

CITY OF BOCA RATON FLORIDA



FY 2012-13
APPROVED BUDGET



BUDGET COVER: “Boca Raton - A Premier Community”

Photos:

(Top) Gumbo Limbo Nature Center

Two beautiful pavilions constructed with wooden beams and green metal roofs house four new saltwater tanks representing different South Florida marine habitats. The tanks feature both natural and manmade elements including custom designed and built habitats to represent the communities, and offer differing views from each side. The new tanks and pavilions were opened to the public May 25, 2012. This project was the result of over 6 years of planning, and funded by the Greater Boca Raton Beach and Park District (GBRBPD). Friends of Gumbo Limbo then raised over \$250,000 to fund the creation of the habitats within the tanks with their Fill The Tanks (FTT) Campaign.

(Bottom Left) 6500 Building

The Boca Raton Police Services Department ‘s Biological Processing Laboratory opened in April 2012, as a result of obtaining a NJ Efficiency Improvement Program grant. The laboratory prescreens biological evidence for the City of Boca Raton, Delray Beach, and Boynton Beach. By prescreening the evidence, the lab is able to decrease the backlog of evidence waiting for analysis, and decrease the time it takes to get DNA results. Since opening its doors, the lab has been able to decrease the time it takes to get casework results by fifty percent. The Biological Processing Lab will serve as a template for other cities and agencies throughout the country who want to improve their DNA case management efficiency.

(Bottom Middle)The Mizner Park Amphitheater

The Mizner Park Amphitheater was opened to the public in November 2002. It was constructed and operated by the Schmidt Centre for the Arts at Mizner Park and is located in the heart of Downtown Boca. The beautiful open air venue of the colonnade and concert green amphitheater hosts local, regional, national and international musical artists, as well as theater, dance, film and community events. In October 2010, the Schmidt Centre for the Arts at Mizner Park transferred the Amphitheater to the City to operate and maintain the venue. Over 100,000 people have attended events each year since then.

(Bottom Right) El Rio Shared Use Trail

The north portion of the El Rio Shared-Use Trail is one of the City’s “linear parks” exclusively for the use of cyclists, skaters and pedestrians. Users can bike, walk or skate along a 12-foot-wide, shared-use pathway for approximately two and half miles with minimal vehicle interactions along this portion between Yamato Road and the C-15 Canal. The trail skirts along the water’s edge, passing decorative seating and picnic areas with a pedestrian signal crossing Congress Avenue. Recently, a second separate section of the trail was completed further to the north. This project was funded by a grant from the Florida Department of Transportation (FDOT) and a small matching portion of City dollars. In total the City has over 80 miles of bike paths, lanes and trails.

PHOTO CREDITS: *Mark D. Witzgen, Video Producer/Multi-Media Specialist*
Joy Puerta, Transportation Analyst - El Rio Trail photo

DESIGN & LAYOUT: *John Wallace, Video Producer/Multi-Media Technician*

OMB Staff – Sharon McGuire, Ella Moore Poitier, Leslie Harmon

CITY OF BOCA RATON

FY 2012-13

APPROVED BUDGET



Susan Whelchel

Mayor

Anthony Majhess

Council Member

Michael Mullaugh

Council Member

Constance J. Scott

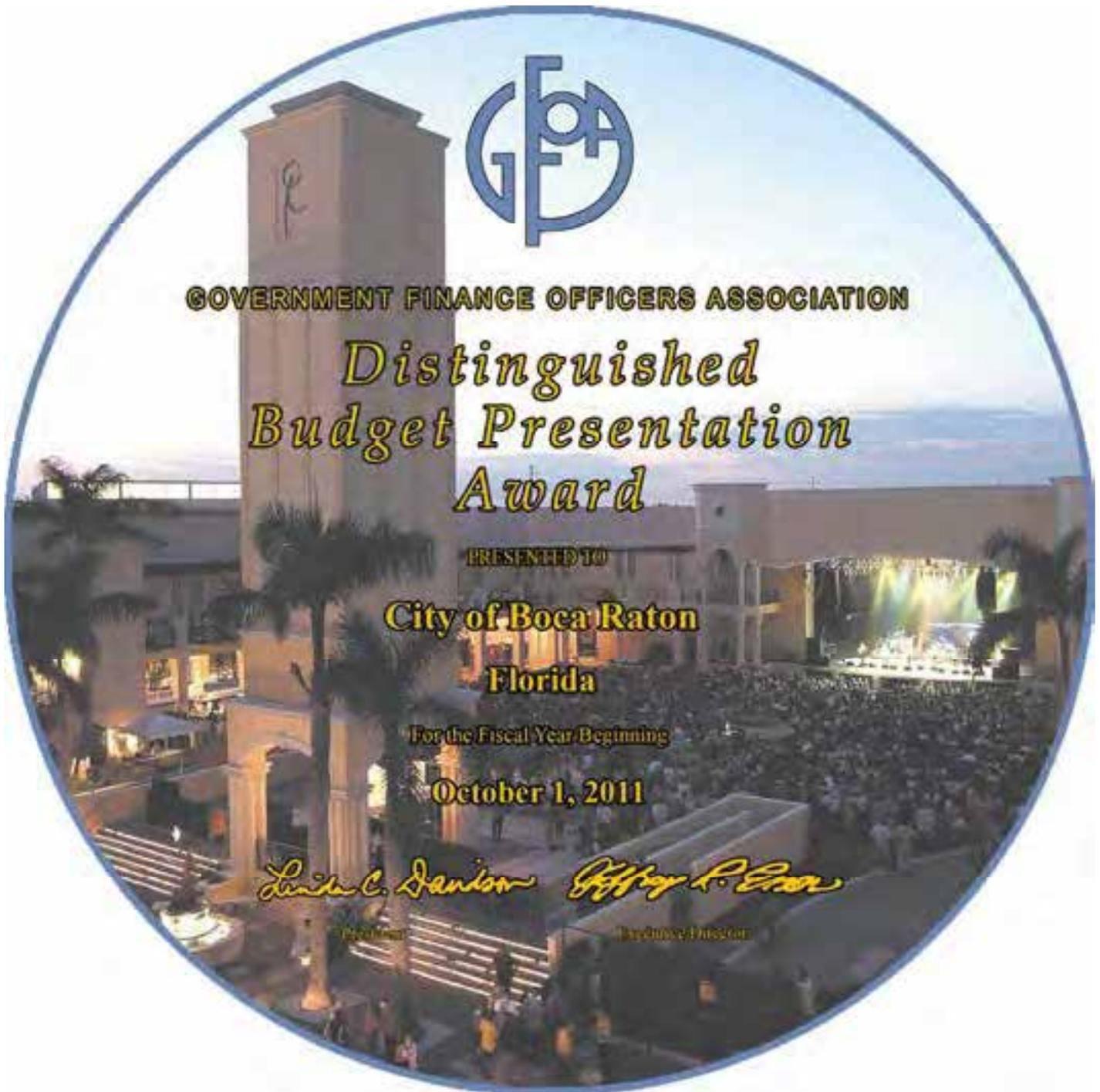
Council Member

Susan Haynie

Deputy Mayor

Leif J. Ahnell

City Manager
(not pictured)



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, 2011.

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

This is the 30th 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 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.

APPROVED BUDGET

The Approved Budget includes all pertinent information in a summary format that can be easily understood by the public. 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, and 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 2012-13, 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.

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



October 1, 2012

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, 2012, and ending September 30, 2013, 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. For FY 2012-13, the citywide combined uses of funds including operations, transfers and fund balance/reserves total \$526,291,600. The approved citywide total operating budget is \$355,535,600. The approved General Fund operating portion of the budget is \$173,655,620.

BUDGET DIRECTION

The goals and priorities established by the City Council during the May 2012 Financial Summit were used as a guide to prioritize funding in the FY 2012-13 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:

GOALS/PRINCIPLES

- Financially Sound City Government
- Sustainable City
- World Class Municipal Services
- Strong Partnership with Community

POLICY AGENDA PRIORITIES for FY 2012-13

- **Top Priority**
 - Annexations
 - Area 6 Development Regulations for Comprehensive Plan Funding for Staff
 - Area 6 Park of Commerce Development
 - Overlay District for 20th St Corridor (FAU to Dixie Hwy)
 - City-owned Land
 - Sister Cities Program
- **High Priority**
 - Fuel Conversion: Compressed Natural Gas
 - Hospital and Medical Community Strategy
 - Beach Renourishment: Special Assessment Dist
 - Workforce Succession: Funding
 - Archstone Project/Public Education
 - Community Events Policy Framework
 - Technology Upgrade: Funding
 - Pensions: Long-term Sustainability
 - Economic Development Strategy: Funding and Position

The City has been very proactive in preparing and adjusting for changes in the economy over the last several years. Over the last five years the City has reduced the General Fund operating expenses by \$21,919,800 and cut 196 positions. 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 FY 2012-13 approved budget includes an increase in ad valorem tax millage rate.

The approved FY 2012-13 total millage rate is 3.7225 mills per \$1,000, which is 6.05% greater than FY 2011-12. A home with a taxable value of \$300,000 in the City of Boca Raton will pay \$1,116.75 in ad valorem taxes.

	FY 2011-12		FY 2012-13		CHANGE		
	Millage	Tax	Millage	Tax	Millage	Tax	Percent
Operating	3.1500	\$ 945.00	3.4100	\$ 1,023.00	0.2600	\$ 78.00	8.25%
Debt Service	0.3602	108.06	0.3125	93.75	(0.0477)	(14.31)	-13.24%
Total Millage Rate	3.5102	\$ 1,053.06	3.7225	\$ 1,116.75	0.2123	\$ 63.69	6.05%

For FY 2012-13 property values increased 1.61% in the City. The net increase is composed of a 1.16% increase from reassessments of existing properties and an increase of .45% from new construction. This is the first year the City’s property values increased after four consecutive years of decline. The City cannot maintain the millage at the same as the prior year’s rate while continuing to meet operating needs. In order for the City to continue to provide the same level of services, both property taxes and user fees are approved to increase slightly.

The General Fund approved operating budget is recommended to increase \$9,561,800 or 8% from the previous year. This increase can be primarily attributed to the following areas:

<u>Category of Expense</u>	<u>Increase from Prior Year</u>
Police Salaries and Benefits	\$ 558,300
Police Pension	1,056,000
Fire Salaries and Benefits	262,600
Fire Pension	1,599,000
General & Executive Employees’ Pension	687,300
Health Insurance	346,600
General & Executive Employees’ Salaries and Benefits	274,400
Capital Purchases	149,200
Transfer to Beautification Fund	1,475,000
Vehicles-Fuel & Maintenance	153,000
Red Light Camera Program (offsetting revenue program)	600,000
Recreation Programs (offsetting revenue program)	237,400
Payment to Community Redevelopment Agency	332,200
Equipment Rental & Maintenance	287,000
Spanish River Park extended hours	140,000
Economic Development	1,000,000
Presidential Debate	250,000
Other Operating Expenses	<u>153,800</u>
Total Increase in Operating Costs	\$9,561,800

All revenues and expenditures were carefully evaluated to identify possible revenue enhancements or cost reductions to produce a balanced approved operating budget.

The recent economic downturn has had a negative impact on the City’s corporate tax base and jobs. In addition, the City of Boca Raton is facing tremendous competition for the relocation of new businesses to the City and for the retention of existing businesses. As a result, the City Council again identified Economic Development Strategy and Funding as one of the top priorities for FY 2012-13. To achieve this goal, the City Council allocated \$1 million of the FY 2012-13 budget to continue the City’s aggressive Economic Incentive Program which creates and retains jobs in the City. The City incentives include leveraging of State and County incentive funds to attract new business to the community and retain existing ones, as well as providing lease subsidies and grants to attract smaller businesses and assist in the growth of existing businesses. Since the inception of the Economic Development Incentive Program in 2010, the City has committed \$1,117,400 in economic development incentives, and

subsidies and grants to attract smaller businesses and assist in the growth of existing businesses. Since the inception of the Economic Development Incentive Program in 2010, the City has committed \$1,117,400 in economic development incentives, and has leveraged over \$5.6 million in State and County incentives. This has resulted in a total of 4,300 jobs created or retained in the City.

The fire assessment fee charged by the City increased \$5 annually (from \$80 to \$85) per residential household for FY 2012-13. The fee for non-residential property varies depending on the size and type of the property.

A slow recovery in the real estate market combined with uncertain financial markets will continue to have 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 1-2% annually for the next several years while operating expenses are projected to increase at 3-4% annually.

WHAT'S NEW FOR 2013?

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 changing existing service levels. There are no new programs in the General Fund for the FY 2012-13 approved budget.

Personnel Changes

The City is currently analyzing bids for median beautification maintenance. As part of this process, the City may hire an additional fifteen employees to offset the cost of recent bids received from contractors as well as improve the overall appearance of the City's medians. Also included in the approved budget is the elimination of three vacant sanitation positions due to the efficiencies created by the semi-automatic collection program.

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 \$47,287,200 which includes a reserve for emergency preparedness of \$10.6 million and a retirement system reserve of \$12 million. The fund balance therefore exceeds 10% of operating expenditures, which is the minimum approved 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 Enterprise Fund, Right-of-Way Beautification Fund, Greater Boca Raton Beach and Park District Fund, Cemetery and Mausoleum Fund, and the Golf Course Enterprise Fund. The City manages and allocates resources from these funds in support of its overall vision, mission, goals, and objectives.

For FY 2012-13 the Sanitation fees increased \$0.50 per month for single family residents and \$0.70 per month for multi-family residents. The sanitation fees cover the total cost to provide sanitation services to residents. To provide better service to our residents, in January, 2009 more frequent bulk collector services were added and bulk trash is now collected on a weekly basis, instead of quarterly. Starting in August, 2009 the City launched a pilot program for semi-automated curb side collection. The new system has improved efficiency and safety. The program will be fully implemented city-wide by 2017.

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 and increased costs of existing medians and declining funding, the Beautification Fund needed a \$1,475,000 transfer from the General Fund to support the costs of maintaining and beautifying the medians.

The FY 2012-13 budget for the Water and Sewer Enterprise Fund is adequately funding the requirements to provide the highest quality of utility service to the residents and customers of the City of Boca Raton. Although many utility systems in South Florida are increasing rates, the City through proper planning, continuous operational improvements and implementation of cost effective measures, has made it possible to maintain utility services at the CPI increase of 1.2%, or an average of \$0.51 per month. The City continues to have one of the lowest water and sewer rates in the state of Florida.

ANNEXATION

The approved budget provides for preliminary analysis of potential annexation areas and financial and service impacts. A consultant will be employed to determine economic benefits, if any, of potential annexation areas and once completed staff will provide recommendations as to future actions. The FY 2012-13 approved budget does not include any impact of potential annexations. If the City decides to implement any annexations, the budget may need to be amended to provide services to newly incorporated areas.

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, continued increases in fuel costs, health care cost, 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 Financial Summit 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 Budget Director Sharon McGuire and the Office of Management and Budget staff, Ella Moore Poitier 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

*T*he 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

*B*oca 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

*F*airness - We treat everyone with equality and compassion.

*I*ntegrity - We demonstrate honesty and the highest level of ethical behavior.

*R*espect - We value diversity and differing viewpoints.

*S*ervice - We are committed to excellence.

*T*rust - Others believe in us as a result of our actions.

Boca Raton: Guiding Principles

- Financially Sound City Government
- Sustainable City
- World Class Municipal Services
- Strong Partnership with Community

Policy Action Agenda 2012-13

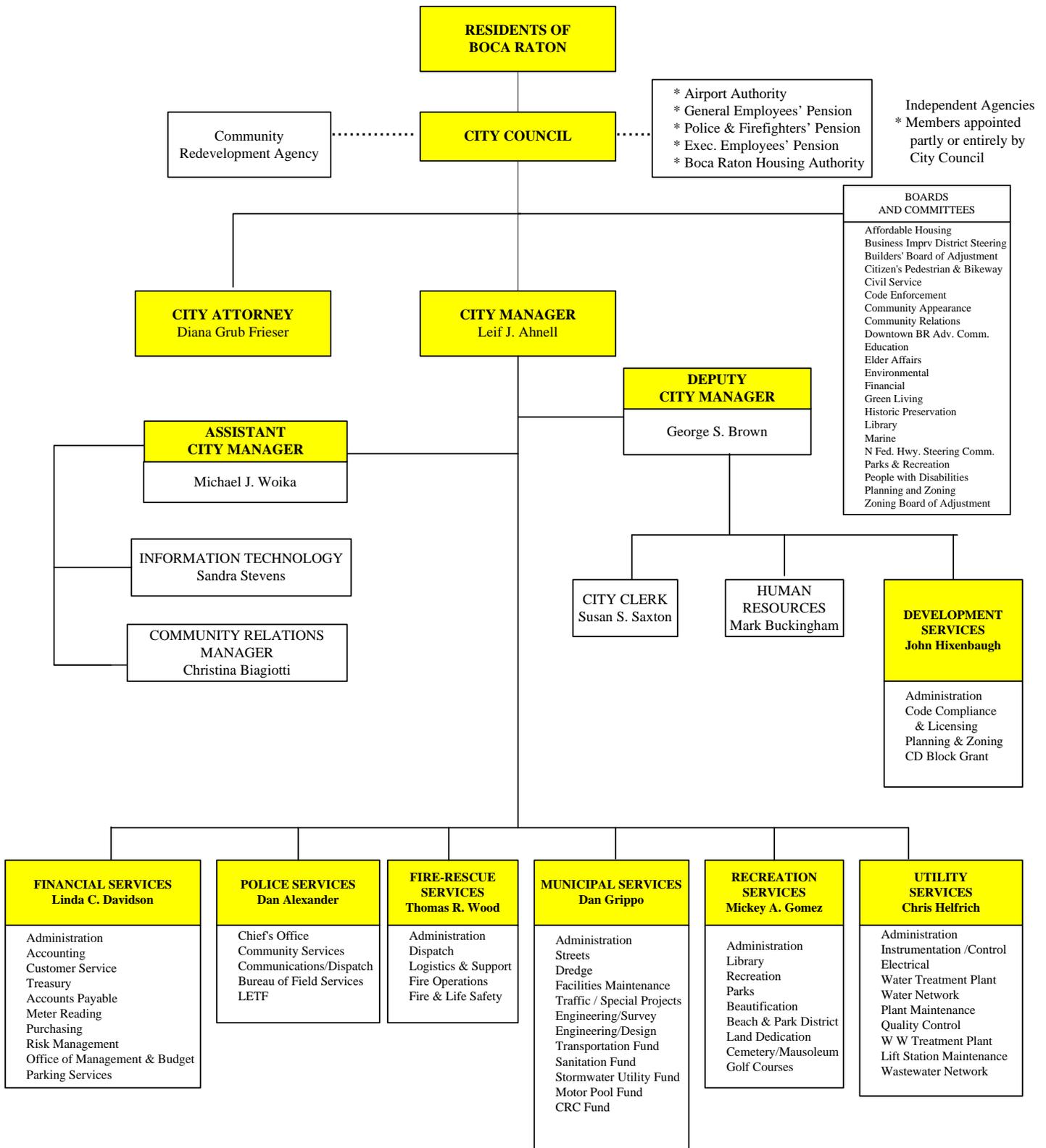
TOP PRIORITY

- Annexations
- Arvida Park of Commerce Development
- City-owned Land
- Land Development Regulations for Comprehensive Plan: Funding for Staff
- Overlay District for 20th Street Corridor (FAU to Dixie Highway)
- Sister Cities Program

HIGH PRIORITY

- Fuel Conversion: Compressed Natural Gas
- Beach Renourishment: Special Assessment District
- Archstone Project/Public Education
- Technology Upgrade: Funding
- Economic Development Strategy: Funding and Position
- Hospital and Medical Community Strategy
- Workforce Succession: Funding
- Community Events Policy Framework
- Pensions: Long-term Sustainability

CITY OF BOCA RATON ORGANIZATIONAL STRUCTURE



**DIFFERENCES BETWEEN FISCAL YEAR 2012-2013 ADOPTED REVENUE
AND FISCAL YEAR 2011-2012 REVENUE ESTIMATES**

Explanation of differences:

The following outlines the basic differences in the General Fund between the FY 2012-2013 revenues and the FY 2011-2012 estimates adopted a year ago along with a brief explanation of the differences.

1.	Changes in Tax Revenue	\$5,046,000	Increase in tax revenue associated with an increased millage rate.
2.	Utility Service Taxes	\$526,000	Increase in revenue associated with additional FPL costs.
3.	Building Permits	\$307,000	Increase in revenue from permits due to a small increase in permit fees.
4.	Franchise Fees	\$540,000	Increase in revenue associated with additional FPL costs.
5.	State Fines and Forfeits	\$1,500,000	Increase in revenue due to anticipated fees for red light cameras.
6.	Violation of Local Ordinances	\$264,400	Increase in revenue for metered parking citations.
7.	Public Safety	\$338,500	Increase in revenue due to an increase in the Fire Assessment fee.
8.	Charges for Services	\$760,300	Increase in contribution from Water & Sewer Operating Fund.
9.	Fund Balance and Other Misc. Revenues	\$279,600	The anticipated fund balance combined with other misc. revenues within the General Fund.
Total Revenue Difference		\$9,561,800	

**DIFFERENCES BETWEEN FISCAL YEAR 2012-2013 ADOPTED EXPENDITURES
AND FISCAL YEAR 2011-2012 ADOPTED EXPENDITURES**

Explanation of differences:

The following outlines the basic differences in the General Fund between the FY 2012-2013 expenditures and the FY 2011-2012 estimates adopted a year ago along with a brief explanation of the differences.

1.	Police Salaries and Benefits	\$558,300	Increase in salary and benefit costs in accordance with Police Services contract.
2.	Police Pension	\$1,056,000	Increase in pension costs due to change in actuarial assumptions.
3.	Fire Salaries and Benefits	\$262,600	Increase in salary and benefit costs in accordance with Fire Rescue contract.
4.	Fire Pension	\$1,599,000	Increase in pension costs due to change in actuarial assumptions.
5.	General & Executive Employees' Salaries and Benefits	\$274,400	Increase in salaries and benefits due to a onetime 2% pay out for fiscal year 12/13.
6.	General & Executive Employees' Pension	\$687,300	Increase in pension costs due to change in actuarial assumptions.
7.	Health Insurance	\$346,600	Increase in expenses due to an increase in health care costs.
8.	Transfer to Beautification Fund	\$1,475,000	Transfer necessary due to an expansion in the number of medians maintained and a reduction in funding.
9.	Vehicles-Fuel & Maintenance	\$153,000	Increase in expenses due to an increase in the number of City vehicles and an anticipated increase in fuel costs.
10.	Red Light Camera Program	\$600,000	Increase in expenditures due to an expansion of the program. *Revenues will offset the expenses.
11.	Recreation Programs	\$237,400	Increase in expenditures due to an increase in service levels. *Revenues will offset the expenses.
12.	Capital Purchases	\$149,200	Increase due to a continued investment in capital projects.
13.	Payment to the Community Redevelopment Agency	\$332,200	Increase in the amount of repayment to the CRA.
14.	Equipment Rental & Maintenance	\$287,000	Increase in expenses due to an increase in maintenance costs for City equipment.
15.	Spanish River extended hours	\$140,000	Increase in expenses to reopen the park to 7 days a week.
16.	Economic Development	\$1,000,000	Increase in expenses due to a City Council mandate.
17.	Presidential Debate	\$250,000	Increase in expenses due to costs associated with personnel and equipment support.
18.	Other Operating Expenses	\$153,800	Increase in costs due to an increase in general operating costs.
Total Expenditure Difference		\$9,561,800	

APPROVED FY 2012-2013 POSITION CHANGES					FY 2012 - 2013		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2009-10	2010-11	2011-12	2011-12			
GENERAL FUND:							
City Manager							
Administration	7.00	5.50	5.75	5.75		5.25	
City Clerk Administration	9.00	6.00	6.00	6.00		6.00	
Boards & Committees	1.00	1.00	1.00	1.00		1.00	
Human Resources	9.00	7.00	7.00	7.00		7.00	
Community Relations		2.50	5.25	5.25		5.75	
	26.00	22.00	25.00	25.00	-	25.00	
City Attorney							
Administration	5.00	5.00	6.00	6.00		6.00	
	5.00	5.00	6.00	6.00	-	6.00	-
Financial Services							
Administration	3.50	3.50	3.50	3.50		3.50	
Accounting	4.50	4.50	4.50	4.50		4.50	
Treasury	1.70	1.70	1.70	1.70		1.70	
Accounts Payable	4.00	4.00	4.00	4.00		4.00	
Purchasing	7.00	7.00	7.00	7.00		7.00	
Risk Management	1.00	1.00	1.00	1.00		1.00	
Office of Mgt & Budget	4.00	3.00	3.00	3.00		3.00	
Parking Services		2.00	1.50	1.50		1.50	
	25.70	26.70	26.20	26.20	-	26.20	
Development Services							
Administration	5.35	3.70	4.73	4.73	0.12	4.85	
Code Compliance/Licensing	46.00	43.00	43.00	43.00		43.00	
Planning & Zoning	13.50	10.50	9.50	9.50		9.50	
	64.85	57.20	57.23	57.23	0.12	57.35	
Police Services							
Chief's Office	4.00	4.00	4.00	-		-	
Community Services	67.00	67.00	67.00	72.00	(1.00)	71.00	
Communications/Dispatch	30.00	30.00	30.00	31.00	1.00	32.00	
Bureau of Field Services	195.00	194.00	192.00	190.00		190.00	
Biological Processing Lab	-	-	-	-	2.00	2.00	
	296.00	295.00	293.00	293.00	2.00	295.00	
Fire-Rescue Services							
Administration	7.00	6.00	6.00	9.00		9.00	
Dispatch	1.00	1.00	1.00	1.00		1.00	
Logistics & Support	5.00	5.00	6.00	6.00		6.00	
Fire Operations	193.00	192.00	192.00	190.00		190.00	
Fire & Life Safety	11.00	11.00	11.00	10.00		10.00	
	217.00	215.00	216.00	216.00	-	216.00	-
Municipal Services							
Administration	7.00	6.00	6.00	6.00		6.00	
Streets	10.60	10.60	10.60	10.60		10.60	
Dredge	4.00	4.00	4.00	4.00		4.00	
Facilities Maint.	16.00	17.00	16.00	16.00		16.00	
Traffic/Spec. Projects	15.00	14.00	14.00	14.00		14.00	
Engineering - Survey	4.00	4.00	4.00	4.00		4.00	
Engineering - Design	5.50	5.25	5.25	5.25	(0.50)	4.75	
	62.10	60.85	59.85	59.85	(0.50)	59.35	

APPROVED FY 2012-2013 POSITION CHANGES					FY 2012 - 2013		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2009-10	2010-11	2011-12	2011-12			
Recreation Services			-				
Administration	13.00	12.00	10.00	10.00		10.00	
Downtown Library	24.00	21.00	21.00	18.00		18.00	
Spanish River Library	12.00	9.00	9.00	12.00		12.00	
Community Center	5.40	5.40	5.40	5.40		5.40	
Camp Programs	0.35	0.35	0.35	0.35		0.35	
Youth Activities Center	0.65	-	-	-		-	
Athletics	1.75	1.75	1.75	1.75		1.75	
Skate Park	-	-	-	-		-	
Aquatics	3.65	3.65	3.65	3.65		3.65	
Boca Raton Tennis Center	2.15	2.30	2.30	2.30		2.30	
Ocean Rescue	20.00	20.00	20.00	20.00		20.00	
District I	16.85	15.85	15.85	15.85		15.85	
Mizner Park	1.00	1.00	1.00	1.00		1.00	
District II	35.00	34.00	34.00	34.00		34.00	
Park Rangers	0.35	0.35	0.35	0.35		0.35	
Irrigation	7.00	6.25	6.25	6.25		6.25	
Conservation	2.35	2.00	-	-		-	
	145.50	134.90	130.90	130.90	-	130.90	-
INTERNAL SERVICE FUNDS:							
IT Fund (510)	22.00	24.00	24.00	25.00	2.00	27.00	
Motor Pool Fund (520)	12.00	12.00	12.00	12.00		12.00	
TOTAL GENERAL & INTERNAL SERVICE FUNDS:	876.15	852.65	850.18	851.18	3.62	854.80	-
SELF SUPPORTING FUNDS:							
Special Revenue Funds							
Comm. Devel. Block Grant (111)	1.85	1.85	1.82	1.82	(0.12)	1.70	
Affordable Housing (114)	0.15	0.15	-	-		-	
	2.00	2.00	1.82	1.82	(0.12)	1.70	-
State Forfeiture Fund (133)							
Special Law Enforcement	-	-	2.00	2.00	(2.00)	-	
	-	-	2.00	2.00	(2.00)	-	-
Beautification Maintenance Fund (151)							
ROW Maintenance	18.00	17.50	17.50	17.50		32.50	15.00
	18.00	17.50	17.50	17.50	-	32.50	15.00
Beach and Park District (161)							
Red Reef Park	27.00	27.35	28.35	29.35		29.35	
Patch Reef Park	24.70	22.45	22.45	22.45		22.45	
Sugar Sand Park	50.05	49.05	49.05	48.05		48.05	
Verde/Estridge	5.00	5.00	5.00	5.00		5.00	
Swim and Racquet Center	17.75	16.75	16.75	16.75		16.75	
Countess deHoernle Park	-	-	11.00	11.00		11.00	
	124.50	120.60	132.60	132.60	-	132.60	-
	-	-	-	-	-	-	-
Boca Raton Comm Redvlpmnt Agency (410)							
Downtown Parking Serives	1.65	2.30	2.45	2.45		2.45	
	-	-	0.50	0.50		0.50	
	1.65	2.30	2.95	2.95	-	2.95	
Sanitation Fund (440)							
Sanitation	53.00	52.00	49.00	49.00		46.00	(3.00)
	53.00	52.00	49.00	49.00	-	46.00	(3.00)

APPROVED FY 2012-2013 POSITION CHANGES					FY 2012 - 2013		
	APPROVED			REVISED	TRANS	POSITIONS	INCR/ (DECR)
	2009-10	2010-11	2011-12	2011-12			
Stormwater Utility Fund (450)			-			-	
Maintenance-M.S.	7.40	7.40	7.40	7.40		7.40	
Engineering / Stormwater	3.50	3.75	3.75	3.75	0.50	4.25	
	10.90	11.15	11.15	11.15	0.50	11.65	
Water/Sewer Operating Fund (470)			-				
Administration	18.00	17.00	18.00	18.00		18.00	
Groundskeeping/Bldgs.	-	-	-	-		-	
Instrumentation/Control	9.00	10.00	10.00	10.00	(2.00)	8.00	
Electrical	8.00	8.00	8.00	7.00		7.00	
Water Trtmt. Plant	22.00	22.00	22.00	23.00		23.00	
Water Network	26.00	26.00	26.00	21.00		21.00	
Plant Maintenance	14.00	14.00	14.00	14.00		14.00	
Quality Control	9.00	9.00	9.00	10.00		10.00	
Wastewater Treatment Plant	17.00	17.00	17.00	16.00		16.00	
Lift Station Maintenance	11.00	11.00	11.00	11.00		11.00	
Wastewater Network	14.00	13.00	13.00	16.00		16.00	
Customer Service	12.50	12.50	14.50	14.50		14.50	
Meter Reading	6.00	6.00	6.00	6.00		6.00	
	166.50	165.50	167.50	166.50	(2.00)	164.50	
Cemetery/Mausoleum Fund (480)			-			-	
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 (490)			-			-	
Red Reef Golf Course	5.90	5.90	5.90	5.90		5.90	
Boca Raton Municipal Golf	18.10	18.10	17.10	17.10		17.10	
	24.00	24.00	23.00	23.00	-	23.00	-
Self Insurance Funds			-			-	
Wrkrs Compensation Self Ins. (530)	2.30	2.30	2.30	2.30		2.30	
Group Medical Self Insurance (531)	2.00	2.00	2.00	2.00		2.00	
	4.30	4.30	4.30	4.30	-	4.30	
			-				
TOTAL OTHER FUNDS:	409.85	404.35	416.82	415.82	(3.62)	424.20	12.00
TOTAL CITY WIDE							
FULL-TIME POSITIONS	1,286.00	1,257.00	1,267.00	1,267.00	0.00	1,279.00	12.00

APPROVED FY 2012-2013 POSITION CHANGES

GENERAL FUND:

City Council	<i>No Changes</i>
City Manager	<i>No Changes</i>
City Attorney	<i>No Changes</i>
Financial Services	<i>No Changes</i>
Development Services	<i>No Changes</i>
Police Services	<i>No Changes</i>
Fire-Rescue Services	<i>No Changes</i>
Municipal Services	<i>No Changes</i>
Recreation Services	<i>No Changes</i>

TOTAL GENERAL FUND: 0.00

OTHER FUNDS:

Special Revenue		<i>No Changes</i>
Law Enforcement Trust Fund		<i>No Changes</i>
Beautification Maintenance Fund	15.00	<i>Addition of fifteen (15) positions</i>
Beach and Park District		
Red Reef Park		<i>No Changes</i>
Patch Reef Park		<i>No Changes</i>
Sugar Sand Park		<i>No Changes</i>
Swim & Racquet Center		<i>No Changes</i>
Countess deHoernle Park		<i>No Changes</i>
Environmentally Sensitive Land Fund		<i>No Changes</i>
CRA		<i>No Changes</i>
Sanitation Fund	(3.00)	<i>Elimination of three (3) Refuse Collectors</i>
Stormwater Utility Fund		<i>No Changes</i>
Water/Sewer Operating Fund		<i>No Changes</i>
Cemetery/Mausoleum Fund		<i>No Changes</i>
Golf Course Fund		<i>No Changes</i>
Information Technology Fund		<i>No Changes</i>
Motor Pool Fund		<i>No Changes</i>
Self Insurance Funds		<i>No Changes</i>

TOTAL OTHER FUNDS: 12.00

**TOTAL FY 2012-2013 APPROVED
CITY-WIDE POSITION CHANGES : 12.00**

GENERAL FUND STATEMENT OF FUND BALANCE *

FUND BALANCE October 1, 2011		\$ 46,571,800
2011-12 Revenue	\$ 118,873,300	
2011-12 Expenditures	\$ (118,020,600)	
Net Increase (Decrease)	852,700	
 Fund Balance:		
Planned Fund Balance	\$ 11,802,100	
Designated Carry Forward	12,860,200	
Retirement System Reserve	10,500,000	
Hurricane/Disaster Emergency Reserve	10,600,000	
Mizner Park Debt Service Reserve	1,633,000	
Army Corps of Engineers Reserve	170,000	
	-0-	\$ 47,565,300
 FUND BALANCE October 1, 2012		 \$ 47,565,300
2012-13 Revenue	\$ 126,090,300	
2012-13 Expenditures	(127,848,400)	
Net Increase (Decrease)	(1,758,100)	
 Fund Balance:		
Planned Fund Balance	\$ 12,784,900	
Designated Carry Forward	8,619,300	
Retirement System Reserve	12,000,000	
Hurricane/Disaster Emergency Reserve	10,600,000	
Mizner Park Debt Service Reserve	1,633,000	
Army Corps of Engineers Reserve	170,000	
	-0-	\$ 45,807,200

*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2011. The fund balances for October 1, 2012 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2011-12 will be available upon completion of the City's annual audit in early 2013. 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 2012-13 fund balance is decreasing based on an increase in expenditures. Although an increase in revenues is anticipated, the forecast includes an increase in expenditures due to increased public safety operating costs.

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, 2011		\$ -	\$ 158,400	\$ 1,292,300	\$ 7,485,700	\$ 1,292,300	\$ -	\$ 6,131,100
2011-12 Revenue	\$ 1,276,700	\$ 2,575,100	74,200	403,800	2,053,000	2,414,000	\$ 19,642,400	40,000
2011-12 Expenditures	(1,276,700)	(2,575,100)	121,200	(593,800)	(4,258,100)	(3,299,300)	(19,642,400)	-
Net Increase (Decrease)	-	-	195,400	(190,000)	(2,205,100)	(885,300)	-	40,000
	\$ -	\$ -	\$ 353,800	\$ 1,102,300	\$ 5,280,600	\$ 407,000	\$ -	\$ 6,171,100
FUND BALANCE								
October 1, 2012	\$ -	\$ -	\$ 353,800	\$ 1,102,300	\$ 5,280,600	\$ 407,700	\$ -	\$ 6,171,100
2012-13 Revenue	\$ 1,400,700	727,700	-	310,000	2,053,000	3,876,200	\$ 20,361,700	30,000
2012-13 Expenditures	(1,400,700)	(727,700)	(353,800)	(552,500)	(3,219,400)	(4,261,200)	(20,361,700)	-
Net Increase (Decrease)	-	-	(353,800)	(242,500)	(1,166,400)	(385,000)	-	30,000
Fund Balance:								
Planned Fund Balance	\$ -	\$ -	\$ -	\$ 859,800	\$ 4,114,200	\$ 22,700	\$ -	\$ 6,201,100

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, 2011	\$ 2,283,600	\$ 1,066,700	\$ -	\$ 24,603,300	\$ 858,100	\$ 10,436,900	\$ 622,200	\$ 1,034,100
2011-12 Revenue	15,000	20,000	-	9,143,400	1,194,100	800,000	1,645,000	16,000
2011-12 Expenditures	-	(40,700)	-	(11,243,400)	(1,230,300)	(10,752,600)	-	-
Net Increase (Decrease)	15,000	(20,700)	-	(2,100,000)	(36,200)	(9,952,600)	1,645,000	16,000
Fund Balance:								
Planned Fund Balance	\$ 2,298,600	\$ 1,046,000	\$ -	\$ 22,503,300	\$ 821,900	\$ 484,300	\$ 2,267,200	\$ 1,050,100
FUND BALANCE								
October 1, 2012	\$ 2,298,600	\$ 1,046,000	\$ -	\$ 22,503,300	\$ 475,000	\$ 484,300	\$ 2,267,200	\$ 1,050,100
2012-13 Revenue	15,000	20,000	-	8,234,100	1,496,400	-	255,000	16,000
2012-13 Expenditures	-	(109,300)	-	(20,948,800)	(1,398,900)	(484,300)	-	-
Net Increase (Decrease)	15,000	(89,300)	-	(12,714,700)	97,500	(484,300)	255,000	16,000
Fund Balance:								
Planned Fund Balance	\$ 2,313,600	\$ 956,700	\$ -	\$ 9,788,600	\$ 572,500	\$ -	\$ 2,522,200	\$ 1,066,100

*The Statement of Fund Balances represent the City of Boca Raton actual fund balances as of October 1, 2011. The fund balances for October 1, 2012 are based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2011-12 will be available upon completion of the City's annual audit in early 2013. 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 in a declining or zero fund balance.

DEBT SERVICE FUND	
STATEMENT OF FUND BALANCE *	
FUND BALANCE October 1, 2011	\$ 917,400
2011-12 Revenues	25,126,200
2011-12 Expenditures	<u>(25,800,500)</u>
Net Increase (Decrease)	(674,300)
 Fund Balance:	
Debt Service Reserve	\$ 243,100
FUND BALANCE October 1, 2012	\$ 243,100
2012-13 Revenue	7,011,000
2012-13 Expenditures	<u>(7,055,000)</u>
Net Increase (Decrease)	(44,000)
 Fund Balance:	
Debt Service Reserve	\$ 199,100

*The Statement of Fund Balance represents the City of Boca Raton actual fund balance as of October 1, 2011. The fund balance for October 1, 2011 is based on anticipated revenues and expenditures. The actual fund balance for fiscal year 2011-12 will be available upon completion of the City's annual audit in early 2013. 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 2012-13		\$	16,627,083,519
Total Assessed Value 2011-12			16,363,274,000
Increase in Assessed Value		\$	263,809,519
% Increase in 2012-13 over 2011-12:			1.61%
BREAKDOWN			
New Construction	\$	73,067,988	0.45%
Re-assessments		190,741,531	1.16%
TOTAL	\$	263,809,519	1.61%



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A World Class Local Government

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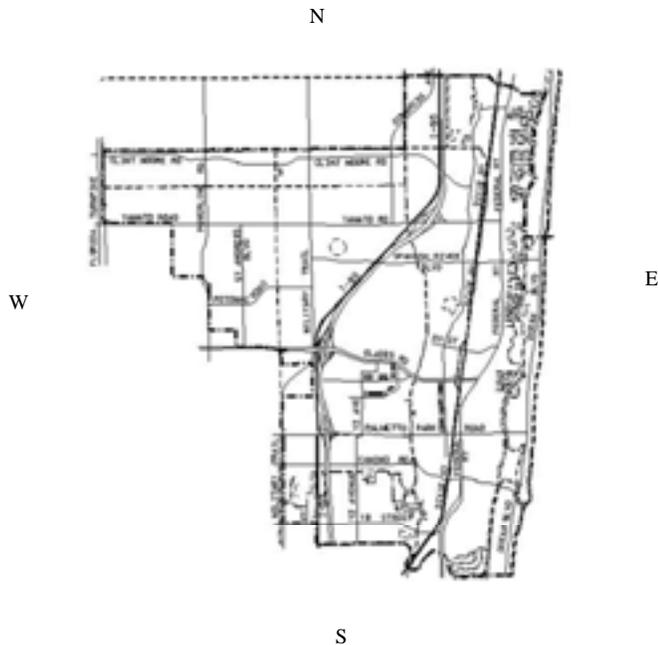
LOCATION AND SIZE



Boca Raton, incorporated in 1925, is the 28th most populous city in the State of Florida, and third 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 1533 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 **84,652**.

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 three-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
205	Fire Uniform Personnel	480	mi. Gravity Sewer Mains
		41.5	mi. Reclaimed Water Mains
1	Police Station	238	Wastewater Pump Stations
2	Police Sub-Stations	5,543	Fire Hydrants
198	Police Uniform Personnel		
Other			
219.07	mi. Streets maintained by City	82	mi. Bikepaths/Bike Lanes/Trails
1,533	acres of Parks	280,955	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, 2 swimming pools, golf courses, tennis courts, neighborhood parks, 3 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.

The City continues to enhance its web page (www.myboca.org) Recent web additions allow our customers to pay a utility bill, pay a parking citation, 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.

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.

In 2010, construction of the Utility Services Reclaimed Water Storage Tank and Pumping Station was completed. It is located on the corner of Spanish River Boulevard and I-95. It enables the City to provide consistent flows of reclaimed water to irrigate golf courses in the Broken Sound Development, Woodfield Country Club Development, and Boca West Development, as well as portions of Patch Reef Park, all located west of Military Trail on Yamato Road. By using reclaimed water for irrigation in this area, an estimated 8.0 million gallons a day of source drinking water will be

HOSPITAL FACILITIES

The *Boca Raton Regional Hospital*, established in 1967, is a non-profit, accredited facility with an in-patient capacity of 400 beds, 700 physicians, and staffing of 2,250 employees and 1,200 volunteers.

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 972 full-time equivalent employees.



Utility Services Reclaimed Water Storage Tank & Pumping Station

saved. The Reclaimed Water Storage Tank has a capacity of 5.0 million gallons. It was constructed utilizing an Alternative Water Supply Grant from the South Florida Water Management District.

EDUCATION

Boca Raton has numerous educational opportunities. The County school system has 12 elementary, 5 middle schools and 4 high schools in the City (and in unincorporated Boca Raton), housing 19,722 students. The median student to teacher ratio is 16 to 1.

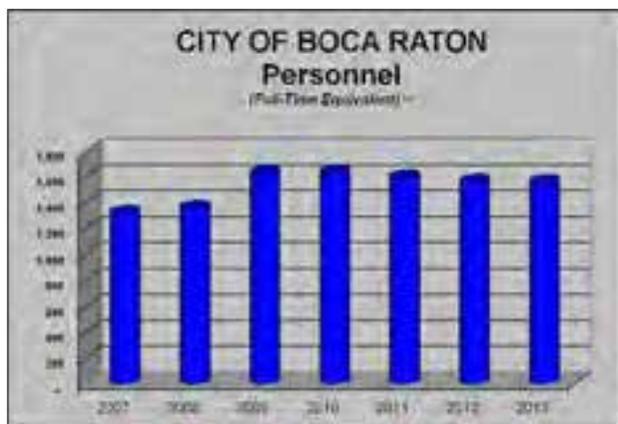
Boca Raton is the home of *Florida Atlantic University* (FAU), which opened in 1964 on an 850-acre site. The University offers four-year undergraduate and graduate degrees in a broad range of subjects. FAU is a member of the Florida State University system. Today, FAU’s seven-partner campuses serve more than 30,000 students.

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.

Lynn University was founded in 1962 and is a private four-year, coeducational institution on a 123-acre campus, with an enrollment of 2,109. 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.

Established in 1971, *Palm Beach State College* has its South Campus located on the Florida Atlantic University Campus. The enrollment averages 48,000 full and part time students annually. The College offers Associate of Arts and Associate of Science Degree programs.



ECONOMIC CONDITION AND OUTLOOK

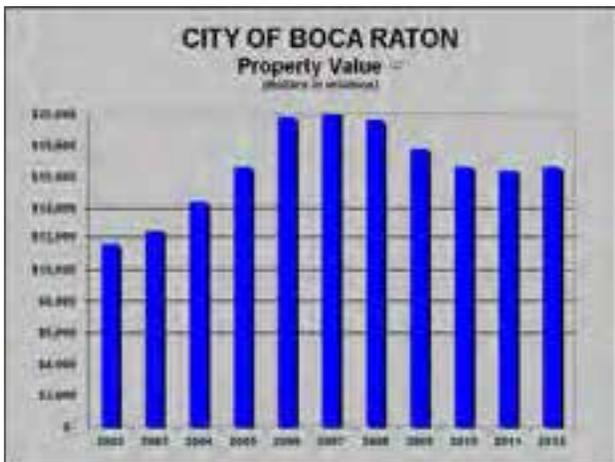
Despite a downturn in the economy and State legislative action, which has reduced property taxes and other revenue, the City of Boca Raton remains financially strong. The City has maintained a AAA bond rating.

The City’s property tax rate remains the lowest among communities in South Florida. Similarly, other rates and fees in the City are extremely competitive with other area municipalities.

The City of Boca Raton is implementing a Transportation Demand Management Program (TDM) providing a central policy framework to improve accessibility and mobility throughout the community, and to encourage well-planned redevelopment that positions the City for continuing economy vitality to maintain its high quality of life.

The TDM represents an alternative approach to transportation concurrency that places emphasis on developing a full range of transportation options and linking their success with appropriate land use and community design strategies by promoting the use of alternative modes of transportation to reduce trip generation & peak hour traffic. Improvements include shuttle buses, van pool & car pool programs, bicycle parking facilities, bus shelter and amenities and promotional and marketing materials.

Boca Raton is a regional employment and educational destination, with more jobs than residents. The presence of FAU and Lynn University, Arvida Park of Commerce, Boca Regional Hospital, a thriving downtown, beaches, parks, and numerous shopping opportunities, means that Boca Raton receives a substantial influx of people every day.



The Household Effective Buying Income for the City of Boca Raton remains high. The personal median income for Boca Raton is \$70,780, which is 133% of the median in Palm Beach County.

CITY OF BOCA RATON Principal Taxpayers and Assessed Value ⁽²⁾	
Town Center at Boca Raton	\$331,800,511
Panthers BRHC Ltd Partnership	153,275,535
BRE Boca Raton CRA Lessor	111,162,055
HUB Properties Trust	132,780,113
Boca Raton CRA Lessor	93,500,000
Florida Power & Light Co	93,109,454
James H. & Marta Batmasian	102,151,568
BRE Point Parcel LLC	61,000,001
Panthers BRHC LLC	55,315,686
WRC Properties Inc	65,523,397

The City is the location of several Fortune 500 companies and nearly 4,930 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 ⁽²⁾		Employees
Florida Atlantic University		2,706
Office Depot		2,250
Boca Raton Regional Hospital		2,250
Boca Raton Resort and Club		2,100
City of Boca Raton (FTE)		1,561
National Council on Compensation Insurance (NCCI)		800
Prime Management Group		750
Tyco International / ADT/ SimplexGrinnell (Hdqtrs)		700
International Business Machines (IBM)		600
Applied Card Systems		550

The City of Boca Raton continues to be a leader in community sustainability and environmental stewardship. The City is committed to reducing air pollution and greenhouse gas production, conserving energy, protecting native wildlife, preserving environmentally sensitive land, conserving water resources and providing education programs.

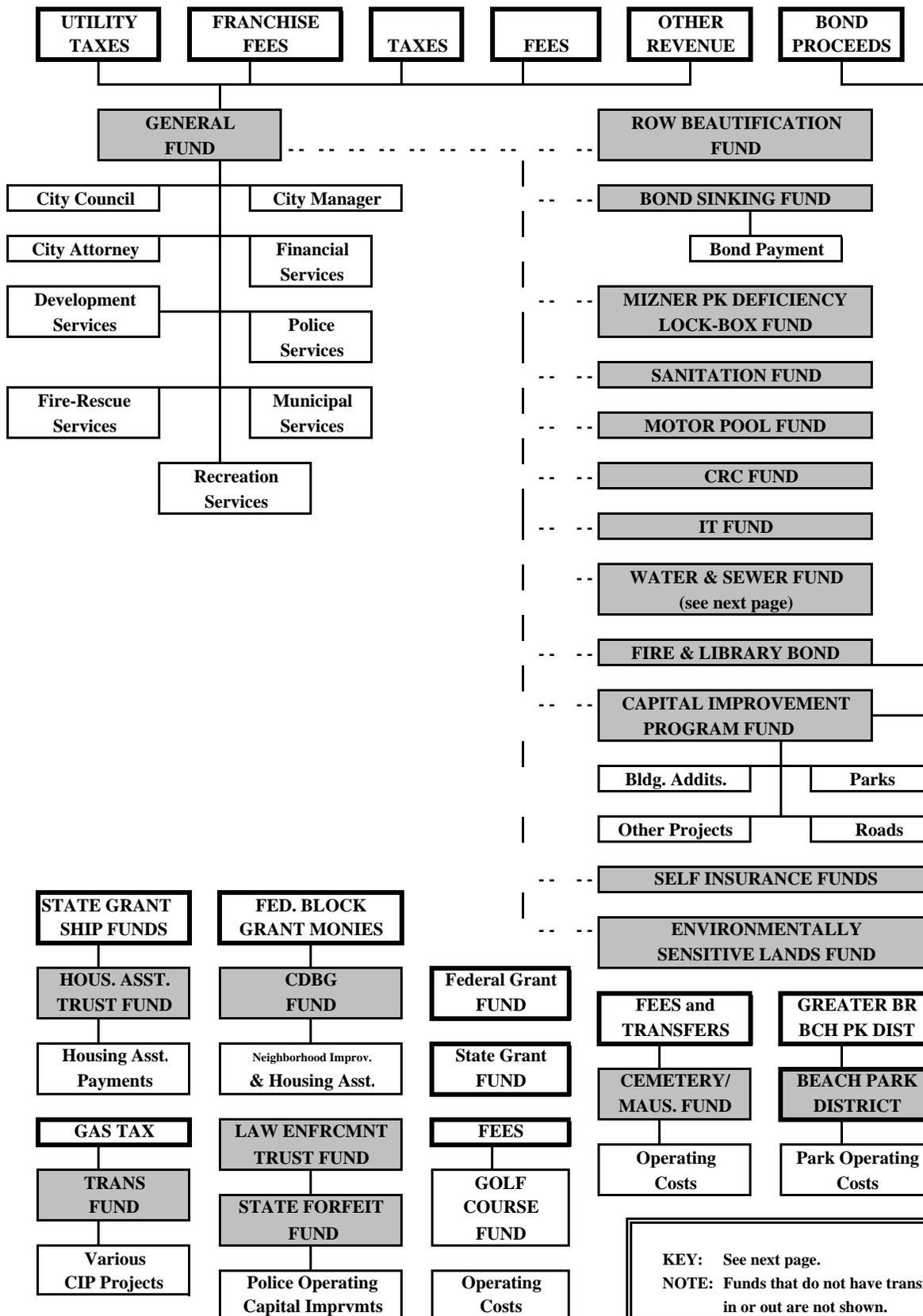
The City of Boca Raton is a member of the U.S. and Florida Green Building Coalitions and has received a number of awards and recognition for its environmental programs:

- Recycling Award-Palm Beach County Solid Waste Authority
- Reclaimed Water Recognition-FL Dept. of Environmental Protection (FDEP)
- Tree City USA (28 consecutive years)-FL State Div. Of Forestry & US Forest Service
- Bicycle Friendly City-League of American Bicyclists

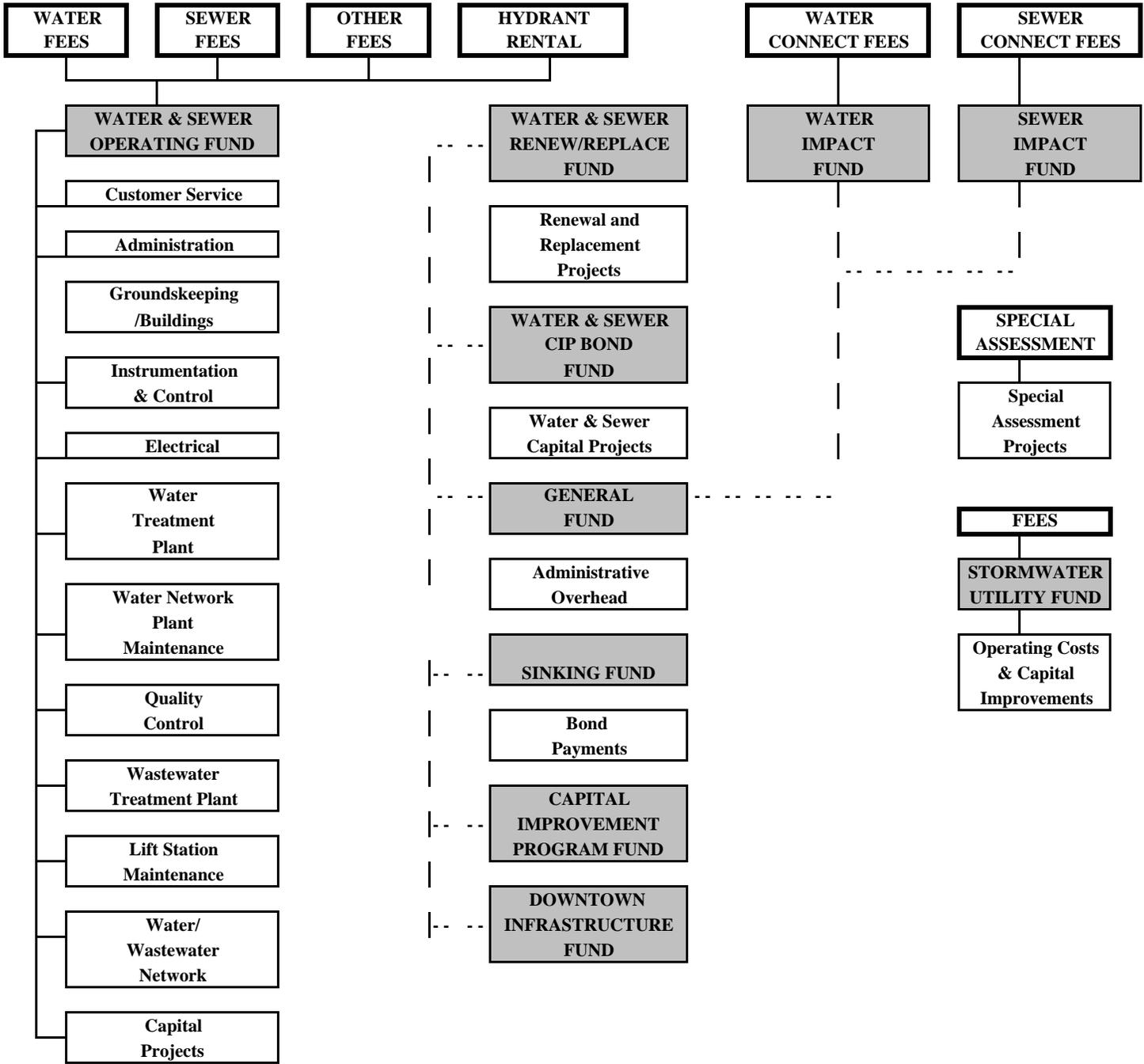
(1) Florida Legislative Committee on Intergovernmental Relations (LCIR), Online Data

(2) City of Boca Raton, Comprehensive Annual Financial Report, September 30, 2010

INTERRELATIONSHIP OF RESOURCES CITY OF BOCA RATON



INTERRELATIONSHIP OF RESOURCES (cont.) UTILITY SERVICES



FUND DESCRIPTIONS

An important concept in governmental accounting and budgeting is the division of the budget into categories called funds. Funds are separate fiscal accounting entities. Budgeting and accounting for revenues and expenditures in this manner is called fund accounting. Fund accounting allows a government to budget and account for revenues and expenditures restricted by law or policy. Governments may use any number of individual funds in their financial reporting; however, generally accepted accounting principles (GAAP) require all these individual funds to be aggregated into specified fund types. Any fund constituting 10% or more of the appropriated budget is considered a "major" fund.

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.

354 Beach Restoration Fund is to account for the cost of providing the highest quality beach environment for upland property protection, habitat enhancement, and the recreational enjoyment of residents and visitors to Boca Raton.

DEPENDENT SPECIAL DISTRICT

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

412 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.

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

415 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.

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 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 and maintaining a comprehensive technology infrastructure. The Information Technology Fund supports systems for 1287 employees, 803 desktops and 484 laptops throughout all departments, including Public Safety.

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.

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 **2017**, 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 2017

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 **2017** include:

- Financially Sound City Government
- Sustainable City
- World Class Municipal Services
- Strong Partnership with Community

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 **2012-13** include:

- Annexations
- Arvida Park of Commerce Development
- City-owned Land
- Land Development Regulations for Comprehensive Plan: Funding for Staff
- Overlay District for 20th St Corridor (FAU to Dixie Hwy)
- Sister Cities Program

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 2012-13. 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 39* and the "CIP Operational Impact" on *page 247* 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 23 vehicles at a cost of \$939,000 in 2012-13.
 - 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 \$297,912,900 of projects with an estimated \$58,600 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 2012-13.

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 29% of the General Fund revenues in 2012-13 compared to 28.1% in 2011-12.
2. The City will pursue alternative revenue sources as an additional source of funds.
 - The City has budgeted to collect \$35,369,000 from grants and shared revenues in 2012-13.
3. The City will establish all user charges and fees to recover the partial or full cost of providing a service.

- The City implemented in 2008-09 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 2012-13 the City has budgeted to contribute \$1,361,900 of public service taxes and 8% of Ad Valorem taxes \$3,890,300 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 \$2,390,200 of public service taxes to the Beautification Program.
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.
 - Water & Sewer Revenue Bonds rated AAA
 - 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 237*)
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.

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 2011-12 the City's average monthly investment portfolio was \$253,528,455.
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.

