

# FY 2011-12 Adopted Budget



## City of Fort Walton Beach, FL

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# **CITY OF FORT WALTON BEACH, FL**

## **FY 2011-12 Budget**

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# CITY OF FORT WALTON BEACH, FL

## City Council

Left to right (standing):

Bobby Griggs (Seat 1), Joyce Gossom (Seat 2), Bobby Nabors (Seat 5), and Dick Rynearson (Seat 7).

Left to right (seated):

Dennis Reeves (Seat 3), Mayor Mike Anderson, Trey Goodwin (Seat 4), and Bull Ridgon (Seat 6).

Council members are elected in odd years for four year staggered terms. City Council meets on the second and fourth Tuesday of each month at 6:00 p.m. in the City Council Chambers located at 107 Miracle Strip Parkway, Fort Walton Beach, Florida.

### Appointed Officers

City Manager – Robert Mearns

City Clerk – Helen Spencer

City Attorney – Hayward Dykes, Jr.

### Department Directors

Administrative Services – Sylvia Hanks

Engineering & Utility Services – Michael Beedie

Financial Services – Brandy Wunker

Fire Services – Ken Perkins, Chief

Police Services – Ted Litschauer, Chief

Recreation & Cultural Services – Jeff Peters



## **Core Values**

Rather than being just words found on the website or located at the top of letterhead, these core values are the guiding principles by which City Council, Department Directors, and City Staff will conduct themselves, allocate resources, and prioritize goals and objectives. These principles form a non-negotiable code of conduct and will guide our government on who we hire, how we train, and how we reward. These values will define who we are, what we stand for, and influence policies, procedures, and guidelines.

Adopted by City Council in May 2011, after a collaborative effort by Department Directors and the City Manager to consolidate employee suggestions, these five core values represent the first milestone in instituting the City's new Performance Excellence Program.

### **Integrity**

We will conduct ourselves in an honest, trustworthy, and ethical manner.

### **Accountability**

We will take full responsibility for our actions, resources, and attitudes.

### **Teamwork**

We will work together to provide quality services.

### **Customer Service**

We will be professional, use all available resources, and strive to meet the needs of our customers.

### **Continual Improvement**

We will promote a culture that seeks to better our organization.

Adopted by City Council in September 2011, after a collaborative effort by Department Directors and the City Manager, the updated Vision and Mission for the City are as follows:

## **Vision**

The City of Fort Walton Beach: a recognized leader in the provision of Community Services.

## **Mission**

To enhance and protect the Community by providing quality services.

# City Manager's Budget Message



October 1, 2011

Honorable Mayor, City Council Members, and Citizens:

It is my pleasure to submit the fiscal year 2011-12 municipal budget. The City of Fort Walton Beach budget is designed to meet the highest standards of municipal budgeting. The core of the City's budget process places an emphasis on sound fiscal management and operational decision-making in accordance with the goals and objectives established by the citizens, City Council, and staff. This budget continues the City's commitment of providing quality services in a cost controlled manner, developing an assortment of revenues to fund programs, and maintaining prudent cash reserves.

The fundamental duty of the City of Fort Walton Beach is to provide the most efficient, progressive, and comprehensive array of municipal services possible within the constraints of fiscal responsibility. The FY 2011-12 budget of \$37,935,778 is \$2,227,688 or 6.2% more than the adopted FY 2010-11 budget due to \$4.5M in one-time capital improvement projects in the Utilities Fund. The pump station #1 force main will be reconstructed using \$2M in State Revolving Fund loan proceeds. Sewer system rehabilitation and water & sewer line replacements are scheduled using \$2.5M of 2005 utility bond proceeds. The General Fund, which includes services such as police and fire, recreation programs and parks, building inspections and code enforcement, streets and right-of-way, and general government administration, totals \$17,399,021 and is \$235K or 1.3% less than the prior year. Full-time equivalent (FTE) positions total 298.40 compared to 297.74 last year. The addition of three new police officers in the CRA largely offset personnel reductions in other areas. The City's 2011 assessed taxable value is \$1.149 billion, a 5.0% decrease. The budget is predicated on maintaining a millage rate of 4.5383 mills.

## BUDGET ISSUES & CHALLENGES

Economic indicators - somewhat useful for evaluating the framework within which the City of Fort Walton Beach operates - are mixed, but seem to indicate an economic recovery underway.



**Consumer Price  
Index**



**Municipal Cost  
Index**



**Consumer Confidence  
Index**



**Leading Economic  
Index**



\*Arrow indicates direction of performance during past year; Color denotes if change has a positive (green) or negative (red) impact.\*

The Consumer Price Index (CPI) – prepared by the US Bureau of Labor Statistics and the most widely used gauge of inflation – is 3.6% higher than a year ago. The Municipal Cost Index – prepared by American City & County to show the effects of inflation on the cost of providing municipal services – is 5.1% higher than a year ago. The Consumer Confidence Index – prepared by The Conference Board based on a representative sample of US households – is 6.1% higher than a year ago. The Leading Economic Index – also prepared by The Conference Board and designed to signal turning point patterns in economic data – is 2.7% higher than a year ago. However, staff anticipates both consumer confidence and the leading economic index to erode as a result of Standard and Poor's August downgrade of the US sovereign debt rating, Federal Reserve action to maintain an "exceptionally low" rate through mid-2013, and the European debt crisis.

The City's revenue sharing funds from the State suffer when discretionary spending decreases in a weak economy. Economic challenges are coupled with fiscal constraints previously imposed



by the Florida Legislature and voters. Legislation passed in June 2007 caps property tax revenues based on the majority vote of the governing body and a Constitutional amendment passed by Florida voters in January 2008 provides additional property tax exemptions and assessment caps.

The City continues to navigate an environment of decreased revenues, coupled with a desire to maintain the same level of programs and services. However, City Council's commitment to long-term solutions, 'right-sizing' the organization, and only using reserves for non-recurring expenses has resulted in a sustainable budget. Maintaining core service levels and balancing the budget through operating reductions and a millage rate increase in prior years has enabled staff to develop a "continuation" budget for FY 2011-12 rather than another year of significant personnel cuts and operating reductions.

### TOP 3 BUDGET ISSUES

Current Year – FY 2011-12	
<b>Pension Contributions</b>	<b>\$336,425</b>
<i>City contributions per actuaries: 25.55% general, 30.1% police officers, 29.1% firefighters.</i>	
<b>Property Taxes</b>	<b>\$277,582</b>
<i>Assessed value decrease of \$61M or 5.0% due to declining property values; Millage rate unchanged.</i>	
<b>Staffing Changes</b>	<b>\$767</b>
<i>Three additional CRA police officers offset by other personnel changes.</i>	

Prior Year – FY 2010-11	
<b>Staffing Changes</b>	<b>\$1,433,916</b>
<i>Positions eliminated: 17 Positions with reduced hours: 11</i>	
<b>Use of Reserves</b>	<b>\$824,735</b>
<i>65% decrease in General Fund; budget reductions ensure recurring revenues fund recurring expenses.</i>	
<b>Property Taxes</b>	<b>\$0</b>
<i>Assessed value decrease of \$96M or 7.3%; Millage rate increased to 4.5383 to be revenue neutral.</i>	

### Pension Contributions

The City is required to maintain its three defined benefit pension plans in a fiscally sound manner. Investment earnings and employee/employer contributions comprise the plans' income. General employees and police officers contribute 5% of wages and firefighters contribute 6.6% of wages into their respective plans. The City's annual contribution as a percent of payroll is based on actuarially determined contribution levels.

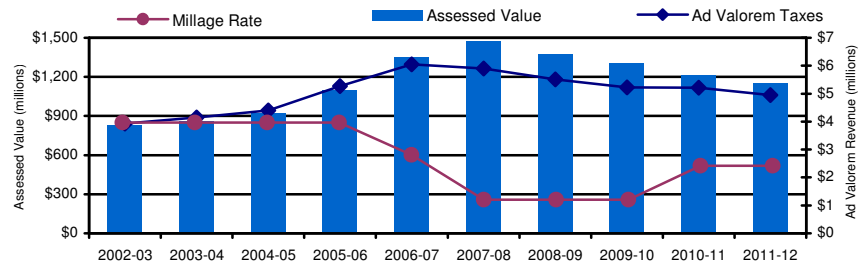
The City's contribution to the General Employees defined benefit plan is budgeted at \$1.3M, an increase of \$125K or 10.6% due to low investment returns and increased disbursements as a result of recent retirements. The City's contribution to the Police Officers plan is budgeted at \$743K, an increase of \$183K or 32.6% due to the "frozen" state contribution comprising a smaller overall percentage and the hiring of three new officers for the CRA. The City's contribution to the Firefighters plan is budgeted at \$590K, a modest increase of \$10K or 1.7% due to the elimination of the Deputy Fire Chief position offsetting the "frozen" state contribution as a smaller overall percentage.

### Property Taxes

The City's 2011 gross taxable property value for operating purposes is \$1,148,835,675, a decrease of \$60,904,829 or 5.0% from the 2010 final gross taxable property value of \$1,209,740,504. The budget is based on maintaining a millage rate of 4.5383, which generates \$277,582 less property tax revenue than the prior year due to decreases in property values.

Property taxes comprise 24% of General Fund revenues. Compared to ten years ago, General Fund property tax revenues are 16.6% higher and CRA Fund property tax revenues are 116.0% higher, yet the City's tax rate of 4.5383 mills is 8.7% less. In contrast, the municipal cost index

has increased 35.4% during the same period.



## **Personnel**

Despite several personnel changes, the overall full-time equivalent (FTE) positions in the City remains relatively stable... 298.40 FTE in FY 2011-12 compared to 297.74 the prior year. The following changes were made:

- a. Eliminations (due to vacancies & attrition) – public information officer, risk management specialist, deputy fire chief, meter service worker, two golf club attendants
- b. Reduced Hours (reclassified to part-time) – buyer
- c. Increased Hours (reclassified to full-time) – three staff assistants, PT accountant to FT accounting technician, service worker
- d. New Positions (full-time) – three police officers (CRA), service worker (CRA)
- e. Reclassifications – museum marketing coordinator (CRA Fund) to museum program coordinator (General Fund), number of reserve police officers increased (unpaid)

## **OTHER ASSUMPTIONS & CHANGES**

### **REVENUES (detailed discussion on pages 31-33)**

1. Revenues are estimated at conservative levels to guard against unanticipated economic shifts, legislative changes, or collection levels. General government revenues are largely budgeted based on historical collection and growth levels. Enterprise revenues are based on historical usage and/or number of customers, adjusted for current rates.
2. Water and sewer rates will increase 3.0% on October 1, 2011 per the current multi-year rate plan adopted by City Council in March 2010.
3. No other changes to the fee schedule are proposed.
4. Use of reserves – Appropriations from fund balance (governmental funds) or net assets (enterprise funds) are budgeted as follows:
  - a. General Fund – \$35,320 from restricted fund balance; \$216,641 from assigned fund balance:
    - \$35,320 from restricted fund balance for Harvey Trust (to offset reduced library cooperative support, funding bequeathed to the City for library purposes will be used to purchase books and publications).
    - \$1,840 from assigned fund balance for 4<sup>th</sup> of July (unspent current year donations will be assigned in the FY 2011 audit to offset next year's expense).



- \$214,801 from assigned fund balance for subsequent year budget (funds for the performance incentive program for General and Golf fund employees, a police radio repeater, Garnier's Beach restroom replacement, parks truck, and a fleet compressor will be assigned in the FY 2011 audit).
- b. Law Enforcement Trust Fund – \$10,275 from unassigned fund balance for crime prevention and safe neighborhood activities (required per Florida Statute to spend 15% of prior year forfeitures on these types of activities).
- c. Utilities Fund - \$2,521,900 from restricted net assets (2005 Utility Bond proceeds) for sewer system rehabilitation and water & sewer line replacements.
- d. Stormwater Fund – \$100,172 from unrestricted net assets for Gary Smith Honda drainage replacement.

**EXPENSES (detailed discussion on pages 35-37)**

1. Wages have been adjusted as follows:

- a. Cost of living adjustment – Due to fiscal constraints, no October 1 cost of living adjustment is budgeted for employees.
- b. Performance adjustment – Due to fiscal constraints, no salary adjustment is budgeted for employees on their anniversary date. However, general employees and firefighters may elect up to \$900 or 32 leave hours on a sliding scale based on their annual evaluation score as a performance incentive. Employees electing a lump-sum dollar amount do not receive a permanent pay increase subject to future wage adjustments and pension contributions. The initiative is therefore funded mainly from reserves. Employees electing leave hours must use the time before their next anniversary date and will not be paid in the event of separation from employment during the year. Police officers and sergeants are ineligible due to ongoing union contract negotiations.

While the full amount of \$234K Citywide (\$151K General Fund) is budgeted for the performance incentive, the full amount will not be incurred since all employees do not receive perfect evaluation scores and some employees will elect leave time.

2. Benefits have been adjusted as follows:

- a. Medical insurance – To achieve a manageable 6% average premium increase, the City elected to switch to a plan with higher deductibles and co-pays and eliminate the “buy-up” option. Overall, the City's contribution is anticipated to increase \$84,612 or 5.8%.
3. Three additional CRA police officers will be hired to reduce vagrancy and criminal mischief in the CRA at an estimated cost of \$327,129.
4. The following vehicle and equipment replacements are budgeted at a total cost of \$600,105 based on the fleet replacement criteria identified on pages 159-162.
- a. General Fund, Police, four patrol vehicles
  - b. General Fund, Parks, one ½ ton truck
  - c. Utilities Fund, Water Operations, one ½ ton truck
  - d. Utilities Fund, Water Distribution, one 1 ton truck and one survey van
  - e. Sanitation Fund, one sideloader and one frontloader

5. The following capital improvement projects are budgeted at a total cost of \$5,339,945. More detailed information is available on pages 164-203.

Recurring

- a. General Fund, Street Resurfacing
- b. General Fund, Sidewalk Construction
- c. CRA Fund, Street Resurfacing
- d. CRA Fund, Sidewalk Construction
- e. Utilities Fund, Water Line Replacement
- f. Utilities Fund, Sewer System Rehabilitation
- g. Utilities Fund, Sewer Line Replacement

Non-Recurring

- a. CDBG Fund, Lovejoy Neighborhood Sidewalk
  - b. Utilities Fund, Pump Station #1 Force Main
  - c. Stormwater Fund, Gary Smith Honda Drainage
6. Certain capital improvement projects, grants, and/or purchases that were authorized, budgeted, and appropriated by City Council in a prior fiscal year but are incomplete as of September 30 are carried forward into the new fiscal year. These special projects and purchase order encumbrances are identified in the budget resolution at the end of the document.

### **PERFORMANCE EXCELLENCE PROGRAM**

A 9.3% response rate (810 responses out of 8712 surveys) was achieved for the first-ever City Services Survey included in the February 2011 monthly water bill. Based on the number of responses, we have a statistical confidence in the results of 99% with a margin of error of 4.3%. The responses were presented to City Council at the May Budget Policy Meeting and have been used to ensure resources are allocated to the most highly valued programs and activities. Staff intends to continue to obtain citizen feedback on an annual basis to gauge citizen satisfaction and annual progress toward improving services.

In May 2011 City Council adopted the City's five core values, which is the first milestone in instituting the City's new Performance Excellence Program. In September 2011 City Council adopted the City's updated Mission Statement and Vision Statement. Thereafter, related statements will be developed for each department. Finally, short-term and long-term strategic goals will be developed, along with corresponding departmental objectives to support the achievement of the citywide goals.

The collection and measurement of performance data is a central requirement for improving performance and establishing benchmarks for future quantifiable performance indicators. While departmental objectives related to the Performance Excellence Program cannot yet be established, new performance measures designed to be more measurable and meaningful are being developed. It was impractical to collect prior year data for these new measures. For those who have read the budget in the past, we hope you will find these initial new measures more indicative of the purpose, quality, and value of all the programs and services the City provides!



### **ACKNOWLEDGEMENTS**

Preparation of this budget would not have been possible without the efficient and dedicated services of Finance Director Brandy Wunker and Budget & Grants Manager Charlotte Dunworth. I would like to express my appreciation to all Department Directors and staff who assisted and contributed to the preparation of this budget.

I would also like to thank the Mayor and City Council for their support in maintaining the highest standards of professionalism in the management of the City of Fort Walton Beach's finances and for their attention in conducting the financial operations of the City in a responsible and progressive manner.

Sincerely,

Robert T. Mearns

City Manager

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Fort Walton Beach, Florida for its annual budget for the fiscal year beginning October 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

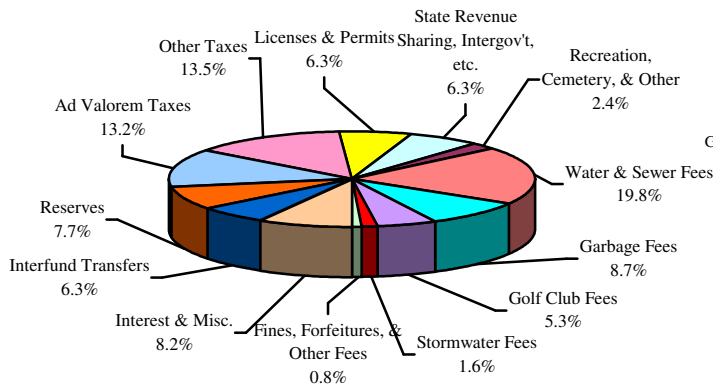
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Executive Budget Summary

*It is the Mission of the City of Fort Walton Beach to be a leader among cities and in the region at large in delivering outstanding quality services to all citizens through innovative and efficient use of resources.*

## Where the Money Comes From ...

Budgeted Revenues: \$37,935,778



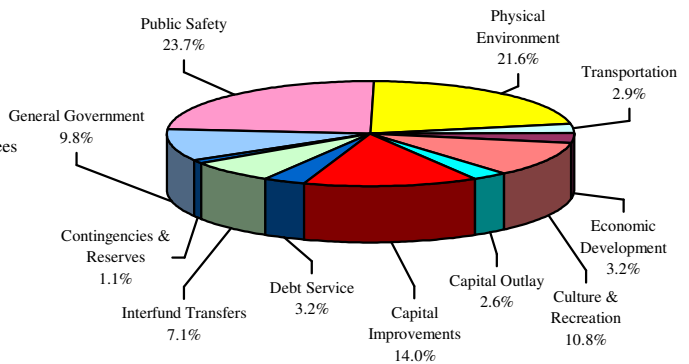
**User Fees** are the largest revenue source - 37.8% - for the City and generate \$14.3M. Unlike taxes, these charges are directly related to the service received and are collected for recreation & golf activities, water and sewer services, and garbage collection.

**Other Taxes** total \$5.1M and are the second largest revenue source at 13.5%. Including fuel tax, utility taxes, communication services tax, business tax receipts, and insurance premium tax for police and fire pensions.

**Property Taxes** are the City's third largest source of revenue at \$5.0M or 13.2% of revenues.

## ... And Where the Money Goes

Budgeted Expenditures: \$37,935,778



**Public Safety** includes the police and fire departments and comprises the largest expense to the City at \$9.0M or 23.7%.

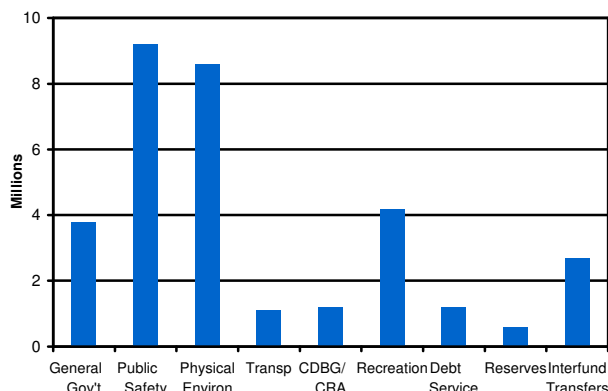
**Physical Environment** comprises \$8.2M or 21.6% including water, sewer, stormwater, and cemetery operations.

**Capital Investment** totals \$6.3M or 16.6% for computer, vehicle, and equipment replacements, as well as infrastructure needs. The pump station #1 force main will be reconstructed using \$2M in State Revolving Fund loan proceeds and \$2.5M of 2005 utility bond proceeds will be used for sewer system rehabilitation and water & sewer line replacements.

BUDGET SUMMARY				
	<u>FY 2011-12</u>	<u>FY 2010-11</u>	<u>\$ Variance</u>	<u>% Variance</u>
General Fund	17,399,021	17,633,614	-234,593	-1.3%
Law Enf. Trust Fund	13,275	12,825	450	3.5%
Law Enf. Training	10,000	12,050	-2,050	-17.0%
CDBG Fund	126,575	152,772	-26,197	-17.2%
CRA Fund	1,416,522	3,580,362	-2,163,840	-60.4%
Debt Service Fund	455,644	420,395	35,249	8.4%
Utilities Fund	12,360,728	7,716,168	4,644,560	60.2%
Sanitation Fund	3,340,600	3,376,275	-35,675	-1.1%
Golf Fund	2,076,641	2,196,029	-119,388	-5.4%
Stormwater Fund	694,172	565,000	129,172	22.9%
Beal Memorial Fund	42,600	42,600	0	0.0%
<b>GRAND TOTAL</b>	<b>\$37,935,778</b>	<b>\$35,708,090</b>	<b>\$2,227,688</b>	<b>6.2%</b>

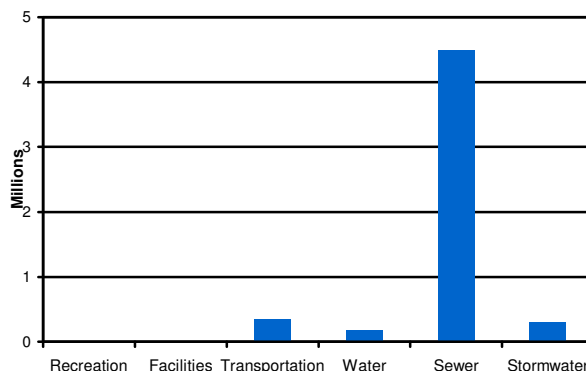
## Operating Budget

**\$32,595,833**



## Capital Improvements Budget

**\$5,339,945**



**General Government** is comprised of the City Council, City Manager, Human Resources, IT, City Clerk, Finance, Purchasing, Right-of-Way, Cemetery, Engineering, Building/Zoning, Code Enforcement, Fleet, Facilities, and Streets. These groups either shape overall City policy and/or provide guidance and assistance to other departments and the public.



**Public Safety** includes the police and fire departments. The Police Department is responsible for patrol, criminal investigations, community policing, communications/dispatch, and records maintenance. The Fire Department provides fire protection, suppression, and inspection; emergency medical services; and fire safety education.



**Physical Environment** includes the production and distribution of drinking water, collection and treatment of wastewater, collection of residential and commercial garbage, and management of stormwater and environmental issues.

**CDBG** provides assistance to low-mod income families for housing rehab and **CRA** revitalizes slum and blighted areas.

**Recreation** activities include neighborhood and facility parks, senior center, tennis center, skateboard park, library, museum complex, and two championship golf courses.



Highlights for the upcoming year include:

**Street Resurfacing** will occur on portions of Gilmore Ct, Eagle St, Victoria Pl, Leila Pl, Poulton Dr, Fleet St, Rodney Ave, Deal Ave, Cowrie Ave, Robinwood Dr, Fourth St, Forsman Dr, & Forsman Cir. In the CRA, on portions of Ferry Rd, Third St, Carson Dr, Vine Ave, Alconese Ave, Perry Ave, & Chestnut Ave.



**Sidewalk Construction** will occur on Butler Dr, Lake Dr, Williams St. In the CRA, on Harbeson Ave, Methodist Ave, Carson Dr, Florida Blanca Pl, Alconese Ave (both sides), Brooks St, & Vine Ave.



**Water Lines** will be replaced on portions of Laurie Dr, Hunter Pl, Baker Ave, Coral Dr, & Irwin Ave.

**Sewer Lines** will be replaced on portions of Chicago Ave and other locations identified in the Sewer System Evaluation Study currently underway. \$2.37M in 2005 utility bond funds have been earmarked for grouting and lining.

Pump station #1 force main will be reconstructed using \$2M in State Revolving Fund loan proceeds.

**Stormwater** – replace 42" corrugated metal pipe with 48" reinforced concrete pipe in front of Gary Smith Honda.

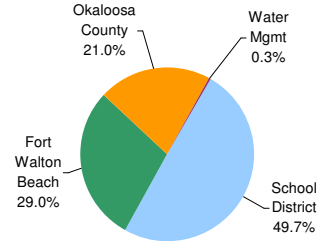


## Did You Know? . . .

### 2011 Property Tax Allocation for a City Property Owner

(Based on taxable property value of \$75,000)

	Millage	Taxes	% of Total
School District	7.7690	582.68	49.7%
Fort Walton Beach	4.5383	340.37	29.0%
Okaloosa County	3.2899	246.74	21.0%
Water Mgmt	0.0400	3.00	0.3%
	15.6372	\$ 1,172.79	100.0%



#### What you Pay...

##### Annual Cost of City Services

Ad Valorem Taxes	340.37
Water/Sewer Fees <sup>(1)</sup>	308.76
Garbage Fee	190.20
Stormwater Fee	36.00
	<u>\$ 875.33</u>

<sup>(1)</sup>Minimum monthly fee



#### What you Get...

##### What City Services Your Dollars Buy

Taxes	User Fees			
Property	Utilities	Garbage	Stormwater	
106.07	-	-	-	
76.82	-	-	-	
65.31	-	-	-	
45.37	-	-	-	
16.23	-	-	-	
16.00	-	-	-	
8.51	-	-	-	
6.05	-	-	-	
-	96.72	-	-	
-	212.04	-	-	
-	-	190.20	-	
-	-	-	36.00	
<u>\$ 340.37</u>	<u>\$ 308.76</u>	<u>\$ 190.20</u>	<u>\$ 36.00</u>	

#### Cost of . . .



##### One Police Officer, 24 Hrs/Day

Starting Salary	32,445
Incentive Pay	3,120
Overtime	702
Holiday Worked	1,287
Health Insurance	10,767
Pension	11,304
Federal Taxes	2,873
Workers Comp	1,299

*Personnel* \$ 63,797

Equipment & Supplies	1,898
Vehicle Fuel & Repair	3,411
Insurance	827

*Operating* \$ 6,136

*Annual Recurring* 69,933

Immunizations	225
Radio, Uniform, Vest, Gun	2,437
Vehicle & Equipment	37,091

*Non-Recurring* \$ 39,753

Total Cost to Hire &  
Equip One Officer \$ 109,686

2.4 Officers Required  
for 24 Hour Coverage x 2.4

**Total Cost \$ 263,246**

The cost per day for one police  
officer is \$721.22

The City has 51 sworn police officers.

#### Cost of . . .



##### One Firefighter/EMT, 24 Hrs/Day

Starting Salary	30,024
Incentive Pay	1,800
Overtime	2,227
Holiday Worked	1,155
Health Insurance	10,767
Pension	10,245
Federal Taxes	2,694
Workers Comp	1,265

*Personnel* \$ 60,177

Physicals, Immunizations	325
Uniform Replacement	225
Training/Other	872

*Operating* \$ 1,422

*Annual Recurring* 61,599

Uniform	2,949
	<u>\$ 2,949</u>

Total Cost to Hire &  
Equip One Firefighter \$ 64,548

3 Firefighters Required (min. manning)  
for 24 Hour Coverage x 3

**Total Cost \$ 193,644**

The cost per day for one  
firefighter/EMT is \$530.53

The City has 36 firefighters/EMTs.



#### Cost to . . .

##### Maintain 10 Acres of Park

Salaries	17,483
Taxes & Benefits	10,912
<i>Personnel</i>	<u>\$ 28,395</u>

Utilities & Fuel	4,860
Vehicle/Equip Repair	717
Grounds Maintenance	2,793
Other	393

*Operating* \$ 8,763

*Annual Recurring* 37,158

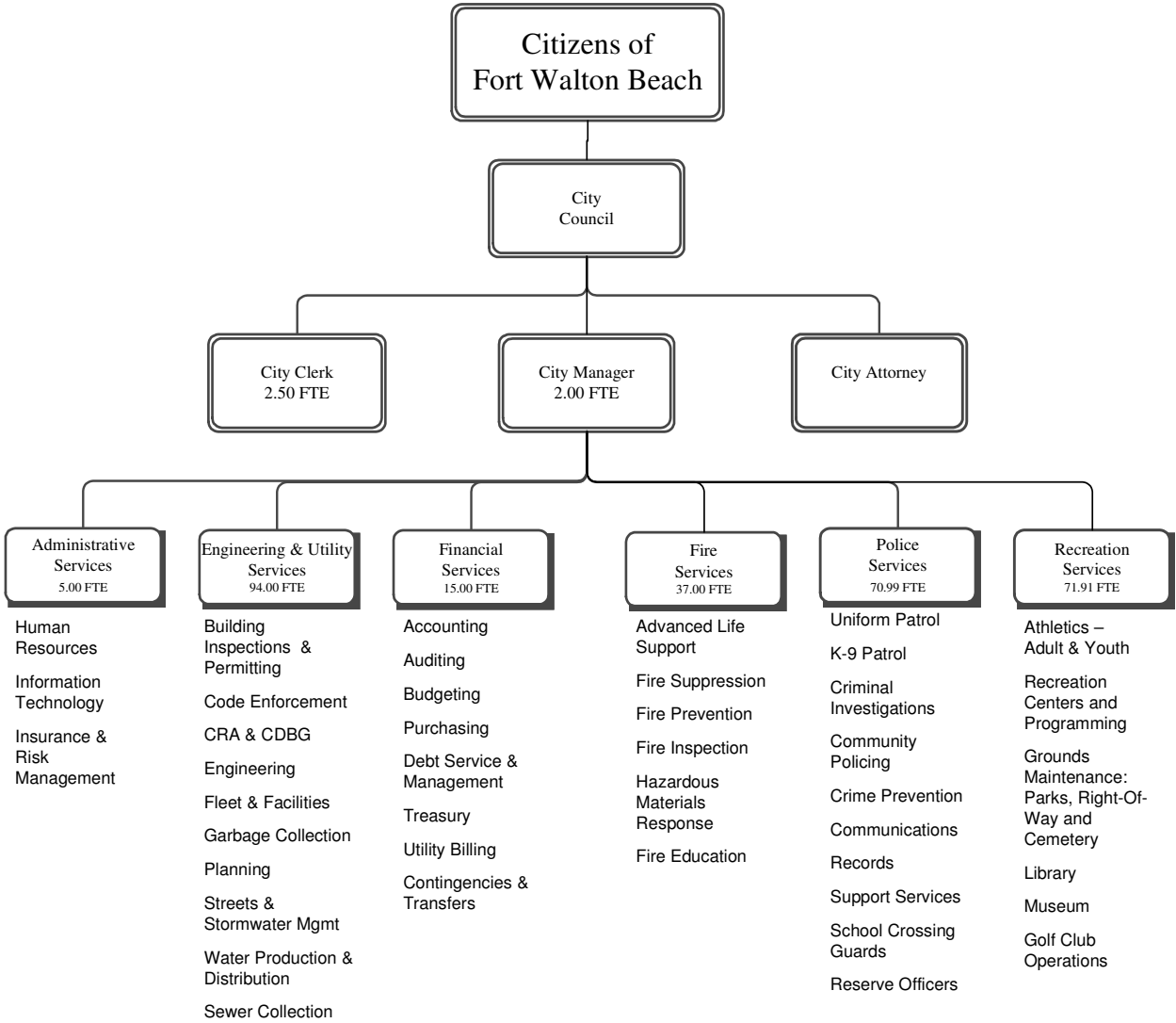
1/2 Ton Truck	16,700
52" Mower	12,500
Field Rake	9,800
Trailer	2,500
Backpack Blower	475
16" Chainsaw	250

*Non-Recurring* \$ 42,225

**Total Cost \$ 79,383**

The cost per day to maintain  
10 acres of parks is \$217.49

The City has 182.70 acres of parks.



DATE OF INCORPORATION: June 16, 1941	
FORM OF GOVERNMENT: Council & Manager	PAVED STREETS: 112.76 miles
GEOGRAPHIC AREA: 7.41 square miles	SIDEWALKS: 62.11 miles
TAXABLE ASSESSED VALUE: \$1,148,835,675	WATER & SEWER LINES: 241.11 miles
CITY MILLAGE RATE: 4.5383	STORM DRAIN: 45.70 miles
POPULATION: 20,355	POLICE STATIONS: 1      FIRE STATIONS: 2
EMPLOYEES: 356 positions, 298.40 FTE's	LIBRARIES: 1      MUSEUMS: 3
SWORN POLICE OFFICERS: 51	18-HOLE GOLF COURSES: 2
FIREFIGHTING PERSONNEL: 36	ACRES OF PARKS: 182.70



# Budget Overview

The fundamental purpose of the City's budget is to link what we want to accomplish for the community with the resources necessary to do so. As such, the budget offers more than just financial elements – it presents an overview of the City's total operations. This document is intended to provide City Council and our citizens with a plan addressing financial, operational, and policy issues. The budget serves as a:

Policy Document – The budget presents financial policies, addresses Vision and Strategic Plan goals, and identifies the short and long-term impacts programs, services, and capital improvements will have on the City's operations and finances.

Financial Plan – The budget outlines the financial structure and operational changes required for financial stability, including the capital improvements program and debt management information.

Operations Guide – The budget provides direction to departments by identifying the relationships between organizational units and programs, identifying the workforce and historical data on operations, identifying the impact of capital spending, and establishing measurable performance goals and objectives for managers to evaluate the effectiveness of their organization.

Communication Device – The budget is presented in a format that is easily understood through the use of charts and graphs, icons, statistical information, and narrative descriptions.

The budget is a financial operational plan estimating expenditures for a given period and the proposed means to finance those objectives. The State of Florida requires municipalities to prepare a balanced budget, whereby sufficient resources must be identified to fund programs and services. The fiscal year for all Florida cities begins October 1 and ends September 30.

## FUND STRUCTURE

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.

There are basically three groups of funds in governmental accounting; governmental funds, proprietary funds, and fiduciary funds.

### The City's Business is *SERVICE*

**We are committed to providing quality service to our community in ways that are responsive and caring by working together to serve our residents.**

We believe that the success of our organization depends upon the teamwork, mutual trust, and honesty achieved through our commitment to the following **Core Values**:

- **Integrity:** we will conduct ourselves in an honest, trustworthy, and ethical manner.
- **Accountability:** we will take full responsibility for our actions, resources, and attitudes.
- **Teamwork:** we will work together to provide quality services.
- **Customer Service:** we will be professional, use all available resources, and strive to meet the needs of our customers.
- **Continual Improvement:** we will promote a culture that seeks to better our organization.

## Budget Overview

- **Governmental Funds** – account for activities supported by taxes, grants, and similar resources and include most governmental functions; fund types include general, special revenue, capital projects, debt service, and permanent.
- **Proprietary Funds** – account for activities similar to those often found in the private sector; fund types include enterprise and internal service funds.
- **Fiduciary Funds** – account for assets not available to support the government’s programs that are held in a trustee or agent capacity; fund types include private-purpose trust, pension and other employee benefit trust, investment trust, and agency funds.

**General Fund** – Accounts for all financial resources not accounted for in other funds (e.g. human resources, finance, police, fire, recreation, building & zoning, code enforcement).

**Special Revenue Funds** – Account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

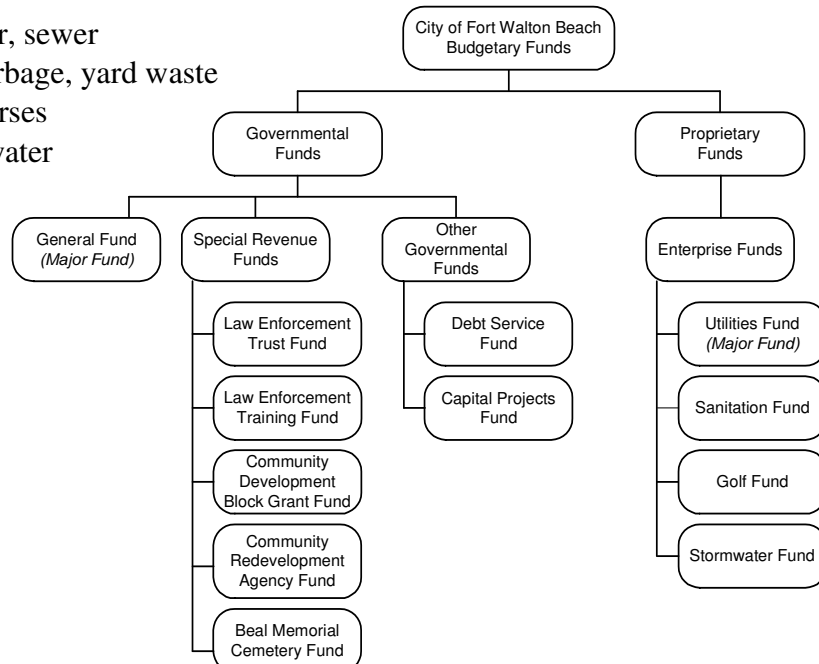
- Law Enforcement Trust Fund – grants, forfeitures
- Law Enforcement Training Fund – traffic fines
- Community Development Block Grant – entitlement grant
- Community Redevelopment Agency – tax increment financing (i.e. ad valorem taxes)
- Beal Memorial Cemetery Perpetual Fund – lot, crypt, and niche sales

**Debt Service Fund** – Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Capital Projects Fund** – Accounts for financial resources to be used for the acquisition or construction of major capital facilities, thereby more accurately accounting for a variety of one-time facility improvements and construction projects.

**Enterprise Funds** – Account for operations that are financed and operated in a manner similar to a private business – where the intent of the governing body is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. Related capital projects are accounted for in the individual enterprise funds.

- Utilities Fund – water, sewer
- Sanitation Fund – garbage, yard waste
- Golf Fund – golf courses
- Stormwater – stormwater



## Budget Overview

The chart below illustrates the relationship between the City's fund financial structure (e.g. accounting) and the City's departments (e.g. operations).

		Accounting									
		Department/ Division	General	Law Enf. Trust	Law Enf. Train	CDBG	CRA	Utilities	Sanitation	Storm Water	Golf
Operations	General Gov't \$4.3M	City Council									
		City Manager									
		Administrative									
		Risk Management									
		Information Tech									
		City Clerk									
		Finance									
		Purchasing									
		Fleet									
	Facilities										
	Public Safety \$9.6M	Police									
		Fire									
	Recreation Services \$5.0M	Recreation									
		Parks									
		Right-of-Way									
		Senior Center									
		Library									
		Museum									
		Cemetery									
		Golf Club									
	Engineering & Utility Services \$19.0M	Engineering Svcs									
		Planning & Zoning									
		Bldg Insp/Permits									
		Code Enforcement									
		Streets									
		Customer Service									
		Utility Services									
Water Operations											
Sewer Operations											
Water Distribution											
Sewer Collection											
Sanitation											
Stormwater											

### DEPARTMENT & DIVISION INFORMATION

A Department is a major administrative segment of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area (e.g. Police Department, Recreation Department). The smallest organizational unit budgeted is a Division. Each division indicates responsibility for one functional area (e.g. Library Division within Recreation Department). When divisions are combined, a department is formed.

In order to provide City Council and citizens with a well-rounded presentation of each department, the following elements are presented in the annual budget: organizational chart, revenues & expenditures, mission, description, goals & objectives, and accomplishments.

### BUDGET BASIS

Annual appropriated budgets are adopted by resolution for all governmental and proprietary funds. The City is not legally required to budget for proprietary or fiduciary funds and those budgets are not included in the City's audited financial statements. The basis of accounting used

for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP) is not the same basis used in preparing the budget document. All funds are budgeted on a cash basis. In GAAP financial statements, however, governmental funds use the modified accrual basis of accounting and proprietary funds use the accrual basis of accounting. During the year, the City's accounting system is maintained on the same basis as the adopted budget, which enables department budgets to be easily monitored through the accounting system. The major difference between the budget and GAAP for governmental funds is that certain expenditures (e.g. compensated absences and depreciation) are not recognized for budgetary purposes, but are recorded in the accounting system at year-end. For enterprise funds, the difference between this budget and GAAP is that debt principal payments and capital outlay (i.e. fixed assets) are budgeted as expenditures for budgetary purposes, but depreciation and compensated absences are shown on the financial statements. Staff believes this provides a better day-to-day financial plan. However, all activity is recorded in the accounting system at year-end in accordance with GAAP.

### **BUDGET PROCESS**

This budget continues the City's commitment of using planning processes and the citizen input as blueprints for providing services and programs for the betterment of the community.

#### **Planning Processes**

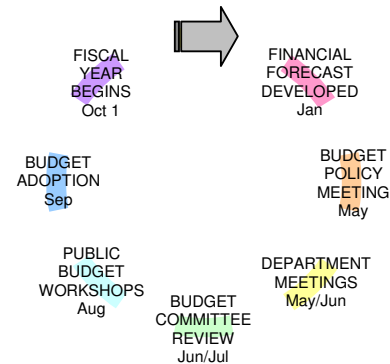
	Frequency	Description	Budget Impact
Comprehensive Plan	Long Range Plan - developed in 1990, updated in 2000 & 2011.	Provides direction to guide and control development and redevelopment, as required per Florida Statute Chapter 163.	Budget expenditures (e.g. Capital Improvements Plan) must be concurrent with the Comprehensive Plan.
Vision Plan	Long Range Plan - developed in 1994, updated in 2004 & 2011.	Defines the broad, idealistic values that citizens cherish and desire for their community and creates shared commitments among citizens, City Council, and staff.	Outlines the general allocation of resources to achieve the desired service levels and quality of life.
Budget Policy Workshop	Short Range Plan - held annually.	Defines changes to service levels or program objectives based on City Council goals and available fiscal resources.	Provides the framework for developing the current budget.
Capital Improvement Plan	Short-to-Mid Range Plan - updated annually.	Provides estimated dates and costs for the acquisition, construction, replacement, or renovation of facilities and infrastructure.	Provides anticipated 5-year funding level for facilities and infrastructure.

#### **Roles & Responsibilities**

The budget process begins in January with the Finance Director and Budget & Grants Manager developing five-year financial forecasts for the General and Enterprise Funds, including best, likely, and worst-case scenarios. Generally speaking, revenue assumptions are developed using a three-year historical summary, coupled with the current year-to-date amount annualized for the full year. Historical trends in revenues are analyzed and any major economic or legislative

changes are also considered to achieve the most accurate revenue estimate possible. Revenue projections are continually updated until the budget is adopted to ensure the amounts are based on the most current information available. Like revenue assumptions, expenditure assumptions are forecast using a three-year historical summary, coupled with current year-to-date amounts annualized for the full year. Current trends in expenditures along with relevant benchmark indices such as the municipal cost index, consumer price index, and producer price index, are analyzed. New programs and projects are also considered to determine projections.

A Budget Policy Meeting is held with City Council in May to determine Council's priorities and position on policy issues specific to development of the operational and capital budgets for the upcoming fiscal year. City Council's decisions on the policy issues provide the framework under which the budget is prepared to meet City Council's programmatic objectives within available fiscal resources projected in the five-year forecasts. The meeting is open to the public and the public is encouraged to attend and participate.



A Budget Kick-Off meeting is then held with staff to provide preliminary guidance for budget development. Department Directors are responsible for identifying their staffing needs, operational funding needs within budget development parameters, five-year capital requests, as well as corresponding revenue sources to fund their needs. In addition, they must conduct a comprehensive review of departmental goals, objectives, and metrics.

The City Charter charges the City Manager with the duty of presenting a balanced budget to City Council. The budget is considered balanced if the total of all available financial resources (either on hand at the beginning of the year or generated during the year) equals or exceeds the total of all financial requirements. In order to accomplish this goal, a Budget Committee is formed comprised of the City Manager, Finance Director, and Budget & Grants Manager. The Committee conducts comprehensive meetings with Department Directors to review their budget requests and a collaborative effort is undertaken to achieve City Council and department goals within fiscal constraints. The Budget Committee enlists assistance for areas of specialized interests, such as the Information Technology Director for computer issues and the Administrative Services Director for personnel and risk management issues. Department goals, objectives, and metrics are also evaluated during budget development to determine the effectiveness of program activities and appropriate funding levels.

After the departmental meetings, the Budget Committee finalizes the proposed budget given revenue projections, economic conditions, funding requirements, and City Council program priorities and issues previously identified in the budget process. Once a balanced budget is achieved, it is presented to City Council for consideration.

### Community Participation

The City solicits input from its residents in the budget process. A 9.3% response rate (810 responses out of 8712 surveys) was achieved for the first-ever City Services Survey included in the February 2011 monthly water bill. Based on the number of responses, staff has a statistical confidence in the results of 99% with a margin of error of 4.3%. The responses were presented to City Council at the May Budget Policy Meeting and have been used to ensure resources are allocated to the most highly valued programs and activities. Staff intends to continue to use this

type of survey to obtain citizen feedback on an annual basis to gauge citizen satisfaction and annual progress toward improving services. The City's website and utility bills contain notices regarding the budget process and City Council's budget meetings. Additionally, there are two public hearings before final adoption of the budget.

### City Council Budget Review

The Mayor and City Council are responsible for reviewing the proposed budget to ensure it meets the goals and objectives of the City, conducting meetings on the budget to enlist public comment, and conducting public hearings prior to the final adoption of the budget.

In August, a budget meeting is held with the City Council to review and discuss the proposed budget. The City Manager reviews major issues and Department Directors are present for the discussions and study of the proposed budget. The meeting is open to the public and the public is encouraged to attend and participate.

<b>BUDGET SCHEDULE</b>	
January 2011	Five-Year Financial Forecasts Developed
May 2011	Budget Policy Meeting
June 2011	First Department Budget Submission <ul style="list-style-type: none"><li>• Revenues</li><li>• Personnel</li><li>• Computers</li><li>• Capital Improvement Projects</li><li>• Fee Schedule</li><li>• Operating Expenses</li><li>• Equipment/Vehicles</li></ul>
June 2011	Departmental Budget Reviews
June 28, 2011	City Council Meeting – Set Proposed Millage Rate for TRIM Notice
July 2011	Second Department Budget Submission <ul style="list-style-type: none"><li>• Current Year Accomplishments</li><li>• Budget Year Goals &amp; Objectives</li><li>• Performance Measures</li></ul>
August 16, 2011	City Council Meeting – Review Budget
September 6, 2011	City Council Meeting – Adopt Tentative Millage Rate and Budget by Resolution
September 21, 2011	City Council Meeting – Adopt Final Millage Rate and Budget by Resolution

During September, two public hearings on the millage (i.e. property tax) rate and budget are held per State Statute before final budget consideration. These meetings are advertised as part of the agenda and Florida Law requires certain newspaper advertisements prior to the second and final budget hearing. At the public hearings, the public may make formal comment either for or against the proposed budget and ask questions of City Council about the budget.

Budget adoption occurs in September after City Council deliberations and two public hearings. City Council may take action to modify the proposed budget at its discretion. Prior to budget adoption, City Council must adopt a millage rate to support budgeted funding levels. An adopted budget is published no later than October 1.

### Budget Maintenance

Budget maintenance is a year-round activity of the Department Directors, Finance Director, and Budget & Grants Manager. Spending control mechanisms include Finance Department review of purchase requisitions and departmental review of reports presenting budget versus actual revenues and expenditures. These financial reports are prepared and reviewed by staff monthly and provided to City Council quarterly to identify and communicate any spending variances. Performance measures are prepared and reported to Council quarterly to monitor progress against goals and objectives, citizen satisfaction, and benchmarks.

Annual appropriations lapse at fiscal year end with the exception of encumbrances and appropriations related to multi-year projects and other items identified by City Council to be carried over to the next fiscal year. These carry-overs are included in the ensuing year's adopted budget resolution.



## **Budget Transfers**

Operationally, the City functions at a fund level basis allowing budget transfers within funds for individual line items that exceed the budgeted amount without a formal budget amendment. Budget transfers are used only to transfer appropriations between line items within a fund, not to increase the total budget or to transfer resources between funds. Budget transfers are permitted in accordance with Administrative Policy FIN-13. All budget transfers are performed in the City's accounting system by the Finance Department.

## **Budget Amendment**

Per Florida Statute 166.241, the adopted budget may be revised with a budget amendment approved by City Council in the same manner in which the budget was adopted. The resolution adopting the annual budget allows the budget to be amended by resolution provided that a corresponding funding source supports any additional expense. Transfers between funds and increases to a fund's total budget are permitted by resolution adopted by City Council. Frequently, the budget is amended to record grants awarded to the City or other mid-year activities approved by City Council. The budget amendment increases or decreases the total amount of the adopted budget of each fund.

## **FINANCIAL POLICIES**

The financial policies presented below set forth the basic framework for the overall financial management of the City, as well as provide guidelines for evaluating current activities and proposals for future programs.

### **Financial Planning**

Long-Range Planning – Update the Vision Plan every ten years and hold a Budget Policy Meeting annually to ensure current and proposed programs and services reflect the values shared by citizens, City Council, and staff and to evaluate the impact on revenues and/or reserves. Prepare five-year General Fund revenue & expenditures projections and five-year Enterprise Fund pro-formas in conjunction with current year budget development to highlight the long-term impact of current decisions. These forecasts are provided in graphical format on page 214.

Asset & Infrastructure Inventory – Evaluate (and reprioritize as necessary) the five-year capital needs of the City annually as part of the budget process. Assets, as defined for purposes of this review, include computers, vehicles, and motorized equipment. Infrastructure improvements (e.g. street resurfacing, water/sewer lines, parks) are evaluated during development of the five-year capital improvements program.

Balanced Budget – Prepare a balanced budget each fiscal year in accordance with Florida statutory requirements for municipalities. The budget is considered balanced if the total of all available financial resources (either on hand at the beginning of the fiscal year or generated during the fiscal year) equals or exceeds the total of all financial requirements (either planned spending during the year or funds required to be on hand at the end of the fiscal year). The requirement for a balanced budget is established at the fund level and must be met for each individual fund budgeted. Although the budget adopted by City Council is balanced, the budget may become unbalanced during the year due to a natural disaster, civic emergency, grant award, or other City Council action. When these changes occur, a budget amendment must be adopted by resolution of City Council.

**Financial Monitoring** – Prepare monthly financial reports for the City Manager and Finance Director detailing revenues and expenditures by fund, department, and division. Identify and explain any significant variances between budget and actual. Report financial information to City Council on a quarterly basis.

## Revenues

**Taxes** – Maintain the millage and other tax rates at levels commensurate with the service levels being provided. Services which have a citywide benefit shall be financed with revenues generated from a broad base, such as property and other taxes. Evaluate annually as part of the budget process.

**User Fees** – Maintain fees and rates at appropriate levels to fund their corresponding purpose, especially in the Enterprise funds. Services where the customer determines the use shall be financed with user fees, charges, and assessments related to the level of service provided. User fees shall be maximized in lieu of general revenue sources for services that can be individually identified and where costs are directly related to the level of service. The extent to which the total cost of providing the service is recovered depends on the nature of the service. For governmental services provided for the public good (e.g. police and fire protection, street maintenance, and land use regulation), it may be appropriate for a substantial portion of the cost to be borne by the taxpayers. For proprietary services provided for the enjoyment of specific residents (e.g. recreation programs, cemetery operations), total cost recovery may be warranted. Evaluate annually as part of the budget process.

**Non-Recurring Revenues** – Fund recurring expenditures with recurring revenues. One-time revenues will be reserved for future emergencies or projects identified by City Council to the greatest extent possible.

**Unpredictable Revenues** – Budget unpredictable revenues at conservative levels (e.g. building permits) to safeguard against a shortfall.

## Expenditures

**Operating Expenses** – Pay all current year operating expenses with current year revenues and/or available fund balance.

**Contingencies** – Appropriate contingency funds in the General Fund and Enterprise Funds to guard against unanticipated price increases (e.g. fuel, utilities), emergency repairs, or revenue shortfalls. The State of Florida allows up to a maximum of 10% of anticipated revenues to be allocated toward contingencies. City practice is to budget 1% of personnel and operating expenses as contingency funds to be used as a last resort. Budget residuals (excess budget funds transferred out of an account by the Finance Department once the budgeted expense has been incurred) will be exhausted before contingency funds are used. The City currently meets this policy for Enterprise Funds except Golf, but not for the General Fund due to fiscal constraints.

	1%	Budgeted
General Fund	163,527	64,326
Utilities Fund	52,828	52,830
Sanitation Fund	24,207	24,210
Golf Fund	17,620	0
Stormwater Fund	3,749	3,750

Special Project Carryovers – Carry forward into the new year through the budget resolution with the corresponding revenue source of the prior year. These are projects and/or purchases that are incomplete as of September 30 of any fiscal year that will be continued and made part of the appropriations for the ensuing year. These are budget funds for large items (usually capital purchases, projects, or studies) that were authorized and appropriated by City Council in a prior fiscal year but were not spent due to time constraints.

Encumbrance Carryovers – Carry forward into the new year through the budget resolution with the corresponding revenue source of the prior year. In general, purchase orders close out at the end of the fiscal year unless they are identified for carryover as part of the budget process of the ensuing year. These encumbrances were authorized, budgeted, and appropriated by City Council in a prior fiscal year but were not fully receipted in due to the ongoing nature of the expense.

### **Fund Balance (governmental funds)**

Fund balance refers to the difference between current financial assets and liabilities reported in a governmental fund. Since all related assets and liabilities are not reported for governmental funds, fund balance is considered more of a liquidity measures than a net worth measure. Credit rating agencies monitor fund balance levels and strongly consider unrestricted fund balance when determining a local government's creditworthiness. Fund balance is also important to guard against unanticipated events that would adversely affect the financial condition of the City and jeopardize the continuation of necessary public services. There are five types of fund balance:

#### Restricted

1. *Nonspendable (inherently nonspendable)* – resources that cannot be spent because of form (e.g. inventory, long-term loans receivable) or because they must be maintained intact (e.g. endowment principal).
2. *Restricted (externally enforceable limitations)* – resources with limitations imposed by creditors, grantors, laws, regulations, or enabling legislation.
  - Harvey Trust – There is appropriated \$35,320 from the Harvey Trust in the current year budget to fund various books, publications, and library materials.

#### Unrestricted

3. *Committed (self-imposed limitations)* – resources whose use is constrained by limitations that the governing body has imposed and remains binding until removed in the same manner.
  - Disaster/Emergency Reserve – City Council established a committed fund balance of 30% of annual budgeted expenditures per Resolution 2011-13 adopted August 16, 2011. The City currently exceeds this policy.

	Actual			Estimate	
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Unrestricted Fund Balance %	29.5%	40.3%	45.8%	31.9%	31.1%
Unrestricted Fund Balance \$	\$6,649,281	\$7,665,707	\$8,994,679	\$5,628,550	\$5,411,909

4. *Assigned (limitation resulting from intended use)* – resources whose use is constrained by a body or official designated by the governing body.

## Budget Overview

- Subsequent Year's Budget – City Council authorizes City management to set forth in the annual budget (and any amendments thereto) fund balance for specific purposes per Resolution 2011-13 adopted August 16, 2011. There is appropriated \$216,641 in the current year budget for the performance incentive program, radio repeater, Garnier's Beach restroom, parks truck, and fleet compressor.
5. *Unassigned (residual net assets not otherwise classified)* – total fund balance in excess of the nonspendable, restricted, committed, and assigned fund balances (e.g. surplus).

### Changes in Fund Balance

Due to the minimal use of reserves in the FY 2011-12 budget, no governmental fund is anticipated to experience a change in fund balance greater than 10%.

	<u>Actual</u> <u>09/30/10</u>	<u>Estimate</u> <u>09/30/11</u>	<u>Estimate</u> <u>09/30/12</u>	<u>\$ Variance</u> <u>FY12 to FY11</u>	<u>% Variance</u> <u>FY12 to FY11</u>
General Fund	\$9,813,526	\$6,410,827	\$6,158,866	-\$251,961	-3.9%
Law Enf Trust Fund	\$262,860	\$253,035	\$242,760	-\$10,275	-4.1%
Law Enf Training Fund	\$6,740	\$6,740	\$6,740	\$0	0.0%
CDBG Fund	\$3,616	\$0	\$0	\$0	0.0%
CRA Fund	\$3,531,011	\$3,331,011	\$3,331,011	\$0	0.0%
Debt Service Fund	\$92,880	\$92,880	\$92,880	\$0	0.0%
Beal Cemetery Fund	\$1,898,445	\$1,887,143	\$1,887,143	\$0	0.0%

### **Working Capital (proprietary funds)**

Working capital refers to the difference between current assets and current liabilities reported in a proprietary fund. This measure indicates relative liquidity. Credit rating agencies consider the availability of working capital in their evaluations of a local government's creditworthiness. Working capital is also important in mitigating unanticipated events and ensuring stable services and fees.

The City's target level of working capital is 90 days of annual operating expenses, and currently exceeds this level for all funds except for Golf. It is not feasible to project this measure.

	<u>Actual</u>		
	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>
Utilities Fund	326	331	220
Sanitation Fund	194	195	259
Golf Fund	-88	-65	-61
Stormwater Fund	n/a	148	344

### **Net Assets (proprietary funds)**

Net assets refers to the difference between assets and liabilities reported in a proprietary fund, and may be considered a measure of net worth. There are two types of net assets:

1. *Restricted* – funds committed for identified purposes or legally required to be segregated; not available to liquidate liabilities of the current period (e.g. debt service, impact fees).
2. *Unrestricted* – funds not required to be on hand and have not been identified for a particular purpose; available for capital projects or to balance the budget; the measure of financial health for an enterprise fund.

- City Council established that unrestricted net assets will be maintained at 33% of operating, debt service, and transfers out per Resolution 2011-13 adopted August 16, 2011. The City currently meets this policy for all funds except Golf (to which the policy is not applicable).

	Actual			Estimate	
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Utilities Fund	84.6%	84.3%	56.9%	64.5%	59.1%
Sanitation Fund	52.6%	52.4%	60.3%	62.7%	75.1%
Golf Fund	-15.0%	-12.5%	-12.3%	-11.6%	-15.6%
Stormwater Fund	n/a	39.6%	91.3%	121.1%	153.6%

## Investments

Investment Philosophy – Funds shall be invested in a manner that will ensure the safety of principal while meeting daily cash flow needs. Optimization of investment income shall be secondary to the requirements of safety and liquidity.

Investment Policy Statement – The following policy statements govern the City’s investment of funds in excess of those required to meet current expenses, excluding pension funds:

- The City’s Investment Policy, adopted by City Council in Resolution 04-20, authorizes investments in accordance with Florida State Statute 218.415.
- The primary investment objectives, in order of importance, are: safety of principal, liquidity, and investment income.
- Cash balances from all funds are consolidated to maximize investment earnings. Investment income is allocated to each fund based on the fund’s respective participation and in accordance with generally accepted accounting principles.
- The investment portfolio shall be structured, to the extent possible, to match investment maturities with known cash needs and anticipated cash flow requirements.
- Investments will be diversified, to the extent practicable, to control the risk of loss resulting from over-concentration of assets in a specific maturity, issuer, instrument, dealer, or institution.
- The Finance Director is responsible for the operation of the investment program. The Finance Director or designee of the Finance Director and/or City Manager is authorized to invest surplus public funds of the City in accordance with the adopted Investment Policy.

## Debt Issuance

Debt Limit – The State of Florida does not place a legal limit of debt on municipalities. However, general obligation debts greater than one year require voter referendum approval. Special revenue debt is pledged by a specific revenue source and limited by available revenue; therefore it is not subject to voter referendum. Any new debt will be carefully evaluated as to its impact on operations.

Debt Philosophy – The use of debt financing for long-term capital improvement programs is based upon two types of debt financing: 1) “pay-as-you-go” and 2) “pay-as-you-use”. In practice, the City uses a mix of these two basic methods to finance its Capital Improvements

## Budget Overview

Program, with pay-as-you-go financing used for recurrent capital expenditures and with pay-as-you-use financing used for long-term, non-recurrent capital expenditures.

- Pay-As-You-Go – A type of financing whereby current revenues, taxes, and/or grants rather than long term debt are used to pay for capital improvements. Example: annual street paving.
- Pay-As-You-Use – A type of financing whereby long term debt is used to pay for capital improvements. Example: debt financing for a new municipal facility.

Debt Policy Statement – The following policy statements govern the City’s use of debt to finance long-term, non-recurring capital improvements:

- Recurrent capital expenditures for replacement, expansion and/or acquisition of plant, equipment, and/or motor vehicles will be financed on a pay-as-you-go basis from funds available and appropriated in the City’s annual operating budget.
- Only long-term, non-recurrent capital expenditures for public improvements having a relatively greater cost and longer useful life, and which require additional funding over and beyond the fiscal capacity of the City’s annual operating budget, will be financed through the issuance or creation of long-term debt. These expenditures will not be debt-financed for periods exceeding the projected useful life of the improvement.
- All capital improvements financed through the use of long-term debt will be consistent with the adopted Capital Improvements Program and the current fiscal year’s adopted Budget.
- Revenue sources that will be used to pay long-term debt will be conservatively projected to ensure that such debt is adequately and soundly financed.
- The City’s total general obligation debt will not exceed 10% of its assessed valuation. The City does not currently have any general obligation debt.
- The City will use special assessment revenue bonds or other self-supporting bonds where possible and appropriate to finance long-term, non-recurrent capital improvements, rather than general obligation bonds.
- The City will establish and maintain effective communications with bond rating agencies to keep them informed of its financial condition.

Debt Capacity – The General Fund’s debt capacity is 20% of revenues, exclusive of appropriations from fund balance. The City is currently at 12% of its \$3.4M debt capacity, including Golf Fund debt for which non-ad valorem revenues are pledged. The Utilities Fund’s debt capacity is a coverage ratio of 1.25 times earnings, and the City is currently at 1.82. The Sanitation and Stormwater funds are debt-free.

Debt Ratio – Indicates the percentage of assets financed via debt, and therefore the financial flexibility of the fund.

	Actual			Estimate	
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
General Fund		13.2%	12.9%	14.3%	16.1%
Utilities Fund	30.7%	33.5%	32.6%	32.4%	30.8%
Golf Fund	81.0%	80.7%	81.4%	82.3%	83.7%
Stormwater Fund		3.9%	1.4%	1.2%	0.0%



## Budget Overview

Debt Rating – The City maintains an insured AAA rating with Standard and Poors (A+ underlying rating) and an insured AAA rating with Fitch (AA- underlying rating).

### DEBT SCHEDULES

#### Bond Debt Service by Fiscal Year



<u>Fiscal Year</u>	<u>2001 Bond Municipal Facilities</u>	<u>2005 Bond Utility System Improvements</u>	<u>Repay General Fund for 2010 Defeasing of 1999 Clubhouse Bond</u>	<u>Grand Total</u>
2011-12	\$370,640.00	\$721,671.26	\$169,216.40	\$1,261,527.66
2012-13	\$369,405.00	\$722,558.76	\$169,216.40	\$1,261,180.16
2013-14	\$367,805.00	\$722,758.76	\$169,216.40	\$1,259,780.16
2014-15	\$370,830.00	\$722,246.26	\$169,216.40	\$1,262,292.66
2015-16	\$368,240.00	\$720,996.26	\$169,216.40	\$1,258,452.66
2016-17	\$370,250.00	\$719,371.26	\$169,216.40	\$1,258,837.66
2017-18	\$366,700.00	\$721,571.26	\$169,216.40	\$1,257,487.66
2018-19	\$367,635.00	\$723,171.26	\$169,216.40	\$1,260,022.66
2019-20	\$368,080.00	\$724,171.26	\$169,216.40	\$1,261,467.66
2020-21	\$368,035.00	\$724,115.00	\$169,216.40	\$1,261,366.40
2021-22	\$367,500.00	\$723,440.00	\$169,216.40	\$1,260,156.40
2022-23	\$371,250.00	\$721,850.00	\$169,216.40	\$1,262,316.40
2023-24	\$369,250.00	\$719,425.00	\$169,216.40	\$1,257,891.40
2024-25	\$366,750.00	\$721,362.50	\$169,216.40	\$1,257,328.90
2025-26	\$368,750.00	\$722,450.00	\$169,216.40	\$1,260,416.40
2026-27	\$370,000.00	\$721,435.00	\$169,216.40	\$1,260,651.40
2027-28	\$370,500.00	\$719,515.00	\$169,216.40	\$1,259,231.40
2028-29	\$370,250.00	\$721,690.00	\$169,216.40	\$1,261,156.40
2029-30	\$369,250.00	\$722,735.00	\$169,216.48	\$1,261,201.48
2030-31	\$367,500.00	\$722,650.00	0	\$1,090,150.00
2031-32	0	\$721,550.00	0	\$721,550.00
2032-33	0	\$724,325.00	0	\$724,325.00
2033-34	0	\$720,750.00	0	\$720,750.00
2034-35		<u>\$721,050.00</u>		<u>\$723,049.00</u>
	<u>\$7,378,620.00</u>	<u>\$17,326,858.84</u>	<u>\$3,215,111.68</u>	<u>\$27,922,589.52</u>

2001 Bond – new library, new police station, fire station renovations, city hall complex renovations

2005 Bond – new water transmission lines and storage tanks; replace/rehab existing water and sewer lines

#### Equipment Lease/Purchase Payments by Fiscal Year



<u>Fiscal Year</u>	<u>Fire Ladder Truck</u>	<u>Golf Greens Mowers</u>	<u>Golf Equipment</u>	<u>Grand Total</u>
2011-12	\$84,625.14	\$17,170.73	\$54,148.08	\$155,943.95
2012-13	\$84,625.14	\$17,170.74	\$13,537.02	\$115,332.90
2013-14	\$84,625.14	\$17,170.74		\$101,795.88
2014-15	\$84,625.14	\$17,170.73		\$101,795.87
2015-16	\$84,625.14	\$12,878.04		\$97,503.18
2016-17	\$84,625.14			\$84,625.14
2017-18	\$84,625.14			\$84,625.14
2018-19	\$84,625.14			\$84,625.14
2019-20	\$84,625.14			\$84,625.14
2020-21	<u>\$63,468.86</u>			<u>\$63,468.86</u>
	<u>\$825,095.12</u>	<u>\$81,560.98</u>	<u>\$67,685.10</u>	<u>\$974,341.20</u>

**Debt Principal and Interest Payments by Fund**

Fiscal Yr	General Fund		Utilities Fund		Golf Fund	
	Principal	Interest	Principal	Interest	Principal	Interest
2011-12	211,683.19	243,581.95	270,000.00	451,671.26	195,892.16	44,643.05
2012-13	218,399.94	235,630.20	280,000.00	442,558.76	159,010.02	40,914.14
2013-14	225,160.89	227,269.25	290,000.00	432,758.76	147,912.16	38,474.98
2014-15	236,967.19	218,488.15	300,000.00	422,246.26	150,311.95	36,075.18
2015-16	243,819.97	209,045.18	310,000.00	410,996.26	148,459.63	33,634.81
2016-17	255,720.45	199,154.69	320,000.00	399,371.26	137,787.85	31,428.55
2017-18	262,669.87	188,655.29	335,000.00	386,571.26	139,862.42	29,353.98
2018-19	274,669.46	177,590.68	350,000.00	373,171.26	141,968.22	27,248.18
2019-20	286,720.55	165,984.60	365,000.00	359,171.26	144,105.73	25,110.67
2020-21	277,668.15	153,835.71	380,000.00	344,115.00	146,275.42	22,940.98
2021-22	225,000.00	142,500.00	395,000.00	328,440.00	148,477.78	20,738.62
2022-23	240,000.00	131,250.00	410,000.00	311,850.00	150,713.30	18,503.10
2023-24	250,000.00	119,250.00	425,000.00	294,425.00	152,982.47	16,233.93
2024-25	260,000.00	106,750.00	445,000.00	276,362.50	155,285.82	13,930.58
2025-26	275,000.00	93,750.00	465,000.00	257,450.00	157,623.84	11,592.56
2026-27	290,000.00	80,000.00	485,000.00	236,435.00	159,997.06	9,219.34
2027-28	305,000.00	65,500.00	505,000.00	214,515.00	162,406.02	6,810.38
2028-29	320,000.00	50,250.00	530,000.00	191,690.00	164,851.24	4,365.16
2029-30	335,000.00	34,250.00	555,000.00	167,735.00	167,333.37	1,883.11
2030-31	350,000.00	17,500.00	580,000.00	142,650.00		
2031-32			605,000.00	116,550.00		
2032-33			635,000.00	89,325.00		
2033-34			660,000.00	60,750.00		
2034-35			690,000.00	31,050.00		
	5,343,479.66	2,860,235.70	10,585,000.00	6,741,858.84	2,931,256.46	433,101.30

	Principal	Interest	Total
Existing Debt	\$677,575	\$739,896	\$1,417,471
New Debt anticipated in FY 2011-12	n/a	n/a	n/a
<b>FY 2011-12 Budget Debt Impact:</b>	<b>\$677,575</b>	<b>\$753,342</b>	<b>\$1,417,471</b>

# CITY OF FORT WALTON BEACH, FL

## Summary of Estimated Financial Sources & Uses - All Funds

	<b>Major Funds <sup>1</sup></b>					
	<b>GENERAL FUND</b>			<b>UTILITIES FUND</b>		
	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b><u>Financial Sources</u></b>						
Ad Valorem Taxes	4,380,221	4,331,552	4,149,255	-	-	-
Other Taxes	5,034,292	4,829,116	5,076,798	-	-	-
Licenses and Permits	2,413,145	2,408,838	2,397,989	-	-	-
Intergovernmental Revenue	3,137,530	2,271,171	2,320,171	-	-	-
Charges for Services	827,591	865,942	883,617	6,556,769	7,374,500	7,545,100
Fines and Forfeitures	190,143	139,200	139,200	184,728	168,500	183,500
Interest & Other Revenues	1,293,761	346,213	365,567	345,596	136,926	72,865
Other Financing Sources	-	-	-	-	-	2,000,000
	17,276,683	15,192,032	15,332,597	7,087,093	7,679,926	9,801,465
Appropriation from Reserves	-	454,162	251,961	-	-	2,521,900
	<b>\$ 17,276,683</b>	<b>\$ 15,646,194</b>	<b>\$ 15,584,558</b>	<b>\$ 7,087,093</b>	<b>\$ 7,679,926</b>	<b>\$ 12,323,365</b>
Interfund Transfers In	1,976,267	1,987,420	1,814,463	40,000	36,242	37,363
<b>Total Financial Sources</b>	<b>\$ 19,252,950</b>	<b>\$ 17,633,614</b>	<b>\$ 17,399,021</b>	<b>\$ 7,127,093</b>	<b>\$ 7,716,168</b>	<b>\$ 12,360,728</b>
<b><u>Financial Uses</u></b>						
General Government	4,941,386	3,745,250	3,678,484	-	-	-
Public Safety	8,493,672	8,575,027	8,581,715	-	-	-
Physical Environment	250,691	252,400	274,214	5,535,605	4,768,180	5,070,121
Transportation	1,206,208	1,052,115	1,094,561	-	-	-
Community & Economic Dev.	372,467	519,756	458,770	-	-	-
Culture & Recreation	2,507,482	2,265,158	2,375,060	-	-	-
Capital Outlay	308,963	287,200	214,228	68,466	377,340	221,505
Capital Improvements	1,111,491	378,592	145,000	1,834,338	266,000	4,674,150
Debt Service	-	-	-	532,674	1,088,549	721,674
Reclass of Capital Outlay	-	-	-	(1,245,341)	-	-
	19,192,360	17,075,498	16,822,032	6,725,743	6,500,069	10,687,450
Contingencies	-	108,121	64,326	-	50,000	52,830
Reserves	-	-	-	-	93,631	227,710
	<b>\$ 19,192,360</b>	<b>\$ 17,183,619</b>	<b>\$ 16,886,358</b>	<b>\$ 6,725,743</b>	<b>\$ 6,643,700</b>	<b>\$ 10,967,990</b>
Interfund Transfers Out	438,448	449,995	512,663	1,097,641	1,072,468	1,392,738
<b>Total Financial Uses</b>	<b>\$ 19,630,808</b>	<b>\$ 17,633,614</b>	<b>\$ 17,399,021</b>	<b>\$ 7,823,384</b>	<b>\$ 7,716,168</b>	<b>\$ 12,360,728</b>
Net Increase/(Decrease) in Fund Balance / Net Assets <sup>4</sup>	(377,858)	(454,162)	(251,961)	(696,291)	93,631	(2,294,190)
Fund Bal / Net Assets <sup>4</sup> - Oct 1	9,372,537	8,994,679	8,540,517	5,462,809	4,766,518	4,860,149
<b>Fund Bal / Net Assets<sup>4</sup> - Sep 30</b>	<b>\$ 8,994,679</b>	<b>\$ 8,540,517</b>	<b>\$ 8,288,556</b>	<b>\$ 4,766,518</b>	<b>\$ 4,860,149</b>	<b>\$ 2,565,959</b>

### Notes

<sup>1</sup> Major funds each comprise at least 10% of the total appropriated budget

<sup>2</sup> Other Governmental Funds - Law Enforcement Trust, Law Enforcement Training, CRA, CDBG, Debt Service, Beal Memorial

