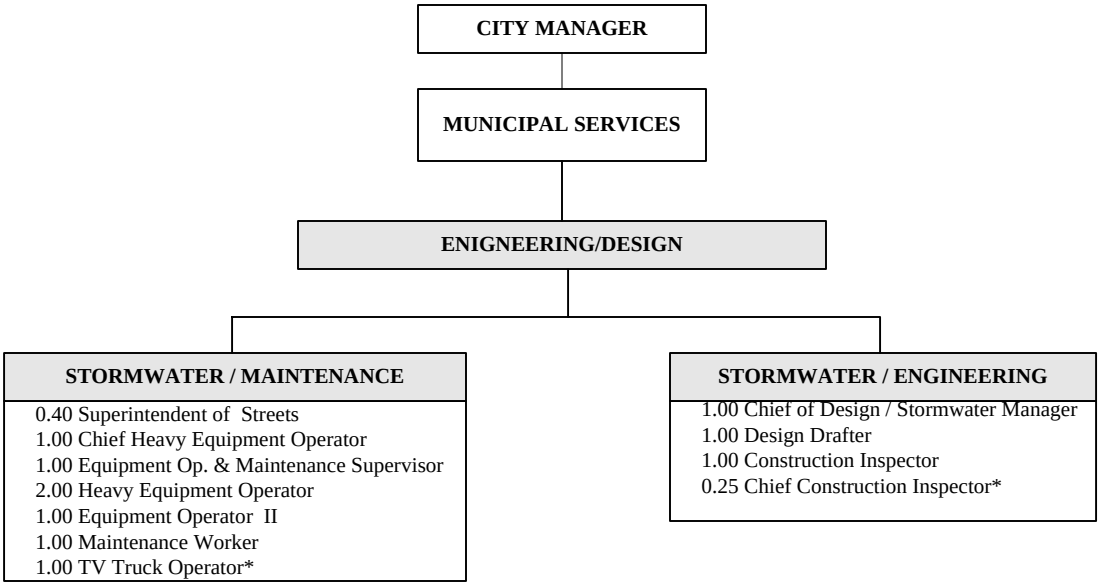
OPERATED BY MUNICIPAL SERVICES

Robert J. DiChristopher, Director

The mission of the Municipal Services Department, operating in the Stormwater Utility Fund, is to cooperatively design, construct, inspect and maintain the City's separate Stormwater system in accordance with the Environmental Protection Agency National Pollutant Discharge Elimination System (NPDES) permit including, but not limited to, project management for capital improvements, construction inspections for drainage improvements, project planning/development and policy development/guidance, enforcement and implementation.

DIVISION	APPROVED 2008-09 BUDGET
Maintenance	$ 818,600
Design	2,170,500
Reserves	1,949,700
TOTAL	**$ 4,938,800**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	564,957	601,600	601,600	761,100
Other Operating	356,884	545,300	690,000	543,100
Supplies	1,777	7,300	7,300	4,900
Capital Outlay	-	2,579,000	3,054,800	1,680,000
Depreciation	292,341	-	-	-
Sub-Total	**1,215,959**	**3,733,200**	**4,353,700**	**2,989,100**
Reserves	4,683,933	1,128,100	1,128,100	1,949,700
TOTAL	**5,899,892**	**4,861,300**	**5,481,800**	**4,938,800**
Full-time Employees	9.40	9.40	9.40	10.65



*+1.00 TV Truck Operator transferred from Municipal Services/Streets (001) and converted from Equipment Operator
+0.25 Chief Construction Inspector transferred from Municipal Services/ Engr/Design (001)
+1.25

Approved Positions FY 07/08	9.40
Revised Positions FY 07/08	+1.25
Personnel Changes FY 08/09	
Approved Positions FY 08/09	**10.65**

STORMWATER/MAINTENANCE

EXPENDITURE BY CATEGORY	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	ESTIMATED 2007-08 BUDGET	RECOMMENDED 2008-09 BUDGET
Personal Services	341,108	364,100	364,100	473,700
Other Operating	179,010	250,000	259,400	270,200
Supplies	1,711	6,100	6,100	3,700
Capital Outlay	-	583,000	583,000	71,000
Depreciation	48,942	-	-	-
TOTAL	**570,771**	**1,203,200**	**1,212,600**	**889,600**

Description of Division and Activity

The Stormwater Utility was initiated to address both water quality and water quantity improvements to the City's infrastructure system. The Stormwater Section of the Municipal Services Department works to maintain the federally mandated Stormwater System for the City of Boca Raton. Responsibilities include the sweeping of streets and right-of-ways, cleaning and repairing of storm drains, and controlling aquatic vegetation in canals and lakes.

Goal

The goal of this program is to provide an economically feasible stormwater management system that will minimize damage from severe storms by improving flood protection and to improve the quality of stormwater runoff to meet the requirements of the State Water Policy and the EPA's NPDES permit conditions.

Objectives 2008-09

- Line all metal pipes within Boca Islands Subdivision.
- Inspect all storm drain grates east of I-95 to determine replacement needs.
- Convert all VHS inspection video to DVD format.
- Continue to install additional "No Dumping –Leads to Waterways" signs to promote public awareness of illegal dumping.

Achievements 2007-08

- Increase efforts to install additional "No Dumping – Leads to Waterway" signs to promote public awareness of illegal dumping. This is a continuous objective.

  This is an ongoing project. To date 45 signs have been installed.
- Clean and investigate drainage areas along Verde Trail.

  A majority of the drains in public R-O-W have been cleaned. Investigations found shared public/private usage. Two buried inlets were located, uncovered and made functional.
- Restore swale areas along St. Andrews Boulevard.

  Project delayed due to development of shared use pathway in same area.

Other Achievements:

- Delivered all fuel needs for Municipal Services and Utility Services for the current fiscal year.
- Assisted in the development of the Fire Training site on Banyan Road.
- Purchased new sweeping equipment and trained staff on regenerative air sweeping methods.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair.	100%	100%	100%	100%	100%

STORMWATER/ENGINEERING

EXPENDITURE BY CATEGORY	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	ESTIMATED 2007-08 BUDGET	RECOMMENDED 2008-09 BUDGET
Personal Services	223,849	237,500	237,500	287,400
Other Operating	177,874	295,300	430,600	272,900
Supplies	66	1,200	1,200	1,200
Capital Outlay	-	1,996,000	2,471,800	1,609,000
Deprecation	243,399	-	-	-
Sub-Total	**645,188**	**2,530,000**	**3,141,100**	**2,170,500**
Reserves	4,683,933	1,128,100	1,128,100	1,949,700
TOTAL	**5,329,121**	**3,658,100**	**4,269,200**	**4,120,200**

Description of Division and Activity

The Stormwater Utility was initiated to address both stormwater quality and quantity improvements and maintenance of the City's separate stormwater system in accordance with the City's Comprehensive Plan and the conditions of the Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) permit. The Municipal Services/Engineering Services' section of the Stormwater Utility is responsible for program development and administration in cooperation with Municipal Services.

Goal

The goal of this program is to provide an economically feasible stormwater management system that will minimize damage from severe storms and to improve the quality of the stormwater runoff to the maximum extent practical in accordance with the City's Comprehensive Plan and the conditions of the NPDES (National Pollutant Discharge Elimination System) permit.

Objectives 2008-09

- Secure 2nd term NPDES permit.
- Complete design of New Floresta drainage improvements.
- Monitor private construction for compliance with NFDEP permit requirements.

Achievements 2007-08

- Complete Stormwater Management Master Plan based on criteria of NPDES (National Pollutant Discharge Elimination System) & FDEP (Florida Department of Environmental Protection).

  Completed May 2008.
- Complete Stormwater Improvements for the Spanish Village Phase II project.

  Completed March 2008.
- Continue to address drainage complaints through improvements made under the CIP.

  Drainage complaint study complete and the project has been identified in the CIP.

Achievements 2007-08
Other Achievements:
• Satisfied NPDES permit conditions.
• Enforced NPDES permit compliance on private construction projects.
• Launched internet web page regarding drainage, water quality, maintenance, NPDES etc.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services Complete projects within 10% of original bid.	90%	85%	100%	90%	100%

WATER & SEWER ENTERPRISE FUNDS

OPERATED BY UTILITY SERVICES

Chris Helfrich, P.E., Director

Vacant, Deputy Director

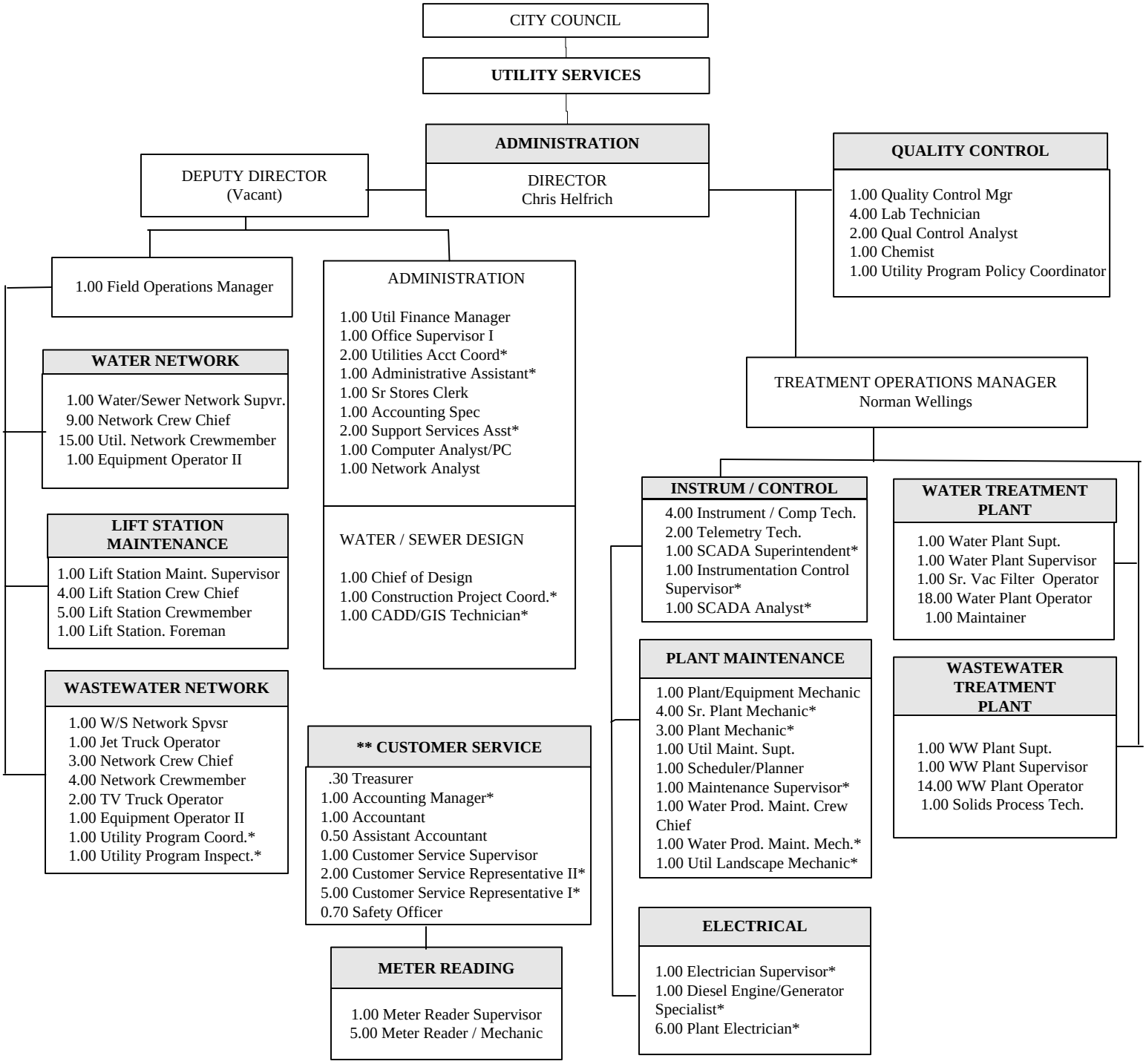
The mission of the Utility Services Department, operating in the Water & Sewer Enterprise Funds, is to provide water and sewer services to approximately 34,600 accounts, including residential, commercial, industrial and educational. The service area extends from the Atlantic Ocean on the east to the Florida Turnpike on the west. The northern and southern service boundaries are the City limits. The service area encompasses approximately 35 square miles.

Glades Road Water Treatment Plant (WTP) has a treatment capacity of 80 MGD with fully computerized control and monitoring of the supply, production and distribution facilities. This includes a 40 MGD membrane Softening Plant to replace a portion of the Lime Softening Facility.

The Wastewater Treatment Plant has a treatment capacity of 17.5 million gallons per day (MGD). An integral part of the plant is a wastewater reuse system, which is capable of treating 9 MGD of effluent for irrigation purposes and in-plant use.

DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 15,039,400
Water	11,513,700
Wastewater	6,687,400
Customer Service	815,700
W/S Renewal & Replacmt	12,370,000
W/S CIP Bond	9,300,000
Water Impact	2,000,000
Capital Projects/Transfers	12,794,900
Debt Service	4,279,500
Reserves	35,683,900
TOTAL	**$ 110,484,500**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	10,422,974	11,379,600	11,379,600	12,007,800
Other Operating	18,903,563	19,904,200	24,272,600	19,405,000
Supplies	3,583,885	4,574,300	4,685,800	4,350,400
Capital Outlay	-	30,276,100	27,255,200	25,974,800
Transfers	4,822,578	9,327,000	12,673,400	8,783,100
Debt Service	1,613,053	3,493,900	3,985,900	4,279,500
Depreciation	8,971,635	-	-	-
Sub-Total	**48,317,688**	**78,955,100**	**84,252,500**	**74,800,600**
Reserves	55,514,924	30,029,300	41,852,300	35,683,900
TOTAL	**103,832,612**	**108,984,400**	**126,104,800**	**110,484,500**
Full-time Employees	165.50	165.50	165.50	165.50



* Customer Service Representative I reclassified to Customer Service Rep. II (Customer Service)
Sr. Accountant (Customer Service) reclassified to Accounting Manager
Sr. Computer Analyst transferred (Admin) transferred to Instrum/Cntrl and reclassified to SCADA Supt.
Utility Services Inspector (Admin) transferred to Waste Water Network
Construction Project Manager reclassified to Construction Project Coordinator (Admin)
Secretary reclassified to Administrative Assistant (Admin)
6.00 Plant Electrician (Instrum/Cntrl) transferred to Electrical
Instrum/Computer Tech (Instrum/Cntrl) transferred to Electrical and reclassified to Diesel Engine/ Generator Specialist
Electrician Supervisor (Instrum/Cntrl) transferred to Electrical
Sr. Plant Mechanic (Plant Maintenance) transferred to Instrum/Cntrl) & reclassified at SCADA Analyst
Plant Mechanic (Plant Maintenance) transferred to Instrum/Cntrl)
Plant Mechanic (Plant Mainteannce) reclassified to Utility Landscape Mechanic
Maintenance Supervisor (Groundskeeping) transferred to Plant Maintenance

Approved Positions FY 07/08	165.50
Revised Positions FY 07/08	
Personnel Changes FY 08/09	_____
Approved Positions FY 08/09	**165.50**

** Supervised by the Financial Services Department

ADMINISTRATION

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	4,660,440	5,016,400	5,016,400	5,115,400
Other Operating	8,471,875	9,223,100	9,343,300	9,196,500
Supplies	499,697	498,900	498,900	334,500
Capital Outlay	-	187,100	264,800	191,800
Transfers	-	60,000	60,000	201,200
Depreciation	3,633,543	-	-	-
TOTAL	**17,265,555**	**14,985,500**	**15,183,400**	**15,039,400**

Description of Division and Activity

Oversee and direct the operation, maintenance and construction activities within the Department.

Goal

Provide efficient customer service for the residents and businesses in the community. Ensure that all process control functions meet the highest quality control standards. Complete construction projects on schedule and within budget.

Objectives 2008-09

- Complete construction of Hidden Valley Sewer and Water Improvements.
- Implementation of internal Asset Management System.
- Full Implementation of internal Utility Inventory System.
- Implementation of an internal Reliability Centered Maintenance Program.
- Begin design of Boca Raton Heights Drainage Improvements.

Achievements 2007-08

- Complete construction of Spanish Village Phase II Sewer and Water Improvements.
  Project completed July, 2008.
- Begin construction Hidden Valley, Sewer and Water Improvements.
  Construction commenced July, 2008.
- Complete design/construction of Boca Raton Heights Sewer, Water and Stormwater Improvements.
  This objective will continue next fiscal year due to funding.
- Begin design of Boca Raton Hills, Sewer and Water Improvements.
  This objective was extended to a future fiscal year due to funding.
- Develop plan for a Reliability Centered Maintenance Program.
  Reliability Centered Maintenance Program Plan developed.
- Evaluate and present Utility Rate Structure to City Council.
  Presented Utility Rate Structure to City Council with rate increase of 12%.
- Continue with Public outreach programs.
  Ongoing.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services Percentage of Utility employees attending training courses 20 or more hours per year	70%	70%	70%	75%	70%

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Financially Sound City Government					
Meter reading accuracy rate		95%	99%	99%	100%
% of stopped registers in system		1%	1%	1%	1%
% of work orders completed within 1 business day (including tests)		90%	90%	90%	90%

WATER

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	2,725,865	2,968,600	2,968,600	3,094,200
Other Operating	4,598,422	5,765,700	5,735,000	5,605,400
Supplies	2,078,580	2,845,600	2,935,600	2,678,100
Capital Outlay	-	100,500	114,000	136,000
Depreciation	511,434	-	-	-
TOTAL	**9,914,301**	**11,680,400**	**11,753,200**	**11,513,700**

Description of Division and Activity

Operation and maintenance of a 70 MGD Water Treatment Plant. Maintain over 540 miles of water mains and 5,000 fire hydrants. Operation and maintenance of 56 raw water production wells. Provide laboratory testing.

Goal

To provide treatment, distribution, and storage of potable water for human consumption, irrigation and fire protection in conformance with local, state and federal standards.