Reserve Policies

1. The City, as part of the budget adoption for Fiscal Year 2009 – 2010, adopted a fund balance policy for the General Fund and early implemented Governmental Accounting Standards Board (GASB) Statement No. 54 "Fund Balance Reporting and Governmental Fund Type Definitions" for its governmental fund types. GASB Statement No. 54 establishes various classifications of fund balance based on a certain hierarchy. Fund balances classified as restricted are balances with constraints placed on the use of resources by creditors, grantors, contributors or laws or regulations of other governments. Fund balances classified as committed can only be used for specific purposes pursuant to constraints imposed by the City Council through an ordinance or a resolution. Assigned fund balances are constrained by intent to be used for specific purposes but are neither restricted nor committed. Assignments are made by City management based on City Council direction. Unassigned fund balance can be viewed as the net resources available at the end of the fiscal year.

On September 23, 2009 the City Council adopted Resolution No. 137-2009 which established a fund balance policy for the General Fund and also set a minimum level of unassigned fund balance at 10% of the following year's projected budgeted expenditures.

The City Council by its actions adopted the following for the General Fund:

Restricted Fund Balance

- Army Corp of Engineers – restricted for the Army Corp of Engineers for an overflow site in the event of emergency dredging of the Intracoastal Waterway.

Committed Fund Balance

- Emergency Operating Reserve – to ensure the maintenance of services to the public during emergency situations
- Pension Plans and Preservation of Benefits Plan Reserve – to stabilize the fiscal impact of the City's required annual contributions to the pension plans as determined actuarially, to fund future pension deficits, if any, and to fund future liabilities, if any, for supplemental retirement benefits.
- Mizner Park Debt Service Reserve – to provide funds for the repayment of the Boca Raton Community Redevelopment Agency tax increment revenue bonds if the primary and secondary pledged revenues are insufficient to fund the required debt service payments on the outstanding bonds.

Assigned Fund Balance

- Designated Carry Forward – to provide funds for differences, if any, between budgeted revenues and expenditures as set forth in the annual budget

Non-Spendable Fund Balance

- Inventory Reserve – to indicate those amounts relating to inventories that are not in a spendable form.

The City's unassigned General Fund balance as of September 30, 2011 was 19%.

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, 2011:

Water & Sewer System	\$8,731,725
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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, 2011:

General Debt Service Fund	\$ 917,400
Water & Sewer	22,260,561

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 \$297,912,900 CIP for FY 2012-13 / 2017-18.
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.
4. In the development of the Capital Improvements Program, the City will review the operational impact of each project.
 - The approved 2011-12 / 2016-17 CIP includes operational impacts of \$58,600.

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 247 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.
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

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 2011 CAFR on March, 2012.
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).

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 237*)
4. The City will prepare and update its six-year Capital Improvements Program annually.
 - The City approved a \$297,912,900 CIP for FY 2012-13 / 2017-18.
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.

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 \$427,800 for education, travel and training in 2012-13.

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 1st of each year and ends September 30th 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*
- Strong Partnership with Community*
- Sustainable City*
- World Class Municipal Services*

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 and 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 mid-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 budget system. 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.

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 re-justify 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 beginning on *page 247* 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 "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 summary of the total "General Fund Operating" budget over a three-year period is found in the budget summary section on *page 67*. Included in this table is the Actual Budget for FY 2010-12, the Revised Budget for FY 2012-13, along with the Approved Budget for FY 2012-13.

The "Historical Summary," located on *pages 69-70* is the summary of all funds City-wide for a four-year period beginning with FY 2008-09. This chart includes expenditures and transfers related to departmental operating costs; it excludes reserves, depreciation and other interfund transfers.

A complete discussion of the City's Debt Administration is contained on *page 237* 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

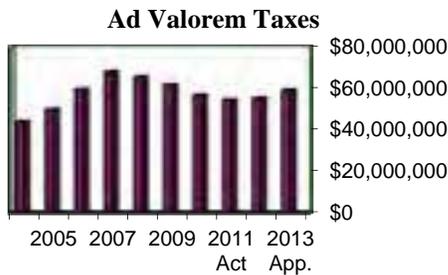
The budget may be amended in three ways. One-way transfers dollars between line items within a department. This is requested by the Department Head and approved by the City Manager on a budget transfer form. Secondly, budget amendments, which increase expenditures or the spending level of individual departments, are requested by the City Manager and approved by Council through 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.



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 2012-2013, the County Property Appraiser certified the City's taxable value at the amount of \$16,627,083,519. This is an increase of \$263,809,519 in the City's tax base over last year. The City anticipates collecting \$59,087,900 in Ad Valorem taxes in 2012-2013. This tax revenue for 2012-2013 is increasing due to increase in property values and an increase in the millage rate. Due to the increase the City will collect \$5,046,000 or 7% more in property tax collections compared to last year.



FRANCHISE FEES

Franchise fees are charges to service providers for the right to operate within the boundaries of the City. The City has agreements to collect franchise fees for electric, natural gas, cable and solid waste. The revenue estimates are based on rate increase information received from the respective companies, expected growth and historical trends.



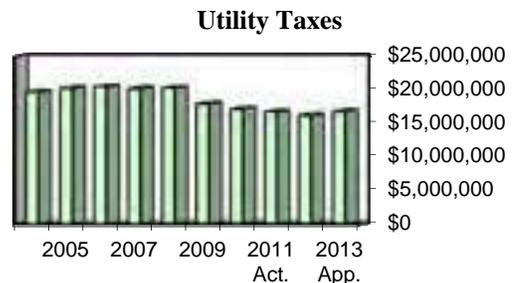
Electric franchise fees generate the majority of franchise fee revenue. Oil and gas prices are very difficult to predict in the current economy. Oil prices, as well as supply and demand, will dictate revenue collections.

The City anticipates collecting \$12,785,000 in total franchise fees for 2012-2013, an increase of \$540,000 from the prior year.

UTILITY SERVICE TAX

The City has the right, by Florida State Law, to tax utility services provided to the residents and businesses within its municipal 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.

In 2001 the State of Florida 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. The City anticipates total utility taxes of \$16,826,000 for fiscal year 2012-2013, which is an increase of \$588,000 over 2011-2012.

LICENSES & PERMITS

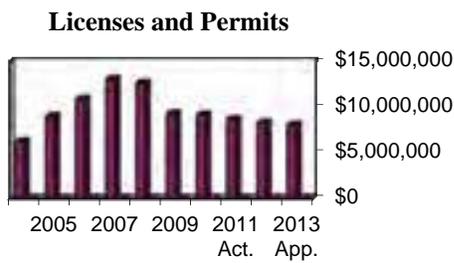
Professional and Business Tax

The revenue received from issuing licenses to City businesses is estimated in 2012-2013 based on license costs, historical and recent collection trends. The City anticipates collecting \$1,435,000 in 2012-2013, which is flat compared to prior year.

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 become scarcer, new commercial building activity started to level off and to decline. After the hurricanes in 2004 & 2005 the City experienced significant increases in building permit activity until 2008 when the economy slowed causing declining building permit revenue from 2009 through 2011. For 2012, building permit applications has improved and he City anticipates an increase of \$307,000 in the 2012-2013 permit revenue over budgeted FY 2011-2012.

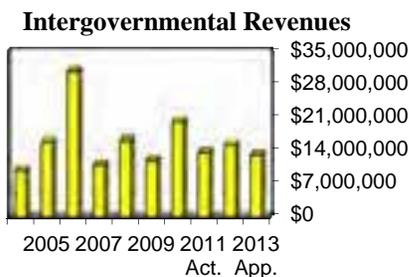


INTERGOVERNMENTAL REVENUES

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 2012-2013 the City expects to collect less than the previous year due to completion of beach renourishment which received significant grant funding in the prior years.



CHARGES FOR SERVICES

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 \$924,400 more in fiscal year 2012-2013 due to an adopted increase in user fees.

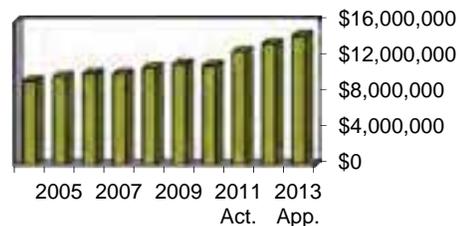
Culture-Recreation Fees

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. An increase is anticipated due to an increase in contribution from Water & Sewer Operating Fund.

Charges for Services



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

These are charges to property owners to cover City costs for responding to excessive numbers of false police and fire alarms. Estimates for 2012-2013 false alarms are based upon recent collection trends and include a graduated scale for the amount of charges based on actual false alarms.

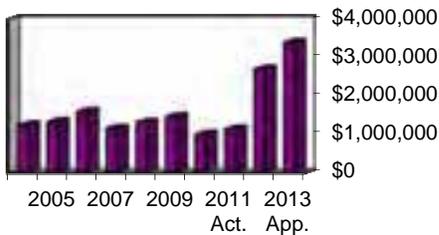
EMS Transport

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 \$2,400,000 for EMS transports in 2012-2013. Collection rates remain stable as compared to prior year.

County Fines and Forfeitures

This revenue is the City's share of fines collected by the County for traffic offenses and misdemeanors and other local ordinance violations. 2012 The City implemented a metered parking program during the end of 2011. For 2013 the parking program is anticipated to generate \$844,600 of general fund revenues which is slight increase over 2012. The red light camera program came on-line in May of 2012. The City anticipates collecting an additional \$700,000 in 2012-2013 reflecting a full year of the program.

Fines and Forfeitures

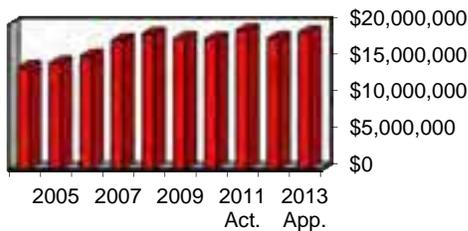


INTERNAL SERVICE FUNDS

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.

Internal Service



WATER AND SEWER FUNDS

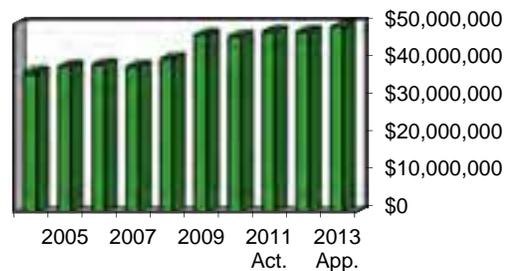
Total Water and Sewer Operating Fund revenues are anticipated to be \$49,413,200 for 2012-2013. On November 27, 2007 the City passed and adopted an Ordinance, effective each October 1, which states Water &

Sewer rates will increase by the amount equal to the Dept. of Labor CPI. Water and sewer rates are being increased 1.2% (Consumer Price Index) in 2012-2013. The increase is to provide for maintaining existing service levels, continued operations, and increased costs of electricity and chemicals.

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 2012-2013 is anticipated due to increase in the CPI.

Water and Sewer



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 2012-2013 is anticipated due to an increase in the CPI.

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 \$1,420,700 for Hydrant Rental in 2012-2013.

Reclaimed Water Sales

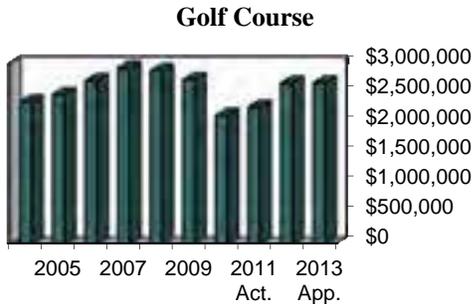
These revenues are based upon estimates of the amount of reusable water to be sold. . New customers are brought on-line as the infrastructure is put in place. Revenue estimates are based upon expected usage by these customers. The City anticipates collecting \$1,300,000 for installation and usage in 2012-2013.

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 2012-2013.

GOLF COURSE

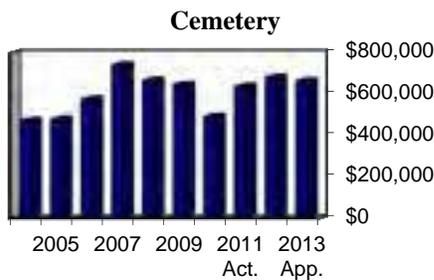
The City of Boca Raton owns and operates one municipal and two executive golf courses. The courses generate revenue from users for annual permits, green fees, cart fees, driving range fees, and miscellaneous charges. The revenues at the City’s golf courses steadily increased since 1994 until 2008 when the decline in the economy along with increased competition caused lower revenues. For 2012-2013, the City’s golf courses are expected to generate revenues the same amount of revenue from the prior year.



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.

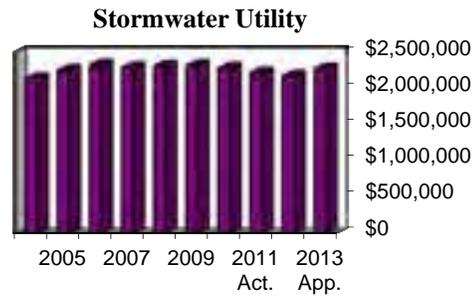
A slight decrease is projected in 2012-2013 due to a decrease in the sale of plots.



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 \$3.06 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 \$2,275,000 in 2012–2013.



SPECIAL REVENUE FUNDS

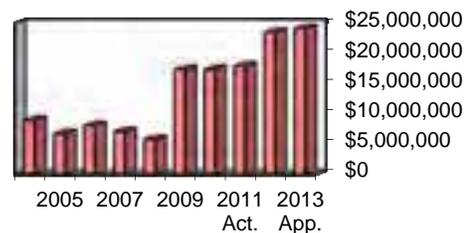
The City generates special revenue funds from the Community Development Block Grant (CDBG), State Housing Initiative Partnership Program (SHIP), Beautification Fund, Law Enforcement Trust Fund and the Greater Boca Raton Beach and Park District.

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.

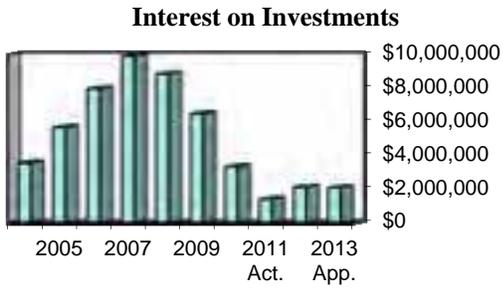
The Greater Boca Raton Beach and Park District and the City of Boca Raton have a maintenance agreement for Red Reef Park, Patch Reef Park, Sugar Sand Park and the Racquet Club Tennis Facility. The first three parks were purchased and developed with revenue generated by the Greater Beach and Park District. 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. Revenue has increased over the last few years due to several significant capital construction projects; Gumbo Limbo saltwater tanks, dune crossover and the Countess deHoernle Park.

Special Revenue Funds



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 2012-2013 interest income was projected using an interest rate of approximately 2.25% to reflect the current economic trend and projected fund balances/reserves. The City anticipates collecting \$2,095,700 in 2012-2013.





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 2012 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

of municipal services through the year 2016. 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 service. The operating impacts of a new downtown library in FY 2013 have been included in this Plan.

This Plan provides us with an opportunity to evaluate current policies and practices in order to implement proactive strategies before critical fiscal strains impact the budget. The best informed, fiscally sensitive decisions will be those deliberated with their longer-term implications in mind. To that end, we annually update the Plan for the City Council.

Despite the continued economic downturn Boca Raton has maintained its strong financial position through prudent long-term financial planning and fiscal actions to reduce or contain fixed costs. The City has been very

Table I
Long-Range Financial Plan
General Fund
(*\$ in thousands*)

	2011A	2012B	2013F	2014F	2015F	2016F
REVENUES & SOURCES						
01-PROPERTY TAXES	\$ 43,402	\$ 45,269	\$ 45,269	\$ 45,269	\$ 46,400	\$ 47,560
02-UTILITY TAXES	16,776	16,300	16,626	16,959	17,298	17,644
03-FRANCHISE FEES	15,158	12,245	12,367	12,491	12,616	12,742
04-LICENSES AND PERMITS	8,578	7,695	7,789	7,884	8,017	8,152
05-INTERGOVERNMENTAL	10,228	10,811	10,811	10,811	10,811	10,811
06-FEES, CHARGES & OTHER FINES	18,611	21,842	22,279	22,725	23,179	23,643
07-CRA REIMBURSEMENT	2,500	2,000	1,500	1,500	1,500	1,500
08-INTEREST	463	900	914	927	941	955
09-OTHER SOURCES	337	215	215	215	215	215
10-TRANSFERS IN	1,020	20	20	21	21	22
Resources Forward	-	-	1,766	1,818	1,881	1,949
TOTAL REVENUES AND SOURCES	\$ 117,073	\$ 117,297	\$ 119,556	\$ 120,619	\$ 122,880	\$ 125,193
% ANNUAL CHANGE	-1.2%	0.2%	1.9%	0.9%	1.9%	1.9%
EXPENDITURES & USES						
01-PERSONNEL SERVICES-GENERAL	\$ 39,056	\$ 38,348	\$ 39,498	\$ 40,683	\$ 41,904	\$ 43,161
02-PERSONNEL SERVICES-PUBLIC SAFETY	47,944	49,929	53,424	57,164	61,165	65,447
03-OPERATING EXPENDITURES-OTHER	26,201	26,259	26,652	27,052	27,458	27,870
04-SUPPLIES	2,938	3,240	3,288	3,338	3,388	3,438
05-CAPITAL	219	257	200	200	200	200
06-OTHER USES	-	404	404	404	404	404
07-TRANSFERS OUT	1,068	885	903	921	939	958
TOTAL EXPENDITURES AND USES	\$ 117,426	\$ 119,321	\$ 124,370	\$ 129,762	\$ 135,458	\$ 141,478
% ANNUAL CHANGE	-2.7%	1.6%	4.2%	4.3%	4.4%	4.4%
ANNUAL INCREASE/(DECREASE) IN FUNDS	\$ (353)	\$ (2,024)	\$ (4,814)	\$ (9,142)	\$ (12,578)	\$ (16,285)
% ANNUAL REVENUES & SOURCES	-0.3%	-1.7%	-4.0%	-7.6%	-10.2%	-13.0%
BEGINNING RESERVES	\$ 46,925	\$ 46,572	\$ 44,548	\$ 37,969	\$ 27,008	\$ 12,549
TOTAL AVAILABLE	\$ 46,572	\$ 44,548	\$ 39,735	\$ 28,826	\$ 14,430	(3,736)
FUND BALANCES						
RESTRICTED	\$ 170	\$ 170	\$ 170	\$ 170	\$ 170	\$ 170
COMMITTED	22,733	22,733	22,733	22,733	22,733	22,733
ASSIGNED	1,316	1,316	1,316	1,316	1,316	1,316
NON-SPENDABLE	13	-	-	-	-	-
AVAILABLE/(SHORTFALL) FOR FUTURE YEARS	\$ 22,340	\$ 20,329	\$ 15,516	\$ 4,607	\$ (9,789)	\$ (27,955)

proactive in preparing for and adjusting for changes in the economy over the last four years general fund expenses were reduced by \$22.3 million or 19%. Building permit revenues have increased from \$6.4 million in 2010 to a \$7.1 million in 2011. A slowing real estate market combined with uncertain financial markets will continue to have a significant impact on the City's budget for at least the next several years. Current projects indicate that General Fund revenues will grow at an estimated rate of 1-2% annually for the next several years while at the same time operating expenses are projected to increase at 3-4% annually.

In FY 2010, the Boca Raton Community Redevelopment Agency (BRCRA) started paying back the City's General Fund for expenses related to the Mizner Park debt and maintenance, outstanding obligation as of September 30, 2011 is \$23.7 million. The reimbursement will be approximately \$2 million annually until the debt is fully paid.

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 AAA rating for the General Obligation Bonds of the City. All three of the rating agencies have rated the water and sewer revenue bonds an "AAA" as well.

Moody's Investor Service reaffirmed Boca Raton's "Aaa" rating in September of 2011 based on the following factors:

- Continued sound financial condition
- Modest and conservative debt profile
- Broad-based economy with both industrial and educational presence

Fitch Ratings reaffirmed Boca Raton's "AAA" rating in September of 2011 based on the following factors:

- Superior financial management
- Auspicious economic prospects
- Affordable debt burden

Standard and Poor's reaffirmed Boca Raton's "AAA" rating in September of 2011 based on the following factors:

- Economic base that remains broad and diverse
- Reserves that remain very strong
- Strong financial management

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.

Maintenance of Current Mix and Level of Services

The Boca Raton economy is beginning to show signs of improvement with approvals of new commercial and residential development; however the recovery will be very gradual. We anticipate residential, commercial, and industrial property values will remain flat for the coming year and will slowly increase for the next several fiscal years. Therefore, we are expecting property tax revenue to not increase in FY 2013 with small increases for the future. Demand-driven revenue such as Sales Tax, and State Shared Revenues are also expected to remain flat in the current fiscal year and we anticipate no growth until the economy improves. Interest revenue has also declined in recent years due to the uncertainty in the financial markets and significantly low rates on governmental securities. The Plan reflects continued decline in investment earnings thru FY 2013.

While the City's revenues continue to decrease, the cost of providing basic services continues to increase. The City is facing significant increases in costs related to fuel, personnel, health care and pension costs.

The City has been able to maintain reserves over the last several years by reducing and realigning costs. The Plan reserves \$10.6 million for disaster emergency fund, the Mizner Park debt service of \$1.6 million and a 10% reserve of the total General Fund budget as recommended by the bond rating agencies. The current FY 2012 budget anticipates using \$1.3 million of the reserves to balance the operating budget.

The City has also recognized the long-term financial cost implications of its pension benefits and in FY 2008 adjusted benefits prospectively for new general employee hires and in FY 2010 adjusted benefits prospectively for executive employees. The City also committed \$10.5 million for a retirement system reserve. The City continues to monitor all of its pension costs for sustainability and to provide cost containment so as not to shift the costs to future taxpayers. The City is moving proactively to maintain and grow its commercial tax base by attracting new businesses and retaining existing ones.

The City offers expedited permitting for new businesses and continues to partner with Enterprise Florida and the Palm Beach County Business Development Board by providing local matches for State and County economic development incentives through the Qualified Target Industry Program.

The future use of reserves as a one-time source to balance the operating budget is unsustainable as shown in the later years of the Plan. Without new or expanded revenue sources, expenditures for programs will have to be cut significantly. Drawing down reserves to meet future shortfalls in operating budgets without new or expanded revenues will have severe financial consequences for the City and dramatically reduce services to residents.

Revenue and Expenditure Growth

The Plan projected expenditure growth rate will outpace revenue growth. 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.

Adjustments to Property Tax Millage

The City's FY 2012 ad valorem millage rate was increased 3.06% from FY 2011. FY 2012 property values decreased .70% in the City. The net decrease is composed of a 2.24% decrease from reassessments of existing properties and an increase of 1.54% from new construction (net of CRA Downtown values).

For FY 2011, the County Property Appraiser certified the City's taxable assessed value for operations in the amount of \$16 billion. The tax base increased from new construction by \$255 million while reassessments declined by \$371 million resulting in a decrease of \$116 million over last year's tax base. This is down from FY 2008 peak of \$20.3 billion. The City has the highest assessed valuation of any municipality in Palm Beach County and the lowest property tax rate for a full service City.

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 be 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 had accumulated a strong fund balance.

The landfall of six hurricanes in Florida in FY 2004 & 2005 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 fund the significant costs related to debris removal.

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.

In October 2010, annexation options, consisting of communities that are north and west of the City, were prepared by a consultant. The report includes analysis of City revenues and expenses, the impact on annexed property owners in terms of service and cost, and the long-term implications of annexation area service requirements on the City's budget and operations. The fiscal impact of the proposed annexed area in the analysis results in a net annual revenue to the City of approximately \$2.7 million.

Explore Other Fees for Services

With a substantial decrease in property taxes forecast over the next several years of the Plan and the reality of drawing down our existing unassigned fund balance, the City needs to recover all costs related to providing services. The City should continue the gradual increase in sanitation fees to fund 100% of the costs of providing this service. This is a normal fee in almost all cities and a charge in the unincorporated areas of Palm Beach County.

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 the 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 \$74 million or 63% of overall General Fund Budget 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.

Economic Development Effort

The City recognizes the importance of supporting and facilitating economic development programs within the City, and in 2009, the City enacted an expedited permitting process to encourage economic development, and partnered with Enterprise Florida and the Palm Beach County Business Development Board to provide local matches for economic development incentive programs that attract and retain businesses. In FY 2011, electronic process was implemented to improve the submission of permits.

The severity and length of the economic downturn has had a negative impact on the City's corporate tax base and jobs. In addition, the City of Boca Raton is facing competition for new and existing businesses. In order to create and retain jobs in the City, the City Council identified economic development strategy and funding as one of the top priorities for FY 2011-12. As a result, in addition to working with economic development agencies such as Enterprise Florida and the Palm Beach County Business Development Board, the City developed and adopted an aggressive Economic Development Incentive Program to attract businesses to the City and to retain and promote the growth of existing businesses in the City.

One of the primary components in the City's economic development efforts was the creation of the City's

Economic Development Incentive Policy to provide economic development incentives for companies seeking to relocate to the City or to expand their existing business within the City. Based on the criteria listed in the policy, including job creation and/or retention, capital investment and job salaries, the City can provide incentives through a number of different methods including providing the local match for state economic development programs, making grants and/or loans, and subsidizing rents and leases. It also can provide non-financial incentives such as expedited permitting.

Through its Economic Development Incentive Policy, the City has committed \$678,400 to date, which has resulted in the creation of 1,769 new jobs and retainage of 1,650 other jobs in the City.

The City will continue to work with county and state economic development entities, including the Palm Beach County Business Development Board (BDB), the Palm Beach County Economic Development Office and Enterprise Florida, to forward the efforts of economic development in the City, the County and the State.

Explore Increasing Revenues

The City will evaluate existing revenue sources for potential growth. After several years of large reductions in expenses while maintaining services, the future projection shows that the City will need to manage priorities to remain fiscally sound.

CONCLUSION

There are numerous external factors outside of the control of the City Council, which may significantly affect the City's ability, even with a prudent and extremely conservative financial plan, to continue to provide the highest quality of service within our available resources.

The City of Boca Raton must develop and employ strategies that will yield the anticipated results despite external conditions that provide swings in revenues and costs over which we have little or no control. These strategies should include revenue enhancements, the expanded use of grants, service prioritization, reduction of operating costs, containment of long-term fixed costs and the consolidation of services. Developing long range financial plans which respond to an uncertain economy is a critical component to sustainability. The City of Boca Raton has to adopt resilient actions to contain or control costs otherwise we will not have the ability to plan and react accordingly.

This is the fifteenth update of the City's Long-Range Financial Plan. Our objective is to provide the City Council, management, and the citizens of Boca Raton with prudent financial planning to enable future leaders to make sound financial 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.*

Overall Results

Table II provides the history of General Operating Fund from 2007 - 2011 and the five-year average growth rates for the major revenue classifications.

GENERAL FUND

REVENUE AND EXPENDITURE ASSUMPTIONS

This section covers the revenue and expenditure assumptions for the General Fund from 2012 through 2015. 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.

Table II
General Operating Fund History
Long-Range Financial Plan
(\$ in thousands)

	2007	2008	2009	2010	2011
Revenues					
Property taxes	\$ 53,791	\$ 50,689	\$ 47,974	\$ 46,048	\$ 43,402
Utility taxes	20,247	20,360	21,724	17,178	16,776
Franchise fees	13,295	13,804	13,881	12,406	15,158
Licenses and Permits	14,159	12,656	9,331	9,014	8,578
Intergovernmental	11,076	15,552	9,763	12,721	10,228
Fees, charges, other	11,502	12,341	13,995	14,685	18,611
Fines	1,090	1,241	1,378	913	2,500
CRA Reimbursements	-	-	-	2,500	463
Interest	3,037	2,725	1,703	886	337
Transfers in	-	-	7,191	20	1,020
Total Revenues	\$ 128,197	\$ 129,368	\$ 126,940	\$ 116,371	\$ 117,073
Expenditures					
Personal Services	76,351	80,780	83,500	85,634	87,000
Supplies/Other	33,039	30,760	30,555	27,392	29,140
Capital	692	675	482	495	219
Transfers	6,134	17,129	14,032	4,960	1,068
Total Expenditures	\$ 116,216	\$ 129,344	\$ 128,568	\$ 118,481	\$ 117,427
Annual Balance	\$ 11,981	\$ 24	\$ (1,628)	\$ (2,110)	\$ (353)
Cummulative Balance	\$ 50,639	\$ 50,663	\$ 49,034	\$ 46,924	\$ 46,571

Over the forecast range, General Fund revenues (Table III) are projected to increase at an average annual rate of 0% to 1.5%. The Plan is a “baseline” model; thus, the Plan does not include the addition of any new revenues during the forecast period.

**Table III
Long-Range Financial Plan**

Four-Year Forecast Growth Rates			
<u>REVENUES</u>		<u>EXPENDITURES</u>	
Major Revenue Classifications and Categories	Forecast <u>4 Year Average</u>	Major Expenditure Classifications	Forecast <u>4 Year Average</u>
<u>Taxes</u>		Personal Services (Wages & Benefits)	
Property Taxes	0% to 2.5%	General	3.0%
Public Service (Utility) Taxes	2.0%	Public Safety	7.0%
Franchise Fees	1.0%	Supplies/other	1.5%
		Capital Outlay	1.5%
<u>Licenses & Permits</u>	1.5%	Other Funding	
<u>State Shared (Intergovernmental)</u>	0%	Grants	Per Grant
		Designations	Current
<u>Charges for Services/Contributions/Other</u>	2.0%		
<u>Fines</u>	2.0%		
<u>Interest</u>	1.5%		

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 Statute 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 <u>County</u>	Percentage <u>Municipalities</u>
Six-cent	66 2/3	33 1/3
Five-cent	79	21

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

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

FY 2008	FY 2009	FY 2010	FY 2011
\$2,074,282	\$1,976,752	\$1,957,960	\$

Summary

The Transportation Fund will fund significant traffic projects, Transportation Demand Management Implementation, bike paths, sidewalk links to public schools, and on-going program of improvements to the public street system over the next several years. The current bond issue will be paid off July 1, 2010.

Recommendation

Due to 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 <u>2011</u>	<u>2012</u>	<u>2013</u>	Projected <u>2014</u>	<u>2015</u>	<u>2016</u>
Revenues (Sources)						
Local Option Gas Tax	\$1,908	\$1,940	\$2,036	\$2,138	\$2,245	\$2,357
Interest	59	75	75	75	75	75
Total Revenues	1,967	2,015	2,111	2,213	2,320	2,432
Beginning Reserves	7,152	7,485	5,197	4,862	5,452	5,761
Total Funds Available	9,119	9,500	7,308	7,075	7,772	8,193
Expenditures (Uses)						
Capital projects	1,634	4,303	2,446	1,623	2,011	1,821
Total Expenditures	1,634	4,303	2,446	1,623	2,011	1,821
Total Fund Balance Available for future years	\$7,485	\$5,197	\$4,862	\$5,452	\$5,761	\$6,372

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 190.20 miles, or 211.62 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 \$100,000 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 Funds
Long-Range Financial Plan
(\$ in thousands)

	Actual <u>2011</u>	Budget <u>2012</u>	<u>2013</u>	Projected <u>2014</u>	<u>2015</u>	<u>2016</u>
Revenue (Sources)						
One percent utility tax	\$ 2,366	\$ 2,349	\$ 2,572	\$ 2,623	\$ 2,676	\$ 2,729
Interest	12	5	25	25	25	25
Other (includes donations)	24	6	26	27	28	29
Sub Total	2,402	2,360	2,623	2,675	2,729	2,784
Beginnig Reserves	2,456	1,142	46	(1,076)	(2,295)	(3,617)
Total Funds Available	\$ 4,858	\$ 3,502	\$ 2,669	\$ 1,599	\$ 433	\$ (834)
Expenditures (Uses)						
Operating	3,542	3,456	3,745	3,895	4,051	4,213
Total Expenditures	\$ 3,542	\$ 3,456	\$ 3,745	\$ 3,895	\$ 4,051	\$ 4,213
Total Fund Balance Available for future years	\$ 1,316	\$ 46	\$ (1,076)	\$ (2,295)	\$ (3,617)	\$ (5,046)

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 fifty-five 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:

<u>Residential Properties:</u>	\$3.028 per unit
<u>Non-Residential Properties:</u>	
Square Feet of Impervious Area / 2,837 = Number of ERU’s	
Number of ERU’s x \$3.028 = Monthly Fee	

Collections (in thousands)				
	FY 2008	FY 2009	FY 2010	FY 2011
Stormwater Utility Fee	\$2,118	\$2,137	\$2,155	\$2,175

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		Budget		Projected		
	2011	2012	2013	2014	2015	2016	
Revenues (Sources)							
Stormwater fees	\$ 2,175	\$ 2,100	\$ 2,122	\$ 2,143	\$ 2,166	\$ 2,187	
Other	-	-	-	-	-	-	
Interest	62	75	75	75	75	75	
sub total	2,237	2,175	2,197	2,218	2,241	2,262	
Beginning Unrestricted	7,422	6,431	3,224	2,633	1,988	936	
Total Funds Available	\$ 9,659	\$ 8,606	\$ 5,421	\$ 4,851	\$ 4,229	\$ 3,198	
Expenditures (Uses)							
Operating	1,424	1,641	1,686	1,703	1,808	1,826	
Capital projects	1,804	3,741	1,102	1,160	1,485	985	
Total Expenditures	\$ 3,228	\$ 5,382	\$ 2,788	\$ 2,863	\$ 3,293	\$ 2,811	
Ending Unrestricted	\$ 6,431	\$ 3,224	\$ 2,633	\$ 1,988	\$ 936	\$ 387	

GOLF COURSE FUND

The City operates three golf courses, Municipal, Executive, and the Red Reef Course as one enterprise fund. Golf Course operating revenues increased 7.1% over the prior year. The Golf Course Fund reported an operating loss before transfers of \$791 thousand in 2011. The graph below illustrates the turn-around of the golf operation after the hurricanes.

The Renewal and Replacement Fund was established in 1996. The \$2.00 user fee for each round of golf played brought in \$285 thousand 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 were completed in FY 2010. A major club house renovation is scheduled in FY 2015. This project is anticipated to be financed with revenue bonds which will be repaid through the Golf Course fees.

Due to increased competition and the economic conditions, the planned CIP projects have been deferred or put on hold. Consideration will be given as to when to move forward with these projects once the local economy improves.

Table VII
Golf Course Fund
Long-Range Financial Plan
(\$ in thousands)

	<u>Actual</u>		<u>Budget</u>		<u>Projected</u>			
	<u>2011</u>		<u>2012</u>		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Revenues (Sources)								
Glades Courses	\$ 1,572	\$	2,026	\$	2,046	\$ 2,067	\$ 2,087	\$ 2,108
Red Reef Course	356		372		376	379	383	387
Interest	3		6		6	6	6	6
Other	83		80		81	82	82	83
Revenue Bond Issue	-		-		-	-	-	-
Renewal and Replacement Fee	285		208		210	212	214	216
Beach & Park District	268		268		268	268	268	268
sub total	2,567		2,960		2,987	3,014	3,041	3,069
Unrestricted Net Assets	326		(34)		15	(109)	-	-
Total Funds Available	\$ 2,893	\$	2,926	\$	3,001	\$ 2,905	\$ 3,041	\$ 3,069
Expenditures (Uses)								
Personal Services	1,720		1,685		1,781	1,852	1,927	2,004
Supplies and other	1,167		1,085		1,200	1,230	1,261	1,293
Renewal and Replacement					129	362	365	168
Capital projects	32		136		-	-	-	-
Transfers/Debt Service	8		5		-	-	-	-
Total Expenditures	\$ 2,927	\$	2,911	\$	3,111	\$ 3,445	\$ 3,553	\$ 3,464
Unrestricted Net Assets	\$ (34)	\$	15	\$	(109)	\$ (540)	\$ (511)	\$ (395)

WATER AND SEWER FUND

The City operates its Water and Sewer 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%.

The Water and Sewer Fund and related portions of the budget will include a Consumer Price Index (CPI) increase of 0% in rates. The increased cost of electricity and chemicals continue to have a significant impact on the Water and Sewer Enterprise Funds.

The gross water and sewer sales increased 3% from \$44.7 million in 2010, to \$46 million in 2011. The Water and Sewer Fund had a positive change in net assets of \$5.6 million for FY 2011. The operating income for the Water and Sewer Fund decreased from \$6.3 million in 2010 to \$6 million in 2011.

In March 2009, the City issued \$8,485,000 Water and Sewer Revenue Refunding Bonds, Series 2009 to refund a portion of the 1999 Water and Sewer Revenue Improvement Bonds. With this 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 aa1. 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 and Sewer Fund (Historical)
Long-Range Financial Plan
(\$ in thousands)

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Revenue					
Water sales	\$ 22,922	\$ 23,466	\$ 28,165	\$ 27,993	\$ 28,648
Sewer service charges	13,764	15,344	17,027	16,692	17,378
Other operating revenues	2,376	2,288	4,775	2,592	2,262
Interest income	2,972	2,506	2,183	1,489	531
Gross revenues	\$ 42,034	\$ 43,604	\$ 52,150	\$ 48,767	\$ 48,819
Operating Expenses					
Administration expenses	\$ 10,131	\$ 10,172	\$ 9,219	\$ 9,429	10,169
Water system	16,230	15,333	17,709	15,314	15,183
Sewer system	6,558	8,101	6,659	6,025	6,272
Total operating expenses	\$ 32,919	\$ 33,606	\$ 33,587	\$ 30,768	\$ 31,624
Net revenues available for debt service	\$ 9,115	\$ 9,998	\$ 18,563	\$ 17,999	\$ 17,195
Allowable system development charges	\$ 1,557	\$ 1,557	\$ 965	\$ 427	\$ 457
Total revenue available for debt service	\$ 10,672	\$ 11,555	\$ 19,528	\$ 18,426	\$ 17,652

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.

The increased costs of chemicals and electricity continue to have a significant impact on this fund. An additional 2% electric surcharge was instituted on October 1, 2008 to cover a recent rate increase from FPL. The fund should be financially stable over the life of the Plan.

Recommendation

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 drought restrictions that limit water usage.



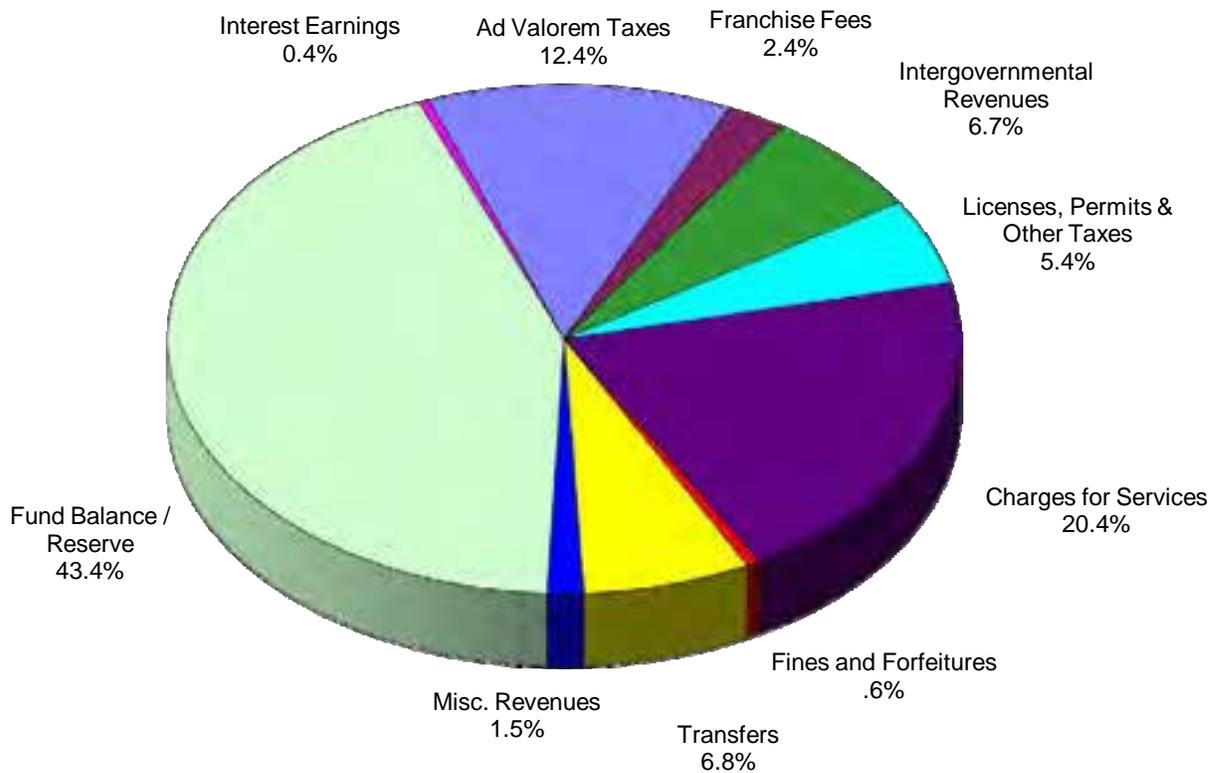
Sources of Funds Fiscal Year 2012 - 2013

FUND DESCRIPTION	MILLAGE	CURRENT AD VALOREM TAXES	FRANCHISE FEES	LICENSES	INTER-	CHARGES
	CITY			& PERMITS, OTHER TAXES	GOVERNMENTAL REVENUES	FOR SERVICES
GENERAL-OPERATING	3.1713	\$ 50,178,700	\$ 12,785,000	\$ 24,852,300	\$ 12,594,400	\$ 23,034,700
COMMUNITY DEVELOPMENT BLOCK GRANT		-	-	-	1,400,700	-
STATE & FEDERAL GRANTS		-	-	-	727,700	-
HOUSING ASSISTANCE TRUST		-	-	-	-	-
LAW ENFORCEMENT TRUST FUND		-	-	-	-	-
TRANSPORTATION		-	-	-	1,978,000	-
BEAUTIFICATION		-	-	2,390,200	-	-
GREATER BR BEACH & PARK DISTRICT		-	-	-	17,818,400	2,543,300
TAX INCREMENT BONDS- UTIL TAX		-	-	-	-	-
BOND SINKING	0.3125	4,938,900	-	-	-	-
RIGHT-OF-WAY ACQUISITION		-	-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS		-	-	-	-	-
LIBRARY IMPROVEMENT		-	-	-	-	-
CAPITAL IMPROVEMENTS PROGRAM	0.2387	3,890,300	-	1,361,900	849,800	-
DOWNTOWN INFRASTRUCTURE		-	-	-	-	-
LAND DEDICATION		-	-	-	-	-
DOWNTOWN LAND DEDICATION		-	-	-	-	-
SANITATION		-	-	-	-	7,394,500
STORMWATER UTILITY		-	-	-	-	2,200,000
WATER/SEWER OPERATING		-	-	-	-	49,410,200
WATER/SEWER SINKING		-	-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT		-	-	-	-	-
WATER IMPACT		-	-	-	-	1,267,600
SEWER IMPACT		-	-	-	-	1,137,900
CEMETERY/MAUSOLEUM		-	-	-	-	106,500
GOLF COURSE		-	-	-	-	-
GOLF COURSE RENEWAL & REPLACEMENT		-	-	-	-	224,100
INFORMATION SERVICES		-	-	-	-	4,173,300
MOTOR POOL		-	-	-	-	1,131,000
WORKER'S COMPENSATION SELF INSURANCE		-	-	-	-	1,745,200
GROUP MEDICAL SELF INSURANCE		-	-	-	-	10,791,600
LIABILITY SELF INSURANCE		-	-	-	-	1,906,600
CEMETERY PERPETUAL CARE		-	-	-	-	27,300
MAUSOLEUM PERPETUAL CARE		-	-	-	-	65,100
COMMUNITY REDEVELOPMENT AGENCY		6,177,300	-	-	-	400,500
TOTAL CITY-WIDE:	3.7225	\$ 65,185,200	\$ 12,785,000	\$ 28,604,400	\$ 35,369,000	\$ 107,559,400

Sources of Funds Fiscal Year 2012 - 2013

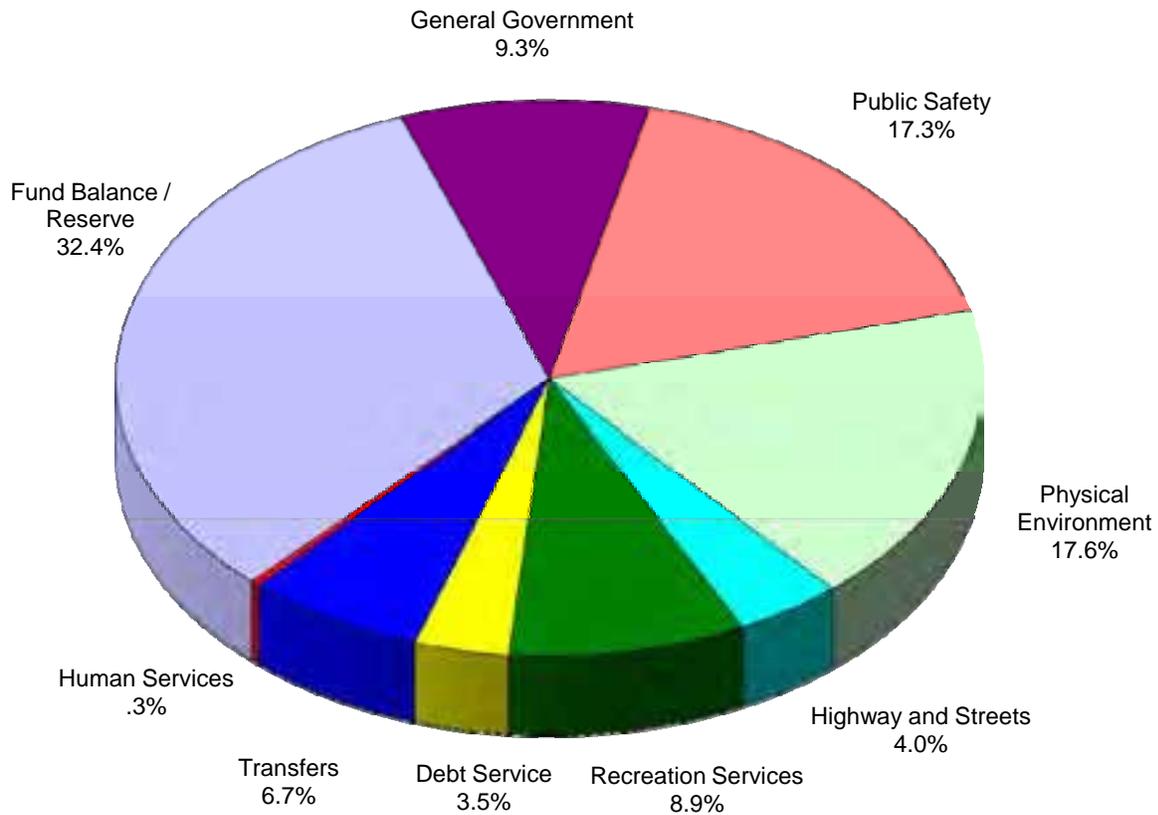
FUND DESCRIPTION	FINES AND FORFEITURES	MISC. REVENUES	INTEREST EARNINGS	OPERATING	TRANSFERS	BEGINNING	TOTAL
				SUB TOTAL		FUND BALANCE/ RESERVE	
GENERAL-OPERATING	\$ 1,910,200	\$ 215,000	\$ 500,000	\$ 126,070,300	\$ 20,000	\$ 47,565,300	\$ 173,655,600
COMMUNITY DEVELOPMENT BLOCK GRANT	-	-	-	1,400,700	-	-	1,400,700
STATE & FEDERAL GRANTS	-	-	-	727,700	-	-	727,700
HOUSING ASSISTANCE TRUST	-	-	-	-	-	353,800	353,800
LAW ENFORCEMENT TRUST FUND	300,000	-	10,000	310,000	-	1,102,300	1,412,300
TRANSPORTATION	-	-	75,000	2,053,000	-	5,280,600	7,333,600
BEAUTIFICATION	-	6,000	5,000	2,401,200	1,475,000	407,700	4,283,900
GREATER BR BEACH & PARK DISTRICT	-	-	-	20,361,700	-	-	20,361,700
TAX INCREMENT BONDS- UTIL TAX	-	-	30,000	30,000	-	6,171,100	6,201,100
BOND SINKING	-	-	5,000	4,943,900	2,067,100	243,100	7,254,100
RIGHT-OF-WAY ACQUISITION	-	-	15,000	15,000	-	2,298,600	2,313,600
ENVIRONMENTALLY SENSITIVE LANDS	-	-	20,000	20,000	-	1,046,000	1,066,000
LIBRARY IMPROVEMENT	-	-	-	-	-	484,300	484,300
CAPITAL IMPROVEMENTS PROGRAM	-	157,100	225,000	6,484,100	1,750,000	22,503,300	30,737,400
DOWNTOWN INFRASTRUCTURE	-	1,484,400	12,000	1,496,400	-	475,000	1,971,400
LAND DEDICATION	-	250,000	5,000	255,000	-	2,267,200	2,522,200
DOWNTOWN LAND DEDICATION	-	-	16,000	16,000	-	1,050,100	1,066,100
SANITATION	-	-	25,000	7,419,500	-	2,917,000	10,336,500
STORMWATER UTILITY	-	-	75,000	2,275,000	-	4,059,900	6,334,900
WATER/SEWER OPERATING	-	3,000	500,000	49,913,200	-	52,227,200	102,140,400
WATER/SEWER SINKING	-	-	-	-	2,499,400	8,344,600	10,844,000
WATER/SEWER RENEWAL & REPLACEMENT	-	-	-	-	15,340,000	11,617,200	26,957,200
WATER IMPACT	-	-	120,000	1,387,600	-	6,101,700	7,489,300
SEWER IMPACT	-	-	25,000	1,162,900	-	5,866,900	7,029,800
CEMETERY/MAUSOLEUM	-	39,400	1,800	147,700	523,700	464,900	1,136,300
GOLF COURSE	-	2,678,900	-	2,678,900	-	-	2,678,900
GOLF COURSE RENEWAL & REPLACEMENT	-	-	-	224,100	-	107,900	332,000
INFORMATION SERVICES	-	193,000	100,000	4,466,300	1,298,900	3,895,800	9,661,000
MOTOR POOL	-	1,540,000	150,000	2,821,000	939,000	12,192,600	15,952,600
WORKER'S COMPENSATION SELF INSURANCE	-	-	50,000	1,795,200	-	4,788,100	6,583,300
GROUP MEDICAL SELF INSURANCE	-	-	15,000	10,806,600	2,000,000	2,443,200	15,249,800
LIABILITY SELF INSURANCE	-	10,000	100,000	2,016,600	-	12,303,700	14,320,300
CEMETERY PERPETUAL CARE	-	-	9,400	36,700	-	1,768,100	1,804,800
MAUSOLEUM PERPETUAL CARE	-	-	16,800	81,900	-	3,256,400	3,338,300
COMMUNITY REDEVELOPMENT AGENCY	560,700	1,180,000	40,000	8,358,500	8,075,400	4,522,800	20,956,700
TOTAL CITY-WIDE:	\$ 2,770,900	\$ 7,756,800	\$ 2,146,000	\$ 262,176,700	\$ 35,988,500	\$ 228,126,400	\$ 526,291,600

SOURCES OF FUNDS CITY-WIDE FY 2012 - 2013



TOTAL SOURCES : \$526,291,600

**USES OF FUNDS
CITY-WIDE
FY 2012 - 2013**



TOTAL USES : \$526,291,600

Uses of Funds Fiscal Year 2012 - 2013

FUND DESCRIPTION	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAY AND STREETS	HUMAN SERVICES
GENERAL	\$ 20,884,200	\$ 78,841,700	\$ 701,000	\$ 16,597,600	\$ 9,348,900	\$ -
COMMUNITY DEVELOPMENT BLOCK GRANT	-	-	-	-	-	1,400,700
STATE & FEDERAL GRANTS	-	54,700	-	-	673,000	-
HOUSING ASSISTANCE TRUST	-	-	-	-	-	353,800
LAW ENFORCEMENT TRUST FUND	-	552,500	-	-	-	-
TRANSPORTATION	-	-	-	-	3,219,400	-
BEAUTIFICATION	-	-	-	4,257,200	-	-
GREATER BR BEACH & PARK DISTRICT	-	-	-	20,349,500	-	-
TAX INCREMENT BONDS UTILITY TAX	-	-	-	-	-	-
BOND SINKING	-	-	-	-	-	-
RIGHT-OF-WAY ACQUISITION	-	-	-	-	-	-
ENVIRONMENTALLY SENSITIVE LANDS	-	-	-	109,300	-	-
FIRE IMPROVEMENT	-	-	-	-	-	-
LIBRARY IMPROVEMENT	-	-	-	484,300	-	-
CAPITAL IMPROVEMENTS PROGRAM	177,200	10,875,600	840,900	1,103,000	4,307,500	-
DOWNTOWN INFRASTRUCTURE	2,000	-	-	-	-	-
LAND DEDICATION	-	-	-	-	-	-
DOWNTOWN LAND DEDICATION	-	-	-	-	-	-
SANITATION	-	-	7,128,300	-	1,358,000	-
STORMWATER UTILITY	-	-	4,610,200	-	-	-
WATER/SEWER OPERATING	1,979,900	-	55,339,300	-	-	-
WATER/SEWER SINKING	-	-	-	-	-	-
WATER/SEWER RENEWAL & REPLACEMENT	-	-	22,901,600	-	-	-
WATER/SEWER CIP BOND	-	-	-	-	-	-
WATER IMPACT	-	-	900,000	-	-	-
SEWER IMPACT	-	-	-	-	-	-
CEMETERY/MAUSOLEUM	-	-	-	751,500	-	-
GOLF COURSE	-	-	-	2,650,900	-	-
GOLF COURSE RENEWAL & REPLACEMENT	-	-	-	182,100	-	-
INFORMATION SERVICES	5,850,600	-	-	-	-	-
MOTOR POOL	-	958,700	-	125,700	2,152,400	-
WORKER'S COMPENSATION SELF INSURANCE	1,955,100	-	-	-	-	-
GROUP MEDICAL SELF INSURANCE	13,353,300	-	-	-	-	-
LIABILITY SELF INSURANCE	2,290,000	-	-	-	-	-
CEMETERY PERPETUAL CARE	-	-	-	-	-	-
MAUSOLEUM PERPETUAL CARE	-	-	-	-	-	-
COMMUNITY REDEVELOPMENT AGENCY	2,283,900	-	-	-	-	-
TOTAL CITY-WIDE:	\$48,776,200	\$91,283,200	\$92,421,300	\$46,611,100	\$21,059,200	\$1,754,500

Uses of Funds Fiscal Year 2012 - 2013

FUND DESCRIPTION	OPERATING			ENDING	TOTAL BUDGET
	DEBT SERVICE	SUB TOTAL	INTERFUND TRANSFERS	FUND BALANCE /RESERVE	
GENERAL	\$ -	\$ 126,373,400	\$ 1,475,000	\$ 45,807,200	\$ 173,655,600
COMMUNITY DEVELOPMENT BLOCK GRANT	-	1,400,700	-	-	1,400,700
STATE & FEDERAL GRANTS	-	727,700	-	-	727,700
HOUSING ASSISTANCE TRUST	-	353,800	-	-	353,800
LAW ENFORCEMENT TRUST FUND	-	552,500	-	859,800	1,412,300
TRANSPORTATION	-	3,219,400	-	4,114,200	7,333,600
BEAUTIFICATION	-	4,257,200	4,000	22,700	4,283,900
GREATER BR BEACH & PARK DISTRICT	-	20,349,500	12,200	-	20,361,700
TAX INCREMENT BONDS UTILITY TAX	-	-	-	6,201,100	6,201,100
BOND SINKING	7,055,000	7,055,000	-	199,100	7,254,100
RIGHT-OF-WAY ACQUISITION	-	-	-	2,313,600	2,313,600
ENVIRONMENTALLY SENSITIVE LANDS	-	109,300	-	956,700	1,066,000
FIRE IMPROVEMENT	-	-	-	-	-
LIBRARY IMPROVEMENT	-	484,300	-	-	484,300
CAPITAL IMPROVEMENTS PROGRAM	-	17,304,200	3,644,600	9,788,600	30,737,400
DOWNTOWN INFRASTRUCTURE	-	2,000	1,396,900	572,500	1,971,400
LAND DEDICATION	-	-	-	2,522,200	2,522,200
DOWNTOWN LAND DEDICATION	-	-	-	1,066,100	1,066,100
SANITATION	-	8,486,300	4,800	1,845,400	10,336,500
STORMWATER UTILITY	-	4,610,200	-	1,724,700	6,334,900
WATER/SEWER OPERATING	-	57,319,200	16,840,000	27,981,200	102,140,400
WATER/SEWER SINKING	5,011,600	5,011,600	-	5,832,400	10,844,000
WATER/SEWER RENEWAL & REPLACEMENT	-	22,901,600	71,500	3,984,100	26,957,200
WATER/SEWER CIP BOND	-	-	-	-	-
WATER IMPACT	-	900,000	428,900	6,160,400	7,489,300
SEWER IMPACT	-	-	570,500	6,459,300	7,029,800
CEMETERY/MAUSOLEUM	-	751,500	-	384,800	1,136,300
GOLF COURSE	-	2,650,900	-	28,000	2,678,900
GOLF COURSE RENEWAL & REPLACEMENT	-	182,100	2,000	147,900	332,000
INFORMATION SERVICES	-	5,850,600	-	3,810,400	9,661,000
MOTOR POOL	-	3,236,800	-	12,715,800	15,952,600
WORKER'S COMPENSATION SELF INSURANCE	-	1,955,100	-	4,628,200	6,583,300
GROUP MEDICAL SELF INSURANCE	-	13,353,300	-	1,896,500	15,249,800
LIABILITY SELF INSURANCE	-	2,290,000	2,000,000	10,030,300	14,320,300
CEMETERY PERPETUAL CARE	-	-	208,400	1,596,400	1,804,800
MAUSOLEUM PERPETUAL CARE	-	-	315,300	3,023,000	3,338,300
COMMUNITY REDEVELOPMENT AGENCY	6,514,000	8,797,900	8,075,400	4,083,400	20,956,700
TOTAL CITY-WIDE:	\$18,580,600	\$320,486,100	\$35,049,500	\$170,756,000	\$526,291,600

(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.