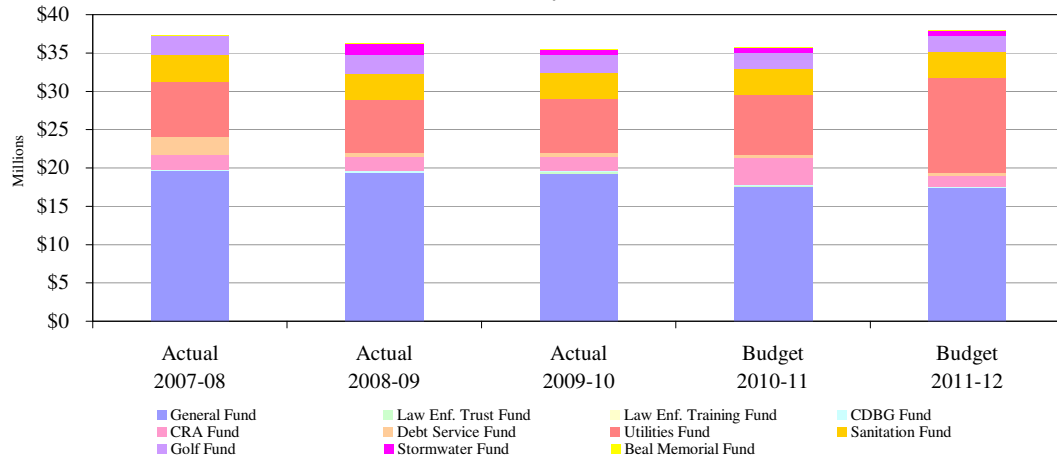
<sup>3</sup> Other Enterprise Funds - Sanitation, Golf, Stormwater

<sup>4</sup> Fund Balance / Net Assets amounts used are unrestricted, except CRA Fund which is committed to capital projects

### Non-Major Funds

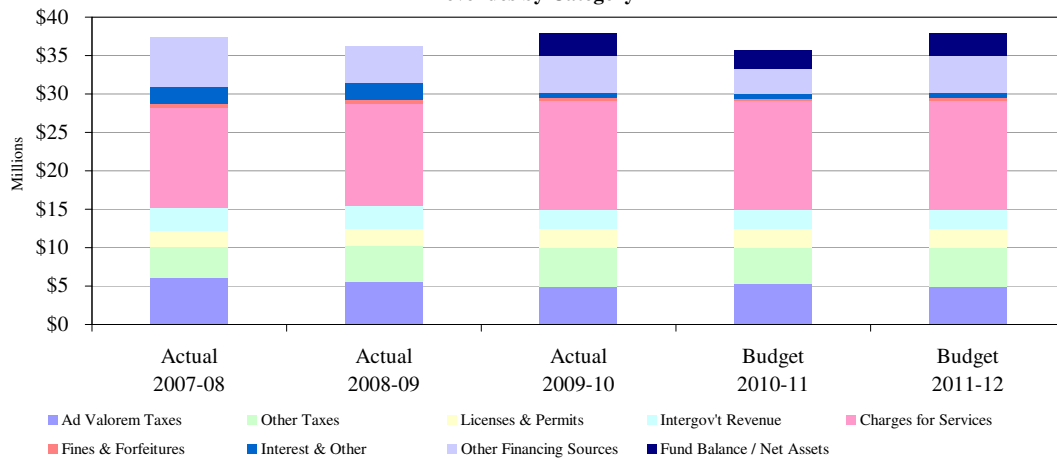
OTHER GOVERNMENTAL <sup>2</sup>			OTHER ENTERPRISE <sup>3</sup>			Total All Funds			% of Budget
2009-10 Actual	2010-11 Budget	2011-12 Budget	2009-10 Actual	2010-11 Budget	2011-12 Budget	2009-10 Actual	2010-11 Budget	2011-12 Budget	
952,259	898,803	803,818	-	-	-	5,332,480	5,230,355	4,953,073	13.1%
-	-	-	-	-	-	5,034,292	4,829,116	5,076,798	13.4%
-	-	-	-	-	-	2,413,145	2,408,838	2,397,989	6.3%
458,823	152,772	126,575	-	-	-	3,596,353	2,423,943	2,446,746	6.4%
250	-	-	5,896,518	6,012,742	5,859,500	13,281,128	14,253,184	14,288,217	37.7%
14,707	12,000	10,000	-	-	-	389,578	319,700	332,700	0.9%
130,651	46,050	46,000	294,432	124,562	124,322	2,064,440	653,751	608,754	1.6%
746,162	651,559	582,704	-	-	-	746,162	651,559	2,582,704	6.8%
2,302,852	1,761,184	1,569,097	6,190,950	6,137,304	5,983,822	32,857,578	30,770,446	32,686,981	
-	2,009,825	10,275	-	-	100,172	-	2,463,987	2,884,308	7.6%
<b>\$ 2,302,852</b>	<b>\$ 3,771,009</b>	<b>\$ 1,579,372</b>	<b>\$ 6,190,950</b>	<b>\$ 6,137,304</b>	<b>\$ 6,083,994</b>	<b>\$ 32,857,578</b>	<b>\$ 33,234,433</b>	<b>\$ 35,571,289</b>	
439,615	449,995	485,244	178,325	-	27,419	2,634,207	2,473,657	2,364,489	6.2%
<b>\$ 2,742,467</b>	<b>\$ 4,221,004</b>	<b>\$ 2,064,616</b>	<b>\$ 6,369,275</b>	<b>\$ 6,137,304</b>	<b>\$ 6,111,413</b>	<b>\$ 35,491,785</b>	<b>\$ 35,708,090</b>	<b>\$ 37,935,778</b>	
-	-	-	-	-	-	4,941,386	3,745,250	3,678,484	9.7%
361,717	132,039	413,076	-	-	-	8,855,390	8,707,066	8,994,791	23.7%
-	42,600	18,600	2,835,621	2,723,894	2,797,587	8,621,917	7,787,074	8,160,522	21.5%
-	-	-	-	-	-	1,206,208	1,052,115	1,094,561	2.9%
333,876	700,045	722,057	-	-	-	706,343	1,219,801	1,180,827	3.1%
-	-	-	2,025,591	1,759,978	1,762,604	4,533,073	4,025,136	4,137,664	10.9%
135,573	17,700	110,100	233,890	267,455	461,620	746,892	949,695	1,007,453	2.7%
1,000,918	2,787,800	220,795	223,464	174,706	300,000	4,170,211	3,607,098	5,339,945	14.1%
415,723	420,395	455,644	179,554	171,819	71,320	1,127,951	1,680,763	1,248,638	3.3%
-	-	-	(452,354)	-	-	(1,697,695)	-	-	0.0%
2,247,807	4,100,579	1,940,272	5,045,765	5,097,852	5,393,131	33,211,675	32,773,998	34,842,885	
-	15,000	-	-	20,000	27,960	-	193,121	145,116	0.4%
-	3,842	-	-	25,605	-	-	123,078	227,710	0.6%
<b>\$ 2,247,807</b>	<b>\$ 4,119,421</b>	<b>\$ 1,940,272</b>	<b>\$ 5,045,765</b>	<b>\$ 5,143,457</b>	<b>\$ 5,421,091</b>	<b>\$ 33,211,675</b>	<b>\$ 33,090,197</b>	<b>\$ 35,215,711</b>	
130,623	101,583	124,344	788,003	993,847	690,322	2,454,715	2,617,893	2,720,067	7.2%
<b>\$ 2,378,430</b>	<b>\$ 4,221,004</b>	<b>\$ 2,064,616</b>	<b>\$ 5,833,768</b>	<b>\$ 6,137,304</b>	<b>\$ 6,111,413</b>	<b>\$ 35,666,390</b>	<b>\$ 35,708,090</b>	<b>\$ 37,935,778</b>	
364,037	(2,005,983)	(10,275)	535,507	25,605	(100,172)	(174,605)	(2,340,909)	(2,656,598)	
5,159,678	5,523,715	3,517,732	1,489,815	2,025,322	2,050,927	21,484,839	21,310,234	18,969,325	
<b>\$ 5,523,715</b>	<b>\$ 3,517,732</b>	<b>\$ 3,507,457</b>	<b>\$ 2,025,322</b>	<b>\$ 2,050,927</b>	<b>\$ 1,950,755</b>	<b>\$ 21,310,234</b>	<b>\$ 18,969,325</b>	<b>\$ 16,312,727</b>	

Revenues by Fund



	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12	\$ Variance	% Variance
General Fund	19,584,883	19,329,577	19,252,950	17,633,614	17,399,021	(234,593)	-1.33%
Law Enf. Trust Fund	76,541	69,824	262,970	12,825	13,275	450	3.51%
Law Enf. Training Fund	15,988	13,159	10,433	12,050	10,000	(2,050)	-17.01%
CDBG Fund	127,360	274,878	161,274	152,772	126,575	(26,197)	-17.15%
CRA Fund	1,902,991	1,861,122	1,846,458	3,580,362	1,416,522	(2,163,840)	-60.44%
Debt Service Fund	2,349,115	415,723	416,889	420,395	455,644	35,249	8.38%
Utilities Fund	7,223,051	6,907,081	7,127,094	7,716,168	12,360,728	4,644,560	60.19%
Sanitation Fund	3,514,565	3,427,713	3,371,021	3,376,275	3,340,600	(35,675)	-1.06%
Golf Fund	2,482,972	2,539,801	2,229,232	2,196,029	2,076,641	(119,388)	-5.44%
Stormwater Fund	-	1,307,005	769,021	565,000	694,172	129,172	22.86%
Beal Memorial Fund	89,297	60,122	44,442	42,600	42,600	-	0.00%
Revenues	37,366,257	36,206,005	35,491,784	35,708,090	37,935,778	2,227,688	6.24%

Revenues by Category

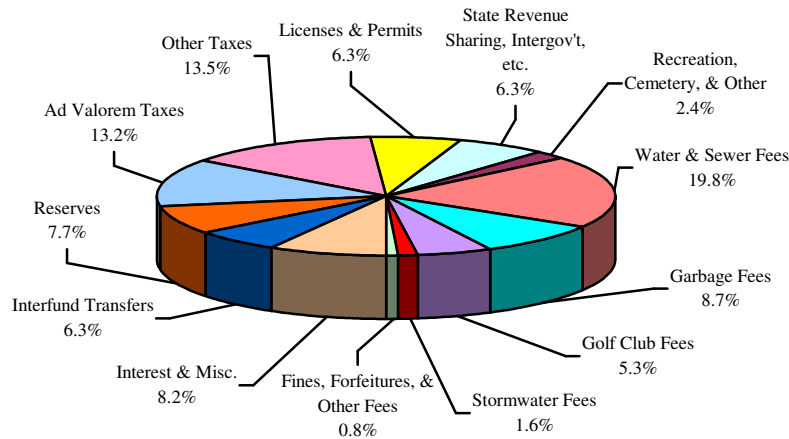


	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12	\$ Variance	% Variance
Ad Valorem Taxes	6,021,743	5,582,822	5,332,480	5,230,355	4,953,073	(277,282)	-5.30%
Other Taxes	4,015,221	4,576,095	5,034,292	4,829,116	5,076,798	247,682	5.13%
Licenses & Permits	2,225,224	2,327,486	2,413,145	2,408,838	2,397,989	(10,849)	-0.45%
Intergov't Revenue	2,896,878	2,935,179	3,596,353	2,423,943	2,446,746	22,803	0.94%
Charges for Services	13,056,494	13,265,761	13,281,128	14,253,184	14,288,217	35,033	0.25%
Fines & Forfeitures	466,112	582,999	389,578	319,700	332,700	13,000	4.07%
Interest & Other	2,208,550	2,224,014	2,064,440	653,751	608,754	(44,997)	-6.88%
Other Financing Sources	6,476,542	4,711,650	3,380,369	3,125,216	4,947,193	1,821,977	58.30%
Fund Balance / Net Assets	-	-	-	2,463,987	2,884,308	420,321	17.06%
Revenues	37,366,257	36,206,005	35,491,784	35,708,090	37,935,778	2,227,688	6.24%

# Revenues

## FY 2011-12 Budgeted Revenues

**\$37,935,778**

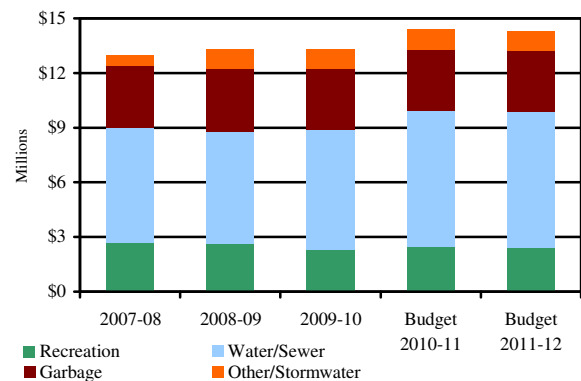


**Charges for Services (User Fees)** – The City levies user fees to fund the cost of regulating an activity or providing a service or facility. Charges for services are anticipated to generate approximately \$14.3 million and are the largest source of revenue for the City at 37.8%. Unlike taxes, these service charges are directly related to the service received. User fees include leisure services such as recreation programs, senior center, library, museum, and golf; water and sewer service; garbage collection; and stormwater management. Fees are set by City Council based on the cost of providing these services, reviewed and adjusted annually as part of the budget process, and published in the Comprehensive Fee Schedule. Revenues are budgeted based on historical usage and/or number of customers adjusted for current rates. This revenue source averages a 2.5% annual increase.

Water and sewer rates, which generate \$7.5M, will increase 3.0% on October 1 in accordance with a multi-year rate plan adopted by City Council in March 2010. The rate plan provides annual increases for inflation each October 1 through FY 2013-14.

Garbage fees account for \$3.3M in revenues and golf club fees account for \$2.0M in revenues.

Other fees – recreation program fees, park rentals, senior center, library, museum, cemetery sales, stormwater fee – comprise \$1.5M in revenues. No fee increases are proposed for these services.

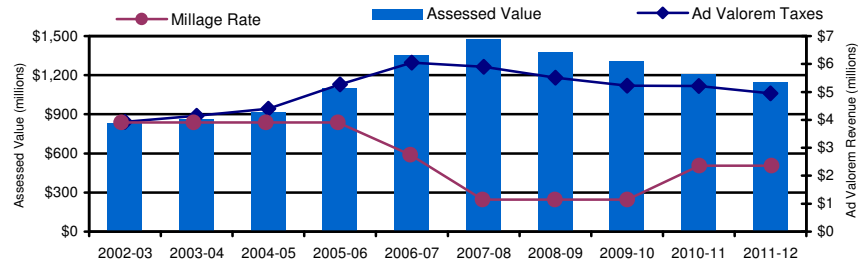


**Ad Valorem (Property) Taxes** – Ad valorem taxes levied by the City comprise \$5.0M or 13.2% of total revenues and contribute to 24% or \$4.1M of General Fund revenues and 57% or \$804K of Community Redevelopment Agency (CRA) Fund revenues. Funding from County property taxes comprises \$583K or 41% of CRA Fund revenues. Property tax revenues are allocated to the CRA Fund based on the growth in assessed value from the base year (i.e. year of CRA designation).

The City's 2011 gross taxable property value for operating purposes is \$1.149 billion, a decrease

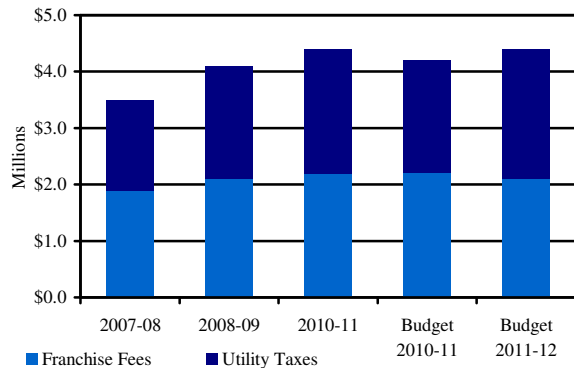


of \$60.9 million or 5.0% from the 2010 final gross taxable property value of \$1.210 billion. The budget is predicated on maintaining a millage rate of 4.5383, which generates \$277,582 less property tax revenue than the prior year due to decreases in property values. One mill equals \$1 per \$1000 of taxable property value.



Compared to ten years ago, General Fund property tax revenues are 16.6% higher and CRA Fund property tax revenues are 116.0% higher, yet the City's tax rate of 4.5383 mills is 8.7% less. However, the municipal cost index – which illustrates the effects of inflation on the cost of providing municipal services – is up 35.4% for the same period.

**Franchise Fees & Utility Taxes** – The City's franchise fee agreements provide a 6% rate on gross electric and gas sales of utility companies serving Fort Walton Beach. A \$1.75 per ton



sanitation host fee on garbage collected outside the City limits and brought to the transfer station is also collected per contract. Franchise fees comprise \$2.1M or 5.6% of revenues and have increased 2.7% per year on average over the last five years.

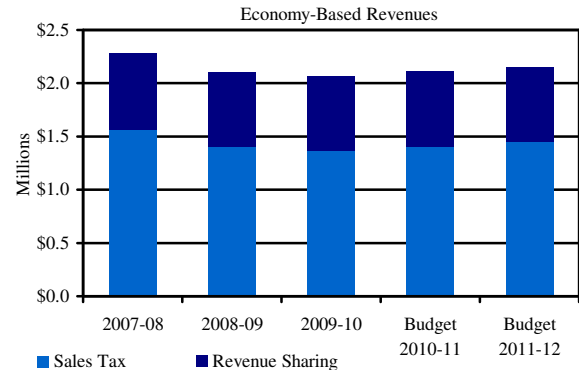
Utility taxes are contractually levied against electric, gas, and water revenues of local utility companies at the rate of 10% and have averaged a 10.2% annual increase over the past five years, in large part due to a \$20/month cap for residential

consumers, a \$50/month cap for non-residential consumers, and a 50 kilowatt/month exemption for residential use being eliminated effective October 1, 2008. Electric and natural gas utility taxes are based on 1973 fuel prices. Although the entire base rate is taxable, a large portion of these utility bills is exempt (since the current cost of these fuels is irrelevant) and the City's revenues will only increase if usage increases. Utility taxes are anticipated to generate \$2.3M or 6.1% of total revenues, and the budget reflects an increase of 14.7% or \$295K to fully recognize the removal of the caps and exemptions. Staff is now confident that the revenue increases in the past two years are actually the result of that change rather than attributable to unusually cold winters.

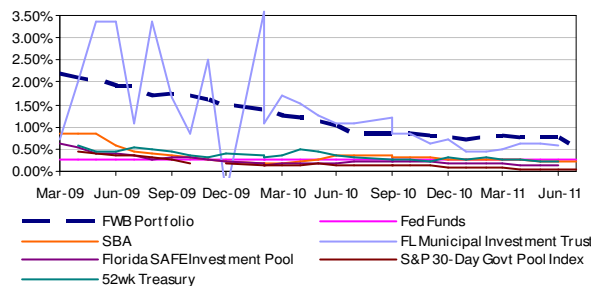
**Communication Services Tax** – This tax was created in FY 2001-02 as a flat tax rate for all communication services. The Department of Revenue collects the tax from vendors and remits the appropriate amounts to local jurisdictions. The Office of Economic and Demographic Research (EDR) provides revenue estimates for cities and counties. Based on information from EDR, \$1.7M is budgeted (4.4% of total revenues). This revenue stream has been notoriously unpredictable, and the budgeted amount reflects the FY11 annualized amount less the 36-month monthly adjustment ending in February 2012 as the result of a 2008 audit.

**Half-Cent Sales Tax** – This state-shared revenue distribution, anticipated to generate approximately \$1.5M or 3.8% of total revenues, is derived from net 6% state sales tax revenue and is the largest source of revenue sharing for local governments. The revenue estimate, also published by the Office of Economic and Demographic Research (EDR), is down 7.8% since FY 2008 but is finally beginning to rebound as the economy improves.

**Municipal Revenue Sharing** – This is funded by 1.3409% of sales and use tax collections, 12.5% of state alternative fuel user decal collections, and the net collections from the one-cent municipal fuel tax. This revenue estimate is also published by the Office of Economic and Demographic Research (EDR), and is budgeted at \$702K, which is 1.9% of total revenues. This revenue source is anticipated to remain flat in FY 2012. Although fuel prices are up, this revenue is predicated on consumption, which hasn't yet rebounded.

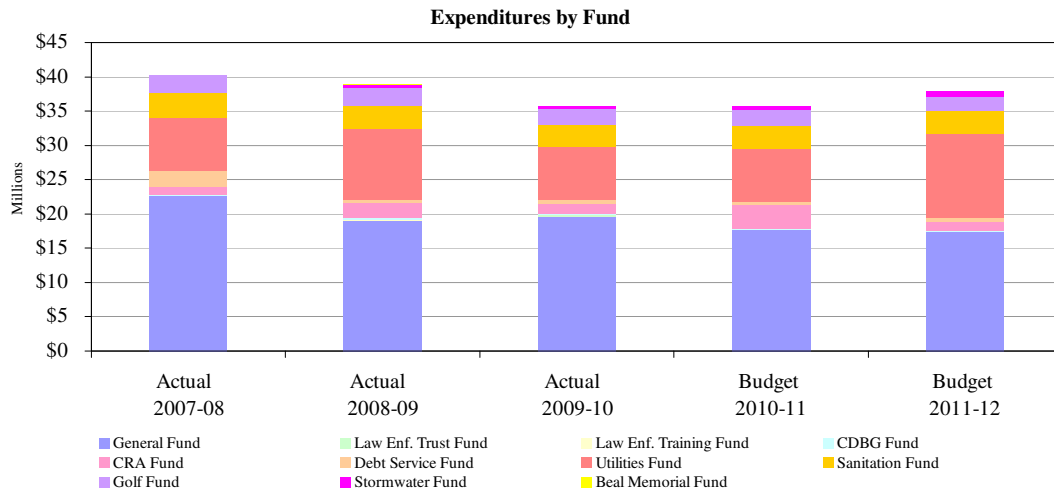


**Interest Income** – Interest earnings are budgeted at \$196K or 0.5% of total revenues and fluctuate based on the interest rate environment, the City's types of investments, and funds available for investment. Currently, \$28.8M is invested in certificates of deposit yielding 0.16% to 1.49%, money market bank accounts earning 0.1% to 0.50%, money market mutual funds earning 0.04% to 0.12%, and checking accounts earning 0.25%. About \$288K remains illiquid at the State Board of Administration (SBA). The City's conservative investment approach has consistently outperformed its benchmarks since the City began tracking its weighted average return in March 2009.

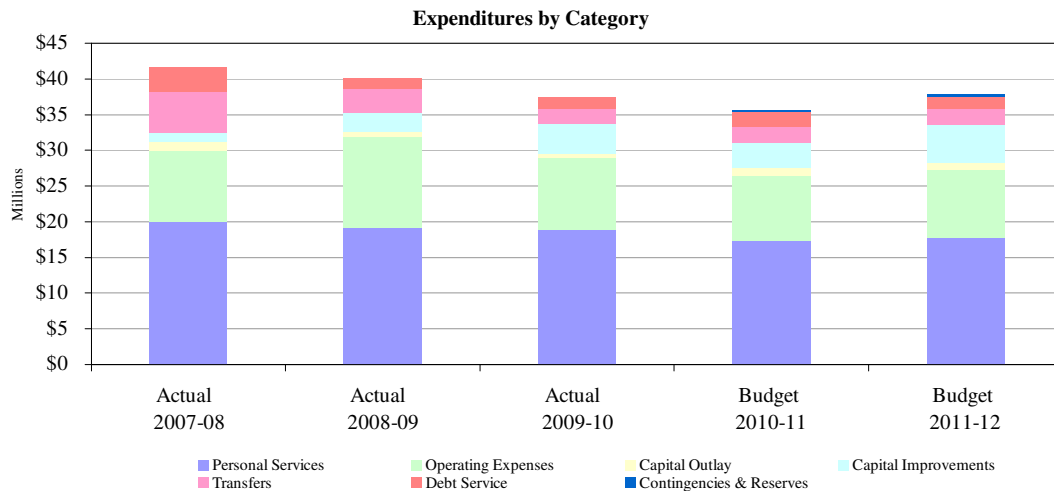


**Appropriation from Reserves** – Use of fund balance (governmental funds) or net assets (enterprise funds) – accounts for \$2.9M or 7.7% of total revenues:

- General Fund – \$35,320 from restricted fund balance; \$216,641 from assigned fund balance:
  - \$35,320 from restricted fund balance for Harvey Trust (funding bequeathed to the City for library purposes will be used to purchase books and publications).
  - \$1,840 from assigned fund balance for 4<sup>th</sup> of July (unspent prior year donations).
  - \$214,801 from assigned fund balance for subsequent year budget (performance incentive program for General and Golf fund employees, a police radio repeater, Garnier's Beach restroom replacement, parks truck, and fleet compressor).
- Law Enforcement Trust Fund – \$10,275 from unassigned fund balance for crime prevention and safe neighborhood activities (required per Florida Statute to spend 15% of prior year forfeitures on these types of activities).
- Utilities Fund - \$2,521,900 from restricted net assets (2005 Utility Bond proceeds) for sewer system rehabilitation and water & sewer line replacements.
- Stormwater Fund – \$100,172 from unrestricted net assets for drainage replacement.



	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12	\$ Variance	% Variance
General Fund	22,571,317	19,015,139	19,630,808	17,633,614	17,399,021	(234,593)	-1.33%
Law Enf. Trust Fund	82,345	71,522	233,922	12,825	13,275	450	3.51%
Law Enf. Training Fund	41,814	33,406	24,289	12,050	10,000	(2,050)	-17.01%
CDBG Fund	127,355	266,132	166,408	152,772	126,575	(26,197)	-17.15%
CRA Fund	1,149,956	2,302,897	1,522,533	3,580,362	1,416,522	(2,163,840)	-60.44%
Debt Service Fund	2,350,131	415,723	415,723	420,395	455,644	35,249	8.38%
Utilities Fund	7,705,407	10,286,251	7,823,386	7,716,168	12,360,728	4,644,560	60.19%
Sanitation Fund	3,608,574	3,461,817	3,214,884	3,376,275	3,340,600	(35,675)	-1.06%
Golf Fund	2,610,141	2,529,420	2,228,934	2,196,029	2,076,641	(119,388)	-5.44%
Stormwater Fund	-	495,323	389,951	565,000	694,172	129,172	22.86%
Beal Memorial Fund	-	67,650	15,555	42,600	42,600	-	0.00%
Expenditures	40,246,537	38,945,278	35,666,392	35,708,090	37,935,778	2,227,688	6.24%

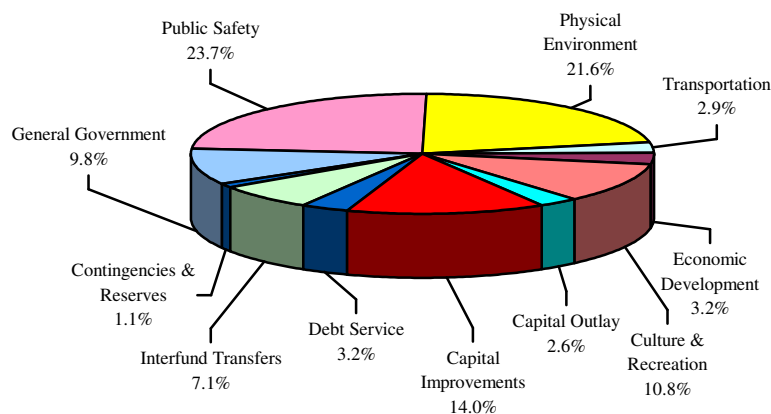


	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12	\$ Variance	% Variance
Personal Services	20,028,835	19,122,351	18,945,749	17,362,635	17,841,355	478,720	2.76%
Operating Expenses	9,873,113	12,777,291	10,013,339	9,173,808	9,405,494	231,686	2.53%
Capital Outlay	1,367,262	627,077	652,120	949,695	1,007,453	57,758	6.08%
Capital Improvements	1,200,708	2,784,744	4,170,211	3,607,098	5,339,945	1,732,847	48.04%
Debt Service	3,546,566	1,546,554	1,566,399	2,101,158	1,704,282	(396,876)	-18.89%
Transfers	5,684,353	3,315,213	2,016,267	2,197,498	2,264,423	66,925	3.05%
Contingencies & Reserves	-	-	-	316,199	372,826	56,627	17.91%
Reclass of Capital Outlay	(1,397,246)	(1,227,953)	(1,697,695)	-	-	-	0.00%
Expenditures	40,303,087	38,945,278	35,666,392	35,708,090	37,935,778	2,227,688	6.24%

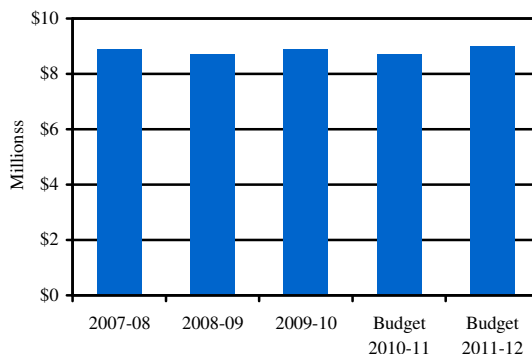
# Expenditures

## FY 2011-12 Budgeted Expenditures

\$37,935,778

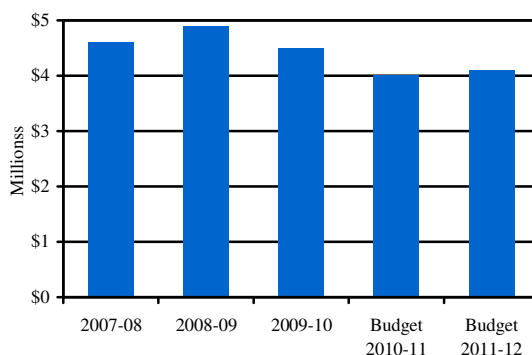


**Public Safety** – This category includes police and fire services and totals \$9.0M or 23.7% of total expenses. The \$282K or 3.2% increase is attributable to the hiring of three new police officers in the CRA to address the recent increase in vagrancy and criminal mischief in the target area. Police officers and sergeants voted to unionize in May 2009. However, negotiations are progressing very slowly and contracts have not yet been finalized. Firefighters and battalion chiefs are operating under one year contracts and have opted to not exercise any reopeners.



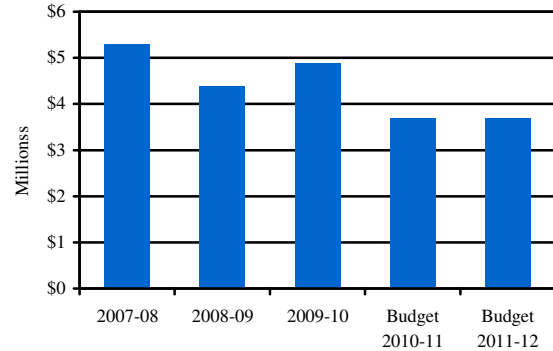
**Physical Environment** – This category comprises \$8.2M or 21.6% of total expenses and includes cemetery operations and the following enterprise activities: water, sewer, stormwater, and garbage. Cemetery revenues exceed expenses and enterprise activities do not rely on property taxes because services are funded by user fees. The \$359K or 4.6% increase in this category is attributable to certain ongoing expenses for water well and water tank maintenance being budgeted as operating expenses rather than capital outlay.

**Culture & Recreation** – This category equals \$4.1M or 10.8% of total expenses and includes parks & recreation programs and facilities, senior center, library, museums, and golf courses. Golf operations are intended to be self-sufficient through user fees and not rely on property taxes; however, continued assistance from the General Fund has been required. This year, for instance, the employee performance incentive will be funded with General Fund reserves since the Golf Fund has no reserves. A portion of the other leisure services expenses are offset by revenues such as facility and park rentals, youth and adult athletic fees, and museum entrance fees. This category is budgeted to increase \$112K or 2.8% due to the reclassification of the Museum Marketing Coordinator (CRA Fund-Community & Economic Development) to Museum Education



Coordinator (General Fund-Culture & Recreation) and a 25% pension contribution increase for general employees. This category has declined \$478K or 10.3% over the past five years due to budget constraints.

**General Government** – This category is \$3.7M or 9.8% of total expenses and includes the following departments: City Council, City Manager, Administrative Services (human resources, risk management, information technology), City Clerk, Financial Services (accounting, purchasing), as well as Fleet and Facilities. These units of the City government are funded from ad valorem tax proceeds and provide support services to other departments and information to the public. This category has declined \$1.6M or 30.7% over the past five years due to staffing and operational budget cuts, as well as property & casualty insurance returning to pre-reinsurance spike levels as a result of the 2004 & 2005 Florida hurricane seasons.



**Capital Improvements** – This category accounts for \$5.3M or 14.0% of total expenses and includes the acquisition, construction, replacement, or renovation of facilities and infrastructure with a value greater than \$25,000 and a useful life of ten years or more (e.g. buildings, parks, streets, water and sewer lines). Planned capital improvements are identified in the City's five-year Capital Improvements Program, but projects may be delayed or completed in phases due to funding constraints. The funding level varies annually based on identified needs and whether the projects will be debt-financed or paid from current revenues. Projects budgeted in FY 2011-12 include: street resurfacing, sidewalk construction, water and sewer line replacement, pump station #1 force main replacement, sewer system grouting and lining, and Gary Smith Honda drainage replacement.

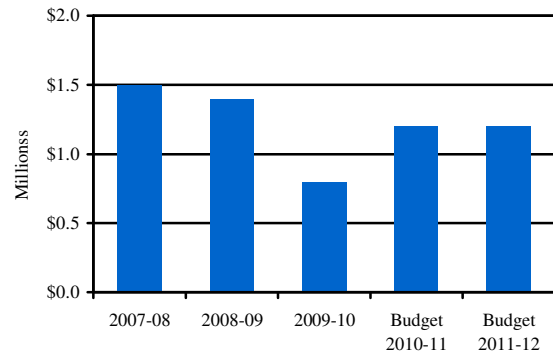
**Interfund Transfers** – The City's interfund transfers represent \$2.7M or 7.1% of total expenses. Enterprise fund transfers to the General Fund are based on the Cost Allocation Plan, which provides reasonable and proportionate reimbursement for services provided to the enterprise funds such as city clerk, city council (including city attorney), city manager, administrative services (i.e. human resources, risk management, information technology), financial services (i.e. budget, grants, accounting, accounts payable, payroll, purchasing), and engineering services (i.e. engineering, fleet, facilities). At the budget meeting in August, City Council waived large portions of the transfers to permit the Golf Fund to retain revenues for operational use and to permit the Stormwater Fund to retain revenues for capital projects.

The General Fund transfers \$456K to the Debt Service Fund for principal and interest payments and \$30K (20% of lot sales) to the Beal Memorial Cemetery Fund for investment for perpetual care once all locations are sold. The Sanitation Fund transfers \$38K to the Utilities Fund to offset a proportionate share of customer service division expenses.

**Debt Service** – This category totals \$1.2M or 3.2% of total expenses and includes principal and interest payments for the City's equipment and facilities funded via capital lease/purchase, bond issue, or other debt financing.

**Community/Economic Development** – This category totals \$1.2M or 3.2% of total expenses and includes planning, building & zoning, code enforcement, Community Development Block Grant (CDBG), and Community Redevelopment Agency (CRA). Building permit fees, plan review fees, and code enforcement fines offset a portion of these expenses in the General Fund.

This category is unchanged due to the fact that there are no operational changes in any of these functions.



**Transportation** – This category represents \$1.1M or 2.9% of total expenses and includes the following activities: engineering, streets, and right-of-way. Street resurfacing expenses are funded from local option fuel tax proceeds. A decrease of \$638K or 36.8% in this category has been achieved over the last five years largely attributable to transitioning to inmate labor for right-of-way maintenance.

**Capital Outlay** – This category is \$1.0M or 2.6% of total expenses and includes the purchase of computers, vehicles, equipment, and other assets with a value greater than \$500 and a useful life of more than one year. In addition to computers and various pieces of equipment, the following vehicle replacements are budgeted in the amount of \$600K: four police patrol vehicles, one ½ ton parks truck, one ½ ton water operations truck, one 1 ton water distribution truck, one water distribution survey van, one sanitation side loader, and one sanitation front loader.

**Contingencies** – Contingency funds total \$145K or 0.4% of total expenses and are budgeted to guard against unanticipated price increases (e.g. fuel, utilities), emergency repairs, or revenue shortfalls. Though City practice is to budget 1% of personnel and operating expenses as contingency funds, this amount is not achieved in the General or Golf funds due to fiscal constraints.

	1%	Budgeted
General Fund	163,527	64,326
Utilities Fund	52,828	52,830
Sanitation Fund	24,207	24,210
Golf Fund	17,620	0
Stormwater Fund	3,749	3,750

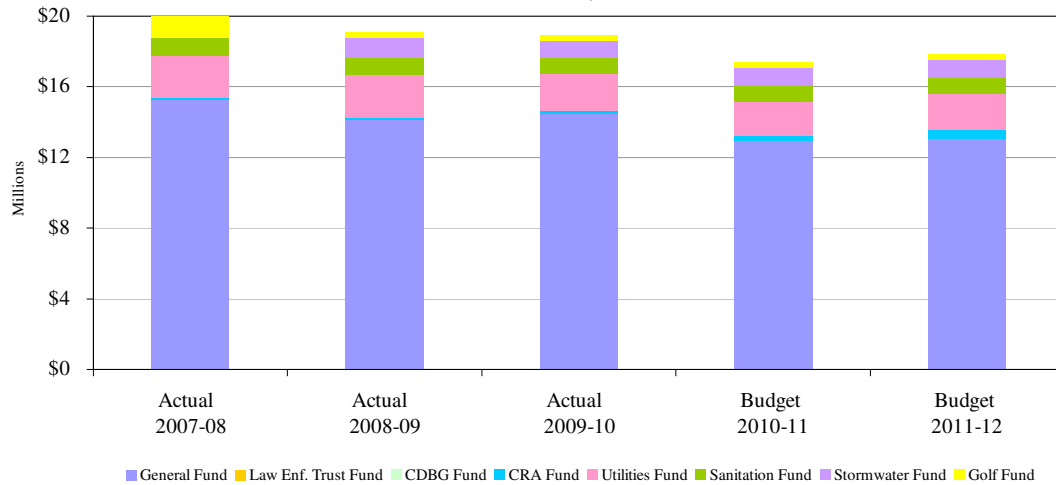
**Reserves** – Reserve funds are budgeted when revenues exceed expenses or to rebuild net assets in the enterprise funds. Reserves are budgeted in the Utilities Fund, comprising \$227K or 0.6% of total expenses.



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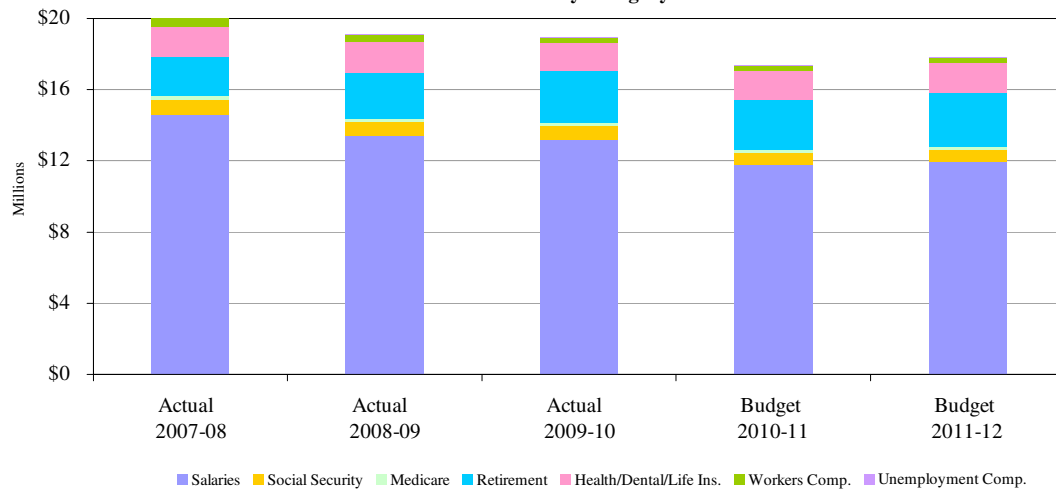
	Personal Services	Operating Expenses	Capital Outlay	Capital Improv.	Debt Service	Transfers Out	2011-12 Budget	2010-11 Budget	Budget Change	
									\$	%
City Council	91,746	233,131	-	-	-	-	324,877	390,233	(65,356)	-16.7%
City Manager	227,153	4,582	-	-	-	-	231,735	286,165	(54,430)	-19.0%
Administrative Services	198,449	72,247	-	-	-	-	270,696	263,312	7,384	2.8%
Risk Management	-	426,360	-	-	-	-	426,360	505,342	(78,982)	-15.6%
Information Technology	190,805	159,278	16,675	-	-	-	366,758	379,504	(12,746)	-3.4%
City Clerk	146,583	43,916	-	-	-	-	190,499	187,149	3,350	1.8%
Finance	487,963	109,779	-	-	-	-	597,742	572,982	24,760	4.3%
Purchasing	127,451	8,926	-	-	-	-	136,377	147,091	(10,714)	-7.3%
Police	4,548,132	530,790	118,168	-	174,379	-	5,371,469	5,287,741	83,728	1.6%
Fire	3,305,089	197,704	-	-	210,772	-	3,713,565	3,813,092	(99,527)	-2.6%
Recreation	600,977	349,921	-	-	-	-	950,898	1,044,492	(93,594)	-9.0%
Parks	518,787	156,834	24,700	-	-	-	700,321	706,821	(6,500)	-0.9%
Right-of-Way	60,792	118,833	650	-	-	-	180,275	164,389	15,886	9.7%
Senior Center	69,882	42,147	-	-	-	-	112,029	107,970	4,059	3.8%
Library	324,468	97,255	30,250	-	22,261	-	474,234	461,139	13,095	2.8%
Museum	161,730	53,059	-	-	-	-	214,789	172,727	42,062	24.4%
Cemetery	151,830	122,384	21,560	-	-	29,600	325,374	282,000	43,374	15.4%
Engineering Services	373,996	36,527	-	-	-	-	410,523	389,233	21,290	5.5%
Planning & Zoning	55,951	20,213	-	-	-	-	76,164	138,801	(62,637)	-45.1%
Bldg Insp/Permitting	203,233	29,481	-	-	-	-	232,714	217,627	15,087	6.9%
Code Enforcement	139,213	10,679	-	-	-	-	149,892	163,328	(13,436)	-8.2%
Fleet	379,751	54,140	2,225	-	-	-	436,116	414,846	21,270	5.1%
Facilities	384,236	221,788	-	-	48,232	-	654,256	662,068	(7,812)	-1.2%
Streets	218,639	285,774	-	145,000	-	-	649,413	685,993	(36,580)	-5.3%
Non-Departmental	100,000	74,526	-	-	-	27,419	201,945	189,569	12,376	6.5%
<b>General Fund</b>	<b>13,066,856</b>	<b>3,460,274</b>	<b>214,228</b>	<b>145,000</b>	<b>455,644</b>	<b>57,019</b>	<b>17,399,021</b>	<b>17,633,614</b>	<b>(234,593)</b>	<b>-1.3%</b>
<b>Law Enf. Trust Fund</b>	<b>3,000</b>	<b>10,275</b>				<b>-</b>	<b>13,275</b>	<b>12,825</b>	<b>450</b>	<b>3.5%</b>
<b>Law Enf. Training Fund</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>12,050</b>	<b>(2,050)</b>	<b>-17.0%</b>
<b>CDBG Fund</b>	<b>11,078</b>	<b>63,887</b>	<b>-</b>	<b>28,295</b>	<b>-</b>	<b>23,315</b>	<b>126,575</b>	<b>152,772</b>	<b>(26,197)</b>	<b>-17.1%</b>
Police-CRA	370,193	19,608	95,100	-	-	-	484,901	-	484,901	100.0%
CRA	112,657	534,435	15,000	192,500	-	77,029	931,621	3,580,362	(2,648,741)	-74.0%
<b>CRA Fund</b>	<b>482,850</b>	<b>554,043</b>	<b>110,100</b>	<b>192,500</b>	<b>-</b>	<b>77,029</b>	<b>1,416,522</b>	<b>3,580,362</b>	<b>(2,163,840)</b>	<b>-60.4%</b>
<b>Debt Service Fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>455,644</b>	<b>-</b>	<b>455,644</b>	<b>420,395</b>	<b>35,249</b>	<b>8.4%</b>
Customer Service	221,028	152,602	-	-	-	-	373,630	362,423	11,207	3.1%
Utility Services	435,028	163,038	11,500	-	-	-	609,566	553,301	56,265	10.2%
Water Operations	443,624	446,144	23,700	-	133,445	-	1,046,913	1,051,440	(4,527)	-0.4%
Water Distribution	215,652	108,652	71,155	177,150	261,154	-	833,763	616,529	217,234	35.2%
Sewer Collect & Treatmt	674,347	2,422,716	115,150	4,497,000	327,075	-	8,036,288	4,019,254	4,017,034	99.9%
Non-Departmental	15,000	52,830	-	-	-	1,392,738	1,460,568	1,113,221	347,347	31.2%
<b>Utilities Fund</b>	<b>2,004,679</b>	<b>3,345,982</b>	<b>221,505</b>	<b>4,674,150</b>	<b>721,674</b>	<b>1,392,738</b>	<b>12,360,728</b>	<b>7,716,168</b>	<b>4,644,560</b>	<b>60.2%</b>
Solid Waste	941,767	1,478,898	438,120	-	-	-	2,858,785	2,620,242	238,543	9.1%
Non-Departmental	1,500	24,210	-	-	-	456,105	481,815	756,033	(274,218)	-36.3%
<b>Sanitation Fund</b>	<b>943,267</b>	<b>1,503,108</b>	<b>438,120</b>	<b>-</b>	<b>-</b>	<b>456,105</b>	<b>3,340,600</b>	<b>3,376,275</b>	<b>(35,675)</b>	<b>-1.1%</b>
Golf Operations	379,804	289,624	3,500	-	-	-	672,928	783,913	(110,985)	-14.2%
Grounds Maintenance	662,061	430,615	20,000	-	71,320	-	1,183,996	1,171,373	12,623	1.1%
Non-Departmental	500	-	-	-	-	219,217	219,717	240,743	(21,026)	-8.7%
<b>Golf Fund</b>	<b>1,042,365</b>	<b>720,239</b>	<b>23,500</b>	<b>-</b>	<b>71,320</b>	<b>219,217</b>	<b>2,076,641</b>	<b>2,196,029</b>	<b>(119,388)</b>	<b>-5.4%</b>
Stormwater	286,760	88,162	-	300,000	-	-	674,922	544,442	130,480	24.0%
Non-Departmental	500	3,750	-	-	-	15,000	19,250	20,558	(1,308)	-6.4%
<b>Stormwater Fund</b>	<b>287,260</b>	<b>91,912</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>15,000</b>	<b>694,172</b>	<b>565,000</b>	<b>129,172</b>	<b>22.9%</b>
<b>Beal Memorial Fund</b>	<b>-</b>	<b>18,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,000</b>	<b>42,600</b>	<b>42,600</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL ALL FUNDS</b>	<b>17,841,355</b>	<b>9,778,320</b>	<b>1,007,453</b>	<b>5,339,945</b>	<b>1,704,282</b>	<b>2,264,423</b>	<b>37,935,778</b>	<b>35,708,090</b>	<b>2,227,688</b>	<b>6.2%</b>

**Personal Services by Fund**



	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12	\$ Variance	% Variance
General Fund	15,259,342	14,164,914	14,479,590	12,968,866	13,066,856	97,990	0.76%
Law Enf. Trust Fund	3,594	2,450	2,926	3,000	3,000	-	0.00%
Law Enf. Training Fund	29,692	25,852	19,898	-	-	-	0.00%
CDBG Fund	13,413	5,426	9,480	11,064	11,078	14	0.13%
CRA Fund	78,453	80,598	158,977	247,164	482,850	235,686	95.36%
Utilities Fund	2,451,887	2,395,486	2,049,687	1,952,512	2,004,679	52,167	2.67%
Sanitation Fund	957,011	1,001,362	890,829	883,842	943,267	59,425	6.72%
Stormwater Fund	-	1,121,356	1,022,008	1,014,522	1,042,365	27,843	2.74%
Golf Fund	1,235,442	324,907	312,354	281,665	287,260	5,595	1.99%
Personal Services	20,028,834	19,122,351	18,945,749	17,362,635	17,841,355	478,720	2.76%

**Personal Services by Category**



	Actual 2007-08	Actual 2008-09	Actual 2009-10	Budget 2010-11	Budget 2011-12	\$ Variance	% Variance
Salaries	14,572,051	13,427,514	13,186,784	11,786,356	11,955,470	169,114	1.43%
Social Security	855,415	787,983	772,312	680,477	672,532	(7,945)	-1.17%
Medicare	202,741	183,699	181,889	159,142	157,293	(1,849)	-1.16%
Retirement	2,222,095	2,554,228	2,952,508	2,792,751	3,031,818	239,067	8.56%
Health/Dental/Life Ins.	1,651,098	1,725,349	1,527,524	1,629,559	1,676,113	46,554	2.86%
Workers Comp.	505,861	405,726	290,697	289,350	298,129	8,779	3.03%
Unemployment Comp.	19,573	37,852	34,035	25,000	50,000	25,000	100.00%
Personal Services	20,028,834	19,122,351	18,945,749	17,362,635	17,841,355	478,720	2.76%



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	Wages	Service Awards	Incentive/ Merit Pay	Add Pays	Gross Wages	Overtime & Holiday	Total Wages
City Council	39,488	-	-	-	39,488	-	39,488
City Manager	149,193	-	1,949	-	151,142	-	151,142
Administrative Services	146,531	-	2,924	-	149,455	-	149,455
Information Technology	127,095	-	1,949	1,800	130,844	-	130,844
City Clerk	112,933	-	2,437	1,200	116,570	-	116,570
Finance	334,512	-	6,823	-	341,335	-	341,335
Purchasing	92,756	-	2,437	-	95,193	-	95,193
Police	2,698,713	1,246	22,408	88,533	2,810,900	100,000	2,910,900
Fire	1,654,049	379	36,064	142,408	1,832,900	280,361	2,113,261
Recreation	446,257	109	13,461	-	459,827	500	460,327
Parks	304,126	325	10,722	-	315,173	4,250	319,423
Right-of-Way	36,371	-	975	-	37,346	100	37,446
Senior Center	50,114	-	1,803	-	51,917	-	51,917
Library	246,840	163	7,895	-	254,898	-	254,898
Museum	111,845	-	3,509	-	115,354	-	115,354
Cemetery	86,867	55	2,924	-	89,846	2,875	92,721
Engineering Services	259,764	217	4,874	-	264,855	-	264,855
Planning & Zoning	44,873	-	975	-	45,848	-	45,848
Bldg Insp/Permitting	151,110	-	2,924	-	154,034	-	154,034
Code Enforcement	91,382	217	1,949	-	93,548	-	93,548
Fleet	259,249	109	8,529	-	267,887	250	268,137
Facilities	258,515	217	7,798	-	266,530	6,000	272,530
Streets	144,636	109	5,361	-	150,106	1,000	151,106
Non-Departmental	50,000	-	-	-	50,000	-	50,000
<b>General Fund</b>	<b>7,897,219</b>	<b>3,146</b>	<b>150,690</b>	<b>233,941</b>	<b>8,284,996</b>	<b>395,336</b>	<b>8,680,332</b>
<b>Law Enf. Trust Fund</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>
<b>CDBG Fund</b>	<b>10,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,030</b>	<b>-</b>	<b>10,030</b>
Police-CRA	210,737	-	-	13,721	224,458	10,000	234,458
CRA	73,374	-	2,924	-	76,298	-	76,298
<b>CRA Fund</b>	<b>284,111</b>	<b>-</b>	<b>2,924</b>	<b>13,721</b>	<b>300,756</b>	<b>10,000</b>	<b>310,756</b>
Customer Service	160,509	163	5,361	-	166,033	-	166,033
Utility Services	291,046	325	6,579	-	297,950	-	297,950
Water Operations	288,313	109	8,772	-	297,194	4,550	301,744
Water Distribution	131,503	-	4,874	-	136,377	9,100	145,477
Sewer Collect & Treatmt	391,858	55	11,696	-	403,609	36,000	439,609
Non-Departmental	15,000	-	-	-	15,000	-	15,000
<b>Utilities Fund</b>	<b>1,278,229</b>	<b>652</b>	<b>37,282</b>	<b>-</b>	<b>1,316,163</b>	<b>49,650</b>	<b>1,365,813</b>
Solid Waste	553,756	488	18,519	-	572,763	26,767	599,530
Non-Departmental	1,500	-	-	-	1,500	-	1,500
<b>Sanitation Fund</b>	<b>555,256</b>	<b>488</b>	<b>18,519</b>	<b>-</b>	<b>574,263</b>	<b>26,767</b>	<b>601,030</b>
Golf Operations	308,365	271	12,067	-	320,703	-	320,703
Grounds Maintenance	450,024	217	15,352	-	465,593	5,800	471,393
Non-Departmental	500	-	-	-	500	-	500
<b>Golf Fund</b>	<b>758,889</b>	<b>488</b>	<b>27,419</b>	<b>-</b>	<b>786,796</b>	<b>5,800</b>	<b>792,596</b>
Stormwater	184,510	55	5,848	-	190,413	1,000	191,413
Non-Departmental	500	-	-	-	500	-	500
<b>Stormwater Fund</b>	<b>185,010</b>	<b>55</b>	<b>5,848</b>	<b>-</b>	<b>190,913</b>	<b>1,000</b>	<b>191,913</b>
<b>TOTAL ALL FUNDS</b>	<b>10,971,744</b>	<b>4,829</b>	<b>242,682</b>	<b>247,662</b>	<b>11,466,917</b>	<b>488,553</b>	<b>11,955,470</b>

Social Security	Pension Medicare	Retirement Defined Benefit	Health, Dental & Life Ins.	Work Comp	Unempl. Comp	Total Benefits	FY 2011-12 TOTAL
2,448	573	-	-	49,155	82	-	91,746
9,579	2,241	49,875	-	13,985	331	-	227,153
8,353	1,954	11,736	6,986	19,661	304	-	198,449
7,305	1,709	32,473	-	18,206	268	-	190,805
7,168	1,677	12,227	3,536	5,160	245	-	146,583
19,432	4,545	77,396	3,961	40,591	703	-	487,963
5,516	1,290	13,835	1,857	9,567	193	-	127,451
167,536	39,181	781,959	9,023	410,289	64,031	-	4,382,919
121,888	28,506	598,252	-	249,534	59,863	-	3,171,304
26,881	6,287	59,280	4,011	32,355	11,836	-	600,977
16,626	3,888	61,482	3,680	104,646	9,042	-	518,787
1,939	454	9,293	-	9,202	2,458	-	60,792
2,919	683	8,182	-	4,784	1,397	-	69,882
14,935	3,493	40,830	-	9,552	760	-	324,468
6,632	1,551	18,338	1,354	18,269	232	-	161,730
4,711	1,102	22,195	-	26,641	4,460	-	151,830
15,353	3,591	66,370	-	23,287	540	-	373,996
2,690	629	-	2,244	4,447	93	-	55,951
8,958	2,095	8,758	8,446	18,269	2,673	-	203,233
5,376	1,258	23,348	-	13,648	2,035	-	139,213
14,676	3,433	62,074	-	25,540	5,891	-	379,751
15,205	3,557	58,177	2,312	20,063	12,392	-	384,236
8,378	1,960	21,545	2,405	23,469	9,776	-	218,639
-	-	-	-	-	50,000	50,000	100,000
494,504	115,657	2,037,625	49,815	1,150,320	189,605	50,000	12,767,858
-	-	-	-	-	-	-	3,000
622	145	-	-	-	281	-	1,048
13,652	3,194	71,391	-	41,194	6,304	-	370,193
4,361	1,020	-	4,190	25,980	808	-	112,657
18,013	4,214	71,391	4,190	67,174	7,112	-	482,850
9,461	2,213	20,081	5,329	17,578	333	-	221,028
16,625	3,888	55,527	4,137	52,007	4,894	-	435,028
16,504	3,860	73,664	-	38,306	9,546	-	443,624
7,849	1,836	28,434	1,011	24,516	6,529	-	215,652
21,606	5,053	94,552	1,090	98,729	13,708	-	674,347
-	-	-	-	-	-	-	15,000
72,045	16,850	272,258	11,567	231,136	35,010	-	2,004,679
31,249	7,308	118,177	4,562	135,302	45,639	-	941,767
-	-	-	-	-	-	-	1,500
31,249	7,308	118,177	4,562	135,302	45,639	-	943,267
18,802	4,397	23,641	-	7,567	4,694	-	379,804
26,555	6,210	95,610	2,022	53,735	6,536	-	662,061
-	-	-	-	-	-	-	500
45,357	10,607	119,251	2,022	61,302	11,230	-	1,042,365
10,742	2,512	39,809	2,153	30,879	9,252	-	286,760
-	-	-	-	-	-	-	500
10,742	2,512	39,809	2,153	30,879	9,252	-	287,260
672,532	157,293	2,658,511	74,309	1,676,113	298,129	50,000	17,542,357

state contribution police 165,213  
state contribution fire 133,785  
17,841,355

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Department	Actual			Budget 2010-11	Mid Year Changes		Budget Changes		Budget 2011-12
	2007-08	2008-09	2009-10						
City Manager	3.00	2.00	2.00	3.00	(1.00)	(a)			2.00
Administrative Services	7.00	7.75	7.75	5.50	(0.50)	(b)			5.00
City Clerk	3.00	3.00	3.00	2.50					2.50
Financial Services	20.00	16.50	17.00	14.75	0.25	(c)			15.00
Police Services	73.05	68.05	67.59	67.59	0.40	(d)	3.00	(i)	70.99
Fire Services	39.00	38.00	38.00	38.00	(1.00)	(e)			37.00
Recreation Services	86.44	88.81	83.02	73.85		(f)	(0.94)	(j)	72.91
Engineering Services	125.00	105.37	94.12	92.55	0.20	(g)	0.25	(h)(i)(k)	93.00
<b>Total Funded FTE's</b>	<b>356.49</b>	<b>329.48</b>	<b>312.48</b>	<b>297.74</b>	<b>(1.65)</b>		<b>2.31</b>		<b>298.40</b>
Frozen/Unfunded FTE's	5.80								
<b>Total Authorized FTE's</b>	<b>362.29</b>	<b>329.48</b>	<b>312.48</b>	<b>297.74</b>	<b>(1.65)</b>		<b>2.31</b>		<b>298.40</b>

2010-11 Mid-Year Changes

	Impact
(a) Vacant Public Information Officer eliminated	(64,651)
(b) Staff Assistant increased from 0.5 to 1.0 FTE	22,823
(b) Risk Management Specialist eliminated through attrition	(51,850)
(c) Reclassed Accountant 0.75 FTE to Accounting Technician II 1.0 FTE	939
(c) Reclassed Buyer from 1.0 to 0.5 FTE	(40,127)
(c) Reclassed Staff Assistant I 0.5 FTE to Staff Assistant II 1.0 FTE	22,861
(d) Increased Reserve Police Officers from 0.32 to 0.72 FTE	-
(e) Eliminated Deputy Fire Chief	(121,392)
(f) Reclassed Museum Marketing Coordinator (CRA Fund) to Museum Program Coordinator (General Fund)	(11,185)
(g) Service Worker II-Sewer increased from 0.8 to 1.0 FTE	15,839
	<u>(\$226,743)</u>

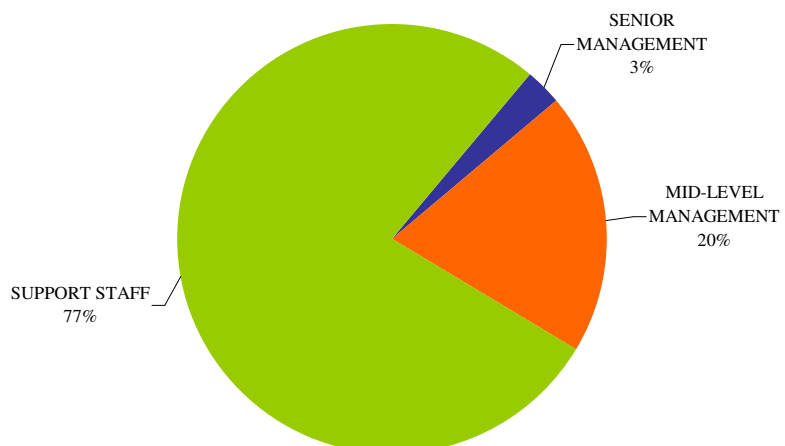
2011-12 Budget Changes

(h) Eliminated one Meter Service Worker	(22,396)
(i) Added three CRA Police Officers	222,932
(i) Added one CRA Service Worker I in lieu of contract labor	33,165
(j) Reclassed two vacant Golf Club Attendants 0.94 FTE from paid positions to Marshals	(17,584)
(k) Reclassed Sanitation Staff Assistant from 0.75 FTE to 1.0 FTE	11,393
	<u>227,510</u>
<b>Grand Total Payroll Changes</b>	<b>\$767</b>

	Actual						Mid-Year		Budget	
	2007-08		2008-09		2009-10		2010-11		2011-12	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
<b>City Manager</b>	3		2		2		2		2	
<b>Administrative Services</b>	7		7	1						
Administrative Services					4		3		3	
Risk Management					1					
Information Technology					2	1	2		2	
<b>City Clerk</b>	3		3		3		2	1	2	1
<b>Finance</b>	20		16	1						
Finance					7		7		7	
Purchasing					2		2	1	2	1
Customer Service					7	1	5	1	5	1
<b>Police</b>	67	25	64	25	62	23	62	33	65	33
<b>Fire</b>	39		39		38		37		37	
<b>Recreation Services</b>	60	56	64	57						
Recreation					12	11	7	15	7	15
Parks					10	1	11		11	
Right-of-Way					7		1		1	
Senior Center					1	3	1	3	1	3
Library					5	7	4	6	4	6
Museum					4	2	2	1	3	1
Cemetery					3		3		3	
CDBG						4		4		4
Golf					18	25	16	27	16	25
<b>Engineering Services</b>	124	2	111	1						
Engineering Services					7		5		5	
Planning & Zoning							1		1	
Bldg Inspections & Permitting					3		3		3	
Code Enforcement					2		2		2	
Fleet					10		8	1	8	1
Facilities					11		8		8	
Streets					6	1	5	1	5	1
CRA					1		3		3	
Utility Services					2		6	1	6	1
Water Operations					7		10		9	
Water Distribution					6		5		5	
Sewer Collection & Treatment					18		12		12	
Sanitation					18	2	18	1	19	
Stormwater					8		6		6	
<b>Total</b>	<b>323</b>	<b>83</b>	<b>306</b>	<b>85</b>	<b>287</b>	<b>81</b>	<b>259</b>	<b>96</b>	<b>263</b>	<b>93</b>
<b>Total Funded Positions</b>	<b>406</b>		<b>391</b>		<b>368</b>		<b>355</b>		<b>356</b>	
Frozen/Unfunded Positions	5	8	4							
<b>Total Authorized Positions</b>	<b>419</b>		<b>395</b>		<b>368</b>		<b>355</b>		<b>356</b>	

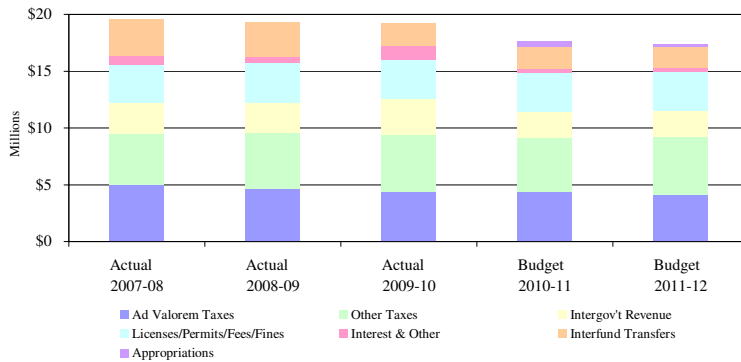
<b><u>SENIOR MANAGEMENT</u></b>	<b>BUDGET 2011-12</b>	<b><u>SUPPORT STAFF (TECHNICAL &amp; SERVICE DELIVERY)</u></b>	<b>BUDGET 2011-12</b>	<b><u>SUPPORT STAFF (TECHNICAL &amp; SERVICE DELIVERY)</u></b>	<b>BUDGET 2011-12</b>
City Manager (Charter Officer)	1.00	Accounting Technician I	2.50	Lift Station Mechanic	1.00
City Clerk (Charter Officer)	1.00	Accounting Technician II	4.00	Maintenance Technician	3.00
Administrative Services Director	1.00	Administrative Coordinator	1.00	Meter Service Worker	1.00
Eng & Util Director (City Engineer)	1.00	Adult Services Librarian	1.00	Museum Assistant I	0.60
Finance Director	1.00	Athletic Coordinator	1.00	Museum Operations Coordinator	1.00
Fire Chief	1.00	Budget & Grants Manager	1.00	Museum Program Coordinator	1.00
Recreation Services Director	1.00	Building Inspector	1.00	Parks Attendant	2.36
Police Chief	1.00	Buyer	0.50	Permit Specialist	1.00
<b>FTE TOTAL</b>	<b>8.00</b>	Cart/Range Attendant	3.42	Personnel Analyst	1.00
% of Total Staff	3%	Chemical Specialist	1.00	Police Officer	39.00
		Childrens Services Librarian	1.00	Pretreatment Coordinator	1.00
		City Planner	1.00	Project Manager	1.00
<b><u>MID-LEVEL MANAGEMENT</u></b>	<b>BUDGET 2011-12</b>	Code Inspector II	1.00	Purchasing Agent	1.00
Assistant City Clerk	1.00	Code Inspector I	1.00	Records Clerk	2.50
Battalion Chief	3.00	Collection Systems Worker	3.00	Recreation Specialist	3.37
Cemetery Supervisor	1.00	Communications Officer	7.97	Refuse Collector	3.00
Center Manager	3.73	CRA Coordinator	1.00	Reserve Police Officer	0.72
Collection System Supervisor	1.00	Custodial Worker	5.01	School Crossing Guard	0.92
Communications Supervisor	1.00	Data Processing Coordinator	1.00	Sanitation Operator I	5.00
Comptroller	1.00	Driver Engineer	9.00	Sanitation Operator II	8.00
Construction Manager	1.00	Engineering Aide	1.00	Senior Accountant	1.00
Customer Service Administrator	1.00	Equipment Mechanic I	1.00	Senior GIS/CAD Analyst	1.00
Development Services Manager	1.00	Equipment Mechanic II	3.00	Senior Staff Assistant	2.00
Engineering Services Manager	1.00	Equipment Mechanic III	2.00	Service Worker I	9.00
Fire Captain	7.00	Equipment Mechanic/Welder	1.00	Service Worker II	14.50
Fire Marshal	1.00	Evidence Technician	1.00	Service Worker III	5.00
Fleet Supervisor	1.00	Executive Assistant	1.00	Staff Assistant I	0.50
Foreman I	3.00	Firefighter	15.00	Staff Assistant II	9.25
Foreman II	2.00	GIS/CAD Analyst	2.00	Survey Party Chief	1.00
Golf Club Manager	1.00	Golf Club Attendant	6.45	Traffic Technician I	1.00
Golf Club Superintendent	1.00	Greenskeeper	10.75	Traffic Technician II	1.00
Golf Operations Assistant	1.00	Heavy Equipment Operator	4.00	Water Treatment Operator	6.00
Grounds Maintenance Supervisor	1.00	Inventory Specialist	0.75	Welder	1.00
Information Technology Director	1.00	Laboratory Manager	1.00	<b>FTE TOTAL</b>	<b>231.67</b>
Lead Equipment Mechanic	2.00	Library Assistant I	2.10	% of Total Staff	78%
Library Director	1.00	Library Assistant II	2.50		
Maintenance Specialist	1.00			<b>FULL TIME EQUIVALENT TOTAL</b>	<b>298.40</b>
Museum Manager	1.00				
Police Captain	2.00				
Police Sergeant	9.00				
Records Supervisor	1.00				
Recreation Coordinator	1.00				
Recreation Supervisor	1.00				
Sanitation Supervisor	1.00				
Support Services Supervisor	1.00				
Stormwater Supervisor	1.00				
Utilities Supervisor	1.00				
Water Operations Manager	1.00				
<b>FTE TOTAL</b>	<b>58.73</b>				
% of Total Staff	20%				

Full-Time Equivalent Staffing by Type



The General Fund encompasses 45.9% of the City's activities and services and accounts for all financial resources not accounted for in other funds. Services such as police and fire protection, building inspection and code enforcement, recreation, grounds maintenance, along with internal support functions such as human resources, finance, purchasing, information technology, and fleet and facility maintenance are funded here.

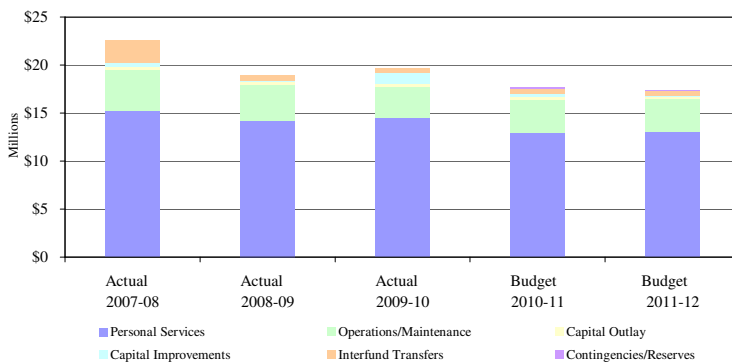
### Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Ad Valorem Taxes	4,149,255	-4.2%	(182,297)
Other Taxes	5,076,798	5.1%	247,682
Intergov't Revenue	2,320,171	2.2%	49,000
Licenses/Permits/Fees/Fines	3,420,806	0.2%	6,826
Interest & Other	365,567	5.6%	19,354
Interfund Transfers	1,814,463	-8.7%	(172,957)
Appropriations	251,961	-44.5%	(202,201)
	<u>17,399,021</u>	<u>-1.3%</u>	<u>(234,593)</u>

- The budget is predicated on maintaining a millage (property tax) rate of 4.5383. One mill equals \$1 per \$1000 of taxable property value. Due to declining property values, ad valorem taxes are anticipated to decrease.
- Other taxes are budgeted higher to fully recognize the removal of utility tax caps and exemptions that occurred in October 2008. Staff is now confident that the revenue increases of the past two years are actually the result of that change rather than attributable to unusually cold winters.
- Fewer appropriations (use of fund balance) are being used for one-time outlays and capital replacements.

### Expenditure Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	13,066,856	0.8%	97,990
Operations/Maintenance	3,395,948	-1.3%	(44,892)
Capital Outlay	214,228	-25.4%	(72,972)
Capital Improvements	145,000	-61.7%	(233,592)
Interfund Transfers	512,663	13.9%	62,668
Contingencies/Reserves	64,326	-40.5%	(43,795)
	<u>17,399,021</u>	<u>-1.3%</u>	<u>(234,593)</u>

- The personal services increase is attributable to the performance incentive program – up to \$900 or 32 vacation hours based on an employee's annual evaluation score.
- Capital improvements include street resurfacing and sidewalk construction, compared to facilities improvement being budgeted last year.
- Interfund transfers are higher due to debt service payments for a new fire ladder truck.
- Contingency funds in the amount of 1% is prudent for unanticipated price increases (e.g. fuel, utilities), emergency purchases/repairs, or revenue shortfalls. However, contingencies are only budgeted at 0.4% of personnel and operating expenses due to fiscal constraints.