Objectives 2008-09

Water Treatment Plant

- Continue with security enhancements at Water Treatment Plant and Distribution System.
- Review use of concentrate from Membrane Softening Facility as an irrigation source.
- Continue optimization of Membrane Softened Facilities and Lime Softened Facilities.

Water Network

- Review of GIS and outsourcing of valve locations.
- Development of Master Plan for Water Distribution System.

Achievements 2007-08

Water Treatment Plant

- Begin rehabilitation of gravity filters.
  Rehabilitation in process.
- Complete painting of lime treatment unit #2 and ground storage tanks.
  Project extended in future year due to funding.
- Begin construction of three new production wells in Countess de Hoernele Park.
  Project will be designed next fiscal year.
- Continue with security enhancement at water treatment and the water distribution system.
  Ongoing.
- Rehabilitation of Lime Softening Unit #2
  Project will continue next fiscal year.

Water Network

- Continue to locate main line valves for efficient operations and customer service.
  Ongoing.
- Evaluate water demands in North Federal and Downtown area.
  Completed hydraulic model of water distribution system.

Other Achievements:

- Received 20 year Water Use Permit from South Florida Water Management District.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services					
Percentage of time drinking water surpasses state/federal standards	100%	100%	100%	100%	100%
Strong Partnership with Our Stakeholders					
Percentage of water service calls responded to within 2 hours.	100%	100%	100%	100%	100%

WASTEWATER

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	2,414,394	2,680,100	2,680,100	2,991,700
Other Operating	2,576,734	2,118,900	5,069,900	2,324,900
Supplies	1,005,076	1,228,800	1,250,300	1,336,800
Capital Outlay	-	4,500	4,500	34,000
Depreciation	797,717	-	-	-
TOTAL	**6,793,921**	**6,032,300**	**9,004,800**	**6,687,400**

Description of Division and Activity

Operation and maintenance of a 17.5 MGD Wastewater Treatment Plant and 233 lift stations. Maintain over 106 miles of force mains and over 340 miles of gravity sewers.

Goal

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

Objectives 2008-09

Wastewater Plant
- Complete design of Reclaimed Water Production facility.
- Complete construction of reclaimed pipeline to Broken Sound East.

Lift Station Maintenance
- Finalize standard contracts for emergency repairs.

Waste Water Network
- Continue rehabbing wastewater infrastructure to maintain quality service.

Achievements 2007-08

Wastewater Plant
- Complete rehabilitation of primary clarifier project.
  Ongoing.
- Bid and award reclaimed water production expansion project.
  Project under design.

Lift Station Maintenance
- Continue rehabilitation of lift stations.
  Ongoing.

Waste Water Network
- Continue rehabbing manholes as needed.

Other Achievements:
- Inspected over 38,000 feet of sewer mains.
- Repaired over 38 point systems and located over 650 valves.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
World Class Municipal Services Percent of raw waste water flowing into treatment facility.	100%	100%	100%	100%	100%

BOCA RATON
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Boca de Ratones
FLORIDA

CEMETERY / MAUSOLEUM FUND

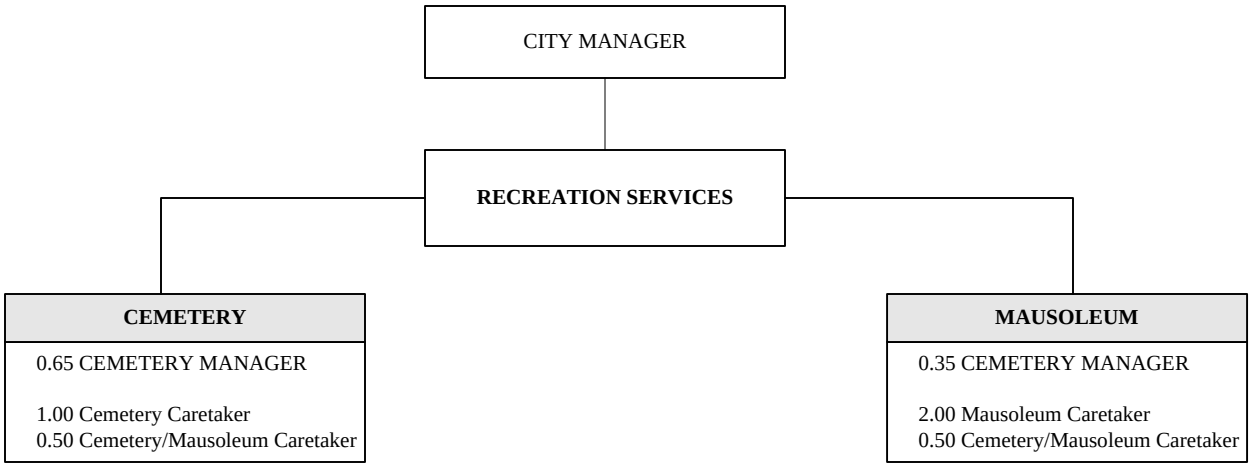
OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director
Joseph N. Cogley, Deputy Recreation Services Director

The mission of the Recreation Services Department, operating in the Cemetery/Mausoleum Fund, is to provide quality service to City residents, along with the highest standards of maintenance for existing and future Cemetery/Mausoleum facilities. The Recreation Services Department provides assistance to the public in making final resting place arrangements and maintains all Cemetery burial, Mausoleum entombment and historical records.

DIVISION	APPROVED 2008-09 BUDGET
Cemetery	$ 297,500
Mausoleum	588,700
TOTAL	**$ 886,200**

EXPENDITURE BY CATEGORY	ACTUAL 206-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	309,739	312,200	312,200	359,300
Other Operating	256,941	226,500	286,500	228,400
Supplies	10,861	16,800	16,800	18,800
Capital Outlay	-	26,800	74,900	43,700
Depreciation	77,668	-	-	-
Sub-Total	**655,209**	**582,300**	**690,400**	**650,200**
Reserves	181,670	-	-	236,000
TOTAL	**836,879**	**582,300**	**690,400**	**886,200**
Full-time Employees	5.00	5.00	5.00	5.00



Approved Positions FY 07/08	5.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	-
Approved Positions FY 08/09	**5.00**

CEMETERY/MAUSOLEUM

Description of Division and Activity

The Recreation Services Department in the Cemetery/Mausoleum Fund is committed to providing quality service to City residents and to providing the highest standards of maintenance for existing and future Cemetery/Mausoleum facilities. The Department provides assistance to the public in making final resting place arrangements; maintains all Cemetery burial, Mausoleum entombment and historical records; maintains 23.5 acres of Cemetery/Mausoleum property along with the administration building and twenty-four mausoleum buildings; funds and administers perpetual care programs for both the Cemetery and Mausoleum future maintenance and capital repair requirements.

Goal

The goal of the Cemetery/Mausoleum Fund in the Recreation Services Department is to provide quality service to grieving family members and maintain the quiet solitude and serenity of the Municipal Cemetery and Mausoleum facilities as a final resting place for family and loved ones.

Objectives 2008-09

- Conduct regular roof inspections and take immediate corrective actions to defer roof replacements to FY 09/10.
- Replace worn and stained carpets in Mausoleum buildings.
- Seal Coat paved areas in front of Mausoleum Remembrance Chapel.
- Conduct regular meeting between Cemetery and Mausoleum Leadership to continue quality operations and maintenance.
- Repaint Administrative Office and Mausoleum buildings.

Achievements 2007-08

- Closely monitor renovated gardens and landscaping and coordinate service needs through Beautification Section.

  Garden and landscaping renovations continue to thrive and have greatly improved the aesthetics and ambience throughout the facility, and re-established it to the high standards of Boca Raton.
- Working with Financial Services, streamline and improve efficiency of the plot refund process.

  New process has been developed that reduced forms to submit from ten (10) to two (2), which are now transmitted electronically for burials, entombments and maintenance activities.
- Cross-train Cemetery/Mausoleum staff on Cemetery and Mausoleum operating procedures.

  Cross-trained Cemetery/Mausoleum staff on Cemetery and Mausoleum operating procedures.

Other Achievements:

- Completed hurricane recovery tree installations throughout the Cemetery/Mausoleum Complex, through CIP project #480017.
- Successfully completed cooperative effort with Cemetery plot owners to install in-ground vases and position medallions on headstones in place of above ground vases that had to be removed.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
Strong Partnership with Our Stakeholders					
Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday.	N/A	N/A	95%	99.9%	99%
Provide timely, professional quality entombment and ennichment services to the Boca Raton Mausoleum Company at no additional charge.	N/A	N/A	280	290	280
Provide timely, professional quality Funeral Services and Burials.	N/A	N/A	N/A	N/A	80

BOCA RATON
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FLORIDA

GOLF COURSE FUNDS

OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director
Joseph N. Cogley, Deputy Recreation Services Director

The City of Boca Raton's Recreation Services Department, operating in the Golf Course Funds, has a mission to furnish quality facilities, programs, activities and services to residents and non-residents, under a sound management and financial plan, that is competitive and self supportive.

DIVISION	APPROVED 2008-09 BUDGET
Red Reef Golf Course	$ 608,400
Municipal Golf Course	2,375,100
Golf R&R	222,000
Transfers/Reserves	1,616,100
TOTAL	**$ 4,821,600**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,539,536	1,627,200	1,627,200	1,750,600
Other Operating	732,880	768,200	781,300	826,900
Supplies	293,467	320,000	322,300	350,500
Capital Outlay	-	363,900	368,300	277,500
Transfers	19,000	8,000	8,000	6,500
Depreciation	221,995	-	-	-
Sub-Total	**2,806,878**	**3,087,300**	**3,107,100**	**3,212,000**
Reserves	1,481,759	1,633,000	1,633,000	1,609,600
TOTAL	**4,288,637**	**4,720,300**	**4,740,100**	**4,821,600**
Full-time Employees	24.00	24.00	24.00	24.00

CITY MANAGER

RECREATION SERVICES

RED REEF GOLF

0.15 GOLF COURSE MANAGER
Greg Jerolaman

1.00 Golf Operations Assistant
0.15 Assistant Golf Course Manager
0.15 Golf Administrative Specialist
1.00 Assistant Golf Course Superintendent
1.00 Greenskeeper/Operator
2.00 Greenskeeper
0.15 Golf Course Superintendent
0.15 Golf Course Mechanic
0.15 Mechanics Helper

BR MUNICIPAL GOLF

0.85 GOLF COURSE MANAGER
Greg Jerolaman

0.85 Assistant Golf Course Manager
1.00 Golf Operations Supervisor
1.00 Golf Operations Assistant
0.85 Golf Administrative Specialist
0.85 Golf Course Superintendent
1.00 Assistant Golf Course Superintendent
0.85 Golf Course Mechanic
0.85 Mechanics Helper
1.00 Spray Equipment Operator
1.00 Irrigation System Technician I
8.00 Greenskeeper

Approved Positions FY 07/08	24.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	-
Approved Positions FY 08/09	**24.00**

GOLF COURSE

Description of Division and Activity

The Golf Division includes the 18 hole Championship Course and the 9 hole Executive Course (both located just off Glades Road) and the oceanfront 9 hole Red Reef Executive Course on Hwy. A1A. The courses offer affordable golf, practice facilities, pro shop, lessons, snack bar and junior programs.

Goal

The City of Boca Raton Golf Course mission is to furnish quality facilities, programs, activities and services to residents and non-residents of Boca Raton under a sound management and financial plan that is competitive and self-supporting.

Objectives 2008-09

Municipal Courses

- Replace Classic Tifdwarf Bermuda grass on western portion of the practice putting green with new Platinum Paspalum variety, to serve as a 6th specie in our research to determine which will be best to utilize when greens are renovated in 2010.
- Continue aggressive tree trimming program throughout both courses.
- Install new drainage where necessary on both courses to improve playability during rainy season.
- Complete tree replanting program on holes 13, 14, 16 and 17 on the Championship Course.

Red Reef Course

- To improve aesthetics and playability, apply a fresh layer of sand in all bunkers.
- Continue aggressive chemical, salt water treatment and manual weed eradication program and re-sod areas where weed populations are too prevalent to control chemically.

Achievements 2007-08

Municipal Courses

- Continue tree replacement program in smaller areas voided by Hurricane Wilma throughout the course and to the right of hole #18.
  The tree replacement program continued with the installation of 7 varieties of new trees, 109 in total, on holes 1, 2, 3, 5, 6, 11, 13, 15, 17 & 18 on the Championship Course.
- Continue aggressive tree trimming program throughout both courses.
  Extensive tree pruning took place around the clubhouse and throughout both courses, which improved turfgrass health and minimized the chance of tree loss in the event of a major storm.
- Remove remaining tree stumps resulting from Hurricane Wilma tree removal.
  All 87 remaining stumps were removed from the entire property.
- Implement Championship course renovation project.
  The Championship Course renovation design and renovation cost specifications project was procured.
- Implement maintenance office renovation project.
  Maintenance office renovations were completed in-house, at a significant cost savings to the City.
- Implement maintenance yard expansion project.
  Maintenance yard fencing was expanded 275' and covered with used windscreen acquired from the Tennis Centers. This expansion has improved aesthetics as vegetative debris in now hidden from the view of golfers and local residents.

Red Reef Course

- Continue aggressive chemical, salt-water treatment and manual weed eradication program.
  Continued this program throughout the course.
- Continue re-sodding in areas where weed populations are too prevalent to control chemically.
  Continued re-sodding in areas on holes 2, 3, 5, 7 and 9, where weed populations were too prevalent to control chemically.

Achievements 2007-08

Other Achievements

- Purchased and installed new automated advance Tee Time reservation system, adding a new feature allowing tee times to be made over the internet, thereby providing greater access, convenience and service to customers.
- Re-sodded #3 green on the Executive Course with Seadwarf Paspalum grass. This green, previously problematic, is now popular with patrons, and serves as our fourth experimental specie of grass (3 are on the practice putting green) to determine which will be best to utilize when greens are renovated in 2010.
- Planted vegetative barriers on holes 5, 6, & 8 to protect pedestrian traffic at Red Reef Golf Course.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	**Goal**	**Actual**	**Goal**	**Estimated**	**Target**
Financially Sound Government					
Increase total user revenue by stated amounts over previous year's approved budget.	1.1%	7.8%	1%	(2.4%)	2%
Increase total system rounds played by stated amounts over previous year.	1,000	11,225	1,000	(6,500)	2,500
Strong Partnerships with Our Stakeholders					
Properly reset pin placements on all greens on a daily basis	100%	100%	100%	100%	100%
Reset tee-off markers on all tee boxes five times per week	100%	100%	100%	100%	100%
Aerate all greens and tees three times per year	100%	100%	100%	100%	100%
Vertical cut and aerate all fairways once per year	100%	100%	100%	100%	100%
Check ball washers and towels weekly	100%	100%	100%	100%	100%

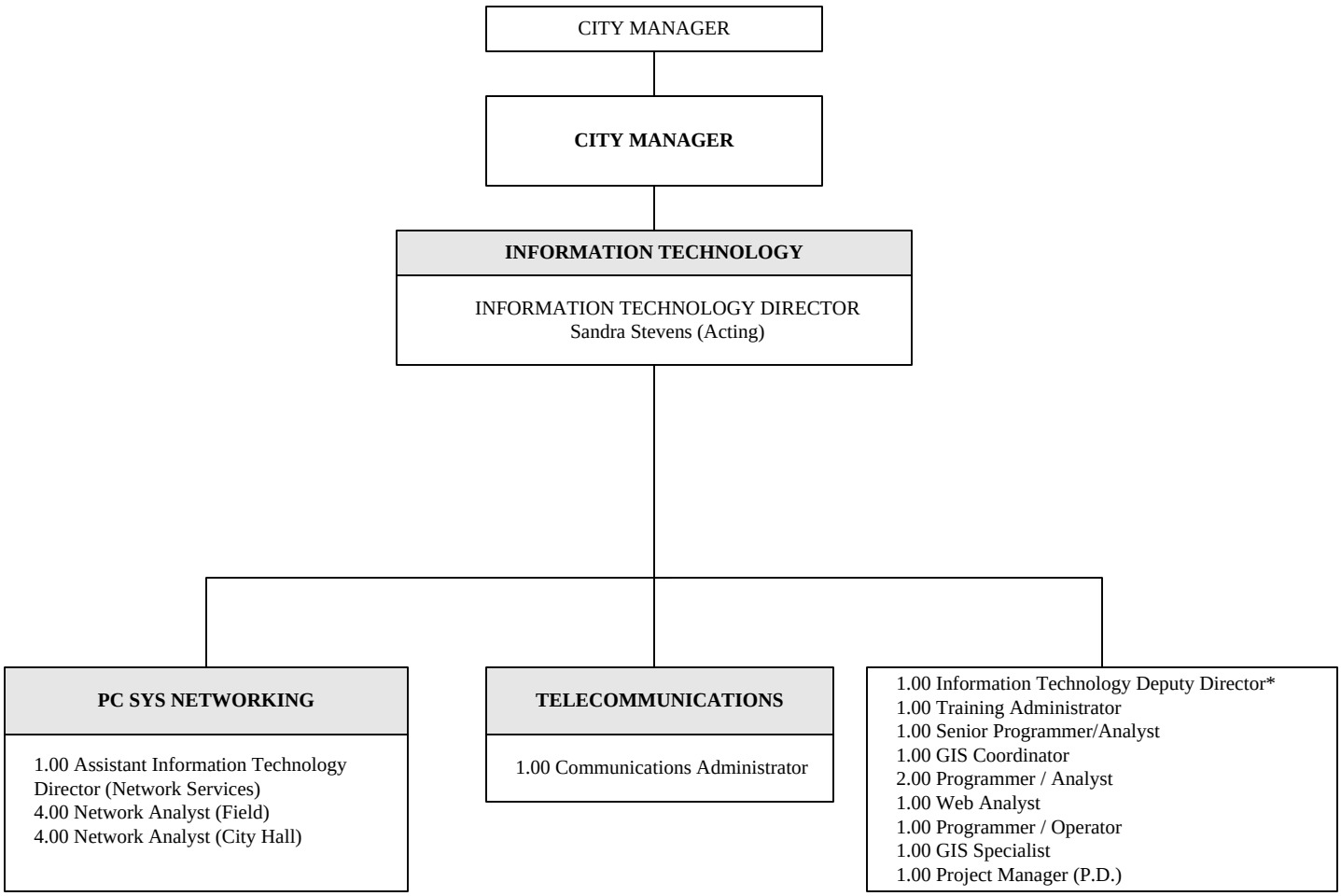
INFORMATION TECHNOLOGY FUND

Sandra Stevens, Acting Information Technology Director

The mission of the City Manager's Department, operating in the Information Technology (IT) Fund, is to maintain all hardware and software utilized for the City's computer and telecommunications systems. The Information Services Division is responsible for the city-wide computer network which consists of an IBM AS/400 midrange computer, connected by an electronic network to approximately 877 desktop and 595 laptop computers located throughout the City. The AS/400 houses financial and statistical data used by city staff and the general public.