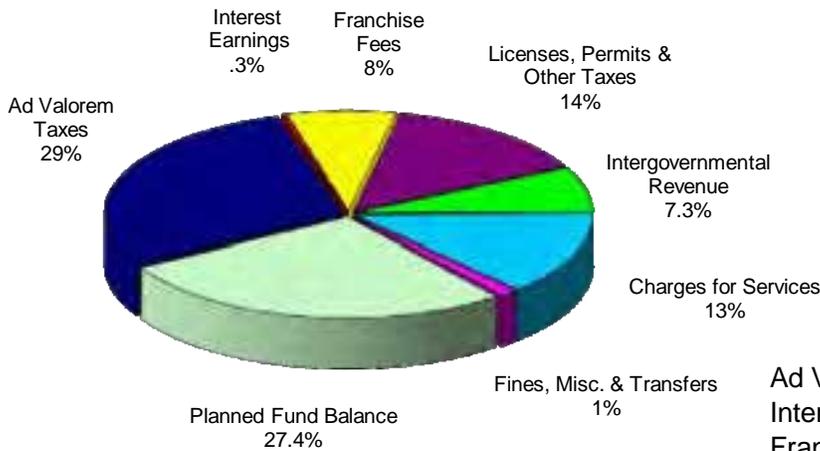
(3) Enterprise funds ending Retained Earnings are comprised of available cash for future appropriation as well as funds that are reserved to satisfy bond covenants.

(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.

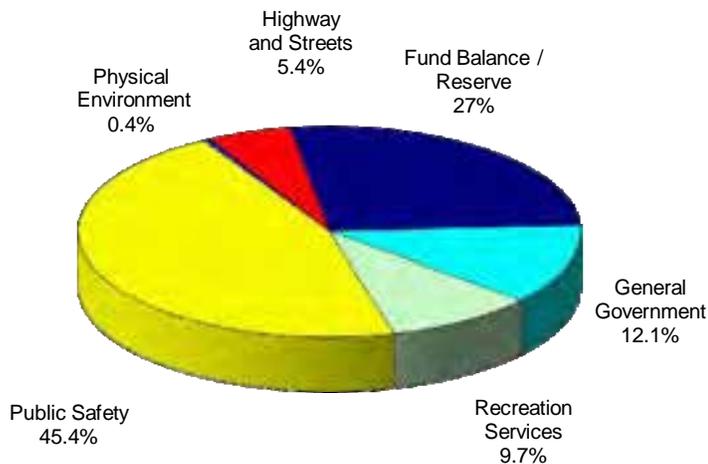
(6) Ending Retained Earnings refers to the funds available for future appropriation.

Fiscal Year 2012 - 2013 General Fund Revenues



Ad Valorem Taxes	\$ 50,178,700
Interest Earnings	500,000
Franchise Fees	12,785,000
Licenses, Permits & Other Taxes	24,852,300
Intergovernmental Revenue	12,594,400
Charges for Services	23,034,700
Fines, Misc. & Transfers	2,145,200
Planned Fund Balance	<u>47,565,300</u>
	<u>\$ 173,655,600</u>

General Fund Expenditures



Physical Environment	\$ 701,000
Highway and Streets	9,348,900
Fund Balance / Reserve	45,807,200
General Government	20,884,200
Recreation Services	16,597,600
Public Safety	<u>78,841,700</u>
	<u>\$ 173,655,600</u>

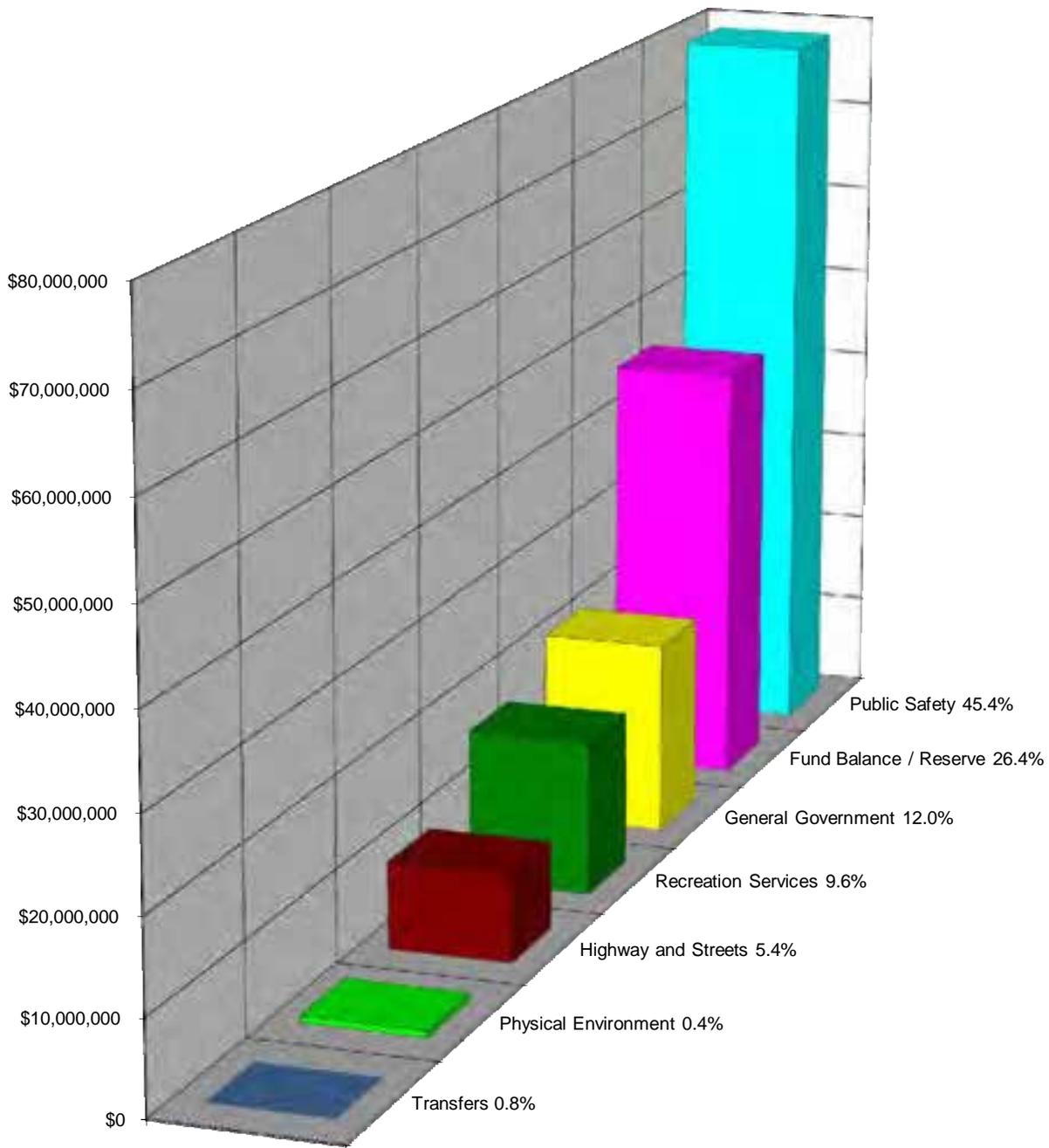
GENERAL FUND OPERATING

REVENUE SUMMARY				
	ACTUAL 2010-11	APPROVED BUDGET 2011-12	REVISED 2011-12	APPROVED BUDGET 2012-13
Ad Valorem Taxes	\$43,401,832	\$45,268,700	\$45,268,700	\$50,258,700
Other Taxes	31,933,687	28,545,000	28,545,000	29,611,000
Licenses & Permits	8,578,335	7,694,800	7,694,800	7,946,300
Intergovernmental Revenue	12,728,322	12,514,700	12,811,000	12,594,400
Charges for Services	10,903,318	12,957,800	13,448,100	15,054,500
Fines & Forfeitures	7,306,334	8,102,900	8,102,900	8,844,300
Miscellaneous Revenue	1,201,481	1,866,700	1,501,200	1,761,100
Transfers	1,020,000	20,000	20,000	20,000
Fund Balance/Retained Earnings	46,924,539	43,449,400	44,157,600	47,565,300
TOTAL REVENUES	\$163,997,847	\$160,420,000	\$161,549,300	\$173,655,600

EXPENDITURE SUMMARY				
	ACTUAL 2010-11	APPROVED BUDGET 2011-12	REVISED 2011-12	APPROVED BUDGET 2012-13
City Council	\$326,577	\$296,900	\$296,600	\$281,800
City Manager	3,458,162	\$4,367,200	4,411,600	4,453,500
City Attorney	1,039,855	1,079,100	1,079,100	1,116,300
Financial Services	2,692,544	2,773,500	2,808,000	3,035,200
Development Services	5,156,375	5,580,400	5,613,100	5,912,700
Police Services	36,899,537	37,012,100	37,283,400	39,161,400
Fire-Rescue Services	34,849,424	37,024,400	37,235,700	39,680,300
Municipal Services	9,299,670	9,775,700	10,056,600	10,049,900
Recreation Services	16,530,333	16,114,400	16,312,100	16,597,600
Non-Divisional	6,973,588	4,262,900	4,394,400	6,084,700
Transfers	200,000	-	-	1,475,000
Reserve	46,571,782	42,133,400	42,058,700	45,807,200
TOTAL EXPENDITURES	\$163,997,847	\$160,420,000	\$161,549,300	\$173,655,600

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 2008-09	ACTUAL FY 2009-10	ACTUAL FY 2010-11	REVISED FY 2011-12	APPROVED FY 2012-13
Ad Valorem Taxes	47,973,867	45,465,500	43,401,832	45,268,700	50,258,700
Other Taxes	35,116,512	33,299,400	31,933,687	28,545,000	29,611,000
Licenses & Permits	9,209,463	9,303,800	8,578,335	7,694,800	7,946,300
Intergovernmental Revenue	10,129,954	14,609,700	12,728,322	12,811,000	12,594,400
Charges for Services	13,574,188	14,521,800	10,903,318	13,448,100	15,054,500
Fines & Forfeitures	1,469,912	1,849,600	7,306,334	8,102,900	8,844,300
Miscellaneous Revenue	2,134,109	1,918,300	1,201,481	1,501,200	1,761,100
TOTAL GENERAL FUND	119,608,005	120,968,100	116,053,309	117,371,700	126,070,300
Utility Service Taxes	-	2,471,963	2,365,687	2,349,000	2,390,200
Federal Grants	2,166,433	2,632,294	1,548,366	2,374,900	1,455,400
Shared Rev/Local Unit	11,517,915	12,108,523	13,091,906	20,201,700	17,818,400
State Grants	711,164	3,001,251	560,816	1,796,900	673,000
Program Income	12,484	-	-	25,000	-
Court Cases	58,774	344,615	292,892	275,000	300,000
Local Option Fuel Tax	1,976,752	1,957,960	1,908,137	1,939,600	1,978,000
Culture-Recreation	2,376,693	2,336,995	2,238,272	2,574,500	2,543,300
Interest Earnings	499,082	277,803	132,756	205,000	120,000
Other Misc Revenues	-	62,800	27,319	6,000	6,000
Contributions/Donations	-	-	-	-	-
Total Special Revenue	19,319,297	22,722,241	22,166,151	31,747,600	27,284,300
Ad Valorem Taxes	5,314,800	5,471,100	6,083,201	5,609,900	4,938,900
Bond Proceeds	-	-	-	-	-
Interest Earnings	28,613	62,423	19,873	40,000	5,000
Other Misc Revenues	-	-	-	-	-
Total Debt Service	5,343,413	5,533,523	6,103,074	5,649,900	4,943,900
Ad Valorem Taxes	8,474,980	6,115,614	4,760,625	3,924,700	3,890,300
Utility Service Taxes	-	1,318,452	1,311,300	1,284,000	1,361,900
Sales And Compensation	557,730	36,455	-	-	-
State & Federal Grants	-	50,986	450,987	529,500	370,700
State Shared Revenues	14,514	74,214	-	-	-
Shared Rev/Local Unit	496,410	5,007,038	2,033,660	1,008,700	479,100
Special Assessments	1,194,209	1,170,055	1,199,953	1,172,600	1,484,400
Interest Earnings	1,229,396	726,932	362,541	353,400	293,000
Contributions/Donations	983,460	1,813,044	662,807	1,225,000	407,100
Other Misc Revenues	-	-	-	30,000	-
Bond Proceeds	-	13,502,248	-	-	-
Total Capital Improvement Program	12,950,699	29,815,038	10,781,873	9,527,900	8,286,500
Physical Environment	51,202,919	50,892,527	56,874,285	57,146,600	59,111,200
Special Assessments	1,228,553	4,448,979	882,069	2,475,500	2,405,500
Sales And Compensation	130,482	145,776	157,715	168,700	121,400
Shared Rev/Local Unit	198,140	245,427	267,588	267,500	297,200
Culture-Recreation	2,568,751	2,542,700	2,196,198	2,606,100	2,520,300
Interest Earnings	2,099,950	1,327,500	1,180,001	1,382,200	746,800
Other Misc Revenues	17,091	53,200	30,973	6,600	6,500
Total Enterprise Fund	57,445,886	59,656,109	61,588,829	64,053,200	65,208,900
Sales And Compensation	99,127	52,000	187,932	60,000	60,000
Central Data Proc Svc	3,056,620	3,606,000	3,501,000	3,937,000	4,173,300
Motor Pool Srvcs	1,359,327	1,187,200	1,160,963	1,213,800	1,131,000
Other Intragov'tl Svc	13,556,376	13,062,300	14,351,094	12,894,000	13,510,400
General Government	1,963,495	2,143,000	2,038,495	2,388,500	2,433,000
Interest Earnings	821,562	825,000	300,209	515,000	415,000
Other Misc Revenues	228	40,200	115,270	20,000	183,000
Federal Grants	-	-	250,510	200,000	-
Total Interservice	20,856,735	20,915,700	21,905,473	21,228,300	21,905,700
Physical Environment	92,130	137,200	182,200	180,000	92,400
Interest Earnings	178,666	537,100	299,484	170,900	66,200
Fees	6,753,342	6,562,000	7,169,901	6,879,400	7,138,500
Other Misc Revenues	1,300,512	1,180,000	1,180,000	1,180,000	1,180,000
Total Perpetual Care Funds	8,324,650	8,416,300	8,831,585	8,410,300	8,477,100
TOTAL OTHER CITY FUNDS	124,240,680	147,058,911	131,376,985	140,617,200	136,106,400
TOTAL ALL FUNDS	243,848,685	268,027,011	247,430,294	257,988,900	262,176,700

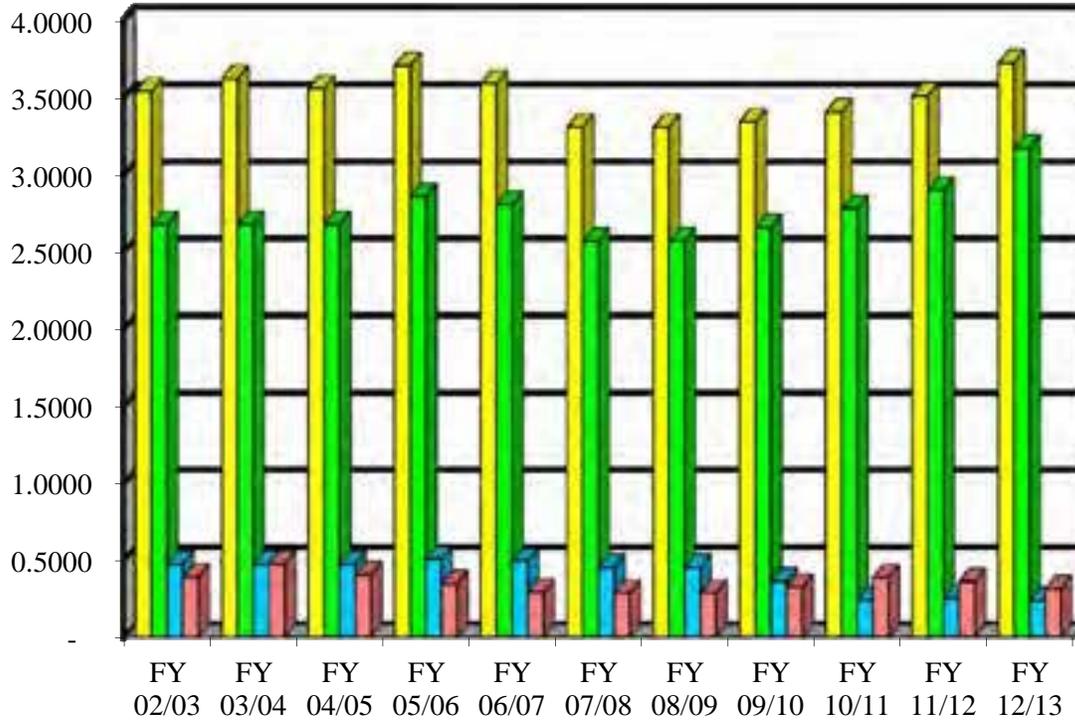
NOTE: This chart excludes reserves, depreciation and other interfund transfers.

HISTORICAL SUMMARY OPERATING EXPENDITURES

FUNDS	ACTUAL FY 2008-09	ACTUAL FY 2009-10	ACTUAL FY 2010-11	REVISED FY 2011-12	APPROVED FY 2012-13
City Council	302,490	314,512	326,577	296,600	281,800
City Manager	3,344,998	3,017,836	3,458,162	4,411,600	4,453,500
City Attorney	975,220	905,068	1,039,855	1,079,100	1,116,300
Financial Services	2,889,307	2,585,934	2,692,544	2,808,000	3,035,200
Development Services	6,363,978	6,183,706	5,156,375	5,613,100	5,912,700
Police Services	34,715,936	36,630,310	36,899,537	37,283,400	39,161,400
Fire/Rescue Services	32,954,433	33,845,743	34,849,424	37,235,700	39,680,300
Municipal Services	9,865,379	9,677,540	9,299,670	10,056,600	10,049,900
Recreation Services	17,270,317	17,394,449	16,530,333	16,312,100	16,597,600
Non-Divisional	7,156,748	7,402,897	6,973,588	4,394,400	6,084,700
TOTAL GENERAL FUND	115,838,806	117,957,995	117,226,065	119,490,600	126,373,400
Community Devel. Block Grant	319,460	1,367,799	228,698	1,320,000	1,400,700
Law Enforcement Trust Fund	610,966	435,167	407,550	731,600	552,500
Housing Assistance Trust	991,638	516,658	168,639	409,000	353,800
State and Federal Grant Fund	1,925,693	4,679,289	1,142,676	2,651,400	727,700
Transportation	1,929,123	4,786,000	1,633,906	4,302,800	3,219,400
ROW Beautification	3,395,214	3,274,407	3,547,976	3,425,000	4,257,200
Beach & Park District	13,607,876	13,854,276	15,308,644	21,345,900	20,349,500
Debt Service	18,864,907	7,624,548	7,947,189	25,050,800	7,055,000
Environmentally Sensitive Land	226,499	-	-	150,000	109,300
Capital Improvement Program	8,606,043	17,491,594	5,607,351	14,460,600	17,304,200
Downtown Infrastructure	1,092,360	744,145	2,933,798	589,700	2,000
Library Bond	7,224,337	271,497	293,910	10,950,600	484,300
Land Dedication	1,232,446	3,498,000	-	-	-
Downtown Land Dedication	4,505	337,594	-	-	-
Sanitation	5,855,296	5,365,554	5,914,342	7,841,800	8,486,300
Stormwater Utility	1,735,794	1,078,586	1,423,327	5,383,000	4,610,200
Water & Sewer Operating	44,903,844	21,868,376	26,651,189	56,301,800	57,319,200
Water & Sewer Sinking	2,152,093	1,948,455	1,830,247	4,988,900	5,011,600
Water & Sewer Renew & Replmnt	965,068	6,773,501	1,801,758	17,070,600	22,901,600
Water & Sewer CIP Bond	-	2,639,189	2,870,042	-	-
Water Impact	1,127,315	401,235	312,470	3,839,300	900,000
Sewer Impact	904,456	-	-	72,800	-
Cemetery / Mausoleum	653,273	573,856	597,281	752,000	751,500
Golf Course Operating	2,934,782	2,807,991	2,793,719	2,759,200	2,650,900
Golf Course Renew & Replmnt	163,336	82,794	121,478	146,100	182,100
Information Services	5,230,235	4,673,023	5,318,642	5,618,900	5,850,600
Motor Pool	1,386,443	5,013,021	1,691,993	5,419,500	3,236,800
Workers Compensation Self Ins	1,486,287	2,084,351	1,586,124	1,941,100	1,955,100
Group Medical Insurance	9,091,066	9,580,964	10,337,497	11,148,500	13,353,300
Liability Self Insurance	4,037,645	2,977,494	1,642,546	2,019,600	2,290,000
Community Redevelopment Agency	6,870,599	9,913,799	12,044,164	9,748,600	8,797,900
TOTAL OTHER CITY FUNDS	149,528,599	136,663,163	116,157,156	220,439,100	194,112,700
TOTAL ALL FUNDS	265,367,405	254,621,158	233,383,221	339,929,700	320,486,100

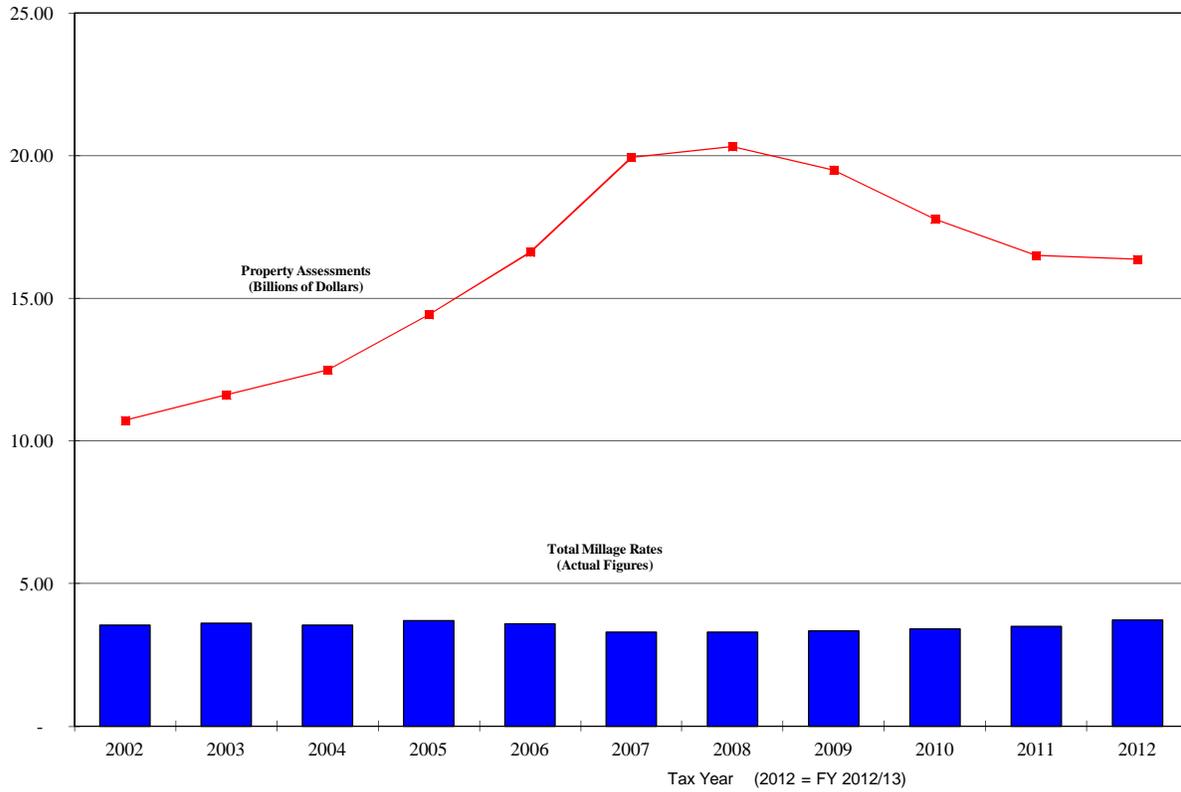
NOTE: This chart includes expenditures and transfers related to departmental operating costs; it excludes reserves, depreciation and other interfund transfers.

Comparison of Mills Levied Last Ten Years



	Total	Operating	CIP	Debt
FY 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
FY 09/10	3.3411	2.6576	0.3624	0.3211
FY 10/11	3.4059	2.7784	0.2416	0.3859
FY 11/12	3.5102	2.8980	0.2520	0.3602
FY 12/13	3.7225	3.1713	0.2387	0.3125

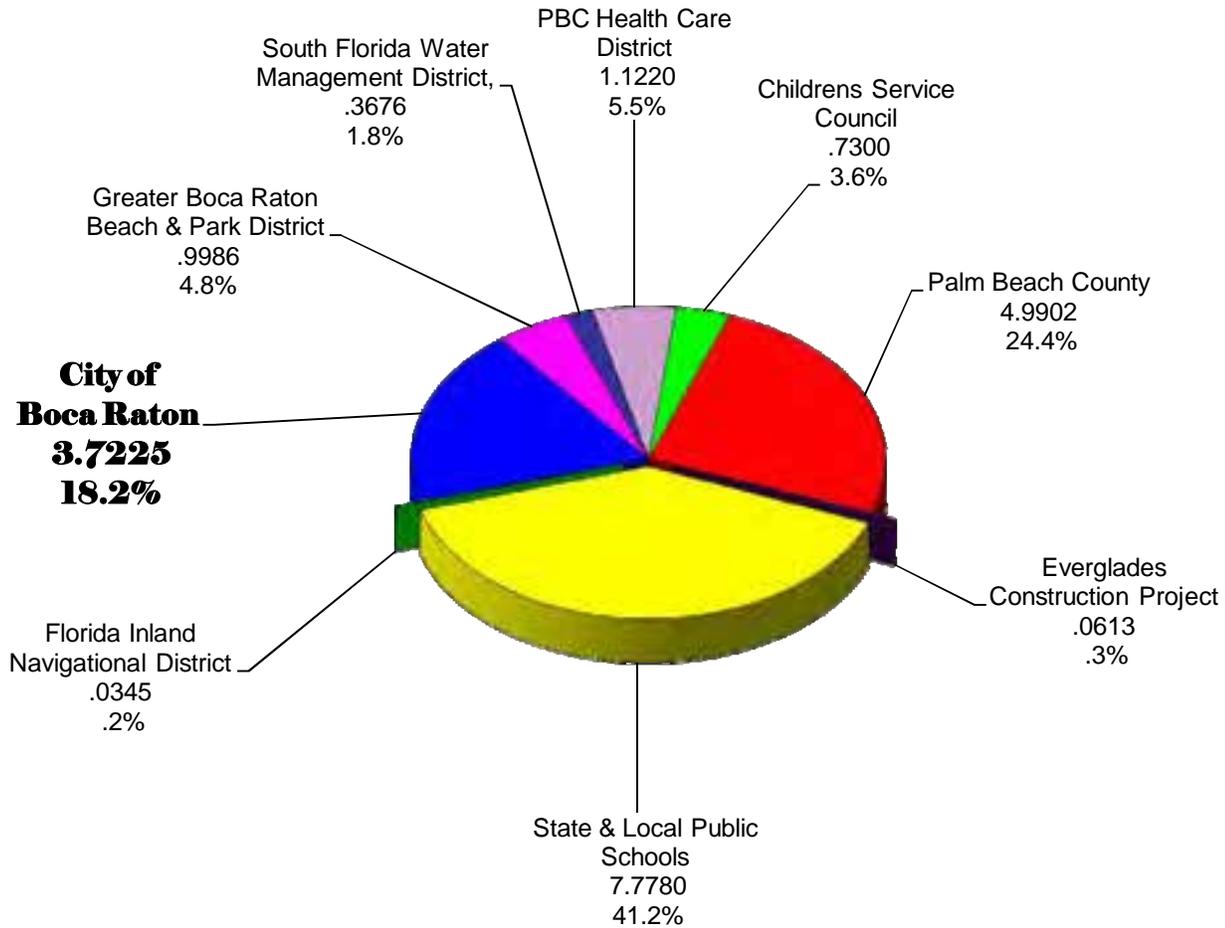
SCHEDULE OF ASSESSED VALUATION					
	FY 08 / 09	FY 09 / 10	FY 10 / 11	FY 11 / 12	FY 12 / 13
Land and Improvements	\$ 18,660,190,500	\$ 16,944,949,815	\$ 15,621,839,594	\$ 15,606,623,707	\$ 15,899,945,511
Personal Property	833,440,334	824,828,712	870,893,863	748,181,259	718,941,703
Railroad Assessment	9,645,416	9,725,478	8,268,299	8,469,034	8,196,305
TOTAL	\$ 19,503,276,250	\$ 17,779,504,005	\$ 16,501,001,756	\$ 16,363,274,000	\$ 16,627,083,519



SCHEDULE OF MILLAGE RATES					
	FY 08 / 09	FY 09 / 10	FY 10 / 11	FY 11 / 12	FY 12 / 13
Operations	2.5670	2.6576	2.7784	2.8980	3.1713
Capital Improvement Prgm	0.4530	0.3624	0.2416	0.252	0.2387
Debt Service	0.2857	0.3211	0.3859	0.3602	0.3125
TOTAL MILLAGE	3.3057	3.3411	3.4059	3.5102	3.7225

2012 Tax Bill
(Funds FY 2012 / 2013)

By Taxing Authority - Use



Taxes Based Upon Taxable Value of \$300,000

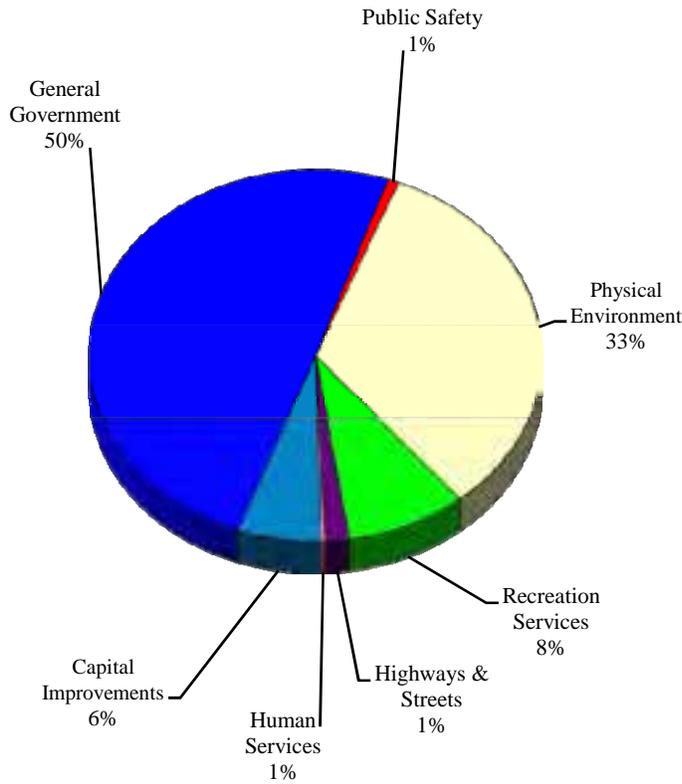
Total Ad Valorem Taxes = \$ 6,135.86

Total Millage = 19.8047

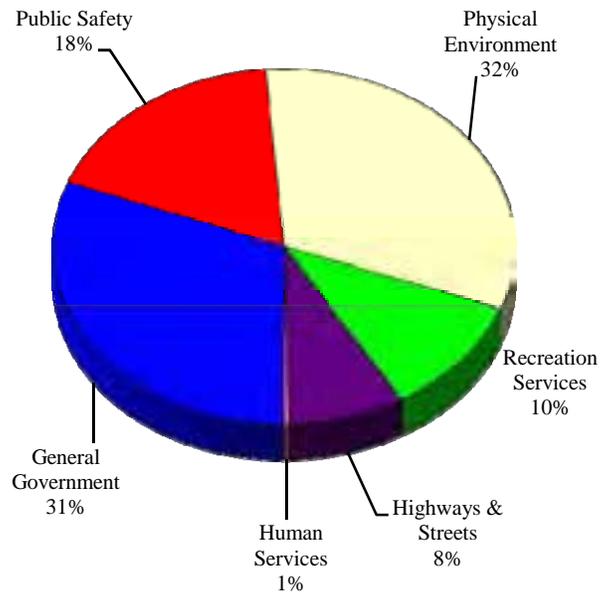


PROGRAM BUDGET FY 2012-2013

REVENUES



EXPENDITURES



Program Revenues	
General Government	\$ 261,410,300
Public Safety	4,141,900
Physical Environment	173,475,000
Recreation Services	45,287,300
Highways & Streets	8,875,700
Human Services	1,754,500
Capital Improvements	31,346,900
Total Revenues	\$ 526,291,600

Program Expenditures	
General Government	\$ 162,380,000
Public Safety	94,145,200
Physical Environment	168,109,000
Recreation Services	56,900,800
Highways & Streets	43,002,100
Human Services	1,754,500
Total Expenditures	\$ 526,291,600

REVENUE BY PROGRAM

REVENUES	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	CAPITAL IMPROVEMENTS	TOTAL BUDGET
Ad Valorem Taxes	\$ 56,357,100	\$ 1,228,800	\$ 2,342,900	\$ 1,366,100			\$ 3,890,300	\$ 65,185,200
Franchise Fees	12,785,000							12,785,000
Licenses & Permits, Other Taxes	28,604,400							28,604,400
Intergovernmental Revenues	12,594,400	727,700		17,818,400	\$ 1,978,000	\$ 1,400,700	849,800	35,369,000
Charges for Services	42,782,400		61,410,200	3,366,800				107,559,400
Fines and Forfeitures	2,470,900	300,000						2,770,900
Misc. Revenues	3,138,000		3,000	2,974,300	-	-	1,641,500	7,756,800
Interest Earnings	985,000	11,700	745,000	89,000	78,300	-	237,000	2,146,000
Transfers	12,333,300	690,200	17,839,400	1,998,700	1,376,900		1,750,000	35,988,500
Fund Balance/Reserve	89,359,800	1,183,500	91,134,500	17,674,000	5,442,500	353,800	22,978,300	228,126,400
Total City-Wide	\$ 261,410,300	\$ 4,141,900	\$ 173,475,000	\$ 45,287,300	\$ 8,875,700	\$ 1,754,500	\$ 31,346,900	\$ 526,291,600

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 22% of the total General Government revenues.

The second largest program revenue is the Physical Environment program, which generates 33% 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
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FUND	GENERAL GOVERNMENT	PUBLIC SAFETY	PHYSICAL ENVIRONMENT	RECREATION SERVICES	HIGHWAYS & STREETS	HUMAN SERVICES	TOTAL BUDGET
General	\$ 68,166,400	\$ 78,841,700	\$ 701,000	\$ 16,597,600	\$ 9,348,900		\$ 173,655,600
Special Revenue	6,201,100	1,467,000		24,645,600	8,006,600	\$ 1,754,500	42,074,800
Debt Service	7,880,100	2,002,200	7,354,600		1,542,800		18,779,700
Capital Projects	17,895,400	10,875,600	840,900	6,241,600	4,307,500		40,161,000
Enterprise	1,979,900		159,212,500	4,147,200	4,928,100		170,267,700
Internal Service	45,814,400	958,700		125,700	14,868,200		61,767,000
Trust and Agency	14,442,700			5,143,100			19,585,800
Total Program	\$ 162,380,000	\$ 94,145,200	\$ 168,109,000	\$ 56,900,800	\$ 43,002,100	\$ 1,754,500	\$ 526,291,600

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 General Government program. The General Government program includes the day to day activities of the City, the Internal Service funds, Insurance Funds, a portion of the Capital Improvement program and the Community Redevelopment Agency.

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	\$ 281,800						\$ 281,800
City Manager	4,453,500						4,453,500
City Attorney	1,116,300						1,116,300
Financial Services	3,035,200						3,035,200
Development Services	5,912,700						5,912,700
Police Services		\$ 39,161,400					39,161,400
Fire/Rescue Services		39,680,300					39,680,300
Engineering Services					\$ 369,500		369,500
Municipal Services			\$ 701,000		8,979,400		9,680,400
Recreation Services				\$ 16,597,600			16,597,600
Non-Divisional	6,084,700						6,084,700
Housing						\$ 1,754,500	1,754,500
Law Enforcement Trust		552,500					552,500
State & Federal Grants		54,700			673,000		727,700
Transportation					3,219,400		3,219,400
Beautification Maintenance				4,257,200			4,257,200
Beach & Parks District				20,349,500			20,349,500
Capital Improvement Program	179,200	10,875,600	840,900	1,696,600	4,307,500		17,899,800
Sanitation			7,128,300		1,358,000		8,486,300
Stormwater Utility			4,610,200				4,610,200
Water & Sewer	1,979,900		79,140,900				81,120,800
Cemetery / Mausoleum				751,500			751,500
Golf Course				2,833,000			2,833,000
Information Services	5,850,600						5,850,600
Motor Pool		958,700		125,700	2,152,400		3,236,800
Insurance	17,598,400						17,598,400
Community Redevelopment	2,283,900						2,283,900
Total Operating	\$ 48,776,200	\$ 91,283,200	\$ 92,421,300	\$ 46,611,100	\$ 21,059,200	\$ 1,754,500	\$ 301,905,500
Debt Service	7,880,100	1,935,700	7,354,600	-	1,410,200	-	18,580,600
Transfers	16,591,900	-	17,915,700	541,900		-	35,049,500
Reserves	89,131,800	926,300	50,417,400	9,747,800	20,532,700	-	170,756,000
Total Program	\$ 162,380,000	\$ 94,145,200	\$ 168,109,000	\$ 56,900,800	\$ 43,002,100	\$ 1,754,500	\$ 526,291,600

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 2010-2011 ACTUAL	FY 2011-2012 BUDGET	FY 2012-2013 BUDGET
City Council	\$ 326,577	\$ 296,900	\$ 281,800
City Manager	3,458,162	4,367,200	4,453,500
City Attorney	1,039,855	1,079,100	1,116,300
Financial Services	4,750,832	4,772,300	5,015,100
Development Services	5,156,375	5,580,400	5,912,700
Information Services	5,230,235	5,497,600	5,850,600
Insurance	14,614,998	15,082,900	17,598,400
Capital Improvements Program	7,880,396	177,800	179,200
Community Redevelopment	3,378,289	2,748,400	2,283,900
Total Departmental	\$ 45,835,719	\$ 39,602,600	\$ 42,691,500
Non-Divisional	6,973,588	4,262,900	6,084,700
Debt	12,090,505	10,270,400	7,880,100
Transfers	18,805,002	12,046,700	16,591,900
Reserves	62,195,619	91,256,700	89,131,800
Total Program Budget	\$ 145,900,433	\$ 157,439,300	\$ 162,380,000

General Government expenditures account for \$162,380,000 or 31% of the City's total program budget. The total General Government budget is increasing 3.0% from FY 2011-12 due to an increase in insurance costs and transfers to various funds.

PUBLIC SAFETY

PUBLIC SAFETY	FY 2010-2011 ACTUAL	FY 2011-2012 BUDGET	FY 2012-2013 BUDGET
Police Services	\$ 36,899,537	\$ 36,215,100	\$ 39,161,400
Fire Rescue	33,845,744	37,821,400	39,680,300
Law Enforcement Trust	407,550	706,300	552,500
State & Federal Grants		46,700	54,700
Capital Improvements Program	1,426,669	3,485,900	10,875,600
Motorpool		541,400	958,700
Total Departmental	\$ 72,579,500	\$ 78,816,800	\$ 91,283,200
Debt	1,080,434	2,054,600	1,935,700
Reserves	350,787	1,252,300	926,300
Total Program Budget	\$ 74,010,721	\$ 82,123,700	\$ 94,145,200

Public Safety represents \$94,145,200 or 17.8% of the total program expenditures. The total for FY 2012-2013 represents an increase of \$12,021,500 or 12.7% from FY 2011-12 due to the capital improvements scheduled.

PHYSICAL ENVIRONMENT

PHYSICAL ENVIRONMENT	FY 2010-2011 ACTUAL	FY 2011-2012 BUDGET	FY 2012-2013 BUDGET
Municipal Services	\$ 393,093	\$ 455,100	\$ 701,000
Sanitation	5,369,554	6,642,500	7,128,300
Stormwater Utility	1,650,338	4,593,800	4,610,200
Water & Sewer Operating	47,887,878	70,496,500	79,140,900
State & Federal Grants	4,036,175		
Capital Improvements Program	6,630,257	898,800	840,900
Total Departmental	\$ 65,967,295	\$ 83,086,700	\$ 92,421,300
Debt	2,733,830	5,507,100	7,354,600
Transfers	11,245,000	6,489,700	17,915,700
Reserves	83,161,854	46,382,600	50,417,400
Total Program Budget	\$ 163,107,979	\$ 141,466,100	\$ 168,109,000

The Physical Environment program of \$168,109,000 accounts for 31% of the total program budget. The Physical Environment operating program budget is increasing due to an increase in Water & Sewer operating costs.

RECREATION SERVICES

RECREATION SERVICES	FY 2010-2011 ACTUAL	FY 2011-2012 BUDGET	FY 2012-2013 BUDGET
Recreation Services	\$ 17,394,452	\$ 16,114,400	\$ 16,723,300
Beautification Maintenance	3,305,407	3,425,000	4,257,200
Beach & Parks District	13,854,276	18,225,200	20,349,500
Cemetery / Mausoleum	653,273	738,100	751,500
Golf Course Operating	3,098,118	2,894,000	2,833,000
Capital Improvements Program	5,005,857	1,317,100	1,696,600
Land Dedication	-	-	-
Environmentally Sensitive Land	-	150,000	-
Downtown Land Dedication	-	-	-
Library Improvement	-	10,376,300	-
Total Departmental	\$ 43,311,383	\$ 53,240,100	\$ 46,611,100
Debt	2,960,138	-	-
Transfers	493,600	1,805,800	541,900
Reserves	8,129,903	8,149,200	9,747,800
Total Program Budget	\$ 54,895,024	\$ 63,195,100	\$ 56,900,800

The Recreation program represents 11% of the total program budget. The decrease in this program is due to the onset of the Library construction.

HIGHWAYS AND STREETS

HIGHWAYS & STREETS	FY 2010-2011 ACTUAL	FY 2011-2012 BUDGET	FY 2012-2013 BUDGET
Municipal Services	\$ 8,675,922	\$ 8,913,400	\$ 8,979,400
Engineering Services	609,527	407,200	369,500
Transportation	1,378,079	3,103,000	3,219,400
Motor Pool	1,386,443	2,112,700	2,152,400
State & Federal Grants	68,536	442,000	673,000
Capital Improvement Program	2,133,229	4,191,400	4,307,500
Sanitation		616,100	1,358,000
Total Departmental	\$ 14,251,736	\$ 19,785,800	\$ 21,059,200
Debt	-	1,240,100	1,410,200
Transfers	11,948,161	-	-
Reserves	14,359,752	20,776,200	20,532,700
Total Program Budget	\$ 40,559,649	\$ 41,802,100	\$ 43,002,100

The Highway and Street program of \$21,059,200 represents 8.2% of the City's total program budget. The program is increasing due to an increase in transportation projects.

HUMAN SERVICES

HUMAN SERVICES	FY 2010-2011 ACTUAL	FY 2011-2012 BUDGET	FY 2012-2013 BUDGET
Community Develop. Block Grant	\$ 1,884,457	\$ 1,309,500	\$ 1,754,500
Total Departmental	\$ 1,884,457	\$ 1,309,500	\$ 1,754,500
Reserves	770,252	-	-
Total Program Budget	\$ 2,654,709	\$ 1,309,500	\$ 1,754,500

The Human Services budget of \$1,754,500 is .3% of the City's total program budget. The Human Services budget is increasing due to the rebudget process for new capital projects.



City of Boca Raton Vision 2027

Our *BEAUTY*,^(A) *CHOICE OF LIVABLE NEIGHBORHOODS*,^(B) *THRIVING DOWNTOWN* ^(C) and *ENVIRONMENTAL SUSTAINABILITY* ^(D) make Boca Raton – “A Quality Place to Live!”

Our *DIVERSE ECONOMY* ^(E) and *EDUCATIONAL OPPORTUNITIES FOR A LIFETIME* ^(F) make Boca Raton – “A Great Place to Work!”

Our *BEACH AND WATERWAYS*,^(G) *ARTS AND CULTURE* ^(H) and *RECREATIONAL CHOICES FOR OUR LEISURE TIME* ^(I) make Boca Raton – “An Outstanding Place to Play!”

THE PREMIER COMMUNITY

**The City is *FINANCIALLY SOUND*,^(J) provides *EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR COMMUNITY*,^(K) and *ENGAGES OUR RESIDENTS*.^(L)
A WORLD CLASS LOCAL GOVERNMENT**

Boca Raton Vision 2027

PRINCIPLE A

BEAUTY

► **Means**

1. Views of ocean and waterways
2. Well-landscaped, well-maintained streetscapes, medians and ROWs
3. Buildings with architectural character consistent with the community – regulations, codes and standards preserving the “Boca Character”
4. Unique, attractive gateways to Boca Raton
5. Open, green spaces throughout the city
6. Decorative street lights that are environmentally friendly and dark skies*
7. Trees providing shade throughout the city and residential neighborhoods

PRINCIPLE B

CHOICE OF LIVABLE NEIGHBORHOODS

► **Means**

1. Feeling safe in our homes and in our neighborhoods
2. Strong neighborhood organizations working in partnership with the City
3. Quality, well-maintained, single-family homes that are up to code
4. Preservation of neighborhood character and integrity
5. Walkable and pedestrian, bike friendly community
6. Trails connecting neighborhoods to parks and recreation venues

PRINCIPLE C

THRIVING DOWNTOWN

► **Means**

1. Regional destination for entertainment, events – special place for concerts, events, festivals and cultural arts
2. Stable restaurants and unique retail for residents and visitors to enjoy
3. Reasonable access and parking
4. Walkable area connecting various destinations in Downtown
5. Urban library with a variety of programs, activities and other amenities
6. Center for government, financial institutions and professional services
7. Intracoastal Waterway access – a gateway to Downtown
8. Buildings with architectural character

PRINCIPLE D

ENVIRONMENTAL SUSTAINABILITY

► **Means**

1. Using sustainable technology in the city operations and in the community
2. Use of renewable energy sources
3. Residents, businesses and educational institutions knowing, practicing environmental sustainability
4. Conserving natural resources

PRINCIPLE E

DIVERSE ECONOMY

► **Means**

1. High paying job opportunities for residents
2. Headquarters and regional offices for national corporations
3. Bio-tech research and manufacturing businesses linked to research hospitals
4. Major hospital and healthcare center
5. Convenient access to highway and transit systems for moving products and providing employee access
6. Regional economic center for Palm Beach County

PRINCIPLE F**EDUCATIONAL OPPORTUNITIES FOR A LIFETIME****► Means**

1. Strong partnership between the City and educational institutions
2. Educational programs aligned with businesses and 21st century job opportunities
3. Main campus of Florida Atlantic University – fully developed
4. Developing human capital to support economic growth
5. Excellent public schools (A-rated) and private schools: K-12
6. Technical colleges preparing the workforce
7. Educational institutions “spinning” off business and entrepreneurial opportunities, including sustainability businesses

PRINCIPLE G**BEACH AND WATERWAYS****► Means**

1. Clean, well-maintained shoreline and beach
2. Renourished beach
3. Commercial activities on the beach in specific locations
4. Sense of place along East Palmetto Park Road (East of Intracoastal) and preservation of historic buildings and homes
5. Convenient public access and parking
6. Accessible Intracoastal Waterway and canals
7. Expanded public access and vistas through Lake Wyman
8. Variety of ways to enjoy our beach and waterways

PRINCIPLE H**ARTS AND CULTURE****► Means**

1. Community funding for arts and culture
2. State of the art amphitheater for a variety of performances at Mizner Park
3. Quality programs from Florida Atlantic University and Lynn University at City facilities
4. Library providing culture and arts opportunities
5. Variety of scheduled performances and events with high attendance
6. Cultural arts opportunities for all ages

PRINCIPLE I**RECREATIONAL CHOICES FOR OUR LEISURE TIME****► Means**

1. Top-quality parks with a variety of venues
2. Well-maintained athletic fields for recreational, competitive and tournament uses
3. Recreational programs for all ages with high level of participation
4. Trails for recreation purposes
5. Access to the water for public use
6. Support for an active, healthy lifestyle
7. Adequate funding for leisure facilities and programs

PRINCIPLE J**FINANCIALLY SOUND CITY****► Means**

1. Diverse, expanding tax base
2. AAA bond rating
3. Strong financial reserves
4. Services delivered in an efficient, cost-effective manner
5. Well-built, well-maintained city infrastructure and facilities
6. Investing in the City’s future infrastructure
7. Resources sufficient to support defined services and service levels

PRINCIPLE K

EXCEPTIONAL CITY SERVICES RESPONSIVE TO OUR COMMUNITY

▶ **Means**

1. Customer-friendly services with high level of customer satisfaction
2. Citizens feeling value for City tax dollars
3. Services and service levels defined, bench marked and prioritized
4. Listening to the needs of the community
5. Best practices in municipal management and service delivery

PRINCIPLE L

CITY ENGAGES RESIDENTS

▶ **Means**

1. Easy access to City information and services
2. Opportunities to participate in the City's governance processes
3. Timely, understandable information from the City
4. City reaching out and working with neighborhoods
5. Partnering with the City to deliver services

CITY OF BOCA RATON MISSION

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
PLAN 2012 – 2017**

*City of Boca Raton
Goals 2017*

Financially Sound City

Sustainable City

World Class Municipal Services

Strong Partnership with Community

Goal 1

Financially Sound City

OBJECTIVES

1. Efficient, cost-effective delivery of City services
2. AAA Bond Rating
3. Investing in the City’s future – capital projects and projects with a return on investment
4. Proactively seeking revenues to support defined services and service levels
5. Reserves consistent with defined City policies
6. Expand the local economy and job opportunities

MEANS TO RESIDENTS

1. Affordable city government
2. Continuation of high service levels
3. Prudent, responsible spending of tax dollars and fees
4. Protecting property values

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Increasing service demands and limited capacity of the City organization
2. No significant increase in property values
3. Pensions long term sustainability and short term activities
4. Increasing operating costs for the City and services: materials, fuel, health insurance
5. Federal, state, county unfunded mandates and reduced funding for cities

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Raising millage rate or fees in an anti-government, anti-tax environment
2. Residents understanding city financial condition, and value for tax dollars
3. Further revenue reduction resulting in service reductions or elimination
4. Reduced service delivery costs through outsourcing to private or public organizations
5. Defining municipal service responsibilities and service levels

POLICY ACTIONS 2012 – 2013

PRIORITY

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. City-owned Land <ol style="list-style-type: none"> A. Wildflower <ul style="list-style-type: none"> • RFP • Decision B. Property: Spanish River <ul style="list-style-type: none"> • RFP • Decision | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| <ol style="list-style-type: none"> 2. Annexations <ul style="list-style-type: none"> • Update: Finance Statement • State Filing • Property Owners: Approval • Set Election Date • Public Information • Election • Service Plan | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| <ol style="list-style-type: none"> 3. Beach Renourishment: Special Assessment District <ul style="list-style-type: none"> • Study • Proposal: Development • Decision: Direction | <div style="border: 1px solid black; padding: 2px; display: inline-block;">High Priority</div> |

4. Economic Development Strategy: Funding and Position High Priority
 - Evaluation
 - Position: Definition
 - Decision: Direction/Funding
5. Fuel Conversion: CNG High Priority
6. Pension: Long-term Sustainability High Priority
7. Solid Waste Service
 - Bid package

COUNCIL PRIORITY 2012 – 2013

1. Millage Rate: Decision
2. Beach Package: Concessionaires, Beach Permit, Parking
3. Fire Assessment Fees: Increase
4. Recreation Fees: Increase

MANAGEMENT IN PROGRESS 2012 – 2013

1. Health Insurance
 - A. Health Clinic
 - B. Self Insurance
 - C. Private: Payment by City Employees
2. Vehicle Replacement Policy and Funding
3. Procurement Code
4. Beach and Park District: Agreement (Renourishment; Athletics; Field Utilization and Schedule; User Fees; Maintenance; background Checks)

ON THE HORIZON 2013 – 2017

1. Municipal Golf Course: Evaluation
2. Mausoleum
3. Recreation Fees: Adjustment
 - Report
 - Decision
4. Special Assessment District: ROW/Medians (Neighborhood Initiated)
5. Pension
 - Contact Unions: Re-Opening Discussion of Contract
 - Financial Advisory Board: Review
6. CRA Director Position
 - Evaluation: Current Situation, Potential Scope of Responsibility
 - Position: Definition
 - Decision: Funding
7. Code Enforcement: Outsource
8. Special Assessment District: Road
9. Building Inspections/Plan Review/Permitting: Outsource

Goal 2

Sustainable City

OBJECTIVES

1. People feeling safe and secure
2. Thriving and vibrant Downtown
3. Preserve our City's natural resources
4. Expand local economy and business opportunities
5. Stimulate redevelopment in specific areas
6. Achieve a balance among personal livability, environmental stewardship, economic opportunity and community building
7. Enhance the appearance of the visible City infrastructure

MEANS TO RESIDENTS

1. Protection of property values
2. Predictable growth and development
3. Economic and job opportunities in the City – near home
4. Easy movement within the City
5. Choices: where to live, what to do

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting major business investment in Boca Raton
2. Degree of regulatory flexibility and protection of community interests
3. Resources, staffing and funding for projects and infrastructure
4. Aging, dated visible city infrastructure needing major maintenance or replacement
5. Development consistent with plans, goals and vision

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Complexity of redevelopment processes and land use
2. Availability of aging commercial space needing rejuvenation – lack of “Class A” office space
3. Tension: low density and increasing urbanization
4. Addressing problems associated with urban living: homeless
5. Applying “green” and “sustainable” concepts to Boca Raton community
6. Shifting from development of raw land to redevelopment and infill

POLICY ACTIONS 2012 – 2013

PRIORITY

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. APOC Development <ol style="list-style-type: none"> A. LIRP (Increase Office Space) <ul style="list-style-type: none"> • Completion • Decision: Adoption B. Planned Mobility Development (Land Use Regulation for NW Area) <ul style="list-style-type: none"> • Completion • Decision: Adoption | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| <ol style="list-style-type: none"> 2. LDRs for Comprehensive Plan: Funding for Staff <ul style="list-style-type: none"> • Scope of Project: Mall, Glades, Hospital • Decision: Funding | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| <ol style="list-style-type: none"> 3. Overlay District for 20th Street Corridor (FAU to Dixie Highway) <ul style="list-style-type: none"> • Overlay Study: Completion • Decision: Overlay District | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |

4. Archstone Project/Public Education High Priority
 - Public Education on Accurate Information

MANAGEMENT IN PROGRESS 2012 – 2013

1. Other Code Amendments: Noise, Outdoor Seating, Sign Code, Fertilizer, Flood, Firearms
2. Downtown Business Improvement District: Funding
 - Research: Analysis
 - Recommendations
 - Decision: Action Plan 2013
3. Downtown Pattern Book
 - Completion
 - Adoption
4. Wildflower Development
 - RFP
 - Decision

MAJOR PROJECTS 2012 – 2013

1. Lake Wyman Park
 - Agreement
 - Decision: Funding
2. Downtown Promenade Project
 - A. Wayfinding Signs
 - B. Lighting
 - C. Music
3. I-95/Spanish River Interchange

ON THE HORIZON 2013 – 2016

1. New Pines Neighborhood Improvement Plan (dependent on federal funding)
2. Comprehensive Citywide Parking Study
 - Study: Completion
 - Code Modification: Recommendation
 - Decision
 - Public Education
3. Transportation Design for Livable Communities
 - Report
 - Project Identification Priority
 - Funding
4. Customs Office at Airport

Goal 3

World Class Municipal Services

OBJECTIVES

1. Retain quality City employees
2. Partner with the community in delivering services and public education
3. Professional, highly competent and motivated City workforce
4. Attract top quality candidates for positions
5. Continuous improvement of City service management and service delivery
6. Maintain state of the art systems
7. Ongoing training to upgrade staff skill sets

MEANS TO RESIDENTS

1. Reliable City service at a high level
2. Customer friendly City staff
3. Timely response to a service request
4. Use of state of the art techniques
5. Well-maintained City facilities and infrastructure

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Updating technology (hardware/software) to reduce costs and to enhance service delivery
2. Resources (staffing and funding) to achieve “World Class” municipal services
3. Adequate resources to support defined City services and service levels
4. Residents expectations vs. City organization reality in service delivery
5. Retaining top quality employees through competitive total compensation
6. Succession planning and management with an aging workforce

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Increasing service demands and desire for new services
2. Limited opportunities to further reduce cost of service delivery and operating efficiencies
3. One resident complaint equals a major organization performance problem
4. Upgrading facilities and support to increase operating efficiency and operational productivity

POLICY ACTIONS 2012 – 2013

PRIORITY

1. Technology Upgrade: Funding High Priority
 - a. Public Safety Information System: Radio System, Camera, Data Integration System
 - b. Financial System
2. Workforce Succession: Funding High Priority
 - Leadership/Training Budget
 - Deputy Management Position: Budget
3. Compensation: Funding
 - Market Analysis
 - Decision: Annual Adjustment
4. Old Library: Direction, Funding
 - Program
 - Decision: Funding
5. City Hall: Direction, Funding
 - Option Needs
 - Plan: Development
 - Decision

MANAGEMENT IN PROGRESS 2012 – 2013

1. e-Books
2. Library Strategic Plan
3. Youth Sport Services Providers Agreement

MAJOR PROJECTS 2012 – 2013

1. Downtown Library
2. Water Treatment Plant
3. Wastewater Treatment Plant
4. Gravity Sewer System Rehabilitation
5. Countess de Hoernle Park – Spanish River Athletic Fields
6. Boca Raton Heights Drainage, Water and Sewer Project
7. Conversion of Septic Systems to Central Sewer System
8. Central Beach Renourishment Project
9. El Rio Trail – Phase 4
10. St. Andrews Boulevard Shared Use Path (Glades Road to Yamato Road)
11. Bridge Rehabilitation (3)
12. Citywide Energy Management System for Building Maintenance
13. Gumbo Limbo Boardwalks Renovation
14. Burial Vaults at Cemetery
15. Memorial Park Clay Tennis Courts Rehabilitation

ON THE HORIZON 2013 – 2017

1. Infrastructure Replacement and Plan Update (Deferred Maintenance): Funding
 - Road Resurfacing
 - Park Facilities
 - Office Space
 - Vehicle Replacement
2. Police Space Needs (Station, 6500 Building)
 - Space Utilization
 - Decision: Funding
3. Park Maintenance Operation Facilities: Funding
 - Plan: Review
 - Decision: Funding

Goal 4

Strong Partnership with Community

OBJECTIVES

1. Well-informed residents with convenient access to City information and services
2. Residents involved in City government
3. Residents trust and have confidence in City government
4. Strong relationship with the private sector, universities, colleges and hospital
5. Strong relationship with neighborhoods and community-based organizations
6. Effective use of technology for communications and service delivery
7. Strong relationship with other government entities: Beach and Park District, Airport Authority, other cities, Palm Beach County

MEANS TO RESIDENTS

1. Opportunities to get involved
2. City listening to you and your input
3. Easy access to City government
4. Timely, understandable information from the City
5. Leverage community resources for community benefit