# 001 GENERAL FUND - REVENUES

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
4,956,351	4,584,038	4,318,861	4,331,552	0500-311-1000 Ad Valorem Taxes	4,149,255	-4.21%
15,341	13,243	23,482	-	0500-311-2000 Delinquent Ad Valorem Taxes	-	0.00%
52,485	33,747	37,878	-	0500-311-3000 Penalties & Interests - Ad Valorem Taxes	-	0.00%
<b>\$ 5,024,177</b>	<b>\$ 4,631,028</b>	<b>\$ 4,380,221</b>	<b>\$ 4,331,552</b>	<b>Total Ad Valorem Taxes</b>	<b>\$ 4,149,255</b>	<b>-4.21%</b>
643,833	571,241	577,963	580,000	0500-312-4100 Local Option Fuel Tax	635,000	9.48%
200,805	171,511	165,213	200,805	0800-312-5200 Insurance Premium Tax - Police Pension	165,213	-17.72%
211,811	255,724	165,184	211,811	0900-312-5100 Insurance Premium Tax - Fire Pension	133,785	-36.84%
<b>\$ 1,056,449</b>	<b>\$ 998,476</b>	<b>\$ 908,361</b>	<b>\$ 992,616</b>	<b>Total Other Taxes</b>	<b>\$ 933,998</b>	<b>-5.91%</b>
1,280,128	1,592,831	1,804,128	1,615,000	0500-314-1000 Electric	1,875,000	16.10%
180,062	192,656	201,805	200,000	0500-314-3000 Water	220,000	10.00%
176,049	180,018	202,330	190,000	0500-314-4000 Gas	195,000	2.63%
-	-	-	-	0500-314-8000 Propane	10,000	100.00%
<b>\$ 1,636,240</b>	<b>\$ 1,965,505</b>	<b>\$ 2,208,263</b>	<b>\$ 2,005,000</b>	<b>Total Utility Taxes</b>	<b>\$ 2,300,000</b>	<b>14.71%</b>
1,499,069	1,781,938	1,706,100	1,608,000	0500-315-1000 Communications Services Tax	1,650,000	2.61%
<b>\$ 1,499,069</b>	<b>\$ 1,781,938</b>	<b>\$ 1,706,100</b>	<b>\$ 1,608,000</b>	<b>Total Communications Services Tax</b>	<b>\$ 1,650,000</b>	<b>2.61%</b>
202,291	179,075	181,074	190,000	0500-316-1000 Business Tax Receipts	190,000	0.00%
3,850	3,647	3,507	2,500	0500-316-1010 Penalties - Business Tax Receipts	2,500	0.00%
230	170	90	300	0500-316-1020 Transfer Fees	300	0.00%
28,814	26,574	25,935	30,000	0500-316-2000 Reg Fees - Contractor License	-	-100.00%
894	956	964	700	0500-316-2010 Penalties - Contractor License	-	-100.00%
<b>\$ 236,079</b>	<b>\$ 210,421</b>	<b>\$ 211,570</b>	<b>\$ 223,500</b>	<b>Total Business Tax Receipts</b>	<b>\$ 192,800</b>	<b>-13.74%</b>
<b>\$ 9,452,013</b>	<b>\$ 9,587,368</b>	<b>\$ 9,414,513</b>	<b>\$ 9,160,668</b>	<b>TOTAL TAXES</b>	<b>\$ 9,226,053</b>	<b>0.71%</b>
163,995	107,331	113,693	120,000	1215-322-1000 Building Permits	120,000	0.00%
-	-	-	-	1215-322-1001 Re-Inspection Fee	1,000	100.00%
-	-	-	-	1215-322-1002 Working Without A Permit Fee	7,500	100.00%
4,685	1,810	2,051	2,500	1215-322-1010 Notice of Commencement	2,500	0.00%
4,194	3,511	2,855	1,280	1215-322-1020 Certificate of Occupancy/Completion/Use	1,280	0.00%
29,294	28,029	33,229	25,600	1215-322-1030 Processing Fee	25,600	0.00%
17,261	15,742	16,020	16,000	1215-322-2000 Electrical Permits	16,000	0.00%
10,808	8,307	7,986	8,000	1215-322-3000 Plumbing Permits	8,000	0.00%
3,575	2,737	3,346	2,560	1215-322-4000 Gas Permits	2,560	0.00%
10,655	8,741	10,774	6,400	1215-322-5000 Mechanical Permits	6,400	0.00%
<b>\$ 244,467</b>	<b>\$ 176,208</b>	<b>\$ 189,954</b>	<b>\$ 182,340</b>	<b>Total Licenses &amp; Permits</b>	<b>\$ 190,840</b>	<b>4.66%</b>
1,649,285	1,845,167	1,900,433	1,885,000	0500-323-1000 Electric	1,925,000	2.12%
259,542	242,960	233,139	250,000	0500-323-4000 Gas	200,000	-20.00%
18,566	18,671	19,292	18,000	0500-323-7000 Solid Waste - Host Fee	18,000	0.00%
<b>\$ 1,927,394</b>	<b>\$ 2,106,798</b>	<b>\$ 2,152,864</b>	<b>\$ 2,153,000</b>	<b>Total Franchise Fees</b>	<b>\$ 2,143,000</b>	<b>-0.46%</b>
5,220	1,200	5,340	-	1240-325-1001 Sidewalk/Asphalt	-	0.00%
1,966	1,710	2,222	1,966	1240-325-1002 Girard Avenue	1,966	0.00%
4,688	4,095	14,688	6,282	1240-325-1003 Stokes Avenue	3,433	-45.35%
<b>\$ 11,874</b>	<b>\$ 7,004</b>	<b>\$ 22,250</b>	<b>\$ 8,248</b>	<b>Total Special Assessments</b>	<b>\$ 5,399</b>	<b>-34.54%</b>
797	529	744	750	0800-329-4000 Taxi Permit/Bicycle License	750	0.00%
5,774	4,720	2,149	3,000	0900-329-2010 Fire Safety Plan Review	3,000	0.00%
17,697	8,850	6,229	20,000	1205-329-1001 Zoning/Variances Fees	12,500	-37.50%
1,495	1,522	1,150	1,500	1205-329-2000 Zoning Site Plan Review	2,500	66.67%
33,450	27,467	32,853	37,000	1215-329-1000 Building Plan Review	37,000	0.00%
1,010	110	-	-	1215-329-1020 Development Review Committee	-	0.00%
10,838	3,128	4,352	3,000	1215-329-3000 Sign/Banner Permit	3,000	0.00%
-	-	600	-	1215-329-5000 Right-of-Way	-	0.00%
<b>\$ 71,060</b>	<b>\$ 46,327</b>	<b>\$ 48,077</b>	<b>\$ 65,250</b>	<b>Total Other Licenses &amp; Permits</b>	<b>\$ 58,750</b>	<b>-9.96%</b>
<b>\$ 2,254,795</b>	<b>\$ 2,336,336</b>	<b>\$ 2,413,145</b>	<b>\$ 2,408,838</b>	<b>TOTAL LICENSES &amp; PERMITS</b>	<b>\$ 2,397,989</b>	<b>-0.45%</b>

# 001 GENERAL FUND - REVENUES

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
28,726	-	-	-	0500-333-1000 Housing Authority	-	0.00%
<b>\$ 28,726</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Federal Payments In Lieu of Taxes</b>	<b>\$ -</b>	<b>0.00%</b>
162,874	203,684	826,176	-	331 Federal Grants	-	0.00%
<b>\$ 162,874</b>	<b>\$ 203,684</b>	<b>\$ 826,176</b>	<b>\$ -</b>	<b>Total Federal Grants</b>	<b>\$ -</b>	<b>0.00%</b>
65,199	100,462	4,568	-	334 State Grants	-	0.00%
<b>\$ 65,199</b>	<b>\$ 100,462</b>	<b>\$ 4,568</b>	<b>\$ -</b>	<b>Total State Grants</b>	<b>\$ -</b>	<b>0.00%</b>
717,670	702,180	703,243	708,000	0500-335-1221 Municipal Revenue Sharing	702,000	-0.85%
10,819	14,167	11,479	11,500	0500-335-1400 Mobile Home Licenses	11,500	0.00%
23,069	23,652	28,970	23,000	0500-335-1500 Alcoholic Beverage License	28,000	21.74%
1,570,399	1,406,717	1,365,374	1,400,000	0500-335-1800 Sales Tax 1/2 - 5th Cent	1,450,000	3.57%
8,760	5,485	5,538	9,000	0900-335-2100 Fire Supplemental Compensation	9,000	0.00%
<b>\$ 2,330,717</b>	<b>\$ 2,152,201</b>	<b>\$ 2,114,604</b>	<b>\$ 2,151,500</b>	<b>Total State Shared Revenues</b>	<b>\$ 2,200,500</b>	<b>2.28%</b>
137,700	160,850	148,560	79,671	1500-337-7000 Library Cooperative Funding	79,671	0.00%
1,000	-	-	-	1500-337-7005 Library Cooperative Program Funding	-	0.00%
<b>\$ 138,700</b>	<b>\$ 160,850</b>	<b>\$ 148,560</b>	<b>\$ 79,671</b>	<b>Total Other Grants</b>	<b>\$ 79,671</b>	<b>0.00%</b>
37,065	47,516	43,622	40,000	0500-338-1000 County Business Tax Receipt - Municipality Share	40,000	0.00%
<b>\$ 37,065</b>	<b>\$ 47,516</b>	<b>\$ 43,622</b>	<b>\$ 40,000</b>	<b>Total Local Shared Revenues</b>	<b>\$ 40,000</b>	<b>0.00%</b>
<b>\$ 2,763,281</b>	<b>\$ 2,664,713</b>	<b>\$ 3,137,530</b>	<b>\$ 2,271,171</b>	<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ 2,320,171</b>	<b>2.16%</b>
40	20	-	-	0200-341-7000 Dubbing Fees	-	0.00%
200	451	325	300	0500-341-3000 Administrative Fee - Returned Checks	300	0.00%
11,088	2,624	2,527	7,500	0500-341-3100 Administrative & Billing Fees - Fuel	2,500	-66.67%
20,101	11,275	7,750	7,800	1060-341-9110 Passport Fees - Library	3,104	-60.21%
3,680	2,550	2,800	2,000	1070-341-9110 Passport Fees - Museum	2,500	25.00%
-	-	-	-	1200-341-3001 Banner Permit Fee	3,500	100.00%
45	14	57	-	1200-341-9310 Engineering Drawings	-	0.00%
-	-	14	50	1230-341-9330 Special Events - Barricades, Orange Cones	50	0.00%
107	342	343	200	1230-341-9600 Sign Shop Sales	200	0.00%
-	200	-	200	1500-341-9120 Election Qualifying Fees	-	-100.00%
404	241	802	500	1500-341-9300 Photo Copies/Certifying	500	0.00%
<b>\$ 35,663</b>	<b>\$ 17,716</b>	<b>\$ 14,618</b>	<b>\$ 18,550</b>	<b>Total General Government</b>	<b>\$ 12,654</b>	<b>-31.78%</b>
13	35	26	-	0800-342-1020 Witness Fees	-	0.00%
731	813	180	750	0800-342-1021 Concession Income	750	0.00%
5,804	6,445	2,561	5,000	0800-342-1200 Fingerprinting	5,000	0.00%
-	-	1,422	300	0800-342-1300 Police Special Events	300	0.00%
200	50	-	200	0800-342-1400 Wrecker Inspection	200	0.00%
460	470	1,660	350	0800-342-1700 Record Checks	350	0.00%
1,295	1,539	1,489	1,500	0800-342-1800 Photo Copies	1,500	0.00%
-	400	-	-	0800-342-1900 Restitution	-	0.00%
3,668	2,655	2,498	3,000	0900-342-2200 Safety Permits & Licenses	3,000	0.00%
1,500	1,500	1,500	-	0900-342-2300 Fire Prevention Programs	-	0.00%
30,018	28,177	22,446	25,000	0900-342-2700 Annual Safety Inspection Fees	25,000	0.00%
19,572	1,702	6,554	-	0950-342-2500 Fire Protection Cost Recovery	-	0.00%
<b>\$ 63,260</b>	<b>\$ 43,785</b>	<b>\$ 40,335</b>	<b>\$ 36,100</b>	<b>Total Public Safety</b>	<b>\$ 36,100</b>	<b>0.00%</b>
153,168	111,205	113,630	148,000	1080-343-8000 Sale of Lots	148,000	0.00%
8,710	4,020	10,630	8,200	1080-343-8100 Crypt Sales	8,200	0.00%
13,415	5,825	14,005	9,800	1080-343-8200 Niche Sales	9,800	0.00%
10,610	9,237	8,115	10,000	1080-343-8300 Weekend/Holidays Interments	10,000	0.00%
162,935	156,323	142,875	156,000	1080-343-8400 Openings/Closings	156,000	0.00%
-	-	-	-	1080-343-8500 Transfer Fees	-	0.00%
<b>\$ 348,838</b>	<b>\$ 286,610</b>	<b>\$ 289,255</b>	<b>\$ 332,000</b>	<b>Total Cemetery</b>	<b>\$ 332,000</b>	<b>0.00%</b>



# 001 GENERAL FUND - REVENUES

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
42,503	42,503	42,503	42,505	1015-344-9007	DOT Right-of-Way Maintenance Contract	42,505	0.00%
46,156	44,672	57,092	62,272	1240-344-9008	DOT Lighting Maintenance Contract	76,093	22.19%
<b>\$ 88,660</b>	<b>\$ 87,175</b>	<b>\$ 99,595</b>	<b>\$ 104,777</b>	<b>Total Transportation</b>		<b>\$ 118,598</b>	<b>13.19%</b>
171,924	174,391	167,871	171,500	1000-347-2000	Program Revenue	171,500	0.00%
23,120	29,275	27,245	27,900	1000-347-2100	Sponsorship Revenue	27,900	0.00%
29,415	12,492	27,924	21,400	1000-347-2200	Rental - Auditorium, Rec Centers, etc	22,000	2.80%
30,372	30,077	24,656	23,400	1000-347-2210	Rentals tax-exempt - Auditorium, Rec Centers, etc	24,500	4.70%
159	735	-	500	1000-347-2300	Concession Revenue	-	-100.00%
95	-	-	-	1000-347-2310	Vending Machine Revenue	-	0.00%
1,275	-	-	-	1000-347-4010	Special Events Use - Taxable	-	0.00%
345	-	-	-	1000-347-4020	Special Events Use - Tax Exempt	-	0.00%
-	980	1,820	1,400	1000-347-4030	Holiday Parade Entry Fee	1,700	21.43%
<b>\$ 256,704</b>	<b>\$ 247,950</b>	<b>\$ 249,516</b>	<b>\$ 246,100</b>	<b>Total Recreation</b>		<b>\$ 247,600</b>	<b>0.61%</b>
-	7,878	10,703	7,200	1010-347-2200	Rentals - Liza Jackson	9,000	25.00%
-	2,210	2,235	1,100	1010-347-2210	Rentals tax-exempt - Liza Jackson	2,500	127.27%
-	2,231	2,863	1,800	1010-347-4010	Spec Evt - Landing, Chester Pruitt	2,500	38.89%
-	530	2,115	1,150	1010-347-4020	Spec Evt tax-exempt - Landing, Chester Pruitt	4,000	247.83%
-	-	80	-	1010-347-4330	Special Event Misc Charge	-	0.00%
-	11,306	7,666	8,000	1010-347-5910	Boat Launch Fee	8,000	0.00%
<b>\$ -</b>	<b>\$ 24,155</b>	<b>\$ 25,661</b>	<b>\$ 19,250</b>	<b>Total Parks</b>		<b>\$ 26,000</b>	<b>35.06%</b>
3,081	3,602	3,069	3,250	1020-347-2200	Rental - Center, etc	3,250	0.00%
480	1,442	360	500	1020-347-2210	Rental - Tax Exempt	1,200	140.00%
18,562	18,407	16,456	16,000	1020-347-5600	Program Income	100	-99.38%
9,156	13,598	16,027	11,200	1020-347-5610	Memberships	12,000	7.14%
-	-	-	-	1020-347-5611	Program Income - Not City Staff Provided	15,900	100.00%
55	62	19	50	1020-347-5620	Copy Machine	50	0.00%
54	46	21	75	1020-347-5630	Commissions on Shop	75	0.00%
861	555	849	700	1020-347-5640	Concessions	700	0.00%
<b>\$ 32,249</b>	<b>\$ 37,712</b>	<b>\$ 36,800</b>	<b>\$ 31,775</b>	<b>Total Senior Center</b>		<b>\$ 33,275</b>	<b>4.72%</b>
3,559	2,590	2,730	2,740	1060-347-1000	Library Fees	2,740	0.00%
6,936	6,253	5,771	5,800	1060-347-1010	Photo Copy Revenue	5,800	0.00%
375	500	750	250	1060-347-1210	Rentals - Taxable	250	0.00%
75	50	-	25	1060-347-1220	Rentals - Tax Exempt	25	0.00%
<b>\$ 10,945</b>	<b>\$ 9,393</b>	<b>\$ 9,251</b>	<b>\$ 8,815</b>	<b>Total Library</b>		<b>\$ 8,815</b>	<b>0.00%</b>
1,150	2,490	1,240	1,500	1070-347-2000	Program Revenue	1,500	0.00%
5,500	5,500	-	-	1070-347-2100	Sponsorship Revenue	-	0.00%
32,882	30,909	27,029	30,000	1070-347-3500	Admission Fees	30,000	0.00%
31,373	31,290	27,063	30,000	1070-347-3510	Merchandise Sales	30,000	0.00%
40	159	147	75	1070-347-3515	Merchandise Sales - Tax Exempt	75	0.00%
9,606	8,872	7,080	7,000	1070-347-3520	Fees - Tax Exempt	7,000	0.00%
<b>\$ 80,551</b>	<b>\$ 79,220</b>	<b>\$ 62,559</b>	<b>\$ 68,575</b>	<b>Total Museum</b>		<b>\$ 68,575</b>	<b>0.00%</b>
<b>\$ 916,871</b>	<b>\$ 833,716</b>	<b>\$ 827,591</b>	<b>\$ 865,942</b>	<b>TOTAL CHARGES FOR SERVICES</b>		<b>\$ 883,617</b>	<b>2.04%</b>

# 001 GENERAL FUND - REVENUES

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
80,859	74,648	58,780	55,000	0800-351-5000	Traffic Fines	55,000	0.00%
49,171	44,736	36,325	35,000	0800-351-5030	Traffic Fines - Law Enforcement Automation	35,000	0.00%
<b>\$ 130,030</b>	<b>\$ 119,384</b>	<b>\$ 95,105</b>	<b>\$ 90,000</b>		<b>Total Traffic Fines</b>	<b>\$ 90,000</b>	<b>0.00%</b>
12,679	13,791	14,053	12,000	1060-352-1000	Library Fines	12,000	0.00%
344	65	25	200	1060-352-1010	Lost Publications	200	0.00%
<b>\$ 13,023</b>	<b>\$ 13,855</b>	<b>\$ 14,078</b>	<b>\$ 12,200</b>		<b>Total Library Fines</b>	<b>\$ 12,200</b>	<b>0.00%</b>
3,963	8,951	3,563	5,000	0800-354-1100	Parking Citations	5,000	0.00%
5,400	3,550	1,600	1,000	0800-354-1200	False Alarm Fines - Police	1,000	0.00%
-	-	3,950	6,000	0900-354-1200	False Alarm Fines - Fire	6,000	0.00%
64,375	172,181	63,692	20,000	1217-354-1000	Code Enforcement - Fines	20,000	0.00%
8,450	7,030	8,155	5,000	1217-354-1010	Code Enforcement - Fees	5,000	0.00%
<b>\$ 82,188</b>	<b>\$ 191,712</b>	<b>\$ 80,960</b>	<b>\$ 37,000</b>		<b>Total Violations of Local Ordinances</b>	<b>\$ 37,000</b>	<b>0.00%</b>
<b>\$ 225,241</b>	<b>\$ 324,952</b>	<b>\$ 190,143</b>	<b>\$ 139,200</b>		<b>TOTAL FINES &amp; FORFEITURES</b>	<b>\$ 139,200</b>	<b>0.00%</b>
367,271	206,164	120,381	80,000	1500-361-1000	Interest Income	80,000	0.00%
13,760	22,075	7,861	13,700	1500-361-2000	Dividend Income	8,000	-41.61%
<b>\$ 381,030</b>	<b>\$ 228,239</b>	<b>\$ 128,242</b>	<b>\$ 93,700</b>		<b>Total Interest Income</b>	<b>\$ 88,000</b>	<b>-6.08%</b>
229,453	227,932	233,265	226,358	1500-362-1000	Rental and Lease Income	216,862	-4.20%
<b>\$ 229,453</b>	<b>\$ 227,932</b>	<b>\$ 233,265</b>	<b>\$ 226,358</b>		<b>Total Rents and Royalties</b>	<b>\$ 216,862</b>	<b>-4.20%</b>
8,472	2,514	9,266	7,500	1500-364-1000	Sale of Surplus - Assets	7,500	0.00%
-	-	801,000	-	1500-364-1030	Sale of Surplus - Land	-	0.00%
-	138	301	300	1220-365-1010	Sale of Used Oil	300	0.00%
<b>\$ 8,472</b>	<b>\$ 2,652</b>	<b>\$ 810,567</b>	<b>\$ 7,800</b>		<b>Total Disposal of Fixed Assets</b>	<b>\$ 7,800</b>	<b>0.00%</b>
850	11,813	2,737	-	0800-366-1000	Contributions/Donations - Police	-	0.00%
6,500	-	25	-	0900-366-1000	Contributions/Donations - Fire	-	0.00%
13,262	15,193	7,329	-	1000-366-1000	Contributions/Donations - Recreation	-	0.00%
-	-	70,691	-	1010-366-1000	Contributions/Donations - Parks	-	0.00%
70	43	18	-	1015-366-1000	Contributions/Donations - Right-of-Way	-	0.00%
2,386	3,531	3,383	-	1020-366-1000	Contributions/Donations - Senior Center	-	0.00%
1,238	3,465	5,103	-	1060-366-1000	Contributions/Donations - Library	-	0.00%
4,531	3,520	6,641	-	1070-366-1000	Contributions/Donations - Museum	1,500	100.00%
4,850	950	100	-	1200-366-1000	Contributions/Donations - Engineering	-	0.00%
3,221	3,200	335	-	1500-366-1000	Contributions/Donations - General	-	0.00%
<b>\$ 36,907</b>	<b>\$ 41,716</b>	<b>\$ 96,361</b>	<b>\$ -</b>		<b>Total Contributions/Donations</b>	<b>\$ 1,500</b>	<b>100.00%</b>
5	52	19	20	0800-369-1710	Police Patches	20	0.00%
-	-	-	-	1010-369-2300	Concession Revenue	4,500	100.00%
200	899	9	-	1070-369-9000	Miscellaneous Revenue - Museum	-	0.00%
1,579	1,072	1,131	1,500	0000-369-9091	Discounts	1,500	0.00%
49	7	43	25	1500-369-1500	City Clerk Store	25	0.00%
10,427	27,404	6,761	-	1500-369-3000	Proceeds - Insurance	-	0.00%
360	360	360	360	1500-369-5000	Proceeds - Sales Tax Credit	360	0.00%
821	674	-	-	1500-369-7000	Credit Card Surcharge Fee	-	0.00%
177	74	66	-	1500-369-8000	Radon Surcharge	-	0.00%
46,528	11,619	16,936	16,450	1500-369-9000	Miscellaneous	45,000	173.56%
-	-	-	-	1500-369-9100	Worker's Comp Proceeds	-	0.00%
<b>\$ 60,146</b>	<b>\$ 42,161</b>	<b>\$ 25,326</b>	<b>\$ 18,355</b>		<b>Total Other Revenues</b>	<b>\$ 51,405</b>	<b>180.06%</b>
<b>\$ 716,008</b>	<b>\$ 542,701</b>	<b>\$ 1,293,761</b>	<b>\$ 346,213</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 365,567</b>	<b>5.59%</b>

# 001 GENERAL FUND - REVENUES

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
276,720	287,865	73,656	71,029	1600-349-1010	Transfer from CRA Fund	77,029	8.45%
6,093	-	8,952	-	1600-381-2200	Transfer from Law Enforcement Trust Fund	-	0.00%
56,550	-	-	-	1600-381-2300	Transfer from Capital Projects Fund	-	0.00%
-	67,650	15,555	-	1600-381-2400	Transfer from Beal Memorial Cemetery Fund	24,000	100.00%
-	-	32,461	30,554	1600-381-2500	Transfer from CDBG Fund	23,315	-23.69%
1,895,715	1,703,281	1,097,641	953,837	1600-382-4100	Transfer from Utilities Fund	1,165,028	22.14%
959,445	928,460	708,003	708,000	1600-382-4300	Transfer from Sanitation Fund	418,742	-40.86%
62,150	49,810	25,000	209,000	1600-382-4400	Transfer from Golf Fund	91,349	-56.29%
-	2,725	15,000	15,000	1600-382-4500	Transfer from Stormwater Fund	15,000	0.00%
<b>\$ 3,256,673</b>	<b>\$ 3,039,791</b>	<b>\$ 1,976,267</b>	<b>\$ 1,987,420</b>	<b>Total Interfund Transfers</b>		<b>\$ 1,814,463</b>	<b>-8.70%</b>
-	-	-	417,592	1600-389-9100	Appropriation from Assigned Fund Balance	214,801	-48.56%
-	-	-	-	1600-389-9500	Approp. from Assigned Fund Balance - 4th of July	1,840	100.00%
-	-	-	1,500	1600-389-9500	Approp. from Assigned Fund Balance - Police K-9	-	-100.00%
-	-	-	35,070	1600-389-9600	Approp. from Restricted Fund Balance - Harvey Trust	35,320	0.71%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 454,162</b>	<b>Total Non-Operating Sources</b>		<b>\$ 251,961</b>	<b>-44.52%</b>
<b>\$ 3,256,673</b>	<b>\$ 3,039,791</b>	<b>\$ 1,976,267</b>	<b>\$ 2,441,582</b>	<b>TOTAL TRANSFERS IN</b>		<b>\$ 2,066,424</b>	<b>-15.37%</b>
<b>\$ 19,584,883</b>	<b>\$ 19,329,577</b>	<b>\$ 19,252,950</b>	<b>\$ 17,633,614</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 17,399,021</b>	<b>-1.33%</b>

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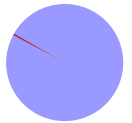
# CITY MANAGER

## DESCRIPTION

The City Manager is the chief administrative official for the City. The City Manager's office coordinates, implements, and evaluates all policies, procedures, and programs; recommends and provides information to City Council; proposes the annual budget; provides an avenue for citizens to direct their requests, complaints, and needs; and provides communications and support by serving as a liaison between departments, the media, and citizens.

Share of City Budget

\$231,735,  
0.6%



## MISSION

Support the City Council in the development of policy by assembling and analyzing data and making recommendations; provide leadership and direction to employees in implementation of policies, programs, and daily operations; and ensure that the City of Fort Walton Beach government provides municipal services and infrastructure necessary for a high quality of life for our citizens in a fiscally responsible manner.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Communicate Effectively w/ City Council & Public on Current Issues

Days Meeting Agenda Posted On Website Before Meeting

### Promote Organizational Efficiency

Employee Understanding of the Performance Excellence Program

Performance Excellence Program Departmental Meetings Held

### Deliver Services in Most Cost-Efficient Manner

Full-Time Equivalent Positions Eliminated - General Fund

Cost of Services per Citizen - General Fund

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Days Meeting Agenda Posted On Website Before Meeting	n/a	n/a	n/a	4	4	5
Employee Understanding of the Performance Excellence Program	n/a	n/a	n/a	n/a	75%	100%
Performance Excellence Program Departmental Meetings Held	n/a	n/a	n/a	n/a	n/a	4
Full-Time Equivalent Positions Eliminated - General Fund	-3.20	-28.68	-5.29	annual measure	-19.17	0.66
Cost of Services per Citizen - General Fund	\$1,079	\$920	\$964	annual measure	\$866	\$855

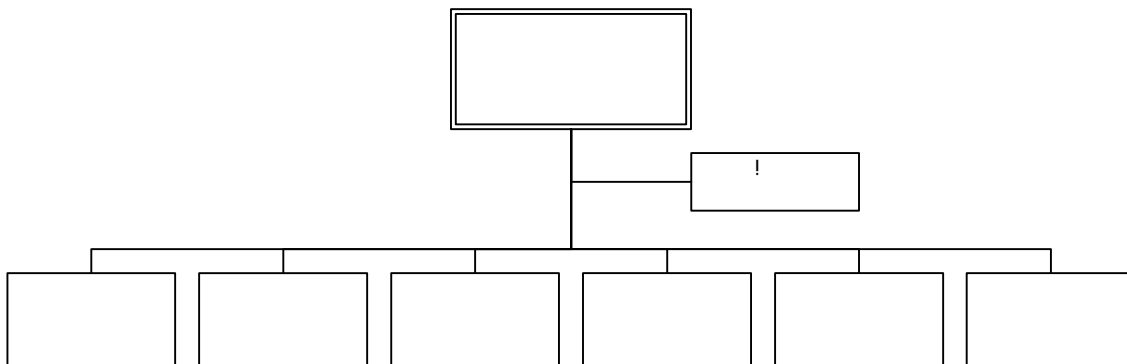
- ✓ Increase the amount of time the agenda is on the website prior to a City Council meeting by one day or 25% as staff becomes more efficient with electronic agenda preparation using IQM2.
- ✓ Ensure all employees understand and are participants in developing the Performance Excellence Program by conducting quarterly meetings and annual surveys.
- ✓ Reduce cost of General Fund services per citizen by 1% through improved efficiencies.

## FUTURE GOALS

- ✓ Achieve the Governor's Sterling Award for Excellence in Management.
- ✓ Attain the International City Managers Association's Certificate of Distinction in Performance Measurement.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented Performance Excellence Program.
- ✓ Implemented recommendations by the Business Retention Panel.
- ✓ Implemented IQM2 paperless agenda system including automated minutes and webcast video.
- ✓ Implemented procedures to enable Golf Club to eventually achieve self-sustainability.
- ✓ Established new performance measurement standards in each department to assess effectiveness of service delivery.



**PERFORMANCE EXCELLENCE**  
**Every Service – Every Employee – Every Day**

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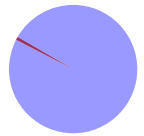
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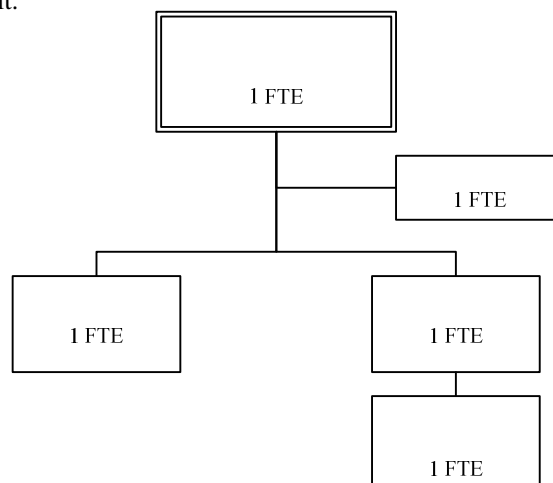
\$270,696,  
0.7%

Administrative Services recruits new employees and works to retain existing employees, maintains personnel records, coordinates employee benefits, enforces personnel policies, and oversees information technology.

Provide effective personnel services through the development, implementation, and equitable administration of policies and procedures; recruit qualified personnel; maintain a well-trained work force; and foster productivity, innovation, and a climate of success in the workplace.

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
<b>Implement and Enhance Performance Excellence Program</b>						
Positions with Redesigned Performance Evaluation	n/a	n/a	n/a	n/a	n/a	100%
Process Improvement Teams Created and Trained	n/a	n/a	n/a	n/a	n/a	3
<b>Attract and Retain a High-Quality Workforce</b>						
Career Development and Training Classes Held	n/a	n/a	n/a	n/a	n/a	10
Employees Recognized	n/a	n/a	n/a	n/a	n/a	12
Managers Recognized	n/a	n/a	n/a	n/a	n/a	12
Turnover Rate: Public Safety Personnel	n/a	n/a	n/a	n/a	n/a	30%
Turnover Rate: Non-Public Safety Personnel	n/a	n/a	n/a	n/a	n/a	24%

- ✓ Implement and enhance Performance Excellence Program by redesigning the performance evaluation for all positions and creating process improvement teams.
- ✓ Develop and implement new employee orientation for all new hires.
- ✓ Develop and introduce employee handbook to all employees.
- ✓ Offer avenues of career development and training to promote a high-quality workforce and environment of continual improvement.
- ✓ Revise Employee of Year and Manager of Year programs by making recognition a monthly activity, culminating with the annual award.
- ✓ Reduce turnover by 10% for both public safety and non-public safety personnel.
- ✓ Revise the compensation and classification plan.
- ✓ Conducted the first-ever Employee Satisfaction Survey and reviewed results with all employees.
- ✓ Implemented a monthly Employee Newsletter, with articles written by all City departments.
- ✓ Implemented annual driver license check and review for all City employees.
- ✓ Conducted a Dependent Insurance Audit.





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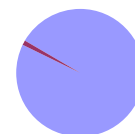
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# RISK MANAGEMENT

Share of City Budget

\$426,360,  
1.1%



## DESCRIPTION

Risk Management is responsible for protecting the City from liability through risk retention and transfer, claims handling, and safety programs. The City's safety program aims to reduce illness and injury to employees and citizens.

## MISSION

Continuously develop, manage and improve insurance and safety/occupational services to provide quality, cost effective support to our customers and to protect the City's financial well being.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Reduce Workers Compensation Expense

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Workers Compensation Accidents	n/a	n/a	n/a	61			n/a	73
Workers Compensation Accidents with Injuries	n/a	n/a	n/a	46			n/a	55
Workers Compensation Lost Work Hours	n/a	n/a	n/a	30			n/a	36
Workers Compensation Open Claims	n/a	n/a	n/a	20			n/a	13
Workers Compensation Experience Modification	1.11	0.81	0.79	annual measure			1.13	1.21
<b>Minimize Liability Exposure</b>								
At-Fault Employee Vehicle & Equipment Incidents	n/a	n/a	n/a	12			n/a	13
<b>Provide a Safe Workplace</b>								
Safety Training Classes Held	n/a	n/a	n/a	n/a			n/a	12

- ✓ Reduce workers compensation accident frequency, accidents with injuries, and lost work hours by 10% through improved safety training.
- ✓ Reduce workers compensation open claims by 50% by more aggressively pursuing resolution.
- ✓ Reduce at-fault employee vehicle and equipment incidents by 20% through improved safety program.
- ✓ Offer avenues of safety training to promote a safe workplace and environment of continual improvement.
- ✓ Redesign Safety Committee to include all departments and divisions.
- ✓ Implement post accident/incident drug testing.

## FUTURE GOALS

- ✓ Reduce workers compensation experience modification factor by 10 points.
- ✓ Develop on-line safety training programs for employees.
- ✓ Implement safety recognition programs.
- ✓ Enhance wellness program and development wellness incentives.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Revised employee physical policy.
- ✓ Reduced workers compensation reserve amounts by over \$50,000.

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# INFORMATION TECHNOLOGY

## DESCRIPTION

Information Technology is responsible for the operation and maintenance of the City's network, computers, servers, website, and telecommunications in order to facilitate the daily work of employees as well as provide easily accessible information and services to citizens.

## MISSION

Provide Citywide information technology services that are secure and highly accessible.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Current Technology to Users

- Computers & Laptops Replaced
- Police Laptops Replaced

### Support Department Productivity by Minimizing Downtime

- Hours of Downtime: Public Safety (police & fire)
- Hours of Downtime: Non-Public Safety

	Actual				Budget	
	2007-08	2008-09	2009-10	YTD thru 6/30 2010-11	2010-11	2011-12
Computers & Laptops Replaced	26%	20%	8%	24%	25%	13%
Police Laptops Replaced	n/a	n/a	n/a	n/a	n/a	23%
Hours of Downtime: Public Safety (police & fire)	n/a	n/a	n/a	n/a	n/a	24
Hours of Downtime: Non-Public Safety	n/a	n/a	n/a	n/a	n/a	50

- ✓ Ensure current technology to users by replacing desktop computers with P4, 3.0G or less processors.
- ✓ Ensure current technology to police department by replacing laptops every five years.
- ✓ Ensure no more than 24 hours of downtime for public safety personnel.
- ✓ Ensure no more than 50 hours of downtime for non-public safety personnel.

## FUTURE GOALS

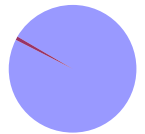
- ✓ Recommend new telephone systems for City Hall, City Hall Annex, Police Department and Fire Department.
- ✓ Develop and implement a plan to consolidate the City's server by using Virtual Machine technology.
- ✓ Develop and implement a network management and monitoring system for the City computer network.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Launched new intranet for City employees to access shared information more easily.
- ✓ Completed Police Department software to SunGard's OSSI software.

Share of City Budget

\$366,758,  
1.0%



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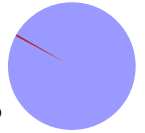
# CITY CLERK

## DESCRIPTION

The City Clerk is the official custodian of all public records including ordinances, resolutions, leases, contracts, agreements, and City Council/Board/Committee minutes. The City Clerk's office is responsible for all records management according to legal requirements; provides administrative support to City Council.

Share of City Budget

\$190,499,  
0.5%



## MISSION

Serve the public by striving for excellence in preparation of minutes of meetings, providing complete and accurate information while preserving the records of the City, and maintaining a professional level of service in all phases of operation.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Properly Maintain Public Records

Eligible Records Destroyed on Time

Records with Retention Greater than 10 Year Available on Laserfiche

### Provide Prompt Customer Service

Public Records Requests Responded To within 2 Days

### Provide Prompt Customer Service

Fourth of July Fundraising

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Eligible Records Destroyed on Time	n/a	n/a	n/a	n/a	n/a	68%
Records with Retention Greater than 10 Year Available on Laserfiche	n/a	n/a	n/a	n/a	n/a	100%
Public Records Requests Responded To within 2 Days	n/a	n/a	n/a	94%	n/a	95%
Fourth of July Fundraising	n/a	n/a	n/a	\$2,471	n/a	\$2,500

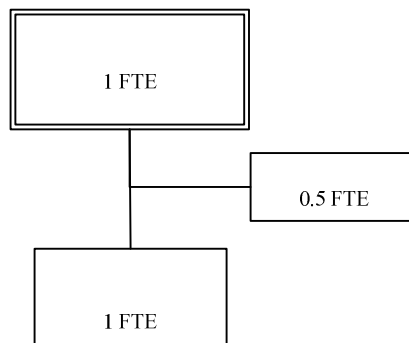
- ✓ Destroy all records that have met their retention period in early October.
- ✓ Laserfiche all records with a retention period greater than 10 years.
- ✓ Respond to 95% of public records requests within 2 Days (some may require longer research period).

## FUTURE GOALS

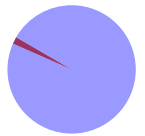
- ✓ Raise at least \$3,000 through Fourth of July fundraising activities.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Replaced shorthand minutes with electronic minutes pulled from IQM2 paperless agenda system.





\$597,742,  
1.6%

Finance's primary function is to maintain financial stability for the City. Responsibilities include monitoring appropriations, revenues, and expenditures; developing policies and procedures relating to finance issues; ensuring compliance with City, State, and Federal regulations; and oversight of purchasing and customer service.

Provide professional support in financial administration, uphold the public's trust and reliance on financial reports, and maintain the City's sound financial position and stability while offering quality services efficiently and responsively.

#### Provide Accurate and Timely Financial Information

Monthly Financial Reports Prepared within 20 Days

Findings From External Auditors

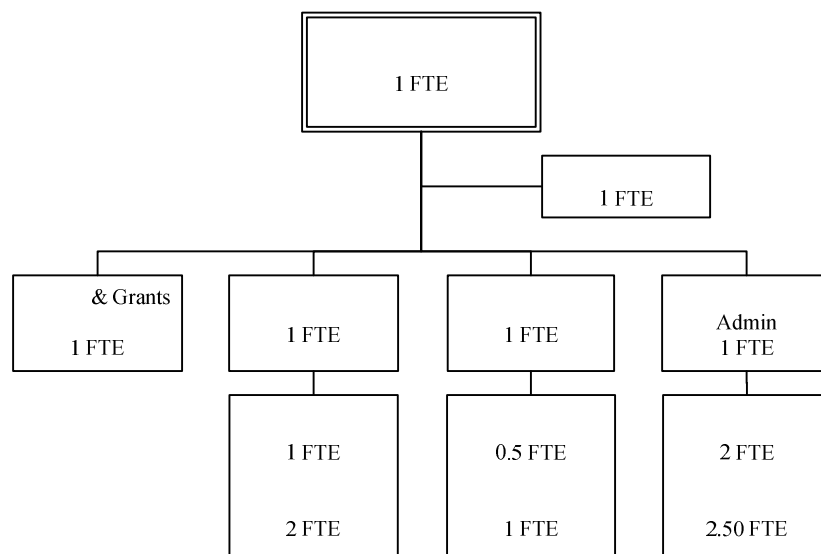
#### Prepare Useful & Meaningful Financial Documents to the Public

Achieve GFOA Distinguished Budget Presentation Award (possible points awarded)

Achieve GFOA Certificate of Achievement for Financial Reporting (possible points awarded)

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Monthly Financial Reports Prepared within 20 Days	48%	0%	25%	89%			n/a	92%
Findings From External Auditors	0	0	0	annual measure			0	0
Achieve GFOA Distinguished Budget Presentation Award (possible points awarded)	82%	78%	91%	annual measure			n/a	95%
Achieve GFOA Certificate of Achievement for Financial Reporting (possible points awarded)	94%	100%	TBD	annual measure			n/a	100%

- ✓ Prepare monthly financial reports within 20 days of the end of the month to provide timely financial information to City Council.
- ✓ Implement an electronic time, attendance, and leave system.
- ✓ Develop a plan and funding methodology to address GASB 43 and 45 OPEB requirements.
- ✓ Implement ACH processing for vendor payments.
- ✓ Automate reporting process by converting monthly financial and budget reports to Q-Rep software.
- ✓ Review and update all finance policies and procedures to ensure accuracy, completeness, and functionality.
- ✓ Provide internal training opportunities for city staff to enable effective use of the available information within the City's computerized accounting system.
- ✓ Completed month-end close within 12 days of the end of the month to provide timely and accurate financial reports.
- ✓ Developed a five-year forecasting model to predict future budgetary needs and millage rates.





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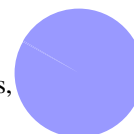
# PURCHASING

## DESCRIPTION

Purchasing is responsible for the acquisition of supplies, materials, equipment, and other commodities needed for operations, as well as supervising the preparation and processing of all bids, proposals, quotations, and required advertisements.

Share of City Budget

\$136,427,  
0.4%



## MISSION

Procure goods and services at the best possible cost consistent with the quality needed to provide the best services to the public.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Procure Products As Efficiently As Possible

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Purchases Made By Purchase Order	n/a	n/a	n/a	n/a	n/a	n/a	n/a	70%
Purchases Made By Direct Payment	n/a	n/a	n/a	n/a	n/a	n/a	n/a	15%
Purchases Made By Credit Card	n/a	n/a	n/a	n/a	n/a	n/a	n/a	10%
Purchases Made By Purchasing Card	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5%
Purchasing Card Rebates	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$10,000

- ✓ Implement purchasing card program to improve reporting (compared to credit cards) and obtain rebates.
- ✓ Develop program to track vendor performance for on time delivery schedule.

## FUTURE GOALS

- ✓ Develop and implement procurement tracking for item order frequency.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented electronic internet based bid system.
- ✓ Implemented web based auction system for the sale of surplus equipment.

# 001 GENERAL FUND - 0800 POLICE

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
<b>Revenues:</b>						
200,805	171,511	165,213	200,805	312-5200 Insurance Premium Tax - Police Pension	165,213	-17.72%
797	529	744	750	329-4000 Taxi Permit/Bicycle Registration	750	0.00%
13	35	26	-	342-1020 Witness Fees	-	0.00%
731	813	180	750	342-1021 Concession Income	750	0.00%
5,804	6,445	2,561	5,000	342-1200 Fingerprinting	5,000	0.00%
-	-	1,422	300	342-1300 Police Special Events	300	0.00%
200	50	-	200	342-1400 Wrecker Inspection	200	0.00%
460	470	1,660	350	342-1700 Record Checks	350	0.00%
1,295	1,539	1,489	1,500	342-1800 Photo Copies	1,500	0.00%
-	400	-	-	342-1900 Restitution	-	0.00%
80,859	74,648	58,780	55,000	351-5000 Traffic Fines	55,000	0.00%
49,171	44,736	36,325	35,000	351-5030 Traffic Fines - Law Enforcement Automation	35,000	0.00%
3,963	8,951	3,563	5,000	354-1100 Parking Citations	5,000	0.00%
5,400	3,550	1,600	1,000	354-1200 False Alarm Fines	1,000	0.00%
850	11,813	2,737	-	366-1000 Contributions/Donations	-	0.00%
5	52	19	20	369-1710 Police Patches	20	0.00%
<b>\$ 375,770</b>	<b>\$ 364,209</b>	<b>\$ 316,515</b>	<b>\$ 305,675</b>	<b>TOTAL REVENUES</b>	<b>\$ 270,083</b>	<b>-11.64%</b>

<b>Personal Services:</b>						
3,246,430	3,027,386	2,805,598	2,713,849	521-1200 Salaries	2,701,713	-0.45%
-	-	-	-	521-1201 Service Awards	1,246	100.00%
-	-	-	-	521-1202 Incentive/Merit Pay	22,408	100.00%
103,911	36,710	49,350	40,000	521-1400 Salaries - Overtime	40,000	0.00%
-	70,162	59,959	60,000	521-1401 Salaries - Overtime Holiday Worked	60,000	0.00%
112,139	102,878	90,115	73,297	521-1501 Incentive Pay	84,333	15.06%
7,260	6,340	3,786	5,400	521-1507 Clothing Allowance	4,200	-22.22%
207,185	190,751	197,131	169,458	521-2100 FICA Taxes	167,536	-1.13%
49,019	44,611	46,820	39,631	521-2101 Medicare	39,181	-1.14%
43,752	88,929	116,864	96,229	521-2200 Retirement Contributions - General Employees	109,747	14.05%
261,715	395,145	496,443	540,776	521-2201 Retirement Contributions - Police Officers	672,212	24.31%
200,805	171,511	165,213	200,805	521-2203 Insurance Premium Tax - Police Pension	165,213	-17.72%
-	-	584	5,210	521-2204 Retirement Contributions - DC Plan	9,023	73.19%
340,691	357,158	339,547	406,733	521-2300 Dental, Life & Health Insurance	410,289	0.87%
103,715	78,762	61,213	61,513	521-2400 Worker's Compensation	64,031	4.09%
<b>\$ 4,676,620</b>	<b>\$ 4,570,343</b>	<b>\$ 4,432,623</b>	<b>\$ 4,409,901</b>	<b>Total Personal Services</b>	<b>\$ 4,548,132</b>	<b>3.13%</b>

<b>Operating Expenditures:</b>						
-	-	-	-	521-3100 Professional Services	89,964	100.00%
8,125	2,626	3,900	4,000	521-3101 Legal	4,000	0.00%
225	175	-	600	521-3102 Employee Physicals & Immunizations	600	0.00%
14,834	668	-	125	521-3400 Other Services	750	500.00%
1,339	3,215	2,834	3,000	521-3510 Information & Evidence	3,000	0.00%
-	-	-	9,000	521-4000 Travel and Per Diem	-	-100.00%
-	-	-	200	521-4010 Investigative Travel	-	-100.00%
46,671	44,823	37,627	45,360	521-4100 Communication Services	61,108	34.72%
-	2,140	2,339	1,850	521-4200 Postage	1,850	0.00%
41,261	47,952	46,986	49,005	521-4300 Utilities	49,000	-0.01%
6,592	6,940	7,001	12,104	521-4400 Rentals & Leases	8,285	-31.55%
104,462	112,230	113,300	131,671	521-4610 Maintenance Contracts	17,960	-86.36%
65,352	64,586	60,624	62,000	521-4620 Vehicle Repair	62,000	0.00%
2,612	1,911	170	300	521-4630 Equipment Repair	300	0.00%
6,622	7,619	6,909	6,900	521-4640 Building Maintenance	2,500	-63.77%
298	621	-	700	521-4650 Grounds Maintenance	700	0.00%
1,921	154	1,361	425	521-4700 Printing & Binding	350	-17.65%
557	954	941	1,078	521-4904 Wrecker Expense	1,078	0.00%

# 001 GENERAL FUND - 0800 POLICE

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
-	-	97	200		
5,218	5,101	5,765	5,500	6,250	13.64%
42,152	29,866	20,417	31,135	34,785	11.72%
174,266	109,422	119,456	133,760	159,700	19.39%
7,428	10,321	12,518	9,000	9,000	0.00%
4,413	4,827	3,811	13,355	13,355	0.00%
-	695	-	-		
3,830	-	1,344	-		
6,327	-	420	-	800	100.00%
4,751	2,652	1,890	4,580	3,455	-24.56%
-	-	-	1,000	-	-100.00%
20,220	14,100	44,545			
<b>\$ 569,478</b>	<b>\$ 473,598</b>	<b>\$ 494,256</b>	<b>\$ 526,848</b>	<b>\$ 530,790</b>	<b>0.75%</b>
				<b>Total Operating Expenditures</b>	
				<b>\$ 530,790</b>	<b>0.75%</b>
<b>Capital Outlay:</b>					
-	640	-	-	-	0.00%
85,020	52,526	-	100,000	100,000	0.00%
120	31,528	-	-	9,768	100.00%
10,892	7,509	-	-	-	0.00%
20,975	14,824	8,192	76,000	8,400	-88.95%
<b>\$ 117,006</b>	<b>\$ 107,026</b>	<b>\$ 8,192</b>	<b>\$ 176,000</b>	<b>\$ 118,168</b>	<b>-32.86%</b>
				<b>Total Capital Outlay</b>	
				<b>\$ 118,168</b>	<b>-32.86%</b>
<b>Debt Service</b>					
-	172,798	172,797	174,992	174,379	-0.35%
<b>\$ -</b>	<b>\$ 172,798</b>	<b>\$ 172,797</b>	<b>\$ 174,992</b>	<b>\$ 174,379</b>	<b>-0.35%</b>
				<b>Total Debt Service</b>	
				<b>\$ 174,379</b>	<b>-0.35%</b>
<b>\$ 5,363,104</b>	<b>\$ 5,323,764</b>	<b>\$ 5,107,867</b>	<b>\$ 5,287,741</b>	<b>\$ 5,371,469</b>	<b>1.58%</b>
				<b>TOTAL EXPENSES</b>	
<b>\$ (4,987,334)</b>	<b>\$ (4,959,555)</b>	<b>\$ (4,791,353)</b>	<b>\$ (4,982,066)</b>	<b>\$ (5,101,386)</b>	<b>2.39%</b>
				<b>NET REVENUE / (EXPENSE)</b>	

# POLICE

## DESCRIPTION

Police Department functions include patrol, community policing, street crimes, investigations, communications, and records. The Police Department is responsible for enforcement of laws, minimizing illegal activity, criminal investigations, maintaining accurate law enforcement records. Community involvement to devise solutions and monitor resolutions is strongly promoted and a Citizens Police Academy is conducted to educate citizens about safety and enhance community based crime prevention efforts.

## MISSION

Protect the welfare of citizens and their property and enhance public safety through proactive problem solving and increased community partnerships.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Respond Promptly to Calls for Service

Sworn Officers per 1,000 Citizens	2.63	2.37	2.41	2.36	2.36	2.51
Top Priority Calls per Sworn Officer	213	225	199	107	225	200
Medium/Low Priority Calls per Sworn Officer	532	577	557	412	575	550
Response Time: Top Priority Calls (min:sec, call received to on-scene)	2:34	1:24	1:48	2:22	2:41	2:45
Response Time: Medium/Low Priority Calls (min:sec, call received to on-scene)	7:43	4:40	4:48	4:27	4:45	5:00

### Protect Life and Property

Criminal Activity in Downtown Area	n/a	n/a	n/a	100	132	119
Apprehension Rate - Order Maintenance Offenses	n/a	n/a	n/a	n/a	n/a	30%
RUOK Applications Accepted	n/a	n/a	n/a	n/a	n/a	95%
RUOK Subscribers Checked On within One Hour if No Response	n/a	n/a	n/a	n/a	n/a	100%
Security House Check Applications Completed	n/a	n/a	n/a	n/a	n/a	90%

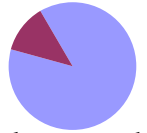
### Promote Community Involvement

Citizens Police Academy Participants	0	15	0	0	12	12
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	Actual				Budget	
	2007-08	2008-09	2009-10	YTD thru 6/30 2010-11	2010-11	2011-12

Share of City Budget

\$5,375,796,  
12.4%



- ✓ Achieve average response times (call received to officer on-scene) of under 3 minutes for top priority calls and under 5 minutes for medium/low priority calls.
- ✓ Reduce vandalism and other criminal activity, particularly during overnight hours, in the downtown area by 10% through preventative means such as increased police visibility and improved apprehension rates for order maintenance offenses.
- ✓ Accept all RUOK subscribers and respond within one hour to check on any RUOK subscriber who fails to acknowledge the verification call.
- ✓ Conduct house checks for all subscribing citizens.
- ✓ Conduct a Citizen's Police Academy with at least 12 participants.

## FUTURE GOALS

- ✓ Enroll all qualified citizens in RUOK Program.
- ✓ Conduct one Basic Citizens Police Academy annually with 25 participants.
- ✓ Conduct one Advanced Citizens Police Academy annually with 15 participants.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Achieved re-accreditation from the Commission for Florida Law Enforcement Accreditation, Inc.
- ✓ Successfully investigated two homicides within a twenty-four hour period. Each of the suspects was identified and arrested within a few hours after the crimes were discovered.
- ✓ Two officers were recognized and presented awards by M.A.D.D. (Mothers Against Drunk Driving) for the number of DUI arrests made during the previous year.



# 001 GENERAL FUND - 0900 FIRE

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
211,811	255,724	165,184	211,811	312-5100 Insurance Premium Tax - Fire Pension	133,785 -36.84%
5,774	4,720	2,149	3,000	329-2010 Fire Safety Plan Review	3,000 0.00%
8,760	5,485	5,538	9,000	335-2100 Fire Supplemental Compensation	9,000 0.00%
3,668	2,655	2,498	3,000	342-2200 Safety Permits & Licenses	3,000 0.00%
1,500	1,500	1,500	-	342-2300 Fire Prevention Programs	- 0.00%
30,018	28,177	22,446	25,000	342-2700 Annual Safety Inspection Fees	25,000 0.00%
19,572	1,702	6,554	-	342-2500 Fire Protection Cost Recovery	- 0.00%
-	-	3,950	6,000	354-1200 False Alarm Fines	6,000 0.00%
6,500	-	25	-	366-1000 Contributions/Donations	- 0.00%
<b>\$ 396,880</b>	<b>\$ 352,095</b>	<b>\$ 258,222</b>	<b>\$ 257,811</b>	<b>TOTAL REVENUES</b>	<b>\$ 179,785 -30.26%</b>

<b>Personal Services:</b>					
1,771,782	1,657,165	1,654,076	1,744,185	522-1200 Salaries	1,654,049 -5.17%
-	-	-	-	522-1201 Service Awards	379 100.00%
-	-	-	-	522-1202 Incentive/Merit Pay	36,064 100.00%
234,057	188,210	235,426	222,842	522-1400 Salaries - Overtime	221,414 -0.64%
24,939	2,085	49,247	-	522-1400 Salaries - Overtime (FUSAR Training)	-
52,752	56,359	57,317	59,395	522-1401 Salaries - Overtime Holiday Supplement	58,947 -0.75%
19,538	13,800	13,404	9,259	522-1501 Incentive Pay	7,096 -23.36%
986	-	-	-	522-1503 Auto Allowance	-
85,934	99,570	94,083	84,500	522-1506 Paramedic Pay	84,572 0.09%
43,795	42,758	44,004	40,439	522-1507 EMT Pay	38,668 -4.38%
12,786	12,072	12,072	12,072	522-1508 Battalion Chief Pay	12,072 0.00%
138,055	124,759	127,715	127,833	522-2100 FICA Taxes	121,888 -4.65%
32,449	29,116	29,869	29,897	522-2101 Medicare	28,506 -4.65%
11,878	11,609	6,455	5,932	522-2200 Retirement Contributions - General Employees	8,181 37.91%
185,711	414,101	574,278	580,272	522-2202 Retirement Contributions - Firefighters	590,071 1.69%
211,811	255,724	165,184	211,811	522-2203 Insurance Premium Tax - Fire Pension	133,785 -36.84%
236,743	258,330	233,018	255,369	522-2300 Dental, Life & Health Insurance	249,534 -2.28%
99,366	77,285	53,757	60,372	522-2400 Worker's Compensation	59,863 -0.84%
<b>\$ 3,162,583</b>	<b>\$ 3,242,940</b>	<b>\$ 3,349,904</b>	<b>\$ 3,444,178</b>	<b>Total Personal Services</b>	<b>\$ 3,305,089 -4.04%</b>

<b>Operating Expenditures:</b>					
6,000	6,000	6,000	6,000	522-3100 Professional Services	14,975 149.58%
1,023	3,667	6,012	5,880	522-3102 Employee Physicals & Immunizations	5,850 -0.51%
81,913	81,310	6,276	6,276	522-3400 Other Services	5,228 -16.70%
15,144	4,799	1,724	500	522-4000 Travel and Per Diem	1,355 171.00%
8,218	16,559	10,403	15,033	522-4100 Communication Services	13,562 -9.79%
-	359	224	400	522-4200 Postage	1,300 225.00%
45,602	46,489	52,668	55,670	522-4300 Utilities	50,000 -10.19%
2,700	2,700	3,879	2,628	522-4400 Rentals & Leases	2,629 0.02%
16,318	13,222	14,341	14,453	522-4610 Maintenance Contracts	9,231 -36.13%
40,165	28,789	30,906	25,000	522-4620 Vehicle Repair	22,464 -10.14%
11,146	6,728	6,595	5,875	522-4630 Equipment Repair	6,425 9.36%
11,086	7,225	9,421	6,000	522-4640 Building Maintenance	6,500 8.33%
910	936	760	1,000	522-4650 Grounds Maintenance	800 -20.00%
814	912	731	800	522-4700 Printing & Binding	800 0.00%
687	1,000	15	1,500	522-4917 Public Relations	200 -86.67%
1,075	930	726	900	522-5100 Office Supplies	970 7.78%
25,701	19,080	8,352	9,000	522-5200 Operating Supplies	8,600 -4.44%
34,808	23,350	25,068	26,120	522-5204 Fuel & Oil	35,450 35.72%
10,721	13,726	8,746	8,325	522-5210 Uniform Expense	9,100 9.31%
1,159	1,887	110	700	522-5216 Medical Supplies	700 0.00%
8,640	-	-	-	522-5223 Fire Equipment Spending	- 0.00%
-	120	-	-	522-5231 Computer Hardware/Software	- 0.00%

**001 GENERAL FUND - 0900 FIRE**

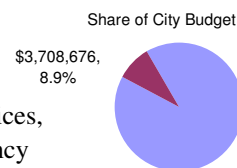
Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
2,321	1,759	1,080	765	670	-12.42%
-	-	4,050	1,275	895	-29.80%
4,628	369	557	-	-	0.00%
9,448	931	-	-	-	-
14,224	61,657	18,246	-	-	-
<b>\$ 354,450</b>	<b>\$ 344,502</b>	<b>\$ 216,890</b>	<b>\$ 194,100</b>	<b>\$ 197,704</b>	<b>1.86%</b>
				<b>Total Operating Expenditures</b>	
				<b>\$ 197,704</b>	<b>1.86%</b>
<b>Capital Outlay:</b>					
65,411	-	-	-	-	0.00%
6,562	-	-	-	-	0.00%
11,813	-	-	-	-	0.00%
3,949	-	-	-	-	0.00%
1,831	1,774	-	-	-	0.00%
<b>\$ 89,567</b>	<b>\$ 1,774</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Total Capital Outlay</b>	
				<b>\$ -</b>	<b>0.00%</b>
<b>Debt Service</b>					
-	173,224	173,225	174,814	210,772	20.57%
				2011 Cap Imp Rev Note -Ladder Truck- yr 1 of 10	
				2001 Bond - Municipal Facilities - year 11 of 30	
<b>\$ -</b>	<b>\$ 173,224</b>	<b>\$ 173,225</b>	<b>\$ 174,814</b>	<b>\$ 210,772</b>	<b>20.57%</b>
				<b>Total Debt Service</b>	
				<b>\$ 210,772</b>	<b>20.57%</b>
<b>\$ 3,606,600</b>	<b>\$ 3,762,440</b>	<b>\$ 3,740,019</b>	<b>\$ 3,813,092</b>	<b>TOTAL EXPENSES</b>	<b>\$ 3,713,565 -2.61%</b>
<b>\$ (3,209,720)</b>	<b>\$ (3,410,346)</b>	<b>\$ (3,481,797)</b>	<b>\$ (3,555,281)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (3,533,780) -0.60%</b>



# FIRE

## DESCRIPTION

Fire Department functions include fire protection, regulation, prevention, and inspection; emergency medical services, vehicle extrication; surface water rescue; and hazardous materials. The department coordinates the City's emergency management and conducts public education efforts to prepare citizens to learn ways to better protect themselves from the ravages of fire and disaster. A Citizens Emergency Response Team (CERT) Program is conducted to educate citizens about safety and how to assist the community in the aftermath of a disaster.



## MISSION

Ensure that fire protection and suppression is paramount; advance life support service provides the best treatment available; emergency management is prepared for any disaster; and fire safety inspections are handled promptly and professionally.

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
<b>Respond Promptly to Calls for Service</b>						
Firefighters per 1,000 Citizens	1.82	1.79	1.82	1.77	1.82	1.77
Fire Calls per 1,000 Citizens	23	23	55	43	25	50
Medical Calls per 1,000 Citizens	119	128	122	110	130	120
Response Time: Fire Calls (min:sec, dispatch to on-scene)	4:37	4:35	4:37	5:21	4:30	4:30
Response Time: Medical Calls (min:sec, dispatch to on-scene)	3:17	3:35	3:37	4:47	3:30	3:30
<b>Reduce Liability Exposure</b>						
On-the-Job Injuries	n/a	n/a	n/a	22	n/a	20
Vehicle & Equipment Damages	n/a	n/a	n/a	\$2,500	n/a	\$2,000
<b>Promote Community Involvement</b>						
Events, Programs, Outreach Initiatives	n/a	n/a	n/a	10	n/a	15

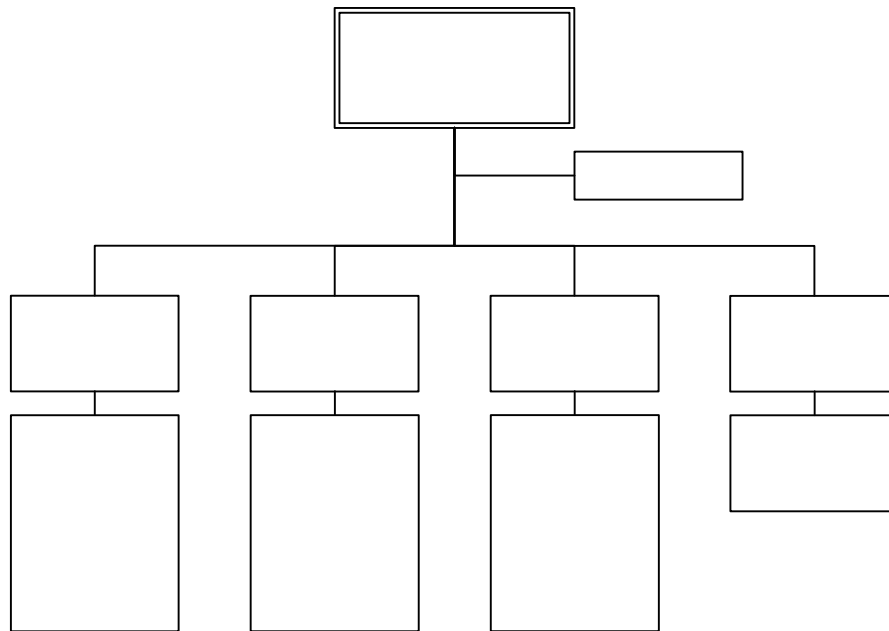
- ✓ Achieve average response times (dispatch to on-scene) of under 4½ minutes for fire calls and under 3½ minutes for medical calls.
- ✓ Decrease the number of on-the-job injuries by 10% and the amount of equipment damaged or lost by 20% through implementation of a comprehensive department Safety Program and implementation of appropriate safety rules, regulations, and guidelines.
- ✓ Increase fire department participation in local community events, neighborhood programs, and City outreach initiatives by 50%.

## FUTURE GOALS

- ✓ Establish the fire department as a leader in the provision of fire and emergency services through achievement of extensive credentialing, customer satisfaction, and recognition by fire service, government, and business professional bodies as a high-performing organization.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Developed complex specifications and successfully awarded a contract for the construction and delivery of a new ladder truck and associated equipment.
- ✓ Awarded a grant from FEMA for the purchase of three LifePak 15 cardiac monitor/defibrillators.



**PERFORMANCE EXCELLENCE**  
**Every Service – Every Employee – Every Day**

# 001 GENERAL FUND - 1000 RECREATION

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
171,924	174,391	167,871	171,500	347-2000 Program Revenue	171,500 0.00%
23,120	29,275	27,245	27,900	347-2100 Sponsorship Revenue	27,900 0.00%
29,415	12,492	27,924	21,400	347-2200 Rentals - Auditorium, Rec Centers, etc	22,000 2.80%
30,372	30,077	24,656	23,400	347-2210 Rentals tax-exempt - Auditorium, Rec Centers, etc	24,500 4.70%
159	735	-	500	347-2300 Concession Revenue	- -100.00%
95	-	-	-	347-2310 Vending Maching Revenue	- 0.00%
1,275	-	-	-	347-4010 Special Events Use - Taxable	- 0.00%
345	-	-	-	347-4020 Special Events Use - Tax Exempt	- 0.00%
-	980	1,820	1,400	347-4030 Holiday Parade Entry Fee	1,700 21.43%
13,262	15,193	7,329	-	366-1000 Contributions/Donations	- 0.00%
<b>\$ 269,966</b>	<b>\$ 263,143</b>	<b>\$ 256,845</b>	<b>\$ 246,100</b>	<b>TOTAL REVENUES</b>	<b>\$ 247,600 0.61%</b>
<b>Personal Services:</b>					
899,632	560,481	549,204	457,746	572-1200 Salaries	446,257 -2.51%
-	-	-	-	572-1201 Service Awards	109 100.00%
-	-	-	-	572-1202 Incentive/Merit Pay	13,461 100.00%
4,446	244	39	500	572-1400 Salaries - Overtime	500 0.00%
1,210	1,215	-	-	572-1503 Auto Allowance	-
54,048	33,476	42,771	27,028	572-2100 FICA Taxes	26,881 -0.54%
12,640	7,829	10,234	6,321	572-2101 Medicare	6,287 -0.54%
129,615	80,422	107,018	55,196	572-2200 Retirement Contributions	59,280 7.40%
-	-	266	2,005	572-2204 Retirement Contributions - DC Plan	4,011 100.05%
126,906	58,955	54,944	36,772	572-2300 Dental, Life & Health Insurance	32,355 -12.01%
39,454	20,134	14,725	11,420	572-2400 Worker's Compensation	11,836 3.64%
<b>\$ 1,267,951</b>	<b>\$ 762,756</b>	<b>\$ 779,200</b>	<b>\$ 596,988</b>	<b>Total Personal Services</b>	<b>\$ 600,977 0.67%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	572-3100 Professional Services	1,900 100.00%
66,965	55,969	52,427	50,150	572-3400 Other Services	51,075 1.84%
575	7,510	-	250	572-4000 Travel and per Diem	250 0.00%
7,479	8,234	5,161	5,931	572-4100 Communication Services	6,242 5.24%
-	502	202	450	572-4200 Postage	250 -44.44%
183,274	142,977	161,544	157,525	572-4300 Utilities	163,000 3.48%
3,757	3,762	4,015	4,395	572-4400 Rentals & Leases	3,963 -9.83%
1,530	2,439	3,176	2,868	572-4610 Maintenance Contracts	2,025 -29.39%
3,837	569	63	350	572-4620 Vehicle Repair	350 0.00%
11,732	-	165	200	572-4630 Equipment Repair	200 0.00%
30,679	14,612	13,613	23,150	572-4640 Building Maintenance	7,175 -69.01%
44,147	1,391	303	1,150	572-4650 Grounds Maintenance	1,150 0.00%
-	187	14	400	572-4700 Printing and Binding	400 0.00%
18,270	7,391	3,472	4,900	572-4801 Special Events	1,700 -65.31%
4,243	3,378	2,882	6,300	572-5100 Office Supplies	6,891 9.38%
6,367	2,353	628	4,550	572-5200 Operating Supplies	10,725 135.71%
28,234	1,508	1,962	2,035	572-5204 Fuel & Oil	1,600 -21.38%
48,480	50,146	49,790	54,475	572-5207 Program Expense	62,600 14.92%
28,019	26,852	26,742	27,900	572-5208 Sponsorship Expense	27,900 0.00%
1,831	270	162	-	572-5210 Uniform Expense	- 0.00%
5,356	1,229	5,221	-	572-5225 Donation Spending	- 0.00%
1,030	-	-	-	572-5231 Computer Hardware/Software	- 0.00%
597	627	365	225	572-5400 Books, Dues & Publications	225 0.00%
-	-	490	300	572-5500 Training	300 0.00%
<b>\$ 496,403</b>	<b>\$ 331,904</b>	<b>\$ 332,398</b>	<b>\$ 347,504</b>	<b>Total Operating Expenditures</b>	<b>\$ 349,921 0.70%</b>

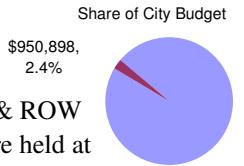
# **001 GENERAL FUND - 1000 RECREATION**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Capital Outlay:</b>					
-	3,672	10,085	-	572-6214 Building Improvements	- 0.00%
2,730	1,723	3,538	-	572-6310 Improvements Other Than Building	- 0.00%
-	-	652	-	572-6401 Office Furniture & Fixtures	- 0.00%
16,101	5,484	1,305	-	572-6402 Equipment	- 0.00%
-	800	-	-	572-6406 Specialized Equipment	- 0.00%
743	1,262	-	-	572-6420 Computer Hardware/Software	- 0.00%
<b>\$ 19,573</b>	<b>\$ 12,942</b>	<b>\$ 15,580</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>Capital Improvements Program:</b>					
138,347	-	28,200	100,000	Prior Years Capital Improvement Program	
<b>\$ 138,347</b>	<b>\$ -</b>	<b>\$ 28,200</b>	<b>\$ 100,000</b>	<b>Total Capital Improvements Program</b>	<b>\$ - -100.00%</b>
<b>\$ 1,922,274</b>	<b>\$ 1,107,602</b>	<b>\$ 1,155,378</b>	<b>\$ 1,044,492</b>	<b>TOTAL EXPENSES</b>	<b>\$ 950,898 -8.96%</b>
<b>\$ (1,652,308)</b>	<b>\$ (844,459)</b>	<b>\$ (898,533)</b>	<b>\$ (798,392)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (703,298) -11.91%</b>

# RECREATION

## DESCRIPTION

Recreation manages three recreation centers, the Senior Center, Library, Heritage Park and Cultural Center, Parks & ROW Maintenance, the Cemetery, and the FWB Golf Club. Football, baseball, basketball, soccer, and softball leagues are held at the facilities. Recreation centers offer a variety of crafts and exercise classes, after school programs, and summer day camps. Special events are held throughout the year. Tennis Center and BMX are contracted.



## MISSION

Provide recreational and athletic opportunities to adults and youth alike.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Diverse Recreational Opportunities

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Youth After School Participants	n/a	n/a	n/a	45	n/a	50
Youth After School Program Capacity	n/a	n/a	n/a	75%	n/a	80%
Adult & Youth Sports Teams Participants	n/a	n/a	n/a	125	n/a	130
Adult & Youth Sports Teams with Sponsors	n/a	n/a	n/a	86%	n/a	90%

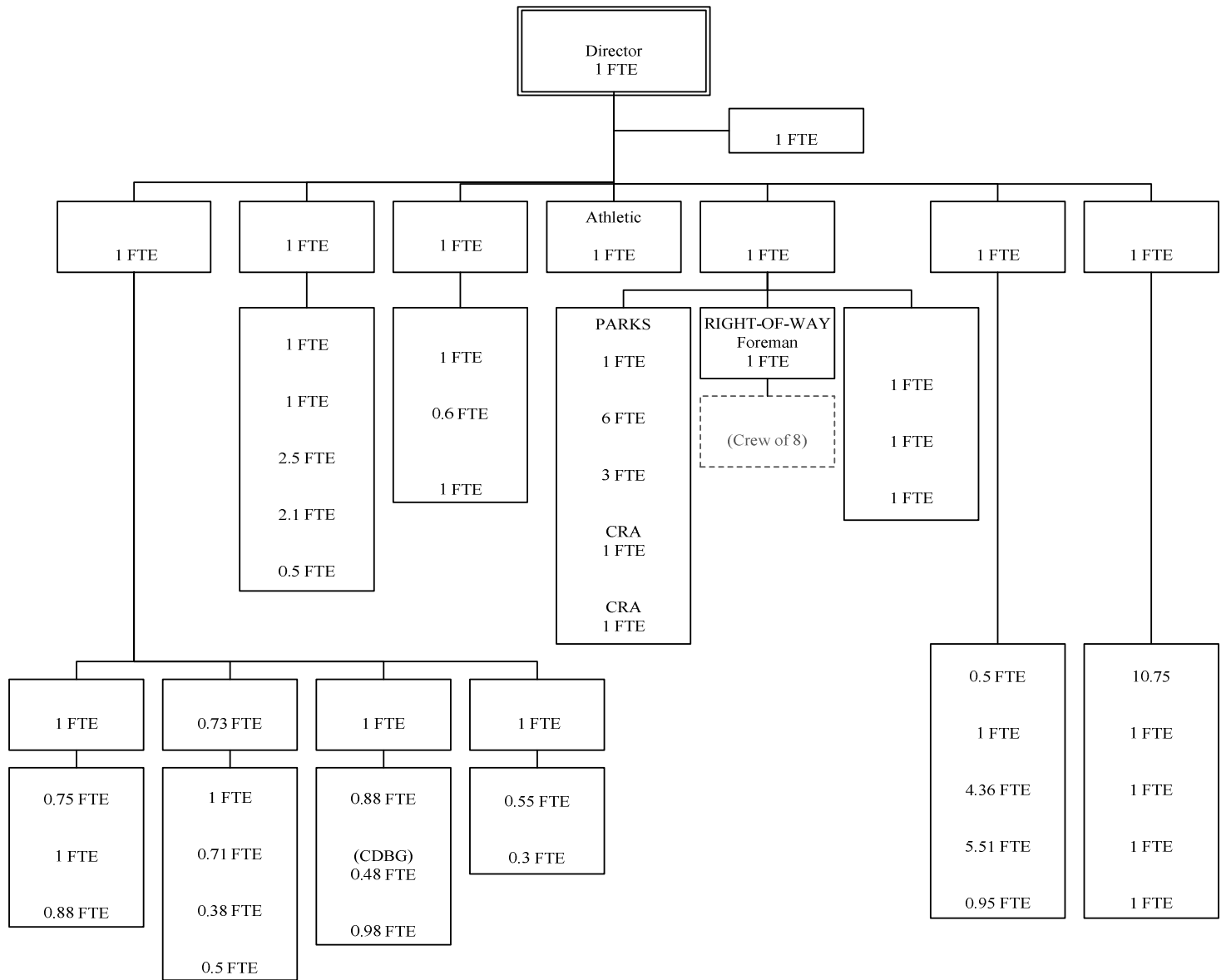
- ✓ Increase youth after school program participation by 10%.
- ✓ Increase sports teams with sponsors to 90%.
- ✓ Develop Master Site Plan to consolidate recreation services into a centralized community center.
- ✓ Implement automated recreation system software to improve accountability and reporting.