DIVISION	APPROVED 2008-09 BUDGET
Information Tech	$ 2,635,200
PC Systems Networking	4,081,400
Telecommunications	125,800
Reserves	3,894,600
TOTAL	**$ 10,737,000**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	1,935,874	1,983,000	1,983,000	2,161,600
Other Operating	1,929,388	1,373,800	1,534,700	1,522,400
Supplies	71,889	94,500	94,500	89,500
Capital Outlay	-	2,241,500	2,614,600	3,068,900
Transfers	475,000	-	-	-
Depreciation	650,671	-	-	-
Sub-Total	**5,062,822**	**5,692,800**	**6,226,800**	**6,842,400**
Reserves	4,854,388	5,437,900	5,347,900	3,894,600
TOTAL	**9,917,210**	**11,130,700**	**11,574,700**	**10,737,000**
Full-time Employees	21.00	21.00	21.00	21.00



*Assistant Information Technology Director reclassified to Deputy Director

Approved Positions FY 07/08	21.00
Revised Positions FY 07/08	
Personnel Changes FY 08/09	_____
Approved Positions FY 08/09	**21.00**

INFORMATION TECHNOLOGY

Description of Division and Activity

The mission of the Information Technology Division is to provide the necessary computer equipment, software, and training to facilitate the efficient operation of the City of Boca Raton's municipal government. Our services are made available to the public at large through such efforts as Internet services, and indirectly through programs designed to enhance and improve services rendered to the public by other City departments.

Goal

The Information Technology Division is dedicated to providing appropriate technological solutions to meet the needs of city staff, our citizens and business partners. We will always thoroughly investigate all options to solving a business problem, to ensure appropriate use of the technology that is available. It is our priority to find the most cost-effective, efficient manner to accomplish a task, by using tools such as workflow analysis to optimize processes prior to recommending automation. We will continue to use the Internet as a vehicle to further ensure that we are known not only as a premier community but as a world-class local government.

Objectives 2008-09

- Continue to consolidate PC servers using Virtualization technology.
- Set up a disaster recovery PC configuration at Municipal Services.
- Implement a positive identification system for web transactions.
- Implement a replacement Fleet Maintenance and Facility Work Order system for Municipal Services.
- Implement CrimeView Community, a web site to allow citizens to subscribe to alerts based on geographic location.
- Implement a new GIS website.

Achievements 2007-08

- Consolidate PC servers using Virtualization technology.

  This is a multi-year project. Concept designs are complete and implementation costs have been included in the 2008-09 CIP.
- Set up a disaster recovery PC configuration at Municipal Services.

  Originally this was conceived to use older servers that were taken out of service, to provide an "emergency-only" recovery capability. We have determined that the older server hardware will not run current software, and so have initiated a CIP to purchase the required new hardware.
- Allow developers to submit plans electronically rather than on paper.

  Challenges for full implementation include finding a suitable method for on-line credentials, and determining a suitable standard format for file submission.
- Implement personnel appraisal software city wide.

  The Halogen appraisal software has been successfully implemented City wide.

Other Achievements:

- Implemented a new EMS / fire reporting system for Fire-Rescue Services.
- Implemented in-process document scanning in Development Services to speed permit processing.
- In-car video system for Police Services.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
World Class Municipal Services					
Respond to calls for technical assistance within 4 hours	94%	95%	95%	95%	95%
Upgrade City personal computers on a four year cycle	25%	25%	25%	25%	25%
Individual Telephone Move/Add/Change requests completed within 1 working day	92%	95%	95%	95%	95%

BOCA RATON
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MOTOR POOL FUND

OPERATED BY MUNICIPAL SERVICES

Robert J. DiChristopher, Director

The mission of the Fleet Maintenance Division of Municipal Services, operating in the Motor Pool Fund, is to provide low cost, efficient maintenance to prolong the useful life of the fleet, provide vehicles that are safe and reliable and maximize the residual value of the City's fleet.

The Fleet Maintenance Division is responsible for the repair and maintenance of 955 pieces of equipment. This equipment includes automobiles, trucks, all-terrain vehicles, golf carts, boats, tractors, etc., that require regular maintenance control and a management system. Fleet Maintenance is also responsible for various fuel sites throughout the City.

The Capital Recovery Cost Fund (CRC), operated by Municipal Services, ensures sufficient funds are accumulated for the replacement of existing vehicles and heavy equipment that have a replacement cost of $35,000 or more. All vehicles and heavy equipment purchases are issued and recorded in the CRC Fund. In the initial year of purchase, CRC will not be charged. CRC will be recovered during the useful life of the asset, including the year of replacement.

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	659,547	766,800	766,800	796,800
Other Operating	333,062	336,300	337,700	343,800
Supplies	27,291	56,500	56,500	56,500
Capital Outlay	-	1,245,000	1,961,000	5,440,400
Transfers	1,368,600	1,678,900	1,678,900	10,135,400
Depreciation	919,225	-	-	-
Sub-Total	**3,307,725**	**4,083,500**	**4,800,900**	**16,772,900**
Reserves	8,617,328	8,621,100	8,621,100	9,098,800
TOTAL	**11,925,053**	**12,704,600**	**13,422,000**	**25,871,700**
Full-time Employees	13.00	13.00	13.00	13.00

CITY MANAGER

MUNICIPAL SERVICES

OPERATIONS

FLEET MAINTENANCE

1.00 Automotive Superintendent
1.00 Fleet Operations Manager*
1.00 Secretary
1.00 Parts Manager*
1.00 Parts Clerk
1.00 Quality Assurance Supervisor*
2.00 Vehicle Technician III
4.00 Vehicle Technician I
1.00 Assistant Vehicle Technician

* Shop Foreman reclassified to Fleet Operations Manager
Senior Parts Clerk reclassified to Parts Manager
Automotive Support Specialist reclassified to Quality Assurance Supervisor

Approved Positions FY 07/08	13.00
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	-
Approved Positions FY 08/09	**13.00**

FLEET MAINTENANCE

Description of Division and Activity

The Fleet Maintenance Section is responsible for the repair and maintenance of 546 automobiles and light trucks, 79 heavy duty trucks, and 330 pieces of equipment, including all-terrain vehicles, golf carts, boats, tractors, etc. that require regular maintenance control and a management system. Fleet Maintenance is also responsible for various fuel sites throughout the City.

Goal

The primary goal of Fleet Maintenance is to provide ongoing internal service to City Departments in the areas of vehicular and equipment purchases, repairs and maintenance. The Fleet Maintenance Section strives to reduce maintenance costs and vehicular down time.

Objectives 2008-09

- Purchase and retrofit front-loading refuse trucks with automated containers.
- Replace underground fuel storage tanks at Municipal and Police services sites before 12/31/2009, DEP deadline.
- Completion of new Fleet/Fuel Maintenance Upgrade Software installation and implementation.

Achievements 2007-08

- Purchase, install, and implement new Fleet/Fuel Maintenance Upgrade Software.

  Partial implementation and upgrading Fleet's current general ledger financial software system with a Fleet Maintenance product. The product will provide full integration and seamlessly interface job costs and billing as well as tracking and reporting equipment maintenance.
- Develop ongoing web-based and classroom training program for staff.

  Fleet utilizes a web-based training and testing system. This on-going training allows for classroom training after successful testing on the web-based system.
- Investigate alternative fuel options.

  Municipal Services and Fleet section has chosen Bio-Diesel as an alternative fuel source.

Other Achievements

- Acquired through approved procurement processes – purchase of 2 new Jet-Vacuum trucks for FY 2007/08.
- Acquired through approved procurement processes – purchase of 1 new street sweeper truck for FY 2007/08.
- Acquired through approved procurement processes – purchase of 34 new vehicles for FY 2007/08.

PERFORMANCE MEASURES	FY 2006-07		FY 2007-08		FY 2008-09
Strategic Initiatives:	Goal	Actual	Goal	Estimated	Target
World Class Municipal Services					
Maintaining a high level of expertise in Fleet Maintenance industry by providing an on-going training program.	300 hours	512 hours	480 hours	400 hours	480 hours
Reduce equipment down time thru additional preventative maintenance activities.	3 work days	3.75 work days	2 work days	3.05 work days	2 work days

BOCA RATON
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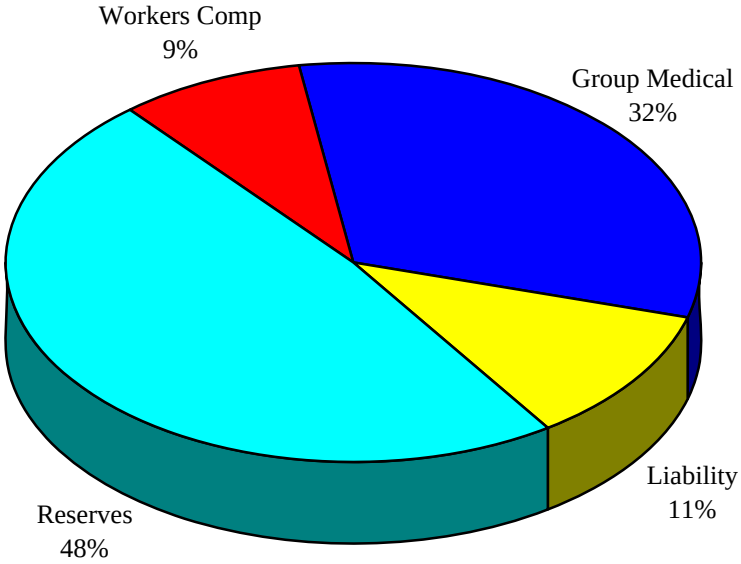
FLORIDA

INSURANCE FUNDS

OPERATED BY FINANCIAL SERVICES

Mervyn C. Timberlake, Jr., C.P.A., Financial Services Director
Linda C. Davidson, C.P.A., Deputy Financial Services Director

The Insurance Funds, operated by Financial Services, account for the cost of providing health and workers' compensation insurance coverage to all City employees, and the City's general liability self-insurance program.



DIVISION	APPROVED 2008-09 BUDGET
Workers Comp	$ 2,311,100
Group Medical	8,615,400
Liability	2,981,800
Reserves	13,057,900
TOTAL	**$ 26,966,200**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	334,844	373,100	373,100	389,500
Other Operating	11,640,588	13,271,800	14,683,400	13,511,500
Supplies	5,821	7,300	7,300	7,300
Transfers	-	-	600,000	-
Sub-Total	**11,981,253**	**13,652,200**	**15,663,800**	**13,908,300**
Reserves	14,160,148	12,004,300	11,016,400	13,057,900
TOTAL	**26,141,401**	**25,656,500**	**26,680,200**	**26,966,200**
Full-time Employees	4.30	4.30	4.30	4.30

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

Debt Management

The City of Boca Raton sometimes borrows funds to pay for the acquisition of large capital equipment and the construction of major capital facilities. By borrowing funds, the City is able to purchase items when needed and spread the cost over a number of years.

The City issues two types of bonds, general obligation bonds and revenue bonds. The difference in these bonds is the source of funds pledged to guarantee repayment of the borrowed funds. General obligation bonds are voter-approved and backed by the full faith and credit of the City. Revenue bonds are bonds whose principal and interest are payable exclusively from earning of an enterprise fund (operations established by the City similar to private businesses such as water and sewer, golf courses, and cemetery operations).

The City's ability to borrow funds and the interest rates at which they can borrow depends on the City's ability to pay back the loan. In order to assess the risk of nonpayment of borrowed funds, investors rely on rating agencies to evaluate the City's financial condition. A higher rating allows the City to borrow funds at a lower cost.

The three primary rating agencies are Standard & Poor's, Moody's Investor Services and Fitch Ratings. In rating an issuer of debt, the agencies examine a number of factors including: economic conditions, financial performance and flexibility, management, and existing debt.

The City's General Obligation Bonds were rated AAA by all three-credit agencies. Boca Raton was the first municipality in Florida to have been granted this credit rating by all three.

The bond ratings as shown below reflect the strong investment quality of the City's bonds:

	General Obligation	W&S Revenue
Moody's Investment Service	AAA	Aa[1]
Standard and Poor's	AAA	AAA
Fitch Ratings	AAA	AAA

Total outstanding debt of the City at September 30, 2006, and 2007 is as follows:

Purpose	2006	2007
General Obligation Bonds/Notes	$54,390,000	$50,990,000
Revenue Bonds	94,921,000	94,608,000
Special Assessment Debt	12,460,000	11,955,000
Loans Payable	8,065,000	6,235,000
Total	**$169,836,000**	**$163,788,000**

Although the City is not legally restricted as to the amount of debt that can be issued, the City does adhere to its own debt policies.

Debt Policies

1. The City will seek to maintain its current AAA bond rating to minimize borrowing costs.
2. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
3. The City will not issue long-term debt to finance current operations.
4. The City will publish and distribute an official statement for each bond and note issued.
5. The City will adhere to the bond covenant requirements of each debt issuance.
6. Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.

Accounting for Long-Term Debt

Long-term obligations, either general obligation or revenue bonds, used to finance proprietary fund operations and payable from revenue of the proprietary funds are recorded in the applicable fund. General obligation bonds and other forms of long-term debt supported by general revenue are obligations of the City as a whole and not its individual funds. Accordingly, such unmatured obligations of the City are accounted for in the General Long-Term Debt Account Group. Advance refundings resulting in defeasance of debt are accounted for in governmental fund types using guidance from GASB Statement No. 7, "Advance Reporting Resulting in Defeasance of Debt", and for proprietary fund types using GASB Statement No. 23.

Long-Term Debt

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds.

General obligation bonds are direct obligations and pledge the full faith and credit of the City as a whole and not its individual funds. In each year debt is outstanding, an ad valorem tax is levied equal to principal and interest due. No reserves are maintained. These bonds generally are issued as 20-year serial bonds.

General obligation bonds currently outstanding are as follows:

Purpose	Description	Interest Rates	Amount Outstanding
General Government – Series 1997	Refunding	3.70 –5.60%	$4,155,000
General Government, Series 2000	Land Acquisition	4.70 –5.38%	2,585,000
General Government, Series 2003	Fire Station Projs	2.00 - 4.50%	14,725,000
General Government, Series 2003A	Library Projects	2.00 -4.50%	8,290,000
General Government – Series 2004	Refunding	2.00 -3.88%	21,235,000
Total			**$50,990,000**

Revenue Bonds: Revenue bonds outstanding at September 30, 2007, are as follows:

Purpose	Description	Interest Rates %	Amount Outstanding
Water/Sewer-Series 2001	Plant Expansion	4.00 –5.00%	$23,285,000
Water/Sewer-Series 1999	Refunding	4.00 - 4.75%	11,170,000
Tax Increment – Series 1998	Refunding	3.60 – 5.00%	60,153,275
Total			**$94,608,275**

Cash Management

The City administers a comprehensive cash management and investment program. The primary goals of the program are to maximize the amount of cash available; to meet daily cash requirements and to obtain the highest possible yields consistent with restraints imposed by Florida Statutes and City policies.

The City maximizes the use of temporarily idle funds by coordinating the schedule of vendor payments. To ensure the most competitive rates on investments, the cash resources of the individual funds (excluding the bond proceeds in the Capital Projects Funds and certain Fiduciary Funds) are combined to form a pool of cash and investments. For the cash and investment pool, the average monthly investment portfolio in 2007 was $234,055,318. Cash temporarily idle during the year was invested in demand deposits, certificates of deposit, obligations of the U.S. Treasury, State Investment Pool, money market funds, and U.S. Government Agency Securities. The Pension Trust Funds' investment portfolios also include corporate bonds and common stock. The average yield on investments (excluding the Pension Trust Funds was 5.58%. The City's investment performance ranks favorably when compared to an average yield rate of 4.40% for U.S. Treasury bills for the same period. The City earned interest revenue of $1,220,137 on all these investments for the year ended September 30, 2007.

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, the City's deposits were either insured by federal depository insurance or collateralized pursuant to Florida statutes.

General Fixed Assets

The General Fixed Assets Account Group summarizes those fixed assets used in performance of general governmental functions and excludes the fixed assets of the Enterprise and Internal Service Funds. Only assets which cost $1,000 or more and which have a useful life of one year or more are considered fixed assets; major improvements which are of value only to the City such as roads, storm sewers, curbs and sidewalks and road rights-of-way are not included.

Depreciation is not recorded in the General Fixed Assets Account Group. As a result, the cost of equipment shown is greater than the current fair market value and the cost of land and buildings shown is significantly less than the current fair market value.

Capital Financing

In conjunction with the operating budget, the City Manager annually prepares a program to provide for improvements to the City's public facilities for the ensuing fiscal year and next five years, along with proposals for the financing of these improvements. This six-year plan is called the Capital Improvements Program. The first year of the program constitutes the capital budget for the current fiscal year; the remaining years are used as a planning guide. It is partially funded from gas tax, utility tax, park development fees, utility rates, bond proceeds and note proceeds. The program allocates funding, over six years, for City roads, park development, public works projects and new equipment. The City's Capital Improvements Program for fiscal year 2009 through 2014 calls for the expenditures approximating $374,067,300.