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Expanding communications to address misinformation
2. Working with the business community – Business Development Board, Chamber of Commerce
3. Working with universities and colleges: Florida Atlantic University, Lynn University and Palm Beach State College
4. Working with hospital and medical community
5. Determining the value and return on investment (ROI) with each partnership
6. Individual agendas and special interests vs. best for the entire community

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Pressure to support community organizations and events
2. Overcoming a general distrust of government and officials
3. Growing expectations for City’s contribution as a “partner” or donor
4. Defining City’s role and financial participation with each partnership
5. Board appointments: incumbent and new member
6. Ethics Ordinance impacting citizen involvement and board membership

POLICY ACTIONS 2012 – 2013

PRIORITY

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Sister Cities Program <ul style="list-style-type: none"> • Best Practices from other Cities • Options: • Criteria: Cultural and Economic • Decision: Direction | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div> |
| <ol style="list-style-type: none"> 2. Hospital and Medical Community Strategy <ul style="list-style-type: none"> • LDR: Impact | <div style="border: 1px solid black; padding: 2px; display: inline-block;">High Priority</div> |
| <ol style="list-style-type: none"> 3. Community Events Policy Framework <ul style="list-style-type: none"> • Sponsorship • City Support and Costs • City Service: Policy on Cost Recovery | <div style="border: 1px solid black; padding: 2px; display: inline-block;">High Priority</div> |

4. Development Services Public Information
Strategy: Funding
 - Options: Method
 - Decision: Funding

MANAGEMENT IN PROGRESS 2012 – 2013

1. Presidential Debate
2. Digitalized City Records
3. Non-profit Funding
4. Florida Atlantic University
 - Next Campus Development Agreement: Stadium Amendments
 - Student Housing: React to Proposals
5. Economic Development Partnerships/ Relationships
6. Sustainable Communities Regional Planning Initiative

ON THE HORIZON 2013 – 2017

1. Communications with Residents/Public Information Office and Program: Funding
 - Communication Methods: Effectiveness Evaluation
 - Position(s) and Program: Definition of Position/Skillsets
 - Proposal: Recommendations with
 - Decision: Direction, Funding
2. Board Membership: Term Limits
 - Defined Scope
 - Direction: Decision
3. Quarterly Meeting with City Manager (on Development/Business Community)
 - Conduct Meeting
 - Report to Mayor and City Council: Learning Points and Actions

City of Boca Raton
Action Agenda 2012 – 2013

TOP PRIORITY

Annexations

APOC Development

City-owned Land

LDRs for Comprehensive Plan: Funding for Staff

Overlay District for 20th Street Corridor (FAU to Dixie Highway)

Sister Cities Program

City of Boca Raton
Action Agenda 2012 – 2013

HIGH PRIORITY

Fuel Conversion: CNG

Beach Renourishment: Special Assessment District

Archstone Project/Public Education

Technology Upgrade: Funding

Economic Development Strategy: Funding and Position

Hospital and Medical Community Strategy

Workforce Succession: Funding

Community Events Policy Framework

Pensions: Long-term Sustainability

***City of Boca Raton
Management in Progress 2012 – 2013***

Health Insurance

Vehicle Replacement Policy and Funding

Procurement Code

Beach and Park District: Agreement

**(Renourishment; Athletics; Field Utilization and Schedule; User Fees;
Maintenance; Background Checks)**

**Other Code Amendments: Noise, Outdoor Seating, Sign Code,
Fertilizer, Flood, Firearms**

Downtown Business Improvement District: Funding

Downtown Pattern Book

Wildflower Development: RFP

e-Books

Library Strategic Plan

Youth Sport Services Providers Agreement

Presidential Debate: Planning, Preparation, Response

Digitized City Records

Non Profit Organizations: Funding

Florida Atlantic University – Next Campus Development Agreement

Economic Development Partnerships/Relationships

Sustainable Communities Regional Plan

City of Boca Raton
Major Projects 2012 – 2013

Lake Wyman Park

Downtown Promenade Project

I-95/Spanish River Interchange

Downtown Library

Water Treatment Plant

Wastewater Treatment Plant

Gravity Sewer System Rehabilitation

Countess de Hoernle Park – Spanish River Athletic Fields

Boca Raton Heights Drainage, Water and Sewer Project

Conversion of Septic Systems to Central Sewer System

Central Beach Renourishment Project

El Rio Trail – Phase 4

St. Andrews Boulevard Shared Use Path (Glades Road to Yamato Road)

Bridge Rehabilitation (3)

Citywide Energy Management System for Building Maintenance

Gumbo Limbo Boardwalks Renovation

Burial Vaults at Cemetery

Memorial Park Clay Tennis Courts Rehabilitation

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 2027: Our Goals Strategic Initiatives

Financially Sound City Government

- Efficient, cost-effective delivery of City services
- “AAA” Bond Rating
- Investing in the City’s future-capital projects and projects with a return on investment
- Proactively seeking revenues to support defined services and service levels
- Reserves consistent with defined City policies
- Expand the local economy and job opportunities

Sustainable City

- People feeling safe and secure
- Thriving Downtown
- Preservation of our City’s natural resources
- Expand local economy and business opportunities
- Stimulate redevelopment in specific areas
- Achieving a balance among personal livability, environmental stewardship, economic opportunity and community building
- Enhance the appearance of the visible City infrastructure

World Class Municipal Services

- Retain quality City employees
- Partner with the community in delivering services and public education
- Professional, highly competent and motivated City workforce
- Attract top quality candidates for positions
- Continuous improvement of city service management and delivery
- Maintain “state of the art” system
- Ongoing training to upgrade staff skill sets

Strong Partnership With Community

- Well-informed residents with convenient access to City information and services
- Residents involved in City government
- Residents trust and have confidence in City government
- Strong relationship with the private sector, universities, colleges and hospital
- Strong relationship with neighborhoods and community-based organizations
- Effective use of technology for communication and service delivery
- Strong relationship with other government entities: Beach and Park District, Airport Authority, other cities, Palm Beach County

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 28 boards and committees.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
• Response time for public records requests	24 hours	24 hours	24 hours
• Records microfilmed/scanned	425,000	400,000	425,000

Human Resources is responsible for the recruitment and employment of a workforce of 1,297 full time and 540 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 1,400 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Financially Sound City Government			
• Successfully negotiate SEIU and FOP contracts.	Yes	Yes	Yes
• Successfully recommend and implement fiscally sound salary schedule for employees.	Yes	Yes	Yes

The mission of the City Manager's Department, operating in the **Information Technology (IT) Fund**, is to provide the necessary computer equipment, software, and training to facilitate the efficient operation of the City of Boca Raton's municipal government.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
• Respond to call for technical assistance within 4 hours	95%	95%	95%
• Upgrade City personal computers on a four year cycle	25%	25%	25%
Strong Partnership with Our Stakeholders			
• Produce live telecasts of public meetings	108	108	108

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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Financially Sound City Government Administration:			
• Number of internal compliance reviews performed and recommendations made.	5	5	5
Purchasing:			
• Provide six procurement card training sessions per fiscal year.	5	6	6
Treasury:			
• Available funds in interest-bearing investments	100%	99.99%	99.99%
Risk Management:			
• Percentage of liability claims settled within the reserved amount	90%	90%	90%
Office of Management & Budget:			
• Receive the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
Parking:			
• Fully functional parking meters	n/a	99%	100%
World Class Municipal Services Administration:			
• Ensure that all professional staff continued to maintain continuing professional education requirements.	Yes	Yes	Yes
Office of Management & Budget:			
• Budget Training Classes	6	3	3
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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services Administration:			
<ul style="list-style-type: none"> Sustain a majority (>50%) of employees who respond to annual survey that are satisfied working with the department 	*	*	75%
Strong Partnership with Our Stakeholders Administration:			
<ul style="list-style-type: none"> % of Citizen Inquiries/Requests responding within 2 days of receipt 	100%	100%	100%
Code Compliance/Licensing:			
<ul style="list-style-type: none"> Building Inspections performed 	44,684	45,131	45,582
<ul style="list-style-type: none"> Code Enforcement Cases Processed 	5,018	5,432	5,500
<ul style="list-style-type: none"> % of code cases initiated by Staff 	53.4	52.0	52.0
Planning & Zoning:			
<ul style="list-style-type: none"> Number of Applications Processed 	52	54	48
CDBG:			
<ul style="list-style-type: none"> Ensure a minimum of low-income families are served through the Homeownership Assistance Program 	0	4	6
Affordable Housing:			
<ul style="list-style-type: none"> Ensure a minimum of low-income families are served annually by evaluating the effectiveness of policy caps and assistance terms within the Purchase Assistance Program. 	13	3	0

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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services Community Services:			
<ul style="list-style-type: none"> Maintain CALEA accreditation 	Yes	Yes	Yes

Police Services cont.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Communications/Dispatch:			
<ul style="list-style-type: none"> % of 911 calls answered within 0-15 seconds 	89%	90%	90%
Bureau of Field Services:			
<ul style="list-style-type: none"> Maintain an overall customer satisfaction rating level of 95% based upon annual survey results 	97%	98%	98%
Biological Processing Laboratory			
<ul style="list-style-type: none"> Compile 50% of the requisite files necessary for the accreditation process 	N/A	10%	100%

FIRE-RESCUE SERVICES

The mission of the Fire-Rescue Services Department is to level of risk to life and property through the delivery of the highest quality emergency and non-emergency services to the community.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
<ul style="list-style-type: none"> Fire Responses < 8 Minutes 	85.79%	85.8%	90%
<ul style="list-style-type: none"> % Records Management retention and/or destruction. 	90%	90%	100%
<ul style="list-style-type: none"> Improve collections of EMS Billing Efficiency by 10% 	73.4%	73%	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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services Streets:			
<ul style="list-style-type: none"> Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint. 	99%	96%	99%
<ul style="list-style-type: none"> Completion of Utilities open pavement repairs within one-week period. 	75%	86%	86%
Dredge:			
<ul style="list-style-type: none"> Dredge 83,000 cubic yards of sand from inlet 	70,000	83,000	83,000
<ul style="list-style-type: none"> Keep the inlet channel at a 6' depth. 	100%	100%	100%
Facilities Maintenance:			
<ul style="list-style-type: none"> To reduce external work orders thru Facilities Maintenance proactive awareness within City facilities. 	8%	8%	10%

Municipal Services cont.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Traffic/Special Projects:			
<ul style="list-style-type: none"> Record and reduce yearly number of reported motor vehicle crashes per 1,000 population 	31.1	31.0	31.0
<ul style="list-style-type: none"> Record average travel times along major City arterials and improve or maintain L.O.S. (average travel speed) yearly. 	29.3 mph	28.4 mph	28.0 mph
Engineering Services:			
<ul style="list-style-type: none"> Complete land, boundary, topographic and "as-built" surveys within 15 days. 	98%	95%	100%

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.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> Resolved missed pick ups within 24 hours 	100%	100%	100%
<ul style="list-style-type: none"> Complete daily routes 	100%	100%	100%

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's 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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
Maintenance:			
<ul style="list-style-type: none"> Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair 	100%	100%	100%
Engineering:			
<ul style="list-style-type: none"> Complete projects within 10% of original bid. 	100%	100%	90%

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 *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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
<ul style="list-style-type: none"> Maintain a high level of expertise in Fleet Maintenance industry by providing an on-going training program 	190 hours	275 hours	288 hours
<ul style="list-style-type: none"> Reduce equipment downtime thru additional preventative maintenance activities 	2.53 work days	2.75 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 libraries, 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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
Library:			
<ul style="list-style-type: none"> Reference and information questions are answered before patrons leave the library. 	90%	90%	90%
<ul style="list-style-type: none"> Telephone reference questions are answered while patron is on the phone. 	85%	85%	85%
Recreation:			
Ocean Rescue			
<ul style="list-style-type: none"> Assure beachfront park patrons return safely to shore 	100%	100%	100%
Aquatics			
<ul style="list-style-type: none"> Learn-to-Swim class participants will demonstrate the ability to advance to the next level 	55%	55%	60%
Athletics			
<ul style="list-style-type: none"> Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season. 	98%	98%	98%
Tennis Centers			
<ul style="list-style-type: none"> 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. 	93%	95%	97%

Recreation Services cont.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> Maintain all park properties in accordance with the Recreation Services Department standards, by preventative maintenance and scheduled improvements. 	93%	90%	95%
<ul style="list-style-type: none"> Ensure safe and sanitary restrooms throughout the City's park system on a daily basis. 	95%	90%	90%

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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
Strong Partnership with Our Stakeholders			
<ul style="list-style-type: none"> On a daily basis, monitor contract landscape maintenance services for compliance with contract schedules of value 	95%	100%	100%
<ul style="list-style-type: none"> Maintain <i>Tree City</i> status by planting new trees throughout the City, in the appropriate landscape settings. 	95%	100%	100%
<ul style="list-style-type: none"> 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. 	95%	100%	100%

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:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
<u>Aquatics</u>			
<ul style="list-style-type: none"> Learn-to-swim class participants will demonstrate the ability to advance to the next level. 	55%	55%	60%

Beach & Park District cont.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
<u>Athletics</u>			
<ul style="list-style-type: none"> Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season. 	98%	98%	98%
<u>Ocean Rescue</u>			
<ul style="list-style-type: none"> Assure beachfront park patrons return safely to shore. 	100%	100%	100%
<u>Tennis Centers</u>			
<ul style="list-style-type: none"> 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. 	95%	98%	100%
<u>Community Centers</u>			
<ul style="list-style-type: none"> Class patrons will rate their experiences as "outstanding" on the post-class survey. 	94%	96%	95%
<ul style="list-style-type: none"> Maintain all park properties in accordance with the Recreation Services Department standards, by preventative, cyclic, routine, non-routine and special response measures. 	90%	90%	95%
<ul style="list-style-type: none"> Maintain dune crossovers and recreational boardwalks in safe and usable condition. 	95%	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.

Performance Measures Strategic Initiatives:	2010-11 Actual	2011-12 Estimated	2012-13 Target
World Class Municipal Services			
<ul style="list-style-type: none"> Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday. 	99.9%	100%	100%
<ul style="list-style-type: none"> Provide timely, professional quality entombment and enrichment services at the Mausoleum Complex Cemetery. 	280	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:	2009-10 Actual	2010-11 Estimated	2011-12 Target
Financially Sound Government			
<ul style="list-style-type: none"> Increase total user revenue by stated amounts over approved budget from previous year. Increase total rounds played by stated amounts over previous year. 	6.6%	8.2%	3.1%
	8,177	8,400	3,400
World Class Municipal Services			
<ul style="list-style-type: none"> Properly reset pin placements on all greens on a daily basis. Aerate all greens and tees three times per year 	100%	100%	100%
	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 35,200 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:	2009-10 Actual	2010-11 Estimated	2011-12 Target
World Class Municipal Services Administration:			
<ul style="list-style-type: none"> Percentage of Utility employees attending training courses 20 or more hours per year. 	65%	65%	65%
Water:			
<ul style="list-style-type: none"> Percentage of time drinking water surpasses state/federal standards Percentage of water service calls responded to within 2 hours. 	100%	100%	100%
Wastewater:			
<ul style="list-style-type: none"> Percent of raw waste water flowing into treatment facility 	100%	100%	100%
Strong Partnership with Our Stakeholders Meter Reading:			
<ul style="list-style-type: none"> Meter reading accuracy rate Number of stopped registers in system Number of work orders completed within 1 business day (including tests) 	95%	99%	99%
	717%	2%	0%
	95%	95%	100%

CITY COUNCIL

Susan Whelchel, Mayor
Susan Haynie, Deputy Mayor
Anthony Majhess, Council Member
Michael Mullaugh, Council Member
Constance J. Scott, 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.

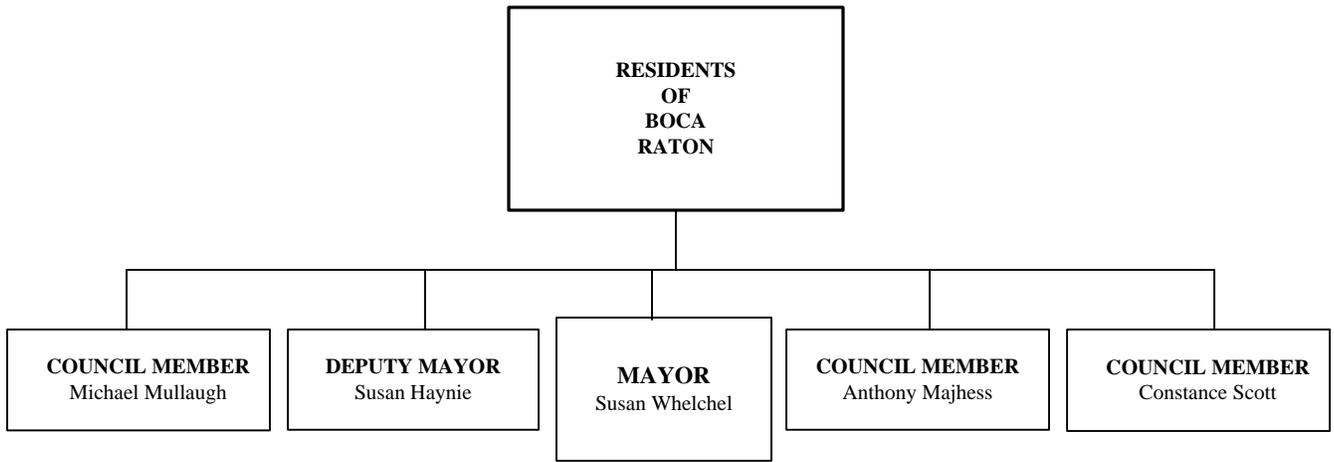
The Council legislatively determines policy and appoints a City Manager who is responsible for administration of that policy and managing the City’s departments and services.

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 on the second and fourth Monday of each month at 1:30 p.m. or as soon thereafter as possible following the conclusion of the 1:30 p.m. meeting of the Community Redevelopment Agency. Meeting dates are subject to change. Specific information on Council meetings and board meetings is available from the City Clerk’s office. All meetings of the City Council and its various boards are open to the public. Residents are encouraged to attend and participate in these meetings.



EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	135,103	141,400	141,400	137,800
Other Operating	189,323	153,000	153,000	141,500
Supplies	2,152	2,500	2,500	2,500
TOTAL	326,578	296,900	296,900	281,800



Approved Positions FY 11/12	5.00
Revised Positions FY 11/12	-
Personnel Changes FY 12/13	-
Approved Positions FY 12/13	5.00

CITY MANAGER

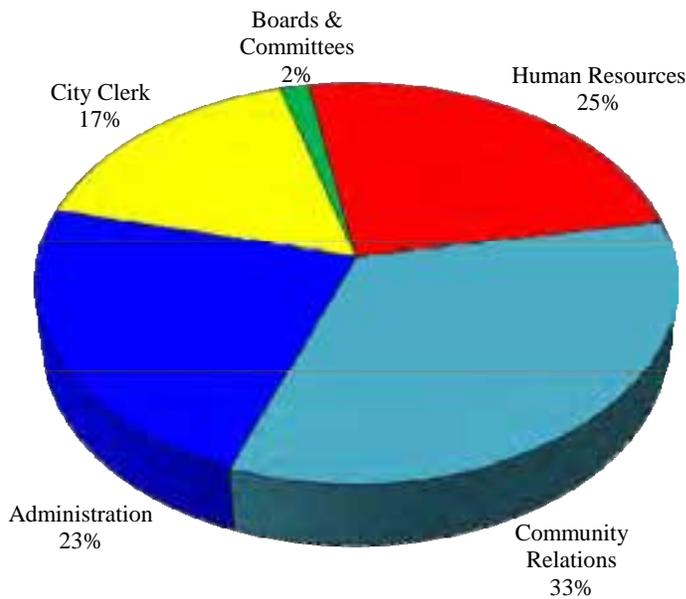
Leif J. Ahnell, City Manager
George S. Brown, Deputy City Manager
Michael J. Woika, Assistant City Manager

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 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 28 boards and committees, and independent agencies to which the City Council appoints members.

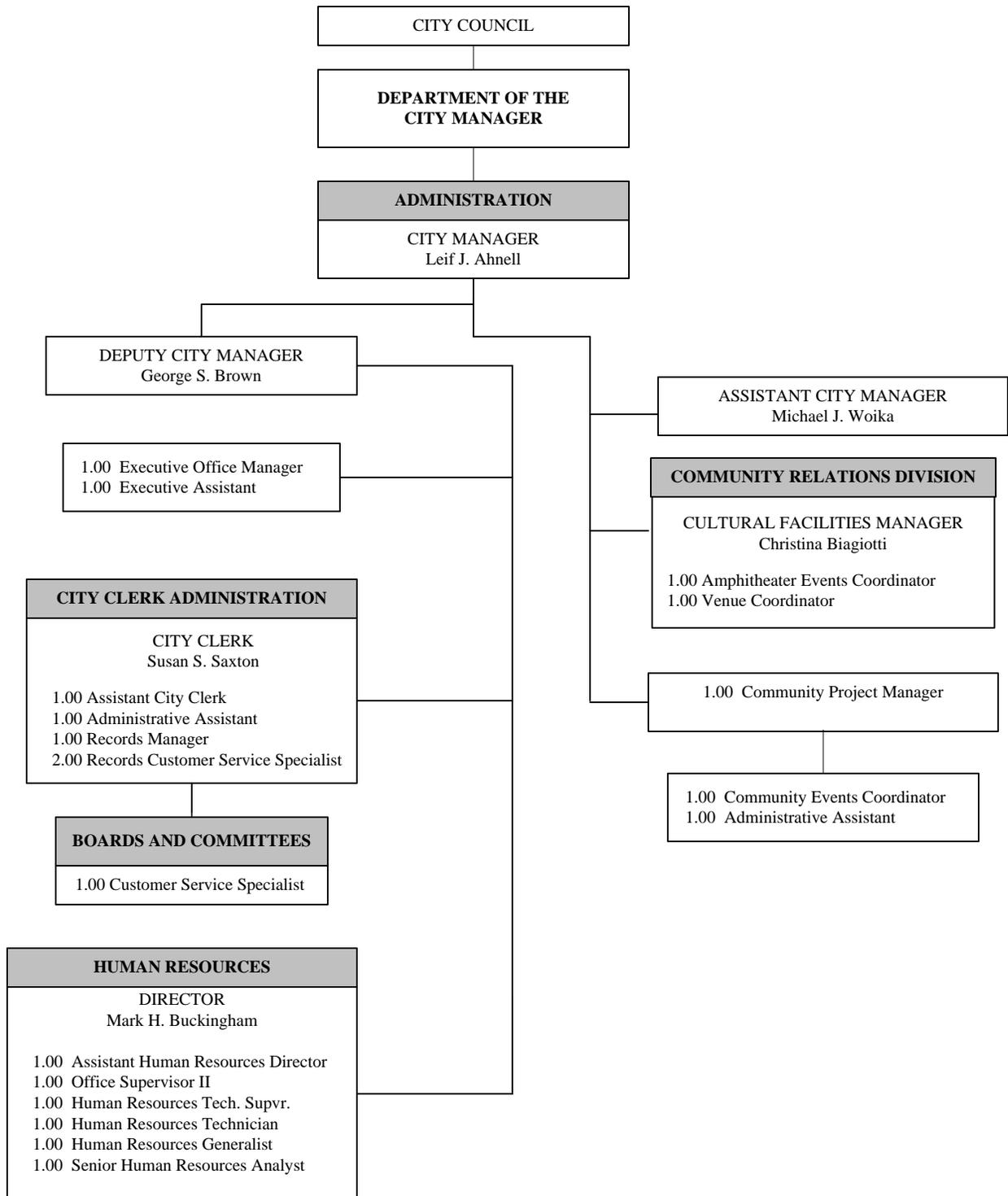
Human Resources is responsible for the recruitment and employment of a workforce of 1,297 full time and 540 part time employees. Human Resources coordinates citywide training, with an emphasis on leadership. Labor contract negotiation and administration, incentive and recognition programs, and citywide employee events are managed by Human Resources. Over 1,400 citizen volunteers are placed by Human Resources in a variety of programs throughout the City.

Community events, including performances, festivals, celebrations, concerts, activities and other programming, help establish a sense of place for the City of Boca Raton. The City’s Community Relations Division creates opportunities for bringing people together through events at the Mizner Park Amphitheater, in Downtown Boca, and in other areas of the City. These events and reflect the best qualities of the City, and demonstrate the City’s commitment to arts, culture, entertainment, and community sustainability.



DIVISION	APPROVED 2012-13 BUDGET
Administration	\$ 1,039,200
City Clerk	747,400
Boards & Committees	73,400
Human Resources	1,105,900
Community Relations	1,487,600
TOTAL	\$ 4,453,500

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	2,625,291	2,679,900	2,679,900	2,849,600
Other Operating	713,752	1,515,300	1,528,000	1,549,500
Supplies	108,289	72,000	72,000	54,400
Capital Outlay	10,830	100,000	131,700	-
TOTAL	3,458,162	4,367,200	4,411,600	4,453,500
Full-time Employees	25.00	25.00	25.00	25.00



Approved Positions FY 11/12	25.00
Revised Positions FY11/12	
Personnel Changes FY 12/13	
Approved Positions FY 12/13	25.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	CITY MANAGER	001-0405

DIVISION DESCRIPTION

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

GOALS

To provide optimal administrative services and transparency.
 To communicate to the public accurate, timely information about City government and legislation affecting their daily lives.

OBJECTIVES 2012-2013

- Continue to increase library of digital documents.
- Increase online access to digitized and archived documents.
- Provide training on the procedures for record retention and destruction.
- Implement the records retention function of Laserfiche software.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Consolidate and streamline City boards and commissions.	There was no decision to move forward with implementing this objective.
Implement the records retention function of Laserfiche software.	This function is now being used in our division.
Continue to increase library of digital documents.	Scanning of building and other documents continues; all resolutions and ordinances are ready for public access online.
Further define the procedures for records retention and destruction.	Training was provided to several departments/divisions.
Provide online access to digitized documents, particularly Council agendas and meeting minutes, and resolutions and ordinances.	All current and 2011 archived agendas with back-up materials and meeting minutes are now available online.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Response time for public records requests	World Class Municipal Services	24 hours	24 hours	24 hours
Records microfilmed/scanned	World Class Municipal Services	425,000	400,000	425,000

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	CITY MANAGER	001-0411

DIVISION DESCRIPTION

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 policies 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 527 part time employees. Human Resources is responsible for the recruitment and hire of essential personnel. Additionally, Human Resources manages the records and updates files on 1,800 full and part time employees

GOALS

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. Human Resources will successfully recruit and hire essential personnel. Human Resources will assist all Departments with all their Human Resources needs

OBJECTIVES 2012-2013

- Successfully recommend and implement a fiscally sound salary schedule for all employees for fiscal year 2012.
- Successfully implement NeoGov - the online application system replacing eLabor
- Successfully interface with Palm Beach County Ethics Commission for Citywide employee ethics training

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Prepare and present Human Resources Clinics to employees on specific topics, i.e. ADA, FMLA, etc.	Ongoing training for staff.
Selected and implementing replacement for the online applicant tracking and recruitment system (elabor)	NeoGov was selected and implementation should be accomplished by June 1, 2011
Implemented electronic status form in all Departments.	Successfully accomplished

OTHER ACHIEVEMENTS

Successful negotiated fiscally responsible collective bargaining agreements with all three (3) labor Unions - IAFF, FOP and SEIU

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Successfully negotiate SEIU contract.	Financially Sound City Government	Yes	Yes	Yes
Successfully negotiate FOP contract.	Financially Sound City Government	Yes	Yes	Yes
Successfully recommend and implement a fiscally sound salary schedule for all employees for fiscal year 2011.	Financially Sound City Government	Yes	Yes	Yes
Complete the automation of Human Resources Evaluation, Status forms, application and imaging of files. Imaging of all Human Resources files is awaiting future funding.	Financially Sound City Government	N/A	N/A	75%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	CITY MANAGER	001-0412

DIVISION DESCRIPTION

The Community Relations Division is responsible for the development, coordination and management of cultural programming and special events in the Mizner Park Amphitheater, Sanborn Square and on city grounds. In addition to the advertising, public relations, and contract negotiations for the aforementioned events, the CRD is responsible for the equipment, grounds and related vendor contracts at Mizner Park.

GOALS

To provide a variety of quality events and activities for City residents and visitors including cultural programming and special events that are produced, co-produced, or facilitated by the City, and which provide entertainment, promote a sense of community, and support economic growth.

OBJECTIVES 2012-2013

- Increase the variety and diversity of City sponsored programming for events at City venues.
- Complete capital improvements and develop programming for the Mizner Park Amphitheater to create a vibrant, high quality entertainment and cultural venue.
- Continue the traditional Community events accessing and updating events to provide the most effective event, in a fiscally responsible way.
- Develop a foundation for advertising and sponsorship opportunities.
- Develop a strong social media program.
- Provide events and programming that sets the City out from other communities.
- Coordinate community programming and events at venues throughout the City.
- Highlight the Downtown/Sanborn Square Park area by facilitating events in the area.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Complete capital improvements to Mizner Park Amphitheater.	Interior and exterior painting; electrical, HVAC, and landscaping improvements have been completed.
Increase revenue at City sponsored events at the amphitheater.	Parking and concession revenue programs implemented.
Design canopies for Mizner Park Amphitheater colonnades.	Design is complete and construction is scheduled to begin in early 2012.
Create Mizner Park Amphitheater brand and website.	Mizner Park Amphitheater logo developed; website successfully launched.
Develop new contracts and agreements for rentals and services at Mizner Park Amphitheater.	13 rental events, 3 co-promoted events, and two commercial concerts in Amphitheater.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

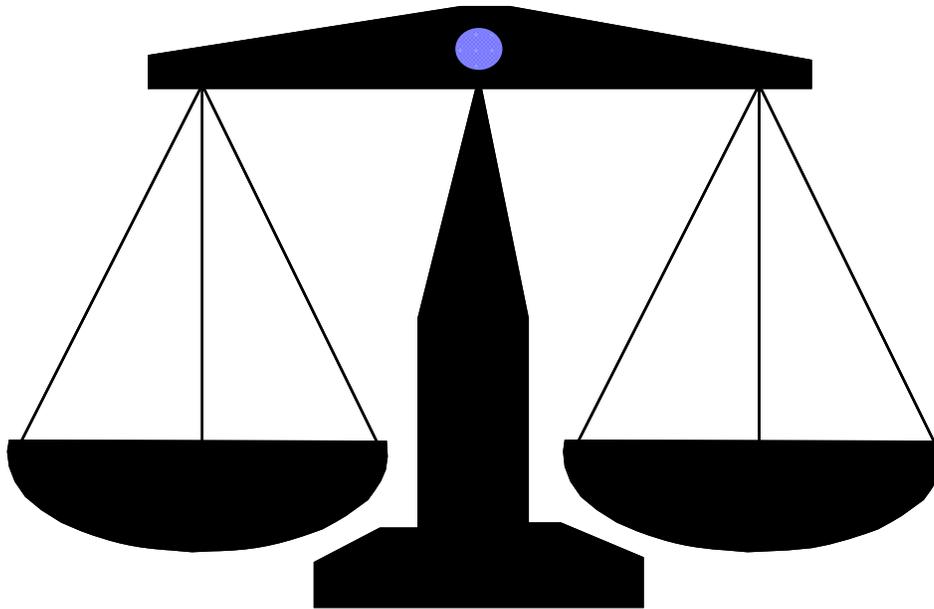
OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
	Financially Sound City Government			
Increase number of concerts and events at amphitheater.	World Class Municipal Services	N/A	46	60
Increase number of contacts made through social media	Strong Partnership with Our Stakeholders	N/A	500	2,000
Increase attendance at concerts and community events	Strong Partnership with Our Stakeholders	N/A	100,000	110,000
Increase participation and attendance at City community events.	Strong Partnership with Our Stakeholders	N/A	40,000	50,000



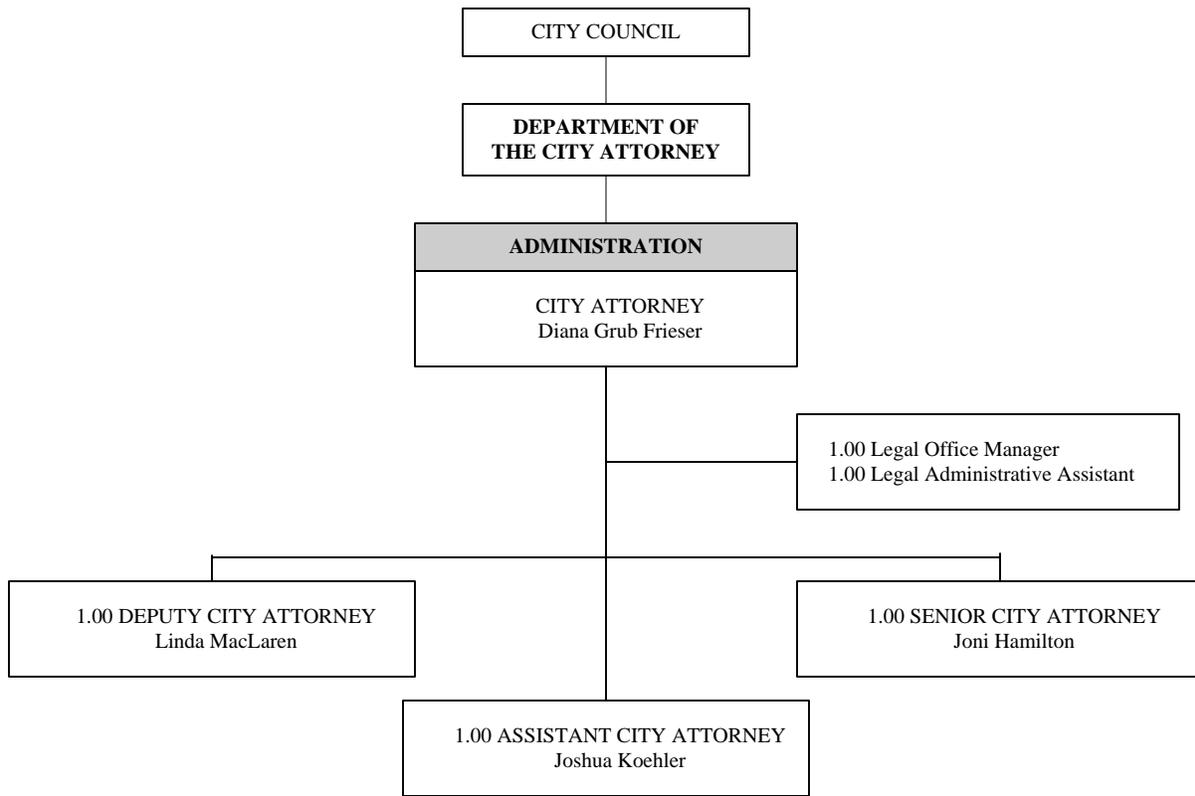
CITY ATTORNEY

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 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	910,243	929,900	929,900	965,800
Other Operating	109,360	130,200	130,200	130,400
Supplies	20,252	19,000	19,000	20,100
TOTAL	1,039,855	1,079,100	1,079,100	1,116,300
Full-time Employees	6.00	6.00	6.00	6.00



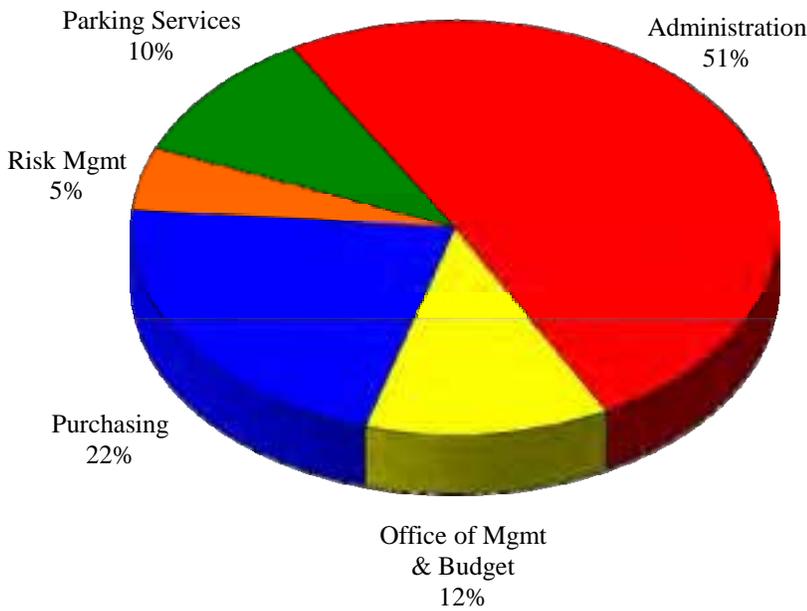
Approved Positions FY 11/12	6.00
Revised Positions FY 11/12	-
Personnel Changes FY 12/13	-
Approved Positions FY 12/13	6.00

FINANCIAL SERVICES

*Linda C. Davidson, C.P.A., Financial Services Director
Vacant, Deputy Financial Services Director*

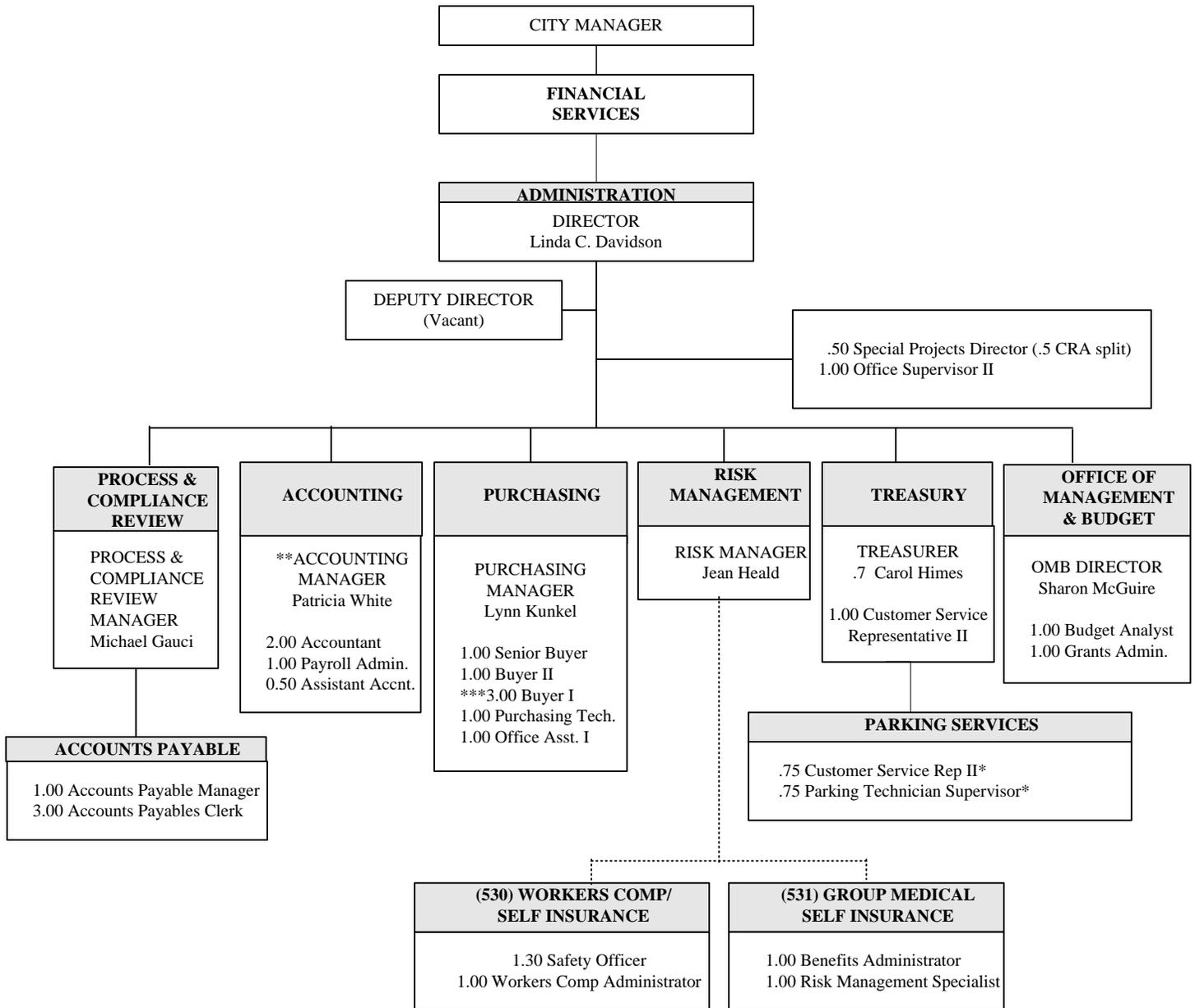
The mission of the Financial Services Department is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interests of our community and to instill the City’s value system among all employees to foster innovative solutions 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, Accounting, Treasury, Accounts Payable, Payroll, Purchasing, Risk Management, Office of Management and Budget, Parking Services, Customer Service and Meter Reading.



DIVISION	APPROVED 2012-13 BUDGET
Administration	\$ 1,534,800
Office of Mgmt & Budget	370,700
Purchasing	665,000
Risk Management	147,700
Parking Services	317,000
TOTAL	\$ 3,035,200

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	2,443,560	2,409,800	2,409,800	2,692,600
Other Operating	205,000	319,900	329,900	298,900
Supplies	43,984,000	43,800	44,700	43,700
Capital Outlay	-	-	23,600	-
TOTAL	46,632,560	2,773,500	2,808,000	3,035,200
Full-time Employees	26.20	26.20	26.20	26.20



* 25% of Customer Service Rep II funded by CRA
 * 25% of Parking Technician Supervisor funded by CRA
 ** Position funded by Utility Services (not in General Fund count)
 *** 1 Buyer I funded by Utility Services (not in General Fund count)

Approved Positions FY 11/12	26..20
Revised Positions FY 11/12	
Personnel Changes FY 12/13	
Approved Positions FY 12/13	26.20

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1201

DIVISION DESCRIPTION

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

GOALS

To provide a high standard of transparent 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 2012-2013

Research and recommend new revenues and changes to user fees including special assessments to fund beach renourishment, beach concessions and amenities and metered parking at beachfront parks.

Update the fire assessment methodology and recommend fee changes.

Create an internship program to recruit talent from local colleges and universities.

Assist in the update of the Annexation Study benefit analysis and recommendation.

Research the viability of outsourcing the lien search process.

Improve the Financial Business Processes using the GFOA's LEAN initiative.

Implement a mentoring and professional development program for staff. Develop a succession plan for future leadership.

Provide assistance to the Downtown Advisory Committee in researching and developing recommendations, including financial feasibility, of a Business Improvement District (BID) in the downtown.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Create an internship program to recruit talent from local colleges and universities.	This objective is still in process.
Research and recommend strategies to contain long-term pension costs.	The City created a second tier of benefits for the Executive Employees' Retirement Plan.
Explore additional annexations to maintain a stable financial future.	The annexation study was updated with a benefit analysis based upon current year rates and cost of services.
Develop long term plan to implement technology improvements and funding strategy for the replacement of the financial management system.	The City has started to gather information from other municipalities and plans to address the replacement of the financial management system during the capital improvement program process. The next phase will include hiring a consultant to prepare a needs assessment analysis.
Research and recommend new revenues and changes to user fees. Research and recommend funding strategies for future economic development within the City.	The City implemented a paid parking program that is expected to generate net revenue of \$1.2 million during the fiscal year ending September 30, 2012. Additionally, the red light cameras program went live in April 2012.
Implement policies and procedures to comply with Palm Beach County Inspector General and Ethics Commission. Develop a Citywide training program for new Palm Beach County regulations relating to the Ethics Commission and Inspector General.	In conjunction with the Palm Beach County Ethics Commission, the City coordinated a mandatory ethics training course for all employees. Internal financial policies were revised to ensure compliance with new countywide regulations.
Research and recommend strategies for succession planning.	The Financial Services Department has started to develop a transitional plan for future leadership. A professional development program has been created.

OTHER ACHIEVEMENTS

Assisted in the update of the long-range financial plan and provision of mid-year update on revenues, expenditures, and potential revenue sources.

Coordinated, collected and summarized timely and accurate billing information from various departments for new campus development agreement with Florida Atlantic University.

Refinanced the Series 2011 and 2011A General Obligation Bonds for the Fire Station and Library Projects. Reaffirmed AAA bond rating for general obligation bonds.

The Financial Services Director served as the President of the Government Finance Officer's Association (GFOA) of the United States and Canada.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Number of internal compliance reviews performed and recommendations made.	Financially Sound City Government	5	5	5
Desired general obligation bond rating received from the three agencies.	Financially Sound City Government	AAA	AAA	AAA
Perform procurement card audits to ensure compliance to the policy.	Financially Sound City Government	150	All cards audited	160

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1211

DIVISION DESCRIPTION

Accounting maintains the City's financial records. It also prepares and provides various financial information to the public and to City management in accordance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB).

GOALS

To provide a high standard of timely 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 and improving transparency.

OBJECTIVES 2012-2013

Implement the latest applicable governmental accounting standards (GASB's) Statement No. 63 (Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position) and No. 65 (Items Previously Reported as Assets and Liabilities)

Complete the City's annual audit and issue the City's Comprehensive Annual Financial Report within 180 days of the fiscal year end. File the Annual Financial Report to the State of Florida within 45 days of publishing the CAFR.

Provide timely financial statements to the City's departments and the public.

Provide information on the City's department website to include current Accounting Policies and Procedures and assist internal departments.

Explore technology options to improve financial reporting and accounting (including making the financial reporting application operate faster).

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
<p>Complete the City annual audit and issue the City's CAFR within 180 days of the fiscal year end. File Annual Financial Report to the State of Florida by the due date.</p>	<p>Completed the City's annual external audit and issued the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended September 30, 2011 within 180 days of the fiscal year end, with no audit findings. Audit opinion dated March 26, 2012. AFR filed on 5/10/12.</p>
<p>Issue timely interim financial reports to City management through the use of the City's website.</p>	<p>This objective is still in process.</p>
<p>Maintain the City's financial records in accordance with current and newly approved Generally Accepted Accounting Principles (GAAP) standards and Governmental Accounting Standard Board (GASB) statements.</p>	<p>The City's annual independent audit and Comprehensive Annual Financial Report for the fiscal year ended September 30, 2011 were completed on March 26, 2012 with no audit findings.</p>

OTHER ACHIEVEMENTS

Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2010 Comprehensive Annual Financial Report (CAFR) for the 31th consecutive year.

Ensured that all professional staff within the division continued to maintain annual continuing professional educational requirements.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Number of findings in management letters prepared by the City's external auditors	Financially Sound City Government	0	0	0
Reduce number of post-closing journal entries required during the annual audit by 50% per year to a target of 0 entries.	Financially Sound City Government	27	14	7
Number of days of continuing professional education performed that increase staff knowledge of division responsibilities.	World Class Municipal Services	28	11	25
Percentage of time GFOA Certificate of Achievement for Excellence in Financial Reporting received.	Financially Sound City Government	100	100	100
Complete CAFR within 6 months of the City fiscal year end.	Financially Sound City Government	6 months	6 months	6 months
Percentage of monthly financial statements issued within 15 days of month end.	Financially Sound City Government	0%	25%	75%
Number of capital asset inventories to be performed on an annual basis.	Financially Sound City Government	7	7	7

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1213

DIVISION DESCRIPTION

To invest the City of Boca Raton's operating portfolio, assist with bond issues, provide arbitrage and continuing disclosure compliance. To administer false alarm billing operations.

GOALS

To invest the City's operating portfolio in a prudent manner with safety, liquidity and yield as the primary standards. To provide accurate arbitrage calculations and timely and accurate continuing disclosure. To issue timely accurate false alarm billings and address alarm customer service issues.

OBJECTIVES 2012-2013

- Implement new banking technology to improve city services.
- Cross train parking customer service with alarm customer service to provide coverage for absences.
- Explore placing a portion of the core investment portfolio with an outside money manager to enhance earnings.
- Prepare and distribute request for proposal for banking services.
- Explore the possibility of improving alarm registration process to accommodate limited personnel by streamlining and improving the process.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Explore automated allocations for posting of interest revenues to funds for investments owned by the investment pool.	This process has been developed and is in the early stages of implementation.
Explore the possibility of implementing alarm registration by anniversary date versus calendar date to smooth workflow for limited personnel.	This has been postponed until 2012 -2013.
To improve cash flow process by exploring new banking technology for processes such as e-checks and cash vaults.	This process has been postponed until 2012-2013
Maximize investment earnings while safeguarding assets in accordance with the City's Investment Policy.	This objective has been implemented to the extent possible with internal portfolio management.
Research ways to reduce banking fees related to merchant services.	This process has been postponed until 2012 - 2013

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Available funds in interest bearing investments.	Financially Sound City Government	100%	99.99%	99.99%
Meet or exceed benchmark.	Financially Sound City Government	100%	100%	100%
Reduce number of delinquent alarm accounts.	Financially Sound City Government	na	10%	10%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1214

DIVISION DESCRIPTION

Accounts Payable Division is responsible for ensuring that the processing of vendor invoices are appropriate and that payments are made in accurately and timely in accordance with the City's terms and conditions. The Division is also responsible for compliance with federal and state regulations and the reporting of 1099 vendor information.

GOALS

To correctly issue all payments to vendors within 30 days of receipt of invoice. To review procurement card usage to ensure transactions are within procurement card guidelines.

OBJECTIVES 2012-2013

Establish system that would scan vendor invoices for department review and automatically link the vendor check into one file for paperless storage by September 2013.

Increase the total number of all vendors paid via Electronic Funds Transfer/ ACH to 75%.

In conjunction with the Information Technology division, create a webpage in which vendors can view payment status and checks on their outstanding invoices.

Review and audit procurement card transactions on a rotational basis and ensure compliance with policies and procedures.

Report unclaimed property to the State of Florida by May 3, 2013.

Report miscellaneous (1099) vendor activity to the Internal Revenue Service by January 31, 2013.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Implement receipt of electronic invoices for vendors.	Established an Accounts Payable email address for receipt of electronic invoices.
Increase the number of all vendors paid via Electronic Funds Transfer/ ACH to 75%.	All new vendors are asked to complete the Electronic Funds Transfer form. Current vendors are periodically asked to switch payment methods to EFT / ACH.
Reduce the amount of paper check refunds issued.	Requested credit card transactions due a refund, to be credit back the credit card in lieu of a paper check.
Report 1099 vendor activity to Internal Revenue Service by January 31, 2012	Reported 1099 vendor activity to the Internal Revenue Service by January 31, 2012
Report unclaimed property to the State of Florida by May 3, 2012.	Reported unclaimed property to the State of Florida by April 30th 2012.
Review and audit procurement card transactions.	A sample of transactions between 2007 and 2011 were reviewed for all city procurement cards.
Revise travel policy for the countys new Inspector General and Ethics regulations.	Revised travel policy to include reference to the Palm Beach Countys new Inspector General and Ethics regulations.
Revise procurement card policy relating to the countys new Inspector General and Ethics regulations and provide appropriate training.	The procurement card policy changes are currently being made.

OTHER ACHIEVEMENTS

Established a manual refund process to reduce the amount of paper checks generated and record vendor payments processed via wire transfer.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Issue vendor checks within 30 days of invoice date.	Financially Sound City Government	90%	95%	95%
Number of vendors paid via ACH in lieu of checks	Financially Sound City Government	0%	75%	90%
Reduce paper checks by 75%	Financially Sound City Government	0%	50%	75%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1221

DIVISION DESCRIPTION

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.

GOALS

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 2012-2013

- Coordinate Request for Proposals for the Wildflower and Spanish River properties.
- Review opportunities for documents to be submitted or saved electronically, including forms with electronic signatures.
- Develop a new Procurement Code to replace the current Procurement Code.
- Research topics for video training sessions and develop content for placing on the Citys Intranet for use by City staff.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Review findings, procedures and policies as published by the Palm Beach County Ethics Commission and Inspector General and identify possible policy changes and training topics.	Review resulted in making changes to the City Procurement Code and bidding documents. The Procurement and Contract Management training course addresses both policies.
Review and update Purchasing Division web page	A review of the Purchasing Division web page was completed and updates are in progress.
Continue evaluation of the Procurement Card program to find opportunities to further increase the annual usage from the issuing bank.	Upon review of available agreements, the City became a participant of the Hillsborough County Consortium for the Procurement Card program. This change resulted in a higher rebate structure.
Develop and implement training for City project managers on contract management software module.	A training manual was developed and content has been incorporated into the Procurement and Contract Management training course.

OTHER ACHIEVEMENTS

- Participation in the South East Florida Chapter NIGP reverse trade show.
- Implemented procedure for use of Online Auction for disposal of City surplus
- Recipient of the Florida Association of Public Purchasing Officers Achievement of Excellence in Public Procurement Award.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Increase percentage of annual procurement card rebate by promoting procurement card usage.	Financially Sound City Government	19%	20%	5%
Provide six procurement card training sessions per fiscal year	Financially Sound City Government	5	6	6
Buyer to contact Project Manager within 7 days of receipt of requisition and project scope to review project timeline and identify any additional information required to start the procurement process.	Strong Partnership with Our Stakeholders	na	90%	90%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1222

DIVISION DESCRIPTION

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. The Division is also responsible for employee safety, liability issues, workers compensation claims and service.

GOALS

Risk Management will continue to educate employees regarding their benefits, safety and how to maintain a safe work environment. The workers compensation plan provides excellent medical care for injured employees by using the finest providers in the area. Liability issues will be managed in a cost effective and efficient manner. Excellent customer service will be provided to both employees and citizens as their needs are addressed.

OBJECTIVES 2012-2013

Prepare and publish RFP for Health and Welfare Professional Consultant during the third quarter of 2011-2012.

Conduct roving monthly meetings in City Hall and satellite City locations to entertain benefit questions on a One-to-one basis.

Based upon the overwhelming success of the 10,000 Steps Program, this program will be reintroduced in October, 2012. The goal is to motivate current participants to continue to improve and to attract an additional 5% enrollments.

Prepare and publish RFP for Health and Welfare Benefits during the third quarter of 2011-2012.

Work with the TPA adjusters to achieve a Less Than 90 Days closure rate from Date of Injury (DOI) to Date of Maximum Medical Improvement (MMI) for all Medical Only (MO) Workers Compensation claims.

Prepare and publish RFP for Third Party Administration Services for Workers Compensation and Liability Claims Management Services.

Assist all departments in maintaining a reduction of injuries that occur through safety awareness and training. Training classes will be offered throughout the year with required training first.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Conduct roving monthly meetings in City Hall and satellite City locations to entertain benefit questions on a one-on-one basis.	Continuous daily meetings were conducted in various locations throughout the City beginning on October 26, 2011 and ending on November 18, 2011.
Assist all departments in maintaining a reduction of injuries that occur through safety awareness and training.	Last year we conducted seven different safety training classes with over 600 employees participating in those classes.
Design a more up-to-date Employee Injury & Investigation Report (EIIR) form that would be easier for the injured worker to fill out and also be more informative. Develop an online comprehensive training manual to assist employees and their supervisors in filling out the new EIIR.	The Employee Injury and Investigation Report (EIIR) update is in process and will be completed by 6/15/2012.
Develop a program for flex spending credit cards.	This was not accomplished because Management elected not to use debit cards.
Assist with the identification and selection of an automated system to process benefit enrollments and changes. Once selected, the Risk Management staff will work with IT and the selected vendor to provide necessary data for the implementation and training to employees.	In 2011 we implemented an online enrollment system called BenTek for our Open Enrollment Period. Although there were many issues with this new system, it eased the flow of the employees by allowing employees to do online enrollments from work, home or anywhere they wanted to.
Coordinate monthly wellness information sessions and visits from outside medical service providers.	We began our Wellness Program in 2011. The program consists of three components. Health Risk Assessment (HRA), Weight Watchers at Work, and 10,000 Steps Walking Program. (301) employees completed the Health Risk Assessment. (59) employees enrolled in Weight Watchers at Work (Lost 332.2 pounds). (253) employees enrolled in 10,000 Steps Program with total miles = 22,023.
Continue providing training for the ARB and Safety Committee Members.	This past year we conducted several training classes for the ARB and Safety Committee members. The ARB members participated in Basic Accident Reconstructions, How to determine if a seatbelt is worn, and how does the in car camera work. Safety Committee Members attended lectures on Workers Compensation, Electric Car Safety, and Risk Management.
Update ARB policy and provide training.	The new ARB policy has been presented and reviewed with Police Services and HR. Safety has reviewed and made corrections and recommended changes to this document. Management is reviewing the final draft for approval.

OTHER ACHIEVEMENTS

A very successful health and safety fair was held for the employees with over 80 vendors that provided excellent information to the employees.

The State of Florida has documented that the City of Boca Raton has had the lowest or one of the lowest experience modification rates in the State of FL for 3 years in a row. The Citys experience modification rate was reduced to (0.58) for fiscal year 2011.

Successfully trained employees and implemented a new health plan with a Health Reimbursement Account.

The City carefully manages its liability program and has won several very difficult cases.

Successfully implemented loan processing on 401a and 457 plans. As of 4/24/12, 100 loans have been processed. Total \$1,125,717 in loans distributed.

The Day in the Park for Safety was held for the tenth year and is instrumental on educating employees regarding safety. We had 14 booths this year with approximately 289 employees participate in this event.

The Safety Council of Palm Beach County gave Special Recognition to the Citys Workers Compensation unit for Continued Success in Worker Safety (on March 8, 2012).

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percentage of increased participation in the flexible spending account.	Financially Sound City Government	3%	5%	5%
Percentage of subrogation claims filed and recovered in the fiscal year.	Financially Sound City Government	95%	95%	95%
Percentage of liability claims settled within the reserved amount.	Financially Sound City Government	90%	90%	90%
Percentage of accidents/injuries investigated within 48 hours of notification.	Financially Sound City Government	99%	100%	100%
Percentage of health insurance problems resolved within two weeks of notification of problem.	Financially Sound City Government	95%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1225

DIVISION DESCRIPTION

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.

GOALS

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

OBJECTIVES 2012-2013

- Prepare and manage a balanced budget for fiscal year 2012-13.
- Refine new Budget preparation system and explore incorporating salary system.
- Manage American Recovery and Reinvestment Act (ARRA) grant awarded programs.
- Publish Budget books by December 20, 2013.
- Update Long-Range Financial Plan by April 30, 2013.
- Explore paperless budget transfer system.
- Publish Budget Amendments on the City's website.
- Streamline the Non-Profit grant process and identify the organizations by category.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Prepare and manage a balanced 2011-12 budget.	The 2011-12 budget was prepared and balanced successfully.
Implement new Budget preparation system and revise training citywide.	OMB has trained Users on the mBudget module.
Publish Budget books by December 24, 2011.	Budget books were published by the December 24, 2011 date.