## FUTURE GOALS

- ✓ Make athletic programs self-sustaining with 100% sponsorships.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Hosted the first annual Labor Day at the Landing in September 2011 partnering with the Chamber of Commerce.
- ✓ Increased participation in Youth Basketball, Baseball, and Football with addition of five teams.



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# PARKS

## DESCRIPTION

Parks is responsible for the maintenance and beautification of 23 developed parks, 17 athletic fields, 5 exercise tracks, 21 tennis courts, and 3 boat ramp facilities.

## MISSION

Preserve, protect, maintain, and enhance the City's parkland areas.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Ensure Parks are Safe, Functional, and Attractive

Park Rentals - Liza Jackson, Landing, Chester Pruitt Park	n/a	336	343	302	350	385
Field Rentals	n/a	n/a	93	72	95	110
Controller Monitors Connected to I.Q. Irrigation Central Control System	n/a	5%	12%	15%	20%	20%

Actual				Budget	
2007-08	2008-09	2009-10	YTD thru 6/30 2010-11	2010-11	2011-12
n/a	336	343	302	350	385
n/a	n/a	93	72	95	110
n/a	5%	12%	15%	20%	20%

- ✓ Increase park rentals by 10% through various marketing strategies.
- ✓ Increase field rentals by 15% by scheduling rentals in-season.
- ✓ Replace Garnier's Beach restroom with prefabricated facility.

## FUTURE GOALS

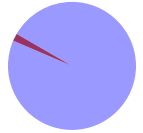
- ✓ Add I.Q. irrigation system to all controller monitors to monitor and centralize irrigation control.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Received Boating Improvement Grant funding to replace the Garniers Beach restrooms.
- ✓ Installed concrete inside the Hedrick Batting Cages.
- ✓ Installed new playground equipment at Briarwood Park and Villa Russ Park.
- ✓ Renovated Jet Stadium dugouts and batting cages.
- ✓ Received Boating Improvement Grant for Liza Jackson Park boat launch renovations.
- ✓ Exceeded all revenue projections for park and field rentals.

Share of City Budget

\$700,321,  
1.8%

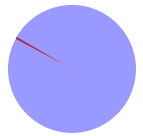




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Share of City Budget

\$178,738,  
0.5%



Right-of-Way landscapes and maintains areas along City roadways and rights-of-way. Activities include mowing, edging, litter control, irrigation, and fertilization.

Maintain and beautify the City's medians and rights-of-way.

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
<b>Maintain Tree City Designation</b>						
Per Capita Spending for Tree City Designation	\$5.65	\$9.30	\$2.00	\$0.85	\$2.00	\$2.00

- ✓ Maintain Tree City designation by spending at least \$2 per capita for related activities.
- ✓ Complete grant activities for installation of trees & irrigation on Lewis Turner Blvd medians.
- ✓ Apply for grant funding to landscape south side of Lewis Turner Blvd along FWB Golf Course.
- ✓ Received Landscaping Development Grant in the amount of \$26,000 to landscape Lewis Turner Blvd medians.
- ✓ Relandscaped all streetscaped areas in downtown FWB.

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# SENIOR CENTER

## DESCRIPTION

Senior Center facilities include a library, billiards room, ceramics studio, computer/game room, and shuffleboard complex. Programs include art, ceramics, bingo, bridge, China painting, exercise, dance, Tai Chi, National Mah Jong, and monthly luncheons. The center also organizes special events such as such as the Fine Art Show, China Painters Expo, Arts and Crafts Show, NW Florida Doll Show, and social functions.

## MISSION

Offer programs and activities that improve and maintain healthy minds, bodies, and spirits to adults ages 50+ in an atmosphere that is comfortable and convenient to all.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Ensure Member Satisfaction

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Number of Members (City, County, Non-Resident)	530	261	254	249			n/a	261
Memberships Variance	n/a	-51%	-3%	-2%			n/a	+/- 5%

- ✓ Increase memberships by 5% by providing more activities and marketing strategies with the Snowbirds.
- ✓ Increase pancake breakfast and spaghetti luncheon participation by 10% through marketing.

## FUTURE GOALS

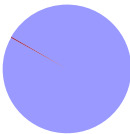
- ✓ Intitiate a Senior Center program for endowments.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Acquired new tables, chairs, game equipment, and video projector and screen due to generous donations.

Share of City Budget

\$112,064,  
0.3%



**001 GENERAL FUND - 1060 LIBRARY**

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
<b>Revenues:</b>						
138,700	160,850	148,560	79,671	337-7000 Cooperative Funding - Operations	79,671	0.00%
20,101	11,275	7,750	7,800	341-9110 Passport Fees	3,104	-60.21%
3,559	2,590	2,730	2,740	347-1000 Library Fees	2,740	0.00%
6,936	6,253	5,771	5,800	347-1010 Photo Copy Revenue	5,800	0.00%
375	500	750	250	347-1210 Rentals - Taxable	250	0.00%
75	50	-	25	347-1220 Rentals - Tax Exempt	25	0.00%
12,679	13,791	14,053	12,000	352-1000 Library Fines	12,000	0.00%
344	65	25	200	352-1010 Lost Publications	200	0.00%
1,238	3,465	5,103	-	366-1000 Contributions/Donations	-	0.00%
-	-	-	35,070	389-9600 Approp. from Reserved Fund Bal - Harvey Trust	35,320	0.71%
<b>\$ 184,175</b>	<b>\$ 198,839</b>	<b>\$ 184,743</b>	<b>\$ 108,486</b>	<b>TOTAL REVENUES</b>	<b>\$ 139,110</b>	<b>28.23%</b>
<b>Personal Services:</b>						
<b>10.60</b>	<b>9.90</b>	<b>9.90</b>	<b>8.10</b>	<b>Number of Funded Employees (FTE's)</b>	<b>8.10</b>	
323,781	301,210	269,457	246,771	571-1200 Salaries	246,840	0.03%
-	-	-	-	571-1201 Service Awards	163	100.00%
-	-	-	-	571-1202 Incentive/Merit Pay	7,895	100.00%
68	252	256	-	571-1400 Salaries - Overtime	-	0.00%
19,362	18,423	17,514	15,084	571-2100 FICA Taxes	14,935	-0.99%
4,528	4,309	4,096	3,528	571-2101 Medicare	3,493	-0.99%
46,664	33,906	42,030	33,417	571-2200 Retirement Contributions	40,830	22.18%
31,357	15,829	12,358	8,996	571-2300 Dental, Life & Health Insurance	9,552	6.18%
1,602	1,131	742	723	571-2400 Worker's Compensation	760	5.12%
<b>\$ 427,364</b>	<b>\$ 375,060</b>	<b>\$ 346,455</b>	<b>\$ 308,519</b>	<b>Total Personal Services</b>	<b>\$ 324,468</b>	<b>5.17%</b>
<b>Operating Expenditures:</b>						
-	-	-	-	571-3100 Professional Services	1,944	100.00%
3,305	3,348	2,378	1,944	571-3400 Other Services	1,500	-22.84%
128	-	68	250	571-4000 Travel and Per Diem	250	0.00%
2,081	2,443	2,067	1,825	571-4100 Communication Services	1,810	-0.82%
-	800	59	300	571-4200 Postage	100	-66.67%
60,003	59,013	67,639	64,285	571-4300 Utilities	60,000	-6.67%
11,619	11,981	11,708	12,153	571-4400 Rentals & Leases	11,862	-2.39%
13,551	3,072	2,851	3,867	571-4610 Maintenance Contracts	4,393	13.60%
3,782	3,771	3,996	3,900	571-4640 Building Maintenance	1,900	-51.28%
800	8,680	12	600	571-4650 Grounds Maintenance	200	-66.67%
2,086	1,190	1,183	1,200	571-4800 Promotional Activities	-	-
3,396	2,333	1,573	-	571-5100 Office Supplies	126	100.00%
5,510	4,033	4,199	8,340	571-5200 Operating Supplies	11,340	35.97%
934	931	967	-	571-5207 Program Expense	1,200	100.00%
231	56	-	-	571-5210 Uniform Expense	-	-
7,621	4,598	10,033	-	571-5223 Passport Fee Spending	-	-
-	1,090	631	-	571-5224 Donation Spending	-	-
602	331	-	-	571-5231 Computer Hardware/Software	-	0.00%
713	7,384	1,370	665	571-5400 Books, Dues & Publications	630	-5.26%
<b>\$ 113,796</b>	<b>\$ 116,613</b>	<b>\$ 110,735</b>	<b>\$ 99,329</b>	<b>Total Operating Expenditures</b>	<b>\$ 97,255</b>	<b>-2.09%</b>
<b>Capital Outlay:</b>						
5,458	752	-	-	571-6401 Furniture and Fixtures	-	0.00%
-	-	18,276	-	571-6402 Equipment	-	0.00%
7,568	636	608	-	571-6420 Computer Hardware/Software	-	0.00%
54,736	41,219	42,276	31,000	571-6600 Books, Publications & Library Materials (Harvey Trust)	30,250	-2.42%
<b>\$ 67,762</b>	<b>\$ 42,606</b>	<b>\$ 61,160</b>	<b>\$ 31,000</b>	<b>Total Capital Outlay</b>	<b>\$ 30,250</b>	<b>-2.42%</b>
<b>Debt Service</b>						
-	22,011	22,011	22,291	581-9121 Transfer to Debt Service Fund	22,261	-0.13%
<b>\$ -</b>	<b>\$ 22,011</b>	<b>\$ 22,011</b>	<b>\$ 22,291</b>	<b>2001 Bond - Municipal Facilities - year 11 of 30</b>	<b>\$ 22,261</b>	<b>-0.13%</b>
<b>\$ 608,922</b>	<b>\$ 556,290</b>	<b>\$ 540,361</b>	<b>\$ 461,139</b>	<b>TOTAL EXPENSES</b>	<b>\$ 474,234</b>	<b>2.84%</b>
<b>\$ (424,747)</b>	<b>\$ (357,451)</b>	<b>\$ (355,618)</b>	<b>\$ (352,653)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (335,124)</b>	<b>-4.97%</b>

# LIBRARY

## DESCRIPTION

Library resources include books, newspapers, periodicals, audio tapes, compact discs, and videos. Children's story hours are held weekly; special holiday reading programs and a summer reading program are conducted. Facilities include a history room, 5 individual study rooms, a meeting room for up to 100 people, 16 computer Internet stations for public access, and a spacious children's story time room.

## MISSION

Create and foster a comprehensive variety of print and media resources and materials designed to educate and entertain.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Resources to Promote Literacy, Education, & Enrichment

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Inventoried Collection Per Citizen	3.4	3.6	3.5	3.6	4.0	4.0
Circulation per Active Borrower (City and Non-City Residents)	n/a	n/a	5.6	4.2	5.0	5.0
City Residents Who Have an Active Library Card	n/a	n/a	46%	38%	50%	50%
Checkouts Performed Using the Self-Checkout Unit	n/a	n/a	n/a	n/a	n/a	50%

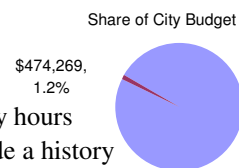
- ✓ Increase City resident Library memberships from 38% to 50% by providing more children and adult programs.
- ✓ Promote and encourage use of the library's Self-Checkout Unit for simple transactions.

## FUTURE GOALS

- ✓ Increase awareness of library services by using communication technologies such as Internet, BookMyne, and Blogs for marketing.
- ✓ Re-evaluate the layout of the library interior to better serve current needs of patrons.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Provided computers, scanners, printed copies and assistance for a large number of citizens applying for reimbursement of lost wages and income stemming from the BP oil spill.
- ✓ Completed a comprehensive inventory of the 72,000 items in the library's collection.



**001 GENERAL FUND - 1070 MUSEUM**

Actual							Budget	
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change	
<b>Revenues:</b>								
3,680	2,550	2,800	2,000	341-9110	Passport Fees	2,500	25.00%	
1,150	2,490	1,240	1,500	347-2000	Program Revenue	1,500	0.00%	
5,500	5,500	-	-	347-2100	Sponsorship Revenue	-	0.00%	
32,882	30,909	27,029	30,000	347-3500	Admission Fees	30,000	0.00%	
31,373	31,290	27,063	30,000	347-3510	Merchandise Sales	30,000	0.00%	
40	159	147	75	347-3515	Merchandise Sales - Tax Exempt	75	0.00%	
9,606	8,872	7,080	7,000	347-3520	Fees - Tax Exempt	7,000	0.00%	
4,531	3,520	6,641	-	366-1000	Contributions/Donations	1,500	100.00%	
200	899	9	-	369-9000	Miscellaneous Revenue	-	0.00%	
<b>\$ 88,961</b>	<b>\$ 86,189</b>	<b>\$ 72,010</b>	<b>\$ 70,575</b>	<b>TOTAL REVENUES</b>		<b>\$ 72,575</b>	<b>2.83%</b>	
<b>Personal Services:</b>								
<b>5.18</b>	<b>4.98</b>	<b>3.85</b>	<b>2.60</b>	<b>Number of Funded Employees (FTE's)</b>		<b>3.60</b>		
157,114	147,102	115,141	84,782	573-1200	Salaries	111,845	31.92%	
-	-	-	-	573-1202	Incentive/Merit Pay	3,509	100.00%	
888	125	-	-	573-1400	Salaries - Overtime	-	0.00%	
9,515	8,990	6,871	4,971	573-2100	FICA Taxes	6,632	33.41%	
2,225	2,103	1,607	1,163	573-2101	Medicare	1,551	33.36%	
21,698	21,122	22,835	15,015	573-2200	Retirement Contributions	18,338	22.13%	
-	-	-	-	573-2204	Retirement Contributions - DC Plan	1,354	100.00%	
15,732	15,584	16,498	17,263	573-2300	Dental, Life & Health Insurance	18,269	5.83%	
1,099	831	275	167	573-2400	Worker's Compensation	232	38.92%	
<b>\$ 208,272</b>	<b>\$ 195,856</b>	<b>\$ 163,226</b>	<b>\$ 123,361</b>	<b>Total Personal Services</b>		<b>\$ 161,730</b>	<b>31.10%</b>	
<b>Operating Expenditures:</b>								
-	-	-	-	573-3100	Professional Services	1,530	100.00%	
-	-	30	30	573-3400	Other Services	200	566.67%	
1,490	25	-	-	573-4000	Travel and Per Diem	-	0.00%	
2,248	2,182	1,026	1,525	573-4100	Communication Services	1,210	-20.66%	
-	524	372	500	573-4200	Postage	400	-20.00%	
18,071	13,126	18,576	19,170	573-4300	Utilities	20,000	4.33%	
1,417	1,545	1,349	1,881	573-4400	Rentals & Leases	1,257	-33.17%	
891	1,592	1,524	1,940	573-4610	Maintenance Contracts	1,669	-13.97%	
23	89	54	100	573-4630	Equipment Repair	100	0.00%	
1,599	2,912	1,151	2,500	573-4640	Building Maintenance	5,150	106.00%	
574	376	338	480	573-4650	Grounds Maintenance	480	0.00%	
1,089	1,636	1,577	1,925	573-4700	Printing & Binding	1,850	-3.90%	
1,947	2,363	1,695	2,100	573-4800	Promotional Activities	2,100	0.00%	
-	-	24	-	573-5100	Office Supplies	358	100.00%	
1,015	101	1,003	400	573-5200	Operating Supplies	1,500	275.00%	
19	25	-	25	573-5204	Fuel and Oil	-	-100.00%	
15,171	14,924	13,390	13,000	573-5205	Goods For Resale	13,000	0.00%	
693	820	201	800	573-5207	Program Expense	800	0.00%	
5,230	4,343	1,239	-	573-5208	Sponsorship Expense	-		
97	-	-	-	573-5210	Uniform Expense	-	0.00%	
1,014	769	397	900	573-5215	Exhibit / Collection Supplies	900	0.00%	
2,691	604	320	-	573-5223	Passport Fee Spending	-		
1,152	3,209	1,572	-	573-5224	Donation Receipts Spending	-		
894	1,262	1,426	1,500	573-5230	ACH/Credit Card Fees	-		
-	-	406	-	573-5231	Computer Hardware/Software	-	0.00%	
1,064	801	774	590	573-5400	Books, Dues & Publications	555	-5.93%	
<b>\$ 58,390</b>	<b>\$ 53,226</b>	<b>\$ 48,443</b>	<b>\$ 49,366</b>	<b>Total Operating Expenditures</b>		<b>\$ 53,059</b>	<b>7.48%</b>	
<b>Capital Outlay:</b>								
3,040	2,828	3,217	-	573-6214	Building Improvements	-	0.00%	
-	-	3,700	-	573-6402	Equipment	-	0.00%	
2,321	605	-	-	573-6420	Computer Hardware/Software	-	0.00%	
<b>\$ 5,361</b>	<b>\$ 3,433</b>	<b>\$ 6,917</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>		<b>\$ -</b>	<b>0.00%</b>	
<b>\$ 272,023</b>	<b>\$ 252,515</b>	<b>\$ 218,586</b>	<b>\$ 172,727</b>	<b>TOTAL EXPENSES</b>		<b>\$ 214,789</b>	<b>24.35%</b>	
<b>\$ (183,061)</b>	<b>\$ (166,326)</b>	<b>\$ (146,576)</b>	<b>\$ (186,923)</b>	<b>NET REVENUE / (EXPENSE)</b>		<b>\$ (142,214)</b>	<b>-23.92%</b>	

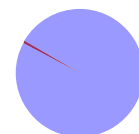
# MUSEUM

## DESCRIPTION

The Indian Temple Mound Museum is the first museum in Florida owned and operated by a municipality and is recognized for having the one of the finest collections of prehistoric ceramics in the Southeast United States. The Camp Walton Schoolhouse Museum and Garnier Post Office Museum are fine examples of Northwest Florida small town structures and house historic collections of artifacts that relay the story of early days here. The newly opened Civil War Exhibits Building interprets the First Florida Militia and their activities while stationed at what we today call The Fort Walton Landing.

Share of City Budget

\$214,824,  
0.6%



## MISSION

Share 14,000 years of Fort Walton culture and history through stewardship, education and interpretation of its prehistoric and historic collections.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Share Community History With Public

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Visitors Per General Visitation Hour of Operation	3.7	3.5	3.9	3.3	4.0	4.0
Educational Programming Visitors During Non-General Visitation Hours	4,940	4,530	3,807	4,466	4,500	4,500
City Savings from Volunteer Assistance	\$9,237	\$11,909	\$21,915	\$24,985	\$15,000	\$15,000

- ✓ Acquire sponsorship to fund 2011-12 Summer Exhibit.
- ✓ Increase general visitation per hour by 20% through marketing and new programming.

## FUTURE GOALS

- ✓ Complete NAGPRA process from filing to certification; clear collections ownership issues.
- ✓ Acquire sponsorship for future summer / travelling exhibit.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ ITMM gallery updates included removal of Civil War exhibits to an entirely new structure, redesign of historic exhibits and future expansion of exhibits in the Native American artifact gallery.



**001 GENERAL FUND - 1080 CEMETERY**

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
				<b>Revenues:</b>		
153,168	111,205	113,630	148,000	343-8000 Sale of Lots	148,000	0.00%
8,710	4,020	10,630	8,200	343-8100 Crypt Sales	8,200	0.00%
13,415	5,825	14,005	9,800	343-8200 Niche Sales	9,800	0.00%
10,610	9,237	8,115	10,000	343-8300 Weekend/Holidays Interments	10,000	0.00%
162,935	156,323	142,875	156,000	343-8400 Openings/Closings	156,000	0.00%
-	67,650	15,555	-	Transfer from Beal Memorial Cemetery Fund	24,000	100.00%
<b>\$ 348,838</b>	<b>\$ 354,260</b>	<b>\$ 304,810</b>	<b>\$ 332,000</b>	<b>TOTAL REVENUES</b>	<b>\$ 356,000</b>	<b>7.23%</b>
				<b>Personal Services:</b>		
<b>3.50</b>	<b>3.50</b>	<b>3.00</b>	<b>3.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>3.00</b>	
81,533	90,018	86,901	86,867	539-1200 Salaries	86,867	0.00%
-	-	-	-	539-1201 Service Awards	55	100.00%
-	-	-	-	539-1202 Incentive/Merit Pay	2,924	100.00%
5,493	2,365	866	2,500	539-1400 Salaries - Overtime	2,500	0.00%
-	-	288	375	539-1401 Salaries - Overtime Holiday Worked	375	0.00%
4,855	5,101	4,840	4,739	539-2100 FICA Taxes	4,711	-0.59%
1,136	1,193	1,132	1,108	539-2101 Medicare	1,102	-0.54%
14,854	15,271	20,025	18,173	539-2200 Retirement Contributions	22,195	22.13%
22,714	26,096	25,099	25,264	539-2300 Dental, Life & Health Insurance	26,641	5.45%
6,087	4,479	3,719	4,269	539-2400 Worker's Compensation	4,460	4.47%
<b>\$ 136,672</b>	<b>\$ 144,523</b>	<b>\$ 142,870</b>	<b>\$ 143,295</b>	<b>Total Personal Services</b>	<b>\$ 151,830</b>	<b>5.96%</b>
				<b>Operating Expenditures:</b>		
-	-	-	-	539-3100 Professional Services	865	100.00%
92,835	85,365	54,960	60,000	539-3400 Other Services	60,000	0.00%
1,142	1,207	982	1,230	539-4100 Communication Services	934	-24.07%
22,596	37,861	39,505	31,255	539-4300 Utilities	42,000	34.38%
-	-	-	30	539-4400 Rentals & Leases	60	100.00%
910	1,054	1,131	1,095	539-4610 Maintenance Contracts	215	-80.37%
14	13	-	-	539-4620 Vehicle Repair	-	0.00%
3,699	1,623	944	1,850	539-4630 Equipment Repair	1,850	0.00%
10,634	378	296	625	539-4640 Building Maintenance	600	-4.00%
5,903	9,483	7,655	10,125	539-4650 Grounds Maintenance	11,125	9.88%
33	122	50	125	539-4905 Safety Programs/Supply	270	116.00%
1,509	803	646	1,125	539-5200 Operating Supplies	2,375	111.11%
1,982	1,027	1,205	1,085	539-5204 Fuel & Oil	1,300	19.82%
344	-	411	520	539-5210 Uniform Expense	375	-27.88%
-	-	-	-	539-5233 Tools	375	100.00%
-	-	35	40	539-5500 Training	40	0.00%
<b>\$ 141,601</b>	<b>\$ 138,937</b>	<b>\$ 107,820</b>	<b>\$ 109,105</b>	<b>Total Operating Expenditures</b>	<b>\$ 122,384</b>	<b>12.17%</b>
				<b>Capital Outlay:</b>		
-	-	-	-	539-6214 Building Improvements	17,000	100.00%
-	19,800	8,473	-	Prefabricated Storage Building (\$17K Beal Memorial Fund)	-	0.00%
1,244	-	7,082	-	539-6355 Landscaping & Fences	-	0.00%
-	-	-	-	539-6402 Equipment	4,560	100.00%
-	-	-	-	Pull Behind Fertilizer Spreader	-	-
<b>\$ 1,244</b>	<b>\$ 19,800</b>	<b>\$ 15,555</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 21,560</b>	<b>100.00%</b>
				<b>Capital Improvements Program:</b>		
-	47,850	-	-	5323 - Beal Cemetery Improvements	-	0.00%
<b>\$ -</b>	<b>\$ 47,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Improvements Program</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Interfund Transfers:</b>		
36,165	24,173	22,726	29,600	581-9162 Transfer to Beal Memorial Perpetual Care Fund	29,600	0.00%
-	-	-	-	Lot Sales - 20% of revenues	-	-
<b>\$ 36,165</b>	<b>\$ 24,173</b>	<b>\$ 22,726</b>	<b>\$ 29,600</b>	<b>Total Interfund Transfers</b>	<b>\$ 29,600</b>	<b>0.00%</b>
<b>\$ 315,682</b>	<b>\$ 375,283</b>	<b>\$ 288,971</b>	<b>\$ 282,000</b>	<b>TOTAL EXPENSES</b>	<b>\$ 325,374</b>	<b>15.38%</b>
<b>\$ 33,157</b>	<b>\$ (21,023)</b>	<b>\$ 15,838</b>	<b>\$ 50,000</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ 30,626</b>	<b>-38.75%</b>

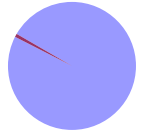
# CEMETERY

## DESCRIPTION

Cemetery staff is responsible for the sale of plots, niches, and mausoleum spaces; grounds maintenance; and supervision of funerals at the City's two cemeteries – Beal Memorial Cemetery and Brooks Cemetery.

Share of City Budget

\$325,174,  
0.8%



## MISSION

Provide a well-maintained and peaceful resting place of burial.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide a Well-Maintained Resting Place of Burial

Actual				YTD thru 6/30	Budget	
2007-08	2008-09	2009-10	2010-11	2010-11	2010-11	2011-12
40%	50%	60%	65%		65%	80%

Cemetery Grounds with Turf in Good Condition

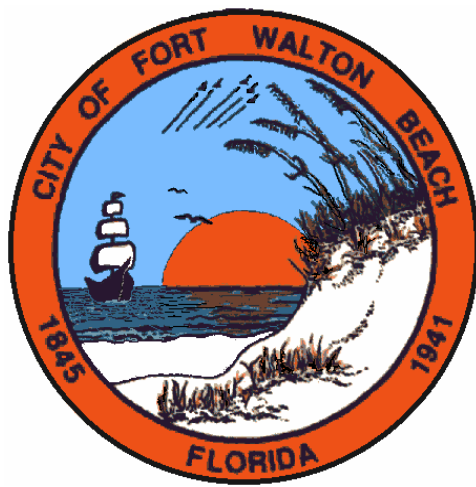
- ✓ Construct a 16' x 28' storage building for smaller maintenance equipment using perpetual care funds.
- ✓ Add 136 plots to the Hope Section of the cemetery.
- ✓ Plant 5 oak trees and 5 crape myrtles in the new Hope Section addition.

## FUTURE GOALS

- ✓ Research plot location software to ensure the quality of cemetery services.
- ✓ Develop a sod farm in open area of cemetery for use for newly dug graves.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Erected a 25' x 40' covered structure to shelter larger maintenance equipment.
- ✓ Established a water management program to monitor water use and weed control.
- ✓ Extended the Hope Section westward including markers for each plot.
- ✓ Purchased utility vehicle to assist in the maintenance of the grounds.
- ✓ Developed a turf management program to handle weed control including pre-emergent application and summer fertilization.



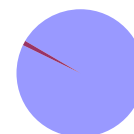
# 001 GENERAL FUND - 1200 ENGINEERING SERVICES

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
-	-	-	-	3,500	100.00%
45	14	57	-	-	0.00%
4,850	950	100	-	-	0.00%
<b>\$ 4,895</b>	<b>\$ 964</b>	<b>\$ 157</b>	<b>\$ -</b>	<b>\$ 3,500</b>	<b>100.00%</b>
<b>TOTAL REVENUES</b>					
<b>\$ 4,895</b>					
<b>Personal Services:</b>					
<b>3.00</b>	<b>7.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	
192,208	178,408	328,131	261,564	259,764	-0.69%
-	-	-	-	217	100.00%
-	-	-	-	4,874	100.00%
-	-	53	-	-	-
1,210	1,215	-	-	-	-
11,255	10,564	19,780	15,510	15,353	-1.01%
2,632	2,471	4,626	3,628	3,591	-1.02%
32,799	27,649	70,150	54,719	66,370	21.29%
-	-	4	8,446	-	-100.00%
22,714	26,965	23,611	22,005	23,287	5.83%
3,619	2,963	639	514	540	5.06%
<b>\$ 266,438</b>	<b>\$ 250,235</b>	<b>\$ 446,994</b>	<b>\$ 357,940</b>	<b>\$ 373,996</b>	<b>4.49%</b>
<b>Total Personal Services</b>					
<b>\$ 266,438</b>					
<b>Operating Expenditures:</b>					
-	-	39,575	-	6,168	100.00%
-	-	9,748	90	90	0.00%
615	-	526	-	800	100.00%
3,378	3,447	3,694	2,931	2,894	-1.26%
-	174	4,995	1,598	2,950	84.61%
1,532	1,531	8,321	11,350	13,260	16.83%
-	-	8,010	5,984	-	-
112	55	21	100	100	0.00%
-	-	-	100	100	0.00%
-	-	482	550	1,100	100.00%
-	-	2,843	-	-	0.00%
5,642	6,237	6,752	6,000	7,035	17.25%
107	-	328	625	625	0.00%
1,918	991	884	960	600	-37.50%
182	-	-	525	255	-51.43%
4,640	2,218	1,385	-	-	0.00%
2,061	781	583	480	150	-68.75%
-	-	300	-	400	100.00%
-	-	27	-	-	0.00%
-	-	(602)	-	-	0.00%
-	-	(280)	-	-	0.00%
-	-	-	-	-	0.00%
<b>\$ 20,187</b>	<b>\$ 15,435</b>	<b>\$ 87,593</b>	<b>\$ 31,293</b>	<b>\$ 36,527</b>	<b>16.73%</b>
<b>Total Operating Expenditures</b>					
<b>\$ 20,187</b>					
<b>Capital Outlay:</b>					
-	631	-	-	-	0.00%
<b>\$ -</b>	<b>\$ 631</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Capital Outlay</b>					
<b>\$ -</b>					
<b>\$ 286,625</b>	<b>\$ 266,301</b>	<b>\$ 534,587</b>	<b>\$ 389,233</b>	<b>\$ 410,523</b>	<b>5.47%</b>
<b>TOTAL EXPENSES</b>					
<b>\$ 286,625</b>					
<b>\$ (281,730)</b>	<b>\$ (265,338)</b>	<b>\$ (534,430)</b>	<b>\$ (389,233)</b>	<b>\$ (407,023)</b>	<b>4.57%</b>
<b>NET REVENUE / (EXPENSE)</b>					
<b>\$ (281,730)</b>					

# ENGINEERING SERVICES

Share of City Budget

\$410,523,  
1.1%



## DESCRIPTION

Engineering maintains GIS data, reviews all site plans, subdivision plans, and as-built drawings for compliance with City codes and outside agency requirements; provides survey and design data for street, sidewalk, water, sewer, and stormwater projects; and prepares maps for internal use, annexation, Comprehensive Plan amendments and newspaper ads.

## MISSION

Provide high quality, timely, and cost effective services in all facets of operations.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Develop GIS System to Track & Monitor City Assets

Street Data Entered in GIS (collected by Okaloosa County)

Water System Features Accurately Entered in GIS

Sanitary Sewer System Features Accurately Entered in GIS

Stormwater System Features Accurately Entered in GIS

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Street Data Entered in GIS (collected by Okaloosa County)	n/a	n/a	n/a	annual measure	n/a	90%	n/a	90%
Water System Features Accurately Entered in GIS	n/a	n/a	n/a	annual measure	n/a	10%	n/a	10%
Sanitary Sewer System Features Accurately Entered in GIS	n/a	n/a	n/a	annual measure	n/a	10%	n/a	10%
Stormwater System Features Accurately Entered in GIS	n/a	n/a	n/a	annual measure	n/a	10%	n/a	10%

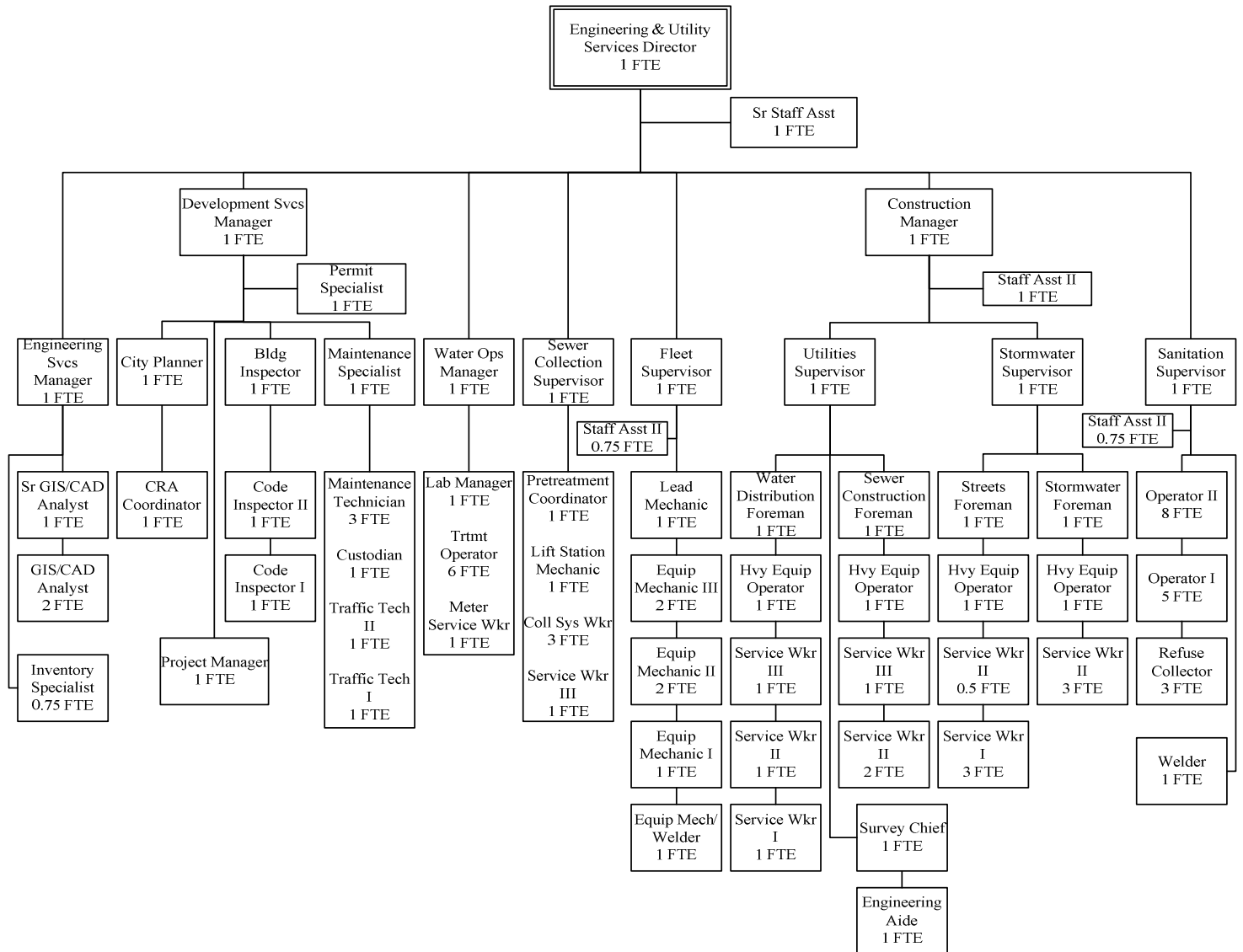
- ✓ Collect a minimum of 10% of additional field data for the potable water, sanitary sewer, and stormwater infrastructure systems for input into the GIS system and complete a minimum of two training courses from ESRI for ArcGIS Server.
- ✓ Complete the design of all CIPs for FY 2011-12 before December 31, 2011 in order to allow for construction of scheduled CIPs to be completed by September 30, 2012.
- ✓ Develop at least one GIS web interface to provide City employees easy access to GIS data via the City intranet.

## FUTURE GOALS

- ✓ Complete mapping City infrastructure in GIS with a strong emphasis on disaster preparedness and recovery and performing duties more efficiently.
- ✓ Increase the City's CRS rating for flood insurance to a Class 6 in this audit cycle with a goal of a Class 5 in the next audit cycle.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Completed 20% of the GPS data collection and GIS database creation for City's utility infrastructure.
- ✓ Performed quality assurance analysis on Stormwater Utility geodatabase and redigitized impervious surface data.
- ✓ Completed FEMA CRS five-year cycle verification visit and maintained a rating of Class 7 with the possibility of moving up to a Class 6, which would result in a 5% increase in the flood insurance discount.
- ✓ Completed the transition of the City's GIS system from personal geodatabases to an enterprise multi-user geodatabase.



# 001 GENERAL FUND -1205 PLANNING & ZONING

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
17,697	8,850	6,229	20,000	329-1001 Zoning/Variations Fees	12,500 -37.50%
1,495	1,522	1,150	1,500	329-2000 Zoning Site Plan Review	2,500 66.67%
<b>\$ 19,192</b>	<b>\$ 10,372</b>	<b>\$ 7,379</b>	<b>\$ 21,500</b>	<b>TOTAL REVENUES</b>	<b>\$ 15,000 -30.23%</b>
<b>Personal Services:</b>					
<b>3.00</b>	<b>2.00</b>	<b>-</b>	<b>1.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>1.00</b>
160,895	173,887	-	44,750	515-1200 Salaries	44,873 0.27%
-	-	-	-	515-1202 Incentive/Merit Pay	975 100.00%
1,210	783	-	-	515-1503 Auto Allowance	-
11,961	11,308	-	2,687	515-2100 FICA Taxes	2,690 0.11%
2,805	2,645	-	628	515-2101 Medicare	629 0.16%
30,480	26,876	-	-	515-2200 Retirement Contributions	- 0.00%
-	-	-	2,237	515-2204 Retirement Contributions - DC Plan	2,244 0.31%
4,193	4,836	-	4,176	515-2300 Dental, Life & Health Insurance	4,447 6.49%
727	507	-	88	515-2400 Worker's Compensation	93 5.68%
<b>\$ 212,272</b>	<b>\$ 220,842</b>	<b>\$ -</b>	<b>\$ 54,566</b>	<b>Total Personal Services</b>	<b>\$ 55,951 2.54%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	515-3100 Professional Services	16,476 100.00%
-	-	-	65,200	515-3400 Other Services	-
1,995	115	-	750	515-4000 Travel and Per Diem	1,100 46.67%
2,874	2,504	-	613	515-4100 Communication Services	517 -15.66%
-	3,636	-	1,000	515-4200 Postage	-
1,532	1,531	-	-	515-4400 Rentals & Leases	-
2,500	2,564	-	6,492	515-4610 Maintenance Contracts	-
785	7	-	2,500	515-4700 Printing & Binding	1,500 -40.00%
967	-	-	-	515-4800 Promotional Activities	- 0.00%
23,150	6,651	-	6,150	515-4915 Legal Advertisements	-
3,626	-	-	-	515-5100 Office Supplies	-
952	35	-	500	515-5200 Operating Supplies	- -100.00%
302	-	-	-	515-5204 Fuel & Oil	-
2,602	1,175	-	280	515-5400 Books, Dues & Publications	395 41.07%
-	-	-	750	515-5500 Training	225 -70.00%
935	3,254	-	-	515-5501 Tuition Reimbursement	- 0.00%
<b>\$ 42,219</b>	<b>\$ 21,473</b>	<b>\$ -</b>	<b>\$ 84,235</b>	<b>Total Operating Expenditures</b>	<b>\$ 20,213 -76.00%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 254,491</b>	<b>\$ 242,316</b>	<b>\$ -</b>	<b>\$ 138,801</b>	<b>TOTAL EXPENSES</b>	<b>\$ 76,164 -45.13%</b>
<b>\$ (235,299)</b>	<b>\$ (231,944)</b>	<b>\$ 7,379</b>	<b>\$ (117,301)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (61,164) -47.86%</b>

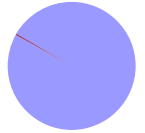
# PLANNING & ZONING

## DESCRIPTION

Planning is responsible for sustainable growth and development in Fort Walton Beach, ensuring implementation of the Comprehensive Plan, and compliance with the Land Development Code. Staff assists the Municipal Planning Board and serves on various growth management and transportation planning committees.

Share of City Budget

\$76,164,  
0.2%



## MISSION

Foster sustainable development by providing professional and technical services to City Council, citizen boards, property owners, and businesses in order to promote high quality of life and prosperity for the citizens of Fort Walton Beach.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Reduce Commercial & Industrial Vacancies

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Vacant Parcels - Commerce & Technology Park	n/a	n/a	n/a	n/a			n/a	15
Vacant Parcels - CRA	n/a	n/a	n/a	n/a			n/a	10

- ✓ Reduce commercial and industrial vacancies by developing a list of vacancies and citywide targeted infill development list for use by potential businesses wanting to relocate or expand in the City.
- ✓ Reduce the LDC development review process time by 50% through revamping and streamlining the review process and implementing deadlines for easier review and approval of minor and major developments.
- ✓ Revise the Land Development Code and achieve City Council adoption by March 2012.
- ✓ Conduct at least one workshop with stakeholders to discuss the bonus provisions of the new LDC.
- ✓ Develop a draft Economic Development plan for the City by September 2012.
- ✓ Secure grant funding for and complete at least one community improvement / transportation project.

## FUTURE GOALS

- ✓ Promote sustainable growth and development through increased density and business expansion.
- ✓ Plan for and implement a reliable and efficient pedestrian-friendly transportation network in the City.
- ✓ Encourage the use of the Brownfields program as an economic tool for businesses and for restoration of the natural environment.
- ✓ Partner with the EDC and Chamber of Commerce towards the goal of Economic Development for the area.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Adopted the 2011 Comprehensive Plan.
- ✓ Obtained grant funding and implemented the first phase of the FWB Bikeways program through a partnership with the Okaloosa County Health Department.
- ✓ Completed the Brownfields designation for the Hollywood Boulevard Light Industrial Area.
- ✓ Adopted the 2011 Local Mitigation Strategy.



# 001 GENERAL FUND - 1215 BUILDING INSPECTIONS & PERMITTING

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
163,995	107,331	113,693	120,000	322-1000 Building Permits	120,000 0.00%
-	-	-	-	322-1001 Re-Inspection Fee	1,000 100.00%
-	-	-	-	322-1002 Working Without A Permit Fee	7,500 100.00%
4,685	1,810	2,051	2,500	322-1010 Notice of Commencement	2,500 0.00%
4,194	3,511	2,855	1,280	322-1020 Certificate of Occupancy/Completion/Use	1,280 0.00%
29,294	28,029	33,229	25,600	322-1030 Processing Fee	25,600 0.00%
17,261	15,742	16,020	16,000	322-2000 Electrical Permits	16,000 0.00%
10,808	8,307	7,986	8,000	322-3000 Plumbing Permits	8,000 0.00%
3,575	2,737	3,346	2,560	322-4000 Gas Permits	2,560 0.00%
10,655	8,741	10,774	6,400	322-5000 Mechanical Permits	6,400 0.00%
33,450	27,467	32,853	37,000	329-1000 Building Plan Review	37,000 0.00%
1,010	110	-	-	329-1020 Development Review Committee	- 0.00%
10,838	3,128	4,352	3,000	329-3000 Sign/Banner Permit	3,000 0.00%
-	-	600	-	329-5010 Right-of-Way	- 0.00%
64,375	172,181	-	-	354-1000 Code Enforcement - Fines	- 0.00%
8,450	7,030	-	-	354-1010 Code Enforcement - Fees	- 0.00%
-	-	32,461	30,554	381-2500 Transfer from CDBG Fund	23,315 -23.69%
<b>\$ 362,589</b>	<b>\$ 386,125</b>	<b>\$ 260,219</b>	<b>\$ 252,894</b>	<b>TOTAL REVENUES</b>	<b>\$ 254,155 0.50%</b>
<b>Personal Services:</b>					
6.00	3.00	3.00	3.00	Number of Funded Employees (FTE's)	3.00
322,047	291,678	149,615	151,109	524-1200 Salaries	151,110 0.00%
-	-	-	-	524-1201 Service Awards	- 0.00%
-	-	-	-	524-1202 Incentive/Merit Pay	2,924 100.00%
58	307	229	-	524-1400 Salaries - Overtime	- 0.00%
20,785	17,866	8,871	8,844	524-2100 FICA Taxes	8,958 1.29%
4,915	4,178	2,075	2,068	524-2101 Medicare	2,095 1.31%
50,544	46,915	15,674	7,170	524-2200 Retirement Contributions	8,758 22.15%
-	-	5,768	8,446	524-2204 Retirement Contributions - DC Plan	8,446 0.00%
37,476	53,948	16,353	17,326	524-2300 Dental, Life & Health Insurance	18,269 5.44%
9,998	6,716	2,385	2,559	524-2400 Worker's Compensation	2,673 4.45%
<b>\$ 445,823</b>	<b>\$ 421,608</b>	<b>\$ 200,969</b>	<b>\$ 197,522</b>	<b>Total Personal Services</b>	<b>\$ 203,233 2.89%</b>
<b>Operating Expenditures:</b>					
450	-	-	-	524-3100 Professional Services	8,509 100.00%
6,535	12,385	-	-	524-3101 Legal Services	- 0.00%
1,019	-	-	-	524-3400 Other Services	10,087 100.00%
2,750	2,948	273	2,550	524-4000 Travel and Per Diem	2,568 0.71%
4,024	3,610	1,951	2,139	524-4100 Communication Services	1,922 -10.14%
15,315	14,697	13,853	8,271	524-4610 Maintenance Contracts	-
1,547	235	198	200	524-4620 Vehicle Repair	200 0.00%
95	700	-	-	524-4700 Printing & Binding	- 0.00%
511	213	-	-	524-4912 Easement Recording Fees	-
474	487	-	-	524-4915 Legal Advertisement	-
176	46	32	495	524-5200 Operating Supplies	200 -59.60%
3,581	2,020	1,090	1,240	524-5204 Fuel & Oil	2,000 61.29%
211	-	-	-	524-5210 Uniform Expense	- 0.00%
-	-	-	1,910	524-5230 ACH/Credit Card Fees	-
230	533	-	-	524-5231 Computer Hardware/Software	- 0.00%
1,884	807	847	1,660	524-5400 Books, Dues & Publications	2,095 26.20%
-	-	200	1,640	524-5500 Training	1,900 15.85%
-	-	775	-	524-5501 Tuition Reimbursement	- 0.00%
<b>\$ 38,802</b>	<b>\$ 38,682</b>	<b>\$ 19,219</b>	<b>\$ 20,105</b>	<b>Total Operating Expenditures</b>	<b>\$ 29,481 46.64%</b>
<b>Capital Outlay:</b>					
1,287	-	-	-	524-6420 Computer Hardware/Software	- 0.00%
<b>\$ 1,287</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 485,913</b>	<b>\$ 460,290</b>	<b>\$ 220,188</b>	<b>\$ 217,627</b>	<b>TOTAL EXPENSES</b>	<b>\$ 232,714 6.93%</b>
<b>\$ (123,323)</b>	<b>\$ (74,165)</b>	<b>\$ 40,031</b>	<b>\$ 35,267</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ 21,441 -39.20%</b>

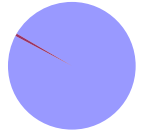
# BUILDING INSPECTION & PERMITTING

Share of City Budget

## DESCRIPTION

Building officials issue building permits, review building plans, and inspect all facets of construction including structure, electrical, plumbing, mechanical, gas, fences, and signs.

\$232,914,  
0.6%



## MISSION

Provide efficient assistance with, and ensure adherence to, state and local Land Development and Building Codes.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Timely & Efficient Building Permits

- % of Residential Permits Issued within 3 Business Days of Application
- % of Commercial Permits Issued within 5 Business Days of Application

### Provide Timely & Efficient Building Inspections

- % of Residential Inspections Completed within 3 Business Days of Request
- % of Commercial Inspections Completed within 3 Business Days of Request

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
% of Residential Permits Issued within 3 Business Days of Application	n/a	n/a	n/a	n/a	n/a	n/a	90%	90%
% of Commercial Permits Issued within 5 Business Days of Application	n/a	n/a	n/a	n/a	n/a	n/a	90%	90%
% of Residential Inspections Completed within 3 Business Days of Request	n/a	n/a	n/a	n/a	n/a	n/a	90%	90%
% of Commercial Inspections Completed within 3 Business Days of Request	n/a	n/a	n/a	n/a	n/a	n/a	90%	90%

- ✓ Enhance contractor and developer education through no less than two training seminars provided by the Building Division.
- ✓ Streamline the building permit review process to achieve a turnaround time of less than one week for all permits.
- ✓ Streamline the building inspection process to achieve a completion time of less than 3 days for all inspections.

## FUTURE GOALS

- ✓ Achieve a fully electronic submittal and review process for building permits and inspections.
- ✓ Obtain a Master Code Professional and all other required certifications for Building Inspectors.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Streamlined and implemented a paperless process for plan review and permitting, and designed a process to maintain all records electronically.
- ✓ Streamlined the floodplain management process and review.
- ✓ Cross-trained Building Inspectors as back up for permit entry and processing and cross-trained the Facilities Project Manager in building code inspections..
- ✓ Acquired the Certified Floodplain Manager certification for the Development Services Manager and Building Inspector.

**001 GENERAL FUND - 1217 CODE ENFORCEMENT**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
-	-	63,692	20,000	354-1000 Code Enforcement - Fines	20,000 0.00%
-	-	8,155	5,000	354-1010 Code Enforcement - Fees	5,000 0.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 71,847</b>	<b>\$ 25,000</b>	<b>TOTAL REVENUES</b>	<b>\$ 25,000 0.00%</b>
<b>Personal Services:</b>					
-	-	2.00	2.00	Number of Funded Employees (FTE's)	2.00
-	-	91,483	91,382	529-1200 Salaries	91,382 0.00%
-	-	-	-	529-1201 Service Awards	217 100.00%
-	-	-	-	529-1202 Incentive/Merit Pay	1,949 100.00%
-	-	5,395	5,389	529-2100 FICA Taxes	5,376 -0.24%
-	-	1,262	1,260	529-2101 Medicare	1,258 -0.16%
-	-	20,803	19,117	529-2200 Retirement Contributions	23,348 22.13%
-	-	13,384	12,909	529-2300 Dental, Life & Health Insurance	13,648 5.72%
-	-	1,834	1,949	529-2400 Worker's Compensation	2,035 4.41%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 134,160</b>	<b>\$ 132,006</b>	<b>Total Personal Services</b>	<b>\$ 139,213 5.46%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	529-3100 Professional Services	2,672 100.00%
-	-	12,263	25,000	529-3101 Legal Services	2,500 -90.00%
-	-	-	500	529-3400 Other Services	500 0.00%
-	-	-	-	529-4000 Travel and Per Diem	500 100.00%
-	-	1,639	1,478	529-4100 Communication Services	1,357 -8.19%
-	-	2,469	2,594	529-4610 Maintenance Contracts	
-	-	270	200	529-4620 Vehicle Repair	200 0.00%
-	-	58	180	529-5200 Operating Supplies	50 -72.22%
-	-	1,070	1,270	529-5204 Fuel & Oil	1,800 41.73%
-	-	55	100	529-5400 Books, Dues & Publications	100 0.00%
-	-	295	-	529-5500 Training	1,000 100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,119</b>	<b>\$ 31,322</b>	<b>Total Operating Expenditures</b>	<b>\$ 10,679 -65.91%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,279</b>	<b>\$ 163,328</b>	<b>TOTAL EXPENSES</b>	<b>\$ 149,892 -8.23%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ (80,431)</b>	<b>\$ (138,328)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (124,892) -9.71%</b>

# CODE ENFORCEMENT

## DESCRIPTION

Code Enforcement routinely inspects properties for code violations and responds to citizen complaints regarding code, zoning, or land use violations.

## MISSION

Ensure adherence to the City's Code of Ordinances and achieve a high complaint resolution rate.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Implement Nuisance Abatement Program

Number of Derelict Properties Brought Into Compliance - CRA  
 Number of Derelict Properties Brought Into Compliance - non-CRA

Actual				YTD thru 6/30		Budget	
2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
n/a	n/a	n/a	n/a	n/a	n/a	n/a	3
n/a	n/a	n/a	n/a	n/a	n/a	n/a	1

- ✓ Implement an aggressive Nuisance Abatement program throughout the CRA to allow City staff to bring currently derelict properties into compliance while assessing liens on the properties for the time and materials.
- ✓ Adopt a new sign code in the LDC that includes input from at least one workshop attended by community stakeholders.

## FUTURE GOALS

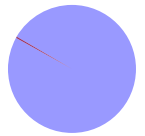
- ✓ Implement a program to resolve foreclosure cases within one year from the time foreclosure becomes an option on a property in violation of the code.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented a new mitigation schedule for Code Enforcement fines through Ordinance No. 1793.

Share of City Budget

\$149,892,  
0.4%



**001 GENERAL FUND - 1220 FLEET**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
-	138	301	300	365-1010 Sale of Used Oil	300 0.00%
<b>\$ -</b>	<b>\$ 138</b>	<b>\$ 301</b>	<b>\$ 300</b>	<b>TOTAL REVENUES</b>	<b>\$ 300 0.00%</b>
<b>Personal Services:</b>					
<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>8.75</b>	<b>Number of Funded Employees (FTE's)</b>	<b>8.75</b>
325,652	309,751	304,020	259,248	519-1200 Salaries	259,249 0.00%
-	-	-	-	519-1201 Service Awards	109 100.00%
-	-	-	-	519-1202 Incentive/Merit Pay	8,529 100.00%
235	302	872	250	519-1400 Salaries - Overtime	250 0.00%
1,210	1,215			519-1503 Auto Allowance	
18,769	17,940	18,798	15,100	519-2100 FICA Taxes	14,676 -2.81%
4,389	4,196	4,396	3,531	519-2101 Medicare	3,433 -2.78%
55,607	52,898	68,653	50,825	519-2200 Retirement Contributions	62,074 22.13%
52,203	46,303	35,937	24,326	519-2300 Dental, Life & Health Insurance	25,540 4.99%
11,939	8,766	6,148	5,639	519-2400 Worker's Compensation	5,891 4.47%
<b>\$ 470,006</b>	<b>\$ 441,371</b>	<b>\$ 438,825</b>	<b>\$ 358,919</b>	<b>Total Personal Services</b>	<b>\$ 379,751 5.80%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	519-3100 Professional Services	6,470 100.00%
1,745	107	-	100	519-4000 Travel and Per Diem	100 0.00%
2,367	2,340	1,587	1,798	519-4100 Communication Services	1,646 -8.45%
20,768	21,894	24,619	24,260	519-4300 Utilities	25,000 3.05%
433	384	441	400	519-4400 Rentals & Leases	- -100.00%
6,366	7,455	7,734	7,729	519-4610 Maintenance Contracts	244 -96.84%
618	734	861	520	519-4620 Vehicle Repair	520 0.00%
2,509	811	6,100	2,000	519-4630 Equipment Repair	1,000 -50.00%
717	486	390	500	519-4640 Building Maintenance	500 0.00%
129	231	66	150	519-4905 Safety Programs/Supply	400 166.67%
23,205	15,862	12,066	13,680	519-5200 Operating Supplies	13,680 0.00%
(3,667)	3,432	12,968		519-5203 Fleet Maintenance Clearing Account	
4,236	2,067	2,447	2,705	519-5204 Fuel & Oil	2,900 7.21%
1,461	1,610	1,438	1,760	519-5210 Uniform Expense	1,580 -10.23%
200	225	225	225	519-5400 Books, Dues & Publications	- -100.00%
-	-	-	100	519-5500 Training	100 0.00%
(13)	-	-	-	519-9905 Capitalized Costs Allocation - Labor	- 0.00%
(4)	-	-	-	519-9906 Capitalized Costs Allocation - Benefits	- 0.00%
(2)	-	-	-	519-9907 Capitalized Costs Allocation - Overhead	- 0.00%
<b>\$ 61,068</b>	<b>\$ 57,639</b>	<b>\$ 70,941</b>	<b>\$ 55,927</b>	<b>Total Operating Expenditures</b>	<b>\$ 54,140 -3.20%</b>
<b>Capital Outlay:</b>					
-	-	-	-	519-6402 Equipment	2,225 100.00%
				Air Compressor for Service Truck - replace MJ225	
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 2,225 100.00%</b>
<b>\$ 531,074</b>	<b>\$ 499,010</b>	<b>\$ 509,765</b>	<b>\$ 414,846</b>	<b>TOTAL EXPENSES</b>	<b>\$ 436,116 5.13%</b>
<b>\$ (531,074)</b>	<b>\$ (498,872)</b>	<b>\$ (509,464)</b>	<b>\$ (414,546)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ (435,816) 5.13%</b>

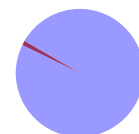
# FLEET

## DESCRIPTION

Fleet is responsible for maintaining safe, reliable, economical, and environmentally-friendly vehicles and heavy equipment.

Share of City Budget

\$436,116,  
1.1%



## MISSION

Ensure fleet is available and functioning properly

## CURRENT GOALS, OBJECTIVES, & METRICS

### Minimize Unscheduled/Unanticipated Downtime and Repairs

Workload Attributable to Scheduled Preventative Maintenance & Inspections	n/a	n/a	n/a	40%	n/a	45%
Unscheduled/Unanticipated Repairs Performed In-House	n/a	n/a	n/a	57%	n/a	52%
Unscheduled/Unanticipated Repairs Performed Contracted	n/a	n/a	n/a	3%	n/a	3%

### Support Department Productivity by Minimizing Downtime

	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Hours of Downtime: Public Safety (police & fire)	n/a	n/a	n/a	n/a	n/a	6500
Hours of Downtime: Non-Public Safety	n/a	n/a	n/a	n/a	n/a	1600

- ✓ Reduce the number of unscheduled/unanticipated repairs by 5%.
- ✓ Implement tracking system in HTE to determine the amount of downtime experienced per major and minor repair incident.
- ✓ Reduce cost of repair parts by issuing an ITB for parts and tires.

## FUTURE GOALS

- ✓ Explore outsourcing elements of fleet maintenance operations.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Installed new clutches in a Stormwater dump truck and Sewer Collection dump truck at a savings of \$2,000.
- ✓ Installed four Coban Top cameras in Police Department patrol cars.
- ✓ Repaired damaged packer panels in two Solid Waste Automated Side Loaders and replaced worn packer and damaged skid plate in Solid Waste Front Loader. These repairs will ensure the trucks remain in service longer.
- ✓ Repaired broken rear axle stabilizer on Solid Waste Front Loader at a savings of \$6,000.
- ✓ Installed new water tanks, hydraulic valves, blower and a COTA transmission on the rear engine of the Sewer Collection Sewer Cleaner. These repairs will ensure the truck remains in service longer.

# 001 GENERAL FUND - 1230 FACILITIES

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
-	-	14	50	50	0.00%
107	342	343	200	200	0.00%
<b>\$ 107</b>	<b>\$ 342</b>	<b>\$ 357</b>	<b>\$ 250</b>	<b>\$ 250</b>	<b>0.00%</b>
<b>TOTAL REVENUES</b>					
<b>\$ 250 0.00%</b>					
<b>Personal Services:</b>					
<b>10.00</b>	<b>11.00</b>	<b>10.67</b>	<b>8.00</b>	<b>8.00</b>	
307,242	329,152	382,788	258,153	258,515	0.14%
-	-	-	-	217	100.00%
-	-	-	-	7,798	100.00%
5,959	4,310	2,020	5,000	5,000	0.00%
-	650	-	1,000	1,000	0.00%
1,210	1,215	-	-	-	-
18,623	19,700	29,648	15,414	15,205	-1.36%
4,355	4,607	7,012	3,605	3,557	-1.33%
53,649	57,004	82,530	47,558	58,177	22.33%
-	-	1,587	2,311	2,312	0.04%
35,438	39,136	46,485	20,445	20,063	-1.87%
21,472	18,665	15,336	13,229	12,392	-6.33%
<b>\$ 447,947</b>	<b>\$ 474,440</b>	<b>\$ 567,407</b>	<b>\$ 366,715</b>	<b>\$ 384,236</b>	<b>4.78%</b>
<b>Total Personal Services</b>					
<b>\$ 384,236 4.78%</b>					
<b>Operating Expenditures:</b>					
4,140	16,325	-	1,600	1,100	-31.25%
-	160	-	-	-	0.00%
2,583	2,596	2,551	2,413	2,569	6.46%
95,683	127,268	110,355	97,065	110,000	13.33%
1,608	1,400	-	-	-	0.00%
196	1,371	779	36,220	36,229	0.02%
11,366	5,837	3,855	3,560	3,560	0.00%
504	636	156	300	300	0.00%
26,767	8,800	9,739	9,900	9,900	0.00%
-	-	-	-	26,100	100.00%
-	241	-	-	-	0.00%
5,497	505	510	500	500	0.00%
58	171	35	315	525	66.67%
11,081	13,278	4,750	7,095	6,055	-14.66%
13,671	8,975	9,460	11,560	11,100	-3.98%
1,518	1,633	1,308	1,760	1,000	-43.18%
-	-	-	-	1,550	100.00%
20,819	9,878	9,448	10,550	11,050	4.74%
120	-	-	-	-	0.00%
-	-	-	625	250	-60.00%
(28)	(2,879)	(27,335)	-	-	0.00%
(9)	(950)	(10,360)	-	-	0.00%
(5)	(513)	(6,127)	-	-	0.00%
<b>\$ 195,569</b>	<b>\$ 194,731</b>	<b>\$ 109,122</b>	<b>\$ 183,463</b>	<b>\$ 221,788</b>	<b>20.89%</b>
<b>Total Operating Expenditures</b>					
<b>\$ 221,788 20.89%</b>					
<b>Capital Outlay:</b>					
-	-	-	7,500	-	-100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Total Capital Outlay</b>					
<b>\$ - -100.00%</b>					
<b>Capital Improvements Program:</b>					
-	19,751	-	56,092	-	-100.00%
<b>\$ -</b>	<b>\$ 19,751</b>	<b>\$ -</b>	<b>\$ 56,092</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Total Capital Improvements Program</b>					
<b>\$ - -100.00%</b>					
<b>Debt Service</b>					
-	47,690	47,690	48,298	48,232	-0.14%
<b>\$ -</b>	<b>\$ 47,690</b>	<b>\$ 47,690</b>	<b>\$ 48,298</b>	<b>\$ 48,232</b>	<b>-0.14%</b>
<b>Total Debt Service</b>					
<b>\$ 48,232 -0.14%</b>					
<b>\$ 643,516</b>	<b>\$ 736,612</b>	<b>\$ 724,218</b>	<b>\$ 662,068</b>	<b>\$ 654,256</b>	<b>-1.18%</b>
<b>TOTAL EXPENSES</b>					
<b>\$ (643,409)</b>	<b>\$ (736,271)</b>	<b>\$ (723,861)</b>	<b>\$ (661,818)</b>	<b>\$ (654,006)</b>	<b>-1.18%</b>
<b>NET REVENUE / (EXPENSE)</b>					

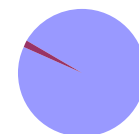
## FACILITIES

### DESCRIPTION

Facilities is responsible for all maintenance work, including electrical, heating and air conditioning, plumbing, and wood work as well as installation and maintenance of traffic control devices, traffic signals, signs, and roadway markings.

Share of City Budget

\$654,256,  
1.7%



### MISSION

Maintain City facilities and traffic control devices in a safe, reliable, economical, and environmentally-friendly manner.

### CURRENT GOALS, OBJECTIVES, & METRICS

#### Provide Safe & Clean Facilities for Employees & the Public

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
Manhours per Job Order	n/a	n/a	n/a	n/a			n/a	6
Works Orders Satisfactorily Completed within 3 Business Days	n/a	n/a	n/a	84%			95%	90%

- ✓ Develop a tracking system in HTE to determine the amount of manhours being utilized on different types of work orders to gauge the efficiency of the division and ensure satisfactory completion of work orders within 3 business days.
- ✓ Develop a 5-year and 10-year replacement program for all HVAC equipment at each City facility.
- ✓ Construct a new storage shed at the Cemetery utilizing in-house labor.

### FUTURE GOALS

- ✓ Develop a comprehensive maintenance program that will cover all aspects of facilities maintenance at the City, thereby reducing unscheduled breakdowns.
- ✓ Complete a comprehensive assessment of all City facilities to determine necessary repair and replacement costs over a 5- and 10-year period.
- ✓ Upgrade lighting controls and HVAC controls at all City facilities over the next five years to improve energy efficiency.

### PRIOR YEAR ACCOMPLISHMENTS

- ✓ Constructed a roof over with screening to protect all heavy equipment used at the Cemetery.
- ✓ Completed Fire Station 7 renovations in-house.
- ✓ Completed the construction of the Civil War Museum Exhibit utilizing all in-house labor.
- ✓ Constructed an equipment cover at the Park and Recreation Field Office facility.
- ✓ Constructed a new greenhouse at the Edwins Elementary School to support the grasses in the classes program.



# 001 GENERAL FUND - 1240 STREETS

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Revenues:</b>					
643,833	571,241	577,963	580,000	312-4100 Local Option Fuel Tax	635,000 9.48%
5,220	1,200	5,340	-	325-1001 Sidewalk/Asphalt	- 0.00%
1,966	1,710	2,222	1,966	325-1002 Girard Avenue	1,966 0.00%
4,688	4,095	14,688	6,282	325-1003 Stokes Avenue	3,433 -45.35%
46,156	44,672	57,092	62,272	344-9008 DOT Lighting Maintenance Contract	76,093 22.19%
<b>\$ 701,864</b>	<b>\$ 624,916</b>	<b>\$ 1,399,547</b>	<b>\$ 650,520</b>	<b>TOTAL REVENUES</b>	<b>\$ 716,492 10.14%</b>
<b>Personal Services:</b>					
<b>12.50</b>	<b>6.50</b>	<b>6.50</b>	<b>5.50</b>	<b>Number of Funded Employees (FTE's)</b>	<b>5.50</b>
322,205	178,285	137,040	145,472	541-1200 Salaries	144,636 -0.57%
-	-	-	-	541-1201 Service Awards	109 100.00%
-	-	-	-	541-1202 Incentive/Merit Pay	5,361 100.00%
1,869	814	1,545	1,000	541-1400 Salaries - Overtime	1,000 0.00%
1,210	1,215	-	-	541-1503 Auto Allowance	-
19,249	10,533	7,964	8,215	541-2100 FICA Taxes	8,378 1.98%
4,502	2,463	1,862	1,921	541-2101 Medicare	1,960 2.03%
53,025	28,630	29,538	27,874	541-2200 Retirement Contributions	21,545 -22.71%
-	-	-	-	541-2204 Retirement Contributions - DC Plan	2,405 100.00%
37,267	23,158	23,608	31,166	541-2300 Dental, Life & Health Insurance	23,469 -24.70%
27,697	13,280	8,056	9,415	541-2400 Worker's Compensation	9,776 3.83%
<b>\$ 467,023</b>	<b>\$ 258,379</b>	<b>\$ 209,613</b>	<b>\$ 225,063</b>	<b>Total Personal Services</b>	<b>\$ 218,639 -2.85%</b>
<b>Operational Expenditures:</b>					
600	-	-	-	541-3400 Other Services	- 0.00%
-	230	-	-	541-4000 Travel and Per Diem	- 0.00%
1,780	1,003	708	365	541-4100 Communication Services	324 -11.23%
223,361	230,466	246,612	237,125	541-4300 Utilities	247,500 4.38%
1,436	1,354	1,585	-	541-4400 Rentals & Leases	- 0.00%
1,800	300	360	-	541-4610 Maintenance Contracts	- 0.00%
16,035	2,975	701	5,950	541-4620 Vehicle Repair	5,950 0.00%
14,167	16,513	5,692	6,965	541-4630 Equipment Repair	6,965 0.00%
1,543	1,808	1,349	-	541-4640 Building Maintenance	- 0.00%
1,598	901	475	970	541-4905 Safety Programs/Supply	1,310 35.05%
7,435	4,845	4,352	4,500	541-5200 Operating Supplies	3,500 -22.22%
36,592	5,467	6,281	6,935	541-5204 Fuel & Oil	8,800 26.89%
2,323	1,021	811	1,320	541-5210 Uniform Expense	1,125 -14.77%
-	-	-	-	541-5233 Tools	1,000 100.00%
14,828	1,341	5,730	4,000	541-5300 Road Materials & Supplies	4,000 0.00%
1,409	3,820	4,099	5,000	541-5304 Street Materials/Concrete	5,000 0.00%
1,109	-	-	-	541-5305 Street Materials/Pipe	- 0.00%
-	-	-	300	541-5500 Training	300 0.00%
(52,557)	(31,657)	(49,052)	-	541-9905 Capitalized Costs Allocation - Labor	- 0.00%
(20,728)	(11,511)	(21,803)	-	541-9906 Capitalized Costs Allocation - Benefits	- 0.00%
(6,188)	(5,589)	(11,348)	-	541-9907 Capitalized Costs Allocation - Overhead	- 0.00%
<b>246,545</b>	<b>223,285</b>	<b>196,552</b>	<b>273,430</b>	<b>Total Operating Expenditures</b>	<b>285,774 4.51%</b>
<b>Capital Outlay:</b>					
-	-	79,016	-	541-6351 Roads	- 0.00%
-	1,502	-	-	541-6402 Equipment	- 0.00%
<b>\$ 743</b>	<b>\$ 1,502</b>	<b>\$ 79,016</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>Capital Improvements Program:</b>					
108,101	63,453	134,873	125,000	5018 - Street Resurfacing	125,000 0.00%
-	7,619	4,205	-	541-6351 Refer to CIP Map for Locations	-
-	-	-	-	5306 - Sidewalk Construction	20,000 100.00%
69,031	2,499	743,546	62,500	541-6353 Refer to CIP Map for Locations	-
<b>\$ 177,132</b>	<b>\$ 73,571</b>	<b>\$ 882,624</b>	<b>\$ 187,500</b>	<b>Prior Years Capital Improvement Program</b>	<b>\$ 145,000 -22.67%</b>
<b>\$ 891,443</b>	<b>\$ 556,737</b>	<b>\$ 1,367,805</b>	<b>\$ 685,993</b>	<b>TOTAL EXPENSES</b>	<b>\$ 649,413 -5.33%</b>
<b>\$ (189,580)</b>	<b>\$ 68,179</b>	<b>\$ 31,742</b>	<b>\$ (35,473)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ 67,079 -289.10%</b>

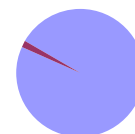
# STREETS

## DESCRIPTION

Streets maintains and resurfaces 100 miles of paved streets. There are also two miles of unpaved streets and 61 miles of sidewalk maintained in the City.

Share of City Budget

\$676,913,  
1.8%



## MISSION

Provide a safe and reliable transportation network.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide A Dependable Transportation Network

Streets With Pavement Condition Index of 'Fair' or Better

Streets With Sidewalks on At Least One Side

### Ensure Capital Projects are Completed On-Time & Within Budget

Capital Projects Completed On-Time

Capital Projects Completed Within Budget

Actual		YTD thru 6/30		Budget	
2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
n/a	n/a	88.1%	91.8%	n/a	95.0%
n/a	n/a	n/a	80.0%	n/a	82.0%
n/a	n/a	n/a	n/a	n/a	100%
n/a	n/a	n/a	n/a	n/a	100%

- ✓ Install sidewalks as specified in the Capital Improvement Program (CIP) on-time and within budget.
- ✓ Develop a Sidewalk Deficiency Map in GIS to create a 5- and 10-year prioritized Sidewalk Construction Program.

## FUTURE GOALS

- ✓ Install sidewalks on at least one side of all residential local streets and on both sides of all collector and arterial roadways.
- ✓ Update the MicroPaver Pavement Condition Index within three years.
- ✓ Have all streets maintained by the City with a Pavement Condition Index of 'fair' or better.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Installed sidewalk along the following streets: Bass Avenue SW, Cedar Avenue SW, Windham Avenue SE, Second Street SE, First Street SE, Third Street SE, St. Mary Avenue SW, Tupelo Avenue SE in the CRA.
- ✓ Completed asphalt paving and curbing for Butler Drive NW and Howell Drive NW.