Water and Sewer Utility Fund

The business-type activities net assets increased $5.4 million or 2% over the prior fiscal year. The Water and Sewer Utility Fund produced 71% of the increase in net assets primarily as a result of the size of the activity in relation to the other activities. Of the other business-types activities, the Stormwater and Golf Course Funds produced positive changes to net assets.

Operating income for the Water and Sewer Fund decreased $3.2 million in 2007. This decrease was a result of increases in expenses. Non operating revenues and capital contributions were primarily responsible for the overall increase in net assets for the fund.

Risk Management

During 2007, the City continued its Risk Management Program for workers compensation and general liability insurance. Starting January 2008, the City entered into a five-year contract with its employee medical insurance provider. The fully insured contract, with minimum premium arrangements, allows the City to maintain its reserves. Resources are accumulated in an internal service fund to pay claims, administrative expenses and loss reserves. In addition, various risk control techniques, including employee accident prevention training, safety awareness, health awareness programs and defensive driving are an ongoing City priority. Excess loss coverage is carried for general liability claims.

Trust Funds

Pension Trust Funds: The City maintains two retirement plans for its employees: General Employees' Pension Plan and Police and Firefighter's Retirement System. Each plan has a separate Board of Trustees. Plan administration and investment management is the responsibility of these boards. City and state contributions to the plans for fiscal year 2007 were as follows:

Plan	Amount
General Employees' Pension Plan	$1,625,342
Police & Firefighter's Retirement System	7,300,855
Executive Employees' Retirement System	781,943
Total	**$9,708,140**

Trust Funds: The City maintains a non-expendable trust fund for perpetual care of its cemetery. The City also maintains expendable trust funds to account for funds received as donations, which have been restricted to expenditures for specified purposes.

Economic Condition and Outlook

Boca Raton's economy is expected to continue to expand and diversify with ongoing business and residential development. The City's economy includes a mix of higher education, healthcare, financial services, high-tech, and light manufacturing. The City is the location of several Fortune 500 companies and over 3,000 businesses, employing more than 38,000 people. The City is the location of Florida Atlantic University, Lynn University, and the southern campus of Palm Beach Community College with over 25,000 enrolled students combined which adds stability to the base. Boca Raton is also a major commercial and cultural center in southeast Florida, anchored by the new Caldwell Theater and the Center for the Arts in Boca.

Population in the city has increased about 26% from 1998 to an estimated 86,600 currently (2008).

The City's assessed value has exceeded $20 billion making the City's assessment the highest of any municipality in Palm Beach County and 3rd highest in the three South Florida counties.

The City maintained a high level of service while reducing the total City ad valorem taxes by 7.88 to a rate of 3.3057 per $1,000.

During the past budget year the City enacted a fire assessment fee of $20 per household to recover a portion of the operational costs of the City's fire services, including employee benefits.

Financial Outlook

We are pleased to report this City's financial policies and management, combined with a strong financial services sector, have enabled Boca Raton to maintain its strong financial posture and the prospects for its continuation are encouraging. In fact, "The Wall Street Journal" named Boca Raton No. 1 on its list of places where executives would most like to live in Florida.

We will continue our commitment to implement sound, responsible and progressive changes in order to improve responsiveness and to ensure financial stability of the City.

RATIOS OF GENERAL BONDED DEBT OUTSTANDING
LAST TEN FISCAL YEARS
(dollars in thousands, except per capita)

Fiscal Year	General Obligation Bonds	Assessed Value of Taxable Property	Percentage of Estimated Actual Taxable Value of Property	Population	Per Capita
1998	$ 14,022	$ 8,512,119	0.16%	68,850	0.20
1999	12,736	9,050,386	0.14%	69,994	0.18
2000	41,370	9,737,341	0.42%	70,076	0.59
2001	38,835	10,718,601	0.36%	74,674	0.52
2002	36,510	11,614,994	0.31%	75,580	0.48
2003	61,555	12,537,612	0.49%	76,043	0.81
2004	58,805	14,437,905	0.41%	79,838	0.74
2005	57,670	16,624,250	0.35%	84,000	0.69
2006	54,390	19,931,342	0.27%	86,600	0.63
2007	50,990	20,408,459	0.25%	86,600	0.59

PLEDGED-REVENUE COVERAGE
LAST TEN FISCAL YEARS
Tax Increment Revenue Refunding Bonds

Fiscal Year	Lease Revenue	Tax Increment Revenue	City Contribution	Collections	Debt Service Principal [5]	Debt Service Interest	Coverage by Net Revenue Avail for Debt Service
1998	$ 1,180,000	$ 1,289,526	$ 659,400	$ 3,128,926		$ 3,420,390	0.91
1999	1,180,000	1,569,118		2,749,118		2,306,090	1.19
2000	1,180,000	1,963,709	692,100	3,835,809	$ 1,065,000	2,719,223	1.01
2001	1,180,000	2,316,017	993,100	4,489,117	1,550,000	2,626,768	1.07
2002	1,180,000	2,652,262	998,100	4,830,362	2,020,000	2,549,918	1.06
2003	1,180,000	2,767,496	1,356,600	5,304,096	2,735,000	2,445,847	1.02
2004	1,180,000	3,320,212	1,837,900	6,338,112	3,380,000	2,324,265	1.11
2005	1,180,000	4,910,628	961,100	7,051,728	4,205,000	2,176,005	1.11
2006	1,180,000	6,146,820		7,326,820	4,375,000	2,004,405	1.15
2007	1,180,000	6,771,200		7,951,200	4,730,000	1,820,555	1.21

[5] In October, 1998, the Boca Raton Community Redevelopment Agency Tax Increment Revenue Refunding Bonds, Series 1998 (Mizner Park Project) was used to refinance the CRA's Tax Increment Revenue Bond, Series 1992.

PLEDGED-REVENUE COVERAGE
LAST TEN FISCAL YEARS
Water and Sewer Revenue Bonds

Fiscal Year	Utility Service Charges	Less: Operating Expenses [1]	Net Available Revenue	Debt Service Principal [2]	Debt Service Interest [2]	Coverage by Net Revenue Avail for Debt Service [3]
1998	35,432,284	18,036,143	17,396,141	4,370,000	2,498,727	2.53
1999	35,334,540	19,542,956	15,791,584	5,065,000	2,732,414	2.03
2000	37,922,448	20,990,807	16,931,641	3,775,000	3,814,549	2.23
2001	36,401,072	22,562,915	13,838,157	6,510,000	2,451,404	1.54
2002	36,638,994	22,041,261	14,597,733	4,870,000	2,586,786	1.96
2003	37,622,100	24,426,180	13,195,920	1,220,000	2,136,456	3.93
2004	38,071,653	26,419,641	11,652,012	5,960,000	2,041,356	1.46
2005	39,710,808	28,664,421	11,046,387	6,120,000	1,881,696	1.38
2006	41,600,339	30,573,825	11,026,514	6,310,000	1,689,143	1.38
2007	42,034,313	32,919,327	9,114,986	1,880,000	1,646,597	2.58

(1) Total expense exclusive of depreciation and debt service on revenue bonds.

(2) Does not include the 1986 General Obligation Bonds.

(3) 1.10 net revenues test 1999, prior to 1999, 1.00 coverage required by rate covenants.

DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
AS OF SEPTEMBER 30, 2006

(Amounts Expressed in Thousands)

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
OVERLAPPING:			
Palm Beach County	$ 313,515	12.01%	$ 37,653
Palm Beach School District	66,345	12.01%	7,968
SUBTOTAL	$ 379,860		$ 45,621
DIRECT DEBT:			
Boca Raton	$ 50,990	100.00%	$ 50,990
TOTAL DIRECT AND OVERLAPPING DEBT			$ 96,611

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of Boca Raton. This process recognizes that, when considering the city's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of

The following General Obligation Bonds are payable as to both principal and interest from ad valorem taxes. The Full Faith and Credit of the City is pledged for their payment. All schedules are prepared on a gross payment (Principal and Interest) basis and do not include adjustments for reserve interest earnings or accrual calculations.

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
1997 General Obligation	2009	4.600%	$ 890,000.00	$ 155,192.50	$ 1,045,192.50
Bonds, Refunding 1/1, 7/1	2010	4.700%	935,000.00	114,252.50	1,049,252.50
(Environmental Lands)	2011	4.75%	985,000.00	70,307.50	1,055,307.50
	2012	4.80%	490,000.00	23,520.00	513,520.00
			$ 3,300,000.00	$ 363,272.50	$ 3,663,272.50

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2000 General Obligation	2009	5.000%	$ 1,325,000.00	$ 66,250.00	$ 1,391,250.00
Bonds 1/1, 7/1			$ 1,325,000.00	$ 66,250.00	$ 1,391,250.00
(Boca Technology)					

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2003 General Obligation	2009	2.200%	$ 460,000.00	$ 259,685.00	$ 719,685.00
Bonds	2010	2.500%	470,000.00	249,565.00	719,565.00
(Library) 1/1, 7/1	2011	2.700%	485,000.00	237,815.00	722,815.00
	2012	2.800%	495,000.00	224,720.00	719,720.00
	2013	3.000%	510,000.00	210,860.00	720,860.00
	2014	3.100%	525,000.00	195,560.00	720,560.00
	2015	3.250%	540,000.00	179,285.00	719,285.00
	2016	3.400%	560,000.00	161,735.00	721,735.00
	2017	3.500%	580,000.00	142,695.00	722,695.00
	2018	3.600%	600,000.00	122,395.00	722,395.00
	2019	3.700%	620,000.00	100,795.00	720,795.00
	2020	3.800%	640,000.00	77,855.00	717,855.00
	2021	3.900%	665,000.00	53,535.00	718,535.00
	2022	4.000%	690,000.00	27,600.00	717,600.00
			$ 7,840,000.00	$ 2,244,100.00	$ 10,084,100.00

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2003 General Obligation	2009	2.750%	$ 785,000.00	$ 550,433.76	$ 1,335,433.76
Bonds	2010	3.250%	805,000.00	528,846.26	1,333,846.26
(Fire) 1/1, 7/1	2011	3.375%	830,000.00	502,683.76	1,332,683.76
	2012	3.625%	860,000.00	474,671.26	1,334,671.26
	2013	3.625%	890,000.00	443,496.26	1,333,496.26
	2014	3.750%	925,000.00	411,233.76	1,336,233.76
	2015	3.900%	960,000.00	376,546.26	1,336,546.26
	2016	4.000%	995,000.00	339,106.26	1,334,106.26
	2017	4.125%	1,035,000.00	299,306.26	1,334,306.26
	2018	4.125%	1,080,000.00	256,612.50	1,336,612.50

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2003 General Obligation		2019	4.300%	$ 1,125,000.00	$ 212,062.50	$ 1,337,062.50
Bonds		2020	4.375%	1,170,000.00	163,687.50	1,333,687.50
(Fire)	**1/1, 7/1**	2021	4.500%	1,225,000.00	112,500.00	1,337,500.00
	cont.	2022	4.500%	1,275,000.00	57,375.00	1,332,375.00
				$ 13,960,000.00	$ 4,728,561.34	$ 18,688,561.34

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2004 General Obligation		2009	3.000%	$ 210,000.00	$ 719,580.00	$ 929,580.00
Bonds		2010	3.000%	1,605,000.00	713,280.00	2,318,280.00
Refunding Bonds		2011	3.000%	1,655,000.00	665,130.00	2,320,130.00
	1/1, 7/1	2012	3.000%	1,710,000.00	615,480.00	2,325,480.00
		2013	3.125%	1,755,000.00	564,180.00	2,319,180.00
		2014	3.500%	1,810,000.00	509,336.26	2,319,336.26
		2015	3.375%	1,875,000.00	445,986.26	2,320,986.26
		2016	3.500%	1,940,000.00	382,705.00	2,322,705.00
		2017	3.600%	2,005,000.00	314,805.00	2,319,805.00
		2018	3.625%	2,080,000.00	242,625.00	2,322,625.00
		2019	3.750%	2,155,000.00	167,225.00	2,322,225.00
		2020	3.875%	2,230,000.00	86,412.50	2,316,412.50
				$ 21,030,000.00	$ 5,426,745.02	$ 26,456,745.02

The following Revenue Bonds are payable as to both principal and interest from the allowable system development charges from the operation of the Water and Sewer System.

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
1999 Water and Sewer		2009	4.000%	$ 760,000.00	$ 453,358.76	$ 1,213,358.76
Revenue Refunding		2010	4.100%	790,000.00	421,963.76	1,211,963.76
Bonds 1		2011	4.200%	825,000.00	388,443.76	1,213,443.76
	4/1, 10/1	2012	4.300%	860,000.00	352,628.76	1,212,628.76
		2013	4.500%	895,000.00	314,001.26	1,209,001.26
		2014	4.500%	935,000.00	272,826.26	1,207,826.26
		2015	4.600%	980,000.00	229,248.76	1,209,248.76
		2016	4.625%	1,025,000.00	183,005.63	1,208,005.63
		2017	4.700%	1,070,000.00	134,157.50	1,204,157.50
		2018	4.750%	1,120,000.00	82,412.50	1,202,412.50
		2019	4.750%	1,175,000.00	27,906.25	1,202,906.25
				$ 10,435,000.00	$ 2,859,953.20	$ 13,294,953.20

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2001 Water and Sewer		2009	5.000%	$ 1,270,000.00	$ 214,406.26	$ 1,484,406.26
Revenue Refunding		2010	4.375%	1,335,000.00	153,453.13	1,488,453.13
Bonds	**4/1, 10/1**	2011	4.375%	1,390,000.00	93,843.75	1,483,843.75
		2012	4.375%	1,450,000.00	31,718.75	1,481,718.75
				$ 5,445,000.00	$ 493,421.89	$ 5,938,421.89

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2008 Water amd Sewer	2009		$ -	$ 1,608,587.50	$ 1,608,587.50
Revenue Refunding	2010	4.000%	915,000.00	1,590,287.50	2,505,287.50
& Improvement Bonds	2011	3.500%	955,000.00	1,555,275.00	2,510,275.00
	2012	3.000%	985,000.00	1,523,787.50	2,508,787.50
	2013	3.000%	2,535,000.00	1,470,987.50	4,005,987.50
	2014	3.125%	2,610,000.00	1,392,181.25	4,002,181.25
	2015	4.000%	2,690,000.00	1,297,600.00	3,987,600.00
	2016	3.250%	2,800,000.00	1,198,300.00	3,998,300.00
	2017	5.000%	2,890,000.00	1,080,550.00	3,970,550.00
	2018	5.000%	3,035,000.00	932,425.00	3,967,425.00
	2019	4.000%	3,190,000.00	792,750.00	3,982,750.00
	2020	4.000%	3,310,000.00	662,750.00	3,972,750.00
	2021	4.000%	3,445,000.00	527,650.00	3,972,650.00
	2022	4.000%	1,345,000.00	431,850.00	1,776,850.00
	2023	4.000%	1,395,000.00	377,050.00	1,772,050.00
	2024	4.125%	1,455,000.00	319,140.63	1,774,140.63
	2025	5.000%	1,515,000.00	251,256.26	1,766,256.26
	2026	4.250%	1,590,000.00	179,593.76	1,769,593.76
	2027	4.250%	1,655,000.00	110,637.51	1,765,637.51
	2028	4.375%	1,725,000.00	37,734.38	1,762,734.38
			40,040,000.00	17,340,393.79	57,380,393.79

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2003 First Florida		2009	2.700%	410,000.00	23,670.00	433,670.00
Refunding Bonds		2010	3.000%	420,000.00	12,600.00	432,600.00
	1/1, 7/1			$ 830,000.00	$ 36,270.00	$ 866,270.00

The following debts of the Community Redevelopment Agency (CRA) are payable as to both principal and interest by the CRA's tax increment revenues, future land lease revenues, and by a secondary pledge of the City's public service tax.

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
1998 Mizner Park		2009	4.200%	5,130,000.00	1,416,300.00	6,546,300.00
	3/1, 9/1	2010	4.300%	5,340,000.00	1,193,760.00	6,533,760.00
		2011	0.04375	5,575,000.00	956,996.88	6,531,996.88
		2012	4.500%	5,815,000.00	704,206.26	6,519,206.26
		2013	4.600%	6,075,000.00	433,643.76	6,508,643.76
		2014	4.625%	6,355,000.00	146,959.38	6,501,959.38
		2015	4.950%	2,987,362.95	3,667,637.05	6,655,000.00
		2016	4.980%	2,815,486.00	3,804,514.00	6,620,000.00
		2017	5.000%	2,670,706.60	3,949,293.40	6,620,000.00
		2018	5.000%	2,542,013.80	4,077,986.20	6,620,000.00
		2019	5.000%	2,449,598.60	4,170,501.40	6,620,100.00
				$ 47,755,167.95	$ 24,521,798.33	$ 72,276,966.28

The following Special Assessment Bonds are payable as to both principal and interest from special assessments levied on downtown property owners and from capitalized interest.

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2001 Special Assessment		2009	4.00%	565,000.00	535,730.00	1,100,730.00
Revenue Bonds		2010	4.10%	590,000.00	513,130.00	1,103,130.00
	1/1, 7/1	2011	4.20%	630,000.00	488,940.00	1,118,940.00
		2012	4.30%	655,000.00	462,480.00	1,117,480.00
		2013	450.00%	690,000.00	434,315.00	1,124,315.00
		2014	4.60%	725,000.00	403,265.00	1,128,265.00
		2015	4.70%	775,000.00	369,915.00	1,144,915.00
		2016	4.75%	820,000.00	333,490.00	1,153,490.00
		2017	4.75%	860,000.00	294,540.00	1,154,540.00
		2018	4.80%	905,000.00	253,690.00	1,158,690.00
		2019	5.00%	965,000.00	210,250.00	1,175,250.00
		2020	5.00%	1,020,000.00	162,000.00	1,182,000.00
		2021	5.00%	1,080,000.00	111,000.00	1,191,000.00
		2022	5.00%	1,140,000.00	57,000.00	1,197,000.00
				$ 11,420,000.00	$ 4,629,745.00	$ 16,049,745.00

The following Revenue Bonds are payable as to both principal and interest from non-ad valorem revenues and other legally available funds.