OTHER ACHIEVEMENTS

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the City's FY 2010 Budget Report for the 28th consecutive year.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Receive the GFOA Distinguished Budget Presentation Award.	Financially Sound City Government	Yes	Yes	Yes
Percentage of grant applications submitted that receive funding.	Financially Sound City Government.	75%	100%	75%
Weeks to complete Proposed Budget.	World Class Municipal Services	10	10	10
Budget Training Classes.	World Class Municipal Services	6	3	3
Production of Approved Budget documents (hard copy and City website accessible).	Strong Partnership with Our Stakeholders	Yes	Yes	Yes

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FINANCIAL SERVICES	001-1226

DIVISION DESCRIPTION

The Parking Division administers a paid parking program in Mizner Park and selected beach areas, including East Spanish River Blvd., East Palmetto Park Road (including the pavilion), and Red Reef Park West. The Parking Division also processes all parking citations issued by Boca PD and Park Rangers.

GOALS

The main benefits of a paid parking program to the City, its residents, and its merchants include increased parking turnover and additional revenue used for transportation improvements or other essential government services

OBJECTIVES 2012-2013

- Explore expansion of paid parking program to beach parks.
- Explore implementation of parking enforcement in other non-metered areas of the city.
- Cross train parking customer service with alarm customer service to provide coverage for absences.
- Implement real-time customer service.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Conduct successful Special Master Hearings for parking citations.	On-going
Complete process and procedure manual.	Progress has been made in this area. 95% complete.
Fully cross train other parking personnel for the Parking Supervisor position to cover absences.	Progress has been made in this area, however, customer service coverage is too light in Parking Services, serving as a full service back up is not feasible.
Fully train Parking Supervisor to perform meter maintenance and repair function. Keep meters fully functional.	Completed.
Enforce paid parking violations as well as other parking violations, in a professional accurate manner.	On-going

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

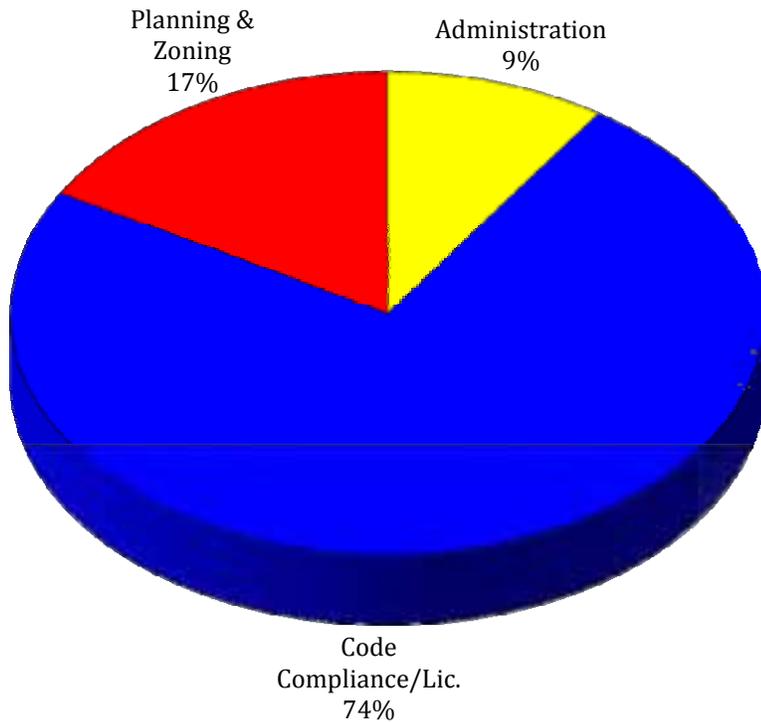
OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Fully functional parking meters	Financially Sound City Government	n/a	99%	100%
Maintain a less than 15% delinquency rate on citations greater than 60 days.	Financially Sound City Government	n/a	100%	100%
Issue correct Parking citations	Financially Sound City Government	n/a	98%	100%

DEVELOPMENT SERVICES

John Hixenbaugh, Planning, Zoning & Development Director

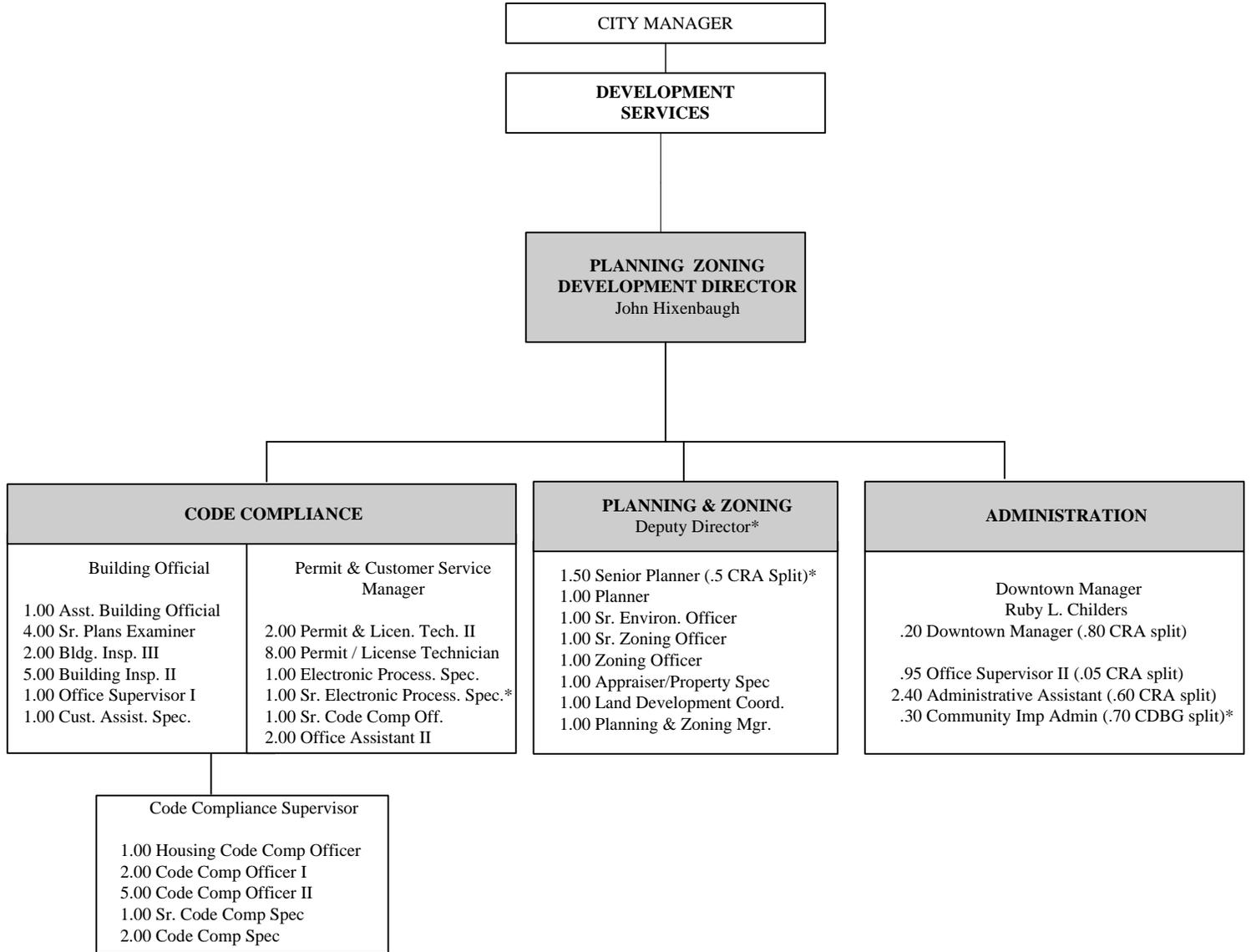
The mission of the Development Services Department is to promote the continued sustainability of the City of Boca Raton through flexible, creative, and responsive customer service. We will be recognized as a leader in the City's efforts to protect and enhance the built, living, and natural environment, 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. Pursuant to interlocal agreements, the Department supports the activities of the Community Redevelopment Agency.



DIVISION	APPROVED 2012-13 BUDGET
Administration	\$ 561,100
Code Compliance/Lic.	4,363,500
Planning & Zoning	988,100
TOTAL	\$ 5,912,700

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	4,560,698	4,703,300	4,703,300	5,135,300
Other Operating	548,287	813,200	845,900	707,600
Supplies	47,389	63,900	63,900	69,800
Transfers	-	-	-	-
TOTAL	5,156,374	5,580,400	5,613,100	5,912,700
Full-time Employees	57.23	57.23	57.23	57.35



*
1.0 Sr. Planner converted to P&Z Deputy Director
1.0 Electronic Proc Spec reclassified to Sr. Electronic Proc Spec

+12 Community Improvement Admin (.88 split to CRA)
+12

Approved Positions FY 11/12	57.23
Revised Positions FY 11/12	
Personnel Changes FY 12/13	<u>.12</u>
Approved Positions FY 12/13	57.35

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	DEVELOPMENT SERVICES	001-1501

DIVISION DESCRIPTION

Administration is responsible for managing and coordinating day to day operations of the department, and pursuant to interlocal agreements, oversees the management and operations of the Community Redevelopment Agency.

GOALS

The goal of Administration 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 2012-2013

Prepare for City Council consideration on or before February 1, 2013, a Business Improvement District (BID) Action Plan, that summarizes the BID Steering Committee's research and recommendations on establishing a BID.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
<p>Proceed with the "Meet Me on the Promenade" Inaugural event on or before October 31, 2011, at neutral cost to the City/CRA.</p> <p>Continue implementation of Downtown Strategic Marketing initiatives including: Downtown Guide, Downtown Map, and other branding opportunities on or before September 30, 2012.</p>	<p>The Inaugural "Meet Me on the Promenade" event was held on October 21 and 22, 2011, attracting an estimated 14,000 visitors. Sip & Stroll Around Downtown Boca program included more than 87 downtown business participants. A total of \$196,500 in Meet Me on the Promenade sponsorships were obtained.</p> <p>The following initiatives were completed:</p> <ul style="list-style-type: none"> • A Marketing Workshop was held on November 22, 2011 as a follow up to the level of participation and enthusiasm created from the Promenade event. • A special holiday section was created in December 2011 for the www.DowntownBoca.org webpage. Staff established a volunteer Programming Committee of downtown businesses to obtain stakeholder input for continuing programming. Key factors for continued success and vibrancy in the downtown were recognized by the committee: Start a Habit (monthly events on the first Friday of every month), and Stay Open Late. City staff established a fitness program on January 14, 2012 that is provided every Saturday morning at Sanborn. • On January 23, 2012, a Sponsorship Program was presented by the marketing consultant and accepted by the CRA for funding ongoing Downtown Boca Programming including Friday Night LIVE and the 2nd Annual Meet Me On The Promenade events. The Friday Night LIVE! series began on March 2, 2012 with Beerfest (a ticketed event at the Mizner Park Amphitheater - 3,500 attendees); April 6, 2012 Friday Night LIVE! Program was a Jazz event with approximately 1,500 attendees. • Staff worked with the PBC Convention and Visitors Bureau (CVB) to host the 2012 PBC Travel and Tourism Rally held on May 8, 2012, in Downtown Boca. • Planning for the 2nd Annual Meet Me On The Promenade event anticipated for October 26 and 27, 2012.

Consider alternative funding sources for Downtown as directed by the City Council/CRA to be completed on or before September 30, 2012.

Funding alternatives for marketing and promotion, parking and shuttle/trolley system were researched and reviewed by staff for continued support of a vibrant Downtown.

OTHER ACHIEVEMENTS

Staff continued to work with key stakeholders, the Downtown Advisory Committee and the City's consultant Urban Design Associates (UDA) on refinements to the Proposed Pattern Book for Downtown Design Guidelines.

Due to the success of the Inaugural Promenade event, continuous programming was requested.

Weekly Fitness Programming, Saturdays@ Sanborn, was created in February that offers Free fitness classes.

Marketing Forums were continued as a medium for communicating with Downtown business owners, residents, and stakeholders.

The Four Lane approach was determined as the most feasible Transportation Design for Livable Communities (TDLC) approach for Federal Highway.

The temporary program allowing pedestrian signage in the downtown was extended for another year.

Updated and enhanced the Downtown Boca website (downtownboca.org).

Annual Reports Completed for Downtown: The 22nd Annual Report on the Downtown Development of Regional Impact; CRA Annual Report under 163.356(3)(c) Florida Statutes; 10th Annual Report to Downtown Property Owners keeping the Agency and the City in compliance with statutory requirements and Agency Rules.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Sustain a majority (>50%) of employees who respond to annual survey that are satisfied working within the department (*Due to Significant Priority and Staffing level changes the survey was not reinstated by Department Committee)	World Class Municipal Services	*	*	75%
% of time initial response provided to Citizen Inquiries/Tickler Items within 2 days of receipt by department	World Class Municipal Services	100	100	100

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

DEVELOPMENT SERVICES

001-1511

DIVISION DESCRIPTION

The division consists of three service areas 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; 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.

GOALS

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 2012-2013

On or before April 30, 2013, prepare for City Council review and consideration an ordinance to repeal and adopt an amended Chapter 19 to ensure local amendments are consistent with the Florida Building Code as the basis for building construction regulations in the city.

On or before February 28, 2013, streamline the Special Event review and inspection process for events that include large rental tent and platform structures.

On or before March 31, 2013, prepare for City Council review and consideration an ordinance to amend Chapter 2 to abolish the code enforcement board and transfer authority of nuisance complaints to the special magistrate in compliance with State Statutes.

On or before September 30, 2013, assist Planning and Zoning division with preparation of an ordinance to amend Chapter 21 to reflect changes mandated in the new FEMA floodplain management regulations.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
<p>Promote the city's electronic permitting process to the public and design professionals with instructional materials and web-based training aids. Stay involved with the product's development team and user group so that future program updates and feature enhancements meet our needs.</p> <p>Continue to work with IT to develop aging, process time, and queue reporting capabilities for statistic analysis.</p>	<p>The Building and IT divisions have hosted many live and webinar demonstrations of its program to other jurisdictions. A presentation of our electronic permitting process was made to the Architects Association of Palm Beach County.</p>
<p>Continue to expand effectiveness of the current expired permit program with owner education efforts, timely contractor notices and old case file processing.</p>	<p>Our current program accomplishes its goal of early owner education and timely notification of expired permits. Owners are notified when a permit is applied for on their property and again when the permit is issued with instructions on how to track its progress. A notice letter is sent to both contractor and owner of newly expired permits.</p>
<p>Amend Chapter 19 ordinance to officially adopt the State mandated Florida Building Code as the basis for building construction regulations in the city, also update current provisions of Chapter 19 and adopt them as local amendments to the Florida Building Code thereby facilitating the reporting requirements to the Florida Building Commission.</p>	<p>The implementation of this objective was rescheduled to coincide with the States adoption of the amended Florida Building Code (adopted March 2012). The Chapter 19 amendment was postponed in order to incorporate the final version of the amendments as well as take advantage of a model ordinance drafted by the Building Officials Association of Florida that was issued after adoption.</p>

OTHER ACHIEVEMENTS

Participated in the Regulatory Climate Committee workshops resulting in development of Best Practices for countywide permitting standards.

Building Official was appointed for a three year term as the Vice Chair of the PBC Building Code Advisory Board that makes recommendations on consistent application of the building code throughout the county.

Provided 2 webinars and hosted 4 on-site demonstrations of the newly implemented electronic building permit process to assist other governmental agencies with implementation strategies.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
% of Code Cases initiated by Staff	World Class Municipal Services	53.4%	52.0%	52.0%
Building Permits Submitted Online	World Class Municipal Services	10.5%	15.8%	18%
Avg. Response Time to Complaints Received/Initiated by Public	World Class Municipal Services	33 Hours	30 Hours	30 Hours
Building Permit Valuation	Financially Sound City Government	\$149,567,351	\$215,634,728	\$300,000,000
New Building Permit Applications Issued	World Class Municipal Services	6,736	6,803	6,871
Building Inspections Performed	World Class Municipal Services	44,684	45,131	45,582
Code Enforcement Cases Processed (New)	World Class Municipal Services	5,018	5,432	5,500
Code Enforcement Inspections Performed	World Class Municipal Services	10,274	11,122	11,400
Average First Plan Review Cycle Completed (days)	World Class Municipal Services	6	5.5	5.5

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	DEVELOPMENT SERVICES	001-1512

DIVISION DESCRIPTION

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 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 of the public.

GOALS

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 2012-2013

- On or before December 31, 2012, assess workload of the Department relative to the losses in personnel and provide recommendations to management for sustaining operations.
- On or before September 30, 2013, coordinate with the Florida Department of Economic Opportunity to develop best practices for the processing of building permits to be consistent with Building and Flood regulations.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Begin planning and preparation for City Council adoption of the next EAR-based Comprehensive Plan Amendments due in November 2012.	The new Florida Department of Economic Opportunity changed the City Council deadline for the adoption of the next EAR-based Comprehensive Plan Amendments from November 2012 to October 2017.
Prepare changes to code of ordinances needed to implement the 2010 Comprehensive Plan to be completed by Summer 2012.	Staff initiated changes to the City's Code of Ordinances to implement the 2010 Comprehensive Plan. City Council adopted a change to the B-2 Zoning District to implement the newly created Planned Mobility (PM) Future Land Use Designation.
Design and implementation of a system to complete electronic submittal and processing of planning and zoning projects in coordination with Information Technology staff and provide necessary training to users on or before December 2012.	Staff is beginning to formulate the process for review of Planning and Zoning applications electronically.

OTHER ACHIEVEMENTS

Processed for approval the following development projects and permits:

Broadstone @ North Boca Village; Country Club Village; Amendment to Phase IV of Palmetto Park project; Retail Expansion within Mizner Park; Mizner Park Cultural Arts Center Amendment (Yard House Restaurant); Countess de Hoernle Park Subdivision; East Boca Ale House Addition; Boca Village Square @ Town Center; St. Mark Greek Orthodox Church; Booksmart / Bookwise; Blue Lake / Centra Townhomes Additional Height; Lynn Financial Center; Morgan Stanley Smith Barney; Kimmen Plaza; Kiddie Academy; Lynn University Modifications; Community Garden; JP Morgan Chase Bank; Lynn Financial Center; Biordi Subdivision; Colony Point; Assalam Center; Grace Community Church; West Rogers Small Business Warehouse; Intra-lock Systems; Portabella Townhouse; Steiger Facial Plastic Surgery Center; ADT/Tyco; St. Andrews School; 1801 Clint Moore Road (Walgreens and banks); Citibank at 4055 North Federal Highway; University Park Student Housing; Camden; Ben Gamla Charter School at Temple Beth El; 900 Peninsula Corporate Circle Office Building; 750 Park of Commerce; Boca Center Commercial Plaza Renovation; Archstone at Palmetto Park; Via Mizner; 831 East Palmetto Park Road Retail Center; St. Andrews Estates; Downtown Library; Ocean Strand Amendment; Hospice by the Sea; 1600 North Federal Highway; Broken Sound Clubhouse Pool and Bistro; Broken Sound Tennis and Fitness Center

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Number of applications processed before the Planning and Zoning Board: **Applications include all applications mentioned below(*), with the addition of site plans, and the exception of Easement Abandonments; Subdivision Plats; Downtown Plans; etc.	Strong Partnership with Our Stakeholders	52	54	48
Number of applications processed before City Council *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.	Strong Partnership with Our Stakeholders	56	44	39
Number of IDA applications processed before Community Redevelopment Agency	Strong Partnership with Our Stakeholders	4	8	6
Percentage of Public Hearings before the Planning and Zoning Board in 30 days from complete application**	Strong Partnership with Our Stakeholders	100%	100%	100%
Percentage of Public Hearings before the City Council in 60 days from complete application*	Strong Partnership with Our Stakeholders	100%	100%	100%
Percentage of Public Hearings before Community Redevelopment Agency in 60 days from complete application	Strong Partnership with Our Stakeholders	100%	100%	100%

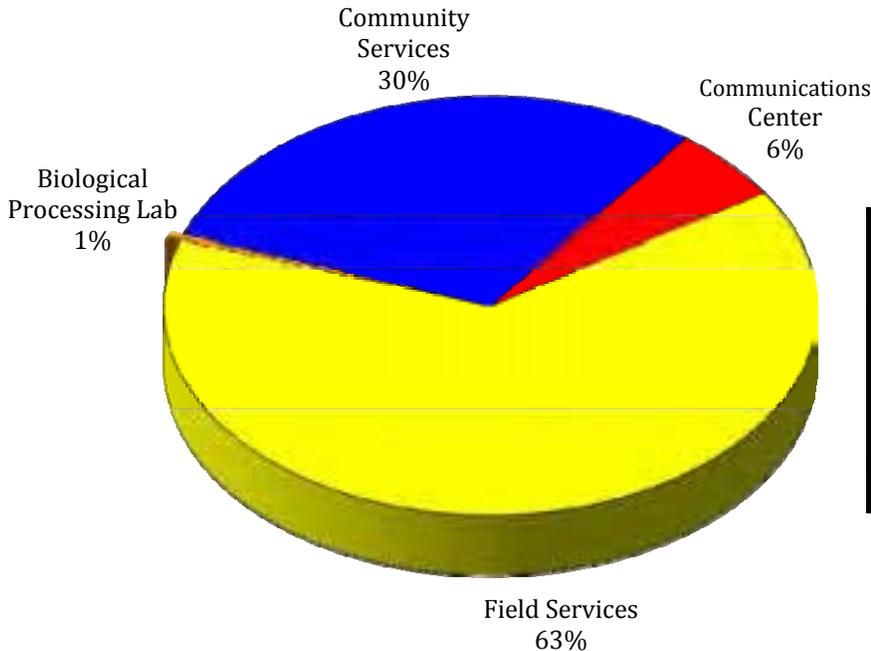
POLICE SERVICES

Daniel Alexander, Chief of Police
Michele Miuccio, Assistant Chief of Police
Edgar Morley, Assistant Chief of Police

The vision of the Police Services Department is to employ the finest people providing the best police services for our community.

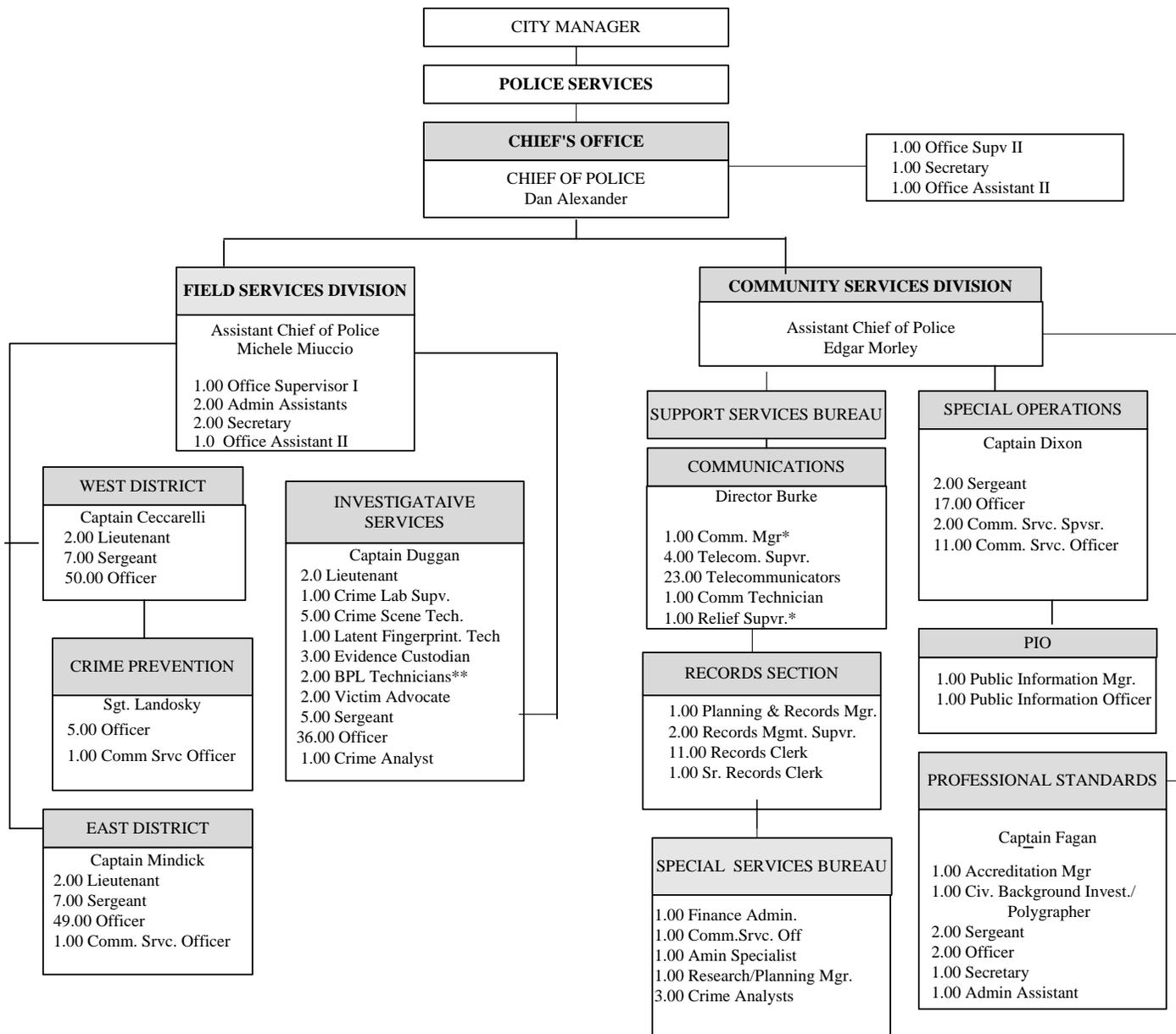
The mission of the Police Services Department is to work with residents to enhance the quality of life in the City of Boca Raton through progressive police service in partnership with the community.

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 2012-13 BUDGET
Community Services	\$ 11,627,500
Communications Center	2,203,900
Field Services	25,160,700
Biological Processing Lab	169,300
TOTAL	\$ 39,161,400

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	31,091,474	30,735,900	30,670,800	32,432,200
Other Operating	4,436,030	4,967,300	5,253,000	5,399,500
Supplies	551,856	511,900	562,600	528,700
Capital Outlay	4,178	-	-	-
Transfers	816,000	797,000	797,000	801,000
TOTAL	36,899,538	37,012,100	37,283,400	39,161,400
Full-time Employees	293.00	293.00	293.00	295.00



*1.00 CSO converted to Commo Manager
 *1.00 CSO converted to BPL Technician
 *1.00 Secretary converted to BPL Technician
 *1.00 Lead Supervisor converted to Relief Supervisor

**2.00 BPL Technicians positions funded by the State Forfeiture Fund but included in total Police Services approved positions

Approved Positions FY 11/12	295.00
Revised Positions FY 11/12	
Personnel Changes FY 12/13	
Approved Positions FY 12/13	295.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2211

DIVISION DESCRIPTION

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 Community Services Division is headed by an assistant chief.

The Professional Standards Bureau, which is overseen by a captain, is responsible for investigating all complaints, recruitment, selection, hiring, staff inspections, training, management of the accreditation process, and the review of Department policies and procedures.

The Support Services Bureau consists of several components and is managed by a director. The components include facility maintenance, payroll, supplies inventory, planning and research, budget management, strategic planning, and records. The Bureau also includes the Crime Analysis Unit which analyzes crime patterns/trends and collects/disseminates intelligence regarding officer safety and crime issues.

The Special Services Bureau is managed by a captain. Bureau personnel are the first responders to traffic incidents. Personnel provide traffic enforcement, marine services, crash investigations, canine services, public information, and school crossing guards.

GOALS

To provide prompt, courteous, and professional customer service, in addition to providing the highest level of technical, investigative, and administrative support to employees and the citizens of Boca Raton, utilizing the most effective and efficient methods available.

OBJECTIVES 2012-2013

Conduct four DUI and/or BUI enforcement operations throughout the year during high visibility events or holidays.

Implement the crime mapping upgrade and the advanced analytics solution.

Achieve 100% integration of disparate citywide video systems into the public safety information management system

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Achieve a 90% pass rate on the annual physical fitness profile.	The pass rate exceeded 85% and we continue to strive towards attaining the 90% mark. We are testing a new voluntary agility process that is more task specific.
Achieve 100% integration of disparate citywide video systems into the public safety information management system.	Based upon the progress of the implementation of the VidSys system, we should attain an 80% integration of the citywide video system. In conjunction with the video management system, the Mesh system will achieve an 80% deployment as well.
Conduct four DUI and/or BUI enforcement operations throughout the year during high visibility events or holidays.	We conducted four DUI operations to include: Arrive Alive on 95, Halloween, St. Patrick's Day, and Memorial Day weekend. BUI operations were conducted for two consecutive Boca Bash weekends, and Memorial Day weekend.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Maintain an agency-wide vacancy rate of 5% or lower.	Financially Sound City Government	N/A	1.7%	5%
Increase the number of residents subscribing to social media services such as Twitter, Nixle, E-alerts, etc.	Strong Partnership with The Community	5662	8800	9000
Maintain CALEA accreditation.	World Class Municipal Services	Yes	Yes	Yes
Maintain internal affairs complaint investigations below the target of ten (10).	World Class Municipal Services	3	5	10
Maintain a percentage of arrests when force is used of 3% or lower.	World Class Municipal Services	1.8%	1.1%	3%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2212

DIVISION DESCRIPTION

The Police/Fire Emergency Communications Center is managed by a Communications Manager who is charged with the responsibility of directing the activities of telecommunicators, supervisors, and a radio technician. The Center serves as the vital link between the citizens and the resources to meet their public safety needs.

GOALS

To provide the internal and external customers with the highest quality public safety communications service.

OBJECTIVES 2012-2013

- Achieve 100% compliance with Florida State Statute 401.465 Department of Health curriculum for telecommunicators.
- Upgrade the Priority Dispatch software system to the Paramount platform and convert the quality assurance program to the Version 9 standards.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
<p>Achieve full implementation of Priority Dispatch software system and initiate the quality assurance program.</p>	<p>EPD/EFD/EMD ProQA all went on line by October 1st, 2010. A joint Field Services-Communications Committee was established in January 2011 to improve call taking procedures. Priority Dispatch sent a Police Consultant to our location and we are currently BETA testing version 3.1 for further improvements. Communications Manager Margetta was nominated and placed on the National Academies of Emergency Dispatch Police Council of Standards. The Quality Assurance program was started February 2011. All Supervisors are certified as Q's in all disciplines, and perform a minimum of 1 Q per person on shift, per week.</p>
<p>Achieve 100% compliance with the newly mandated Department of Health curriculum for telecommunicators.</p>	<p>All eligible employees have been certified via the grandfathering clause. All employees in need of passing the State Exam have been provided study materials and have had their registrations for testing paid. Various options for testing dates are on schedule prior to Oct 1, 2012. All new employees, if not already certified, will attend the in-house certification program, an on-line version through Florida State College, or an in-person Dispatch Academy at Palm Beach State College to prepare them for the State Exam. All employees receive a minimum of 20 hours per year towards their 20 hours of Continuing Education every 2 years DOH requirement.</p>

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Total percentage of 911 calls answered within 0-15 seconds.	World Class Municipal Services	89%	90%	90%
Achieve a call processing time for priority calls (receipt to dispatch) of 60 seconds or less 90% of the time.	Financially Sound City Government	90%	90%	95%
Achieve 85% overall average in the quality assurance program for the Priority Dispatch Suite.	World Class Municipal Services	N/A	N/A	85%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2213

DIVISION DESCRIPTION

The Field Services Division is headed by an assistant chief who oversees the operation of the Patrol Districts and the Investigative Services Bureau. Each district is managed by a police captain. Officers provide service to the citizens and develop a partnership with the community, utilizing problem-solving techniques to prevent crime. Officers utilize various methods to address patterns of criminal activity.

The Investigative Services Bureau is managed by a police captain who supervises two sections; Major Crimes and Strategic Operations. The Major Crimes Section houses the Property Crime Unit, Persons Crime Unit, Economic Crime Unit, and the Crime Laboratory. The Strategic Operations Section oversees Vice Intelligence Narcotics Unit, Special Investigations Unit and the Tactical Team. These units are responsible for conducting follow-up investigations, surveillance 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.

GOALS

To provide efficient and effective responses to problems and opportunities in the City of Boca Raton that will be identified through traditional calls for service, intelligence-led policing, and a dynamic partnership with our community.

OBJECTIVES 2012-2013

- Conduct quarterly intelligence based operations to address crime trending in areas.
- Maintain the current crime index rate for the City.
- Conduct a quarterly meeting with loss prevention personnel from retail establishments to address trends in and prevention of retail theft.
- Maintain the Department’s case clearance rate at or above the national rate of 25%.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Maintain the current crime index rate for the City.	The crime rated index for the City is expected to increase by 6% compared to the prior year.
Increase the Department case clearance rate by 2%.	The Department clearance rate reached 31% which is a 5% increase over the prior year, and is 6% over the national rate of 25%.
Conduct quarterly intelligence based operations to address crime trending in areas.	This objective has been exceeded, as the Department conducts monthly meetings with agencies from both Broward and Palm Beach County. Additionally, the Department participates in a monthly crime intelligence meeting comprised of the chiefs of police from Palm Beach County.
Conduct a quarterly meeting with loss prevention personnel from retail establishments to address trends in and prevention of retail theft.	Field Services captains attend he quarterly Organized Retail Theft quarterly meetings. The meetings included retailers from across the County not just Boca Raton. They discuss ongoing/new trends and our efforts to reduce shoplifting at the mall. The meetings also allowed for two-way brain storming sessions between the Department and the retailers.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Maintain an overall customer satisfaction rating level of 95% based upon annual survey results.	World Class Municipal Services	97%	98%	98%
Maintain a response time of four and one quarter minutes or less for 90% of the in-progress calls for service, excluding false alarm calls.	World Class Municipal Services	100%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	POLICE SERVICES	001-2215

DIVISION DESCRIPTION

The Police Services Departments Biological Processing Laboratory (BPL) processes evidence for the confirmation of blood and semen through microscopic analysis, which determines if further DNA work should be attempted. Swab items are also processed for touch DNA. All informative evidence is then submitted to the Palm Beach County Sheriffs Office Forensic Biology Unit for DNA analysis.

GOALS

Reduce DNA backlogs and turnaround times.

OBJECTIVES 2012-2013

Start the accreditation process with the International Organization for Standardization (ISO) of the BPL.

Achieve a 45 day turnaround on the items submitted for processing.

ACHIEVEMENTS

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Compile 50% of the requisite files necessary for the accreditation process	World Class Municipal Services	N/A	10%	100%
Turnaround time for submitted evidence in a maximum of 45 days 80% of the time.	World Class Municipal Services	N/A	85%	100%

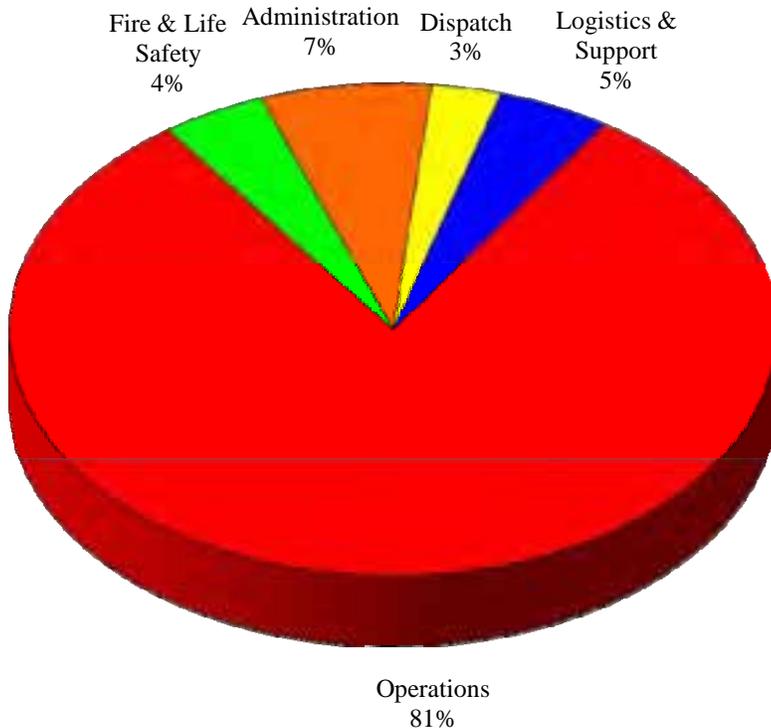


FIRE RESCUE SERVICES

*Thomas R. Wood, Fire Chief
Glenn C. Joseph, Deputy Fire Chief*

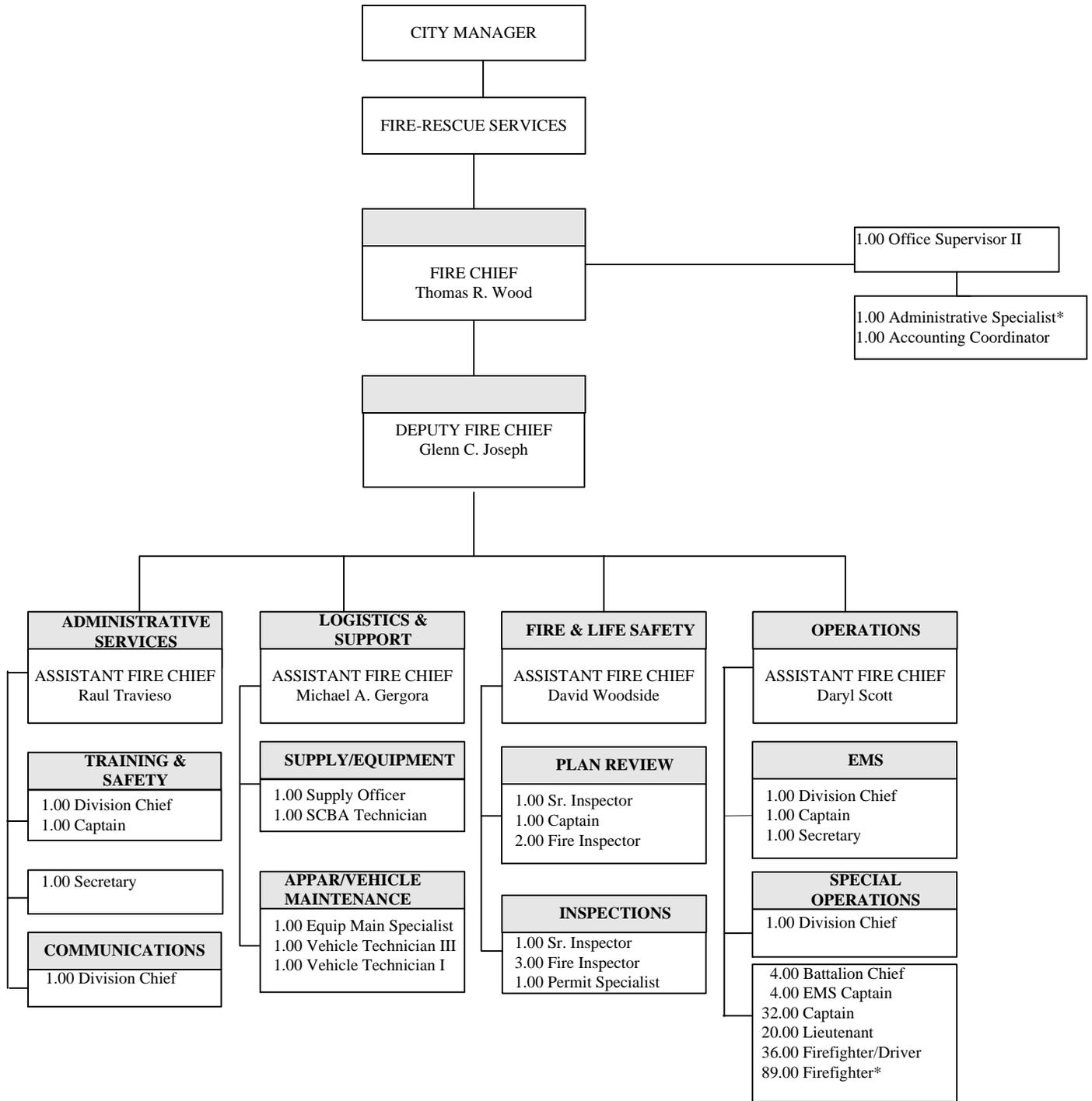
Boca Raton Fire Rescue Services Department will be recognized as a premier emergency response agency through continuous assessments and improvements, which enhance our level of service, exemplified by leadership, innovation, and utilization of best practices.

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 2012-13 BUDGET
Administration	\$ 2,854,500
Dispatch	1,160,100
Logistics & Support	1,888,100
Operations	32,032,300
Fire & Life Safety	1,745,300
TOTAL	\$ 39,680,300

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	29,727,342	31,370,400	31,445,400	33,225,400
Other Operating	642,310	4,875,200	4,972,400	5,569,200
Supplies	4,439,184	752,300	791,400	801,700
Capital Outlay	40,587	26,500	26,500	61,000
Transfers	-	-	-	23,000
TOTAL	34,849,423	37,024,400	37,235,700	39,680,300
Full-time Employees	216.00	216.00	216.00	216.00



*
 1.0 Firefighter transferred from Administrative Svcs to Operations
 1.0 Accounting Specialist reclassified to Administrative Specialist
 1.0 Permit Specialist transferred from Plan Review to Inspections
 Communications transferred from Operations to Administrative Svcs

Approved Positions FY 11/12	216.00
Revised Positions FY 11/12	
Personnel Changes FY 12/13	---
Approved Positions FY 12/13	216.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FIRE/RESCUE SERVICES	001-2501

DIVISION DESCRIPTION

The Administration Division provides direction and control for formulating and implementing department goals, objectives, and policies; carries out administrative functions, including budget, payroll, purchasing, clerical support, as well as assisting in coordinating the City's emergency preparedness program. The Administration Division is also responsible for the training and safety section, liaising with the City's 9-1-1 Communication Center, facilitating the community health programs, and responsible for the dissemination of information to the public and the news media.

GOALS

The goal of the Administration Division is to promote excellence in the delivery of emergency services in a manner that is fiscally responsible and meets or exceeds the standard of care.

OBJECTIVES 2012-2013

Complete the assembly of confined space simulators at the Banyan Training site.

Complete the implementation of quality assurance program for Emergency 9-1-1 Communication personnel. The goal is 90% compliance using Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) protocols during the next fiscal year.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Analyze national healthcare initiatives for opportunities to expand or improve the services we provide to citizens of Boca Raton.	The Fire Department implemented the use of the Res-Q-Pod and the Zoll AutoPulse as adjuncts to cardiopulmonary resuscitation efforts and realized a dramatic increase in successful resuscitation in cardiac arrest victims in the pre-hospital settings.
Complete a review and update of all internal mission critical policy and procedural documents.	Mission Critical policies and procedural documents have been reviewed and updated and are being distributed using the PowerDMS database.
Continue evaluation of emergency response times and other indices to make recommendations that will improve our level of service.	Emergency response data are collected, analyzed and published on a monthly basis and the summary data published annually. Key response parameters are regularly evaluated and compared to the standard of care.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percent Records Management retention and or destruction.	World Class Municipal Services	90%	90%	100%
Improve collections of EMS Billing efficiency by 10%	World Class Municipal Services	73.4%	73%	80%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FIRE/RESCUE SERVICES	001-2511

DIVISION DESCRIPTION

The Logistics and Support Division is responsible for facility maintenance, apparatus and equipment maintenance, self contained breathing apparatus (SCBA) maintenance, distribution and management of departmental firefighting and EMS supplies, uniforms, personal protective gear for personnel, and coordination of procurement documents.

GOALS

The goal of the Logistics and Support Division is to utilize City resources to assure that facilities, apparatus, firefighting equipment, SCBAs, uniforms, and protective clothing are in optimum condition to meet current emergency response needs in the most efficient manner.

OBJECTIVES 2012-2013

Produce quarterly vehicle maintenance and repair reports from the Fleet Management system for early vehicle problem detection purposes.

Expand the current inventory control system to include fire equipment and supplies located at the Fire Support facility.

Develop internal guidelines and train Fire Rescue staff to assist with procurement of items that are greater than \$5,000.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Continue the internal customer service initiative established on 04/01/2010 and improve internal communications.	The internal customer service initiative is currently operating and it has been received positively from personnel resulting in improved communications.
Complete the inventory control system project and produce reports that tracks inventory identified by individual personnel, apparatus, and Fire Rescue facilities.	The inventory control system has been implemented to track equipment issued to personnel, apparatus, and Fire Rescue facilities.
Comply with the new Fleet Management system and produce reports to assist in the 2011-12 budget development.	Total compliance with the Fleet management system has been achieved. Reports are being generated to assist in the 2011-12 budget development. Additional training for staff is schedule in order to expand our reporting capabilities.
Develop and implement a fire nozzle maintenance program.	A formal program has not yet been implemented, but repairs are being made as needed without interruption of service.
Utilize inventory control reports to assist in the 2011-12 budget development.	Inventory control reports will assist in all future budget development. This system is still in its infancy and development stage.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percent of completed work orders for apparatus repairs (in one day)	World Class Municipal Services	80%	85%	90%
Percent of orders filled for supplies (in one day)	World Class Municipal Services	85%	90%	95%
Percent of internal customer service responses within 1 day (est. 04/01/10)	World Class Municipal Services	N/A	80%	90%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FIRE/RESCUE SERVICES	001-2512

DIVISION DESCRIPTION

The Operations Division responds to fires, medical emergencies, hazardous materials and other special operation incidents, and other emergencies that endanger life and/or property throughout the City. This Division also manages the community health program, which includes blood pressure screening, and child safety courses.

GOALS

The goal of the Operations Division is to provide emergency services to the community that meet or exceed the standard of care.

OBJECTIVES 2012-2013

Establish a boat operators training and certification to enhance and document the boat handling skills of Boat 3 operators.

To further expand the HIPPA compliant quality improvement program with Delray Medical Center, to mirror the program that was instituted at Boca Raton Regional Hospital.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Continue the development of the Banyan training site.	This multi-year program is on going. The Training and Safety Section acquired fire hydrant training simulator, a large steel tank as part of the future confined space simulator, four fiberglass tanks for a fire pump testing apparatus that will be used to the complete build out of the training site.
Expand our quality improvement program by designing and implementing a HIPPA compliant process for retrieving patient outcome data from our partners in primary care.	The implementation process has been completed for Boca Raton Regional Hospital.
Continue to develop an effective officer-training program.	Officer training program was expanded to include monthly reviews of SOP's and other procedural documents, leadership seminars from recognized leaders from around the country, classes from the from the Florida State Fire Officer certification program.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Average Suspicious Incident Response Time in Minutes	World Class Municipal Services	8.37	8.37	8.37
Total Fire Responses	World Class Municipal Services	1,552	2,500	2,500
Total EMS Responses	World Class Municipal Services	9,959	10,500	10,500
Total Non-Emergency and Other	World Class Municipal Services	3,327	3,400	3,500
Average Non-Emergency Response Time in Minutes	World Class Municipal Services	6.45	6.42	6.40
Fire Responses < 8 Minutes	World Class Municipal Services	85.79%	85.8%	90%
Average Fire Response Time in Minutes	World Class Municipal Services	6.13	6.15	6.2
Average EMS Response Time in Minutes	World Class Municipal Services	5.29	5.50	5.50
Suspicious Incidents	World Class Municipal Services	9	9	9
EMS Responses < 8 Minutes	World Class Municipal Services	92.56%	91.67%	95%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	FIRE/RESCUE SERVICES	001-2514

DIVISION DESCRIPTION

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.

GOALS

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 2012-2013

Develop an integration plan for Building Surveys interfaced with the Existing Inspections for a seamless transfer and automatic update of information to each program.

Provide twenty hours of CEU training for each member of the division.

Fully implement the electronic management and data collection of Existing Inspection through Project Dox.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Provide an opportunity for all members of the Division to take advantage of the National Fire Academy Training opportunities.	Three members of the division were accepted into programs and were able to participate in the National Fire Academy Training opportunities.
Within the document management system Project Dox, develop and implement a work sheet for existing occupancy inspections.	The worksheet has been developed and the data interface is being created by the Information Technology Department for implementation during the summer of 2012.
In coordination with the Building Department, implement the document management system Project Dox to expedite the plans review process.	Project Dox has been fully implemented and we continue to analyze and adjust the process for efficiency.

OTHER ACHIEVEMENTS

Modified the Existing Inspection Program to increase efficiency of inspection and develop greater customer services.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percent of staff receiving training	World Class Municipal Services	75%	80%	100%
Percent of new construction inspections completed within 1 day of request	Strong Partnership with Our Stakeholders	94%	90%	95%



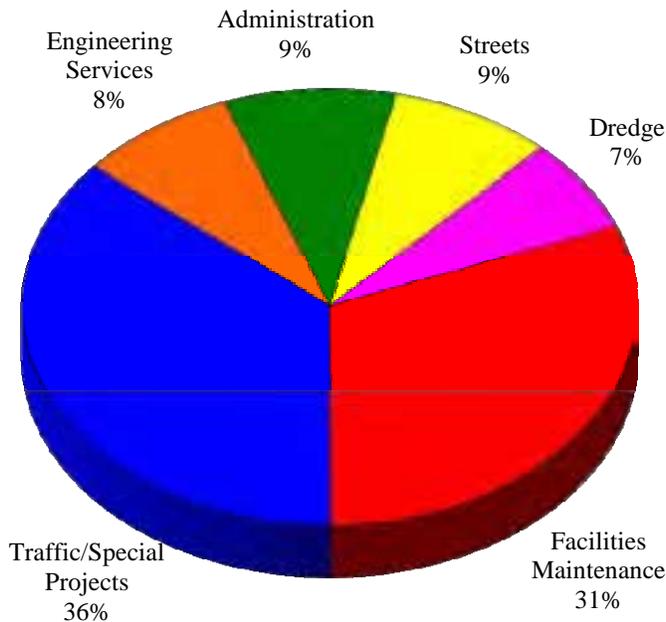
MUNICIPAL SERVICES

Daniel Grippo, 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.

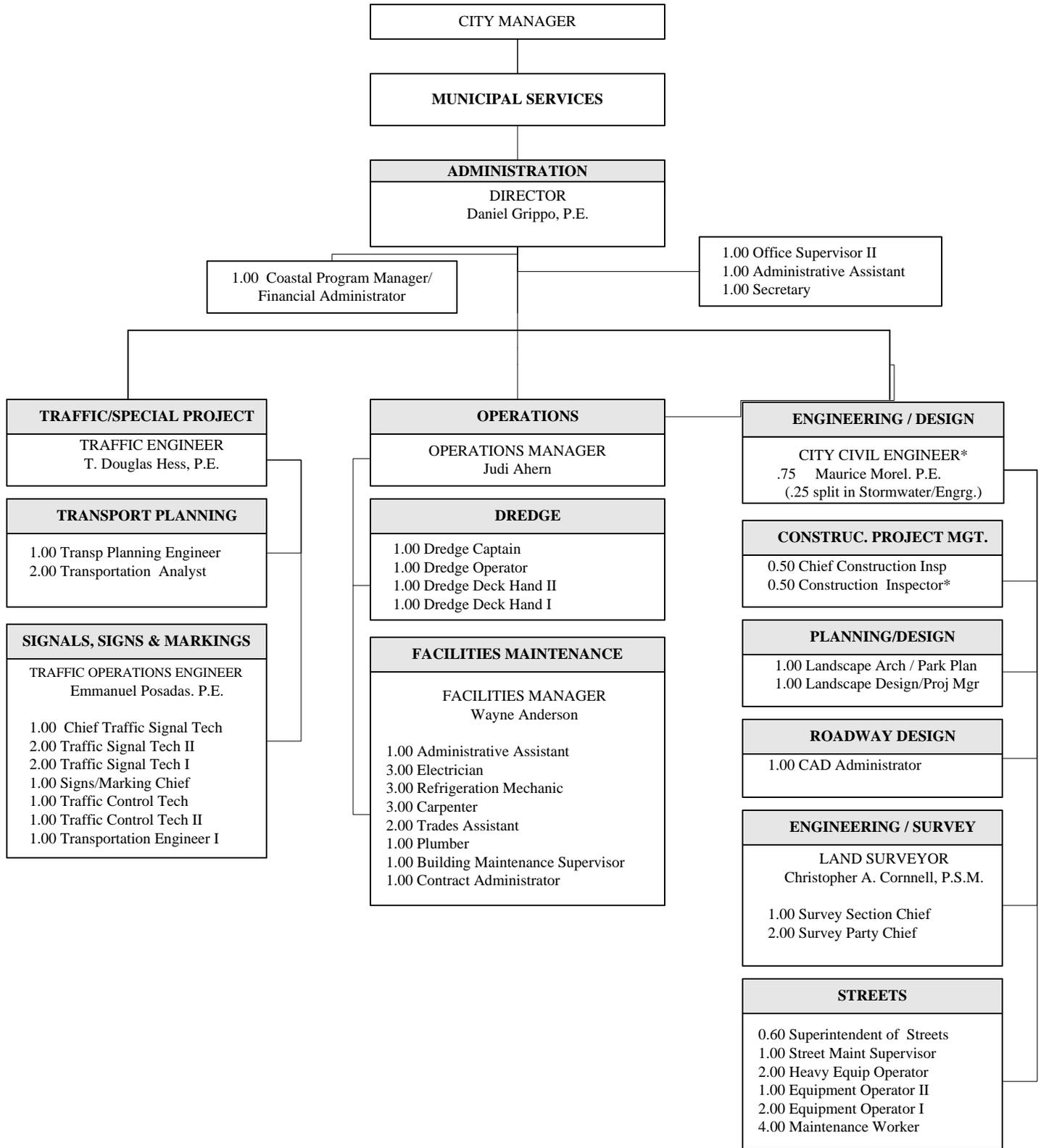
The mission of the Municipal Services Department is to provide services in the most efficient manner to provide a safe, clean, and high-quality community. Also, to respond quickly and effectively to emergencies providing an efficient delivery of services.

The Municipal Services Department is responsible for the divisions of Administration, Traffic/Special Projects, Dredge, Streets, Facilities Maintenance, and Engineering.



APPROVED	
2012-13	
DIVISION	BUDGET
Administration	\$ 906,700
Streets	860,500
Dredge	701,000
Facilities Maintenance	3,106,600
Traffic/Special Projects	3,636,500
Engineering Services	838,600
TOTAL	\$ 10,049,900

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	5,192,990	4,990,800	4,995,200	4,927,200
Other Operating	431,904	4,319,500	4,501,200	4,468,800
Supplies	3,579,432	455,400	527,700	473,300
Capital Outlay	95,345	10,000	32,500	180,600
TOTAL	9,299,671	9,775,700	10,056,600	10,049,900
Full-time Employees	59.85	59.85	59.85	59.35



*-.50 transfer out of .50 Construction Inspector to Stormwater Maintenance

Approved Positions FY 11/12	59.85
Revised Positions FY 11/12	
Personnel Changes FY 12/13	-.50
Approved Positions FY 12/13	59.35

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4401

DIVISION DESCRIPTION

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.

GOALS

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, waterways and the beaches as well as providing our residents services such as inlet management and disaster recovery.

OBJECTIVES 2012-2013

- Finalize the Municipal Services Policy and Procedures Manual with the new director.
- Obtain a permit from the Florida Department of Environmental Protection to retain the groin that was constructed during the 2004 Central Boca Raton Beach Nourishment project and be classified as a permanent structure.
- Complete a Cost Benefit Analysis for the implementation of a Municipal Services Benefit Unit (MSBU) or Special Assessment for the City's Beach Renourishment Program.
- Develop a five and ten year succession plan for Municipal Services.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Revise and update the Municipal Services Policy and Procedures manual.	The document is currently being updated.
Begin the design and permitting process for the Central and South Boca Raton Beach Renourishment Projects.	The permitting process will commence in the summer of 2012.
Construct the 4-view corridors along a portion of S.R. A1A with the removal/trimming of seagrapes and invasive vegetation and re-plant with native vegetative.	Construction began in early 2012 and re-planting within the project areas will be completed by June 2012. The project was constructed within the approved budget.

OTHER ACHIEVEMENTS

- In an effort to continue going green, Municipal Services has begun the implementation of paperless filing.
- Obtained the South Boca Raton Beach Renourishment Project 5-year permit renewal.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Maintain a sufficient beach berm for sea turtle nesting and recreation through periodic beach nourishment projects.	World Class Municipal Services	75%	85%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4411

DIVISION DESCRIPTION

Responsibilities of the Streets Section include the maintenance of 617 lane miles of asphalt/concrete roadways, 25 miles of bike paths, and an estimated 360 miles of concrete sidewalks.

GOALS

To maintain a safe and efficient transportation network for our citizens and to supply equipment and personnel to assist other Departments as needed.

OBJECTIVES 2012-2013

- Paint hardscape within the Downtown Area including the benches and trash receptacles.
- Overlay asphalt walkway along NW 12th Ave. from SW 14th Dr. to SW 18th St. on the east and west sides.
- Remove all root intrusion areas in the roadways within New Floresta Subdivision and repair asphalt roadways.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Repair all sidewalk trip hazards within Kings Court and re-plate subdivisions along Boca Rosa Heights and Ocean Heights.	Identified sidewalk trip hazards within the areas of Kings Court and Boca Rosa Heights have been repaired.
Mill and overlay Yamato Road center lane west of Jog Road.	Area on Yamato Road is scheduled to be milled and paved in May 2012.

OTHER ACHIEVEMENTS

- Overlaid asphalt pathway along St Andrews Blvd. between Verde Trail and Palmetto Park Rd. on the east side.
- Completed 71 work requests for road and sidewalk repairs from Utility Services.
- Repaired all broken sidewalks within Lake Wyman Park, Boca Lake Subdivision and Strathmore Subdivision.
- Completed 54 sidewalk violation notices.
- Repaired all asphalt root intrusions on roadways within the Boca Lake Subdivision.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Completion of Utilities open pavement repairs within one-week period.	World Class Municipal Services	75%	86%	86%
Investigate and develop plan to repair or replace sidewalk within 24 hours of complaint.	World Class Municipal Services	99%	96%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4413

DIVISION DESCRIPTION

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 beach south of the inlet in accordance with the State approved Inlet Management Plan.

GOALS

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 2012-2013

- Monitor the ebb tidal shoal and dredge 83,000 cubic yards of sand from the inlet.
- Maintain the inlet channel at a 6 ft. depth.
- Monitor and maintain navigational aids.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Maintain the inlet channel at a 6 ft. depth.	Dredging activities occur throughout the year maintaining an inlet channel depth of 6 feet.
Monitor and maintain navigational aids.	The dredge crew continues to monitor and maintain navigational aids.
Monitor the ebb tidal shoal and dredge 83,000 cubic yards of sand from the inlet.	This is an on-going challenge. The Department of Environmental Protection adopted an annual bypassing objective of 83,000 cubic yards of sand to be dredged from the Boca Raton Inlet using the City-owned dredge and periodic beach nourishment projects.