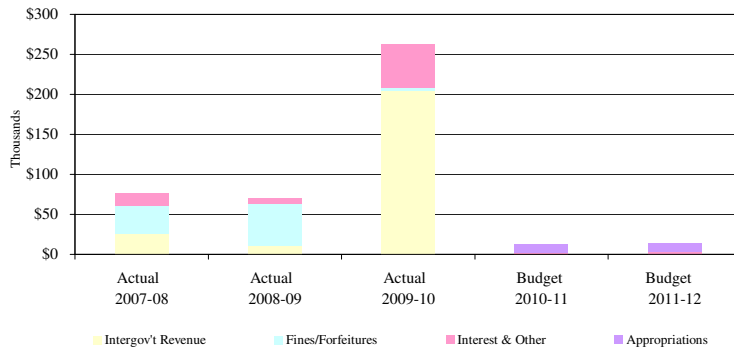
# 001 GENERAL FUND - 1500 NON-DEPARTMENTAL

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2010-11 Adopted	% Change
<b>Personal Services:</b>					
-	-	-	3,032	519-1200 Salaries	- -100.00%
389,731	135,371	818,367	50,000	519-1216 Final Leave Pay	50,000 0.00%
-	-	-	174	519-2100 FICA Taxes	- -100.00%
-	-	-	41	519-2101 Medicare	- -100.00%
19,573	37,852	34,035	25,000	519-2500 Unemployment Compensation	50,000 100.00%
<b>\$ 409,304</b>	<b>\$ 173,224</b>	<b>\$ 852,401</b>	<b>\$ 78,247</b>	<b>Total Personal Services</b>	<b>\$ 100,000 27.80%</b>
<b>Operating Expenditures:</b>					
17,995	6,412	3,201	3,201	519-4400 Rentals & Leases	10,200 218.65%
-	-	-	108,121	519-4995 Contingencies	64,326 -40.51%
775,591	61,683	2,841		Prior Years Operating Expenditures	
<b>\$ 775,591</b>	<b>\$ 61,683</b>	<b>\$ 2,841</b>	<b>\$ 111,322</b>	<b>Total Operating Expenditures</b>	<b>\$ 74,526 -33.05%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ - 0.00%</b>
<b>\$ 1,184,895</b>	<b>\$ 234,906</b>	<b>\$ 855,243</b>	<b>\$ 189,569</b>	<b>TOTAL EXPENSES</b>	<b>\$ 174,526 -7.94%</b>
2,400	-	-	581-9112 Transfer to Law Enforcement Trust Fund		
2,349,115	-	1,167	581-9121 Transfer to Debt Service Fund		
-	178,000	178,000	581-9175 Transfer to Golf Fund	27,419	100.00%
			Incentive/Merit Pay		
<b>\$ 2,351,515</b>	<b>\$ 178,000</b>	<b>\$ 179,167</b>	<b>\$ -</b>	<b>Total Other Financing Activity</b>	<b>\$ 27,419 100.00%</b>
<b>\$ 2,351,515</b>	<b>\$ 178,000</b>	<b>\$ 179,167</b>	<b>\$ -</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 27,419 100.00%</b>
<b>247.12</b>	<b>224.24</b>	<b>215.62</b>	<b>198.45</b>	<b>Number of Funded Employees (FTE's)</b>	<b>197.60 -0.43%</b>
<b>447,786</b>	<b>446,175</b>	<b>372,786</b>	<b>390,233</b>	<b>City Council</b>	<b>324,877 -16.75%</b>
<b>353,887</b>	<b>238,154</b>	<b>238,368</b>	<b>286,165</b>	<b>City Manager</b>	<b>231,735 -19.02%</b>
<b>865,818</b>	<b>1,378,205</b>	<b>1,350,090</b>	<b>1,148,158</b>	<b>Administrative Services</b>	<b>1,063,814 -7.35%</b>
<b>244,678</b>	<b>269,327</b>	<b>234,951</b>	<b>187,149</b>	<b>City Clerk</b>	<b>190,499 1.79%</b>
<b>1,053,712</b>	<b>714,316</b>	<b>727,366</b>	<b>720,073</b>	<b>Finance</b>	<b>734,119 1.95%</b>
<b>5,363,104</b>	<b>5,323,764</b>	<b>5,107,867</b>	<b>5,287,741</b>	<b>Police</b>	<b>5,371,469 1.58%</b>
<b>3,606,600</b>	<b>3,762,440</b>	<b>3,740,019</b>	<b>3,813,092</b>	<b>Fire</b>	<b>3,713,565 -2.61%</b>
<b>3,722,096</b>	<b>3,535,910</b>	<b>3,316,110</b>	<b>2,904,538</b>	<b>Recreation Services</b>	<b>2,957,920 1.84%</b>
<b>3,377,224</b>	<b>2,957,962</b>	<b>3,508,842</b>	<b>2,671,896</b>	<b>Engineering Services</b>	<b>2,609,078 -2.35%</b>
<b>3,536,410</b>	<b>412,906</b>	<b>1,034,410</b>	<b>189,569</b>	<b>Non-Departmental</b>	<b>201,945 6.53%</b>
<b>\$ 22,571,315</b>	<b>\$ 19,015,139</b>	<b>\$ 19,630,808</b>	<b>\$ 17,598,614</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 17,399,021 -1.13%</b>
<b>\$ (2,986,432)</b>	<b>\$ 314,438</b>	<b>\$ (377,858)</b>	<b>\$ 35,000</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

## Law Enforcement Trust Fund

The Law Enforcement Trust Fund encompasses 0.03% of the City's activities and services and accounts for revenues from grants and forfeitures that are legally restricted for specific purposes such as crime prevention, community policing, and drug education. Per State Statute, law enforcement agencies that receive at least \$15,000 in forfeitures within a fiscal year must expend or donate no less than 15% of such funds to support drug abuse prevention, crime prevention, or safe neighborhood programs.

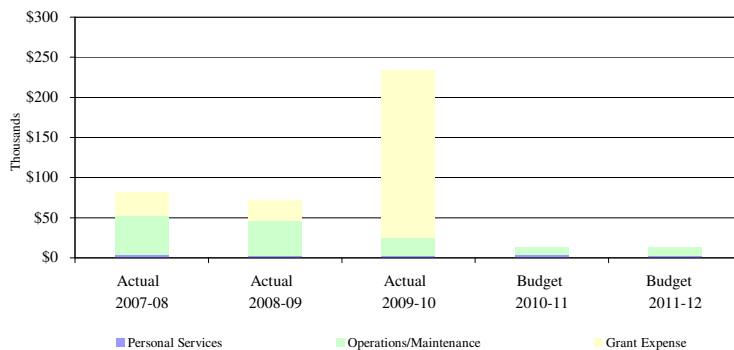
### Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Intergov't Revenue	-	0.0%	-
Fines/Forfeitures	-	0.0%	-
Interest & Other	3,000	0.0%	-
Appropriations	10,275	4.6%	450
	<u>13,275</u>	<u>3.5%</u>	<u>450</u>

- Intergovernmental revenue refers to grants, which are accounted for through a budget amendment when awarded to the City.
- Forfeitures comprise the main revenue source of this fund, but the Florida Attorney General has opined that it is not permissible to budget forfeiture revenues. Therefore, an appropriation from fund balance is budgeted to record the use of the prior year's forfeitures for current year activities.

### Expenditure Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	3,000	0.0%	-
Operations/Maintenance	10,275	4.6%	450
	<u>13,275</u>	<u>3.5%</u>	<u>450</u>

- State expenditures are focused on crime prevention and other community policing activities permissible per State Statute.
- Federal expenditures include the bulletproof vest replacements, which are 50% funded with a federal grant.

# **102 LAW ENFORCEMENT TRUST FUND**

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
25,637	10,591	204,127	-	Grant Revenues		-	0.00%
<b>\$ 25,637</b>	<b>\$ 10,591</b>	<b>\$ 204,127</b>	<b>\$ -</b>	<b>Total Grants</b>		<b>\$ -</b>	<b>0.00%</b>
<b>\$ 25,637</b>	<b>\$ 10,591</b>	<b>\$ 204,127</b>	<b>\$ -</b>	<b>TOTAL INTERGOVERNMENTAL REVENUE</b>		<b>\$ -</b>	<b>0.00%</b>
34,396	52,180	2,498	-	1800-356-1000 Fines & Forfeitures		-	0.00%
-	-	1,303	-	1800-358-2000 Assets Seized by Law Enforcement		-	0.00%
408	173	595	-	1800-359-3000 Restitution		-	0.00%
<b>\$ 34,804</b>	<b>\$ 52,353</b>	<b>\$ 4,396</b>	<b>\$ -</b>	<b>Total Fines &amp; Forfeitures</b>		<b>\$ -</b>	<b>0.00%</b>
<b>\$ 34,804</b>	<b>\$ 52,353</b>	<b>\$ 4,396</b>	<b>\$ -</b>	<b>TOTAL FINES &amp; FORFEITURES</b>		<b>\$ -</b>	<b>0.00%</b>
8,106	5,142	2,744	2,000	1800-361-1000 Interest Income		2,000	0.00%
<b>\$ 8,106</b>	<b>\$ 5,142</b>	<b>\$ 2,744</b>	<b>\$ 2,000</b>	<b>Total Interest Income</b>		<b>\$ 2,000</b>	<b>0.00%</b>
3,625	436	4	1,000	1800-364-1000 Sale of Surplus Assets		1,000	0.00%
1,626	1,301	6,769	-	1800-366-1000 Contributions/Donations		-	0.00%
2,744	-	44,931	-	1800-369-9000 Miscellaenous Revenue		-	0.00%
<b>\$ 7,994</b>	<b>\$ 1,737</b>	<b>\$ 51,704</b>	<b>\$ 1,000</b>	<b>Total Other Revenues</b>		<b>\$ 1,000</b>	<b>0.00%</b>
<b>\$ 16,100</b>	<b>\$ 6,880</b>	<b>\$ 54,447</b>	<b>\$ 3,000</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>		<b>\$ 3,000</b>	<b>0.00%</b>
-	-	-	9,825	1600-389-9100 Appropriation from Fund Balance		10,275	4.58%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,825</b>	<b>Total Non-Operating Sources</b>		<b>\$ 10,275</b>	<b>4.58%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,825</b>	<b>TOTAL TRANSFERS IN</b>		<b>\$ 10,275</b>	<b>4.58%</b>
<b>\$ 76,541</b>	<b>\$ 69,824</b>	<b>\$ 262,970</b>	<b>\$ 12,825</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 13,275</b>	<b>3.51%</b>

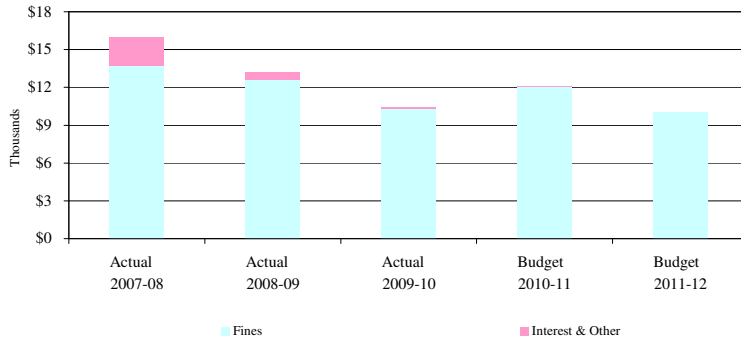
# 102 LAW ENFORCEMENT TRUST FUND

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>1800 - STATE FORFEITURE EXPENSES</b>					
				<b>Grant Expenses:</b>	
29,424	12,023	208,854	-	-	0.00%
<b>\$ 29,424</b>	<b>\$ 12,023</b>	<b>\$ 208,854</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Total Grant Expenses</b>	
				<b>\$ -</b>	<b>0.00%</b>
				<b>Personal Services:</b>	
2,902	1,935	2,243	521-1200	Salaries	
180	120	139	521-2100	FICA Taxes	
42	28	33	521-2101	Medicare	
334	294	444	521-2201	Retirement Contributions - Police Pension	
136	73	68	521-2400	Worker's Compensation	
-	-	-		Wages/Benefits Transferred from General Fund	3,000 0.00%
<b>\$ 3,594</b>	<b>\$ 2,450</b>	<b>\$ 2,926</b>	<b>\$ 3,000</b>	<b>Total Personal Services</b>	<b>\$ 3,000 0.00%</b>
				<b>Operating Expenditures:</b>	
23,302	16,378	-	521-3101	Legal Services	5,000 100.00%
5,569	-	-	521-3400	Other Services	- 0.00%
-	-	-	521-4700	Printing and Binding	- -100.00%
-	1,230	2,036	521-4912	Forfeiture Filing Fees	- -100.00%
3,453	2,013	605	521-4915	Legal Advertising	500 -76.19%
-	-	-	521-5100	Office Supplies	- -100.00%
3,503	1,530	773	521-5200	Operating Supplies	2,750 -15.38%
-	60	-	521-5230	ACH/Credit Card Fees	- 0.00%
-	-	1,385	521-5231	Computer Hardware/Software	- 0.00%
25	25	-	521-5400	Books, Dues & Publications	25 -88.89%
<b>\$ 35,852</b>	<b>\$ 21,235</b>	<b>\$ 4,799</b>	<b>\$ 7,825</b>	<b>Total Operating Expenditures</b>	<b>\$ 8,275 5.75%</b>
				<b>Other Financing Activity:</b>	
6,093	-	8,952	581-9101	Transfer to General Fund	- 0.00%
<b>\$ 6,093</b>	<b>\$ -</b>	<b>\$ 8,952</b>	<b>\$ -</b>	<b>Total Other Financing Activity</b>	<b>\$ - 0.00%</b>
<b>\$ 74,964</b>	<b>\$ 61,896</b>	<b>\$ 231,031</b>	<b>\$ 10,825</b>	<b>STATE EXPENDITURES</b>	<b>\$ 11,275 4.16%</b>
<b>1820 - FEDERAL FORFEITURE EXPENSES</b>					
				<b>Operating Expenditures:</b>	
539	238	73	1543-521-5210	Uniform Expense	2,000 0.00%
4,818	7,288	797	521-5213	Ammunition Expense	
2,024	2,099	2,020		Prior Years Operating Expenditures	
<b>\$ 7,381</b>	<b>\$ 9,625</b>	<b>\$ 2,891</b>	<b>\$ 2,000</b>	<b>Total Operating Expenditures</b>	<b>\$ 2,000 0.00%</b>
<b>\$ 7,381</b>	<b>\$ 9,625</b>	<b>\$ 2,891</b>	<b>\$ 2,000</b>	<b>FEDERAL EXPENDITURES</b>	<b>\$ 2,000 0.00%</b>
<b>\$ 82,345</b>	<b>\$ 71,522</b>	<b>\$ 233,922</b>	<b>\$ 12,825</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 13,275 3.51%</b>
<b>\$ (5,804)</b>	<b>\$ (1,698)</b>	<b>\$ 29,048</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

## Law Enforcement Training Fund

The Law Enforcement Training Fund encompasses 0.03% of the City's activities and services and accounts for revenues from traffic fines that are legally restricted for specific purposes such as school crossing guards and police officer training.

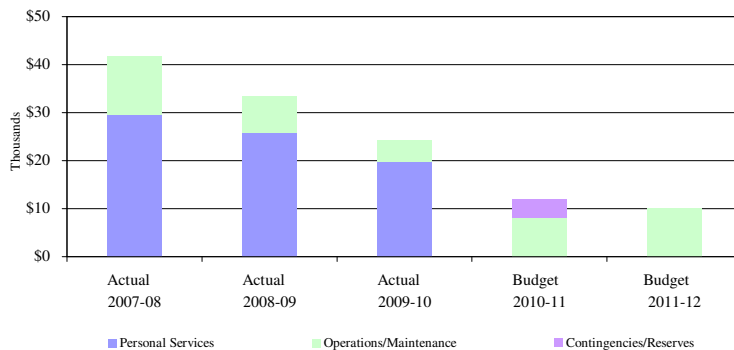
### Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Fines	10,000	-16.7%	(2,000)
Interest & Other	-	-100.0%	(50)
	10,000	-17.0%	(2,050)

- Traffic fines have declined \$4K or 24.4% over the past five years as the state retains a larger portion of the revenue for court and clerk operations.

### Expenditure Highlights



	Budget 2011-12	% Change	\$ Change
Operations/Maintenance	10,000	21.8%	1,792
Contingencies/Reserves	-	-100.0%	(3,842)
	10,000	-17.0%	(2,050)

- School Crossing Guards were transferred to the General Fund in FY 2010-11 since there are insufficient resources in this fund.
- All police officer training is accounted for in this fund.

# **103 LAW ENFORCEMENT TRAINING FUND**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
13,770	12,595	10,311	12,000	10,000	-16.67%
<b>\$ 13,770</b>	<b>\$ 12,595</b>	<b>\$ 10,311</b>	<b>\$ 12,000</b>	<b>\$ 10,000</b>	<b>-16.67%</b>
				1830-351-5020 Traffic Fines - Training	
				<b>Total Fines &amp; Forfeitures</b>	
				<b>\$ 10,000</b>	<b>-16.67%</b>
<b>\$ 13,770</b>	<b>\$ 12,595</b>	<b>\$ 10,311</b>	<b>\$ 12,000</b>	<b>\$ 10,000</b>	<b>-16.67%</b>
				1830-361-1000 Interest Income	
				<b>Total Interest Income</b>	
				<b>\$ -</b>	<b>-100.00%</b>
<b>\$ 2,219</b>	<b>\$ 565</b>	<b>\$ 122</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>\$ 2,219</b>	<b>\$ 565</b>	<b>\$ 122</b>	<b>\$ 50</b>	<b>\$ -</b>	<b>-100.00%</b>
				<b>TOTAL FUND REVENUES</b>	
<b>\$ 15,988</b>	<b>\$ 13,159</b>	<b>\$ 10,433</b>	<b>\$ 12,050</b>	<b>\$ 10,000</b>	<b>-17.01%</b>
				<b>Personal Services:</b>	
				<i>Number of Employees (FTE's)</i>	
1.38	1.38	0.92	-	-	
26,621	23,332	18,035	-	-	0.00%
1,650	1,447	1,118	-	-	0.00%
386	338	261	-	-	0.00%
79	70	17	-	-	0.00%
956	666	467	-	-	0.00%
<b>\$ 29,692</b>	<b>\$ 25,852</b>	<b>\$ 19,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>Total Personal Services</b>	
				<b>\$ -</b>	<b>0.00%</b>
				<b>Operating Expenditures:</b>	
12,121	7,554	2,877	7,208	9,000	24.86%
-	-	1,515	1,000	1,000	0.00%
-	-	-	3,842	-	-100.00%
<b>\$ 12,121</b>	<b>\$ 7,554</b>	<b>\$ 4,392</b>	<b>\$ 12,050</b>	<b>\$ 10,000</b>	<b>-17.01%</b>
				<b>Total Operating Expenditures</b>	
<b>\$ 41,814</b>	<b>\$ 33,406</b>	<b>\$ 24,289</b>	<b>\$ 12,050</b>	<b>\$ 10,000</b>	<b>-17.01%</b>
				<b>TOTAL FUND EXPENSES</b>	
<b>\$ (25,825)</b>	<b>\$ (20,247)</b>	<b>\$ (13,857)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
				<b>NET REVENUE / (EXPENSE)</b>	

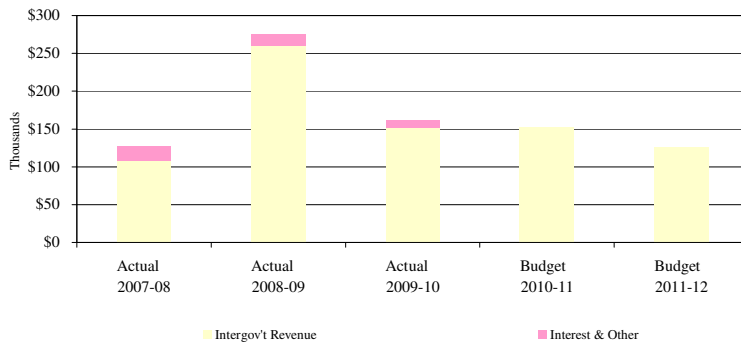




# Community Development Block Grant Fund

The Community Development Block Grant (CDBG) Fund encompasses 0.3% of the City's activities and services and accounts for grant funds from the US Department of Housing and Urban Development that are legally restricted for specific purposes such as housing rehabilitation and after school programs to benefit low and moderate income families.

## Revenue Highlights

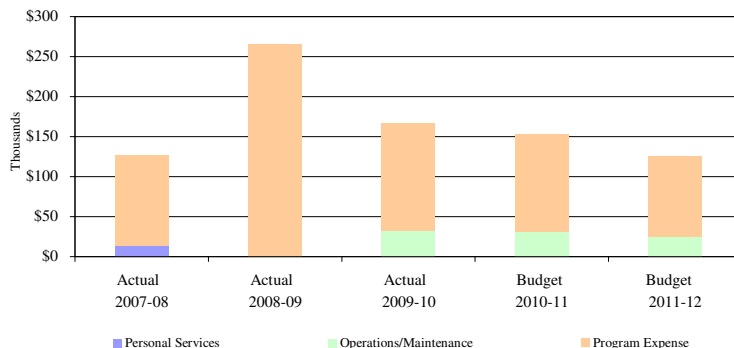


Intergov't Revenue

Budget 2011-12	% Change	\$ Change
126,575	-17.1%	(26,197)
126,575	-17.1%	(26,197)

- Revenues from the Federal entitlement are largely population-based, and the City's population is not increasing since the community is built-out.
- Other prior year revenue includes donations from the Okaloosa County Development Corporation for the World Changers housing re-roofing and painting program.

## Expenditure Highlights



Operations/Maintenance  
Interfund Transfers

Budget 2011-12	% Change	\$ Change
25,315	-17.1%	(5,239)
101,260	-17.1%	(20,958)
126,575	-17.1%	(26,197)

- The CDBG program allows up to 20% of the federal grant to be used for administrative expense associated with carrying out the Annual Action Plan objectives. These funds are transferred to the General Fund to offset staff time related to CDBG.
- Program expense has been allocated as follows: \$35K to World Changers, \$18K to Chester Pruitt recreation center youth programs, and \$24K each to two yet-to-be-determined community projects.

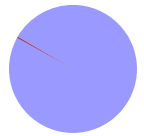
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# COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Share of City Budget

\$126,575,  
0.3%



## DESCRIPTION

The Community Development Block Grant provides Federal funding for residential rehabilitation and youth enrichment programs for low and moderate income residents.

## MISSION

Administer the Community Development Block Grant (CDBG) program in accordance with all Federal regulations.

## CURRENT GOALS, OBJECTIVES, & METRICS

	Actual				YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
<b>Ensure Decent Housing to Target Population</b>								
Homes/Structures Improved through World/City Changers	28	24	19	10			25	20
Applications Granted - Housing Assistance	n/a	n/a	0%	n/a			90%	90%
<b>Provide Enrichment Programs to Target Population</b>								
Summer Youth Program Participants	31	40	42	44			40	50
After School Program Participants	1675	880	1177	1160			1200	1200
Applications Granted - Summer Youth Program	n/a	n/a	n/a	n/a			90%	90%
Applications Granted - After School Program	n/a	n/a	n/a	n/a			90%	90%
<b>Disburse Grant Funds in Timely Fashion</b>								
Grant Funds Spent in Same Year Awarded	43%	96%	75%	28%			100%	100%

- ✓ Assist up to 20 low- to moderate-income households with new roofing and/or exterior painting improvements through the World Changers program.
- ✓ Increase summer youth program participants to 50 and increase after school participants to 1,200.
- ✓ Install new sidewalks along Combs Manor Court NW on-time and within budget.

## FUTURE GOALS

- ✓ Complete at least one infrastructure project each year.
- ✓ Spend all grant funds in same year awarded.

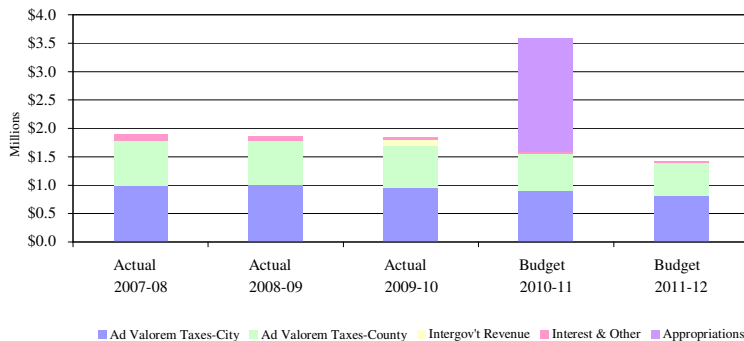
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Utilized CDBG funding and in-house labor to correct a major drainage issue at the corner of Robinwood Drive NW and Jet Drive NW.

# Community Redevelopment Agency Fund

The Community Redevelopment Agency (CRA) Fund encompasses 3.7% of the City's activities and services and accounts for funding derived from City of Fort Walton Beach and Okaloosa County Tax Increment Funding (TIF) – proceeds from increases in the taxable assessed value of the CRA District. The original CRA area was formed in 1980, with that being the base year for the purpose of determining the growth in assessed taxable value. In 1999 the CRA area was expanded to include an additional area. The TIF is determined by the growth in the assessed value of taxable property located in the CRA district from the base year to the current tax year and is multiplied by the current tax rate for the City and County. Expenditures in the CRA area target eliminating blight in residential and commercial areas.

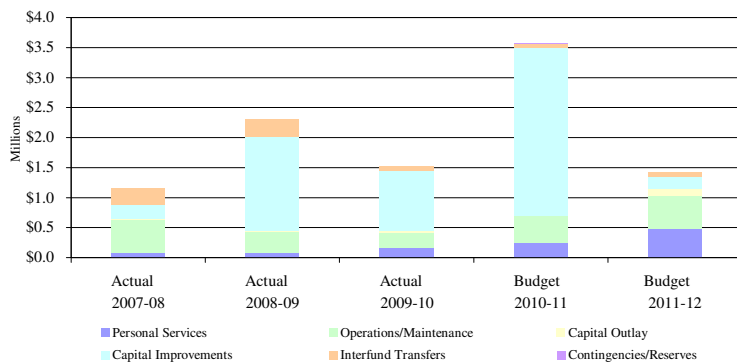
## Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Ad Valorem Taxes - City	803,818	-10.6%	(94,985)
Ad Valorem Taxes - County	582,704	-10.6%	(68,855)
Interest & Other	30,000	0.0%	-
Appropriations	-	-100.0%	(2,000,000)
	<u>1,416,522</u>	<u>-60.4%</u>	<u>(2,163,840)</u>

- The budget is predicated on maintaining a City millage (property tax) rate of 4.5383 and County millage rate of 3.2899. One mill equals \$1 per \$1000 of taxable property value. Due to declining property values, ad valorem taxes are anticipated to decrease.
- Last year \$2M was appropriated from fund balance for the Soundside affordable housing development project. The project is still awaiting final approval from HUD.

## Expenditure Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	482,850	95.4%	235,686
Operations/Maintenance	554,043	21.3%	97,374
Capital Outlay	110,100	522.0%	92,400
Capital Improvements	192,500	-93.1%	(2,595,300)
Interfund Transfers	77,029	8.4%	6,000
	<u>1,416,522</u>	<u>-60.4%</u>	<u>(2,163,840)</u>

- Personnel expense is increasing due to the addition of a service worker for grounds maintenance (in lieu of a maintenance contract) and the addition of three police officers to combat vagrancy and criminal mischief in the target area.
- Operating and capital outlay expense increases relate to new personnel, though the capital outlay is a non-recurring increase to outfit and equip the new officers.
- Capital improvements are down due to last year's \$2M appropriation for Soundside, as well as the reallocation of funds from capital to operating for the aforementioned reasons.

# **109 COMMUNITY REDEVELOPMENT AGENCY FUND**

Actual						Budget	
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
690,570	754,091	730,345	695,828	2000-311-1000	Ad Valorem Taxes - City Original TIF	638,388	-8.25%
306,996	244,693	221,914	202,975	2000-311-1100	Ad Valorem Taxes - City Expanded TIF	165,430	-18.50%
550,058	592,608	572,277	504,419	2000-338-2000	Ad Valorem Taxes - County Original TIF	462,780	-8.25%
244,531	192,294	173,885	147,140	2000-338-2100	Ad Valorem Taxes - County Expanded TIF	119,924	-18.50%
\$ 1,792,154	\$ 1,783,686	\$ 1,698,421	\$ 1,550,362		Total Ad Valorem Taxes	\$ 1,386,522	-10.57%
\$ 1,792,154	\$ 1,783,686	\$ 1,698,421	\$ 1,550,362		TOTAL TAXES	\$ 1,386,522	-10.57%
1,950	300	250	-	2000-329-2000	Site Plan Review	-	0.00%
\$ 1,950	\$ 300	\$ 250	\$ -		Total Charges for Services	\$ -	0.00%
\$ 1,950	\$ 300	\$ 250	\$ -		TOTAL CHARGES FOR SERVICES	\$ -	0.00%
216	-	103,449	-		Prior Years Grants	-	0.00%
\$ 216	\$ -	\$ 103,449	\$ -		Total Grants	\$ -	0.00%
\$ 216	\$ -	\$ 103,449	\$ -		TOTAL INTERGOVERNMENTAL REVENUE	\$ -	0.00%
107,457	75,983	44,301	30,000	1500-361-1000	Interest Income	30,000	0.00%
\$ 107,457	\$ 75,983	\$ 44,301	\$ 30,000		Total Interest Income	\$ 30,000	0.00%
1,209	1,150	3	-	1500-369-9000	Miscellaneous Revenue	-	0.00%
5	4	35	-	1500-369-9091	Discounts	-	0.00%
\$ 1,214	\$ 1,154	\$ 38	\$ -		Total Other Revenues	\$ -	0.00%
\$ 108,671	\$ 77,137	\$ 44,339	\$ 30,000		TOTAL INTEREST & OTHER REVENUES	\$ 30,000	0.00%
-	-	-	2,000,000	1600-389-9100	Appropriation from Fund Balance	-	-100.00%
\$ -	\$ -	\$ -	\$ 2,000,000		Total Non-Operating Sources	\$ -	-100.00%
\$ -	\$ -	\$ -	\$ 2,000,000		TOTAL TRANSFERS IN	\$ -	-100.00%
\$ 1,902,991	\$ 1,861,122	\$ 1,846,458	\$ 3,580,362		TOTAL FUND REVENUES	\$ 1,416,522	-60.44%

# **109 CRA FUND - 0800 POLICE**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
				<b>Personal Services:</b>	
				<i>Number of Employees (FTE's)</i>	
-	-	-	-	5.00	
-	-	75,859	-	521-1200	Salaries
-	-	390	-	521-1400	Salaries - Overtime
-	-	3,390	-	521-1401	Salaries - Overtime Holiday Worked
-	-	6,644	-	521-1501	Incentive Pay
-	-	5,227	-	521-2100	FICA Taxes
-	-	1,222	-	521-2101	Medicare
-	-	18,138	-	521-2201	Retirement Contributions - Police Officers
-	-	4,905	-	521-2300	Dental, Life & Health Insurance
-	-	2,183	-	521-2400	Worker's Compensation
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 117,958</b>	<b>\$ -</b>	<b>Total Personal Services</b>	<b>100.00%</b>
				<b>Operating Expenses:</b>	
-	-	-	-	521-4100	Communication Services
-	-	-	-	521-4610	Maintenance Contracts
-	-	-	-	521-4620	Vehicle Repair
-	-	-	-	521-5200	Operating Supplies
-	-	-	-	521-5204	Fuel & Oil
-	-	-	-	521-5210	Uniform Expense
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Operating Expenditures</b>	<b>100.00%</b>
				<b>Capital Outlay:</b>	
-	-	-	-	521-6403	Passenger Vehicles
					Patrol Car & Equip - \$25,000 x 3
-	-	-	-	521-6406	Specialized Equipment
					In-Car Police Video System - \$4685 x 3
					Tasers - \$815 x 3
-	-	-	-	521-6420	Computer Hardware/Software
					Police Vehicle Laptops - \$1200 x 3
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 117,958</b>	<b>\$ -</b>	<b>TOTAL EXPENSES</b>	<b>100.00%</b>

**109 CRA FUND - 2000 CRA**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
				<b>Personal Services:</b>	
1.00	1.00	3.00	5.00	3.00	
63,690	64,794	31,449	173,542	73,374	-57.72%
-	-	-	-	2,924	100.00%
-	-	-	2,407	-	-100.00%
3,884	3,940	1,984	10,613	4,361	-58.91%
908	922	464	2,482	1,020	-58.90%
9,658	10,686	4,623	11,877	-	-100.00%
-	-	(12)	3,063	4,190	36.79%
75	69	933	19,173	25,980	35.50%
238	187	383	3,838	808	-78.95%
<b>\$ 78,453</b>	<b>\$ 80,598</b>	<b>\$ 41,020</b>	<b>\$ 247,164</b>	<b>\$ 112,657</b>	<b>-54.42%</b>
				<b>Total Personal Services</b>	
				<b>Operating Expenses:</b>	
1,750	-	-	-	7,500	100.00%
300	-	6,831	12,000	12,000	0.00%
59,126	46,500	3,600	42,500	-	-
8,109	1,526	3,044	1,580	900	-43.04%
902	736	2,337	869	589	-32.22%
-	2,323	5	150	25	-83.33%
98,222	116,607	137,152	134,135	137,000	2.14%
-	-	915	-	-	0.00%
63,616	1,534	401	690	690	0.00%
-	-	1,600	-	-	-
-	-	-	500	500	0.00%
-	-	408	-	-	0.00%
22,728	90,002	64,799	116,380	82,500	-29.11%
1,136	171	-	1,000	1,000	0.00%
3,949	1,350	2,984	47,500	40,000	-15.79%
-	-	-	-	80	100.00%
94	27	-	750	750	0.00%
725	319	-	7,000	7,000	0.00%
-	-	-	15,000	-	-100.00%
726	695	753	1,500	1,500	0.00%
28,296	2,371	4,406	1,210	1,460	20.66%
457	-	-	-	-	-
-	-	4,297	2,000	1,200	100.00%
-	-	-	-	250	100.00%
-	780	-	-	-	0.00%
240	-	-	-	-	0.00%
-	-	-	-	250	100.00%
1,291	1,348	573	705	705	0.00%
-	-	-	1,200	600	-50.00%
266,035	88,848	19,575	70,000	237,936	239.91%
				<b>Total Operating Expenditures</b>	
<b>\$ 557,702</b>	<b>\$ 355,137</b>	<b>\$ 253,681</b>	<b>\$ 456,669</b>	<b>\$ 534,435</b>	<b>17.03%</b>
				<b>Capital Outlay:</b>	
1,306	1,198	2,629	5,700	15,000	163.16%
18,835	220	13,207	-	-	-
-	3,800	19,465	-	-	0.00%
1,188	-	-	-	-	0.00%
<b>\$ 21,329</b>	<b>\$ 5,219</b>	<b>\$ 35,301</b>	<b>\$ 17,700</b>	<b>\$ 15,000</b>	<b>-15.25%</b>
				<b>Total Capital Outlay</b>	



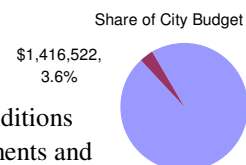
**109 CRA FUND - 2000 CRA**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
				<b>Capital Improvements Program:</b>	
12,645	542	132,849	150,000	5018 - Pavement Improvement	150,000 0.00%
4,000	-	25,237	37,800	541-6351 Refer to CIP Map for Locations	
199,107	1,573,535	842,831	2,600,000	5306 - Sidewalk Improvement Program	42,500 12.43%
<b>\$ 215,752</b>	<b>\$ 1,574,077</b>	<b>\$ 1,000,918</b>	<b>\$ 2,787,800</b>	541-6353 Refer to CIP Map for Locations	
				Prior Years Capital Improvement Program	
				<b>Total Capital Improvements Program</b>	<b>\$ 192,500 -93.09%</b>
				<b>Other Financing Activity:</b>	
-	-	-	-	552-1010 Transfer to General Fund	6,000 100.00%
				GF Wage Allocation	
276,720	287,865	73,656	71,029	552-3010 Transfer to General Fund	71,029 0.00%
				Per Cost Allocation Plan	
<b>\$ 276,720</b>	<b>\$ 287,865</b>	<b>\$ 73,656</b>	<b>\$ 71,029</b>	<b>Total Other Financing Activity</b>	<b>\$ 77,029 8.45%</b>
<b>\$ 1,149,956</b>	<b>\$ 2,302,897</b>	<b>\$ 1,404,575</b>	<b>\$ 3,580,362</b>	<b>TOTAL EXPENSES</b>	<b>\$ 931,621 -73.98%</b>
<b>1.00</b>	<b>1.00</b>	<b>3.00</b>	<b>5.00</b>	<b>Number of Funded Employees (FTE's)</b>	<b>8.00 60.00%</b>
-	-	117,958	-	<b>Police</b>	<b>484,901 100.00%</b>
1,149,956	2,302,897	1,404,575	3,580,362	<b>CRA</b>	<b>931,621 -73.98%</b>
<b>\$ 1,149,956</b>	<b>\$ 2,302,897</b>	<b>\$ 1,522,533</b>	<b>\$ 3,580,362</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 1,416,522 -60.44%</b>
<b>\$ 753,036</b>	<b>\$ (441,775)</b>	<b>\$ 323,926</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

# COMMUNITY REDEVELOPMENT AREA (CRA)

## DESCRIPTION

The Community Redevelopment Area was established in 1980 and expanded in 1999 to address deteriorating conditions and facilitate economic growth and development within the designated area. Funding for infrastructure improvements and redevelopment activities comes from incremental increases in the taxable assessed value of the area.



## MISSION

Rejuvenate the designated area to make it a place where citizens want to live, work, and play.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Attract & Retain Businesses in the Target Area

New Businesses in the CRA	n/a	n/a	n/a	n/a	n/a	3
Square Footage of Business Expansions in the CRA	n/a	n/a	n/a	n/a	n/a	5000
Decrease in Number of Vacant Commercial Properties	n/a	n/a	n/a	n/a	n/a	10%
Businesses Approved for Economic Incentive Grants	n/a	n/a	n/a	n/a	n/a	3

### Attract & Retain Residents in the Target Area

New Housing Units in the CRA	n/a	n/a	n/a		n/a	10
Decrease in Number of Vacant Residential Properties	n/a	n/a	n/a	n/a	n/a	10%

### Maintain a Balanced Approach to Funding Allocation

	2007-08	2008-09	2009-10	YTD thru 6/30 2010-11	Budget 2010-11	2011-12
Residential Area Improvements	9%	21%	29%	annual measure	61%	6%
Commercial Area Improvements	10%	47%	36%	annual measure	17%	7%
Crime Prevention	13%	7%	8%	annual measure	3%	34%
Maintenance & General Operations	68%	25%	27%	annual measure	19%	53%
<b>Complete CRA Plan Projects Within Three Years From Appropriation</b>						
Budgeted Projects Completed Within Three Years	75%	50%	57%	annual measure	100%	100%
Reserve Level as % of Ad Valorem Proceeds	161%	203%	189%	annual measure	210%	195%

- ✓ Adopt the 2011 Update to the CRA Plan by November 2011.
- ✓ Develop an action plan to retain and attract small businesses to the CRA District.
- ✓ Create a targeted infill development list for the CRA District.
- ✓ Remediate the Brownfield site at 25 Miracle Strip Parkway SW and return the property to the development market.
- ✓ Revise the Matching Streetscape Grant program to include streetscaping, landscaping, and façade improvements with an increased grant limit of \$25,000 for streetscaping and landscaping and \$50,000 for façade improvements.

## FUTURE GOALS

- ✓ Implement the capital project list adopted with the 2011 CRA Plan over a three-year period.
- ✓ Develop marketing strategies and incentive programs to attract businesses to the CRA District.
- ✓ Invest in the CRA through public-private partnerships and public infrastructure improvements.

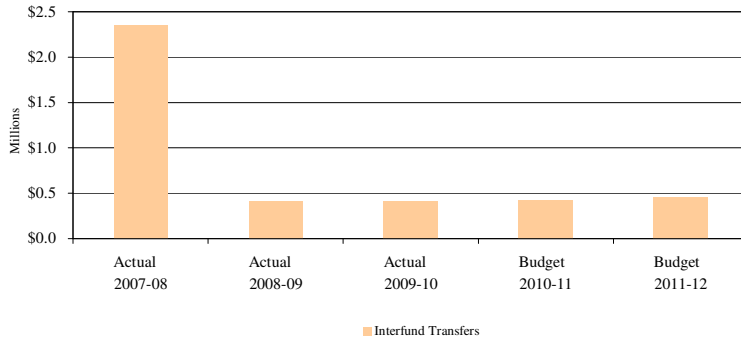
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Purchased and demolished the property at 25 Miracle Strip Parkway SW in hopes of selling the property for redevelopment.
- ✓ Installed 650 L.F. of new 6" PVC water main along Alconese Avenue SE at First Street SE to provide water service to a new six-lot subdivision.
- ✓ Installed LED Street Signs at U.S. 98 & Florida Place SE, First Street SE & Eglin Parkway SE, and First Street SE & Perry Avenue SE intersections.

# Debt Service Fund

The Debt Service Fund encompasses 1.2% of the City's activities and services and accounts for the accumulation of resources for and the payment of general long-term debt principal and interest. Funds are transferred from the General Fund.

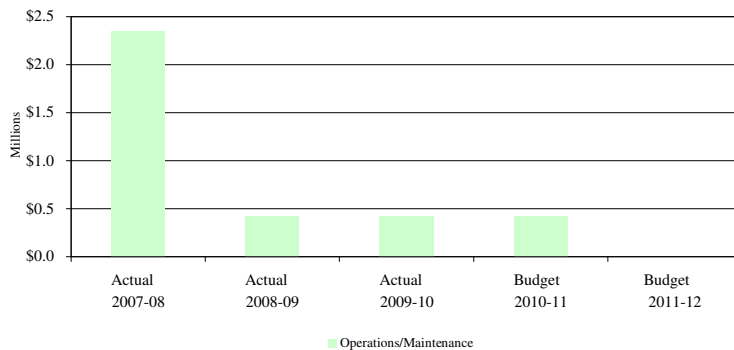
## Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Interfund Transfers	455,644	8.4%	35,249
	455,644	8.4%	35,249

- Transfers from the General Fund cover annual debt payments as required per Generally Accepted Accounting Principles for governmental funds.

## Expenditure Highlights



	Budget 2011-12	% Change	\$ Change
Operations/Maintenance	455,644	8.4%	35,249
	455,644	8.4%	35,249

- Lease/Purchases: Fire Ladder Truck (year 1 of 10).
- Bond Issues: 2001 Municipal Facilities (year 11 of 30).

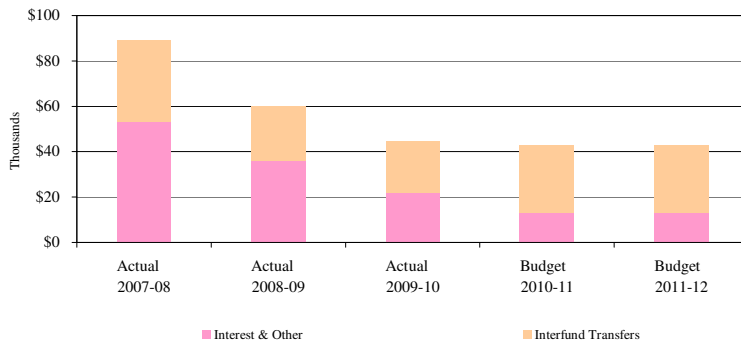
# **201 DEBT SERVICE FUND**

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
2,349,115	415,723	416,889	420,395	1600-381-0100	Transfer from General Fund	455,644	8.38%
\$ 2,349,115	\$ 415,723	\$ 416,889	\$ 420,395	Total Interfund Transfers		\$ 455,644	8.38%
\$ 2,349,115	\$ 415,723	\$ 416,889	\$ 420,395	TOTAL TRANSFERS IN		\$ 455,644	8.38%
\$ 2,349,115	\$ 415,723	\$ 416,889	\$ 420,395	TOTAL FUND REVENUES		\$ 455,644	8.38%
<u>Debt Service:</u>							
2,050,042	168,949	175,629	187,375	2100-517-7100	Principal Payments	211,684	12.97%
					2011 Cap Imp Rev Note -Ladder Truck- yr 1 of 1C		
					2001 Bond -Municipal Facilities- year 11 of 3C		
286,718	246,397	239,716	232,642	2100-517-7200	Interest Expense	243,582	4.70%
					2011 Cap Imp Rev Note -Ladder Truck- yr 1 of 1C		
					2001 Bond -Municipal Facilities- year 11 of 3C		
13,371	377	377	378	2100-517-7300	Paying Agent Fees	378	0.00%
\$ 2,350,131	\$ 415,723	\$ 415,723	\$ 420,395	Total Debt Service		\$ 455,644	8.38%
\$ 2,350,131	\$ 415,723	\$ 415,723	\$ 420,395	TOTAL FUND EXPENSES		\$ 455,644	8.38%
\$ (1,016)	\$ -	\$ 1,167	\$ -	NET REVENUE / (EXPENSE)		\$ -	0.00%

## Beal Memorial Cemetery Fund

The Beal Memorial Cemetery Perpetual Care Fund encompasses 0.1% of the City's activities and services and accounts for a portion of revenues from lot, crypt, and niche sales that is being reserved. Cemetery operations are currently funded in the General Fund, but interest earnings on the reserves will be used for maintaining the cemetery once all spaces have been sold.

### Revenue Highlights

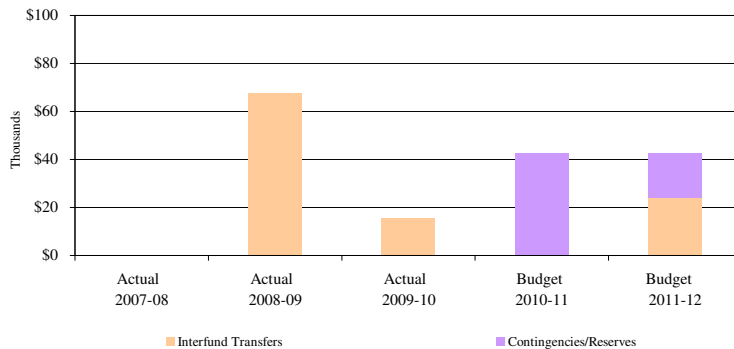


Interest & Other  
Appropriations

Budget 2011-12	%Change	\$ Change
13,000	0.0%	-
29,600	0.0%	-
42,600	0.0%	-

- Ordinance 526 establishes a transfer of 20% of cemetery lot sales from the General Fund to fund perpetual care.

### Expenditure Highlights



Interfund Transfers  
Contingencies/Reserves

Budget 2011-12	%Change	\$ Change
24,000	100.0%	24,000
18,600	-56.3%	(24,000)
42,600	0.0%	-

- Funds are budgeted to be transferred to the General Fund for grounds maintenance and to erect a prefabricated storage building for maintenance equipment.

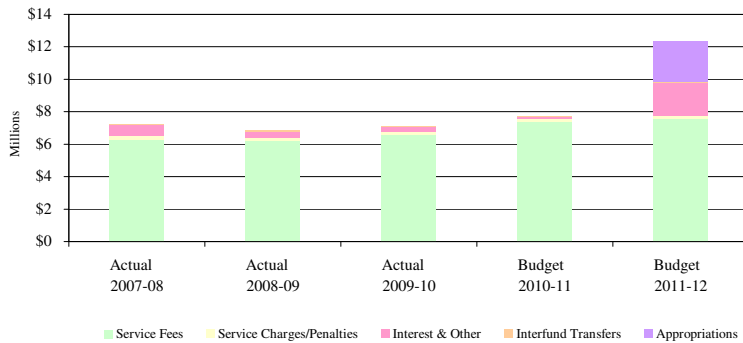
# **602 BEAL MEMORIAL CEMETERY CARE FUND**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
53,132	35,949	21,716	13,000	13,000	0.00%
<b>\$ 53,132</b>	<b>\$ 35,949</b>	<b>\$ 21,716</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>	<b>0.00%</b>
				1500-361-1000	Interest Income
				<b>Total Interest Income</b>	
				<b>\$ 13,000</b>	<b>0.00%</b>
<b>\$ 53,132</b>	<b>\$ 35,949</b>	<b>\$ 21,716</b>	<b>\$ 13,000</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 13,000 0.00%</b>
36,165	24,173	22,726	29,600	2200-381-0100	Transfer from General Fund
<b>\$ 36,165</b>	<b>\$ 24,173</b>	<b>\$ 22,726</b>	<b>\$ 29,600</b>	<b>Total Interfund Transfers</b>	
				<b>\$ 29,600</b>	<b>0.00%</b>
<b>\$ 36,165</b>	<b>\$ 24,173</b>	<b>\$ 22,726</b>	<b>\$ 29,600</b>	<b>TOTAL TRANSFERS IN</b>	<b>\$ 29,600 0.00%</b>
<b>\$ 89,297</b>	<b>\$ 60,122</b>	<b>\$ 44,442</b>	<b>\$ 42,600</b>	<b>TOTAL FUND REVENUES</b>	<b>\$ 42,600 0.00%</b>
<b>Operating Expenses:</b>					
-	-	-	42,600	2200-539-9920	Reserve for Future Cemetery Perpetual Care
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,600</b>	<b>Total Operating Expenses</b>	
				<b>\$ 18,600</b>	<b>-56.34%</b>
				<b>\$ 18,600</b>	<b>-56.34%</b>
<b>Other Financing Activity:</b>					
-	67,650	15,555	-	1600-581-9101	Transfer to General Fund
				Grounds Maintenance	
				Prefabricated Storage Building	
<b>\$ -</b>	<b>\$ 67,650</b>	<b>\$ 15,555</b>	<b>\$ -</b>	<b>Total Other Financing Activity</b>	<b>\$ 24,000 100.00%</b>
				<b>\$ 24,000</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ 67,650</b>	<b>\$ 15,555</b>	<b>\$ 42,600</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 42,600 0.00%</b>
<b>\$ 89,297</b>	<b>\$ (7,528)</b>	<b>\$ 28,887</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

# Utilities Fund

The Utilities Fund encompasses 32.6% of the City's activities and services and accounts for water production and distribution and sewer collection and treatment. These activities are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges.

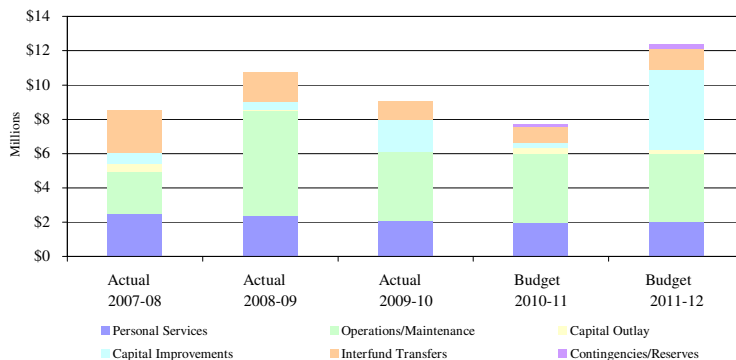
## Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Service Fees	7,545,100	2.3%	170,600
Service Charges/Penalties	183,500	8.9%	15,000
Interest & Other	2,072,865	143.9%	1,935,939
Interfund Transfers	37,363	3.1%	1,121
Appropriations	2,521,900	100.0%	2,521,900
	<u>12,360,728</u>	<u>60.2%</u>	<u>4,644,560</u>

- Water and sewer rates will increase 3.0% on October 1 in accordance with a multi-year rate plan adopted by City Council in March 2010. The rate plan provides annual increases for inflation each October 1 through FY 2013-14.
- A \$2M State Revolving Fund loan is anticipated.
- An appropriation of \$2.5M from 2005 utility bond proceeds is budgeted.

## Expense Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	2,004,679	2.7%	52,167
Operations/Maintenance	4,014,826	-0.2%	(8,022)
Capital Outlay	221,505	-41.3%	(155,835)
Capital Improvements	4,674,150	1657.2%	4,408,150
Interfund Transfers	1,165,028	22.1%	211,191
Contingencies/Reserves	280,540	95.3%	136,909
	<u>12,360,728</u>	<u>60.2%</u>	<u>4,644,560</u>

\*Expenses shown on a cash basis, exclusive of reclassifications for the audited financial statements.\*

- The personal services increase is attributable to pension contributions and the performance incentive program – up to \$900 or 32 vacation hours based on an employee's annual evaluation score
- The pump station #1 force main will be reconstructed using \$2M in State Revolving Fund loan proceeds.
- Sewer system rehabilitation and water & sewer line replacements will be accomplished with \$2.5M from 2005 utility bond proceeds.
- Interfund transfers are higher due to a new 4% franchise/right-of-way access fee payable to the General Fund.
- Anticipated revenues exceed budgeted expenses by \$227K, and this amount is budgeted as a reserve to increase unrestricted net assets.

# 401 UTILITIES FUND - REVENUES

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
1,510,394	1,496,553	1,564,143	1,765,000	1310-343-3000	Service Fees - Residential	1,719,400	-2.58%
760,933	748,959	815,770	942,000	1310-343-3100	Service Fees - Commercial	1,081,100	14.77%
4,322	3,213	5,248	4,500	1500-343-3600	Connection Fees - Residential	4,500	0.00%
24,410	5,520	7,810	15,000	1500-343-3700	Connection Fees - Commercial	5,000	-66.67%
5,609	2,695	1,144	500	1500-343-3810	Hydrant Service	500	0.00%
<b>\$ 2,305,668</b>	<b>\$ 2,256,940</b>	<b>\$ 2,394,114</b>	<b>\$ 2,727,000</b>	<b>Total Water Operations</b>		<b>\$ 2,810,500</b>	<b>3.06%</b>
2,924,890	2,924,252	3,051,528	3,336,000	1350-343-5000	Service Fees - Residential	3,305,500	-0.91%
1,059,392	1,019,470	1,103,267	1,292,000	1350-343-5100	Service Fees - Commercial	1,419,600	9.88%
1,700	3,501	5,460	4,500	1500-343-5600	Connection Fees - Residential	4,500	0.00%
15,600	2,900	2,400	15,000	1500-343-5700	Connection Fees - Commercial	5,000	-66.67%
<b>\$ 4,001,582</b>	<b>\$ 3,950,123</b>	<b>\$ 4,162,655</b>	<b>\$ 4,647,500</b>	<b>Total Sewer Operations</b>		<b>\$ 4,734,600</b>	<b>1.87%</b>
<b>\$ 6,307,250</b>	<b>\$ 6,207,063</b>	<b>\$ 6,556,769</b>	<b>\$ 7,374,500</b>	<b>TOTAL CHARGES FOR SERVICES</b>		<b>\$ 7,545,100</b>	<b>2.31%</b>
3,561	3,542	3,474	3,500	0520-343-3001	Administrative Fee - Returned Checks	3,500	0.00%
98,691	95,360	85,829	80,000	1310-343-3200	Service Charges	85,000	6.25%
95,445	96,647	95,425	85,000	1310-343-3300	Penalties	95,000	11.76%
<b>\$ 197,697</b>	<b>\$ 195,549</b>	<b>\$ 184,728</b>	<b>\$ 168,500</b>	<b>Total Fees &amp; Fines</b>		<b>\$ 183,500</b>	<b>8.90%</b>
<b>\$ 197,697</b>	<b>\$ 195,549</b>	<b>\$ 184,728</b>	<b>\$ 168,500</b>	<b>TOTAL FEES &amp; FINES</b>		<b>\$ 183,500</b>	<b>8.90%</b>
358,045	222,156	132,898	75,000	1500-361-1000	Interest Income	50,000	-33.33%
159,430	80,782	45,716	-	1500-361-1020	Interest Income - 2005 Bond	-	0.00%
<b>\$ 517,475</b>	<b>\$ 302,938</b>	<b>\$ 178,615</b>	<b>\$ 75,000</b>	<b>Total Interest Income</b>		<b>\$ 50,000</b>	<b>-33.33%</b>
14,129	14,553	14,990	15,426	1500-362-2020	Rental and Lease Income	16,365	6.09%
<b>\$ 14,129</b>	<b>\$ 14,553</b>	<b>\$ 14,990</b>	<b>\$ 15,426</b>	<b>Total Rents and Royalties</b>		<b>\$ 16,365</b>	<b>6.09%</b>
36,832	16,438	5,794	10,000	1310-324-2100	Impact Fees - Water - Residential	-	-100.00%
45,177	21,146	2,770	10,000	1310-324-2200	Impact Fees - Water - Commercial	-	-100.00%
-	-	7,478	10,000	1350-324-2100	Impact Fees - Sewer - Residential	-	-100.00%
-	-	4,116	10,000	1350-324-2200	Impact Fees - Sewer - Commercial	-	-100.00%
350	650	-	500	1500-329-6010	Lift Station Registration	500	0.00%
(686)	167	21,726	5,000	1500-364-1000	Sale of Surplus Assets	5,000	0.00%
12,463	13,531	-	-	1500-369-7000	Credit Card Surcharge Fee	-	0.00%
343	1,378	2,703	1,000	1500-369-9000	Miscellaneous Revenue	1,000	0.00%
259	39	14,094	-	0000-369-9091	Discounts	-	0.00%
51,762	15,845	93,312	-		Prior Year Grants	-	0.00%
<b>\$ 146,500</b>	<b>\$ 69,194</b>	<b>\$ 151,992</b>	<b>\$ 46,500</b>	<b>Total Other Revenues</b>		<b>\$ 6,500</b>	<b>-86.02%</b>
<b>\$ 678,104</b>	<b>\$ 386,685</b>	<b>\$ 345,596</b>	<b>\$ 136,926</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>		<b>\$ 72,865</b>	<b>-46.79%</b>
-	54,609	-	-	1600-381-0100	Transfer from General Fund	-	0.00%
40,000	40,000	40,000	36,242	1600-382-4300	Transfer from Sanitation Fund	37,363	3.09%
-	23,176	-	-	1600-382-4500	Transfer from Stormwater Fund	-	0.00%
<b>\$ 40,000</b>	<b>\$ 117,785</b>	<b>\$ 40,000</b>	<b>\$ 36,242</b>	<b>Total Interfund Transfers</b>		<b>\$ 37,363</b>	<b>3.09%</b>
-	-	-	-	1500-384-1050	State Revolving Loan Fund	2,000,000	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Debt Proceeds</b>		<b>\$ 2,000,000</b>	<b>100.00%</b>
-	-	-	-	1600-389-9515	Appropriation from Desig. Net Assets (2005 Bond)	2,521,900	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Non-Operating Sources</b>		<b>\$ 2,521,900</b>	<b>100.00%</b>
<b>\$ 40,000</b>	<b>\$ 117,785</b>	<b>\$ 40,000</b>	<b>\$ 36,242</b>	<b>TOTAL TRANSFERS IN</b>		<b>\$ 4,559,263</b>	<b>12480.05%</b>
<b>\$ 7,223,051</b>	<b>\$ 6,907,081</b>	<b>\$ 7,127,094</b>	<b>\$ 7,716,168</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 12,360,728</b>	<b>60.19%</b>



# **401 UTILITIES FUND - 0520 CUSTOMER SERVICE**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
				<b>Personal Services:</b>	
8.00	7.50	7.50	5.50	5.50	
277,269	229,357	213,691	167,919	160,509	-4.41%
-	-	-	-	163	100.00%
-	-	-	-	5,361	100.00%
8	1,447	-	-	-	0.00%
16,836	14,744	12,259	9,678	9,461	-2.24%
3,938	3,448	2,867	2,263	2,213	-2.21%
39,612	35,818	33,844	26,237	20,081	-23.46%
-	-	2,539	-	5,329	100.00%
33,905	33,655	29,668	21,158	17,578	-16.92%
3,647	3,206	1,905	330	333	0.91%
<b>\$ 375,215</b>	<b>\$ 321,674</b>	<b>\$ 296,774</b>	<b>\$ 227,585</b>	<b>\$ 221,028</b>	<b>-2.88%</b>
				<b>Total Personal Services</b>	
				<b>Operating Expenditures:</b>	
15	10	3	12	63,937	532708.33%
30,240	17,638	19,599	18,220	16,060	-11.86%
-	2,491	7,642	7,500	-	0.00%
3,242	35	-	-	-	0.00%
3,612	3,898	2,921	3,005	2,930	-2.51%
7,000	45,402	49,858	51,985	48,700	-6.32%
-	3,562	8,799	7,695	12,000	55.95%
14,120	15,495	14,308	18,546	1,875	-89.89%
3,700	2,649	1,491	-	-	0.00%
1,034	1,101	271	1,000	1,000	0.00%
3,835	1,694	1,290	3,000	2,600	-13.33%
1,478	-	-	-	-	0.00%
2,127	-	-	-	-	0.00%
4,069	1,821	1,023	3,500	3,500	0.00%
6,045	3,779	4,362	-	-	0.00%
1,952	475	-	-	-	0.00%
78,099	18,361	19,689	18,500	-	0.00%
914	-	-	-	-	0.00%
90	-	-	-	-	0.00%
<b>\$ 161,573</b>	<b>\$ 118,410</b>	<b>\$ 131,256</b>	<b>\$ 132,963</b>	<b>\$ 152,602</b>	<b>14.77%</b>
				<b>Total Operating Expenditures</b>	
				<b>Capital Outlay:</b>	
1,926	1,223	-	1,875	-	-100.00%
<b>\$ 1,926</b>	<b>\$ 1,223</b>	<b>\$ -</b>	<b>\$ 1,875</b>	<b>\$ -</b>	<b>-100.00%</b>
				<b>Total Capital Outlay</b>	
<b>538,713</b>	<b>441,306</b>	<b>428,030</b>	<b>362,423</b>	<b>373,630</b>	<b>3.09%</b>
				<b>TOTAL EXPENSES</b>	

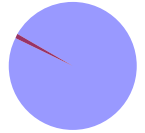
# CUSTOMER SERVICE

## DESCRIPTION

Customer Service is responsible for invoicing and receiving customer payments, opening and closing utility accounts, resolving customer inquiries, issuing business tax receipts and collecting receivables.

Share of City Budget

\$375,255,  
1.0%



## MISSION

Provide superior customer service in the administration of utility accounts, business tax receipts, and receivables.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Accurate Water Meter Consumption Information

Accounts with Meter Profile Evaluations Performed

### Minimize Account Write-Offs

Write-Offs as % of Current Year Billing

2007-08	Actual		YTD thru 6/30	2010-11	Budget	
	2008-09	2009-10			2010-11	2011-12
n/a	n/a	n/a	0.6%	n/a	n/a	5.0%
0.97%	0.86%	0.88%	annual measure	< 1%	< 1%	

- ✓ Focus on utilizing the meter profiling feature of the new water meter reading software to detect leaks and actual consumption.

## FUTURE GOALS

- ✓ Evaluate the credit card payment process for utility customers, determine the most effective and efficient methods and processes to utilize, and make changes accordingly.
- ✓ Prepare an RFP for the City's bad debt collections to include delinquent utility bills, code enforcement fees, fire safety inspection fees, and all other miscellaneous receivables in anticipation of a reduced collection expense percentage.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Implemented the ability for customers to set up bank drafting on-line which eliminates a trip to customer service.
- ✓ Implemented the ability for customers to set up on-line "recurring" debit/credit card payments.
- ✓ Implemented the new meter reading and billing system which includes "Meter Profiling" to assist customers and the City with leak detection and problem solving.

# **401 UTILITIES FUND - 1300 UTILITY SERVICES**

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
				<b>Personal Services:</b>		
6.00	2.00	1.00	6.75	Number of Funded Employees (FTE's)	6.75	
279,928	230,824	104,483	301,533	536-1200 Salaries	291,046	-3.48%
-	-	-	-	536-1201 Service Awards	325	100.00%
-	-	-	-	536-1202 Incentive/Merit Pay	6,579	100.00%
182	-	73	-	536-1400 Salaries - Overtime		
2,420	2,430	-	-	536-1503 Auto Allowance		
16,905	14,018	9,678	17,316	536-2100 FICA Taxes	16,625	-3.99%
3,954	3,279	2,264	4,050	536-2101 Medicare	3,888	-4.00%
42,475	38,067	23,426	59,196	536-2200 Retirement Contributions	55,527	-6.20%
-	-	-	-	536-2204 Retirement Contributions - DC Plan	4,137	100.00%
20,204	11,987	11,734	55,086	536-2300 Dental, Life & Health Insurance	52,007	-5.59%
2,523	674	2,285	8,060	536-2400 Worker's Compensation	4,894	-39.28%
<b>\$ 368,591</b>	<b>\$ 301,278</b>	<b>\$ 153,943</b>	<b>\$ 445,241</b>	<b>Total Personal Services</b>	<b>\$ 435,028</b>	<b>-2.29%</b>
				<b>Operating Expenditures:</b>		
4,590	2,455	54,129	30,136	536-3100 Professional Services	122,843	307.63%
733	781	-	1,000	536-4000 Travel and Per Diem	200	-80.00%
-	3,853	-	-	536-4001 Tuition Reimbursement	-	0.00%
4,321	4,201	1,927	2,331	536-4100 Communication Services	3,759	61.26%
-	803	531	-	536-4200 Postage	150	100.00%
4,251	7,875	4,225	4,875	536-4300 Utilities	900	-81.54%
-	1,134	1,911	2,500	536-4400 Rentals & Leases	2,128	-14.88%
2,048	2,545	1,579	2,810	536-4610 Maintenance Contracts	3,090	9.96%
22	6	28	1,000	536-4620 Vehicle Repair	1,000	0.00%
-	71	29	700	536-4630 Equipment Repair	700	0.00%
-	-	674	1,550	536-4640 Building Maintenance	3,000	93.55%
-	-	-	-	536-4645 Heating/Cooling Repairs	1,100	100.00%
-	119	251	-	536-4700 Printing & Binding	-	0.00%
2,828	5,669	3,067	3,500	536-5100 Office Supplies	4,195	19.86%
191	200	36	800	536-5200 Operating Supplies	3,850	381.25%
2,745	-	-	-	536-5202 Computer Supplies		
210	834	975	5,060	536-5204 Fuel & Oil	1,650	-67.39%
269	180	-	525	536-5210 Uniform Expense	460	-12.38%
144	-	-	-	536-5231 Computer Hardware/Software	-	0.00%
-	-	-	-	536-5233 Tools	400	100.00%
749	764	253	675	536-5400 Books, Dues & Publications	730	8.15%
-	-	-	200	536-5500 Training	12,485	6142.50%
-	-	(315)	-	533-9905 Capitalized Costs Allocation - Labor	-	0.00%
-	-	(146)	-	533-9906 Capitalized Costs Allocation - Benefits	-	0.00%
398	398	398	398	536-8200 Grants & Aids	398	0.00%
<b>\$ 23,499</b>	<b>\$ 31,887</b>	<b>\$ 69,553</b>	<b>\$ 58,060</b>	Regional Utility Authority Dues		
				<b>Total Operating Expenditures</b>	<b>\$ 163,038</b>	<b>180.81%</b>
				<b>Capital Outlay:</b>		
35,644	-	-	-	536-6402 Equipment	11,500	100.00%
				Replace Pipe Horn for Utility Locates		
				Ground Penetrating Radar Unil		
<b>\$ 35,644</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Capital Outlay</b>	<b>\$ 11,500</b>	<b>100.00%</b>
				<b>Capital Improvements Program:</b>		
41,378	-	52,161	50,000	Prior Years Capital Improvement Program		
<b>\$ 41,378</b>	<b>\$ -</b>	<b>\$ 52,161</b>	<b>\$ 50,000</b>	<b>Total Capital Improvements Program</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>\$ 469,112</b>	<b>\$ 333,165</b>	<b>\$ 275,656</b>	<b>\$ 553,301</b>	<b>TOTAL EXPENSES</b>	<b>\$ 609,566</b>	<b>10.17%</b>

# UTILITY SERVICES

## DESCRIPTION

Utility Services is responsible for providing quality, safe, and cost effective potable water and sanitary sewer in compliance with all City, State, and Federal codes, policies, and other regulations.

## MISSION

Provide high quality and cost effective services in all facets of water and wastewater operations.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide Timely & Responsive Customer Service

- Citizen Requests/Complaints Responded to within 2 Business Days
- Locate & Mark Existing Utilities within 48 Hours of Request

Actual				YTD thru 6/30		Budget	
2007-08	2008-09	2009-10	2010-11	2010-11	2011-12	2010-11	2011-12
n/a	n/a	n/a	98%	n/a	99%	n/a	99%
n/a	n/a	n/a	100%	n/a	100%	n/a	100%

- ✓ Complete design of all CIPs for FY 2011-12 before December 31, 2011 in order to allow for construction of scheduled CIPs to be completed by September 30, 2012.

## FUTURE GOALS

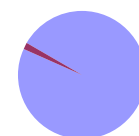
- ✓ Complete the design of a new force main and pump station improvements related to Pump Station No. 1 and the existing 30" PCCP force main.
- ✓ Implement an aggressive in-house training program to increase the knowledge base and safety awareness of the employees through no less than once a month "brown bag" workshops for field employees and supervisors.
- ✓ Develop and maintain computer hydraulic models of water, sewer, and stormwater systems to assist in identifying and prioritizing CIP projects.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Obtained a \$500,000 FDIG grant for the Hurlburt Field Joint Reuse Water Main project.
- ✓ Completed 20% of the GPS data collection and GIS database creation for the City's utility infrastructure for a total of 40% completed to date.
- ✓ Completed evaluation study on 30" concrete force main from Pump Station No.1
- ✓ Completed all line spot tickets within the required time frame.

Share of City Budget

\$609,316,  
1.6%



# **401 UTILITIES FUND - 1310 WATER OPERATIONS**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Personal Services:</b>					
7.00	7.00	7.00	10.00	9.00	
Number of Funded Employees (FTE's)					
230,720	241,073	223,859	314,841	288,313	-8.43%
-	-	-	-	109	100.00%
-	-	-	-	8,772	100.00%
4,182	2,392	1,800	2,700	2,700	0.00%
-	1,804	1,754	1,850	1,850	0.00%
605	608	-	-	-	-
13,865	14,335	13,351	18,358	16,504	-10.10%
3,243	3,353	3,122	4,293	3,860	-10.09%
35,620	40,453	51,046	61,635	73,664	19.52%
30,080	34,364	26,474	32,659	38,306	17.29%
12,392	11,426	7,814	10,005	9,546	-4.59%
<b>\$ 330,707</b>	<b>\$ 349,807</b>	<b>\$ 329,220</b>	<b>\$ 446,341</b>	<b>\$ 443,624</b>	<b>-0.61%</b>
Total Personal Services					
<b>Operating Expenditures:</b>					
17,239	5,300	2,415	18,800	14,110	-24.95%
175	-	-	-	300	100.00%
2,198	824	286	600	300	-50.00%
1,377	1,618	1,406	2,531	2,677	5.77%
174,651	200,584	205,230	207,035	205,000	-0.98%
3,485	3,557	2,792	3,750	5,062	34.99%
5,111	3,536	7,509	5,250	5,250	0.00%
914	682	778	1,250	2,075	66.00%
381	1,097	886	1,200	1,200	0.00%
-	-	-	-	500	100.00%
24,313	22,679	25,030	35,000	124,000	254.29%
804	457	457	1,250	1,250	0.00%
76	81	-	650	810	24.62%
23,868	23,166	22,096	48,882	49,922	2.13%
16,043	11,406	11,894	18,275	22,100	20.93%
1,528	227	1,176	1,980	1,688	-14.75%
-	-	-	-	1,200	100.00%
1,499	1,771	798	7,225	7,500	3.81%
-	-	1,529	1,400	1,200	-14.29%
<b>\$ 273,661</b>	<b>\$ 276,984</b>	<b>\$ 284,283</b>	<b>\$ 355,078</b>	<b>\$ 446,144</b>	<b>25.65%</b>
Total Operating Expenditures					
<b>Capital Outlay:</b>					
-	-	-	10,000	-	-100.00%
-	-	1,071	-	4,500	100.00%
-	-	-	35,000	18,000	-48.57%
743	-	-	-	1,200	100.00%
<b>\$ 743</b>	<b>\$ -</b>	<b>\$ 1,071</b>	<b>\$ 45,000</b>	<b>\$ 23,700</b>	<b>-47.33%</b>
Total Capital Outlay					
<b>Capital Improvements Program:</b>					
56,099	22,244	23,574	90,000	-	-100.00%
<b>\$ 56,099</b>	<b>\$ 22,244</b>	<b>\$ 23,574</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>-100.00%</b>
Total Capital Improvements Program					
<b>Debt Service</b>					
-	-	-	30,510	49,926	63.64%
-	73,150	85,193	84,511	83,519	-1.17%
<b>\$ -</b>	<b>\$ 73,150</b>	<b>\$ 85,193</b>	<b>\$ 115,021</b>	<b>\$ 133,445</b>	<b>16.02%</b>
Total Debt Service					
<b>\$ 661,209</b>	<b>\$ 722,185</b>	<b>\$ 723,340</b>	<b>\$ 1,051,440</b>	<b>\$ 1,046,913</b>	<b>-0.43%</b>
TOTAL EXPENSES					

# WATER OPERATIONS

## DESCRIPTION

Water Operations maintains nine potable water wells, five elevated water storage tanks, and three ground water storage tanks and is responsible for ensuring drinking water meets strict State and Federal regulations, pressure and storage are sufficient to meet domestic and firefighting needs, and water meters are accurately read.

## MISSION

Produce drinking water that is safe and free from objectionable color, taste, and odor.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Provide High Quality Drinking Water to the Public

Samples Exceeding Federal/State Maximum Containment Levels

### Minimize Unbilled Water Loss

Metered Revenue Consumption as % of Water Production

	Actual				Budget	
	2007-08	2008-09	2009-10	YTD thru 6/30 2010-11	2010-11	2011-12
Samples Exceeding Federal/State Maximum Containment Levels	n/a	n/a	n/a	0	n/a	0
Metered Revenue Consumption as % of Water Production	86.4%	81.4%	81.9%	79.8%	85.0%	85.0%

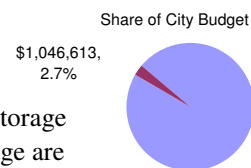
- ✓ Meet all Federal and State Water Quality Testing requirements by having zero water samples exceeding the MCLs.
- ✓ Implement a new 10-year annual water tank maintenance program.
- ✓ Upgrade Well 3 by replacing the well pump with a new water lubricated pump.

## FUTURE GOALS

- ✓ Achieve a 15% unaccounted for water loss within a 12-month period after the Water Meter Replacement Program is completed.
- ✓ Research automated control enhancement to facilitate a coroneted alternating pumping scheme for the wells.
- ✓ Expand the utilization of the City's environmental laboratory to include analysis of surface waters and stormwater runoff.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Replaced the two service pumps at Well 11.
- ✓ Completed a major upgrade of the electrical controls at Well 8.
- ✓ Replaced the roof on the pump building at Well 11.