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
First Florida		2009	3.70%	530,000.00	162,175.00	692,175.00
2001B Revenue		2010	3.80%	545,000.00	142,565.00	687,565.00
Refunding Bonds		2011	3.90%	570,000.00	121,855.00	691,855.00
	1/1, 7/1	2012	5.00%	590,000.00	99,625.00	689,625.00
		2013	5.50%	620,000.00	70,125.00	690,125.00
		2014	5.50%	655,000.00	36,025.00	691,025.00
				$ 3,510,000.00	$ 632,370.00	$ 4,142,370.00

BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

CAPITAL IMPROVEMENTS PROGRAM AND THE OPERATING BUDGET

The *Capital Improvements Program* (CIP) is a six-year plan of proposed City-wide capital improvement projects. Items that qualify as capital improvement projects are those that cost at least $35,000 and have a useful life span of ten years. The CIP is produced as its own document, separate from the annual city operating budget. It is adopted by Resolution in conjunction with the adoption of the annual operating budget by City Ordinance. The annual operating budget and the CIP will be created as companion documents for the fiscal year beginning October 1, 2008. Since CIP projects have the potential to significantly impact the annual operating budget, the two must be created in unison.

CIP Policies

The City of Boca Raton's CIP Policies provides a framework for the development of current CIP activities and the planning for future projects. These policies include:

1) The City will develop and update a six-year CIP on an annual basis.
2) All projects in the Comprehensive Improvement Element (CIE) of the City's Comprehensive Plan will be included in the CIP.
3) The City will dedicate 1% of the public service tax, excluding telephones, and a percentage of the property taxes collected as a source of funds for the CIP.
4) In the development of CIP, the City will review the operational impact of each project.
5) The CIP committee will review and evaluate each project, based on established criteria, prior to any project being included in the CIP.
6) A report on the current status of Capital Improvement Projects will be presented to City Council on a quarterly basis.

CIP Review

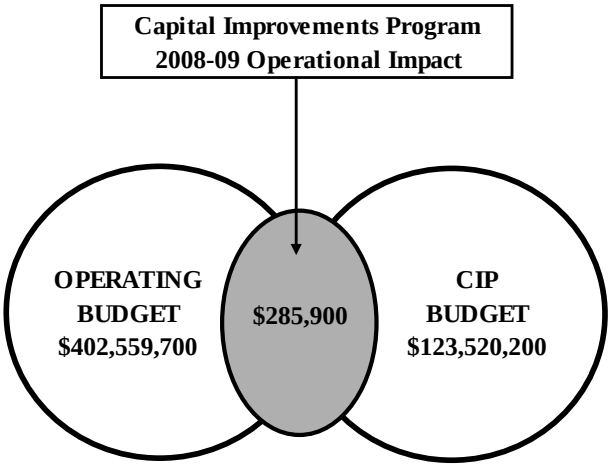
Departments must submit annual updates and new requests for the CIP to a review committee for evaluation. During the review process, consideration is given to each CIP project's impact on operating costs during the upcoming year as well as future years. In addition, determination of projects to be included in the CIP for funding purposes is based upon established criteria to rank each project, which includes:

CIP Ranking Criteria

- Not Necessary
- Moderate Benefit
- Will Improve Quality of Life
- Critical
  (Required by Law, Regulation or Mandate)

The CIP Committee, which consists of Department Heads and Directors, ranks CIP requests based on the above criteria and recommends to the City Manager which projects should be included in the CIP. The City Manager has final approval of the CIP prior to submission to the City Council.

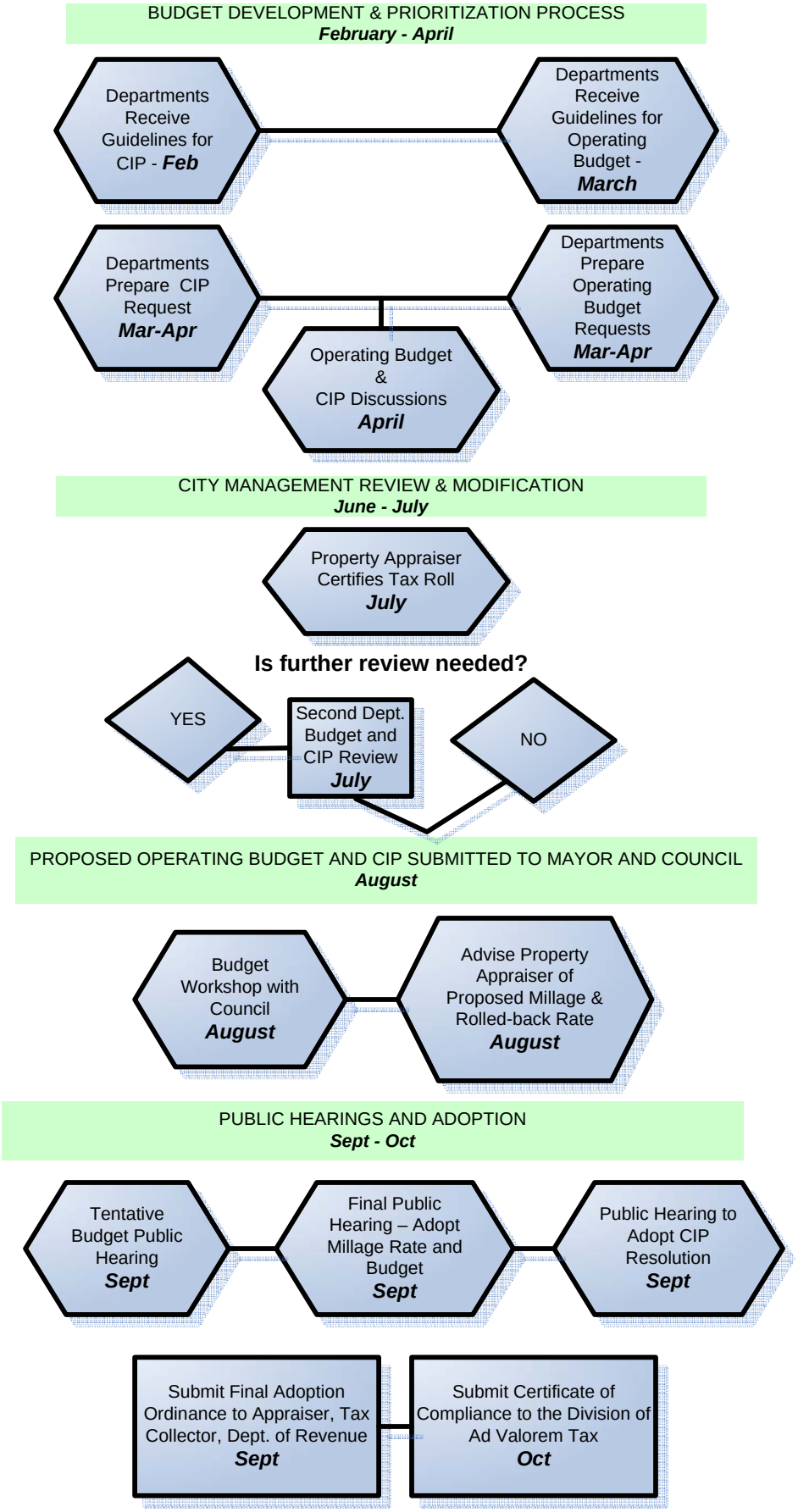
Projects tentatively approved by the City Manager for the new fiscal year are then incorporated into the approved operating budget, along with any increases or decreases in operating costs, and submitted as part of the approved annual operating budget for City Council adoption.



How CIP Impacts the Operating Budget

Fund Name	FY 2008-09 Impact	6 Year Impact
General Fund	$ 273,900	$ 4,681,900
Golf Course	-	11,100
Information Technology	12,000	48,000
Total Costs	**$ 285,900**	**$ 4,693,000**

FLOWCHART OF THE 2008-09 BUDGET AND CIP PROCESS



KEY TO FUNDING SOURCE

ABBRV.	DESCRIPTION
ACOE	Army Corps of Engineers
BF	Beautification Fund
BPB	Beautiful Palm Beaches
BPD	Beach and Park District
CDBG	Community Development Block Grant
CPCF	Cemetery / Perpetual Care Fund
CRC	Capital Recovery Costs
CRC-GF	Capital Recovery Costs - General Fund
CRC-RO	Capital Recovery Cost - ROWB Fund
CRC-SF	Capital Recovery Costs - Sanitation Fund
CRC-SU	Capital Recovery Costs - Stormwater
CRC-WS	Capital Recovery Costs - Water & Sewer
DEM	Division of Emergency Management
DEP	Department of Environmental Protection
DF	Donations from Developers and Others
DF-LIB	Donations - Library Fund
DTLDF	Downtown Land Dedication Fund
EDI	Economic Development Initiative Grant
ESL	Environmentally Sensitive Lands Fund
FAU	FAU Campus Development
FBIP	Florida Boating Improvement Program
FDCA	Florida Department of Community Affairs
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FIND	Florida Inland Navigational District
FRDAP	Florida Recreation Development Assistance Program
FSL	Florida State Library Construction Grant
GC	Golf Course Fund
GCRR	Golf Course Renewal & Replacement Fund
GFR	General Fund Revenue
GOB	General Obligation Bonds
GOB-FR	General Obligation Bonds - Fire-Rescue Services
GOB-PS	General Obligation Bonds - Police Services
GOB-RS	General Obligation Bonds - Recreation Services
IT	Information Technology
LDF	Land Dedication Fund
LETF	Law Enforcement Trust Fund

KEY TO FUNDING SOURCE

ABBRV.	DESCRIPTION
MP	Motor Pool
MPCF	Mausoleum / Perpetual Care Fund
PBC	Palm Beach County
PBC SB	Palm Beach County School Board
RB	Revenue Bonds
RB-DT	Revenue Bonds - Downtown
RB-FR	Revenue Bonds - Fire-Rescue Services
RB-GC	Revenue Bonds - Golf Course
RB-MS	Revenue Bonds - Municipal Services
RB-PS	Revenue Bonds - Police Services
RB-RS	Revenue Bonds - Recreation Services
RB-TF	Revenue Bonds - Transportation
ROWA	Right-of-Way Acquisition Fund
ROWB	Right-of-Way Beautification Fund
SA	Special Assessment
SA-DT	Special Assessment - Downtown
SA-MS	Special Assessment - Municipal Services
SA-SW	Special Assessment - Sewer
SA-WA	Special Assessment - Water
SF	Sanitation Fund
SIF	Sewer Impact Fund
SU	Stormwater Utility Fund
TEA-21	Transportation Funding (DOT)
TF	Transportation Fund
USDOT	US Department of Transportation
WIF	Water Impact Fund
WRR	Water/Sewer Renewal & Replacement Fund
WSB	Water/Sewer Revenue Bonds
WSOF	Water/Sewer Operating Fund

SUMMARY OF FUNDING SOURCES
PROJECTS
(Revenues)

Funding Source		Total Cost	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Army Corps of Engineers	ACOE	3,750,000	3,750,000	-	-	-	-	-
Beautification Fund	BF	19,300	8,000	2,800	1,000	1,000	3,500	3,000
Beach and Park District	BPD	39,400,800	28,190,200	2,363,600	1,100,100	4,141,300	1,642,700	1,962,900
Community Development Block Grant	CDBG	75,000	75,000	-	-	-	-	-
Cemetery / Perpetual Care Fund	CPCF	47,000	4,200	5,300	-	4,800	23,400	9,300
Department of Environmental Protection	DEP	9,295,600	2,875,000	-	-	275,100	152,900	5,992,600
Donations from Developers and Others	DF	7,250,000	-	1,480,000	1,480,000	1,480,000	1,480,000	1,330,000
Downtown Land Dedication Fund	DTLDF	833,400	651,400	-	-	-	98,700	83,300
Environmentally Sensitive Lands Fund	ESL	975,900	497,300	211,600	-	267,000	-	-
Florida Department of Transportation	FDOT	900,000	300,000	300,000	300,000	-	-	-
Federal Emergency Management Agency	FEMA	308,200	308,200	-	-	-	-	-
Florida Inland Navigational District	FIND	400,000	-	-	-	250,000	150,000	-
Florida Recreation Development Assistance Progra	FRDAP	200,000	-	-	-	200,000	-	-
Florida State Library Construction Grant	FSL	500,000	500,000	-	-	-	-	-
Golf Course Fund	GC	36,500	6,500	6,000	6,000	6,000	6,000	6,000
Golf Course Renewal & Replacement Fund	GCRR	438,800	85,000	194,400	99,400	20,000	20,000	20,000
General Fund Revenue	GFR	78,814,800	28,226,900	12,402,900	8,803,100	9,488,200	11,035,700	8,858,000
General Obligation Bonds - Police Services	GOB-PS	32,000,000	-	-	2,000,000	15,000,000	15,000,000	-
General Obligation Bonds - Recreation Services	GOB-RS	9,914,000	9,914,000	-	-	-	-	-
Information Technology	IT	507,600	507,600	-	-	-	-	-
Land Dedication Fund	LDF	4,000,000	4,000,000	-	-	-	-	-
Motor Pool	MP	240,000	240,000	-	-	-	-	-
Mausoleum / Perpetual Care Fund	MPCF	886,500	38,200	686,700	-	44,300	33,600	83,700
Palm Beach County	PBC	6,546,000	3,650,000	-	-	120,000	70,000	2,706,000
Revenue Bonds - Golf Course	RB-GC	4,920,000	-	1,920,000	-	3,000,000	-	-
Revenue Bonds - Police Services	RB-PS	9,769,500	300,000	9,469,500	-	-	-	-
Special Assessment - Municipal Services	SA-MS	15,126,000	2,366,500	2,559,500	4,312,500	1,862,500	1,962,500	2,062,500
Special Assessment - Sewer	SA-SW	460,000	-	108,000	197,000	155,000	-	-
Stormwater Utility Fund	SU	8,796,000	1,609,000	2,345,000	1,190,000	1,042,000	1,200,000	1,410,000
Transportation Fund	TF	21,026,500	5,342,000	2,979,800	3,572,700	2,937,000	2,785,000	3,410,000
US Department of Transportation	USDOT	5,308,000	2,276,000	1,282,000	750,000	500,000	500,000	-
Water Impact Fund	WIF	6,300,000	2,000,000	3,350,000	650,000	300,000	-	-
Water/Sewer Renewal & Replacement Fund	WRR	49,125,000	12,370,000	10,575,000	7,930,000	5,250,000	6,650,000	6,350,000
Water/Sewer Revenue Bonds	WSB	42,197,000	9,300,000	8,547,000	16,850,000	5,500,000	2,000,000	-
Water/Sewer Operating Fund	WSOF	13,699,900	4,129,200	3,841,700	2,337,000	1,787,000	805,000	800,000
Total Cost		**374,067,300**	**123,520,200**	**64,630,800**	**51,578,800**	**53,631,200**	**45,619,000**	**35,087,300**

CITY-WIDE SUMMARY

OF PROJECTS

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES 2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Police Services	GFR	3,991,400	2,711,600	220,000	285,000	190,000	160,000	424,800
	GOB-PS	32,000,000	-	-	2,000,000	15,000,000	15,000,000	-
	PBC	100,000	100,000	-	-	-	-	-
	RB-PS	9,769,500	300,000	9,469,500	-	-	-	-
		45,860,900	3,111,600	9,689,500	2,285,000	15,190,000	15,160,000	424,800
Fire/Rescue Services	GFR	6,690,900	666,500	2,218,400	1,611,000	175,000	1,750,000	270,000
		6,690,900	666,500	2,218,400	1,611,000	175,000	1,750,000	270,000
Municipal Services	ACOE	3,750,000	3,750,000	-	-	-	-	-
	BPD	2,160,500	-	150,000	60,000	640,000	-	1,310,500
	CDBG	75,000	75,000	-	-	-	-	-
	CPCF	9,300	-	-	-	-	-	9,300
	DEP	9,295,600	2,875,000	-	-	275,100	152,900	5,992,600
	DF	7,250,000	-	1,480,000	1,480,000	1,480,000	1,480,000	1,330,000
	FDOT	900,000	300,000	300,000	300,000	-	-	-
	FEMA	308,200	308,200	-	-	-	-	-
	FIND	250,000	-	-	-	250,000	-	-
	GFR	34,498,800	16,228,900	6,011,000	1,944,000	2,461,900	2,096,100	5,756,900
	MP	240,000	240,000	-	-	-	-	-
	MPCF	83,700	-	-	-	-	-	83,700
	PBC	4,896,000	2,000,000	-	-	120,000	70,000	2,706,000
	SA-MS	15,126,000	2,366,500	2,559,500	4,312,500	1,862,500	1,962,500	2,062,500
	SU	7,605,000	1,537,000	1,326,000	1,090,000	1,042,000	1,200,000	1,410,000
	TF	21,026,500	5,342,000	2,979,800	3,572,700	2,937,000	2,785,000	3,410,000
	USDOT	5,308,000	2,276,000	1,282,000	750,000	500,000	500,000	-
	WRR	520,000	270,000	50,000	50,000	50,000	50,000	50,000
		113,302,600	37,568,600	16,138,300	13,559,200	11,618,500	10,296,500	24,121,500
Recreation Services	BPD	36,844,900	28,096,700	2,150,200	986,100	3,447,300	1,576,200	588,400
	DTLDF	533,400	351,400	-	-	-	98,700	83,300
	ESL	975,900	497,300	211,600	-	267,000	-	-
	FIND	150,000	-	-	-	-	150,000	-
	FRDAP	200,000	-	-	-	200,000	-	-
	FSL	500,000	500,000	-	-	-	-	-
	GFR	24,647,200	6,248,500	2,362,400	3,774,100	5,302,300	5,755,600	1,204,300
	GOB-RS	9,914,000	9,914,000	-	-	-	-	-
	LDF	4,000,000	4,000,000	-	-	-	-	-
		77,765,400	49,607,900	4,724,200	4,760,200	9,216,600	7,580,500	1,876,000
City Manager	GFR	324,200	74,200	50,000	50,000	50,000	50,000	50,000
	PBC	1,550,000	1,550,000	-	-	-	-	-
		1,874,200	1,624,200	50,000	50,000	50,000	50,000	50,000
Information Technology	BF	19,300	8,000	2,800	1,000	1,000	3,500	3,000
	BPD	395,400	93,500	63,400	54,000	54,000	66,500	64,000
	GC	36,500	6,500	6,000	6,000	6,000	6,000	6,000
	GFR	8,662,300	2,297,200	1,541,100	1,139,000	1,309,000	1,224,000	1,152,000
	IT	507,600	507,600	-	-	-	-	-