OTHER ACHIEVEMENTS

Applied for a FIND waterways funding assistance program for maintenance of existing dredge equipment and for the purchase of new dredge equipment. The application has been reviewed and the city will present to the FIND committee in June.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Keep the inlet at a 6 ft. depth.	World Class Municipal Services	100%	100%	100%
Dredge 83,000 cubic yards of sand from inlet.	World Class Municipal Services	70,000	83,000	83,000

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4414

DIVISION DESCRIPTION

The Facilities Maintenance Section administers 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.

GOALS

The goal of Facilities Maintenance is to provide and maintain clean, efficiently run facilities, sustainable 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 a quality and more secure environment.

OBJECTIVES 2012-2013

- Complete painting projects at Fire Station 8, Boca Raton Tennis Center, and South Beach Park.
- Replace A/C equipment that has exceeded its life expectancy at the Boca Raton Community Center and Marine Safety.
- Coordinate and ensure the roof project at South Beach Park Pavilion is completed in a timely manner and within budget.
- Continue working on Building Inventory documents for all City Facilities.
- Reduce energy consumption by enhancing Energy Management Systems and implementing schedules for the HVAC & Lighting systems at Municipal Complex, 6500 Building, Boca Raton Community Center and the Boca Raton Tennis Center.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Complete Building Inventory documents for all City Facilities.	The Boca Raton Community Center, Golf Course, and the Boca Raton Tennis Center have all been completed.
Replace parking lot lighting at the Police Department Facility.	Project Completed.
Replace A/C equipment that has exceeded its life expectancy at the Police Department and the Boca Raton Community Center.	Both locations were completed in FY 2011/2012.
Coordinate and ensure the roof project at James Rutherford Park is completed in a timely manner and within budget.	New roof installed. Project Complete.
Reduce energy consumption by enhancing Energy Management Systems and implementing schedules for the HVAC & Lighting systems at City Hall, Municipal Complex, 6500 Building, Boca Raton Community Center and the Boca Raton Tennis Center.	Reduced City Hall energy usage by over 240,000 KW hours.

OTHER ACHIEVEMENTS

- Enhanced video security at City Hall, Spanish River Library, Sand Pine Park & James Rutherford/Lake Wyman Park and Police Department.
- Completed the site lighting replacement at City Hall, Police Department, James Rutherford Park and Lake Wyman Park.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
To reduce external work orders through Facilities Maintenance proactive awareness within City facilities.	World Class Municipal Services	8%	8%	10%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4416

DIVISION DESCRIPTION

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.

GOALS

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 2012-2013

Initiate deployment of real-time electronic counters and arterial travel times on Federal Highway, Glades Road, Military Trail, and Yamato Road.

Coordinate a successful design and construction of new I-95 interchange.

Implement and initiate into service four new shuttle vehicles obtained through FTA Grant FL-04-0101-00.

Initiate design and procurement of Adaptive Traffic Control on Glades Road through FAU area.

Improve management of land development review process to compile review times, trend analysis, and performance monitoring.

Initiate design of Patch Reef Trail, Phase 2, along the E-3 canal, south of Town Center Road.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Update the City's Neighborhood Traffic Calming Policy.	Residential interest in implementing traffic calming has remained strong or increased; thus staff has not yet initiated revisions to scale back the program.
Take delivery of four new shuttle vehicles, pursuant to FTA grant FL-04-0101-00.	Vehicles are scheduled for delivery to the City in the spring of 2012.
Coordinate and manage the development of an effective special events traffic management plan for FAU stadium.	Successful MOT plans were developed, effectively carried out, and appropriately reimbursed.
Refine and improve land development review process and land development regulations to incorporate appropriate CompPlan revisions and sustainable city policies.	Land development application activity greatly improved over the past year. Funds were not available to hire consultants to revise land development regulations.
Start Construction and substantially complete bicycle/pedestrian improvements for St. Andrews Blvd. and El Rio Trail Phase IV.	Construction on both St. Andrews Blvd and El Rio Trail Phase IV began and should be completed this Fiscal Year.

OTHER ACHIEVEMENTS

Completed preventive sign maintenance program in 4 neighborhoods.

Installed traffic calming in 2 neighborhoods, Boca Madera and Lincoln Court.

Assisted in bringing several facilities online including Sand Pine Park, Rutherford Park, Lake Wyman, Downtown Amphitheater, and Downtown Wireless Mesh system.

Completed upgrades of 10 CCTV locations, 4 video Detection Locations, and 10 LED signalized intersections (new version) using FDOT mobility Joint Project Agreement Funds.

Completed migration of data tables for the crash database system to be in line with the new crash report form propagated by Florida DHSMV.

Completed City wide mast arm painting and initiated downtown street-light repainting.

Assisted in special events including 6 FAU football games, the City holiday parade, and other City functions.

Assisted in plans review, design and permitting process for new I-95 interchange at Spanish River Blvd and revisions to the existing interchange at Yamato Road, as well as numerous other FDOT projects and other agency projects.

Purchased 4 new shuttle vehicles with federal funds and negotiated reduced operation rate with shuttle contractor.

Implemented revised traffic signal phasing and timing on East Palmetto Park Road.

Implemented timed-parking on Downtown street system.

Completed an updated bicycle suitability map.

Completed construction of 2.5 miles of shared-use paths along St. Andrews Blvd. and the El Rio Trail, Phase 4.

Maintained over 95% online communications and over 90% working detection on all signalized intersections.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Record and reduce yearly number of reported motor vehicle crashes per 1,000 population.	World Class Municipal Services	31.1	31.0	31.0
Record average travel speed along major City arterials and improve or maintain L.O.S. (average travel speed) yearly.	World Class Municipal Services	29.3	28.4	28.0
Record and increase annual ridership on City shuttles.	World Class Municipal Services	82,300	92,200	102,000

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4417

DIVISION DESCRIPTION

Surveying for CIP projects for Departments throughout the city. Review plats for compliance with Chapter 177 of the Florida Statutes. Review all sketches and legal descriptions for Development Services and Utility Services.

GOALS

The primary goal of Municipal Services/Survey Division is to provide Professional Surveying Services to all City departments.

OBJECTIVES 2012-2013

- As-built survey of Gumbo Limbo Turtle Tanks.
- Boundary Survey of Boca Isles Park.
- Update City Hall Boundary Survey.
- Support other departments in the review of plats, easements, surveys and other documents.
- As-built Survey of Countess DeHoernle Park Ball Fields.
- Topographic Survey of the Soccer fields at Lake Wyman Park.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Perform 5 boundary/topographic surveys of existing City facilities or in support of proposed projects.	Completed Boundary and Topographic Survey of Hidden Lake Park. Completed As-built and Topographic Survey of NW 1st Court and NE 8th Drive. Completed Topographic Survey of Blue Lake at the Library on Spanish River Blvd and Pond Hawk Park, at Military Trail and Spanish River Blvd.
Develop As-built Surveys of Lake Wyman.	Completed As-built Survey of Lake Wyman Park.
Support other departments in the review of plats, easements, and surveys.	Completed Sketch and Description for Quit Claim Deed for Palm Beach County School Board Land Transfer and for FPL Easements for Countess DeHoernle Park. Reviewed Four Plats, numerous easements, sketches and surveys for Utility Services and Development Services.
Perform 3 route surveys.	Completed Topographic Survey of Sugar Sand Park's Ball field No. 5. Completed As-built Survey of Wells 14E, 15E, 16E, 17E, and 24E and NE 70th Street Bridge (Harbour Island Bridge).

OTHER ACHIEVEMENTS

- Manhole and clean-out Inverts at Lake Wyman Park for new sewer lateral.
- Stake-out proposed property line between New Downtown Library and Community Garden Site.
- Stake-out proposed Seagrape view corridors adjacent to Spanish River Park.
- Miscellaneous locations and elevations for N.W. 12th Avenue, for drainage problems.
- Sketch and description for Boca Diner Sidewalk.
- As-built Survey of sidewalk at N.W. 19th Street and N.W. 22 Ave, for repair.
- Numerous sketches and descriptions for Utility Services.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Complete land, boundary, topographic, and as-built surveys within 15 days.	World Class Municipal Services	98%	95%	100%
Review sketches and legal descriptions within 3 days.	World Class Municipal Services	100%	100%	100%
Review plats within 5 days.	World Class Municipal Services	95%	95%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GENERAL FUND	MUNICIPAL SERVICES	001-4418

DIVISION DESCRIPTION

Design and/or manage City capital improvement operations and maintenance projects. Monitor design and construction of private development.

GOALS

The primary goal of Municipal Services/Engineering Services is to provide high quality, cost effective, landscape architecture, engineering and professional surveying 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 2012-2013

- Complete construction of Rutherford Park restroom renovations.
- Complete construction of Gumbo Limbo boardwalk renovations.
- Complete design and construction of annual pavement re-surfacing for City parks.
- Complete construction of the new Downtown Library.
- Complete construction of South Beach Park Dune Crossovers.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Complete construction of "Green" Demonstration Park.	Construction completed.
Complete construction of Gumbo Limbo saltwater tank and walkway renovations.	Construction completed.
Complete construction of St. Andrews Blvd. bike lanes and multi-purpose path.	Construction completed.
Complete design of Glades Road Interchange Beautification.	Design completed.
Complete design of Gumbo Limbo boardwalk renovations.	Design completed.
Complete design and begin construction of South Beach Park Dune Crossovers.	Completed the design and began construction.
Complete design and begin construction of new Downtown Library.	Completed the design and began construction.

OTHER ACHIEVEMENTS

- Completed the design and construction of the El Rio multi-purpose path from Clint Moore Rd. to Congress Ave.
- Completed the design and pavement re-surfacing for Patch Reef Park.
- Completed the design of the Rutherford Park restroom renovations.
- Completed the design and construction of annual roadway re-surfacing projects, including Boca Harbour, Hidden Valley Blvd., Meadows Park and Millpond.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Complete projects within 10% of original budget.	World Class Municipal Services	100%	100%	100%

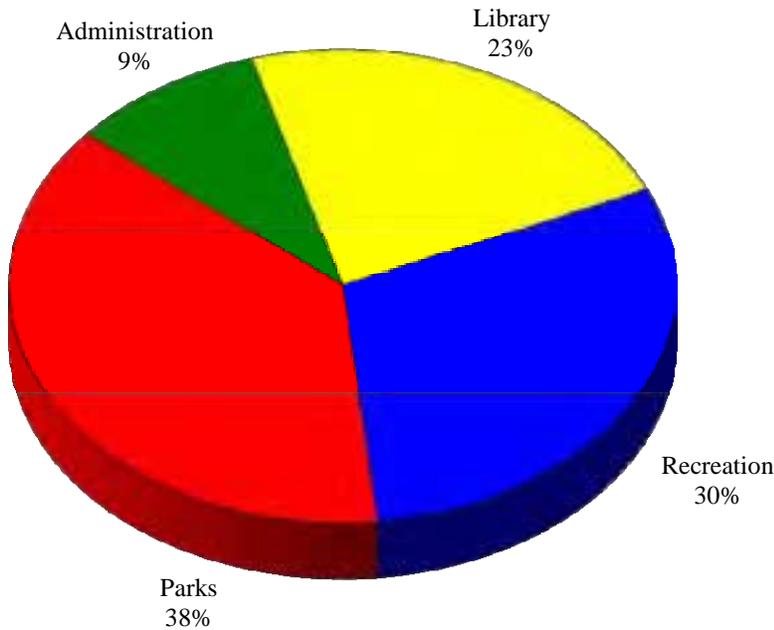


RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

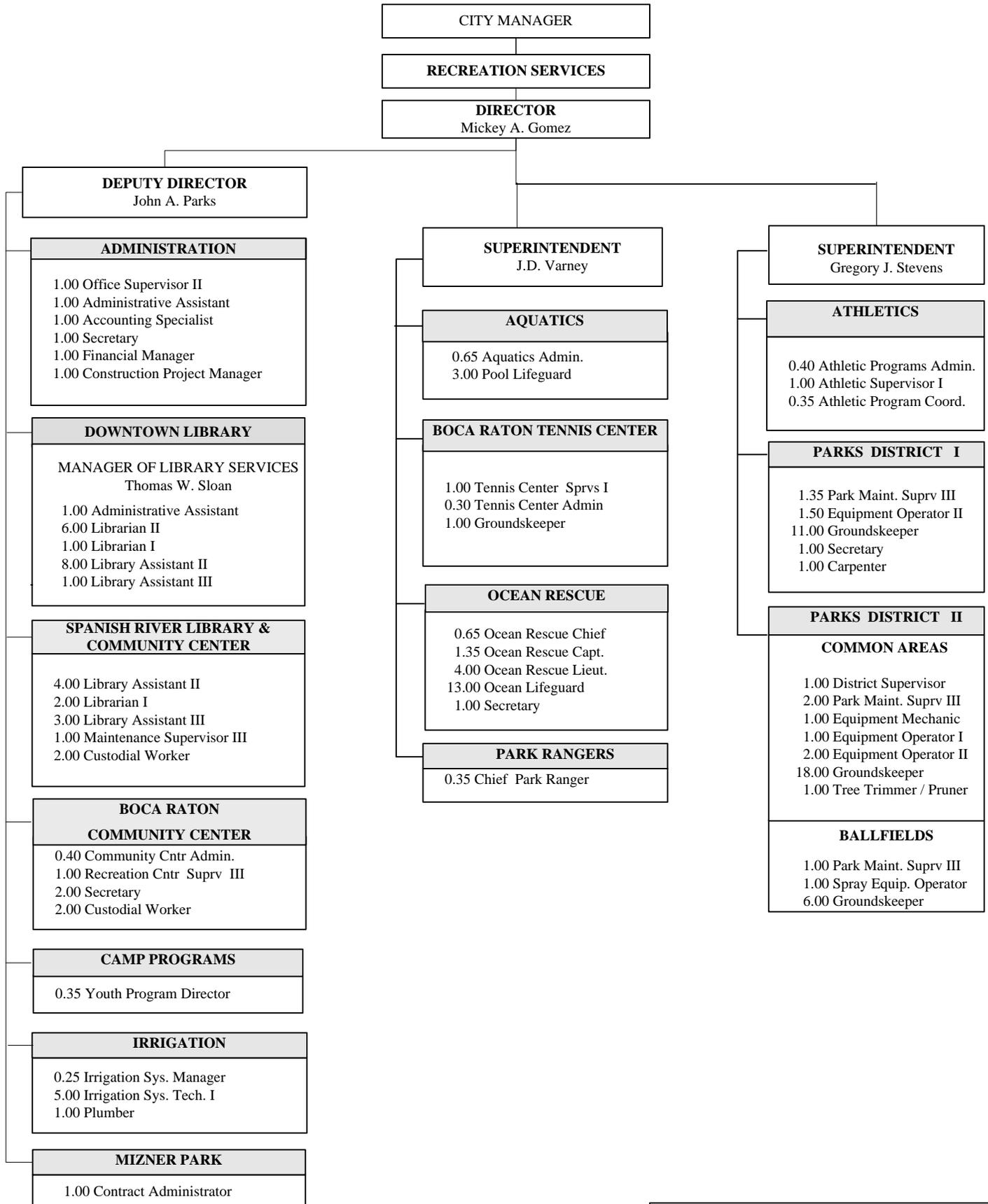
The mission of the Recreation Services Department is to provide and preserve quality customer service programming within the libraries, parks, recreation, leisure, resource management and information services, through facilities, programs and resources which are relevant, educational, attractive, environmentally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

The Administrative team leads, coordinates, and directs 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 2012-13 BUDGET
Administration	\$ 1,575,500
Library	3,762,100
Recreation	4,986,400
Parks	6,273,600
TOTAL	\$ 16,597,600

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	10,076,231	9,996,600	9,996,600	10,249,600
Other Operating	5,287,221	4,861,000	5,051,200	5,076,000
Supplies	1,047,216	1,129,500	1,133,900	1,073,700
Capital Outlay	68,165	39,200	42,300	83,300
Transfers	51,500	88,100	88,100	115,000
TOTAL	16,530,333	16,114,400	16,312,100	16,597,600
Full-time Employees	130.90	130.90	130.90	130.90



Approved Positions FY11/12	130.90
Revised Positions FY 11/12	
Personnel Changes FY 12/13	
Approved Positions FY 12/13	130.90

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

RECREATION SERVICES

001-6121

DIVISION DESCRIPTION

This Division includes the following Sections: Community Center, Irrigation, Administrative Support Staff and Libraries.

The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

Community Center:

1. Increase level of cost recovery.

Irrigation:

1. Improve water conservation measures.

Libraries:

1. Provide services that support lifelong learning, including information, resources, and programs for youth and adults that support personal learning and a lifelong love of reading.
2. Build a one-story, 41,932 square feet new city library with funds from a \$10 million bond issue to provide state of the art library and information services including community spaces for learning and meeting events.
3. Provide cultural and art collections and activities that spark curiosity and provide tools for discovery that engage adults, students, and families in learning through literature, music, dance, visual art and film.

Administrative Support:

1. Standardize official written correspondence throughout the department.

OBJECTIVES 2012-2013

Irrigation:

1. a. Install a minimum of five drip irrigation areas as a component of plant material change outs to conserve water.
- b. Replace five appropriate sodded areas with pavers/stamped concrete to reduce maintenance costs.

Libraries:

1. a. Loan to adults and youth 645,000 books and media items.
- b. Answer 660,000 reference and informational questions for adults and youth.
2. a. Increase over the prior year the number of books and media loaned to adults and youth from the Downtown Library.
- b. Increase over the prior year the number of programs and events held at the Downtown Library.
3. a. Hold 550 programs and events at the Library.
- b. Host 26,400 people at library programs and events.

Administrative Support:

1. a. Clerical team will establish a cache of sample correspondence and forms, by November 1, 2012, accessible to all members of the department, for use in preparing and submitting official correspondence. Special emphasis will be placed on correspondence relating to Human Resources, Purchasing and all items requiring the Directors signature.
- b. Create a directory of samples to enable staff to quickly locate their target document. To be established by November 30, 2012.
- c. Manage the collection of samples by adding/deleting documents as necessary during the year and by conducting annual document audits in November to purge unnecessary/obsolete documents

Community Center:

1. a. Increase net revenue \$20,000 by providing a Summer Ocean Adventure Program in cooperation with Under Blue Waters, LLC.
- b. Increase Community Center room rental revenue by 20%.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
<p>Continue to work with Library/City staff and the architects to design an attractive, efficient, and functional new Downtown Library. The building design shall be flexible enough to accommodate the changing needs of patrons and collections over time, and should provide for increased patron self-service options.</p>	<p>All site planning, building design, permitting, and a maximum construction price of \$9.95 million have been approved by the City Council. The City has broken ground for the new 41,932 square feet Downtown Library to be complete in Spring 2013. The building will provide enhanced self-service options including a self check out center and easy access to browsing and selecting new materials in all formats.</p>
<p>Actively promote and increase usage of the Library's expanding digital collections, including online databases and downloadable media.</p>	<p>The Library has expanded online usage by launching an eBooks service powered by OverDrive. eBooks are free for patrons with a Library card allowing them to check out and download eBooks anytime, anywhere.</p>
<p>Promote and increase usage of patron self-service options (online holds, online renewals, use of Self-Check kiosks).</p>	<p>The introduction of a \$.25 fee for placing a hold has resulted in a reduction in holds and a reduction in the total number of items circulated. Library staff conducted a comprehensive review of self check services and developed recommendations including eliminating the \$.25 hold fee and improving information about and access to self check out kiosks.</p>
<p>Continue to increase revenue generated by event planning and room rentals at the Spanish River Library and Community Center (SRL&CC) through marketing and advertising. Additionally, actively promote the rental of SRL&CC-owned tables, chairs, and dance floor as a means to increase revenue.</p>	<p>A brochure to advertise holding special events at SRL&CC has been issued and widely distributed. Enhancements to the successful word-of-mouth campaign for City residents and employees have been implemented. Recommendations have been presented to enhance the physical facility to support more events and increase revenues.</p>
<p>Increase the Libraries' visibility in the community through improved community relations, increased marketing of the Libraries' collections and services, and through the use of social media.</p>	<p>The Library hosted booths that featured signing up for library cards and library materials in all formats at Dr. ML King City Celebration, Fire Rescue Expo, Turtle Day at Gumbo Limbo, Day in the Park for Safety, Health & Safety Fair, and Spring Fling. The Library increased the posting of information on the Library's Facebook page.</p>

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
<p>Libraries: Percentage of Storytime Class attendees registering for another program.</p>	<p>World Class Municipal Services</p>	<p>55</p>	<p>80</p>	<p>80</p>
<p>Community Centers: Class patrons will rate their experience as outstanding: on the post-class survey.</p>	<p>World Class Municipal Services</p>	<p>95</p>	<p>96</p>	<p>97</p>
<p>Libraries: Literacy patrons are placed with a volunteer tutor within 10 days.</p>	<p>World Class Municipal Services</p>	<p>85</p>	<p>95</p>	<p>95</p>
<p>Libraries: Reference and information questions are answered before patrons leave the library.</p>	<p>World Class Municipal Services</p>	<p>90</p>	<p>90</p>	<p>90</p>
<p>Libraries: Reference and information questions are answered while the patron is on the phone.</p>	<p>World Class Municipal Services</p>	<p>85</p>	<p>85</p>	<p>85</p>
<p>Libraries: Percentage of total (both libraries) circulation accomplished using self-check.</p>	<p>World Class Municipal Services</p>	<p>15</p>	<p>16</p>	<p>20</p>

Libraries: Percentage of renewals completed online.	World Class Municipal Services	60	60	65
Administrative Support: Pursue grant opportunities to offset costs of park development and maintenance.	Financially Sound City Government	2	3	2
Administrative Support: Respond to communications from concerned citizens within 24 hours of receipt.	World Class Municipal Services	99	99	99
Libraries: Percentage of renewals completed online.	World Class Municipal Services	60	60	65

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

RECREATION SERVICES

001-6131

DIVISION DESCRIPTION

Division includes the following Sections: Athletics and Parks

The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

Athletics:

1. Initiate Use of Youth Sports Agreement
2. Review the annual Athletic Field Maintenance schedule and initiate standardized practices for each field.
3. Promote COBRA sponsorship & donation opportunities

Parks:

1. Improve maintenance and appearance of the Dog Park.
2. Improve landscaping practices to enhance the visibility of City Parks.
3. Cleaner restrooms in parks

OBJECTIVES 2012-2013

Athletics:

1. a. Meet with the president of each existing youth sports association to review and establish understanding and expectations.
- b. Develop a tailored schedule of due dates for each association based on registration dates and season start and end dates to make expectations clear for both City and Youth Associations to foster success.
- c. Document failures to meet deadlines and hold associations accountable to established policies and due dates.
2. a. Examine each fields current maintenance window with the addition of the Countess de Hoernle Park athletic fields work to determine if the current window should be modified.
- b. Develop an annual schedule of maintenance depicting the monthly maintenances schedule for each field, including mowing, edging, fertilizing and spraying.
- c. Annually evaluate written standardized practices for Athletic Field Maintenance staff and hold quarterly staff meetings to review seasonal practices associated with specific field types.
3. a. Develop a menu/list of amount specific sponsorship, donation or in-kind trade opportunities for individuals or businesses that wish to support COBRA programs.
- b. Include the menu of opportunities in all COBRA related advertising and on websites.
- c. Produce a mailer with menu/list and send to local businesses.

Parks:

1. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming; fertilization; spraying, re-sodding and mulching.
- b. Develop pod rotation schedule to more evenly distribute use and allow for turf recovery.
- c. Research and determine best product (mulch, artificial turf) to reduce patron complaints regarding areas where grass is worn away leaving exposed dirt.
2. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming, fertilization, spraying, re-sodding and mulching.
- b. Develop written annual tree trimming & pruning schedule for each park.
- c. Develop written standards for weed removal and plant replacement at each park.
3. a. Meet with all staff assigned to perform cleaning and stocking to establish standards and expectations for what a clean and functional restroom is.
- b. Develop written protocol for cleaning and stocking restrooms with log sheet for each restroom depicting when and by whom each restroom is cleaned.
- c. Provide patrons with a phone number and/or e-mail to report problems or concerns.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Keep city beaches debris and trash free and raked on a daily basis.	Beaches are cleaned and made debris free on a daily basis.
Certify four employees for the required Limited Commercial Fertilizer Applicator Certificate.	Multiple employees attended training and achieved the program certificate.
Initiate the new Agreement with the School District of Palm Beach County to maintain the baseball field at Boca Raton Community Middle School.	The agreement has reached an impasse with the School District.
Promote on-line registration for youth and adult programs offered through the athletics Section.	The ability to register for programs online via Web Trac software was heavily promoted in all program registration literature and posted information.
Install recycled rubber surfacing on the fit trail at Lake Wyman Park.	Installation of rubber surface was completed
Monitor the renovations of the restrooms at James Rutherford and Lake Wyman Park.	Renovations of the restroom at Lake Wyman Park have been completed, the design for the renovations at James A Rutherford are complete with construction completion anticipated later this year.
Increase Athletic Special Interest revenue by 20% by offering a new Fall t-ball program, Spring Adult Flag Football league and Summer Girls Volleyball program.	New programs including Youth Snag Golf, Youth Fall T-ball and Spring Adult Flag Football have generated the revenue necessary to reach this goal.
Install playground equipment at Lake Wyman Park constructed of post consumer waste recycled material.	Playground equipment installation was completed.
Expand on-line registration to include all applicable youth and adult programs offered through the Athletics Section.	The ability to register for all Youth and Adult programs via Web Trac software was completed during this year.
Continue exotic vine removal and herbicide treatment in General Fund parks and sensitive land areas.	Exotic vine removal continues by hand in general fund parks. Removal of vines via herbicide in General Fund Parks and sensitive land areas is completed as funding allows.
Implement the new Youth Sports Agreement with all applicable Independent Youth Sports Providers utilizing athletic fields operated by the Recreation Services Department for better understanding of mutual expectations to benefit all participants.	The Youth Sports Agreement is in the final review stages and implementation is anticipated for the Fall of 2012.

OTHER ACHIEVEMENTS

James A Rutherford Park New LED parking lot and trail lights installed. Additionally, boardwalk pavilion reconstructed and open to the public.
 Lake Wyman Park Green Demonstration Park completed and opened to the public.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET					
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	World Class Municipal Services	94	90	90					
Ensure safe and sanitary restrooms throughout the city park system on a daily basis.	World Class Municipal Services	95	90	90					
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	World Class Municipal Services	90	80	80					

Maintain all park properties in accordance with the Recreation Services Department standards. Achieve this by preventative maintenance and scheduled improvements. Respond promptly to unanticipated developments.	World Class Municipal Services	93	90	95
Athletics: Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	World Class Municipal Services	98	98	98

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GENERAL FUND

RECREATION SERVICES

001-6134

DIVISION DESCRIPTION

Division includes the following Sections: Aquatics, Ocean Rescue, Park Rangers and Tennis

The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

Aquatics:

1. Improve customer service provided to Aquatics patrons.
2. Increase level of safety at Meadows Park Pool.

Ocean Rescue:

1. Ensure safety on the beaches of Boca Raton.
2. Have staff prepared for all medical emergencies.
3. Encourage understanding of ocean rescue operations.

Park Rangers:

1. Create a safe and secure environment in our park system.
2. Educate park patrons regarding regulations, ordinances and laws, and enforce when necessary.

Tennis:

1. To provide the youth of the community the opportunity to learn and develop the skills necessary to enjoy the game of tennis the sport of a lifetime, in an energetic, healthy, and fun environment.
2. To provide singles players a competitive venue to meet and compete against players of like abilities.
3. To assist the less fortunate youth of the community an opportunity to be able to learn and/or play tennis by supplying 50 used tennis rackets and other equipment.
4. To provide patrons and/or the at large tennis community, a year round opportunity to participate in, or observe tennis tournaments, activities, and special events.

OBJECTIVES 2012-2013

Ocean Rescue:

1. a. Train all ocean lifeguard staff to USLA ocean lifeguard annual standards.
- b. Annually test all staff on physical ability and ocean rescue policies.
- c. Staff all mandatory lifeguard towers from 9AM5PM, 365 days a year.
2. a. Provide annual first responder training to all non EMT staff.
- b. Offer reimbursement for EMT classes for all non EMT staff and provide yearly update training.
- c. Organize Fire-Rescue quarterly ride along time for all EMTs.
3. a. Provide an annual junior lifeguard program, for all kids 10-17 years old, with qualified youth instructors.
- b. Provide annual ocean awareness talks at local schools when requested.
- c. Offer annual lifeguard certification training for all eligible junior lifeguards.

Tennis:

1. a. Hand out surveys to campers/parents at the end of each camp session (Spring Break, Summer Camp, and Winter Camp), collect the surveys, and to achieve a 95% or higher approval rating.
- b. Use the feedback from the surveys to implement changes in the curriculum and/or presentation to achieve the goal.
2. a. Offer a singles challenge ladder at each facility.
- b. Ensure the singles challenge ladder provides a year round opportunity by providing a minimum of 3 sessions of the ladder based upon a calendar year (Ex: Winter/ Spring, Summer, Fall).

3. a. Place collection boxes at each facility to gather donated used tennis rackets and other tennis equipment.
- b. Partner with a charitable organization, and/or USTA Florida to pick up and distribute the rackets and equipment to deserving youth.
4. a. Align existing tournaments, activities, and special events at the three tennis centers.
- b. Fill months void of extracurricular activities by submitting sanctions for new tournaments, and/or creating a theme based activities or other special events.

Park Rangers:

1. a. Provide park patrols seven days a week, work special details, render first aid, and assist Police Services and other departments, as needed.
- b. Provide medical-related training in the areas of CPR, first aid and AED, to offer quality emergency responses in the parks. Verify all training certifications on a monthly basis.
2. a. Issue courtesy warnings, alert ordinance violators, issue parking citations and enforce metered parking, as needed.
- b. Ensure all Park Rangers on general patrol are visible, on the move, independent and professional in demeanor and conduct. Verify by daily supervisory visits, regular radio checks, and emphasis at all staff meetings.

Aquatics:

1. a. Reach at least 100 friends on the Boca Raton Aquatics Facebook web page by 1/1/13.
- b. Create a survey soliciting feedback from customers, and retrieve at least 50 responses by 1/1/13
2. a. Conduct at least 20 in-services, no less than 1 hour in length, with at least 4 Aquatics staff members in attendance at each, by 1/1/13.
- b. Develop and implement by 10/1/12 a spot-checking program for staff in the lifeguard stand, and conduct at least 4 spot-checks by 2/1/13.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Maintain an exemplary safety record as Ocean Rescue guards at South Beach Parks and Spanish River Parks beach-fronts.	There were no water related fatalities at South Beach Park or Spanish River Park.
Assure all Park Rangers on general patrol are visible, on the move, independent and professional in appearance, demeanor and conduct.	Actively involved with approximately 100,000 patron assists, 3,000 ordinance violations, 300 courtesy warnings, 40 first aid cases. 150 assists to Police Services, 4 auto accidents, and 1,100 parking citations.
Assure the Meadows Park Pool provides a safe environment, both in regard to water quality and drowning prevention.	The Meadows Park Pool provided a safe environment in regards to water quality and drowning prevention.
Increase the number of children participants in the spring and summer camps at the Boca Raton Tennis Center.	Camp participation increased by 18%.

OTHER ACHIEVEMENTS

The Park Rangers assumed a major role with approximately 70 City-wide special events, providing assistance with pre-event planning, assistance with traffic, parking and public safety, and post-event follow-up.

The Boca Raton Mantas, who are part of the South Florida Recreational Swim League, took 2nd Place in the large division and the Head Coach of seven years won Coach of the Year for 2011.

The Boca Raton Tennis Center was awarded a Distinguished Outdoor Facility designation by the American Sports Builders Association.

Ocean Rescue placed 3rd at the United States Lifesaving Association National Tournament.

The Meadows Park Pool had a very successful Spring egg Dive, with 465 people in attendance in 2011.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Park Rangers perform daily patrols at neighborhood park sites to document maintenance needs and levels of participation.	World Class Municipal Services	85	87	100
Aquatics: Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	World Class Municipal Services	55	55	60

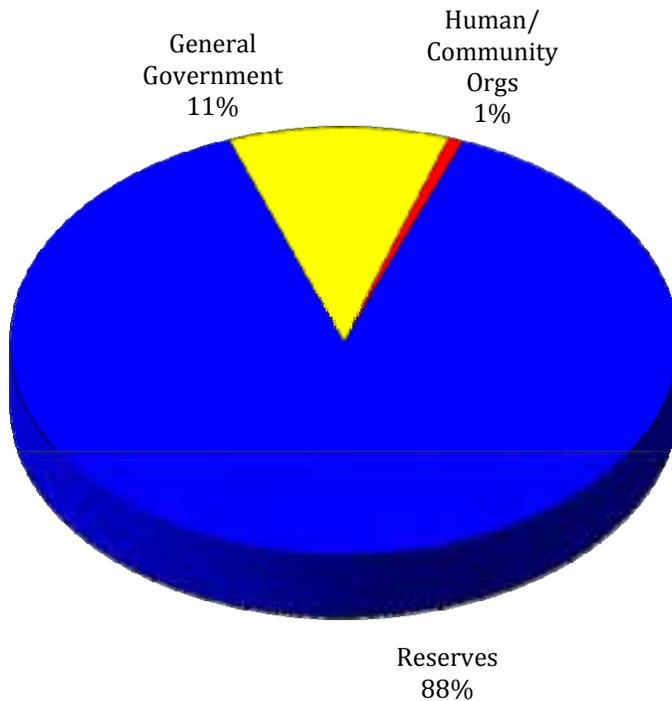
Ocean Rescue: Assure beachfront park patrons return safely to shore.	World Class Municipal Services	100	100	100
Tennis Center: Class patrons will rate their experiences as outstanding on the post-activity survey.	World Class Municipal Services	93	95	97



NON-DIVISIONAL

Leif J. Ahnell, City Manager

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 2012-13 BUDGET
General Government	\$ 5,690,600
Human/Community Orgs	394,100
Reserves	47,282,200
TOTAL	\$ 53,366,900

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	236,959	65,000	65,000	415,000
Other Operating	6,693,772	3,747,800	3,879,300	5,229,600
Supplies	42,857	46,000	46,000	46,000
Grants and Aids	-	404,100	404,100	394,100
Transfers	200,000	-	-	1,475,000
Sub-Total	7,173,588	4,262,900	4,394,400	7,559,700
Reserves	46,571,777	42,133,400	42,058,400	45,807,200
TOTAL	53,745,365	46,396,300	46,452,800	53,366,900



CDBG & SHIP FUNDS

OPERATED BY DEVELOPMENT SERVICES

John Hixenbaugh, Acting Planning, Zoning & Development 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), if appropriate, for neighborhood improvement projects.



DIVISION	APPROVED 2012-13 BUDGET
CDBG	\$ 1,400,700
Affordable Housing	353,800
TOTAL	\$ 1,754,500

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	164,637	148,600	148,600	134,800
Other Operating	232,465	1,160,200	1,536,300	1,249,300
Supplies	235	700	700	400
Capital Outlay	-	-	43,400	370,000
Sub-Total	397,337	1,309,500	1,729,000	1,754,500
Reserves	158,367	-	-	-
TOTAL	555,704	1,309,500	1,729,000	1,754,500
Full-time Employees	2.00	1.82	1.82	1.70

City of Boca Raton

FUND	DEPARTMENT	DIVISION
COMM DEVEL BLOCK GRANT	DEVELOPMENT SERVICES	111-1560

DIVISION DESCRIPTION

Administer the City's Federal Community Development Block Grant (CDBG) Program, American Recovery and Reinvestment Act (ARRA) funding/Community Development Block Grant Recovery (CDBG-R) Grant and Economic Development Incentive (EDI) Special Project Grants.

GOALS

Benefit low and moderate income persons and aid the effort to improve and maintain neighborhoods.

OBJECTIVES 2012-2013

Ensure that grants are expended in compliance with HUD regulations and program requirements.

Assist in the establishment of a New Pines Neighborhood Improvement Plan to be developed through a neighborhood charrette process and seek federal funding should appropriate sources become available.

Further neighborhood and housing stabilization by helping eligible homebuyers purchase their first home through the Homeownership Assistance Program.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Ensure that grants are expended in compliance with HUD regulations and program requirements.	It is anticipated that the CDBG grant will be spent in compliance with HUD regulations and program requirements. Prepared the 2010-11 CDBG Annual Action Plan that was approved by Council and HUD.
Further neighborhood and housing stabilization by implementing a new Homeownership Assistance Program.	The CDBG Homeownership Assistance Program was implemented. Adverse residential market conditions continue to negatively impact the expenditure rate for program assistance.
Assist with a neighborhood charrette for a New Pines Neighborhood Improvement Plan on or before September 30, 2012.	No special appropriations were awarded as part of the 2011-12 federal budget process and the neighborhood charrette was put on hold.

OTHER ACHIEVEMENTS

333 Persons received fair housing services and after-school and summer camp services through CDBG public service activities.

A Sand Pine Park Opening Celebration was held with elected officials, HUD representatives, contractors, staff and residents to celebrate the completion of park renovations that were completed using ARRA CDBG-R and CDBG funds. The City was the first grantee in under the HUD Miami Field Office to complete its ARRA CDBG-R project, which resulted in the creation or retention of 15 FTE jobs. The new artificial soccer turf will allow fields to be open year round and will reduce maintenance costs and water consumption.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Ensure a minimum of low-income families are served through the Homeownership Assistance Program.	Strong Partnership with Our Stakeholders	0	4	6

City of Boca Raton

FUND	DEPARTMENT	DIVISION
HOUSING ASSIST TRUST	DEVELOPMENT SERVICES	114-1567

DIVISION DESCRIPTION

Administer the State Housing Initiatives Partnership (SHIP) Program which provides affordable housing opportunities through the purchase assistance, disaster assistance and sewer connection assistance programs.

GOALS

Provide increased affordable housing opportunities for low and moderate-income households.

OBJECTIVES 2012-2013

- 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.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
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<p>Ensure that SHIP funds are expended or obligated in accordance with State guidelines.</p> <p>Evaluate program policies and subsidy amounts to keep pace with changes in real estate market and client needs.</p>	<p>It is anticipated that SHIP funds will be expended and obligated in accordance with State guidelines.</p> <p>Staff continues to monitor the real estate market and will make any necessary program modifications upon receipt of program income or new revenue dollars.</p>
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OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
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.	Strong Partnership with Our Stakeholders	13	3	0



LETF & STATE FORFEITURE FUNDS

OPERATED BY POLICE SERVICES

Daniel Alexander, Chief of Police

The Law Enforcement Trust Fund (LETF), operated by Police Services, accounts for Federal and State confiscated merchandise and forfeiture funds received by the City and expended for Law Enforcement purposes.



EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	13,704	153,500	153,500	-
Other Operating	306,615	362,800	362,800	427,500
Supplies	54,622	140,000	75,500	125,000
Capital Outlay	32,610	50,000	139,800	-
Sub-Total	407,551	706,300	731,600	552,500
Reserves	1,292,270	950,700	950,700	859,800
TOTAL	1,699,821	1,657,000	1,682,300	1,412,300
Full-time Employees	2.00	2.00	2.00	-



FEDERAL & STATE GRANT FUNDS
OPERATED BY CITY MANAGER'S OFFICE

Leif J. Ahnell, City Manager

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.

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.



		APPROVED 2012-13 BUDGET
DIVISION		
State Grants	\$	360,000
Federal Grants		367,700
TOTAL	\$	727,700

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Supplies	65,265	7,000	33,000	15,000
Capital Outlay	1,077,411	481,700	2,618,400	712,700
TOTAL	1,142,676	488,700	2,651,400	727,700



BEAUTIFICATION FUND

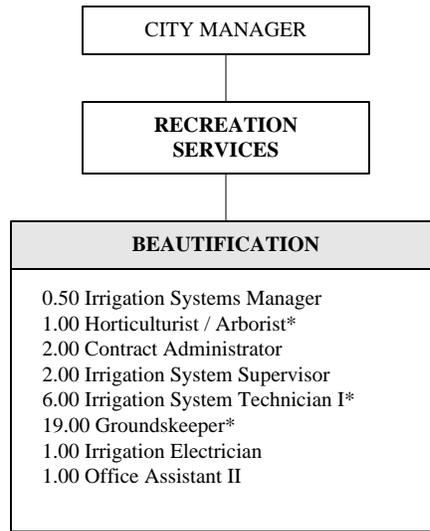
OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director
John A. Parks, 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 those traveling the streets throughout Boca Raton.



EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	1,162,967	1,240,100	1,240,100	1,553,000
Other Operating	1,868,402	1,910,600	1,899,100	1,819,900
Supplies	301,256	274,300	274,300	322,500
Capital Outlay	215,351	-	11,500	561,800
Transfers	20,300	31,400	31,400	4,000
Sub-Total	3,568,276	3,456,400	3,456,400	4,261,200
Reserves	1,292,970	45,300	45,300	22,700
TOTAL	4,861,246	3,501,700	3,501,700	4,283,900
Full-time Employees	17.50	17.50	17.50	32.50



Conversion of 2 Irrigation Sys Techs to 2 Groundskeepers
 Conversion of 1 Horticulturalist/Arborist to 1 Groundskeeper
 +15.00 New Groundskeepers
 +15.00

Approved Positions FY 11/12	17.50
Revised Positions FY 11/12	
Personnel Changes FY 12/13	+15.00
Approved Positions FY 12/13	32.50

City of Boca Raton

FUND

DEPARTMENT

DIVISION

BEAUTIFICATION

RECREATION SERVICES

151-6231

DIVISION DESCRIPTION

The Beautification Division of the Recreation Services Department is committed to providing a highly aesthetic and healthy network of City 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 196.36 miles of irrigated roadway medians where botanicals such as trees, shrubs, and grass exist as beautification.

Administer contract maintenance supervision over private landscape maintenance firms, perform property damage recovery for Risk Management, furnish rehabilitative landscape installations of damaged plants and sod, provide irrigation installation, repair and maintenance, and apply specialized environmental horticultural functions to approximately 220.2 acres of beautified City property.

Respond to all horticultural and arboricultural inquiries, within the City, both governmental and public 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.

The following goals and objectives are consistent with the Recreation Services Department's Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

1. The Recreation Services Department, in the Beautification Fund, is committed to developing and enhancing the City's roadway medians to create an attractive and aesthetic landscape for the residents of the City of Boca Raton.
2. Evaluate the quality of maintenance of medians achieved through the new RFPs versus the previous bid process in terms of cost, plant/tree/palm health, and weed/trash free environment.
3. Evaluate the effectiveness of irrigation maintenance in the medians conducted by a contracted vendor versus staff in terms of cost.

OBJECTIVES 2012-2013

Assume maintenance of landscape and irrigation system from FDOT Road Project on Glades Road between I-95 to N.W. 7th Avenue.

Assume maintenance of Downtown Promenade Project that includes renovation of existing landscape beds and installation of new landscape beds on N.E. 2nd Street, Boca Raton Road and N.E. 1st Avenue. Existing irrigation system renovation and drip irrigation installation in areas of high pedestrian traffic. All landscaping irrigated with reclaimed water.

Assume maintenance of FDOT Project on Federal Highway between Glades Road to Yamato Road. FDOT Project includes the installation of turf and plant material.

Re-certify two Irrigation System Supervisors and thirteen Irrigation System Technicians II in back flow testing.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Assume maintenance of El Rio Bike Trail 500 feet north of Clint Moore Road to Congress Avenue.	Work in progress.
Assume maintenance of median on NW 12th Avenue, Palmetto to 13th Street.	Work in progress.
Assume maintenance of two retention areas at NW 6th Way and NW 35th Street.	Initial installation completed and additional Sabal Palms were transplanted to N.W. 6th Way and N.W.35th Street from FDOT Federal Highway project.
Initiate a comprehensive City wide Integrated Pest Management (IPM) Contract.	Work is to be done in house with constant visual inspections and with the usage of the Integrated Pest Management practices.
Initiate a comprehensive Royal Palm treatment program.	Fertilizer spiking with balanced fertilizer, including minor nutrients, is done quarterly in house. Treatment for Royal Palm bug to be done late summer in downtown locations by outside vendor.
Re-certify two Irrigation System Supervisors and thirteen Irrigation System Technicians II in back flow testing.	Re-certification of two Irrigation Supervisors and thirteen Irrigation System Technicians II according to AWWA Backflow Standards is scheduled on 8/2011.
Research water conservation methods, by using a variety of different low volume spray heads that will reduce water volume and maintain healthy landscape.	Staff now utilize water conservation irrigation devices, such as micro jets, rotary spray heads and drip system, to minimize impact from SFWMD water restrictions and increase efficiency of applying water to root system.
Upgrade MIR 5000 Motorola equipment to the new generation Irrinet M field unit at Bethel Boulevard, Glades Road (Federal Highway to St. Andrews) South Federal Highway (Camino Real to South City Limits) and Dixie Highway (Glades Road to Yamato Road).	Achieved. Staff upgraded MIR 5000 units to the Irrinet M field units at all locations listed.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Apply fertilizers and mulch to landscape materials to maintain a lush and healthy condition for roadways and rights of way.	World Class Municipal Services	95%	100%	100%
Maintain Tree City USA status by planting new trees throughout the City, in the appropriate landscape settings.	World Class Municipal Services	95%	100%	100%
Ensure proper irrigation practices by checking irrigation systems bi-weekly, for proper flow and positioning of irrigation sprinklers.	World Class Municipal Services	95%	100%	100%
On a daily basis, monitor contract landscape maintenance services for compliance with contract schedules of value.	World Class Municipal Services	95%	100%	100%
Remove and replace dead or accident-damaged landscape materials within 30 days of discovery, to maintain a City Within A Park theme.	World Class Municipal Services	75%	75%	75%
Identify hazardous trees and palms throughout the City roadways and parks and prune or remove as deemed necessary by the City Horticulturist/Arborist.	World Class Municipal Services	95%	100%	95%

Financially Sound City Government



BEACH & PARK DISTRICT FUND

OPERATED BY RECREATION SERVICES

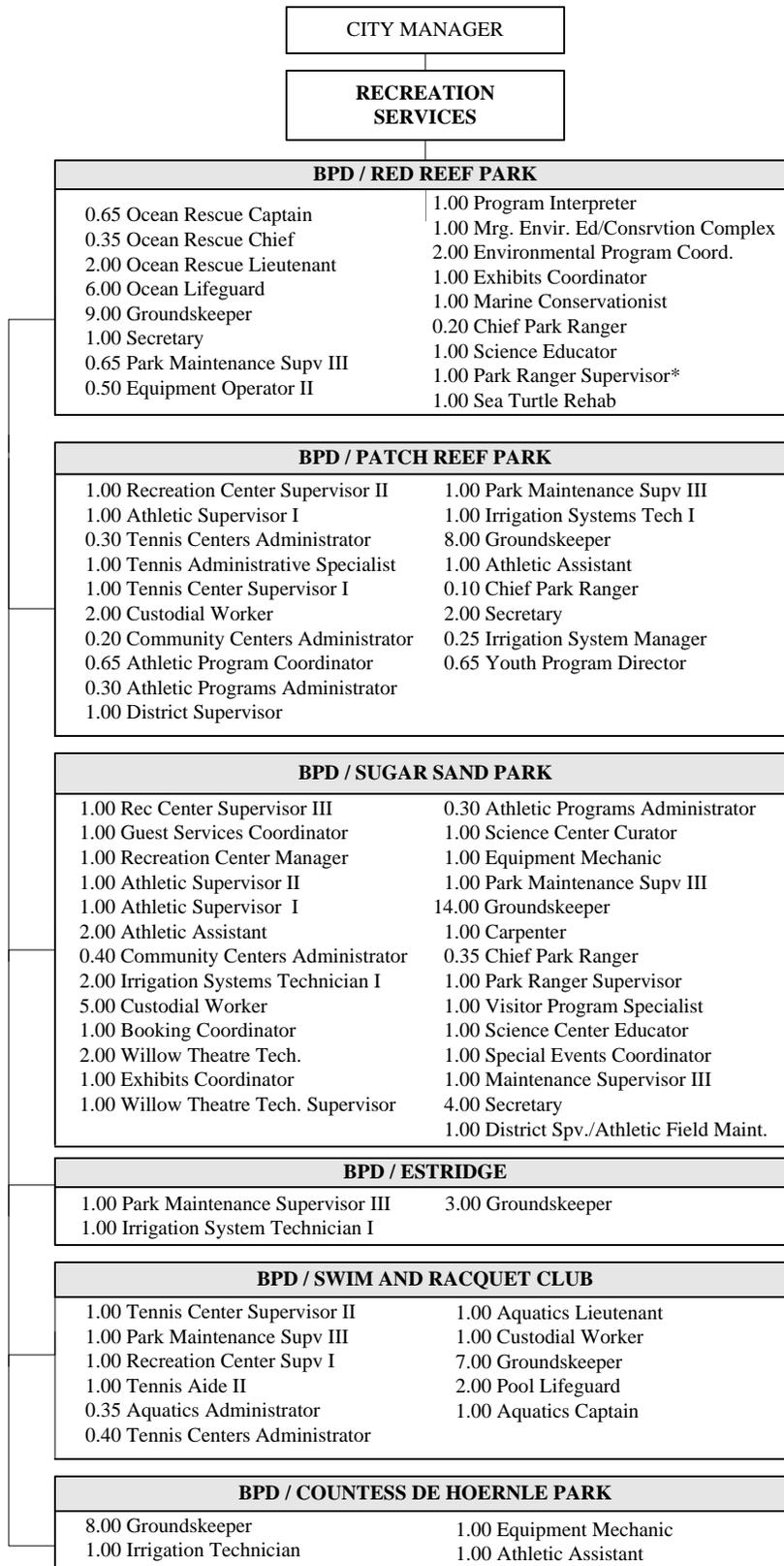
Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

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 residents of the Greater Boca Raton Beach & Park District. Costs are reimbursed to the City of Boca Raton through an interlocal agreement with the Greater Boca Raton Beach and Park District.



DIVISION	APPROVED 2012-13 BUDGET
Fed Reef	\$ 2,991,000
Fatch Reef	2,910,700
Sugar Sand	4,599,000
Macquet Club	1,844,100
Other	1,988,100
Countess deHoerle	1,661,300
CIP Projects	4,367,500
TOTAL	\$ 20,361,700

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	8,552,913	9,263,300	9,263,300	9,470,400
Other Operating	3,843,790	4,666,800	4,799,800	4,686,500
Supplies	345,757	700,500	721,600	623,000
Capital Outlay	2,566,184	3,594,600	6,561,200	5,569,600
Transfers	24,600	10,000	10,000	12,200
TOTAL	15,333,244	18,235,200	21,355,900	20,361,700
Full-time Employees	120.60	132.60	132.60	132.60



Transfer 1 Park Ranger Supv position from Patch Reef to Red Reef

Approved Positions FY 11/12	132.60
Revised Positions FY 11/12	
Personnel Changes FY 12/13	
Approved Positions FY 12/13	132.60

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6411

DIVISION DESCRIPTION

This Division includes sections as follows: Community Centers, Gumbo Limbo Nature Center and Irrigation. The following goals and objectives are consistent with the Recreation Services Department's Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

Community Centers:

1. Improve financial viability.

Gumbo Limbo:

1. Re-open Turtle rehabilitation facility,
2. Continue educational programs offered, both the school programs and those for the general public.
3. Improve the Volunteer Program.

Irrigation:

1. Improve water conservation measures.

OBJECTIVES 2012-2013

Irrigation:

1. Install drip irrigation system at entryway to Red Reef Park in coordination with plant change outs.

Community Centers:

1. a. Increase revenue and enhance special events by obtaining Sponsorships for Shriek Week, Puppet Fest and Patch Reef Fairs.
- b. Increase revenue by approximately \$3,400 annually by providing a new on-going class every Saturday at JARCC.

Gumbo Limbo:

1. a. Work with Florida Wildlife Commission to determine any necessary changes (if any) in the rehab area for improved water quality to obtain permit.
- b. Monitor water quality regularly (TBD) and conduct diagnostic tests as needed (according to the scientific method) to pinpoint the root of any problem that may occur and to find a permanent solution for seawater intake lines.
- c. Work with Friends of Gumbo Limbo to hire a p/t Rehabilitation Assistant and f/t Rehabilitation Coordinator.
- d. Admit and treat a minimum of ten sick/injured sea turtles.

2. Public Programs:

- a. Offer 16 Turtle Walks.
- b. Offer 28 Hatchling Walks.
3. a. Develop new Volunteer Handbook.
- b. Develop, complete and implement a minimum of 5 Volunteer job descriptions.
- c. Develop a new Volunteer orientation agenda and PowerPoint presentation.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Expand Shriek Week to accommodate more people.	Shriek Week expansion included a "Trick or Treat Village" and "daylight" programs for younger aged children. Over 2,000 additional visitors were served.
Implement a Birthday Party program at Sugar Sand Park Community Center.	The Birthday Party program began in December, and has averaged at least one party per week, every week since.

OTHER ACHIEVEMENTS

Community Centers:

1. Increased the number of Summer Camp offerings from 10 to 16 programs.
2. Initiated Social Media functions with both Facebook and Twitter.

Gumbo Limbo School Programs:

1. Re-wrote 3rd, 5th, and 7th grade curriculum in accordance with the Next Generation Sunshine State Standards and National Core Standards.
2. Developed and wrote curriculum for 1st grade.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Gumbo Limbo: Re-write the High School curriculum in accordance with the Next Generation Sunshine Standards and National Core Standards.	World Class Municipal Services	100%	100%	100%
Gumbo Limbo: Conduct one Volunteer training session every month.	World Class Municipal Services	4	6	12
Community Centers: Class patrons will rate their experiences as outstanding on the post-class survey.	World Class Municipal Services	94%	96%	95%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6412

DIVISION DESCRIPTION

Division includes the following Sections: Aquatics, Ocean Rescue, Park Rangers and Tennis. The following goals and objectives are consistent with the Recreation Services Department's Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

Aquatics:

1. Maintain an exemplary safety record at the Swim Center.
2. Decrease the likelihood of mechanical failures that may lead to a disruption of service.

Ocean Rescue:

1. Ensure safety on the beaches of Boca Raton.
2. Have staff prepared for all medical emergencies.
3. Educate young people regarding the ocean environment and ocean rescue operations.

Park Rangers:

1. Create a safe and secure environment in our park system.
2. Educate park patrons regarding regulations, ordinances and laws, and enforce when necessary.

Tennis:

1. To provide the youth of the community the opportunity to learn and develop the skills necessary to enjoy the game of tennis - the sport of a lifetime, in an energetic, healthy, and fun environment.
2. To provide singles players a competitive venue to meet and compete against players of like abilities.
3. To assist the less fortunate youth of the community an opportunity to be able to learn and/or play tennis by supplying 50 used tennis rackets and other equipment.
4. To provide patrons and/or the at large tennis community, a year round opportunity to participate in, or observe tennis tournaments, activities, and special events.

OBJECTIVES 2012-2013

Aquatics:

- 1. a. Assure no drownings occur.
- b. Maintain the pool, spa and kiddie pool water as per Department of Health standards.
- c. Assure the Thor-Guard (lightning warning) System is in proper working order at all times.

Park Rangers:

- 1. a. Provide park patrols seven days a week, work special details, render first aid, and assist Police Services and other departments, as needed.
 - b. Provide medical-related training in the areas of CPR, first aid and AED, to offer quality emergency responses in the parks. Verify all training certifications on a monthly basis.
- 2. a. Issue courtesy warnings, alert ordinance violators, issue parking citations and enforce metered parking, as needed.
 - b. Ensure all Park Rangers on general patrol are visible, on the move, independent and professional in demeanor and conduct. Verify by daily supervisory visits, regular radio checks, and emphasis at all staff meetings.

Tennis:

- 1. a. Hand out surveys to campers/parents at the end of each camp session (Spring Break, Summer Camp, and Winter Camp), collect the surveys, and to achieve a 95% or higher approval rating.
 - b. Use the feedback from the surveys to implement changes in the curriculum and/or presentation to achieve the goal.
- 2. a. Offer a singles challenge ladder at each facility.
 - b. Ensure the singles challenge ladder provides a year round opportunity by providing a minimum of 3 sessions of the ladder based upon a calendar year (Ex: Winter/ Spring, Summer, Fall).
- 3. a. Place collection boxes at each facility to gather donated used tennis rackets and other tennis equipment
 - b. Partner with a charitable organization, and/or USTA Florida to pick up and distribute the rackets and equipment to deserving youth.
- 4. a. Align existing tournaments, activities, and special events at the three tennis centers.
 - b. Fill months void of extracurricular activities by submitting sanctions for new tournaments, and/or creating theme based activities or other special events.

Ocean Rescue:

- 1. a. Train all ocean lifeguard staff to USLA ocean lifeguard annual standards.
 - b. Annually test all staff on physical ability and ocean rescue policies.
 - c. Staff all mandatory lifeguard towers from 9:00AM-5:00PM, 365 days a year.
- 2. a. Provide annual first responder training to all non EMT staff.
 - b. Offer reimbursement for EMT classes for all non EMT staff and provide yearly update training.
 - c. Organize Fire-Rescue quarterly ride along time for all EMTs.
- 3. a. Provide an annual junior lifeguard program, for all kids 10-17 years old, with qualified youth instructors.
 - b. Provide annual ocean awareness talks at local schools when requested.
 - c. Offer annual lifeguard certification training for all eligible junior lifeguards.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Initiate Park Ranger patrols at Countess deHoernle Park.	Park Ranger patrols were initiated on opening day and continue. Staff are on site from 4:00PM-11:00PM on Monday-Friday, 8:00AM-11:00PM on Saturday and 8:00AM-sunset on Sunday.
Maintain an exemplary safety record as Ocean Rescue guards at Red Reef Park beachfront.	There were no water related fatalities at Red Reef Park.
Replace the Patch Reef Park Tennis Center's court lighting.	Court lighting project was completed in May of 2012.
Install a new filtration system at the Swim Center.	The new filtration system was installed at the Swim Center and the facility re-opened on April 24, 2012.
Establish a USTA Junior Tennis Team at the Racquet Center.	The Racquet Center had two Junior Team Tennis teams (10 & Under and 14 & Under).

OTHER ACHIEVEMENTS

The Park Rangers assumed a major role at special events conducted at Red Reef Park, Patch Reef Park, Sugar Sand Park and the Swim & Racquet Center, providing assistance with pre-event planning, assistance with traffic, parking and public safety, and post-event follow-up.

The Swim Center reached its highest level of annual participation in the 11 years it has been operated publically, eclipsing 30,000 visits.

Racquet Center hosted: USTA Sr. Women's Intersectional Team Event; Turkey Bowl International Championships.

Ocean Rescue placed 3rd at the United States Lifesaving Association National Tournament.