# **401 UTILITIES FUND - 1340 WATER DISTRIBUTION**

Actual				Budget		
2007-08	2008-09	2009-10	2010-11 Adopted		2011-12 Adopted	% Change
6.00	6.00	6.00	5.00	Personal Services:		
203,312	192,513	170,413	129,654	533-1200	Number of Funded Employees (FTE's)	5.00
-	-	-	-	533-1202	Salaries	131,503 1.43%
13,213	8,609	10,044	9,000	533-1400	Incentive/Merit Pay	4,874 100.00%
-	53	147	100	533-1401	Salaries - Overtime	9,000 0.00%
12,549	11,385	10,402	7,677	533-2100	Salaries - Overtime Holiday Worked	100 0.00%
2,935	2,663	2,433	1,796	533-2101	FICA Taxes	7,849 2.24%
31,038	33,191	40,573	21,944	533-2200	Medicare	1,836 2.23%
-	-	-	1,238	533-2204	Retirement Contributions	28,434 29.58%
45,389	50,441	36,892	26,931	533-2300	Retirement Contributions - DC Plan	1,011 -18.34%
14,582	10,241	7,085	6,653	533-2400	Dental, Life & Health Insurance	24,516 -8.97%
				533-2400	Worker's Compensation	6,529 -1.86%
\$ 323,018	\$ 309,094	\$ 277,989	\$ 204,993		Total Personal Services	\$ 215,652 5.20%
				Operating Expenditures:		
41	-	-	200	533-3102	Employee Physicals & Immunizations	200 0.00%
465	535	702	15,495	533-3400	Other Services	1,275 -91.77%
250	380	-	450	533-4000	Travel and Per Diem	450 0.00%
804	840	662	470	533-4100	Communication Services	324 -31.06%
-	89	1,386	785	533-4300	Utilities	4,500 473.25%
3,400	3,019	4,362	2,500	533-4620	Vehicle Repair	2,500 0.00%
3,561	3,485	2,186	4,250	533-4630	Equipment Repair	4,250 0.00%
66,521	71,286	40,049	60,500	533-4680	Plant & System Repair	65,500 8.26%
699	683	685	1,150	533-4905	Safety Programs/Supply	1,025 -10.87%
4,598	4,221	3,638	3,365	533-5200	Operating Supplies	2,365 -29.72%
21,421	9,953	13,251	14,555	533-5204	Fuel & Oil	16,800 15.42%
1,578	1,379	491	1,070	533-5210	Uniform Expense	938 -12.34%
-	-	-	-	533-5233	Tools	1,000 100.00%
5,796	6,824	5,873	7,000	533-5300	Road Materials & Supplies	7,000 0.00%
174	-	-	60	533-5400	Books, Dues & Publications	75 25.00%
-	-	450	450	533-5500	Training	450 0.00%
(1,164)	(14,015)	(36,092)	-	533-9905	Capitalized Costs Allocation - Labor	- 0.00%
(613)	(7,694)	(18,151)	-	533-9906	Capitalized Costs Allocation - Benefits	- 0.00%
(196)	(2,391)	(5,974)	-	533-9907	Capitalized Costs Allocation - Overhead	- 0.00%
\$ 107,335	\$ 78,594	\$ 13,516	\$ 112,300		Total Operating Expenditures	\$ 108,652 -3.25%
				Capital Outlay:		
-	-	-	66,365	533-6402	Equipment	22,655 -65.86%
					FDOT Compliant Solar Powered Arrow Board	
					Jack Hammer	
					Concrete Saw	
					Air Compressor	
					18" Chain Saw	
-	-	-	-	533-6404	Vehicles	48,500 100.00%
					1 Ton Truck Dual Rear Wheel - replace 2411	
					Survey Van - replace 2430	
\$ -	\$ -	\$ -	\$ 66,365		Total Capital Outlay	\$ 71,155 7.22%
				Capital Improvements Program:		
15,714	87,860	56,891	-	5056	5056 - Water Line Replacement	177,150 100.00%
-	-	804,646	-	533-6360	Refer to CIP for Locations	
					Prior Years Capital Improvement Program	
\$ 15,714	\$ 87,860	\$ 861,537	\$ -		Total Capital Improvements Program	\$ 177,150 100.00%
				Debt Service		
-	-	-	67,331	517-7100	Principal Payments	97,706 45.11%
					2005 Utility System Bond - year 7 of 30	
-	139,512	167,276	165,540	517-7200	Interest Expense	163,448 -1.26%
					2005 Utility System Bond - year 7 of 30	
\$ -	\$ 139,512	\$ 167,276	\$ 232,871		Total Debt Service	\$ 261,154 12.15%
\$ 446,067	\$ 615,061	\$ 1,320,318	\$ 616,529		TOTAL EXPENSES	\$ 833,763 35.24%

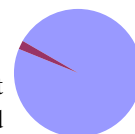
# WATER DISTRIBUTION

Share of City Budget

## DESCRIPTION

Water Distribution maintains water mains, service lines, valves, meters, and fire hydrants and is responsible for replacement of undersized water mains, installation of new fire hydrants and water meters, making service taps for new construction, and extending water mains as needed.

\$916,313,  
2.4%



## MISSION

Ensure delivery of potable water and adequate water pressure to all residents.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Replace Substandard 2¼" Water Mains

Linear Feet of 2¼" Water Main to be Replaced

### Ensure Capital Projects are Completed On-Time & Within Budget

Capital Projects Completed On-Time

Capital Projects Completed Within Budget

Commerical Water Meters Replaced

Residential Water Meters Replaced

2007-08	Actual		YTD thru 6/30		Budget	
	2008-09	2009-10	2010-11	2010-12	2011-12	2011-12
n/a	n/a	n/a	n/a	n/a	n/a	6105
n/a	n/a	n/a	n/a	n/a	n/a	100%
n/a	n/a	n/a	n/a	n/a	n/a	100%
n/a	n/a	83%	98%	99%	100%	100%
n/a	n/a	33%	85%	90%	100%	100%

✓ Complete the water meter replacement project for residential and commercial meters by December 31, 2011.

✓ Replace water lines as specified in the Capital Improvement Program (CIP) on-time and within budget.

## FUTURE GOALS

✓ Implement a new 5- and 10-year replacement program for 2¼" water mains throughout the City's service area.

✓ Implement a new 5-year replacement program for all existing asbestos cement water mains in the City's service area.

✓ Respond to all water outage reports within one hour of initial notification.

✓ Coordinate with the Fire Department to ensure fire protection standards are exceeded throughout the City via increased water main sizes, installation of additional fire hydrants, and "looping" of the distribution system.

## PRIOR YEAR ACCOMPLISHMENTS

✓ Completed the installation of a new 8" & 10" water main to serve the Okaloosa County Courthouse Annex.

✓ Installed a new water main to serve the Old Camp Walton Subdivision at Alconese Avenue SE and First Street SE.

✓ Installed a new 2" water main and services along Brooks Street SE to serve the Bay Towne View Subdivision.



### 401 UTILITIES FUND - 1350 SEWER COLLECTION & TREATMENT

Actual						Budget	
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
11.00	11.00	11.00	11.80		Personal Services:		
337,502	354,664	359,333	387,441	535-1200	Number of Funded Employees (FTE's)	12.00	
-	-	-	-	535-1201	Salaries	391,858	1.14%
-	-	-	-	535-1202	Service Awards	55	100.00%
37,410	31,279	40,941	34,000	535-1400	Incentive/Merit Pay	11,696	100.00%
-	1,839	1,626	2,000	535-1401	Salaries - Overtime	34,000	0.00%
21,443	21,916	25,319	21,435	535-2100	Salaries - Overtime Holiday Worked	2,000	0.00%
5,015	5,125	5,921	5,013	535-2101	FICA Taxes	21,606	0.80%
56,817	63,963	90,224	77,306	535-2200	Medicare	5,053	0.80%
-	-	-	-	535-2204	Retirement Contributions	94,552	22.31%
63,087	68,618	68,716	74,825	535-2300	Retirement Contributions - DC Plan	1,090	100.00%
12,084	13,437	11,775	10,579	535-2400	Dental, Life & Health Insurance	98,729	31.95%
					Worker's Compensation	13,708	29.58%
\$ 533,358	\$ 560,840	\$ 603,855	\$ 612,599		Total Personal Services	\$ 674,347	10.08%
					Operating Expenditures:		
-	-	1,500	-	535-3100	Professional Services	350	100.00%
81	-	377	875	535-3102	Employee Physicals & Immunizations	875	0.00%
465	535	17,743	1,961,625	535-3400	Other Services	1,949,275	-0.63%
2,205	2,328	-	450	535-4000	Travel and Per Diem	450	0.00%
3,104	3,165	2,938	4,328	535-4100	Communication Services	3,721	-14.02%
93,900	100,411	120,113	123,435	535-4300	Utilities	125,000	1.27%
-	5,887	7,051	9,300	535-4400	Rentals & Leases	9,300	0.00%
9,055	10,497	11,518	13,985	535-4610	Maintenance Contracts	18,320	31.00%
15,708	10,961	15,079	14,000	535-4620	Vehicle Repair	14,000	0.00%
4,285	4,212	10,910	8,200	535-4630	Equipment Repair	8,200	0.00%
174	173	82	200	535-4640	Building Maintenance	200	0.00%
133,475	110,457	56,975	69,750	535-4680	Plant & System Repair	216,750	210.75%
62	-	172	200	535-4700	Printing & Binding	200	0.00%
2,082	1,975	617	1,150	535-4905	Safety Programs/Supply	1,635	42.17%
23,671	18,642	17,020	26,270	535-5200	Operating Supplies	22,700	-13.59%
29,015	18,566	23,631	25,140	535-5204	Fuel & Oil	34,100	35.64%
2,550	2,313	1,093	2,640	535-5210	Uniform Expense	2,250	-14.77%
614	-	-	-	535-5231	Computer Hardware/Software	-	0.00%
-	-	-	-	535-5233	Tools	1,000	0.00%
11,656	12,482	11,441	11,750	535-5300	Road Materials & Supplies	11,750	0.00%
50	50	25	50	535-5400	Dues & Publications	90	80.00%
-	-	-	2,550	535-5500	Training	2,550	0.00%
(11,945)	(42,590)	(48,372)	-	535-9905	Capitalized Costs Allocation - Labor	-	0.00%
(5,220)	(17,506)	(22,179)	-	535-9906	Capitalized Costs Allocation - Benefits	-	0.00%
(1,863)	(6,758)	(1,157)	-	535-9907	Capitalized Costs Allocation - Overhead	-	0.00%
\$ 313,123	\$ 235,799	\$ 226,577	\$ 2,275,898		Total Operating Expenditures	\$ 2,422,716	6.45%

# **401 UTILITIES FUND - 1350 SEWER COLLECTION & TREATMENT**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Capital Outlay:</b>					
-	-	-	145,000	535-6200 Buildings	- -100.00%
-	-	11,200	-	535-6300 Improvements Other Than Buildings	- 0.00%
69,673	50,829	9,545	119,100	535-6402 Equipment	96,650 -18.85%
				16" Quick Cut Saw	
				18" Chain Saw	
				Mainline Video Inspection Equipment Camera	
				Overhead 1 Ton Hoist for Pump Station #1	
				Portable Light Cart	
				Rubber Tire Skid Steer Loader - Replaces PW-3	
				Street Saw	
				Telemetry Sys FCC Mandatory Narrowband Migration	
				Truck Mounted Crane Boom Extension - V 2473	
				Vibratory Plate Compactor	
				Well Point Pump	
309,167	56	45,184	-	535-6404 Trucks	18,500 100.00%
				1/2 Ton Truck - replaces 2322	
594	-	-	-	535-6405 Communication Equipment	- 0.00%
1,183	525	-	-	535-6420 Computer Hardware/Software	- 0.00%
<b>\$ 380,617</b>	<b>\$ 51,409</b>	<b>\$ 65,929</b>	<b>\$ 264,100</b>	<b>Total Capital Outlay</b>	<b>\$ 115,150 -56.40%</b>
<b>Capital Improvements Program:</b>					
-	-	24,619	-	5031 - Pump Station #1 Force Main	2,000,000 100.00%
				535-6361 Final Design, Construction of New Force Main	
-	-	70,174	-	5032 - Sewer System Rehabilitation	2,370,000 100.00%
				535-6361 Based on SSES Study Results	
15,354	126,709	16,700	-	5065 - Sewer Line Replacement	127,000 100.00%
				535-6361 Refer to CIP for Locations	
71,517	197,953	86,713	126,000	Prior Years Capital Improvement Program	
<b>\$ 86,871</b>	<b>\$ 324,661</b>	<b>\$ 198,205</b>	<b>\$ 126,000</b>	<b>Total Capital Improvements Program</b>	<b>\$ 4,497,000 3469.05%</b>
<b>Debt Service</b>					
-	-	-	502,280	517-7100 Principal Payments	122,369 -75.64%
				2005 Utility System Bond - year 7 of 30	
-	89,631	79,548	236,677	517-7200 Interest Expense	204,706 -13.51%
				2005 Utility System Bond - year 7 of 30	
-	1,651	1,657	1,700	517-7300 Paying Agent Fees	- -100.00%
-	26,801	27,733	-	517-7310 Amortization	- 0.00%
<b>\$ -</b>	<b>\$ 118,083</b>	<b>\$ 108,938</b>	<b>\$ 740,657</b>	<b>Total Debt Service</b>	<b>\$ 327,075 -55.84%</b>
<b>\$ 1,313,969</b>	<b>\$ 1,290,793</b>	<b>\$ 1,203,504</b>	<b>\$ 4,019,254</b>	<b>TOTAL EXPENSES</b>	<b>\$ 8,036,288 99.94%</b>

# SEWER COLLECTION & TREATMENT

## DESCRIPTION

Sewer Collection maintains gravity sewer lines, lift stations, and pump stations and is responsible for inspecting the sewer system with closed circuit television equipment, repairing any identified leaks, and repairing or replacing sewer mains and laterals as needed.

## MISSION

Collect and dispose of wastewater in an environmentally sound manner.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Ensure Sewer Collection System is in Good Working Order

Sewer System Inspected

### Ensure Capital Projects are Completed On-Time & Within Budget

Capital Projects Completed On-Time

Capital Projects Completed Within Budget

		Actual		YTD thru 6/30	Budget	
		2007-08	2008-09	2009-10	2010-11	2010-11 2011-12
Sewer System Inspected		0.5%	3.8%	2.7%	3.0%	4.0% 4.8%
Capital Projects Completed On-Time		n/a	n/a	n/a	n/a	n/a 100%
Capital Projects Completed Within Budget		n/a	n/a	n/a	n/a	n/a 100%

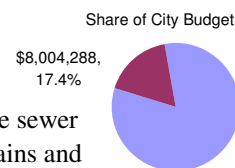
- ✓ Comply with the FCC bandwidth migration before the mandated January 2013 deadline.
- ✓ Complete the design of a parallel force main from Pump Station No. 1 and obtain State Revolving Loan funding for construction.
- ✓ Rehabilitate manholes, wet wells, and gravity sewer mains based on the SSES pilot program using 2005 bond proceeds.
- ✓ Rehab (line & grout) sewer lines as specified in the Capital Improvement Program (CIP) on-time and within budget.
- ✓ Replace sewer lines as specified in the Capital Improvement Program (CIP) on-time and within budget.

## FUTURE GOALS

- ✓ Perform television inspections of the entire sanitary sewer collection system to prioritize future projects and locate and eliminate sources of inflow and infiltration.
- ✓ Reduce the volume of grease entering the collection system by increasing restaurant inspections frequency from quarterly to monthly and adopting a new grease trap ordinance.
- ✓ Install guide rail systems and safety hatches at all lift stations for easier access and reduction of confined space entries.
- ✓ Install stainless steel inflow protectors in sewer manholes located in flood-prone areas and require the inflow protectors in all new manholes.
- ✓ Conduct an in-house flow monitoring program of the City's collection system basins to evaluate the capacity of the system.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Replaced motor control center with high efficiency variable speed drives to eliminate severe water hammer on force main and reduce operational cost of station at Pump Station No. 2.
- ✓ Installed lift station guide rail system and upgraded pumps to accommodate increased force main head pressures due to connection to Okaloosa County Waste Water Treatment Plant at Lift Stations 32 & 36.
- ✓ Installed lift-station guide rail system and new high efficiency pumps at Lift Station No. 14.



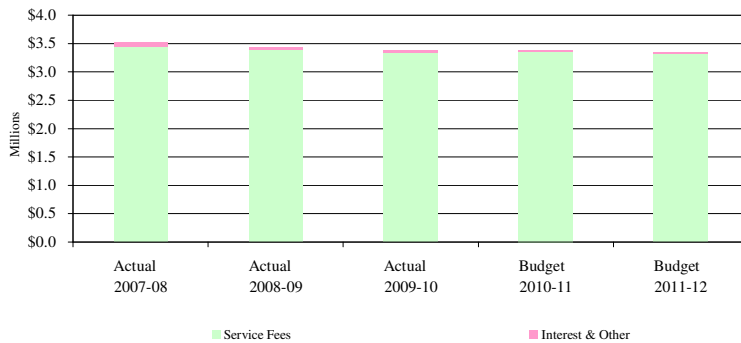
# 401 UTILITIES FUND - 1500 NON-DEPARTMENTAL

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Personal Services:</b>					
-	-	-	704	536-1200 Salaries	- -100.00%
12,214	22,885	112,860	15,000	536-1216 Final Leave Pay	15,000 0.00%
(41,123)	42,692	(5,063)		536-1250 Compensated Absences	
-	-	-	40	536-2100 FICA Taxes	- -100.00%
-	-	-	9	536-2101 Medicare	- -100.00%
(3,147)	3,267	(388)	-	536-2150 FICA - Compensated Absences	
<b>\$ (32,056)</b>	<b>\$ 68,844</b>	<b>\$ 107,409</b>	<b>\$ 15,753</b>	<b>Total Personal Services</b>	<b>\$ 15,000 -4.78%</b>
<b>Operating Expenditures:</b>					
62,963	52,536	53,756	-	536-4924 Bad Debt Expense	- 0.00%
-	-	-	50,000	536-4995 Contingencies	52,830 5.66%
727,964	1,197,615	873,288	-	536-5900 Depreciation	- 0.00%
306,337	-	242,184	-	536-5910 Depreciation on Contributed Capital	- 0.00%
(2,134)	(353)	-	-	Prior Years Operating Expenditures	
-	18,391	19,978	-	590-9502 OPEB Obligation	- 0.00%
-	3,096,671	312,868	-	592-9500 Loss on Asset Impairment	- 0.00%
<b>\$ 1,095,130</b>	<b>\$ 4,364,860</b>	<b>\$ 1,502,073</b>	<b>\$ 50,000</b>	<b>Total Operating Expenditures</b>	<b>\$ 52,830 5.66%</b>
<b>Debt Service:</b>					
540,388	-	-	536-7200 Interest Expense		
863	-	-	536-7300 Paying Agent Fees		
26,716	-	-	536-7310 Amortization		
<b>\$ 567,968</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Debt Service</b>	<b>\$ - 0.00%</b>
<b>\$ 1,631,042</b>	<b>\$ 4,433,705</b>	<b>\$ 1,609,482</b>	<b>\$ 65,753</b>	<b>TOTAL EXPENSES</b>	<b>\$ 67,830 3.16%</b>
1,895,715	1,703,281	1,097,641	953,837	581-9101 Transfer to General Fund	1,165,028 22.14%
				Per Cost Allocation Plan	
				4% Franchise/Right-of-Way Access Fee	
-	10,073	-	-	582-9145 Transfer to Stormwater Fund	- 0.00%
-	-	-	93,631	581-9999 Reserved - Undesignated Net Assets	227,710 143.20%
<b>\$ 1,895,715</b>	<b>\$ 1,713,354</b>	<b>\$ 1,097,641</b>	<b>\$ 1,047,468</b>	<b>Total Other Financing Activity</b>	<b>\$ 1,392,738 32.96%</b>
<b>\$ 1,895,715</b>	<b>\$ 1,713,354</b>	<b>\$ 1,097,641</b>	<b>\$ 1,047,468</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 1,392,738 32.96%</b>
<b>49.00</b>	<b>44.50</b>	<b>34.50</b>	<b>39.05</b>	<b>Number of Funded Employees (FTE's)</b>	<b>38.25 -2.05%</b>
<b>538,713</b>	<b>441,306</b>	<b>428,030</b>	<b>362,423</b>	<b>Customer Service</b>	<b>373,630 3.09%</b>
<b>469,112</b>	<b>333,165</b>	<b>275,656</b>	<b>553,301</b>	<b>Utility Services</b>	<b>609,566 10.17%</b>
<b>661,209</b>	<b>722,185</b>	<b>723,340</b>	<b>1,051,440</b>	<b>Water Operations</b>	<b>1,046,913 -0.43%</b>
<b>1,332,744</b>	<b>1,210,239</b>	<b>2,410,756</b>	<b>-</b>	<b>Sewer Operations</b>	<b>- 0.00%</b>
<b>446,067</b>	<b>615,061</b>	<b>1,320,318</b>	<b>616,529</b>	<b>Water Distribution</b>	<b>833,763 35.24%</b>
<b>1,313,969</b>	<b>1,290,793</b>	<b>1,203,504</b>	<b>4,019,254</b>	<b>Sewer Collection &amp; Treatment</b>	<b>8,036,288 99.94%</b>
<b>233,743</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>Stormwater</b>	<b>- 0.00%</b>
<b>3,526,757</b>	<b>6,147,059</b>	<b>2,707,122</b>	<b>1,113,221</b>	<b>Non-Departmental</b>	<b>1,460,568 31.20%</b>
<b>(816,907)</b>	<b>(473,557)</b>	<b>(1,245,341)</b>	<b>-</b>	<b>Reclassification of Capital Outlay</b>	<b>- 0.00%</b>
<b>\$ 7,705,407</b>	<b>\$ 10,286,251</b>	<b>\$ 7,823,386</b>	<b>\$ 7,716,168</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 12,360,728 60.19%</b>
<b>\$ (482,356)</b>	<b>\$ (3,379,170)</b>	<b>\$ (696,292)</b>	<b>\$ (0)</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

# Sanitation Fund

The Sanitation Fund encompasses 8.8% of the City's activities and services and accounts for solid waste operations that are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. The City provides residential and commercial garbage collection, as well as yard waste and white goods collection. Several recycling drop-off centers are available.

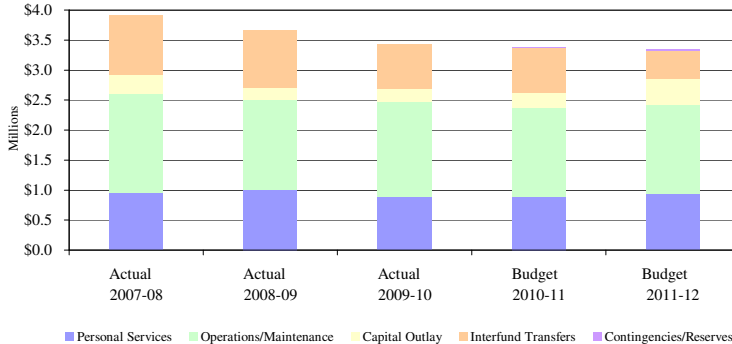
## Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Service Fees	3,312,300	-12%	(40,700)
Interest & Other	28,300	216%	5,025
	<u>3,340,600</u>	<u>-11%</u>	<u>(35,675)</u>

- Service fees are down as a result of housing standing vacant and businesses closing due to the poor economy.

## Expense Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	943,267	6.7%	59,425
Operations/Maintenance	1,478,898	0.2%	2,242
Capital Outlay	438,120	67.5%	176,585
Interfund Transfers	456,105	-38.7%	(288,137)
Contingencies/Reserves	24,210	142.1%	14,210
	<u>3,340,600</u>	<u>-1.1%</u>	<u>(35,675)</u>

\*Expenses shown on a cash basis, exclusive of reclassifications for the audited financial statements.\*

- The personal services increase is attributable pension contributions and to the performance incentive program – up to \$900 or 32 vacation hours based on an employee's annual evaluation score.
- A sideloader and frontloader are budgeted for replacement.
- Interfund transfers are lower due to a new transfer to the General Fund based on sanitation vehicle roadway wear & tear being less than the previously budgeted transfer of fund surplus.

### 403 SANITATION FUND - REVENUES

Actual								Budget	
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change		
1,013,257	1,068,924	1,062,953	1,070,000	1360-343-4000	Service Fees - Residential	1,046,800	-2.17%		
11,595	6,964	6,107	10,000	1360-343-4010	Extra Pick-Up Residential	10,000	0.00%		
996,645	902,450	879,919	885,000	1360-343-4100	Service Fees - Commercial	877,700	-0.82%		
6,278	5,145	4,239	5,000	1360-343-4110	Extra Pick-Up Commercial	5,000	0.00%		
528,365	520,592	530,082	525,000	1360-343-4200	Tipping Fees - Residential	530,100	0.97%		
883,573	859,110	852,042	858,000	1360-343-4300	Tipping Fees - Commercial	842,700	-1.78%		
-	14,243	-	-	1360-343-4410	Fuel Surcharge - Residential	-	0.00%		
-	1,463	-	-	1360-343-4420	Fuel Surcharge - Commercial	-	0.00%		
<b>\$ 3,439,712</b>	<b>\$ 3,378,891</b>	<b>\$ 3,335,342</b>	<b>\$ 3,353,000</b>	<b>Total Solid Waste</b>		<b>\$ 3,312,300</b>	<b>-1.21%</b>		
1,875	-	-	-	1370-343-4600	Service Fees - Recycling	-	0.00%		
<b>\$ 1,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>Total Recycling</b>		<b>\$ -</b>	<b>0.00%</b>		
<b>\$ 3,441,588</b>	<b>\$ 3,378,891</b>	<b>\$ 3,335,342</b>	<b>\$ 3,353,000</b>	<b>TOTAL CHARGES FOR SERVICES</b>		<b>\$ 3,312,300</b>	<b>-1.21%</b>		
62,103	37,108	22,050	14,975	1500-361-1000	Interest Income	18,000	20.20%		
<b>\$ 62,103</b>	<b>\$ 37,108</b>	<b>\$ 22,050</b>	<b>\$ 14,975</b>	<b>Total Interest Income</b>		<b>\$ 18,000</b>	<b>20.20%</b>		
5,930	4,597	4,025	5,000	1360-323-7010	Solid Waste - 10% Roll Off	5,000	0.00%		
2,311	(3,279)	994	1,200	1360-343-4080	Cinco Bayou	1,200	0.00%		
-	-	200	100	1360-343-4330	Special Events - Dumpster Delivery/Pickup	100	0.00%		
113	1,615	3,719	-	1500-364-1000	Sale of Surplus Assets	-	0.00%		
2,498	8,763	4,565	2,000	1500-365-1000	Recycling Scrap Metal Sales	4,000	100.00%		
-	-	73	-	1500-369-9000	Miscellaneous Revenues	-	0.00%		
21	17	53	-	0000-369-9091	Discounts	-	0.00%		
<b>\$ 10,874</b>	<b>\$ 11,713</b>	<b>\$ 13,629</b>	<b>\$ 8,300</b>	<b>Total Other Revenues</b>		<b>\$ 10,300</b>	<b>24.10%</b>		
<b>\$ 72,977</b>	<b>\$ 48,821</b>	<b>\$ 35,679</b>	<b>\$ 23,275</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>		<b>\$ 28,300</b>	<b>21.59%</b>		
<b>\$ 3,514,565</b>	<b>\$ 3,427,713</b>	<b>\$ 3,371,021</b>	<b>\$ 3,376,275</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 3,340,600</b>	<b>-1.06%</b>		

# **403 SANITATION FUND - 1360 SOLID WASTE**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2010-11 Adopted	% Change
				<b>Personal Services:</b>	
21.00	19.87	19.62	18.75	<b>Number of Funded Employees (FTE's)</b>	
610,273	608,078	533,567	551,273	534-1200	Salaries
-	-	-	-	534-1201	Service Awards
-	-	-	-	534-1202	Incentive/Merit Pay
23,709	11,042	13,083	12,500	534-1400	Salaries - Overtime
-	11,078	9,745	8,500	534-1401	Salaries - Overtime Holiday Worked
-	-	-	-	534-1503	Auto Allowance
36,055	36,681	31,761	30,785	534-2100	FICA Taxes
8,432	8,579	7,428	7,200	534-2101	Medicare
96,004	99,574	117,853	102,518	534-2200	Retirement Contributions
-	-	1,112	2,247	534-2204	Retirement Contributions - DC Plan
127,636	138,547	125,407	123,075	534-2300	Dental, Life & Health Insurance
66,458	59,748	42,763	43,953	534-2400	Worker's Compensation
<b>\$ 968,567</b>	<b>\$ 973,327</b>	<b>\$ 882,720</b>	<b>\$ 882,051</b>	<b>Total Personal Services</b>	
				<b>Operating Expenditures:</b>	
2,015	-	-	4,378	534-3400	Other Services
-	-	-	-	534-4000	Travel and Per Diem
2,579	2,483	3,191	3,767	534-4100	Communication Services
-	6	13	10	534-4200	Postage
5,258	5,859	6,469	6,095	534-4300	Utilities
1,289	1,320	1,393	1,605	534-4400	Rentals & Leases
72	149	922	453	534-4610	Maintenance Contracts
150,405	148,614	163,297	125,860	534-4620	Vehicle Repair
1,730	349	2,189	1,000	534-4630	Equipment Repair
344	650	939	600	534-4640	Building Maintenance
-	-	-	100	534-4650	Grounds Maintenance
-	460	-	-	534-4700	Printing & Binding
532	466	540	700	534-4905	Safety Programs/Supplies
584	637	-	-	534-4915	Legal Advertising
518	30	257	400	534-5100	Office Supplies
17,433	12,286	14,721	18,100	534-5200	Operating Supplies
190,547	109,858	125,054	130,465	534-5204	Fuel & Oil
4,333	4,201	3,359	3,960	534-5210	Uniform Expense
449,303	408,675	417,962	493,480	534-5219	Landfill Fees - Commercial
430,234	395,237	393,588	452,142	534-5220	Landfill Fees - Residential
190,703	181,525	199,819	199,557	534-5222	Landfill Fees - Yard Waste
31,619	30,843	15,189	18,790	534-5225	Sanitation Containers - Bulk
14,923	14,999	14,665	14,994	534-5226	Sanitation Containers - Residential
10,870	420	-	-	534-5230	ACH/Credit Card Fees
349	-	-	-	534-5231	Computer Hardware/Software
279	171	-	200	534-5400	Books, Dues & Publications
-	-	-	-	534-5500	Training
<b>\$ 1,505,920</b>	<b>\$ 1,319,238</b>	<b>\$ 1,363,566</b>	<b>\$ 1,476,656</b>	<b>Total Operating Expenditures</b>	
				<b>Capital Outlay:</b>	
-	-	15,444	11,535	534-6402	Equipment
				4 yd Containers - 10 @ \$554	
				6 yd Containers- 10 @ \$720	
				8 yd containers - 10 @ \$845	
306,263	214,867	205,264	250,000	534-6404	Trucks
				Replace '99 Peterbilt / Heil Sideloader (2401)	
				Replace '99 Peterbilt / Heil Frontloader (2415)	
1,118	-	-	-	534-6405	Communication Equipment
<b>\$ 307,381</b>	<b>\$ 214,867</b>	<b>\$ 220,709</b>	<b>\$ 261,535</b>	<b>Total Capital Outlay</b>	
<b>2,781,868</b>	<b>2,507,433</b>	<b>2,466,994</b>	<b>2,620,242</b>	<b>TOTAL EXPENSES</b>	<b>9.10%</b>

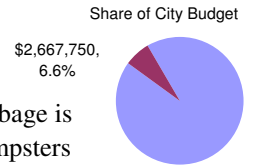
# SOLID WASTE

## DESCRIPTION

Solid Waste is responsible for the collection and disposal of garbage, yard waste, and recyclables. Residential garbage is collected curbside twice per week, residential yard waste is collected curbside once per week, and commercial dumpsters are emptied as scheduled based on business needs. Single-stream recycling is available via multiple drop-off locations.

## MISSION

Maintain a sanitary environment with regular collection of residential and commercial solid waste.



## CURRENT GOALS, OBJECTIVES, & METRICS

### Promote Reduction of the Residential Waste Stream

Single Stream Recycling Drop-Off Locations

Waste Stream Diverted from Landfills

### Promote Reduction of the Commercial Waste Stream

Waste Stream Diverted from Landfills

### Promote Neighborhood Cleanups

Household waste collections conducted

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
Single Stream Recycling Drop-Off Locations	n/a	n/a	2	8	5	8
Waste Stream Diverted from Landfills	1.0%	1.5%	1.6%	2.4%	1.0%	2.5%
Waste Stream Diverted from Landfills	n/a	n/a	n/a	n/a	n/a	2.4%
Household waste collections conducted	n/a	n/a	n/a	1	1	2

- ✓ Implement a new commercial recycling program with an associated fee schedule.
- ✓ Open negotiations for a new long-term contract with Republic Waste Services that includes a payback to the City for single-stream recycling.
- ✓ Conduct Neighborhood Clean-Up for household waste semi-annually.

## FUTURE GOALS

- ✓ Secure a location to accept the City's single-stream recycling for both residential and commercial customers.
- ✓ Increase waste stream diverted from landfills to 5% by expanding the City's recycling program by adding residential drop-off locations and advertising the new commercial program.

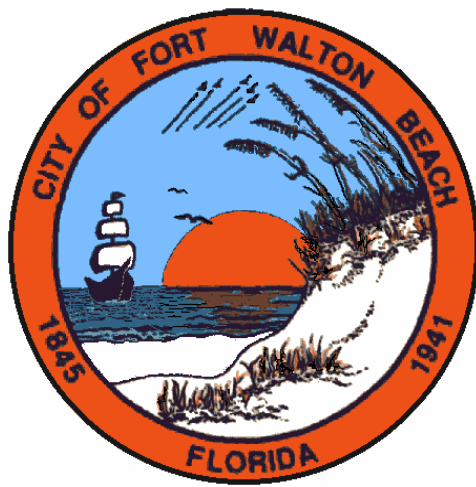
## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Increased Residential Single Stream Recycling drop-off locations from 2 to 8.
- ✓ Implemented Neighborhood Clean-up for Bulk Household Waste during the month of January.
- ✓ Developed brochures for both Solid Waste and Recycling to better inform residents of services.



# **403 SANITATION FUND - 1500 NON-DEPARTMENTAL**

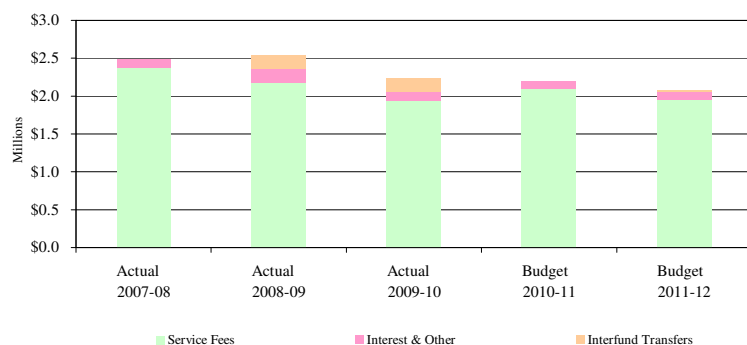
Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
				<b>Personal Services:</b>	
-	-	-	271	534-1200 Salaries	- -100.00%
1,123	19,084	9,706	1,500	534-1216 Final Leave Pay	1,500 0.00%
(11,780)	8,315	(1,483)		534-1250 Compensated Absences	
-	-	-	16	534-2100 FICA Taxes	- -100.00%
-	-	-	4	534-2101 Medicare	- -100.00%
(900)	636	(114)		534-2150 FICA - Compensated Absences	
<b>\$ (11,557)</b>	<b>\$ 28,035</b>	<b>\$ 8,109</b>	<b>\$ 1,791</b>	<b>Total Personal Services</b>	<b>\$ 1,500 -16.25%</b>
				<b>Operating Expenditures:</b>	
14,949	(626)	15,990	-	534-4924 Bad Debt Expense	- 0.00%
-	-	-	10,000	534-4995 Contingencies	24,210 142.10%
130,839	164,025	188,197	-	534-5900 Depreciation	- 0.00%
411	-	411	-	534-5910 Depreciation on Contributed Capital	- 0.00%
-	9,357	7,888	-	590-9502 OPEB Obligation	- 0.00%
<b>\$ 146,199</b>	<b>\$ 172,757</b>	<b>\$ 212,486</b>	<b>\$ 10,000</b>	<b>Total Operating Expenditures</b>	<b>\$ 24,210 142.10%</b>
				<b>Total Personal Services, Operating Expenditures &amp; Capital Outlay</b>	
<b>\$ 134,642</b>	<b>\$ 200,791</b>	<b>\$ 220,595</b>	<b>\$ 11,791</b>		<b>\$ 25,710 118.05%</b>
<b>\$ 134,642</b>	<b>\$ 200,791</b>	<b>\$ 220,595</b>	<b>\$ 11,791</b>	<b>TOTAL EXPENSES</b>	<b>\$ 25,710 118.05%</b>
959,445	928,460	708,003	708,000	581-9101 Transfer to General Fund	418,742 -40.86%
				Per Cost Allocation Plan	
				Truck Additional Wear & Tear on Roadways	
40,000	40,000	40,000	36,242	581-9141 Transfer to Utilities Fund	37,363 3.09%
				10% of Customer Service Budget	
<b>\$ 999,445</b>	<b>\$ 968,460</b>	<b>\$ 748,003</b>	<b>\$ 744,242</b>	<b>Total Other Financing Activity</b>	<b>\$ 456,105 -38.72%</b>
<b>\$ 999,445</b>	<b>\$ 968,460</b>	<b>\$ 748,003</b>	<b>\$ 744,242</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 456,105 -38.72%</b>
<b>21.00</b>	<b>19.87</b>	<b>19.62</b>	<b>18.75</b>	<b>Number of Funded Employees (FTE's)</b>	<b>19.00 1.33%</b>
<b>2,781,868</b>	<b>2,507,433</b>	<b>2,466,994</b>	<b>2,620,242</b>	<b>Solid Waste</b>	<b>2,858,785 9.10%</b>
<b>1,134,087</b>	<b>1,169,251</b>	<b>968,598</b>	<b>756,033</b>	<b>Non-Departmental</b>	<b>481,815 -36.27%</b>
(307,381)	(214,867)	(220,709)	-	Reclassification of Capital Outlay	- 0.00%
<b>\$ 3,608,574</b>	<b>\$ 3,461,817</b>	<b>\$ 3,214,884</b>	<b>\$ 3,376,275</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 3,340,600 -1.06%</b>
<b>\$ (94,009)</b>	<b>\$ (34,104)</b>	<b>\$ 156,138</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>



## Golf Fund

The Golf Fund encompasses 5.5% of the City's activities and services and accounts for golf course operations that are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. The City operates two championship 18-hole golf courses along with driving and putting ranges.

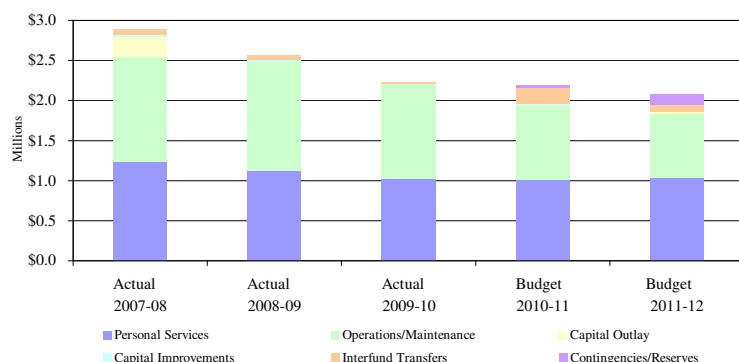
### Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Service Fees	1,956,200	-6.6%	(138,542)
Interest & Other	93,022	-8.2%	(8,265)
Interfund Transfers	27,419	100.0%	27,419
	<u>2,076,641</u>	<u>-5.4%</u>	<u>(119,388)</u>

- Revenue expectations from greens fees, cart fees, memberships, and the driving range have been lowered consistent with prior year actuals.
- A transfer from the General Fund is budgeted for the employee performance incentive program since the Golf Fund does not have reserves for this program.

### Expense Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	1,042,365	2.7%	27,843
Operations/Maintenance	791,559	-14.5%	(133,823)
Capital Outlay	23,500	832.5%	20,980
Capital Improvements	-	-100.0%	(14,000)
Interfund Transfers	91,349	-56.3%	(117,651)
Contingencies/Reserves	127,868	317.8%	97,263
	<u>2,076,641</u>	<u>-5.4%</u>	<u>(119,388)</u>

\*Expenses shown on a cash basis, exclusive of reclassifications for the audited financial statements.\*

- The personal services increase is attributable to the performance incentive program – up to \$900 or 32 vacation hours based on an employee's annual evaluation score.
- The \$50K interfund transfer to the General Fund does not represent the full \$359K cost of services provided per the 2009 Cost Allocation Plan. At the Budget Meeting in August, City Council forgave a large portion of the transfer to permit the Golf Fund to retain all revenues for operational use.
- The \$128K reserve is budgeted to reflect principal repayment of the General Fund's loan to defease the 1999 clubhouse bond.

# **404 GOLF FUND - REVENUES**

Actual						Budget	
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
1,275,433	1,135,835	1,039,355	1,100,000	0700-347-5000	Greens Fees	967,300	-12.06%
112,834	152,429	114,460	105,000	0700-347-5020	Tournament Fees	115,000	9.52%
123,122	104,026	108,397	105,000	0700-347-5100	Membership Fees	120,000	14.29%
740,678	670,528	569,566	680,000	0700-347-5200	Golf Cart Rental	653,500	-3.90%
2,903	2,799	1,812	3,000	0700-347-5210	Pull Cart Rental	3,000	0.00%
110,769	98,557	80,463	100,000	0700-347-5300	Driving Range	86,900	-13.10%
2,055	1,815	1,620	1,742	0700-347-5510	GHIN Handicapping Service	1,800	3.33%
12,651	15,838	18,599	-	0700-347-5900	League Play	8,700	100.00%
<b>\$ 2,380,445</b>	<b>\$ 2,181,827</b>	<b>\$ 1,934,271</b>	<b>\$ 2,094,742</b>	<b>Total Golf Operations</b>		<b>\$ 1,956,200</b>	<b>-6.61%</b>
<b>\$ 2,380,445</b>	<b>\$ 2,181,827</b>	<b>\$ 1,934,271</b>	<b>\$ 2,094,742</b>	<b>TOTAL CHARGES FOR SERVICES</b>		<b>\$ 1,956,200</b>	<b>-6.61%</b>
67,855	67,082	66,881	66,207	0700-347-5400	Rental and Lease Income - Restaurant & Pro Shop	68,422	3.35%
31,920	33,067	33,040	35,080	0700-362-2010	Rental and Lease Income - Tower	24,600	-29.87%
<b>\$ 99,775</b>	<b>\$ 100,149</b>	<b>\$ 99,921</b>	<b>\$ 101,287</b>	<b>Total Rents and Royalties</b>		<b>\$ 93,022</b>	<b>-8.16%</b>
3	161	120	-	0700-347-5920	Cash Over/(Under)	-	0.00%
1,055	65,253	15,131	-	1500-364-1000	Sale of Surplus Assets	-	0.00%
1,694	13,418	1,789	-		Miscellaneous Revenues	-	0.00%
<b>\$ 2,752</b>	<b>\$ 78,831</b>	<b>\$ 17,040</b>	<b>\$ -</b>	<b>Total Other Revenues</b>		<b>\$ -</b>	<b>0.00%</b>
<b>\$ 102,527</b>	<b>\$ 178,980</b>	<b>\$ 116,961</b>	<b>\$ 101,287</b>	<b>TOTAL INTEREST &amp; OTHER REVENUES</b>		<b>\$ 93,022</b>	<b>-8.16%</b>
-	178,993	178,000	-	1600-381-0100	Transfer from General Fund	27,419	100.00%
<b>\$ -</b>	<b>\$ 178,993</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>Total Interfund Transfers</b>		<b>\$ 27,419</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ 178,993</b>	<b>\$ 178,000</b>	<b>\$ -</b>	<b>TOTAL TRANSFERS IN</b>		<b>\$ 27,419</b>	<b>100.00%</b>
<b>\$ 2,482,972</b>	<b>\$ 2,539,801</b>	<b>\$ 2,229,232</b>	<b>\$ 2,196,029</b>	<b>TOTAL FUND REVENUES</b>		<b>\$ 2,076,641</b>	<b>-5.44%</b>

# 404 GOLF FUND - 0700 GOLF OPERATIONS

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
				<b>Personal Services:</b>	
36.51	31.01	14.26	14.26	13.32	
966,089	850,865	314,880	324,980	308,365	-5.11%
-	-	-	-	271	100.00%
-	-	-	-	12,067	100.00%
7,149	3,627	181	-	-	0.00%
-	3,125	-	-	-	0.00%
2,420	1,880				
58,605	52,923	19,399	20,010	18,802	-6.04%
13,706	12,377	4,537	4,679	4,397	-6.03%
106,757	98,327	19,922	19,320	23,641	22.37%
67,122	63,730	4,332	4,328	7,567	74.84%
23,275	17,581	4,543	4,724	4,694	-0.64%
<b>\$ 1,245,122</b>	<b>\$ 1,104,436</b>	<b>\$ 367,794</b>	<b>\$ 378,041</b>	<b>\$ 379,804</b>	<b>0.47%</b>
				<b>Total Personal Services</b>	
				<b>Operating Expenditures:</b>	
-	-	1,770	-	7,753	100.00%
2,857	1,293	2,168	1,742	-	0.00%
2,483	-	-	-	-	0.00%
6,014	6,974	3,889	3,975	4,308	8.38%
-	209	256	250	250	0.00%
104,163	129,933	89,866	94,455	91,500	-3.13%
4,768	36,672	118,235	120,421	123,005	2.15%
10,487	11,201	8,688	9,178	1,791	-80.49%
555	304	24	-	-	0.00%
38,138	38,534	2,881	2,000	2,000	0.00%
3,983	6,310	7,280	3,950	3,950	0.00%
-	-	-	-	1,100	100.00%
354,182	351,613	-	-	-	0.00%
902	535	299	650	650	0.00%
30,215	22,820	11,669	9,000	9,000	0.00%
-	442	101			
2,271	2,116	105			
880	969	626	900	1,178	30.89%
34,603	31,550	15,056	12,375	11,475	-7.27%
2,748	507	97			
44,608	28,314	-	-		
6,648	948	-	-	-	0.00%
32,061	29,282	27,526	30,084	30,084	0.00%
265	-	-	-	-	0.00%
1,252	935	711	200	1,580	690.00%
<b>\$ 684,082</b>	<b>\$ 701,459</b>	<b>\$ 291,247</b>	<b>\$ 289,180</b>	<b>\$ 289,624</b>	<b>0.15%</b>
				<b>Total Operating Expenditures</b>	
				<b>Capital Outlay:</b>	
251,720	1,570	-	2,520	3,500	38.89%
<b>\$ 251,720</b>	<b>\$ 1,570</b>	<b>\$ -</b>	<b>\$ 2,520</b>	<b>\$ 3,500</b>	<b>38.89%</b>
				<b>Total Capital Outlay</b>	
				<b>Capital Improvements Program:</b>	
21,238	32,703	-	14,000	-	-100.00%
<b>\$ 21,238</b>	<b>\$ 32,703</b>	<b>\$ -</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>-100.00%</b>
				<b>Total Capital Improvements Program</b>	
				<b>Debt Service:</b>	
-	-	-	92,500	-	-100.00%
212,580	200,581	163,993	7,422	-	-100.00%
748	250	250	250	-	-100.00%
9,028	9,028	9,028	-	-	0.00%
<b>\$ 222,355</b>	<b>\$ 209,859</b>	<b>\$ 173,271</b>	<b>\$ 100,172</b>	<b>\$ -</b>	<b>-100.00%</b>
				<b>Total Debt Service</b>	
<b>2,424,518</b>	<b>2,050,028</b>	<b>832,312</b>	<b>783,913</b>	<b>672,928</b>	<b>-14.16%</b>
				<b>TOTAL EXPENSES</b>	

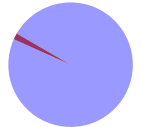
# GOLF OPERATIONS

Share of City Budget

## DESCRIPTION

The Golf Club consists of two championship 18-hole golf courses, putting green, driving range, and clubhouse. The club holds many community oriented golf tournaments and promotes a Junior Golf Program every summer with clinics.

\$669,790,  
1.7%



## MISSION

Provide a quality golf experience to members and visitors through excellent customer service.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Ensure Player Satisfaction

Active Memberships

Active Youth Memberships

### Promote Play During Off-Peak Times

Rounds Teeing Off Between Noon and 4pm

% of Rounds Teeing Off Between Noon and 4pm

Marketing Rounds Distributed

Marketing Rounds Redeemed

Revenues Generated from Marketing Rounds

	Actual				Budget	
	2007-08	2008-09	2009-10	YTD thru 6/30 2010-11	2010-11	2011-12
Active Memberships	397	374	357	572	400	600
Active Youth Memberships	n/a	n/a	n/a	60	n/a	100
Rounds Teeing Off Between Noon and 4pm	n/a	n/a	n/a	8,066	n/a	11,292
% of Rounds Teeing Off Between Noon and 4pm	n/a	n/a	n/a	16%	n/a	23%
Marketing Rounds Distributed	n/a	n/a	n/a	557	n/a	750
Marketing Rounds Redeemed	n/a	n/a	n/a	441	n/a	600
Revenues Generated from Marketing Rounds	n/a	n/a	n/a	\$19,664	n/a	\$25,800

- ✓ Provide strong youth programs that will increase youth memberships.
- ✓ Increase the number of rounds during off-peak hours by 5%.
- ✓ Generate over \$25,000 in revenue from marketing rounds.

## FUTURE GOALS

- ✓ Increase active memberships to 1000.
- ✓ Install covered pavilion to increase revenue through rentals and tournaments.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Developed business plan and implemented all aspects of plan.
- ✓ Installed marketing strategies including Women's Day, Military Appreciation Day, and Kid's Day to increase play in the hot summer months.
- ✓ Hosted the 1st Labor Day Golf Tournament to increase play on a typically slow day of golf with 100 players.

# 404 GOLF FUND - 0710 GROUNDS MAINTENANCE

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Personal Services:</b>					
-	-	15.75	15.75	15.75	
-	-	453,588	451,167	450,024	-0.25%
-	-	-	-	217	100.00%
-	-	-	-	15,352	100.00%
-	-	1,675	2,600	2,600	0.00%
-	-	2,990	3,200	3,200	0.00%
-	-	27,335	26,601	26,555	-0.17%
-	-	6,393	6,221	6,210	-0.18%
-	-	96,506	82,753	95,610	15.54%
-	-	409	1,011	2,022	100.00%
-	-	48,172	55,518	53,735	-3.21%
-	-	6,295	6,272	6,536	4.21%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 643,363</b>	<b>\$ 635,343</b>	<b>\$ 662,061</b>	<b>4.21%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	2,250	100.00%
-	-	545	903	502	-44.41%
-	-	44,616	37,465	42,000	12.10%
-	-	205	21,273	3,561	-83.26%
-	-	2,847	4,225	220	-94.79%
-	-	207	500	500	0.00%
-	-	39,613	42,500	31,000	-27.06%
-	-	3,038	3,200	1,000	-68.75%
-	-	-	-	8,000	100.00%
-	-	288,622	326,500	294,925	-9.67%
-	-	-	-	680	100.00%
-	-	-	-	39	100.00%
-	-	8,863	11,800	8,000	-32.20%
-	-	265	-	-	-
-	-	27,027	29,590	31,500	6.45%
-	-	933	3,760	3,273	-12.95%
-	-	-	-	3,000	100.00%
-	-	485	165	165	0.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 417,264</b>	<b>\$ 481,881</b>	<b>\$ 430,615</b>	<b>-10.64%</b>
<b>Capital Outlay:</b>					
-	-	-	-	20,000	100.00%
-	-	-	-	-	-
-	-	-	-	-	-
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>100.00%</b>
<b>Debt Service:</b>					
-	-	-	50,837	68,025	33.81%
-	-	5,072	3,312	3,295	-0.51%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,072</b>	<b>\$ 54,149</b>	<b>\$ 71,320</b>	<b>31.71%</b>
-	-	1,065,699	1,171,373	1,183,996	1.08%
<b>TOTAL EXPENSES</b>					

# **GROUNDS MAINTENANCE**

## **DESCRIPTION**

The Pines Course offers 18-holes in a challenging layout of over 6,800 yards through a tree-lined, upland pine forest. The Oaks course offers 18-holes over 6,400 yards of narrow fairways lined with oak trees and water hazards.

Share of City Budget

\$1,187,076,  
3.0%



## **MISSION**

Provide a quality golf experience to members and visitors through excellent course maintenance.

## **CURRENT GOALS, OBJECTIVES, & METRICS**

### **Reduce Maintenance Costs**

Out-of-Play Areas with Native Plant Material

2007-08	Actual		YTD thru 6/30	2010-11	Budget	
	2008-09	2009-10			2010-11	2011-12
n/a	n/a	n/a	n/a	n/a	n/a	10%

- ✓ Develop a plan to naturalize out of play areas with native plant material to reduce maintenance costs.
- ✓ Provide a quality course despite not overseeding the Oaks fairways in the winter.

## **FUTURE GOALS**

- ✓ Rebuild all sand traps by removing old sand, adding new sand with proper size sand and proper depth, and re-sod edges.
- ✓ Begin planting of natural grasses in canals on holes 3, 11, & 16 of the Oaks course for erosion control.

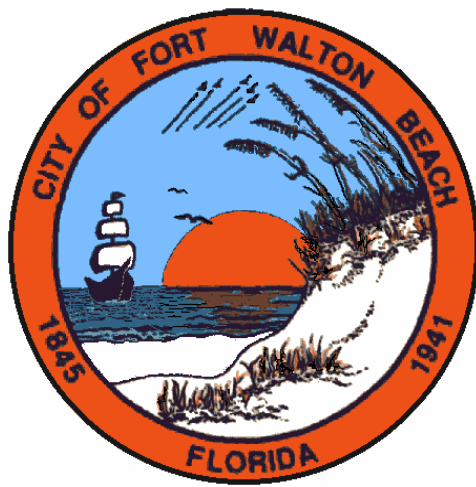
## **PRIOR YEAR ACCOMPLISHMENTS**

- ✓ Planted 150 slash pine trees throughout Pines golf course to replace trees damaged by storms.
- ✓ Leveled, and re-grassed #13 tee of the Oaks course, & added new ladies tee to Oaks hole #7.
- ✓ Planted steep slope around #6 white tee of the Pines course with native shrubbery to reduce maintenance.
- ✓ Installed new sprinkler heads in rough holes #5,10, & 11 of the Oaks course to eliminate dry & bare areas.
- ✓ Installed new drainage system around the right side of green complex hole #5 of the Pines course.



# 404 GOLF FUND - 1500 NON-DEPARTMENTAL

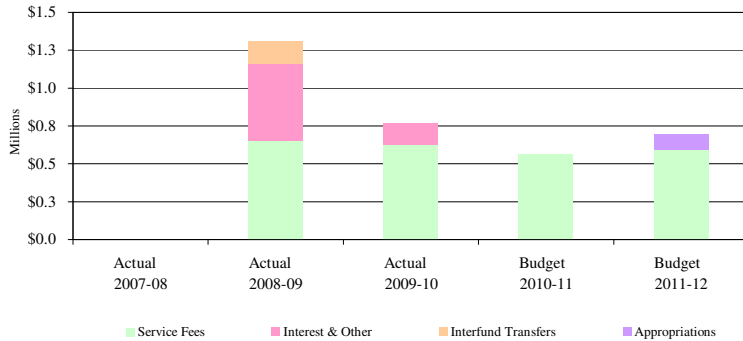
Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Personal Services:</b>					
-	-	-	596	572-1200 Salaries	- -100.00%
1,918	24,272	5,201	500	572-1216 Final Leave Pay	500 0.00%
(10,774)	(6,828)	5,248		572-1250 Compensated Absences	
-	-	-	34	572-2100 FICA Taxes	- -100.00%
-	-	-	8	572-2101 Medicare	- -100.00%
(824)	(524)	402		572-2150 FICA - Compensated Absences	
<b>\$ (9,680)</b>	<b>\$ 16,920</b>	<b>\$ 10,851</b>	<b>\$ 1,138</b>	<b>Total Personal Services</b>	<b>\$ 500 -56.06%</b>
<b>Operating Expenditures:</b>					
-	10,000	-	-	572-3200 Audit/Accounting	- 0.00%
-	-	41	-	572-4916 Inventory (Short)/Over	- 0.00%
-	-	-	5,000	572-4995 Contingencies	- -100.00%
406,112	427,256	289,717	-	572-5900 Depreciation	- 0.00%
-	-	13,003	-	536-5910 Depreciation on Contributed Capital	- 0.00%
-	9,679	(7,690)	-	590-9502 OPEB Obligation	- 0.00%
<b>\$ 406,112</b>	<b>\$ 446,936</b>	<b>\$ 295,072</b>	<b>\$ 5,000</b>	<b>Total Operating Expenditures</b>	<b>\$ - -100.00%</b>
<b>\$ 396,432</b>	<b>\$ 463,856</b>	<b>\$ 305,923</b>	<b>\$ 6,138</b>	<b>Total Personal Services, Operating Expenditures &amp; Capital Outlay</b>	<b>\$ 500 -91.85%</b>
<b>\$ 396,432</b>	<b>\$ 463,856</b>	<b>\$ 305,923</b>	<b>\$ 6,138</b>	<b>TOTAL EXPENSES</b>	<b>\$ 500 -91.85%</b>
62,150	49,810	25,000	209,000	581-9101 Transfer to General Fund	91,349 -56.29%
				Per Cost Allocation Plan	
				Repay 1999 Bond debt payoff interest - year 2 of 20	
-	-	-	25,605	581-9999 Reserved - Undesignated Net Assets	127,868 399.39%
				Repay 1999 Bond debt payoff principal - year 2 of 20	
<b>\$ 62,150</b>	<b>\$ 49,810</b>	<b>\$ 25,000</b>	<b>\$ 234,605</b>	<b>Total Other Financing Activity</b>	<b>\$ 219,217 -6.56%</b>
<b>\$ 62,150</b>	<b>\$ 49,810</b>	<b>\$ 25,000</b>	<b>\$ 234,605</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 219,217 -6.56%</b>
36.51	31.01	30.01	30.01	Number of Funded Employees (FTE's)	29.07 -3.13%
2,424,518	2,050,028	832,312	783,913	Golf Operations	672,928 -14.16%
-	-	1,065,699	1,171,373	Grounds Maintenance	1,183,996 1.08%
458,582	513,665	330,923	240,743	Non-Departmental	219,717 -8.73%
(272,958)	(34,273)	-	-	Reclassification of Capital Outlay	- 0.00%
<b>\$ 2,610,141</b>	<b>\$ 2,529,420</b>	<b>\$ 2,228,934</b>	<b>\$ 2,196,029</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 2,076,641 -5.44%</b>
<b>\$ (127,170)</b>	<b>\$ 10,381</b>	<b>\$ 298</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>



# Stormwater Fund

The Stormwater Fund encompasses 1.8% of the City's activities and services and accounts for stormwater management operations that are financed and operated in a manner similar to a private business – where the intent is that the cost (expenses, including depreciation) of providing the services to the public on a continuing basis be financed and recovered primarily through user charges. This fund accounts for stormwater, storm drainage, and water quality initiatives.

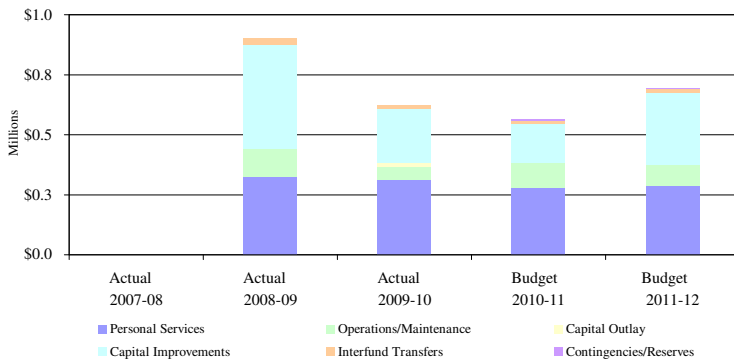
## Revenue Highlights



	Budget 2011-12	% Change	\$ Change
Service Fees	591,000	4.6%	26,000
Interest & Other	3,000	100.0%	3,000
Appropriations	100,172	100.0%	100,172
	<u>694,172</u>	<u>22.9%</u>	<u>129,172</u>

- Service fees are budgeted to increase based on prior year actuals.
- An appropriation (use of net assets) is budgeted for the Gary Smith Honda drainage replacement.

## Expense Highlights



	Budget 2011-12	% Change	\$ Change
Personal Services	287,260	2.0%	5,595
Operations/Maintenance	88,162	-11.2%	(11,067)
Capital Outlay	-	-100.0%	(3,400)
Capital Improvements	300,000	86.7%	139,294
Interfund Transfers	15,000	0.0%	-
Contingencies/Reserves	3,750	-25.0%	(1,250)
	<u>694,172</u>	<u>22.9%</u>	<u>129,172</u>

\*Expenses shown on a cash basis, exclusive of reclassifications for the audited financial statements.\*

- The personal services increase is attributable to the performance incentive program – up to \$900 or 32 vacation hours based on an employee's annual evaluation score
- The only budgeted capital project is Gary Smith Honda drainage. Other projects are pending completion of the Stormwater Master Plan.
- The \$15K interfund transfer to the General Fund does not represent the full \$168K cost of services provided per the 2009 Cost Allocation Plan. At the Budget Meeting in August, City Council forgave a large portion of the transfer to permit the Stormwater Fund to retain revenues for capital projects.

# **405 STORMWATER FUND - REVENUES**

Actual				Budget			
2007-08	2008-09	2009-10	2010-11 Adopted			2011-12 Adopted	% Change
-	316,676	324,046	315,000	1380-343-7001	Stormwater Management Fee - Residential	336,000	6.67%
-	335,988	302,859	250,000	1380-343-7101	Stormwater Management Fee - Commercial	255,000	2.00%
<b>\$ -</b>	<b>\$ 652,664</b>	<b>\$ 626,905</b>	<b>\$ 565,000</b>		<b>Total Stormwater Operations</b>	<b>\$ 591,000</b>	<b>4.60%</b>
<b>\$ -</b>	<b>\$ 652,664</b>	<b>\$ 626,905</b>	<b>\$ 565,000</b>		<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$ 591,000</b>	<b>4.60%</b>
-	109	1,407	-	1500-361-1000	Interest Income	3,000	100.00%
<b>\$ -</b>	<b>\$ 109</b>	<b>\$ 1,407</b>	<b>\$ -</b>		<b>Total Interest Income</b>	<b>\$ 3,000</b>	<b>100.00%</b>
-	-	19,314	-	1500-364-1000	Sale of Surplus Assets	-	0.00%
-	503,763	121,058	-		Prior Year Grants	-	0.00%
-	186	13	-		Miscellaneous Revenues	-	0.00%
<b>\$ -</b>	<b>\$ 503,949</b>	<b>\$ 140,385</b>	<b>\$ -</b>		<b>Total Other Revenues</b>	<b>\$ -</b>	<b>0.00%</b>
<b>\$ -</b>	<b>\$ 504,058</b>	<b>\$ 141,792</b>	<b>\$ -</b>		<b>TOTAL INTEREST &amp; OTHER REVENUES</b>	<b>\$ 3,000</b>	<b>100.00%</b>
-	-	325	-	1600-349-1010	Transfer from CRA Fund	-	0.00%
-	140,210	-	-	1600-381-0100	Transfer from General Fund	-	0.00%
-	10,073	-	-	1600-382-4100	Transfer from Utilities Fund	-	0.00%
<b>\$ -</b>	<b>\$ 150,283</b>	<b>\$ 325</b>	<b>\$ -</b>		<b>Total Interfund Transfers</b>	<b>\$ -</b>	<b>0.00%</b>
-	-	-	-	1600-389-9300	Appropriation from Net Assets	100,172	100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>Total Non-Operating Sources</b>	<b>\$ 100,172</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ 150,283</b>	<b>\$ 325</b>	<b>\$ -</b>		<b>TOTAL TRANSFERS IN</b>	<b>\$ 100,172</b>	<b>100.00%</b>
<b>\$ -</b>	<b>\$ 1,307,005</b>	<b>\$ 769,021</b>	<b>\$ 565,000</b>		<b>TOTAL FUND REVENUES</b>	<b>\$ 694,172</b>	<b>22.86%</b>

# 405 STORMWATER FUND - 1380 STORMWATER

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Personal Services:</b>					
-	8.00	8.00	6.00	6.00	
-	222,418	211,301	184,510	184,510	0.00%
-	-	-	-	55	100.00%
-	-	-	-	5,848	100.00%
-	1,279	2,399	1,000	1,000	0.00%
-	-	261	-	-	0.00%
-	13,243	12,613	10,793	10,742	-0.47%
-	3,097	2,950	2,524	2,512	-0.48%
-	36,906	41,422	32,594	39,809	22.14%
-	-	1,597	1,435	2,153	50.03%
-	27,443	31,571	39,396	30,879	-21.62%
-	11,666	8,172	8,855	9,252	4.48%
<b>\$ -</b>	<b>\$ 316,052</b>	<b>\$ 312,285</b>	<b>\$ 281,107</b>	<b>\$ 286,760</b>	<b>2.01%</b>
<b>Operating Expenditures:</b>					
-	-	-	-	613	100.00%
-	-	-	5,000	-	-100.00%
-	395	-	450	450	0.00%
-	1,267	1,251	1,441	1,021	-29.15%
-	-	24	-	10	100.00%
-	363	2,118	1,270	1,200	-5.51%
-	65	77	-	-	0.00%
-	2,085	1,131	630	-	-100.00%
-	9,850	12,000	10,000	10,000	0.00%
-	4,575	6,405	8,000	8,000	0.00%
-	8,485	5,669	24,400	24,400	0.00%
-	1,299	480	780	1,230	57.69%
-	-	113	500	500	0.00%
-	3,628	2,877	4,000	2,100	-47.50%
-	11,088	11,506	12,160	23,700	94.90%
-	1,516	1,192	1,100	938	-14.73%
-	-	-	-	2,000	100.00%
-	12,878	10,055	10,000	10,000	0.00%
-	-	-	500	500	0.00%
-	-	25	1,500	1,500	0.00%
-	15,000	-	-	-	0.00%
-	(10,105)	(36,050)	-	-	0.00%
-	-	(16,538)	-	-	0.00%
-	-	(8,416)	-	-	0.00%
<b>\$ -</b>	<b>\$ 62,389</b>	<b>\$ (6,083)</b>	<b>\$ 81,731</b>	<b>\$ 88,162</b>	<b>7.87%</b>
<b>Capital Outlay:</b>					
-	-	13,181	3,400	-	-100.00%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,181</b>	<b>\$ 3,400</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>Capital Improvements Program:</b>					
-	-	-	-	300,000	100.00%
-	532,493	223,464	160,706	-	-
<b>\$ -</b>	<b>\$ 532,493</b>	<b>\$ 223,464</b>	<b>\$ 160,706</b>	<b>\$ 300,000</b>	<b>86.68%</b>
<b>Debt Service</b>					
-	-	-	17,162	-	-100.00%
-	2,053	1,211	336	-	-100.00%
<b>\$ -</b>	<b>\$ 2,053</b>	<b>\$ 1,211</b>	<b>\$ 17,498</b>	<b>\$ -</b>	<b>-100.00%</b>
<b>\$ -</b>	<b>\$ 912,987</b>	<b>\$ 544,059</b>	<b>\$ 544,442</b>	<b>\$ 674,922</b>	<b>23.97%</b>

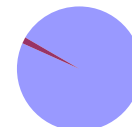
# STORMWATER

## DESCRIPTION

The Stormwater Division maintains 35 miles of storm drain, 11 retention ponds, and over 1,300 curb and surface inlets. Stormwater management helps to ensure the health and safety of citizens while meeting State and Federal regulations.

Share of City Budget

\$682,422,  
1.8%



## MISSION

Improve and preserve natural water quality, comply with existing and upcoming regulatory requirements, and improve operation and management of existing stormwater infrastructure.

## CURRENT GOALS, OBJECTIVES, & METRICS

### Improve Water Quality

City Streets Swept at Least Once per Month

Cubic Yards of Debris Removed from Stormwater Separators

### Improve Stormwater Infrastructure

Linear Feet of New Stormwater Pipe Installed

Linear Feet of Stormwater Pipe Replaced

Stormwater Line System Replaced

### Ensure Capital Projects are Completed On-Time & Within Budget

Capital Projects Completed On-Time

Capital Projects Completed Within Budget

	Actual		YTD thru 6/30		Budget	
	2007-08	2008-09	2009-10	2010-11	2010-11	2011-12
City Streets Swept at Least Once per Month	n/a	n/a	n/a	n/a	0%	95%
Cubic Yards of Debris Removed from Stormwater Separators	n/a	n/a	n/a	5	0	6
Linear Feet of New Stormwater Pipe Installed	n/a	1540	0	0	0	100
Linear Feet of Stormwater Pipe Replaced	n/a	165	440	880	0	200
Stormwater Line System Replaced	n/a	0.1%	0.2%	0.4%	0.0%	0.1%
Capital Projects Completed On-Time	n/a	n/a	n/a	n/a	n/a	100%
Capital Projects Completed Within Budget	n/a	n/a	n/a	n/a	n/a	100%

- ✓ Sweep every City street at least once per month.
- ✓ Increase the amount of debris removed from stormwater separators by 20% due to implementing a regular collection schedule.
- ✓ Replace 300 L.F. of failing 42" corrugated metal pipe at Gary Smith Honda on-time and within budget.
- ✓ Complete a Stormwater Master Plan that includes a hydraulic model of existing infrastructure to determine recommended system improvements for both water quantity and quality.

## FUTURE GOALS

- ✓ Develop a 5- and 10-year CIP to replace all corrugated metal stormwater pipe throughout the City.
- ✓ Comply with federally-mandated National Pollutant Discharge Elimination System (NPDES) permit requirements.
- ✓ Pursue funding alternatives to complete major capital projects related to the stormwater system based on the completion of the Stormwater Master Plan, including SRF loans, bonds, and/or rate increases.

## PRIOR YEAR ACCOMPLISHMENTS

- ✓ Removed and replaced 480 L.F. of failing 48" corrugated metal pipe at Fountainhead Condos.
- ✓ Constructed new curbing and stormwater swales for Butler Drive NW.
- ✓ Provided drainage improvements at Howell Drive NW that improved water quality for Cinco Bayou.

# **405 STORMWATER FUND - 1500 NON-DEPARTMENTAL**

Actual				Budget	
2007-08	2008-09	2009-10	2010-11 Adopted	2011-12 Adopted	% Change
<b>Personal Services:</b>					
-	-	-	54	538-1200 Salaries	- -100.00%
-	43	761	500	538-1216 Final Leave Pay	500 0.00%
-	8,185	(642)		538-1250 Compensated Absences	
-	-	-	3	538-2100 FICA Taxes	- -100.00%
-	-	-	1	538-2101 Medicare	- -100.00%
-	627	(50)		538-2150 FICA - Compensated Absences	
<b>\$ -</b>	<b>\$ 8,855</b>	<b>\$ 69</b>	<b>\$ 558</b>	<b>Total Personal Services</b>	<b>\$ 500 -10.39%</b>
<b>Operating Expenditures:</b>					
-	3,665	3,885	-	538-4924 Bad Debt Expense	- 0.00%
-	-	-	5,000	538-4995 Contingencies	3,750 -25.00%
-	46,589	20,983	-	538-5900 Depreciation	- 0.00%
-	-	39,289	-	538-5910 Depreciation on Contributed Capital	- 0.00%
-	2,581	(1,688)	-	590-9502 OPEB Obligation	- 0.00%
<b>\$ -</b>	<b>\$ 52,836</b>	<b>\$ 62,469</b>	<b>\$ 5,000</b>	<b>Total Operating Expenditures</b>	<b>\$ 3,750 -25.00%</b>
<b>\$ -</b>	<b>\$ 61,690</b>	<b>\$ 62,538</b>	<b>\$ 5,558</b>	<b>TOTAL EXPENSES</b>	<b>\$ 4,250 -23.53%</b>
-	2,725	15,000	15,000	538-3010 Transfer to General Fund	15,000 0.00%
-	23,176	-	-	Per Cost Allocation Plan	
-	-	-	-	581-9141 Transfer to Utilities Fund	- 0.00%
<b>\$ -</b>	<b>\$ 25,901</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>Total Other Financing Activity</b>	<b>\$ 15,000 0.00%</b>
<b>\$ -</b>	<b>\$ 25,901</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>TOTAL TRANSFERS</b>	<b>\$ 15,000 0.00%</b>
-	8.00	8.00	6.00	Number of Funded Employees (FTE's)	6.00 0.00%
-	912,987	544,059	544,442	Stormwater	674,922 23.97%
-	87,591	77,538	20,558	Non-Departmental	19,250 -6.36%
-	(505,256)	(231,645)	-	Reclassification of Capital Outlay	- 0.00%
<b>\$ -</b>	<b>\$ 495,323</b>	<b>\$ 389,951</b>	<b>\$ 565,000</b>	<b>TOTAL FUND EXPENSES</b>	<b>\$ 694,172 22.86%</b>
<b>\$ -</b>	<b>\$ 811,683</b>	<b>\$ 379,070</b>	<b>\$ -</b>	<b>NET REVENUE / (EXPENSE)</b>	<b>\$ - 0.00%</b>

# Fleet Replacement Program

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The City's Fleet Replacement Program (FRP) is a planning and budgeting tool that identifies the replacement of vehicles with a value greater than \$10,000 and a useful life of seven years or more. The replacement criteria provides a mechanism for the systematic evaluation of vehicle utilization and repair/maintenance costs, and serves as a guide for efficient and effective replacement.

Each year as part of the budget process, the fleet is evaluated based on established replacement criteria and a five-year schedule of replacements is developed based on a projection of available fiscal resources and the evaluation scoring. Vehicle replacements are funded objectively based on established criteria and funding resources. To maximize the useful life of vehicles and meet service delivery levels, vehicles may be transferred between departments prior to disposal. Prior to replacing a vehicle, an analysis should be performed to determine if a less expensive car or truck would meet employee needs at a reduced operating expense to the City.