CITY-WIDE SUMMARY

OF PROJECTS

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES 2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Information Technology	WSOF	664,900	201,200	98,700	80,000	80,000	105,000	100,000
		10,286,000	3,114,000	1,712,000	1,280,000	1,450,000	1,405,000	1,325,000
Golf Courses	GCRR	438,800	85,000	194,400	99,400	20,000	20,000	20,000
	RB-GC	4,920,000	-	1,920,000	-	3,000,000	-	-
		5,358,800	85,000	2,114,400	99,400	3,020,000	20,000	20,000
Cemetery/Mausoleum	CPCF	37,700	4,200	5,300	-	4,800	23,400	-
	MPCF	802,800	38,200	686,700	-	44,300	33,600	-
		840,500	42,400	692,000	-	49,100	57,000	-
Water & Sewer	SA-SW	460,000	-	108,000	197,000	155,000	-	-
	SU	1,191,000	72,000	1,019,000	100,000	-	-	-
	WIF	6,300,000	2,000,000	3,350,000	650,000	300,000	-	-
	WRR	48,605,000	12,100,000	10,525,000	7,880,000	5,200,000	6,600,000	6,300,000
	WSB	42,197,000	9,300,000	8,547,000	16,850,000	5,500,000	2,000,000	-
	WSOF	13,035,000	3,928,000	3,743,000	2,257,000	1,707,000	700,000	700,000
		111,788,000	27,400,000	27,292,000	27,934,000	12,862,000	9,300,000	7,000,000
Downtown	DTLDF	300,000	300,000	-	-	-	-	-
		300,000	300,000	-	-	-	-	-
Total Project Costs:		374,067,300	123,520,200	64,630,800	51,578,800	53,631,200	45,619,000	35,087,300

SUMMARY OF FUNDING SOURCES
VEHICLE/HEAVY EQUIPMENT
(Revenues)

Funding Source		Total Cost	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Beach and Park District	BPD	502,600	136,000	45,000	68,300	60,000	133,300	60,000
Cemetery / Perpetual Care Fund	CPCF	36,500	-	-	-	-	-	36,500
Capital Recovery Costs - General Fund	CRC-GF	9,324,800	3,260,200	354,300	2,560,800	689,900	1,610,500	849,100
Capital Recovery Cost - ROWB Fund	CRC-RO	106,000	106,000	-	-	-	-	-
Capital Recovery Costs - Sanitation Fund	CRC-SF	2,156,900	476,800	365,000	702,600	187,200	229,600	195,700
Capital Recovery Costs - Stormwater	CRC-SU	380,300	-	305,900	-	74,400	-	-
Capital Recovery Costs - Water & Sewer	CRC-WS	424,100	-	97,400	-	228,800	97,900	-
Golf Course Renewal & Replacement Fund	GCRR	1,054,000	137,000	213,000	145,000	178,000	163,000	218,000
General Fund Revenue	GFR	2,396,200	176,900	383,500	816,600	532,500	366,700	120,000
Mausoleum / Perpetual Care Fund	MPCF	15,800	-	-	-	-	-	15,800
Right-of-Way Beautification Fund	ROWB	17,300	-	-	17,300	-	-	-
Sanitation Fund	SF	389,400	65,000	75,000	149,700	40,200	24,400	35,100
Stormwater Utility Fund	SU	174,700	-	24,100	-	150,600	-	-
Water/Sewer Operating Fund	WSOF	538,300	285,000	40,000	50,000	61,200	102,100	-
Total Cost		**17,516,900**	**4,642,900**	**1,903,200**	**4,510,300**	**2,202,800**	**2,727,500**	**1,530,200**

CITY-WIDE SUMMARY

VEHICLE/HEAVY EQUIPMENT

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES 2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Police Services	CRC-GF	556,600	-	115,300	65,000	121,800	219,500	35,000
	GFR	647,700	35,000	166,500	306,200	99,500	40,500	-
		1,204,300	35,000	281,800	371,200	221,300	260,000	35,000
Fire/Rescue Services	CRC-GF	7,666,000	3,053,300	-	2,411,200	506,400	1,041,000	654,100
	GFR	983,800	-	-	456,600	301,200	226,000	-
		8,649,800	3,053,300	-	2,867,800	807,600	1,267,000	654,100
Municipal Services	CRC-GF	132,300	-	132,300	-	-	-	-
	CRC-SF	2,156,900	476,800	365,000	702,600	187,200	229,600	195,700
	CRC-SU	380,300	-	305,900	-	74,400	-	-
	GFR	106,700	40,000	66,700	-	-	-	-
	SF	389,400	65,000	75,000	149,700	40,200	24,400	35,100
	SU	174,700	-	24,100	-	150,600	-	-
		3,340,300	581,800	969,000	852,300	452,400	254,000	230,800
Recreation Services	BPD	502,600	136,000	45,000	68,300	60,000	133,300	60,000
	CRC-GF	969,900	206,900	106,700	84,600	61,700	350,000	160,000
	CRC-RO	106,000	106,000	-	-	-	-	-
	GFR	658,000	101,900	150,300	53,800	131,800	100,200	120,000
	ROWB	17,300	-	-	17,300	-	-	-
		2,253,800	550,800	302,000	224,000	253,500	583,500	340,000
Golf Courses	GCRR	1,054,000	137,000	213,000	145,000	178,000	163,000	218,000
		1,054,000	137,000	213,000	145,000	178,000	163,000	218,000
Cemetery/Mausoleum	CPCF	36,500	-	-	-	-	-	36,500
	MPCF	15,800	-	-	-	-	-	15,800
		52,300	-	-	-	-	-	52,300
Water & Sewer	CRC-WS	424,100	-	97,400	-	228,800	97,900	-
	WSOF	538,300	285,000	40,000	50,000	61,200	102,100	-
		962,400	285,000	137,400	50,000	290,000	200,000	-
Total Vehicle Costs:		17,516,900	4,642,900	1,903,200	4,510,300	2,202,800	2,727,500	1,530,200

GENERAL CIP FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Interest Earnings	500,000	500,000	500,000	500,000	500,000	500,000
Fund Balance	15,987,900	2,546,500	244,200	250,000	-	-
Bond Proceeds	10,214,000	9,469,500	2,000,000	15,000,000	15,000,000	-
Special Assessment - Municipal Services	2,366,500	2,559,500	4,312,500	1,862,500	1,962,500	2,062,500
Property Taxes	8,428,100	8,005,600	8,205,800	8,410,900	8,621,200	8,836,700
Transfer from General Fund (1%)	1,169,000	1,113,400	2,081,300	1,240,500	1,265,300	1,290,600
Transfer from General Fund-Projects	6,095,300	2,000,000	-	-	-	-
Transfer from Other Sources	4,038,200	-	-	120,000	70,000	2,706,000
TOTAL REVENUE AND OTHER SOURCES	48,799,000	26,194,500	17,343,800	27,383,900	27,419,000	15,395,800
EXPENDITURES AND OTHER USES						
Tax Increment - CRA	426,000	447,300	469,700	493,200	517,900	543,800
Municipal Services - Debt Services	692,200	687,600	691,900	420,000	690,100	691,100
Police Services	2,811,600	220,000	285,000	190,000	160,000	424,800
Fire/Rescue Services	666,500	2,218,400	1,611,000	175,000	1,750,000	270,000
Municipal Services	20,595,400	8,570,500	6,256,500	4,444,400	4,128,600	10,525,400
Recreation Services	6,748,500	2,362,400	3,774,100	5,302,300	5,755,600	1,204,300
City Manager	1,624,200	50,000	50,000	50,000	50,000	50,000
Information Services	2,297,200	1,541,100	1,139,000	1,309,000	1,224,000	1,152,000
Police Services - Bonds	300,000	9,469,500	2,000,000	15,000,000	15,000,000	-
Recreation Services Library - Bonds	9,914,000	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	46,075,600	25,566,800	16,277,200	27,383,900	29,276,200	14,861,400
VEHICLE/HEAVY EQUIPMENT						
Vehicle / Heavy Equipment	176,900	383,500	816,600	532,500	366,700	120,000
TOTAL VEHICLE/HEAVY EQUIPMENT	176,900	383,500	816,600	532,500	366,700	120,000
RESERVE	2,546,500	244,200	250,000	(532,500)	(2,223,900)	414,400

GRANT FUNDS

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Department of Environmental Protection	2,875,000	-	-	275,100	152,900	5,992,600
Federal Department of Transportation	300,000	300,000	300,000	-	-	-
Federal Emergency Management Agency	308,200	-	-	-	-	-
Florida Recreation Development Assistance Prog	-	-	-	200,000	-	-
US Department of Transportation	2,276,000	1,282,000	750,000	500,000	500,000	-
Army Corps of Engineers	3,750,000	-	-	-	-	-
TOTAL REVENUE AND OTHER SOURCES	9,509,200	1,582,000	1,050,000	975,100	652,900	5,992,600
EXPENDITURES AND OTHER USES						
SW 13th Street & SW 12th Avenue Bicycle Lanes	-	-	-	500,000	-	-
Boca Raton Old Town Hall Retrofit	83,200	-	-	-	-	-
Hillsboro / El Rio Park	-	-	-	200,000	-	-
North Beach Renourishment	5,625,000	-	-	-	-	-
El Rio Shared Use Pathway - Phase 3	1,000,000	-	-	-	-	-
Central Beach Renourishment Project	-	-	-	104,000	104,000	3,547,600
Transportation Demand Management Implementation	300,000	300,000	300,000	-	-	-
South Beach Renourishment	1,000,000	-	-	171,100	48,900	2,445,000
El Rio Shared Use Pathway - Phase 4	-	-	750,000	-	-	-
NW 7th Street Enhancement Project	-	-	-	-	500,000	-
Advanced Traffic Management System	776,000	282,000	-	-	-	-
St. Andrews Blvd. Shared Use Pathway	-	1,000,000	-	-	-	-
SW 18th Street Sidewalks & Bicycle Lanes - Phase I	500,000	-	-	-	-	-
Tavener Tower	225,000	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	9,509,200	1,582,000	1,050,000	975,100	652,900	5,992,600

TRANSPORTATION FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Local Option Gas Tax	2,127,000	2,233,400	2,345,100	2,462,400	2,585,500	2,714,800
Interest	200,000	210,000	100,000	100,000	100,000	100,000
Fund Balance	4,417,700	969,000	-	-	-	-
TOTAL REVENUE AND OTHER SOURCES	6,744,700	3,412,400	2,445,100	2,562,400	2,685,500	2,814,800
EXPENDITURES AND OTHER USES						
Bond Sinking Fund (Net)	433,700	432,600	-	-	-	-
Transportation Demand Management Implementation	2,626,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Patch Reef Trail	-	-	-	225,000	-	750,000
Pavement Resurfacing	850,000	800,000	800,000	800,000	800,000	800,000
Sidewalk Links to Schools	130,000	130,000	130,000	130,000	130,000	130,000
Railroad Crossings	100,000	100,000	100,000	100,000	100,000	100,000
El Rio Shared Use Pathway - Phase 3	-	-	-	-	-	-
El Rio Shared Use Pathway - Phase 4	-	143,500	48,000	-	-	-
SW 18th Street Sidewalks & Bicycle Lanes - Phase I	746,000	-	-	-	-	-
St. Andrews Blvd. Shared Use Pathway	350,000	186,300	829,700	-	-	-
Traffic Improvements	540,000	420,000	465,000	30,000	30,000	30,000
SW 13th Street & SW 12th Avenue Bicycle Lanes	-	-	-	452,000	-	-
NW 7th Street Enhancement Project	-	-	-	-	400,000	-
NW 8th St. between NW 9th Ct. & NW 12th Ave.	-	-	-	-	125,000	400,000
Potomac Road	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	5,775,700	3,412,400	3,572,700	2,937,000	2,785,000	3,410,000
RESERVE	969,000	0	(1,127,600)	(374,600)	(99,500)	(595,200)

BEACH & PARK DISTRICT FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Beach & Park District Fund	3,285,800	2,394,200	1,163,400	4,196,300	1,758,500	2,007,900
Revenue Bond	25,000,000	-	-	-	-	-
TOTAL REVENUE AND OTHER SOURCES	28,285,800	2,394,200	1,163,400	4,196,300	1,758,500	2,007,900
EXPENDITURES AND OTHER USES						
Vehicle/Heavy Equipment	136,000	45,000	68,300	60,000	133,300	60,000
Park Operations Facility Renovations/Development	261,200	-	-	-	-	-
Playground Renovations	382,200	-	-	-	-	80,800
Dune Crossover and Boardwalk Renovations	634,200	921,800	161,900	958,200	286,200	-
Ballfield/Bleachers & Dugout Renovations	-	282,800	185,200	-	-	-
Restroom Renovations	174,100	174,100	-	348,200	-	348,200
Irrigation System, Conservation Network	-	-	-	-	-	5,400
Irrigation Renovation for Athletic Fields	305,000	-	-	-	-	-
New Restrooms/Maintenance Building	90,000	610,000	-	-	-	-
Countess de Hoernle Park	25,000,000	-	-	-	-	-
Sugar Sand Maintenance Office and Storage Building	-	-	75,000	1,600,000	-	-
Racquet Center Court Renovations	-	-	-	53,000	1,270,000	-
Network Computer Systems Upgrade	48,100	44,000	44,000	44,000	44,000	44,000
Park/Golf Maintenance Enclosure	250,000	-	-	-	-	-
Seawater Tank Renovation	1,000,000	-	-	-	-	-
A/C Replcmnt.- J. A. Rutherford Comm. Cntr.	-	93,000	-	-	-	-
Pump/Filter Replacement	-	-	14,000	90,000	-	-
Computerized Security Management System	-	18,500	-	-	-	-
Renovation of "Chucks" Building	-	50,000	550,000	-	-	-
Restroom & Locker Room Renovation	-	-	-	-	20,000	154,000
Mizner Bark Rest Room	-	-	-	397,900	-	-
Central Beach Renourishment Project	-	-	-	-	-	1,310,500
Resurface Parking Facilities	-	150,000	60,000	640,000	-	-
Network Printer Upgrade	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL EXPENDITURES AND OTHER USES	28,285,800	2,394,200	1,163,400	4,196,300	1,758,500	2,007,900

DOWNTOWN INFRASTRUCTURE FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Interest	50,000	50,000	50,000	50,000	50,000	50,000
Bond Proceeds	-	-	-	-	-	-
Special Assessment	1,171,300	1,149,900	-	-	-	-
Fund Balance	661,700	462,200	537,900	587,900	637,900	589,200
TOTAL REVENUE AND OTHER SOURCES	1,883,000	1,662,100	587,900	637,900	687,900	639,200
EXPENDITURES AND OTHER USES						
Administration: Transfer to Debt Service Fund	1,120,800	1,124,200	-	-	-	-
Downtown Spine Crosswalk	300,000	-	-	-	-	-
Ballfield/Bleachers & Dugout Renovations	-	-	-	-	98,700	-
Skate Park Improvements	-	-	-	-	-	83,300
TOTAL EXPENDITURES AND OTHER USES	1,420,800	1,124,200	0	0	98,700	83,300
RESERVE	462,200	537,900	587,900	637,900	589,200	555,900

LAND DEDICATION FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Interest	125,000	5,000	25,000	25,000	25,000	25,000
Contributions	200,000	210,000	-	-	-	-
Fund Balance	3,829,400	154,400	369,400	394,400	419,400	444,400
TOTAL REVENUE AND OTHER SOURCES	4,154,400	369,400	394,400	419,400	444,400	469,400
EXPENDITURES AND OTHER USES						
Property Acquisition	3,500,000	-	-	-	-	-
Ballfield/Bleachers & Dugout Renovations	500,000	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	4,000,000	0	0	0	0	0
RESERVE	154,400	369,400	394,400	419,400	444,400	469,400

SANITATION FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Sanitation Operating	541,800	440,000	668,700	227,400	254,000	129,500
TOTAL REVENUE AND OTHER SOURCES	541,800	440,000	668,700	227,400	254,000	129,500
EXPENDITURES AND OTHER USES						
Swing Crane Trucks (R)	111,800	-	-	-	254,000	129,500
Garbage Trucks (R)	430,000	440,000	668,700	227,400	-	-
Trash Truck	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	541,800	440,000	668,700	227,400	254,000	129,500

STORMWATER UTILITY FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Interest	177,700	186,600	50,000	50,000	50,000	50,000
Stormwater Fees	2,070,000	2,173,500	2,282,200	2,396,300	2,516,100	2,641,900
Beginning Retained Earnings	2,691,100	1,949,700	213,900	-	-	-
TOTAL REVENUE AND OTHER SOURCES	4,938,800	4,309,800	2,546,100	2,446,300	2,566,100	2,691,900
EXPENDITURES AND OTHER USES						
Skid Steer Loader	-	-	-	90,000	-	-
Bridge / Seawall Maintenance	180,000	40,000	180,000	40,000	180,000	40,000
Drainage Improvements	827,000	1,206,000	830,000	922,000	940,000	1,290,000
NW 12th Avenue	450,000	-	-	-	-	-
New Pines Neighborhood Improvements	80,000	80,000	80,000	80,000	80,000	80,000
Truck Mounted Sweepers (R)	-	210,000	-	-	-	-
Stormwater TV Truck (R)	-	-	-	135,000	-	-
Tractor Transporter Truck	-	120,000	-	-	-	-
Boca Raton Hills Sanitary Sewers	-	-	100,000	-	-	-
Boca Raton Heights Drainage Improvements	72,000	1,019,000	-	-	-	-
Operational Costs: Design	561,500	589,600	619,100	650,100	682,600	716,700
Operational Costs: Maintenance	818,600	831,300	902,500	947,600	995,000	1,044,800
TOTAL EXPENDITURES AND OTHER USES	2,989,100	4,095,900	2,711,600	2,864,700	2,877,600	3,171,500
ENDING RETAINED EARNINGS	1,949,700	213,900	(165,500)	(418,400)	(311,500)	(479,600)