Patch Reef Tennis Center hosted: Florida Open International Wheelchair Championships; Gulfstream Boys 12 & Under Designated Tournament.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Aquatics Learn-to-Swim class participants will demonstrate the ability to advance to the next level.	World Class Municipal Services	55%	55%	60%
Ocean Rescue Assure beachfront park patrons return safely to shore.	World Class Municipal Services	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.	World Class Municipal Services	95%	98%	100%
While on patrol, Park Rangers will be mobile, visible and independent.	World Class Municipal Services	85%	95%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
GRTR BR BEACH & PARK DIST	RECREATION SERVICES	161-6413

DIVISION DESCRIPTION

Division includes the following Sections: Athletics and Parks.

GOALS

Athletics:

1. Initiate Use of Youth Sports Agreement.
2. Complete 1st year of scheduling of the Spanish River Athletic Complex at Countess de Hoernle Park.
3. Review the annual Athletic Field Maintenance schedule and initiate standardized practices for each field.
4. Promote COBRA sponsorship & donation opportunities.

Parks:

1. Reduce maintenance in BPD parks while keeping aesthetics and safety.
2. Incorporate environmentally friendly green practices into BPD park maintenance program.
3. Educate BPD park maintenance staff on job improvement, expectation and safety.

OBJECTIVES 2012-2013

Athletics:

1. a. Meet with the president of each existing youth sports association to review and establish understanding and expectations.
- b. Develop a tailored schedule of due dates for each association based on registration dates and season start and end dates to make expectations clear for both City and Youth Associations to foster success.
- c. Document failures to meet deadlines and hold associations accountable to established policies and due dates.
2. a. Meet with the president of each existing youth sports association to discuss Field Scheduling Policy prior to beginning scheduling.
- b. Document field type, size, direction of layout, color of paint, frequency of field movement /re-layout, frequency of field painting and quantity of field paint used.
- c. Document usage hours, note field wear prior to, during and at end of season to evaluate wear and the success of moving fields during the course of a season.
3. a. Examine each field's current maintenance window with the addition of the Countess de Hoernle Park athletic field's work to determine if the current window should be modified.
- b. Develop an annual schedule of maintenance depicting the monthly maintenance schedule for each field, including mowing, edging, fertilizing and spraying.
- c. Annually evaluate written standardized practices for Athletic Field Maintenance staff and hold quarterly staff meetings to review seasonal practices associated with specific field types.
4. a. Develop a menu/list of amount specific sponsorship, donation or in-kind trade opportunities for individuals or businesses that wish to support COBRA programs.
- b. Include the menu of opportunities in all COBRA related advertising and on websites.
- c. Produce a mailer with menu/list of sponsorship opportunities and send to local businesses.

Parks:

1. a. Strategically remove fast growing, leggy or unsightly hedge material within Sugar Sand Park, Patch Reef Park and the Swim & Racquet Center and replace with sod and slow growing trees to reduce maintenance and improve overall appearance.
- b. Sugar Sand Park - Replace 10 metal trash receptacles with units manufactured from recycled plastic.
- c. Sugar Sand Park Playground - Replace 8,000 standard deck screws with stainless steel fasteners.
2. a. Start an in-house or contracted recycling program at Sugar Sand Park, Patch Reef Park and Countess de Hoernle Park.
- b. Test environmentally friendly cleaners at 1 park restroom location. Evaluate for effectiveness and track expenditures for comparison with standard chemicals used at other sites.
- c. Test organic pesticides at 1 park site. Evaluate for effectiveness and track expenditures for comparison with standard pesticides used at other sites.
3. a. Conduct monthly meetings with all BPD park maintenance staff to reinforce importance of job quality, safe work habits, production improvement and expectations.
- b. Supervisors to conduct quarterly one on one meeting with every staff member to go over production, quality and safety.
- c. Review accidents and injuries at monthly staff meetings to review safety procedures and preventative measures.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Complete the upgrades to the fish murals at the Sugar Sand Park Science Playground.	Mural upgrades have been completed and installed.
Implement the new Youth Sports Agreement with all applicable independent Youth Sports providers utilizing athletic fields operated by the Recreation Services Department, for better understanding of mutual expectations to benefit all participants.	The Youth Sports Agreement is in the final review stages and implementation is anticipated for the Fall of 2012.
Replace tot lot equipment at Patch Reef Park Tennis Center.	Tot lot equipment has been removed and installation is anticipated to be completed during the Summer of 2012
Successfully open, schedule and operate the athletic fields at Countess De Hoernle Park.	Fields are scheduled to open in the Spring/Summer of 2012.
Keep Red Reef Park beach debris and trash free and raked on a daily basis.	Red Reef beach is raked and cleaned on a daily basis.
Install sod in large mulch beds in parking lot medians to reduce labor and material costs at the Swim and Racquet Center.	Landscape beds in parking medians have been filled in with sod to reduce labor and material costs.
Install sod in several landscape beds and mulched areas to reduce labor hours related to hedge trimming and pulling weeds at Red Reef Park.	Landscape beds in parking medians have been filled in with sod to reduce labor and material costs
Re-plant St. Augustine sod in areas which declined during the new irrigation system installation at Patch Reef Park.	Sod has been replaced in declining areas.
Complete the renovation of the Race the Lights feature at the Sugar Sand Park Science Playground.	The light feature has been renovated but is still being tweaked to eliminate occasional glitches creating down time.

OTHER ACHIEVEMENTS

Sugar Sand Park - Landscaping in several areas has been upgraded, removing old, leggy and declining plants.

Patch Reef Park - New light fixtures have been installed in parking areas to aid patrons in the evening.

Red Reef Park - Drainage has been installed in several areas of the park helping to remove frequent standing water.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Athletics Participation in City-operated youth sports programs will indicate a desire to participate, if eligible, next season.	World Class Municipal Services	98	98	98
Consistently complete routine maintenance of environmentally sensitive lands as scheduled.	World Class Municipal Services	90	90	90
Ensure safe and sanitary restrooms throughout the park system on a daily basis.	World Class Municipal Services	95	95	95
Maintain all park properties in accordance with the Recreation Services Department standards. Achieve this by preventative maintenance and scheduled improvements. Respond promptly to unanticipated developments.	World Class Municipal Services	90	90	95
Maintain dune crossovers and recreational boardwalks in safe and usable conditions.	World Class Municipal Services	95	95	100

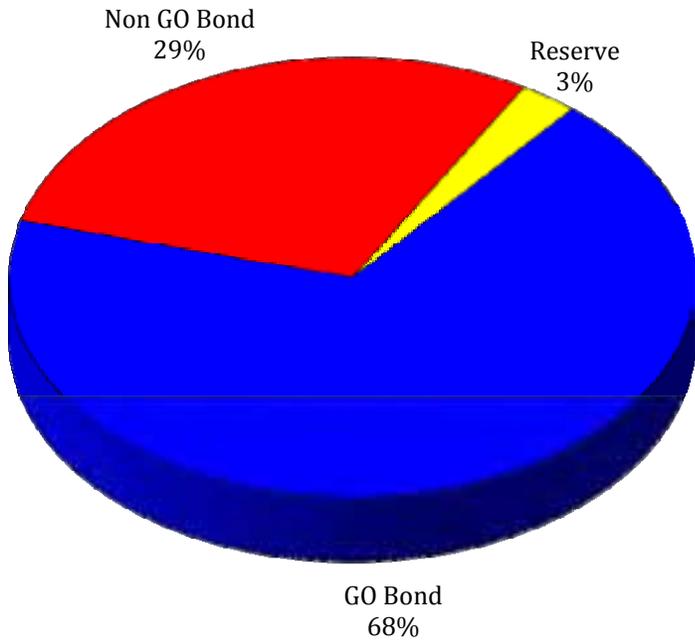


DEBT SERVICE FUND

OPERATED BY FINANCIAL SERVICES

Linda C. Davidson, C.P.A., Financial Services Director
Carol Himes, Treasurer

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.



		APPROVED 2012-13 BUDGET
DIVISION		
GO Bond	\$	4,937,900
Non GO Bond		2,117,100
Reserve		199,100
TOTAL	\$	7,254,100

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Debt Service	7,947,189	7,558,300	25,050,800	7,055,000
Sub-Total	7,947,189	7,558,300	25,050,800	7,055,000
Reserves	917,395	830,100	936,000	199,100
TOTAL	8,864,584	8,388,400	25,986,800	7,254,100



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.

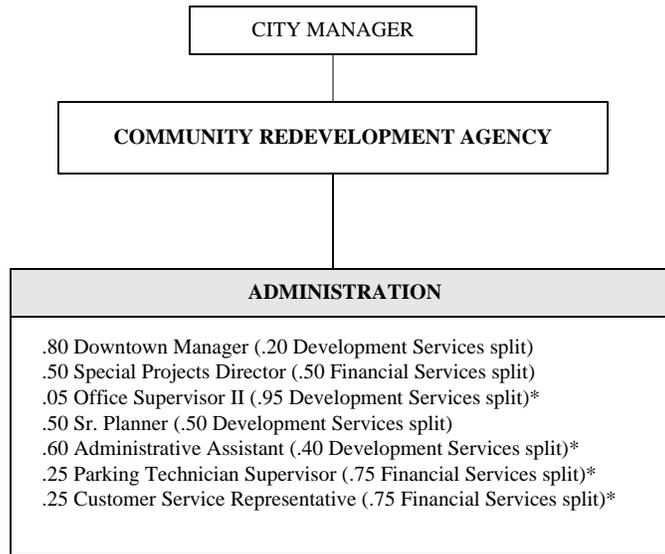
The organizational values of the CRA are to maximize the benefits of Downtown Redevelopment while minimizing cost through the integration and use of City staff.

The CRA Administration provides for the day-to-day operation of the Agency through the use of City staff from the Development Services Department and Financial 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 2012-13 BUDGET
Administration	\$ 1,220,500
Mizner Park Revenue	8,260,100
Mizner Park Sinking	10,296,100
Mizner Park Lease Revenue	1,180,000
TOTAL	\$ 20,956,700

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	298,107	381,900	381,900	366,700
Other Operating	2,763,849	2,266,800	2,354,300	1,884,700
Supplies	31,164	99,700	99,700	32,500
Capital Outlay	2,417,297	-	387,700	-
Transfers	7,987,200	8,330,200	8,330,200	8,075,400
Debt Service	6,533,747	6,525,000	6,525,000	6,514,000
Sub-Total	20,031,364	17,603,600	18,078,800	16,873,300
Reserves	6,272,252	4,664,800	4,664,800	4,083,400
TOTAL	26,303,616	22,268,400	22,743,600	20,956,700
Full-time Employees	1.65	2.30	2.30	2.95



Approved Positions FY 11/12	2.95
Revised Positions FY 11/12	-
Personnel Changes FY 12/13	-
Approved Positions FY 12/13	2.95

SANITATION FUND

OPERATED BY MUNICIPAL SERVICES

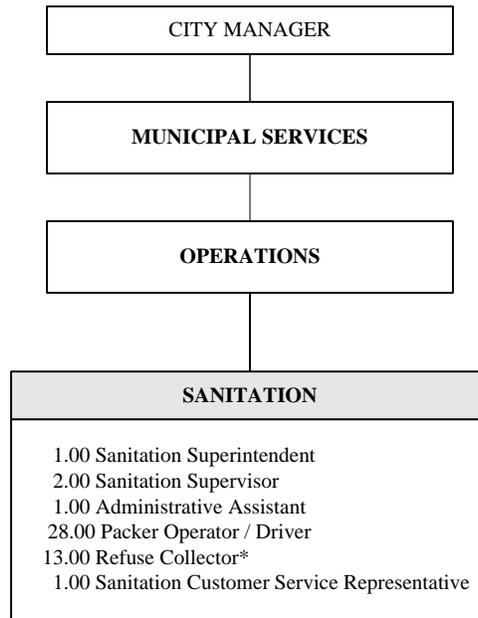
Daniel Grippo, Director

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 59,797,400 lbs. of garbage, 14,151,500 lbs. of recyclables, and 3,747,100 lbs. of vegetation generated by approximately 84,392 residents.

The goal is to provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.



EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	2,937,683	2,758,500	2,758,500	2,745,100
Other Operating	2,655,646	3,586,500	3,586,500	4,052,400
Supplies	321,013	27,600	27,600	30,800
Capital Outlay	-	886,000	1,469,200	1,658,000
Depreciation	596,707	-	-	-
Transfers	11,000	5,300	5,300	4,800
SUB-TOTAL	6,522,049	7,263,900	7,847,100	8,491,100
Reserves	3,549,133	1,914,300	1,914,300	1,845,400
TOTAL	10,071,182	9,178,200	9,761,400	10,336,500
Full-time Employees	49.00	49.00	49.00	46.00



*-3.00 Eliminate 3 Refuse Collector

Approved Positions FY 11/12	49.00
Revised Positions FY 11/12	
Personnel Changes FY 12/13	<u>-3.00</u>
Approved Positions FY 12/13	46.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
SANITATION	MUNICIPAL SERVICES	440-4415

DIVISION DESCRIPTION

The Sanitation Section provides for the collection and disposal of solid waste, vegetation, and recyclable material for City residents including weekly bulk trash collection.

GOALS

To provide efficient, sanitary removal of solid waste by promoting source separation and increased recycling participation.

OBJECTIVES 2012-2013

- Complete implementation of City-wide automated garbage collection program.
- Implement new routing software.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Implement the fourth phase of the automated garbage collection program.	The fourth phase of the automated garbage collection program was completed in May 2012. To date, the city has delivered containers to over 15,000 residential units.

OTHER ACHIEVEMENTS

- As part of the City's Green Initiative, the number of annual Sanitation Brochures printed was reduced from 25,000 to 1,000 with a cost savings of over \$3,000.
- Received approximately \$100,000 from collection of recyclable materials.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Complete daily routes.	World Class Municipal Services	100%	100%	100%
Resolve missed pick ups within 24 hours.	World Class Municipal Services	100%	100%	100%



STORMWATER UTILITY FUND

OPERATED BY MUNICIPAL SERVICES

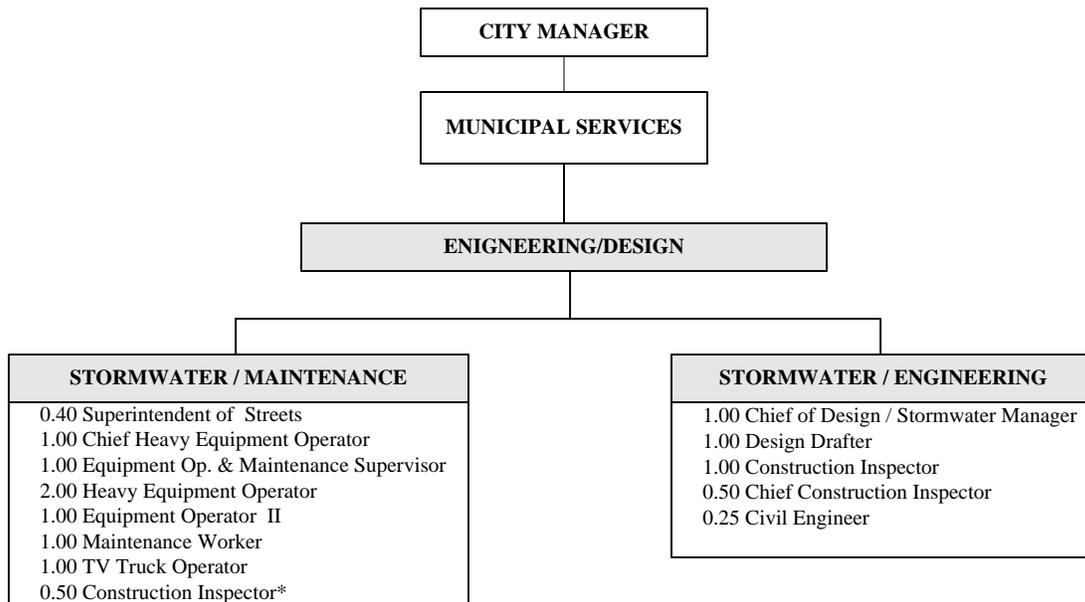
Daniel Grippo, Director

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’s 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 2012-13 BUDGET
Maintenance	\$ 852,100
Design	5,482,800
TOTAL	\$ 6,334,900

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	802,936	863,600	863,600	905,600
Other Operating	617,863	739,600	773,500	797,000
Supplies	2,528	5,100	5,100	5,100
Capital Outlay	-	2,985,500	3,740,800	2,902,500
Depreciation	599,820	-	-	-
Sub-Total	2,023,147	4,593,800	5,383,000	4,610,200
Reserves	6,431,253	2,922,200	2,922,200	1,724,700
TOTAL	8,454,400	7,516,000	8,305,200	6,334,900
Full-time Employees	11.15	11.15	11.15	11.65



+0.50 transfer in of .50 Construction Inspector from Municipal Services GF

Approved Positions FY 11/12	11.15
Revised Positions FY 11/12	
Personnel Changes FY 12/13	<u>+0.50</u>
Approved Positions FY 12/13	11.65

City of Boca Raton

FUND	DEPARTMENT	DIVISION
STORMWATER UTILITY	MUNICIPAL SERVICES	450-4412

DIVISION DESCRIPTION

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.

GOALS

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 EPAs NPDES permit conditions.

OBJECTIVES 2012-2013

- Video inspect a minimum of 3,000 linear feet of storm drain pipe for maintenance needs.
- Remove invasive exotic trees along the El Rio canal within the City maintained areas.
- Provide fuel pick-up and delivery for City fleet needs.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Video inspect storm drain pipes within the Executive Center from Butts Road to Glades Road west of Military Trail for maintenance needs and illicit connections.	This project is ongoing and is expected to be completed in July 2012.
Provide fuel pick-up and delivery for all City fleet needs.	All fleet fuel needs have been provided. This is an ongoing objective.
Line metal pipes within New Floresta Subdivision.	One pipe has been lined, the others have been delayed until City bid process has been completed. Estimated schedule is August 2012.

OTHER ACHIEVEMENTS

- Inspected 136 storm drains.
- Mowed and inspected 1,876 miles of swales and ditches.
- Swept 19,145 miles of roadway and removed 2,194 cubic yards of debris.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Exceed level of maintenance required by NPDES for stormwater inspection, cleaning and repair.	World Class Municipal Services	100%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
STORMWATER UTILITY	MUNICIPAL SERVICES	450-4419

DIVISION DESCRIPTION

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.

GOALS

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 2012-2013

- Complete construction of Palm Beach Farms drainage improvements.
- Complete design and commence construction of Boca Heights stormwater, potable water distribution, and sewer improvements.
- Complete design and permitting for the connection of Blue Lake to Countess de Hoernle Park.
- Complete development of Fertilizer Application Ordinance and the training of staff to comply with NPDES mandate.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Develop Operations Manual for NPDES.	Operations manual completed and distributed.
Complete design for Old Floresta Drainage Improvements.	Project on hold due to scope of work and project priority.
Continue Proactive Illicit Connection Inspection Program.	Program is ongoing through TV inspections of drainage.
Complete design for Palm Beach Farms Drainage Improvements.	Design completed.
Study E-4 Canal Water Quality.	Study ongoing to meet NPDES requirements.
Commence construction of Boca Heights stormwater water and sewer improvements.	Project pending Utilities acquisition of lift station site.
Commence design for Bridge Enhancements.	Project cancelled due to County restrictions.

OTHER ACHIEVEMENTS

- Completed construction of University Gardens drainage improvements.
- Completed construction of Por-la-Mar drainage improvements.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Complete projects within 10% of original budget.	World Class Municipal Services	100%	100%	90%

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 35,200 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

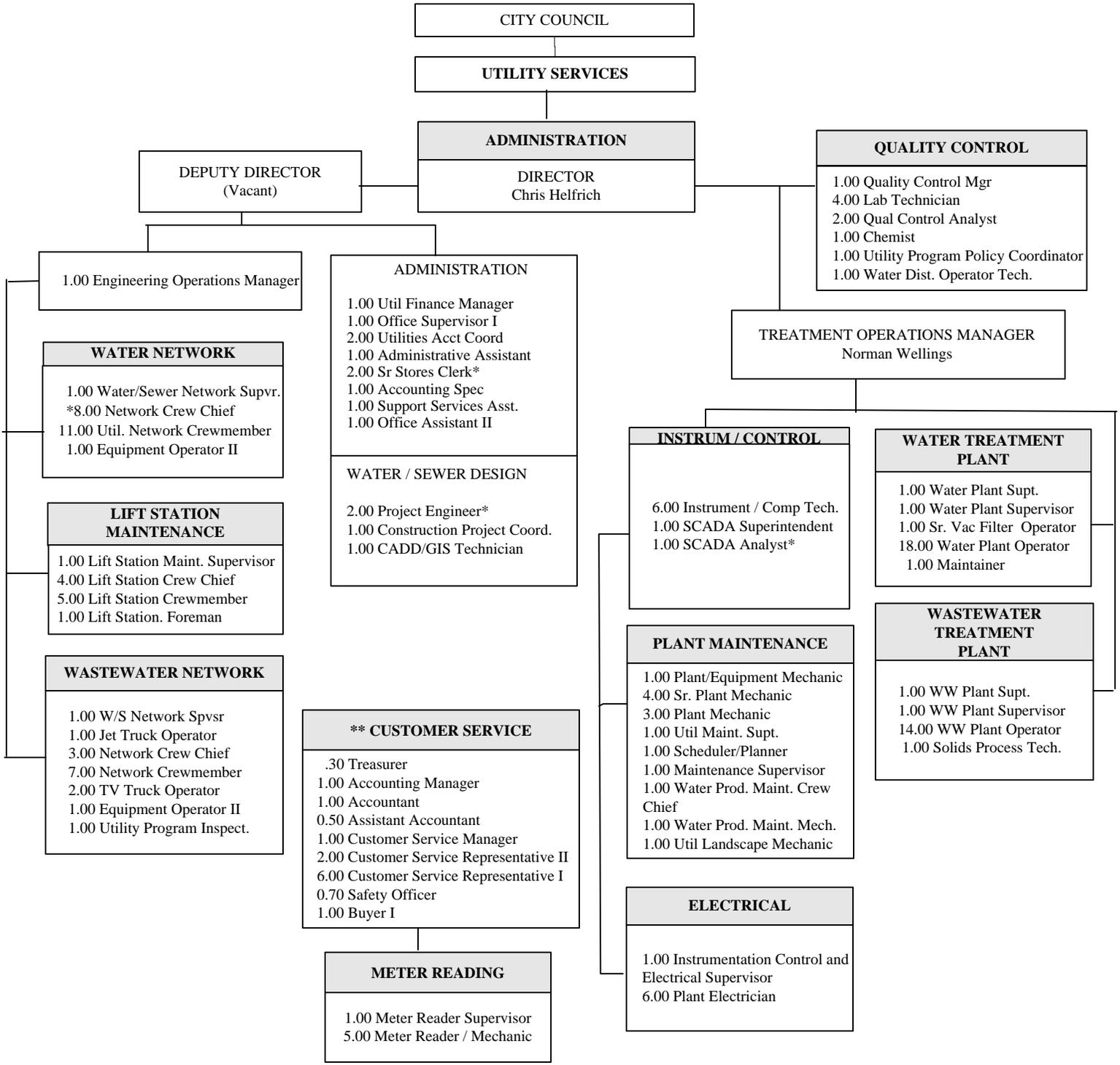
Glades Road Water Treatment Plant (WTP) has a treatment capacity of 70 MGD with fully computerized control and monitoring of the supply, production and distribution facilities. This includes a 40 MGD membrane Softening Plant to replace a portion of the Lime Softening Facility.

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 17.5 MGD of effluent for irrigation purposes and in-plant use.



DIVISION	APPROVED 2012-13 BUDGET
Administration	\$ 16,654,500
Water	11,546,100
Wastewater	7,376,700
Customer Service	1,023,700
W/S Renewal & Replacmt	22,901,600
Water Impact	900,000
Capital Projects/Transfers	38,629,100
Reserves	44,585,000
TOTAL	\$ 143,616,700

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	11,554,923	12,434,400	12,434,400	12,279,800
Other Operating	16,066,520	17,984,400	18,327,500	19,286,000
Supplies	4,014,016	4,832,900	4,713,200	4,810,800
Capital Outlay	8,491,812	37,243,600	41,736,600	44,744,200
Transfers	2,347,394	6,484,400	6,484,400	17,910,900
Depreciation	10,677,823	-	-	-
Sub-Total	53,152,488	78,979,700	83,696,100	99,031,700
Reserves	81,366,276	38,282,700	38,282,700	44,585,000
TOTAL	134,518,764	117,262,400	121,978,800	143,616,700
Full-time Employees	165.50	167.50	166.50	164.50



*1.00 SCADA Analyst relocated to the Information Technology Department
 *1.00 Network Analyst relocated to the Information Technology Department
 *1.00 Elimination of 1 Network Crew Chief

** Supervised by the Financial Services Department

Approved Positions FY11/12	167.50
Revised Positions FY 11/12	-3.00
Personnel Changes FY 12/13	
Approved Positions FY 12/13	164.50

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	FINANCIAL SERVICES	470-1212

DIVISION DESCRIPTION

Customer Service 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.

GOALS

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

OBJECTIVES 2012-2013

- Review of additional payment options for utility customers and recommend improvements to facilitate customer payments.
- Revise parcel information regarding metered services in Customer Information System (CIS)

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Develop in-house tools to train Customer Service Representatives to improve their skill sets. Complete process and procedure manual.	Work flow diagrams and written policies were developed to enhance CSR understanding of processes. The manual is 95% complete.
Fully cross train the two Customer Representative II positions.	The Lead CSR II is fully cross trained to handle billing.
Continue to improve on-line and automated services such as explore options to improve use of electronic utility payments and electronic billing.	Advertisement on website was added to increase the number of electronic notifications.

OTHER ACHIEVEMENTS

- Modified Customer Service Representative tasks to improve response time on telephones and walk-in service. Collection efforts have been enhanced by reassigning teams for collection and billing issues.
- Developed enhanced reporting to identify stopped / malfunctioning meters.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Error free daily cash balance	Financially Sound City Government	97%	99%	100%
Maintain a less than 1% delinquency rate on utility billings of greater than 60 days.	Financially Sound City Government	95%	97%	100%
Percentage of utility bills mailed within 1 day of target date.	Financially Sound City Government	95%	97%	97%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	FINANCIAL SERVICES	470-1215

DIVISION DESCRIPTION

Meter Reading reads the water meters, disconnects water service for delinquent accounts and tests meters for accuracy.

GOALS

To read all meters accurately and in a timely fashion. To stay current on disconnections of service for delinquency and to verify service remains off until payment has been made.

OBJECTIVES 2012-2013

Replace AMR registers with new more durable technology that will substantially reduce the estimated reads on radio read meters.

Develop process to follow through with having customers remove meter obstructions to eliminate estimated readings.

Maintain 60-62 day billing cycle

Closely monitor unauthorized usage

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
To minimize the number of accounts that have estimated readings due to overgrown landscaping or restricted access.	Progress has been made in this area, however there are still accounts that have not complied and there is no process to enforce this issue at this time.
Evaluate the fiscal gain of the addition of new automated routes to reduce personnel costs through attrition.	In progress.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Number of meters read per meter reader per month	Financially Sound City Government	3604	3800	3800
Meter reading accuracy rate	Financially Sound City Government	95%	99%	99%
Number of stopped registers in system	Financially Sound City Government	631	2%	0%
Number of work orders completed within 1 business day (including tests)	Financially Sound City Government	95%	95%	100%
Number of stopped meters in system	Financially Sound City Government	717	2%	0%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	UTILITY SERVICES	470-4201

DIVISION DESCRIPTION

Oversee and direct the operation, maintenance and construction activities within the Department.

GOALS

Provide efficient customer service for the residents and businesses in the community. Ensure that all process control functions meet the highest quality standards. Complete quality construction projects on schedule and within budget.

OBJECTIVES 2012-2013

- Construction of Boca Raton Heights Drainage Improvements.
- Acquisition of FDEP Waste Water Operation Permit.
- Continue with RCM program for better efficiencies in the operation of infrastructure.
- Begin implementation of web based data entry (paperless) for backflow program.
- Begin construction of Esterly Drainage Improvements.
- Conversion of centralized inventory system to Maximo.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Created a customer response form for Fats, Oil and Grease (FOG) Program	Completed
Construction of Lake Wyman water/sewer and drainage improvements	Completed
Implementation of DEP Cross Connection/Backflow rulemaking requirements	Ongoing - Regulatory Agency discussions

OTHER ACHIEVEMENTS

- Completion of reclaim meters for Golf Course

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percentage of Utility employees attending training courses 20 or more hours per year	World Class Municipal Services	65%	65%	65%
% of work orders completed within 1 business day (including tests)	Financially Sound City Government	90%	90%	90%
Meter reading accuracy rate	Financially Sound City Government	99%	99%	100%
% of stopped registers in system	Financially Sound City Government	1%	1%	1%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	UTILITY SERVICES	470-4221

DIVISION DESCRIPTION

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 50 raw water production wells. Provide laboratory testing.

GOALS

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 2012-2013

- Continue upgrading/rehabilitating system.
- Continue with security enhancements at Water Treatment Plant and Distribution System.
- Complete design and begin construction of concentrate system for reuse blending application.
- Continue upgrading/rehabilitating water treatment facilities.
- Review of GIS and outsourcing of valve locations.
- Continue to monitor Federal and State regulations for new laws related to water quality and the unfunded mandates.
- Continue to monitor water losses in the water distribution system.
- Continue to replace fire hydrants water lines and outdated equipment.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Continue upgrading/rehabilitating system.	Ongoing.
Continue with security enhancements at Water Treatment Plant and Distribution System.	Ongoing.
Began design of concentrate system for reuse application.	Design Underway
Review of GIS and outsourcing of valve locations.	In-house locations, ongoing.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percentage of time drinking water surpasses state/federal standards.	World Class Municipal Services	100%	100%	100%
Percentage of water service calls responded to within 2 hours.	Strong Partnership with Our Stakeholders	100%	100%	100%

City of Boca Raton

FUND	DEPARTMENT	DIVISION
WATER/SEWER OPERATING	UTILITY SERVICES	470-4231

DIVISION DESCRIPTION

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.

GOALS

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 2012-2013

- Continue to monitor Environmental Protection Agency's numeric nutrient criteria and the impacts on the reclaimed water system.
- Continue to rehab the wastewater infrastructure.
- Continue reinvesting in wastewater infrastructure.
- Finalize reclaimed usage contracts with golf courses.
- Ongoing system wide septic Tank Replacements with Sanitary Sewer.
- Receive DEP Wastewater Permit.
- Complete design and begin construction of concentrate disposal pump station

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Expansion of the Reclaimed Water Distribution System-Pump Station, Tank and Distribution System.	Completed.
Reduce the number of one-pump lift stations to less than 5% of our total number of stations at all times.	Meeting goal.
Continue reinvesting in wastewater infrastructure.	Ongoing.
Completion of design for Intracoastal wastewater force main.	Completed.
Completion and operation of the Solid Waste Authority Pelletization Facility.	Completed and operational.
Receive DEP Wastewater Permit.	Ongoing discussions with regulatory agency.
Ongoing system wide septic Tank Replacements with Sanitary Sewer.	Continuing to move forward.
Expansion of the On-site Reclaimed Treatment Facility to provide capability of utilizing 100% of available effluent for reuse.	Completed and operational.

OTHER ACHIEVEMENTS

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Percent of raw waste water flowing into treatment facility	World Class Municipal Services	100%	100%	100%



CEMETERY / MAUSOLEUM FUND

OPERATED BY RECREATION SERVICES

Mickey A. Gomez, Recreation Services Director

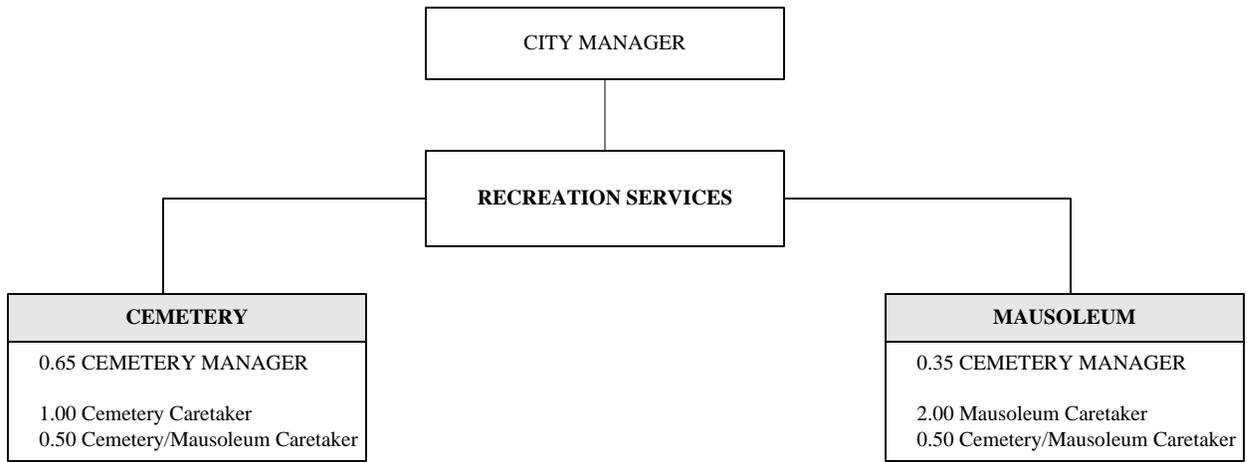
John A. Parks, Deputy Recreation Services Director

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 for Cemetery burials and Mausoleum entombments, and maintains all facilities and grounds.



DIVISION	APPROVED 2012-13 BUDGET
Cemetery	\$ 373,700
Mausoleum	762,600
TOTAL	\$ 1,136,300

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	339,473	359,200	359,200	352,400
Other Operating	241,096	284,100	290,200	274,400
Supplies	16,711	17,300	25,100	22,200
Capital Outlay	-	77,500	77,500	102,500
Depreciation	61,211	-	-	-
Sub-Total	658,491	738,100	752,000	751,500
Reserves	435,987	275,100	275,100	384,800
TOTAL	1,094,478	1,013,200	1,027,100	1,136,300
Full-time Employees	5.00	5.00	5.00	5.00



Approved Positions FY 11/12	5.00
Revised Positions FY 11/12	-
Personnel Changes FY 12/13	-
Approved Positions FY 12/13	5.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
CEMETERY/MAUSOLEUM	RECREATION SERVICES	480-6241

DIVISION DESCRIPTION

This Division includes the Boca Raton Cemetery and Mausoleum. The following goals and objectives are consistent with the Recreation Services Department Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

1. Improve image and public awareness of Cemetery and Mausoleum.
2. Improve landscaping practices to enhance the visibility of the Cemetery and Mausoleum.
3. Develop written policies and procedures for building care and maintenance.

OBJECTIVES 2012-2013

2. a. Develop a written annual maintenance plan including monthly maintenance schedules for mowing, tree trimming, fertilization, spraying, re-sodding and mulching.
- b. Conduct regular meetings with the Grounds Maintenance Contractor to ensure proper maintenance and contract compliance.
- c. Develop written standards for weed removal and plant replacement.
- d. Hold monthly staff meetings to discuss season maintenance tasks and areas needing improvement.
3. a. Meeting with Facility Maintenance to develop process for getting preventative maintenance and site visits schedule through and documented in the Cemetery Administration office. Additionally, determine protocol for determining work order status.
- b. Develop written schedule for preventative maintenance for A/C units and inspection of roof drains.
- c. Develop staff training scenarios for dealing with facility problems including roof leaks and A/C problems.
1. a. Remodel and furnish the Cemetery Administration office.
- b. Develop a tri-fold brochure depicting Cemetery/Mausoleum services available and items for sale.
- c. Take out paid advertisement in local newspaper and/or magazines.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Purchase a small inventory of Cemetery casket burial vaults to be resold to Cemetery patrons.	10 casket burial vaults were purchased to maintain an onsite inventory to address patron needs. 5 were resold generating additional revenue.
Oversee the successful installation of 100 double-depth crypts in the east side of the Cemetery, develop applicable fees.	The installation project is currently in process with completion anticipated during the Summer of 2012.
Evaluate the existing irrigation system for the east and west side of the Cemetery and determine if the system can be upgraded or must be redesigned and replaced to improve the appearance of sod and landscaping.	The irrigation system is inspected and monitored on a regular basis to ensure the viability of the sod and landscaping. Improvements to the system have improved irrigation coverage and the overall appearance of the Cemetery.
Continue to conduct regular meetings between Cemetery and Mausoleum leadership for efficient, quality operations and maintenance.	Meetings have continued, as needed maintaining an open dialogue and two-way communication.
Continue preventative measures, i.e., scheduled roof inspections, immediate repairs and roof painting to extend the replacement lifespan of multiple mausoleum building roofs.	Roofs were inspected in FY 10-11 and monitored and maintained to prolong the life of the existing buildings. Roof drains have been scheduled for regular inspection to ensure proper drainage and removal of standing water.

OTHER ACHIEVEMENTS

A fertilization and weed and feed program has been initiated to improve turf health and overall appearance of the Cemetery grounds.

The glass windows and entry door on the east side of the Sanctuary building have been modified and reinstalled to address potential settling of the building.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Provide timely, professional quality Funeral Services and Burials.	World Class Municipal Services	86	85	82
Provide timely, professional quality entombment and enrichment services at the Mausoleum Complex Cemetery.	World Class Municipal Services	280	290	280
Ensure consistent compliance with rules and regulations as related to decorations, by removing violations within one workday.	World Class Municipal Services	99.9%	100 %	100 %

GOLF COURSE FUNDS

OPERATED BY RECREATION SERVICES

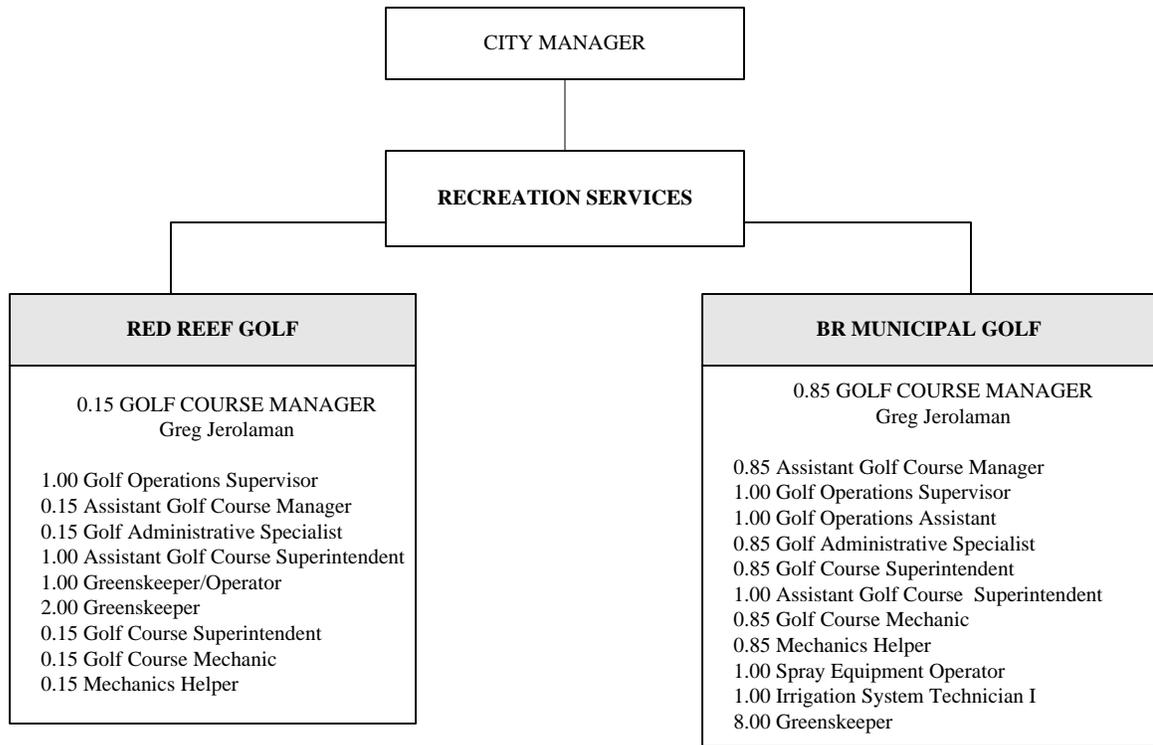
Mickey A. Gomez, Recreation Services Director
John A. Parks, Deputy Recreation Services Director

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 2012-13 BUDGET
Red Reef Golf Course	\$ 611,500
Municipal Golf Course	2,067,400
Golf R&R	332,000
TOTAL	\$ 3,010,900

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	1,720,429	1,684,500	1,684,500	1,621,800
Other Operating	813,773	729,000	742,100	706,600
Supplies	327,861	345,000	343,200	337,600
Capital Outlay	53,135	135,500	135,500	167,000
Transfers	8,100	5,300	5,300	2,000
Depreciation	211,151	-	-	-
Sub-Total	3,134,449	2,899,300	2,910,600	2,835,000
Reserves	(33,631)	134,000	134,000	175,900
TOTAL	3,100,818	3,033,300	3,044,600	3,010,900
Full-time Employees	24.00	23.00	23.00	23.00



Approved Positions FY 11/12	23.00
Revised Positions FY 11/12	
Personnel Changes FY 12/13	—
Approved Positions FY 12/13	23.00

City of Boca Raton

FUND

DEPARTMENT

DIVISION

GOLF COURSE

RECREATION SERVICES

490-6312

DIVISION DESCRIPTION

This Division includes the Red Reef Golf Course and the Boca Raton Municipal Golf Course. The following goals and objectives are consistent with the Recreation Services Departments Mission: To enrich the life of each resident and to contribute to the enhancement of Boca Raton as a community by providing exceptional recreational, educational and municipal programs, facilities and sites in a fiscally responsible manner.

GOALS

1. Provide an affordable high quality golf experience for all patrons under a sound management and financial plan, which provides the highest level of course conditioning and customer service possible, while simultaneously remaining competitive and self-supporting.
2. Promote increased participation and growth of the game.

OBJECTIVES 2012-2013

2. b. Introduce additional new Junior Program on the Municipal and Red Reef Executive courses during summer and non-peak after school hours by promoting significant junior discounts for juniors who are accompanied by paying adults.
 1. a. Increase golf course system revenues by 3%.
 1. d. Improve tee time sales inventory management through the utilization and sale of tee times based on demand levels.
 1. b. Improve superior course conditioning levels by procuring an additional greens rolling machine to increase frequency of greens rolling from once to twice weekly on the Municipal Championship course.
 1. g. To improve course aesthetics, address all uneven or depression areas on the back 9 of the Championship Course by sod cutting, grade adjusting and re-sodding.
 1. c. Perform competitive pricing analysis as necessary and develop appropriate pricing strategies.
 1. e. Improve the practice area by re-sodding the chipping green with Certified Jones Dwarf Bermuda grass.
 1. f. Continue annual re-assessment of all turfgrass maintenance equipment and defer purchases whenever possible.
2. a. Promote junior play by utilizing the new Recreation Services SNAG (Start New At Golf) Program as a feeder program to promote participation on the Municipal and Red Reef Executive Courses.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Continue tree trimming program on both courses as necessary.	Tree trimming was performed as needed around tees and greens at both Red Reef and Municipal courses.
Complete Greens conversion program on the Executive course greens to Platinum Paspalum grass by re-sodding holes 4 and 5.	Greens conversion program was completed.
Continue aggressive chemical, saltwater treatment and manual weed eradication program and re-sod areas where weed populations are too prevalent to control chemically.	Continued aggressive weed eradication program at both Red Reef and Municipal courses.
To improve course aesthetics, address all uneven or depression areas on the back 9 of the Championship Course by sod cutting, grade adjusting and re-sodding.	Due to changing priorities creating time constraints, this objective was not met.

OTHER ACHIEVEMENTS

The installation of 24 culvert piping took place in two locations; A 20 foot section was installed on the west side of #13 tee, connecting the Cypress hammock canal to the Lake Worth drainage canal and a 40 foot section was installed on the north side of #11 tee, connecting lakes on holes 12 & 11. This installation resolved a flooding issue, which came up after a record 6 inch rainfall, and will prevent the NW section of the course from flooding again.

Expanded internet tee time sales through the utilization of a third party provider, GolfNow.com, which resulted in 1060 additional rounds (98% of whom are new, first time customers) and \$44,000 in revenue.

The cart staging and return areas were expanded by 400 square feet, to improve operations and clubhouse aesthetics.

Two landscape projects were completed; the Turnpike billboard sign was beautified, as were the front and back areas of the clubhouse.

The Cypress hammock area on the north side of #14 tee was extensively cleaned out and several trees were removed and transplanted throughout the course.

A new fertilization program was devised and implemented, allowing more frequent fertilization of tees and fairways with higher quality fertilizer and at no additional cost.

The expansion of sales to the CanAm group from two to five weekdays was responsible for an additional 2,500 rounds and \$80,000 in revenues on the Championship course from December through March over the previous year.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Increase total user revenue by stated amounts over approved budget from previous year.	Financially Sound City Government	6.6	8.2	3.1
Increase total system rounds played by stated amounts over previous year.	Financially Sound City Government	8177	8400	3400
Check ball washers and towels weekly.	World Class Municipal Services	100%	100%	100%
Vertical cut and aerate all fairways once per year	World Class Municipal Services	100%	100%	100%
Properly reset pin placements on all greens on a daily basis.	World Class Municipal Services	100%	100%	100%
Aerate all greens and tees three times per year.	World Class Municipal Services	100%	100%	100%
Reset tee-off markers on all tee boxes five times per week.	World Class Municipal Services	100%	100%	100%

INFORMATION TECHNOLOGY FUND

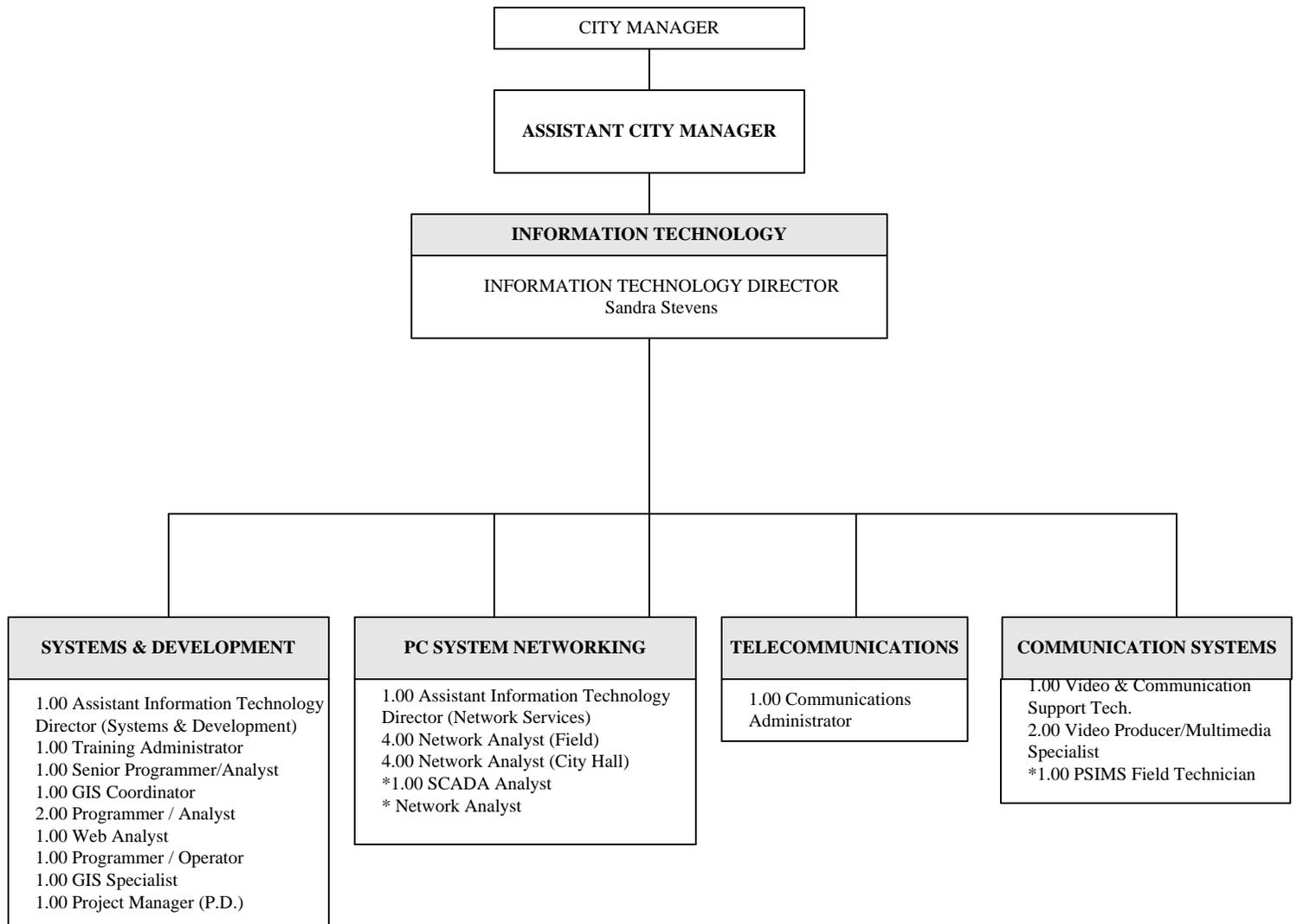
Sandra Stevens, Information Services Director

The mission of the 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, telecommunications and television and video programming and indirectly through programs designed to enhance and improve services rendered to the public by other City departments.

The goal of the Information Technology Division is to provide, develop, support and maintain the technological infrastructure as well as appropriate software and programming solutions to satisfy the needs of city staff, business partners and citizens. The Information Technology Division will be proactively provide service and value to the city government and the citizenry at large through communication, education, smart growth and efficient use of technologies including telephony, internet services, program development, hardware infrastructure, public broadcasting, and resource security ensuring that Boca Raton is known not only as a premier community but as a world-class local government.



EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	2,407,893	2,473,700	2,473,700	2,747,500
Other Operating	2,323,800	1,525,500	1,563,400	1,498,200
Supplies	58,145	75,300	75,300	75,300
Capital Outlay	757,409	1,423,100	1,506,500	1,529,600
Depreciation	228,675	-	-	-
Sub-Total	5,775,922	5,497,600	5,618,900	5,850,600
Reserves	4,088,019	4,019,900	4,019,900	3,810,400
TOTAL	9,863,941	9,517,500	9,638,800	9,661,000
Full-time Employees	24.00	24.00	25.00	27.00



*1.00 Addition of SCADA Analyst from Utility Services
 *1.00 Addition of Network Analyst
 *1.00 Addition of PSIMS Field Technician

Approved Positions FY 11/12	24.00
Revised Positions FY 11/12	+3.00
Personnel Changes FY 12/13	_____
Approved Positions FY 12/13	27.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
INFORMATION TECHNOLOGY	CITY MANAGER	510-0431

DIVISION DESCRIPTION

The mission of the Information Services Division of the City Managers Department 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, telecommunications, television and video programming and indirectly through programs designed to enhance and improve services rendered to the public by other City departments.

GOALS

The goal of the Information Technology Division is to provide, develop, support and maintain the technological infrastructure as well as appropriate software and programming solutions to satisfy the needs of city staff, business partners and citizens. The Information Technology Division will be proactively provide service and value to the city government and the citizenry at large through communication, education, smart growth and efficient use of technologies including telephony, internet services, program development, hardware infrastructure, public broadcasting, and resource security ensuring that Boca Raton is known not only as a premier community but as a world-class local government.

OBJECTIVES 2012-2013

- Special Event Permit Applications for Citizens via the web
- Upgrade and expand servers and backup storage for records retention purposes
- GIS - based Sanitation Vehicle Routing Software
- Installation of virtual desktops at the new downtown public library
- Public access of City Resolutions and Ordinances on the website through Laserfiche
- Develop electronic Fire inspection system and annual fire alarm inspections.
- Staff scheduling software for Public Safety employees Police & Fire Rescue

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
CCTV & Wireless Mesh Projects	Installed over 100 new cameras throughout the City at locations such as City Hall, Spanish River Library, Police Services and several parks, with new installations continuing.
Telecom Audit	Completed the external audit of telecommunications charges, which found \$35,000 of savings for the City.
PSIM (Public Safety Information Management System)	This video information system gathers and monitors various components of radio, video cameras, CAD/RMS, alarm detection equipment, access control and analysis tools to align with the City's goal of maintaining a safe environment for our citizens.
Employee Benefit Self-service Implementation	Completed the integration between Bentek and the City's HR system to automate the employee open enrollment for Health, Dental and Vision insurance.
Microsoft SharePoint Implementation	Upgraded SharePoint software to 2010 and launched a new employee intranet. Improves communication between city staff.
Parking Handheld Implementation	Completed the integration of the parking meter and handheld systems with the financial management system.
Online Special Assessment Payment	Citizens have the ability to pay special assessment fees on the web.
Social Media Launch	Launched Facebook & Twitter accounts, which improves public communication of city-wide events.
Voicemail System Replacement	Completed the replacement of the City's voicemail system, which improves telecommunication services and longevity of the system.

OTHER ACHIEVEMENTS

Irrigation Inventory – Worked with the Recreation and Financial Services Departments to implement an inventory tracking system, which uses bar-coding to track parts issued through the central storage locations.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Individual telephone move/add/change requests completed within 1 working day	World Class Municipal Services	95%	95%	95%
Provide public information requests with programming or online reports	World Class Municipal Services		Within 3 hours	Within 3 hours
Respond to calls for technical assistance within 4 hours.	World Class Municipal Services	95%	95%	95%
Upgrade City personal computers on a four year cycle.	World Class Municipal Services	25%	25%	25%
Produce live telecasts of public meetings.	Strong Partnership with Our Stakeholders	108	108	108

MOTOR POOL FUND

OPERATED BY MUNICIPAL SERVICES

Daniel Grippo, Director

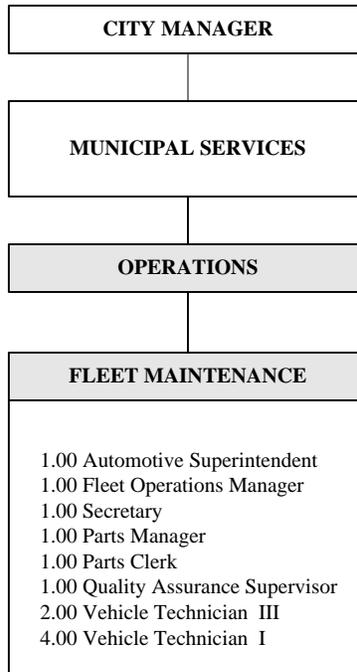
The mission of the Fleet Maintenance Division of Municipal Services, operating in the Motor Pool Fund, is to provide low cost, efficient maintenance to prolong the useful life of the fleet, provide vehicles that are safe and reliable and maximize the residual value of the City’s fleet.

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), administered 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 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	813,980	857,800	857,800	876,100
Other Operating	381,096	269,300	271,600	277,700
Supplies	41,619	60,500	60,500	59,600
Capital Outlay	455,298	1,466,500	4,229,600	2,023,400
Depreciation	1,129,559	-	-	-
Sub-Total	2,821,552	2,654,100	5,419,500	3,236,800
Reserves	13,762,963	12,188,700	12,188,700	12,715,800
TOTAL	16,584,515	14,842,800	17,608,200	15,952,600
Full-time Employees	12.00	12.00	12.00	12.00



Approved Positions FY 11/12	12.00
Revised Positions FY 11/12	
Personnel Changes FY 12/13	
Approved Positions FY 12/13	12.00

City of Boca Raton

FUND	DEPARTMENT	DIVISION
MOTOR POOL	MUNICIPAL SERVICES	520-4431

DIVISION DESCRIPTION

The Fleet Maintenance Section is responsible for the repair and maintenance of 508 automobiles and light trucks, 78 heavy duty trucks, and 367 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.

GOALS

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 2012-2013

- Review and recommend plans for a Compressed Natural Gas (CNG) distribution site to further reduce fuel costs and lessen our dependency of imported petroleum.
- Reduce parts inventory by identifying and eliminating obsolete parts, returning overstock items for credit, identifying expense items, and inventory stocking procedures.
- Continue updating vehicle usage criteria and retrieval of low usage vehicles for reassignment or disposition.

ACHIEVEMENTS

OBJECTIVE 2011-2012	ACHIEVEMENT
Improve air quality and decrease our dependency on imported foreign petroleum by continuing to expand the City's use of alternative fuel vehicles.	Improvements in this objective were accomplished by replacing 20 older vehicles with new Hybrid vehicles and by the use of biodiesel fuel made from vegetable oil and other renewable resources.
Update vehicle management and replacement policies and procedures manual.	Vehicle management policy and procedures were updated and completed on 10/06/2011.
Update vehicle usage criteria and retrieval of low usage for reassignment or disposition.	This is an on-going objective.

OTHER ACHIEVEMENTS

- Completed a fuel study of the City's hybrid garage truck to analyze the system benefits and savings potential.
- Fleet Maintenance was awarded the A.S.E. Blue Seal of Excellence by the National Institute of Automotive Service Excellence.
- Successfully shortened the time to complete our annual physical parts inventory process from five to three working days.

PERFORMANCE MEASURES

OBJECTIVE	STRATEGIC INITIATIVE	FY 2010-11 ACTUAL	FY 2011-12 ESTIMATED	FY 2012-13 TARGET
Maintaining a high level of expertise in Fleet Maintenance industry by providing an on-going training program.	World Class Municipal Services	190 hours	275 hours	288 hours
Reduce equipment down time thru additional preventative maintenance activities.	World Class Municipal Services	2.53 work days	2.75 work days	2 work days

City of Boca Raton

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MOTOR POOL	MUNICIPAL SERVICES	520-4431

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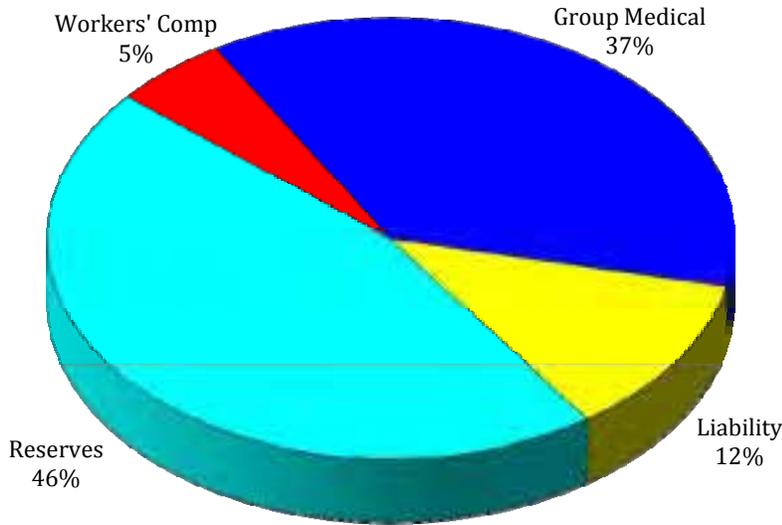
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SELF INSURANCE FUNDS

OPERATED BY FINANCIAL SERVICES

Linda C. Davidson, C.P.A., 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 2012-13 BUDGET
Workers' Comp	\$ 1,955,100
Group Medical	13,353,300
Liability	4,290,000
Reserves	16,555,000
TOTAL	\$ 36,153,400

EXPENDITURE BY CATEGORY	ACTUAL 2010-11 BUDGET	APPROVED 2011-12 BUDGET	REVISED 2011-12 BUDGET	APPROVED 2012-13 BUDGET
Personal Services	383,686	395,300	395,300	403,300
Other Operating	13,177,824	14,681,100	14,707,400	17,188,200
Supplies	4,656	6,500	6,500	6,900
Transfers	-	-	-	2,000,000
Sub-Total	13,566,166	15,082,900	15,109,200	19,598,400
Reserves	19,592,887	18,115,200	18,115,200	16,555,000
TOTAL	33,159,053	33,198,100	33,224,400	36,153,400
Full-time Employees	4.30	4.30	4.30	4.30



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 <u>Obligation</u>	W&S <u>Revenue</u>
Moody’s Investment Service	AAA	AAA
Standard and Poor’s	AAA	AAA
Fitch Ratings	AAA	AAA

Total outstanding debt of the City at September 30, 2010, and 2011 is as follows:

Purpose	2010	2011
General Obligation Bonds/Notes	\$49,195,000	\$44,960,000
Revenue Bonds	98,136,000	90,641,000
Special Assessment Debt	14,240,000	13,545,000
Loans Payable	2,435,000	1,865,000
Total	\$164,006,000	\$151,011,000

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.