If a department requests a new (not replacement) vehicle, priority is given to purchases needed to meet the goals and policies as defined by City Council in the Strategic Plan or during the annual budget process.

## REPLACEMENT CRITERIA

Age	One (1) point is assigned for every two (2) years of age.
Mileage	One (1) point is assigned for each 10,000 miles or 1,000 hours of operation.
Repair/Maintenance	One (1) to five (5) points assigned based on repair/maintenance expenses incurred over past ten years. Five (5) points represents 100% or more of purchase price and (1) one point represents 20% of the purchase price. No points if less than 20%.

### Point Ranges for Replacement Consideration:

Excellent	Less than 9 points
Good	10 – 14 points
Qualifies for Replacement	15 – 19 points
Needs Replacement	More than 20 points

<i>Overall Condition</i>	<i>May be used if needed to further refine prioritization (e.g. in the event of funding constraints). One (1) to five (5) points assigned based on the condition of the body, rust, interior, anticipated repairs, etc. Five (5) points represents extremely poor condition and (1) one point represents like new condition. Any ranking over (3) will require a repair estimate.</i>
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Department	Vehicle	Year	Make	Description	Replacement Criteria Points				Repl FY12
					Age	Mileage	Maintenance	TOTAL	
Police	2505	2002	Ford	Crown Victoria Police Interceptor	4.5	26.9	2	33.4	✓
Police	2500	2000	Ford	Crown Victoria Police Interceptor	5.5	20.1	4	29.6	✓
Facilities	2286	1990	GMC	3/4 Ton Pickup Truck W/ V-8	10.5	12.8	4	27.3	
Fire	2394	1998	Ford	Crown Victoria Police Interceptor	6.5	16.6	4	27.1	
Parks	2321	1991	Ford	F150 1/2 Ton Pickup Truck	10.0	10.0	4	24.0	✓
Police	2442	2001	Ford	Crown Victoria Police Interceptor	5.0	14.5	4	23.5	✓
Police	2460	2003	Ford	Crown Victoria Police Interceptor	4.0	14.4	5	23.4	✓
Police	2504	2002	Ford	Crown Victoria Police Interceptor	4.5	16.9	2	23.4	
Fire	2377	1996	Pierce	Ladder Fire Truck 6	7.5	12.7	3	23.2	
Police	2406	1999	Ford	Crown Victoria Police Interceptor	6.0	13.1	4	23.1	
Fire	2351	1993	Pierce Arrow	Engine 6, Pierce Custom Pumper	9.0	12.1	2	23.1	
Police	2443	2001	Ford	Crown Victoria Police Interceptor	5.0	14.0	4	23.0	
Police	2420	2000	Ford	Crown Victoria Police Interceptor	5.5	12.3	5	22.8	
Police	2386	1997	Jeep	Jeep Cherokee	7.0	13.7	2	22.7	
Police	2405	1999	Ford	Crown Victoria Police Interceptor	6.0	12.1	4	22.1	
Police	2516	2000	Ford	Crown Victoria Police Interceptor	5.5	14.5	2	22.0	
Police	2403	1999	Ford	Crown Victoria Police Interceptor	6.0	12.8	3	21.8	
Fire	2387	1997	GMC	1/2 Ton Pickup Truck	7.0	10.7	4	21.7	
Fleet	2279	1989	Chevy	1/2 Ton Pickup Truck W/ V-8, Std. Bed	11.0	8.7	2	21.7	
Police	2435	1976	Chevy	Van	17.5	3.2	1	21.7	
Police	2418	2000	Ford	Crown Victoria Police Interceptor	5.5	11.1	5	21.6	
Police	2514	2000	Ford	Crown Victoria Police Interceptor	5.5	12.6	3	21.1	
Police	2410	1999	Ford	Crown Victoria Police Interceptor	6.0	12.1	3	21.1	
Police	2449	2002	Ford	Crown Victoria Police Interceptor	4.5	13.6	3	21.1	
Police	2404	1999	Ford	Crown Victoria Police Interceptor	6.0	12.0	3	21.0	
Police	2459	2003	Ford	Crown Victoria Police Interceptor	4.0	12.0	5	21.0	
Police	2461	2003	Ford	Crown Victoria Police Interceptor	4.0	11.8	5	20.8	
Police	2512	1999	Chrysler	Jeep Cherokee	6.0	13.4	1	20.4	
Police	2419	2000	Ford	Crown Victoria Police Interceptor	5.5	11.7	3	20.2	
Facilities	2378	1997	Ford	F250 3/4 Ton Pickup Truck	7.0	12.2	1	20.2	
Fleet	2300	1990	Chevy	1/2 Ton Fleetside Pickup Truck	10.5	7.6	2	20.1	
Police	2570	2004	Nissan	Altima	3.5	16.5	0	20.0	
Police	2475	2004	Ford	Crown Victoria Police Interceptor	3.5	10.5	5	19.0	
Police	2503	2000	Ford	Crown Victoria Police Interceptor	5.5	12.4	1	18.9	
Police	2417	2000	Ford	Crown Victoria Police Interceptor	5.5	10.4	3	18.9	
Police	2368	1996	Jeep	Jeep Cherokee	7.5	9.2	2	18.7	
Police	2519	2000	Ford	Crown Victoria Police Interceptor	5.5	10.8	2	18.3	
Police	2384	1997	Chevy	Lumina	7.0	10.0	1	18.0	
Facilities	2400	1999	International	Bucket Truck	6.0	8.8	3	17.8	
Facilities	2316	1991	Ford	F250 3/4 Ton Pickup Truck	10.0	6.7	1	17.7	
Police	2421	2000	Ford	Crown Victoria Police Interceptor	5.5	10.0	2	17.5	
Police	2361	1995	GMC	Safari Van	8.0	7.4	2	17.4	
Police	2522	2000	Ford	Crown Victoria Police Interceptor	5.5	9.8	2	17.3	
Police	2441	2001	Ford	Crown Victoria Police Interceptor	5.0	10.3	2	17.3	
Police	2434	2001	Ford	Taurus	5.0	9.3	3	17.3	
Police	2407	1999	Ford	Crown Victoria Police Interceptor	6.0	8.9	2	16.9	
Police	2541	1997	Toyota	4 Runner SUV	7.0	9.5	0	16.5	
Fire	2482	2001	Chevy	Blazer	5.0	9.1	2	16.1	
Facilities	2369	1996	Ford	Ranger XL	7.5	6.4	2	15.9	
Police	2446	2002	Ford	Crown Victoria Police Interceptor	4.5	8.4	3	15.9	
Police	2520	2000	Ford	Crown Victoria Police Interceptor	5.5	8.3	2	15.8	
Fire	2550	2002	Ford	Explorer	4.5	10.9	0	15.4	
Police	2521	2000	Ford	Crown Victoria Police Interceptor	5.5	8.0	1	14.5	
Street	2390	1997	Ford	Asphalt Truck	7.0	6.3	1	14.3	
Police	2496	2006	Ford	Crown Victoria Police Interceptor	2.5	9.5	2	14.0	
Right-of-Way	2558	2001	Dodge	Dakota Pickup Truck	5.0	8.7	0	13.7	
Street	2437	2001	Chrysler	Ram 1500 1/2 ton Pickup Truck	5.0	6.4	2	13.4	
Police	2489	2005	Ford	Crown Victoria Police Interceptor	3.0	7.9	2	12.9	
Facilities	2456	2002	GMC	GMC Sierra 1500 1/2 ton Pick up	4.5	7.4	1	12.9	
Parks	2426	2001	Dodge	Ram 1500 1/2 ton	5.0	6.7	1	12.7	
Police	2447	2002	Ford	Crown Victoria Police Interceptor	4.5	6.8	1	12.3	
Street	2439	2001	Chrysler	Ram 3500 1 Ton Pickup Truck	5.0	6.3	1	12.3	
Police	2554	2001	Mercury	Sable	5.0	6.9	0	11.9	

Department	Vehicle	Year	Make	Description	Replacement Criteria Points				Repl FY12
					Age	Mileage	Maintenance	TOTAL	
Fleet	2294	1990	Dodge	3/4 Ton Cab/Chassis w/Service Body	10.5	0.3	1	11.8	
Right-of-Way	2466	2003	Ford	F150 1/2 Ton Pickup Truck	4.0	4.5	3	11.5	
Police	2448	2002	Ford	Crown Victoria Police Interceptor	4.5	5.9	1	11.4	
Police	2526	2007	Ford	Crown Victoria Police Interceptor	2.0	7.1	2	11.1	
Police	2524	2007	Ford	Crown Victoria Police Interceptor	2.0	7.9	1	10.9	
Police	2513	2005	Buick	LeSabre	3.0	7.3	0	10.3	
Police	2527	2007	Ford	Crown Victoria Police Interceptor	2.0	6.2	2	10.2	
Police	2495	2006	Ford	Crown Victoria Police Interceptor	2.5	5.4	2	9.9	
Facilities	2470	2003	Ford	Cargo Van	4.0	4.9	1	9.9	
Fire	2483	2004	E-One	Fire Truck Engine 7	3.5	6.0	0	9.5	
Right-of-Way	2457	2002	GMC	GMC Sierra 1500 1/2 Ton Pick up	4.5	4.9	0	9.4	
Police	2547	2008	Ford	Crown Victoria Police Interceptor	1.5	5.9	2	9.4	
Police	2494	2006	Ford	Crown Victoria Police Interceptor	2.5	5.7	1	9.2	
Facilities	2425	2000	Ford	F150 1/2 Ton Pickup Truck	5.5	3.6	0	9.1	
Parks	2465	2003	Ford	F150 1/2 Ton Pickup Truck	4.0	5.0	0	9.0	
Right-of-Way	2563	2006	Ford	E350 Van	2.5	6.4	0	8.9	
Code	2455	2002	Ford	Ranger	4.5	2.9	1	8.4	
Police	2408	1998	Ford	E150 Van	6.5	1.1	0	7.6	
Police	2553	2006	Dodge	Charger	2.5	5.0	0	7.5	
Parks	2477	2004	Chevy	1/2 Ton Pickup Truck	3.5	3.8	0	7.3	
Fire	2506	2006	GMC	Rescue 6 Paramedic Truck	2.5	4.8	0	7.3	
Recreation	2485	2005	Chevy	1/2 Ton Pickup Truck	3.0	4.3	0	7.3	
Police	2525	2007	Ford	Crown Victoria Police Interceptor	2.0	4.1	1	7.1	
Police	2546	2008	Ford	Crown Victoria Police Interceptor	1.5	5.5	0	7.0	
Parks	2498	2006	Ford	3/4 Ton Pickup Truck	2.5	3.3	1	6.8	
Building/Zoning	2492	2006	Ford	Ranger XLT Pickup Truck	2.5	3.8	0	6.3	
Fire	2531	2007	Yukon	GMC Yukon 2500 3/4 Ton	2.0	4.2	0	6.2	
Police	2548	2008	Ford	Crown Victoria Police Interceptor	1.5	4.7	0	6.2	
Parks	2487	2005	Chevy	1/2 Ton Pickup Truck	3.0	2.8	0	5.8	
Street	2486	2005	Chevy	1/2 Ton Pickup Truck	3.0	2.7	0	5.7	
Building/Zoning	2508	2007	Ford	Ranger	2.0	2.9	0	4.9	
Facilities	2540	2007	Dodge	Ram 3/4 Ton Pickup Truck	2.0	2.6	0	4.6	
Police	2555	2009	Ford	Crown Victoria Police Interceptor	1.0	2.5	1	4.5	
Police	2556	2009	Ford	Crown Victoria Police Interceptor	1.0	2.5	1	4.5	
Police	2499	2006	Ford	3/4 Ton Pickup Truck	2.5	2.0	0	4.5	
Fleet	2510	2007	Chevy	1 Ton Pickup truck	2.0	1.4	1	4.4	
Right-of-Way	2532	2007	Ford	F150 1/2 Ton Pickup Truck	2.0	2.0	0	4.0	
Parks	2497	2006	Ford	3/4 Ton Pickup Truck	2.5	1.5	0	4.0	
Street	2542	2008	Ford	F-550 Flatbed Dump Truck	1.5	2.1	0	3.6	
Fire	2543	2008	Ford	Ranger	1.5	2.0	0	3.5	
Engineering	2537	2007	Ford	F150 1/2 Ton Pickup Truck	2.0	1.5	0	3.5	
Police	2549	2008	Ford	Crown Victoria Police Interceptor	1.5	1.9	0	3.4	
Code	2535	2008	Ford	Ranger	1.5	1.8	0	3.3	
Recreation	2557	2009	Ford	F-150 1/2 Ton Pickup Truck	1.0	0.6	0	1.6	
Parks	2569	2011	Ford	F150 1/2 Ton Pickup Truck	0.0	0.2	0	0.2	
Police	2565	2011	Ford	Crown Victoria Police Interceptor	0.0	0.0	0	0.0	
Police	2564	2011	Ford	Crown Victoria Police Interceptor	0.0	0.0	0	0.0	
Police	2567	2011	Ford	Crown Victoria Police Interceptor	0.0	0.0	0	0.0	
Police	2566	2011	Ford	Crown Victoria Police Interceptor	0.0	0.0	0	0.0	
Police CRA	2488	2005	Ford	Crown Victoria Police Interceptor	3.0	5.5	1	9.5	
Police CRA	2523	2007	Ford	Crown Victoria Police Interceptor	2.0	3.9	0	5.9	
Police CRA			Ford	Crown Victoria Police Interceptor	New				✓
Police CRA			Ford	Crown Victoria Police Interceptor	New				✓
Police CRA			Ford	Crown Victoria Police Interceptor	New				✓
Water Ops	2302	1990	Chevy	1/2 Ton Fleetside Pickup Truck	10.5	13.8	3	27.3	✓
Water Ops	2444	2001	Dodge	Ram 1500 1/2 ton Pickup Truck	5.0	12.6	5	22.6	
Water Distrib	2430	2000	Dodge	Ram 2500 Van	5.5	13.4	2	20.9	✓
Sewer	2424	2000	Ford	F150 1/2 Ton Pickup Truck	5.5	12.3	3	20.8	
Sewer	2343	1992	Ford	Cab & Chassis W/ 12' Flat Bed Dump	9.5	8.0	2	19.5	
Water Ops	2427	2000	Chevy	3/4 Ton Pickup Truck	5.5	10.7	3	19.2	
Water Ops	2458	2002	GMC	GMC Sierra 1500 1/2 ton Pick up	4.5	13.5	1	19.0	

Department	Vehicle	Year	Make	Description	Replacement Criteria Points				Repl FY12
					Age	Mileage	Maintenance	TOTAL	
Sewer	2462	2002	International	12yd Dump Truck	4.5	12.3	2	18.8	
Sewer	2322	1991	Ford	F150 1/2 Ton Pickup Truck	10.0	4.3	4	18.3	
Sewer	2474	1994	Chevy	Panel Van	8.5	5.7	2	16.2	
Sewer	2398	1998	Ford	F250 1 1/2 Ton Pickup Truck	6.5	7.3	1	14.8	
Water Ops	2469	2003	Ford	Ranger	4.0	8.8	2	14.8	
Water Distrib	2411	1999	Chevy	Chevy 3/4 ton Pickup Truck	6.0	7.5	1	14.5	✓
Water Distrib	2471	2003	Ford	F350 1 Ton Pickup Truck	4.0	8.0	1	13.0	
Water Distrib	2432	2000	Ford	Flatbed Truck w/dump body	5.5	5.7	1	12.2	
Sewer	2414	1999	Sterling	12 yard Dump Truck	6.0	4.6	1	11.6	
Sewer	2438	2001	Chrysler	Ram 3500 1 Ton Pickup Truck	5.0	5.1	1	11.1	
Sewer	2429	2001	Freight Liner	Sewer Cleaner	5.0	2.7	2	9.7	
Sewer	2362	1995	Chevy	Van	8.0	1.4	0	9.4	
Water Distrib	2511	2007	Ford	F350 1 Ton Pickup Truck	2.0	4.8	1	7.8	
Water Ops	2493	2006	GMC	1/2 Ton Sierra Pickup Truck	2.5	4.7	0	7.2	
Sewer	2473	2003	Ford	1 Ton W/Hydraulic Articulated Crane	4.0	2.9	0	6.9	
Sewer	2484	2005	Ford	3/4 Ton Pickup Truck	3.0	3.8	0	6.8	
Utilities Services	2536	2007	Ford	F150 1/2 Ton Pickup Truck	2.0	2.9	0	4.9	
Sewer	2530	2008	Ford	3/4 Ton F250 Pickup Truck	1.5	2.0	0	3.5	
Sewer	2552	2008	Freight Liner	Sewer Cleaner	1.5	1.9	0	3.4	
Water Ops	2568	2011	Ford	F250 Pickup Truck	0.0	0.1	0	0.1	
Solid Waste	2452	2002	Peterbilt	Front Loader	4.5	13.7	4	22.2	
Solid Waste	2415	1999	Peterbilt	Front Loader	6.0	8.9	5	19.9	✓
Solid Waste	2479	2004	Ford	Knuckle Boom	3.5	9.8	3	16.3	
Solid Waste	2366	1995	Peterbilt	Rear Loader Cab/Chassis	8.0	5.1	1	14.1	
Solid Waste	2401	1999	Peterbilt	Automated Side Loader	6.0	2.1	5	13.1	✓
Solid Waste	2467	2003	Peterbilt	Automated Side Loader	4.0	5.8	3	12.8	
Solid Waste	2476	2004	Ford	F350 1 Ton Pickup Truck	3.5	5.8	3	12.3	
Solid Waste	2464	2003	Ford	F350 1 Ton Pickup Truck	4.0	3.5	2	9.5	
Solid Waste	2490	2006	Peterbilt	Front Loader	2.5	4.9	2	9.4	
Solid Waste	2451	2002	International	Knuckle Boom	4.5	0.9	4	9.4	
Solid Waste	2507	2007	Peterbilt	Automated Side Loader	2.0	4.3	2	8.3	
Solid Waste	2533	2007	International	Knuckle Boom	2.0	4.9	1	7.9	
Solid Waste	2539	2008	Autocar	Automated Side Loader	1.5	2.7	1	5.2	
Solid Waste	2545	2008	Peterbilt	Front Loader	1.5	3.6	0	5.1	
Solid Waste	2551	2009	Sterling	Knuckle Boom	1.0	3.9	0	4.9	
Solid Waste	2509	2007	Ford	F350 1 Ton Pickup Truck	2.0	2.8	0	4.8	
Solid Waste	2544	2005	Freight Liner	2 Ton Chassis & Container Truck	3.0	0.8	0	3.8	
Solid Waste	2562	2010	Mack	Front Loader	0.5	2.1	0	2.6	
Solid Waste	2559	2010	Peterbilt	Automated Side Loader	0.5	1.8	0	2.3	
Solid Waste	2560	2010	Ford	F150 1/2 Ton Pickup truck	0.5	0.7	0	1.2	
Solid Waste	2571	2012	International	Knuckle Boom	0.0	0.2	0	0.2	
Solid Waste	2572	2012	International	Knuckle Boom	0.0	0.2	0	0.2	
Stormwater	2376	1997	Ford	Dump Truck LNT8000	7.0	8.5	2	17.5	
Stormwater	2380	1997	Ford	F350 1 Ton Pickup Truck	7.0	8.7	1	16.7	
Stormwater	2472	2003	Ford	F350 1 Ton Pickup Truck	4.0	6.1	1	11.1	
Stormwater	2423	2000	Ford	F150 1/2 Ton Pickup Truck	5.5	3.6	0	9.1	
Stormwater	2480	2004	Freight Liner	Street Sweeper	3.5	3.9	1	8.4	
Stormwater	2491	2006	International	2 Ton Flat Bed Truck	2.5	3.0	0	5.5	
Stormwater	2534	2008	Ford	Ranger	1.5	0.8	0	2.3	
Golf Club	2538	2008	Ford	F350 1 Ton Dump Truck	1.5	0.2	0	1.7	



# Capital Improvements Program

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The City's Capital Improvements Program (CIP) is a five-year planning and budgeting tool that identifies the acquisition, construction, replacement, or renovation of facilities and infrastructure with a value greater than \$25,000 and a useful life of ten years or more. Capital expenditures may be recurring (e.g. street resurfacing) or non-recurring (e.g. construction of a new park).

## CIP PROCESS

The FY 2011-12 budget, the first year of the CIP, is the only year for which funding may legally be appropriated. Future years' funding requirements are identified, but are not authorized. The CIP provides information on the current and long-range infrastructure needs of the City and provides a mechanism for balancing needs and resources as well as setting priorities and schedules for capital projects. Each project or program is assigned a four-digit CIP number so expenditures can be easily tracked during the year and also across years.

Each year as part of the budget process, the list of projects is reviewed for relevance, need, cost, and priority. The five-year CIP is revised annually based on the following parameters:

- Relevance to City Council priorities, and Federal or State mandates
- Maintenance and preservation of current infrastructure
- Expansion of current program or service
- Initiation of new program or service
- Funding source

The Enterprise Funds (Utilities, Sanitation, Golf, and Stormwater) are funded with user fees and do not compete with other City projects for funding. The estimated project costs to be funded within the CIP include all costs related to design, engineering, acquisition, construction, and project management.

## FINANCING ALTERNATIVES

Capital improvements may be funded by a variety of means depending on the nature of the project, availability of funds, and the policies of City Council. Financing decisions are made based on established City policies and available financing options directly related to project timing and choice of revenue sources. The funding methodology for the CIP is reliant upon available resources including funds from grants and user fees, useful life of the improvement, and sharing the costs between current and future users. While some projects can be delayed until funds from existing revenues are available, others cannot. The City explores all options such as ad valorem taxes, grants, user fees, bonds, loans, and reserves to fund improvements. The following financing sources are available to fund the CIP:

- Ad Valorem Taxes – Property taxes account for approximately 25% of the General Fund budget. The City rarely uses these funds as a debt security due largely to the required electoral approval (voter referendum) prior to issuance. Property taxes are directly linked to the assessed value of individual property, not to the consumption of specific goods and services (e.g. sales tax).
- Non-Ad Valorem Revenues – Non-ad valorem revenues can be pledged to support various types of bond issues. Such bonds are similar to general obligation bonds in that proceeds are often used for general government purposes and repayment is unrelated to the revenue

generating capacity of the project being financed. However, unlike general obligation bonds, non-ad valorem revenue bonds are payable solely from revenues derived from the pledged revenue (such as sales tax, local option fuel tax, and the guaranteed portion of municipal revenue sharing).

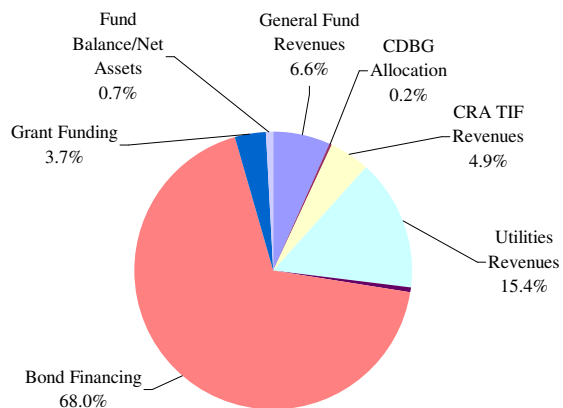
- Special Revenue Sources – Include the following:
  - Impact Fees – Fees charged in advance of new development and designed to help pay for infrastructure needs resulting from the new development. These fees may only be charged to those who directly benefit from the new capital improvement and the fee must fairly reflect the cost of the improvements (e.g. water and sewer impact fees).
  - Special Assessments – Like impact fees, special assessments are levied against residents, agencies, or districts that directly benefit from the new service or improvement (e.g. sidewalks and street paving) and must be apportioned fairly.
- User Fees and Charges – These revenues include a variety of license and permit fees, facility and program fees, and fines. They are rarely used as debt security for non-Enterprise Fund capital projects, but could be a source of direct funding of a small capital improvement.
- Enterprise Fund User Fees – These revenues are derived from self-supporting business enterprises - utilities, sanitation and golf - which provide services in return for compensation. The enterprise revenue used to secure debt is commonly termed “net-revenue” consisting of gross revenues less operating costs.
- Note – A written, short-term promise to repay a specified amount of principal and interest on a certain date, payable from a defined source of anticipated revenue. Usually notes mature in one year or less. Rarely used by the City.
- Commercial Paper - Generally defined as short term, unsecured promissory notes issued by organizations of recognized credit quality, usually a bank. Rarely used by the City.
- Bond – An issuer’s obligation to repay a principal amount on a certain date (maturity date) with interest at a stated rate. Bonds are distinguishable from notes in that notes mature in a much shorter time period.
  - General Obligation Bonds – A bond secured by the full faith and credit of the City’s ad valorem taxing power. These are rarely used in Florida, and by the City in particular, due to the requirement for a voter referendum.
  - Revenue Bonds – Bonds payable from a specific revenue source, not the full faith and credit of an issuer’s taxing power and require no electoral approval. Pledged revenues are often generated by the operation or project being financed (e.g. sales tax, water user fees, golf user fees).

# CITY OF FORT WALTON BEACH, FL

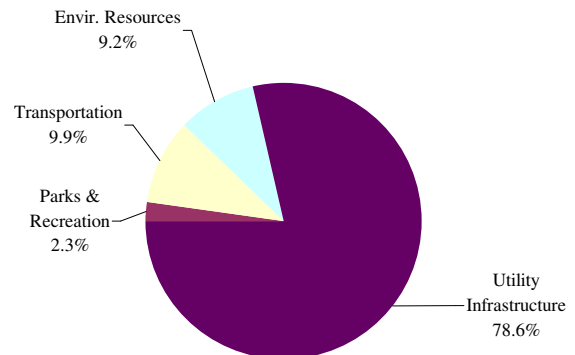
## Five Year Capital Improvements Program

Page	CIP	Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FIVE YEAR TOTAL
168	5342	Fire Station 7 Renovation	beyond current five-year CIP horizon					-
		Fire	-	-	-	-	-	-
170	5117	Recreation Complex	budget amendment when project funding secured					-
		Recreation	-	-	-	-	-	-
172	5013	Jet Stadium Improvements	-	-	-	55,000	210,000	265,000
		Parks	-	-	-	55,000	210,000	265,000
174	5074	City Hall Complex Renovation	beyond current five-year CIP horizon					-
176	5147	Field Office Consolidation	beyond current five-year CIP horizon					-
		Facilities	-	-	-	-	-	-
178	5018	Street Resurfacing	125,000	125,000	125,000	125,000	125,000	625,000
180	5306	Sidewalk Construction	20,000	20,000	20,000	20,000	20,000	100,000
		Streets	145,000	145,000	145,000	145,000	145,000	725,000
		<b>GENERAL FUND TOTAL</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>	<b>200,000</b>	<b>355,000</b>	<b>990,000</b>
182	1950	Sidewalk Construction	28,295	-	-	-	-	28,295
		<b>CDBG FUND TOTAL</b>	<b>28,295</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,295</b>
184	5018	Street Resurfacing	150,000	100,000	100,000	100,000	100,000	550,000
186	5306	Sidewalk Construction	42,500	17,000	40,000	40,000	40,000	179,500
		<b>CRA FUND TOTAL</b>	<b>192,500</b>	<b>117,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>729,500</b>
188	5056	Water Line Replacement	177,150	37,500	64,500	51,750	374,250	705,150
		Water Distribution	177,150	37,500	64,500	51,750	374,250	705,150
190	5031	Pump Station #1 Force Main	2,000,000	5,500,000	-	-	-	7,500,000
192	5032	Sewer System Rehabilitation	2,370,000	185,000	185,000	185,000	185,000	3,110,000
194	5065	Sewer Line Replacement	127,000	75,000	75,000	75,000	75,000	427,000
		Sewer Collection & Treatment	4,497,000	5,760,000	260,000	260,000	260,000	11,037,000
		<b>UTILITIES FUND TOTAL</b>	<b>4,674,150</b>	<b>5,797,500</b>	<b>324,500</b>	<b>311,750</b>	<b>634,250</b>	<b>11,742,150</b>
196	5037	Irrigation Improvements	beyond current five-year CIP horizon					-
198	5039	Bulkhead Replacement	-	-	82,500	-	-	82,500
		<b>GOLF FUND TOTAL</b>	<b>-</b>	<b>-</b>	<b>82,500</b>	<b>-</b>	<b>-</b>	<b>82,500</b>
200	5019	Stormwater Improvements	-	100,000	100,000	400,000	475,000	1,075,000
202	5328	Gary Smith Honda Drainage	300,000	-	-	-	-	300,000
		<b>STORMWATER FUND TOTAL</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>400,000</b>	<b>475,000</b>	<b>1,375,000</b>
		<b>GRAND TOTAL - ALL FUNDS</b>	<b>5,339,945</b>	<b>6,159,500</b>	<b>792,000</b>	<b>1,051,750</b>	<b>1,604,250</b>	<b>14,947,445</b>

Where the funding comes from...



...and where it goes



FUNDING METHODOLOGY						FY 2011-12 TIMELINE		FUTURE YEAR EXPENSES
Operating Revenues	Grant	Bond / Debt Issue	Other <sup>(1)</sup> / In-Kind <sup>(2)</sup>	Fund Bal / Net Assets	FIVE YEAR TOTAL	Estimated Start	Project Duration	
<i>beyond current five-year CIP horizon</i>					-	<i>Nov-11</i>	<i>18-24 mo</i>	2,050,000
-	-	-	-	-	-			2,050,000
<i>budget amendment when project funding secured</i>					-			-
-	-	-	-	-	-			-
265,000	-	-	-	-	265,000			-
265,000	-	-	-	-	265,000			-
<i>beyond current five-year CIP horizon</i>					-	Apr-12 Oct-11	2 mo 5 mo	TBD
<i>beyond current five-year CIP horizon</i>					-			TBD
-	-	-	-	-	-			-
625,000	-	-	-	-	625,000			-
100,000	-	-	-	-	100,000			-
725,000	-	-	-	-	725,000			-
990,000	-	-	-	-	990,000			2,050,000
28,295	-	-	-	-	28,295			-
28,295	-	-	-	-	28,295			-
550,000	-	-	-	-	550,000			-
179,500	-	-	-	-	179,500			-
729,500	-	-	-	-	729,500			-
522,750	-	182,400	-	-	705,150	Jan-12	9 mo	-
522,750	-	182,400	-	-	705,150			-
-	-	7,500,000	-	-	7,500,000	Jan-12 Nov-11 Feb-12	36 mo 11 mo 2 mo	-
740,000	-	2,370,000	-	-	3,110,000			-
320,000	-	107,000	-	-	427,000			-
1,060,000	-	9,977,000	-	-	11,037,000	Jan-12	6 mo	-
1,582,750	-	10,159,400	-	-	11,742,150			-
<i>beyond current five-year CIP horizon</i>					-			1,000,000
82,500	-	-	-	-	82,500			-
82,500	-	-	-	-	82,500			1,000,000
521,000	554,000	-	-	-	1,075,000			-
191,078	-	-	-	108,922	300,000			-
712,078	554,000	-	-	108,922	1,375,000			-
4,125,123	554,000	10,159,400	-	108,922	14,947,445			3,050,000

*Italics denotes a project beyond the current five-year CIP horizon.*

<sup>1)</sup>Other includes special assessments and land sales.

<sup>2)</sup>In-kind matching grant contributions are budgeted as operational expenses (usually personal services).

Note: Some projects also have carry-over funds, which are not included in these totals but noted as part of the budget resolution at the end of the budget document.



## Capital Improvement Project (CIP) Request

Department & Division: Fire Services

CIP #: 5342 ☐ New Project ☒ Project Update

CIP Title: Fire Station 7 Renovation Neighborhood: Kenwood

Investment Objective: Maintain Service Operational Impact: Budget Neutral

Objective: Renovate and Modernize Fire Station 7 on Lewis Turner Blvd

Justification: Station 7 was built in 1974. Station 6 was renovated in 2003.

Scope:

Major renovation of Station 7 to bring all electrical, plumbing, and HVAC systems up to current standards; completely gut the interior and rebuild; add a training room; tear down the existing training tower and construct a new training tower; lengthen the apparatus bays so all equipment will be protected from the weather; replace overhead doors with ones that are lighter but more durable and less prone to repair.

*Note: This project is beyond the current five-year CIP horizon, but included for informational purposes.*

Current Year Objectives:

n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Debt ▼	001 ▼						-	\$850K Bond Issue
Revenues ▼	001 ▼						-	\$120K/yr Debt Payments
							-	
		-	-	-	-	-	-	

#### PROJECT EXPENSES

Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction ▼						-	\$850K Project Cost
Debt Pymts ▼						-	\$120K Annual Debt Service
						-	
						-	
						-	
	-	-	-	-	-	-	

Note: Totals for funding sources and project expenses must reconcile for each year.

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	No payroll impact
Operating						-	Utilities increase, equipment repair decrease TBD
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

Minor renovations began in FY 2011 to improve the Station functionally and cosmetically until funding for major renovations is available.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	Renovations to Bathrooms, Kitchen, Bunk Room, Day Room, Entry Room	22,054
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		22,054



**Station 7 on Lewis Turner Boulevard**

## Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Recreation

CIP #: 5117 ☐ New Project ☒ Project Update

CIP Title: Recreation Complex Neighborhood: Oakland

Investment Objective: Upgrade Service Operational Impact: Increase Revenue

Objective: Consolidate Recreation/Community Facilities

Justification: Consolidating operations in one location would improve efficiency, not only through reduced energy and building maintenance expenses, but also through staffing efficiencies. Revenues are anticipated to increase as a result of increased program participation.

Scope: The City currently operates four community facilities approximately 40-years-old and each facility requires major repairs.  
Hedrick Center - adult & youth recreation and sports programs, summer care for children ages 5-12, open gym.  
Dodie Bass - after school care and tutoring for children ages 5-12, pre-kindergarten program for children age 3-5, open gym.  
Chester Pruitt - CDBG-funded after school tutoring and summer recreation program.  
Senior Center - programs & activities to citizens age 50 and over.

The City maintains various ball fields at the Hedrick Center, Fairgrounds, Ferry Park, and Senior Center. If the Fairgrounds and Senior Center properties are sold, those fields would be relocated to the renovated Hedrick Center. Ferry Park ball fields could be converted to a lower maintenance soccer field.

A new recreation complex and ball fields would be funded with a construction loan, with interest-only payments being funded from operational savings during construction, reserves, and/or land sales. Savings from facilities consolidation are estimated to fund annual debt service payments, thereby keeping the project budget-neutral.

Current Year Objectives: Construct a 25,000 sq ft multi-use facility to provide for centralization of the City's recreation and community programs. If financially feasible, consolidate ball fields as well.

*Note: not included in FY11/12 budget; a budget amendment will be adopted when project funding is secured.*

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Debt	001	7,500,000					7,500,000	20-year Bank Qualified Loan
							-	
							-	
		7,500,000	-	-	-	-	7,500,000	

PROJECT EXPENSES								
Activity		FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction		5,000,000					5,000,000	Recreation Center
Construction		2,500,000					2,500,000	Athletic Fields
							-	
							-	
							-	
		7,500,000	-	-	-	-	7,500,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees			8,575	8,575	8,575	25,725	5% increase in program and athletic participation
Impact Fees						-	
Other						-	
Total	-	-	8,575	8,575	8,575	25,725	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating			-	-	-	-	operational savings will offset debt payments
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

Preliminary site investigation and stormwater/environmental permitting underway.  
Design/build criteria for RFP should be developed by calendar year end.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	Conceptual Site Plan	19,000
FY 2009-10	Building Condition Assessment	28,200
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		47,200



**Hedrick Recreation Center**

## Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Parks

CIP #: 5013 ☐ New Project ☒ Project Update

CIP Title: Jet Stadium Improvements Neighborhood: Northwest

Investment Objective: Upgrade Service Operating Impact: Budget Neutral

Objective: Pave Parking Area and Replace Field Lights

Justification: Jet Stadium was build in 1955. The clay parking surface is problematic in inclement weather. An asphalt surface will also increase the amount of parking at the complex.

Scope: Lay an aggregate base of crushed limerock over 51,425 sq. ft. in preparation for asphalt construction the following year. Replace lighting for baseball and football fields.

Current Year Objectives: n/a

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues	001				55,000	210,000	265,000	
							-	
							-	
		-	-	-	55,000	210,000	265,000	

PROJECT EXPENSES							
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction				55,000		55,000	Limerock Aggregate
Construction					80,000	80,000	Parking Area Asphalt
Construction					130,000	130,000	Field Lighting
						-	
						-	
	-	-	-	55,000	210,000	265,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	Future utilities decrease with more efficient lighting
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		-



Jet Stadium Parking Lot

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Facilities

CIP #: 5074

☐ New Project

☒ Project Update

CIP Title: City Hall Complex Renovation

Neighborhood: Seabreeze

Investment Objective: Maintain Service

Operational Impact: Reduce Cost

Objective: Modernize City Hall Complex

Justification: City Hall was constructed in 1963 and has undergone several additions, the last of which occurred in 1977. The buildings have exceeded their useful life and are highly energy inefficient.

Scope:

The City Hall Complex consists of City Hall, City Hall Annex, Council Chambers, and Auditorium. Major renovation of the buildings is needed to improve electrical, plumbing, and HVAC & lighting energy efficiency. The roofs on City Hall and the Council Chambers, installed in 1991, are comprised of pea gravel and hot tar and have exceeded their anticipated 15-year life but have experienced only small leaks so far. The Auditorium lacks ADA accessibility.

*Note: this project is beyond the current five-year CIP horizon, but is included for informational purposes.*

Current Year Objectives:

n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
▼	001 ▼						-	Funding Source TBD
▼	▼						-	
▼	▼						-	
		-	-	-	-	-	-	

#### PROJECT EXPENSES

Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
▼						-	Project Cost TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	-	-	-	-	-	

Note: Totals for funding sources and project expenses must reconcile for each year.



<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	\$30K utilities savings estimated
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

<b>Status:</b>	<p align="center">All prior year objectives are complete.</p>
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<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	Energy Efficiency Lighting Controls & Training Room Installed	16,784
FY 2009-10		-
FY 2008-09	HVAC Chiller	19,751
FY 2007-08		-
FY 2006-07	HVAC Improvements, City Hall Marquee	114,021
		150,556



**City Hall**



## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Facilities

CIP #: 5147 ☐ New Project ☒ Project Update

CIP Title: Field Office Consolidation Neighborhood: Seabreeze ▼

Investment Objective: Maintain Service ▼ Operational Impact: Reduce Cost ▼

Objective: Consolidate Field Offices

Justification: These facilities were constructed in the 1970's. Consolidating operations in one location - perhaps behind the sanitation yard - would improve operational efficiency through reduced energy and building maintenance expenses and staffing efficiencies.

Scope: The City operates several field offices off Hollywood Blvd:  
Facilities - supplies/equipment for City facilities; holiday decorations/parade float materials storage; sign shop operations.  
Fleet - 8 bays; supplies and equipment to maintain vehicles and heavy equipment are housed here.  
Field Office - water, sewer, stormwater, streets administrative offices.  
Engineering/Warehouse - engineering administrative offices; warehouse for utilities pipes & fixtures  
Sanitation - administrative offices.  
  
Major renovation of the buildings is needed to improve electrical, plumbing, and HVAC & lighting energy efficiency. Their prime location on Hollywood Blvd makes them suitable for sale for commercial or light industrial use, thereby increasing ad valorem revenues.  
  
*Note: this project is beyond the current five-year CIP horizon, but is included for informational purposes.*

Current Year Objectives: n/a

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
▼	001 ▼						-	Funding Source TBD
▼	▼						-	
▼	▼						-	
		-	-	-	-	-	-	

PROJECT EXPENSES								
Activity		FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
▼							-	Project Cost TBD
▼							-	
▼							-	
▼							-	
▼							-	
		-	-	-	-	-	-	

Note: Totals for funding sources and project expenses must reconcile for each year.

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	\$35K staffing reduction anticipated
Operating						-	\$!0K utilities savings anticipated
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		-



Facilities Maintenance Building on Hollywood

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets

CIP #: 5018 ☐ New Project ☒ Project Update

CIP Title: Street Resurfacing Neighborhood: Various

Investment Objective: Maintain Service Operational Impact: Budget Neutral

Objective: Maintain Smooth Roadways

Justification: Preventative maintenance prevents roadways from deteriorating to a point requiring more costly complete rehabilitation, and provides a safe, comfortable, and aesthetically pleasing transportation network.

Scope:

The City resurfaces a portion of roadway each year. Resurfacing is accomplished by conventional overlay or milling and resurfacing. Overlaying a road surface requires the use of compacted Type III asphalt to a depth of 1/2" to 1-1/2" over the existing asphalt surface. Milling and resurfacing requires cutting the existing asphalt surface down 1/2" to 1-1/2" and applying a new coat of asphalt and is the more expensive option for pavement improvement.

Current Year Objectives: Gilmore Court SE from Brooks Street SE to Private Drive, Eagle Street NE from Country Club Avenue to Fairway Avenue, Victoria Place NW from Oakland Circle NW north 90', Leila Place NW from Robinwood Drive to Robinwood Drive, Poulton Drive NW from West Audrey to Deal Avenue, Fleet Street NW from Forsman Circle to Forsman Circle, Rodney Avenue NE from Fairway Avenue NE to Powell Drive NE, Deal Avenue NW from Hollywood Boulevard to Adam Street, Cowrie Avenue SW from Rose Marie Lane to end of Cowrie, Robinwood Drive SW from First Street SW to Coral Drive SW, Fourth Street SE from Carson Drive SE to Windham Avenue SE, Forsman Drive NW from Anchors Street NW to Forsman Circle NW, and Forsman Circle NW

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues	001	125,000	125,000	125,000	125,000	125,000	625,000	Local Option Fuel Tax Revenue
							-	
							-	
		125,000	125,000	125,000	125,000	125,000	625,000	

PROJECT EXPENSES							
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction	125,000					125,000	Locations Listed Above
Construction		125,000	125,000	125,000	125,000	500,000	Locations Based on PCI
						-	
						-	
						-	
	125,000	125,000	125,000	125,000	125,000	625,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:	<div>All roads scheduled for FY 2010-11 were resurfaced.</div>
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Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11	Odin Ln, North Sea Ln, Nordic Ln, Sea Rover Ln, Viking Dr, Eagle St, Bay Ct, Gregory Ave, Cecelia Dr, Lula Belle Ln	123,497
FY 2009-10	Street Overlays	134,873
FY 2008-09	Street Overlays	63,453
FY 2007-08	Street Overlays	108,101
FY 2006-07	Street Overlays	125,000
		554,924

2011-12 PAVEMENT IMPROVEMENT

C.I.P. #5018



Scheduled Street Resurfacing

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets

CIP #: 5306

☐ New Project

☒ Project Update

CIP Title: Sidewalk Construction

Neighborhood: Various ▼

Investment Objective: Upgrade Service ▼

Operational Impact: Increase Cost ▼

Objective: Construct New Sidewalks

Justification: Increase pedestrian safety by providing an off-road corridor.

Scope:

This project constructs new and infill sidewalks for the purpose of providing a pedestrian transportation network throughout the entire City that will link the residential neighborhoods to each other and to public, recreational and commercial land uses. The City has categorized sidewalks into two distinct areas: high needs areas around schools and residential areas outside those areas routinely traveled by school children. The project objective is to install sidewalks on at least one side of all residential local streets and on both sides of all collector and arterial roadways.

Current Year Objectives:

Butler Drive NW, Lake Drive NW from Memorial Pkwy to Destin Dr, Williams Street NW from Beal Pkwy to Hummingbird Ave

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	001 ▼	20,000	20,000	20,000	20,000	20,000	100,000	Local Option Fuel Tax
▼	▼						-	
▼	▼						-	
		20,000	20,000	20,000	20,000	20,000	100,000	

PROJECT EXPENSES								
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments	
Construction ▼	20,000					20,000	Locations Listed Above	
Construction ▼		20,000	20,000	20,000	20,000	80,000	Locations TBD	
▼						-		
▼						-		
▼						-		
	20,000	20,000	20,000	20,000	20,000	100,000		

Note: Totals for funding sources and project expenses must reconcile for each year.



## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets

CIP #: 1950 ☒ New Project ☐ Project Update

CIP Title: Sidewalk Construction Neighborhood: W.E. Combs ▼

Investment Objective: Expand Service ▼ Operational Impact: Increase Cost ▼

Objective: Construct New Sidewalk

Justification: Increase pedestrian safety by providing an off-road corridor.

Scope: The Lovejoy neighborhood is located in one of the two CDBG targeted areas, which has been historically underserved for public infrastructure improvements. The funding will be used to construct 2200 linear feet of sidewalk where none exists, which will connect low-income single-family housing to the mass transit bus stop located on the main commercial street.

Current Year Objectives: Construct 2200 linear feet of sidewalk along Combs Manor Court NW off Lovejoy Road.

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	107 ▼	28,295					28,295	Community Development Block Grant
▼	▼						-	
▼	▼						-	
		28,295	-	-	-	-	28,295	

PROJECT EXPENSES								
Activity		FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction ▼		28,295					28,295	
▼							-	
▼							-	
▼							-	
▼							-	
		28,295	-	-	-	-	28,295	

Note: Totals for funding sources and project expenses must reconcile for each year.

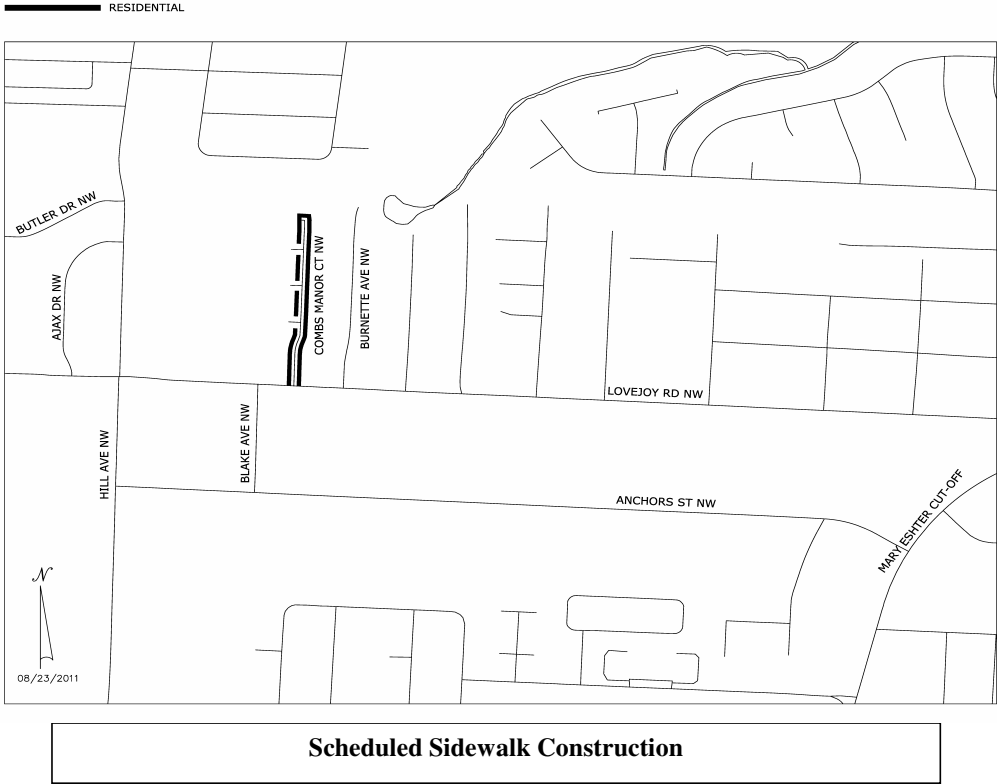
REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating		50	50	50	50	200	New sidewalk will be added to maintenance program
Capital Outlay						-	
Total	-	50	50	50	50	200	

Project Update/Carry-Over

Status:	<div>All prior year objectives are completed.</div>
---------	---

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11	Jet Drive, East of Robinwood	23,778
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		23,778





## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets (CRA)

CIP #: 5018 ☐ New Project ☒ Project Update

CIP Title: Street Resurfacing Neighborhood: Various

Investment Objective: Maintain Service Operational Impact: Budget Neutral

Objective: Maintain Smooth Roadways

Justification: Preventative maintenance prevents roadways from deteriorating to a point requiring more costly complete rehabilitation, and provides a safe, comfortable, and aesthetically pleasing transportation network.

Scope: The City resurfaces a portion of roadway each year. Resurfacing is accomplished by conventional overlay or milling and resurfacing. Overlaying a road surface requires the use of compacted Type III asphalt to a depth of 1/2" to 1-1/2" over the existing asphalt surface. Milling and resurfacing requires cutting the existing asphalt surface down 1/2" to 1-1/2" and applying a new coat of asphalt and is the more expensive option for pavement improvement.

Current Year Objectives: Residential: Alconese Ave SE from Waters Edge to First St, Chicago Ave SE from First St to Ferry Rd, Windham Ave SE from Second St to Third St  
Commercial: Ferry Road SE from Perry Ave to Chicago Ave, Third St SE from Perry Rd to Chicago Ave, Vine Ave NE from Hollywood Blvd to Buck Dr, Perry Ave SE from Brooks to Hwy 98, Chestnut Ave SE from First to Oak, Chicago Ave SE from Ferry Rd to Hollywood Blvd, Tupelo Ave SE from Second St to Third St and from Fourth St to Hollywood Blvd, Cedar Ave SW, Carson Dr SE from Third St to Fourth St (will depend on Soundside)

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues	109	150,000	100,000	100,000	100,000	100,000	550,000	
							-	
							-	
		150,000	100,000	100,000	100,000	100,000	550,000	

PROJECT EXPENSES								
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments	
Construction	56,250	50,000	50,000	50,000	50,000	256,250	Residential areas, solid line	
Construction	93,750	50,000	50,000	50,000	50,000	293,750	Commercial areas, dashed line	
						-		
						-		
						-		
	150,000	100,000	100,000	100,000	100,000	550,000		

Note: Totals for funding sources and project expenses must reconcile for each year.



## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Streets (CRA)

CIP #: 5306 ☐ New Project ☒ Project Update

CIP Title: Sidewalk Construction Neighborhood: Various ▼

Investment Objective: Expand Service ▼ Operational Impact: Increase Cost ▼

Objective: Construct New Sidewalks

Justification: Increase pedestrian safety by providing an off-road corridor.

Scope: This project constructs new and infill sidewalks for the purpose of providing a pedestrian transportation network throughout the entire City that will link the residential neighborhoods to each other and to public, recreational and commercial land uses. The City has categorized sidewalks into two distinct areas: high needs areas around schools and residential areas outside those areas routinely traveled by school children. The project objective is to install sidewalks on at least one side of all residential local streets and on both sides of all collector and arterial roadways.

Current Year Objectives: Residential: Harbeson Ave SE from Birch St to Third St, Methodist Ave SE from Second St to Third St, Carson Dr. SE from Second St to Third St, Florida Blanca PL SE from First St to Alconese, Alconese Ave SE (both sides) from Brooks to First St, Brooks St SE from Alconese to Elm  
Commercial: Vine Ave NE from Hollywood Blvd to Buck Dr

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	109 ▼	42,500	17,000	40,000	40,000	40,000	179,500	
▼	▼						-	
▼	▼						-	
		42,500	17,000	40,000	40,000	40,000	179,500	

PROJECT EXPENSES								
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments	
Construction ▼	33,393					33,393	Residential Areas, solid line	
Construction ▼	9,107					9,107	Commercial Areas, dashed line	
Construction ▼		17,000				17,000	Brooks St SE, Alconese to Elm	
Construction ▼			40,000	40,000	40,000	120,000	Locations TBD	
▼						-		
	42,500	17,000	40,000	40,000	40,000	179,500		

Note: Totals for funding sources and project expenses must reconcile for each year.

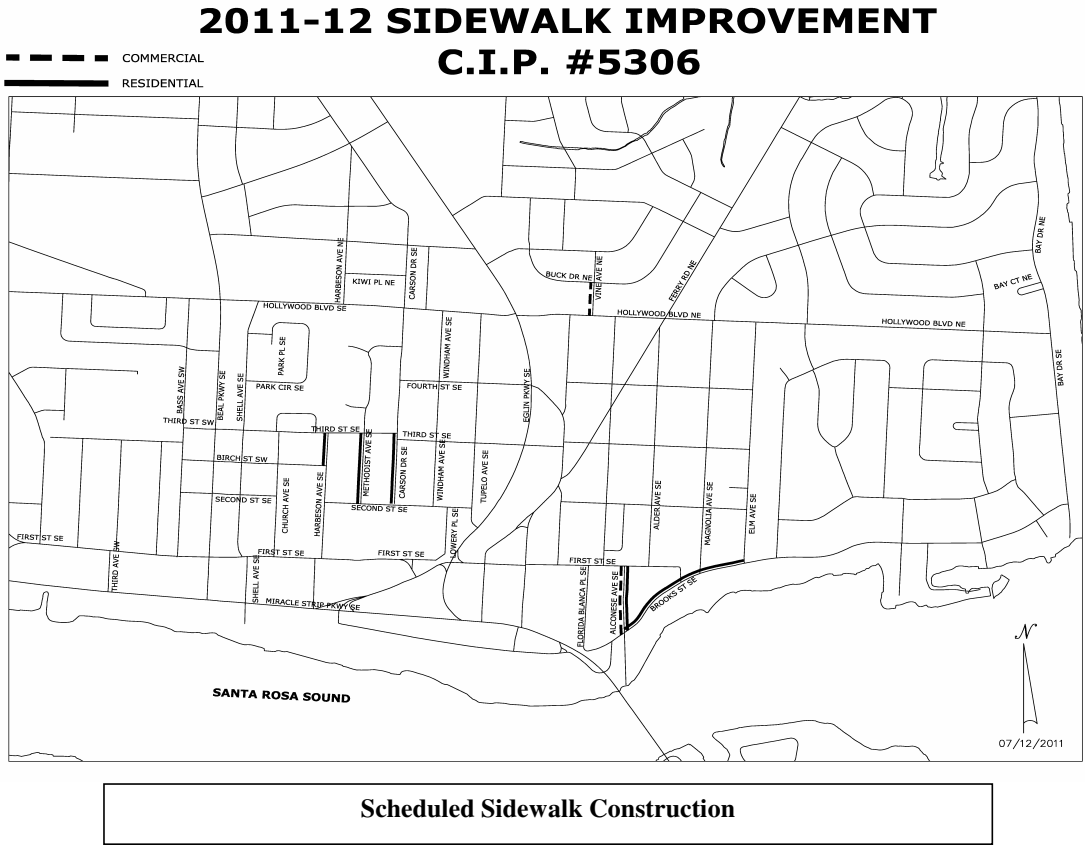
REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating		50	50	50	50	200	New sidewalk will be added to maintenance program
Capital Outlay						-	
Total	-	50	50	50	50	200	

Project Update/Carry-Over

Status:	<div>All segments scheduled for FY 2010-11 were constructed.</div>
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Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11	Windham Ave, Second St, First St, Third Ave, and Tupelo Ave	94,357
FY 2009-10	Harbeson, Perry, Bass, First, Tupelo, Third, Ferry, Cedar, and Shell	25,237
FY 2008-09		-
FY 2007-08	Presidio Condominiums	4,000
FY 2006-07		-
		123,594



## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Water Distribution

CIP #: 5056 ☐ New Project ☒ Project Update

CIP Title: Water Line Replacement Neighborhood: Various ▼

Investment Objective: Upgrade Service ▼ Operational Impact: Budget Neutral ▼

Objective: Replace Substandard Water Lines

Justification: Improved water pressure and fire protection.

Scope:

Replace substandard (both in size and material) water lines with new PVC or ductile iron mains for increased water flow and improved fire protection. The substandard water mains consist of galvanized iron or cast iron and over time these materials become brittle and tuberculation reduces the amount of flow and pressure available to customers. Also, the tuberculation can cause discolored water during times of fire hydrant flushing and water maintenance projects.

Current Year Objectives: 2005 Bond Proceeds:  
Laurie Drive NE (Hollywood Blvd to Okaloosa Rd), Laurie Drive NE (Lakeside Ct to Hunter Pl), Hunter Place NE, California Drive NE (Nebraska Ave to Arizona Dr)

Operating Revenue:  
Baker Avenue NW (Watson Dr to Moriarty St), Coral Drive SW (Harbor Pl to Driftwood Ave), Irwin Avenue (Andalusia St to Luverne St)

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	401 ▼	77,250	37,500	64,500	51,750	374,250	605,250	Operating Revenue
Debt ▼	401 ▼	99,900					99,900	2005 Utility Bond Proceeds
							-	
		177,150	37,500	64,500	51,750	374,250	705,150	

PROJECT EXPENSES								
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments	
Construction ▼	177,150					177,150	Locations Listed Above	
Construction ▼		37,500				37,500	Bayou Woods Dr., Watson	
Construction ▼			64,500			64,500	Oak St., Stacy Cir., Nebraska Ave.	
Construction ▼				51,750		51,750	Andalusia St, Vista St, Wheeler St	
Construction ▼					374,250	374,250	Locations TBD	
	177,150	37,500	64,500	51,750	374,250	705,150		

Note: Totals for funding sources and project expenses must reconcile for each year.

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	Difficult to quantify operational impact
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11	Baytowne View, Judicial Center, Girard Avenue - new development	5,907
FY 2009-10	Judicial Center Water Main Extension	56,891
FY 2008-09	Kepner Dr.	87,860
FY 2007-08	Highland Ave., Laurie Dr./Gardner Dr.	15,714
FY 2006-07	Highland Ave., Laurie Dr./Gardner Dr.	93,145
		259,517



Old Line Removed, Ready for Installation of New Line

## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Sewer

CIP #: 5031 ☐ New Project ☒ Project Update

CIP Title: Pump Station #1 Force Main Neighborhood: Citywide ▼

Investment Objective: Maintain Service ▼ Operational Impact: Budget Neutral ▼

Objective: Construct New Force Main from Pump Station No. 1

Justification: The seven-mile 30" force main provides the only means to convey 95% of the City's wastewater to the County wastewater treatment plant. If this line were to fail, there is no redundant pipeline to transmit the wastewater.

Scope: In the wastewater field, the service life of force mains is estimated at approximately 25 to 30 years and the existing 30" force main from Pump Station No. 1 to the WWTP has been in service for 30 years. The force main is 7 miles long and consists of ductile iron pipe and prestressed concrete pipe. There is no other alternative route for 95% of the City's wastewater to be routed to the WWTP. It is imperative to begin planning for the installation of a new parallel force main to provide an alternative means for conveying the wastewater to the WWTP. This will allow the shutdown of the existing 30" force main for a structural analysis and enable the City to have a means to handle the wet weather flows.

Current Year Objectives: Complete the final design for improvements to the force main and pumping capacity at Pump Station No. 1 and pursue State Revolving Fund loan through the FDEP.

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Debt ▼	401 ▼	2,000,000					2,000,000	SRF Funding
Debt ▼	401 ▼		5,500,000				5,500,000	SRF Funding
Revenues ▼	401 ▼						-	Loan Payments TBD
		2,000,000	5,500,000	-	-	-	7,500,000	

PROJECT EXPENSES							
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Plan/Design ▼	500,000					500,000	Final Design of FM & PS 1
Construction ▼	1,500,000					1,500,000	Begin Construction of New FM
Construction ▼		5,500,000				5,500,000	Complete Construction of FM
Debt Pymts ▼						-	Loan Payments TBD
						-	
	2,000,000	5,500,000	-	-	-	7,500,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	No operating impact to replacing force main
Operating						-	
Capital Outlay						-	
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

Evaluation and Testing should be completed by calendar year end.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	PS1 Evaluation & Integrity Testing, Force Main Excavation	191,003
FY 2009-10	Integrity Evaluation	24,619
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		215,621



**Pump Station #1, Located at the Sanitation Yard on Robinwood**



## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Sewer

CIP #: 5032 ☐ New Project ☒ Project Update

CIP Title: Sewer System Rehabilitation Neighborhood: Various ▼

Investment Objective: Maintain Service ▼ Operational Impact: Reduce Cost ▼

Objective: Grout & Line Sewer Lines

Justification: Improved grouting and lining helps prevent inflow and infiltration and decreases treatment costs, stop-ups, and emergency repairs or sanitary sewer outflows.

Scope:

The City has 110 miles of sewer lines, with a majority of the lines consisting of clay pipe. Clay and unlined cast iron pipe are susceptible to root intrusion, offset joints and cracking due to the brittleness of the material. These problems allow a significant amount of inflow and infiltration and debris into the wastewater system, which can eventually result in stop-ups and possibly sanitary sewer overflows. Prior to performing the rehabilitation, mains and manholes are inspected via closed-circuit television and monitored for leaks and other problems. The rehabilitation techniques include cured-in-place pipe lining, epoxy- or urethane-based manhole lining, and chemical root treatment.

Current Year Objectives:

Locations based on SSES Pilot Project currently underway.

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Debt ▼	401 ▼	2,370,000					2,370,000	2005 Utility Bond Proceeds
Revenues ▼	401 ▼		185,000	185,000	185,000	185,000	740,000	Operating Revenues
							-	
		2,370,000	185,000	185,000	185,000	185,000	3,110,000	

PROJECT EXPENSES								
Activity		FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction ▼		2,370,000	185,000	185,000	185,000	185,000	3,110,000	Locations based on SSES Project
	▼						-	
	▼						-	
	▼						-	
	▼						-	
		2,370,000	185,000	185,000	185,000	185,000	3,110,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	Flow monitors will eventually measure inflow &
Capital Outlay						-	infiltration before and after rehabilitation projects
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

Sewer system evaluation should be completed by calendar year end.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	Sanitary Sewer Evaluation Study	94,066
FY 2009-10	Pump Station #1 - Repair 36" Gravity Main	70,174
FY 2008-09		-
FY 2007-08		-
FY 2006-07	Root Control/Cinco Bayou Force Main Replacement	272,425
		436,665



**Checking Sewer Lines**

## Capital Improvement Project (CIP) Request

Department & Division: Utility Services - Sewer

CIP #: 5065 ☐ New Project ☒ Project Update

CIP Title: Sewer Line Replacement Neighborhood: Various ▼

Investment Objective: Maintain Service ▼ Operational Impact: Reduce Cost ▼

Objective: Replace deteriorating sewer lines

Justification: Replacing deteriorating sewer lines decreases inflow and infiltration, which will reduce the stress on lift stations and will avoid sanitary sewer overflows.

Scope: Replacing sewer lines that are deteriorating due to the surrounding environment and age of the system as part of a routine maintenance program will prevent inflow and infiltration, backups, and sanitary sewer overflows. Mainline and lateral video inspection identifies the general condition of the pipe, the type of pipe, the alignment, any failures in the pipe, and the severity of the problem. Other factors considered are the depth of the line, the slope, and how many services are on the line.

Current Year Objectives: 2005 Bond Proceeds:  
Chicago Avenue SE (MH#110 to MH#130)  
  
Operating Revenues:  
Locations based on SSES Pilot Project (need for sewer main replacement projects will be determined upon completion of areas from the SSES and CCTV programs; some mains may be lined and some may need replacement)

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Debt ▼	401 ▼	52,000					52,000	2005 Utility Bond Proceeds
Revenues ▼	401 ▼	75,000	75,000	75,000	75,000	75,000	375,000	Operating Revenue
							-	
		127,000	75,000	75,000	75,000	75,000	427,000	

PROJECT EXPENSES								
Activity		FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction ▼		52,000					52,000	Chicago Avenue SE
Construction ▼		75,000	75,000	75,000	75,000	75,000	375,000	Locations TBD
							-	
							-	
							-	
		127,000	75,000	75,000	75,000	75,000	427,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	Flow monitors will eventually measure inflow &
Capital Outlay						-	infiltration before and after rehabilitation projects
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

<b>Status:</b>	<p>All prior year objectives complete.</p>
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<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	Alabama Avenue Sewer Line Relocation	11,071
FY 2009-10	Alabama Avenue Sewer Line Relocation	16,700
FY 2008-09	Holmes Blvd - Martisa Rd to Memorial Pkwy	126,709
FY 2007-08	Holmes Blvd - Martisa Rd to Memorial Pkwy	15,354
FY 2006-07	Lula Belle Ln/Okaloosa Rd	161,556
		331,390



**Replacing Sewer Line**

## Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Golf

CIP #: 5037 ☐ New Project ☒ Project Update

CIP Title: Irrigation Improvements Neighborhood: Kenwood

Investment Objective: Maintain Service Operational Impact: Budget Neutral

Objective: Replace aging and inadequate irrigation system on the Pines golf course.

Justification: The irrigation system was installed around 1967 with a life span of 40 years. Inadequate pipe size, rusting galvanized pipe, problems with isolation valves, poor head spacing, and lack of water coverage are some problems with this antiquated system.

Scope: Irrigation project would be bid out to certified golf course irrigation contractor to replace all piping, sprinkler heads, and control system. Irrigation heads would be added to cover areas not currently watered. Golf course would have to be shut down for a 6-8 month period of time to complete the work. This project would be undertaken in conjunction with the rebuilding of greens to minimize course downtime.  
  
*Note: this project is beyond the current five-year CIP horizon, but is included for informational purposes.*

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
▼	401 ▼						-	Funding Source TBD
▼	▼						-	
▼	▼						-	
		-	-	-	-	-	-	

#### PROJECT EXPENSES

Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
▼						-	Project Cost TBD
▼						-	
▼						-	
▼						-	
▼						-	
	-	-	-	-	-	-	

Note: Totals for funding sources and project expenses must reconcile for each year.



REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	Revenue decrease while course closed for repairs
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact because reclaimed water
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:	<div>n/a</div>
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Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		-



Pines Course Irrigation

## Capital Improvement Project (CIP) Request

Department & Division: Recreation & Cultural Services - Golf

CIP #: 5039

☐ New Project

☒ Project Update

CIP Title: Bulkhead Replacement

Neighborhood: Kenwood

Investment Objective: Maintain Service

Operational Impact: Budget Neutral

Objective: Replace Deteriorating Bulkhead

Justification: Current wood seawall is deteriorating and needs to be replaced before it fails. The wall is in place to stabilize the fairway so it will not fall into the canal.

Scope: Bulkheads direct water flow and protect course conditions by preventing erosion. This project would replace the bulkhead on the Oaks course from Bridge #3 to #6 Tee.

Current Year Objectives: n/a

### Financial Information

#### FUNDING SOURCES

Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	401 ▼			82,500			82,500	
▼	▼						-	
▼	▼						-	
		-	-	82,500	-	-	82,500	

#### PROJECT EXPENSES

Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Other ▼			82,500			82,500	
▼						-	
▼						-	
▼						-	
▼						-	
	-	-	82,500	-	-	82,500	

Note: Totals for funding sources and project expenses must reconcile for each year.

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:

n/a

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08	#11 Oaks bridge & Bulk Head and Tee #6 on west side of canals	47,542
FY 2006-07		-
		47,542



Bulkhead



## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Stormwater

CIP #: 5019 ☐ New Project ☒ Project Update

CIP Title: Stormwater Improvements Neighborhood: Various ▼

Investment Objective: Maintain Service ▼ Operational Impact: Budget Neutral ▼

Objective: Replace and Improve Stormwater Infrastructure

Justification: Stormwater infrastructure ensures the proper quantity and quality of stormwater runoff, thereby protecting the health and safety of our citizens.

Scope: This program involves the replacement or improvement of stormwater infrastructure, and also serves to address potential cross-connection problems with private sewage systems and subsequent water quality issues, helping the City meet National Pollutant Discharge Elimination System (NPDES) Phase II requirements.

Current Year Objectives: n/a

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	405 ▼		100,000	100,000	400,000		600,000	
Revenues ▼	405 ▼					475,000	475,000	In-Kind Services for FDEP Grant
							-	
		-	100,000	100,000	400,000	475,000	1,075,000	

PROJECT EXPENSES							
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction ▼		100,000	100,000			200,000	Corrugated Metal Pipe
Construction ▼				400,000		400,000	Powell Drive
Construction ▼					475,000	475,000	North Holding Pond Upgrades
						-	
						-	
	-	100,000	100,000	400,000	475,000	1,075,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

<b>REVENUE IMPACT</b> (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

<b>OPERATING IMPACT</b> (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	
Operating						-	No operating impact, but quality of life
Capital Outlay						-	improvement for residents
Total	-	-	-	-	-	-	

**Project Update/Carry-Over**

**Status:**

All prior year objectives are complete.

<b>Prior Year Activities</b>		
Fiscal Year	Activities	Expense
FY 2010-11	Fountainhead Condos	118,863
FY 2009-10	Linstew Drive	87,355
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		206,218



**Deteriorating Storm Drain**

## Capital Improvement Project (CIP) Request

Department & Division: Engineering Services - Stormwater

CIP #: 5328 ☒ New Project ☐ Project Update

CIP Title: Gary Smith Honda Drainage Neighborhood: Seabreeze ▼

Investment Objective: Maintain Service ▼ Operational Impact: Budget Neutral ▼

Objective: Replace Stormwater Infrastructure

Justification: This section of stormwater pipe experienced a complete failure in April 2010.

Scope: Replace 300 linear feet of 42-inch corrugated metal pipe and two surface inlets within the northern right-of-way of Miracle Strip Parkway SW in front of Gary Smith Honda (225 Miracle Strip Parkway SW).

Current Year Objectives: Replace 300 LF of 42-inch corrugated metal pipe with new 48-inch reinforced concrete pipe in front of Gary Smith Honda.

### Financial Information

FUNDING SOURCES								
Funding Type	Fund	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Revenues ▼	405 ▼	191,078					191,078	
Reserves ▼	405 ▼	108,922					108,922	
							-	
		300,000	-	-	-	-	300,000	

PROJECT EXPENSES							
Activity	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Construction ▼	300,000					300,000	
						-	
						-	
						-	
						-	
	300,000	-	-	-	-	300,000	

Note: Totals for funding sources and project expenses must reconcile for each year.

REVENUE IMPACT (negative entries indicate a revenue reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
User Fees						-	No revenue impact
Impact Fees						-	
Other						-	
Total	-	-	-	-	-	-	

OPERATING IMPACT (negative entries indicate a cost reduction)							
Category	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	5-Year Total	Comments
Payroll						-	No quantifiable operating impact
Operating						-	
Capital Outlay						-	
Total	-	-	-	-	-	-	

Project Update/Carry-Over

Status:

Prior Year Activities		
Fiscal Year	Activities	Expense
FY 2010-11		-
FY 2009-10		-
FY 2008-09		-
FY 2007-08		-
FY 2006-07		-
		-



Gary Smith Honda Site





# Statistical Information

## HISTORY & PROFILE

The City of Fort Walton Beach, Florida prides itself on being a small, family-oriented seaside community boasting a downtown area that was home to a significant prehistoric Native American community on the Gulf Coast of Northwest Florida. Situated at the junction of two major highways - US 98 (Miracle Strip Parkway) and SR 85 (Eglin Parkway) - Fort Walton Beach enjoys the benefits of its crossroads location along the coastal portion of the Northwest Florida regional transportation network. The City offers a full-service government providing police and fire protection; cultural and recreational activities including parks, a library, a museum, and two championship golf courses; planning and zoning; public works such as street, sidewalk, right-of-way, and cemetery maintenance; utilities service including water, sewer, and storm water; and garbage and recycling collection to a coastal community of 20,355 full-time residents.

The City has an exciting and romantic history. As early as 600 B.C., Indian tribes were attracted to Fort Walton Beach from the Mississippi and Tennessee River Valleys and the Southeast Georgia coast. The beginning for the City occurred following the War Between the States when Alabama war veteran John Brooks selected a site of 111 acres where he built a three-room cabin in 1867. Other settlers soon followed. By 1884, the population of the area required establishment of a small schoolhouse. In 1902, the first hotel, Brooks House, was built along the sound and shortly thereafter the first post office was built in 1906. The Montgomery, Alabama, Maxwell Field military base developed an airfield in Fort Walton in 1933 on 137 acres of land and used it as a bombing and gunnery range. The most significant factor in the City's growth was the creation and later expansion, of that airfield, which is now Eglin Air Force Base (the largest military installation in the world) in 1937, the year the City Charter was adopted. Originally chartered as a municipality under the laws of the State of Florida, actual formation of the City was in 1941 when the Florida legislature officially named it the Town of Fort Walton. In 1953, the Florida Legislature granted the City a new charter at which time the name was changed to Fort Walton Beach. The name Walton originates from Colonel George Walton, who was Secretary of the East-West Florida Territory in 1822-26 and son of George Walton, signer of the Declaration of Independence and Governor of Georgia.



First Schoolhouse

The presence of the military base provided the key economic stimulus for the City's early growth, supplemented by the attractiveness of the location. The City enjoyed a substantial population and economic boom from the 1950's through the end of the 1970's. Subsequently, things started to slow down. The military base became less important to the City's economy than the growing tourism industry. In the late 1960's and early 1970's Fort Walton Beach began to experience a decline in economic prosperity, some of which can be attributed to the utility and transportation infrastructure getting older and commercial and residential structures becoming deteriorated. New development began to take place in the surrounding communities. The City, having nearly run out of developable land, started to focus attention on finding ways to induce private enterprise investment in the City and thus capturing a greater share of the local and regional market.



Landing Park

With the purchase of the Fort Walton Landing Park in 1986, which has become the City's premier gathering place along Santa Rosa Sound, and building upon that with the complete reconstruction of Brooks Street, the City's downtown waterfront was opened up to an extent never before realized and spurred economic growth downtown. Since the late 1990's rapid growth and development has occurred in the West Florida region, and along with that growth comes the promise of great economic benefits to the City. However, unbridled development could destroy Fort Walton Beach's unique character.