WATER & SEWER FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Water & Sewer Operating	2,885,000	6,179,000	4,460,000	5,910,000	6,012,100	5,910,000
Special Assessment	-	108,000	197,000	155,000	-	-
Water & Sewer Impact Fees	3,450,000	600,000	250,000	-	-	-
Beginning Retained Earnings	33,355,200	21,107,200	10,085,200	3,808,200	2,171,200	633,300
Water & Sewer Bond	9,300,000	8,547,000	16,850,000	5,500,000	2,000,000	-
TOTAL REVENUE AND OTHER SOURCES	48,990,200	36,541,200	31,842,200	15,373,200	10,183,300	6,543,300
EXPENDITURES AND OTHER USES						
Vehicle/Heavy Equipment	285,000	133,000	50,000	290,000	200,000	-
Wastewater Upgrades, Replacement and Expansion	5,100,000	7,800,000	9,950,000	100,000	2,100,000	100,000
Building Alterations	500,000	100,000	100,000	100,000	100,000	100,000
Water Treatment Facility Improvements	1,850,000	3,500,000	4,500,000	5,500,000	1,500,000	1,500,000
In-City Reclamation Irrigation System (IRIS)	12,750,000	1,947,000	500,000	500,000	500,000	500,000
Intracoastal Parallel Force Main	-	660,000	-	-	-	-
Security Enhancements/Expansion	300,000	100,000	100,000	100,000	100,000	100,000
Sewer System Repairs	1,000,000	1,000,000	1,100,000	1,200,000	1,200,000	1,200,000
Membrane Replacements	-	2,500,000	2,500,000	-	-	-
Esterly	-	85,000	784,000	-	-	-
Boca Raton Hills Sanitary Sewers	-	-	1,500,000	1,000,000	-	-
Raw Water Well Equipment/Expansion	2,500,000	300,000	300,000	300,000	300,000	300,000
Water / Wastewater Replacements	1,250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Water Network System Improvement	750,000	4,100,000	3,700,000	1,450,000	1,300,000	1,000,000
Lake Wyman	-	70,000	650,000	-	-	-
A1A	-	-	50,000	412,000	-	-
Boca Raton Heights Drainage Improvements	128,000	1,911,000	-	-	-	-
Pump Station Modifications	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
NW 12th Avenue	220,000	-	-	-	-	-
Pavement Resurfacing	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL EXPENDITURES AND OTHER USES	27,883,000	26,456,000	28,034,000	13,202,000	9,550,000	7,050,000
ENDING RETAINED EARNINGS	21,107,200	10,085,200	3,808,200	2,171,200	633,300	(506,700)

CEMETERY-MAUSOLEUM FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Cemetery / Perpetual Care Fund	4,200	5,300	-	4,800	23,400	36,500
Mausoleum Perpetual Care Fund	38,200	686,700	-	44,300	33,600	15,800
TOTAL REVENUE AND OTHER SOURCES	42,400	692,000	0	49,100	57,000	52,300
EXPENDITURES AND OTHER USES						
Repainting Cemetery and Mausoleum Buildings	42,400	-	-	49,100	-	-
Reroof Buildings	-	661,300	-	-	23,400	-
Mausoleum Complex Sealing	-	30,700	-	-	33,600	-
Dump Truck Replacement Program	-	-	-	-	-	52,300
TOTAL EXPENDITURES AND OTHER USES	42,400	692,000	0	49,100	57,000	52,300

GOLF COURSE FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Golf Course Operating	-	-	-	-	-	-
Golf Course Renewal & Replacement	203,000	213,200	211,200	215,400	219,700	224,100
Beginning Retained Earnings	759,400	740,400	546,200	513,000	530,400	567,600
Revenue Bond	-	1,920,000	-	3,000,000	500	-
TOTAL REVENUE AND OTHER SOURCES	962,400	2,873,600	757,400	3,728,400	750,600	791,700
EXPENDITURES AND OTHER USES						
Clubhouse/Driving Range/Parking Renovations	-	49,400	49,400	3,000,000	-	-
Municipal Clubhouse Air Conditioning Units	-	35,000	-	-	-	-
Landscape Improvements	25,000	25,000	20,000	20,000	20,000	20,000
Cart Storage Barn Awning and Drainage	-	35,000	-	-	-	-
Renovate Tees, Greens, and Bunkers	60,000	1,920,000	-	-	-	-
Global Positioning System (GPS)	-	-	30,000	-	-	-
Fiberlink Cable Inst/Maintenance Complex	-	50,000	-	-	-	-
Vehicle/Heavy Equipment	137,000	213,000	145,000	178,000	163,000	218,000
TOTAL EXPENDITURES AND OTHER USES	222,000	2,327,400	244,400	3,198,000	183,000	238,000
ENDING RETAINED EARNINGS	740,400	546,200	513,000	530,400	567,600	553,700

INFORMATION TECHNOLOGY FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Fund Balance	507,600	-	-	-	-	-
General Fund CIP	2,297,200	1,541,100	1,090,000	1,260,000	1,175,000	1,103,000
Golf Course Fund	6,500	6,000	6,000	6,000	6,000	6,000
Water & Sewer Fund	201,200	98,700	80,000	80,000	105,000	100,000
Beach & Park District Fund	40,400	14,400	54,000	54,000	66,500	64,000
Beautification Fund	8,000	2,800	1,000	1,000	3,500	3,000
TOTAL REVENUE AND OTHER SOURCES	3,060,900	1,663,000	1,231,000	1,401,000	1,356,000	1,276,000
EXPENDITURES AND OTHER USES						
Technology Updates	83,900	75,000	75,000	75,000	75,000	75,000
Network Printer Upgrade	70,000	45,000	45,000	45,000	45,000	45,000
Electronic Mail / Server Upgrades	127,000	127,000	-	-	-	-
Network Computer Systems Upgrade	752,800	576,000	576,000	576,000	576,000	576,000
Storage Area Network (SAN) replacement/upgrade	190,000	60,000	-	-	200,000	150,000
Fiber Optic Loop -Municipal and 6500	107,000	220,000	-	-	-	-
IBM i-Series System Enhancements (fka AS400)	25,000	30,000	30,000	200,000	30,000	-
Public Safety Field Automated Report System (FARS)	515,500	280,000	280,000	280,000	280,000	280,000
Geographic Information System	209,800	125,000	125,000	125,000	-	-
DocuTech replacement	175,000	-	-	-	-	-
Citywide Digital Records Management System	74,000	25,000	-	-	-	-
EMS Hardware Replacement	42,900	-	-	-	-	-
Library Internet Security	13,000	-	-	-	-	-
Budget Software System	70,000	-	-	-	-	-
Electronic Building Plans	99,000	-	-	-	-	-
Network Infrastructure	166,000	100,000	100,000	100,000	150,000	150,000
Emergency Backup System	340,000	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	3,060,900	1,663,000	1,231,000	1,401,000	1,356,000	1,276,000

CAPITAL RECOVERY COST FUND

	2008/09 Approved	2009/10 Proposed	2010/11 Proposed	2011/12 Proposed	2012/13 Proposed	2013/14 Proposed
REVENUE AND OTHER SOURCES						
Interest Earnings	350,000	367,500	-	-	-	-
Fund Balance	10,050,400	8,952,000	9,399,600	6,821,500	6,131,600	4,836,100
Capital Recovery Cost	1,811,800	195,400	-	-	-	-
Beautification Transfer	106,000	-	-	-	-	-
TOTAL REVENUE AND OTHER SOURCES	12,318,200	9,514,900	9,399,600	6,821,500	6,131,600	4,836,100
EXPENDITURES AND OTHER USES						
Police Services	-	115,300	65,000	121,800	219,500	35,000
Fire/Rescue Services	3,053,300	-	2,411,200	506,400	1,041,000	654,100
Municipal Services	-	-	-	-	-	-
Vehicle/Heavy Equipment	106,000	-	17,300	-	-	-
Recreation Services	206,900	-	84,600	61,700	35,000	160,000
TOTAL EXPENDITURES AND OTHER USES	3,366,200	115,300	2,578,100	689,900	1,295,500	849,100
ENDING RETAINED EARNINGS	8,952,000	9,399,600	6,821,500	6,131,600	4,836,100	3,987,000

CAPITAL IMPROVEMENTS PROGRAM
OPERATIONAL IMPACT
CITY-WIDE PROJECTS SUMMARY FY 2008-09

ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 08/09	IMPACT ON OPERATING BUDGET FY 08/09	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	220028	CCTV Network - The scope of the project would be to envelop the City's roadways, buildings and significant public venues in a video security network.	$ 1,024,100	$ 100,000	$ -	FY 2008/09 $100,000 - Network Analyst	N/A	N/A	N/A
2	250032	New Regional Fire/Police Training Center - Design and construct a regional Fire/Police Training Center.	271,500	-	4,500	N/A	N/A	FY 2009/10 $1,500 - General Office Supplies	FY 2010/11 $3,000 - Capital Outlay
3	440048	Traffic Improvements - Ongoing program of traffic improvements to the public street system.	980,000	-	24,900	N/A	FY 2010/11 $20,000 - electricity, street light FY 2011/12 $4,900 - electricity, water & stormwater, radio equipment maint., beautification maint., irrigation supplies	N/A	N/A
4	420014	Transportation Demand Manage-ment Implementation (TDM) - promoting the use of alternative modes of transportation to reduce trip generation and peak hour traffic by implementing TDM strategies and improvements.	6,729,000	-	819,000	FY 2010/11 $183,700 1 Meter Reader @ $41,750, 1 Parking Enforcement Officer @ $41,750; 2 Maintenance Worker @ $50,100/ea	FY 2009/10 $85,000 Other Professional Services FY 2010/11 $157,300 Other Maintenance, Other Professional Services FY 2011/12 $89,000 FY 2012/13 $91,000 FY 2013/14 $93,000	N/A	FY 2010/11 $120,000 4 vehicles @ $30,000/ea
5	440027	El Rio Shared Use Pathway - Phase 4 - Provide a 12' wide shared use pathway along the El Rio Canal between L-40 Canal and Congress Avenue.	-	-	18,900	N/A	FY 2011/12 $17,800 Other Professional Services, electricity, water, park area maintenance	FY 2011/12 $1,100 other supplies, irrigation supplies	N/A
6	440128	Traffic Operations Warehouse Building To construct a 5,000 square foot building for the purpose of traffic storage facilities.	500,000	-	10,000	N/A	FY 2009/15 $10,000 electricity, pest control, overhead doors	N/A	N/A
7	440077	NW 7th Street Enhancement Project - This prjoect will provide sidewalks and bicycle lanes along NW 7th Street between NW 4th Diagonal and NW 9th Court.	-	-	4,100	N/A	FY 2013/14 $4,100 electricity; water, radio equipment, beautification maintenance, park area maintenance, other supplies, irrigation supplies, fertilizer, chemical supplies, trees & shrubs, grass & sod	N/A	N/A
8	420088	NW 12th Avenue - Reconstruction of a two-lane road to a four-lane road from NW 13th Street from Palmetto Park Road to NW 13th Street, including drainage, sidewalks, landscaping, bicycle lanes and signal modifications.	4,858,500	-	70,000	N/A	FY 2009/10 $70,000 contract services	N/A	N/A
9	440074	Advanced Traffic Management System (ATMS) - The City of Boca Raton's ATMS is an Intelligent Transportation System (ITS) related project that will help manage effective traffic flow and improve transportation security.	776,000	-	60,000	FY 2009/10 $60,000 full time Network Analyst/Tech	N/A	N/A	N/A
10	440047	St. Andrews Blvd. Shared Use Pathway - This project will provide the design and construction of a shared use pathway along the west side of St. Andrews Blvd., from Glades Road to Yamato Road.	350,000	-	9,000	N/A	FY 2010/11 $9,000 other maintenance, pedestrian bike path maintenance, paver brick maintenance, other professional services	N/A	N/A
11	440037	SW 18th Street Sidewalks & Bicycle Lanes - Phase I - This project will provide sidewalks and bicycle lanes along SW 18th Street between SW 12th Avenue and Federal Highway.	1,246,000	-	3,500	N/A	FY 2009/10 $3,500 other maintenance, pedestrian bike maintenance	N/A	N/A
12	440049	Old Downtown Library - Design and renovate Downtown Library.	250,000	-	50,000	N/A	FY 2010/11 $50,000 building alterations	N/A	N/A

CAPITAL IMPROVEMENTS PROGRAM
OPERATIONAL IMPACT
CITY-WIDE PROJECTS SUMMARY FY 2008-09

ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 08/09	IMPACT ON OPERATING BUDGET FY 08/09	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
13	440090	North Beach Renourishment - Restoration of North Boca Raton beach located between Spanish River Blvd and Red Reef Park.	7,469,200	110,100	-	N/A	N/A	N/A	FY 2008/09 $110,100 beach monitoring
14	600013	Park Operations Facility Renovations/Development - Renovate existing, and construct new Park Operation Facilities, strategically placed City-wide, to meet the increasing demands of new park development and new roadway median maintenance operations.	1,367,800	25,200	66,100	N/A	FY 2012/13 $28,700 operating charges, fees, insurance, maintenance costs	FY 2012/13 $8,500 office supplies, janitorial and irrigation supplies,	FY 2008/09 $25,200 office furnishings, tv equipment, etc. FY 2012/13 $28,900 furniture & equipment, GF computer program
15	600028	Hillsboro / El Rio Park - Continued development of the 32 acre, lighted community park within the 45 acre site.	$ -	$ -	$ 154,200	FY 2010/11 $64,600 2 full time Groundskeepers	FY 2010/11 $28,200 exams, ed, training & travel, assessment fees, equipment rental, equipment maintenance, removal/replacement of exotic plant material	FY 2010/11 $24,000 record mgmt documentation, uniforms, janitorial and irrigation supplies	FY 2010/11 $37,400 1 portable radio, 61" riding mower, 21" walk-behind mower and 1-ton pick-up truck
16	600501	Ballfield/Bleachers & Dugout Renovations - Renovate ballfield sod, dugouts, permanent and portable bleacher seating areas as needed at Memorial Park, Lake Wyman Park, Sand Pine Park, Woodlands Park and Patch Reef Park.	592,300	-	19,100	N/A	N/A	N/A	FY 2010/11 $19,100 purchase & installation of bleachers
17	600138	Irrigation System, Conservation Network - Continuing upgrade of the existing computerized automated system.	180,000	-	7,400	FY 2009/10 $7,400 increase in overtime to install water-saving devices	N/A	N/A	N/A
18	600042	Environmentally Sensitive Lands (ESL) Bond funds have provided for the acquisition, limited initial clearing, and development of the City's Environmentally Sensitive Lands.	497,300	-	139,200	FY 2009/10 $70,700 1 Groundskeeper 1 Maint Supervisor III	FY 2009/10 $5,400 medical/psych exams, ed & training/travel, motor pool and radio equipment maintenance	FY 2009/10 $3,700 general operating supplies and uniforms	FY 2009/10 $50,400 radio equipment, vehicle
19	600178	Landscaping - Restoration of existing and/or construction of new landscaped medians, including irrigation installations or renovations, and planting of trees, sod and native xeriscape plants.	400,000	-	230,600	FY 2013/14 $34,900 1 full time Irrigation Technician	FY 2010/11 $54,800 FY 2013/14 $77,300 Other Professional Services, electricity, water & stormwater, radio, beautification, and other maintenance, Ed & Training/Travel	FY 2010/11 $12,800 FY 2013/14 $19,300 fertilizer, trees/shrubs, chemicals, operating supplies, grass&sod, irrigation supplies, uniforms, dues/subscriptions	FY 2013/14 $31,500 radio equipment, vehicle
20	600062	New Restrooms/Maintenance Building - Remove existing trailers and design/construct new restrooms/maintenance building.	90,000	-	8,000	N/A	FY 2010/11 $2,000 electricity, water & stormwater	N/A	FY 2010/11 $6,000 furniture and equipment
21	600057	Countess de Hoernle Park - Design and construction of lighted athletic fields and support amenities, including a park maintenance facility, access and interior roads, and infrastructure for drainage, water, sewer, electricity, parking, restrooms, etc.	25,000,000	-	2,123,000	FY 2009/10 $658,200 new facility requires additional staff	FY 2009/10 $442,700 new facility requires additional operating costs	FY 2009/10 $105,900 new facility requires additional supplies	FY 2009/10 $916,200 new facility requires equipment purchases
22	600034	Sugar Sand Maintenance Office and Storage Building - Design and construction of staff space, locker rooms, showers, assignment/meeting room and climate controlled storage for Explorium.	-	-	60,000	N/A	FY 2012/13 $23,700 telecommunications, electricity, other maintenance	FY 2012/13 $14,100 office supplies, general operating supplies	FY 2012/13 $22,200 bookshelves, computers, file cabinets, fax, copier, etc.
23	600278	Pump/Filter Replacement - Design, construction, and installation of a new automated sand filter pump motor, strainer, controller and filtration system.	-	-	(1,000)	N/A	N/A	FY 2012/13 ($1,000) elimination of powdered cellulose	N/A