Debt Management

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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.

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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%	\$490,000
General Government, Series 2003	Fire Station Projs	2.00 -4.50%	860,000
General Government, Series 2003A	Library Projects	2.00 -4.50%	495,000
General Government – Series 2004	Refunding	2.00 -3.88%	17,560,000
General Government – Series 2010	Downtown Library	3.00 -4.00%	8,945,000
General Government – Series 2011	Refunding	2.00-3.00%	6,060,000
General Government – Series 2011	Refunding	2.00-5.00%	9,525,000
Total			\$43,935,000

Revenue Bonds: Revenue bonds outstanding at September 30, 2011, are as follows:

Purpose	Description	Interest Rates %	Amount Outstanding
Water/Sewer-Series 2001	Plant Expansion	4.00 –4.75%	\$1,450,000
Water/Sewer-Series 2008	Refunding	4.00-4.375%	38,170,000
Water/Sewer-Series 2009	Refunding	2.50 – 4.00%	7,280,000
Total			\$46,900,000

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 2011 was \$253,528,455. 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 1.08%.

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 2013 through 2018 calls for the expenditures approximating \$297,912,900.

Water and Sewer Utility Fund

The business-type activities net assets increased \$5.637 million or 1.83% from the prior fiscal year.

The net assets for the Water and Sewer Fund increased by \$5.589 million in 2011, a 47.64% decline from the \$10.643 million reported in 2010. In 2010 there were \$4.1 million of nonrecurring system development charges that were not received in 2011.

**RATIOS OF GENERAL BONDED DEBT OUTSTANDING
LAST TEN FISCAL YEARS**

(Amounts Expressed 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
2002	36,510	10,718,601	0.34%	75,580	0.48
2003	61,555	11,614,994	0.53%	76,043	0.81
2004	58,805	12,537,612	0.47%	79,838	0.74
2005	57,670	14,437,905	0.40%	85,311	0.68
2006	54,390	16,624,250	0.33%	85,488	0.64
2007	50,990	19,931,342	0.26%	85,296	0.60
2008	47,455	20,408,459	0.23%	85,293	0.56
2009	43,785	19,624,543	0.22%	84,823	0.52
2010	49,195	17,992,026	0.27%	84,313	0.58
2011	44,960	16,609,124	0.27%	84,392	0.53

**PLEDGED-REVENUE COVERAGE
LAST TEN FISCAL YEARS
Tax Increment Revenue Refunding Bonds**

Fiscal Year	Lease Revenue	Tax Increment Revenue	City Contribution	Collections	Debt Service		Coverage by Net Revenue Avail for Debt Service
					Principal⁽¹⁾	Interest	
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
2008	1,208,198	6,308,900		7,517,098	4,925,000	1,624,993	1.15
2009	1,300,511	6,750,600		8,051,111	5,130,000	1,416,300	1.23
2010	1,188,119	6,658,892		7,847,011	5,340,000	1,193,760	1.20
2011	1,236,280	8,948,102		10,184,382	5,575,000	956,997	1.56

⁽¹⁾ 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 ⁽²⁾	Net Available Revenue	Debt Service		Coverage by Net Revenue Avail for Debt Service ⁽³⁾
				Principal	Interest	
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
2008	43,604,523	33,608,413	9,998,110	1,955,000	2,010,843	2.52
2009	52,149,868	33,586,572	18,563,296	2,030,000	2,152,093	4.44
2010	48,766,835	30,780,072	17,986,763	2,655,000	1,948,455	3.91
2011	48,819,198	31,586,702	17,232,496	3,145,000	1,824,430	3.47

⁽²⁾ Total expense exclusive of depreciation and debt service on revenue 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, 2011**

(Amounts Expressed in Thousands)

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
OVERLAPPING:			
Palm Beach County	\$ 226,545	13.17%	\$ 29,847
Palm Beach School District	37,215	13.17%	4,903
SUBTOTAL	\$ 263,760		\$ 34,750
DIRECT DEBT:			
Boca Raton	\$ 44,960	100.00%	\$ 44,960
TOTAL DIRECT AND OVERLAPPING DEBT			\$ 79,710

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 each overlapping government.

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 Bonds, Refunding 1/1, 7/1 (Environmental Lands)	2012	4.80%	490,000.00	23,520.00	513,520.00
			<u>\$ 490,000.00</u>	<u>\$ 23,520.00</u>	<u>\$ 513,520.00</u>
2003 General Obligation Bonds (Library) 1/1, 7/1	2012	2.800%	495,000.00	13,860.00	508,860.00
			<u>\$ 495,000.00</u>	<u>\$ 13,860.00</u>	<u>\$ 508,860.00</u>
2003 General Obligation Bonds (Fire) 1/1, 7/1	2012	3.625%	860,000.00	31,175.00	891,175.00
			<u>\$ 860,000.00</u>	<u>\$ 31,175.00</u>	<u>\$ 891,175.00</u>
2004 General Obligation Bonds Refunding Bonds 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
			<u>\$ 17,560,000.00</u>	<u>\$ 3,328,755.02</u>	<u>\$ 20,888,755.02</u>
	2017-2020		\$ 8,470,000.00	\$ 811,067.50	\$ 9,281,067.50
2010 General Obligation Downtown Library Bonds 1/1, 7/1	2012	4.000%	\$ 325,000.00	\$ 341,700.00	\$ 666,700.00
	2013	4.000%	\$ 340,000.00	\$ 328,700.00	\$ 668,700.00
	2014	4.000%	\$ 355,000.00	\$ 315,100.00	\$ 670,100.00
	2015	4.000%	\$ 365,000.00	\$ 300,900.00	\$ 665,900.00
	2016	4.000%	\$ 380,000.00	\$ 286,300.00	\$ 666,300.00
	2017	4.000%	\$ 395,000.00	\$ 271,100.00	\$ 666,100.00
	2018	4.000%	\$ 415,000.00	\$ 255,300.00	\$ 670,300.00
	2019	4.000%	\$ 430,000.00	\$ 238,700.00	\$ 668,700.00
	2020	4.000%	\$ 445,000.00	\$ 221,500.00	\$ 666,500.00
	2021	4.000%	\$ 465,000.00	\$ 203,700.00	\$ 668,700.00

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2010 General Obligation Downtown Library Bonds	2022	4.000%	\$ 485,000.00	\$ 185,100.00	\$ 670,100.00
	2023	3.000%	\$ 505,000.00	\$ 165,700.00	\$ 670,700.00
1/1, 7/1	2024	3.000%	\$ 520,000.00	\$ 150,550.00	\$ 670,550.00
	2025	4.000%	\$ 535,000.00	\$ 134,950.00	\$ 669,950.00
	2026	4.000%	\$ 555,000.00	\$ 113,550.00	\$ 668,550.00
	2027	3.500%	\$ 575,000.00	\$ 91,350.00	\$ 666,350.00
	2028	3.500%	\$ 595,000.00	\$ 71,225.00	\$ 666,225.00
	2029	4.000%	\$ 620,000.00	\$ 50,400.00	\$ 670,400.00
	2030	4.000%	\$ 640,000.00	\$ 25,600.00	\$ 665,600.00
			<u>\$ 8,945,000.00</u>	<u>\$ 3,751,425.00</u>	<u>\$ 12,696,425.00</u>
	2017-2021		\$ 2,150,000.00	\$ 1,190,300.00	\$ 3,340,300.00
	2022-2026		\$ 2,600,000.00	\$ 749,850.00	\$ 3,349,850.00
	2027-2030		\$ 2,430,000.00	\$ 238,575.00	\$ 2,668,575.00
	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2011 General Obligation Library Projects Refunding Bonds	2012	2.000%	\$ 90,000.00	\$ 95,940.00	\$ 185,940.00
	2013	2.000%	\$ 545,000.00	\$ 138,600.00	\$ 683,600.00
	2014	2.000%	\$ 555,000.00	\$ 127,700.00	\$ 682,700.00
1/1, 7/1	2015	2.000%	\$ 565,000.00	\$ 116,600.00	\$ 681,600.00
	2016	2.000%	\$ 580,000.00	\$ 105,300.00	\$ 685,300.00
	2017	2.000%	\$ 590,000.00	\$ 93,700.00	\$ 683,700.00
	2018	2.000%	\$ 600,000.00	\$ 81,900.00	\$ 681,900.00
	2019	2.000%	\$ 615,000.00	\$ 69,900.00	\$ 684,900.00
	2020	3.000%	\$ 620,000.00	\$ 57,600.00	\$ 677,600.00
	2021	3.000%	\$ 640,000.00	\$ 39,000.00	\$ 679,000.00
	2022	3.000%	\$ 660,000.00	\$ 19,800.00	\$ 679,800.00
			<u>\$ 6,060,000.00</u>	<u>\$ 946,040.00</u>	<u>\$ 7,006,040.00</u>
	2017-2021		\$ 3,065,000.00	\$ 342,100.00	\$ 3,407,100.00
	2022-2026		\$ 660,000.00	\$ 19,800.00	\$ 679,800.00
	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2011 General Obligation Fire Projects Refunding Bonds	2012	2.000%	\$ 60,000.00	\$ 302,443.33	\$ 362,443.33
	2013	3.000%	\$ 775,000.00	\$ 441,400.00	\$ 1,216,400.00
	2014	4.000%	\$ 800,000.00	\$ 418,150.00	\$ 1,218,150.00
1/1, 7/1	2015	4.000%	\$ 835,000.00	\$ 386,150.00	\$ 1,221,150.00
	2016	5.000%	\$ 865,000.00	\$ 352,750.00	\$ 1,217,750.00
	2017	5.000%	\$ 910,000.00	\$ 309,500.00	\$ 1,219,500.00
	2018	5.000%	\$ 955,000.00	\$ 264,000.00	\$ 1,219,000.00
	2019	5.000%	\$ 1,005,000.00	\$ 216,250.00	\$ 1,221,250.00
	2020	5.000%	\$ 1,050,000.00	\$ 166,000.00	\$ 1,216,000.00
	2021	5.000%	\$ 1,110,000.00	\$ 113,500.00	\$ 1,223,500.00
	2022	5.000%	\$ 1,160,000.00	\$ 58,000.00	\$ 1,218,000.00
			<u>\$ 9,525,000.00</u>	<u>\$ 3,028,143.33</u>	<u>\$ 12,553,143.33</u>
	2017-2021		\$ 5,030,000.00	\$ 1,069,250.00	\$ 6,099,250.00
	2022-2026		\$ 1,160,000.00	\$ 58,000.00	\$ 1,218,000.00

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.

	<u>FY END 9/30</u>	<u>COUPON RATE</u>	<u>PRINCIPAL MATURITIES</u>	<u>ANNUAL INTEREST</u>	<u>TOTAL ANNUAL PAYMENTS</u>
Revenue Refunding 2001 Water and Sewer Revenue Refunding Bonds	2012	4.375%	1,450,000.00	31,718.75	1,481,718.75
			\$ 1,450,000.00	\$ 31,718.75	\$ 1,481,718.75
	4/1, 10/1				

	<u>FY END 9/30</u>	<u>COUPON RATE</u>	<u>PRINCIPAL MATURITIES</u>	<u>ANNUAL INTEREST</u>	<u>TOTAL ANNUAL PAYMENTS</u>	
2008 Water amd Sewer Revenue Refunding & Improvement Bonds	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	
				<u>38,170,000.00</u>	<u>12,586,243.79</u>	<u>50,756,243.79</u>
		2012-2016		11,620,000.00	6,882,856.25	18,502,856.25
		2017-2021		15,870,000.00	3,996,125.00	19,866,125.00
		2022-2026		7,300,000.00	1,558,890.65	8,858,890.65
	2027-2028		3,380,000.00	148,371.89	3,528,371.89	

	<u>FY END 9/30</u>	<u>COUPON RATE</u>	<u>PRINCIPAL MATURITIES</u>	<u>ANNUAL INTEREST</u>	<u>TOTAL ANNUAL PAYMENTS</u>	
2009 Water amd Sewer Revenue Refunding & Improvement Bonds	2012		825,000.00	211,087.51	1,036,087.51	
	2013		845,000.00	189,181.26	1,034,181.26	
	2014		870,000.00	166,656.26	1,036,656.26	
	2015		895,000.00	142,387.51	1,037,387.51	
	2016		915,000.00	116,356.26	1,031,356.26	
	2017		945,000.00	86,684.38	1,031,684.38	
	2018		975,000.00	53,675.00	1,028,675.00	
	2019		1,010,000.00	18,306.25	1,028,306.25	
				<u>7,280,000.00</u>	<u>984,334.43</u>	<u>8,264,334.43</u>
		2012-2016		4,350,000.00	825,668.80	5,175,668.80
		2017-2019		2,930,000.00	158,665.63	3,088,665.63

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	3/1, 9/1	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	
					<u>\$ 31,710,167.95</u>	<u>\$ 20,954,741.45</u>	<u>\$ 52,664,909.40</u>
			2017-2019		\$ 7,662,319.00	\$ 12,197,781.00	\$ 19,860,100.00

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	
2009 Special Assessment Revenue Bonds	1/1, 7/1	2012	4.30%	715,000.00	367,318.76	1,082,318.76	
		2013	450.00%	745,000.00	345,868.76	1,090,868.76	
		2014	4.60%	770,000.00	323,518.76	1,093,518.76	
		2015	4.70%	810,000.00	300,418.76	1,110,418.76	
		2016	4.75%	845,000.00	276,118.76	1,121,118.76	
		2017	4.75%	875,000.00	242,318.76	1,117,318.76	
		2018	4.80%	915,000.00	207,318.76	1,122,318.76	
		2019	5.00%	970,000.00	170,718.76	1,140,718.76	
		2020	5.00%	1,015,000.00	131,918.76	1,146,918.76	
		2021	5.00%	1,065,000.00	91,318.76	1,156,318.76	
		2022	5.00%	1,115,000.00	47,387.50	1,162,387.50	
					<u>\$ 9,840,000.00</u>	<u>\$ 2,504,225.10</u>	<u>\$ 12,344,225.10</u>
			2017-2021		\$ 4,840,000.00	\$ 843,593.80	\$ 5,683,593.80
	2022		\$ 1,115,000.00	\$ 47,387.50	\$ 1,162,387.50		

		FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2010 Special Assessment Revenue Bonds	1/1, 7/1	2012			125,975.00	125,975.00
		2013		160,000.00	125,975.00	285,975.00
		2014		160,000.00	122,775.00	282,775.00
		2015		165,000.00	119,575.00	284,575.00
		2016		170,000.00	115,450.00	285,450.00
		2017		175,000.00	111,200.00	286,200.00
		2018		180,000.00	105,950.00	285,950.00
		2019		185,000.00	100,550.00	285,550.00
		2020		190,000.00	94,768.76	284,768.76
		2021		195,000.00	88,118.76	283,118.76
		2022		205,000.00	81,293.76	286,293.76
		2023		210,000.00	74,118.76	284,118.76
		2024		220,000.00	66,768.76	286,768.76
		2025		225,000.00	58,793.76	283,793.76
		2026		235,000.00	50,356.26	285,356.26

	FY END 9/30	COUPON RATE	PRINCIPAL MATURITIES	ANNUAL INTEREST	TOTAL ANNUAL PAYMENTS
2010 Special Assessment Revenue Bonds	2027		245,000.00	41,543.76	286,543.76
	2028		250,000.00	31,743.76	281,743.76
	2029		260,000.00	21,743.76	281,743.76
	2030		275,000.00	11,343.76	286,343.76
			<u>3,705,000.00</u>	<u>1,548,043.86</u>	<u>5,253,043.86</u>
	2017-2021		925,000.00	500,587.52	1,425,587.52
	2022-2026		1,095,000.00	331,331.30	1,426,331.30
	2027-2030		1,030,000.00	106,375.04	1,136,375.04

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 2001B Revenue Refunding Bonds	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
	1/1, 7/1		<u>\$ 1,865,000.00</u>	<u>\$ 205,775.00</u>	<u>\$ 2,070,775.00</u>

**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, 2012. 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 Capital 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.

CIP Review

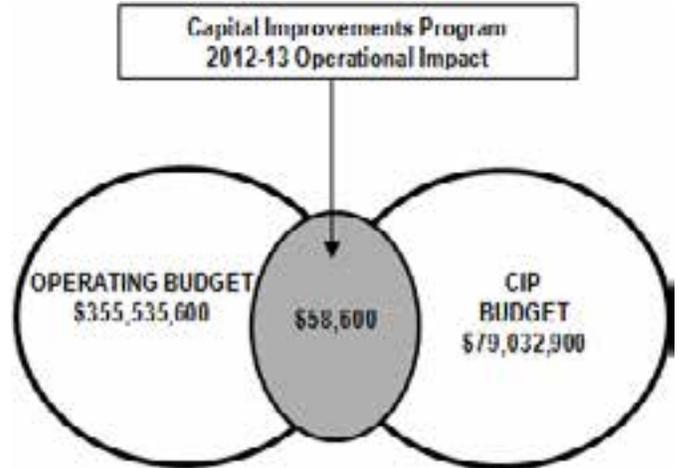
Departments must submit annual updates and new requests for the CIP to a review committee for evaluation. During the review process, consideration is given to each CIP project’s impact on operating costs during the upcoming year as well as future years. In addition, determination of projects to be included 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 2012-13 Impact	6 Year Impact
General Fund	\$ 58,600	\$ 485,500
Cemetery Fund	-	\$ 10,700
Information Tech	-	\$ 143,000
Total Costs	\$ 58,600	\$ 639,200

FLOWCHART OF THE 2012-13 CIP PROCESS

BUDGET DEVELOPMENT & PRIORITIZATION PROCESS *March - April*

Departments Receive Guidelines for CIP -
March

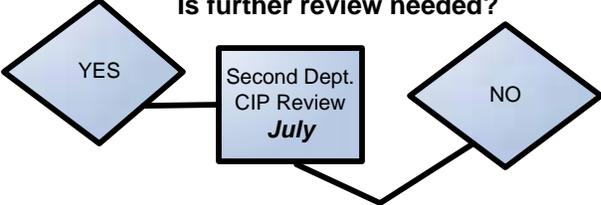
Departments Prepare CIP Request
Mar-Apr

CIP Discussions
April-June

CITY MANAGEMENT REVIEW & MODIFICATION *June - July*

Property Appraiser Certifies Tax Roll
July

Is further review needed?



PROPOSED CIP SUBMITTED TO MAYOR AND COUNCIL *August*

CIP Workshop with Council
August

PUBLIC HEARINGS AND ADOPTION *Sept - Oct*

Public Hearing to Adopt CIP Resolution
Sept

KEY TO FUNDING SOURCE

<u>ABBRY.</u>	<u>DESCRIPTION</u>
ACOE	Army Corps of Engineers
BF	Beautification Fund
BPB	Beautiful Palm Beaches
BPD	Beach and Park District
BRF	Beach Renourishment Fund
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
DOE	Department of Energy
DOJ	Department of Justice
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

KEY TO FUNDING SOURCE

<u>ABBRV.</u>	<u>DESCRIPTION</u>
IT	Information Technology
KPBB	Keep Palm Beach Beautiful
LDF	Land Dedication Fund
LETF	Law Enforcement Trust Fund
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
SFRTA	South Florida Regional Transportation Authority
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	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Army Corps of Engineers	ACOE	387,800	-	-	115,100	115,100	57,500	100,100
Beautification Fund	BF	77,300	4,000	4,600	26,800	24,000	15,100	2,800
Beach and Park District	BPD	13,506,000	4,300,300	952,000	738,500	4,425,600	2,919,000	170,600
Beach Renourishment Fund	BRF	4,033,300	309,200	-	143,400	3,335,800	171,200	73,700
Cemetery / Perpetual Care Fund	CPCF	274,400	77,200	5,500	10,700	-	87,900	93,100
Department of Environmental Protection	DEP	6,764,700	370,700	-	250,700	5,735,000	267,300	141,000
Donations from Developers and Others	DF	1,120,700	335,200	157,100	157,100	157,100	157,100	157,100
Donations - Library Fund	DF-LIB	361,000	361,000	-	-	-	-	-
Downtown Land Dedication Fund	DTLDF	110,000	-	20,000	90,000	-	-	-
Florida Department of Transportation	FDOT	360,000	360,000	-	-	-	-	-
Florida Inland Navigational District	FIND	400,000	-	-	-	400,000	-	-
Florida Recreation Development Assistance Progra	FRDAP	200,000	-	-	-	-	-	200,000
Golf Course Fund	GC	160,000	20,000	60,000	-	80,000	-	-
Golf Course Renewal & Replacement Fund	GCRR	314,900	22,000	57,000	142,900	51,000	21,000	21,000
General Fund Revenue	GFR	78,707,000	18,354,000	10,154,900	11,322,200	8,635,300	13,271,000	16,969,600
General Obligation Bonds - Police Services	GOB-PS	22,500,000	-	-	2,500,000	-	10,000,000	10,000,000
Motor Pool	MP	2,010,000	-	125,000	1,750,000	135,000	-	-
Mausoleum / Perpetual Care Fund	MPCF	932,200	-	84,900	734,800	-	64,300	48,200
Palm Beach County	PBC	3,152,200	161,000	-	127,200	2,661,300	124,000	78,700
Right-of-Way Beautification Fund	ROWB	496,400	195,800	71,000	5,000	98,000	78,000	48,600
Special Assessment	SA	2,675,000	-	-	400,000	375,000	1,900,000	-
Special Assessment - Sewer	SA-SW	329,000	329,000	-	-	-	-	-
Sanitation Fund	SF	185,800	4,800	4,500	71,300	65,900	36,600	2,700
South Florida Regional Transportation Authority	SFRTA	280,000	140,000	140,000	-	-	-	-
Stormwater Utility Fund	SU	6,719,500	2,829,500	940,000	1,290,000	760,000	700,000	200,000
Transportation Fund	TF	14,218,200	3,219,400	1,738,900	2,945,800	1,924,700	2,784,700	1,604,700
US Department of Transportation	USDOT	2,125,100	313,000	345,000	727,100	740,000	-	-
Water Impact Fund	WIF	900,000	900,000	-	-	-	-	-
Water/Sewer Renewal & Replacement Fund	WRR	56,123,900	22,971,500	7,173,000	7,343,500	6,304,500	6,222,900	6,108,500
Water/Sewer Operating Fund	WSOF	59,779,200	20,019,200	10,860,000	9,300,000	7,800,000	7,900,000	3,900,000
Total Cost		279,203,600	75,596,800	32,893,400	40,192,100	43,823,300	46,777,600	39,920,400

**CITY-WIDE SUMMARY
OF PROJECTS**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Police Services	GFR	12,908,900	10,316,500	842,400	445,000	415,000	550,000	340,000
	GOB-PS	22,500,000	-	-	2,500,000	-	10,000,000	10,000,000
		35,408,900	10,316,500	842,400	2,945,000	415,000	10,550,000	10,340,000
Fire/Rescue Services	GFR	6,301,400	101,600	-	787,000	-	1,786,600	3,626,200
		6,301,400	101,600	-	787,000	-	1,786,600	3,626,200
Municipal Services	ACOE	387,800	-	-	115,100	115,100	57,500	100,100
	BPD	1,609,200	150,000	-	-	1,459,200	-	-
	BRF	4,033,300	309,200	-	143,400	3,335,800	171,200	73,700
	DEP	6,764,700	370,700	-	250,700	5,735,000	267,300	141,000
	DF	1,120,700	335,200	157,100	157,100	157,100	157,100	157,100
	FDOT	360,000	360,000	-	-	-	-	-
	FIND	250,000	-	-	-	250,000	-	-
	GFR	29,206,100	5,582,300	5,623,800	2,600,000	2,575,000	7,700,000	5,125,000
	MP	2,010,000	-	125,000	1,750,000	135,000	-	-
	PBC	3,152,200	161,000	-	127,200	2,661,300	124,000	78,700
	SA	2,675,000	-	-	400,000	375,000	1,900,000	-
	SFRTA	280,000	140,000	140,000	-	-	-	-
	SU	5,619,500	1,729,500	940,000	1,290,000	760,000	700,000	200,000
	TF	14,218,200	3,219,400	1,738,900	2,945,800	1,924,700	2,784,700	1,604,700
	USDOT	2,125,100	313,000	345,000	727,100	740,000	-	-
	WRR	300,000	50,000	50,000	50,000	50,000	50,000	50,000
	74,111,800	12,720,300	9,119,800	10,556,400	20,273,200	13,911,800	7,530,300	
Recreation Services	BPD	11,353,000	4,120,600	920,100	552,900	2,796,100	2,814,900	148,400
	CPCF	25,000	-	-	-	-	-	25,000
	DF-LIB	198,000	198,000	-	-	-	-	-
	DTLDF	110,000	-	20,000	90,000	-	-	-
	FIND	150,000	-	-	-	150,000	-	-
	FRDAP	200,000	-	-	-	-	-	200,000
	GFR	21,706,000	1,081,500	2,674,100	5,417,300	3,708,700	1,751,800	7,072,600
	ROWB	496,400	195,800	71,000	5,000	98,000	78,000	48,600
	34,238,400	5,595,900	3,685,200	6,065,200	6,752,800	4,644,700	7,494,600	
Water & Sewer	SA-SW	329,000	329,000	-	-	-	-	-
	SU	1,100,000	1,100,000	-	-	-	-	-
	WIF	900,000	900,000	-	-	-	-	-
	WRR	54,850,000	22,850,000	7,000,000	7,000,000	6,000,000	6,000,000	6,000,000
	WSOF	59,779,200	20,019,200	10,860,000	9,300,000	7,800,000	7,900,000	3,900,000
	116,958,200	45,198,200	17,860,000	16,300,000	13,800,000	13,900,000	9,900,000	
Cemetery/Mausoleum	CPCF	249,400	77,200	5,500	10,700	-	87,900	68,100
	MPCF	932,200	-	84,900	734,800	-	64,300	48,200
		1,181,600	77,200	90,400	745,500	-	152,200	116,300
Golf Courses	GC	160,000	20,000	60,000	-	80,000	-	-
	GCRR	305,000	20,000	55,000	140,000	50,000	20,000	20,000
		465,000	40,000	115,000	140,000	130,000	20,000	20,000

**CITY-WIDE SUMMARY
OF PROJECTS**

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Information Technology	BF	77,300	4,000	4,600	26,800	24,000	15,100	2,800
	BPD	543,800	29,700	31,900	185,600	170,300	104,100	22,200
	DF-LIB	163,000	163,000	-	-	-	-	-
	GCRR	9,900	2,000	2,000	2,900	1,000	1,000	1,000
	GFR	8,584,600	1,272,100	1,014,600	2,072,900	1,936,600	1,482,600	805,800
	SF	185,800	4,800	4,500	71,300	65,900	36,600	2,700
	WRR	973,900	71,500	123,000	293,500	254,500	172,900	58,500
		10,538,300	1,547,100	1,180,600	2,653,000	2,452,300	1,812,300	893,000
Total Project Costs:		279,203,600	75,596,800	32,893,400	40,192,100	43,823,300	46,777,600	39,920,400

**SUMMARY OF FUNDING SOURCES
VEHICLE/HEAVY EQUIPMENT
(Revenues)**

Funding Source		Total Cost	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Beach and Park District	BPD	516,700	66,700	243,400	40,700	95,300	34,500	36,100
Cemetery / Perpetual Care Fund	CPCF	37,600	-	-	37,600	-	-	-
Capital Recovery Costs	CRC	262,600	-	70,000	-	137,500	55,100	-
Capital Recovery Costs - General Fund	CRC-GF	6,834,200	1,084,400	451,700	854,100	35,000	2,237,800	2,171,200
Florida Inland Navigational District	FIND	750,000	-	-	-	-	-	750,000
Golf Course Renewal & Replacement Fund	GCRR	1,006,000	78,000	69,000	188,000	283,000	156,000	232,000
General Fund Revenue	GFR	1,944,500	479,000	377,300	595,700	334,800	106,200	51,500
Motor Pool	MP	100,000	-	-	-	100,000	-	-
Mausoleum / Perpetual Care Fund	MPCF	16,300	-	-	16,300	-	-	-
Right-of-Way Beautification Fund	ROWB	9,400	-	9,400	-	-	-	-
Sanitation Fund	SF	6,522,000	1,358,000	791,000	1,190,000	1,235,000	1,142,000	806,000
Water/Sewer Operating Fund	WSOF	710,000	370,000	100,000	240,000	-	-	-
Total Cost		18,709,300	3,436,100	2,111,800	3,162,400	2,220,600	3,731,600	4,046,800

CITY-WIDE SUMMARY
VEHICLE/HEAVY EQUIPMENT

Section	Funding Source	Estimated Total Cost	SCHEDULE OF PLANNED CIP EXPENDITURES					
			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Police Services	CRC-GF	1,271,500	195,000	155,000	399,000	35,000	410,000	77,500
	GFR	105,000	-	40,000	65,000	-	-	-
		1,376,500	195,000	195,000	464,000	35,000	410,000	77,500
Fire/Rescue Services	CRC-GF	4,689,800	763,700	-	254,600	-	1,827,800	1,843,700
	GFR	826,400	457,500	-	368,900	-	-	-
		5,516,200	1,221,200	-	623,500	-	1,827,800	1,843,700
Municipal Services	CRC	102,500	-	-	-	47,400	55,100	-
	CRC-GF	250,000	-	-	-	-	-	250,000
	FIND	750,000	-	-	-	-	-	750,000
	GFR	167,500	-	-	-	122,600	44,900	-
	MP	100,000	-	-	-	100,000	-	-
	SF	6,522,000	1,358,000	791,000	1,190,000	1,235,000	1,142,000	806,000
		7,892,000	1,358,000	791,000	1,190,000	1,505,000	1,242,000	1,806,000
Recreation Services	BPD	516,700	66,700	243,400	40,700	95,300	34,500	36,100
	CRC	160,100	-	70,000	-	90,100	-	-
	CRC-GF	622,900	125,700	296,700	200,500	-	-	-
	GFR	845,600	21,500	337,300	161,800	212,200	61,300	51,500
	ROWB	9,400	-	9,400	-	-	-	-
		2,154,700	213,900	956,800	403,000	397,600	95,800	87,600
Water & Sewer	WSOF	710,000	370,000	100,000	240,000	-	-	-
		710,000	370,000	100,000	240,000	-	-	-
Cemetery/Mausoleum	CPCF	37,600	-	-	37,600	-	-	-
	MPCF	16,300	-	-	16,300	-	-	-
		53,900	-	-	53,900	-	-	-
Golf Courses	GCRR	1,006,000	78,000	69,000	188,000	283,000	156,000	232,000
		1,006,000	78,000	69,000	188,000	283,000	156,000	232,000
Total Vehicle Costs:		18,709,300	3,436,100	2,111,800	3,162,400	2,220,600	3,731,600	4,046,800

GENERAL CIP FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Bond Proceeds	198,000	-	2,500,000	-	10,000,000	10,000,000
Developer Funding	157,100	157,100	157,100	157,100	157,100	157,100
Fund Balance	18,596,800	4,416,300	-	-	-	-
Interest Earnings	200,000	200,000	200,000	100,000	100,000	100,000
Property Taxes	3,890,300	3,968,100	4,047,500	4,128,400	4,211,000	4,295,200
Transfer from Other Sources	318,100	-	-	400,000	-	500,000
Utility Tax (1%)	1,361,900	1,335,900	1,362,600	1,389,900	1,417,700	1,446,100
TOTAL REVENUE AND OTHER SOURCES	24,722,200	10,077,400	8,267,200	6,175,400	15,885,800	16,498,400
EXPENDITURES AND OTHER USES						
Fire/Rescue Services	101,600	-	787,000	-	1,786,600	3,626,200
Information Services	1,204,400	1,014,600	2,072,900	1,936,600	1,482,600	805,800
Municipal Services	6,057,500	5,920,900	2,757,100	2,732,100	7,857,100	5,282,100
Municipal Services - Debt Services	690,200	691,100	-	-	-	-
Police Services	10,316,500	842,400	445,000	415,000	550,000	340,000
Police Services - Bond Projects	-	-	2,500,000	-	10,000,000	10,000,000
Recreation Services	1,081,500	2,674,100	5,417,300	3,708,700	1,751,800	7,072,600
Recreation Services Library - Bonds	198,000	-	-	-	-	-
Tax Increment - CRA	177,200	179,400	182,900	186,600	190,300	195,600
TOTAL EXPENDITURES AND OTHER USES	19,826,900	11,322,500	14,162,200	8,979,000	23,618,400	27,322,300
VEHICLE/HEAVY EQUIPMENT						
Vehicle / Heavy Equipment	479,000	377,300	595,700	334,800	106,200	51,500
TOTAL VEHICLE/HEAVY EQUIPMENT	479,000	377,300	595,700	334,800	106,200	51,500
RESERVE	4,416,300	(1,622,400)	(6,490,700)	(3,138,400)	(7,838,800)	(10,875,400)

GRANT FUNDS

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Florida Department of Transportation	360,000	-	-	740,000	-	-
Florida Recreation Development Assistance Prog	-	-	-	-	-	200,000
US Department of Transportation	313,000	345,000	727,100	-	-	-
TOTAL REVENUE AND OTHER SOURCES	673,000	345,000	727,100	740,000	0	200,000
EXPENDITURES AND OTHER USES						
I-95 Beautification at Glades Rd	360,000	-	-	-	-	-
Advanced Traffic Management System	313,000	-	-	-	-	-
CSX Trail	-	-	-	740,000	-	-
Hillsboro / El Rio Park	-	-	-	-	-	200,000
Patch Reef Trail Phase 2	-	345,000	-	-	-	-
Tunison Palms Enhancement Project	-	-	727,100	-	-	-
TOTAL EXPENDITURES AND OTHER USES	673,000	345,000	727,100	740,000	0	200,000

TRANSPORTATION FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Fund Balance	5,280,600	4,114,200	4,601,700	5,018,000	5,498,000	5,232,500
Interest	75,000	75,000	75,000	75,000	75,000	75,000
Local Option Gas Tax	1,978,000	2,076,900	2,180,700	2,289,700	2,404,200	2,524,400
TOTAL REVENUE AND OTHER SOURCES	7,333,600	6,266,100	6,857,400	7,382,700	7,977,200	7,831,900
EXPENDITURES AND OTHER USES						
I-95 Beautification at Glades Rd	360,000	-	-	-	-	-
Bridge / Seawall Repairs	525,000	220,000	40,000	150,000	145,000	35,000
CSX Trail	-	-	225,000	75,000	-	-
Hardscape Maintenance Program	170,000	100,000	170,000	100,000	170,000	100,000
NW 1st Court Sidewalk	70,000	-	-	-	-	-
Pavement Resurfacing	1,190,000	800,000	800,000	800,000	800,000	800,000
Railroad Crossings	180,000	180,000	100,000	100,000	100,000	100,000
Sidewalk Links to Schools	80,000	80,000	80,000	80,000	80,000	80,000
Street Lighting / Mast Arm Painting Programs	90,000	90,000	90,000	90,000	90,000	90,000
Traffic Calming	100,000	40,000	40,000	40,000	40,000	40,000
Traffic Improvements	230,000	30,000	30,000	160,000	1,030,000	30,000
Transportation Demand Management Implementation	224,400	124,400	264,400	289,700	289,700	289,700
TOTAL EXPENDITURES AND OTHER USES	3,219,400	1,664,400	1,839,400	1,884,700	2,744,700	1,564,700
RESERVE	4,114,200	4,601,700	5,018,000	5,498,000	5,232,500	6,267,200

BEACH & PARK DISTRICT FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Beach & Park District Fund	4,550,300	946,600	731,000	4,298,100	2,219,000	170,600
TOTAL REVENUE AND OTHER SOURCES	4,550,300	946,600	731,000	4,298,100	2,219,000	170,600
EXPENDITURES AND OTHER USES						
Ballfield/Bleachers & Dugout Renovations	199,000	211,800	-	-	160,000	-
Central Beach Renourishment	-	-	-	1,459,200	-	-
Dune Crossover and Boardwalk Renovations	1,204,600	-	-	-	-	-
Electronic Mail / Server Upgrades	4,400	4,400	4,400	-	-	-
Emergency Backup System	-	4,000	-	-	6,000	-
Financial System Replacement	-	-	149,300	149,300	77,100	-
Gumbo Limbo Renovations	469,700	135,000	92,000	52,000	74,600	-
IBM i-Series System Enhancements (fka AS400)	-	-	9,700	-	-	-
Network Computer Systems Replacements	10,000	10,200	10,200	10,200	10,200	10,200
Network Infrastructure Upgrades & Replacements	4,000	2,800	4,000	2,800	2,800	4,000
Network Printer Replacements	7,500	7,500	5,000	5,000	5,000	5,000
Park/Golf Maintenance Enclosure	109,900	-	-	-	-	-
Parks Operations/Facility Renovation/Development	1,570,400	-	-	840,000	-	-
Patch Reef Park Upgrades	61,000	-	-	-	-	-
Playground Renovations	-	-	-	172,400	-	-
Racquet Center Court Renovations	-	-	-	58,700	1,484,600	-
Restroom & Locker Room Renovation/P.R.	-	-	22,200	177,500	-	-
Restroom Renovations	206,000	317,900	-	-	-	-
Resurface Parking Facilities	150,000	-	-	-	-	-
Science Playground Renovation	250,000	250,000	250,000	250,000	250,000	-
Shade Covers/Canopies	50,000	-	-	-	-	-
Storage Area Network (SAN) Upgrade	3,800	3,000	3,000	3,000	3,000	3,000
Sugar Sand Maintenance Office and Storage Building	-	-	-	940,000	-	-
Walkway Replacement	-	-	181,200	178,000	145,700	148,400
TOTAL EXPENDITURES AND OTHER USES	4,300,300	946,600	731,000	4,298,100	2,219,000	170,600

BEACH RESTORATION

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Army Corps of Engineers	-	-	115,100	115,100	57,500	100,100
Beach and Park District	-	-	-	1,459,500	-	-
Department of Environmental Protection	370,700	-	250,700	5,735,000	267,300	141,000
Fund Balance	3,906,500	5,372,300	7,147,300	8,778,900	7,218,400	8,822,200
Interest	25,000	25,000	25,000	25,000	25,000	25,000
Palm Beach County	161,000	-	127,200	2,661,300	124,000	78,700
Transfer from CIP	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
TOTAL REVENUE AND OTHER SOURCES	6,213,200	7,147,300	9,415,300	20,524,800	9,442,200	10,917,000
EXPENDITURES AND OTHER USES						
Central Beach Renourishment	346,000	-	106,000	9,800,000	150,000	45,500
North Beach Renourishment	209,000	-	430,400	200,000	350,000	174,000
South Beach Renourishment	285,900	-	100,000	3,306,400	120,000	174,000
TOTAL EXPENDITURES AND OTHER USES	840,900	0	636,400	13,306,400	620,000	393,500
RESERVE	5,372,300	7,147,300	8,778,900	7,218,400	8,822,200	10,523,500

SANITATION FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Beginning Retained Earnings	2,917,000	1,845,400	1,297,400	212,900	-	-
Interest	25,000	50,000	50,000	50,000	50,000	50,000
Sanitation Fees	7,394,500	7,468,400	7,543,100	7,618,500	7,694,700	7,771,600
TOTAL REVENUE AND OTHER SOURCES	10,336,500	9,363,800	8,890,500	7,881,400	7,744,700	7,821,600
EXPENDITURES AND OTHER USES						
Electronic Mail / Server Upgrades	1,100	1,100	1,100	-	-	-
Emergency Backup System	-	1,000	-	-	1,500	-
Financial System Replacement	-	-	63,500	63,500	32,700	-
Garbage Trucks (R)	600,000	-	640,000	660,000	680,000	350,000
IBM i-Series System Enhancements (fka AS400)	-	-	4,000	-	-	-
Network Computer Systems Replacements	1,800	1,000	1,000	1,000	1,000	1,000
Network Infrastructure Upgrades & Replacements	1,000	700	1,000	700	700	1,000
Operational Costs	7,128,300	7,270,900	7,416,300	7,564,600	7,715,900	7,870,200
Recycle Trucks	500,000	525,000	550,000	575,000	-	-
Storage Area Network (SAN) Upgrade	900	700	700	700	700	700
Swing Crane Trucks (R)	140,000	144,000	-	-	462,000	318,000
Trash Truck (R)	118,000	122,000	-	-	-	138,000
TOTAL EXPENDITURES AND OTHER USES	8,491,100	8,066,400	8,677,600	8,865,500	8,894,500	8,678,900
RESERVE	1,845,400	1,297,400	212,900	(984,100)	(1,149,800)	(857,300)

STORMWATER UTILITY FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Beginning Retained Earnings	4,059,900	1,724,700	1,326,400	628,200	513,200	514,400
Interest	75,000	75,800	76,600	77,400	78,200	79,000
Stormwater Fees	2,200,000	2,310,000	2,425,500	2,546,800	2,674,100	2,807,800
TOTAL REVENUE AND OTHER SOURCES	6,334,900	4,110,500	3,828,500	3,252,400	3,265,500	3,401,200
EXPENDITURES AND OTHER USES						
Boca Raton Heights Drainage Improvements	1,100,000	-	-	-	-	-
Countess de Hoernle Lakes	807,500	-	-	-	-	-
Drainage Improvements	922,000	940,000	1,290,000	760,000	700,000	200,000
Harbour Island Bridge Enhancements	-	-	-	-	-	-
New Pines Neighborhood Improvements	-	-	-	-	-	-
Operational Costs: Design	928,600	975,000	1,023,800	1,075,000	1,128,800	1,185,200
Operational Costs: Maintenance	852,100	869,100	886,500	904,200	922,300	940,700
TOTAL EXPENDITURES AND OTHER USES	4,610,200	2,784,100	3,200,300	2,739,200	2,751,100	2,325,900
ENDING RETAINED EARNINGS	1,724,700	1,326,400	628,200	513,200	514,400	1,075,300

WATER & SEWER FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Beginning Retained Earnings	70,196,700	33,981,200	478,968,200	938,654,900	931,956,600	1,422,472,700
Interest	645,000	657,900	671,100	684,500	698,200	712,200
Other Revenues	-	-	-	-	-	-
Special Assessment	329,000	-	-	-	-	-
Water & Sewer Operating Revenues	49,410,200	506,152,500	521,337,100	53,977,200	553,086,500	569,679,100
TOTAL REVENUE AND OTHER SOURCES	120,580,900	540,791,600	1,000,976,400	993,316,600	1,485,741,300	1,992,864,000
EXPENDITURES AND OTHER USES						
A1A	1,145,000	-	-	-	-	-
Boca Raton Heights Drainage Improvements	1,700,000	-	-	-	-	-
Boca Raton Hills Sanitary Sewers	2,000,000	-	-	-	-	-
Building Alterations	1,500,000	1,500,000	600,000	100,000	100,000	100,000
Electronic Mail / Server Upgrades	11,000	11,000	11,000	-	-	-
Emergency Backup System	-	-	-	-	-	-
Emergency Backup System	-	10,000	-	-	16,000	-
Esterly	1,600,000	-	-	-	-	-
Financial System Replacement	-	50,000	200,000	200,000	102,400	-
IBM i-Series System Enhancements (fka AS400)	-	-	24,000	-	-	-
In-City Reclamation Irrigation System (IRIS)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Intracoastal Parallel Force Main	-	660,000	-	-	-	-
Lake Wyman	-	-	-	-	-	-
Membrane Replacements	4,500,000	-	-	-	-	-
Network Computer Systems Replacements	32,500	30,000	30,000	30,000	30,000	30,000
Network Infrastructure Upgrades & Replacements	11,000	7,000	11,000	7,000	7,000	11,000
Network Printer Replacements	7,500	7,500	10,000	10,000	10,000	10,000
Numeric Nutrient Criteria Mandate	-	4,000,000	4,000,000	4,000,000	4,000,000	-
Pavement Resurfacing	50,000	50,000	50,000	50,000	50,000	50,000
Pump Station Modifications	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Raw Water Well Equipment/Expansion	300,000	300,000	300,000	300,000	300,000	300,000
Security Enhancements/Expansion	1,000,000	400,000	400,000	400,000	500,000	500,000
Sewer System Repairs	2,634,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Storage Area Network (SAN) Upgrade	9,500	7,500	7,500	7,500	7,500	7,500
Vehicle/Heavy Equipment	370,000	100,000	240,000	-	-	-
Wastewater Upgrades, Replacement and Expansion	8,600,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
Water & Sewer Operating Costs	42,010,000	43,690,400	45,438,000	47,255,500	49,145,700	51,111,500
Water / Wastewater Replacements	300,000	300,000	300,000	300,000	300,000	300,000
Water Network System Improvement	1,800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Water Treatment Facility Improvements	9,819,200	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000
Water/Wastewater Telemetry Communication Upgrade	5,000,000	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	86,599,700	61,823,400	62,321,500	61,360,000	63,268,600	61,120,000
ENDING RETAINED EARNINGS	33,981,200	478,968,200	938,654,900	931,956,600	1,422,472,700	1,931,744,000

CEMETERY-MAUSOLEUM FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Cemetery / Perpetual Care Fund	77,200	5,500	48,300	-	87,900	68,100
Mausoleum / Perpetual Care Fund	-	84,900	751,100	-	64,300	48,200
TOTAL REVENUE AND OTHER SOURCES	77,200	90,400	799,400	0	152,200	116,300
EXPENDITURES AND OTHER USES						
Cemetery Expansion/Development East Side 4th Ave	-	-	-	-	87,900	62,600
Dump Truck Replacement Program	-	-	53,900	-	-	-
Installation of Double Depth Crypts	77,200	-	-	-	-	-
Mausoleum Complex Sealing	-	36,700	-	-	38,100	-
Repainting Cemetery and Mausoleum Buildings	-	53,700	-	-	-	53,700
Reroof Buildings	-	-	745,500	-	26,200	-
TOTAL EXPENDITURES AND OTHER USES	77,200	90,400	799,400	0	152,200	116,300

GOLF COURSE FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Beginning Retained Earnings	10,900	142,900	213,900	140,900	-	74,000
Golf Course Renewal & Replacement	250,000	250,000	250,000	250,000	250,000	-
Interest Earnings	-	5,000	5,000	5,000	-	-
TOTAL REVENUE AND OTHER SOURCES	260,900	397,900	468,900	395,900	250,000	74,000
EXPENDITURES AND OTHER USES						
Cart Storage Barn Awning and Drainage	-	35,000	-	-	-	-
Fire Alarm System Upgrades	-	40,000	-	-	-	-
Global Positioning System (GPS)	-	-	-	30,000	-	-
Irrigation System (R)	-	-	120,000	-	-	-
Landscape Improvements	20,000	20,000	20,000	20,000	20,000	20,000
Municipal Clubhouse Air Conditioning Units	-	-	-	-	-	-
Municipal Course Maintenance Complex	20,000	20,000	-	80,000	-	-
Vehicle/Heavy Equipment	78,000	69,000	188,000	283,000	156,000	232,000
TOTAL EXPENDITURES AND OTHER USES	118,000	184,000	328,000	413,000	176,000	252,000
ENDING RETAINED EARNINGS	142,900	213,900	140,900	(17,100)	74,000	(178,000)

INFORMATION TECHNOLOGY FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Beautification Fund	4,000	4,600	26,800	24,000	15,100	2,800
Developer Funding	163,000	-	-	-	-	-
General Fund CIP	1,204,400	1,014,600	2,072,900	1,936,600	1,482,600	805,800
TOTAL REVENUE AND OTHER SOURCES	1,371,400	1,019,200	2,099,700	1,960,600	1,497,700	808,600
EXPENDITURES AND OTHER USES						
Citywide Digital Records Management System	40,000	-	-	40,000	-	-
Downtown Library VDI Computers	163,000	-	-	-	-	-
Electronic Mail / Server Upgrades	92,500	92,500	92,500	-	-	-
Emergency Backup System	-	84,000	-	-	126,500	-
Fiber Network for City Facilities	-	-	-	-	-	-
Financial System Replacement	-	50,000	1,137,200	1,137,200	587,800	-
Fire Wall Replacement	-	-	-	-	-	-
Geographic Information System	50,000	50,000	50,000	50,000	50,000	50,000
IBM i-Series System Enhancements (fka AS400)	-	-	61,400	-	-	-
Network Computer Systems Replacements	184,700	170,800	170,800	170,800	170,800	170,800
Network Infrastructure Upgrades & Replacements	84,000	58,800	84,000	58,800	58,800	84,000
Network Printer Replacements	25,000	25,000	20,000	20,000	20,000	20,000
Phonemail System Upgrade	-	-	-	-	-	-
Public Safety Field Automated Report System (FARS)	350,000	300,000	300,000	300,000	300,000	300,000
Risk Management Software System	-	-	-	-	-	-
Storage Area Network (SAN) Upgrade	79,200	63,100	58,800	58,800	58,800	58,800
Technology Updates	142,700	75,000	75,000	75,000	75,000	75,000
Telestaff Scheduling Software	178,000	-	-	-	-	-
Video Systems Upgrades	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL EXPENDITURES AND OTHER USES	1,439,100	1,019,200	2,099,700	1,960,600	1,497,700	808,600

CAPITAL RECOVERY COST FUND

	2012/13 Approved	2013/14 Proposed	2014/15 Proposed	2015/16 Proposed	2016/17 Proposed	2017/18 Proposed
REVENUE AND OTHER SOURCES						
Capital Recovery Cost	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Fund Balance	11,155,000	11,670,600	12,309,500	12,555,400	13,573,000	12,380,100
Interest Earnings	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL REVENUE AND OTHER SOURCES	12,755,000	12,770,600	13,409,500	13,655,400	14,673,000	13,480,100
EXPENDITURES AND OTHER USES						
Fire/Rescue Services	763,700	-	254,600	-	1,827,800	1,843,700
Municipal Services	-	-	-	47,400	55,100	250,000
Police Services	195,000	155,000	399,000	35,000	410,000	77,500
Recreation Services	125,700	296,700	200,500	-	-	-
Vehicle/Heavy Equipment	-	9,400	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,084,400	461,100	854,100	82,400	2,292,900	2,171,200
ENDING RETAINED EARNINGS	11,670,600	12,309,500	12,555,400	13,573,000	12,380,100	11,308,900

CITY-WIDE SUMMARY OF MAJOR PROJECTS⁽¹⁾

PROJECT NO.	PROJECT TITLE	ESTIMATED TOTAL COST	2012/13 APPROVED BUDGET	2013/14 PROPOSED BUDGET	2014/15 PROPOSED BUDGET	2015/16 PROPOSED BUDGET	2016/17 PROPOSED BUDGET	2017/18 PROPOSED BUDGET
220028	<u>Public Safety Information Mgmt System</u> fka CCTV: Replacement of the current citywide radio communication system and covering the City's roadways, buildings and significant public venues in a video security network. This project includes the associated storage, servers, monitors & transmission methods for the video and radio communications systems.	\$ 8,369,500	\$ 8,369,500	-	-	-	-	-
470015	<u>Water Treatment Facility Improvements:</u> Rehabilitation of the lime softening water treatment facilities, membrane softening facility and ancillary equipment.	\$17,000,000	5,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
470113	<u>Water/Wastewater Telemetry Communication Upgrade:</u> Improve the reliability & functionality of water & wastewater's telemetry systems.	\$ 5,000,000	5,000,000	-	-	-	-	-
470043	<u>Membrane Replacements:</u> Replacement of the membranes at the membrane softening facility.	\$ 4,500,000	4,500,000	-	-	-	-	-
470012	<u>Wastewater Upgrades, Replacement and Expansion:</u> Replacement of Wastewater Treatment Facility equipment.	\$10,000,000	3,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000
470298	<u>Boca Raton Heights Drainage Improvements:</u> The installation of a closed drainage system will alleviate flooding along SW 3rd Avenue in the Boca Raton Heights Subdivision. The installation of a sanitary sewer to service properties currently on septic tank systems and the relocation of portable water lines from the rear lots areas to the street frontage.	\$ 2,800,000	2,800,000	-	-	-	-	-
470258	<u>Water Network System Improvement:</u> Replacement of old galvanized water services.	\$ 6,800,000	1,800,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
440310	<u>Beach Restoration Reserve:</u> Beach restoration reserve.	\$10,500,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000
440411	<u>Adaptive Traffic Control:</u> This project will equip 19 traffic signals around Florida Atlantic University with Traffic Adaptive Capabilities, to be used during football games, FAU football stadium events and other special events that will generate traffic surges.	\$ 1,713,000	1,713,000	-	-	-	-	-
470158	<u>Esterly:</u> Construction of a new gravity sewer system to replace the old Army system and septic tanks between NW 13th Street and NW 20th Street between the El Rio Canal and the FEC Railroad. The Army sewers will be abandoned; a new storm water drainage system constructed; and water distribution mains may be upsized for future development.	\$ 1,600,000	1,600,000	-	-	-	-	-
470038	<u>Sewer System Repairs:</u> Rehabilitation of components of the wastewater collection system.	\$14,100,000	1,600,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
TOTAL		\$82,382,500	\$37,132,500	\$10,250,000	\$10,250,000	\$ 8,250,000	\$ 8,250,000	\$ 8,250,000

⁽¹⁾Source: FY 2012-13 Approved CIP

CAPITAL IMPROVEMENTS PROGRAM OPERATIONAL IMPACT CITY-WIDE PROJECT SUMMARY FY 2012-13									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST FY 12/13	IMPACT ON OPERATING BUDGET					
				FY 12/13	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	420025	<u>Patch Reef Trail Phase 2</u> - an 8' wide shared use pathway adjacent to a majority of the E-3 Canal between Sugar Sand Park and Patch Reef Park.	-	-	14,500	6,000	8,500	-	-
2	440612	<u>Countess de Hoernle Lakes</u> - Construction of the connection between Blue Lake on the north side of Spanish River Blvd. to Countess de Hoernle Lake on the south side through the existing Spanish River Blvd. canoe bridge.	-	-	204,500	-	204,500	-	-
3	440110	<u>CSX Trail</u> - an 8' wide shared use pathway adjacent to the CSX Railroad between Clinit Moore Road and the north limits of the City.	-	-	18,900	1,100	17,800	-	-
4	440411	<u>Adaptive Traffic Control</u> - this project will equip 19 traffic signals around FAU with	1,713,000	-	26,000	8,000	18,000	-	-
5	600501	<u>Ballfield/Bleachers & Dugout Renovations</u> - renovate ballfield sod, dugouts and permanent or portable bleacher seating areas as needed at Memorial Park, Lake Wyman Park, Woodlands Park, Patch Reef Park and Don Estridge Middle School.	35,000	-	21,200	-	-	-	21,200
6	600013	<u>Parks Operations/Facility Renovation/Development</u> - construct new Park Operation Facilities.	1,570,400	63,100	32,000	-	-	35,700	36,000
7	600024	<u>Racquet Center Court Renovations</u> - renovate 26 clay courts and immediate area surrounding the courts, including the playing surface, courtside fencing and irrigation.	-	-	(57,900)	(53,900)	(4,000)	-	-
8	600034	<u>Sugar Sand Maintenance Office and Storage Building</u> - design and construction of staff space, locker rooms, showers, meeting room and climate controlled storage for Explorium.	-	-	59,100	-	17,000	22,100	20,000
9	600042	<u>Environmentally Sensitive Lands (ESL)</u> - bond funds have provided for the acquisition, limited initial clearing, and development of the City's Environmental Sensitive Lands.	-	-	139,200	79,700	5,400	3,700	50,400
10	600212	<u>Science Playground Removal & Replacement</u> - playground was	250,000	(7,200)	(28,800)	-	(26,400)	(2,400)	-
11	600062	<u>New Restrooms</u> - Construct new restrooms and locker rooms.	-	6,000	-	-	6,000	-	-
12	600010	<u>Pocket Park development</u> - design, construction of pocket parks identified by	-	-	56,800	-	37,300	19,500	-
13	480112	<u>Cemetery Expansion/Development East Side 4th Ave</u> - construction of the access loop road and development of the undeveloped area of the East side to expand the cemetery and offer additional grave plots.	-	-	10,700	-	9,500	1,200	-
14	510113	<u>Telestaff Scheduling Software</u> - software to schedule Police and Fire personnel to improve efficiency and automate the manual system.	178,000	-	143,000	-	143,000	-	-
TOTAL OPERATIONAL IMPACT FY 2012-13 CAPITAL IMPROVEMENTS PROGRAM			\$ 3,746,400	\$ 61,900	\$ 639,200				

CAPITAL IMPROVEMENTS PROGRAM									
OPERATIONAL IMPACT									
CITY-WIDE VEHICLE / HEAVY EQUIPMENT SUMMARY FY 2012-13									
ITEM #	CIP #	DESCRIPTION	ESTIMATED COST	IMPACT ON OPERATING BUDGET					
			FY 12/13	FY 12/13	FUTURE	PERSONNEL	OPERATING	SUPPLIES	CAPITAL OUTLAY
1	V60004	Aerial Lift Truck (R) - Replace Aerial Lift Truck #4315 in FY 11/12; #6301 in FY 12/13; purchase new Aerial Lift Truck to be shared (GF&BPD) in FY 13/14	\$ 65,000	\$ (3,300)	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATIONAL IMPACT									
FY 2012-13			\$ 65,000	\$ (3,300)	\$ -				
CAPITAL IMPROVEMENTS PROGRAM									

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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 - Greater Boca Raton 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 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.T. – Information Technology Division.

L

L.E.T.F. – Law Enforcement Trust Fund

LEVY - To impose taxes, special assessments, or service charges for the support of City activities.

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

PBC – Palm Beach County

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.