Protecting the Environment:  
Building an Oyster Reef

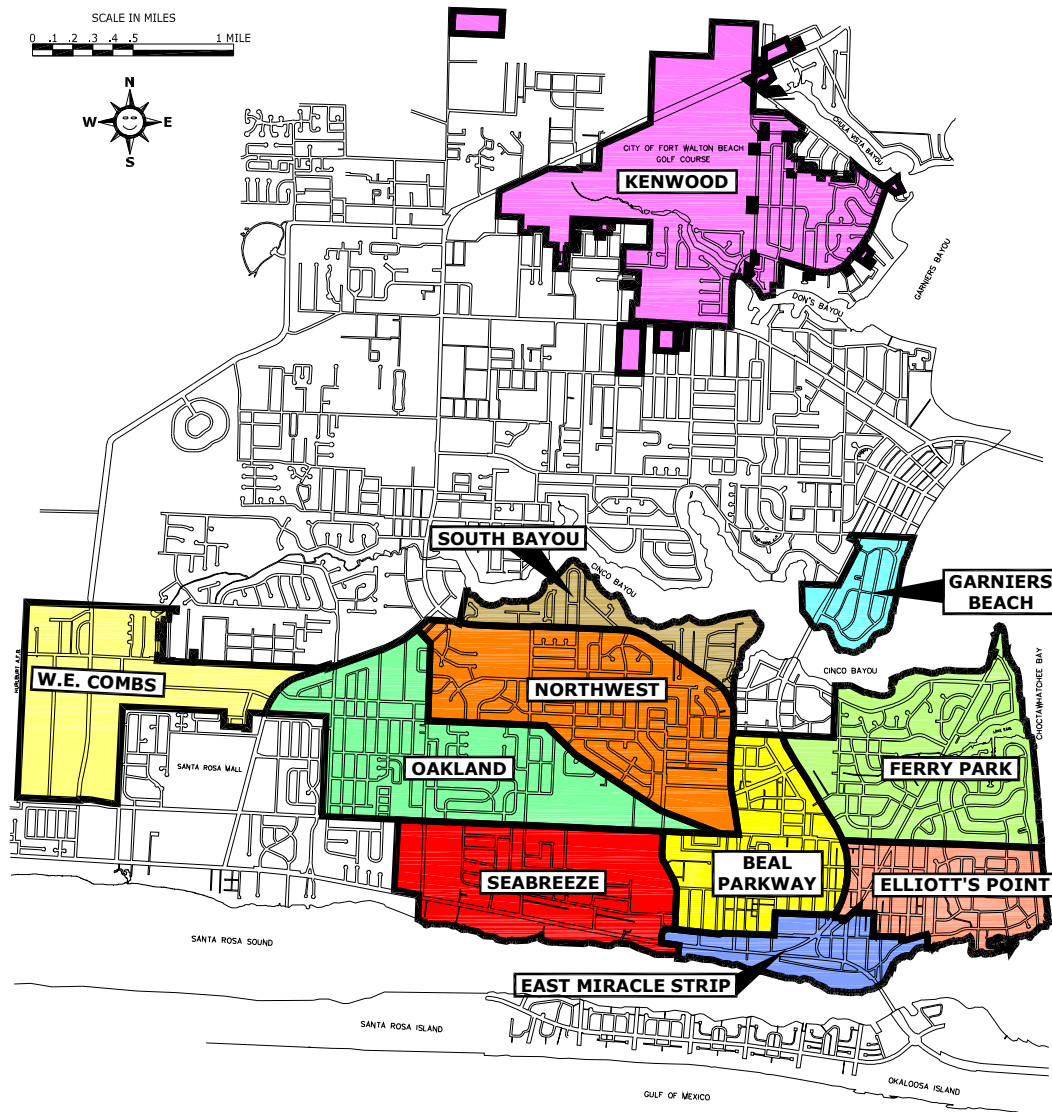


Downtown Redevelopment:  
Indianola Condominiums



Upgrading Infrastructure:  
Water Tank Replacement

## CITY NEIGHBORHOODS



### BEAL PARKWAY

**CHARACTERISTICS:** Mostly Residential, CRA District

**BOUNDARIES:** The Beal Parkway Neighborhood includes much of the City's central core. It includes all lands between Eglin Parkway and Beal Parkway north of Second Street and north of First Street west of Harbeson Avenue. It extends north to Hughes Street and also includes the properties that lie between Robinwood Drive and Beal Parkway and between First Street and Hollywood Boulevard. All parts of the Kelly Subdivision and First Addition to Kelly Subdivision in the area of Comet Street are also included.

**ATTRIBUTES AND QUALITIES:** The Beal Parkway Neighborhood is home to the City's new Public Safety Complex housing police and fire services. The neighborhood includes most of the City's areas in need of code enforcement and rehabilitation activities. The area has one of the highest crime rates in the City. Not surprisingly, the City has targeted funds into this area from the HUD Community Development Block Grant (CDBG) program. Through diligent code enforcement and crime prevention activities, which are presently centered in the Police Department's Community Policing Program, much progress has been made to improve conditions in this neighborhood. However, there are still many improvements needed. To meet those needs, the City's Redevelopment Area was expanded to include this area in order to provide additional funding sources to remedy the blight in this area. Substantial land use changes encouraging mixed-uses and de-emphasizing heavy commercial activities will encourage expenditure of private capital in this area. New development is needed to infill parcels which developers have ignored due to lack of infrastructure, which is available in the newer neighborhoods of the City.

### EAST MIRACLE STRIP

**CHARACTERISTICS:** Primarily Commercial, CRA District, Waterfront

**BOUNDARIES:** The East Miracle Strip Neighborhood lies entirely within the Community Redevelopment Area. The boundaries are Elm Avenue extended to Choctawhatchee Bay to the east; Choctawhatchee Bay to the south; the common property line between the St. Simon's Episcopal Church/The Boat Marina on south side of US 98 and Beal Parkway on the north side of US 98 to the west; and to the north following First Street from Beal Parkway east to Harbeson Avenue then Second Street and then east to Chicago Avenue.

**ATTRIBUTES AND QUALITIES:** The East Miracle Strip Neighborhood is the former MainStreet area, also referred to as Downtown. This area encompasses the oldest areas of the City and, not surprisingly, is the location of most of the City's historic structures and sites. Land use is primarily business, which caters to both the local population and the needs of tourists which cannot be met on Okaloosa Island. US 98 and Eglin Parkway (SR85) merge in this area often forming a traffic bottleneck at the foot of Brooks Bridge. The area is central to the redevelopment planning of the CRA and is seeing an upsurge in interest in the redevelopment of prime waterfront properties currently underdeveloped with older single family residences (many locally historic). National historic treasures located here include the Gulfview Hotel site and the Indian Temple Mound. This area includes most of the area forming the designated "Main Street" Program by the Florida Department of State in 1997. The City's museum and new library are also located in this neighborhood.

### ELLIOTT'S POINT

**CHARACTERISTICS:** Residential, Waterfront

**BOUNDARIES:** The Elliott's Point Neighborhood refers to the southeastern portion of the City. While Elliott's Point Subdivision and subsequent additions to the original subdivision include lands north and south of Hollywood Boulevard east of Ferry Road, the neighborhood known as Elliott's Point is that area south of Hollywood Boulevard and east of Chicago Avenue. The eastern and southern boundaries are Choctawhatchee Bay.

**ATTRIBUTES AND QUALITIES:** The Elliott's Point Neighborhood is almost entirely comprised of residential land use. The waterfront properties are all single family residential as are the more eastern inland properties. The western properties are mostly multi-family residentially, although much of the Ocean City Subdivision portion of the neighborhood still exists as single family residential land use. Many of the city's older homes and most prestigious newer homes are co-located in this neighborhood which is characterized by its Spanish moss-laden Oak trees which canopy the many streets. Unfortunately, many of the older frame vernacular homes are being razed for development of more modern homes rather than restored or improved, although some are receiving additions and a new coat of paint. There are no public schools located within this neighborhood that form a central public place, but there are several churches that serve as neighborhood gathering places. The neighborhood also features public parks like Villa Russ Park, which is surrounded by homes and is concealed from casual notice by passersby. Waterfront access is available at Hood Avenue, the end of Hollywood Boulevard, at Shore Drive east of Bay Drive, at the south end of Bay Drive and at Walkedge Drive where there is also a small boat ramp facility.

### FERRY PARK

**CHARACTERISTICS:** Residential, Waterfront

**BOUNDARIES:** The Ferry Park Neighborhood is located in the northeast corner of the main portion of the City. The boundaries are Cinco Bayou to the north; Choctawhatchee Bay to the east; Hollywood Boulevard to the south; and Vine Avenue, Buck Drive, Uptown Station, and the Town of Cinco Bayou to the west.

**ATTRIBUTES AND QUALITIES:** The Ferry Park Neighborhood is comprised almost entirely of single-family residential homes from the most prestigious to more modest dwellings. Everyone knows the prestigious names Sudduth Circle, Yacht Club Drive and Bay Drive. Unfortunately, the neighborhood includes several properties that are constantly on the list of code enforcement violations, properties that have not been properly maintained and therefore devalue the other well-maintained homes. This neighborhood surrounds the City's Ferry Park/Docie Bass Recreation Center/Elliott's Point Elementary School Complex located at the intersection of Hughes Street with Ferry Road. Other prominent features include Goodthing Lake, formerly Lake Earl, a brackish body of water with a precarious outlet to Choctawhatchee Bay. Land uses also include a few residence-offices along Buck, Staff and Hospital Drives as well as the former hospital site, now an adult congregate living facility (ACLF) and the County Health Department Offices. There is also a small amount of neighborhood convenience commercial uses along Hollywood Boulevard in the southwestern corner of the neighborhood. At the end of Ferry Drive is the well-known Fort Walton Yacht Club, a private yacht club.

### GARNIER'S BEACH

**CHARACTERISTICS:** Residential, Waterfront

**BOUNDARIES:** The Garnier's Beach Neighborhood is somewhat isolated from the rest of the City. It lies between the unincorporated area of Okaloosa County known as Ocean City and Cinco Bayou (water body). The boundaries of this neighborhood are at South Street on the north, Choctawhatchee Bay on the east, Cinco Bayou on the South, and Cinco Bayou and Eglin Parkway on the west. The Town of Cinco Bayou lies immediately south of this neighborhood at the foot of the Cinco Bayou Bridge where Eglin Parkway crosses Cinco Bayou.



## Statistical Information

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**ATTRIBUTES AND QUALITIES:** The Garniers Beach Neighborhood is almost entirely comprised of the subdivision named Garniers Beach, which was platted in 1949-50 and is one of the oldest areas of the City. The residential area is small in size, just 247 houses. This neighborhood also includes a waterfront city park, Garniers Beach Park. Commercial uses include a house converted to an insurance office at the southeast corner of South Street and Eglin Parkway; a restaurant located at the southwest corner of Eglin Parkway and South Street; and Mariner Plaza Shopping Center. The neighborhood's location makes it a wonderful hideaway from the hustle and bustle along Eglin Parkway. The area is similar to Bay Drive/Brooks Street in Elliott's Point in that it has large trees forming a canopy along most of its streets. While most of the homes are modest in size there has been a recent trend where homes are being resold, remodeled and enlarged, especially those facing the Bay and Bayou.

### KENWOOD

**CHARACTERISTICS:** Primarily Residential

**BOUNDARIES:** The Kenwood Neighborhood is bounded on the north by the U.S. Government's Eglin Air Force Base Reservation; on the east by Chula Vista Bayou and Garnier's Bayou; on the south by Don's Bayou, Racetrack Road and Bob Sikes Boulevard; and on the west by Denton Boulevard, Hospital Drive and Lewis Turner Boulevard.

**ATTRIBUTES AND QUALITIES:** The Kenwood Neighborhood is one of the most desired residential locations in the City, blending the prestige of a golf course setting with the natural waterfront tranquility of Bass Lake and adjacent bayous. The City bought the land for the golf course from the Federal Government in the 1960's for the purpose of providing active and passive recreation opportunities and open space. The City built and maintains two quality 18 hole courses, The Pines and The Oaks. These golf courses add considerably to the amenities making Kenwood one of the most desired addresses in the Fort Walton Beach urban area. The neighborhood is largely residential and is comprised of single family homes and multi-family complexes, Choctawhatchee high school, Pryor middle school, Kenwood elementary school, the City's Golf Club, Fire Station #2, the Northwest Florida Daily News and Choctaw Plaza, a neighborhood shopping center. This neighborhood represents the entire area located within the City limits in the area of the Golf Course and is often referred to as the "Golf Course Area". Over the last few decades hundreds of properties have voluntarily annexed to the City forming the Kenwood Neighborhood as it is now constituted; however, there are substantial areas still located in unincorporated Okaloosa County adjacent to this neighborhood, meaning the problems created by irregular municipal boundaries will persist and the Kenwood Neighborhood will remain a distant mile and one-half from the nearest part of the original City limits.

### NORTHWEST

**CHARACTERISTICS:** Primarily Residential

**BOUNDARIES:** The Northwest Neighborhood is located in the northwest quadrant of the City. Its boundaries are Beal Parkway NW to the north; the Beal Parkway Neighborhood to the east; Jet Drive, Silva Drive, Willard Road and Holmes Boulevard to the south; and Wright Parkway to the west.

**ATTRIBUTES AND QUALITIES:** The Northwest Neighborhood includes a full range of land use types. Most of the land is comprised of single family residential homes in subdivisions. There are also some multiple family projects primarily located on the fringes of the neighborhood along collector streets such as Wright Parkway and Robinwood Drive, and along Alabama Avenue. Strip commercial development is located along Beal Parkway lying south of its intersection with Yacht Club Drive. Heavy businesses, including moving companies, warehouses and automotive repair and servicing are located along Industrial Street and Hollywood Boulevard in the southeastern portion of the neighborhood. Silver Sands Elementary School is located in the Northwest Neighborhood. The neighborhood is well provided with recreation facilities such as Jet Stadium, Jet Drive Park, a neighborhood park which has active recreation facilities, and Memorial Drive Park which provides passive recreation opportunities. Three other parks provide 12.6 acres of additional open space, although they have not been developed. The Northwest Neighborhood also includes the City-owned Beal Memorial Cemetery and the U.S. Postal Service Office. The diversity of land use types has created some land use conflicts between single family residential areas and more intense commercial/industrial zoning and land use. The Northwest Neighborhood does contain some of the more desirable inland areas to reside in, such as Bayou Woods and Vesta Heights Subdivisions. It also contains some of the areas which require attention by the City to see that properties are properly maintained.

### OAKLAND

**CHARACTERISTICS:** Residential

**BOUNDARIES:** The Oakland Neighborhood is bounded by Northwest Neighborhood to the east, Hollywood Boulevard and the City of Mary Esther to the south, the City of Mary Esther and Mary Esther Cutoff to the west, and Mary Esther Cutoff to the north.

**ATTRIBUTES AND QUALITIES:** The Oakland Neighborhood's predominant land use is detached single family residential homes in platted subdivisions. This neighborhood also has a number of multiple family projects, primarily zero-lot line and townhomes. Strip commercial development is located along Mary Esther Cutoff and that portion of Beal Parkway lying south of its intersection with Yacht Club Drive. Businesses, such as warehouses and automotive repair and servicing are located along Hollywood Boulevard in the eastern portion of the neighborhood. There is a small convenience commercial area along Wright Parkway north of Hollywood. Bruner Middle School is the only school located in this neighborhood. The neighborhood is well provided with recreation facilities such as Fred Hedrick Community Center, the Municipal Tennis Center and Oakland Heights School Athletic Fields. Cecelia Park is a mini-park that provides passive recreation opportunities. The Oakland Neighborhood also includes the City's Public Works Maintenance Yard located

on Hollywood Boulevard between Jet Drive and Memorial Parkway. Recent improvements in this neighborhood include the Liza Jackson Charter School utilizing the former Wal-Mart Building.

### **SEABREEZE**

**CHARACTERISTICS:** Mixed Zoning, Waterfront

**BOUNDARIES:** The Seabreeze Neighborhood extends from Hollywood Boulevard on the north, Bass Avenue and Robinwood Drive to the east, Santa Rosa Sound on the south, and the City of Mary Esther on the west.

**ATTRIBUTES AND QUALITIES:** The Seabreeze Neighborhood is one of the most diverse neighborhoods relative to land use, including single family residential in the Santa Rosa Park, Seabreeze and Santasia Park Subdivisions, multiple family residential in the Fountainhead and Jackson Trail Apartment Complexes, professional offices in complexes like Paradise Village, highway commercial uses like the restaurants, hotel/motels and new car dealerships, light industrial uses like the United Parcel Service and Keego Brick; and utilities like Gulf Power Company. There is an abundance of public and quasi-public land uses such as schools (Edwins Elementary and Fort Walton Beach High) and churches (St. Mary's Catholic, First Church of Christian Science, Holy Trinity Lutheran Church, Nazarene Church, and the Seventh Day Adventists). St. Mary's also has a parochial school for First through Eighth grades. Public parks include Liza Jackson Park and the Memorial Park/Senior Citizens Center.

### **SOUTH BAYOU**

**CHARACTERISTICS:** Residential, Waterfront

**BOUNDARIES:** The South Bayou Neighborhood's southern boundary is the major arterial road Beal Parkway NW. The eastern boundary is where the City limits abut those of the Town of Cinco Bayou. To the west lies unincorporated Okaloosa County near where Mary Esther Cutoff (SR 393) intersects Beal Parkway.

**ATTRIBUTES AND QUALITIES:** The South Bayou Neighborhood is one of the most prestigious in the City. Many fine homes are located along the waterfront on large lots at the end of the numerous cul-de-sacs. Most of the streets begin at Beal Parkway and wind toward the waterfront. This area also has a nice tree canopy along many of the streets. There are several passive parks located throughout the neighborhood, Briarwood Park, Mimosa Park and Ewing Park. The neighborhood is almost entirely composed of single family detached residential subdivisions. The lone exception is a small commercial area located at Howell Drive/Beal Parkway comprising an office for a cellular phone company and a medical office.

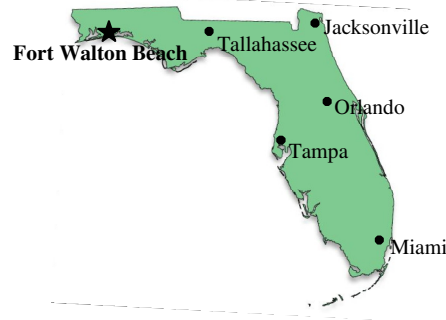
### **W.E. COMBS**

**CHARACTERISTICS:** Primarily Commercial

**BOUNDARIES:** The Combs-New Heights Neighborhood is comprised largely of the City's Commerce and Technology Park. It is bounded on the north by unincorporated Okaloosa County, on the east by the Sylvania Heights area of Okaloosa County and Mary Esther Cut-Off, on the south by the City of Mary Esther and to the west by Hurlburt Field, which is part of the Eglin Air Force Base Complex.

**ATTRIBUTES AND QUALITIES:** The Combs-New Heights Neighborhood includes Combs-New Heights elementary school, which gives the neighborhood its name, and dates to the 1950's and 1960's when most of the residential areas were platted. These subdivisions were annexed to the City by special election for large areas and by individual voluntary requests during the early 1960's. The residential area is a quiet area which lies between Gap Creek and Lovejoy Road and until the early 1990's had no sanitary sewer or paved roads. The residential area's proximity to the industrial and heavy business area to the south and west as well as the very rundown unincorporated area, Sylvania Heights, located to the east, provides a myriad of incompatible land uses. Hurlburt Arms, a multifamily subdivision/apartment complex, is an enclave that lies between Mary Esther on the south, east and west, and the City's Industrial Park on its north, near Anchors Street. A large portion of this neighborhood is industrial, warehousing and wholesaling enterprises, which were developed on land owned and strictly controlled by the City from the 1960's until 1994. Most of the industrially zoned lands are developed although there are still several tracts that have never been sold.

## LOCATION



## WEATHER

Summer Temp. 80°F



Winter Temp. 51°F



Annual Rainfall 64"



## LOCAL AREA ECONOMY

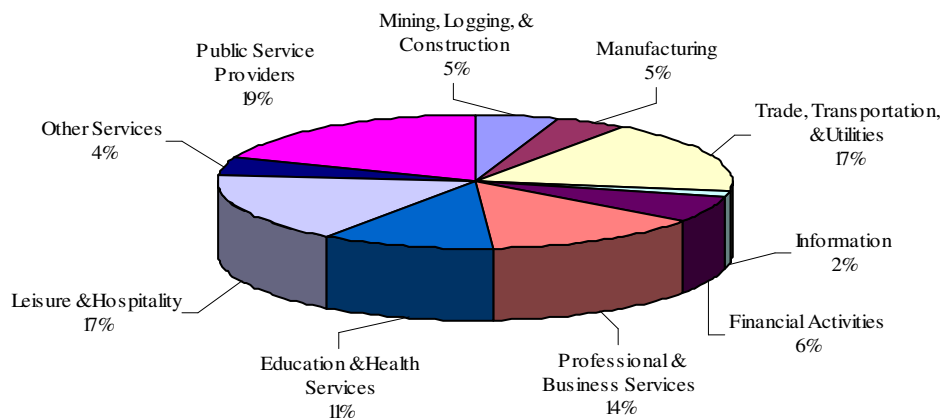
### Top 10 Employers

<u>Employer</u>	<u>Product/Service</u>	<u>Employee</u>
USAF – Eglin AFB*	Air Force Development Test Center	16,476
USAF – Hurlburt AFB**	Air Force Special Operations Command	11,171
Okaloosa County School District	Education Services	3,278
Okaloosa County Government	Government Services	1,383
Ft. Walton Beach Medical Center	Medical Services	1,305
DRS Training & Control Systems	Defense Electronics	875
InDyne	Military Technical Support	786
Northwest Florida State College	Education Services	763
Resort Quest	Property Management Services	750
BAE Systems Technical Services	Military Technical Support	700

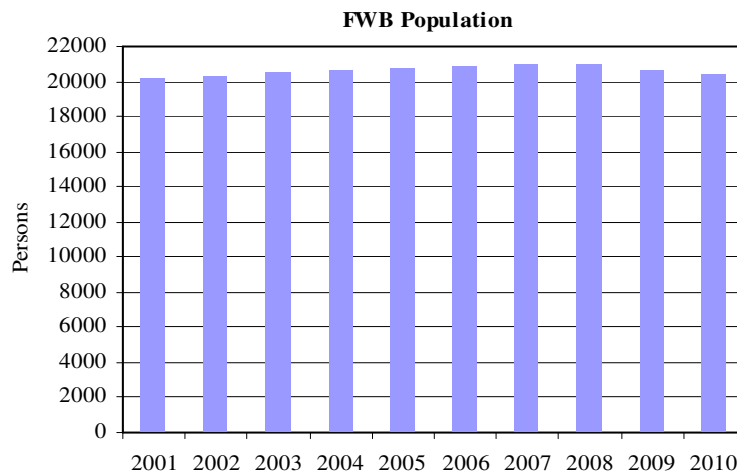
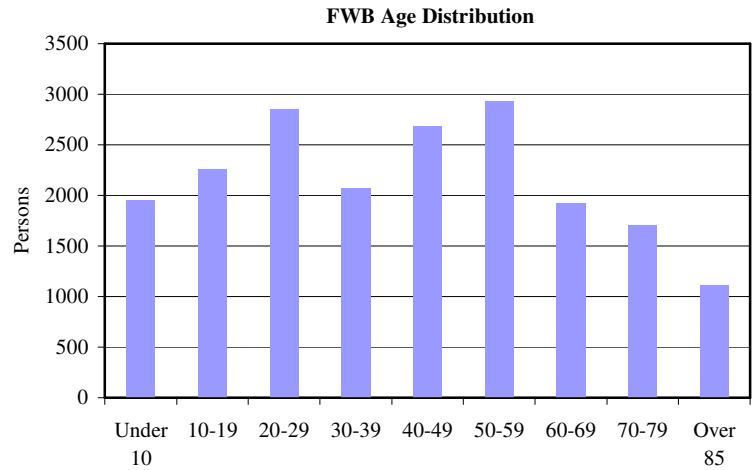
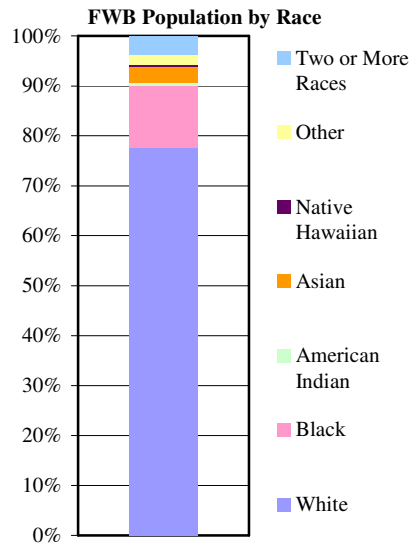
\*Includes military, civilian, and contractor personnel

\*\*Includes military and civilian personnel

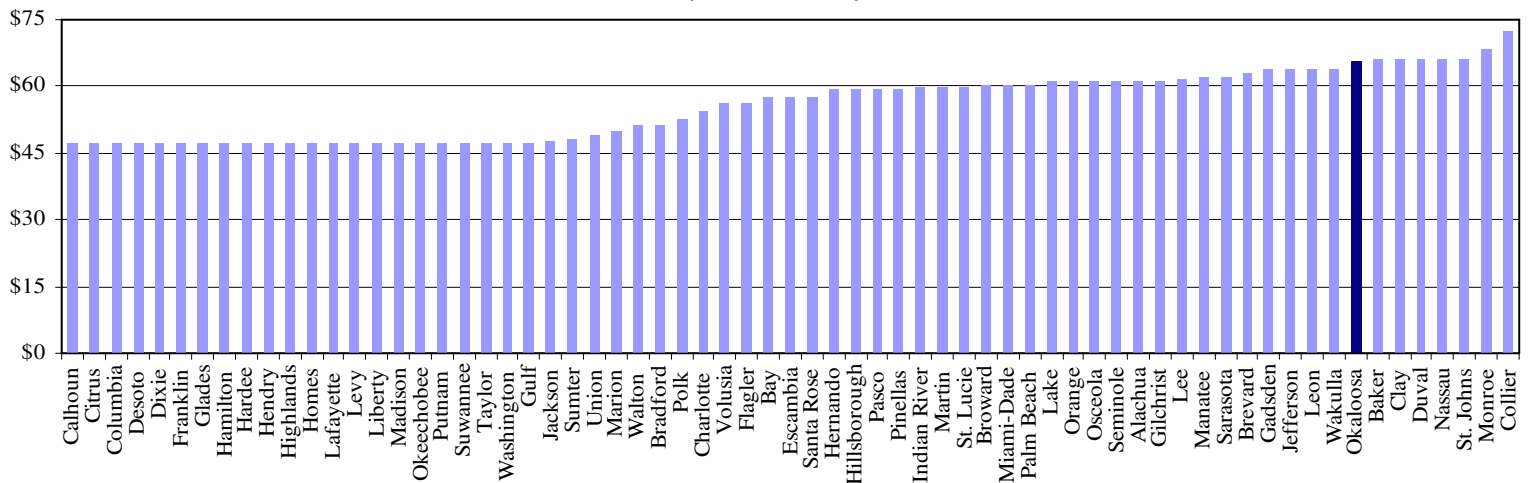
### Non-Agricultural Employment by Industry



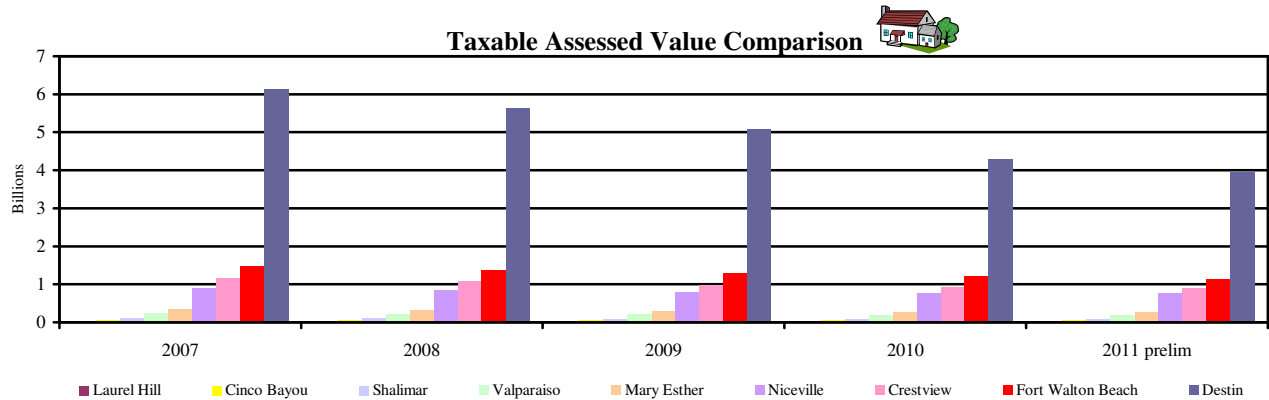
## DEMOGRAPHICS



**Median Income by Florida County (in thousands)**



## PROPERTY TAXES



### Property Tax Burden Comparison for Okaloosa County's Municipalities

<u>Municipality</u>	<u>Population</u>	<u>Proposed</u> <u>Millage Rate</u>	<u>Preliminary</u> <u>Taxable Value</u>	<u>Ad Valorem</u> <u>Per Capita</u>
Destin	12,591	1.4550	\$3,947.6M	\$456.17
Cinco Bayou	370	2.3000	\$47.6M	\$295.74
<b>Fort Walton</b>	<b>20,355</b>	<b>4.5383</b>	<b>\$1,148.8M</b>	<b>\$256.14</b>
Shalimar	717	2.0000	\$86.3M	\$240.70
Crestview	21,321	5.5966	\$905.9M	\$237.79
Niceville	13,248	3.6500	\$755.7M	\$208.19
Mary Esther	4,033	2.6435	\$264.1M	\$173.09
Valparaiso	6,380	4.0644	\$180.9M	\$115.23
Laurel Hill	618	3.5000	\$14.5M	\$82.13

Fort Walton Beach is the only full-service city, providing police, fire, water & sewer, garbage, and stormwater services along with recreational programs, senior center, library, museums, and two 18-hole golf courses.

### Top 10 Fort Walton Beach Taxpayers - 2010

<u>Taxpayer</u>	<u>Total Taxable Value</u>	<u>Percentage</u>
99 Eglin Ltd.	13,953,676	1.15%
Presidio Developers LLC	8,857,700	0.73%
BLC Westwood LLC	7,634,171	0.63%
DRS Training & Control Systems	6,253,192	0.52%
DDRM Shoppes at Paradise	5,722,845	0.47%
EHC II-Captain's Quarters LLC	4,936,424	0.41%
FNBT.COM Bank	4,850,988	0.40%
Choctaw Plaza LTD	4,797,756	0.40%
Mariner Plaza Realty Assoc.	4,633,601	0.38%
DEAS J Jr ET AL	4,463,440	0.37%
	<u>\$66,103,793</u>	<u>5.46%</u>
Other Taxpayers	\$1,143,636,711	94.54%
Total Taxable Assessed Value	\$1,209,740,504	100.00%

## SELECT FEE SCHEDULES

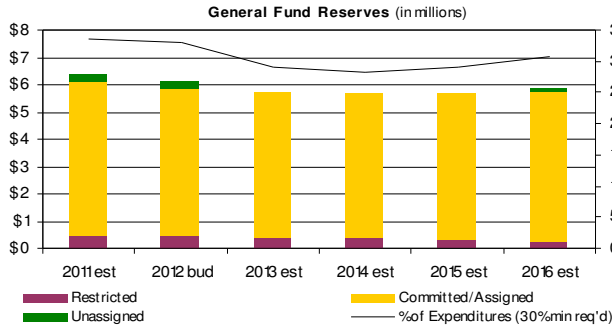
Water & Wastewater Rates Effective October 1, 2011							
Monthly Water Rates <sup>(1,2)</sup>		Residential		Commercial		Res 2010-9	03/23/10
		Inside	Outside <sup>(3)</sup>	Inside	Outside <sup>(3)</sup>		
	Lifeline Rate <sup>(4)</sup>	\$8.06	\$10.07	\$8.06	\$10.07	Res 2010-9	03/23/10
	Monthly Base Charge, Meter Size:					Res 2010-9	03/23/10
	3/4"	\$8.06	\$10.07	\$8.06	\$10.07	Res 2010-9	03/23/10
	1.0"	\$8.06	\$10.07	\$8.06	\$10.07	Res 2010-9	03/23/10
	1.5"	\$10.96	\$13.70	\$10.96	\$13.70	Res 2010-9	03/23/10
	2.0"	\$18.62	\$23.27	\$18.62	\$23.27	Res 2010-9	03/23/10
	3.0"	\$28.37	\$35.46	\$28.37	\$35.46	Res 2010-9	03/23/10
	4.0"	\$35.46	\$44.32	\$35.46	\$44.32	Res 2010-9	03/23/10
	6.0"	\$56.42	\$70.52	\$56.42	\$70.52	Res 2010-9	03/23/10
	8.0" & 10.0"	\$84.55	\$105.68	\$84.55	\$105.68	Res 2010-9	03/23/10
	Multi-Residential / Multi-Commercial, Additional per Unit	\$5.96	\$7.45	\$8.06	\$10.07	Res 2011-14	06/14/11
	Gallorage Rate-per 1,000 gallons per unit		Inside		Outside <sup>(3)</sup>	Res 2010-9	03/23/10
	Block 1 (0-2,000)		Included in Monthly Base Charge			Res 2010-9	03/23/10
	Block 2 (2,001 - 4,000)		\$2.41		\$3.01	Res 2010-9	03/23/10
	Block 3 (4,001 - 8,000)		\$2.94		\$3.67	Res 2010-9	03/23/10
	Block 4 (8,001 +)		\$4.41		\$5.51	Res 2010-9	03/23/10
Monthly Wastewater Rates <sup>(2)</sup>		Residential		Commercial		Res 2010-9	03/23/10
	Lifeline Rate <sup>(4)</sup>	\$17.67				Res 2010-9	03/23/10
	Monthly Base Charge	\$17.67		\$21.20		Res 2010-9	03/23/10
	Gallorage Rate-per 1,000 gallons per unit <sup>(4)</sup>					Res 2010-9	03/23/10
	Block 1 (0-2,000)	Included in Monthly Base Charge				Res 2010-9	03/23/10
	Block 2 (2,001 +)	\$5.55		\$6.66		Res 2010-9	03/23/10

<sup>(1)</sup>Irrigation customers subject to water rates as outlined herein; <sup>(2)</sup>Monthly Base Charge is per Unit. Residential Single Family and Commercial count as 1 unit. Multi-Family and Multi-Commercial are billed according to meter size and unit count; <sup>(3)</sup>Outside City surcharge of 25% for water; <sup>(4)</sup>Single family residence with less than 2,000 gallons per month; <sup>(5)</sup>Residential service capped at 16,000 gallons per unit.

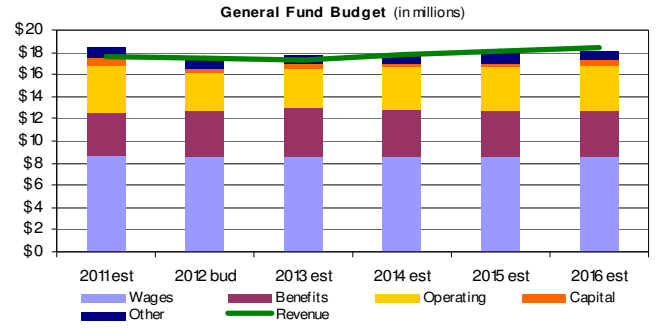
Sanitation Services					
Basic Garbage Rates					
	Residential:	Garbage	Tipping*	Fuel	Total
	One Container	\$10.60	\$5.25	\$0.00	\$15.85
	Two Containers	\$21.20	\$10.51	\$0.00	\$31.71
	Special pickup (non handicap)	\$26.05	\$5.25	\$0.00	\$31.30
	Residential Dumpsters, Individual meters	\$10.60	\$5.25	\$0.00	\$15.85
	Commercial:				
	One Container	\$28.60	\$5.97	\$0.00	\$34.57
	Two Containers	\$57.20	\$11.95	\$0.00	\$69.15
	Special pickup	\$37.35	\$5.97	\$0.00	\$43.32
	Sharing Dumpster (Minimum charge)	\$28.60	\$5.97	\$0.00	\$34.57
	2 Cubic Yards:				
	2 Cubic Yards, 2 x week	\$60.70	\$43.11	\$0.00	\$103.81
	2 Cubic Yards, 3 x week	\$91.05	\$64.63	\$0.00	\$155.68
	2 Cubic Yards, 4 x week	\$121.45	\$86.16	\$0.00	\$207.61
	2 Cubic Yards, 5 x week	\$151.75	\$107.69	\$0.00	\$259.44
	2 Cubic Yards, 6 x week	\$182.10	\$129.21	\$0.00	\$311.31
	4 Cubic Yards:				
	4 Cubic Yards, 2 x week	\$85.70	\$86.16	\$0.00	\$171.86
	4 Cubic Yards, 3 x week	\$128.55	\$129.21	\$0.00	\$257.76
	4 Cubic Yards, 4 x week	\$171.40	\$172.27	\$0.00	\$343.67
	4 Cubic Yards, 5 x week	\$214.25	\$215.32	\$0.00	\$429.57
	4 Cubic Yards, 6 x week	\$257.10	\$258.38	\$0.00	\$515.48
	6 Cubic Yards:				
	6 Cubic Yards, 2 x week	\$112.50	\$129.21	\$0.00	\$241.71
	6 Cubic Yards, 3 x week	\$168.75	\$193.79	\$0.00	\$362.54
	6 Cubic Yards, 4 x week	\$224.95	\$258.38	\$0.00	\$483.33
	6 Cubic Yards, 5 x week	\$281.20	\$322.96	\$0.00	\$604.16
	6 Cubic Yards, 6 x week	\$337.45	\$387.59	\$0.00	\$725.04
	8 Cubic Yards:				
	8 Cubic Yards, 2 x week	\$135.70	\$172.27	\$0.00	\$307.97
	8 Cubic Yards, 3 x week	\$203.55	\$258.38	\$0.00	\$461.93
	8 Cubic Yards, 4 x week	\$271.40	\$344.48	\$0.00	\$615.88
	8 Cubic Yards, 5 x week	\$339.25	\$430.64	\$0.00	\$769.89
	8 Cubic Yards, 6 x week	\$407.10	\$516.75	\$0.00	\$923.85

## FIVE-YEAR FINANCIAL FORECASTS

Note: due to revenue constraints, all forecasts are predicated on a continued wage freeze over the five-year period.



The General Fund will fall short of its 30% disaster/emergency reserve level in FY's 2013-2015.



General Fund revenues are anticipated to exceed expenditures in FY 2015.

Pro-Forma for Utilities Fund

	2011-12	2012-13	2013-14	2014-15	2015-16
Operating Income/(Loss)	1,131,061	1,178,062	1,252,459	1,335,863	1,384,999
Non-Operating Revenues/(Expenses)	(236,674)	(142,559)	(51,759)	66,753	132,003
Income/(Loss) Before Operating Transfers	894,387	1,035,503	1,200,700	1,402,616	1,517,002
Contributions and Transfers	(1,126,286)	(1,135,317)	(1,144,618)	(1,154,199)	(1,164,067)
Change in Net Assets	(231,899)	(99,814)	56,082	248,417	352,935
Net Assets - Beginning of Year	21,441,131	21,209,232	21,109,419	21,165,500	21,413,917
Net Assets - End of Year	21,209,232	21,109,419	21,165,500	21,413,917	21,766,852

Pro-Forma for Sanitation Fund

	2011-12	2012-13	2013-14	2014-15	2015-16
Operating Income/(Loss)	677,317	689,707	619,121	549,278	461,308
Non-Operating Revenues/(Expenses)	28,300	33,925	48,100	67,000	76,450
Income/(Loss) Before Operating Transfers	705,617	723,632	667,221	616,278	537,758
Contributions and Transfers	(456,105)	(456,105)	(456,105)	(456,105)	(456,105)
Change in Net Assets	249,512	267,527	211,116	160,173	81,653
Net Assets - Beginning of Year	3,091,745	3,341,257	3,608,784	3,819,900	3,980,073
Net Assets - End of Year	3,341,257	3,608,784	3,819,900	3,980,073	4,061,726

Pro-Forma for Golf Fund

	2011-12	2012-13	2013-14	2014-15	2015-16
Operating Income/(Loss)	(109,124)	(62,919)	2,952	76,392	138,878
Non-Operating Revenues/(Expenses)	89,727	94,321	97,681	101,058	104,534
Income/(Loss) Before Operating Transfers	(19,397)	31,402	100,633	177,450	243,412
Contributions and Transfers	(91,349)	(89,424)	(87,470)	(85,486)	(83,473)
Change in Net Assets	(110,746)	(58,022)	13,163	91,964	159,939
Net Assets - Beginning of Year	245,646	134,900	76,878	90,041	182,005
Net Assets - End of Year	134,900	76,878	90,041	182,005	341,944

Pro-Forma for Stormwater Fund

	2011-12	2012-13	2013-14	2014-15	2015-16
Operating Income/(Loss)	146,199	141,260	134,884	119,850	97,349
Non-Operating Revenues/(Expenses)	3,000	3,375	5,400	8,100	9,450
Income/(Loss) Before Operating Transfers	149,199	144,635	140,284	127,950	106,799
Contributions and Transfers	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Change in Net Assets	134,199	129,635	125,284	112,950	91,799
Net Assets - Beginning of Year	1,258,134	1,392,333	1,521,968	1,647,252	1,760,203
Net Assets - End of Year	1,392,333	1,521,968	1,647,252	1,760,203	1,852,001

All enterprise funds are anticipated to generate positive net assets by FY 2014.

## **GLOSSARY OF TERMS**

### **ACCRUAL BASIS OF ACCOUNTING**

A basis of accounting under which the financial effects of transactions, events, and interfund activities are recognized when they occur, regardless of the timing of related cash flows. All proprietary funds use the accrual basis of accounting.

### **AD VALOREM**

A Latin term meaning “according to value” commonly used when referring to property taxes.

### **ADOPTED BUDGET**

An annual budget approved by City Council each September detailing the revenues and expenditures of the City for the upcoming fiscal year.

### **ANNUAL BUDGET**

A budget applicable to a single fiscal year.

### **AMENDED BUDGET**

A revised version of the adopted budget prepared after the close of each fiscal year to reflect actual revenues and expenditures.

### **AMENDMENT ONE**

A Florida constitutional amendment approved by voters in 2008 that provides 1) an additional \$25,000 homestead exemption, 2) a 10% annual cap for assessed value increases to non-homesteaded properties, 3) a \$25,000 exemption for tangible personal property, and 4) portability of accrued “Save Our Homes” benefits.

### **APPROPRIATED BUDGET**

An expenditure authority created by Ordinance, which is signed into law, and the related estimated revenues. The appropriated budget includes all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

### **APPROPRIATION**

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

### **APPROPRIATION FROM FUND BALANCE**

A non-revenue funding source used to bridge the gap between anticipated revenues and expenditures in the adopted budget of governmental, special revenue, and similar funds.

### **APPROPRIATION FROM NET ASSETS**

A non-revenue funding source used to bridge the gap between anticipated revenues and expenditures in the adopted budget of enterprise funds.

### **ASSESSED VALUE**

A dollar value of property (land and/or structures) assigned by a public tax assessor for the purposes of taxation.

### **BALANCED BUDGET**

The total of all available financial resources (either on hand at the beginning of the fiscal year or generated during the fiscal year) equals or exceeds the total of all financial requirements (either planned spending during the year or funds required to be on hand at the end of the fiscal year). The requirement for a balanced budget is established at the fund level and must be met for each individual fund budgeted.

### **BEAL MEMORIAL CEMETERY PERPETUAL CARE FUND**

Accounts for funds accumulated to meet the requirements of maintaining the City owned cemetery.



**BETTERMENT**

An addition to, or change in, a fixed asset other than maintenance, to prolong its life or increase its efficiency. The cost of the addition or change is added to the book value of the asset.

**BOND**

A method of issuing debt for the purpose of raising capital, with a term of more than one year and usually with a fixed interest rate.

**BUDGET**

A plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

**BUDGET AMENDMENT**

An increase or decrease in the total adopted budget amount. This must be accomplished by an Ordinance approved by the City Council.

**BUDGET BASIS**

The budget is prepared on a basis consistent with generally accepted accounting principles (GAAP) and generally follows the basis of accounting with few exceptions. During the year, the City's accounting system is maintained on the same basis as the adopted budget, which enables department budgets to be easily monitored through the accounting system. The major difference between this budget and GAAP for governmental funds is that certain revenues and expenditures (e.g. compensated absences and depreciation) are not recognized for budgetary purposes, but are recorded in the accounting system at year-end. The difference to GAAP for enterprise funds is that debt principal payments and capital outlay are budgeted as expenditures for budgetary purposes while any depreciation and compensated absences are not budgeted. However, all these items are recorded in the accounting system at year-end in accordance with GAAP.

**BUDGET RESIDUALS**

Excess budget funds transferred out of an account by the Finance Department once the budgeted expense has been incurred (e.g. capital purchase, maintenance contract incurred). Reallocation of these funds requires City Manager approval.

**BUDGET TRANSFER**

A reallocation of funds among line items, within the same fund, with the approval of the City Manager or designee.

**CAPITAL EXPENDITURE**

An expenditure resulting in the acquisition of or an addition to the government's general fixed assets.

**CAPITAL IMPROVEMENT PROGRAM (CIP)**

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. The CIP includes equipment, vehicles, and construction projects valued over \$25,000.

**CAPITAL OUTLAY**

Generally, a capital outlay item may be defined as an item valued between \$500 and \$25,000 with a life expectancy of less than 10 years. Capital outlay includes furniture, equipment, and vehicles needed to support the operation of the City's programs, minor construction projects, landscaping projects, and facility repairs. However, for purposes of budgeting, staff has combined small projects into a CIP when collectively they relate to an overall improvement program or project for a facility or system. For example, the repair of bleachers, batting cages, and lighting at the Softball Complex may be part of a CIP for the renovation of the facility, even though individually the specific items do not meet the CIP threshold.

**CAPITAL PROJECT**

There are two types of capital expenditures: infrastructure projects and operating programs. Capital projects are addressed in the CIP and generally include major fixed assets or infrastructure with long-term value, such as buildings, roads, and parks. Capital project costs include all expenditures related to planning, design, equipment, and construction and may involve some form of debt financing.

**CAPITAL PROJECTS FUND**

Accounts for the planned capital improvements to municipal facilities and infrastructure construction.

**CASH BASIS**

A basis of accounting under which revenues are recognized when cash is received and expenses are recognized when cash is paid.

**CODE ENFORCEMENT BOARD (CEB)**

Enforces the provisions of the City code and ordinances (i.e. building maintenance, grass height, signage). The board has the authority to impose administrative fines and other non-criminal penalties. The seven members of the board must be residents of the City of Fort Walton Beach and are appointed to three-year terms. The members are limited to two successive terms. The board meets the second Wednesday of each month at 4 PM in the Council Chambers at City Hall.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND**

Accounts for funding from the Federal government to provide services to the citizens with a financial need. These services include providing funding to area non-profit social service organizations, rehabilitating single-family homes, and clearing dilapidated structures.

**COMMUNITY DEVELOPMENT SERVICES (CDS)**

A City department providing overall direction and supervision of building inspections, code enforcement, planning, zoning, CDBG, and CRA.

**COMMUNITY REDEVELOPMENT AGENCY (CRA)**

A public organization that works to improve a specific area (called a Community Redevelopment District) in a community through redevelopment and economic investment. The targeted area must meet the state definition of "slum and blight," which includes 14 conditions such as deteriorating buildings, lack of parking and sidewalks, inadequate roadways, faulty lot layout, flooding problems, and outdated building patterns.

**COMMUNITY REDEVELOPMENT AGENCY (CRA) BOARD**

Oversees redevelopment projects and recommends infrastructure improvements within the CRA district. The board endeavors to implement specific projects to encourage redevelopment within the CRA district. The board has seven members who are appointed to four-year terms. Members must either reside in the City or be engaged in business in the CRA district and are limited to two successive terms. The commission meets the first Wednesday of each month at 5:30 PM in the Council Chambers at City Hall.

**COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND**

A "discretely presented component unit" that accounts for the revenues and expenditures associated with the CRA.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)**

An audited financial report prepared annually per Florida State Statute 218.32.

**COMPREHENSIVE LAND DEVELOPMENT PLAN**

A comprehensive plan which "guides public capital investments, other public fiscal policies, operating policies of the Fort Walton Beach government, and the future use of land in the City" per the Local Government Comprehensive Planning and Land Development Regulation Act (Chapter 163, Florida Statutes). The City's comprehensive

plan may be amended up to twice a year and must be evaluated and updated every five years. The plan must address the following elements: Future Land Use; Traffic Circulation; Sanitary Sewer, Solid Waste, Drainage, Potable Water, and Natural Groundwater; Parks, Recreation, and Open Space; Aquifer Recharge; Capital Improvements; Coastal Management; Conservation; Intergovernmental Coordination; and Housing Element.

**CONNECTION FEE**

A fee charged to join or to extend an existing utility system.

**CONTINGENCIES**

Funds that do not have an identified purpose and are budgeted for unanticipated or emergency purchases or repairs. The State of Florida allows up to a maximum of 10% of anticipated revenues to be allocated toward contingencies.

**DEBT CAPACITY**

The amount of debt that can be repaid in a timely manner without forfeiting financial viability. Includes the determination of the appropriate limit to the amount of long-term debt that can remain outstanding at any point of time, as well as the total amount of debt that can be incurred.

**DEBT RATIO**

A financial ratio that indicates the percentage of assets that are financed via debt; the ratio of total debt (current and long-term) and total assets (current, fixed, and other).

**DEBT SERVICE FUND**

Accounts for the principle and interest payments of General Fund debt.

**DEPARTMENT**

A distinct operating unit within the City, normally contained within one fund, that may or may not be subdivided into divisions.

**DEPRECIATION**

A portion of the cost of a fixed asset, other than waste, charged as an expense during a particular period.

**DISCRETELY PRESENTED COMPONENT UNIT**

In accordance with GASB 14, the City (primary government) is financially accountable if it appoints a voting majority of the component's governing board and (1) it is able to impose its will on the organization or (2) there is a potential for the organization to provide specific financial benefit to or impose specific financial burden on the City. In addition, component units can be other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

**DIVISION**

A specialized component of a department.

**ENTERPRISE FUND**

Accounts for business-type activities of a government that are financed in whole or part by user fees, such as utilities, mass transit, and airports.

**EQUITY IN POOLED CASH**

Each fund's proportionate share of the City's investment and checking accounts is called equity in pooled cash. The City commingles each fund's resources for practical and investment purposes, which is permissible by generally accepted accounting principles.

**EXPENDITURE**

A decrease in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service, capital outlays, inter-governmental grants, entitlements, or shared revenues.

**EXPENSE**

A use of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or central operations.

**FIDUCIARY FUND**

Type of fund used to account for assets not available to support the government's programs that are held in a trustee or agent capacity. Includes private-purpose trust, pension and other employee benefit trust, investment trust, and agency fund types.

**FISCAL YEAR**

The City's budget year, which runs from October 1 to September 30.

**FORFEITURE**

An automatic loss of cash or other property as a penalty for not complying with legal provisions and as compensation for the resulting damages or losses. This term should not be confused with confiscation. The latter term designates the actual taking over of the forfeited property by the government. Even after property has been forfeited, it is not considered confiscated until the government claims it.

**FRANCHISE FEE**

A fee levied in proportion to gross receipts on business activities of all or designated types of businesses.

**FULL-TIME EQUIVALENT (FTE)**

One position funded for a full year. Either one full-time position funded at 40 hours/week for 52 weeks/year or multiple part-time positions whose funding equates to 40 hours/week for 52 weeks/year.

**FUND**

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**FUND BALANCE**

The difference between current financial assets and liabilities accounted for in a governmental fund; the net available financial resources externally or internally constrained as to use. Might be better described as a measure of liquidity rather than net worth. It attempts to measure how much would be left over at the end of the current fiscal year for the subsequent fiscal year's budget were the government to budget in accordance with generally accepted accounting principles (GAAP).

**GASB 34**

A new accounting standard issued by the Governmental Accounting Standards Board applicable to all state and local governments. Compliance with GASB 34 is necessary in the preparation of financial statements in accordance with Generally Accepted Accounting Principles.

**GENERAL FUND**

Accounts for primarily unrestricted resources and those resources not requiring reporting elsewhere. This fund exists from inception of the government throughout the government's existence.

**GENERAL OBLIGATION BOND**

A bond for which payment is pledged based on the full faith and credit of the issuing government.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)**

A uniform accounting and financial reporting system used by the City to accurately track all government expenditures, revenues, assets, and liabilities.

**GOLF ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's golf course operations.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)**

A professional association of state and local finance officers that has served the public finance profession since 1906.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)**

An organization that establishes and improves the standards of state and local governmental accounting and financial reporting to produce meaningful information for users of financial reports.

**GOVERNMENTAL FUND**

Type of fund through which most governmental functions typically are financed and accounts for taxes, grants, and similar resources. Includes general, special revenue, capital projects, debt service, and permanent fund types. May be referred to as "source and use" funds.

**IMPACT FEE**

Imposed on new construction in order to support specific new demands on a given service (i.e. streets, water lines, sewer lines, parks, police, fire).

**IMPROVEMENT OTHER THAN BUILDING**

An attachment or annexation to land that is intended to remain attached or annexed, such as sidewalks, trees, drives, tunnels, drains, and sewers. Sidewalks, curbing, sewers and highways are sometimes referred to as betterments, but the term "improvements" is preferred.

**INVESTMENT**

Most commonly, securities and real estate held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in government operations.

**LAW ENFORCEMENT TRUST and TRAINING FUNDS (LETFs)**

The Law Enforcement Trust Fund accounts for funds received from the sale of confiscated property that are used for drug enforcement. The Law Enforcement Training Fund accounts for funds received from court fines that are used for additional Police Department training.

**LEGAL DEBT LIMIT**

The State of Florida does not place a legal limit of debt on the municipalities. For general obligation debts greater than one year, the City must conduct a voter referendum process. Special revenue debt is pledged by a specific revenue source and limited by available revenue; therefore it is not subject to voter referendum.

**LEGISLATIVE COMMITTEE ON INTERGOVERNMENTAL RELATIONS**

Branch of the Department of Revenue that computes and published estimates for the following state-shared revenue sources: communication services tax, half-cent sales tax, local option fuel tax, and municipal revenue sharing.

**MACHINERY AND EQUIPMENT**

Property that does not lose its identity when removed from its location and is not changed materially or consumed immediately (i.e. within one year) by use.

**METROPOLITAN STATISTICAL AREA (MSA)**

A core area containing a substantial population nucleus, together with adjacent communities having a high degree of social and economic integration with that core. The

Fort Walton Beach MSA includes all of Okaloosa County.

**MILLAGE RATE**

A tax rate on property expressed in mills per dollar value of property. One mill equals \$1 per \$1,000 of assessed taxable property value.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING**

A basis of accounting under which revenues are recognized in the accounting period in which they become both available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due. All governmental funds use the modified accrual basis of accounting.

**MUNICIPAL PLANNING BOARD (MPB)**

Acts in an advisory capacity to the City Council on rezoning and development regulations, and monitors the implementation of the City's Comprehensive Plan. The seven members serve four-year terms, must be City of Fort Walton Beach residents, and are limited to two successive terms. The board meets the first Thursday of each month at 5 PM in the Council Chambers at City Hall.

**MUNICIPALITY**

A political unit, such as a city, town, or village, incorporated for local self-government.

**NET ASSETS**

The difference between assets and liabilities accounted for in an enterprise fund. Might be described as a measure of net worth. It attempts to measure how much left over at the end of the current fiscal year for the subsequent fiscal year's budget were the government to budget in accordance with generally accepted accounting principles (GAAP).

**NON-OPERATING EXPENSE**

A fund expense not directly related to the fund's primary activities.

**NON-OPERATING REVENUE**

A fund revenue incidental to or a by-product of the fund's primary activities.

**NON-RECURRING EXPENSE**

A one-time expense, such as the purchase of a computer or a piece of equipment.

**OPERATING BUDGET**

A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled.

**OPERATING TRANSFER**

An inter-fund transfer other than a residual equity transfer (i.e. a legally authorized transfer from a fund receiving revenue to the fund through which the resources are to be expended).

**ORDINANCE**

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments, and service charges, universally require ordinances.

**PAY AS YOU GO**

A type of financing whereby current revenues, taxes, and/or grants rather than long term debt are used to pay for capital improvements.

**PAY AS YOU USE**

A type of financing whereby long term debt rather than current revenues is used to pay for capital improvements.

**PERSONAL SERVICES**

The combination of regular wages, overtime, incentive pay, social security, Medicare, and benefits including deferred compensation, retirement, insurance (dental, health, & life), and worker's compensation.

**PLAN FOR NEIGHBORHOOD ACTION (PNA)**

The action plan developed by each neighborhood in response to the issues and concerns brought forward by that particular neighborhood in the Great Neighborhoods Partnership Program. The PNA's are then placed in the future land use element of the City's Comprehensive Plan Directions.

**PRO FORMA**

A financial statement for an enterprise fund that illustrates projected cash flows and changes in net assets. Pro forma statements may be used to demonstrate the expected effect of proposed changes to revenues or expenses on the fund's financial viability. Lenders require such statements to structure or confirm compliance with debt covenants such as debt service reserve coverage and debt to equity ratios.

**PROPRIETARY FUND**

Type of fund used to account for a government's ongoing organizations and activities which are similar to those often found in the private sector. Fund types include enterprise and internal service funds. May be referred to as "income-determining" funds.

**PUBLIC SAFETY**

The combination of Police and Fire services.

**RECURRING EXPENSE**

An expense incurred year after year, such as a maintenance contract for software or equipment.

**REFUND**

To pay back or allow credit for an amount due to an over collection or the return of an object sold.

**RESOLUTION**

A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**REVENUE**

An increase in the net current assets of a fund from sources other than expenditure refunds and residual equity transfers.

**REVENUE BOND**

A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

**ROLL-BACK RATE**

The millage rate that will provide the same ad Valorem tax revenue for the taxing authority as was levied during the prior year, exclusive of new construction, additions to structures, deletions, increases in the value of improvements that have undergone a substantial rehabilitation which increased the assessed value of such improvements by at least 100 percent, and property added due to geographic boundary changes.

**SANITATION ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's solid waste and recycling operations.

**“SAVE OUR HOMES”**

A Florida constitutional amendment approved by voters in 1992 that provides a \$25,000 exemption and limits the amount a homestead property can increase in value on the tax rolls each year. The law limits value increases to three percent or a figure equal to the Consumer Price Index - whichever is less.

**SHARED REVENUE**

Revenue levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

**SPECIAL PROJECT CARRY-OVER**

A project carried forward to the next fiscal year due to incompleteness. The project was originally budgeted in the year appropriated, so appropriation is likewise carried forward.

**SPECIAL REVENUE FUND**

Accounts for resources restricted by law or contract for specific purposes. The fund exists only for the life of the restriction.

**STATUTE**

A written law enacted by a duly organized and constituted legislative body.

**STORMWATER ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's stormwater operations.

**TAX INCREMENT FINANCING (TIF)**

Florida law allows the use of tax increment financing (TIF) to fund specific public improvement projects in the CRA area. The TIF is determined by the growth in the assessed value of taxable property in the CRA area from the base year to the current tax year and multiplied by the current tax rate for the City and County.

**TRUTH IN MILLAGE (TRIM)**

A uniform method for calculating and reporting ad Valorem tax rates in accordance with Chapter 200 of the Florida State Statutes.

**UTILITIES ENTERPRISE FUND**

Accounts for the revenues and expenditures of the City's water and sewer operations.

**WORKING CAPITAL**

The difference between current assets and current liabilities reported in a proprietary fund. This measure indicates relative liquidity.



## **ACRONYMS**

**CAFR** – Comprehensive Annual Financial Report

**CEB** – Code Enforcement Board

**CDBG** – Community Development Block Grant

**CDS** – Community Development Services

**CIP** – Capital Improvement Program

**CRA** – Community Redevelopment Agency

**DOR** – Department of Revenue

**FRDAP** – Florida Recreation and Development Assistance Program

**FDEP** – Florida Department of Environmental Protection

**FTE** – Full-Time Equivalent

**GAAP** – Generally Accepted Accounting Principles

**GASB** – Governmental Accounting Standards Board

**GFOA** – Government Finance Officer's Association

**LCIR** – Legislative Committee on Intergovernmental Relations

**LDC** – Land Development Code

**LETf** – Law Enforcement Trust/Training Fund

**MPB** – Municipal Planning Board

**MSA** – Metropolitan Statistical Area

**NPDES** – National Pollutant Discharge Elimination System

**PNA** – Plan for Neighborhood Action

**TIF** – Tax Increment Financing

**TRIM** – Truth In Millage

**Resolution 2011-27**

**A RESOLUTION OF THE CITY OF FORT WALTON BEACH,  
FLORIDA, ADOPTING THE MILLAGE RATE FOR THE FISCAL  
YEAR BEGINNING OCTOBER 1, 2011 AND ENDING  
SEPTEMBER 30, 2012; AND PROVIDING AN EFFECTIVE DATE.**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FORT WALTON BEACH, FLORIDA, THAT:

1. Purpose

The City of Fort Walton Beach held a public budget meeting on August 16, 2011 to discuss the FY 2011-12 budget. The City held public budget hearings on September 6, 2011 and September 21, 2011 as required by Florida Statutes section 200.065. The Okaloosa County Property Appraiser has certified that the gross taxable value for operating purposes not exempt from taxation within the City of Fort Walton Beach is \$1,148,835,675.

2. Millage Rate

The City hereby sets the FY 2011-12 operating millage rate at 4.5383 mills, which is 4.38% less than the rolled-back rate of 4.7463 mills. There is no voted debt service millage.

3. Effective Date

This resolution shall take effect immediately upon approval by the City Council.

September 21, 2011  
Adopted

Mike Anderson  
Mike Anderson, Mayor

Attest:

Helen G. Spencer  
Helen Spencer, City Clerk

Approved for form and legal sufficiency:

Hayward Dykes, Jr.  
Hayward Dykes, Jr., City Attorney

## **Resolution 2011-28**

### **A RESOLUTION OF THE CITY OF FORT WALTON BEACH, FLORIDA, ADOPTING THE BUDGET FOR CERTAIN EXPENDITURES, EXPENSES, CAPITAL IMPROVEMENTS AND CERTAIN INDEBTEDNESS FOR THE CITY OF FORT WALTON BEACH, FLORIDA, FOR THE YEAR BEGINNING OCTOBER 1, 2011 AND ENDING SEPTEMBER 30, 2012; AND PROVIDING AN EFFECTIVE DATE.**

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FORT WALTON BEACH, FLORIDA, THAT:

1. Purpose

Prior to the beginning of a new fiscal year, the City is required to pass and adopt a budget for the operation of the City government. The City held a public budget meeting on August 16, 2011 to discuss the FY 2011-12 budget. The City held public budget hearings on September 6, 2011 and September 21, 2011 as required by Florida Statutes section 200.065.

2. Tax Rate

The City Council set the tax rate at 4.5383 mills for property assessed as of January 1, 2011.

3. Adoption of Budget

The document entitled "City of Fort Walton Beach FY 2011-12 Adopted Budget", dated October 1, 2011, comprises the total amount of \$37,935,778 for all funds reported. The budget is being presented as a balanced budget whereby there are sufficient revenues to offset all estimated expenditures or expenses. All budget appropriations are based upon the total expenditure and/or expenses even though the budget has been prepared based on line items and summarized to a categorical level.

4. Budget Amendments

a. The City Council may make any amendments to the adopted budget, by resolution, as it may deem necessary and proper.

b. Budget amendments requesting additional expenditures or expenses must also identify the corresponding funding source.

5. Budget Transfers

Budget transfers shall be accomplished pursuant to Administrative Policy FIN-13 as provided by Resolution 2011-19 adopted by the City Council on August 16, 2011.

6. Debt Service

Debt service for the General Fund will be paid from operating revenues and/or transfers from the Debt Service Fund. Debt service for the Utilities, Golf, and Stormwater Enterprise Funds will be paid from operating revenues from these Enterprise Funds.

7. Carryovers

a. Projects that were not completed during the prior fiscal year are carried forward and are funded with the corresponding carryover appropriations of the prior year. These are commitments anticipated to be incomplete as of September 30, 2011 and will be continued and made a part of the FY 2011-12 budget. The document entitled "City of Fort Walton Beach FY 2011-12 Grant & CIP Project Carryovers", dated September 21, 2011, comprises the total amount of \$5,352,950 for all funds reported.

b. Encumbrances (open purchase orders) that were not completed during the prior fiscal year are carried forward and are funded with the corresponding carryover appropriations of the prior year. These are commitments anticipated to be incomplete as of September 30, 2011 and will be continued and made a part of the FY 2011-12 budget. The document entitled "City of Fort Walton Beach FY 2011-12 Encumbrance Carryovers", dated September 21, 2011, comprises the total amount of \$1,669,288 for all funds reported.

8. Effective Date

This resolution shall become effective on and after October 1, 2011.

September 21, 2011  
Adopted

Mike Anderson  
Mike Anderson, Mayor

Attest:

Helen A. Spencer  
Helen Spencer, City Clerk

Approved for form and legal sufficiency:

Hayward Dykes, Jr.  
Hayward Dykes, Jr., City Attorney

# CITY OF FORT WALTON BEACH

## FY 2011-12 Grant & CIP Project Carryovers

Council Meeting 09/21/11

Divison	Project	Amount	Account	Completion
Right-of-Way	Roadside Beautification Grant - Lewis Turner Blvd	18,522	001-1553-541-6355	Jan 2012
Streets	Okaloosa Co Health Dept Grant - Bike Routes	19,307	001-1584-541-6351	May 2012
Streets	FDOT LAP - Wright Pkwy Sidewalk	180,060	001-1585-541-6353	Dec 2013
Police	Police OSSI Training - October	5,000	001-8500-519-6420	Oct 2011
Fire	Fire Station 7 Renovations	20,188	001-8342-522-6214	Nov 2011
Recreation	Arch & Eng for Design-Build Criteria	115,000	001-8117-572-6214	Dec 2011
Facilities	City Hall & Annex Energy Efficient Lighting	5,183	001-8074-519-6300	Oct 2011
Facilities	Council Chamber HVAC Unit	26,000	001-8082-519-6310	Nov 2011
Streets	Neptune Court - Pave Dirt Road	16,259	001-8326-541-6351	Oct 2011
<b>General Fund</b>		<b>405,519</b>		
CDBG	Fair Housing	500	107-1900-554-5200	Apr 2012
CDBG	World Changers	26,245	107-1930-554-4650	Aug 2012
CDBG	Chester Pruitt	6,911	107-1940-554-5251	Aug 2012
CDBG	Public Services - purpose TBD	2,143	107-1940-554-6997	TBD
CDBG	Infrastructure - purpose TBD	2,140	107-1950-554-6997	TBD
<b>CDBG Fund</b>		<b>37,939</b>		
CRA	Nuisance Abatement Program	50,000	109-8000-552-3400	Mar 2012
CRA	Replace Oyster Shell Archway at Heritage Park	50,000	109-8118-572-6310	Dec 2011
CRA	Sidewalks - St. Mary, First, Third (WF0041926)	16,000	109-8306-541-6353	Oct 2011
CRA	Soundside Affordable Housing Development	2,000,000	109-8607-552-6997	Dec 2012
<b>CRA Fund</b>		<b>2,116,000</b>		
Sewer	Defense Infrastructure Grant - Hurlburt Reuse Line	2,684,918	401-5421-535-6365	Jun 2012
Water	Well Maintenance - Well 8 & 11	5,100	401-8500-533-4680	Dec 2011
Water	Tank Maintenance Contract	50,000	401-8500-533-4680	Jul 2012
Sewer	Lift Station Maintenance - LS 1 Wet Well & Pumps	13,375	401-8500-535-4680	Mar 2012
Sewer	Lift Station Maintenance - LS 8 Wet Well & Pumps	13,375	401-8500-535-4680	Dec 2011
Sewer	Pump Station Maintenance - PS 1 & 2 Flow Meters	2,576	401-8423-535-6402	Nov 2011
<b>Utilities Fund</b>		<b>2,769,344</b>		
Golf	Clubhouse Makeup Air System	14,000	404-8500-572-4645	Oct 2011
<b>Golf Fund</b>		<b>14,000</b>		
Stormwater	Okaloosa Co Health Dept Grant - Bioretention/Rain Garden	5,000	405-1583-538-6355	Dec 2011
Stormwater	Neptune Court - Install Storm Drain	5,148	405-8326-538-6358	Oct 2011
<b>Stormwater Fund</b>		<b>10,148</b>		
<b>Grant &amp; CIP Project Carryovers - All Funds</b>		<b>5,352,950</b>		

# CITY OF FORT WALTON BEACH

## FY 2011-12 Encumbrance Carryovers

Council Meeting 09/21/11

PO	Date	Vendor	Description	PO Balance	Account	Completion
72838	08/30/11	Law Enforcement Supply	Mag-Lite Flashlights	534.00	001-0800-521-5200	Oct 2011
72908	08/29/11	Leon Uniform Company	Equipment Bags	1,438.80	001-0800-521-5200	Oct 2011
72846	08/31/11	Lou's Police Distribution	Glock 17 Handguns	2,045.00	001-0800-521-5233	Oct 2011
116326*	09/19/11	Duval Ford	Police Patrol Car - qty 4 (pending CC approval 9/27)	90,648.00	001-0800-521-6403	Oct 2011
72917	08/31/11	DPMS Firearms	AR-15 Rifles	2,595.00	001-0800-521-6406	Oct 2011
72877	09/01/11	SunBelt Fire	Aerial Ladder Truck & Equipment	694,347.00	001-0900-522-6404	Nov 2011
72977	09/21/11	Professional Service Industries	Asbestos Survey - 243 & 245 Hollywood Blvd	3,000.00	001-1500-519-3100	Nov 2011
72932	09/08/11	Professional Service Industries	Lead Paint Survey - 243 & 245 Hollywood Blvd	1,500.00	001-1500-519-3100	Nov 2011
72934	09/08/11	Hatch Mott McDonald	Prelim Site Investig, Storm/Enviro Permit	143,485.00	001-5117-572-6214	Jan 2012
72692	08/17/11	D&D Air Conditioning	Fire Station 7 A/C Repairs, Duct Work Repl.	3,150.00	001-5342-522-6214	Oct 2011
<b>General Fund</b>				<b>942,742.80</b>		
116326*	09/19/11	Duval Ford	Police Patrol Car - qty 3 (pending CC approval 9/27)	67,986.00	109-0800-521-6403	Oct 2011
70821	01/04/11	The Gail Easley Company	Land Development Code Revisions	13,902.41	109-2000-552-3100	May 2012
70247	10/27/10	Goodwyn, Mills, & Cawood	Brooks Street Parking-Consulting Services	2,900.00	109-5356-545-3100	Dec 2011
71041	01/31/11	Goodwyn, Mills, & Cawood	Pedestrian Crosswalks	8,750.00	109-5602-541-6310	Feb 2012
71042	01/31/11	Goodwyn, Mills, & Cawood	Downtown Streetscape	4,800.00	109-5602-541-6310	Feb 2012
69781	08/16/10	Lewis, Longman, & Walker	CRA Board Legal Representation-Soundside	16,654.38	109-5607-552-3101	Dec 2011
69316	08/04/10	Soundside Apartments LLC	Qualification, Pre-Closing Costs	146,810.00	109-5607-552-8105	Dec 2011
<b>CRA Fund</b>				<b>261,802.79</b>		
69738	09/03/10	Goodwyn, Mills, & Cawood	Standard Document Development	16,000.00	401-1300-536-3100	Oct 2011
72949	09/13/11	Berry's Construction of Shalimar Well 11	Roof Replacement	10,500.00	401-1310-533-6214	Dec 2011
72950	09/13/11	Thompson Pump & Manufacturi	400' Wellpoint System	11,311.66	401-1350-535-6402	Oct 2011
72374	07/11/11	Control Systems & Instrumentati	Well 8 Electrical Upgrade	13,800.00	401-5026-533-4680	Nov 2011
69655	08/27/10	Hatch Mott MacDonald	PS1 & Force Main Evaluation & Engineering	31,968.11	401-5031-535-3100	Dec 2011
72179	06/20/11	CH2M Hill	Sanitary Sewer Evaluation Study	67,381.50	401-5032-535-3100	Dec 2011
67209	11/24/09	Hersey Meters Corporation	Water Meter Replacement	23,906.00	401-5367-533-6368	Dec 2011
116291*	09/14/11	Hersey Meters Corporation	Water Meter Replacement (PO 67211 chg order)	4,095.00	401-5367-533-6368	Dec 2011
70248	10/27/10	CH2M Hill	Reclaimed Water Master Plan-RWSA Study	28,650.00	401-5396-535-3100	Nov 2011
116325*	09/14/11	Teledyne Isco, Inc	Sewer Flow Monitors	50,000.00	401-5398-535-6402	Oct 2011
72763	08/25/11	The Water Spigot	TCLP on Grit	1,130.00	401-5496-535-5200	Oct 2011
<b>Utilities Fund</b>				<b>258,742.27</b>		
116290*	09/14/11	Hatch Mott MacDonald	Stormwater Master Plan	205,000.00	405-1380-538-3100	Jun 2012
71896	05/16/11	Goodwyn, Mills, & Cawood	Topographic Survey-Bioretenention Retrofit	1,000.00	405-1583-538-3100	Dec 2011
<b>Stormwater Fund</b>				<b>206,000.00</b>		
<b>Purchase Order Encumbrance Carryover - All Funds</b>					<b>1,669,287.86</b>	

\*requisition number; purchase order not yet issued