CAPITAL IMPROVEMENTS PROGRAM
OPERATIONAL IMPACT
CITY-WIDE PROJECTS SUMMARY FY 2008-09

ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 08/09	IMPACT ON OPERATING BUDGET FY 08/09	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
24	600288	Computerized Security Management System - incorporates a bar code scanning hand-held PDA device with a software program capable of tracking, scheduling and recording security inspection routes, comments, etc.	-	-	4,300	N/A	FY 2009/10 $4,300 annual software maintenance agreement for upgrades and support services		N/A
25	600059	Renovation of "Chucks" Building - Renovate building so as to accommodate public usage and to provide a small office for Aquatics staff.	-	-	66,500	FY 2011/12 $15,600 part time, allowance	FY 2011/12 $39,800 telecommunications, electricity, water & stormwater, other maintenance	FY 2011/12 $1,100 general operating supplies, uniforms, janitorial supplies	FY 20121/12 $10,000 tables, chairs
26	600238	Mizner Bark Rest Room - Continued development of Mizner Bark- The Boca Raton Dog Park.	-	-	10,400	N/A	FY 2012/13 $5,400 electricity, water/stormwater	FY 2012/13 $5,000 general operating supplies, janitorial supplies	N/A
27	600053	Skate Park Improvements - FY 2011/12 - Design FY 2012/13 Demolition and Construction	-	-	32,700	N/A	FY 2011/12 $9,700 other professional services, electricity, recreation area maint	N/A	FY 20130/11 $23,000 furniture & equipment, other capital outlay
28	600088	Buttonwood Park - Development of an 8-acre park site on SW 18th St between I-95 and the Seaboard Coast Railroad. FY 2012/13 - Design of park amenities FY 2013/14 - Construction	-	-	127,100	FY 2013/14 $34,400 Salary & Wages	FY 2013/14 $18,300	FY 2013/14 $16,200 fertilizer, trees & shrubs, chemicals, general op supp, uniforms, janitorial supplies, irrigation supplies	FY 2013/14 $58,200 motor pool irrigation, radio equipment district II - machinery & equipment, vehicle
29	600035	Downtown Library - Construction of a new Downtown Library in FY 2008/09.	13,223,600	-	360,000	FY 2009/10 $124,600 2 FT and 2 PT custodial staff	FY 2009/10 $119,600 electricity, water, disposal charges	FY 2009/10 $87,400 computer software, other supplies	FY 2009/10 $28,400 purchase of a cargo van and 3 portable radios
30	600064	Boca Raton Tennis Center/Court Upgrades - Design and construction of four clay courts, with under-ground watering, over the existing four hard courts, with courtside amenities. Replace lighting on all ten courts.	$ 351,400	$ 38,600	$ -	FY 2008/09 $29,600 1 Groundskeeper	FY 2008/09 $7,500 water & stormwater, recreation area maint	FY 2008/09 $1,500 other supplies, uniforms	N/A
31	490019	Fiberlink Cable Inst/Maintenance Complex - Installation of all fiber, conduit and all related hardware and software necessary to link the Maintenance Facility to the clubhouse in order to access the City's computer network.	-	-	11,100	N/A	FY 2009/10 $900 electricty, office equpment maint	FY 2009/10 $500 general office supplies	FY 2009/10 $9,700 3 computers/printers, KRONOS timeclock
32	510078	Electronic Building Plans - This software will provide significant advantages to the City by implmenting a paperless plan check and review system.	99,000	12,000	48,000	N/A	Increase in annual maintenance FY 2008/09 $12,000 FY 2009/10 $12,000 FY 2010/11 $12,000 FY 2011/12 $12,000 FY 2012/13 $12,000	N/A	N/A

CAPITAL IMPROVEMENTS PROGRAM
OPERATIONAL IMPACT
CITY-WIDE VEHICLE / HEAVY EQUIPMENT SUMMARY FY 2008-09

ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 08/09	IMPACT ON OPERATING BUDGET FY 08/09	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	V44002	Swing Crane Trucks (R) - Systematic replacement of sanitation swing crane trucks.	$ 111,800	$ -	$ 18,700	N/A	CRC increase FY 2012/13 $8,200 FY 2013/14 $10,600	N/A	N/A
2	V44003	Garbage Trucks (R) - Systematic replacement of garbage trucks.	430,000	-	139,000	N/A	CRC increase FY 2009/10 $43,800 FY 2010/11 $44,800 FY 2011/12 $37,600 FY 2012/13 $12,800	N/A	N/A
3	V44001	Trash Truck (R) - Systematic replacement of trash trucks.	-	-	10,900	N/A	FY 2010/11 $20,000 - electricity, street light FY 2011/12 $4,900 - electricity, water & stormwater, radio equipment maint., beautification maint., irrigation supplies	N/A	N/A
4	V44028	Stormwater TV Truck (R) - Replacement of one TV Truck and Equipment (#8463).	-	-	13,500	FY 2010/11 $183,700 1 Meter Reader @ $41,750, 1 Parking Enforcement Officer @ $41,750; 2 Maintenance Worker @ $50,100/ea	FY 2009/10 $85,000 Other Professional Services FY 2010/11 $157,300 Other Maintenance, Other Professional Services FY 2011/12 $89,000 FY 2012/13 $91,000 FY 2013/14 $93,000	N/A	FY 2010/11 $120,000 4 vehicles @ $30,000/ea
5	V44018	Skid Steer Loader - Purchase of one replacement Skid Steer Loader (#8507).	-	-	4,400	N/A	FY 2011/12 $17,800 Other Professional Services, electricity, water, park area maintenance	FY 2011/12 $1,100 other supplies, irrigation supplies	N/A
6	V44074	Bucket Trucks (R) - Purchase of replacement bucket trucks.	-	-	8,000	N/A	FY 2009/15 $10,000 electricity, pest control, overhead doors	N/A	N/A
7	V44007	Trailer (R) - Replacement of one low boy trailer (#9578).	-	-	2,400	N/A	FY 2013/14 $4,100 electricity; water, radio equipment, beautification maintenance, park area maintenance, other supplies, irrigation supplies, fertilizer, chemical supplies, trees & shrubs, grass & sod	N/A	N/A
8	V60019	Water Truck (N) - Purchase new 4,000 gallon water truck.	106,000	-	3,500	N/A	FY 2009/10 $70,000 contract services	N/A	N/A

COMMUNITY REDEVELOPMENT AGENCY

Leif J. Ahnell, Executive Director

The mission of the CRA is to advocate, administer the policies, and assist the public, downtown property owners and businesses in order to achieve the CRA Vision of the Downtown.

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

The CRA Administration provides for the day-to-day operation of the Agency though the use of City staff from the Development Services Department. This includes the Agency office, all general administration, plan review services and the Agency's day-to-day dealings with the public, developers, the City and other governmental agencies.

DIVISION	APPROVED 2008-09 BUDGET
Administration	$ 383,000
Mizner Park Revenue	15,100,400
Mizner Park Sinking	9,775,400
Mizner Park Lease Revenue	1,180,000
TOTAL	**$ 26,438,800**

EXPENDITURE BY CATEGORY	ACTUAL 2006-07 BUDGET	APPROVED 2007-08 BUDGET	REVISED 2007-08 BUDGET	APPROVED 2008-09 BUDGET
Personal Services	66,794	174,700	174,700	183,000
Other Operating	154,788	123,300	280,500	177,200
Supplies	3,040	3,200	3,200	3,200
Transfers	7,951,200	7,488,900	7,488,900	7,849,700
Debt Service	6,552,306	6,454,000	6,454,000	6,551,300
Sub-Total	**14,728,128**	**14,244,100**	**14,401,300**	**14,764,400**
Reserves	7,012,762	9,825,500	9,825,500	11,674,400
TOTAL	**21,740,890**	**24,069,600**	**24,226,800**	**26,438,800**
Full-time Employees	2.15	2.15	2.15	1.65

CITY MANAGER

COMMUNITY REDEVELOPMENT AGENCY

ADMINISTRATION

.25 Development Services Director (.75 Development Services split)
.50 Special Projects Director (.50 Financial Services split)
.40 Office Supervisor II (.60 Development Services split)
.50 Planner (.50 Development Services split)

Approved Positions FY 07/08	1.65
Revised Positions FY 07/08	-
Personnel Changes FY 08/09	____
Approved Positions FY 08/09	**1.65**

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BOCA RATON
INC. 1925
Boca de Ratones
FLORIDA

GLOSSARY OF TERMS

A

ACCRUAL BASIS OF ACCOUNTING - A basis of accounting in which debits and credits are recorded at the time they are incurred, as opposed to when cash is actually received or spent. For example in accrual accounting, a revenue which was earned between April 1 and April 30, but for which payment was not received until May 10, is recorded as being received on April 30 rather than on May 10.

AD VALOREM TAXES - Property taxes computed as a percentage of the value of real or personal property expressed in mills.

AGENCY FUND - A fund used to account for assets held by the City as an agent for individuals, private organizations, other governments or other funds, such as deferred compensation plans.

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

APPROPRIATION - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

ASSESSED VALUATION - The County Property Appraiser's estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.

B

BOND - A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and water and sewer systems.

BOND COVENANT - A legally enforceable promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution (e.g., pledged revenues).

BOND RATING - An evaluation of credit worthiness performed by an independent rating service. The City's bonds have been rated "Aaa" by Moody's Investment Service, "AAA" by Standard and Poor's and "AAA" by Fitch Rating Service.

BONDED DEBT PER CAPITA - The amount of City indebtedness represented by outstanding bonds divided by the City's population, used to indicate the City's credit position by referring to the proportionate debt per resident.

BPD – Beach and Park District.

BUDGET - A statement of the financial position of a sovereign body for a definite period of time based on estimates of expenditures during the period and proposals for financing them. Also, the amount of money that is available for, required for, or assigned to a particular purpose.

BUDGET AMENDMENT - Generally done on a quarterly basis, the process by which unanticipated changes in revenue or expenditures are made a part of the budget, thereby amending it. These changes may be between Funds or Departments and require an Ordinance and City Council approval.

BUDGET REAPPROPRIATION - The process of bringing forward unspent dollars from the previous fiscal year budget to the current approved budget as follows: Automatic Reappropriations bring forward certain dollars budgeted and encumbered from the previous fiscal year but not as yet paid by close of fiscal year end, the purpose of which is to pay the bills. These require City Manager approval. Council Reappropriations bring forward certain dollars budgeted from the previous fiscal year but which had not been encumbered by close of the fiscal year, such as the remaining dollars for a capital improvement project in process. This requires an Ordinance and City Council approval.

BUDGET TRANSFER - The process by which approved budgeted dollars may be reallocated between line item expenditures within the same Fund and Department to cover unforeseen expenses. Requires City Manager approval.

BUDGETARY CONTROL - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

C

CAPITAL EXPENDITURES –Expenditures for those projects with a useful life span of ten years and a cost of at least $35,000.

CAPITAL IMPROVEMENTS PROJECTS - Any program, project or purchase which has a useful life span of ten years and a cost of at least $10,000 or a useful life span of seven years and a cost of at least $35,000. These expenditures are related to the acquisition, expansion or rehabilitation of an element of the City's physical plant.

CAPITAL OUTLAYS - Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL RECOVERY COST - Spreads the cost of replacing a vehicle out over the life of the vehicle. Use of this system funds the depreciating value of the vehicle during its useful life, assures replacement funds will be available when the vehicle is no longer serviceable, and makes replacement funding a component of current operating costs.

CASH BASIS OF ACCOUNTING - A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

CASH MANAGEMENT - The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG – Community Development Block Grant.

CIP – Capital Improvement Program.

CITY CODE – City of Boca Raton's Code of Ordinances.

CONTINGENCY - A budgetary reserve set aside for emergencies or unforeseen expenditures.

CRA – Community Redevelopment Agency (Boca Raton).

D

DEBT SERVICE FUNDS - The funds created to account for the accumulation of resources from, and the payment of, general long-term debt principal and interest.

DEFEASED BONDS - Bonds that have been issued but, due to some action, the proceeds are not used as planned. The proceeds are then used to establish an Escrow Trustee to pay off the principal and interest on the issued bonds.

DEPARTMENT - A major unit of organization in the City which indicates overall an operation or group of related operations within a functional area.

DEPRECIATION - (1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset which is charged as an expense during a particular period. In accounting, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of such an asset and each period charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

DIVISION - A unit of organization which is comprised of a specific operation within a functional area. City Departments may contain one or more Divisions.

E

ENCUMBRANCE – A reservation of funds to cover purchase orders, contracts or other funding commitments which are yet to be fulfilled. The budget basis of accounting considers an encumbrance to be the equivalent of an expenditure.

ENTERPRISE FUNDS - The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ESCROW - A deed, bond, money, or piece of property held in trust by a third party until fulfillment of a condition. (See Defeased Bonds)

ESTIMATED REVENUES - Projections of funds to be received during the fiscal year.

EXPENDITURES - The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

F

FAU –Florida Atlantic University.

FISCAL YEAR - The period of 12 months to which the annual budget applies. The City's fiscal year begins October 1 and ends September 30.

FIXED ASSETS - Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, machinery, equipment and improvements (other than buildings).

FRANCHISE FEE - Fees levied on a corporation in return for granting a privilege, sanctioning monopoly, or permitting the use of public property, usually subject to regulation.

FULL FAITH AND CREDIT - A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to general obligation bonds.

FUND – An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance. Types of funds include Governmental (Capital Projects, Debt Services, General Fund and Special Revenue); Proprietary (Enterprise Funds); and Fiduciary Funds (Trust and Agency Funds).

FUND BALANCE - Fund equity for governmental funds and trust funds which reflects the accumulated excess of revenues and other financial sources over expenditures and other uses for general governmental functions.

FY – Fiscal Year.

G

GASB - Governmental Accounting Standards Board, which sets standards for governmental accounting.

GENERAL FUND REVENUE - Most of the City revenue sources are channeled through the General Operating Fund. Such revenues are commonly generated by fees, charges, taxes and intergovernmental revenues.

GENERAL OBLIGATION BONDS - Upon voter approval at a general referendum, a project will be financed through a millage increase in ad valorem taxes for a specified period of time. This source is especially appropriate when the life of a project or improvement is expected to exceed 20 years and is City-wide in nature or benefit.

GOVERNMENTAL FUND TYPES - Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary and fiduciary funds.

GRANTS - A contribution by the Federal or State government to subsidize specific projects, either partially or entirely.

I

IMPACT FEES - Fees charged to developers to cover the anticipated cost of improvements that will be needed as a result of growth and development, i.e., water and sewer.

INFRASTRUCTURE - The basic installations and facilities on which the continuance and growth of the City depends, such as roads, schools, and water and sewer systems.

INTERFUND TRANSFERS - Transfers of resources between funds that are neither recorded as revenues to the fund receiving nor expenditures to the fund providing.

INTERGOVERNMENTAL REVENUE - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERLOCAL AGREEMENT - A written agreement between the City and other units of government

government to share in similar services, projects, emergency assistance, support, funding, etc., to the mutual benefit of all parties.

INTERNAL SERVICE FUNDS - The funds established for the financing of goods or services provided by one department to other departments within the City on a cost-reimbursement basis. Examples are the Motor Pool Fund and the Management Information Services Fund.

I.R.I.S. - In-City Reclamation Irrigation System whereby reclaimed water can be distributed to residents for irrigation use, thus conserving potable water. This project is part of the Comprehensive Plan.

I.S. – Information Services Division (Technology).

L

L.E.T.F. – Law Enforcement Trust Fund

LEVY - To impose taxes, special assessments, or service charges for the support of City activities.

LINE ITEM BUDGET - A budget that lists each expenditure category separately, such as social security, office supplies, uniforms, etc., along with the dollar amount budgeted for each specific category.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

M

MILLAGE RATE - The amount of tax stated in terms of a unit of the tax base; for example, each mill generates $1 for every $1,000 of assessed valuation of taxable property.

MODIFIED ACCRUAL BASIS OF ACCOUNTING - A basis of accounting in which expenditures are recognized when the related fund liability is incurred, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting, since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or available and measurable. This type of accounting basis is a conservative financial approach and is recommended as the standard for most governmental funds.

M.S. – Municipal Services Department.

N

NON-AD VALOREM REVENUE BONDS - Through the anticipation of excess revenues for a specified period, revenue bonds may be sold to finance a special project or projects. These revenues can be from most any unpledged, consistent source, such as gas tax funds.

O

OMB – Office of Management and Budget. Division within the General Fund, Financial Services Department that is responsible for Management studies, research and budget preparation.

OPERATING BUDGET - The portion of the budget that pertains to daily operations that provide basic governmental services.

ORDINANCE - A formal legislative enactment by the City Council, barring conflict with higher law, having the full force and effect of law within the City.

P

PROGRAM - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible. Examples include Public Safety, Physical Environment, and Recreation.

PROGRAM–SPECIFIC REVENUE - Examples of these sources of revenue are the gas tax, which must be used for transportation improvements only, or funds received from abandonment of rights-of-way, which can only be used to purchase new rights-of-way.

PROPRIETARY FUND TYPES - A group of funds in which the services provided are financed and operated similarly to those of a private business.

R

REBUDGETING – The process of City Council's revising the proposed budget to include funds for items approved in the current year that have not been encumbered and are not anticipated to be spent prior to the end of the fiscal year.

REFUNDING BONDS - Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

RETAINED EARNINGS - An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE - Additions to assets which (a) do not increase any liability, (b) do not represent the recovery of an expenditure, (c) do not represent the cancellation of certain liabilities or decrease in assets, and (d) do not represent contributions of fund capital in Enterprise and Internal Service Funds.

RISK MANAGEMENT - An organized attempt to protect a government's assets against accidental loss in the most economical method.

ROLL-BACK RATE - The millage necessary to raise the same amount of Ad Valorem Tax revenue as the previous year excluding taxes from new construction.

R.O.W. – Right of Way.

S

S.H.I.P. – State Housing Initiative Program.

SPECIAL ASSESSMENT (SA) - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL REVENUE FUND - A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures. An example is the Beautification Fund, which must be used for street and highway purposes.

T

TRUST FUND - A fund used to account for assets held by the City in a trustee capacity for individuals, private organizations, other governments or other funds, such as Pension Trust Funds.

U

UNENCUMBERED BALANCE - The amount of funds, which is neither expended nor reserved, but is still available for future purchases.

U.S. – Utility Services.

USER FEES - Charges for specific services rendered only to those using such services, i.e., sewer service charge.

UTILITY TAXES - Municipal charges levied by the City on each and every purchase of a public service within the corporate limits of the City. Public service includes electricity, gas, fuel, oil, water service, and telephone service.

X

XERISCAPE - The use of design and planning techniques with draught tolerant plant material in order to achieve water conservation.

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